
**Recommendations, Part 1 of 2, to Spokane Mayor David Condon
From the Police Leadership Advisory Committee (PLAC)
January 26, 2016**

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Acknowledgments

The contributions of time, effort, and thought offered by hundreds of individuals and organizations have made this report possible. We're grateful to all the persons who provided an opinion in the live Forums and other events, in conversations with committee members, in written submissions by email or Internet survey, or via recorded telephone messages. Their names, in addition to those of organizations that submitted an opinion, appear in Appendix B. More than a hundred more offered input without attribution. Throughout this report, words or phrases appearing as " " are verbatim comments we heard; few are individually attributed. We're pleased to have received observations and suggestions from SPD officers both individually and collectively through their organizations.

In early December, PLAC received gracious onsite Public Forum hosting at the Northeast Community Center, the West Central Community Center, and the East Central Community Center. Two Forums were recorded by City Cable Channel 5 and are available online at

East Central Community Center: <https://youtube/h3ITIB37RN4>

West Central Community Center: <https://vimeo.com/149456836>

The process of PLAC listening, understanding, and publishing was made possible by the City Human Resources staff support of Heather Lowe, Meghann Steinolfson, and Kelli Burnett. The Utility Department distributed an invitation to comment in its billing statements in December/January. A Survey Monkey questionnaire was sent to SPD members and other City staff to allow them to provide anonymous input, but many signed their names.

Reference materials were provided by City Human Resources, City Legal, the Regional Law and Justice Council, EWU Criminal Justice and Sociology faculty, and others. Specific documents are named in the Bibliography. Many have been posted to the website supporting our work, at <https://my.spokanecity.org/bcc/committees/police-leadership-advisory-committee/>

We salute Mayor David Condon, who in this very important endeavor at this crucial time invited this sincere inquiry into the views and experiences of the citizens of Spokane.

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Introduction

On October 28, 2015, shortly before his re-election, Spokane Mayor David Condon announced the formation of this Citizen Police Leadership Advisory Committee,

tasked with leading a conversation about what the community is looking for in its next police chief and providing input about what a culture audit of the Spokane Police Division should consider.

The Committee was given three primary objectives related to the police chief search:

1. Review and make suggestions to the current police chief job description
2. Identify the attributes the community is seeking in the next police chief
3. Recommend the hiring and selection process that should be used

Separately,¹ the committee will also provide guidance on the development of a culture audit, a recommendation of both the Use of Force Commission and the U.S. Department of Justice Community Oriented Policing Services. The committee will make recommendations about factors to be considered, approach, reporting, and expected outcomes.²

From December 1, 2015 through January 21, 2016, PLAC solicited and received public comment through public forums at community centers, by email and phone messaging, and from individual conversations with community groups and Committee members. We undertook occasional fact-finding efforts for further explanation, and received background information from City Hall and documents in the public record.

Part 2 of this report will soon provide deeper details and recommendations about the Search Process:

- Revised Job Description for the Police Chief
- Timeline
- Recommended roles of the Search Committee, potential consultants in recruitment, additional panels of reviewers, City Legal, City HR, City other, Mayor, & City Council
- Recommended committee personnel, by name and affiliation
- Background checks, references, and informal Internet research
- Relationship between the Search and the Culture Audit
- Confidentiality and transparency of the process
- Support, advocacy, and community relationships for the new Chief

¹ This fourth objective is underway by PLAC, SPD Internal Affairs, and DOJ, but is not treated in this report.

² Further details are at <https://my.spokanecity.org/bcc/committees/police-leadership-advisory-committee/>.

Background

As the launch toward a trustworthy and effective selection process for a new Police Chief, PLAC began with a mandate to listen to the public. “Restoration of trust,” “creating transparency,” “healing the rupture,” and “restored relationships”³ have been frequently cited as public wishes. But we failed to find a uniform definition of “trust,” or a time period entirely free from controversy. Many teens and 20-somethings don’t feel that the police are there to help. They would like to “stop feeling scared.”

Many people expressed “admiration and support” for the SPD. We’re glad for that confidence. But a troubling theme emerged in public comments suggesting “fear, distrust, and embarrassment” regarding SPD methods. Before Mayor Condon, the City Legal Department tactic of counterclaims against victims of police misconduct, for instance, inhibited citizen trust in due process. But stories of troubles are not just in the past. Conduct “unbecoming of an officer” continues.

The Spokane news is most often about misbehavior rather than criminality. As shown in the IA (Internal Affairs) records,⁴ we understand that Spokane has far fewer police criminality charges than many cities in the east and south.

The 1990s seem to have been a period of trust, cooperation, and stability in public–police relations, as practiced by police chiefs who engaged with ordinary people, who took time to get acquainted with community leaders who knew the city, who listened to grassroots organizations, and who instituted modern advances in police work. It was the beginning of “community policing” (as described in Recommendation 2.1) and Crisis Intervention Training, a behavioral health intervention that reduces harm to both officers and the public. Activity examples were DARE, the bike rodeo with the Boy Scouts, Safe Start, and the Speakers Bureau. In 1999 Spokane began winning national recognition for these trust-building practices. After the terrorist attacks on 9/11 (in 2001) these community engagement methods were disfavored, replaced by a more defensive national response to violent threat and the budget priorities for its implementation. The mind-set, equipment, and uniforms of public safety become more militaristic. Risk management trumped the Chief’s former direct and transparent talk with the public. Protection *from* the public replaced protection *of* the public.

³ Throughout this report, words or phrases appearing as “ ” are verbatim comments we heard; few are individually attributed.

⁴ Available for public review at <https://my.spokanecity.org/police/accountability/reports/>

Over the last 25 years, policing in cities like Spokane has become extraordinarily complicated. Developments of general society related to law enforcement include:

- Expanding racial and ethnic interactions, both positive and negative
- War on Drugs, hate crimes, & mandatory sentencing
- Socio-economic and educational inequality
- Substance addictions, mental health, sex crimes, & domestic violence
- More legal protections around age, employment, gender, sexual preference
- Progress for people with disabilities, toward complete human rights, not solely accessibility rights
- Blowback against whistle-blowers
- Militarization of law enforcement methods
- Internet security, bystander video, and social media
- Growing national attention to use of force on persons of color, people with disabilities, the “LGBTQIA” community, and youth

In these issues people expect fair treatment by the police, who are tasked with the difficult job of representing the government. As consumers of snow removal, garbage collection, street repairs, and public utilities, voters in Spokane also expect satisfaction in police performance. For many people, lack of response, not mistreatment, “is their beef.” When they call in an incident and the police simply don’t come, they doubt that the system is fair to anyone.

