

POLIS Recommendation Status (2-1-23)

Implementation: The execution or practice of a plan, method, idea, model, specification, standard, or policy for the recommended actions has been taken.

Partially Implemented: A portion of the recommended actions have been taken.

Not implemented: No recommended actions were taken.

In process: Recommendation has been started and is still being worked.

Polis Recommendations	Status	Notes
1. WCSO should continue its efforts to holistically change its organizational culture and overall strategy for use of force policy, training, review, and accountability.	In Process	Implementation is ongoing through the project's near-term policy changes, training, and internal review. Culture shaping is continuous and indefinite.
2. WCSO should revise General Order 1302-R10, Use of Force Principles, to include more unequivocal language on the sanctity and dignity of human life as the guiding principle for use of force decisions.	In Process	A WCSO policy workgroup of experts in multiple use-of-force training and legal areas are updating our use of force policy to implement this recommendation. The updated policy will make explicit that use of force is grounded in a culture of necessity rather than permissibility, improve information available to staff about the legal standard and related factors when determining the appropriateness of using force, better align policy with national best practices, provide a clearer listing of use of force tools and techniques, and consolidate five policies into one. Our policy workgroup expects the new policy will be complete by April 2023.
3. WCSO should adopt consistent language in policy, training, and other documents that humanizes community members rather than abstractly referring to them as "threats."	In Process	A WCSO policy workgroup of experts in multiple use-of-force training and legal areas are updating our use of force policy to implement this recommendation. The updated policy will make explicit that use of force is grounded in a culture of necessity rather than permissibility, improve information available to staff about the legal standard and related factors when determining the appropriateness of using force, better align policy with national best practices, provide a clearer listing of use of force tools and techniques, and consolidate five policies into one. Our policy workgroup expects the new policy will be complete by April 2023.
4. Consistent with the adoption of the sanctity of human life as the guiding principle of all WCSO decisions related to the use of force, WCSO should revise General Order 1303-R06 Use of Deadly Physical Force.	In Process	A WCSO policy workgroup of experts in multiple use-of-force training and legal areas are updating our use of force policy to implement this recommendation. The updated policy will make explicit that use of force is grounded in a culture of necessity rather than permissibility, improve

		information available to staff about the legal standard and related factors when determining the appropriateness of using force, better align policy with national best practices, provide a clearer listing of use of force tools and techniques, and consolidate five policies into one. Our policy workgroup expects the new policy will be complete by April 2023.
<i>5. WCSO should revise General Order 1302-R10, Use of Force Principles, to include language limiting the use of force in situations of non-compliance with verbal commands, where there is no articulable immediate threat to the deputy or other persons.</i>	In Process	A WCSO policy workgroup of experts in multiple use-of-force training and legal areas are updating our use of force policy to implement this recommendation. The updated policy will make explicit that use of force is grounded in a culture of necessity rather than permissibility, improve information available to staff about the legal standard and related factors when determining the appropriateness of using force, better align policy with national best practices, provide a clearer listing of use of force tools and techniques, and consolidate five policies into one. Our policy workgroup expects the new policy will be complete by April 2023.
<i>6. WCSO should combine General Orders 1302-R10, 1303-R06, 1304-R05, 1305-R04, 1306-R03, and J-14-14 to integrate the directives provided on use of force and avoid duplication of definitions and directives.</i>	In Process	A WCSO policy workgroup of experts in multiple use-of-force training and legal areas are updating our use of force policy to implement this recommendation. The updated policy will make explicit that use of force is grounded in a culture of necessity rather than permissibility, improve information available to staff about the legal standard and related factors when determining the appropriateness of using force, better align policy with national best practices, provide a clearer listing of use of force tools and techniques, and consolidate five policies into one. Our policy workgroup expects the new policy will be complete by April 2023.
<i>7. WCSO should revise and expand General Orders 1302-R10 Use of Force Principles, 1303-R04 Use of Deadly Physical Force, and J-14-14 Use of Force in a Jail Setting to ensure they provide more comprehensive directives and adapt promising practices and current research on the police use of less lethal and deadly force.</i>	In Process	A WCSO policy workgroup of experts in multiple use-of-force training and legal areas are updating our use of force policy to implement this recommendation. The updated policy will make explicit that use of force is grounded in a culture of necessity rather than permissibility, improve information available to staff about the legal standard and related factors when determining the appropriateness of using force, better align policy with national best practices, provide a clearer listing of use of force tools and techniques, and consolidate five policies into one. Our policy workgroup expects the new policy will be complete by April 2023.

