



SPOKANE POLICE DEPARTMENT

Office of Professional Accountability

Timothy B. Schwering

Implementation of DOJ Recommendations: Progress Report as of December 14, 2015

Recommendation 4.1: While the recent implementation of Blue Team software to document UOF incidents will potentially solve most issues with inaccurate reporting, SPD should still train its officers on the proper reporting of use of force tools and tactics used in an incident.

Supervisor Training:

Lt. Lundgren delivered an in-depth training to supervisors on Internal Affairs procedures and Blue Team reporting software on September 17 and 22, 2015. In February 2015, all supervisors were trained on the use of Evidence.com to view videos associated with administrative use of force reports. Supervisors will also get additional training on Blue Team software and reporting use of force during the Sergeant Academy in January 2016.

Officer Use of Force Report Writing:

Use of Force Report Writing/Body Camera Training for officers took place in May 2015; approximately half of patrol officers have completed the training. The other half of patrol officers will receive the training beginning November 20, 2015 through the end of 2015. *Status: In Progress; Complete after the January 2016 training.*

Recommendation 4.2: The supervisor of an officer involved in a deadly force incident should always complete a Blue Team Use of Force Report for the incident.

This recommendation involves two policies: Officer-Involved Shooting Policy (Policy 310) and Use of Force Policy (Policy 300). Both policies have been revised to reflect the recommendation and the recommended practice is in place. Current officer-involved shooting incidents have been entered into Blue Team as a Use of Force by IA Sergeant Staben. *Status: Complete.*

Recommendation 4.3: The SIRR team should develop a common template for all deadly force incident files.

Working with the SIRR team supervisors, Lt. Wohl created an investigative case file format. The proposed format was shared with other deadly force investigation stakeholders such as the Prosecutor, Office of Police Ombudsman (OPO) Attorney, and SPD's Training Unit. Stakeholder feedback was positive and the form was adopted. Before the recommendation is considered complete, CNA (the DOJ COPS Office Technical Assistance provider) will need to review deadly force files where the investigative case file format is used. The other agencies are



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currently using the template in their investigations. *Status: In Progress. This recommendation should be considered Complete after CNA reviews files.*

Recommendation 4.4: SPD should develop a formal way to track the investigatory (criminal and administrative) process and include this tracking sheet with every deadly force file.

Lt. Wohl confirmed that the investigative case flow document was created. He explained, “This will be in the front of any case file, showing when and to who the case was forwarded onto.” The proposed document was shared with other deadly force investigation stakeholders such as the Prosecutor, OPO Attorney, and SPD’s Training Unit. Stakeholder feedback was positive and SIRR partners agreed to use the form. Before the recommendation is considered complete, DOJ will need to review deadly force files where the investigative case flow sheet is used. The other agencies are currently using the template in their investigations. *Status: In Progress. This recommendation should be considered Complete after CNA reviews files.*

Recommendation 4.5: SPD should include all supporting documentation (e.g., photos, radio transmissions) in all non-deadly use of force files, and these complete files should be saved electronically in one location. SPD should audit these files annually in order to ensure that they are complete.

All files can now be saved in Blue Team, including photos and links to body camera video. The Internal Affairs Standard Operating Procedures document explains the details. Supervisors were trained during the fall 2015 supervisor training.

The audit of 2014 use of force files was completed February 5, 2015 by Program Manager Kathy Armstrong. No major issues were identified. The audit’s findings were memorialized in a memo. On a continual basis, Internal Affairs will check Use of Force Reports and verify that all appropriate documentation is attached. Annually, each case for the prior twelve months will be audited again to verify that all supporting documentation is attached. *Status: Complete.*

Recommendation 4.6: SPD should consult with the city of Spokane’s use of force commission to clarify and define their request for a cultural audit and to determine if a further examination of the department’s culture is necessary.

The Use of Force Commission discussed this issue on February 13, 2015 and referred the matter to Spokane Police Department. The City is definitely moving forward on conducting an audit. Spokane Mayor David Condon formed a citizen Police Leadership Advisory Committee (PLAC) to lead a conversation about what the community is looking for in its next police chief and



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provide input about what a cultural audit of the Spokane Police Division should consider. The committee will make recommendations about factors to be considered, approach, reporting and expected outcomes.

