



# PUBLIC SAFETY ADVISORY BOARD

PUTTING THE PIECES  
**TOGETHER**

JULY 2022



CITY OF  
**Tigard**

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## APPENDIX

Appendix A - Public Safety Advisory Board Work Plan

# A MESSAGE FROM OUR MAYOR JASON SNIDER

The murder of George Floyd, Jr., on May 25, 2020, led cities across the country to examine their public safety practices. In Tigard, we empowered the community to shape our city's response. We heard from more than 500 community members about how important it was to ensure that a similar incident would not occur in our community.

The creation of a 16-member Public Safety Advisory Board (PSAB) was one of the ideas to emerge from community input. The community played a central role in selecting PSAB members and voting for those community members most qualified to serve on the board. The result was a board comprising community members and city employees who represent the diverse voices, life experiences, and needs of our community. Together, the group has evaluated the city's public safety system through the lens of racial equity to improve the lived experiences and safety of everyone in the Tigard community.

Since 2020, the PSAB has convened every other week to have thoughtful dialogue about a broad range of topics. The topics and themes arose from the 500+ community members who sent messages to the City Council in the month after the murder of George Floyd, Jr. This work of the board yielded eight specific recommendations.

One of those recommendations was to expand the Tigard Police Department's body-worn camera program so that every uniformed officer in Tigard wears one all of the time. The Police Department acted quickly to implement this recommendation. In May 2021, department-wide body-worn cameras were issued. The technology package also included upgraded in-car video systems, interview room technology, and cloud-based storage. The body-worn cameras automatically turn on in a number of circumstances, including any time a taser is activated or a gun is drawn from its holster. This brings additional transparency and peace of mind, both for officers and the community.

You will learn more about other PSAB recommendations throughout this report. While the PSAB is wrapping up its mandate, its work continues by delivering on our strategic vision to be "an equitable community that is walkable, healthy, and accessible for everyone." We are guided in these efforts by an Anti-Racism Action Plan that identifies concrete steps to eliminate racism and bias in our organization. Our efforts will be strengthened later this year when we hire the city's first Diversity, Equity, and Inclusion Manager.

I share my deepest appreciation for each member of the Public Safety Advisory Board: Police Chief Kathy McAlpine; Commander James McDonald; Officer and President of the Tigard Police Officers' Association Nicholas Nunn; City Attorney Shelby Rihala; Tigard City Councilor Liz Newton; former City Youth Councilor Emilio Calderon; former Municipal Court Judge Michael O'Brien; former President of the Tigard High School Black Student Union Abdi Mohamoud; former Tigard High School Associated Student Body President and Vice President of the Black Student Union Elise Butera; Licensed Mental Health Professional John Trinh; and Community Representatives Jimmy Brown, John Gerhard IV, Thurman (Lee) Landers, Patty Lofgren, Justin Low, Danny Rauda, Valerie Sasaki, Shaun Stuhldryer, Nick Jarmer, Jeff Mott, and Sheherazade Weyland.

Community voices will remain at the center of our actions. You can add your voice to the conversation by contacting me at [jason@tigard-or.gov](mailto:jason@tigard-or.gov) or 503-810-0269 to share your ideas for action.



*City of Tigard  
Mayor Jason Snider*

A handwritten signature in black ink, appearing to read "J. Snider".

# A MESSAGE FROM OUR CHIEF KATHY MCALPINE



*Tigard Police  
Department  
Chief Kathy McAlpine*

These last many months working in partnership with the Public Safety Advisory Board have proven to be one of the most formative times for the department in my time as Chief here in Tigard.

The charge that City Council gave to the Board was one of ensuring equitable Public Safety practices were in place here in Tigard. The Board was able to provide their perspectives and insight from a widely diverse lens and our participation as a department fit perfectly with our efforts to be transparent, accountable, and inclusive in our practices.

I am proud to say that over the course of the Board's time together they have had the opportunity to meet many members of the department, learn and understand how things operate and most importantly, provide their input and perspective with recommendations on a variety of department areas to help ensure we best reflect the expectations of our community. We were able to have open and honest conversations that furthered mutual understanding of policing in current times.

The operation of this Board fit beautifully with the department mission "To protect and serve all those who live, work and play in Tigard." It allowed us to review our departmental policies, procedures and practices, and engage with representatives of the community in meaningful conversation to ensure we accurately carry out the expectations the community has of their police department.

As a result of this great partnership, I have decided to keep the momentum going with the creation of a Chief's Advisory Panel, which will reflect the diversity of our community and help us view our work through an equity lens.

# BACKGROUND

The Tigard Public Safety Advisory Board (PSAB) is one of several initiatives in the City of Tigard's Anti-Racism Action Plan developed in 2020. It was created to review and advise on public safety practices in response to the murder of George Floyd by Minneapolis police officers.

Immediately following Floyd's death, over 500 community members shared ideas for action with Tigard City Council. This outpouring of public input shaped the Council's discussion about racial justice and city action. Tigard Mayor Jason Snider invited the entire Tigard community to identify and eliminate institutional racism to ensure equity within all city operations and structures and improve the lived experience of all persons of color in Tigard. Through a co-design process, the Tigard community, City Council, and Police Department came together to identify a community-driven solution for police reform and racial justice which led to the creation of the Public Safety Advisory Board.

In July and August 2020, 132 community members provided feedback on a draft Public Safety Advisory Board proposal. A summary of the feedback was discussed at a City Council meeting on August 11, 2020, which informed the final Tigard Public Safety Advisory Board Work Plan (see Appendix A).

The PSAB was responsible for reviewing the city's public safety practices, having inclusive community conversations about these practices, and making recommendations to City Council on these practices all while building relationships and shared understanding between community and police.



# VISION

The Public Safety Advisory Board centered its efforts around advancing racial equity and anti-racism in Tigard. Its vision was for Tigard to be a community where all people feel safe and believe they will receive equitable treatment from the city’s public safety organizations regardless of their race, gender, socioeconomic status, sexual orientation, physical ability, religion, age, housing status, mental capacity and experiential or immutable attributes.

Members brought forward their real-world experiences and represented those most impacted in the community throughout the meetings.



