



SPOKANE POLICE DEPARTMENT

Office of Professional Accountability

Timothy B. Schwering

Office of Professional Accountability

September 2015 Report

Public Safety Committee Briefing
October 19, 2015



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Officers Successfully De-Escalating Situations

Here is another positive experience we had with your team. It involved Sgt. Yamada and a few others. The situation involved a woman who was mentally ill and extremely physically resistive, but those involved handled her with such care. My staff approached me and asked if I could pass on a thank you and to say they were extremely impressed at how calm and gentle Yamada and the other officers remained while escorting her down several flights of stairs, as she kicked and screamed at them. They provided a respectful and overall exceptional response, and it was really appreciated. Please pass on my appreciation to Sgt. Yamada and the others as well.

-Staci Cornwell, Director of Crisis Response Services, Frontier Behavioral Health

Selected Excerpts of Officer Commendation Letters

Dan and Craig [Officers Dan Lesser and Craig Hamilton], I just wanted to thank you both for the amazing course that you hosted last week. It was, bar none, the best training that I have had since I started working in the K9 section. I know that you and the other trainers put in countless hours before, during and likely after the course to make it run so smoothly. Every day I learned something new, my dog learned something new, and we both grew as a dog team. You asked for feedback on the course both good and bad; there was nothing bad that I can comment on. The only other feedback I could offer is that you need to come up to Canada yearly and run a course like that up here! You would have a long waitlist of handlers waiting to get on the course. Please also pass on my thanks to the other instructors who also worked the long hours and helped to make the course run so smoothly and passed on their knowledge and feedback.

- D. McDougall, ERS Canine Unit

I just wanted to drop you guys a line and thank you for arranging the ride along on Tuesday. It was certainly eye opening as to what an officer goes through in a typical shift. Officer Todd Brownlee was an excellent ride along partner. He was engaging, informative, and from my observation, an outstanding officer who has an uncanny way of de-escalating any potential problem situation. If Officer Brownlee is representative of the quality of the force's officers, we in Spokane are in very good hands.

-Mickey Lonchar

We know that sometimes it's hard to remember why you chose this career, it's hard to stand strong when your brothers and sisters in blue are facing tragedy, but you do it. You protect us and we rely upon you. I hope this quick note brings you a smile, gives you the push you need to get through a difficult situation, and helped remind you that there are still a lot of people that are grateful for you and your sacrifice.

-The Family of Papa Rick



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Internal Affairs Unit Update

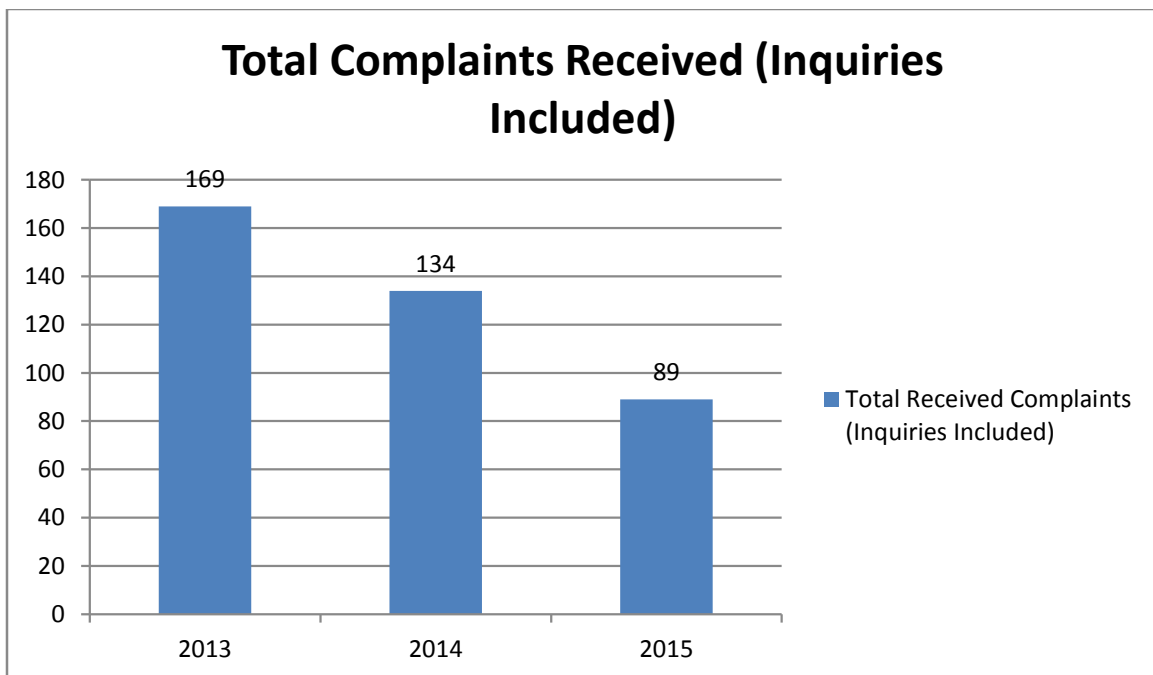
2015 January 1st through September 30th Complaints

Complaints Received:

Total: 89

Closed Out as Inquiries: 56

IA Complaint Comparison



2015: We received 89 total complaints (56 of those are inquiries) during the first nine months of 2015, **34% fewer complaints than the same time frame in 2014 and 47% fewer than 2013.**

2014: We received 134 total complaints (79 of those were inquiries) during the first nine months of 2014, **21% fewer complaints than the same time frame in 2013.**

2013: We received 169 total complaints (75 of those were inquiries) and 14 Citizen Inquiries during the first nine months of 2013.



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Source of 2015 Complaints*

*Note: Sometimes a citizen will report a complaint in multiple places, in those cases the place where the complaint was first reported is noted.

Received by the Office of Police Ombudsman **Total: 43**

Received by the Spokane Police Department **Total: 46**

Internally Generated by the SPD **Total: 10**

Categories of Complaints**

Allegations associated with **Citizen Complaints** received between January 1st and September 30th, 2015. **Note: Some investigations involve multiple allegations.

Allegation	Number
Accidental Firearm Discharge	1
Assault	1
Biased Policing	1
Burglary	1
Careless Handling of Equipment	1
Conduct Unbecoming	3
Collusion between CPS and Crime Check	1
Crime (Assault)	1
Demeanor	14
Dereliction of Duty	1
Did not like radio traffic	1
Disclosure of Confidential Information	1
Driving Complaint	7
Duplicate complaint sent to OPO	1
Excessive Force	5
Fail to Provide Name and Badge Number	1
False Arrest	2
False Statement	3
Harassment	2
Lack of or Inadequate Response	36
Improper Parking	1
Insubordination/Dereliction of Duty	1
Investigative Review	1
Fail to Report Domestic Violence	1
Misuse of Public Funds	1
Off Duty Action/Use of Force	1



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Racism	1
Sexual Harassment	1
Trafficking Stolen Property/Planting Evidence	1
Improper Search/Seizure	4
Unknown	2
Unlawful Access of Law Enforcement Database	1
Unlawful Entry	1
Unprepared for Demands of Office	1

Current Status of 2015 Cases

Status of Allegations	Number
Exonerated	3
Sustained	2
Not Sustained	3
Unfounded	1
Training Failure	1
Resigned prior to Termination	0
Administratively Suspended	11
Changed to Inquiry	56
In Compliance	1

Unfounded - When the investigation discloses that the alleged act(s) did not occur or did not involve department personnel.

Exonerated - When the investigation discloses that the alleged act occurred, but that the act was justified, lawful and/or proper.

Not Sustained - When the investigation discloses that there is insufficient evidence to sustain the complaint or fully exonerate the employee.