<p>8. <i>WCSO should revise 1302-R10, Use of Force Principles, to ensure that the content is logically organized to optimize comprehension and compliance.</i></p>	<p><i>In Process</i></p>	<p>A WCSO policy workgroup of experts in multiple use-of-force training and legal areas are updating our use of force policy to implement this recommendation. The updated policy will make explicit that use of force is grounded in a culture of necessity rather than permissibility, improve information available to staff about the legal standard and related factors when determining the appropriateness of using force, better align policy with national best practices, provide a clearer listing of use of force tools and techniques, and consolidate five policies into one. Our policy workgroup expects the new policy will be complete by April 2023.</p>
<p>9. <i>WCSO should revise 1302-R10, Use of Force Principles, to ensure that the policy meets or exceeds the latest and highest professional and legal standards.</i></p>	<p><i>In Process</i></p>	<p>A WCSO policy workgroup of experts in multiple use-of-force training and legal areas are updating our use of force policy to implement this recommendation. The updated policy will make explicit that use of force is grounded in a culture of necessity rather than permissibility, improve information available to staff about the legal standard and related factors when determining the appropriateness of using force, better align policy with national best practices, provide a clearer listing of use of force tools and techniques, and consolidate five policies into one. Our policy workgroup expects the new policy will be complete by April 2023.</p>
<p>10. <i>WCSO should clarify and expand the definition and explanation of de-escalation within General Order 1302-R10, Use of Force Principles.</i></p>	<p><i>In Process</i></p>	<p>A WCSO policy workgroup of experts in multiple use-of-force training and legal areas are updating our use of force policy to implement this recommendation. The updated policy will make explicit that use of force is grounded in a culture of necessity rather than permissibility, improve information available to staff about the legal standard and related factors when determining the appropriateness of using force, better align policy with national best practices, provide a clearer listing of use of force tools and techniques, and consolidate five policies into one. Our policy workgroup expects the new policy will be complete by April 2023.</p>
<p>11. <i>WCSO should revise 1302-R10 Use of Force Principles to clarify the authority of the division commanders in the development of use of force procedures specific to their divisions.</i></p>	<p><i>In Process</i></p>	<p>A WCSO policy workgroup of experts in multiple use-of-force training and legal areas are updating our use of force policy to implement this recommendation. The updated policy will make explicit that use of force is grounded in a culture of necessity rather than permissibility, improve information available to staff about the legal standard and related factors when determining the appropriateness of using force, better align policy with national best practices, provide a clearer listing of use of force tools and</p>

		techniques, and consolidate five policies into one. Our policy workgroup expects the new policy will be complete by April 2023.
12. <i>WCSO should revise General Order 1303-R06 Use of Deadly Physical Force to explicitly prohibit the use of warning shots.</i>	Not Implemented	While a warning shot has not been used in over 20-years, this policy option was used successfully to de-escalate an otherwise potentially lethal outcome in a rural area. The policy provides appropriate, specific factors and circumstances that must be met before a warning shot is authorized.
13. <i>WCSO should revise General Order 1303-R06 to include language entrusting deputies to use improvised tactics and tools when reasonable and necessary to safely and lawfully resolve exceptional, dynamic situations.</i>	In Process	A WCSO policy workgroup of experts in multiple use-of-force training and legal areas are updating our use of force policy to implement this recommendation. The updated policy will make explicit that use of force is grounded in a culture of necessity rather than permissibility, improve information available to staff about the legal standard and related factors when determining the appropriateness of using force, better align policy with national best practices, provide a clearer listing of use of force tools and techniques, and consolidate five policies into one. Our policy workgroup expects the new policy will be complete by April 2023.
14. <i>WCSO should add a use of force decision-making model in General Order 1303-R06 Use of Deadly Physical Force and 1302-R10 Use of Force Principles that gives deputies greater detail and clarity on the various levels of control tactics and force options authorized to control different degrees of resistance.</i>	In Process	A WCSO policy workgroup of experts in multiple use-of-force training and legal areas are updating our use of force policy to implement this recommendation. The updated policy will make explicit that use of force is grounded in a culture of necessity rather than permissibility, improve information available to staff about the legal standard and related factors when determining the appropriateness of using force, better align policy with national best practices, provide a clearer listing of use of force tools and techniques, and consolidate five policies into one. Our policy workgroup expects the new policy will be complete by April 2023.
15. <i>WCSO Policy 1304-R04, Use of Force Injuries should be revised to include greater detail on the duty to provide medical care to community members after a use of force.</i>	In Process	A WCSO policy workgroup of experts in multiple use-of-force training and legal areas are updating our use of force policy to implement this recommendation. The updated policy will make explicit that use of force is grounded in a culture of necessity rather than permissibility, improve information available to staff about the legal standard and related factors when determining the appropriateness of using force, better align policy with national best practices, provide a clearer listing of use of force tools and techniques, and consolidate five policies into one. Our policy workgroup expects the new policy will be complete by April 2023.