*Chat with the Chief Event*

# BOARD VALUES



Centering the  
Conversation Around  
Those Most Impacted



Listening  
to Each  
Other



Learning  
Then  
Discussing



Focusing On  
Outcomes  
for Tigard



Creating  
Consensus On  
Recommendations

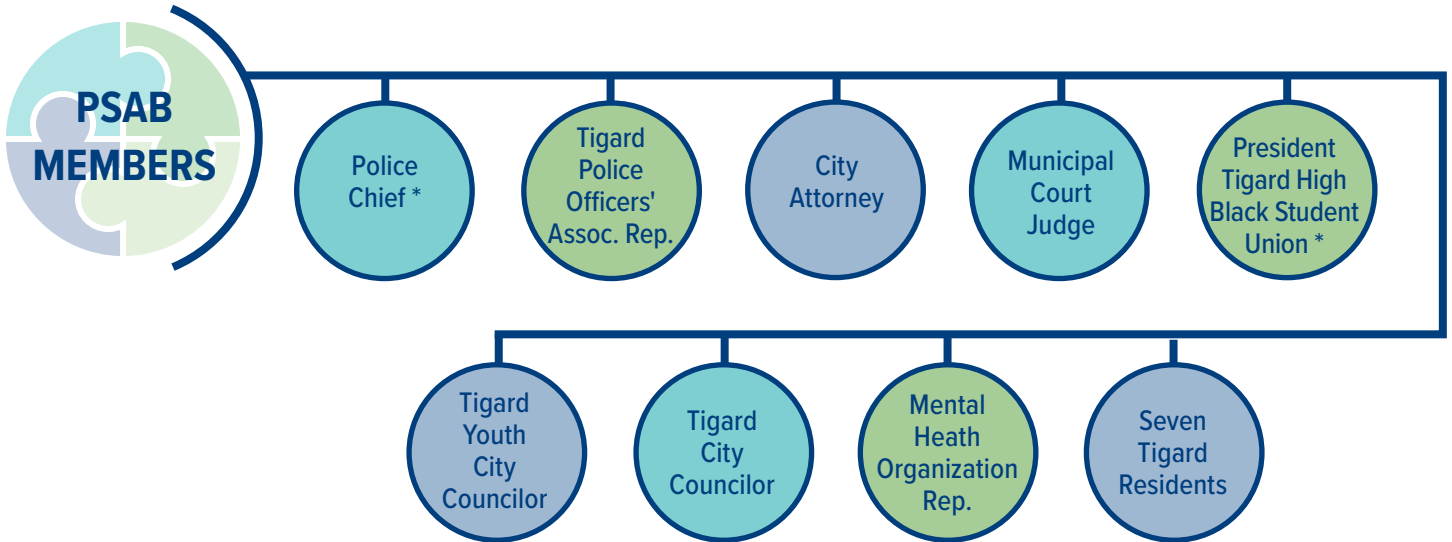


Sharing Our Work  
With the  
Community

# HOW MEMBERS WERE SELECTED

Representatives from the community nominated themselves to serve on the Board by submitting a personal statement and short video. Tigard community members reviewed the candidates and made recommendations to City Council. After reviewing recommendations from the community, the City Council appointed seven at-large community members and two alternates to the Board.

The 15-member Board included at-large Tigard residents:



*\* A designee may also be selected for this board position.*

The Board nominated a Chair and a Vice Chair for each unit of the PSAB's topic schedule as laid out in the Work Plan. The Chair and Vice Chair managed the Board meetings, reported out to City Council, and served as the spokespeople for the Board during their term.

# HOW THE BOARD WORKED

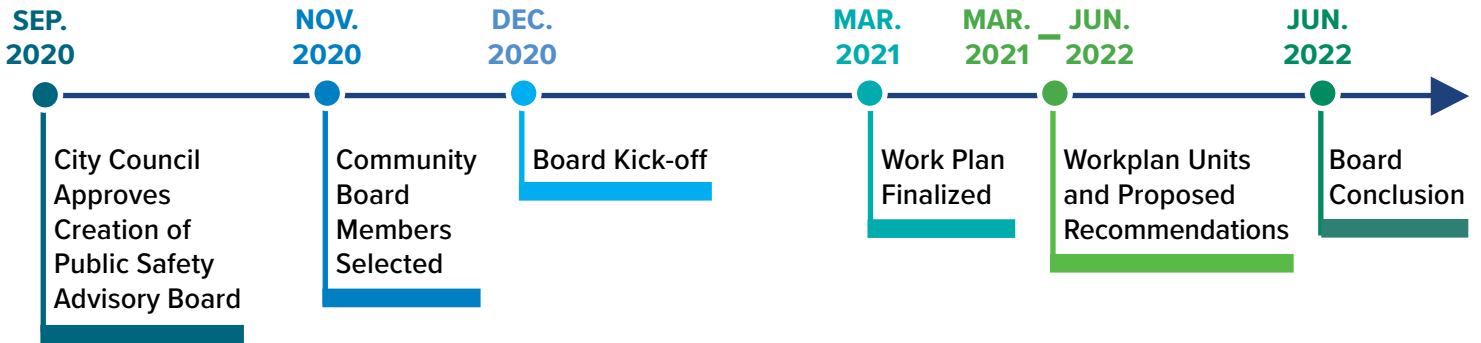
The Board selected specific police practices and public safety topics to focus on during its 18-month tenure based on suggested topics from City Council, community members, and fellow Board members. Topics were organized into themed units to give Board members the opportunity to learn and discuss specific subject matter in depth and provide the city with their insights and recommendations based on their lived experience from a racial equity perspective.

The Board met for two hours every two weeks for 18 months. Over the course of 36 meetings, the Board covered five units of education and discussion. Facilitators led these robust discussions, which often included small group discussion in breakout rooms. Team members then made recommendations to affect change within the Tigard Police Department.



*PSAB Members and Facilitators*

# TIMELINE AND KEY BOARD MILESTONES



## BY THE NUMBERS

**36** PSAB Meetings



**2** Hours per Meeting



**8** Recommendations To City Council

**72** Board Meeting Hours



**4** Report Outs to City Council



**1** Final Council Report

**10+** Guest Presenters



**4** Pairs of Chairs & Vice Chairs



**40+** Work Plan Topics



# DISCUSSION AND RECOMMENDATION PROCESS

PSAB meetings provided opportunity for the Board to learn and share perspectives with each other and to collectively provide that feedback to City Council. The following steps guided the recommendation process:

1

Discussion of meeting topic (this could occur during one or several meetings).

