

Highlights of the Collaborative Reform Process in Spokane Police Department



Spokane Police Department

2018

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LETTER FROM THE MAYOR



Public safety remains our citizens' top priority, and trust and confidence in our police officers is critical if we are going to successfully address the public safety needs of our citizens.

Nearly six years ago, we embarked on a journey to create lasting changes at the Spokane Police Department that would build trust with our community. We invited the U.S. Department of Justice to assist us in this effort in a process called Collaborative Reform, which resulted in more than 40 recommendations for change within our police department and with our police ombudsman office.

We have now completed the work associated with those Collaborative Reform recommendations; we have changed our policies, practices, and training, and resulted in a new focus on engaging with the people who live and work in Spokane. For me, the ultimate outcome is a better department and a better relationship with our community.

Community partnerships are critical to reducing crime and solving quality of life problems. Police officers and neighborhoods are teaming up to create positive change in their community. Our outreach programs are touching the lives of Spokane's youth population.

Strong relationships with mental health partners help us work collaboratively to improve the outcomes of encounters between police and people with mental health issues. Our partners have helped us train all of Spokane Police officers to respond to people in crisis and direct them toward appropriate resources.

Our City has experienced significant changes due to the reforms. After updating use of force policies and training, use of force incidents decreased by 26%. Recent survey results show that Spokane residents appreciate the efforts to improve the relationship between the community and the police. Some 87% of respondents agreed with the statement: "The Spokane Police Department is successfully working to improve its relationship with Spokane residents." Survey results also indicate high rates of community satisfaction with Spokane police encounters.

We have worked hard to deserve the trust and support of the Spokane community. The reforms have created a very important partnership that allows citizens and police officers to fight crime together and keep our families safe.

Going forward, we are committed to maintaining and building our relationship with our citizens. That's one of the ways we will ensure that our community is safer, stronger, and healthier for the future.

A handwritten signature in blue ink, reading "David A. Condon". The signature is fluid and cursive, with the first name "David" being more prominent than the last name "Condon".

David Condon, Mayor
City of Spokane

LETTER FROM THE CHIEF



I am happy to present to you SPD's work on Collaborative Reform over the past few years. We completed all of the Collaborative Reform recommendations from the DOJ COPS Office in 2017. In many instances, we surpassed DOJ's suggestions and recommendations for our agency, including the areas of community outreach, training, and policy review.

The initial steps involved in this project required an extensive assessment of various department units, policies, and training. Community members were widely involved in various facets of the assessment, providing honest feedback and constructive input to help provide guidance along the way. The focus of the DOJ and CNA review aligned around the following aspects of SPD's use of force: policy and procedures, training and tactics, critical incident investigations and documentation, civilian oversight and community outreach. Additionally the DOJ endorsed the City of Spokane's Use of Force Commission's recommendation

to examine the culture of SPD. I am pleased to report that we have made substantial, lasting changes in all of these focus areas.

In October 2017, SPD received notice that a final DOJ COPS Office Collaborative Reform report would not be issued for our agency. This decision was not unique to Spokane but was a policy decision made at the national level involving other agencies as well. In order to provide the best possible service to our citizens, it is a priority for us to inform the community about the improvements to their department.

Since the DOJ COPS Collaborative reform began, all patrol officers have been issued body worn cameras, all commissioned personnel have been formally trained in de-escalation techniques and implicit bias training, and our policies are now routinely reviewed and updated. Our efforts to listen to and engage with the community have been consistent and we are constantly seeking areas to improve these relationships. In the last five years, SPD has seen a 68% decrease in complaints against officers and a 26% decrease in uses of force (despite the addition of several categories in 2016 to department-mandated use of force reporting requirements). There can be little doubt that the collaborative process resulted in many of these reductions.

The real credit for these improvements to SPD belong to the staff of the Spokane Police Department, both commissioned and non-commissioned. Without them, we would not have attained the strides in training, policy and administrative review and community outreach. SPD has dedicated and exceptional staff who are committed to improving every day. From buying groceries for an elderly person with no food in the house, to changing a tire at a local coffee shop, to building a fence for a community member who cannot afford one, to friendly service provided by our many support units, we receive letters, cards and emails of appreciation every day from our community. I could not be more proud of the men and women of our department who serve Spokane every day. It is a true honor to be a part of this agency and to see the evolution we have made and will continue to make as we serve our community.

Strong relationships of mutual trust between police agencies and the community they serve are crucial to maintaining public safety and effective policing. The Collaborative Reform process helped us initiate and enhance relationships with many community organizations and groups. Strengthening and expanding these relationships has helped us deliver more efficient and effective service to the community.

I am grateful to the many members of the department and community who participated in the Collaborative Reform process and to our mentors at the DOJ COPS Office and CNA. As we continue our navigation towards excellence in policing, we look forward to continuing a collaborative, transparent, and productive relationship with the community.



Chief Craig N. Meidl
Spokane Police Department

ACKNOWLEDGEMENTS

The work of improving our department has been collaborative at many different levels. We are fortunate to have had significant assistance from so many individuals and organizations throughout Spokane. We are grateful to the many members of the community and department who participated in the Collaborative Reform process. During the assessment phase, 55 members of the community participated in interviews that helped identify the scope of concerns and methods that SPD could move forward in rebuilding its relationship with those they serve. Dozens of community members remained involved in the process by participating in additional interviews and focus groups throughout the implementation period. We are appreciative of their commitment to improved police-community relations and their generous donation of time.

We are proud of the level of cooperation, honesty, and open interactions by our employees with the researchers as they observed and/or participated in training, community outreach, Deadly Force Review Boards, and ride-alongs. Eighty-five members of the department participated in interviews during the assessment phase, and many of those officers had follow-up interviews during the implementation phase. We are appreciative of all our staff members for their responsiveness. Various City of Spokane leaders lent their support throughout the process. Thank you especially to Major David Condon, City Administrator Theresa Sanders, former City Attorney Nancy Isserlis, Assistant City Attorney Mary Muramatsu, and the former Police Ombudsman Tim Burns. All were heavily involved in various facets of this process and their support was invaluable.

Tawana Elliott, a Senior Program Specialist with the DOJ COPS Office, led the Collaborative Reform process. Tawana served as SPD's primary contact with the COPS Office and provided oversight for research team. Tawana was an invaluable resource throughout the process; she continues to assist us today as we evolve with best practices. We are also grateful to the Collaborative Reform researchers: Denise Rodriguez, Blake McClelland, Charles Saloom, and James R. "Chip" Coldren, Jr. During the implementation period, Denise and Blake consulted with us on a continual basis, and guided us through the work of fulfilling all the recommendations. Both continue a relationship with our department beyond the Collaborative Reform process.

The Use of Force Commission, implemented in 2012 by Mayor Condon, initiated our reform efforts with 26 recommendations for our department, including the adoption of body-worn cameras. We are appreciative of their insight and direction and their recommendations provided a strong foundation to launch our collaborative reform efforts.

The valuable contributions from the community, from the COPS Office, and members of our department have made the Collaborative Reform process a successful, meaningful, and lasting experience for SPD.

EXECUTIVE SUMMARY

Commitment to Improve

We have made significant and permanent improvements to the department throughout the Collaborative Reform Initiative process. The Spokane Police Department not only implemented each one of the 38 recommendations for the department, we went above and beyond DOJ's suggestions in many instances—specifically in the areas of community outreach, training, and policy review.

We are an agency committed to always evolving and improving to ensure we are providing our citizens with the best possible service.

One of the primary goals of Collaborative Reform was to improve community trust—by reducing officer use of force and reducing community complaints regarding their interactions with officers. There is no doubt that the Spokane Police Department has been successful in both of these categories.

“SPD is demonstrating leadership, courage, and commitment to healthy community policing as it continues towards excellence.”

Ladd Smith, Office of Police Ombudsman Commission

Citizen complaints are down by 68%. Today the department enjoys substantially more positive feedback from the community than complaints. Officer use of force plummeted by 26% over the past five years.

2018 survey results showed high rates of community satisfaction with police encounters. Of those respondents who interacted with officers, 81% were satisfied with how the officer treated them. 82% felt the officer treated them fairly, and 82% felt the officers was respectful. 87% of respondents agreed with the statement, “The Spokane Police Department is successfully working to improve its relationship with Spokane residents.”

The survey also validated our training. 89% of respondents agreed that SPD's training (Crisis Intervention, De-escalation, Implicit Bias, Procedural Justice) is beneficial to serving the community.

The new administration at the Department of Justice is no longer issuing final reports on Collaborative Reform, but at SPD, our commitment to excellence and transparency compel us to share the results of the department's comprehensive transformation.

Collaborative Reform Successes

Community Outreach

SPD's focused community outreach efforts are at an all-time high due to our philosophy that it is the job of every officer to connect with the community. New and strengthened community partnerships have created mutual trust and a true team approach to reducing crime and solving quality of life problems.

"Our community engagement is at levels not experienced in Spokane for decades."

Chief Meidl



Above: Sergeant Mike Carr with youth at the PAL program

Since beginning Collaborative Reform, we have created two successful youth programs. The Youth & Police Initiative (YPI) program connects officers and high-risk teenagers by engaging them at local high schools and middle schools. More than 500 teens have graduated to date.

"YPI is effective in bridging the gap and meeting kids where they are," says Pastor Shon Davis, who has worked closely with SPD on youth outreach programs. "It's a safe place to have dialogue, to go beyond the uniform, address fears and perceptions, and see the humanity of officers."

The Police Activities League (PAL) program connects youth and police. The program has grown by more than 800% since its inception four years ago. Each summer, hundreds of Spokane youth participate in PAL at three City neighborhood parks.

African American youth were surveyed at the beginning of the program and again at the conclusion of the program in 2017. The results indicated that youth are 32% more likely to aspire to be a police officer after taking part in the PAL program.

2018 survey results indicated that Spokane residents value community outreach and interactions with officers. 67% responded they would like more police visibility (seeing police drive by, attend meetings and events). 75% of respondents agreed that SPD's youth outreach efforts are beneficial to serving the community.

“The police department has been making many adjustments. Now the community needs to know they have been heard and that the department has been making adjustments to serve and protect with more knowledge, especially in matters of diversity. It’s been good seeing the transition. We need to toot our own horn.”

James Wilburn, former Spokane NAACP President

We have doubled the number of Neighborhood Resource Officers (NROs) since beginning Collaborative Reform. The NROs work carefully with detectives under the leadership of captains, sergeants, and lieutenants to address issues in the police service areas.

There are multiple examples of police officers and neighborhoods working collaboratively to effect change in their communities. Downtown NROs were recognized with the 2017 “Value of Community” Partner award for their collaborative work with Spokane Neighborhood Action Program (SNAP) to decrease the number of people experiencing homelessness. Police Precincts have hosted dozens of “Coffee with a Cop” events since we started the program in 2014. This program continues at various locations throughout the city.

Prior to Collaborative Reform, SPD lacked a consistent presence at community meetings. We now have employees serving as liaisons and board members in many organizations, including The Salvation Army, The NATIVE Project, Lutheran Community Services Northwest, The National Association for the Advancement of Colored People (NAACP), Partners with Families and Children, Young Women’s Christian

Association (YWCA), Downtown Spokane Partnership, East Sprague Business Association, and the Homeless Coalition.



Above: Sergeant Glenn Bartlett, Chief Craig Meidl, Dennis Mitchell, Captain Tracie Meidl, and Assistant Chief Justin Lundgren at Unity in the Community event

The creation of the Faith Alliance has helped the department hold many community meetings and courageous conversations with marginalized communities with the purpose of building bridges and establishing trust.

SPD is now involved with the Lesbian, Gay, Bisexual, Transgender and Questioning (LGBTQ) community. We partner with OutSpokane, the OUTSpoken local radio show, and other LGBTQ organizations to increase opportunities for dialogue and engagement.

"I'm proud of the strides SPD has made to engage the disability community through community outreach."

**John Lemus, City of Spokane Human Rights
Commissioner and advocate for people with disabilities**

SPD has also formed brand new partnerships with many organizations, such as the Spokane County Disability Response Team and the ISAAC Foundation.



We now host an updated Citizens Academy, bridging the gap between police and the community, by inviting attendees to take part in the 6-week long course. These Academies create a safe environment to have open discussions, resulting in increased empathy, trust, and understanding between citizens and law enforcement.

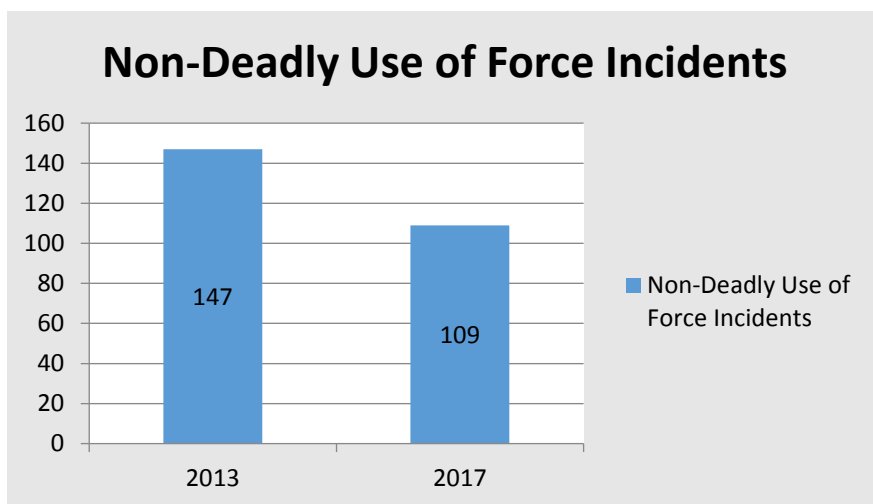
More than 130 people have recently graduated from the Citizen Academies, with various representation including police accountability groups, Police Ombudsman and Ombudsman Commission, neighborhood councils, and major service providers such as mental health and refugee organizations. The Academies consistently get positive reviews from attendees.

At left: Chief Craig Meidl and Captain Tracie Meidl with NAACP Vice President Dirk Vastrick who was graduating from the Citizens Academy

Use of Force

Use of Force incidents decreased 26% after SPD updated department use of force policies and training.

Figure 1: Non-Deadly Use of Force Incidents, 2013-2017



Our use of force training requirements exceed accreditation standards and Collaborative Reform recommendations. SPD requires:

- ✓ Annual Training on Use of Force Policy
- ✓ Annual Defensive Tactics Recertification
- ✓ Annual Force Options Recertification

We have fostered a new level of openness and transparency with our updated media protocol, resulting in a consistent release of information to the community, especially related to officer-involved shootings.

We have diversified the Police Advisory Committee (PAC), a group of community members who serve as an advisory body to SPD, and have expanded their role in reviewing critical incidents.

While the Collaborative Reform Initiative report did not recommend body worn cameras, the department felt that their implementation was an important step toward increasing accountability and transparency. Body worn cameras allow a review of incidents by department supervisors that show both proper and improper behavior by our employees. This allows recognition or correction to be more accurately assessed based on the video footage. A 2015 survey by Arizona State University showed that of the citizens interviewed who were captured on body worn camera video, 80% rated their interaction with Spokane police as favorable. The survey also showed that citizens were supportive of the adoption of body worn cameras.

Training: Above and Beyond Department of Justice Recommendations

Spokane Police Department responded to recommendations involving training with the goal to do more than what was requested by the DOJ COPS Office.

SPD now has one of the most comprehensive Crisis Intervention Team (CIT) training program in Washington State. Every Spokane officer has completed a mandatory 40 hours of training to deal with a wide of range of mental health issues. CIT helps equip officers with the best techniques for deescalating interactions involving people in crisis. The department also created a specialty team of officers to respond to incidents involving suicidal individuals, drug-induced violence or aggressive behavior created by a mental health crisis.

We have strengthened our relationships with mental health partners to work collaboratively toward the goal of improving the outcomes of encounters between police and people with mental health issues. The partnership between SPD and Frontier Behavioral Health has been the cornerstone for our successful CIT program.

Department-wide Procedural Justice training was another important step in transforming training for Spokane Police officers regarding their interactions with citizens. This DOJ training focuses on treating every citizen with dignity and respect. This specific focus on fairness, impartiality and transparency has led to stronger police and community relations. In addition to training officers in procedural justice, SPD instructors taught classes for the public and organizations interested in creating a procedurally just method for interacting with various stakeholders.

Additionally, we provided Implicit Bias training to all our officers, which was not a Collaborative Reform recommendation but deemed a priority by Chief Craig Meidl. Implicit Bias training will be an ongoing effort incorporated into In-service training for SPD.

When community stakeholders were asked about the impact of the reforms, they most frequently listed improved training for officers as a positive outcome of Collaborative Reform.

Breean Beggs, City Council member, explained, "I joined the conversation on Spokane Police Reform in 2006 as a civil rights lawyer representing families of people who were unjustly killed due to ineffective police practices.

"After researching the trends in Spokane I concluded there were three major problems:

- 1) Missing training for officers in de-escalation and working with the growing number of people with mental/cognitive impairments;
- 2) A lack of community engagement; and,
- 3) A lack of credible civilian oversight and discipline.

"I am thrilled with the results achieved by the Spokane Police Department by participating in the COPS collaborative reform program. The Department was able to create all the needed changes I and others had identified while improving their morale and the quality of its relationship with the Community.

"Not surprisingly, the number of complaints, and use of force incidents are dramatically reduced and police officers are now imbedded in the community instead of isolated warriors. Most importantly, the City has now created a culture and institutions of self-examination and improvement."

Ladd Smith, Office of Police Ombudsman Commission, said, "The SPD officers and administrators have made great strides to be one of the best police departments in the country. In the past 10 years, SPD has embraced collaborative reform. Examples include welcoming input from the DOJ, embracing body worn cameras and training every officer in mental illness awareness. Recently SPD communicated an interest in working with the Ombudsman to effect change with the reform of its use of force policy."

The Collaborative Reform process transformed our department, and we are pleased with the outcome that has resulted from our commitment to incorporate the recommendations of this effort.