In the meantime, Kathy Armstrong has been meeting with the COPS Office and CNA employees to discuss the plan for the audit. She will be obtaining input from the PLAC as well as a large variety of internal and external stakeholders. *Status: In Progress.*

Recommendation 4.7: SPD should analyze use of force reporting data on a semiannual basis and before and after major policy or procedure changes in order to identify trends and quickly remedy any issues through remedial training or discipline.

The 2014 Use of Force Comprehensive Analysis was completed on February 10, 2015. Kathy Armstrong completed the use of force analysis of the first six months of 2015. Lt. Lundgren memorialized the report in the updated IA Standard Operating Procedures (SOP), which was finalized September 2015. *Status: Complete.*

Recommendation 4.8: SPD should continue to publish annual use of force reports and release these reports to the public.

The 2014 Use of Force Comprehensive Analysis was shared with over 100 organizations and posted to SPD's website. The 2015 mid-year Analysis was shared with the Public Safety Committee on September 21, 2015, and then shared with more than 100 organizations in the community. When Kathy disseminated the report, she offered to hold meetings and presentations if groups wanted to do so. The analysis is available on the website. As of the writing of this report, she has received positive feedback from community members. This recommendation is considered to be completed. *Status: Complete.*

Recommendation 4.9: SPD should further examine the patterns of behavior for officers with a high frequency of use of force incidents. This additional examination should be conducted every four years.

Sgt. Braun's draft was sent to the Training staff for their input on February 17 and sent to CNA on March 10 for their guidance. Sgt. Braun and Kathy Armstrong incorporated CNA input and continued work on the original draft, which was sent to CNA for review on April 23. CNA did not offer additional feedback. CNA clarified at the March 19, 2015 site visit that this recommendation will no longer apply after the implementation of the Early Intervention System (EIS). *Status: Complete.*



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Recommendation 5.1: SPD executive leadership should hold meetings with their personnel to discuss the changes, the intended strategy, the reasoning behind the changes, and the impact of these changes and to reaffirm the department's overall mission.

SPD Executive staff discussed internal communication with every member of the department through in-service training that took place April 2015 and October 2015. Kathy sent all the in-service rosters and evaluations to CAN. SPD has adopted an Internal Communications Strategy, and Kathy and Public Information Officer (PIO) Teresa Fuller are working with Executive staff on internal communication initiatives to keep members of the Spokane Police Department (both civilian and commissioned) apprised of pertinent organizational information. Examples of pertinent information include: changes to staffing, upcoming events, changes to policies and procedures, new training, etc. *Status: Complete.*

Recommendation 5.2: Manuals outlining the training and learning requirements, transitional period, and mentoring opportunities for all promotions to supervisory-level positions should be updated or developed.

Assistant Training Director Sergeant Overhoff created committees to provide input for the different supervisory-level positions at SPD. Sgt. Overhoff is currently working on the promotional mentorship program with a guide that will cover pre-promotion and a six month probation post-promotion Field Training Officer (FTO) program. The guide is being extensively researched and developed through other departments and exterior resources in order to achieve best practices. The committee is continuing to meet to discuss prioritizing the courses/training, training expenses, and sustaining funding.

The committee is working with Assistant Chief Selby Smith to develop a Career Development Plan. SPD is offering in-house training schools for employees. SPD is holding its first Detective Academy in December and has plans for a Sergeant Academy in January 2016. *Status: In Progress.*

Recommendation 5.3: The SPD leadership should emphasize the importance of procedural justice policing practices and provide additional training on these topics.

Lt. King sent several employees to Procedural Justice training in spring 2014. All members of the department (civilian and sworn) received some Procedural Justice training during the April 2015 in-service. Additional related training took place in November 2015. The Washington State Criminal Justice Training Commission held a pilot training on Implicit Bias for SPD. SPD leadership attended along with community members from the Police Advisory Committee, the Faith Alliance leaders, and the Mayor's Advisory Council on Multi-Cultural Affairs (MACMA).



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All SPD supervisors (commissioned and civilian) will attend Procedural Justice training that is facilitated by the University of Illinois, the technical assistance provider that the COPS Office uses. The training is scheduled for January 27-28, 2016. *Status: In Progress.*

Recommendation 6.1: SPD should formalize the EIS notification process and include the officer's supervisor, IA, the officer's union representative, and executive leadership in this notification process.