<p>16. <i>WCSO should revise General Order 1303-R04 Use of Deadly Physical Force to include directives on providing clear verbal warnings and/or visual warnings, when feasible, prior to the use of deadly force.</i></p>	<p><i>In Process</i></p>	<p>A WCSO policy workgroup of experts in multiple use-of-force training and legal areas are updating our use of force policy to implement this recommendation. The updated policy will make explicit that use of force is grounded in a culture of necessity rather than permissibility, improve information available to staff about the legal standard and related factors when determining the appropriateness of using force, better align policy with national best practices, provide a clearer listing of use of force tools and techniques, and consolidate five policies into one. Our policy workgroup expects the new policy will be complete by April 2023.</p>
<p>17. <i>WCSO should include additional directives on when baton strikes, neck restraints, and less lethal munitions should be used within 1303-R06 Use of Deadly Physical Force.</i></p>	<p><i>In Process</i></p>	<p>A WCSO policy workgroup of experts in multiple use-of-force training and legal areas are updating our use of force policy to implement this recommendation. The updated policy will make explicit that use of force is grounded in a culture of necessity rather than permissibility, improve information available to staff about the legal standard and related factors when determining the appropriateness of using force, better align policy with national best practices, provide a clearer listing of use of force tools and techniques, and consolidate five policies into one. Our policy workgroup expects the new policy will be complete by April 2023.</p>
<p>18. <i>WCSO should provide increased clarity and directives on shooting from moving vehicles within General Order 1303-R04 Use of Deadly Physical Force.</i></p>	<p><i>In Process</i></p>	<p>A WCSO policy workgroup of experts in multiple use-of-force training and legal areas are updating our use of force policy to implement this recommendation. The updated policy will make explicit that use of force is grounded in a culture of necessity rather than permissibility, improve information available to staff about the legal standard and related factors when determining the appropriateness of using force, better align policy with national best practices, provide a clearer listing of use of force tools and techniques, and consolidate five policies into one. Our policy workgroup expects the new policy will be complete by April 2023.</p>
<p>19. <i>WCSO should revise its General Order J-14-14 Use of Force in a Jail Setting</i></p>	<p><i>In Process</i></p>	<p>A WCSO policy workgroup of experts in multiple use-of-force training and legal areas are updating our use of force policy to implement this recommendation. The updated policy will make explicit that use of force is grounded in a culture of necessity rather than permissibility, improve information available to staff about the legal standard and related factors when determining the appropriateness of using force, better align policy with national best practices, provide a clearer listing of use of force tools and</p>

		techniques, and consolidate five policies into one. Our policy workgroup expects the new policy will be complete by April 2023.
20. <i>WCSO should revise its General Orders on use of force to provide greater direction on the duty to intervene and report improper and/or excessive force.</i>	<i>In Process</i>	A WCSO policy workgroup of experts in multiple use-of-force training and legal areas are updating our use of force policy to implement this recommendation. The updated policy will make explicit that use of force is grounded in a culture of necessity rather than permissibility, improve information available to staff about the legal standard and related factors when determining the appropriateness of using force, better align policy with national best practices, provide a clearer listing of use of force tools and techniques, and consolidate five policies into one. Our policy workgroup expects the new policy will be complete by April 2023.
21. <i>WCSO should involve both internal and external stakeholders in drafting the revised General Order(s) related to use of force.</i>	<i>In Process</i>	Review of the revised General Order(s) related to use of force will include the Enhanced Sheriff's Patrol District (ESPD) Advisory Committee and the Latino Advisory Commission (LAC). The drafting process involves internal, multi-disciplinary subject matter experts, trainers, and other staff.
22. <i>WCSO should implement a community transparency policy to facilitate the timely and accurate public sharing of key facts and information regarding significant use of force events.</i>	<i>In Process</i>	WCSO supports timely and transparent communication following significant use of force events. For example, a video was released on October 31, 2022, after a deputy was attacked, and he defended himself using a knife on October 24, 2022. While WCSO will continue to advocate for a strongly timely release, the authority/approval for release comes from the District Attorney's Office & Major Crimes Team and varies by case. WCSO policy update is planned for the first quarter of 2023 to support this recommendation.
23. <i>WCSO should ensure consistency across Jail and Patrol Division policies.</i>	<i>In Process</i>	A WCSO policy workgroup of experts in multiple use-of-force training and legal areas are updating our use of force policy to implement this recommendation. The updated policy will make explicit that use of force is grounded in a culture of necessity rather than permissibility, improve information available to staff about the legal standard and related factors when determining the appropriateness of using force, better align policy with national best practices, provide a clearer listing of use of force tools and techniques, and consolidate five policies into one. Our policy workgroup expects the new policy will be complete by April 2023.