It is important to note that though the recommendations are completed, the efforts to improve the SPD are ongoing. The Spokane community can be assured that our work is not done and we need their continued help and support to be the best agency possible.

"I am thrilled with the results achieved by the Spokane Police Department by participating in the COPS collaborative reform program. The Department was able to create all the needed changes I and others had identified while improving their morale and the quality of its relationship with the Community."

Breean Beggs,

City Council member

INTRODUCTION

In the fall of 2012, Spokane Police Department requested that the U.S. Department of Justice Community Oriented Policing Services (COPS Office) assess the department's use of force policies, processes, and practices. The COPS Office agreed to work collaboratively with SPD and arranged for CNA's Institute for Public Research to assess the department under the Collaborative Reform Initiative for Technical Assistance (CRI-TA). At the time, Collaborative Reform was new; Las Vegas Metropolitan Police Department was the only other agency participating in the program.

The assessment began in the fall of 2013. The initial goal of the review was to improve the use of force processes in the SPD.

As described in the Collaborative Reform Model: A Review of Use of Force Policies, Processes, and Practices, in the Spokane Police Department, the objectives of Spokane's CRI-TA were as follows:

- Examine the SPD's use of force policies and procedures compared with national best practices and existing research, identify areas for improvement, and provide recommendations.
- Analyze a sample of use of force investigation files from 2009-2013 and identify trends, strengths, and weaknesses.
- Examine the role of the ombudsman in use of force investigations compared with national best practices and existing research.
- Improve the SPD organization's culture as it relates to use of force, in order to build trust with the community.

The focus of the review centered on SPD use of force issue areas involving the following:

- Community outreach
- Trainings and tactics
- Investigation and documentation
- Policy and procedures
- Civilian oversight

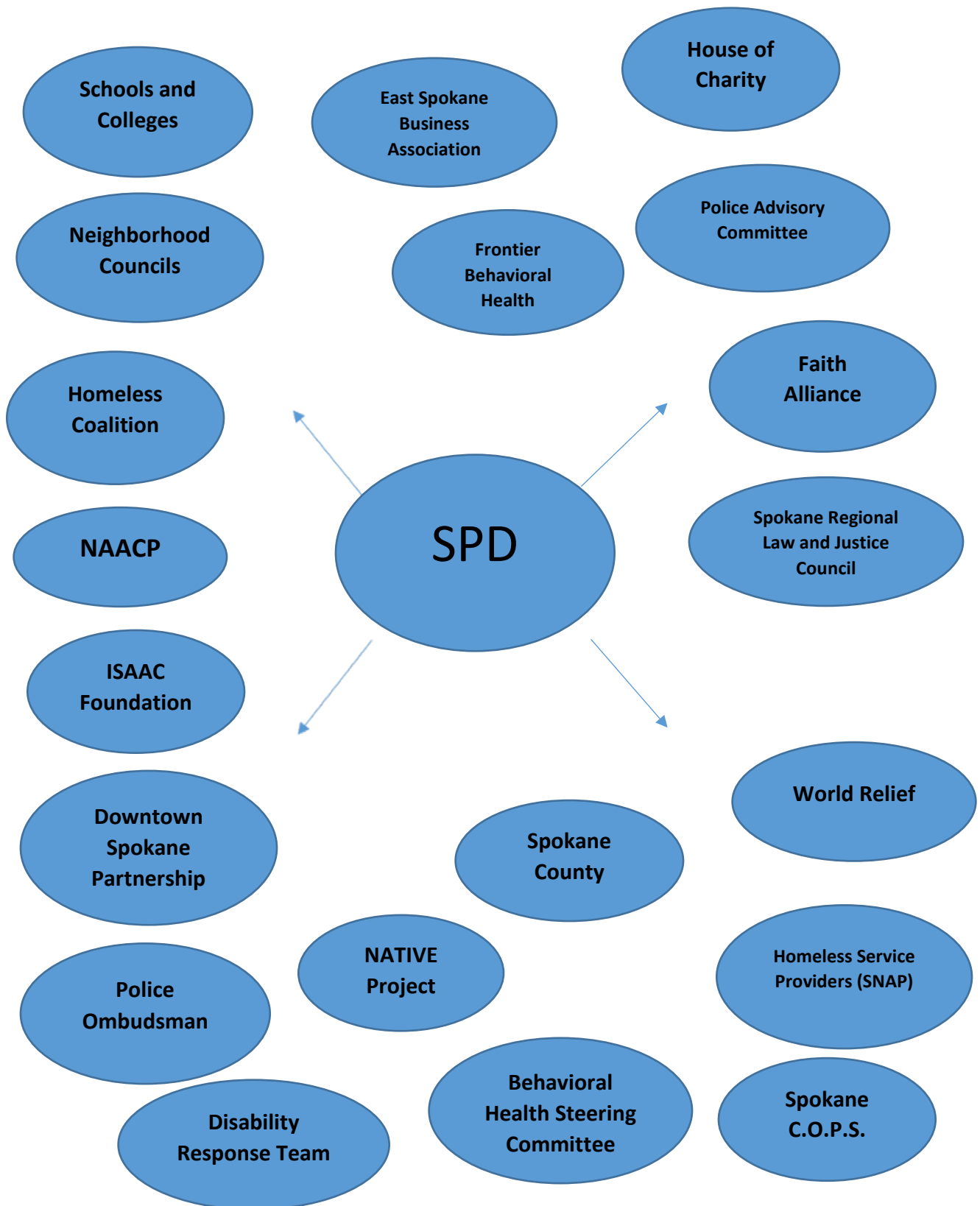
Collaborative Reform Initiative for Technical Assistance (CRI-TA) resulted in 42 recommendations for Spokane, 38 directly related to SPD and 4 recommendations for the Office of Police Ombudsman. SPD leadership immediately began work implementing the recommendations, satisfactorily completing the recommendations in 2017. Several of the recommendations required negotiations between the City and unions, which were successfully concluded in 2017.

This report does not represent a formal outcome evaluation by the DOJ COPS Office. SPD received a letter from the Acting Director of the COPS Office in October 2017, stating, “Consistent with the Attorney General’s commitment to respecting local control and accountability, the COPS Office will no longer be issuing progress reports relating to previous assessments.” (Refer to Appendix A to read the letter in its entirety.) Rather, the intent of this report is to provide an update to the community and to highlight the impact of Collaborative Reform at SPD.



Above: Officer Josh Laiva and Chief Meidl interact with community members at a BBQ at Liberty Park

A Sample of SPD's New and Strengthened Community Relationships



COMMUNITY OUTREACH

Several Collaborative Reform recommendations involved Community Outreach:

- ✓ Community Outreach Strategy
- ✓ Increase Active Engagement with Community
- ✓ Citizens Academy
- ✓ Chief's Advisory Council
- ✓ Media Protocol for Officer-Involved Shootings
- ✓ Community Surveys

As Chief Craig Meidl stated in the Spokane Police Department 2017 Strategic Plan, "Strong relationships of mutual trust between police agencies and the communities they serve are crucial to maintaining public safety and effective policing." Through community outreach, we aspire to strengthen relationships between SPD and the city's geographical and demographic communities; build opportunities for open communication and dialogue, increase awareness of SPD and agency programs, and respond to community concerns in a timely and respectful fashion.

"I'm pleased to see the department's accessibility and the effort to meet the community where they're at. SPD's presence at so many different community meetings is very impressive."

Erin Williams Heuter, Lutheran

Community Services and Police

Advisory Committee member

Prior to Collaborative Reform, SPD did not have a consistent presence at community meetings. We now have employees serving as liaisons and board members in many organizations, including the Salvation Army, the NATIVE Project, Lutheran Community Services Northwest, NAACP, Spokane County Disability Response Team, Partners with Families and Children, and the Homeless Coalition.

There are more requests for officers to attend meetings and events than SPD can possibly accommodate, but it is significant that the community has begun inviting SPD to actively participate in various meetings, councils, presentations, and boards.

Sergeant Glenn Bartlett remarked, "The most important part of community outreach is that it provides everyone an opportunity to have a discussion when there is no crisis. It is difficult to



Above: Coffee with a Cop event

build trust when there is a crisis. The foundation has to be laid and relationships established. Listening to community members and being able to answer their questions and provide information is vital.”

Intentional Outreach

Below are a few examples of SPD’s efforts to be intentional in our community engagement efforts. “Officers do a great job with engaging community members on a day to day basis, but organized outreach is also vital for community relations,” Sergeant Bartlett explained.



Above: Officers Matt Stewart and Stephen Anderson showing youth their police car at World Refugee Day

“Developing a good relationship with marginalized communities alleviates a lot of the initial anxiety that they may have about interacting with law enforcement. For example, when we go World Relief and meet refugees, we are able to explain why we may contact someone and what to expect here. It eliminates the barriers of not having prior interactions with Spokane police. Many of the people we talk to have had bad experiences with police in their home countries, like family members hauled off in the middle of the night and never being seen again. The relationship can help keep them safer when they have the trust to work with the police department.

“Officers have also gained so much by attending events with refugees, like the potlucks with Refugee Connections Spokane and World Refugee Day. We learn about their cultures and make

lasting friendships. Our participation in events like Unity in the Community is also very rewarding.”

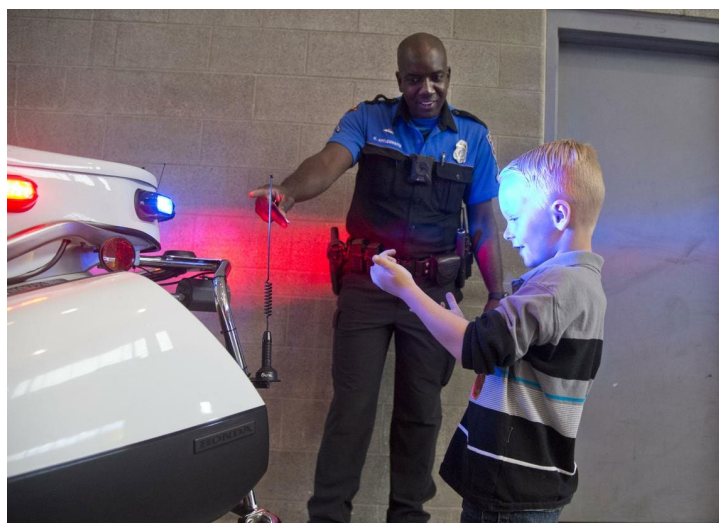
Sergeant Dan Waters noted, “A few years ago, we did not have strong relationships with disability advocates or service providers. Collaborative Reform empowered us to reach out and make those connections. Much work remains but we are grateful for the relationships we have now. It has been such a positive experience working together. We love engaging with kids and families.



At left: Officers John O'Brien and Sergeant Dan Waters stand with Holly Lytle, Executive Director of the ISAAC Foundation, and Lieutenant John Goodman from Spokane Fire Department at the Arc of Spokane Safety Rally.

“For example, over the last year, we have worked closely with the Isaac Foundation on improving encounters with emergency responders. The ISAAC Foundation, a Spokane nonprofit, hosts training events on emergency preparedness for parents of children with autism spectrum disorders and children with developmental

disabilities. We help facilitate the events, which include exposing the children to lights, sirens, fire and police vehicles, and meeting first responders.”



SPD is now part of the Disability Response Team (DRT) of Spokane County, a multi-disciplinary team of advocates and criminal justice professionals. The DRT works to identify and fill gaps on multiple levels of the criminal justice system for people with intellectual and developmental disabilities. The DRT is working collaboratively to raise awareness, build trainings, increase public safety, and protect the rights of people with disabilities.

In the above photo, Grayson Mortlock, 6, learns about motorcycle lights from Spokane Police Officer Ken Applewhaite during a fire station visit. Photo credit: Jesse Tinsley, The Spokesman-Review.

Prior to Collaborative Reform, our relationships with LGBTQ organizations were strained. We are slowly improving those relationships. A few examples are listed below:

- Participating in the Spokane Pride Parade, hosted by OutSpokane
- Working with OUTSpoken, a local radio program, to improve dialogue between police and the LGBTQ community
- Partnering with the Rogers High School Gay Straight Alliance to host a special Youth & Police Initiative session, with the help of OUTSpoken staff
- Inviting panelists from OutSpokane and the Spokane County Bar Association (LGBT section) to police-community forums
- Connecting with the Inland Northwest Business Alliance (LGBT Chamber of Commerce) through presentations, meetings, and the INBA providing input on behalf of their members
- Collaborating with Spokane Falls Community College to provide training to all staff on sexual orientation and gender, homophobia, gender identity, gender expression, and malicious harassment
- Participating in the Transgender Day of Remembrance at the Westminster Congregational United Church of Christ and the Transgender Day of Visibility at Eastern Washington University



Above: OUTSpoken hosts with Captain Tracie Meidl



Above: YPI session at Rogers High School

Department-wide Participation

Over the last few years, increased numbers of officers have participated in community outreach and engagement events. These units include not just the Community Outreach Unit but neighborhood resource officers, K9 officers, SWAT team members, the Traffic Unit, and patrol officers who mentor our youth in SPD outreach programs.

A few examples include:

- Dozens of K9 unit demonstrations at area schools and events
- SWAT team officers reading at elementary schools and participating in community events to explain how SWAT is involved in rescue operations
- SPD Training Academy hosting field trips for schools
- Traffic Unit attendance at safety fairs and hosting a traffic school
- Neighborhood Resource Officers engaging with citizens at Neighborhood Council meetings, business association meetings, neighborhood events, collaborating with area service providers, and hosting “Coffee with a Cop” events
- Officers who help with recruiting by visiting colleges, powwows, and various community events
- Defensive Tactics cadre teaching situational awareness and personal safety to community members through SPD’s Enhancing the Survival Mindset classes
- Officers and civilians volunteering at various charity events (e.g., Special Olympics, Ronald McDonald House, Spokane Humane Society, Salvation Army Clothe-a Child)



Above: Officers helping with Salvation Army’s Clothe-A-Child



Above: Officer Sierra with Officer Tiffany Austin.
Photo credit: Lindsay Powell Photography.

SPD employees were honored to participate in a 2016 Make-a-Wish event, during which we were able to grant seven-year-old Sierra Shank's wish to become an officer for a day. Sierra wished to be a police officer to help protect her community. She had endured intense radiation and chemotherapy treatment while fighting Hodgkin's Lymphoma and relished the chance to patrol the streets of Spokane. After being sworn in by then-Assistant Chief Meidl, she captured a dangerous robbery suspect (Spokane police officer in disguise). Mayor Condon formally recognized her for her bravery at an awards ceremony to wrap up the day.

Employees throughout the department volunteered to help with this event. "We had more people wanting to volunteer than we could possibly use," says Major Kevin King. "I've been here more than 28 years and this was certainly one of the highlights of my career, to have the opportunity to be able to participate in something like this."

See the following links for more information about the Make-a-Wish event:

<http://www.spokesman.com/stories/2016/apr/27/make-a-wish-foundation-grants-childs-wish-to-be-po/#/0>

<https://www.youtube.com/watch?v=kgGsDuFxzIU>

Community Outreach Strategy

The COPS Office recommended that we sustain and institutionalize SPD's outreach efforts by establishing a community outreach strategy and plan (Recommendation 10.1). The Community Outreach Unit consulted several community stakeholders (e.g., Inland Northwest Business Association, Neighborhood Councils, Spokane Public Schools, Skills'Kin, Police Advisory Committee, Office of Police Ombudsman Commission, and Lutheran Community Services) while finalizing the document. We shared SPD's community outreach strategy on our public website, with stakeholders via email, and through outreach presentations.

This document is available at this link:

<https://static.spokanecity.org/documents/police/accountability/2016-community-outreach-strategy.pdf>

In 2017, we began working with the DOJ Office of Justice Programs (OJP) Diagnostic Center on the development of a comprehensive communication strategy. OJP contracted with a

communications subject matter expert to help SPD craft an updated department communication strategy report.

Increase Active Engagement with the Community

Recommendation 10.2 stated, “SPD should leverage existing or past outreach programs to increase its active engagement with the community.” The authors cited department-initiated outreach programs Police Activities League (PAL) and Youth & Police Initiative (YPI) as examples of programs to leverage community outreach and positive community relationships.

Police Activities League (PAL)

The PAL program has grown remarkably. In 2013, when SPD began the Collaborative Reform process, we started our first PAL season at Liberty Park with 53 participating youth and a handful of community leaders and officers as mentors. Each summer, with the help of our community partners, we are now mentoring 400-500 youth in three locations throughout the city with a variety of sports and learning activities.

“Not only do officers get to know community youth, but they get to meet entire families,” said Chief Meidl. “Every year, we see returning participants and their families because of the relationships built at PAL. Every year, more officers get involved with PAL; for example, we have several graveyard shift officers who coach baseball at PAL before patrolling the streets that night, or after getting off the night shift.”



“The Spokane Police Activities League really focuses on building bridges between kids and police officers,” Officer Jennifer DeRuwe explained. “The program is about having fun, but also building a relationship of trust. Even when the summer is over, the relationships last. When kids see officers at Hoopfest or the Lilac Parade, they run up to give the officers hugs and really engage them.”

Our incredible community partners make PAL possible. Initial PAL partners included a small but dedicated team including Operation Health Family, Youth for Christ, Kingdom Fellowship Church Alliance, and Spokane Public Schools. Each year, new partners have joined the PAL program.



Above: PAL participants

Community partners now include Northeast Youth Center, West Central Community Center, Martin Luther King Family Outreach Center, the NATIVE Project, Spokane Regional Health District, WSU Food Sense program, First Tee of the Inland Northwest, Spokane Public Library, Spokane Parks, Chase Youth Foundation, and many more.

Survey data showed that the youth enjoyed participating in the program. Participants were asked, “How much did you enjoy the PAL program?” and gave an average score of 4.66 out of 5 (93%).

Respondents also showed a positive opinion of police officers after participating in the program, giving an average rating of 4.34 out of 5 (87%).

