



CITY OF
West Linn

22500 Salamo Road
West Linn, Oregon 97068
<http://westlinnoregon.gov>

POLICE OVERSIGHT TASK FORCE MEETING AGENDA

Thursday, April 8, 2021

4:00 p.m. – Meeting – Webex*

1. Call to Order
2. Approval of Agenda
3. Public Comment
4. Staff Update
5. Continue review of second set of proposals from December 30, 2020 meeting
6. Adjourn

Note: *A quorum of City Council may be attending the Police Oversight Task Force Meeting

**Due to federal and state restrictions on public gatherings, City hall is temporarily closed to the public until further notice. All City Council and Citizen Advisory Board meetings will be conducted virtually via WebEx. The public can watch this meeting online via YouTube: <https://youtu.be/zqVCiP7mlrA>*

Submit written comments by email to kmollusky@westlinnoregon.gov. All comments must be received prior to 12:00 pm on the meeting day.

To speak during the meeting, please complete the form located at: <https://westlinnoregon.gov/citycouncil/meeting-request-speak-signup> by noon the day of the meeting to be input into our system. Instructions on how to access the virtual meeting will then be provided to you by email prior to the meeting.

If you require special assistance under the Americans with Disabilities Act, please call City Hall 48 hours before the meeting date, 503-657-0331.

Proposals for 12/30 Meeting:

1. ~~Future committee should ensure that all recommendations put forth by the OIR group are implemented within TBD months and that yearly audits are performed to validate effectiveness of recommendations.~~
2. Future committee members should be provided investigation materials from other agencies that are still underway to help provide further recommendations and oversight / audit functions to the extent allowable by law. *Approved on 4.8.*
3. The permanent oversight committee should have a minimum of 7 civilian (all West Linn residents) members, the majority of whom should be BIPOC. *Approved on 4.8.*
4. LE whistleblowers should be able to report directly to the permanent oversight committee, and protections for whistleblowers should be strengthened overall. *Approved on 4.8.*
5. The permanent oversight committee should review, and implement as needed (i.e., if not addressed elsewhere in this list), recommendations made by the West Linn community group “Concerned Citizens of West Linn” as laid out in their October 5, 2020 press release. To the extent possible, we advise the City Council to incorporate the suggestions laid out in the document into collective bargaining. *Approved on 4.8.*
6. ~~Independent outside professional investigations for all whistleblower, civil cases, and those involving upper police leadership with investigative reports to all stakeholders including the public. Addresses internal investigative conflict of interest issues in serious misconduct cases as evidenced by Fesser case which could have been prevented.~~
7. ~~Required expertise for Investigators, auditor in the laws, policies, standards of practice governing policing. Consequence of lack of expertise results in potential flawed investigations, with harm to people and increased liability for law suits.~~
8. ~~Investigator to have subpoena power for both officers and citizen witnesses and full access to police data base to enable gathering of all relevant facts for a thorough investigation~~
9. Oversight entity to have some level of authority over discipline decisions. Details will depend on collective bargaining. ~~Addresses historic problem of findings of misconduct and a lack of consequences imposed by police chief to deter further misconduct.~~ *Approved on 4.8.*
10. Address historic problem of WL police leadership accountability with City manager and city council to work together on policy outlining clear expectations, performance measures, disciplinary guide for police chief for which the city manager will be accountable to city for

enforcing. Annual Evaluation of performance of police chief by city manager to be shared with city council, mayor and *oversight committee*. *Approved 4.8.*