<p>24. <i>WCSO should integrate data from all current Audit and Inspection Instructions related to the use of force and ensure that they give careful attention to continuity between Jail and Patrol Division procedures.</i></p>	<p>Partially Implemented</p>	<p>WCSO merged several analysts who support reporting and auditing. WCSO's Data, Analysis, and Technical Assistance (DATA) team directly support all audits and annual reports related to use of force for continuity among different divisions. While use of force principles are shared across the organization, not all reports are appropriate for integration; examples include vehicle pursuits and jail use of force.</p>
<p>25. <i>WCSO should update and integrate its systems for tracking, reporting, and reviewing use of force.</i></p>	<p>Implemented</p>	<p>Fully implemented in 2021, "LEFTA" is WCSO's new use of force reporting system, which now integrates both patrol and jail division's use of force reports. In addition, LEFTA integrates vehicle pursuits into the use of force data. The new system replaced a legacy, duplicate system called "IPro" and makes the use of force reports more easily accessible for review. The LEFTA implementation achieves the objective of this recommendation "to improve and streamline the reporting, tracking, and reviewing of use of force".</p>
<p>26. <i>WCSO should implement a sentinel event program, with measures to track "near misses," exceptional saves, and other key human factors data.</i></p>	<p>Not Implemented (Budget)</p>	<p>While this recommendation is supported, funding constraints prevent full implementation. A "Sentinel Event Review Team" envisioned by the Sentinel Event Review (SER) Manual recommended by the National Institute of Justice's Sentinel Event Initiative requires additional personnel beyond WCSO's staffing to meet what DOJ acknowledges is a "time-consuming review process." The SER team would meet regularly to select incidents for review, manage, guide, research, memorialize findings, and lead and measure resulting action items. Importantly, WCSO's current Critical Incident Protocol provides an agency betterment administrative review process that addresses much of the SER's objectives, including lessons learned for supervision, training, communication, equipment, personnel programs, and policy from interviews and evidence from the critical incident.</p>
<p>27. <i>WCSO should revise General Order 502-R02, Performance and Conduct Intervention to include sentinel events, exemplary performance, and clearer performance standards and thresholds.</i></p>	<p>Not Implemented (Budget)</p>	<p>While this recommendation is supported, funding constraints prevent full implementation. Expanding policy 502-RO2 is directly related to recommendation #26 and requires additional staffing, which is currently not supported by county resources. This recommendation uses the New York Police Department (NYPD) as the example where sentinel event thresholds help NYPD leaders learn of issues involving their 35,000 officers. Being a mid-size agency of about 450 uniformed staff, issues related to using Force, Abuse of authority, Discourtesy, and Offensive language (FADO) are subject to a complaint investigation. Division supervisors, lieutenants, and commanders review complaint follow-up and remain aware and vigilant for FADO patterns, aided by Policy 502.</p>