2

Group formulation of a recommendation.

3

Prior to finalizing the recommendation, each Board member had an opportunity to present their views, which would be documented in the recommendation.

If the Board chose to vote on a recommendation, decision-making strove for consensus (defined as at least 12 of 15 votes). A vote of at least 75% was needed to meet the consensus threshold. When the consensus-based recommendation was within the decision-making authority of the Tigard Police Chief or City Manager, they were able to implement such recommendation without Council action.

## BOARD TOPICS

To help PSAB develop informed recommendations for improving public safety practices, members were tasked with understanding the current systems and processes the Tigard Police Department uses to protect and serve the community. This included education offered by the Tigard Police Department and the opportunity to participate in Laser Shot simulation training. Board members learned current practices in the following areas:

- Recruitment, hiring, and training
- Cultural competencies
- Basic law enforcement academy curriculum
- Mandatory reporting on bias complaints
- Statistical Transparency of Policing data for both vehicles and pedestrians
- Mandatory use of force reporting
- Complaint processes
- Deadly use of force procedures and review
- De-escalation in all force response training modules

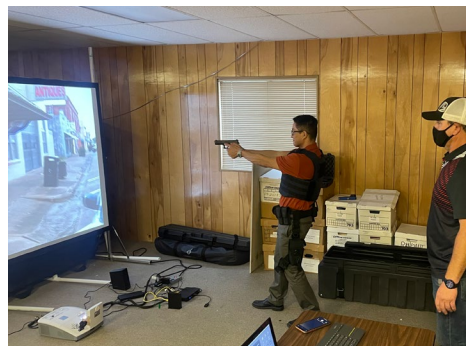


PSAB Virtual Meeting

For a more detailed review, refer to the Public Safety Advisory Work Plan in the appendix.



Tigard Police Department



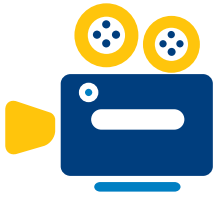
Laser Shot Simulation



Tigard Police Command Staff

# RECOMMENDATIONS

During each unit, subject matter experts presented on a variety of topics related to public safety and police practices. Board members asked numerous questions and offered perspectives based on their personal experiences. The PSAB ultimately made eight formal recommendations to the city. Each recommendation demonstrated direct impact on racial equity in Tigard, and the language of each reflects this commitment.



## Endorsement of the Replacement and Expansion of the Body Worn and Dash Camera Program

On March 22, 2021 City of Tigard Police Department Chief Kathy McAlpine and Sergeant Leigh Erickson made a presentation on Body Worn and Dash Cameras. Watch the presentation and ensuing discussion here: [youtu.be/v0d8fZLKFsw?t=1257](https://youtu.be/v0d8fZLKFsw?t=1257).

Chief McAlpine and Sergeant Erickson asked PSAB to consider replacing old technology while also adding more cameras to current inventory, outfitting all Tigard Police officers and vehicles.

### PSAB RECOMMENDATIONS:

The Public Safety Advisory Board endorses the replacement and expansion of the Body Worn and Dash Camera Program in Fiscal Year 2021. The Body Worn and Dash Camera Program promotes racial equity by creating an objective record of interactions between the Tigard Police and Tigard residents. They will promote trust, accountability, and transparency between the public and the Police Department.

**This recommendation passed unanimously. The new body worn and dash new camera system has been implemented and is currently in use for all officers and Police vehicles.**

On November 8, 2021, the PSAB voted on three recommendations. These recommendations followed monthslong conversations around police use of force. This topic was highly important to the Board because police use of force is often a highly visible and controversial topic in conversations around public safety. This thorough review made sure Tigard Police Department practices matched community expectations. To understand the full conversations and intentions of these PSAB discussions, watch the linked videos.

Discussions began during the July 12 meeting with a key presentation from the Tigard Police Department ([youtu.be/X-TeLXGK2FA?t=935](https://youtu.be/X-TeLXGK2FA?t=935)). Other meetings covering use of force were held on July 26, August 23, and September 13: [youtu.be/FhZnSWx8mLI?t=1743](https://youtu.be/FhZnSWx8mLI?t=1743). The Board provided suggestions to reduce use of force incidents through additional police training and evaluation of emergency communications. On September 27, 2021, PSAB Member Valerie Sasaki presented three recommendations which were the direct result of this conversation: [youtu.be/GSCNi47nh0A?t=4737](https://youtu.be/GSCNi47nh0A?t=4737).



*Sgt. Erickson Wearing One of the New Body Cameras*

Very positive experience. Thanks to Tigard Police Department and City Council.

- PSAB Member

Being on the board really expanded my understanding of police in Tigard and their interactions with the community. As a young person who hasn't had many interactions with the police, I was very unaware about the police in general but now feel better informed.

- PSAB Member



## Cross-Cultural Communications Training

During the October 11, 2021 meeting, the PSAB edited the Cross-Cultural Communications Training Recommendation as a group: [youtu.be/oyThaHG8-\\_Y?t=4426](https://youtu.be/oyThaHG8-_Y?t=4426), and again on October 25: [youtu.be/zf26jVzE1zU?t=1650](https://youtu.be/zf26jVzE1zU?t=1650).

### PSAB RECOMMENDATIONS:

PSAB recommends that Tigard Police Department (TPD) and Tigard city staff identify providers of or internally develop cross-cultural communication training. The training should:

- Cover cross-cultural communication styles, best practices, and community interaction
- Be established in collaboration with community leaders, neighboring/peer agencies, or educational specialists
- Be held at a regular interval, on the recommendation of a qualified provider or specialist
- Be mandatory

This recommendation will promote racial equity and anti-racism by providing the TPD more tools and training to help reduce use of force events involving BIPOC individuals in the Tigard community. The goal is to reduce use of force to a level that is statistically comparable to the percentage of such BIPOC individuals who reside or work in Tigard.

**This recommendation passed unanimously. Its status is ongoing.**



*Community Academy Participants*



## Four Hours of Practical, Hands-on Force-on-Force Training

On October 25, 2021, PSAB discussed adding four hours of practical, hands-on force-on-force training to officers' annual training requirement. Discussion can be found here: [youtu.be/zf26jVzE1zU?t=5447](https://youtu.be/zf26jVzE1zU?t=5447).