Sustained - When the investigation discloses sufficient evidence to establish that the act occurred and that it constituted misconduct.

Training Failure - Deficiency in training was the cause of the alleged act.

Closed Due to Mediation - Is an alternative to the investigation, adjudication and disciplinary process

Administratively Suspended- A complaint that is closed because the investigation is unable to proceed any further due to circumstances outside the control of the investigator (i.e., Involved officer quits/retires, complainant does not cooperate with the investigation, complaint involves the elements of a crime and investigation could jeopardize prosecution, investigative leads are exhausted and no evidence of wrongdoing was uncovered, etc.)



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Officer-Involved Shooting Incidents Update

Many cases are pending a Deadly Force Review Board (DFRB) before they are closed out. The Department of Justice COPS Office advised that "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" in Recommendation 8.7 of their report. SPD is in the process of updating the DFRB policy with DOJ but will be scheduling the DFRBs beginning October 2015. The first DFRB was scheduled for October 6, 2015.

IA14-003 (Status: DFRB complete)

Incident 14-17178 took place January 16, 2014 at Truth Ministries on 1910 E Sprague. The criminal and administrative investigations were completed and the DFRB took place October 6, 2015. The case will be closed after the DFRB review is complete.

IA14-017 (Status: Pending DFRB)

Incident 14-92522 took place March 26, 2014 at 1527 W. Grace.. This case has been completed and reviewed through all levels and is waiting for a Deadly Force Review Board (DFRB).

IA14-027 (Status: Pending DFRB)

Incident 14-131373 took place April 29, 2014 at the intersection of Standard and Jackson. This case has been completed and reviewed through all levels and is waiting for a Deadly Force Review Board (DFRB).

IA14-057 (Status: Under SPD Administrative Investigation)

Incident 14-378583 took place on November 8, 2014 near 800 W. Montgomery. The Washington State Patrol investigation is closed and the County Prosecutor's Office completed their review. The case is still under investigation by SPD Internal Affairs.

F15-039 (Status: Under SIRR Investigation)

Incident 15-149064 took place May 6, 2015 at 5527 N Ash. The case is still under investigation by the Spokane County Sheriff's Office.

F15-061 (Status: Under SIRR Investigation)

Incident 15-257577 took place July 27 2015 at 4120 N. Division. The case is still under investigation by the Spokane County Sheriff's Office.

F15-067 (Status: Under SIRR Investigation)

Incident 15-274070 took place August 8, 2015 at 616 E. Sanson. The case is still under investigation by the Spokane County Sheriff's Office.



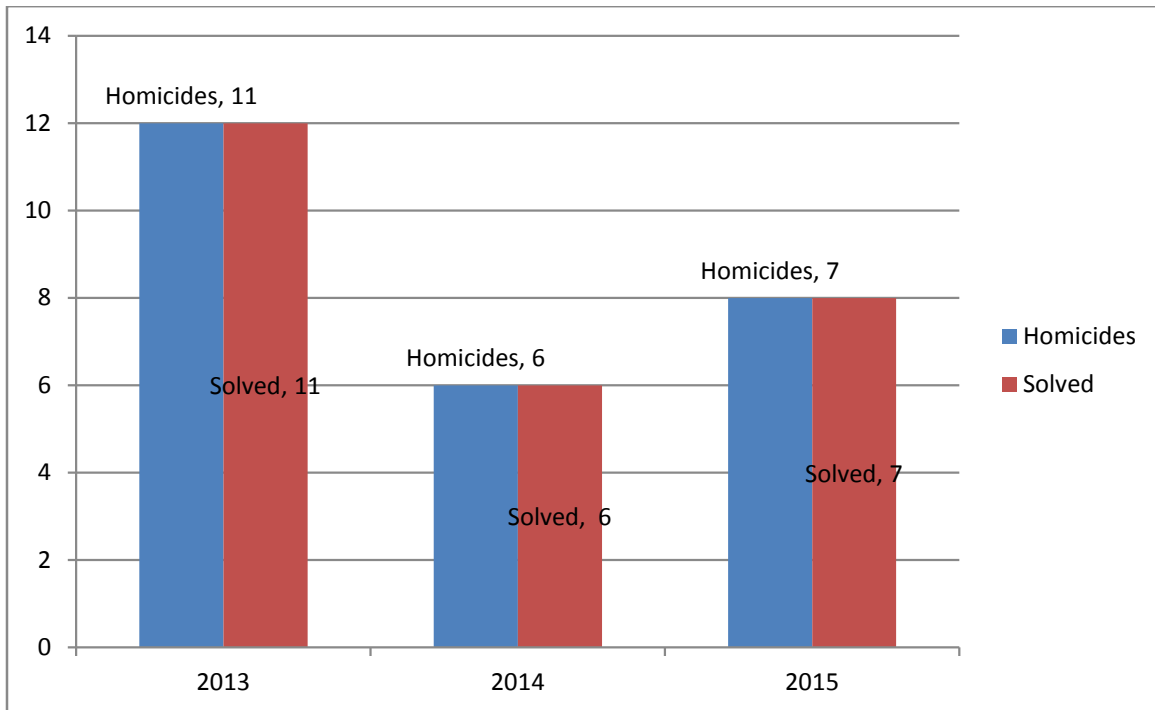
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Investigations Update

Homicide Rates Comparison: January 1-September 30



In comparison to the same time frame in 2013, there were 45% fewer homicides in 2014 and 36% fewer in 2015.

SPD Investigations solved 100% of the homicides during the first nine months of the year during 2013, 2014, and 2015.

According to FBI data for 2013, only 64.1% of homicides were cleared across the nation.

https://www.fbi.gov/about-us/cjis/ucr/crime-in-the-u.s/2013/crime-in-the-u.s.-2013/offenses-known-to-law-enforcement/clearances/clearancetopic_final



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Homicide Statistics from January 1, 2015 to September 30, 2015

Total Homicides: 8

Homicides Solved: 8

Clearance Rate: 100%

Date	Location	Victim	Suspect	Status
01/14/2015	Downtown Motel	White Female Age 34	White Male Age 36	Solved
01/25/2015	5 th / Hatch	Black Male Age 32	#1: Black Male Age 29 #2: White Male Age 49 #3: White Male Age 36 #4: Black Male Age 29	Solved
03/19/2015	7 th /Helena	Black Male Age 26	Hispanic Male Age 26	Solved
03/24/2015	Diamond/Haven	White Male Age 22	White Male Age 28	Solved
05/26/2015	Northwest Accessories	Hispanic Male Age 17	#1: Black Male Age 25 #2: Asian Female, Age 28	Solved
07/19/2015	Hamilton/Ermina	White Male Age 51	Hispanic Male Age 50	Solved
07/21/2015	5 th /Altamont	Black Male Age 45	White Male Age 27	Solved
09/04/2015	Adams/Maxwell	White Male, Age 36	White Male, Age 33	Solved

Victim Demographics

The majority (88%) of victims were male. 50% of the victims were White/Caucasian. 38% of the victims were Black/African-American. 13% of victims were Hispanic. The average age was 33.

Suspect Demographics

The majority (92%) of suspects were male. 50% of the suspects were White/Caucasian. 25% of suspects were Black/African-American. 17% of suspects were Hispanic. 8% were Asian. The average age was 31.