- ~~11. Accreditation of WLPD by CALEA or OAA to raise standards of practice and policies to reflect best practices.~~
12. Offer option of Citizen liaison between complainant and WLPD to address issue of citizens uncomfortable with police interactions in complaint process. *Approved 4.8.*
13. Public access to collective bargaining negotiations and allow input on contract language representing blocks to accountability. *Approved 4.8.*
- ~~14. WLPD to implement early warning system for police misconduct for harm prevention. Struck on 4.8.~~
15. Transparency to include, at minimum, an annual report to the public of all audit reports, investigative reports, disciplinary decisions, litigation to facilitate public trust and to be provided to the oversight committee. *Approved 4.8.*
16. Citizen committee to have *a seat on the interviewing panel* in hiring, promotion of WLPD staff, officer performance metrics. *Approved 4.8.*
- ~~17. Regular police training~~ Police Oversight Body to have oversight and make recommendations to WLPD and Council regarding training. ~~include de-escalation, implicit bias, procedural justice, conflict resolution, mental illness, drug addiction, stress management.~~ *Approved 4.8.*
18. Dedicated 'harm reduction' subcommittee, preferably composed of individual(s) with background in mental health care/social work, to oversee the integration and continued success of a CAHOOTS-type community harm reduction team within WLPD (or contracted outside of WLPD at council's discretion). Community harm reduction team can be reached by police dispatcher, team has expertise in de-escalation, is unarmed, specializes in assisting in mental health calls, domestic violence dispute resolution, homelessness crisis management, support for citizens in reporting hate crimes. Harm reduction team members paid w WLPD budget. Subcommittee reports to larger oversight committee. *Tabled 4.8.*
- ~~19. The City of West Linn shall require some college level education or the equivalent experience and coursework of police applicants which meet official standards of certification by an external regulatory body (i.e. oversight committee or accredited institution of education). Further, promotions shall be based on officers' postsecondary coursework in related field. In addition, board approved and evidence-based continuing education courses shall be required for renewal of officer certification every ____ years.~~ *Approved 4.8.*

20. The future oversight committee should be able to formally file complaints, grievances, or a vote of no confidence against city leadership and staff (mayor, city council, city manager, WLPD Chief, city legal representation, city insurance agencies, etc.) that is not responsive to proposals and decisions made by the future oversight committee, independent investigation entities, or past completed investigations by county/state/federal entities, where reasonable and educated justifications based on the West Linn City Charter are not given by city leadership. *Tabled 4.8*
- ~~21. The future oversight committee should be involved in the hiring/screening process with the city manager and/or WLPD Chief for WLPD staff and leadership.~~
- ~~22. To ensure no bias occurs and increase diversity of the group, oversight committee member application forms should be reviewed and evaluated utilizing pre-determined selection criteria. Each question should be weighted (for example 0-5). Application materials should state minorities are encouraged to apply and will be given preference (bonus points?). Top ranked applicants should be appointed/ or interviewed for open positions. To further reduce systemic errors, names should be redacted from the application forms prior to scoring/review.~~
- ~~23. "3 Tiered Cake Proposal". We recommend that the City take a three tiered approach to permanent oversight creation. Tier 1 would be the work we will have completed for recommendation by the end of this meeting. Tier 2 would include, on a volunteer basis, those members of the taskforce who want to continue to work on formation of the permanent task force including but not limited to: working with council to be responsive to any concerns they have about recommendations made in Tier 1, and making other general recommendations to facilitate a smooth transition to a permanent oversight board. Tier 2 would cease when the permanent task force is created and meets for the first time. Tier 3 would be the creation and implementation of the permanent oversight board at which point this board would cease to exist.~~
- ~~24. The committee recommends open and transparent collective bargaining with the CCPOA as provided by current Oregon law. Further, the committee recommends that the City bargaining team engage with the task force regarding proposals and the strategy for achieving community centered reforms recommended by the task force. *Approved 4.8.*~~
- ~~25. If by 7:15pm during our 12/30/2020 meeting the "3 Tiered Cake Proposal" is not passed on a majority basis we would propose that the committee's work is extended for three additional meeting on a volunteer basis to continue to wrap up the committee's work.~~
- ~~26. (previously passed but with When a complaint is filed, notice goes to everyone (WLPD and oversight committee). People are able to file complaints independently with 3rd party (outside WLPD). Investigation done by a staff person** or contractor external from WLPD.* Passed unanimously~~