Lt. Lundgren and Kathy Armstrong developed the Early Intervention System (EIS) policy based on research of other agencies' policies, with input from the City Attorney's Office, bargaining units, Training Unit, Captains and Executive Staff, and CNA. The policy was formally approved by the Chief on July 31, 2015. Lt. Lundgren educated SPD supervisors about the EIS during his training for supervisors in September 2015. He will be attending roll calls to discuss EIS with officers. The policy will be officially incorporated into the SPD Policy Manual along with several other new/revised policies. *Status: Complete.*

Recommendation 6.2: SPD should expand the type of information its EIS collects, such as sustained complaints and completed training.

The requested information was included in the policy. The policy was formally approved by the Chief on July 31, 2015. *Status: Complete.*

Recommendation 6.3: The SPD should adjust the triggering criteria in its EIS from six to four use of force incidents per officer per year.

The requested criteria are included in the policy. The policy was formally approved by the Chief on July 31, 2015. *Status: Complete.*

Recommendation 6.4: SPD should establish both periodic and ad hoc procedures to update its policy manual to ensure that it is consistent with departmental practices.

All new policies and modifications to existing SPD policies are now approved by the City Attorney's Office. Sgt. Dashiell and Lt. Lundgren have begun the process of making several ad hoc policy changes as well as systematic Lexipol updates with the assistance of Mari Odle. The new process is working very well. Lt. Lundgren created a policy memorializing the process for policy updates with input from the City Attorney's Office, bargaining units, Captains and



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Executive Staff, and CNA. It is being incorporated into the SPD Policy Manual with many other new and revised policies. *Status: Complete.*

Recommendation 6.5: SPD should immediately update its UOF policy to ensure that it is comprehensive and consistent with the departmental practices.

The Use of Force (UOF) was revised with input from the City Attorney's Office, bargaining units, Training Unit, Captains and Executive Staff, and CNA. It is being incorporated into the SPD Policy Manual in with many other new and revised policies. It was sent out to officers along with a Training Bulletin on December 14, 2015. Roll call trainings and additional training at in-service will be provided. *Status: Complete.*

Recommendation 7.1: SPD should revise policy 208 to ensure that it reflects current departmental practices and requirements for use of force training.

Lt. King and the Training Plan Committee met several times to revise the Training Policy. Kathy shared a draft with CNA on July 24, 2015. The Training Policy itself is broad, while the Training Plan will be very specific about the types of training required and how often it is required. The Training Plan will cover the requirements of training that CNA specifically asked about: related to use of force, CIT/CIT Refresher, Procedural Justice, etc. The policy was developed with input from the City Attorney's Office, bargaining units, Captains and Executive Staff, and CNA. The Training Policy will be incorporated into the SPD Policy Manual finalized when the 2016 Training Plan is completed at the end of 2015. *Status: In Progress.*

Recommendation 7.2: SPD should establish a committee to evaluate and determine department-wide training needs and develop an annual training plan.

Assistant Chief Dobrow established a committee for long-range planning, comprised of external partners, criminal justice training experts, and SPD personnel. The 2016 Training Plan is still a work in progress and meetings are ongoing to finalize the plan before the end of 2015. *Status: In Progress.*

Recommendation 7.3: SPD should develop a data collection and evaluation capacity for training conducted throughout the department and should use the data captured to identify and proactively address any training deficiencies.

The purchase of training software occurred in September 2015 and training began in October 2015. *Status: In Progress.*



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Recommendation 7.4: SPD should re-examine its policies, procedures, and training on the use of the LNR and require a deadly force review every time a level 2 LNR is used.

The City Attorney's Office provided an extensive review of policies related to the Lateral Neck Restraint (LNR), part of Policies 300, 302, and 308. The revised policies were developed with input from the City Attorney's Office, bargaining units, Training Unit, Captains and Executive Staff, and CNA. These policies are being incorporated into the SPD Policy Manual with many other new and revised policies. The use of force policies were sent out to officers along with a Training Bulletin on December 14, 2015. Roll call trainings and additional training at in-service will be provided. *Status: Complete.*

Recommendation 7.5: SPD should update its rifle policy and provide officers with explicit and more detailed guidance on the proper deployment of rifles.

