

COLLABORATIVE REFORM INITIATIVE

Six-Month Assessment Report on the Spokane Police Department

Denise Rodriguez ■ Blake McClelland



COPS
Community Oriented Policing Services
U.S. Department of Justice

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ANALYSIS & SOLUTIONS

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Executive Summary

Background

In fall 2012, only months after being sworn in as the chief of the Spokane Police Department (SPD), former Chief Frank Straub requested that the U.S. Department of Justice's (DOJ) Office of Community Oriented Policing Services (COPS Office) assess the SPD's use of force policies, processes, and practices. The COPS Office responded and tasked CNA with conducting this assessment under the COPS Office's Collaborative Reform Initiative for Technical Assistance (CRI-TA) program. The goal of this review was to improve use of force processes in the SPD, taking into account national standards, best practices, existing research, and community expectations.

The objectives of the review 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 through 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's culture as it relates to use of force to build trust with the community.

The focus of the COPS Office and CNA review centered on the following aspects of SPD's use of force: (1) policy and procedures, (2) training and tactics, (3) investigation and documentation, (4) civilian oversight, and (5) community outreach.

In December 2014, following an 11-month assessment, CNA published the initial assessment report.¹ Although the release of that report marked the completion of the assessment phase, the COPS Office, CNA, and the SPD have continued their collaboration to ensure the implementation of the 42 recommended reforms. Tracking the implementation progress of those reforms began in January 2015 and will continue through summer 2016—a period of about 18 months.

This six-month assessment report is the first of two progress reports that CNA will publish on the SPD's progress. The purpose of this six-month assessment report is to inform all stakeholders (i.e., the SPD, the DOJ, and the Spokane community) of the SPD's progress to date. The final assessment report will document the status of the implementation at the completion of the monitoring phase.

Approach

Over a period of six months, the CNA assessment team has conducted a site visit, maintained regular communication with the SPD, and reviewed hundreds of documents. To date, the SPD has submitted nearly 200 documents and files for review including internal bulletins and memoranda, training lesson plans, attendance records, press releases, evaluation forms, policies, e-mail communications, and

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

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community survey results. The assessment team has critically reviewed these files for relevance and consistency with the recommendations as well as for clarity and quality of the documents. In addition to reviewing the documents and files received from the SPD, the assessment team held biweekly calls with the SPD's Office of Professional Accountability staff during which the progress toward each recommendation was discussed in detail. From January to June 2015, 10 calls occurred. In addition to these calls, one status meeting was held in person at SPD headquarters in March 2015.

Over the next year, CNA will conduct additional site visits, hold interviews with SPD personnel and community members, directly observe SPD activities, analyze related data, and continue to review supporting documentation provided by the SPD.

Progress toward report recommendations

In this six-month assessment report, each recommendation is assigned one of five statuses: Complete, Partially complete, In progress, or No progress. Table 1 shows a total tally of the status of 42 report recommendations.

To date, SPD has completed five recommendations, has made demonstrable progress on an additional 27 recommendations, and has not made progress on 10 recommendations. Four recommendations (listed in chapter 9 of the initial assessment report) are included in the tally of recommendations on which no progress has been made, but it should be noted that these are outside the direct control of the SPD. In the case of the remaining six recommendations on which no progress has been made, the SPD has not begun the implementation process and thus was unable to provide supporting documentation demonstrating progress.

Table 1. Status of initial assessment report recommendations

	Status	Reforms/ Recommendations (N)	Percent (%)
	Complete	5	12
	Partially complete	0	0
	In progress	27	64
	No progress	10	24
Total		42	100

*Note that four of the "No progress" recommendations are outside of the direct control of the SPD.

Next steps

Over the next year, the CNA assessment team will continue to monitor the recommendations. A final report on the implementation of the Collaborative Reform Initiative in the SPD will be released in fall 2016.

Chapter 1. Introduction

Background

In fall 2012, only months after being sworn in as the chief of the Spokane Police Department (SPD), former Chief Frank Straub requested that the U.S. Department of Justice’s (DOJ) Office of Community Oriented Policing Services (COPS Office) assess the SPD’s use of force (UOF) policies, processes, and practices. The COPS Office responded and tasked CNA with conducting this assessment under the COPS Office’s Collaborative Reform Initiative for Technical Assistance (CRI-TA) program. The goal of this review was to improve UOF processes in the SPD, taking into account national standards, best practices, existing research, and community expectations.

In December 2014, following an 11-month assessment, CNA published the initial assessment report, *Collaborative Reform Model: A Review of Use of Force Policies, Processes, and Practices in the Spokane Police Department* (hereafter referred to as the initial assessment report). While the release of the initial assessment report marked the completion of the assessment phase, the COPS Office, CNA, and the SPD have continued their collaboration to ensure the implementation of the 42 recommended reforms. Tracking the implementation progress of these reforms began in January 2015 and will continue through summer 2016—a period of about 18 months.

This six-month assessment report is the first of two progress reports that CNA will publish on the SPD’s progress. The purpose of this six-month assessment report is to inform all stakeholders (i.e., the SPD, the DOJ, and the Spokane community) of the SPD’s progress to date. The final assessment report will document the status of the implementation at the completion of the monitoring phase.

In this six-month assessment report, each recommendation has been assigned one of four statuses (see table 2).

Table 2. Definitions of recommendation statuses

Status	Definition
 Complete	The recommendation has been sufficiently demonstrated to be complete based on the assessors’ review of submitted materials, observations, and analysis. Ongoing review of this recommendation throughout the monitoring period might be necessary to determine whether this reform has been fully institutionalized within the department.
 Partially complete	The agency has submitted materials that they believe demonstrate partial or full completion of the recommendation. However, the assessors have deemed that additional effort is needed to complete the recommendation. The agency has stated that no further work will be forthcoming on the recommendation.
 In progress	Implementation of the recommendation is currently in progress based on the assessors’ review of submitted materials, observations, and analysis.
 No progress	The agency has not sufficiently demonstrated progress toward implementation of the recommendation.

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There are important caveats to the statuses reported here. Every recommendation from the initial assessment report is subject to review over the entire course of the program, including those recommendations that have reached the status of “Complete.” This ongoing review is necessary to ensure that the completed recommendations continue to be institutionalized within the department and to examine potential modifications to the implementation of these reforms. A status of “Partially complete” is assigned to those recommendations where the department did not fully implement a recommendation as stated in the initial assessment report and has no further plans to continue working on or fully implement the recommendation. If the SPD indicates that it will continue to work on the recommendation, the status is listed as “In progress.” This “In progress” status is also used to indicate instances in which the department has made considerable progress and has submitted enough materials for the assessors to make a determination that constructive steps have been taken toward completion. Recommendations listed as “No progress” are those in which either (1) insufficient materials were provided for the assessors to document demonstrative progress towards completion, (2) the department was unable to implement the recommendations because of circumstances within or beyond their control (e.g., they have not yet begun implementation of changes or they are restricted by state legislation or contractual issues), or (3) the department has noted that it does not have plans to implement the recommendation.

Table 3 shows a tally of the status of report recommendations. To date, the SPD has completed 5 recommendations, has made demonstrable progress on an additional 27 recommendations, and has made no progress on 10 recommendations. Four recommendations (listed in chapter 9 of the initial assessment report) are included in the tally of recommendations on which no progress has been made, but it should be noted that these are outside the direct control of the SPD. In the case of the remaining six recommendations on which no progress has been made, the SPD has not begun the implementation process and thus was unable to provide supporting documentation demonstrating progress.

Table 3. Status of initial assessment report recommendations

	Status	Reforms/ Recommendations (N)	Percent (%)
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	No progress	10	24
Total		42	100

*Note that four of the “No progress” recommendations are outside of the direct control of the SPD.

Approach

The goals of the monitoring phase are for the assessors to fully understand the steps the SPD has taken toward implementing the recommended reforms and to collect and review as much evidence as necessary to confirm that those steps have been completed. To track the implementation progress, the assessment team provided the SPD with a workbook that included examples of important steps the department could take in completing the reforms as well as a list of formal documentation necessary to provide evidence of the implementation progress.

Over the past six months, the CNA assessment team has conducted a site visit, maintained regular communication with the SPD, and reviewed hundreds of documents. To date, the SPD has submitted nearly 200 documents and files for review, including internal bulletins and memoranda, training lesson plans, training session attendance records, press releases, evaluation forms, policies, e-mail communications, and community survey results. The assessment team has critically reviewed these files for relevance and consistency with the recommendations as well as for clarity and quality of the documents. In addition to reviewing the documents and files received from the SPD, the assessment team held biweekly calls with the SPD's Office of Professional Accountability staff during which the progress toward each recommendation was discussed in detail. From January to June 2015, 10 calls occurred. In addition to these calls, one status meeting was held in person at SPD headquarters in March 2015.

Over the next year, CNA will conduct additional site visits, hold interviews with SPD personnel and community members to directly observe SPD activities, analyze related data, and continue to review documents provided by the SPD.

Organization of this six-month assessment report

This six-month assessment report is organized according to the format established in the initial assessment report. Chapters 2 through 8 cover the same topic areas assessed in the initial assessment report.² Each recommendation is assessed in the same order in which it appeared in the initial assessment report (and we have maintained consistent numbering for the recommendations) although the chapter numbers themselves do not align across the two reports. We document evidence supporting the assessments in footnotes. We conclude the six-month assessment report with a section on next steps.

Appendix A provides a table that outlines the status of all the reforms, and appendix B provides a list of the acronyms, abbreviations, and initialisms used throughout this report.