Wendy Bleeker, Assistant Professor in the Education department of Whitworth University, noted, “It may be hard to measure the outcome of SPD’s youth programs, but in the long run, it’s a strategy to create a diverse work force. You can grow the police force with kids you’re reaching.”

African American youth reported a 32% increase in interest in becoming a police officer after participating in the PAL program.



Above: Enjoying the PAL BBQ

Youth & Police Initiative (YPI)

SPD's Youth & Police Initiative (YPI) is another example of our ongoing community outreach efforts. YPI is an early intervention and prevention program that works to build trust in law enforcement while reducing stereotypes. The program began in 2014, and we have since held 45 sessions throughout the Spokane area. The sessions take place in different settings including high schools, community centers, and teen homeless shelters. More than 500 teens have graduated from YPI, and more than 150 officers have participated in the program.

School counselors, school resource officers, and community leaders collaborate to select youth for participation in the program. Many of these teens have not had positive interactions with law enforcement, as their interactions may have involved arrests of friends and family members, or the teens themselves. The YPI curriculum involves role-play and discussion about police interactions, including an ability for attendees and officers to explain their perspectives in these situations. It also involves an honest discussion about peer pressure and positive decision-making relating to school, drugs, and preparing for their future.

Survey data shows that participating youth have a different view of police after the experience. After YPI, more than 80% of youth agree that officers are mostly fair to youth, they are comfortable approaching officers for help, and that police do their best.

"YPI is effective in bridging the gap and meeting kids where they are," says Pastor Shon Davis, who has worked closely with SPD on youth outreach programs.

"It's a safe place to have dialogue, to go beyond the uniform, address fears and perceptions, and see the humanity of officers."

Teens also enjoy the program; more than 90% rate YPI as good or excellent.

"When at-risk high school students open up and have honest dialogue about issues they are facing, and are allowed to share their stories and learn about the men and women behind the badge, anything is possible," remarked Officer Jennifer DeRuwe, who coordinates the YPI program.



"We've sustained relationships with our YPI graduates over time," she continued. "We stay in contact with the kids and they join us at activities we put on to connect with them."

SPD encourages YPI graduates to stay involved by providing opportunities like job skills training, Spokane Chiefs hockey games, Spokane Indians baseball games, and kayaking and snowshoeing excursions hosted by SPD mentors.

Above: Officer Jenn DeRuwe snowshoeing with PAL and YPI participants



Kyiesha Tensley is one example of a successful graduate of the YPI program. Although Kyiesha initially attended YPI in 2015, she has participated in several SPD events and programs. Kyiesha was struggling with grades and suspensions in 2015 but she has since graduated from high school and is now enrolled in community college. Kyiesha participated in special job skills training for YPI graduates. In this photo, she is showing officers her new uniform.

Above: Officer Jennifer DeRuwe and Captain Tracie Meidl connect with YPI graduate Kyiesha Tensley.

Our youth programs have been recognized for excellence by several different organizations:

- In 2015, SPD received Chase Youth Foundation's "Champion of Youth" Award.
- Also in 2015, Spokane was selected as an All-America City for the theme "Spotlight on Engaging and Supporting Vulnerable Boys and Young Men."
- SPD was invited to the Washington State Youth and Law Stakeholder meeting, on behalf of the Washington State Minority and Justice Commission in 2015.
- SPD was invited to participate in Models for Change Conference hosted by the Coalition for Juvenile Justice in 2015.
- In 2017, Officer Jenn DeRuwe received the Community Impact Award from the Martin Luther King Family Outreach Center for her engagement with our community's youth.
- In 2018, SPD received the Chase Youth Foundation's Jim Chase Asset Builder Award (pictured below).



Community Forums and Conversations

In the 2014 assessment report, the DOJ COPS Office noted that although nearly every community organization they interviewed acknowledged SPD's outreach and participation in the community had improved, nearly all interviewees noted the need for SPD to initiate more consistent and accessible public forums and meetings.

Since beginning Collaborative Reform, SPD has initiated dozens of public meetings,

community forums, and community conversations with the help of our partners. These forums include:

- “Bridging the Gap” Police-Community Forums
- Native Community Conversation in partnership with the NATIVE Project
- Public Safety Forums hosted with the Mayor’s Office, City Council, and Spokane Fire Department
- Quarterly Police Advisory Committee meetings open to the public
- Police Advisory Committee Listening Session to seek input on community priorities surrounding collective bargaining processes with the Spokane Police Guild and the Spokane Police Lieutenants and Captains Association.

SPD has also participated in multiple forums and dialogues hosted by other entities, including:

- Community Center Forums (e.g. East Central Community Center)
- Neighborhood Council-led Community Conversations (e.g. Chief Garry Neighborhood Council)
- Peaceful Communities Roundtables at locations including Gonzaga University and Morning Star Baptist Church
- Smart on Juvenile Justice Forum
- Community Panels at Eastern Washington University
- “True Talk Thursdays” Criminal Justice Forums at Gonzaga University
- Washington State Commission on African American Affairs presentations

“The department’s commitment to engage in difficult conversations has to be top-down. It has to come from the Chief,” declared Jim Andrews, a member of the Faith Alliance, who has participated in the planning and participation of dozens of “Bridging the Gap: Building Trust and Legitimacy” forums.

Citizens Academy



Pictured left: Carol Dellinger, a proud graduate of the 2017 Citizens Academy, celebrates with Lieutenant Shawn Kendall, Lieutenant Mark Griffiths, Chief Craig Meidl, and Captain Tracie Meidl.

Recommendation 10.3 stated, “Similar to its media academy, SPD should hold a citizen’s academy on an annual basis.” The COPS assessment report stated

that according to researcher interviews, nearly every community leader who had previously participated in SPD’s Citizens Academy recalled it as a very positive, engaging, and educational program.

At the time of the Collaborative Reform recommendation release, it had been several years since SPD had held a Citizens Academy due to budget constraints. SPD initiated an updated Citizens Academy in 2015, with a theme of bridging the gap between police and the community, by inviting community members to take part in the 6-week long course. The Citizens Academy creates a safe environment to have open discussions about concerns between the community and law enforcement, as well as providing a greater degree of transparency surrounding departmental operations and training.

More than 130 people have graduated from the Citizen Academies since they were reinstituted, including representatives from police accountability groups, neighborhood councils, Police Ombudsman and Ombudsman Commission, and major service providers such as mental health and refugee organizations. The Academies consistently get positive reviews from attendees.

Chief's Advisory Council

Recommendation 10.4 stated, "SPD should form a chief's advisory council." Our approach to Recommendation 10.4 was two-fold; it included strengthening the existing advisory body PAC and establishing a new group, The Spokane Faith Leaders & Police Community Alliance, commonly referred to as the Faith Alliance.

Police Advisory Committee (PAC)

The Police Advisory Committee (PAC) serves as an advisory body to SPD, but the authors of the assessment report noted perceptions that PAC members were not necessarily reflective of the concerned community and that PAC lacked the potential to reach many community stakeholder groups.

We made the following improvements to PAC:

- SPD recruited from more diverse communities to ensure that PAC has representation from various perspectives (e.g., Native, LGBTQ, NAACP, mental health professionals, disability advocates, police accountability advocates).
- We improved our promotion efforts of PAC and PAC public meetings through social media, advertising, and emailing community members.
- We made significant changes to the content of PAC meetings (for example, now PAC members review and provide input surrounding critical incident video with SPD staff prior to media release).

Since we began Collaborative Reform, PAC has experienced significant changes in membership. New members represent organizations including Lutheran Community Services Northwest, Hispanic Business and Professional Organization, Martin Luther King Family Outreach Center, and Excelsior Youth Center. We continue to advertise meetings and invite people throughout the community in an effort to bring more diverse voices to the table.

Several tenured members continue to serve on PAC. For example, Jan Dobbs from Frontier Behavioral Health has been collaborating with SPD on mental health training since 2000. Vice Chair Roger Moses was involved in training SPD employees on Native culture more than 20 years ago. The members who have served for many years offer institutional knowledge that is very helpful to an organization experiencing so much change.

“We’ve seen a lot of transitions and changes, but we now have the full support of police leadership and City Council. We have a very strong group now,” Chairperson Joan Butler said. “The members bring a lot of insight –both concerns and praise—from their communities. PAC members are involved in many trainings and events in the city, like Procedural Justice training, Implicit Bias training, and the Citizens Academy. They are very committed to PAC, faithfully coming to meetings at 7 am to review body camera video before they go to work. They’re passionate about being a liaison between the Chief of Police and the community.”

“Being part of Collaborative Reform prompted me to join the Police Advisory Committee, so that I could receive knowledge from SPD and offer ideas I have and any concerns. It also led to me joining the Police Ombudsman Commission,” said James Wilburn, former NAACP President. “The changes to PAC have been excellent, especially reviewing body camera. The department may redact the video before releasing it but there may be more information that needs to be put out with the video. We can ask the right questions.”

“The community expects transparency and we’re proud of our work to further transparency.”

PAC Chairperson Joan Butler

Spokane Faith Leaders & Police Community Alliance

The Faith Alliance is a partnership between leaders in the faith community and Spokane Police Department.

Pastor Shon Davis explained, “As a pastor and community member, I saw the gap between community and law enforcement growing wider and wider, here in Spokane and on a national level, and wanted to work on closing the gap. During the summer of

Pastor Shon Davis, Faith Alliance President

“Mistrust is the cause of both sides having a distorted view and/or perception of one another, and also the cause of the intent to bring harm or violence against each other.

The only way to change the perception is to close the gap. It’s easy to judge people from a distance, especially when we have no relationship or emotional connection to them.”



**Pastor Shon Davis, left, with
Mayor David Condon**

2015, I attended a forum with the Chief and Captain Tracie Meidl at the White House to discuss and share best practices on the implementation of the President's Task Force on 21st Century Policing recommendations. When we returned, we established the Faith Alliance, a group of faith leaders in the community who were committed to partnering with local law enforcement to build trust between police and community."

Faith Alliance Goals:

- Build and sustain trust and legitimacy between the citizens and the Spokane Police Department.
- Foster mutual knowledge and understanding between faith leaders and the police department, including the clergy's respective congregations
- Improve mutual understanding, respect, communication and access between the police department, leaders of Spokane's various religious faiths and traditions, and ethnic communities through regular meetings, ride-a-longs, training, and personal communication
- Serve as a catalyst to bring about healing within the community

Many of the Faith Alliance members are actively involved with a variety of SPD functions, including outreach and training. The Faith Alliance has held more than a dozen Community-Police forums, designed to bring understanding and healing through panel discussions with law enforcement and community members, particularly multicultural communities.



Above: Community-Police Forum

Pastor Davis said, "Our forums were created with the intention to bring all parties to the table to have difficult, courageous, face to face conversations, where we can listen and better understand the reason or reasons behind the mistrust.

"Our Faith Alliance has maintained that if we are going to change one's perception of ourselves or of the institution we represent, we cannot afford to remain disengaged from one another. We must be intentional in engaging one another through transparency and honest dialogue around issues that will prove that we all share an equal concern and desire for protecting the rights and lives of all human beings."

The forums, entitled "Bridging the Gap: Building Trust and Legitimacy," were held in different locations throughout the city. All of the forums received positive evaluations by attendees, validating mutual efforts to build trust. An average of 90% of participants agreed that the event

gave the community a chance to be heard. Participant comments were overwhelmingly positive for all the forums. The Faith Alliance plans to hold the next forum in the spring of 2018.

Several Faith Alliance members are involved in youth programs including the Police Activities League (PAL), anti-gang programs, and youth mentoring where we can further our goals of breaking down barriers between law enforcement and youth.

Members have also instructed at department-wide training on issues surrounding race relations, bias, and distrust of law enforcement. The first year involved a presentation on community perspectives about officer-involved incidents across the nation, and the second year involved a Community Relations Workshop with officers. In most police departments, it is unusual to have community members teaching in-service, especially leading discussions on race relations, implicit bias, and use of force.

“The first year especially, some of the initial reactions by officers were defensive, but officers began to really engage with us the second year,” Pastor Davis noted. 92% of officers found the Community Relations Workshop valuable, according to officer evaluations.

Relationships are at the core of the Faith Alliance’s work. Pastor Carl Hampsch said, “Building a network of relationships has been a great benefit. I value the open, heart-to-heart discussions that build connections. I’ve appreciated getting to know members of the community and the department through the Faith Alliance.”

“Feeling comfortable enough to be open, and to share concerns, is powerful,” Leon Covington explained. “You see that officers aren’t robots. They are people with families, with hopes and dreams, and things they want to see in the community.”



Above: Faith Alliance members Leon Covington, Captain Tracie Meidl, and Pastor Shon Davis at PAL

Jim Andrews declared, “The candid conversations we have at the Faith Alliance are impactful. There is a ripple effect from the two-way communication, with more doors opening as a result. SPD leadership has consistently supported these conversations.”

Members of the Faith Alliance credit the strong relationships for sustaining the group through four chiefs. Wendy Bleeker remarked, “We’ve experienced some bumps in the road with the many changes in leadership, and it required the support from the police department for us to continue. It would have been really easy to fall apart.”

“Surviving four chiefs says a lot about the commitment of this group,” added Leon Covington.

Members noted increased transparency as an important outcome of the Faith Alliance, as Chief Meidl sought input from Faith Alliance members on various issues. “When I talk with people in the community, or others working in civilian oversight, people are surprised that the Chief allows us to see body camera video,” Leon Covington explained. “People tend to think that video is being hidden or doctored, so it’s a benefit to be transparent and open.”

Media Protocol for Officer-Involved Shootings

Recommendation 10.6 stated, “SIRR should revise its media relations protocol for 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, the Spokane Investigative Regional Response (SIRR) Team partner agencies now use a standardized template for media releases, and post the releases on their agency’s websites. Major Eric Olsen worked with the SIRR team to memorialize the media relations protocol developed in response to this recommendation. The SIRR Memorandum of Understanding was revised and signed by all partners.

SPD also reinforced with the community that in critical use of force incidents, we will issue a press release as soon as possible (usually within a few hours of the event). This initial release will provide a basic summary of the incident based on the information available at that time. These releases identify 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 releases are shared internally and with members of the Police Advisory Committee at the same time it is shared with the media.

We also offer SPD press releases to the public so that they may receive the releases at the same time as the media.

When possible, SPD reaches out to community groups whose members are affected by a critical incident. For example, if the involved citizen is a client receiving mental health services, we will contact mental health professionals as soon as possible. We use both traditional (e.g., phone, in-person meetings) and electronic means of contacting affected communities.

Community Surveys

Recommendation 10.7 stated, “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.”

Since beginning Collaborative Reform, we have conducted a number of community surveys, which have provided the department valuable feedback.

Citywide Survey

During the fall of 2015, SPD commissioned a citywide survey with Strategic Research Associates.

Key Findings:

- Responses among gender and age segments remain relatively constant with very few statistically significant deviations among the findings of this survey.
- Older populations (55+ years of age) are more likely to be aware of SPD’s outreach efforts and the crime rate reductions, but the entire population thinks that these efforts benefit the community (85%) regardless of any previous awareness of the outreach effort. This older population is also much more likely to get its news from traditional news sources (TV, newspaper) than the younger demographic.
- Just less than half of the population surveyed (44%) have had a recent interaction with the SPD.
- Recent experiences with SPD appear to be tied with age; Individuals with a recent interaction with SPD are more likely to be younger, under age 54. 55% of respondents aged 18-34 have interacted with the SPD in the last 6 months.
- Respondents, in general, moderately lack awareness of SPD’s outreach efforts (54.4% aware of training, 42.1% aware of youth outreach, and 55.7% aware of the creation of specialty units).
- 80% of residents are satisfied with the levels of service they are currently receiving from the Spokane Police Department



Above: Officer Paul Buchmann with a PAL participant at a holiday event

Arizona State University Study Citizen Survey

Dr. Michael White, Janne Gaub, and Natalie Todak conducted a citizen survey in 2015. The study examined citizen perceptions of body-worn cameras (BWCs) in Spokane, but also measured citizen perception of encounters with Spokane Police officers. They concluded that citizens had positive views about the use of BWCs by police, and that citizens who had recorded interactions with Spokane police officers were very satisfied with how they were treated during those interactions.

“The study clearly demonstrates that the citizens we interviewed were very satisfied with their encounter with a Spokane police officer.”

**Professor Michael White,
Arizona State University**

More than 80% agreed/strongly agreed that the officer acted professionally (82.6%) and treated the person fairly (81.6%).

Professor White stated, “The study clearly demonstrates that the citizens we interviewed were very satisfied with their encounter with a Spokane police officer. The vast majority of citizens agreed they were treated in a procedurally just manner: the officer listened; the officer treated them fairly and with respect; and the officer was honest.

“The findings reflect positively on the Spokane Police Department, their relationship with the community, and their efforts to achieve police legitimacy through procedurally just encounters with citizens.”

CP-SAT

SPD administered the DOJ COPS Office Community Policing Self-Assessment Tool (CP-SAT) to community stakeholders in 2013 and again in 2016.

These community stakeholders included participants from a variety of organizations, including the City Human Rights Commission, Center for Justice, Police Advisory Committee, Downtown Spokane Partnership, Neighborhood Councils, NATIVE Project, Peace and Justice Action League of Spokane (PJALS), NAACP, Spokane C.O.P.S., Community Court partners such as Municipal Probation and City Prosecutor, and the Mental Health Steering Committee partners.

Regarding partnerships with SPD, community respondents gave higher ratings in March 2016 compared to April 2013. They also rated SPD’s general engagement and communication with the community higher in March 2016.

Spokane Police Program Surveys

We continually conduct surveys of police-initiated programs like Enhancing the Survival Mindset (ESM) safety awareness classes, Citizen Academies, community forums, and youth outreach programs like the Police Activities League (PAL) and Youth & Police Initiative (YPI). Participants have consistently given high ratings to all of these programs. We use feedback from these surveys to continually improve and evolve our programs.