There is no doubt that Spokane needs strong leadership at the helm of its police force. Tragedies such as the death in custody of Otto Zehm, as well as recent incidents of outright unethical, and possibly criminal, behavior have shaken Spokane’s confidence in its police force. One-third of current officers are new to the force within the past decade.⁵ These officers, as well as most others in SPD, want strong, ethical leadership that will rebuild community trust and elevate the esteem of the entire force in the eyes of Spokane. Mission number one for the new Chief will be to lead the entire department on a journey of “lessons learned” by virtue of the missteps of the past so that the entire force can see why they are where they are in the eyes of the community, as well as where they can aspire to go.

The sting and tragedy of violent police encounters with Native Americans and African-Americans are still deep and profound wounds afflicting the community. Though officers are often exonerated by the legal system, steady erosion of police trust and legitimacy has been ongoing because of the persistent trauma caused by these and other events.

⁵ City of Spokane Human Resource Data on employee hire dates, 2015

Statistics in Spokane show that minority citizens are jailed more often than their representation in the population.⁶ Decades of perceived abuse, punctuated by occasional use-of-force deaths, are still felt vividly by many persons of color. “The suffocating costs of civilians interacting with police officers (fines, tickets) can create a debtor’s prison. In a community where poverty rates are high, these costs can completely dismantle a person’s life.”

In this information age, an average person’s opinion about the police may now be formed more by Internet activity, police dramas on TV, and talk radio than by his or her own police experience “on the street.”

What about the “war on police”? 2015 is one of the safest years for police officers in recorded history, according to the National Law Enforcement Officers Memorial Fund. There were 42 fatal shootings of police officers in 2015, down 14 percent from 2014, according to the organization. Overall, 124 officers were killed in the line of duty this year. More than one-third of those deaths were due to traffic accidents, the largest single cause of officer fatalities.⁷

Aggravated assaults on police officers are nonetheless more numerous. Never in history have we had better first responders—paramedics, hospitals, and technology—to save lives. Officers have never had better equipment, including protective vests that stop bullets and knives, less lethal tools, tactical trauma kits, etc. This is also a factor in why the murder rate in America has decreased: Our paramedics and doctors have the skills, technology, and equipment to save more lives. In Spokane, an officer has not died in the line of duty since 1987. Officer injuries now result most often from incidents involving citizen intoxication or mental illness. We note the positive results of current Crisis Intervention Training, the practice of which reduces harm to both officers and the public. We encourage the “full and complete” version, with practices that demonstrate fidelity to the original model.⁸

Clearly, the Spokane news is not exclusively discouraging. Current local efforts and recent accomplishments illustrate further progress toward trust:

- Alternative Courts help rehabilitate some offenders, rather than just punishing them.
- Other alternative justice reforms feature an array of collaborators and funders.
- 9-1-1 is now county-wide.
- Many of the Use of Force Commission’s recommendations have been implemented.

⁶ Van Wormer, Safety + Justice Challenge, Spokane Regional Justice System Data Slides, 5.

⁷ https://www.washingtonpost.com/news/wonk/wp/2015/12/30/its-official-there-never-was-a-war-on-cops/?postshare=8831451531526172&tid=ss_mail.

⁸ DuPont, Randolph, Cochran, Sam and Pillsbury, Sarah. 2007. "Crisis Intervention Team Core Elements."

- Department-wide Crisis Intervention Training (CIT) is used to de-escalate traumatizing interactions.
- Law Enforcement Assisted Diversion (LEAD) results in constructive interventions.
- Use of body cameras is becoming standard practice.
- Violent crime has declined.
- Progressive community policing programs receiving national accolades have been implemented.
- Racial disproportionality is now statistically proven, not just asserted.
- The McArthur Foundation is investing outside money in “Smart Justice” reforms.

The 2015 State of the City report,⁹ concerning “Reform City’s police culture” reports, in part:

- Reduction in officer use of force incidents by 22%;
- Training of 95% of commissioned officers in crisis intervention;
- Implementation of all 26 citizen Use of Force Commission recommendations;
- Establishment of the citizen Police Ombudsman Commission; and
- Accreditation by state law enforcement.

Sheriff Knezovich told us, “Seventy percent of people have a high regard for law enforcement.” When SPD Chief Kirkpatrick left Spokane in 2011, she said, “I’ve never met a community that wanted to love its police more.”

But brave public leadership has never been more needed. To “fix broken relationships” with the Spokane Community, we heard:

“Be as fair as possible to everyone.” “Communicate sincerely and transparently.”

We looked for and found such idealism in these existing goals and practices of City Hall and the Police Department.

Mission Statement, City of Spokane:

To deliver efficient and effective services that facilitate economic opportunity and enhance quality of life.

PLAC suggests policing as a method, not a goal. The highest goal is the ability of people in Spokane to co-exist safely and constructively, an endeavor regarding which people and institutions of all types have a civic stake and a duty. Consumers “purchase public safety with their tax dollars—they have a right to good service.” This is the customer-relations concept we see published and practiced in many City Departments. It is long overdue in the police force.

⁹ <https://static.spokanecity.org/.../2015/03/.../state-of-the-city-2015.pdf>.

The Mission of the Spokane Police Department¹⁰ is to demonstrate excellence in policing by working in partnership with the community we serve to:

- Prevent and reduce crime and the fear of crime, and to improve the quality of life for our residents and visitors;
- Enforce laws while safeguarding the constitutional rights of all people;
- Provide high-quality police services to all of our residents and visitors through integrity, compassion, and a commitment to innovation; and
- Create a work environment in which we recruit, train, and develop an *exceptional team of employees*.

The Law Enforcement Code of Ethics, from the *Policy Manual* of the SPD:

As a Law Enforcement Officer, my fundamental duty is to serve mankind; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence of disorder; and to respect the Constitutional rights of all men to liberty, equality, and justice.¹¹

Mayor Condon wants Spokane to be recognized as “the most compassionate city in America.”

City Attorney Nancy Isserlis reminds her staff of a standard named by President Lincoln: “It is as much the duty of government to render prompt justice against itself, in favor of its citizens, as it is to administer the same between private individuals.”¹²

Within the current constraints of law, labor relations, public access to information, and budgets, progress toward idealism can be elusive and temporary. Nevertheless, contractual expectations of honesty, integrity, accountability, and cooperation are in place. These provide a pragmatic and objective legal and policy platform, *as is*, for significant but surely painful reform. Among police officers, “The code of silence protects the force, not the community.”