### PSAB RECOMMENDATIONS:

PSAB recommends that Tigard Police Department (TPD) investigate adding four hours of practical, hands-on force-on-force training per year. This could raise required training hours to a total of twelve.

Elements for additional research:

- Budgetary impact, including adding a training facility for Tigard officers
- Training practices of peer agencies
- Can training be done on an as-required basis by the recommendation of a skilled trainer?

This recommendation would promote racial equity and anti-racism in the community by helping officers better respond to high-pressure situations in a way that is consistent with Tigard community values. By decreasing the time between training sessions and giving officers more total hours of practice, officers can be better prepared.

**This recommendation passed unanimously. Its status is ongoing.**



## Evaluation of Emergency Communications

The PSAB’s November 8, 2021 meeting capped the four months of use of force discussions. The Board considered the training recommendations as well as the Evaluation of Emergency Communications recommendation: [youtu.be/OytYq2ghl64?t=814](https://youtu.be/OytYq2ghl64?t=814).

### PSAB RECOMMENDATIONS:

We recommend that Tigard Police Department and the City of Tigard evaluate current emergency communication strategies, tools, and systems. The evaluation would specifically evaluate the communications response to the January officer involved shooting as well as the City’s ability to effectively communicate in similar emergency incidents.

This should evaluate on at least these areas:

- Transparency
- Ability to partner with and contact community leaders
- Online presence

As a result of the evaluation, the TPD should improve processes in areas that may be found deficient. The goal of this recommendation is to evaluate how the TPD can better clearly and effectively communicate information to the community and the media in a way that will instill confidence about the administration of justice in Tigard.

**This recommendation passed unanimously and has been completed.**



## Professional Standards Sergeant

Conversations began on the topic of a Professional Standards Sergeant when Tigard Police Chief Kathy McAlpine introduced the topic on December 13, 2021: [youtu.be/DXD-f0yidYg?t=620](https://youtu.be/DXD-f0yidYg?t=620). Discussion continued throughout January and February of 2022, and ultimately the Professional Standards Sergeant Recommendation passed.

### PSAB RECOMMENDATIONS:

1. Creation of a Professional Standards Sergeant (PSS) in the Tigard Police Department.
2. Request funding of the PSS position through City General Fund dollars in Fiscal Year 2021-2022.

With the addition of this position focused on professional standards, the Tigard Police Department can increase the level of transparency, promote racial equity, and show greater accountability to the community.

**This recommendation passed unanimously. The position was funded for the 2022-2023 fiscal year with plans to recruit for the position in the coming months.**

I think the discussions we had around social justice and equity were incredibly impactful. The George Floyd murder resonated in our meetings, to the point that his death was not described as “a death”, but as “his murder”. That takes a strong position on the role that law enforcement played in his murder. Not an easy thing to say.

- PSAB Member

It was life changing for me. I will forever add the equity lens to my decision making - you can’t assume an individual’s perspective.

- PSAB Member



## Community-Centered City-Wide Role

On January 10, 2022, Board Member Jimmy Brown introduced the concept of a companion “ombudsman” position to be paired with the Professional Standards Sergeant position. The Board discussed the ombudsman concept in the next two meetings on January 24, 2022 and February 14, 2022: [youtu.be/Jc0Pv2X4iGU?t=5604](https://youtu.be/Jc0Pv2X4iGU?t=5604) and [youtu.be/S-IljLUWXU0?t=1587](https://youtu.be/S-IljLUWXU0?t=1587).

### PSAB RECOMMENDATIONS:

Create a position and empower a volunteer Board to utilize a community-centered lens to assist community members in navigating the government systems of Tigard and fostering trust through meaningful conversation. By “meeting people where they are,” this role would be a connection point between community members and the city.

This role would help ensure that communities of color are afforded equity, justice, transparency, and accountability.

**This recommendation passed with three “no” votes, nine “yes” votes, and three absent. This recommendation is pending further discussion by City Management.**



## City Explores Offering Community Service as an Alternative to Fines

On April 25, 2022, Tigard Municipal Court Judges Michael O’Brien and Emily Oberdorfer concluded a presentation on judicial topics that had spanned several meetings. Judge Oberdorfer brought forward the idea to explore whether the Tigard Municipal Court can offer community service as an alternative to fines for those convicted of violations, and for whom paying the fine would be a financial hardship. Watch the relevant meeting here: [youtu.be/wr8w5RaNNd8?t=3770](https://youtu.be/wr8w5RaNNd8?t=3770).

### PSAB RECOMMENDATIONS:

We recommend that the City of Tigard Court explore the possibility of offering community service as an alternative to court-ordered fines.

This alternative could help prevent ‘deep hole syndrome’ – a cycle that community members can find themselves in when they are unable to pay fines and the fines compound over time. This recommendation can help Tigard be a more equitable place to live, work, worship, and play.

**This recommendation passed unanimously and is to be explored in 2023-2024 fiscal year with City Council’s approval.**

Many of the policies and practices that were recently implemented statewide were already in effect in Tigard.  
- PSAB Member

It has been an honor and an education.  
- PSAB Member

I was pleasantly surprised to see how open to change the City Police Department was on many topics.  
- PSAB Member



## Mental Health 1st Response Team

During the May 9, 2022 meeting, Board Member Jeff Mott brought forward a recommendation to augment the Mental Health Response Team (MHRT) model the Tigard Police Department currently employs: [youtu.be/HtEAL\\_aDPul?t=1117](https://youtu.be/HtEAL_aDPul?t=1117).

Currently, the MHRT, which consists of a clinician paired with an officer, is deployed in response to low- to mid-risk public safety situations where mental health is playing a role. A Mental Health 1st Response Team would consist of a pair of clinicians and could be deployed to no-risk situations.

### PSAB RECOMMENDATIONS:

Work with other local jurisdictions to establish a Tigard or South Cities Mental Health 1st Response Team to serve community members during nonviolent mental health-related situations (including, but not limited to conflict resolution, welfare checks, substance abuse, and suicide threats) with a focus on service, care, provider safety, and offering resources to include multi-lingual and culturally competent services. This team would rely on trauma-informed de-escalation and harm reduction techniques and would operate in tandem with the existing South Cities Mental Health Response Team.