<p>28. <i>The annual review and analysis of use of force incidents should be overseen by the Professional Standards Unit.</i></p>	<p>Partially Implemented</p>	<p>While WCSO cannot expand Professional Standards Unit (PSU) due to budget constraints, the Services Division Commander oversees the Professional Standards Unit, the annual review, and the use of force incidents analysis. An integrated review by the Services Division Commander ensures review of use of force is consistent and comprehensive. Analysis by WCSO defensive tactics instructors aid this review.</p>
<p>29. <i>The Professional Standards Unit (PSU), Survival Skills Council, and Body-Worn Camera Program should be integrated to ensure greater efficiency, documentation, tracking, and overall accountability.</i></p>	<p>Not Implemented (Budget)</p>	<p>WCSO supports this recommendation. However, as identified by the Polis Team as a potential limitation, budget constraints do not allow WCSO to create a Professional Standards Division to fully integrate and expand the work of the Professional Standards Unit, Survival Skills Council, and Body Worn Camera Program. Consistent with this recommendation, WCSO benefits from the expertise of civilian staff in data analysis, accreditation, and policy development to identify and track exceptional and deficient performance. WCSO also added the Survival Skills Council to the organizational chart.</p>
<p>30. <i>The expanded Professional Standards Unit Commander should have a direct line of communication to the Undersheriff or Sheriff.</i></p>	<p>Implemented</p>	<p>The recommendation is in place.</p>
<p>31. <i>WCSO should place the community at the top of the agency's organizational chart.</i></p>	<p>Implemented</p>	<p>The recommendation is in place.</p>
<p>32. <i>WCSO Policy 1305-R05 Writing Use of Force Reports should be revised to provide greater direction to deputies on the proper documentation of use of force.</i></p>	<p>In Process</p>	<p>A WCSO policy workgroup of experts in multiple use-of-force training and legal areas are updating our use of force policy to implement this recommendation. The updated policy will make explicit that use of force is grounded in a culture of necessity rather than permissibility, improve information available to staff about the legal standard and related factors when determining the appropriateness of using force, better align policy with national best practices, provide a clearer listing of use of force tools and techniques, and consolidate five policies into one. Our policy workgroup expects the new policy will be complete by April 2023.</p>
<p>33. <i>WCSO Policy 1306-R03 Reviewing and Approving Use of Force Reports should be revised to provide greater direction on the supervisory review and approval of use of force reports.</i></p>	<p>In Process</p>	<p>The Undersheriff is leading discussions on the Use of Force Review process. The meetings initially focused on timely reviews and will be covered in policy updates.</p>
<p>34. <i>WCSO should revise Policy 553-R09, Internal Affairs Investigations to provide additional guidance on the complaint process.</i></p>	<p>In Process</p>	<p>Policy revision drafted, and review is in process. Completion date July 2023.</p>

<p>35. WCSO should integrate Policy 551-R03, Receiving and Screening Personnel Complaints, with Policy 553-R09, Internal Affairs Investigations.</p>	<p>In Process</p>	<p>Policy revision drafted, and review is in process. Completion date July 2023.</p>
<p>36. WCSO should revise the findings categories used in the investigation of complaints to ensure greater accountability and transparency.</p>	<p>Not Implemented</p>	<p>The recommendation suggests the difference between the categories of "Suspended" and "Not Sustained" is unclear. "Not Sustained" is a completed investigation with insufficient evidence to prove or disprove the allegation. "Suspended" is where the investigation is incomplete due to lack of information, the complainant has withdrawn the complaint, cannot be located or is uncooperative, or the employee has separated from the office before the investigation is complete.</p>
<p>37. WCSO should give the Professional Standards Unit authority and responsibility to issue findings of misconduct based on its fact-finding investigations.</p>	<p>Implemented</p>	<p>PSU Investigators currently make preliminary findings. They are also authorized to limit their role and act as factfinders for investigations where they believe the evidence is insufficient to make preliminary findings.</p>
<p>38. WCSO should ensure it provides supervisors with training on conducting internal investigations of complaints and uses of force.</p>	<p>In Process</p>	<p>WCSO developed training, and Professional Standards Supervisors will provide training at supervisor meetings starting February/March 2023.</p>
<p>39. WCSO should develop a disciplinary matrix to accompany its Policy, 503-R05 Taking Disciplinary Action.</p>	<p>Partially Implemented</p>	<p>Implementation is underway by the State of Oregon. The Oregon legislature passed HB 2930 (2021), which established a 15-member Commission and authorized it to develop and implement uniform standards of conduct and discipline (matrix) for all law enforcement officers in the State of Oregon. The Commission published its draft matrix on September 30, 2022. It is in the administrative review process and codified as Oregon Administrative Rules (OAR) 265-005-001 through 265-010-0035.</p>
<p>40. WCSO should refine and revise procedures for a single, unified review process of all use of force events in both the Patrol and Jail Divisions.</p>	<p>Partially Implemented</p>	<p>While the budget does not allow expansion of the Professional Standards Unit for a single review process for all use of force reports, the Survival Skills Council (SSC) provides a unified, integrated review for reports from all divisions. SSC flags reports for a legal, tactical, or ethical issue(s).</p>
<p>41. WCSO should revise Policy 553, Internal Affairs Investigations, to include protocols for criminal investigations and outside agency referrals.</p>	<p>In Process</p>	<p>Revisions to Internal Investigations Policies are pending. Draft policies are due for review by July 2023.</p>
<p>42. WCSO should update the Compass Check process to ensure it is more meaningful and rigorous.</p>	<p>In Process</p>	<p>WCSO launched a rollout of the update on January 1, 2023, with training for supervisors in the first quarter.</p>
<p>43. In addition to its Policy 531-R05, Recognizing Exemplary Service WCSO should establish a protocol for incorporating examples of exemplary conduct into training.</p>	<p>Partially Implemented</p>	<p>Training scenarios are often built on reports from supervisors and line staff to trainers. These reports include exemplary conduct, close calls, near misses, and other incidents with specific teaching objectives to equip staff best to meet the challenges of their work successfully.</p>