Former Chief Straub in his final memo “Spokane Police Department Community Policing Initiatives” (December 2015), said, “I was hired in 2012 to reform the Spokane police department . . . The Mayor, Council, and the community gave me a clear directive: Reform the police department, restore community trust, and reduce crime.”

“The Spokane Police Department has shown real progress in completing and making strides towards implementing a majority of DOJ recommendations,” said Community Oriented Policing Services Director Ronald Davis. “The goals of these recommendations not only address use of

¹⁰ SPD Strategic Plan, 2012.

¹¹ PSD Code of Ethics, 1.

¹² State of the Union message, 1861.

force policies and practices, but rebuild the fractured relationship with community stakeholders.”¹³

In the following Recommendations, PLAC asserts that these pre-existing specifications can be achieved within the SPD only through the effective performance of the next Spokane Chief of Police, which will be made possible only with the sincere and unwavering support of the Mayor and City Council.

A citizen asked us, “What person in their right mind would seek this job?”

We think it’s a person of integrity, whose personal experience will provide the vision and skill necessary to solve problems that thus far have appeared to be intractable. Wisdom and persistence will surely be required to help police co-exist “safely and constructively” with the citizens. That’s the kind of challenge that attracts powerful leaders. The stakes are very high.

Recommendations about the Job Description (Objective 1)

1.1 Applicants will advance only after personal honesty, integrity, and courage have been proven in previous employment

This is such a vital recommendation that it appears in first place, above all others.

A demonstrated history of honesty and integrity is a first-level filter for screening applicants. This history cannot be just an assertion. It must be a reputation and a record of accomplishment, among people with previous professional and personal experience of working together. Any applicant whose Internal Affairs record (including workplace litigation and human rights complaints), or Google search, reveals questionable activities or character should be disqualified. Acting Chief Dobrow assured us that a consideration of character applies in the pre-employment selection of any new officer.

On the other hand, a candidate with the desired personal and professional background will have dared enough to fail. Failure is a required step in acquiring experience and wisdom. We should seek details in background searches, reference checks, and Internet searches, and compare them with the revelations made by the candidates themselves. In some cases, professional investigation may be required to sort out the facts and adjudications. The meaning

¹³ DOJ press release, December 14, 2015.

of such personal experiences is vital grist for conversations about and with the candidates, because past performance is the best indicator of future behavior.

We suggest a person who gravitates toward others and has a history of sincere and empathetic involvement with community. “Truth-telling and transparency” in all actions are a sobering test of courage.

Acting with “candor” and “humility” in the face of departmental perils requires tremendous bravery. Trusting relationships and communications are not what a Chief does—they illustrate who he or she *is*. We endorse the “servant leadership” theory, which explains that *true* authority results from respect earned by personal example in situational transactions, rather than from the power of position.¹⁴ Such an “event-tempered nature” and a “history of caring” and nobility must be proven in the record of any serious candidate.

1.2 An applicant must be qualified to be a Law Enforcement CEO

As CEO of a 400-member organization, the Chief must have the competency to create and maintain a healthy organization and must have proved this ability through experience. In the context of the SPD, this means that the Chief must:

- Operate functionally independently from the mayor yet in cooperation with the city; respond to what’s needed, but design the methods of achieving it;
- Appoint and empower high-quality subordinates, thereby building leadership within the organization itself. The Chief must build and coach a team of capable, durable, and effective leaders who have the ability to lead the organization into the future;
- Master the complexities of Civil Service; human resources; bargaining units; and local, state, and federal laws, for the good of the community;
- Foster a transparent relationship with the public through honest, direct, and clear communication, including the effective explanations and reasons for law enforcement practices and procedures in situations that harm the SPD’s relationship with the community. In other words, “dress up, ‘fess up, and clean the mess up”¹⁵—taking the example of medical professionals for whom malpractice claims are less frequent when they can apologize;
- Perpetuate a culture of respect, care, and dignity for all employees within the department. As part of this effort, the Chief should ensure proper resources are

¹⁴ In Spokane, this is a cornerstone practice of the Gonzaga University Leadership School and Leadership Spokane. Its practices as described by Robert Greenleaf and distilled by Larry Spears are Listening, Empathy, Healing, Awareness, Persuasion, Conceptualization, Foresight, Stewardship, Commitment to the growth of people, & Building community.

¹⁵ Attributed to Charles Ramsey, Former Police Chief of Philadelphia.

allocated to employees who have undergone trauma, are dealing with their own substance abuse, or are experiencing family or personal issues;

- Demonstrate the competence to effectively advocate for the department's needs in City Hall;
- Continue reforms underway—overcoming existing inertia against progress toward higher legal and ethical standards, using best practices and standards for Quality Improvement from broad and proven sources, as a sincere response to the current external recommendations and reports; and
- Know the law at local, state, tribal, and federal levels, paying attention to Washington's unique labor and public disclosure laws.

1.3 An applicant must support the Collaborative Reform Initiative, the Use of Force Report, and the Blueprint for Reform

These performance- and trust-enhancing plans have huge implications for public safety in Spokane. The new chief must both coach and quarterback their continued progress.

In 2012, former Chief Frank Straub requested that the U.S. Department of Justice's (DOJ) Office of Community Oriented Policing Services (COPS Office) assess the SPD's use of force policies, processes, and practices. The focus was aspects of SPD's use of force: (1) policy and procedures, (2) training and tactics, (3) investigation and documentation, (4) civilian oversight, and (5) community outreach.

As of June 2015, SPD has completed five recommendations, has made demonstrable progress on an additional 27 recommendations, and has not made progress on 10 recommendations.

Over the next year, the assessment team will continue to monitor the recommendations and will also continually assess, to the best of its ability, the community's response to the reforms. A final report on the implementation of the Collaborative Reform Initiative in the Spokane Police Department will be provided in fall of 2016.

A Blueprint for Reform notes¹⁶

the various "pockets" of reform and strong, science informed practices that are already in place throughout the City and County. Some are "pockets of excellence." When properly built, these pockets of reform can be brought together to create greater community safety, provide for cost-effective services, and create programs and practices focused on reducing recidivism.

¹⁶ *A Blueprint for Reform*, 5.

Regarding law enforcement, *A Blueprint for Reform* includes these recommendations: (5.3)

Establish a law enforcement assisted diversion program (LEAD)

- **Consider Ceasefire Program Efforts**
- **Renew efforts and expand neighborhood crime prevention programs**
- **Expand Crisis Intervention Team programs**
- **Combine various law enforcement functions**

We believe that the aforementioned are constructive and legitimate changes, responding to local circumstances in useful ways and based upon best practices in law enforcement and justice. We note that these powerful directives have been entered into freely in Spokane. In many other cities, such strong medicine has instead been prescribed by federal officials.