The goal of this recommendation is to utilize crisis worker and medic pairs to respond to these interactions instead of police officers.

This recommendation should serve as a starting point for conversations between the city and county governments in South Washington County and Tualatin Valley Fire and Rescue about the future of Mental Health 1st Response in the region. This conversation should include community members with lived experiences.

This recommendation includes allocating resources for multi-lingual and culturally competent services that will increase equitable access to mental health services.

**This recommendation passed unanimously. Program implementation is dependent upon a larger Washington County-wide discussion, but the City of Tigard is committed to pursuing the idea.**

## ADDITIONAL SERVICE

In addition to passing eight recommendations, PSAB successfully advocated to bring back the Police Department's Community Academy, an eight-week course, that provides an in-depth look at the department's hiring and training, patrol division, specialty units, investigations, and more.

To advance the conversation outside of the regular Board meetings and enhance their experience, members were also encouraged to learn, share perspectives, and engage with the community, the Tigard Police Department, and City Council. Members had the opportunity to engage in activities such as:

- Participating in Laser Shot, a simulated scenario-based training
- Participating on a Tigard Police Officer Interview Board
- Presenting regular updates on Board progress to Tigard City Council
- Volunteering at the City of Tigard table at the Farmer's Market
- Engaging with various community organizations
- Participating in a virtual Chat with the Chief
- Interviewing with OPB's Think Out Loud radio show
- Interviewing with Talking Tigard podcast episode "Learning from Our Differences"
- Appearing on "Late Night in Tigard 2021", Mayor Jason Snider's State of the City address

# POSITIVE EXPERIENCE ADVANCING RACIAL EQUITY AND ANTI-RACISM IN TIGARD

At the conclusion of the Board's term, members weighed in on their experience serving on the Board and the impact it had on the greater Tigard community.

## PSAB Board Service

Overwhelmingly, members believed that the Board lived up to its mission to improve the lived experience of all people in Tigard so that everyone enjoys the same safety and privilege. Members shared that they had a favorable experience serving on the Board.

**100%**

**Believed the Police Department Engaged in Constructive and Helpful Conversation**

**83%**

**Felt Proud of the Work PSAB Accomplished**

**84%**

**Believed They Received the Education and Resources to Be an Effective Board Member**

**92%**

**Believed PSAB Delivered Positive Results to the Community**

## PSAB Members' Top Three Most Impactful Recommendations

The Board approved eight recommendations to City Council during its tenure. The three recommendations the Board believed would have the most impact on the community were:

**1**

**Mental Health First Response Team**

**2**

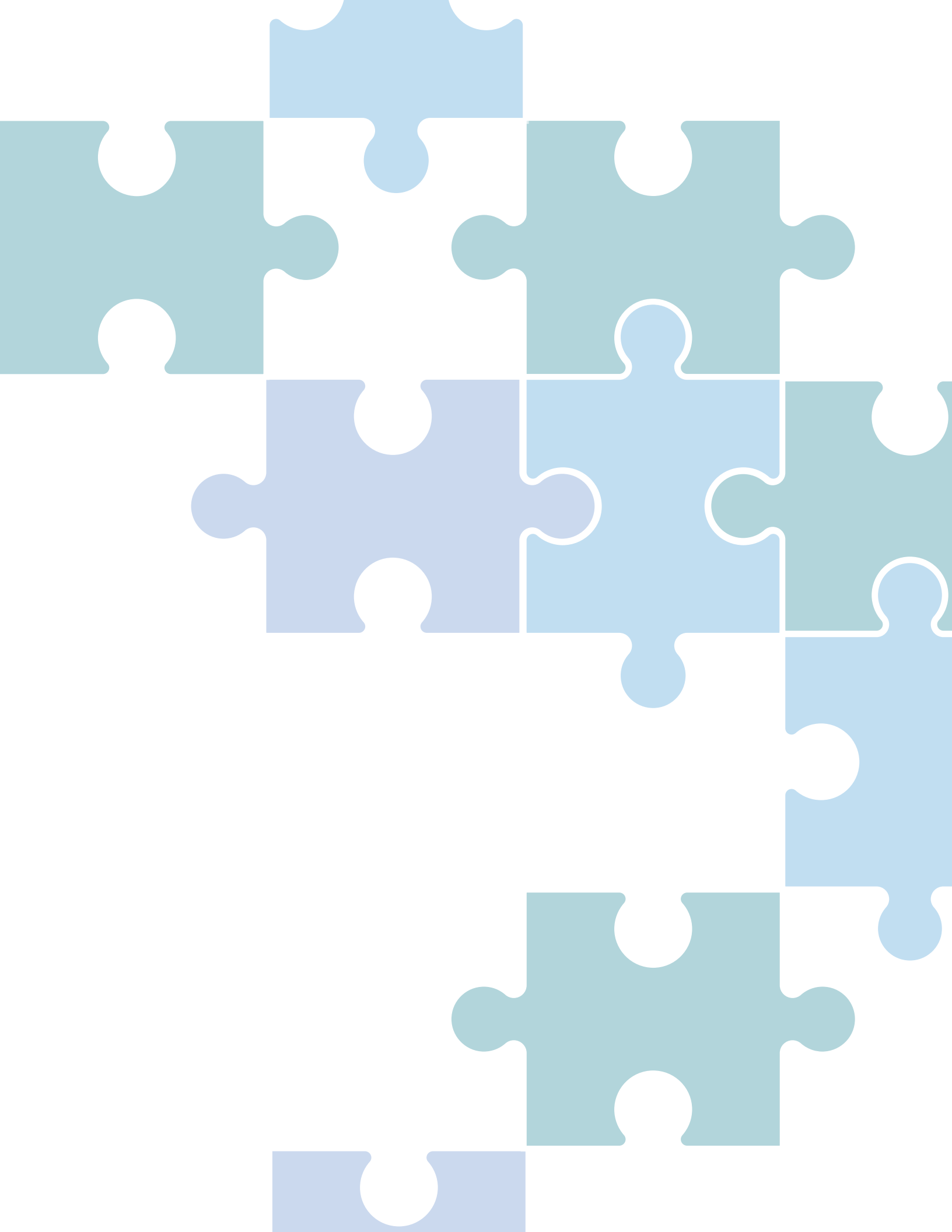
**Endorsement and Replacement of Body Worn and Dash Cameras**

**3**

**Cross-Cultural Communications Training**

## CONCLUSION

In addition to the work Public Safety Advisory Board members completed through their policy recommendations, a great strength was the Board's cohesiveness and collaborative spirit. There was notably little turnover in members over the eighteen months of its existence. Board members commented on the authentic trust they felt between one another. The Board helped improve the public perception of the Tigard Police Department by being ambassadors to and from the greater Tigard community. The Police Department was deeply committed to the process as well, approaching meetings with wealth of information to share, openness to discussion and suggestions, and evidenced commitment to the Tigard community perspective. The PSAB recommendations have led to meaningful change and will continue to impact how the city approaches public safety in years to come.