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Homicide Statistics from January 1, 2014- to September 30, 2014

Total Homicides: 6

Homicides Solved: 6

Clearance Rate: 100%

Date	Location	Victim	Suspect	Status
01/03/2014	Astor/Carlisle	White Male Age 48	White Male Age 25	Solved
02/28/2014	Knox/Maple	White Male Age 30	#1: Hispanic Male Age 40 #2: Hispanic Male Age 26 #3: White Male Age 33 #4: White Male Age 23	Solved
04/29/2014	Standard/Jackson	White Female Age 45	White Male Age 37	Solved
06/07/2014	STA Plaza	White Male Age 49	White Male Age 40	Solved
07/08/2014	Deaconess	White Female Age 30	White Male Age 37	Solved
8/10/2014	Howard Johnson	White Male Age 32	Hispanic Male Age 22	Solved

Victim Demographics

The majority (80%) of victims were male. 100% of the victims were White/Caucasian. The average age was 39.

Suspect Demographics

100% of the suspects were male. 67% of the suspects were White/Caucasian. 33% of suspects were Hispanic. The average age was 31.



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Homicide Statistics from January 1, 2013 to September 30, 2013

Total Homicides: 12

Homicides Solved: 12

Clearance Rate: 100%

Date	Location	Victim	Suspect	Status
01/29/2013	Lincoln/Wabash	White Male Age 34	White Male Age 36	Solved
03/06/2013	Wall/Dalke	White Male Age 28	White Male Age 68	Solved
03/11/2013	4000 block of Fort George Wright Dr.	Asian Female Age 20	#1: White Male Age 45 #2: White Male Age 23	Solved
3/25/2013	Boone/Lee	White Male Age 25	White Male Age 56	Solved
03/30/2013	Greene/Mission	White Male Age 18 months	White Male Age 23	Solved
05/03/2013	Lincoln/Princeton	Black Male Age 33	White Male Age 33	Solved
04/28/2013	Adams/6th	White Male Age 32	#1: White Male Age 46 #2: White Male Age 43 #3: White Female 39	Solved
05/16/2013	Grace/Maple	Black Male Age 33	White Male Age 21	Solved
06/27/2013	Spokane River at Riverpoint Blvd.	White Male Age 40	#1: White Male Age 19 #2: Black Male Age 24	Solved
07/22/2013	16 th /Club Dr.	White Male Age 50	White Male Age 41	Solved
08/21/2013	Eagles Parking Lot	White Male Age 88	#1 Black Male Age 16 #2: Black Male Age 16	Solved
9/8/2013	The Hop	Black Male Age 26	#1: Black Male Age 23 #2: Native Male Age 25	Solved



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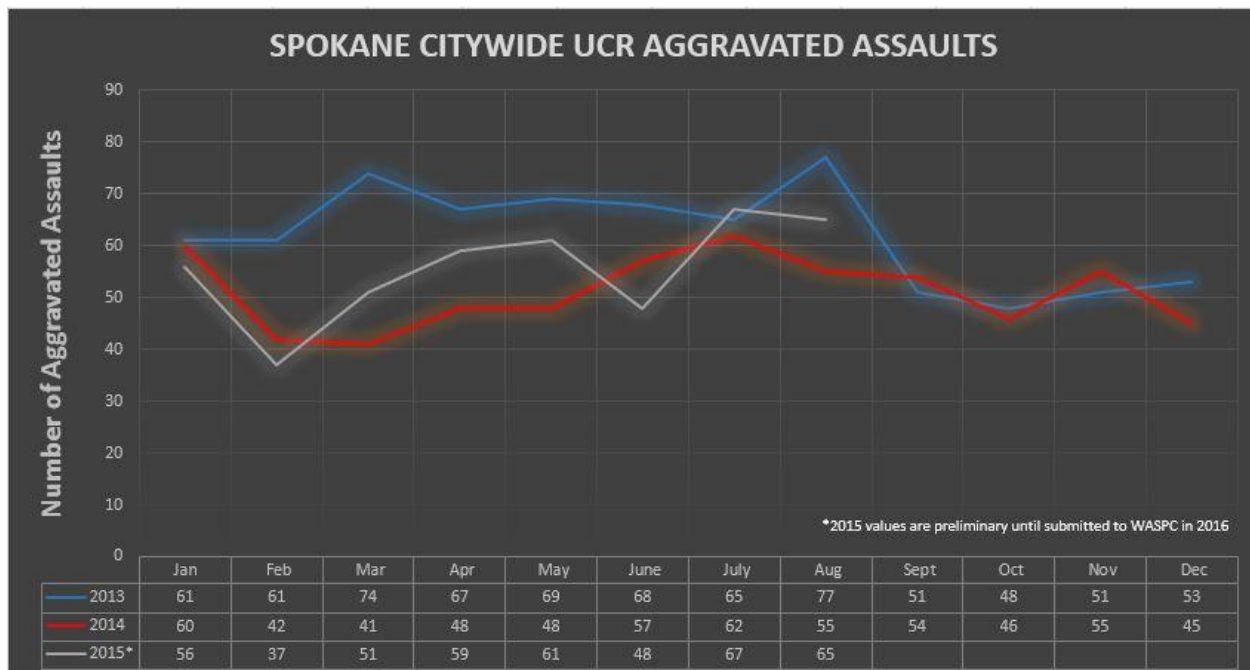
Victim Demographics

The majority (94%) of victims were male. 66% of the victims were White/Caucasian. 25% of the victims were Black/African-American. 9% of victims were Asian. The average age was 34.2.

Suspect Demographics

The majority (94%) of suspects were male. 72% of the suspects were White/Caucasian. 22% of suspects were Black/African-American. 6% of suspects were Native. The average age was 36.4.

Aggravated Assaults Statistics – January 1, 2015-September 5, 2015



Our Crime Analysis Unit provided demographic statistics on Aggravated Assaults.

Victim Demographics

59.82% of victims were male; 40.18% were female. The majority of victims (87.39%) were White/Caucasian. 5.75% were Black/African-American; 5.09% were Native American/Indian; 1.77% were Asian. Note: Some Hispanic individuals may have been incorrectly categorized as White in the Expediter reports rather than White/Hispanic. Victims' ages ranged from age 2 to 86 and the average age was 35.029.



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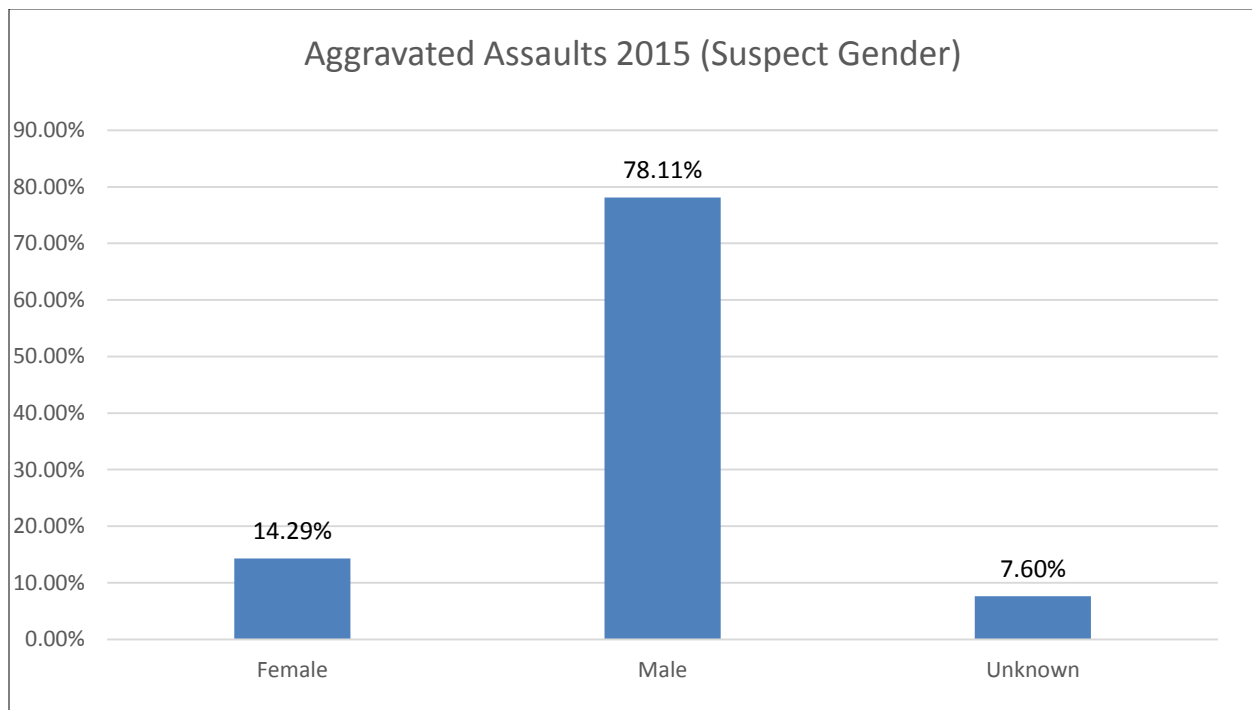
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Suspect Demographics