2. Of note, chapter 7 documents the implementation status of the recommendations related to the Office of the Police Ombudsman Commission although these fall outside the direct control of the SPD.

Chapter 2. Compliance Assessment—Five-Year Analysis of Use of Force Incidents within the Spokane Police Department, 2009–2013

This topic appeared in chapter 4 of the initial assessment report and included nine recommendations, which were based on an analysis of 243 SPD use of force reports (deadly and nondeadly) from 2009 to 2013. These recommendations included policy revisions, procedural changes, and additional training. Of the nine recommendations, two are complete, six are in progress, and one has had no progress. This chapter provides a detailed assessment of the SPD's progress in implementing these nine recommendations. We have maintained the original recommendation numbers (4.1, 4.2, etc.) for consistency across the reports.

Table 4. Status of chapter 4 recommendations

	Status	Reforms/ Recommendations (N)	Percent (%)
	Complete	2	22
	Partially complete	0	0
	In progress	6	67
	No progress	1	11

Initial assessment report recommendation 4.1

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

CNA's review of the UOF incidents from 2009 to 2013 identified discrepancies in the involved officers' reporting of the tools and tactics they had used.

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Current assessment of compliance | In progress



Since January 2015, the SPD has re-evaluated its UOF report writing training and has begun providing UOF report writing training for all officers (this training has been conducted in conjunction with its training on body-worn cameras). As of June 2015, the SPD has trained half of the patrol officers and expects to have all officers trained by October or November 2015. In addition, the SPD has provided BlueTeam training to all supervisors in 2015 and is in the process of developing an updated and more tailored training on BlueTeam and Internal Affairs (IA) procedures for all of its supervisors. This training will offer supervisors more detailed familiarity with the new drop-down categories listed in BlueTeam, the proper completion of BlueTeam reports, the new early intervention system (EIS) policy, and an overview of the new IA procedures. This training is still in the development phase, and the SPD will be providing this training after relevant policies have been revised and approved.

Initial assessment report recommendation 4.2

The supervisor of an officer involved in a deadly force incident should always complete a BlueTeam Use of Force Report for the incident.

The failure to complete a Use of Force Report in deadly force incidents further adds to the issue cited concerning documentation of UOF tools and tactics. Because the Spokane Incident Regional Response (SIRR) team conducts the criminal investigation of the use of deadly force, the incident does not undergo a review by the chain of command; thus, the supervisor of the officer involved does not complete a Use of Force Report.

Current assessment of compliance | In progress



Upon discussions with the Police Guild and the Lieutenants and Captains Association, the SPD determined that in officer-involved shootings involving more than one officer, it would be difficult to determine and assign the supervisor responsible for completing the Use of Force Report. Therefore, the SPD agreed that IA would complete the BlueTeam report for all deadly force incidents. This decision eliminates any potential confusion as to who should complete the BlueTeam report. The practice of having IA complete the BlueTeam reports is under way and was most recently implemented in response to a deadly force incident that occurred on May 6, 2015.

In addition to this new procedure being included in upcoming sergeants' training, it will also be reflected in the revised SPD Use of Force Policy and the Officer-Involved Shooting Policy. The Office of the City Attorney is reviewing revisions to these policies. Once approved, the revisions will be incorporated into upcoming IA training for supervisors as well as into training on writing Use of Force Reports. In the meantime, the SPD has directed IA to complete the BlueTeam Use of Force Report in the event of a deadly force incident.

Initial assessment report recommendation 4.3

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

Deadly force incident files usually ran more than 200 pages and contained a wealth of information including both criminal and administrative investigatory findings. In addition to the volume of these files, the lack of a common template or organizational structure within them made it difficult for the CNA assessment team to review and extract the information needed to conduct its analysis. Because the criminal investigation is conducted by an outside agency, forms and templates are often specific to that agency's procedures and processes.

Current assessment of compliance | In progress



The SPD created an investigative case file format with 10 different headers that SPD detectives will follow while investigating deadly force incidents. SIRR team members discussed these revisions during an end-of-year meeting.³ As of the current monitoring period, the SPD has begun implementing this new case file format. All SIRR stakeholders have approved and agreed to use the new format. The SPD has also shared the new format with other stakeholders including the prosecutor, the Office of the Police Ombudsman (OPO) attorney, and the SPD's Training Unit. Feedback on the new format has been positive. The next step to completing this recommendation is updating the SIRR protocol. The SPD is working with the line supervisors and the Office of the City Attorney's on updating the SIRR protocol to reflect the use of these new forms. After this update to the protocol is completed, it will be sent to the SIRR Board of Directors to be finalized.

Initial assessment report recommendation 4.4

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

In a number of instances, it was difficult for the CNA assessment team to determine the date that a certain form, task, or part of the investigation was completed. For example, not all files contained the memo released by the SIRR team announcing the county prosecutor's letter of declination, and the county prosecutor's memo to the investigators releasing its finding often failed to include a date of submission. Such details, while not essential to the actual investigation, are important to the department in formally tracking the progress of the investigation, especially when investigations can take six to eight months to complete.

3. Spokane Investigative Regional Response Team, "2014 SIRR Team Year End Briefing," meeting minutes, January 21, 2015.

Current assessment of compliance | **In progress**



The SPD created a checklist and case flow sheet for investigation teams. The case flow sheet has been included in the front of all SIRR deadly force case files and will easily reflect when and to whom the case was forwarded. As of the end of the current monitoring period, the case flow document has been shared with SIRR team stakeholders and other deadly force investigation stakeholders such as the prosecutor, the OPO attorney, and the SPD's Training Unit. Stakeholder feedback on this new case flow sheet has been positive. The next step in completing this recommendation is updating the SIRR protocol. The SPD is working with the line supervisors and the Office of the City Attorney's on updating the SIRR protocol to reflect the use of these new forms. After this update to the protocol is completed, it will be sent to the SIRR Board of Directors to be finalized.

Initial assessment report recommendation 4.5

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

Although most of the deadly force files contained supplemental documentation, a number of nondeadly use of force files were missing these items.

Current assessment of compliance | **In progress**



In spring 2015, all supervisors and command staff were provided with evidence.com training,⁴ which instructed them on how to properly save all video evidence for nondeadly force investigations. Storage on evidence.com allows the SPD direct and easy access to videos. Although photos can be uploaded to BlueTeam, such photos are often difficult to obtain because the chain of custody involves County Forensics. The SPD is currently working with County Forensics and the prosecutor's office to develop a process that will make it easier for the SPD to obtain and store photos related to nondeadly UOF incidents within BlueTeam.

In addition to making the above procedural changes, the SPD conducted an audit of the 2014 UOF files to determine whether any of the files were missing supporting documentation. The SPD was able to locate supporting documentation for the files missing this information. A summary of the audit's findings were noted in a memo.⁵ This new auditing process will also be institutionalized as part of the new IA procedures.

4. "Evidence.com Training for Supervisors and Command Staff," internal e-mail from Internal Affairs Unit, Spokane Police Department, to all supervisors, January 28, 2015.

5. "2014 Use of Force File Audit" Spokane Police Department internal memorandum, March 6, 2015.

Initial assessment report recommendation 4.6

The 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 the February 2013 report by the City of Spokane’s UOF commission, the commission recommended that the SPD conduct a cultural audit. The initial assessment report determined that because the UOF commission’s original request for a cultural audit was unclear on what the cultural audit would comprise, it was important for the SPD to initiate a discussion with the commission. The initial assessment report also noted that the SPD and the commission would need to determine if CNA’s baseline cultural assessment meets the needs of the commission or if a further audit would be necessary.

Current assessment of compliance | No progress



Former Chief Straub and the UOF commission discussed the need for a cultural audit on February 13, 2015. During that meeting, the commission acknowledged that a culture shift had already taken place in some areas and advised that their decision on whether a cultural audit was necessary would be noted in their final report. The UOF commission’s final letter was released to the public on March 23, 2015. That letter said that while they acknowledged that a cultural shift had already taken place, they would leave the decision to conduct a cultural audit to the chief.⁶ As of the publication of this assessment report, no decision has been made, and the chief is determining whether a cultural audit is necessary.

Initial assessment report recommendation 4.7

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

While the SPD IA division does produce an internal report of UOF data, its analysis is limited to annually examining the types of tools and tactics used and the number of times force is used per employee per year. In addition, IA’s review of UOF data fails to include citizen⁷ complaint data. Expanding the type of analytics run on these data and establishing a consistent methodology and a schedule for analysis would allow the SPD to track the data from year to year or quarter to quarter.

6. Letter from City of Spokane Use of Force Commission to Mayor David A. Condon, March 8, 2015, <https://static.spokanecity.org/documents/news/2015/03/19/mayor-and-chief-receive-final-letter-from-use-of-force-commission/use-of-force-commission-letter-2015-03-23.pdf>.

7. This report uses “citizen” to refer to all individuals in a city or town who are not sworn law enforcement officers or government officials. It should not be understood to refer only to U.S. citizens.