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# APPENDIX A WORK PLAN

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CITY OF  
**Tigard**





# Tigard Public Safety Advisory Board

## Work Plan

*Updated March 2021*

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# Tigard Public Safety Advisory Board

## Purpose

The Public Safety Advisory Board Action Plan provides an overview of Board procedures and norms.

## Mission Statement

Improve the lived experience of all people in Tigard so that everyone enjoys the same safety and privilege through a comprehensive review of the practices and procedures in the City police department, municipal court, and social justice initiatives.

## Vision Statement

Tigard is a community where all people feel safe and believe they will receive equitable treatment from the City's public safety organizations regardless of their race, gender, socioeconomic status, sexual orientation, physical ability, religion, age, housing status, mental capacity and experiential or immutable attributes.

## Values

- ✓ Listening to each other
- ✓ Learning, then discussing
- ✓ Focusing on outcomes for Tigard
- ✓ Centering the conversation around those that are most impacted
- ✓ Creating consensus on recommendations
- ✓ Sharing our work with the community

## Members

The Board is made up of 15 people, and two alternate Community representatives. Appointment of community members was done in a two-step process. First community members nominated themselves, then Tigard community members voted for their top choices. The City Council reviewed the top choices and selected seven community members and two alternates.

James (Jamey) McDonald	Police Chief/Designee
Nicolas (Nick) Nunn	Tigard Police Officers' Association (TPOA)
Shelby Rihala	City Attorney
Michael O'Brien	Municipal Court Judge
Abdi Mohamoud	President of Tigard High School Black Student Union (BSU)/Designee
Emilio Calderon	Tigard Youth City Councilor
Liz Newton	Tigard City Councilor
John Trinh	Licensed Mental Health Professional
Jimmy Brown	Business Community (replaced with additional community rep)
Thurman (Lee) Landers	Community representative
Patty Lofgren	Community representative

Justin Low	Community representative
Danny Rauda	Community representative
Valerie Sasaki	Community representative
Vacant	Community representative
John Gerhard IV	Alternate: Community representative
Jeff Mott	Alternate: Community representative

## Roles and Responsibilities

Board members and alternate Board members will:

- Regularly attend meeting and contribute constructively to discussions.
- Consider and discuss issues from a Citywide perspective, as well as their own.
- Strive to reach consensus on matters under consideration.
- Act with respect and consideration for the viewpoint of others.
- Shall not make representations on behalf of the City of Tigard or Board whether intentional or not, without authorization.
- Communicate the work of the Board through their community and any organizations they participate in.

Alternate Board members are expected to attend all meetings and can participate fully, asking questions of staff or applicants, joining the deliberations, and all other Board activities. The one exception being they do not vote.

**Attendance:** If a member is unable to attend a meeting, he or she is expected to notify the Chair one week prior to the missed meeting. If a member has missed more than a reasonable number of meetings, then the staff liaison will make every effort to reach out to the Board member. If the staff liaison is unable to contact the Board member, then the issue shall be forwarded to City Council for potential action.

**Education Activities:** To ensure that everyone on the Board understands the topics being discussed and is informed on the key issues, the City will provide educational opportunities to the Board members. Some of the instruction will be done during Board meetings and some will be done independently by members. Board members are expected to complete any education activities before the relevant Board meeting.

## Organization of the Board

**Board Chairs:** The Board will elect a Chair and Vice Chair two weeks before beginning each subunit of topics. The Chair and Vice Chair have equal voting authority to the other members of the Board. The Chair shall have general directional powers over the Board and serve as the spokesperson for the Board during their term unless this responsibility is delegated to support staff or another Board member. The Chair will open and close meetings and support collaborative discussions and review and provide input on meeting agendas with the Work Group. The Vice Chair will serve as Chair in the Chair's absence.

**Work Group:** The Work Group will prepare meeting agendas with input from Board Chairs. The Work Group will also develop educational activities or other materials as needed. The Work Group members

include are the City Manager, the Police Chief or designee, the Tigard Police educational consultant, the City Attorney, and the facilitators.

**Staff Liaisons:** Staff liaisons are the primary contacts for City of Tigard boards and the primary interface between these bodies and the City Council, City Manager, and departments. Besides serving as a technical resource, staff liaisons are responsible for meeting logistics, member recruitment and recognition, recordkeeping, and monitoring board effectiveness.

## Meetings

**Location:** Through at least spring 2021, meetings will be held virtually via the Zoom platform and streamed live through the City of Tigard YouTube channel. When it is safe to do so, meetings will transition to an in-person format, location TBD.

**Frequency and Duration:** 90 to 120 minute meetings will be held twice a month on the 2nd and 4th Mondays of the month. This schedule will be adjusted as required by the topics being discussed and Board member schedules.

**Structure:** At each meeting, Board members will be provided an overview of the meeting topic(s), ask questions, provide comments and feedback, request additional information, and consider recommendations.

**Public Meeting Law:** All meetings shall be open to the public and notice given pursuant to Oregon Public Meetings Law. Interested persons and media can asked in writing to be notified of meetings by emailing Eduardo Ramos at [eduardor@tigard-or.gov](mailto:eduardor@tigard-or.gov).

### Zoom Etiquette:

- Use the 'Raise Hands' feature during discussion and allow the facilitators to call on Board members.
- Close other windows and apps to avoid distractions.