27. Overall, the oversight committee must function in a highly professional and empirical system. The standards must be strengthened, the city manager and city council need to be able to be held to account as part of the system, not separate from the system.
- a. The **internal affairs** or **professional standards** investigative capability and integrity must be strengthened. Contracting out this work to another expert or agency would be a start in returning integrity to internal affairs investigations and the body that you create to oversee the integrity must be able to rely on the internal investigations that are conducted of all manner of alleged misconduct from simple service complaints to criminal investigations.
 - b. The **city manager** needs bandwidth, access, and tools to oversee the police department. It has consistently been that the city manager has relied on the command staff, and in particular the chief, as their source of information for all manner of concerns about the police department including allegations of misconduct.
 - c. The **city council** needs to be empowered to oversee, review, and confront issues with regard to allegations of racism, gross incompetence and corruption in the police department. ~~Perhaps~~ An annual analysis by the OIR Group *shall be conducted* ~~might be in order~~ to make sure that the correct progress is being made.
 - d. ~~If there is to be~~ An oversight committee, it should be focused on ensuring that the police department functions ~~that should be occurring are occurring~~ competently and ethically. *Approved 4.8.*
28. In light of all of the above, the City undertakes a collective bargaining strategy to make West Linn Police very competitively paid relative to the comparable size police departments. *Approved 4.8.*

Unfinished conversations noted for future work:

1. What is the diversity of the civilians on the oversight committee
2. Who makes appointments to the oversight committee
3. What the oversight committee does with findings of fact.
4. Whether the oversight committee should have subpoena power
5. What authority the oversight committee will have (ie what can committee do with the facts once the investigation is completed.
6. Who has hire/fire authority over the "Executive Director" of the oversight committee.
Could we further discuss the role/responsibilities of the Executive Director and assistant and if it is needed? I have not seen the "executive director" role in other citizen oversight entities I have looked at and am trying to understand the role. Does the other advisory groups of West Linn have Executive Director? If so, what do they do?
7. Is the funding guaranteed in perpetuity? Shouldn't this be re-evaluated each year as to status of policing issues and associated changing funding needs?
8. How would changes be made to funding?

1. *(1) Future committee should ensure that all recommendations put forth by the OIR group are implemented within TBD by Tier 2 and that yearly audits are performed to validate effectiveness of recommendations.*
2. *(6) Independent outside professional investigations for all whistleblower, civil cases, and those involving upper police leadership with investigative reports to all stakeholders including the public. Addresses internal investigative conflict of interest issues in serious misconduct cases as evidenced by Fesser case which could have been prevented.*
3. *(7) Required expertise for Investigators, auditor in the laws, policies, standards of practice governing policing. Consequence of lack of expertise results in potential flawed investigations, with harm to people and increased liability for lawsuits.*
4. *(8) Investigator to have subpoena power for documents in possession of City, and ability to compel employees to testify or answer questions. 6, 7, 8 Passed unanimously.*
5. *(11) Accreditation of WLPD to raise standards of practice and policies to reflect evidence based practices by an external organization like by CALEA or OAA.*
6. *(23) "3 Tiered Cake Proposal". We recommend that the City take a three tiered approach to permanent oversight creation. Tier 1 would be the work we will have completed for recommendation by the end of this meeting. Tier 2 would include, on a volunteer basis, those members of the taskforce who want to continue to work on formation of the permanent task force including but not limited to: working with council to be responsive to any concerns they have about recommendations made in Tier 1, and making other general recommendations to facilitate a smooth transition to a permanent oversight board. Tier 2 would cease when the permanent task force is created and meets for the first time. Tier 3 would be the creation and implementation of the permanent oversight board at which point this board would cease to exist.*
 - *All current Task Force members and alternates are eligible to join the Tier 2 work.*
 - *Additional representation/expertise will be determined by the Tier 2 members. Consider Mental Health expertise specific to Law Enforcement and de-escalation techniques and former local law enforcement.*
 - *Care should be taken to have BIPOC representation on Tier 2 as other representatives are added.*
 - *Tier 2 members may choose to invite liaisons or experts to one or more meetings.*
 - *Tier 2 members may meet with the OIR team as part of their work.*
 - *Passed unanimously.*
7. *(26) Complaints are filed to an entity (City or Contractor) outside of WLPD. Both WLPD and the oversight committee get notice. Investigation will be performed by an independent contractor. Passed unanimously.*