The majority of suspects were male (78.11%). Females comprised 14.29% of suspects and 7.60% were unknown. The majority of suspects were White/Caucasian (68.78%). 14.48% of subjects were Black/African-American; 7.01% were Native American/Indian; 0.90% were Hispanic; 0.68% were Asian and 8.14% were unknown. Note: Some Hispanic individuals may have been incorrectly categorized as White in the Expediter reports rather than White/Hispanic. Ages ranged from 13-75 and the average of known suspects was 27.707. 79 incidents were excluded from the suspect age sample as the suspect's age was listed as unknown, or the age was given as a range (i.e. 30-40, 20ish, etc.). The 2015 incidents may change classification as the investigation or more information on the case is developed.

One statistic that stands out is that 40.18% of females were victims of aggravated assaults but they made up only 14.29% of suspects.

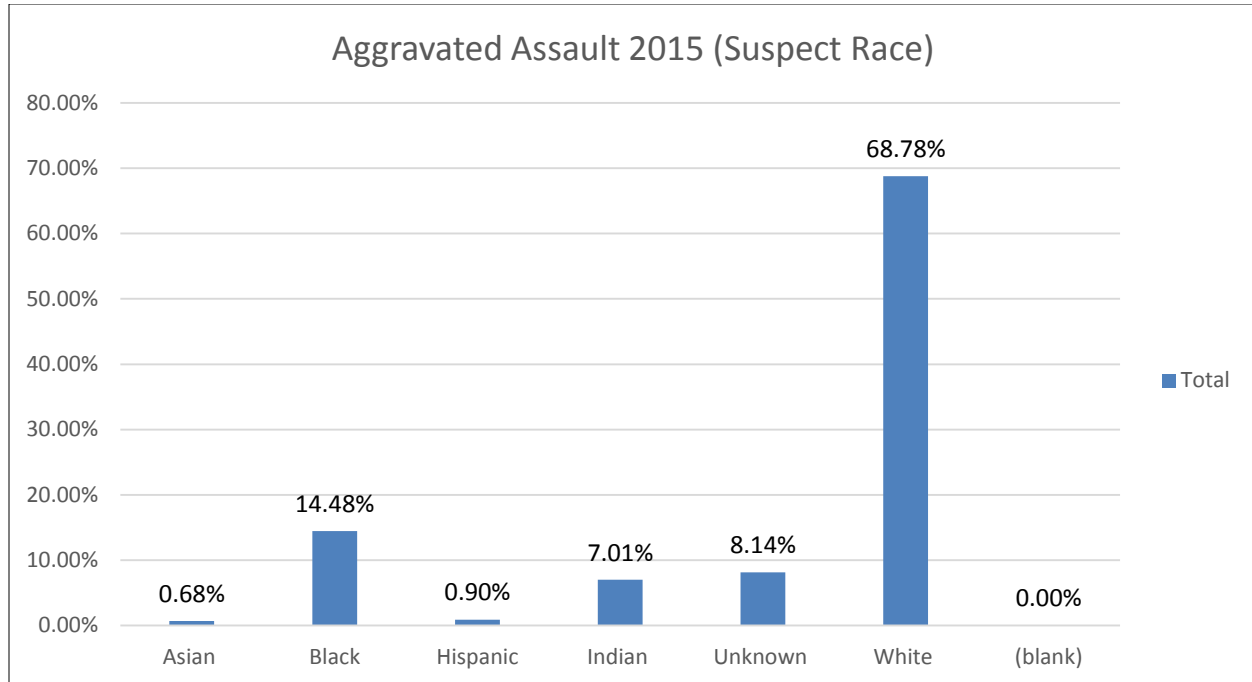




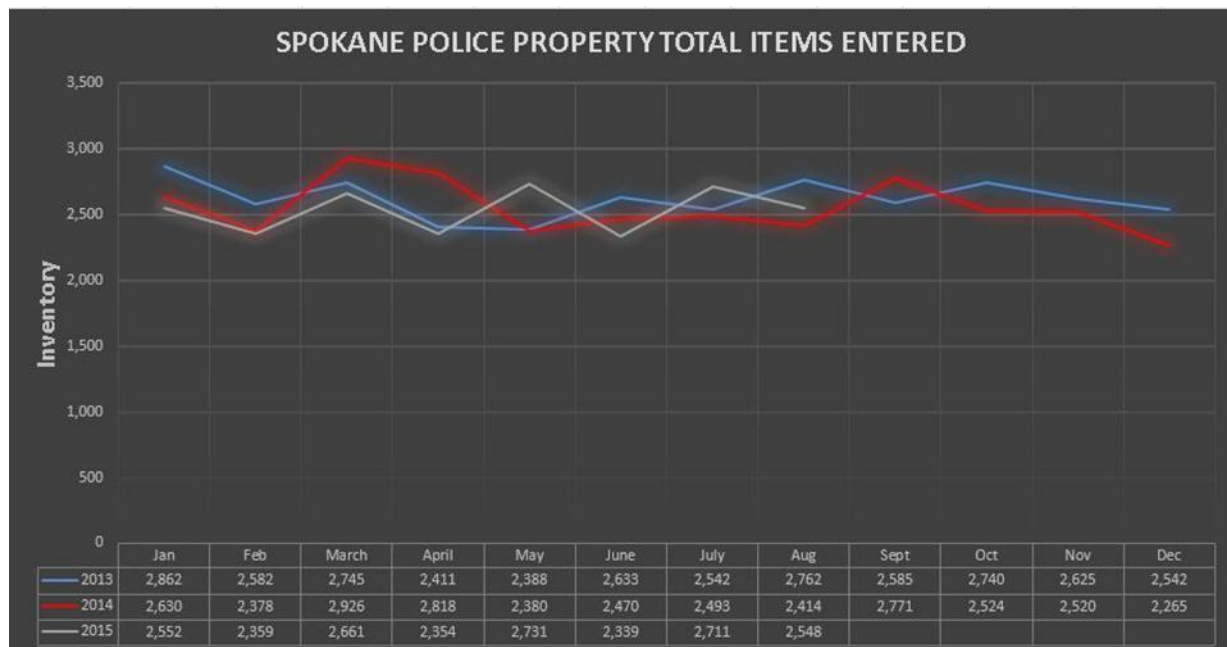
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Property Unit Update



