

Spokane Office of Policy Ombudsman Commission
Commission Strategy, Priorities, Objectives, Tasks (SPOT) Document

This document is only a draft to prompt discussion among Commissioners. It is neither authoritative nor conclusive. It attempts to break down Ordinance C35069 Section 10, Section 04.32.150 (Office of Police Ombudsman Commission) to:

- a. provide a list of all requirements of the Commission
- b. offer definitions of objectives in support of each
- c. offer a non-prioritized list of supporting tasks and encourage other ideas
- d. support a discussion of which components should receive the most efforts
- e. ensure all components of the ordinance receive due regard

The document is built so components are evaluated in an unconstrained resource environment. As priorities are established, resources available will of course be an important factor.

The following pages are organized by the following:

- a) Component: the number listed is that in the ordinance under "General Duties." Similar components are listed together.
- b) Objectives: what the Commission intends to accomplish with the component
- c) Supporting Tasks: potential actions that must be accomplished to achieve the objective



TOPIC: SUPERVISING OMBUDSMAN AND SUPPORTING PERSONNEL

1. Appoint, reappoint and potentially remove the police ombudsman pursuant to the Spokane Municipal Code.

7. Conduct and approve evaluations of the OPO and OPO personnel

Objective(s)

- Effectively supervise Ombudsman and supporting personnel
- _____

Potential Tasks

- Commissioners research and understand SMC on hiring & firing
- Build rubric and evaluation scale for each position that lists duties and describes standards of performance
- Conduct 360 degree evaluation™ of the Ombudsman
- Conduct periodic feedback sessions to assess progress at the midpoint of the performance period
- Decide on performance periods (calendar year starting 1 Jan? fiscal year?)
- Conduct semi-annual special meeting with Executive Session to discuss Ombudsman performance
- At NACOLE conferences, attend seminars on supervising and evaluating ombudsmen
- Consider leadership, communication, and management training from which the Ombudsman could benefit
- Research what other ombudsmen are doing and the origins/specialties of OPO personnel in other municipalities
- _____
- _____

TOPIC: OVERSIGHT OF OPO

- 2. Approve annual and long term goals of the OPO**
- 3. Approve OPO procedures and best practices**
- 4. Approve OPO annual report**
- 6. Approve OPO rules and procedures (LAW Washington state law and CBA between City and Guild) required for the discharge of OPO duties, including policies and procedures for:**
 - a. receiving and processing complaints**
 - b. monitoring investigations**
 - c. reporting findings, conclusions and recommendations**

Objective(s)

- Effectively manage Office of Police Ombudsman with effective policies and procedures
- Define standards for, and evaluate, OPO deliverables
- _____

Potential Tasks

- Learn written OPO procedures
- Evaluate OPO "long term goals" or task Ombudsman to draft them for 2015
- Task Ombudsman to document separate office functions listed above in Item 6 and their supporting processes, procedures and tasks
- Build consensus on to what extent, why, and how the Commission would intervene in individual cases
- Propose and achieve consensus on significant changes to OPO products (monthly & annual reports)
- Establish or affirm calendar dates by which annual report is provided to Commissioners for preview, edits are made, distributed to city leaders, released to the public
- Review progress toward annual OPO goals on quarterly basis at meetings
- Identify and achieve consensus on Commission's long- and medium-term goals
- Nominate and vote on Commission Chair for CY 2015

TOPIC: MAKE RECOMMENDATIONS TO CHIEF OF POLICE

5. Approve OPO recommendations regarding changes in police department policies and training

8. Request that the OPO examine or re-examine specific non-disciplinary policy or procedure issues

8. Confirm or reject OPO requests for additional investigation by SPD Internal Affairs

Objective(s)

- Provide effective guidance to the Ombudsman regarding recommendations made to the Chief of Police on SPD policies, procedures and investigations

- _____

Potential Tasks

- Form consensus on which SPD problems need urgent attention and which should be monitored to determine whether they need to be addressed
- Research academic and social literature on policing topics
- Attend training events to learn more about civilian oversight issues, police training, tactics, procedures
- Schedule briefings (including from the SPD whenever appropriate) on important topics during monthly meetings
- Commissioners form consensus on objectives and level of detail appropriate for OPO recommendations
- Build special procedures for Commissioners' participation in processes surrounding significant events such as officer-involved shootings (OIS)
- Attain knowledge about SPD Internal Affairs personnel and processes
- Innovate new Commission tools for making recommendations, e.g. IA process review & endorsement
- Consider other communication tools to best transmit Commissioners' intent to the Chief of Police and other City leadership
- Build criteria that might trigger future independent investigations
- Research appropriate executors for independent investigations

- _____
- _____

TOPIC: PUBLIC ACCOUNTABILITY AND TRANSPARENCY

9. Assist OPO personnel in communicating with Spokane's diverse communities and the general public about the complaint filing and investigation process

10. Make readily available to the public all commission reports

11. Prepare and present an annual report to the City Council

Objective(s)

- Ensure that public is aware of OPO roles and processes for filing complaints, particularly those from vulnerable or disenfranchised populations
- Ensure that citizens who want information about how Commission decisions are taken can access that information
- _____

Potential Tasks

- Build a plan for dividing labor to assist the Ombudsman to communicate with the public, potentially by having district-appointed Commissioners focus on their district
- Recommend specific OPO activities to increase Ombudsman's approachability to vulnerable populations
- Regarding public comment agenda item, build consensus on what we are trying to achieve and build instructions and rules in support of those goals
- Suggest other community events the Ombudsman should attend in addition to those documented in monthly reports
- Include availability of all Commission reports in Commission by-laws
- Make suggestions for essential by-laws with a view to minimizing them
- Provide inputs well in advance to OPO staff for inclusion in annual report
- Hold special meeting on or about September to agree organization and highlights of the annual report, the introduction/cover letter of which could be authored by the Commission chair.
- Build understanding of what useful information the public does not have
- Consider new public messaging techniques and tools
- _____
- _____