<p>44. <i>WCSO should ensure that its body-worn camera program is optimally supporting the full range of agency operations, and not just being used for more limited purposes.</i></p>	<p>Partially Implemented (Budget)</p>	<p>While this recommendation is supported, funding constraints prevent full implementation. In alignment with this recommendation, WCSO leaders conduct BWC reviews to highlight exemplary performance, and BWC video is used in complaint investigations. We agree we can expand the use of the technology and plan a policy update to address several improvements suggested in this recommendation. The Polis report acknowledges an "enormous amount of video and audio data BWCs collect." Consistent with labor law, the policy update will be bargained with the union.</p>
<p>45. <i>WCSO should revise Policy 806-R06, Body-Worn Cameras, to include more explicit protocols for tracking, analyzing, and auditing video footage.</i></p>	<p>Not Implemented (Budget)</p>	<p>While this recommendation is supported, funding constraints prevent implementation. Also, please see the notes for Recommendation #44 above.</p>
<p>46. <i>WCSO should implement a policy to track, analyze, and audit camera footage from the jail that parallels protocols used for body-worn cameras in patrol operations.</i></p>	<p>Not Implemented (Budget)</p>	<p>While this recommendation is supported, funding constraints prevent implementation due to additional staff required to expand the monitoring of the current video system. Equipping BWCs for jail staff is also not feasible due to the high additional and unfunded costs. Notably, the jail is equipped with a high-quality video camera system, covering all areas accessible by those in custody, with active microphone recordings in critical areas (Booking and Lobby). The recently updated video system is used frequently by jail staff and leadership to maintain safety and security.</p>
<p>47. <i>WCSO should significantly expand the immediate availability of less-lethal tools and other safety equipment essential for effective de-escalation and force mitigation efforts.</i></p>	<p>Partially Implemented (Budget)</p>	<p>While this recommendation is supported, funding constraints prevent implementation of what Polis acknowledges is "significant equipment costs" to expand stand-off, less lethal weapons. While all staff carries short-range, less lethal defensive tools like Taser or pepper spray, longer-range, less lethal tools like 37/40 mm platforms to address threats greater than 25 feet away are prioritized for outlying areas where cover is farther away. Longer-range tools are also available for urban areas.</p>
<p>48. <i>WCSO should have a patrol lieutenant on duty at all hours.</i></p>	<p>Not Implemented (Budget)</p>	<p>While this recommendation is supported, funding constraints prevent implementation due to requiring additional lieutenant positions. Patrol staffing enables lieutenant coverage into the evening hours, and first-line supervisors (sergeants) are on duty 24/7.</p>

<p>49. <i>WCSO should formalize in writing and systematically uphold the expectation that patrol sergeants' primary responsibility as first-level supervisors is to spend time in the field leading and guiding the deputies under their command.</i></p>	<p><i>In Process</i></p>	<p>To help implement this recommendation and after research and preparations in 2022, updated office-wide leadership training is scheduled for 2023. Also, we recently completed a sergeant's task analysis in the jail and will complete one for patrol. This task analysis aims to reduce or reassign administrative duties from patrol, so the leadership emphasizes fieldwork whenever possible. WCSO recognizes the need to balance administrative tasks and ensure sergeants can fulfill their primary responsibility of spending time leading and guiding deputies in the field.</p>
<p>50. <i>WCSO should revise General Order 1310-R02, Dealing with Persons with Mental Illness, to address gaps in the policy's comprehensiveness and to further ensure it meets current promising police practices.</i></p>	<p><i>In Process</i></p>	<p>Patrol Command is working with Subject Matter Experts to address this policy and make recommendations. The Sheriff's Office Mental Health Response Team is leading policy updates and partnering with Behavioral Health (Washington County Health and Human Services). Draft policy to be completed by July of 2023.</p>
<p>51. <i>WCSO should enhance its Peer Support team and related employee assistance resources.</i></p>	<p><i>Implemented</i></p>	<p>Policy 402-R03 and the accompanying Peer Support Operations Manual addresses Peer Support Team enhancements:</p> <ul style="list-style-type: none"> • Establishing a liaison with local mental health counselors and therapists trained and experienced in serving law enforcement, first responders • Detailing how team members proactively support WCSO staff • Selection criteria and team training • Accessing Peer Support • Annual reporting protocols.
<p>52. <i>WCSO should update and significantly expand Policy 205-R02, Ensuring Health and Fitness for Duty, to reflect current research and best practices in officer wellness, mental health, and resilience.</i></p>	<p><i>In Process</i></p>	<p>A policy update is underway to address this recommendation, chaired by WCSO Senior Chaplain with assistance from Wellness Advisors, drawing on the latest research. Policy updates may be subject to bargaining with the union.</p>
<p>53. <i>WCSO should develop and implement a positively oriented, outcomes-based training paradigm.</i></p>	<p><i>In Process</i></p>	<p>A WCSO Strategic Plan update is in-process and will address ongoing training needs. Polis' recommendations will weigh significantly on the strategic plan, considering a training focus that is positive, outcomes-based, built for adaptive decision-making, effective communication, and trust-building.</p>