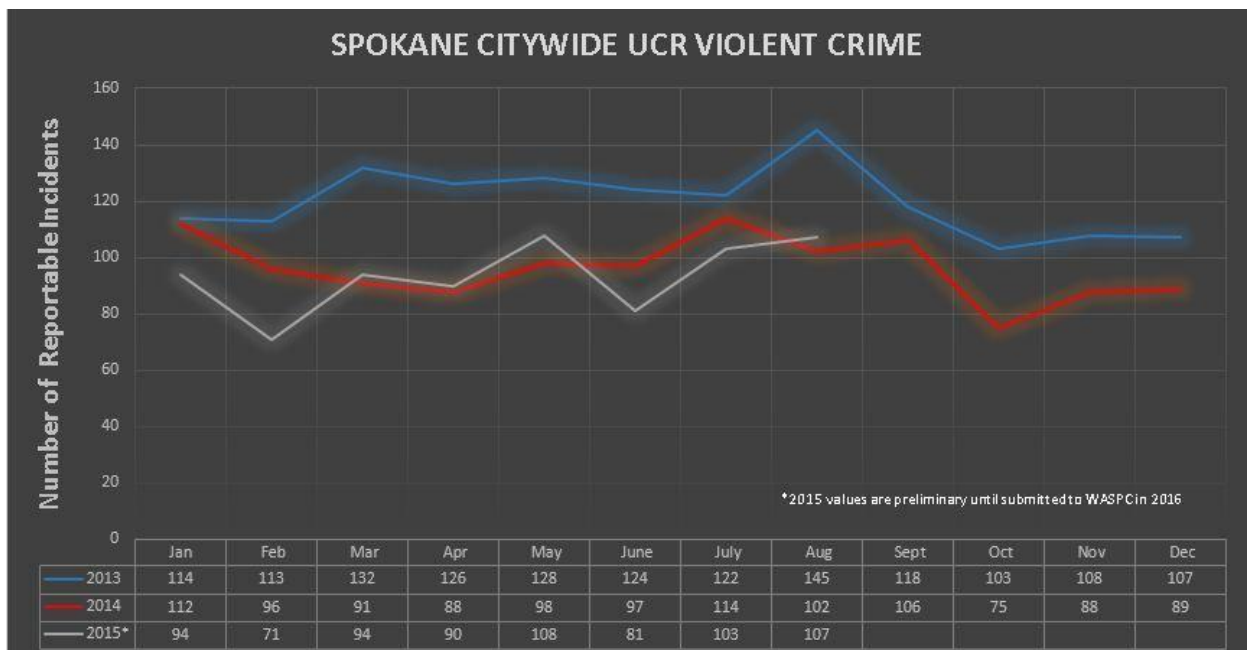
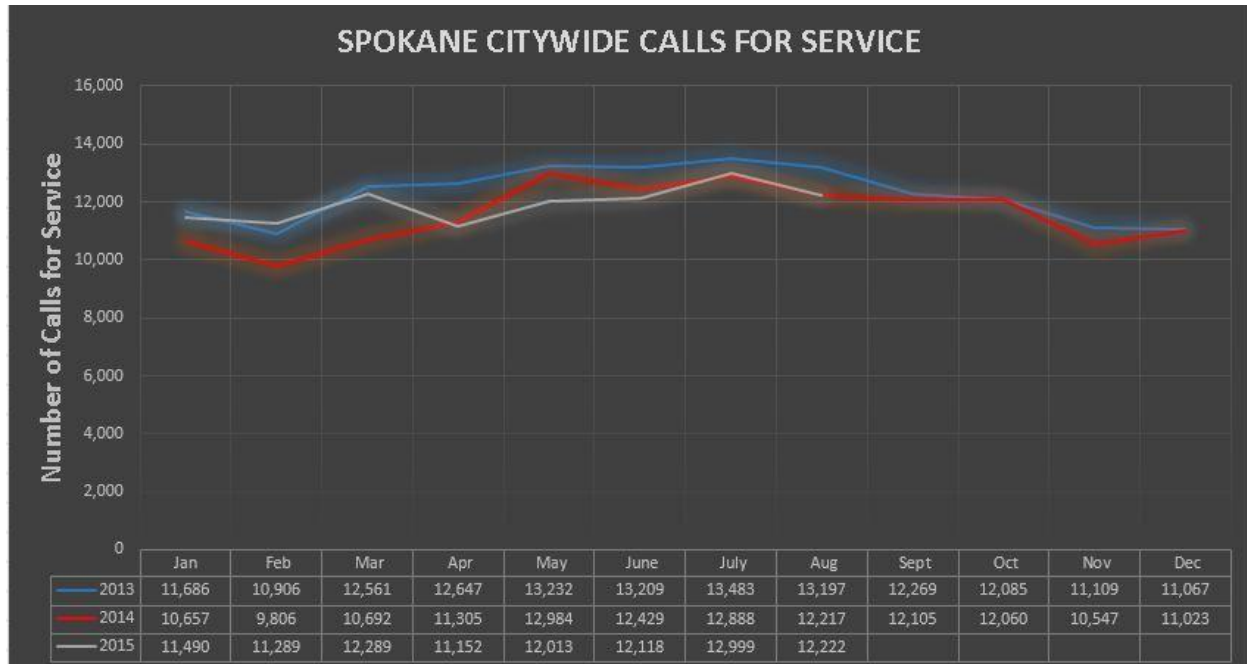


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Calls for Service and Crime Rates