The Chief has a key external duty as a clear, effective, and transparent spokesperson for these reforms. Internally, the Chief has a lead role in interpreting law and policy, directing implementation, and crafting future projects.

Recommendations about an Ideal Chief in Spokane (Objective 2)

2.1 An applicant must demonstrate prior involvement in, leadership of, and advocacy for community policing

Community policing is a philosophy to address public safety issues such as crime, social disorder, and fear of crime. Community Oriented Policing Services (COPS)¹⁷ is a model program of the U.S. Department of Justice. Some aspects are underway in Spokane.

Its key features are:

1. Trust-building collaborative partnerships between the law enforcement agency and the individuals and organizations they serve. Key community partners are community members and groups, nonprofits and service providers, private business, other government agencies, and media.
2. The alignment of organizational management, structure, personnel, and information systems to support the philosophical shift behind community policing.
3. Proactive and systematic problem-solving to institutionalize COPS throughout the entire department, including the way it is managed and organized, its personnel, and its technology.

¹⁷ <http://www.cops.usdoj.gov/pdf/vets-to-cops/e030917193-CP-Defined.pdf>.

A 2014 study conducted by the Police Executive Research Forum (PERF) found 95% of agencies agreed that in the future communities will place greater expectations on the police to develop trust and maintain legitimacy in their communities.

In Spokane, SPD is officially on board, claiming, “The Spokane Police Department model incorporates the best elements of traditional law enforcement, community policing, hot spot policing, intelligence-led policing, and other evidence-based and emerging practice.”¹⁸ Additionally, “The philosophy of neighborhood policing defines how we will organize and deliver police response and services. Residents and the police in Spokane are working together to make their neighborhoods a place where all people can live without fear. This is not just the rhetoric of community policing; this is the reality of neighborhood transformation.”¹⁹ Finally, “The Community Advocacy and Strategic Initiatives Bureau will ensure we engage the community, other city agencies, mental health, faith-based, and other partners in crime prevention and reduction.”²⁰ Acting Chief Dobrow confirms that community policing pushes down the crime rate.

SPD has been recognized for excellence in community-oriented policing many times since 2013. Spokane was selected as an All-America City for “Spotlight on Engaging and Supporting Vulnerable Boys and Young Men.” Mayor Condon, Chief Straub, Pastor Shon Davis, and Lt. Tracie Meidl were invited to the White House’s Community Policing Forum in July 2015, in relation to the *Interim Report of the President’s Task Force on 21st Century Policing*. Chief Straub and Pastor Shon Davis were invited to PERF’s “Strengthening Police and Community Relationships” meeting in July 2015 in recognition of SPD’s work in building community partnerships. SPD and Community Leaders participated in the PERF “Violent Extremism” Forum in Minneapolis in September.

Emerging relationship-building programs by SPD are underway, and should be strengthened and encouraged. However, it is not yet apparent that the department has fully invested in and supported them; furthermore, the results of these initiatives have not yet been evaluated. Examples are the neighborhood COP Shops, the Police Athletic League (PAL), the Faith Leaders Alliance, and the Youth and Police Initiative (YPI). Specific leaders of these programs are visionaries, but broad support from the Department and the community is not yet apparent. Expansion of these programs to the East and/or West Central Community Centers has been suggested.

¹⁸ SPD Strategic Plan, 2.

¹⁹ SPD Strategic Plan, 13.

²⁰ SPD Strategic Plan, 20.

Precinct-level organization of the Spokane force is a COPS component, but has not yet overcome internal controversies and budget limitations. The ideal size of the SPD has not been addressed by PLAC, but we note that current officers number 1.3 per thousand population. The national average is 1.7.

Law Enforcement Assisted Diversion (LEAD) is a national best-practice example of tremendous potential value in Spokane.²¹ It reduces future criminal behavior related to mental illness, alcohol and drug involvement, chronic homelessness, and other wellness-related difficulties using constructive interventions such as treatment and counseling, harm-reduction strategies, and housing first. This is a DOJ recommendation underway here, because it acknowledges that the rate of re-offense is based upon the availability or lack of future opportunities, not “correction.”

Former Chief Straub says, “Our accomplishments were recognized by the White House and were the subject of Congressional and State Legislative testimony. Our initiatives were discussed in presentations at national police and criminal justice conferences. We received local and national awards. They were the subject of articles in law enforcement and other publications, and they were featured in the national and international media.”²²

The Performance Measures Subcommittee of the Regional Law and Justice Council discovered that there is no statistical reporting on use-of-force avoidance. That is, when an officer de-escalates an interaction, that incident is not noted in the record. When such statistical results include *only* those involving use of force, how can we have full understanding of police behavior? How can effective force-avoidance methods, including just “verbal de-escalation”, be rewarded when they’re not reported? This Subcommittee hopes to add a new first-stage category to data-gathering on police interactions.

We note the extent to which some SPD members hold themselves apart from citizens, not just while on duty but also when off duty. This emotional separation is not conducive to the premise of community-building. We suggest that officers, administrative staff, and the Chief be regularly encouraged, perhaps even expected, to “engage both professionally and socially with marginalized and diverse communities and engage in new cultural experiences and relationships.” We must mend the feeling that police and people “fear each other.” “The officers must be trusted, or they can’t succeed.”

²¹ The Straub final report materials include examples in Albany and Santa Fe.

²² Straub memo to Ochoa-Bruck, 12/15/2015.

Policing is still an inherently dangerous job. COPS emphasizes that officers' people skills, communication skills, and embracing of the guardian mind-set will help keep them safe. The trust-building value of Community Policing has been proven nationally. But this work "must go beyond a public relations campaign about trust." Even "minor" crimes represent a major opportunity to connect with citizens. "Getting cops out of their cars" helps humanize them. Community policing builds constructive relationships toward the overarching goal of "mutual concern for the welfare of all citizens." The new Chief's vision and performance within this framework may be the most important role.

2.2 Chief must lead the force in bias-reducing policies and practices for all legally protected classes of Spokane citizens

The 2012 Strategic Plan of the Spokane Police Department says,

SPD will serve all members of the Spokane community with integrity, accountability and transparency. We will protect all of our citizens and ensure their rights and freedoms. The Spokane Police Department will become a model of excellence for the police profession, as well as a model of policing in the Pacific Northwest.²³

The Plan adds that the police will

continue to improve the Department's initial response to persons in mental health crisis by updating policies and procedures, providing training, partnering with mental health practitioners, and monitoring responses [and will] enhance coordination between the SPD and the appropriate agencies to provide intervention services to high-risk individuals and families.²⁴

In spite of all such expressed ideals, the *SPD Strategic Plan* is shockingly absent words such as "racism," "ethnicity," "gender," "disparity," "sexual orientation," and "disproportionality."