<p>54. <i>WCSO should revise General Order 2501-02, Training Administration, to reflect the enhanced role of training and education at WCSO in realizing organizational and community objectives.</i></p>	<p><i>In Process</i></p>	<p>WCSO will not change the title "Training Coordinator" for the chief, hands-on trainer as it remains the appropriate designation. The updated policy will include the Training Unit Lieutenant role, added in 2019 at the Public Safety Training Center. The Training Unit Lieutenant works with division commanders to implement a strategic training vision. The policy update will reflect recent changes to training organizational practice and structure.</p>
<p>55. <i>WCSO should revise its policies on instructor tenure to ensure that the agency gets maximum benefit from its most experienced instructors.</i></p>	<p><i>Implemented</i></p>	<p>Policy 301 was reviewed and updated in August 2022. The update allows extensions of training specialist assignments beyond two years, with management review, to get the maximum benefit from our most experienced trainers.</p>
<p>56. <i>WCSO should build a network of training and education partnerships.</i></p>	<p><i>Implemented</i></p>	<p>WCSO training and education partnerships include Western Oregon University, Portland State University, Chemeketa Community College, the Oregon Department of Public Safety, Standards and Training, and other local public safety agencies and private educational organizations inside Washington County and across the state. We will continue developing education partnerships indefinitely in support of a learning organization.</p>
<p>57. <i>WCSO should aspire to expand the Training Center into the WCSO Center of Criminal Justice Excellence.</i></p>	<p><i>In Process</i></p>	<p>Funding constraints prevent implementation due to requiring additional lieutenant positions. Polis recommended expanding services at the Public Safety Training Center to become a "regional center for excellence" modeled after the Oregon Police Academy's Center for Excellence. We also express some concern this recommendation could detract from our primary obligation to utilize the Training Center best to support and prepare public safety first-responders in Washington County. WCSO will continue to bring on new partners to pursue excellence in training and evolve as a learning organization.</p>
<p>58. <i>WCSO should foster a culture of learning and uphold the principle that every deputy is a career-long learner.</i></p>	<p><i>In Process</i></p>	<p>An update to Policy 2502 is in process and will reflect this recommendation's expectation for life-long learning. WCSO's training culture recognizes we will never know all there is to know. Training is continuous and challenging and seeks through field experience and best practices to be relevant and equip our staff for success. WCSO prioritizes training and education through pay incentives for college degrees, a limited tuition reimbursement program, a Leadership development incentive for certified leaders, and division-level training funds.</p>