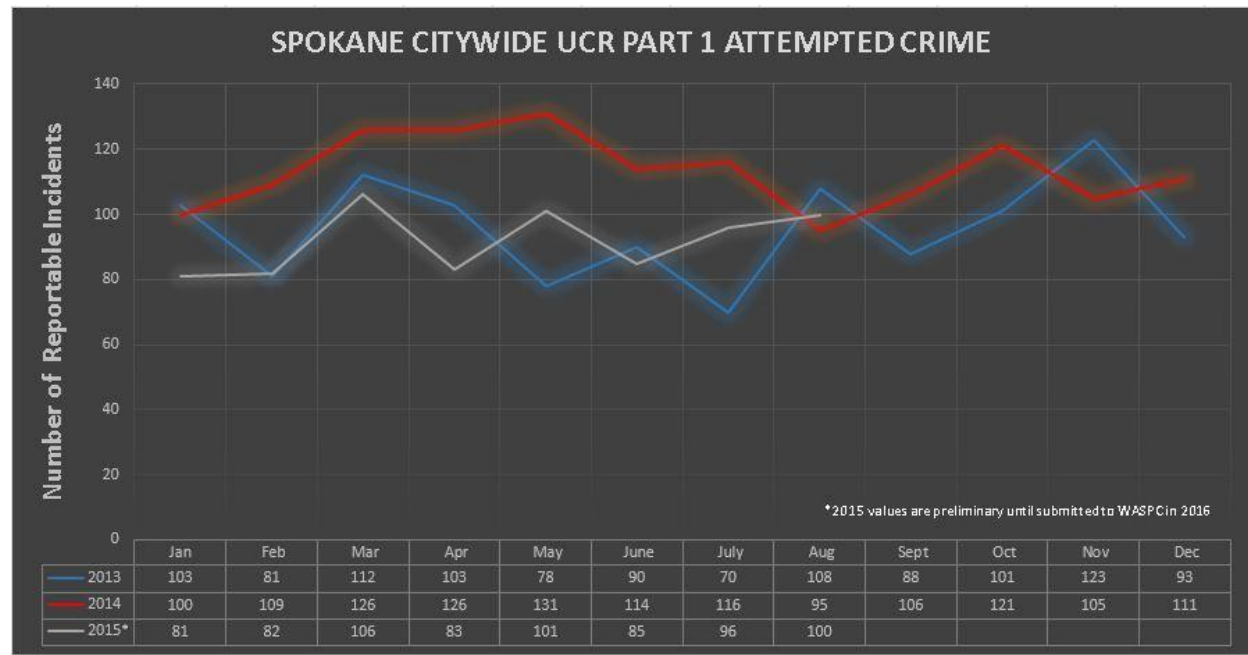
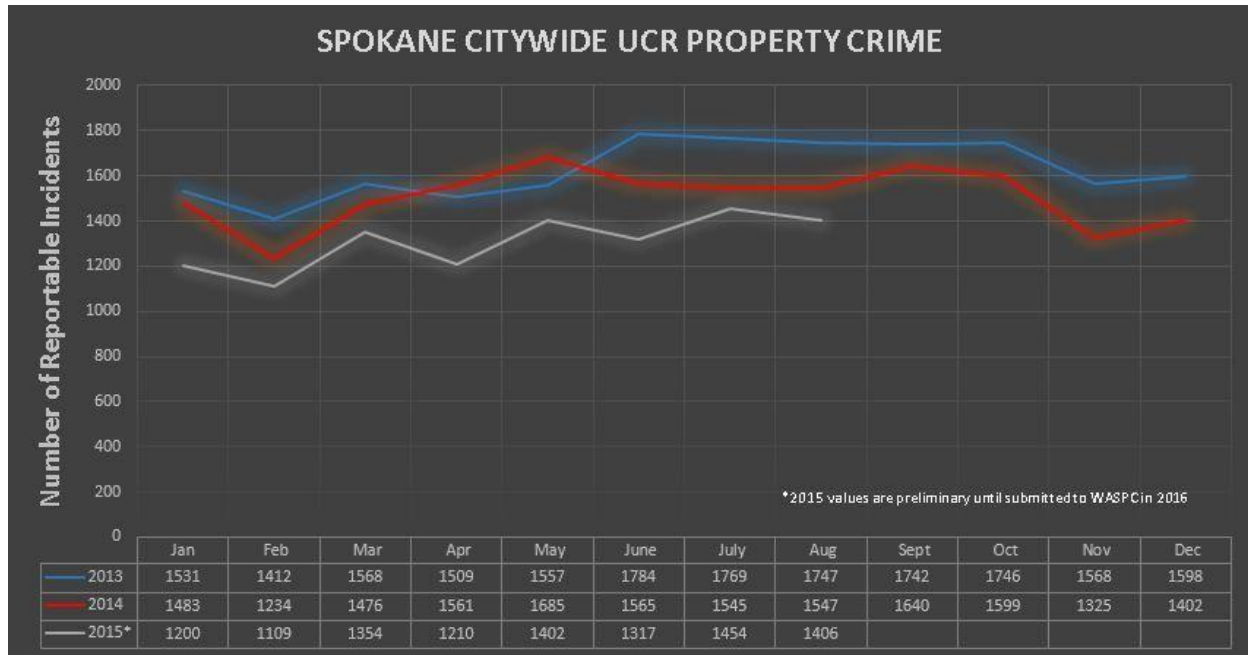




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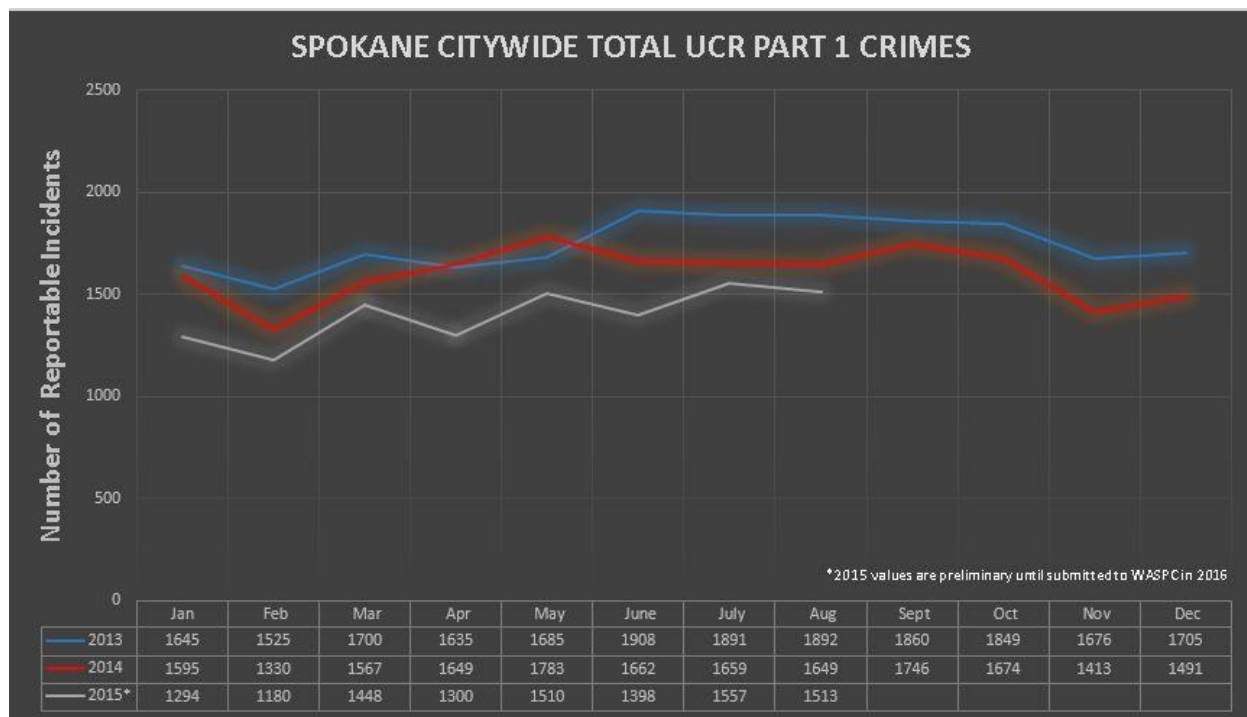
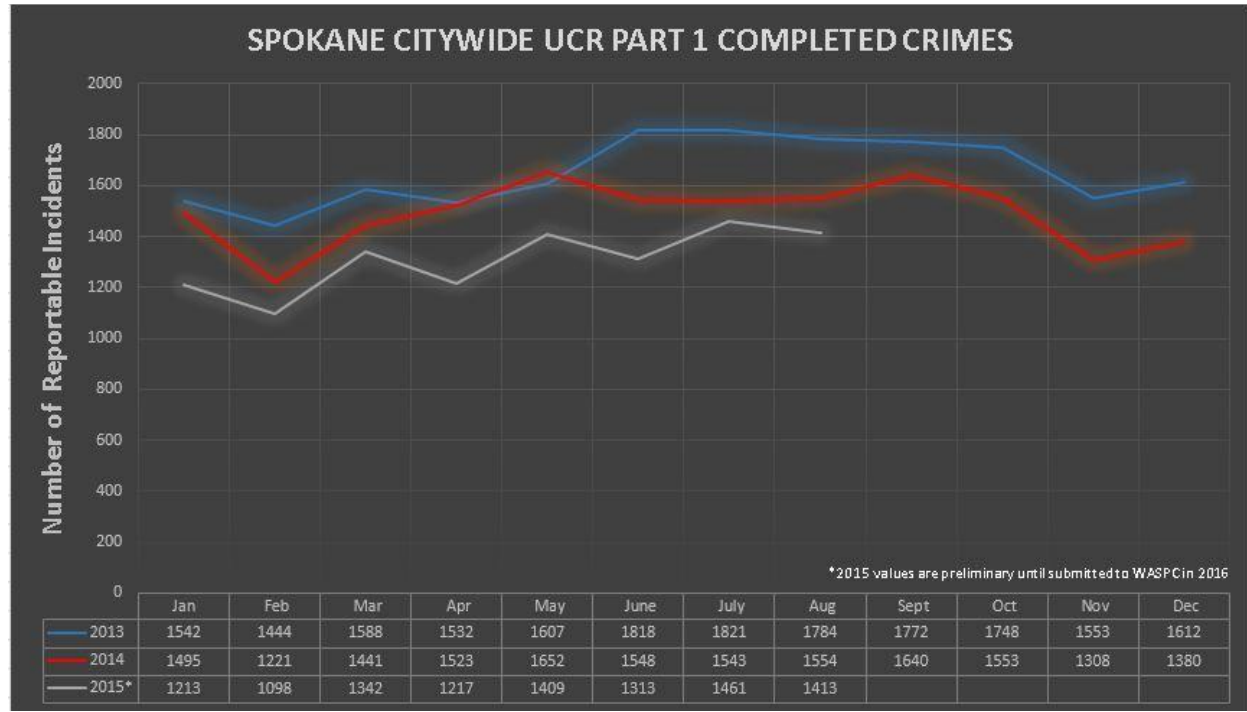