"Homelessness is not a crime." "Disability is not a crime." A 14-year-old deaf boy in Spokane was shot in the back for refusing to stop and turn around. He died. Inability to comply is not the same as unwillingness to comply. A woman with a brain injury now carries a card from her physician. If she's stopped by an officer, she'll hand it over along with her license, to explain that "it's difficult for her to stay calm under stress." Such "invisible disabilities" are surely difficult for police to discern—special training and trust is required.

Research shows that persons of color are disproportionately stopped, sentenced, and jailed. Spokane data from *The Safety + Justice Challenge* of the Vera Institute and MacArthur

²³ *SPD Strategic Plan*, 19.

²⁴ *SPD Strategic Plan*, 17.

Foundation, for 2014, shows a minority citizen population of 14% but a minority jail population of 33%.²⁵ Spokane was selected for justice system analysis by the national MacArthur Foundation because (1) its jail is overcrowded, (2) its length of stay for inmates is significant, (3) minority populations are overrepresented, and (4) the community commitment to reform.

In most states Black, Latino, and students with special needs are referred to police disproportionately. The Center for Public Integrity reports 3.4% of all students were so referred in Washington, but 4.6% of Blacks, 4.7% of Hispanics, and 6.9% of disabled students were thus referred.²⁶

The DOJ report notes that nearly one third of police contacts are with persons who have some type of challenge, either physical, mental, aging, developmental, or sensory deficit-related, or with those who are disenfranchised.

The MacArthur Safety & Justice Challenge²⁷ Big Picture Goals:

- Reduce the number of people admitted to jail
- Shorten lengths of stay in jail
- *Reduce racial and ethnic disparities* in local criminal justice systems

Outcomes

- Local justice system leaders committed to reducing the number of people in jail, *addressing racial and ethnic fairness*, and tracking progress toward those goals
- Comprehensive analysis of the drivers of jail population growth
- *A clearly articulated plan for system change*, with measurable goals and benchmarks and responsibility assigned for reaching them

These fundamental goals and outcomes are linked to the upcoming Police Culture Audit and to the anticipated updates to the *SPD Strategic Plan*. A first step toward a “model of excellence” must include more gender and racial diversity in the Force. Within the Department, the Chief should model a “zero tolerance policy for racism, sexism, and homophobia, and any other forms of harassment.”

Stops and arrests are the first links in this chain of institutional racism in Spokane. Any Chief candidate must demonstrate pre-existing leadership on issues of racial equity and inclusion in a city of significant size and diversity. A candidate must deny neither institutional racism nor the cultural blind spots in which it hides; acknowledgement of majority power, privilege, and control is essential. A candidate must have previously demonstrated a willingness to admit the

²⁵ <http://www.spokanecounty.org/data/scljc/subcommittees/racialequity/Data%20Slides%20Final.pdf>.

²⁶ <http://www.publicintegrity.org/2015/04/10/17074/state-state-look-students-referred-law-enforcement>.

²⁷ http://www.spokanecounty.org/data/scljc/misc/Vera%20Inst_SRLJC%206_10_15.pdf.

extent to which racial bias is in fact a problem, and have proven experiences with creating practices and policies designed to reduce racially motivated incidents. The new Chief must be committed to work with community leaders and the public to improve job training, keep young people in school, and help eliminate other socio-economic factors that contribute to criminal behavior. These larger factors are far complex than the police alone can solve, but the Chief has enough influence to help “move the needle” towards improvements.

2.3 Required experience in police leadership: 15 years in law enforcement

Police Chief is a very tough job in any big city. A candidate with a long history of increasing levels of leadership in a larger or similar-sized force will have these experience-based traits:

- Demonstrates courage in police work
- Confronts challenges constructively
- Recognizes and rewards actions that prevent crime or deter criminal behavior
- Commits to equity for all protected classes
- Endorses and implements employee assistance programs for officers
- Has received awards and recognition by his/her department
- Has received advanced professional training in his/her own interests and those of his/her department
- Has demonstrated procedural reliability in human resources circumstances
- Cooperates in transparency-enhancing policies
- Knows how to create a support base with the public and the Council

The value of prior patrol officer “street” experience is acknowledged—many officers told us it is essential—but we think it should not be a requirement.

2.4 An applicant must hold a bachelor degree plus advanced professional training

We endorse the existing language as a requirement:

Graduation from an accredited four-year college or university with major course work in law enforcement, public administration, or related field.

However, other additional valuable fields of education may include psychology, business, accounting, chemical dependency, and mental health. Recommended additional preferences include national-level training in law enforcement and graduate-level coursework.

We understand that about 68% of officers (and 42% of all Department employees) have earned bachelor degrees.²⁸ Current policy and compensation incentivizes the attainment of higher education throughout the organization. For a Chief, experience moving up through the ranks is a valuable foundation, but additional higher education informs the higher-level skills of manager and CEO, as well as a deeper exposure to history.

2.5 An applicant must model existing SPD policies of integrity

The forceful application of guidelines found in existing City and/or SPD policies should not be impeded by potential legal challenges to disciplinary procedures, required changes to labor agreements, and risk-management by the City.

The Law Enforcement Code of Ethics,²⁹ from the *Policy Manual* of the Spokane Police Department says,

As a Law Enforcement Officer, I will keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn, or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever a secret unless revelation is necessary in the performance of my duty. I will never act officiously or permit personal feelings, prejudices, animosities, or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or violence and never accepting gratuities. I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust.

The 2012 Strategic Plan of the Spokane Police Department says,

To build more effective community collaboration, the Spokane Police Department must be seen as a legitimate legal authority, engaged in proactive versus reactive policing activities. Trust and confidence in the Spokane Police Department is the foundation of cooperation between the Department and the community we serve. The SPD will be more accessible, more transparent, and more effective in its communications and practices. We will hold each and every member of the Spokane Police Department accountable for providing outstanding police services and for doing so with integrity, professionalism, and compassion. We will restore trust between the community and

²⁸ Data provided by City HR to the Human Rights Commission. 72 Associates, 121 Bachelors, and 2 Masters.