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Current assessment of compliance | **In progress**



The SPD used the recommendations provided in the initial assessment report when completing the SPD 2014 Use of Force Comprehensive Analysis. Upon the CNA assessment team's review of that analysis, the team suggested that the SPD make a few revisions (e.g., formatting and additional detailed analysis) to enhance the readability and comprehensiveness of the analysis. The SPD noted that these suggested revisions would be considered when drafting the 2015 Semiannual Use of Force Comprehensive Analysis. In addition to expanding the use of force analysis in these annual and semiannual reports, the SPD is also partnering with Washington State University to conduct more comprehensive analytics on the SPD's use of force and citizen complaints.⁸

Initial assessment report recommendation 4.8

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

Although incident reports dating back to 2012 are posted on the police department's website, the general public seldom refers to them. The SPD would earn significant goodwill from the Spokane community by continuing to develop and publish, in different formats, a formal analysis of UOF reports every year.

Current assessment of compliance | **Complete**



The SPD published and extensively shared its most recent 2014 Use of Force Comprehensive Analysis Report via the SPD website and meetings with the public.⁹ In February 2015, that report was shared at briefings with the Public Safety Committee, e-mailed to Police Advisory Committee (PAC) members, e-mailed to the ombudsman, and shared with the general community through meetings such as the outreach presentations given by Strategic Initiatives Director Timothy B. Schwering. In addition, the SPD shared the report with neighborhood councils. In total, the SPD shared the document with more than 100 contacts and organizations. In addition, as part of sharing the report with the community, the SPD solicited feedback on the report. A similar procedure will be followed when releasing all future annual UOF reports.

The assessment team will continue to monitor the implementation of this recommendation to ensure that annual use of force reports are comprehensive, produced on an annual basis, and provided to the community.

8. "Officer UOF & Complaints," e-mail from Dr. Steve James, Washington State University, to then Chief Frank Straub and Kathy Armstrong, Spokane Police Department, March 5, 2015.

9. *Spokane Police Department Comprehensive Analysis of 2014 Reportable Use of Force Incidents* (Spokane, WA: Spokane Police Department, 2015), <https://static.spokanecity.org/documents/police/accountability/2014-use-of-force-analysis-2015-03-09.pdf>.

Initial assessment report recommendation 4.9

The 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.

According to analysis conducted for the initial assessment report on UOF incident reports from 2009 to 2013, 15 officers were involved in five or more UOF incidents, and 24 officers were involved in four or more incidents. Because of the lack of an operating EIS, the CNA assessment team determined that additional analysis examining the patterns of behavior for officers with a high frequency of UOF incidents is necessary and will continue to be necessary until the EIS is fully operational.

Current assessment of compliance | Complete



The SPD conducted an analysis of patterns and trends for those officers with a high frequency of UOF incidents from 2009 to 2013. In the process of completing this analysis, the CNA assessment team suggested additional analytical methods that the SPD should use to further refine its analysis. As a result of this refined analysis, the SPD was able to determine that a majority of incidents involved public safety issues (e.g., suspect had a weapon or resisted arrest), and few were the result of officer-initiated activity.

Upon the completion of this analysis, the SPD and the CNA assessment team determined that once the newly operational EIS was in place, those officers with a high frequency of UOF incidents would be identified as part of the new EIS system, and an additional analysis to identify potential patterns of behavior would be completed if necessary. The new EIS was approved by the chief in July of 2015 and has been implemented.

The assessment team will continue to monitor the implementation of this recommendation to ensure that the SPD is appropriately reviewing the EIS and identifying potential trends and training needs.

Chapter 3. Compliance Assessment— Survey of Officers and Officer Interviews

This topic appeared in chapter 5 of the initial assessment report and included three recommendations. These recommendations were derived from the analysis of our interviews and survey of officers. The recommendations included enhancing internal communication strategies, developing supervisor training, and emphasizing the importance of procedural training. Of the three recommendations, one is complete and two are in progress. This chapter provides a detailed assessment of the SPD's progress in implementing these recommendations. We have maintained the original recommendation numbers (5.1, 5.2, etc.) for consistency across the reports.

Table 5. Status of chapter 5 recommendations

	Status	Reforms/ Recommendations (N)	Percent (%)
	Complete	1	33
	Partially complete	0	0
	In progress	2	67
	No progress	0	0

Initial assessment report recommendation 5.1

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

Officers interviewed as part of the assessment for the initial assessment report noted that while they understood the need for change, they also had concerns over the rapid pace of the changes and the leadership's inconsistent communication about the changes to the patrol-level officers. Further complicating this was resistance to change among a number of officers within the SPD; this resistance created issues for executive leadership in obtaining buy-in from officers in both supervisory and patrol-level positions. In addition, the interviews conducted for the initial assessment report revealed that some officers feel that these changes have affected department morale because officers are unsure how long they will be in their current positions.

Current assessment of compliance | Complete



The SPD developed an internal engagement and communication strategy that identified the goals and action items the chief and his executive command would employ to increase and enhance its internal communication. In addition to formalizing this strategy, in April 2015, the chief held a two-hour discussion session with members of the department during each in-service training. The sessions provided an opportunity for the chief to discuss the recent organizational changes and the departmental strategy.

Over the next year, the CNA assessment team will be conducting interviews with officers to gauge their feedback on the new internal communication strategy. The assessment team will also continue to monitor the implementation and sustainment of this recommendation to ensure that the chief and his executive command are implementing the internal engagement and communication strategy and periodically communicating with the department, especially with regard to future organizational restructuring of or modifications to departmental policy.

Initial assessment report recommendation 5.2

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

The initial assessment report found that except for those promoted to captain, newly promoted officers are provided with a checklist of activities and courses that they should complete within the first six months in the new position. The initial assessment report also noted that a number of officers interviewed stated that this checklist had become a “check-the-box” item, and no real transitional training is provided on what officers should expect and what their new duties and responsibilities will entail as a supervisor.

Current assessment of compliance | In progress



The SPD is in the final stages of drafting the training plan for supervisors being considered for promotion. As part of developing this training plan, the SPD formed a committee of SPD personnel to provide input on the types of training necessary to prepare officers for different supervisory positions. In addition to drafting a training plan, the SPD is developing training lesson plans for this supervisory training as well as a mentorship program.

Initial assessment report recommendation 5.3

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

In the officer survey conducted as part of the initial assessment report, responses were varied to the questions of (1) whether officers should use force on subjects who are attempting to flee from custody, (2) the use of discretion when issuing a fellow officer a speeding ticket, and (3) the justification in using questionable practices to achieve good ends, mostly among patrol officers and, in some cases, even among officers in supervisory positions.

Current assessment of compliance | In progress



In March 2014, 12 officers received eight hours of training on procedural justice. The COPS Office is in the process of scheduling additional procedural justice refresher training for SPD department personnel as well as training specific to supervisors and managers. In the interim, the chief, using the topics and materials used in the procedural justice training, held a two-hour session as part of the April 2015 in-service training. During that in-service training, the chief laid out the departmental strategy and informed officers of recent organizational changes.

In addition to the procedural justice training, the SPD is currently working with the Washington State Criminal Justice Training Commission (WSCJTC) on obtaining fair and impartial policing training for all command staff. The SPD and the WSCJTC conducted this training in November 2015.

The assessment team will continue to monitor this recommendation and work with the COPS Office to assist the SPD in obtaining additional procedural justice training.

Chapter 4. Compliance Assessment— Use of Force Policy and Procedures

This topic appeared in chapter 6 of the initial assessment report and included five recommendations. These recommendations were derived from the analysis of departmental policies and procedures related to use of force. These recommendations included revising the Use of Force Policy and formalizing and enhancing its EIS. All five recommendations are in progress. This chapter provides a detailed assessment of the SPD's progress in implementing these recommendations. We have maintained the original recommendation numbers (6.1, 6.2, etc.) for consistency across the reports.

Table 6. Status of chapter 6 recommendations

	Status	Reforms/ Recommendations (N)	Percent (%)
	Complete	0	0
	Partially complete	0	0
	In progress	5	100
	No progress	0	0

Initial assessment report recommendation 6.1

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

The SPD tracks UOF incidents, pursuits, accidents, IA investigations of complaints, and officer-involved shootings for all of its officers within its EIS. If an officer exceeds a predefined threshold for any of these events, the defensive tactics cadre is notified. In addition to these procedures, a lieutenant from IA reviews the EIS spreadsheet monthly for any surges or patterns, and executive leadership and members of the Use of Force Review Board (UOFRB)—while not automatically notified of incidents via the EIS—are kept abreast of UOF incidents.

Current assessment of compliance | **In progress**



In addition to meeting with the Spokane Police Guild leadership and seeking the input of the vice president of the Lieutenants and Captains Association, the SPD reviewed EIS policies from six other agencies and the International Association of Chiefs of Police (IACP) model policy when drafting the EIS policy. After the policy was drafted, the EIS policy was shared with the Office of the City Attorney, IA staff, bargaining units, the training cadre, and the CNA assessment team. Upon review of the draft policy, the assessment team provided technical assistance and made a number of suggested revisions to the policy. These revisions included providing further clarity on the purpose of the EIS and increasing the accountability of the supervisor in tracking potential patterns of behavior. The SPD revised the EIS policy according to the assessment team's suggested revisions, and the policy has been approved by the Office of the City Attorney and the chief. The SPD will train its supervisors on the new EIS policy in the upcoming supervisor training.

Initial assessment report recommendation 6.2

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

While the SPD EIS gathers basic information on several types of incidents (UOF, pursuits, accidents, IA complaints, and officer-involved shootings), it does not include the details of those incidents (e.g., whether a citizen required medical attention). Furthermore, it does not gather any information on civil suits, administrative claims, disciplinary actions, or any awards or commendations the officer received.