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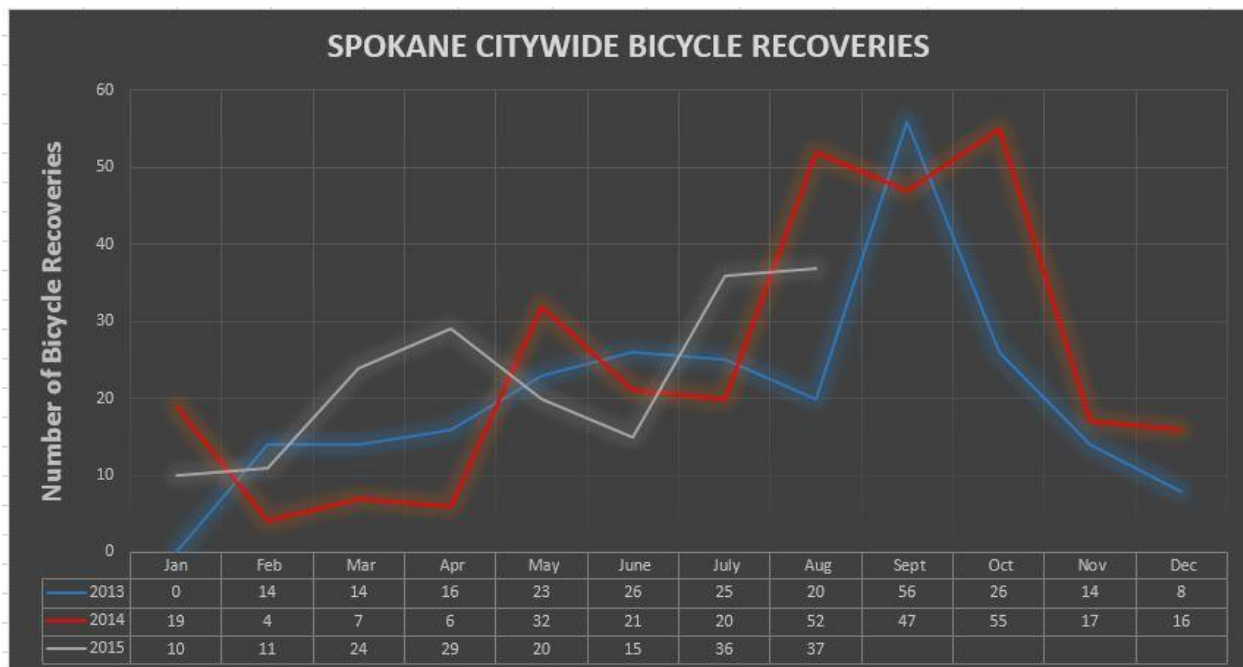
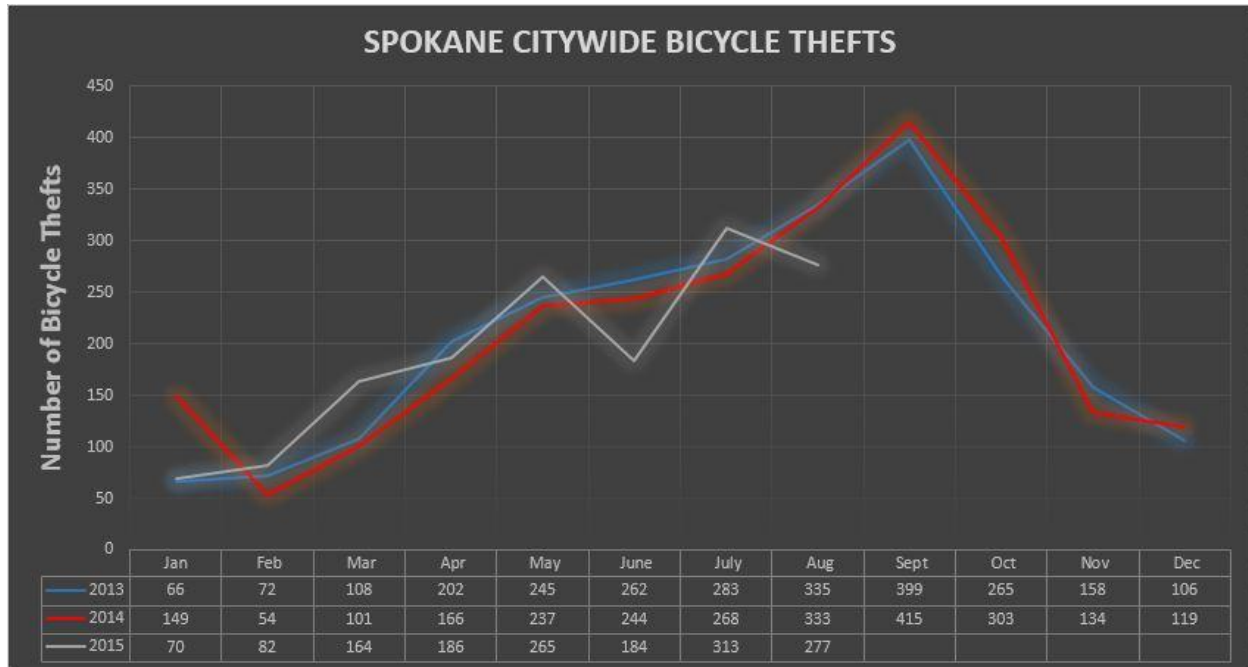


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Bicycle Theft and Recovery Update





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Records Unit Update

Public Record Disclosures as of 10/04/2015

Oldest request not completed:	1/27/2015
New requests received this week:	97 requestors / 1135 records
Total requests started but not complete:*	1043 pending records
*(32 of the requests are very large and the requestors have been provided with an extended completion date.)	
Total requests received this week not yet processed:	52 (oldest date 9/29/2015)
Requests for body camera video:	150

Records Specialists are working very hard to respond to public record requests in a timely manner but they are currently buried in requests. In just one week, Records staff received 1135 records requests. Most of the employees who work in public record redaction are working overtime every day to respond to requests as required by law. Currently, the staffing levels are not high enough to re-direct staff from other Records duties to be trained in public records requests.

Body Camera Update

The Academic Phase of the body camera program continues on. During the week of September, 21, researchers from Arizona State University conducted 21 interviews with a variety of stakeholders (judges, prosecutors, public defenders, etc.). They also attended roll calls with SPD officers.

A Body Camera / Use of Force training using the reality-based VIRTRA has been scheduled for the newest members of the Office of Police Ombudsman Commission.