The draft policy is under review by the bargaining units and Executive staff. The review should be completed by the end of November 2015. As with the other policies, this policy review involved input from the City Attorney's Office, bargaining units, Training Unit, Captains and Executive Staff, and CNA. This policy will be incorporated into the SPD Policy Manual soon with many other new and revised policies. *Status: In Progress.*

Recommendation 7.6: SPD should institutionalize the CIT training by updating its training policies to reflect the CIT recertification requirement.

On February 27, 2015, Lt. King met with Sergeant Waters at SPD and Staci Cornwell, Director of Crisis Response Services, Frontier Behavioral Health, to develop the recertification requirement. Lt. King reported that the meeting went well. They came up with a great plan for the recertification. Instead of it being classroom-based, it will be a practical experience of officers working at the Crisis Response Center, working alongside mental health professionals (MHPs). The training will involve officers accompanying the MHPs to conduct in-person assessments and follow-up visits. It will allow for collaborative problem-solving and relationship-building with the MHPs as well as give the officers a practical application to use and build upon their existing knowledge and skills. CIT refresher training will be provided every two years and will consist of four hours. The requirement and lesson plan was shared with the department on April 15, 2015. Both Sgt. Waters and Stacie Cornwell confirmed that the on-site training is working well. The recertification will also be addressed in the Training Plan, when it is finalized (end of December 2015).



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On June 19, Lt. King confirmed that all of the officers who needed refresher training as of Spring 2015 completed it. We will continue this plan going forward. As of November 30, 2015, all SPD officers have had CIT or CIT refresher training within the last two years. *Status: In Progress; Completed end of December 2015 when the Training Plan is published.*

Recommendation 8.1: SPD should mitigate the delay caused by the county prosecutor by formalizing its new process and beginning the administrative investigation after the SIRR team completes its criminal investigation.

Lt. Lundgren is meeting with stakeholders about this issue and considering changes to policy. *Status: In Progress.*

Recommendation 8.2: SPD should expand the scope of the ARP finding determinations to allow panel members to vote on officer tactics and decision-making and policy violations outside the use of force

On February 5, 2015, Lt. Lundgren provided the Spokane Police Guild and the Lieutenants and Captains Association with a copy of the Las Vegas Collaborative Reform Process. The document contains some insight as to how the voting process works for LVPD. The bargaining units are currently reviewing this information as it changes the Administrative Review Panel (ARP) process which is a component of the disciplinary system. Lt. Lundgren advised that the Chief's Office and bargaining units need to discuss this further before we can work on a new policy. *Status: No action until the collective bargaining process begins in 2016.*

Recommendation 8.3: SPD should update the policy manual to ensure that it accurately reflects the current ARP process and provides detailed guidance on the roles and responsibilities of each ARP member.

Lt. Lundgren will be working on developing this policy after implementation of 8.2 which covers changes in the process. *Status: No action until the collective bargaining process begins in 2016.*

Recommendation 8.4: SPD should develop a system to track the information exchange between the Office of Professional Accountability and the supervisors who are in charge of ensuring that the recommendations are implemented.

Lt. Lundgren assigned this recommendation to Sgt. Staben from Internal Affairs. Sgt. Staben provided a draft document detailing the system on March 10, 2015. Lt. Lundgren approved it. Sgt. Staben sent it out to all supervisors on March 18, 2015. It was sent out as a Training Bulletin to the entire department on April 9th, 2015. Kathy Armstrong showed CNA examples of the



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recommendation put into place. CNA was waiting for the Internal Affairs Standard Operating Procedures (SOP) to be updated in September 2015 to officially finalize this recommendation. The recommendation was memorialized in the SOP. *Status: Complete.*

Recommendation 8.5: SPD should formally document the UOFRB's policies and outcomes and should collectively review non-deadly use of force incidents on a monthly basis.

The Use of Force Review Board (UOFRB) was memorialized in Policy 302. It is being incorporated into the SPD Policy Manual with many other new and revised policies. The policy was sent out to officers along with a Training Bulletin on December 14, 2015. Roll call trainings and additional training at in-service will be provided. *Status: Complete.*

Recommendation 8.6: Although civilian members (e.g., the ombudsman, SPD director of strategic initiatives) are included in the DFRB, SPD should also include the ombudsman in the D-ARP.