Current assessment of compliance | **In progress**



As part of the process of developing an EIS policy, the SPD identified the appropriate categories to include and track in the EIS. Revisions to the categories were discussed with the Spokane Police Guild leadership and the vice president of the Lieutenants and Captains Association. After the policy was drafted, the SPD shared the EIS policy with the Office of the City Attorney, IA staff, bargaining units, the training cadre, and the CNA assessment team. As noted earlier, the assessment team provided feedback and suggested revisions to the policy. The policy has been approved by the Office of the City Attorney and the chief. Training on the new EIS policy will be provided as part of the upcoming supervisor training.

Initial assessment report recommendation 6.3

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

The SPD's current EIS system generates an alert after an officer is involved in six UOF incidents in a calendar year. The current threshold of six incidents before notification of an officer's involvement in UOF incidents is too high and only generates alerts on a small percentage of officers. This limits the department's ability to identify and address recurring issues as they are emerging.

Current assessment of compliance | In progress



The SPD lowered the current threshold from six UOF incidents to four in a 12-month period. This revision has been made within the department's EIS and has been noted in the new EIS policy. The current draft of the policy has been approved by the Office of the City Attorney and the chief. Training on the new EIS policy will be provided as part of the upcoming supervisor training.

Initial assessment report recommendation 6.4

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

The SPD recently implemented a new policy on the pointing of a firearm. While the department has issued roll call training and training bulletins notifying officers that they are now required to report the pointing of a firearm as a UOF, this policy is not reflected in the policy manual or mentioned in the Use of Force Policy. The Use of Force Policy also fails to reflect the factors used to determine the reasonableness of force that is taught in the SPD academy and in various training courses.

Current assessment of compliance | In progress



The SPD has revised Policy 106: Policy Manual to reflect the new process for updating the policy manual. This new process now outlines that all new SPD policies and modifications to existing SPD policies will be approved by the Office of the City Attorney. In addition, the CNA assessment team has reviewed the draft policy 106 and provided recommended improvements, which the SPD has taken into consideration. The SPD is currently making revisions to this policy, after which it will be reviewed and approved by the Office of the City Attorney and the chief.

In addition to revising Policy 106, the SPD is also updating the Use of Force Policy (initial assessment report recommendation 6.5). The current draft of the Use of Force Policy is undergoing a review by the Office of the City Attorney. Once the Office of the City Attorney has completed the review and provided revisions to the policy, it will go to the chief for review and approval.

Initial assessment report recommendation 6.5

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

While the factors listed in the policy are comprehensive, the policy gives little guidance on the varying levels of force or control, the tools and tactics available to officers, certification requirements, the importance of de-escalation, and post-UOF procedures.

Current assessment of compliance | **In progress**



As noted earlier, the SPD has revised the Use of Force Policy. Among the revisions was an effort to ensure that the policy reflected current departmental practices. The CNA assessment team reviewed the draft policy and provided the SPD with suggested revisions to further improve the policy. These suggestions included highlighting the importance of de-escalation and revising terminology to increase clarity. The draft Use of Force Policy is currently undergoing review by the Office of the City Attorney. Once the Office of the City Attorney has completed the review and provided revisions to the policy, it will go to the chief for review and approval.

Chapter 5. Compliance Assessment—Use of Force Training and Tactics

This topic appeared in chapter 7 of the initial assessment report and included six recommendations. These recommendations were derived from the analysis of training documents, lesson plans, rosters, and the assessment team’s observations of a number of training sessions. These recommendations included revising Policy 208: Training Policy, developing a training plan, and developing a data collection and evaluation capacity for training. All six recommendations are in progress. This chapter provides a detailed assessment of the SPD’s progress in implementing these recommendations. We have maintained the original recommendation numbers (7.1, 7.2, etc.) for consistency across the reports.

Table 7. Status of chapter 7 recommendations

	Status	Reforms/ Recommendations (N)	Percent (%)
	Complete	0	0
	Partially complete	0	0
	In progress	6	100
	No progress	0	0

Initial assessment report recommendation 7.1

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

As noted in the initial assessment report, the CNA team examined the spreadsheet the training division uses to document training. In comparing the spreadsheet to policy 208 to determine compliance with the manual, the assessment team found that the training requirements reflected in the policy did not match with the list of training sessions the SPD currently provides.

Current assessment of compliance | **In progress**



The SPD has contracted the services of the Simulated Hazardous Operational Tasks Laboratory at Washington State University (WSU) to assist training development. As of the publication of this six-month assessment report, Dr. Steve James, Associate Professor of Criminal Justice at WSU, has assisted the SPD in developing a common template for all of its training lesson plans. Additional work on the development of lesson plans and a training plan is ongoing. The SPD has also formed a training plan committee (see recommendation 7.2) to assist in the revisions to policy 208. The current draft is undergoing revisions suggested by the committee.

Initial assessment report recommendation 7.2

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

According to SPD policy 208, the training lieutenant should develop a training plan for all employees. It is also the responsibility of the training lieutenant to maintain, review, and update the training plan on an annual basis. The SPD did not have a training plan in place and was therefore not in compliance with this policy.

Current assessment of compliance | **In progress**



The SPD developed a training plan committee, which includes SPD personnel (executive command, training, community outreach, internal affairs) and representatives from WSU, Frontier Behavioral Health, and the WSCJTC.¹⁰ The committee has held a number of meetings to discuss the goals for the upcoming training plan. The committee expects to have a training plan in place by 2016. The training committee and its purpose and responsibilities will be reflected in the revised policy 208, which is currently being updated (see recommendation 7.1).

Initial assessment report recommendation 7.3

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

Department-wide training at the SPD is currently tracked using a Microsoft Excel spreadsheet. The spreadsheet captures the title of the training, date presented, and number of training hours as well as miscellaneous comments. Although the SPD files rosters at the conclusion of each training session, there is no mechanism to identify trends in individual performance, officer behavior, or department-wide practice.

Current assessment of compliance | **In progress**



The City of Spokane's Chief Information and Technology Officer has approved the purchase of the training management software.¹¹ The software will allow the training division to easily track its training programs. The funds to purchase this software were provided by the City of Spokane and presented to the mayor's cabinet in the summer of 2015. Once that purchase has been approved, the SPD will work with the vendor to get the software installed and the appropriate personnel trained.

10. "Invitation to Participate on the Spokane Police Department Training Plan Committee," e-mail from Assistant Chief Rick Dobrow to mental health partners, February 3, 2015.

11. "FW: Skills Manager & FTO Hosted Costs," e-mail from Eric Finch, Chief Information and Technology Officer to Tim Schwering, director, Officer of Professional Accountability, July 2, 2015.

Initial assessment report recommendation 7.4

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

As noted in the initial assessment report, the CNA assessment team’s analysis showed that the lateral neck restraint (LNR) tactic was used 90 times between 2009 and 2013. Compared to other uses of force during the same time period, the LNR tactic appears to be used more frequently than the M26 Taser (probes and drive-stun), impact weapons, or pepper spray. The SPD provides training on the use of the LNR tactic as part of its defensive tactics training, which, according to the data the SPD provided, was last provided to officers in 2009 in a four-hour block.

Current assessment of compliance | **In progress**



In addition to revising the Use of Force Policy to reflect this new procedure, the SPD has revamped its LNR training and is now implementing annual refresher training. The Use of Force Policy is currently undergoing review by the Office of the City Attorney. Once complete, it will go to the chief for review and approval.

Initial assessment report recommendation 7.5

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

According to CNA’s analysis of the deadly force incidents (N=9) that occurred from 2009 to 2013, rifles were deployed and fired (individually or together with handguns) in five (55%) of the incidents. This indicates that the rifle-deployment policy is not restrictive enough and should be evaluated by the SPD.

Current assessment of compliance | **In progress**



The SPD has revised the rifle-deployment policy. The CNA assessment team reviewed the revised policy and provided recommendations for further revisions. The suggested revisions included providing further clarity to the restrictions outlined in the policy on using the rifle. The SPD revised the policy and sent it to the Office of the City Attorney for review. Once complete, it will go to the chief for review and approval.

Initial assessment report recommendation 7.6

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

Although the SPD's goal is to recertify officers on crisis intervention team (CIT) training on an annual basis through a four- to eight-hour course, there were no recertification classes scheduled, and it was unclear whether this goal was formally documented.

Current assessment of compliance | **In progress**



The SPD met with mental health stakeholders to discuss the CIT recertification requirement. Following those discussions, the SPD and its mental health stakeholders developed a recertification process that includes practical experience training. The practical experience training will involve officers working at the mental health call center alongside mental health professionals.¹² The training will allow for collaborative problem solving and relationship building with the mental health professionals and will give the officers a practical application to use and build upon their existing knowledge and skills. This refresher training has a requirement of four hours to be conducted every two years. The new training requirement will be reflected in the updated training plan. Revisions to the training plan are currently underway; however, the department has already notified its officers of this new training requirement in an e-mail sent in March 2015. The SPD is also currently conducting refresher training, and as of the writing of this report, 64 officers who were due for refresher training have undergone the training.¹³ Those officers that completed CIT training in 2013 will be provided with CIT refresher training in fall 2015; SPD expects to have these 86 officers trained by November 2015.