From: Concerned Citizens of West Linn [mailto:ccofwestlinn@gmail.com]

Sent: Tuesday, October 6, 2020 4:22 PM

To: City Council <citycouncil@westlinnoregon.gov>; Gabrielatos, Jerry <JGabrielatos@westlinnoregon.gov>; Mahuna, Peter <PMahuna@westlinnoregon.gov>

Cc: Kathy Selvaggio <kathy.selvag@gmail.com>; Abby Farber <abbyfarber@gmail.com>

Subject: Recommendation for Police Reforms -- Concerned Citizens of West Linn

CAUTION: This email originated from an External source. Do not click links, open attachments, or follow instructions from this sender unless you recognize the sender and know the content is safe. If you are unsure, please contact the Help Desk immediately for further assistance.

City Councilors, Mayor, City Manager and Acting Police Chief,

I am Abby Farber, and with Kathy Selvaggio we are the Co-Founders of Concerned Citizen of West Linn

As many of you know, Concerned Citizens of West Linn was formed in February 2020 in response to the racism, illegal surveillance and false arrest of Michal Fesser, a Black man who lives in Portland, by the West Linn Police Department. We are fighting to change the system of police oversight and accountability in West Linn in order to promote justice and equality for all.

With input from our members, we have created a list of proposals for reforming the West Linn Police Department. We released these to the press on Monday, October 5th, and are continuing to share them with others as well. On Monday October 19th we are hosting a panel discussion to discuss these reforms. Additionally, we have reached out to the Police Reform and Accountability Task Force and look forward to working with them on these reforms. We are sharing the press release and document with you (attached.)

We also look forward to working with Council, City Staff, the WLPD and others in these efforts.

Thank you,
Abby Farber
Co-Founder, CCOWL

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CONCERNED CITIZENS OF WEST LINN

FOR IMMEDIATE RELEASE

October 5, 2020

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WEST LINN COMMUNITY DEMANDS POLICE REFORM “WEST LINN MUST BE A FAIR AND JUST COMMUNITY”

The community mobilization group Concerned Citizens of West Linn has developed a set of proposals that must be adopted to rebuild justice for all and community trust.

The Concerned Citizens of West Linn (CCoWL) an independent, community-lead organization, was formed to stop injustice and enable reforms to the West Linn Police Department. The WLPOD has a history of injustice and corruption, including the racist investigation and false arrest of a Black man, Michael Fesser, which resulted in the City of West Linn paying a large financial settlement to him.

The injustice that Mr. Fesser suffered is not the first racist or otherwise illegal or questionable action done by the WLPOD. Recent articles in the Oregonian and West Linn Tidings have uncovered a culture of corruption and “good-ol’-boy” actions in the department, some spilling over to the city government. West Linn residents are demanding change. “Law enforcement must be fair and just for all.” states Concerned Citizens of West Linn.

CCoWL is providing a list of specific demands about practices that must change or of reforms that must be adopted to rebuild justice for all and community trust. They are aimed at ensuring that the community is served by professional and competent law enforcement providers who are capable of serving as guardians of our community, protecting victims of crime, treating all people fairly, and subject to civilian oversight of accusations of misconduct. Police services must be delivered in a transparent and equitable way, in particular for persons of color, persons suffering from mental health issues, and persons of limited financial means.