This recommendation will require consult with the Spokane Police Guild and Lieutenants and Captains Association as it constitutes a change in the Ombudsman's role as per the agreements with both bargaining groups. This matter was referred to the Chief's Office to discuss at labor-management meetings. *Status: No action until the collective bargaining process begins in 2016.*

Recommendation 8.7: SPD should reassess the purpose and goal of the DFRB to ensure that it both provides transparency and maintains its ability to effectively assess tactics, training, and equipment after a deadly force incident.

The Deadly Force Review Board (DFRB) policy, Policy 302, was revised with input from the City Attorney's Office, bargaining units, Training Unit, Captains and Executive Staff, and CNA. It is being incorporated into the SPD Policy Manual with many other new and revised policies. The policy was sent out to officers along with a Training Bulletin on December 14, 2015. Roll call trainings and additional training at in-service will be provided. *Status: Complete.*

Recommendation 8.8: SPD should formalize the new IA training requirements and guidelines in the department's policy manual and communicate these changes to the department and community stakeholders.

Lt. Lundgren will communicate the training requirements to other members of the department by disseminating the new SOP (finalized September 2015) department-wide upon adoption. Director Schwering, Lt. Lundgren, and Kathy Armstrong will share the new requirements with



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the public during the OPA's continuing outreach efforts (e.g., small-group meetings and presentations). *Status: Complete*

Recommendation 10.1: SPD should sustain and institutionalize these outreach efforts by establishing a continued community outreach strategy and plan.

SPD consulted with community members and staff to develop the strategy. Kathy received feedback internally and from many different community organizations and then updated the strategy to include their input. Kathy presented it to the Public Safety Committee at the April meeting. She has shared the strategy with various community groups, offering to meet with any groups about the strategy. The strategy was posted to the SPD website on April 24, 2015.

SPD continues to increase outreach efforts. On June 1, 2015, Kathy reached out to all the organizations and agencies that Director Schwering had previously met with, plus other SPD contacts, and offered to schedule presentations regarding UOF and/or recent training initiatives such as CIT. Kathy is also conducting community outreach presentations to keep our community stakeholders in the loop about Collaborative Reform. She explains the Collaborative Reform process and how SPD is working with internal and external partners and CNA to move forward on the reforms. Kathy has presented to several groups so far and has several more presentations scheduled throughout the coming months. The OPA is using the outreach presentation feedback forms suggested by CNA. Also, SPD's Public Information Officer is using more social media to improve engagement and the City's cable channel to get information out to the public.

On July 21, Kathy sent CNA a description of the community outreach and education conducted by SPD's Defensive Tactics Cadre, under the direction of Sgt. Shawn Kendall. While Sgt. Kendall has held safety awareness classes for international students at Mukogawa Fort Wright Institute for years, he is presenting at more college campuses now and many other venues (homeless youth shelter, churches, mental health professionals, Spokane Parks Department employees, etc.). Kathy also shared the Cadre's work done in partnerships with Spokane's Fire Department and Frontier Behavioral Health (Enhanced CIT Training).

Kathy developed a brochure about the Office of Professional Accountability's frequently asked questions about the complaint process and shared it with SPD's outreach contacts on July 24, 2015. The brochure was also posted on the website and a blog was created to bring attention to it. OPA staff will continue meeting with community organizations throughout the rest of 2015 and 2016, promoting transparency and open communication. *Status: Complete.*

Recommendation 10.2: SPD should leverage existing or past outreach programs to increase its active engagement with the community.



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SPD will continue the trend of building on existing success to create more opportunities for outreach. A few examples of growing youth outreach:

- The 2015 Police Activities League (PAL) program successfully tripled its reach to families. The program received expanded support as it continued to grow.
- SPD/City of Spokane has won two major awards based on Youth and Police Initiative (YPI's) success.
- YPI continues to grow with meaningful, successful sessions, with collaborations from partners like Spokane School Resource Officers and OUT Spoken. At this point, 220 youth have graduated from YPI. A 2015 YPI Reunion will take place on December 22, 2015.
- SPD built on the success of YPI to create a similar program in partnership with Spokane Public Schools, "Restore Our Kids" (restorative justice- alternative to suspension).
- The Faith Alliance, built upon stakeholders working in youth outreach programs like PAL and YPI, is now holding monthly Community-Police forums.