12. Spokane Police Department, "Crisis Intervention Officer Refresher Training 2015" lesson plan, (Spokane, WA: Spokane Police Department, 2015)

13. The SPD provided the assessment team with a Microsoft Excel list of officers who have completed CIT training.

Chapter 6. Compliance Assessment— Use of Force Investigations and Documentation

This topic appeared in chapter 8 of the initial assessment report and included eight recommendations. These recommendations were derived from analysis of policies and procedures, Administrative Review Panel (ARP) memos, Deadly Force Review Board (DFRB) memos, and observations of a number of DFRB meetings. These recommendations included revising policy to reflect the current UOFRB practices, expanding the scope of the ARP, and redefining the scope of the DFRB. Of the eight recommendations, three are in progress and five are listed as not being complete at this time. This chapter provides a detailed assessment of the SPD's progress in implementing these recommendations. We have maintained the original recommendation numbers (8.1, 8.2, etc.) for consistency across the reports.

Table 8. Status of chapter 8 recommendations

	Status	Reforms/ Recommendations (N)	Percent (%)
	Complete	0	0
	Partially complete	0	0
	In progress	3	37
	No progress	5	63

Initial assessment report recommendation 8.1

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

Although IA investigators initially respond to the scene of an officer-involved fatal incident, according to current policies and procedures, an administrative review of a deadly UOF incident formally begins only after the county prosecutor has filed a letter of declination. However, this process changed slightly in the last half of 2014. IA investigators continue to wait until the criminal investigation is complete, typically within two months; however, they do conduct officer interviews (primarily witness officers) prior to receiving the decision letter from the prosecutor's office. The entire IA investigation is compiled and forwarded for an ARP only after the prosecutor delivers his or her opinion on the incident.

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Current assessment of compliance | **No progress**



The SPD will discuss this recommendation with the Spokane Police Guild and the Lieutenants and Captains Association. Once those discussions have taken place, the SPD will provide documentation of progress to the assessment team.

Initial assessment report recommendation 8.2

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

In CNA's assessment of the ARP memoranda included in the deadly force files and in the UOF files that were transferred to IA, it was clear that the ARP's review was limited to examining whether the officer abided by the Use of Force Policy. In all deadly force incidents, the ARP found these incidents to be within policy and issued no recommendations and no proposed discipline. This lack of recommendation and proposed discipline is likely due to the fact that the ARP's assessment in UOF incidents is structurally limited to the review of whether the officer followed the Use of Force Policy in his or her use of force.

Current assessment of compliance | **No progress**



The SPD intends to implement this recommendation and expects to discuss this recommendation with the Spokane Police Guild and the Lieutenants and Captains Association. Once these discussions have taken place, the SPD will provide documentation of progress to the assessment team.

Initial assessment report recommendation 8.3

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

The SPD policy manual does not reflect the current ARP process, which is for each member to review and provide comment on a UOF investigation by e-mail. In addition, the ARP policy in the SPD policy manual is vague and provides little guidance on the responsibility of the ARP and its purview.

Current assessment of compliance | **No progress**



The SPD intends to implement this recommendation and expects to discuss this recommendation with the Spokane Police Guild and the Lieutenants and Captains Association. Once these discussions have taken place, the SPD will provide documentation of progress to the assessment team.

Initial assessment report recommendation 8.4

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

Currently, the SPD has no formal process for tracking the implementation of recommendations made by any of its administrative review processes. The CNA assessment team found no formal records identifying the follow-up on the progress and status of each of the recommendations made by the DFRB, ARP, UOFRB, and chain of command. In the assessment team's examination of the UOF incident files and related policies, it was unclear how changes to policy, training, equipment, or corrective actions are being tracked and communicated to those responsible for implementing the recommendations.

Current assessment of compliance | In progress



The SPD has developed a process to track the findings made by each of its administrative review processes. The SPD outlined this new process in a memo to its IA investigators, and supervisors were also notified by e-mail in March 2015. As of the development of this report, the SPD has implemented the new process and released a number of training bulletins as a result of findings made through its administrative review processes. This new process will be formalized and incorporated into the new IA procedures (see recommendation 8.8).

Initial assessment report recommendation 8.5

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

The UOFRB process was implemented in the first quarter of 2013; however, its policies and procedures have not been formally added to the SPD policy manual. The current policies and procedures are listed only in the SPD defensive tactics manual. In addition, based on the information the CNA assessment team gathered, the policies and procedures listed in this manual appear to differ from departmental practice.

Current assessment of compliance | In progress



The SPD has incorporated the UOFRB policies into the Use of Force Policy. As previously stated in recommendation 6.5, the Use of Force Policy is currently undergoing review by the Office of the City Attorney. Once this review is complete, it will go to the chief for review and approval. In addition to incorporating the UOFRB policies into the Use of Force Policy, the SPD is also in the process of updating the Defensive Tactics Manual to ensure that it is consistent with what is stated in the Use of Force Policy.

Initial assessment report recommendation 8.6

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

The ARP in deadly force incidents (D-ARP) is the one review mechanism, aside from chain of command, in which a civilian presence is lacking. This is likely due to the fact that ARP is the only mechanism afforded the authority to recommend discipline.

Current assessment of compliance | No progress



This recommendation requires the SPD to consult with the Spokane Police Guild and the Lieutenants and Captains Association, per the agreements with both bargaining groups, as it constitutes a change in the ombudsman's role. This matter was referred to former Chief Straub to discuss at future labor-management meetings. Once these discussions have taken place, the SPD will provide documentation of progress to the assessment team.

Initial assessment report recommendation 8.7

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

While informing the public of a deadly force incident is necessary to ensure transparency, the charge of the DFRB is to objectively evaluate the use of deadly force. To do so effectively, the board members must candidly voice their recommendations on changes to training, tactics, and equipment. The setting used in the September 2014 DFRB observed by the assessors did not allow for these candid discussions to take place. In addition, at the conclusion of the DFRB, it was unclear what the recommendations were, what action items had been identified, and who would be responsible for making these changes.

Current assessment of compliance | In progress



The SPD has made revisions to the DFRB policy and sent the revised policy to IA and the training cadre for feedback. The SPD also sent the DFRB policy to the CNA assessment team for review. The assessment team provided a number of recommendations, including providing more detail on the role and responsibilities of each member of the DFRB and ensuring greater accountability by assigning an assistant chief or director as the chair of the DFRB. The revised DFRB policy is currently undergoing review by the Office of the City Attorney. Once it is complete, the chief will review and approve it.

Initial assessment report recommendation 8.8

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

The SPD underwent substantial organizational changes in 2014, most notably to the training and IA divisions. One change resulted in the assignment of new investigators to the IA division to address internal and external concerns over the quality of internal investigations. Unfortunately, that change resulted in the appointment of investigators with little training on how to properly conduct internal investigations. Interviewees expressed their concern over the lack of training and previous experience among the newly assigned IA investigators.

Current assessment of compliance | No progress



The SPD will be developing standard operating procedures for the IA unit. In addition, the SPD will meet with the community to discuss use of force, as well as the extensive training that IA investigators are required to undergo. The SPD will provide draft procedures for the IA division to the assessment team for review in the coming months.

Chapter 7. Compliance Assessment— Civilian Oversight

This topic appeared in chapter 9 of the initial assessment report and included four recommendations. It should be noted that implementation of these recommendations is outside the direct control of the SPD. However, at the request of the OPO Commission, the CNA assessment team will be providing technical assistance to the OPO as it implements the recommended reforms.

Background

In February 2015, the chair of the OPO Commission requested that the COPS Office provide assistance to the OPO on the implementation of the recommendations noted in the initial assessment report. The COPS Office and the CNA assessment team agreed. The assessment team and the COPS Office met with the chair and vice chair of the OPO Commission on March 19, 2015 to discuss what the technical assistance would entail. Shortly after that meeting, the assessment team and the chair of the OPO Commission scheduled monthly conference calls to discuss the technical assistance necessary to begin implementing the reforms listed in chapter 9 of the initial assessment report.

However, because of differences in the interpretation of the OPO ordinance, there was disagreement among the OPO Commission members as to who would be responsible for formulating the OPO and OPO Commission policies and procedures and be responsible for implementing the recommended reforms. Compounding this issue has been the continued vacant ombudsman position. The previous ombudsman resigned in January 2015 and, as of June 2015, no replacement or interim ombudsman had been appointed. In addition, three of the five commission members resigned in June 2015. These events have delayed the OPO's ability to begin the process of implementing the reforms recommended in the initial assessment report. As such, all of the recommendations from chapter 9 of the initial assessment report are listed as having had no progress made. It should also be noted that the responsibility and authority to complete these recommendations rest solely on the OPO and are outside the direct control of the SPD.

In our discussions in this chapter, we have maintained the original recommendation numbers (9.1, 9.2, etc.) for consistency across the reports.

Table 9. Status of chapter 9 recommendations

	Status	Reforms/ Recommendations (N)	Percent (%)
	Complete	0	0
	Partially complete	0	0
	In progress	0	0
	No progress	4*	100

*Note that these four “No progress” recommendations are outside of the direct control of the SPD.

Initial assessment report recommendation 9.1

The OPO should formalize the roles and responsibilities of the ombudsman and the commission members into official OPO policies, procedures, and bylaws.

Legislation passed in February 2014 and the subsequent appointment of the five commission members led to a number of changes within the OPO. Because the changes have occurred within the last six months, the OPO did not have a chance to discuss and define the roles of the ombudsman and the commission members, including the extent of their oversight authority.

Current assessment of compliance | No progress



Because of the issues noted in the background section of this chapter, no supporting information has been provided to the assessment team at this time. The CNA assessment team will work with the OPO and OPO Commission over the remaining monitoring period and provide assistance as necessary.

Initial assessment report recommendation 9.2

To ensure improved public understanding of and commitment to the new OPO's roles and responsibilities, the OPO should 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.