<p><i>59. WCSO should conduct an organization-wide special skills and knowledge inventory to identify untapped and under-utilized expertise and talent among its work force.</i></p>	<p>Not Implemented (Budget)</p>	<p>While we support the recommendation, funding constraints prevent implementation due to requiring additional support staff to build and maintain the inventory. Also, as a mid-size agency, many staff with special skills are known within the divisions through assignments to teams, language incentive pay, or through other knowledge.</p>
<p><i>60. WCSO should expand the language incentives and education incentives in the current collective bargaining agreement.</i></p>	<p>Partially Implemented</p>	<p>The 2022 collective bargaining agreement updated language incentive provisions, and the language reflects county policy and proficiency standards, also updated in 2022. Incentive pay for bilingual staff who pass a test is increased. The updated collective bargaining agreement did not expand existing education incentives.</p>
<p><i>61. WCSO should implement more robust leader development training for sergeants.</i></p>	<p>In Process</p>	<p>After significant research and development in 2022, organization-wide leadership training is planned and scheduled for 2023 through an external provider after a request-for-proposal process. The training aligns with this recommendation and is co-produced by the outside provider and WCSO staff. Leaders from first-line supervisors to the sheriff will participate, and training will begin in Spring 2023.</p>
<p><i>62. WCSO should identify and resolve inconsistencies between patrol and jail use of force training.</i></p>	<p>Implemented</p>	<p>WCSO's single training unit designs training that aligns with use of force policy and ensures lesson plans, format, and structure are standardized and consistent among patrol and jail for use of force training. Training designs also account for different nuances in a jail facility compared to the outside environment.</p>
<p><i>63. WCSO should identify opportunities for joint use of force training that involves both patrol and jail personnel.</i></p>	<p>Implemented</p>	<p>It is typical for jail and patrol deputies to train together on principles and techniques related to using force. Joint training includes defensive tactics, legal review, and realistic scenario-based training where they engage in a wide range of problem-solving, de-escalation, and, when necessary, use force where their actions are reviewed and critiqued by trainers to maximize learning.</p>
<p><i>64. WCSO should ensure that its scenario training follows a deliberate practice model.</i></p>	<p>Implemented</p>	<p>WCSO includes dynamic/adaptive decision-making within its training plans focused on problem-solving and agile decision-making. We utilize scenario-based training that aligns with the deliberate practice model; after the scenario training is complete, instructors and students debrief learning points (individually or in a small group). Deputies can view how the following students address the scenario to deepen learning and increase deputies' overall agility to address challenges and problem-solve successfully.</p>

<p><i>65. WCSO should continue to review and refine its protocols for updating use of force training to ensure use of force training to ensure it fully aligns with current and emerging case law.</i></p>	<p>Implemented</p>	<p>Coordinators and senior instructors attend nationally based training conferences annually where best practice instruction includes emerging use of force case law. In addition, the use of force policy update referenced in Recommendations #2 through #20 will ensure current and emerging case law is incorporated. WCSO General Counsel helps ensure court decisions that impact use of force are reflected in our training, policy, review, and other administrative procedures.</p>
<p><i>66. WCSO should move Policy 2506-R13 to a more logical place in the Department manual.</i></p>	<p>Not Implemented</p>	<p>This policy will continue to be in the training chapter of our policy folder. The policy explicitly addresses defensive tools and ensures the policy is readily accessible and easily searchable through Power DMS.</p>
<p><i>67. WCSO should refine its current scenario and reality-based training to focus more systematically on integrated use of force response that combines skills in adaptive decision-making, control/defense tactics, and social interaction.</i></p>	<p>Implemented</p>	<p>Consistent with this recommendation, WCSO continues to refine our scenario-based training and methodology to expand our spectrum of decision-making, force options, and transitions. Trainers evaluate annual use of force data to help inform training that best keeps people safe and reduces the risk of harm. Review of training design and methodology is continuous.</p>
<p><i>68. WCSO should use civilian role players and/or professional actors for reality-based training, not instructors or fellow deputies.</i></p>	<p>Partially Implemented</p>	<p>Budget constraints do not support using professional actors. When feasible, trainers utilize community members/volunteers for reality-based training (for example, interagency active threat training in December 2022).</p>
<p><i>69. The Training Unit, Professional Standards Unit/Survival Skills Council, and BWC Program should collaborate more directly to support effective training development and evaluation by reviewing incidents and patterns of force.</i></p>	<p>Partially Implemented</p>	<p>WCSO recently updated our administrative review process to align with this recommendation. Following a critical incident, these reviews address lessons learned about supervision, training, communication, equipment, personnel programs, and policy from interviews and evidence. These reviews also inform training development to address needs identified in the critical incident review and for overall agency betterment. Patterns of force are highlighted by annual reports and Professional Standards Unit when evident. The Training Unit and Survival Skills Committee collaborate in training development and critical incident review.</p>
<p><i>70. WCSO should examine and where necessary remedy potential training gaps identified in the project survey.</i></p>	<p>Implemented</p>	<p>Training Coordinators reviewed project survey results and are incorporating them into training.</p>
<p><i>71. WCSO should cross-train use of force instructors to ensure baseline proficiencies in multiple skill areas.</i></p>	<p>Implemented</p>	<p>Cross-training to ensure baseline proficiencies in multiple skill areas is now a requirement for new instructors. Doing so improves training efficiencies by making the most of our skilled trainers and senior instructors. WCSO implemented this change due to opening the training center in 2019.</p>