Status: In Progress; work will continue throughout the implementation period.

Recommendation 10.3: Similar to its media academy, SPD should hold a citizen's academy on an annual basis.

The Citizens Academy took place from May 6-June 3, 2015. Kathy sent the roster and evaluations to CNA after graduation. Kathy also contacted community groups to inform them of the Use of Force training class for civilians on January 22, 2016.

In addition to the Citizens Academy, SPD also held a special Community Academy on April 18, 2015 (documentation sent to CNA on April 22). This event resulted from discussions at a December 22 meeting about law enforcement and race relations, initiated by SPD and facilitated by Pastor Shon Davis. The Chief the CYI unit, Lt. King, and Pastor Shon developed an Academy as a follow-up to the first meeting. The event was structured like a mini-Academy with use of force demos and VIRTRA training, but also included a 90 minute discussion between community leaders and law enforcement (Chief, Training Cadre, and the CYI unit). Participants mainly represented Kingdom Fellowship Church Alliance -Multicultural Ministers Alliance (a group of 14 Hispanic, Native, African-American, and White ministries/churches), historically Black churches, and leaders from educational institutions. The discussion was afterwards and was very robust. As a result, several community leaders are getting involved in YPI, SPD Chaplain Advisory Board, etc. and SPD is following up with more information about volunteer and training opportunities with these participants. It was a very positive experience from all accounts. The feedback forms showed that community leaders felt it was very helpful.

Participant Kitara Johnson said, "The community academy was an eye opening experience and very powerful tool that I recommend to all community leaders and citizens who have ever questioned the use of force concerning law enforcement. The specific exercise that has been



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branded in my mind was the virtual simulation where you are given a standard issue belt, weapon, pepper spray, and Taser and interact with the simulation. I found myself firing off three rounds and previously questioned police use of force and why they fired shots to kill when involved in an arrest. The Academy allowed me to listen to officers and learn of specific training they are provided to respond without reaction. I also feel that this academy was a step towards transparency of Spokane Police Department in a hands-on practical way.” *Status: Complete.*

Recommendation 10.4: SPD should form a chief’s advisory council.

The Chief’s Office will be handling this recommendation. The Police Advisory Committee (PAC) continues to grow and improve. SPD is also promoting PAC through social media, advertising, and emailing contacts. Kathy sends information about PAC and the quarterly public meetings to many groups such as Center for Justice, Native Project, the Ombudsman Office and Ombudsman Commissioners, etc. The most recent PAC public meetings have been featured in the City’s Gazette publication. In addition to PAC recruiting for more diverse community leaders, PAC meetings are more effective. PAC members continue to show increasing levels of engagement. PAC members enjoy being part of the media list and getting information in a timely manner. PAC’s awareness and involvement with SPD continues to increase, and community participation in PAC is increasing as well. At the June quarterly meeting, 13 guests attended and some expressed interest in joining PAC. Guests also attended the public meeting in September. PAC received two new members in September—from the Native Project and from the Hispanic Business and Professional Association.

The Spokane Faith Leaders & Police Community Alliance was established to create and maintain open and ready lines of communication between the Spokane Police Department and leaders of Spokane’s faith community. The goal of this Alliance is to ensure mutual respect between the police and the community and to build and sustain trust and legitimacy between the citizens in the City of Spokane and the Spokane Police Department. It is the intent of the Alliance to foster mutual knowledge and understanding between faith leaders and the police department, the clergy’s respective congregations, and the communities in which they serve. It is anticipated that improved mutual understanding, respect and trust, communication and access will come about between the police department, leaders of Spokane’s various religious faiths and traditions and all ethnic communities through monthly meetings, ride-a-longs, training, and personal communication.

The Alliance does not replace PAC but will serve a different purpose. The Spokane Faith Leaders & Police Community Alliance, as part of its mission, will serve as a catalyst to bring about healing within the community. Many of the Alliance members will be actively involved with a variety of SPD functions, including outreach and training. *Status: In Progress.*



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Recommendation 10.5: SPD should conduct a staffing analysis to determine if the department is meeting its operational needs and has an adequate amount of staff to ensure its continued mission, objectives, and community policing principles.