Diagnostic Center Survey

As part of our engagement with the OJP Diagnostic Center, SPD received training and technical assistance (TTA) to develop additional community surveys. The Diagnostic Center recommended that SPD implement ongoing surveys of groups who are most likely to interact with SPD and utilize citizen contact surveys to establish community trust baseline metrics and monitor change over time.

A law enforcement researcher assisted SPD in developing a robust survey tool to evaluate the impact of community policing initiatives and training concerning the level of community satisfaction and engagement. The survey was conducted in May and June of 2018. 1,589 individuals participated.

Key Findings:

The 2018 survey results showed high rates of community satisfaction with police encounters and adherence to principles of Procedural Justice. Of those respondents who interacted with SPD officer:

- 81% agreed that they were satisfied with how the officer treated them.
- 82% felt the officer treated them fairly.
- 82% felt the officer was respectful.

Survey results indicated that SPD is making progress on building relationships with the community:

- 87% agreed with the statement, “The Spokane Police Department is successfully working to improve its relationship with Spokane residents.”

The survey indicated that respondents value community outreach and interactions with officers:

- 67% responded they would like more police visibility (seeing police drive by, be on foot, attend meetings and events).
- 75% of respondents agreed that SPD’s youth outreach efforts are beneficial to serving the community.

SPD’s recent training initiatives have community buy-in, according to the survey:

- 89% felt that SPD’s training (Crisis Intervention, De-escalation, Implicit Bias, Procedural Justice) is beneficial to serving the community.

The survey also shed light on an area where SPD needs to provide education and increase awareness:

- 57% of respondents answered that they did not know how to file a complaint against an SPD employee.
- 63% responded that they did not know how to compliment or commend an SPD employee.

When designing the 2018 survey, SPD specifically repeated questions from the 2015 Citywide Survey to see if there were changes on how the community viewed the department and if they were more aware of SPD's community outreach and training. The 2018 survey showed some impressive gains in comparison to the 2015 survey.

Relationship with the Community

Agree or Disagree: "The Spokane Police Department is successfully working to improve its relationship with Spokane residents."

- 2015: 56% agreed with the statement.
- 2018: 87% agreed with the statement.

Awareness of SPD's Mental Health Training

- 2015: 54% of respondents were aware that SPD trains all of its officers in Mental Health, Crisis Intervention, and De-escalation tactics.
- 2018: 86% were aware that SPD provides training on how to deal with persons in crisis (a 37% increase from 2015); 82% were aware that SPD provides de-escalation training; and 63% were aware that SPD provides training on how to connect people with the most appropriate services.

Awareness of SPD's Youth Outreach Programs

- 2015: 42% of respondents were aware of SPD youth outreach programs.
- 2018: 56% of respondents were aware of SPD youth outreach programs (a 25% increase from 2015).



Above: Neighborhood Resource Officer Scott Hice as Batman visiting elementary schools

TRAINING

Several Collaborative Reform recommendations involved training, including:

- ✓ Use of Force Training
- ✓ Procedural Justice Training
- ✓ Mental Health Training
- ✓ Promotional Training
- ✓ Creation of specific Training Plans
- ✓ Purchase of updated Training Software
- ✓ Enhanced training for Internal Affairs Investigators

“Effective training is critical for law enforcement officers. Due to the complexities of policing today, its significance cannot be overstated.”

Chief Craig Meidl

Use of Force Training

Recommendation 4.1 suggested that SPD train its officers on the proper reporting of use of force tools and tactics used in an incident. Policies and tactics were updated and SPD continues to provide officers with enhanced training in these areas, including:

- ✓ Use of Force Report Writing
- ✓ Training on Use of Force Policy
- ✓ Annual Defensive Tactics Recertification
- ✓ Annual Force Options Recertification

All officers completed Use of Force Report Writing training in 2015 as recommended by the COPS Office. The class utilized reality-based training and a workshop atmosphere to enhance the learning experience and environment. The primary goal of the class was to emphasize the Graham factors in applications of force, demonstrated via written reports, and as a guide for decision making prior to utilizing objectively reasonable force. The reality-based Use of Force Report Writing class training contained report writing, Verbal de-escalation, defensive tactics, patrol procedures and criminal procedures. Use of Force Report Writing training is mandatory training for all newly hired officers.

During spring 2016 In-Service, officers received training on new use of force policies with an emphasis on proper documentation of the use of force.

In 2016, SPD began annual Level I and Level II Defensive Tactics Re-certification classes for all officers. The curriculum is memorialized in our revised best-practices Defensive Tactics manual. Lieutenant Kendall asserted, “We hold ourselves accountable with mandatory annual Defensive Tactics training. More frequent, shorter-duration training sessions improve officer proficiency and proper decision making.”

SPD also implemented mandatory recertification classes on an annual basis. SPD provides recertification on various control devices including OC (i.e., pepper spray), Baton, Special Impact Munitions, TASER™, and the Lateral Neck Restraint control technique.

“The quality of officer reports has improved dramatically, but what’s better is the decision making. We are seeing better decision making with force options in the field. It’s a result of our emphasis on Graham v. Connor in our policy and training.”

Lieutenant Shawn Kendall

All SPD supervisors have been trained on Blue Team, the software used for reporting use of force, and use of force documentation. This training occurred on a number of occasions:

- In February 2015, we trained supervisors on the use of Evidence.com to view videos associated with administrative use of force reports and in the proper way to memorialize all video evidence for non-deadly force investigations.
- In September 2015, we provided Blue Team software and IA Procedures training.
- In January 2016, we offered Blue Team software and IA Procedures training to all new sergeants and officers who would likely promote to sergeant.
- In May 2016, we provided training on officer report writing, proper terminology, training on properly documenting specific applications (e.g., LNR, intentional pointing of a firearm) and changes to the updated Defensive Tactics manual, with emphasis on the resistance threshold guidelines.
- Use of Force topics are regularly part of monthly supervisor training, and training topics are often generated from the Use of Force Review Board (see Investigation and Documentation section).

Procedural Justice Training

The COPS Office recommended that SPD leadership emphasize the importance of procedural justice policing practices and provide additional training on these topics (Recommendation 5.3). According to the COPS Office website, procedural justice refers to the concept of fairness in the processes that resolve disputes and allocate resources. It is a concept that, when embraced, promotes positive organizational change and bolsters stronger relationships. Procedural justice speaks to four principles, often referred to as the four pillars: fairness in the processes, transparency in actions, opportunities for voice, and impartiality in decision making.

Pillars of Procedural Justice:

- Fairness
- Transparency
- Voice
- Impartiality

The COPS Office specified that our SPD instructors needed to attend an official Train-the-Trainer program in order to have agency staff capable of training the rest of the department. The COPS Office connected SPD to

the University of Illinois at Chicago's Center for Public Safety and Justice (CPSJ), an agency developing Procedural Justice curriculum for the COPS Office.

CPSJ provided on-site training for all SPD supervisors in January 2016. Eighty-five supervisors, sworn and civilian, attended the course. The curriculum included testing for understanding of the material covered. The average pre-test score was 28 and the average post-test score was 95, a 67% increase in knowledge.

Denise Rodriguez with CNA worked diligently to coordinate SPD instructors' attendance at the Train-the-Trainer as soon as the new front-line officer curriculum was ready (May 2017). SPD sent instructors in June 2017 and provided training to the rest of the department in August and September 2017. Our instructors trained 246 Spokane Police Officers. Similar to the supervisor course, the line-level curriculum included testing for understanding. The average pre-test score was 29 and the average post-test score was 93, a 64% increase in knowledge.

SPD instructors also taught procedural justice classes to Kalispel Tribal Police officers, Spokane County Sheriff's Office deputies, and Spokane Public Schools Resource Officers.

SPD also hosted a course for the community to share our curriculum and ask input for future training. We reached out to groups that had been involved in Collaborative Reform and organizations representing marginalized communities.

Agencies Represented in the Community Class

- Lutheran Community Services Northwest
- Police Ombudsman Commission
- Police Advisory Committee
- Disability Resource Team

Sergeant Mike Carr, Procedural Justice Instructor



"Procedural Justice training was really beneficial. The four pillars help show in a clear and concise way *what* we should be doing in our job; legitimacy with the public and officer safety is the *why* we should be doing that.

The other concept that made a difference for me is that process is more important than the outcome."

- I Did the Time
- Spokane Fire Department
- Spokane Police Faith Alliance
- Spokane Police Accountability Reform Coalition
- Peace and Justice Action League of Spokane
- Chief Garry Neighborhood Council
- Salish School of Spokane
- Parents and Friends of Lesbians and Gays
- NAACP Spokane Chapter
- Spokane City Human Rights Commission
- Spokane Police Mental Health Steering Committee
- Smart Justice Spokane
- Spokane Regional Law and Justice Council
- Fuse
- Hispanic Business and Professional Association
- World Relief
- Eastern State Hospital
- WorkSource Employment Center
- Eastern Washington University
- Spokane County Juvenile Court
- Revive Reentry Services

Community members attending the class gave positive feedback. 95% of participants agreed with the question, “Was this training effective in explaining the DOJ COPS Procedural Justice for Officers curriculum?” 91% of participants agreed with the question, “Do you feel like the instructors answered your questions?”

“The training was a real eye opener and I wish every citizen would go through this.”

Colleen Gardner, Chief Garry Neighborhood Council

86% of participants agreed with the question, “Did this training help further our goal of building trust and legitimacy between the community and law enforcement?”

Instructor Sergeant Mike Carr stated, “It was a great experience teaching the community class. We had some really good conversations. They had a lot of questions and wanted to engage. We heard from the participants that they wished the class was longer.”

Shar Lichty, Organizer with the Spokane Peace and Justice Action League (PJALS) and affiliated with the Spokane Police Accountability Reform Coalition (SPARC), felt the training was a great opportunity. “Important dialogue took place,” she said. “It was helpful to hear community perspectives and officer perspectives. I’d be interested in doing it again.”

Related Training: Implicit Bias

Although Implicit Bias training was not a Collaborative Reform recommendation, it is part of the recommended training outlined in the Final Report of the President's Task Force on 21st Century Policing, and Chief Meidl felt it was important to provide Implicit Bias training to all officers. Implicit bias refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner (unlike explicit biases).

Chief Meidl explained, "The implicit associations we harbor in our subconscious can cause people to have feelings and attitudes about other people based on characteristics such as race, ethnicity, age, and appearance. These associations develop over a lifetime beginning at an early age through exposure to direct and indirect messages. In addition to early life experience, the media and news programming are often-cited origins of implicit associations. Having a better understanding of human perception will not only serve to increase our own self-awareness, but also provide insight into the attitudes and behavior of those we encounter."

SPD provided Implicit Bias training to all officers in 2017. The training focused on awareness of implicit bias, understanding how it can influence behavior, and learning to combat potential biases. The class also included a portion on emotional intelligence and cultural intelligence.



Officer Winston Brooks, pictured left, is a certified Washington State Criminal Justice Training Commission instructor, Emergency Vehicle Operator Course (EVOC) instructor, and Defensive Tactics instructor with Spokane Police Department. He also serves on the Public Information Officer (PIO) Team, Patrol Anti-Crime Team, and Dignitary Team.

Officer Winston Brooks led Implicit Bias training for SPD in-service. Officer Brooks instructs on Implicit Bias for recruits in the Basic Law Enforcement Academy (BLEA) and has trained other department instructors to assist him at In-Service. Having several instructors trained to teach Implicit Bias is especially helpful as we can provide ongoing training to officers, as well as train new hires and SPD volunteers.

Mental Health Training

Community stakeholders praised SPD's mental health training more than any other Collaborative Reform recommendation.

Erin Williams Heuter, Director of Victim Advocacy Services and Education at Lutheran Community Services, remarked, "Mental health training is where I've seen the most intense effort and hard work. It goes to show what happens when you invest in something."

John Lemus, District Two Commissioner for the Spokane Human Rights Commission, stated, “I’m proud of the strides SPD has made to engage the disability community through community outreach. We have also seen through CIT/ECIT training a better quality of interaction between law enforcement and individuals with disabilities.”

Crisis Intervention Team (CIT) Refresher Training

Spokane Police Department's Crisis Intervention Team (CIT) training program began in 2000 with the mission to train officers for better encounters with people in crisis. The initial design was made possible by a close collaborative partnership with Frontier Behavioral Health (FBH). FBH and SPD met with local mental health partners to draw subject matter experts from our community to provide instruction in the 40-hour course. Some of the participating agencies included Washington State University, Department of Corrections, Division of Developmental Disabilities, Veterans Administration, Spokane Fire Department, Spokane Public Schools, and the National Alliance on Mental Illness.

At the time of the Collaborative Reform assessment in 2014, SPD had just finished department-wide CIT training for officers and needed to develop and implement follow-up training for those officers who had taken CIT more than two years previously. Recommendation 7.6 stated, “SPD should institutionalize the CIT training by updating its training policies to reflect the CIT recertification requirement.” In 2017, the Washington State Criminal Justice Training Commission also developed statewide mandatory refresher training for all commissioned officers.

In early 2015, then-Training Director Kevin King and Sergeant Dan Waters met with Staci Cornwell, Director of Crisis Response Services at FBH, to revive a prior refresher training that built on the original 40-hour training. The refresher training consisted of four hours of practical training with a mental health professional (MHP) at Crisis Response Services. Working alongside mental health professionals allows for collaborative

What is CIT training?

CIT teaches officers:

- **How to deal with persons in crisis**
- **How to recognize different types of mental illness**
- **How to get the person the most appropriate services**

“The department should be credited with their efforts towards continuous quality improvement and asking the question, ‘What’s next? Is there more we can add to further rebuild trust with the community?’ The department is not afraid to use evidence based best practices to further their innovative approaches to quality improvement.”

**Jan Dobbs, Chief Operating Officer
of Frontier Behavioral Health**

problem-solving and relationship-building with the MHPs in addition to opportunities to use and build upon their existing knowledge and skills. The refresher training pairs officers with MHPs in responding to initial requests for help and providing face-to-face assessments with clients. During the training, officers observe various strategies for building rapport, as well as communication and persuasion techniques used by MHPs.

Ms. Cornwell and Sergeant Waters presented the refresher curriculum to the SPD Mental Health Steering Committee on March 19, 2015. Training began April 1, 2015 at Frontier Behavior Health Crisis Response's 24-hour facility. At this point, all but the newest officers have completed both the 40-hour CIT class and CIT refresher training. The Training Plan lists the requirements for the CIT refresher training and SPD continues to follow this protocol.

With the passage of Washington State Senate Bill 5311, also called the Douglas M. Ostling Act, Washington State provided mandates for CIT and CIT refresher training. Due to the Ostling Act, all Washington law enforcement recruits will receive 8 hours of CIT training as part of the Basic Law Enforcement Academy (BLEA). Two hours of refresher training will also be required annually. The Commission will make efforts to provide the 40-hour CIT training to at least 25% of all patrol officers in the state. The "enhanced" 40-hour training described in the bill is what SPD has instituted as the basic requirement for all officers.



Above: Officers discussing community resource options on a mental health call

Based on this new refresher training instituted by the Commission, SPD will now utilize the state-mandated CIT refresher training rather than the training we designed with Frontier Behavioral Health. This will not affect SPD's collaboration with our mental health partners on surrounding initial CIT training.

Enhanced Crisis Intervention Team Training (ECIT)

In 2015, SPD debuted Enhanced Crisis Intervention Team Training (ECIT), a program developed in partnership with Frontier Behavioral Health.

Ms. Dobbs explained, "After CIT and CIT refresher training, officers provided feedback on their training evaluations that they wanted to know how to talk with people in crisis. ECIT was a way to build on the 40-hour CIT training to bridge the communication gap and provide officers with a communication approach they could use in any situation."

During the 2015 training, officers received significant training on Motivational Interviewing (MI). MI is an established evidence based practice, often used by mental health professionals, originating in the field of substance abuse treatment. Use of MI can enhance the client's intrinsic

motivation for change and improve treatment outcomes. ECIT Officers trained on MI techniques with youth and adults with psychiatric conditions and with practice applying MI concepts to risk assessments for suicide and homicide. Attendees also received training on involuntary treatment assessments and tactics used to apply MI in situations involving people in crisis. MI is non-judgmental, non-confrontational, and non-adversarial approach, which lends to increasing the individual's self-awareness of the potential problems, consequences experienced and the resulting risks due to his/her behavior.

The 2015 initial ECIT curriculum included 64 hours of training and immersion into community agencies (in addition to the initial 40 hours of CIT training) to provide officers with the opportunity to use MI in behavioral health settings. Officers teamed with mental health professionals and immersed themselves into various agencies with the goal of using four basic interactive skills of MI: asking open-ended questions, providing affirmations, using reflective listening, and periodically providing summary statements related to the individual's stage of change. Officers experience how MI can be used in any situation, regardless of the type and severity of the encounter.

The initial ECIT training included mandatory immersion experiences at the following locations: Methadone clinic at Spokane Regional Health District, Sacred Heart Medical Center, Excelsior Youth Center, and Frontier Behavioral Health (FBH) Crisis Response Center. Other optional immersion sites included time with agencies such as Detox, Homeless Outreach Team, Veterans Administration, FBH Adult Recovery Services, FBH Integrated Co-Occurring Services, and Northwest Autism Center. Mental health professionals participating in the ECIT training also participated in immersion experiences in law enforcement, spending time at the Downtown Precinct and going on ride-alongs with officers.

In 2016 and 2017, MI expert Casey Jackson, Director of Institute for Individual and Organizational Change, provided 24 additional hours of MI training with the ECIT class, using mock scenarios and body worn camera footage to confirm MI training was properly used at an application level and to fidelity in the encounters.

Following the training received from Casey Jackson, SPD provided refresher training on motivational interviewing in the fall of 2017 to officers and mental health professionals. In addition to

Motivational Interviewing (MI)

One of the principles of MI is providing empathy through reflective statements. The MI training intends to enhance officers' empathy skills and their increase their ability to maintain equipoise in difficult situations.