Specific reform areas detailed in the attached document, ***“Reforms Needed to the West Linn Police Department to Begin the Creation of Justice for All,”*** include:

- **Organizational Transformations** such as establishing an ongoing independent police oversight structure with full power to subpoena officers, documents and witnesses;
- **Personnel Changes** including the termination of Chief Kruger, who is currently on paid leave, on the grounds of poor judgment, dishonesty and the loss of public trust and replacing the current School Resource Officer (SRO) model with a multi-disciplinary

CONCERNED CITIZENS OF WEST LINN

social support team.

- **Policy Changes** such as using outside organizations that have strong records of social justice and equity as well as investigative expertise to investigate all significant complaints against the

SPECIAL EVENT – PANEL DISCUSSION ON POLICE REFORM

Concerned Citizens of West Linn is hosting a panel discussion:

Police Accountability and Reform In West Linn

A Community Discussion

Monday, October 19th

5:30 PM to 7:00 PM

Via Zoom

Participants will include individuals from various sectors including:

- BIPOC Community Leaders
- Former and Current Law Enforcement
- Elected Officials

RSVP Through Eventbrite:

<https://www.eventbrite.com/e/police-accountability-and-reform-in-west-linn-tickets-123732103051>

About Concerned Citizens of West Linn (CCoWL):

Concerned Citizens of West Linn was formed in February 2020 in response to the racism, illegal surveillance and false arrest of Michal Fesser, a Black man living in Portland, by the West Linn Police Department. We are working to change the system of police oversight and accountability to promote justice and equality for all. CCoWL is not affiliated with any other group or with the City of West Linn, and is a non-partisan, non-political community mobilization organization.

Concerned Citizens of West Linn Reforms Needed to the West Linn Police Department to Begin the Creation of Justice for All

Current Conditions

The West Linn Police Department (WLPD) is in need of systemic reform. Recent events include the racist investigation and false arrest of Michael Fesser, a Black man, which resulted in the City of West Linn paying a large financial settlement to him. The underlying leadership failures, racism and corruption of the WLPD that allowed this to happen are even more troubling.

The Concerned Citizens of West Linn (CCoWL), an independent resident-led organization, was formed to stop these injustices and enable reforms to the WLPD. CCoWL believes that the false arrest of Mr. Fesser was a defining event in a history of abuse of power and corrupt policing by the WLPD. This injustice and corruption include disparate treatment of people of color, youth, and those of limited economic means as well as a general lack of competence by police and the City of West Linn. The City has provided little leadership or oversight of the police department, which has allowed these conditions to continue.

Vision of Justice for All

CCoWL is providing a list of specific demands about practices that must change or of reforms that must be adopted to rebuild community trust and safeguard justice for all. They are aimed at ensuring the West Linn community is served by professional and competent law enforcement providers who are capable of serving as guardians of our community, protecting victims of crime, appropriately bringing offenders into the judicial system and willing to be subject to civilian oversight of accusations of misconduct. Police services must be delivered in a transparent and equitable way, in particular for persons of color, persons suffering from mental health issues, and persons of limited financial means.

Reform Area I: Organizational Transformation

- Conduct a thorough, independent financial and operational audit¹ of the police department to determine if funds are being spent effectively and with maximum impact, and to determine what staffing levels for the police department are appropriate. Locate cost savings, including staff reductions and other methods of delivering services. Reinvest savings in adequate police training, police accountability structures, or social services that contribute to public safety. Do not increase overall

¹ This audit should be in addition the Certified Annual Financial Report or “CAFR” performed by the City.

spending on public safety, which already consumes a disproportionate share of West Linn city budget.