Director of Strategic Initiatives, Tim Schwering, requested the Office of Professional Accountability conduct an audit of the Body Worn Camera (BWC) pilot program period that spanned from Sept. 1, 2014 - Dec.31, 2014. The objectives of this audit were to:

- Conduct a BWC user survey
- Conduct a review of the camera hardware and video storage
- Review public records requests for BWC footage and their associated costs
- Review video requests related to the prosecution and defense of criminal acts
- Conduct a citizen survey
- Review Use of Force (UOF) incidents involving officers equipped with BWCs
- Make recommendations for improving the BWC program moving forward

After the Public Safety Committee briefing on October 19, the Audit will be available to the public.



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Outreach Update

Lt. Meidl and several community leaders attended the Police Executive Research Forum (PERF) in Minneapolis (Building Interdisciplinary Partnerships to Prevent Violent Extremism-Information was shared by four different community panels who provided information and strategies to engage and empower communities.

The unit coordinated police outreach at Spokane County Fair. SPD was on site for the 10 full days of the fair, from 10am to 10pm. The booth was staffed with Officer DeRuwe for the duration of the fair, and was supplemented with volunteers (Explorers, Reserves and Seniors) most days and with an extra police officer on Saturdays and Sundays. There was a great deal of community outreach done, as well as recruiting for volunteers.

Chief Dobrow and other SPD personnel attended a Refugee Connections Potluck designed to create opportunities for Karen and Nepali refugees to interact with officers. In addition to great food and fellowship, the participants received emergency contact/interpreter contact cards that they can use in contacts with the police.

A wonderful YPI session was held at Ferris High School in September. Spokane School Resource Officer Stacy Boyd helped coordinate the session. He recruited students with negative feelings and/or experiences with police. The session was transformative and appreciated by all involved.

Outreach events in the month of September include:

- Homeless Coalition
- The ZONE retreat
- Mayor's Advisory Council on Multi-Cultural Affairs
- Student Safety Presentation at Mukogawa Institute
- Community Prevention & Wellness Initiative (CPWI) Coalition Meeting
- Excelerate Success Team Leadership meeting
- Emergency and Safety Presentation, South Hill Seventh Day Adventist Church
- SPD Mental Health Steering Committee
- PERF Forum in Minneapolis (need more info)
- NAACP meeting
- Whitworth Community Building Day in West Central
- Adservio Volunteer Expo
- Coordination of Services presentation, Juvenile Court
- Youth Leadership Spokane presentation
- Community Action Team meeting, Spokane Schools



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- Neighborhood Barbecue at Christ Central Church- fellowship with homeless and low-income population

Implementation of DOJ Recommendations: Progress Report as of October 1, 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.

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 in November 2015.

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). Lt. Lundgren met with Guild representatives on February 3, 2015, to make sure that there were no issues with implementing this recommendation. He then included the instructions in the Officer-Involved Shooting Policy (Policy 310) and inserted the verbiage "Internal Affairs shall complete the Blue Team Use of Force Report for any incident involving deadly force" into the draft Use of Force Policy (Policy 300). Draft policies 310 and 300 are currently under review with the City Attorney's Office. The recommended practice is in place, even though the policy has not been finalized yet. Current officer-involved shooting incidents have been entered into Blue Team as a Use of Force by IA Sergeant Staben.

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



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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 currently using the template in their investigations.

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.

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.

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.



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The Use of Force Commission discussed this issue on February 13, 2015 and referred the matter to Spokane Police Department. The Use of Force Commission acknowledged that a culture shift had already taken place in some areas; for example, officers' attitudes regarding mental health issues and training. Commissioner Hammond spoke about the Commission's interviews with officers that took place before CIT training was mandatory. Initially, some officers were not receptive to CIT training, and did not fully understand or appreciate the importance of being prepared to handle mental health issues. Some officers felt that the training was more for the role of the mental health professional rather than police officer. Some officers were not sure they wanted to participate in training. In contrast, as all officers became trained in CIT during 2013-2014, many officers changed their minds. Overall, officers have embraced CIT, with many officers saying it was making a difference for them in the field, having the right tools to deal with mental health crises. Additionally, many officers expressed interest in additional CIT training. When SPD asked patrol officers if they were interested in Enhanced CIT training, some officers had to be turned away as there were not enough spots available for all interested parties. Commissioner Hammond stated that cultural change had already taken place in regards to officers embracing opportunities to better serve individuals with mental health issues. The Commission had hoped to see changes with increased professionalism and improving services, especially to community members from marginalized populations.

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.

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.



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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). CNA considers the recommendation complete.

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.).

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 syllabus that will cover pre-promotion and a six month probation post-promotion Field Training Officer (FTO) program. The syllabus 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.

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



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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. Kathy sent the class materials and attendance rosters to CNA at the end of in-service training on April 29. Additional related training will take place in November 2015.

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.

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.

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.

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. The draft was sent to CNA on June 3, 2015. He received feedback on June 18 and made some changes. The new version was sent to CNA on August 20 (see attached). Lt.



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Lundgren also sent it to the bargaining units for feedback on August 20. The policy was sent to Executive staff for review on September 15. It should be incorporated into the SPD Policy Manual soon with many other new and revised policies.

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

After several meetings between Internal Affairs and the Defensive Tactics Cadre, the draft Use of Force (UOF) policy was sent to the City Attorney's Office for review. The City Attorney's Office is providing an extensive review of the policy. The review should be completed by the end of October 2015.

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. CNA stated that they had no major comments or revisions at the time and were looking forward to seeing the draft of the Training Plan. Kathy sent the policy to the City Attorney's Office on August 3, 2015. The City Attorney's Office also approved the revisions. The draft policy was then sent to Executive staff on August 4, 2015 and was sent to the bargaining units on September 4, 2015. The Training Policy will be finalized when the Training Plan is complete.

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 first Training Plan Committee meeting took place February 12, 2015, and the committee is continuing to meet. The 2016 Training Plan is still a work in progress. Lt. King believes it will be finalized later this fall.

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.



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The purchase of training software occurred in September 2015 and training begins October 2015.

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.

Lt. King and the Defensive Tactics Cadre have been tasked with this recommendation. The draft policy (part of the Use of Force policy) is under review by the City Attorney's Office. The review is expected to be completed by the end of October 2015.

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 City Attorney's Office. The review should be completed by the end of November 2015.

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. The recertification will also be addressed in the Training Plan, when it is finalized. Both Sgt. Waters and Stacie Cornwell confirmed that the on-site training is working well.

On June 19, Lt. King confirmed that all of the officers who needed refresher training have completed it. We will continue this plan going forward. He is sending out the second list of people who took CIT training fall 2013, and they should all complete the refresher training by 11/30/2015. By that date, all SPD officers will have had CIT or CIT refresher training within the last two years.



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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.

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.

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.

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 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.



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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) policy is currently under review by the City Attorney's Office. The review is expected to be completed by the end of October 2015. After the policy has been approved, the UOFRB will be formally implemented.

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.

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 Training Unit and Office of Professional Accountability staff members are working with the City Attorney's Office on a review of the policy, which is expected to be completed by the end of October 2015.

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

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



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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 year, promoting transparency and open communication.

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

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.



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- YPI continues to grow with meaningful, successful sessions. The June YPI session with the Gay-Straight Alliance at Rogers High School was incredible, and it happened because of the partnership with OUTSpoken.
- 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).

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 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."



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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.

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 next several months. In order to fully meet the recommendation of conducting a staffing analysis, SPD is also participating in Police Resource Allocation and 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.

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.



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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 Sheriff's Office is using the media template in their investigation of the deadly force incidents that occurred in July and August of 2015. When the SIRR Protocol is updated, it should include the media template.

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 to take place September 2015. 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.