When officers use communication techniques that make people feel heard and understood, it breaks down resistance and tends to de-escalate situations. MI has great potential as another tool for officers to effectively communicate with people and elicit cooperation and voluntary behavior change.

Examples of desired behavior change could be deciding to accept help in a mental health crisis or leaving a situation voluntarily with an officer without fighting.

reviewing body camera video for fidelity to MI and de-escalation techniques used with individuals with a mental illness who were in crisis, training was also provided on use of force options. SPD also developed a training bulletin of appropriate crisis resources and identified ECIT officers as resources for the rest of the police department due to their specialized training.

ECIT Pilot Project

Building on ECIT, Frontier Behavioral Health implemented a pilot project from December 20, 2016 to August 5, 2017, teaming a mental health clinician with an ECIT-trained patrol officer to help stabilize community members who are in crisis and divert them to appropriate community resources. The Mobile Community Assertive Team (MCAT) clinician rides with an SPD officer and responds to various calls. Together, this team, who are members of the ECIT program, use Motivational Interviewing in every encounter. For those contacts where safety is a concern due to possible criminal activity, the mental health professional remains safely away from the scene and joins the ECIT officer once the situation is secure. This team approach has reinforced the notion that once an individual in crisis has been taken into custody, attention to trauma informed care and the use of motivational interviewing skills can still be used to further stabilize the situation. This team is trained to refer individuals to appropriate community resources where follow up is provided to assist the individual with the agreed upon plan made with the officer, mental health professional and the individual.



Above: Officer John O'Brien with Matt Emerson and Chris Smith from FBH.

Officer John O'Brien was one of four officers who participated in the pilot project and rode with clinician Matt Emerson. "When Matt is with me he's my partner for the day. It's such a benefit when a person is in crisis to have someone there who understands what the resources are," he explained. "In my line of work, sometimes people are more amenable on the front end to getting services versus waiting a few days and Matt is right there in the moment."

This team has been successful in diverting individuals from jail, emergency departments and involuntary psychiatric inpatient treatment. Jan Dobbs, FBH's Chief Operating Officer, documented the success in a Community Diversion Team White Paper for the City of Spokane. The team had contact with 140 individuals with the following results:

- 76% (106) of the individuals accepted resources and greatly appreciated the immediate assistance provided.

- 63% of the individuals were diverted from the emergency department due to the presence of a clinician who could conduct an immediate risk assessment and provide linkage to community resources.
- 10 individuals received multiple contacts by the clinician and officer, including one individual contacted 5 times; all contacts with this group occurred in the community and none were transported to the emergency department.

The team was able to reduce the time at the hospital emergency department. Officers typically spend 1-2 hours in the waiting room of the emergency department before taking an individual with behavioral health concerns into the ED medical treatment area. During the pilot project, the wait time was reduced to approximately 30 minutes. Ms. Dobbs asserted that the clinician's familiarity of the operations of the ED, medical and social work staff, and the "behavioral health" language used resulted in the team returning to service in a fraction of the time that it would have taken an officer who was not involved in the pilot project.

"The ride-along program is so effective because it's all about relationship-building and it leads to better encounters," Ms. Dobbs said. "Individuals leave the encounter with a positive impression, understanding that law enforcement is a resource; they are there to help you."

The pilot project shows the potential impact that ECIT-trained officers and mental health professionals can have on meeting the needs of individuals in our community who are suffering a mental health crisis. Frontier Behavioral Health is continuing to search for funding opportunities to create a long-term team similar to this pilot project, that can proactively divert individuals with no or low medical or psychiatric risk from jail or emergency departments to less costly and more appropriate community services/resources.

Collaboration is Key to Mental Health Training

SPD's mental health training program is a model for collaboration, with long-standing relationships between police and mental health providers and a strong commitment to improve encounters. Using the Behavioral Health Steering Committee (BHSC) as the vehicle to convene behavioral health stakeholders, representatives from behavioral health outpatient and inpatient providers, department of corrections, local hospitals, providers for developmental disabilities, children services, Spokane Public Schools, and law enforcement meet regularly. These stakeholders represent a wide range of perspectives, some working with very specific populations, while looking at response, resiliency, and recovery through the lens of trauma-informed care. The BHSC provides these community stakeholders with a venue where community perceptions/concerns can be shared, agency updates can be discussed, and furthering the relationship with all stakeholders can occur. These discussions are used to help SPD further refine the CIT and ECIT training curriculum, and policies and practices can be refined or developed to improve encounters with law enforcement as well as each stakeholder.

In addition to the opportunities for continuous quality improvement efforts afforded by the BHSC, a sub-group of the committee has planned and provided the logistics for the Together Everyone Achieves More (TEAM) conference, highlighting the collaborative partnership and best practices of mental health professionals and first responders when intervening with the behavioral health population. SPD has sent 20 or more officers to the TEAM conference each year, which offers officers advanced training on a variety of mental health conditions and therapies, marginalized populations, medication and substances, Mental Health First Aid, cross-system collaboration, best practices for responding to those suffering a mental health crisis, and additional Motivational Interviewing.



Above: Behavioral Health Steering Committee members

Promotional Training

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

In 2015, Lieutenant Dave Overhoff assembled a committee to provide input on training requirements for each rank (e.g., detective, corporal, sergeant) and to provide input on creating a formal mentoring program for newly promoted officers. The committee consisted of the

Training Director, Investigations Captain, Rangemaster, and representatives of the various ranks. Lieutenant Overhoff interviewed many other line-level employees to research available trainings and determine which trainings employees felt were most valuable.

Based on recommendations from this committee, SPD updated our training materials. Instead of publishing a single large manual that frequently becomes outdated as materials and policies change, we have utilized an interactive electronic manual to facilitate the updating of this material. All of the training materials for each rank are included; materials are also available in electronic folders housed in the Training Unit.

In addition, SPD developed formal mentoring programs for the ranks of sergeant and detective. Mentors evaluate the probationary employees throughout their promotional period, using standardized criteria determined by subject matter experts. One newly promoted detective described the Investigations Division as a “whole different world from patrol” and credited his mentor for introducing him to that world. Thus far the mentoring program has been successful in having staff members transition to new supervisory roles.

As a new detective, Sergeant Zac Dahle appreciated the mentoring program. He was assigned two mentors who went through the curriculum with him and provided practical experience. For example, one mentor accompanied him to various locations while explaining processes common to the position (e.g., jail, Geiger Corrections, Prosecutor’s office). It was beneficial to make the introductions with people he would be working with outside of SPD as well as experience first-hand new tasks associated with detectives. It helped him to “learn by doing” rather than reading about a new process.

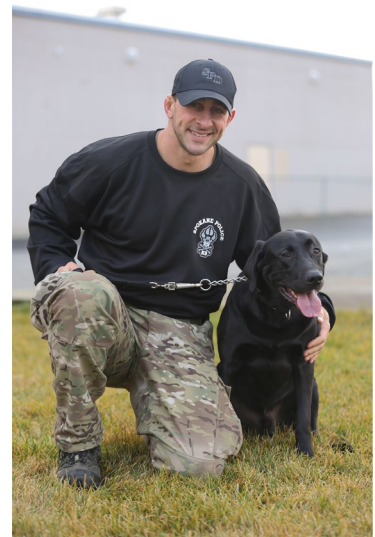
SPD also implemented an in-house training program for the ranks of detective, corporal, and sergeant, using department subject matter experts and other local resources from Spokane County and Washington State to provide employees with the information needed for a smooth transition into the ranks.

Captain Brad Arleth, who oversees Investigations, explains, “SPD makes an intentional effort to provide training to supervisors and officers identified as likely to be promoted via civil service, or

Mentoring

“The mentoring helped get my feet under me in the process of learning a different work routine from composing Use of Force reviews to sending out notifications on major events. I had a great mentor who also provided me with all the appropriate department documents that a sergeant would need for different situations.

Without this mentoring, I would have felt like I was blindly trying to find my way through a maze.”



**Sergeant Sean Wheeler
with K9 Ryker**

officers who self-identify as interested in further developing their skills. One avenue SPD utilizes is to hold an Investigator School on an on-going basis. The training is provided by department subject matter experts and experienced detectives. The attendees for the last training included supervisors who were recently promoted, Neighborhood Resource Officers, Patrol Anti-Crime Team members, officers in line to be promoted to detective, and patrol officers assigned to the Domestic Violence Unit. The course content was aligned to give not only an overall perspective of investigative skills and techniques, but also enable attendees to learn best practices for interviewing, collecting evidence, writing search warrants, and testifying in court.

The attendees have given feedback that the class helped them in their day-to-day work, enabling them to provide better customer service to citizens by being able to put together more complete initial investigations and secure interviews and evidence for cases that are followed up by detectives. Detectives similarly commented that they see improved work product from the field officers that allow them to build better cases. SPD anticipates continuing holding these training sessions in the future, with modifications to the curriculum depending on both experience level of attendees and new developments in case law, criminal law, and technology.”

Sergeant Dahle commented that his transition to detective would have been so much more difficult if he had not gone through the Investigations School. He stated, “Most officers do not have the opportunity to interact with many people in the Investigations Division while on Patrol. The school gave officers the chance to get to know the people and have the seasoned experts as a resource.”

“We have done a complete turnaround in our approach to training officers as they are promoted so that they are prepared for the challenges of their new positions.”

Major Eric Olsen

Corporal and Sergeant Academies also offered several days of in-house training from local subject matter experts. The Corporal Academies covered a wide range of topics specific to corporal duties including forensic photography, video, collision reporting, fingerprinting, and serving court orders. Supervisory skills are another crucial part of the curriculum, as corporals are often asked to fill a supervisory role in the absence of a sergeant.

Newly promoted sergeants and officers who were likely to promote to sergeant attended the Sergeant Academy. Lieutenant Shawn Kendall and team provided training on the multiple software programs that sergeants routinely use and covered topics such as staffing, approving reports, and personnel issues. Throughout the training, attendees were able to practice their new skills, handling administrative duties throughout the training (approving reports, managing staffing levels, triaging calls). Instructors emphasized the fundamentals of team leadership and personnel issues throughout the week of training.

The Sergeant Academy debrief resulted in consistently positive feedback. Some of the comments included:

- “This is the best in-class training I have received in 15 years.”
- “I really hope this continues.”
- “Overall, very good information. I feel a lot more prepared to be a sergeant.”
- “The Sergeant Academy was amazing.”

Lieutenant Overhoff, who taught the “Critical Conversations” class about performance related issues (e.g., confronting employee behavior without creating an adversarial environment, performance plans, common employee problems) says that that part of the training is crucial to supervisor success and a healthy, productive work environment. New supervisors tended to be the most nervous about handling personnel issues and continued to reach out to him after the class. He has provided additional mentoring to supervisors to offer guidance with difficult employee situations.

It is also worth noting that we made a significant investment in other leadership training areas as well during this time. Sixty supervisors and soon-to-promote officers completed the 120-hour Leadership in Police Organizations (LPO) course offered by the International Association of Chiefs of Police (IACP). The LPO course is the IACP’s flagship leadership and development training program. The curriculum involves leadership at various levels: leading individuals, leading groups, and leading organizations. Both Civilian and sworn employees attended LPO. Lieutenant Overhoff noted, “LPO has been a huge asset for our department, mainly because of the focus on critical thinking skills.”

“Investing in our employees is vital to our success,” Chief Meidl said. “We are proud of the gains we’ve made in promotional training due to Collaborative Reform and look forward to continuing these efforts into the future.”

Training Plan



Above: SPD Academy

The COPS Office recommended that we establish a committee to evaluate and determine department-wide training needs and develop an annual training plan (Recommendation 7.2). Major King, who was then the Training Director, assembled a group of individuals from various parts of the department: Training Unit, Academy instructors, Investigations, Patrol, Internal Affairs, Community Outreach, and civilians.

The Training Plan Committee created the 2016 Training Plan, which included goals for commissioned employees, goals for civilian staff, and goals for community members. It listed

mandatory officer training (e.g., use of force training, firearms training, CIT) as well as short-term training needs (e.g., New World CAD/RMS training, Procedural Justice Supervisor training).

The plan also specified that when planning future training, the Training Plan Committee consider recommendations from various sources (e.g., Use of Force Review Board, Deadly Force Review Board, Internal Affairs cases, employees, citizen advisory groups, research, and current events). The Committee was careful to document recommendations in the plan and to include them in future training.

The Training Plan Committee continues to meet on a quarterly basis to assess department needs and maintain, review, and update the training plan.

Training Software

Recommendation 7.3 stated, “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.” SPD purchased new training software in September 2015 and trained employees in its use from October 2015 through January 2016.

This new software system captures department-wide training, and provides an opportunity to run audits. A few months after the software implementation, Lieutenant Shawn Kendall stated, “Utilizing this software, our accountability for training documentation is greatly improved.” SPD’s ability to more easily track training and determine who has missed necessary courses is enhanced with the use of this software.



Above: Officer Gene Baldwin

The software’s Field Training Officer (FTO) module enhanced the department’s FTO program. A few months after the software was implemented, then-FTO Coordinator Gene Baldwin said, “The two biggest things for us are the time savings and the better records keeping. The software makes the process more efficient. Previously, everything was paper or a Word document that was shuffled around through email or interoffice mail. Now there is one location for all records and it is electronic.

“Supervisors can log in from their office to check FTO or recruit progress reports. They no longer have to drive out to the Academy. FTO Record-keeping is so much better. The coordinator can easily do audits throughout the year. Things do not fall through the cracks with the use of this system. Overall, it is way better!”

Training for Internal Affairs (IA) Investigators

Recommendation 8.8 stated, “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.”

During the Collaborative Reform process, researchers identified a deficiency in training IA investigators. In response, we adopted a formal training plan for members of the IA Unit. New members of the unit will undergo no less than 120 hours of formal training in their first twelve months. Each year thereafter, each member shall attend 80 hours of continuing education. The training received shall be in the areas of Internal Affairs, Interviewing, Use of Force Investigations, Officer Involved Shootings, Labor Law, Discipline, Arbitration, or any other topic applicable to the investigation of misconduct or deadly force incidents. The IA Standard Operating Procedures (SOP) lists these new training requirements for IA investigators.

Assistant Chief Justin Lundgren communicated the training requirements to other members of the department by disseminating the IA SOP department-wide upon adoption in September 2015. He also presented the SOP at Supervisor Training. Office of Professional Accountability staff members shared the new requirements with the public through the OPA’s continuing outreach efforts (e.g., small-group meetings, presentations, and emails to community stakeholders).



Photo credit: Corporal Matt Rose

IMPROVING SPD

This section outlines several recommendations and department initiatives:

- ✓ Culture Audit
- ✓ Internal Communication
- ✓ Staffing Study
- ✓ Body-worn Cameras
- ✓ Citizen Contacts Study
- ✓ Stakeholder Suggestions for Improvement

Culture Audit

Recommendation 4.6 stated, “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.”

In their final report issued in 2013, the Use of Force Commission originally recommended “Conduct a culture audit of the SPD,” due to the Commission’s concerns about the health of SPD culture. At the time we began our engagement with the DOJ COPS Office, we had not begun work toward the recommendation. We faced hurdles during the initial stages of fulfilling this recommendation, as there were so few examples of culture audits specifically conducted on law enforcement organizations at the time. The Use of Force Commission discussed this issue on February 13, 2015 at the release of the Commission’s Final Report and referred the matter to Spokane Police Department.

Program Professional Kathy Armstrong was designated as the lead staff person for the culture audit project. From December 2015 to January 2016, Ms. Armstrong sought input from internal and external stakeholders on the scope, process, and reporting of the culture audit.

She spoke with 40 SPD employees, the City’s Director of Multi-Cultural Affairs, the police chaplain, and police psychologist.



Above: Chief Meidl and Gloria Ochoa, the Director of Multi-Cultural Affairs

She consulted 43 individual community members and various groups representing broad backgrounds in our community, including members of the SPD Mental Health Steering Committee, Mayor’s Advisory Council on Multi-Cultural Affairs (MACMA), Faith Alliance, and the Spokane Regional Law and Justice Council.

Ms. Armstrong compiled all of the stakeholder input. She also incorporated material from “Recommendations, Part 1 of 2, to Spokane Mayor David Condon, From the Police Leadership Advisory Committee (PLAC)” and material from a memo prepared by the Smart Justice Executive Committee, which listed the committee’s recommendations for the project.

In March 2016, Jim McDevitt, then the Director of Law Enforcement and Mayor Condon authorized Ms. Armstrong to contact academic institutions to gauge their interest on partnering with SPD on this project. SPD contacted JoAnn Danelo Barbour, chair of Gonzaga University’s doctoral program in Leadership Studies, to gauge Gonzaga University’s interest in leading the culture audit. Ms. Armstrong shared the recommendations and stakeholder input with Dr. Barbour. Dr. Barbour was interested in having her doctoral students participate in research during the fall 2016 semester. We formalized the research agreement with a contract.

Before the research project began, Dr. Barbour met with community and department stakeholders to discuss the project and areas of concern from both SPD and the community, understandings of culture, types of events and trainings for the researchers to observe, and to create a pool of questions for possible use in interviews and surveys. Members from this group



Above: Sergeant Mike McNab and Erin Williams Heuter, Lutheran Community Services

included, from the community: Inga Laurent, Rick Mendoza, Brian Newberry, Matt Newberry, Phil Tyler, Erin Williams-Heuter, Stephy Nobles Beans, Makayla Desjarlais, and City Councilwoman and Public Safety Committee Chairperson Lori Kinneer; and from the SPD: Justin Lundgren, Tom Hendren, Dave Singley, Rich Meyer, Jake Jensen, Josh Laiva, Tanya Hauenstein, and Kathy Armstrong.

The project began in October 2016 and involved 100 interviews, approximately 60 observations (e.g., training, internal and community meetings) and a department-wide survey. The final report was released in March 2017.

As outlined in the Executive Summary of the Findings on page 4, the Work Culture Audit Report featured four themes:

Shared Values Support Police Work That is Eventful and Variable

The research team stated they heard and saw shared values of honesty, trust, and a strong work ethic values expressed in interviews, survey responses, and in their various participative experiences.