**Public Comment:** There will be a 15-minute period for public comment at the beginning of every Board meeting.

**Quorum:** At any meeting of the Board, a quorum shall be a majority of the current members (excludes alternates) of the Board. No action shall be taken in the absence of a quorum except that the meeting may continue with discussion on agenda items. For the purposes of forming a quorum, members who have disqualified or excused themselves from participation in any matter shall be counted as present.

In the event a quorum will not be present at any meeting, the Chair or Vice Chair shall notify the Board members in advance so that a decision may be made whether to meet and take no action on agenda items or to reschedule to a different time.

## Centering Racial Equity and Anti-Racism

To further the Board value of "Centering the conversation around those that are most impacted" the Board will use strategies to center racial equity. These include:

- ✓ Book discussions on books about racial equity and anti-racism.
- ✓ Dedicate a portion of any topic discussion to a conversation on how racial equity is impacted by that topic.

- ✓ Conduct a centering exercise at the beginning of each meeting to remind the Board of their mission.
- ✓ Invite guest speakers on racial equity topics.
- ✓ Encourage people in the community to participate in the public process.
- ✓ Center discussions around racial equity as well as its intersections with other identities named in the Board’s Vision statement.
- ✓ All recommendations to the City Council will include a discussion of how it will make Tigard a better place for everyone in the community.
- ✓ Use context and data to make decisions.
- ✓ Target students and work to make the Board accessible to their voices. Commander McDonald will give updates on the SRO program as part of this strategy.
- ✓ During all topic discussions, bring forward real world experiences and how actual people are impacted by the topic.
- ✓ Work to bring affinity groups to the Board to share their perspectives.
- ✓ Include the voices of people who work for the City government and their views in the discussions.

## Recommendation Process

**Discussion and recommendations:** The goal is to provide an opportunity for the Board to learn and share perspectives with each other and to collectively provide that feedback to City Council. The following steps will guide the recommendation process:

1. Discussion of meeting topic (this could occur during one or several meetings).
2. Group formulation of a recommendation.
3. Prior to finalizing the recommendation, each Board member will have an opportunity to present their views, which will be documented in the recommendation.

**Voting:** If the Board does choose to vote on a recommendation, decision making will strive for consensus (defined as at least 12 of 15 votes). Alternates are not allowed to vote but may provide comments.

## City Council Recommendations and Reports

The Board will make quarterly reports to City Council, including updates of the Board’s progress on the workplan and proposing recommended Council actions. When the consensus-based recommendation is within the decision-making authority of the Chief or City Manager, the Chief or City Manager may implement such recommendation without Council action. If the Chief or City Manager declines to implement the recommendation, it will be forwarded to Council for review and consideration. If the recommendation requires additional action, such as approval by Budget Committee or bargaining with the union, the recommendation will not be effective until all approvals are received.

## Potential Future Assignments

Once the original work of the Board has been completed, the Board and City staff can consider the benefits of additional assignments.

## Appendix: Topic Schedule

The topics selected for Board discussion were developed and review by the community. The list is organized by what authority the City has to address the topics. There are topics the City can create policies to address, and there are topics the City can advocate for at the State or Federal level.

The topics have been rearranged into themed units This schedule has the benefit of grouping similar topics together, making the education and discussion of topics more comprehensive.

### Topics Schedule and Action Available

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<b>Unit 1: Introductions</b>	
<b>Setting the Stage</b>	<b>Meeting 1</b>
<ul style="list-style-type: none"><li>Public Meeting Laws Overview</li><li>Review Work Plan</li><li>Review Mission Statement and Board Values</li></ul>	
<b>Beginning the Process</b>	<b>Meeting 2+</b>
<ul style="list-style-type: none"><li>Revise Work Plan</li><li>Revise Topic Schedule</li><li>Tigard Policing 101<ul style="list-style-type: none"><li>Discuss how misdemeanors</li><li>How charges work (depends on if City or State code is applied), concept of officer discretion, distinction between Tigard PD and Washington County PD</li></ul></li><li>Early Action – Body Cams—Procedures for release of footage, timing, process (Oregon Public Records Law)</li></ul>	City action
<b>Unit 2: The Tigard Officer’s Journey</b>	
<b>Hiring</b>	<b>Meeting(s)</b>
<ul style="list-style-type: none"><li>Identify how biases are identified in the hiring process</li><li>Use of psychiatric evaluation</li><li>Social media review during hiring process</li><li>Review past misdemeanors in other roles</li><li>Maintain police workforce that reflects the community</li><li>Residency of police officers</li></ul>	City action City action City action City action City action City action
<b>Training</b>	<b>Meeting(s)</b>
<ul style="list-style-type: none"><li>Change in training and policies to allow or direct an officer to back down from an immediate arrest</li><li>Social media policy for officers</li><li>Implicit bias, cultural awareness, sensitivity training, and trauma informed care</li><li>De-escalation training (separated between controlling and calming actions/training) (Including considerations of age/gender/etc)</li><li>Mental health training (perhaps with de-escalation training topic)</li></ul>	City action City action City action City action



- Crisis Intervention Training (CIT)
- Police Legitimacy and Procedural Justice training City action
- Restorative justice training for police department leadership City action
- Medical training on airway management and respiratory system City/State action
- Hours of police training in Oregon State advocacy

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**Performance Review and Discipline Meeting(s)**

- Labor arbitration re-instatement of officers terminated for misconduct/bias/excessive use of force City action
- Community police oversight or use of force review committee/chief’s advisory committee City action
- Identify extremist or racist behaviors City action
- Ensure that all personnel are complying with Tigard’s “Welcoming City” resolution City action
- Public access to misconduct investigation results City/State action
- National databank/registry for police misconduct Federal advocacy

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**Unit 3: The Community Experience**

**Officer Appearance Meeting(s)**

- Officer clear identification in all instances, including riot control City action
- Color and style of uniforms and color of cars are intimidating/militaristic City/State action

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**Traffic Stops Meeting(s)**

- Pretext stops City action
- Evaluate possibility of unarmed traffic control City action
- Review traffic violation enforcement protocols to evaluate if the community and officers could be safer using technologically advanced methods as an alternative to initiating a traffic stop. State advocacy

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**Use of Force Meeting(s)**

- Ban use of choke holds City action
- Re-implementing a force continuum (as requested by #8cantwait) vs. current Graham vs. Connor standard City/State action
- Crowd/riot control policies (chemical agent use) City action
- Re-evaluate deadly force assumptions City/State action
- Qualified immunity Federal advocacy