The majority of community members that the CNA assessment team encountered, whether at interviews or public meetings, discussed a lack of understanding among their fellow community members about the existing and proposed OPO roles and responsibilities, as well as the recent internal changes within the SPD.

Current assessment of compliance | No progress



Because of the issues noted in the background section of this chapter, no supporting information has been provided to the assessment team at this time. The CNA assessment team will work with the OPO and OPO Commission over the remaining monitoring period and provide assistance as necessary.

Initial assessment report recommendation 9.3

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

The importance of the OPO’s role as the only external reviewer of SPD misconduct allegations requires that the OPO be fully integrated into all internal SPD reviews of UOF incidents.

Current assessment of compliance | No progress



Because of the issues noted in the background section of this chapter, no supporting information has been provided to the assessment team at this time. The CNA assessment team will work with the OPO and OPO Commission over the remaining monitoring period and provide assistance as necessary.

Initial assessment report recommendation 9.4

The OPO should 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.

The OPO’s monthly and annual reporting is thorough and complete. However, despite its thoroughness and coverage in local media, a majority of community members were not aware of the reports that the OPO generates and expressed a desire for the information in those reports.

Current assessment of compliance | No progress



Because of the issues noted in the background section of this chapter, no supporting information has been provided to the assessment team at this time. The CNA assessment team will work with the OPO and OPO Commission over the remaining monitoring period and provide assistance as necessary.

Chapter 8. Compliance Assessment— Community Perspectives and Outreach

This topic appeared in chapter 10 of the initial assessment report and included seven recommendations. These recommendations were derived from the analysis of departmental policies and procedures, interviews with officers and community members, and a community roundtable. These recommendations included institutionalizing and establishing the SPD community outreach strategy, implementing a citizen's academy, and conducting a staffing analysis. Of the seven recommendations, two are complete and five are in progress. This chapter provides a detailed assessment of SPD's progress in implementing these recommendations. We have maintained the original recommendation numbers (10.1, 10.2, etc.) for consistency across the reports.

Table 10. Status of chapter 10 recommendations

	Status	Reforms/ Recommendations (N)	Percent (%)
	Complete	2	29
	Partially complete	0	0
	In progress	5	71
	No progress	0	0

Initial assessment report recommendation 10.1

SPD should sustain and institutionalize these [targeted community] outreach efforts by establishing a continued community outreach strategy and plan.

Starting in spring 2014, the SPD's director of strategic initiatives began engaging in more targeted community outreach to discuss the IA process and the importance of civilian oversight within the SPD, including the new structure of the IA division within the SPD. The Spokane City Council has also convened several public meetings to discuss the new powers, roles, and responsibilities of the OPO, and the OPO has engaged in significant community outreach to explain the recent changes to the ombudsman's office. However, the community perceives these recent outreach efforts more as relationships with individuals (the chief of police, the Director of Strategic Initiatives, and the ombudsman) than as institutional changes to the SPD's outreach approach and practices.

Current assessment of compliance | Complete

The SPD has developed a community outreach strategy. This strategy documents all of the outreach efforts the SPD has undertaken and includes both SPD-initiated and city- and community-initiated events. Prior to publishing this document, the SPD sought feedback by e-mail from department personnel, community partners, and the CNA assessment team. The assessors reviewed the draft strategy and provided feedback such as including point of contact information and expanding on the outreach efforts listed. The SPD also widely distributed the strategy to more than 100 community groups and partners and conducted five presentations to various community organizations; the department continues to receive interest in the strategy and in additional presentations on the SPD's outreach efforts. The SPD has also posted the community outreach strategy on its website.¹⁴

Initial assessment report recommendation 10.2

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

Community organizations representing minorities—in particular, the Native American and mental health communities—noted that they would like to see the SPD voluntarily establish relationships among their constituencies. Both groups stressed the need for the SPD to proactively engage with these communities in light of recent public incidents of UOF against their members.

Current assessment of compliance | In progress

In addition to developing the community outreach strategy (see recommendation 10.1), the SPD has reviewed its current outreach programs and identified areas for continuation or expansion. For example, the Police Activities League (PAL) has expanded into three neighborhoods—East Central, West Central, and Hillyard. The SPD is also examining ways it can further build upon and sustain the PAL and is now partnering with both city and community organizations such as Spokane Parks Department, Spokane Regional Health District, Kingdom Fellowship Church Alliance, Operation Healthy Family, Northeast Youth Center, AmeriGroup Insurance, West Central Community Center, Juvenile Court, Spokane Southeast Lions Club, Spokane Public Schools, United Way, and many Hillyard-area organizations. The SPD is also working with community organizations like the Spokane Parks Foundation to explore ways that they can support the PAL. In addition to expanding and continuing its current outreach programs, the SPD is regularly seeking feedback from its community partners through surveys and feedback forms.

The SPD is also in the process of expanding its youth and police initiative (YPI) program. Most recently, in spring 2015, the SPD YPI, in coordination with Spokane's OUTSpoken, collaborated with the Gay-Straight Alliance and held its first YPI event specifically for lesbian, gay, bisexual, transgender, and questioning youth and supporters at Rogers High School. The SPD YPI's work has gathered national recognition, and Spokane was recently awarded the All-America City Award and the YPI was one of three highlighted programs. The

14. Spokane Police Department 2015 Community Outreach Strategy (Spokane, WA: Spokane Police Department, 2015), <https://static.spokanecity.org/documents/police/accountability/spd-community-outreach-strategy-2015-07-15.pdf>.

SPD also won the Chase Youth Foundation “Champions of Youth” award in the government division. The SPD YPI is currently holding sessions at the Ferris High School, Martin Luther King Family Outreach Center, North Central High School, Shadle Park High School, and the Gay-Straight Alliance at Rogers High School. The SPD has most recently secured approximately \$70,000 in additional funding, which should sustain the YPI and PAL for the next three years.

The SPD is also using these community partners to help advertise community forums like the Police Advisory Committee (PAC) public meetings and other community outreach events (e.g., Night Out Against Crime, public meetings, and trainings).

Initial assessment report recommendation 10.3

Similar to its media academy, SPD should hold a citizen’s academy on an annual basis.

According to CNA assessment team interviews with SPD personnel, it had been several years since the SPD held a citizen’s academy because of constraints in the department’s budget.

Current assessment of compliance | Complete



The SPD sought input on potential citizen academy training topics from the PAC and the Training Plan Committee. From May 6 to June 3, 2015, the SPD held a citizen’s academy. The academy was five weeks long and included between 20 and 25 participants from the general public as well as participants from community partners such as the OPO, PAC, OUTSpoken, Spokane Public Schools, Eastern State Hospital, Catholic Charities, Spokane Veterans Administration, and various neighborhood councils.¹⁵ The session included topics such as police procedures, Emergency Response Unit, K-9, IA processes, civilian oversight, OPO, UOF reality-based training, VirTra (virtual training), body cameras, and CIT training. The SPD received feedback from the participants, which they will use to inform the curricula for upcoming citizen’s academies.¹⁶ The SPD plans to hold a citizen’s academy on an annual basis going forward. The annual citizen’s academy has been incorporated into the SPD Community Outreach Strategy, which has been shared with the community and released to the public.

In addition to the citizen’s academy, the SPD has worked closely with Pastor Shon Davis of the Kingdom Fellowship Church Alliance to hold a mini citizen’s academy. This mini citizen’s academy was provided to a specific group within the community in April 2015 as a follow up to an SPD and community meeting regarding community policing and race relations. It is the SPD’s intention to continue to provide mini citizen’s academies to various community groups at regular intervals. The most recent mini citizen’s academy was advertised to a number of community groups, including the National Association for the Advancement of Colored People (NAACP), Native Project, Spokane Schools, and the Spokane Ministers Alliance. The mini academy was a four-hour session and included topics such as use of force and VIRTRA simulated shooting. About 26 participants attended the mini academy. In an effort to continue to improve these community outreach efforts, the SPD also sought feedback from the participants.

15. The SPD provided the CNA assessment team with rosters of citizen’s academy participation.

16. “Citizen’s Academy Evaluation- Responses” [feedback forms], (Spokane, WA: Spokane Police Department, n.d.).

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The assessment team will continue to monitor this progress of this recommendation over the next year to ensure that this effort is institutionalized and sustained as part of its community outreach strategy.

Initial assessment report recommendation 10.4

SPD should form a chief's advisory council.

Aside from the PAC, the occasional town hall meeting, and one-on-one meetings, the SPD does not hold self-initiated or regularly scheduled meetings with community leaders. The ability for the SPD to involve leaders from critical community organizations ensures its ability to directly hear the community's concerns and to develop (with community input) strategies to address those concerns.

Current assessment of compliance | In progress



Over the past six months, the PAC has undergone a number of changes. A number of new members representing various community partners have joined the committee, and the PAC continues to recruit new members. In addition, the SPD (chief or assistant chief) has made an active effort to attend each PAC meeting. As such, the SPD has reassessed the need to develop a separate community advisory council in addition to the now evolving PAC and has decided to postpone the formation of a chief's advisory council until it can determine the renewed effectiveness of the PAC.

Initial assessment report recommendation 10.5

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

According to the initial assessment report, community organizations and the SPD universally recognized the severe restrictions on community outreach and engagement resulting from an understaffed SPD. While there is limited research on the impact of budget cuts and the recession on policing, there are a number of anecdotal concerns about the shortages in staffing, such as decreased community policing, increased call volume, increased response time, realignment of job tasks, and decreased morale.