Becoming One of Us

Employees desire organizational stability and stable leadership because of the unpredictable, variable, and complex nature of police work. Stability can be achieved by maintaining a strong culture, but a strong culture can make it difficult for newcomers to enter.

Climate: Morale, Staffing, and Leadership

Morale, staffing, and leadership affect the climate of the work culture of SPD. Many suggestions were made surrounding leadership of SPD, including desired behaviors for interacting with staff, methods to improve agency morale, and adding more staff to SPD.

Connecting with the Community

Participants in the study discussed their relationship with the community and the many factors that can influence these relationships. The authors made suggestions about improving communication and community engagement.



Above, celebrating World Refugee Day

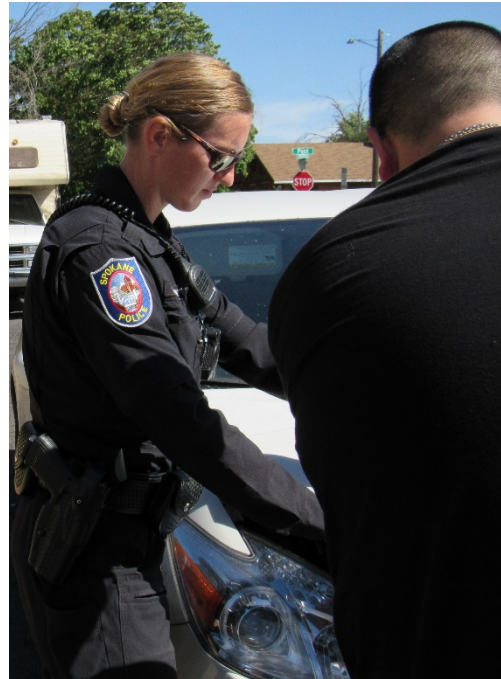
The report's findings fall into the four themes:

Theme One:

- Shared values result in a strong, tight culture, but it can be difficult to integrate into the culture.
- Police work is unpredictable and often deals with “bad stuff;” many officers felt that most community members do not fully understand the dynamics of police work.

Theme Two:

- Some civilian employees do not feel part of the SPD team.
- Diversity among leadership is lacking.
- Some officers felt that women and minorities do not have the same opportunities for advancement or being accepted as part of the team.



Above: Officer Caitlyn Anderson

Theme Three:

- Staffing issues and changing leadership can influence morale, community engagement, and for officers and civilians being able to perform their jobs in the manner which meets their standards of work ethic.
- Employees interviewed and surveyed wanted to give the new Chief an opportunity to improve the department, but were waiting for a cohesive direction and strong stand in supporting them.
- Communication within the department could be improved.

Theme Four:

- There is a disconnect between what the SPD thinks they provide as engagement and what the community may perceive or need as engagement. Employees tended to view community engagement as building relations and education or sharing of information, but often did not include listening.



Above: "Coffee with a Cop" in the Chief Garry Neighborhood

The report also validated many positive things about the department. In the interviews, employees spoke with pride about the opportunity to work in Spokane, their love of the community and for the department.

80% reported that they find satisfaction in their job.

In the Culture Audit survey, 93% of employees agreed with the statement, "I work with officers and civilians who are professional in their work."

We were fortunate to have assistance in addressing the areas of weakness and building on the positive areas identified in the report. Before the Culture Audit research began, we had asked for technical assistance from the DOJ Office of Justice Programs (OJP) Diagnostic Center to help us further our community policing efforts with our existing resources. The Diagnostic Center had also recognized our need to build trust within the department and in the community, and they had arranged for consultants to work with us after the conclusion of the Culture Audit.

We immediately began the "Blueprint for Building a Culture of Trust," a process designed to help an agency understand their current culture, define their ideal culture and build an action plan to bridge the gap. In April 2017, Diagnostic Center consultants made a site visit and organized focus groups with department leadership, line-level officers, civilian staff, and community stakeholders, to gather additional input beyond the Culture Audit and the stakeholder interviews conducted by Ms. Armstrong.

The Diagnostic Center consultants recognized two areas of strength to build upon, including community engagement and leadership visibility and approachability. They listed the following opportunities for the department:

- Define values, vision, and mission
- Improve effectiveness and efficiency of participatory decision making
- Improve internal communication

We are continuing work on these focus areas, including follow-up surveys with employees and surveying the community with the assistance of the Diagnostic Center. The Diagnostic Center is also providing technical support in three other support areas: Communications, Problem Solving, and Community Engagement.

Separate from our work with the Diagnostic Center, SPD has begun work on several of the other challenges identified in the Culture Audit. For example, in order to hire a more diverse workforce, the Training Unit has conducted multiple Hiring Workshops at community centers, libraries, and

area colleges, and has targeted outreach to minority communities over the past few months (e.g. recruiting booths at powwows).

Erin Williams Heuter, Director of Victim Advocacy and Education at Lutheran Community Services Northwest and a member of the Police Advisory Council, participated in the culture study meetings with Dr. Barbour prior to the research project. She noted, “It was powerful to read the quotes from the officers. I’d really like to see the follow up on areas of concern, such as female officers, staffing, and employees feeling valued.”

Internal Communication

Recommendation 5.1 stated, “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.”

Researchers noted in their 2014 assessment that there had been many changes to the organizational structure and the department’s policies and procedures over the past 18 to 24 months. Some of these changes were not consistently communicated with all members of the department, including those most impacted by the changes. Officers stated their understanding of the need for change but expressed a desire for better communication.



Above: Chief Craig Meidl, Captain Tom Hendren, and Officer John Tyler at the PAL program BBQ

The COPS Office recommended that we use a variety of communication methods (e.g., department-wide e-mails, roll call briefs, one-on-one meetings, group meetings, and meetings with supervisors) to consistently relate information to the department and allow officers to ask questions and give input on changes to the department’s organizational chart, policies and procedures, training, and strategies.

Beginning with the first in-service training after the release of the Collaborative Reform report, in the spring of 2015, members of Executive staff began visiting each in-service. This consistent block of at least 30 minutes for department updates and for officers to have a direct communication channel to top leadership has been incorporated into each in-service.

Chief Meidl continues to share the minutes from monthly Senior Staff meetings, which include the rank of lieutenant and greater as well as top civilian leaders within SPD. These minutes help

keep employees abreast of changes and issues on a monthly basis, allowing all staff to hear the same message. Command staff members have also increased visits to roll calls in an effort to improve communication.

Despite these improvements, internal communication has been an ongoing issue for our department and much work remains.

Staffing Study

The COPS Office recommended that SPD conduct a staffing analysis, following the work-based model (Recommendation 10.5). In their assessment, researchers noted that interviewees both from the community and from SPD noted that a lack of adequate staffing directly affects the ability to conduct community outreach and improve police-community relationships. According to their interviews, community organizations and SPD expressed a desire for increased staffing levels.



In January 2016, we initiated a Request for Proposals process for a workload-based staffing study. The study involved an analysis of three years' worth of call data from our Computer-Aided Dispatch and Records Management System (CAD/RMS).

Etico Solutions presented their findings to the Mayor's Office and to the City Council in June 2017, recommending that the City add 44 more officers to the existing workforce to allow for an improved response to calls and more proactive work by officers. The Mayor's Office and City Council are working with the department to increase the number of officers on staff; the 2018 budget includes 10 additional officers.

Body-Worn Cameras

The department's adoption of body-worn cameras was a Use of Force Commission recommendation rather than a DOJ COPS Office recommendation. However, the implementation of our body-worn camera program occurred during the COPS Collaborative Reform period and was part of our department's increased transparency efforts.

In June 2015, SPD equipped approximately half of patrol with body worn cameras. The remainder of patrol officers were equipped with cameras in December 2015.

As of today, all officers working a patrol function are equipped with body worn cameras, and according to research conducted by Arizona State University around SPD's body worn camera program, the majority of officers and citizens surveyed are in favor of body-worn cameras. (Professor Michael D. White: "Assessing the Impact and Consequences of Police Officer Body-Worn Cameras: A Multi-Site Randomized Controlled Trial.")

Officer Contacts with Civilians and Race in the City of Spokane: A Quantitative Analysis

During the years of Collaborative Reform, Captain Brad Arleth and Dr. Ed Byrnes of Eastern Washington University collaborated on a project examining the relationships between officer-initiated contacts with citizens and the race of those contacted. The analysis included neighborhood characteristics where the contact occurred, the type or category of contact, the officers' race, and the civilians' gender and race.

Data collection began in 2014. SPD continues to collect data using a data collection sheet for each self-initiated contact. Dr. Byrnes and Captain Arleth produced a report in 2015 with initial data from 2014, and second report with a larger data set was presented in the spring of 2017.

The study found disproportionalities with SPD and some racial and ethnic groups. African Americans, Native Americans, and Pacific Islanders were more likely to experience officer-initiated contacts in comparison to other racial groups. Native Americans were also more likely to experience a use of force incident compared to other demographics. Pacific Islanders were more likely to be contacted and arrested for new charges as compared to other demographics.

The multivariate analysis also found that contacts in higher crime neighborhoods were more likely to result in searches or arrests by SPD. White officers were less likely to be involved in contact with minorities that resulted in searches and arrests when compared to minority officers. The authors reported that there were insufficient use of force incidents when distributed at the neighborhood level to conduct a sufficiently robust probability analysis and noted that only 0.2% of arrests resulted in a reportable use of force.

The authors noted that the data indicated the focus for discussing change should be at the initial point of contact. The analysis stated that it does not appear that SPD officers are creating reasons to search people on the basis of race, as safety frisks are applied uniformly across racial groups. The overwhelming majority of searches are post-arrest as a mandatory part of the arrest process, and reasons for arrest are applied uniformly across races. The authors concluded that it does not appear that SPD officers are creating reasons to arrest people on the basis of race.

The researchers recommended that the Spokane City Council create an ad hoc commission that would include civilians and police officers, led by civilians who are independent of City Hall. The commission's goals would be to identify approaches to address the racial disproportionality in

contacts and provide a final report of their recommendations to the City Council and Chief of Police.

Stakeholder Suggestions for Improvement

Rick Eichstaedt, Former Executive Director of the Center for Justice:

Mr. Eichstaedt stayed involved in the Collaborative Reform process, participating in stakeholder meetings and focus groups over several years, sharing community concerns and giving his input on various recommendations. Mr. Eichstaedt stated, “The Collaborative Reform process was a very useful process for the City. I’m very disappointed that the DOJ pulled its support for this process.”

He is enthusiastic about the upcoming collaborative review of the use of force policy with Police Ombudsman Bart Logue and Spokane County Sheriff Ozzie Knezovich. Going forward, he would like to see SPD follow up on issues identified in the culture audit and communicate with the public about the specific progress the department is making towards those issues.

Erin Williams Heuter, Director of Victim Advocacy and Education at Lutheran Community Services Northwest:

Ms. Williams Heuter participated in various stakeholder meetings and interviews during the Collaborative Reform process. She perceived a notable difference in job satisfaction with her SPD colleagues (officers who work directly with Lutheran Community Services) due to implementing recommendations outlined in the reports prepared by the DOJ COPS Office. She believes this change is due to the training, support, and effective leadership principles initiated as a result of the DOJ recommendations.

“Going forward, it would be helpful for SPD to address some of the common questions and misperceptions about police and explain why they do things. For example, since I’ve worked with law enforcement for decades, I understand why they place themselves in certain spots in the back of the room and that it’s their safety training. They do that wherever they go. Other people may not understand those cultural norms so it would be helpful for officers to explain. It’s similar to how I prepare victims to meet with law enforcement. I educate them about law enforcement processes and questions, because they may not understand the intentions behind questions detectives ask. Explaining the cultural idiosyncrasies is part of the transparency part of procedural justice. The department should continue to be accessible and relatable to the community.”

James Wilburn, Office of Police Ombudsman Commissioner:

Mr. Wilburn was originally called to participate in Collaborative Reform stakeholder interviews as the president of the NAACP. He participated in the first meetings in 2013, and continued his involvement all the way through the 2016 COPS Office site visits. He shared how he enjoyed seeing his expressed concerns turn to action. “My passion is working with youth, and when we first met with the DOJ, I expressed my concerns about the lack of connection between police and youth. I told them about my experience with the Police Activities League in Memphis.

Soon after meeting with DOJ, I met with SPD leadership and introduced them to Pastor Shon Davis, hoping to connect the department to the ministers. I'm glad to see the youth programs in place now. YPI gives the department a chance to humanize the PD. YPI gives the kids an insight about officers, that they are people with families, as opposed to what images they might have been exposed to or stories about police passed down by generations. The youth programs have made a difference. I've asked people in the community how they feel about the progress SPD has made. If their kids were part of YPI or PAL, they think the department is great. If they don't have any experience with the youth programs, they think nothing has changed. There is always room for improvement but the programs are on the right track."



Above: James Wilburn with SPD staff and volunteers at the PAL program

Diversity in the police workforce remains a concern for Mr. Wilburn but he is pleased to hear about the recent strides we have made in recruiting. He also advises the department to remember that "see something, say something" applies to both the community and the police. In order to gain trust with the community, the community wants to be sure that officers will report misconduct by other officers. Failure of officers to hold their peers who engage in misconduct accountable soils the reputation of all officers.

Shar Lichty, Organizer with Spokane Peace and Justice Action League (PJALS), affiliated with Spokane Police Accountability Reform Coalition (SPARC):

Shar Lichty says, "The more that community and law enforcement are at the table working together, progress is going to happen. The more we hear each other's perspectives, we realize that we have common goals. We are moving forward. That wasn't the case years ago."

Ms. Lichty would like to see the City conduct additional studies about disproportionate minority contacts. She hopes that the recent implicit bias training will reduce racial disparities in civilian contacts.

Kurtis Robinson, President of the Spokane NAACP Branch:



Above: Chief Meidl and Kurtis Robinson

Mr. Robinson discussed SPD's improvements with his Executive team. "The consensus is that there's been definitive improvement on multiple fronts, with community engagement, community partner interactions, engagement with our youth, and overall general public interactions. Yet also, there is still quite a long ways to go in those areas, as well as in response times to property crimes, impressions of profiling the homeless, the poor, persons of color, etc. And then there are the obvious disparity of dynamics in contacts and stops."

The NAACP Executive team's recommendations were to expand community engagement, be universally consistent in those engagements, and to continue to expand training (de-escalation tactics, CIT, implicit bias, cultural competency), and tracking of race demographics with overall encounters and use of force.

"We acknowledge and are grateful for the efforts of Police Chief Meidl and his staff to bring us all this far. Yet we are distinctly aware of how much farther there is to go."

Kurtis Robinson, President of NAACP Spokane

INVESTIGATION AND DOCUMENTATION

The Investigation and Documentation section contains information about several recommendations:

- ✓ Use of Force Review Board
- ✓ Deadly Force Review Board
- ✓ Use of Force Annual Report
- ✓ Distribution of Use of Force Annual Report
- ✓ Administrative Investigation of Deadly Force Incidents
- ✓ Expand Scope of Administrative Review Panel (ARP)
- ✓ Update ARP Policy
- ✓ Include Ombudsman in Deadly Force ARP
- ✓ Tracking Deadly Use of Force in Blue Team
- ✓ Template for Deadly Force Files
- ✓ Tracking Sheet for Deadly Force Files
- ✓ All Use of Force Files in One Location
- ✓ Further Analysis of Use of Force with Officers who Use Force More Frequently
- ✓ Tracking Recommendations



Photo credit: Corporal Matt Rose

“The proper investigation and review of use of force (UOF) incidents, especially those involving deadly force, can have a significant impact on a police department’s legitimacy and relationship with the community.”

Collaborative Reform Model: A Review of UOF Policies, Processes, and Practices in the Spokane Police Department

Use of Force Review Board

The COPS Office recommended that SPD formally document the Use of Force Review Board (UOFRB)'s policies and outcomes, and should collectively review non-deadly use of force incidents on a monthly basis (Recommendation 8.5).

The purpose of the UOFRB is to conduct an additional evaluation of each use of force incident to evaluate training, equipment needs, and policy. The UOFRB does not recommend discipline or conduct investigations in unresolved use of force incidents. The Board's evaluation and debrief takes place after the incidents are investigated and reviewed by the involved officer's chain of command. This board meets monthly and reviews all use of force reports from the prior month.

The UOFRB includes:

- Training Director, UOFRB Chairperson
- Director of Strategic Initiatives
- Assistant Training Director
- Defensive Tactics instructors
- Firearms instructors
- Internal Affairs personnel
- Police Ombudsman

The Training Unit coordinates specific focused training recommendations for individual officers suggested by the UOFRB for implementation. The Training Director is responsible for coordinating recommendations applicable to the entire department, such as in-service training, that are based on repeated patterns noted during the ongoing review of force encounters. The Office of Professional Accountability documents all recommendations and action taken involving individual officers.

The Training Director shares the recommendations from the UOFRB with all sworn members of the department following each meeting as we strive to be transparent and open about SPD's process.

"It's a new way of doing business, constantly asking ourselves, 'Is this our best day at work?'"

Using the standard 'Is it legal or not?' is too low of a standard. We have to ask, 'Can we do it better?'"

Lieutenant Mark Griffiths, Training Director

The Use of Force Policy Review Committee revised Policy 302, Use of Force and Deadly Force Administrative Review, to memorialize the UOFRB. Officers received the revised policy via a Training Bulletin in December 2015. Training was also provided during roll call and at in-service.

Impact of the UOFRB

The UOFRB's review of 2016 use of force incidents resulted in dozens of action items for UOFRB members involving officer report-writing issues, supervisor reporting issues, tactics, department-wide training issues, and providing positive feedback to employees doing an exemplary job or showing notable improvement.

Members of the training cadre provided individual follow-up to officers and supervisors, and developed training and tools, such as a supervisor narrative template to make supervisor narratives consistent and accurate in information provided. A terminology "cheat sheet" to help with use of appropriate and consistent terminology was also developed and provided to patrol.