The Office of Justice Program's Diagnostic Center will be providing technical assistance to SPD regarding workload analysis and an evaluation of community policing efforts. Kathy initiated the contact with the Diagnostic Center in March 2015 and the engagement will continue over the rest of the DOJ recommendation implementation period. In order to fully meet the recommendation of conducting a staffing analysis, SPD is also participating in Police Resource Allocation & Deployment training. The Diagnostic Center's evaluation and the tools from the training will allow SPD to evaluate its staffing needs and existing resources and make the best possible decisions in allocating resources. The Diagnostic Center is planning a site visit in January 2016 and has designated Dr. Gary Cordner as the subject matter expert working with SPD. Kathy Armstrong and TARU Supervisor Kyndrin Tenny are currently working to provide the Diagnostic Center staff data about SPD in preparation for the engagement. *Status: In Progress.*

Recommendation 10.6: The SIRR should revise its media relations protocol to ensure that the agency involved in a deadly force incident is allowed to release appropriate information after a deadly force incident. In addition, SPD should continue to utilize and improve virtual and more traditional methods to maintain communications with interested community stakeholders after a critical incident.

In order to provide consistent and prompt communication with the community following a critical incident, Spokane Investigative Regional Response (SIRR) Team partner agencies are now all using a standardized template for media releases, and are also posting the releases on their agency's websites. Kathy shared the template with CNA as well as examples of how the template is used in current press releases that are posted on the agencies' websites.

SPD also clarified with the community that in the case of a critical use of force incident, SPD will issue a press release as soon as possible (sometimes within a few hours of the event). This initial release will provide a basic summary of the incident. The release identifies the agency managing the investigation of the incident and clarifies that all future communications regarding this incident will be sent via the SIRR Team. The press release is shared internally and with members of the Police Advisory Committee at the same time it is shared with the media. The press release is posted on SPD's website. If appropriate and when possible, SPD will reach out to community organizations whose clients or members are affected by the incident. For example, if the involved citizen is a client receiving mental health services, mental health professionals will be contacted as soon as possible. SPD will use both traditional (e.g., phone, in-person meetings) and electronic means of contacting affected communities. The procedure for notifying the community was included in the updated Community Outreach Strategy, which was posted on the website and emailed to community organizations. Kathy confirmed that Spokane County



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Sheriff's Office is using the media template in their investigation of the deadly force incidents that occurred in July and August of 2015.

The SIRR Protocol was officially updated (and includes the media template) at a meeting on October 29, 2015. However, not all participating agencies were at the meeting, and their signatures are required. Throughout the month of November, Captain Olsen has been working with the outlying agencies to get their signatures. As of December 2015, he still needs to meet face-to-face with two other rural agencies. As soon as he has all the required signatures, the updated SIRR Protocol will become a public document and will be posted to the SPD website. *Status: In Progress.*

Recommendation 10.7: SPD should routinely survey the community to measure increased police-community relationships, increased understanding of police procedures, and organizational changes and to evaluate police-initiated programs like the PAL.

Kathy Armstrong has been analyzing the results from SPD youth outreach program surveys such as PAL and YPI, and is sharing the results with CNA and with the Public Safety Committee. In late April, Kathy administered a community partners survey to several agencies that work closely with SPD (e.g., schools, hospitals, mental health professionals, law enforcement agencies, City and County public defenders and prosecutors). The survey results were very positive and provided helpful feedback. She also administered similar surveys to community organizations and Neighborhood Councils this summer. She arranged a city-wide survey with questions specific to Spokane Police. The Citywide survey started October 1, 2015.

One excellent take-away from the survey was that 85% of respondents felt that SPD's recent reforms benefit the community regardless of any previous awareness of the outreach effort. The survey also showed that many people are unaware of SPD's new programs and that outreach is still greatly needed (54.4% are aware of training, 42.1% are aware of youth outreach, and 55.7% are aware of the creation of specialty units). SPD has had some traditional media coverage on the new programs but it's not reaching everyone.

Work on this recommendation will continue throughout the 18-month implementation period. At the advice of DOJ, SPD will be implementing the CP-SAT community-policing survey in 2016, nearing the end of the Collaborative Reform Initiative. *Status: In Progress.*