Current assessment of compliance | In progress



The SPD has requested the assistance of the Office of Justice Programs Diagnostic Center in conducting the staffing analysis. The SPD and the Diagnostic Center held a Resolution Intake Panel meeting on June 12, 2015, and the Diagnostic Center team held a meeting with the chief on July 17, 2015. The Diagnostic Center's staffing analysis should take six to nine months.

Initial assessment report recommendation 10.6

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

According to the initial assessment report, nearly every community organization the assessment team spoke to indicated that they receive notice of critical UOF incidents affecting their members or clients via the media, essentially at the same time as the public. All of the organizations that did not receive early notice that UOF events had occurred indicated that they would prefer to receive such notice both as representatives of distinct communities and as community partners of the SPD. These community groups can provide valuable insight into the community in both its reaction to and its interpretation of events, which the SPD can incorporate into future practices.

Current assessment of compliance | In progress



The SPD has worked closely with the SIRR team stakeholders to develop a SIRR critical incident communication protocol. As part of this protocol, the SPD drafted a template for an SIRR team news release. This template will help to promote consistent and prompt communication with the community following a critical incident. The SIRR team stakeholders have agreed on the template and communications protocol, and all agencies plan to post these news releases on their websites. The final step in implementing this recommendation is updating the SIRR protocol to reflect the official ability for a representative of the agency involved in a critical incident to give an initial statement and send out a news release based on the official's initial statement.

It should also be noted that these new procedures and processes were used in the follow-up to an in-custody death incident that occurred on May 13, 2015. The SPD took a proactive, unprecedented approach to informing the community. After the incident, SPD Community Outreach officers immediately got in touch with many leaders of the African-American community by e-mail and phone. These leaders included the NAACP, Mayor's Advisory Committee on Multicultural Affairs, university diversity leaders, multicultural ministers' community, and other outreach partners. In addition, the chief, the county sheriff, and SPD community outreach staff briefed leaders about the incident and answered questions. The SPD also met with the family of the deceased.

Initial assessment report recommendation 10.7

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

According to the initial assessment report, most Community Policing Self Assessment Tool (CP-SAT) respondents felt that the SPD engages "a little" or "somewhat" in all three key areas. The results of this self assessment clearly indicate room for improvement in all three areas. In addition to the CP-SAT, the SPD has administered a community survey to its PAL participants. The results of that survey showed that the program had a positive impact on the community and its youth.

Current assessment of compliance | In progress

The SPD will re-administer the CP-SAT in early 2016. The results of this self assessment will be compared to the CP-SAT completed in 2013.

In addition to the CP-SAT, the SPD has surveyed and asked for feedback from the community in a number of venues. For example, the SPD seeks community feedback at the conclusion of its citizen's academy and the Citizen's Force Encounters class as well as from YPI participants and following significant community meetings (e.g., body-worn camera information meetings). The SPD has also contracted a service provider to conduct a citywide survey (to be completed in late 2015). The City of Spokane has also most recently conducted a telephone town hall survey, which included additional questions related to public safety. According to the town hall survey, the community's trust and confidence in the police department has increased from 66 percent to 94 percent since 2013. In addition to the city's town hall survey, the SPD has also recently administered its own community partners survey. The department distributed that survey to several community partners (e.g., schools, hospitals, mental health professionals, law enforcement agencies, and city and county public defenders and prosecutors). Results from the survey were positive and have been shared among the department internally and with external partners.

Chapter 9. Next Steps

Over the next year, the CNA assessment team will continue to monitor the recommendations categorized as “Complete” to ensure continued compliance and overall sustainability. In addition, the assessment team will work with the department and the OPO on those recommendations categorized as “In progress” or “No progress” so that they may be fully implemented. The assessment team will also continually assess, as best as possible, the community’s response to the reforms. For those recommendations outside the direct control of the SPD and directly related to OPO, the assessors will seek to provide technical assistance as needed to aid in the implementation.

A final report on the implementation of the Collaborative Reform Initiative in the Spokane Police Department will be provided in fall 2016.

Appendix A. Spokane Police Department Status Summary

Table 11 outlines the compliance assessment status for each recommendation made in the initial assessment report.

Table 11. Recommendation status summary

#	Finding	Recommendation	Status
Chapter 4. Five-Year Analysis of Use of Force Incidents within SPD, 2009–2013			
4.1	Inherent problems with the forms previously used to report use of force incidents facilitated the inconsistent documentation of use of force tools and tactics used by SPD officers.	While the recent implementation of BlueTeam software to document UOF incidents will potentially solve most issues with inaccurate reporting, SPD should still train its officers on the proper reporting of use of force tools and tactics used in an incident.	 In progress
4.2	SPD does not require its supervisors to fill out use of force reports in deadly force incidents; this adds to the inaccuracy in reported use of force tools and tactics.	The supervisor of an officer involved in a deadly force incident should always complete a BlueTeam Use of Force Report for the incident.	 In progress
4.3	The Spokane investigative regional response (SIRR) team does not use a common template or consistent format for compiling all information related to its criminal investigation of a deadly force incident.	The SIRR team should develop a common template for all deadly force incident files.	 In progress
4.4	The SIRR team and SPD do not document the case flow of deadly force incidents; this makes it difficult to track the status of the review of each deadly force file.	SPD should develop a formal way to track the investigatory (criminal and administrative) process and include this tracking sheet with every deadly force file.	 In progress
4.5	A number of non-deadly use of force incident files did not contain supplemental documentation such as photos, radio transmissions and recordings, and computer-aided dispatch (CAD) logs.	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.	 In progress
4.6	The city of Spokane’s use of force commission recommended that SPD conduct a cultural audit to better understand the organizational perspectives regarding use of force.	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.	 No progress
4.7	The annual analytical review of use of force data, conducted by the SPD’s IA division, is not comprehensive and is limited to the documentation of the types of tools and tactics used and the number of times force is used per employee.	SPD should analyze use of force reporting data on a semiannual basis and before and after major policy or procedure changes in order to identify trends and quickly remedy any issues through remedial training or discipline.	 In progress

4.8	Although the SPD has consistently tracked use of force reports in a spreadsheet and posted individual use of force reports on their website in the past, it has just begun producing a formal annual use of force report and releasing the report to the public.	SPD should continue to publish annual use of force reports and release these reports to the public.	 Complete
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4.9	While the high frequency of an officer's involvement in use of force incidents over the five-year period (2009–2013) analyzed does not warrant an early warning notification, further examination of these incidents is necessary in order to identify potential patterns of behavior.	SPD should further examine the patterns of behavior of officers with a high frequency of use of force incidents. This additional examination should be conducted every four years.	 Complete
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Chapter 5. Survey of Officers and Officer Interviews

5.1	Officers noted that changes to the organizational structure and the department's policies and procedures, which have occurred in rapid succession over the past 18–24 months, have been inconsistently communicated with all members of the department, specifically those most affected by the changes .	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.	 Complete
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5.2	Although the department provides recently promoted officers with a checklist of job requirements, a number of officers expressed concern over the lack of formal processes (i.e., manuals, transition period, mentoring) for officers promoted to the sergeant, lieutenant, and captain levels.	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 progress
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5.3	There was a lack of consensus among officer's responses to the use of force on subjects attempting to flee from custody, the use of discretion when issuing a fellow officer a speeding ticket, and the justification in using questionable practices to achieve good ends. This discrepancy is a potential sign of issues in training and the need for additional clarification from department leadership on these topics.	The SPD leadership should emphasize the importance of procedural justice policing practices and provide additional training on these topics.	 In progress
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Chapter 6. Use of Force Policies and Procedures

6.1	Notifications from the SPD's early intervention system regarding use of force are only sent to the defensive tactics cadre.	SPD should formalize the EIS notification process and include the officer's supervisor, IA, the officer's union representative, and executive leadership in this notification process.	 In progress
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6.2	Although the development of an EIS is a clear improvement, this system could be further refined by collecting detailed information on a number of additional variables.	SPD should expand the type of information its EIS collects, such as sustained complaints and completed training.	 In progress
6.3	The early intervention system could be further improved by lowering the threshold of the number of use of force incidents before a notification is made.	The SPD should adjust the triggering criteria in its EIS from six to four use of force incidents per officer per year.	 In progress
6.4	The SPD use of force policy does not reflect current departmental practices.	SPD should establish both periodic and ad hoc procedures to update its policy manual to ensure that it is consistent with departmental practices.	 In progress
6.5	The SPD use of force policy lacks sufficient detail on the levels of force, types of tools and tactics available to officers, certification requirements, the importance of de-escalation, and post-use of force review procedures.	SPD should immediately update its UOF policy to ensure that it is comprehensive and consistent with the departmental practices.	 In progress
Chapter 7. Use of Force Training and Tactics			
7.1	Policy 208 of the Spokane Police Department policy manual does not reflect the current use of force training conducted by SPD.	SPD should revise policy 208 to ensure that it reflects current departmental practices and requirements for use of force training.	 In progress
7.2	SPD does not develop an annual training plan to inform the department's training needs for the upcoming year.	SPD should establish a committee to evaluate and determine department-wide training needs and develop an annual training plan.	 In progress
7.3	The evaluation and tracking of SPD's training sessions is limited. SPD does not capture department-wide trends, which could highlight problem areas that need to be addressed more thoroughly.	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.	 In progress
7.4	SPD's documentation on the lateral neck restraint (LNR) control hold is lacking. Limited documentation of training on how to properly conduct an LNR increases the department's liability if injury or death to the suspect were to occur.	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.	 In progress
7.5	Although SPD's rifle policy provides direction on the circumstances in which an officer is allowed to use a rifle, it lacks detailed guidance on how officers should properly deploy their rifles.	SPD should update its rifle policy and provide officers with explicit and more detailed guidance on the proper deployment of rifles.	 In progress
7.6	Although SPD provides its officers with refresher training in CIT on a continual basis, there is no formal recertification process.	SPD should institutionalize the CIT training by updating its training policies to reflect the CIT recertification requirement.	 In progress
Chapter 8. Use of Force Investigations and Documentation			
8.1	The prosecutor's lengthy timeline to review deadly force incidents creates delays in the administrative review of deadly use of force incidents.	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.	 No progress