The monthly supervisor training regularly features use of force issues identified by the UOFRB. Examples include instruction on the importance of detailed descriptions of force applications and a training video on the proper application of the intentional pointing of a firearm.

Founding UOFRB member Lieutenant Kendall explained, "The UOFRB provides timely feedback to officers and supervisors... issues are addressed right away. We are aware of trends as they are happening. We deal with concerns before the Early Intervention System (EIS) alert goes off."

Collision and Pursuit Review Board (CPRB)

In 2016, SPD implemented the Collision and Pursuit Review Board (CPRB), modeled after the UOFRB. The CPRB is an example of our efforts to go beyond the original DOJ recommendations improve our administrative review processes, and continue to evolve as an agency. The CPRB reviews all collisions and pursuits to evaluate training, equipment needs, and policy. This Board also meets on a monthly basis.

The CPRB includes:

- Training Director, CPRB Chairperson
- Director of Strategic Initiatives
- Assistant Training Director
- Emergency Vehicle Operations Course (EVOC) instructors
- Collision investigators
- Internal Affairs personnel
- Police Ombudsman

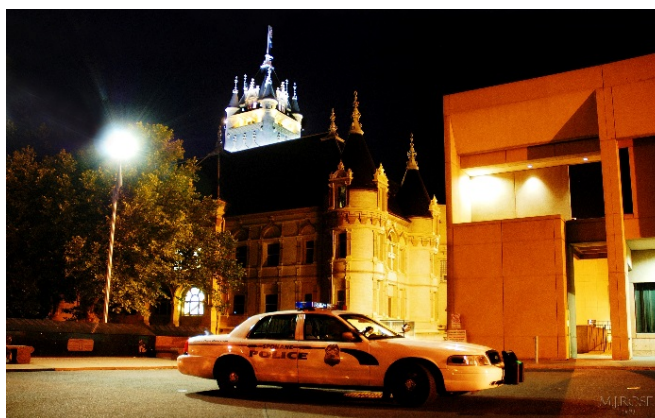


Photo credit: Corporal Matt Rose

As in the case of the UOFRB, the CPRB provides individual follow-up with officers and supervisors, and department-wide training when indicated. The CPRB worked with SPD leadership to design pursuit training for the spring 2017 in-service training, based on concerns about an increase in out-of-policy pursuits. The training resulted in a significant reduction of out-of-policy pursuits.

Deadly Force Review Board (DFRB)

Recommendation 8.7 stated, “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 researchers had observed DFRBs during the assessment phase of Collaborative Reform, and advised that there were areas for improvement. In evaluating the use of deadly force, DFRB members needed to voice their recommendations on changes to training, tactics, and equipment. The researchers felt that the setting used in the most recent DFRB did not allow for candid discussions to take place. It was also unclear about the recommendations from the DFRB and what steps would be taken to implement the recommendations.

The COPS Office recommended that SPD narrow the focus of the DFRBs and clearly define the roles and responsibilities of those participating. They also suggested we ensure that the recommendations are clear at the end of the DFRB, with action items assigned to specific staff for follow up.

The Use of Force Policy Review Committee revised Policy 302 (Use of Force and Deadly Force Administrative Review) to memorialize changes to the Deadly Force Review Board.

“We are now ensuring that every recommendation brought forth from each Deadly Force Review Board is addressed. People are assigned a recommendation with a deadline and given the authority to make it happen.

In the last few years, we have seen many enhancements in our training, equipment, and procedures.”

Major Kevin King

The new policy clearly defines the purpose of the DFRB and the roles of DFRB members. It also mandates that the Chairperson document the recommendations from the DFRB, coordinate the

DFRB Defined

The DFRB is empowered to conduct an administrative review of an incident to make recommendations in such areas as tactics, training, supervision, equipment, and other relevant considerations. The DFRB’s scope of review will include the totality of circumstances of the incident.

While the DFRB examines the involved officers’ actions, its purpose is to provide the department an overall review of the incident. It is not an investigation; the DFRB is the final review process of the already-adjudicated deadly force incident, taking place after any review or investigation that may be conducted by an outside or multi-agency entity having jurisdiction over the investigation or evaluation of the use of deadly force.

The DFRB occurs after the departmental internal administrative review is completed. The DFRB does not have the authority to recommend discipline for individual officers, as it takes place after the Administrative Review Panel’s recommendations and the Chief of Police’s findings and determinations.

progress towards implementing recommendations, and document the outcomes and action items resulting from the DFRB.

Officers received this revised policy along with a Training Bulletin in December 2015. Roll call trainings and additional training at in-service followed.

Use of Force Annual Report

The COPS Office recommended that SPD analyze use of force data on a semiannual basis as well as before and after major policy or procedure changes, in order to identify trends and quickly remedy any issues through remedial training or discipline (Recommendation 4.7).

SPD conducts an annual Comprehensive Analysis of Reportable Use of Force Incidents. The primary purpose of the analysis is to provide Spokane Police Department information about officers' use of force and trends associated with use of force. The analysis provides information on many factors involving the subjects and involved officers, as well as environmental details. It also describes the training issues that were identified during the incident review. SPD's Training Unit and the Training Plan Committee use the information in the report to assist in their development of training curriculum. The report also serves to inform the community about SPD's use of force.

Although the DOJ did not find a pattern or practice of excessive force or bias-based policing in their assessment, SPD conducted a separate analysis on all of our incidents involving subjects of color to identify trends. Details surrounding these incidents were shared with the community.

Each month, the Office of Professional Accountability produces a Public Safety Committee report with information about use of force trends. The Use of Force Review Board also analyzes trends to identify any training gaps.

Distribution of Use of Force Annual Report

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

SPD shares the Comprehensive Analysis of Reportable Use of Force Incidents with the public in several ways. SPD posts the document on the department's web page, and emails copies to community stakeholders with an invitation to meet and discuss the report. Some of these stakeholders include:

- Neighborhood councils and area business organizations
- Service agencies including Catholic Charities, Lutheran Community Services, Frontier Behavioral Health, NATIVE Project, Center for Justice, Salvation Army

- Advocacy organizations such as NAACP, OutSpokane, National Alliance on Mental Health, Smart Justice Spokane
- Committees and commissions including the Human Rights Commission, Chase Youth Commission, prior Use of Force Commission, Police Advisory Committee, Office of Police Ombudsman Commission
- Coalitions and alliances including Spokane Ministers Alliance, Mayor's Advisory Council on Multi-Cultural Affairs (MACMA), Faith Alliance, Homeless Coalition
- Representatives from area universities and schools
- Law enforcement agencies including City and County Probation, Parole, Public Defender, Prosecutor, Department of Corrections, Spokane County Sheriff's Office, Kalispel Tribal Police
- Community members who indicated they would like to be on the list also receive these reports

Department leaders have met with various community members over the last three years to discuss the reports in detail and answer any questions or address any concerns.

The report is available on the SPD Use of Force web page:

<https://my.spokanecity.org/police/accountability/use-of-force/>

Administrative Investigation of Deadly Force Incidents

During the Collaborative Reform assessment, the researchers stressed the importance of timely investigations surrounding deadly force incidents. Delays can create conflict between communities and police agencies and can put the department at risk if there are issues in equipment, policy, or training that need to be addressed. Recommendation 8.1 stated, "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."

Although the process continues to be updated to reflect best practices, Policy 310 (Officer-Involved Shooting Policy) was updated in 2015 to allow the administrative investigation to begin as soon as the criminal investigation is completed and forwarded to the Prosecutor's Office.

Expand Scope of Administrative Review Panel (ARP)

The COPS Office recommended that SPD expand the scope of the ARP finding determinations to include officer tactics, decision-making, and policy violations outside the parameters of the use of force application (Recommendation 8.2). This includes evaluating the circumstances that led up to the use of force.

Policy 1020 (Personnel Complaints) was updated to read, "Panel members should also include in their analysis any tactics, decision-making processes, or policy violations outside uses of force as

appropriate. Any dissenting opinions should also be memorialized in a separate memo included in the ARP findings and attached to the Blue Team.”

Update ARP Policy

Recommendation 8.3 stated, “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.”

Jacqui McConnell, Director of Strategic Initiatives, led the revision of Policy 1020, Personnel Complaints. In addition to the wording clarifying the scope of the ARP, the policy also includes wording about the responsibilities of the panel and the process.

Responsibilities of the panel:

This panel has review/recommendation authority as well as the authority to direct additional investigation by Internal Affairs into specific facets of the case. Review/recommendation responsibilities will include reviewing the investigation for thoroughness and objectivity.

Process:

- A) Internal Affairs will forward the investigation to the ARP group for review.
- B) Each member individually reviews the report.
- C) The panel chair convenes a panel of the ARP group and reviews the opinions of the panel and discusses any outstanding issues.
- D) The panel develops a memo, documenting the findings of the ARP group. All concurring panel members sign the memo. Panel members who have a dissenting opinion will develop and submit a separate memo outlining their findings and/or recommendations.
- E) The panel chair submits the ARP memo to Internal Affairs via Blue Team.
- F) Internal Affairs forwards the Blue Team to the Assistant Chief and Chief of Police for review and/or administration of discipline or Loudermill hearing.
- G) Panel members should also include in their analysis any tactics, decision-making processes, or policy violations outside the uses of force as appropriate. Any dissenting opinions should also be memorialized in a separate memo included in the ARP findings and attached to the Blue Team.

Include Ombudsman in the ARP for Deadly Force Incidents

Recommendation 8.6 stated, “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.”

The Deadly Force ARP conducts the administrative review of critical incidents to ensure compliance with policy and training. This specific DOJ recommendation required consultation

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.

SPD updated Policy 1020 (Personnel Complaints) with the agreement of the bargaining units to read, "The process for a deadly force incident ARP (D-ARP) will be the same as stated above, except that the Director of Strategic Initiatives and the Ombudsman will be invited to attend and observe D-ARP meetings. The findings and final recommendations will be the exclusive role and responsibility of the D-ARP group. The Director of Strategic Initiatives and the Ombudsman will not participate in deliberations. Should the Director of Strategic Initiatives or the Ombudsman not be available for the scheduled D-ARP, the D-ARP will not be delayed. ARP and D-ARP members, including the Director of Strategic Initiatives and Ombudsman will preserve the integrity of the process by maintaining the confidentiality of the complaint, panel discussions and the investigative case file."

Tracking Deadly Use of Force in Blue Team

The COPS Office recommended that the supervisor of an officer involved in a deadly force incident should always complete a Blue Team Use of Force Report for the incident (Recommendation 4.2). Prior to the Collaborative Reform recommendations, SPD tracked deadly force incidents in Blue Team separately from non-deadly use of force. Instead, they were tracked as an Internal Investigation (similar to a complaint).

Through discussions with the Spokane Police Guild and Lieutenants and Captains Association, it was decided that Internal Affairs would complete this report. SPD implemented the new procedure in May 2015 and updated Policy 300 (Use of Force Policy) and Policy 302 (Officer-Involved Shooting Policy).

Template for Deadly Force Files

Recommendation 4.3 stated, "The SIRR team should develop a common template for all deadly force incident files." Working with the Spokane Investigative Regional Response (SIRR) team supervisors, Lieutenant Steve Wohl created an investigative case file format. He shared the proposed format with other deadly force investigation stakeholders including the Prosecutor's Office, Office of Police Ombudsman (OPO) Attorney, and SPD's Training Unit. Currently SPD's SIRR team partners are utilizing the template in their investigations.

Tracking Sheet for Deadly Force Files

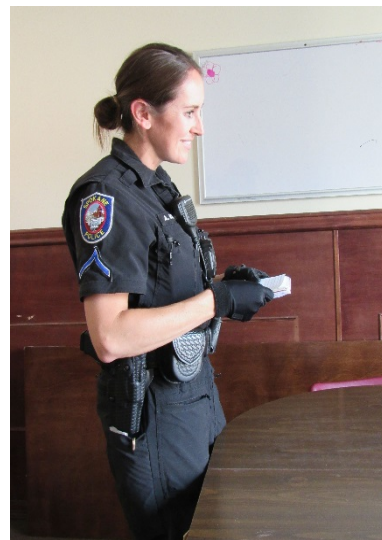
The COPS Office recommended that SPD develop a formal method to track the investigatory (criminal and administrative) process and include this tracking sheet with every deadly force file (Recommendation 4.4). Lieutenant Wohl led the creation and approval of the investigative case flow document. He explained, "This will be in the front of any case file, showing when and to who the case was forwarded onto." The proposed case flow document was shared with other deadly

force investigation stakeholders including the Prosecutor's Office, Office of Police Ombudsman Attorney, and SPD's Training Unit. The SIRR team partners currently use this form.

All Use of Force Files in One Location

Recommendation 4.5 stated, "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."

Blue Team software allows all files to be saved in one location, including photos and links to body camera video. In 2015, Assistant Chief Lundgren met with external partners County Forensics and the Prosecutor's Office. They agreed to allow Internal Affairs access to the photos so that IA investigators could promptly attach photos to the incidents in Blue Team before the incidents went through the review process. The Internal Affairs Standard Operating Procedures (SOP) document explains the details.



Above: Officer Alexis Kester

We trained supervisors on Blue Team software and the proper inclusion of supporting files on a number of occasions:

- In February 2015, we trained supervisors on the use of Evidence.com to view videos associated with administrative use of force reports and in the proper method to memorialize all video evidence from non-deadly force investigations.
- In September 2015, Blue Team software and IA Procedural training was completed.
- In January 2016, SPD offered Blue Team software and IA Procedures training to all recently promoted sergeants and officers who would likely promote to sergeant.
- In May 2016, SPD provided training on officer report writing, proper terms, training on specific applications (e.g., LNR, intentional pointing of a firearm) and changes to the updated Defensive Tactics manual, with emphasis on the resistance threshold guidelines.

We have audited our files annually since 2014; our IA SOP contains the audit requirement.

Further Analysis of Use of Force with Officers who Use Force More Frequently

Recommendation 4.9 stated, "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." The COPS Office recommended that the analysis examine the types of incidents that these officers are involved in, the characteristics of these officers, and a review of the tactical decisions made by the officers. Additional analysis would help to determine if there are patterns of behavior requiring corrective action.

Office of Professional Accountability conducted an analysis for the period of 2011-2014, working with the Training Unit and COPS subject matter experts Denise Rodriguez and Blake McClelland for guidance surrounding the analysis. The final document provided insight into the officers' actions and departmental trends.

The department has since implemented an Early Intervention System (EIS), which is a non-disciplinary management tool and structured department review process. Four use of force incidents by one officer during a year will automatically trigger the EIS. The Use of Force Review Board, formally implemented in 2016, allows SPD to monitor use of force trends with individual officers and monitor department-wide trends.

Tracking Recommendations

Recommendation 8.4 stated, "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."

Internal Affairs developed a procedure for tracking recommendations made in the process of reviewing administrative cases.

- After the chain of command completes the review of a complaint or administrative report, Internal Affairs will subsequently review the case for any recommendation made by the chain of command.
- If a recommendation is made by the chain of command, the Blue Team case will be routed to the appropriate member of the chain of command for follow through. That member will be responsible for carrying out the recommendation, attaching any relevant documentation in Blue Team, and making a notation that the recommendation was completed (i.e. training record, emails, etc.)
- The case will then be routed back to the IA unit for closing.

A training bulletin outlining the new process was disseminated to the department in April 2015. The process has been utilized frequently due to the various administrative review processes in place.

POLICIES AND PROCEDURES

The Collaborative Reform recommendations involved reviewing and revising several policies with the assistance of COPS Office subject matter experts, including Denise Rodriguez and Blake McClelland, and our department's subject matter and legal experts.

This section contains information on the following policies:

- ✓ Use of Force Policy
- ✓ Rifle Policy
- ✓ Training Policy
- ✓ Early Intervention System Policy
- ✓ Policy Updates

While DOJ suggested revising several policies, SPD determined an annual audit and review of all policies would be appropriate. This was a higher standard than that recommended by DOJ.

Use of Force Policy

Recommendation 6.5 stated, "SPD should immediately update its UOF policy to ensure that it is comprehensive and consistent with the departmental practices." Several policies were included in the UOF policy revision process: Policy 300 (Use of Force), Policy 308 (Control Techniques and Devices), and Policy 302 (Use of Force and Deadly Force Administrative Review). Note: Refer to Investigation and Documentation section for information about Policy 302.

SPD established a Use of Force Policy Review Committee with a broad spectrum of department representation. The Committee worked closely with COPS Office representatives Denise Rodriguez and Blake McClelland to revamp these policies.

Applicable case law guided the development of Policy 300, the general Use of Force policy. *Graham v. Connor*, 490 U.S. 386 (1989), is a Supreme Court case that introduced the objective reasonableness standard when evaluating use of force by law enforcement. The SPD Training Unit determined formal documentation of Graham factors in police reports involving use of force would be appropriate.

The policy begins with a statement about respect for life: "The Department recognizes and respects the value of all human life and dignity without prejudice to anyone. Vesting officers with the authority to use objectively reasonable force and to protect themselves and the public requires monitoring, evaluation and a careful balancing of all interests."

Other significant additions to the general Use of Force policy included new reporting requirements, guidance about documenting de-escalation attempts, and definitions of terms.

Revised policies were disseminated to the department via email along with an accompanying Training Bulletin in December 2015. The Training Unit conducted roll call training on the new policies and provided a block of instruction at the Spring 2016 In-service training. The Training Unit held a press conference at the Academy to share the revised Use of Force policies with the media and community. Ms. Armstrong also sent them to community stakeholders in January 2016.

We continue to examine our Use of Force policies, and are currently in the process of consulting with the Spokane County Sheriff's Office and the Police Ombudsman to ensure that we are keeping up to date with best practices.

Use of Force Policy—Specifically the Lateral Neck Restraint

Recommendation 7.4 involved the Lateral Neck Restraint (LNR): “SPD should re-examine its policies, procedures, and training on the use of the LNR and require a deadly force review every time a level 2 LNR is used.”