- Implement a departmental equity plan to address racial, ethnic and economic disparity in how the police interacts with the community. This plan should be based upon an analysis of data, including calls, investigations and self-initiated contacts. The equity plan should set multi-year departmental objectives and benchmarks for achieving greater equity in hiring and retention of police officers, adequate vetting of new hires at all levels for attitudes or behaviors that suggest bias, training in areas such as procedural justice and implicit bias, job performance according to equity standards, partnerships with equity-focused community organizations and internal and external communications strategies.
- Revise department goals and standards to emphasize that all employees are guardians of all people. Change job descriptions to emphasize the need for protecting the rights of all individuals, including persons from protected classes, victims, and suspects, as well the need to contribute to the objectives of the equity plan. Ensure that all job opening announcements and job descriptions include language that mandates officers make reports of misconduct and protect members of the community from any police misconduct that they might observe or be aware of. Ensure job descriptions include disciplinary responses and infractions that invite immediate termination. Include mental health screening for all candidates in all public contact roles.
- Alter the job descriptions of the Police Chief and top Lieutenants to give them full responsibility for ensuring forward progress on the equity plan, and periodically commission an independent review of their efforts to do so.
- Increase education requirements for WLPD employees at all levels. Require officers and supervisors to have a degree beyond high school. Implement a tuition reimbursement program to allow current employees to achieve these levels of education.²
- Conduct a thorough analysis of training with the goal of creating a significant increase in training hours and competence. Require a minimum of 40 hours per year of diversity, equity, and inclusion training per employee, including mandatory implicit bias training. Require a minimum of 40 hours per year of de-escalation training for all sworn employees. Require a minimum of 40 hours per year of crisis intervention and mental health training for all sworn employees. Require defensive tactics training of 120 hours

² Research indicates that there is a significantly reduced chance of using force in a police-suspect encounter when the police officer has higher education. See https://www.researchgate.net/publication/247748841_The_Effect_of_Higher_Education_on_Police_Behavior

per year (10 hours per month). Mandate additional leadership-specific training for leaders and managers, including the Chief, regarding inclusion and hiring a diverse workforce. In all cases, adopt individual assessments to measure the extent to which training content is put into practice, and use such assessments in police officers' annual performance reviews.

- Establish an independent police oversight structure with the authority to: 1) receive anonymous community complaints; 2) investigate complaints with the power to subpoena officers, documents and witnesses; 3) mandate transparency surrounding investigation findings; and 4) recommend discipline for police officers who have engaged in misconduct. Ensure that the police oversight structure has full access to officer disciplinary records in order to make informed decisions and recommendations based on progressive discipline. The oversight structure should be allowed to enter into executive sessions in order to safeguard personnel information.
- Remove all mention and images of shamed department employees including their photographs in the building. Specifically, remove former Police Chief Timeus' name on the plaque attached to the front of the WLPD building.
- End training, culture and mindset that reinforces police officers' perception of themselves as military defenders or warriors, shifting toward an emphasis on police as guardians of the public.

Reform Area II - Personnel

- Terminate Chief Kruger on grounds of demonstration of poor judgement, dishonesty and the loss of public trust.
- Investigate and, if evidence allows, terminate Captain Rollins on grounds of his unacceptable performance in the internal investigation of Sergeant Reeves. The investigation should determine if Rollins subverted the internal investigations process, as suggested by the break in the taped interview he conducted with former Sergeant Reeves.
- Ensure that the Oregon State Department of Public Safety Standards and Training (DPSST) receives all information needed to decertify both Reeves and Timeus as police officers, as recommended by the investigation conducted by the Clackamas County's District Attorney's Office.

- Recommend to DPSST the decertification of all police officers with lengthy discipline records.
- Replace the current School Resource Officer (SRO) model with a multi-disciplinary social support team formed in close consultation with the school district administrators, teachers and students. Such a support team might include a youth services specialist, a mental health professional, and a conflict resolution/restorative justice specialist. The team will be responsible for conducting investigations where students and other youth are victimized; and will also be responsible for other school safety matters. All members of the team will be out of uniform and wear everyday clothing to increase trust and reduce intimidation of students. Where possible, these positions shall be non-sworn and not employees of the police department.³
- Require that police officers who are part of the social service support teams not be armed.
- Release any former officers who have reached settlements with the WLPD from nondisclosure agreements (NDAs). Eliminate the practice of entering into NDAs with former officers.
- Reduce the contractual severance length of all at-will employees from a maximum of 6 months to 3 months, in light of the fact that the vast majority of at-will police officers who are terminated are first placed on paid administrative leave pending investigation for months. Alternatively, apply the period of paid administrative leave to the severance package.