8.2	The D-ARP has rarely issued disciplinary or corrective actions in use of force incidents due to its ambiguity and structural limitations.	SPD should expand the scope of the D-ARP finding determinations to allow panel members to vote on officer tactics and decision making and policy violations outside the use of force.	 No progress
8.3	SPD's current practices on the ARP process are not accurately reflected in the SPD policy manual, which lacks detail on the responsibilities of the ARP members and the overarching purview of the ARP.	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.	 No progress
8.4	SPD's process for tracking the implementation of the recommendations made by each administrative review mechanism is informal.	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.	 In progress
8.5	The Use of Force Review Board's policies and procedures are not formally documented in the SPD policy manual.	SPD should formally document the UOFRB's policies and outcomes and should collectively review non-deadly use of force incidents on a monthly basis.	 In progress
8.6	SPD D-ARPs currently lack a civilian presence.	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.	 No progress
8.7	SPD's recent revisions to the DFRB have expanded the scope of the review board's purpose and goals; while these changes increase transparency, it can also negatively affect the department's ability to effectively assess tactics, training, and equipment after a deadly force incident.	SPD should reassess the purpose and goal of the DFRB to ensure that it both provides transparency and maintains its ability to effectively assess tactics, training, and equipment after a deadly force incident.	 In progress
8.8	While the organizational changes to IA are an encouraging sign of progress, many interviewees—both internal and external to the department—noted that they were concerned about the initial lack of training among the newly assigned IA investigators.	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.	 No progress
Chapter 9. Civilian Oversight*			
9.1	The OPO lacks formal procedures on the new role and responsibilities of the ombudsman and the newly appointed commission members.	The OPO should formalize the roles and responsibilities of the ombudsman and the commission members into official OPO policies, procedures, and bylaws.	 No progress
9.2	The community lacks a comprehensive understanding of the OPO's current role and responsibilities.	To ensure improved public understanding of, and commitment to the new OPO's roles and responsibilities, the OPO should 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.	 No progress
9.3	The OPO is not well integrated into all mechanisms designed to review use of force incidents.	The SPD should continue to integrate the ombudsman into all review mechanisms. As such, the OPO and the commission members should also participate in all relevant use of force training offered by the SPD.	 No progress

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9.4	Although the OPO's monthly and annual reporting is thorough and complete, a number of community members interviewed were not aware of the reports generated by the OPO.	The OPO should increase the awareness of its monthly and annual report by making these reports more succinct and by actively meeting with community stakeholders to discuss these reports.	 No progress
Chapter 10. Community Perspectives and Outreach			
10.1	Although SPD has increased its community outreach efforts over the past 12–18 months, community members interviewed noted a limited understanding of and confidence in several SPD processes and activities associated with use of force incidents.	SPD should sustain and institutionalize these outreach efforts by establishing a continued community outreach strategy and plan.	 Complete
10.2	Although nearly every community organization interviewed noted that SPD outreach and participation in the community has recently improved, nearly all interviewees also noted the need for SPD to initiate more consistent and accessible public forums and meetings.	SPD should leverage existing or past outreach programs to increase its active engagement with the community.	 In progress
10.3	Due to budgetary constraints, SPD has not held a citizen's academy in several years.	Similar to its media academy, SPD should hold a citizen's academy on an annual basis.	 Complete
10.4	Other than participating in the city's Police Advisory Committee, SPD lacks involvement in a department-initiated chief's advisory council.	SPD should form a chief's advisory council.	 In progress
10.5	Interviewees from both the community and the SPD noted that a lack of adequate staffing directly impacts the SPD's ability to conduct community outreach and improve police-community relationships	SPD should conduct a staffing analysis to determine if the department is meeting its operational needs and has an adequate amount of staff to ensure its continued mission, objectives, and community policing principles	 In progress
10.6	Although the SPD has improved and increased its community engagement efforts, community organizations noted that they would like to receive more information from SPD about critical use of force incidents in a more timely manner. Currently, these organizations receive information about incidents via the media.	The SIRR should revise its media relations protocol to ensure that the agency involved in a deadly force incident is allowed to release appropriate information after a deadly force incident. In addition, SPD should continue to utilize and improve virtual and more traditional methods to maintain communications with interested community stakeholders after a critical incident.	 In progress
10.7	SPD does not routinely survey the community to gauge changes in the community's perceptions of the police and its relationship with the police department.	SPD should routinely survey the community to measure increased police-community relationships, increased understanding of police procedures, organizational changes, and to evaluate police-initiated programs, like the PAL.	 In progress

*Note that four of the 10 “No progress” recommendations are outside of the direct control of the SPD.

Appendix B. Acronyms, Abbreviations, and Initialisms

ARP	administrative review panel
CIT	critical incident team
COPS Office	Office of Community Oriented Policing Services
CRI-TA	Collaborative Reform Initiative for Technical Assistance
CP-SAT	Community Policing Self Assessment Tool
D-ARP	deadly force administrative review panel
DFRB	deadly force review board
DOJ	U.S. Department of Justice
EIS	early intervention system
IACP	International Association of Chiefs of Police
LNR	lateral neck restraint
NAACP	National Association for the Advancement of Colored People
OPO	Office of the Police Ombudsman
PAC	Police Advisory Committee
PAL	Police Athletic League
SIRR	Spokane Investigative Regional Response
SPD	Spokane Police Department
UOF	use of force
UOFRB	Use of Force Review Board
WSCJTC	Washington State Criminal Justice Training Commission
WSU	Washington State University
YPI	Youth and Police Initiative

About CNA

CNA is a not-for-profit organization based in Arlington, Virginia. The organization pioneered the field of operations research and analysis 70 years ago and today applies its efforts to a broad range of national security, defense, and public interest issues, including education, homeland security, public health, and criminal justice. CNA applies a multidisciplinary, field-based approach to helping decision makers develop sound policies, make better-informed decisions, and lead more effectively. CNA is one of the technical assistance providers for the U.S. Department of Justice's Office of Community Oriented Policing Services Collaborative Reform Initiative for Technical Assistance.

About the COPS Office

The **Office of Community Oriented Policing Services (COPS Office)** is the component of the U.S. Department of Justice responsible for advancing the practice of community policing by the nation's state, local, territorial, and tribal law enforcement agencies through information and grant resources.

Community policing begins with a commitment to building trust and mutual respect between police and communities. It supports public safety by encouraging all stakeholders to work together to address our nation's crime challenges. When police and communities collaborate, they more effectively address underlying issues, change negative behavioral patterns, and allocate resources.

Rather than simply responding to crime, community policing focuses on preventing it through strategic problem solving approaches based on collaboration. The COPS Office awards grants to hire community police and support the development and testing of innovative policing strategies. COPS Office funding also provides training and technical assistance to community members and local government leaders, as well as all levels of law enforcement.

Another source of COPS Office assistance is the Collaborative Reform Initiative for Technical Assistance (CRI-TA). Developed to advance community policing and ensure constitutional practices, CRI-TA is an independent, objective process for organizational transformation. It provides recommendations based on expert analysis of policies, practices, training, tactics, and accountability methods related to issues of concern.

Since 1994, the COPS Office has invested more than \$14 billion to add community policing officers to the nation's streets, enhance crime fighting technology, support crime prevention initiatives, and provide training and technical assistance to help advance community policing.

- To date, the COPS Office has funded the hiring of approximately 127,000 additional officers by more than 13,000 of the nation's 18,000 law enforcement agencies in both small and large jurisdictions.
- Nearly 700,000 law enforcement personnel, community members, and government leaders have been trained through COPS Office-funded training organizations.
- To date, the COPS Office has distributed more than eight million topic-specific publications, training curricula, white papers, and resource CDs.
- The COPS Office also sponsors conferences, roundtables, and other forums focused on issues critical to law enforcement.

The COPS Office information resources, covering a wide range of community policing topics—from school and campus safety to gang violence—can be downloaded at www.cops.usdoj.gov. This website is also the grant application portal, providing access to online application forms.

In December 2014, following an 11-month assessment, CNA published *A Review of Use of Force Policies, Processes, and Practices in the Spokane Police Department*. Although the release of that report marked the completion of the assessment phase, the COPS Office, CNA, and the SPD have continued their collaboration to ensure the implementation of the 42 recommended reforms. Tracking the implementation progress of those reforms began in January 2015 and will continue through summer 2016—a period of about 18 months.

This six-month assessment report is the first of two progress reports that CNA will publish on the SPD's progress. The purpose of this six-month assessment report is to inform all stakeholders (i.e., the SPD, the DOJ, and the Spokane community) of the SPD's progress to date.



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To obtain details about COPS Office programs, call
the COPS Office Response Center at 800-421-6770.

Visit the COPS Office online at www.cops.usdoj.gov.



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