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**Other Police-Public Interactions Meeting(s)**

- “No knock” warrants City action
- Enforcement of COVID-19 mandates City action
- Community relationship building City action
- K-9 Department City action
- Community training by the Chief City action
- Review of current holding facilities City action
- Quality of life crime data City action

- Police interaction data review (particularly related to race) City action
- Police department and immigration City action
- Consider change of participation in Tri-Met Transit Police program, including unarmed transit control City action
- Crime lab information and interaction between Tigard police and Oregon State Lab State advocacy

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**Unit 4: Social Justice**

**Meeting(s)**

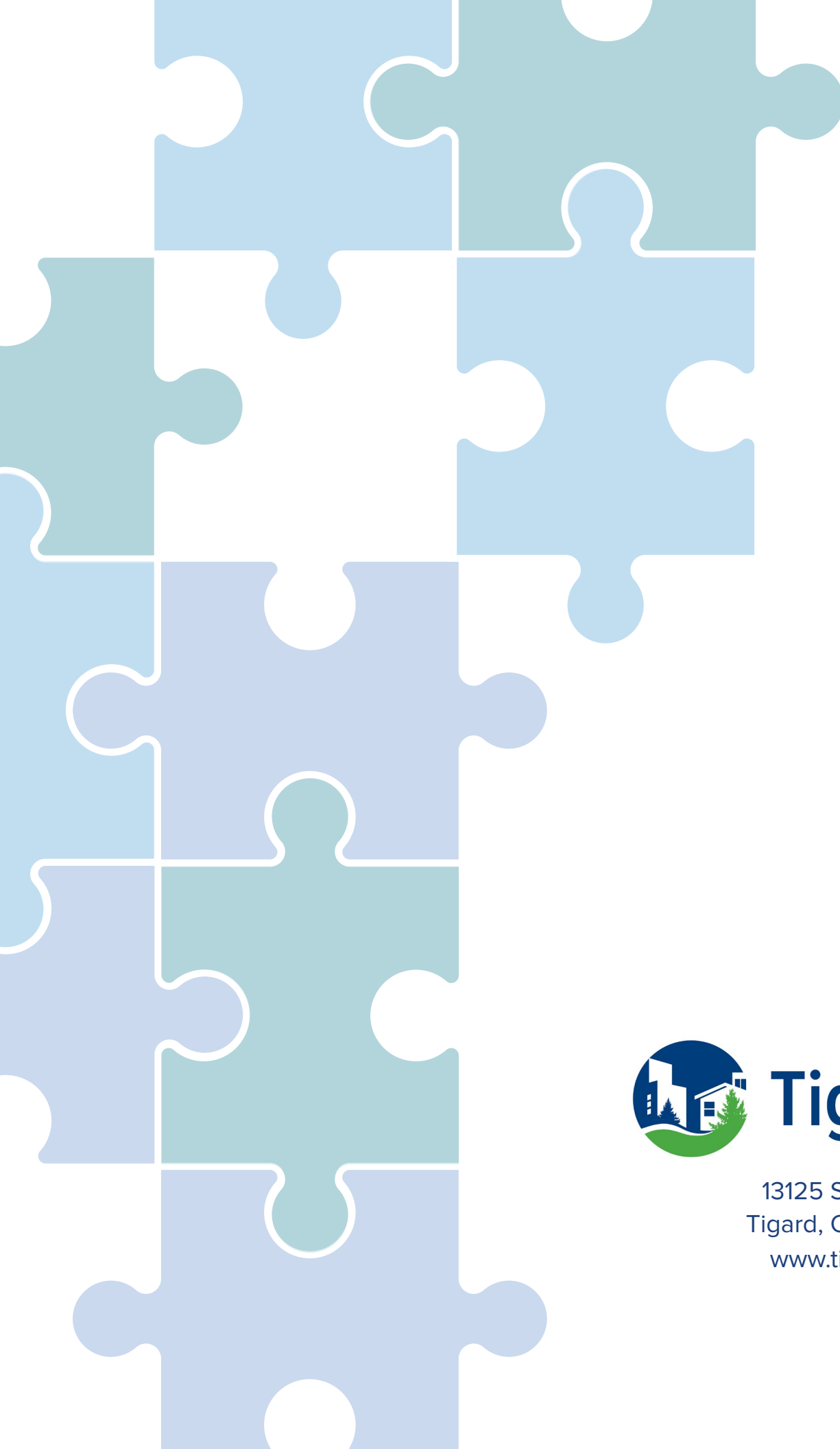
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- Establish a non-police response for mental health, homelessness, and other non-criminal calls City action
  - Interaction between Tigard PD and non-profits providing mental health and other services. City action
  - Homeless Services Tax -where is the money being spent City action
  - Interactions between Tigard PD and other government agencies, including ICE City action
  - Change bail/fine system within the Tigard Municipal Court so the cost of fines are equitable for all City/State action
  - Advocate for a change in the cash bail system to make it equitable for everyone State advocacy
  - Consequences for calling 911 to report normal community activity based primarily on race State advocacy
    - Post-incident de-traumatization
    - De-traumatizing situation
    - Tigard PD relationship with WCCCA (Washington County Communication Center)
  - Advocate for the release of all offenders Tigard helped prosecute for activities no longer a crime (e.g. marijuana possession) State advocacy

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Other: Tracking bills in Oregon Legislature. Michael O'Brien will keep Board apprised.

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Unit 5: The Youth of Tigard	Meeting(s)
<ul style="list-style-type: none"> <li>• School Resource Officers (SRO’s): their presence, training, behavior, and interaction in Tigard-Tualatin School District schools               <ul style="list-style-type: none"> <li>○ what discretion they have</li> <li>○ what their task is</li> <li>○ what they will act on</li> <li>○ relationship with school administration</li> <li>○ relationship with School Wellness Centers</li> </ul> </li> </ul>	City action
<ul style="list-style-type: none"> <li>• Relationship building initiatives between Tigard Police and youth beyond, beyond the SRO program – including the Cadet program</li> </ul>	City action
<ul style="list-style-type: none"> <li>• Reestablishment of youth peer court program or delegation to the Tigard Youth Advisory Council</li> </ul>	City action



CITY OF  
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