²⁹ The International Association of Chiefs of Police (IACP) established a code of ethics to govern the conduct of its members. In 1991, members unanimously voted to adopt the new code. Police departments across the country all recognize this code and have adopted it.

the police department, between our officers and their own department, and we will do so in a constitutional, consistent, and compassionate manner.³⁰

In the Department overall, there are many high-performing officers. We believe that they all want to be seen as good men and women. Most are trying to do right within what has become an unstable organization. In such personnel issues, authority and duty lie solely with the Chief, within the contracts and the law. The Chief must raise the bar for the whole organization. The resulting changes may be felt by anyone having a stake in the outcome: citizens, employees, and elected officials.

The nine principles of ethical policing were first articulated in 1829 by Sir Robert Peel, noting that public trust is essential to effective policing and that police must carefully follow direction by the executive branch and leave the process of judgment and punishment of guilt to the judiciary.

Citizens are eager to know about and support high-performing officers who personalize this concept of community policing. They're ready to hear about rewards for ethical officers who de-escalate situations; avoid use of force; save lives and protect property; connect people with social services; create relationships with the people, businesses, and neighborhoods they serve; and divert individuals in crisis to appropriate treatment.

Advanced officer training is very expensive, but in the long run may lower the cost of law enforcement and City liability. We recommend continued SPD involvement in national training programs, because they help bring proven enforcement and safety practices to Spokane.

2.6 An applicant must endorse civilian oversight (the Ombudsman)

In February 2013, 70% of Spokane voters approved a Charter Amendment, called Proposition 1, concerning civilian oversight of the police. It re-commissions the Office of Police Ombudsman (OPO) and empowers the office to “independently investigate any matter” necessary to address complaints and concerns about the conduct of Spokane police. Prop. 1 is now formally inscribed as **Article 16** of the city charter.³¹

What does this have to do with the Chief of Police? In U.S. cities that have succeeded with significant police reform, including Boise, independent civilian oversight is a key feature. “Independent and timely investigations of and public reporting on law enforcement conduct and policy,” among many others, are part of the charter yet to be implemented.

³⁰ *SPD Strategic Plan*, 3.

³¹ <https://my.spokanecity.org/opendata/charter/print/#Article16>.

Former Chief Bragdon convened his own citizens' advisory committee. It's an example we endorse. In the community, town hall meetings hosted by community groups are ideal for promoting transparency and confidence-building, particularly if law enforcement officers attend the community groups, rather than summoning citizens to city hall.

Police are the only persons we give the power to take our freedom by arrest and lawful harm, under prescribed circumstances. They are required to be servants of the law. No amount of oversight can reasonably be "too much" considering this profound power.

We believe that civilian oversight, as it develops past current obstacles, will assist a reform-minded Chief in his or her own goals of transparency and accountability.

2.7 An applicant must endorse the "guardian," not the "warrior," approach to policing

The emphasis on aggressive policing has torn a hole in the social fabric of many communities, including Spokane. When community members believe they have been treated fairly and with respect, they will grant more legitimacy to the police, and be more likely to engage with them in solving the issues that threaten Spokane's neighborhoods.³²

A 2015 Task Force on Policing set up by President Barack Obama issued a number of the recommendations geared toward reducing the warrior mindset adopted by officers in police departments throughout the United States.³³

Former King County Sheriff Sue Rahr is the Executive Director of the Washington State Criminal Justice Training Commission. In 2013 she made some big changes after noticing that students were being trained in a military-like fashion. She wants cops to be approachable, helpful, and fair, not feared by the average citizen. She explained,

What I saw was a real increase in the whole military model being trained there. I thought that was an odd model because it doesn't fit very well with the skills that we actually need for police officers to perform on the street.³⁴

³² Straub memo.

³³ <http://www.commondreams.org/views/2015/05/19/obama-task-force-recommends-array-measures-curb-warrior-mindset-among-police>.

³⁴ <http://mynorthwest.com/874/2351443/Less-Warrior-More-Guardian-is-the-New-Message-at-the-States-Police-Academy>.

A citizen wrote to PLAC, “I would like us to hire a new chief who would lead our police department with this guardian training and philosophy. It will be radical change but is critical to everyone’s safety, including [that of] the police officers themselves.”

Military tactics, vehicles, and equipment were widely distributed to local law enforcement after 9/11, a Homeland Security departure from previous federal policy. The SPD and the Spokane County Sheriff’s Department actually received very little equipment. But the national trend has strengthened the militaristic image of the SPD.

In efforts to attain public trust, police training must balance *how to survive* with *how to serve*.

2.8 An applicant must meet legal qualifications, including background investigation, prior to selection as a finalist

We recommend a very thorough background investigation, reference discussions (with members of their current community), and even Google search about the most highly qualified applicants *prior to their approval as final candidates*, before such persons are named to the public or considered by panels reviewing their qualifications. The Search Committee may seek legal and professional interpretations of the findings, including onsite visits as warranted.

The Chief must be a “police officer,” as required in RCW 43.101.095.

The Police Chief does not have to be a U.S. citizen, but some law enforcement-related collaborative activities of the Department require a federal security clearance unavailable to persons without citizenship. We recommend citizenship as a new explicit requirement.

2.9 An applicant must have experience in a large or midsize city with a diverse population

The practice of law enforcement anywhere resembles that in Spokane, but experience in a large and diverse city is required for top leadership. The key types of urban diversity are socio-economic, racial, educational, cultural, and religious.

The Chief must model and insist on a welcoming and accepting environment in the department for all employees regardless of gender, race, sexual orientation, ethnicity, age, religious affiliation, or national origin.

2.10 An applicant must demonstrate previous collaborations with federal, state, tribal, and local law enforcement, public safety, and justice agencies

Such history in the résumés of applicants will provide a clear indication of an applicant’s experience. Interdependent collaborations by the Chief and/or designees are a given in both law and strategy, and are fundamental to both law enforcement reform and standard functions of government underway. Cost-effectiveness and crime reduction achieved through partnerships are standing expectations of both government and citizens.

2.11 The new Chief will cooperate fully with the Culture Audit

The anticipated findings and recommendations of the Police Culture Audit are a requisite part of trust-building improvements to the SPD. The ideal Chief will partner with this ongoing DOJ initiative in processes, solutions, and periodic reports to the City and the public, through the end of 2018.

2.12 The new Chief must take up residence in Spokane

“Willingness to becoming a member of our community” illustrates many of the required commitments named above. The Chief should be “both professionally and personally invested” in our city.