Reform Area III- Policies

- Conduct exit interviews of departing employees through a third-party vendor or organization. Exit interviews should protect the departing employee and provide unfiltered communication to the city council, city manager, and the independent police oversight board.
- Use external organizations such as outside police departments and investigative agencies that have strong records of social justice and equity as well as investigative

³ One study found that students in schools where SROs are stationed are five times more likely to be arrested than students in schools without SROs, and another found that students in schools with SROs are also five times more likely to be charged with disorderly conduct. See <https://www.oregonstudentvoice.org/single-post/2020/07/15/We-Dont-Need-Cops-In-Schools>

expertise to investigate all significant complaints.

- Make investigation reports of all officers found to have committed significant misconduct publicly available. Reports should include the level of discipline administered.
- Review the discipline procedure as well as the mandatory arbitration process as part of union contract negotiations and recommend any changes necessary in order to retain a police force that adheres to high ethical standards.
- Disclose the terms of all settlements related to police misconduct, whether settled out of court or by insurance companies on the police department's behalf.
- Make the participation of police personnel in white supremacist groups and the use of racist, homophobic or other language demonstrating extreme bias a fireable offense, including in-person remarks and on-line posts, whether the officer is on duty or off duty.
- Prohibit the WLPD from receiving tactical military surplus equipment through the federal Law Enforcement Service Office's 1033 Program including, but not limited to, vehicles, weapons, weapons parts and accessories, uniforms, night vision equipment and riot control equipment.
- Involve crisis management social workers in every response to incidents that involves or may involve a person in a mental health crisis, including suicide threats as well as those involving addiction.
- Protect whistleblowers at all ranks of the police department and city government, and include such protections in department policy, city policy, and the city charter.
- Rewrite the department's use of force policy to reflect a clear understanding of appropriate use of force against citizens and to require conducting a robust investigation of every single use of force, beyond reporting on the part of the officer. Supervisors must review every use of force and conduct interviews of the officer using force, other officers present, and civilian witnesses including the person against whom force was used. Photographs and video surveillance images must also be collected and put into safekeeping away from offending officers, with second copies of all records shared with the police oversight agency and made part of the report. Enact a policy similar to that the Portland Police Bureau has adopted under the guidance of the US Department of Justice.

- Change the use of force training, steering away from any systems associated with military units and use of striking weapons and toward a system emphasizing defensive tactics, minimal violence and risk of injury, and de-escalation. Conduct such training to a high level of competence, using outside trainers to supplement internal trainers.
- Mandate that an officer who observes misconduct by another police officer must report this misconduct to their supervising officer and the oversight body. If the misconduct includes excessive use of force, the observing officer must be required to intervene and de-escalate as well.
- Require all sworn officers to use body cameras while on patrol duty and mandate the regular review and retention of body camera footage. Ensure camera equipment is functional when all shifts begin.
- Ensure that all personnel at WLPD are not cooperating with Homeland Security Investigations/ICE in any immigration matters, in accordance with Oregon law.
- Any police investigations that take place on the Internet or outside the city must conduct an analysis in writing prior to the start of the investigation. The analysis must include why the investigation is essential and of benefit to the city. The analysis must be signed by the chief of police and not a designee, and then placed into the case file as a record that must be provided during any discovery legal process.
- To ensure the best use of limited resources and allow maximum oversight of the WLPD, forbid the detailing of personnel to all multi-agency teams including Trimet, SWAT, drug investigations teams, etc., with the one exception of the Major Crimes Team, which is critical to getting investigative resources and complying with Oregon Senate Bill B111, relating to the use of physical force by law enforcement officers. WLPD officers will still be allowed to respond to incident calls and assist Trimet or other multi-agency initiatives on a case by case basis.

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