The Use of Force Policy Review Committee worked with the COPS Office subject matter experts on the revision of Policy 308, Control Techniques and Devices.

SPD authorizes the application of a Level I LNR as a control technique for active and assaultive resistors. SPD referred to the instruction manual by the Washington State Criminal Justice Training Commission (WSCJTC), which stated that the lateral neck restraint “has NEVER been deemed deadly force by 9th circuit court or the Supreme Court. Because of the extremely low probability of serious physical injury, LVNR should not be deemed deadly force in police policy.”

We wanted to be consistent with the WSCJTC and case law. Level II LNR applications resulting in the loss of consciousness are reviewed at Use of Force Review Board (UOFRB) meetings.

SPD updated policies 300 and 308 to reflect the Level I LNR as a reportable use of force in every application. 2016 data showed that the technique resulted great success at defusing resistance

Lateral Neck Restraint

A Lateral Neck Restraint (LNR) is a control technique that involves an officer placing pressure on the sides of the subject's neck, compressing arteries and veins. The LNR affects the circulatory system while leaving the airway unobstructed and protected during the deployment of this control technique.

The Level I LNR involves lighter pressure as the officer does not intend to render the subject unconscious; in many cases, the subject is compliant once placed in the hold. An officer deploying a Level II LNR control technique does so with the intention of rendering the subject temporarily unconscious. A LNR is not a “choke hold.”

and violence. Further, no injuries resulted from the application of the Level I technique. SPD officers used the Level I LNR more frequently than any other reportable type of Use of Force application. In 70% of the incidents involving a Level I LNR application, no other force was needed in order to take the subject into custody.

SPD also implemented annual training on the LNR technique; all officers are mandated to re-certify on the LNR in the re-certification classes held during in-service. See the Training and Tactics section for more information on Use of Force training.

Policy 308 also mandates that officers operating in a patrol capacity shall carry a minimum of two of the following three control devices: baton, TASER™, and OC (i.e., pepper spray). Previously, there were no rules about what officers carried on their belts. This important change gave officers more control device options.

“Collaborative Reform wasn’t a ‘one size fits all’ approach to revise our policies. It gave us the opportunity to work with DOJ but it was also an education opportunity as we explained why the LNR worked well for our department. We ended up with a solid policy that was the best fit for SPD.”

Lieutenant Rob Boothe

Rifle Policy

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

Department subject matter experts combined Policy 312, Firearms and Qualifications, with Policy 432, Patrol Rifles, to create an updated comprehensive Firearms and Qualification policy. In addition to adding a section about the proper deployment of the patrol rifle and situations where officers may deploy rifles, other significant changes included adding procedures for shotguns and adding definitions.

2016 LNR Statistics

- SPD officers used the Level I LNR more frequently than any other reportable type of Use of Force application.
- In 70% of the incidents involving a Level I LNR application, no other force was needed in order to take the subject into custody.
- No injuries resulted from the application of the Level I LNR technique.

For more information, see the Spokane Police Department 2016 Annual Comprehensive Analysis of Reportable Use of Force Incidents

<https://static.spokanecity.org/documents/police/accountability/2016-use-of-force-analysis.pdf>

Before implementation, department trainers, Office of Professional Accountability staff, the City Attorney's Office, bargaining units, command staff, and DOJ subject matter experts reviewed the policy. All commissioned staff received training on the updated rifle policy during spring 2016 in-service training.

Training Policy

The COPS Office recommended that we revise our Training Policy to ensure that it reflects current departmental practices and requirements for use of force training (Recommendation 7.1). The Training Unit, Executive staff, City Attorney's Office, and COPS Office subject matter experts provided input on revisions to the policy. The Training Policy itself is broad, while the Training Plan is very specific about the types of training required and how often training is required. See Training section for details.

Early Intervention System Policy

An Early Intervention System (EIS) is a non-disciplinary proactive management tool comprised of automated software notifications and a structured department review process. The primary purpose of the EIS is to provide employees and supervisors with relevant data to make informed decisions in the identification of potential training opportunities, need for policy review, and ensure the use of proper and effective tactics and equipment.

The COPS Office recommended that SPD formalize the Early Intervention System and expand the criteria to include sustained complaints and completed training (Recommendations 6.1 and 6.2). The COPS Office specified that four use of force incidents by one officer during a year should trigger the EIS (Recommendation 6.3). Other indicators include use of force incidents, vehicle collisions, vehicle pursuits, firearm discharges, citizen complaints, and internal complaints. Other factors considered are training records, civil or administrative suits, disciplinary records, personnel annual review, awards, and commendations.

Program Professional Kathy Armstrong conferred with other law enforcement agencies for input into the creation of the EIS policy; Tacoma (WA) Police Department, Boise (ID) Police Department, Torrance (CA) Police Department; Burbank (CA) Police Department, Gilbert (AZ) Police Department, Scottsdale (AZ) Police Department, Seattle (WA) Police Department and Albuquerque (NM) Police Department shared helpful information.

A thorough process involving COPS subject matter experts, City legal experts, and a variety of department members resulted in the final policy. All commissioned staff received training on the EIS policy during spring 2016 in-service training.

Policy Updates

Recommendation 6.4 stated, “SPD should establish both periodic and ad hoc procedures to update its policy manual to ensure that it is consistent with departmental practices.” SPD created a policy memorializing the process for policy updates with input from DOJ staff. The policy requires an annual audit of all SPD policies; The Director of Strategic Initiatives, with the assistance of other appropriate department personnel, will review each policy not otherwise reviewed or modified in the past 12 months.

To promote transparency, SPD publishes its Policy Manual on the department’s website. See Items of Interest on the Accountability page:

<https://static.spokanecity.org/documents/police/accountability/police-policy-manual-2018-08-02.pdf>

Note: Refer to Investigation and Documentation section for policies involving review processes Use of Force Review Board, Deadly Force Review Board, Administrative Review Panel, and Officer-Involved Shootings.

“The Collaborative Reform process provided the Spokane Police Department with an introspective look at its operations against a backdrop of the profession’s best practices, enabling it to map out and reach the benchmarks of a truly great law enforcement agency.”

Mary Muramatsu, Assistant City Attorney

CIVILIAN OVERSIGHT

The COPS Office recommendations surrounding civilian oversight recommendations were not under the purview of SPD. The recommendations were assigned to the Office of the Police Ombudsman (OPO) and Office of Police Ombudsman Commission (OPOC). Recommendations involved:

- ✓ OPO policies, procedures, and bylaws
- ✓ Collaborate with SPD on community outreach
- ✓ Use of force review mechanisms/use of force training
- ✓ OPO reports

The Police Ombudsman position was vacant for most of the Collaborative Reform implementation period. Bart Logue began work along with Analyst Luvimae Omana immediately after he was seated as the Interim Ombudsman and continued work after he was finalized as the permanent Ombudsman.

Policies, Procedures, and Bylaws

Recommendation 9.1 stated, “The OPO should formalize the roles and responsibilities of the ombudsman and commission members into official OPO policies, procedures, and bylaws.” Ombudsman Logue and Analyst Omana wrote policies and procedures and sent them to the OPOC for approval on August 12, 2016.

Community Outreach

The COPS Office recommended that the OPO collaborate with the SPD to leverage both of their existing community outreach capabilities and to identify new ways to communicate the new OPO’s role and responsibilities to the public (Recommendation 9.2).

Mr. Logue and Ms. Omana first met with Office of Professional Accountability staff Kathy Armstrong in February of 2016 to share outreach contacts and go over the Spokane Police Community Outreach Strategy. Ms. Armstrong provided information on neighborhood councils, community organizations, and service agencies. They also met with Captain Tracie Meidl, who was then a Lieutenant over the Community Outreach unit, to discuss opportunities for engagement with groups that were not traditionally as open to SPD outreach.

The OPO staff promptly began meeting with community groups, especially those recommended by SPD staff. Interim Ombudsman Logue was very receptive to helping further relationships in various communities.

In March 2016, Ms. Armstrong introduced Interim Ombudsman Logue to the 370+ people on the SPD distribution list, sharing a message he wrote to let the community know that the Office of Police Ombudsman was back up and running. In the letter, Mr. Logue shared his contact information and encouraged people to reach out.

“I want to begin a dialogue with you so I can gain the clearest picture possible of the concerns the community has in regard to the Spokane Police Department, as well as to obtain your views and ideas about how to best provide civilian oversight of Law Enforcement in Spokane,” Interim Ombudsman Logue wrote. “I am eager to begin building a stronger relationship with your organization, and I want you to know I am available and anxious to hear your concerns.”



Above: Police Ombudsman Bart Logue

The OPO staff also collaborated with SPD to attend many department events. For example, Ombudsman Logue attended all five monthly Police & Community Forums held in the spring of 2016. Ombudsman Logue’s presence was very helpful as he was able to engage with the community and answer questions from the audience.



Ombudsman Logue and Ms. Omana have continued a robust Community Outreach program, attending a myriad of community events and meetings each month and interacting with members of the community. Ms. Omana received the 2016 City of Spokane Community Award in recognition of her community engagement efforts.

At left: Ms. Omana with Mayor David Condon

OPOC Chair Ladd Smith was also recognized for volunteering his time interacting with the community and his dedication in his role as a Commissioner, receiving the City’s Volunteer of the Year Award.

Use of Force Review Mechanisms and Use of Force Training

Recommendation 9.3 stated, “SPD should continue to integrate the ombudsman into all review mechanisms. As such, the OPO and the members of the Office of Police Ombudsman Commission should also participate in all relevant use of force training offered by the SPD.”

Ombudsman Logue is integrated into various department use of force review mechanisms. He receives all use of force files for review after the chain of command determines if the application of force was in compliance with policy. He and Ms. Omana have access to all use of force files in the IA Pro software system. Ombudsman Logue joins department members for the Use of Force Review Board and the Deadly Force Review Board.

Chief Meidl is currently working with Ombudsman Logue to review SPD’s use of force policies to ensure policies, procedures, and training are staying current with best practices.

SPD invited OPO staff and OPOC members to various training related to use of force, including:

- Citizens Academy
- Use of Force Report Writing
- Annual Defensive Tactics Recertification
- Annual Force Options Recertification
- Crisis Intervention Training (involves de-escalation)
- 2016 Community Academy with use of force demonstrations and training
- 2016 Force Encounters for Civilian Oversight of Law Enforcement (a special one-time course held for community members)

Ombudsman Logue and Ms. Omana have attended several SPD training sessions related to use of force, Crisis Intervention Team (CIT) training, and other relevant training such as mental health training at the annual TEAM Conference. Several Ombudsman Commissioners have also taken advantage of the many training opportunities, including the Citizens Academy, hands-on use of force training, CIT training, and courses about the science associated with use of force.



SPD has also facilitated training requests from the Police Ombudsman Commissioners. In the fall of 2015, then-Chairperson Deborah Conklin requested a session of Use of Force/Body Camera VIRTRA training (reality-based use of force scenario training). Staff promptly scheduled training at the SPD Academy in November 2015, (pictured here). This training covered SPD’s body worn camera program in addition to non-deadly force and deadly force.

Above: SPD staff with Police Ombudsman Commissioners at Use of Force Training

OPO Reports

The COPS Office recommended that the OPO increase the awareness of its monthly and annual reports by making these reports more succinct and by actively meeting with community stakeholders to discuss these reports (Recommendation 9.4).

The Interim Ombudsman saw an opportunity for an immediate win, and he directed the creation of three possible reports for city council's consideration. Ms. Omana developed these reports and met with Council Member and Public Safety Committee Chair Lori Kinnear to get her preference for the style of the report, which was in place one month after Interim Ombudsman Logue was seated. Ms. Omana continually looked for opportunities to streamline the report to put it more in line with sensible data collection while providing a snapshot of the impact of the OPO. With additional feedback from community stakeholders, she updated the format a second time.



Above: National Night Out Against Crime with Captain Meidl, Chief Meidl, Neighborhood Council Co-Chair Colleen Gardner, Ombudsman Bart Logue, and Neighborhood Resource Officer Dion Mason

CONCLUSION

Community stakeholders and department members both credit Collaborative Reform for bringing positive changes to the department. Executive leadership, Union leaders, and department supervisors are proud of the progress.

The Collaborative Reform process transformed our department, and we are proud of our work to complete all of the recommendations. It is important to note that the recommendations are completed, but the work to improve the department is ongoing.

We continue to examine our policies, processes, and practices to ensure SPD remains up to date with national best practices. As Lieutenant Mark Griffiths, SPD Training Director, has said about our enhanced review processes, “It’s a new way of doing business, constantly asking ourselves, ‘Is this our best day at work?’ We have to ask, ‘Can we do it better?’”

Our efforts toward improvement continue to be collaborative. Community stakeholders, partner agencies, and department subject matter experts all contribute important input to guide our journey. We look forward to future collaborations as we strive for excellence.

“Our Collaborative Reform process involved an extensive review of many of the department’s policies and procedures. The best policing practices from across the country were researched and tailored into policy that fit the particular needs of our agency and the community.

Many positive changes resulted from these efforts which will have an impact on our agency for years to come.”

Assistant Chief Justin Lundgren

LIST OF SOURCE REPORTS

Collaborative Reform Model: A Review of Use of Force Policies, Processes, and Practices in the Spokane Police Department (Denise Rodriguez King, Charles Saloom, Blake McClelland, 2014). Washington, D.C.: Office of Community Oriented Policing Services
<https://ric-zai-inc.com/Publications/cops-w0751-pub.pdf>

Spokane Police Department Policy Manual
<https://static.spokanecity.org/documents/police/accountability/police-policy-manual-2018-08-02.pdf>

Spokane Police Department 2016 Annual Comprehensive Analysis of Reportable Use of Force Incidents
<https://static.spokanecity.org/documents/police/accountability/2016-use-of-force-analysis.pdf>

Spokane Police Department 2017 Strategic Plan
<https://static.spokanecity.org/documents/police/information/2017-spd-strategic-plan.pdf>

Citizen Survey Findings Memo, February 2016. Michael White, Janne Gaub, Natalie Todak, Arizona State University Center for Violence Prevention and Community Safety

Community Awareness Panel Survey: Research Findings Report. Strategic Research Associates, 2015

Community Policing Self-Assessment Tool (CP-SAT) Results Report, 2nd Administration. ICF International, for the U.S. Department of Justice COPS Office, April 2016

Washington State Criminal Justice Training Center Basic Law Enforcement Academy User Course: Lateral Vascular Neck Restraint (LVNR)

Final Report of the President's Task Force on 21st Century Policing. President's Task Force on 21st Century Policing, 2015. Washington, D.C.: Office of Community Oriented Policing Services
<https://ric-zai-inc.com/Publications/cops-p341-pub.pdf>

Community Diversion Team: A Collaborative Partnership with Frontier Behavioral Health, Spokane Police Department, and Spokane Fire Department. A White Paper for the City of Spokane (Dobbs, 2017)

City of Spokane Use of Force Commission Final Report (Martin, Hyslop, Alexander, Bush, Hammond, 2013)

<https://static.spokanecity.org/documents/police/accountability/use-of-force-final-report.pdf>

Work Culture Audit Report Presented to the Spokane Police Department, Gonzaga University School of Professional Studies, Doctoral Program in Leadership Studies (Barbour, 2017)

<https://my.spokanecity.org/news/stories/2017/03/24/spd-cultural-audit/>

Spokane Police Department Patrol Allocation, Beat Design, and Shift Scheduling Study, Etico Solutions, 2017

Officer Contacts with Civilians and Race in the City of Spokane: A Quantitative Analysis (Byrnes, Arleth, 2017)

<https://static.spokanecity.org/documents/news/2015/03/19/ewu-spd-release-report-on-officer-contacts-with-civilians-race/civilian-police-encounter-analysis-spokane-police-department-eastern-washington-university-march-17-2015.pdf>



U.S. DEPARTMENT OF JUSTICE
OFFICE OF COMMUNITY ORIENTED POLICING SERVICES
Office of the Director
145 N Street, NE, Washington, D.C. 20530

COPS ★

September 19, 2017

Chief Craig Meidl
Spokane Police Department
1100 W Mallon Avenue
Spokane, WA 99260

Dear Chief Meidl:

In February of 2013, the Spokane Police Department and the Department of Justice, Office of Community Oriented Policing Services (COPS Office) entered into a Memorandum of Agreement (MOA) for participation in the Collaborative Reform Initiative and in December of 2014, you received an assessment report that detailed a series of recommendations. As you know from our discussion last week, the Department just announced significant changes to the Collaborative Reform Initiative to better align the program with the Attorney General's principles set forth in his March 31, 2017, memorandum in support of local law enforcement and the original intent of the authorizing statute. The Attorney General called this change "a course correction to ensure that resources go to agencies that require assistance rather than expensive wide-ranging investigative assessments that go beyond the scope of technical assistance and support." Consistent with the Attorney General's commitment to respecting local control and accountability, the COPS Office will no longer be issuing progress reports relating to previous assessments. In that light, the COPS Office is ending this MOA, effective as of the date of this letter.

The Collaborative Reform Initiative is returning to its original purpose of providing targeted assistance directly to local law enforcement based on their identified needs. Instead of producing wide-ranging assessment and progress reports, the program will now focus on providing real-time technical assistance that best addresses the identified needs of requesting agencies and reduces violent crime. Changes to the program will also fulfill the Attorney General's commitment to respecting local control and accountability, and allow us to continue to deliver important, tailored technical assistance resources to state, local, and tribal law enforcement. The purpose of Collaborative Reform is to provide technical assistance and support "by the field, for the field."





U.S. DEPARTMENT OF JUSTICE
OFFICE OF COMMUNITY ORIENTED POLICING SERVICES
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Thank you for your partnership under the Collaborative Reform Initiative. We know your agency is committed to community policing, and we encourage you to continue to work with your community to increase public safety and reduce violent crime. The COPS Office remains committed to serving and meeting the needs of the law enforcement field, and we look forward to working with your agency in the future.

Sincerely,

Russell Washington
Acting Director

Cc Mayor David Condon