Recommendations about the Selection Process (Objective 3)

3.1 The search process should be transparent to the public

We counsel public transparency regarding the search timelines, criteria, methods, definitions, decision-making or advisory personnel, and evaluation yardsticks. “Hidden agendas,” “back door deals,” and unnamed persons of influence seriously destabilize any evaluation of professional leadership.

3.2 Local and outside applicants will receive equal consideration

This issue received vigorous debate at the Public Forums. East/West, local/national, insider/outsider views were thoroughly aired. One view favored the experience, historical perspective, native outlook, and cultural familiarity of local candidates; the other seeks a more

diverse experience in other cities. “Outsider” is a label that can last a long time in Spokane, but objectivity and freedom from partisanship are fortifying principles of public trust.

With respect due to local applicants, and a regard for those who have demonstrated their loyalty to Spokane and the SPD, we suggest extending an open invitation to all interested persons, regardless of their current residence, as is required by employment law.

We very strongly encourage review based entirely on personal and professional competencies. A potential Chief with the qualifications listed above will be well equipped to handle the distinctive natures of Spokane.

The City Attorney notes that Washington State is a clear outlier on two major legal issues. Public Records Access beyond that of any other state makes the actions of law enforcement subject to far more citizen and media scrutiny; and labor law gives powerful protections to unions, including those of the police. These complexities will apply to any Chief, but they may exceed the experience of many applicants, even to the point of alarming some otherwise veteran candidates.

3.3 The search will reveal names of no applicants except the finalists

Public scrutiny of the final candidates is expected to be very thorough as a result of the process of transparency and personal accomplishments we recommend. No candidate will advance to final consideration without his or her written permission allowing the Search Committee to seek information beyond that provided in the candidate’s own application.

To encourage applications from those who are initially unsure of their own qualifications, their interest in Spokane, or their willingness to give up their current employment, we suggest their names be held in permanent strictest confidence by the Search Committee, panelists, consultants, and staff.

The Search Committee should provide progress reports to the public as the process unfolds.

3.4 The new Chief’s mandate will feel strongest if there is broad ownership of the process.

We hope no person who gives energy to this advisory work or leadership search will decide later that it was time wasted; and that all who trust the selection will lend support to the leadership of the new Chief.

Use of consensus-building strategies among all persons who care about the outcome will help give the new Chief confidence in his or her mandate. Openness to continued citizen input, consultation with law enforcement professionals and collaborating agencies, and a sincere debate about the future of policing in Spokane will aid the progress of reforms underway.

The Mayor's selection requires final approval by City Council. We were reminded that Chief Straub was approved by their unanimous vote. Checks and balances still apply at this summary stage. We recommend that the Mayor and the Council work together in finding and supporting the new Chief, in service to public trust.

3.5 The Mayor and Council must continue to advocate for and commit to the creation of a healthy police department

The highly-accomplished candidates prescribed in these recommendations will by their nature inquire into the existing state of affairs in the SPD and in Spokane. Because the success of the next Chief is vital for the safety and prosperity of the citizens of Spokane, we encourage Mayor Condon and City Council to state their police reform intentions and plans clearly and sincerely, as soon as possible. If these top-level leaders lack ongoing commitment to this progress, it won't succeed. This endorsement should also be expressed as pressure for continued departmental reforms in the interim.

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Appendix A List of Community Inputs

1. Organizations that submitted comments through their representatives:

| | |
|------------------------------------------------------------|----------------------------------------------------------------|
| Center for Justice | Leadership Spokane |
| Peaceful Valley Neighborhood Association | Smart Justice Spokane |
| Police Patrolmen’s Guild | Ombudsman Commission |
| Spokane Human Rights Commission | Human Rights Commission |
| Peace and Justice Action League | Greater Spokane Progress |
| Faith Alliance | Frontier Behavioral Health |
| NAACP | Spokane Prevention of Child Abuse & Neglect (SPO_CAN) Council: |
| Smart Justice Coalition | Our kids: Our Business |
| Police Lieutenants and Captains Ass’n. | The Arc |
| Chase Youth Commission | NATIVE Project |
| Spokane Police Accountability & Reform Coalition | I Did the Time |
| The Black Lens | National Organization of Women (NOW) |
| Lutheran Community Services | Spokane Centers for Independent Living |
| YWCA | M.E.Ch.A |
| Spokane Police Accountability and Reform Coalition (SPARC) | National Association for Mental Illness |
| Police Advisory Committee | |

2. Individuals who spoke in the Forums, submitted comments, or engaged in conversations:

Bob West, Gary Webbenhurst, Martha Burwell, Shannon Bedard, David James Skjonsby, Vern Arneson, Dr. Tom Hudson, John Sullivan, Inga Laurent, Ms. Ikoff, Brian Breen, Michael Kestell, Mary Lou Johnson, Tiffany Labish, Shawn Mashtare, Whitney Kestell, Erin Williams, Katelyn Ilka DiRiccio, Lockheed Reader, Dan Dixon, Leonard Butters, Andrew Rowles, April Box, Carol Bryan, Mary Weathers, Chandress DeShazo, Kenneth Burchell, Karn Nielsen, Fred Cutler, Brian Schaeffer, Anne Whigham, Cleta Amsden, Marianne Torres, Robert Maurer, Jenifer Priest, Linda Sloan, Kevin Berkompas, Ben Stuckart, Phil McConnell, Ozzie Knezovich, Alan McDonnell, Rick Eichstadt, Mari Margill, Marianne Connelly, Bill Barber, Fred Schrupf, Jackie Van Wormer, May Lou Johnson, Jim Nicks, Jack Diaz, Bobbe Bridge, Sergio Hernandez, Breean Beggs, Todd Ekloff, Elsa Distlehorst, Jenny Slagle, Ray Tansy, Rachel Alexander, Ty Snyder, Phillip Tyler, Tim Ottmar, Charles Michael, Maurice Velcano, Deb Conklin, Marcia O’Leary, Jackson Andrews, Jim Nicks, Susan Walker, Kathryn Alexander, Alan McCowell, David Biggs, Mardle Ells, Kelly Lotze, Carl Counts, Kathy Armstrong, Erin Williams, Eric Hamer, Gary Webhart, Scott Richter, Kim

Plemons, Patty Gates, Jim Sheehan, Dave Plemons, Egon Dechen, Patt Early, Catherine Isabel, Megan Williams, Rachel Alexander, CarylAnn Herman, Bill Forman, Gary Chapman, Selby Smith, Phyllis Gabel, David Brookbank, Dave Dahman, Nancy Sonduck, Barbara Thomason, Howard W. Braham, George E. Taylor, Colleen Gardner, Brian Cahalan, Sandi Williams, Wilhemina Williams, Michael C. Brown, Shar Lichty, Liz Moore, Colleen Daniel, Doug Shroede, Bob Murphy, David Hancock, Jennifer Hansen, Heather Wallace, Elaine Tyrie, Michael Housen, Dave Richards, Mark Griffiths, Dave McCabe, Layne Pavey, Larry Ellingson, Jan Wigen, Tim Connor, Mike Fagan, Joe Shogan, Dr. Terrance Macmullan, Michael H. Hansen, Roger Bragdon, Joan Butler, Gayle Kiser, Nancy Plano-Caballero, Sharon Smith, Barry Chapman, Donna McCoy, Bill Denno, Philip Janzen, Jim Wavada, Ron Wright, Rosemary, David Morris, George Taylor, Cheryl McDaniel, Sean Nemec, Doug Schroeder, Marilu Garcia, Lisa Hoyt, Charles Thiel, Cathy Gunderson, Chris Powell, Molly Hoover, Julie Hulen, Robert Flowers, Jane Sloan, Benny Mizzuka, Victor Buksdacen, Mary Ann Vendegren, Jerry Hansen, Steve McBride, Lonnie Mitchell, Brian Newberry, Jerry Hansen, Keith Reagan, Norman Evans, Dr. Okera Nsombi, Dr. Scott Finnie, Judi Karl, Nancy Isserlis, Carmel Robinson, Jim Quales, Ursula Lanam, Paul Becker, Larry McCollim, Mike Ormsby, Jan Dobbs, Dr. Scott Finnie, Natalie Kenny, Bill Barber, Melissa Williams, Ceilan Hunter-Green, Andrew Briano, Colette McIntyre, Lila Girvin, George Girvin, Dennis Hession, Tara Dowd, Rick Dobrow, Craig Meidl, Justin Lundgren, Rob McCann, Nancy Stowell, Karen Short, Neil Reilly, Happy Watkins, Carol Plischke, Mark Hamlin, Lynn Sexton, Ana Murphy, Deborah Rose, Angela Joan Graham, Earl Jenkins, Darlene McCarty, Teresa Nevins, Brad Thompson, Maureen Caputo, Shirley K. Barrett, Arali Alverado, Anton Velone, Bob Lloyd, Gabby Ryan, Randy Ramos, Paige Kenney, Victoria Redstarr, Michal Hansen, Bonnie Roberts, Cassandra Guerrero, Gretchen McDevitt, Taylor Weech, Hollis Higgins, Megan Williams, Ron Anderson, Gabby Ryan, Kate Naipp, Heather Lemery, Ron Anderson, Dom Felix, Amanda Mansfield, Ed Kennedy, Betty Wilkerson, Ann Murphy, John Dressler, Mike Hirs, Dorothy Webster, Rodney McAuley, James Wilburn, Roberta Wilburn, Walter Kendricks, Lawrence Burnley, Elysia Spencer, Martina Welshula, and Jeanne Baynes.

Appendix B The PLAC Members

Jackson Andrews is a young community volunteer. He received his BA in theology from Whitworth University in 2015; is currently a volunteer with Gonzaga's student ministries and the Police Community Faith Alliance; and is an employee in a Spokane steel construction company.

Naima Quarles-Burnley, President of the NAACP Spokane, has a strong commitment to community activism and service. Her law experience includes poor families, children with special needs, and equity in health care access. She holds a Masters of Divinity and is licensed in the African Methodist Episcopal Church; she serves Bethel AME Church in the South Perry area giving leadership to outreach ministries.

Gabe Caballero is a 22-year investigator, now the Chief Investigator in the Federal Defenders Office of Eastern Washington and Idaho. He received a BA in Criminal Justice from Washington State University.

Ken Hohenberg started his career with the Kennewick Police Department in 1978 and was appointed Chief of Police in 2003. Ken is the President-Elect for the Washington Association of Sheriffs and Police Chiefs and a Commissioner for the Washington State Criminal Justice Training Commission.

Toni Lodge is Executive Director of The NATIVE Project, a medical, dental, and mental health clinic in West Central Spokane. She's a grandmother and a long-time Indian and child welfare activist. Her tribal membership is Turtle Mountain Chippewa.

Jim McDevitt has been a Spokane attorney for 41 years. He served from 2001 until 2010 as U.S. Attorney for the Eastern District of Washington, and is currently General Counsel to the Spokane Airport Board and vice chair of Governor Inslee's Clemency & Pardons Board. He is also a retired Brigadier General, having served for 35 years of active and reserve service.

Mary Ann Murphy, PLAC Chair, holds a BS in Political Science from UW and an MS in Developmental Psychology from EWU. She was founding Executive Director (1998–2011) of Partners with Families and Children, a hospital-based children's advocacy center. She was president of the WA Prevention of Child Abuse and Neglect Council and the Governor's Juvenile Justice Advisory Council; and appointed by The Hon. Tom Foley to the National Coalition of Juvenile Justice.

Jon Snyder has just become Governor Jay Inslee's Policy Advisor for Outdoor Recreation and Economic Development. He was owner and publisher of *Out There Monthly* magazine, and spent six years on the Spokane City Council representing the 2nd District.

Blaine Stum is the former legislative assistant to Councilmember Snyder. He is the current chair of the Spokane Human Rights Commission and provides cultural competency training to organizations and businesses, with a focus on the LGBT community.

Deep Creek Consulting provides organizational development and proposal writing services to non-profit organizations in Spokane. John Hancock is the former Executive Director of the Spokane Symphony and the Fox Theater. He received advanced degrees from Boston University, University of Michigan, and Executive Education at the Stanford University Graduate School of Business.

Appendix C Acronyms Appearing in This Report

| | |
|--------------|-------------------------------------------------------------------|
| CEO | Chief Executive Officer |
| CIT | Critical Incident Training |
| COPS | Community Oriented Policing Services |
| DOJ | Department of Justice |
| HR | Human Resources |
| IA | Internal Affairs |
| LEAD | Law Enforcement Assisted Diversion |
| NAACP | National Association for the Advancement of Colored People |
| OPO | Office of Police Ombudsman |
| PERF | Police Executive Research Forum |
| PLAC | Police Leadership Advisory Committee |
| QI | Quality Improvement |
| RCW | Revised Code of Washington |
| SPD | Spokane Police Department |
| U.S. | United States |
| YPI | Youth and Police Initiative |

Appendix D Spokane Police Department Organizational Chart



SPOKANE POLICE DIVISION ORGANIZATIONAL CHART AS OF 1/17/2016

