

Monitoring Application

Baltimore City Police Department

June 8, 2017

Submitted to:

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Submitted by:

CNA
Nicholas Hunter
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3003 Washington Boulevard
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The undersigned, being duly authorized to submit this application on behalf of the CNA Corporation, hereby represents and certifies that all required documents have been submitted and to the best of my knowledge, are true, are complete, and accurately describes the proposed project.



Nicholas W. Hunter



Independent Monitor
Baltimore Police Department



June 8, 2017

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U.S. Department of Justice
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Dear Sirs:

CNA is honored to submit the attached application in response to the Request for Applications (RFA) for an Independent Monitor to assess and report on implementation of a Consent Decree regarding the Baltimore Police Department (BPA). As required by the RFA, our response is organized by numbered sections corresponding to the numbered paragraphs listed in the RFA. We are providing a hard and electronic copy of our application to each of you.

CNA is a not-for-profit research and analysis organization with more than 75 years of experience providing objective analysis of high-profile, challenging, and complex issues for local, state and federal clients. CNA has conducted numerous assessments of police use-of-force policies and practices in three large police departments (Las Vegas, Spokane and Philadelphia) that identified 50 to 90 specific reforms and improvements in each department. We also monitored and are currently monitoring the implementation of these reforms in the *post-Ferguson era* of increased police accountability. CNA has analyzed police shootings and other critical incidents for the Baltimore, Tampa, and Oakland police departments and provided them with reasonable and actionable recommendations on how to improve their operations.

CNA is the largest technical assistance provider to police agencies in the nation. It helps police agencies implement evidence-based practices through partnerships with local researchers, enhances and updates community policing practices, and promotes fair and impartial policing. CNA also is the nation's technical assistance provider for body worn cameras, helping more than 200 agencies with their body worn camera policy development and program implementation. CNA has helped over 60 cities nationwide to improve innovations in policing and violence reduction, including Los Angeles, Boston, Memphis, Phoenix, Chicago, Detroit, San Antonio, Tucson, Atlanta, Louisville, and Oakland.

The CNA Monitoring Team, led by Monitor Chief (Ret.) Rodney Monroe, Deputy Monitor Daniel Giaquinto, and Director of Community Outreach and Engagement Dr. Johnny Rice, has experience in all aspects of independent police agency monitoring. We offer a proven monitoring and assessment approach based on successful methodologies used by our team and incorporating best practices, evidence based research and lessons learned into technical assistance. We will conduct the research required by the Consent Decree through a partner-

75 YEARS OF SERVICE TO OUR NATION

3003 Washington Boulevard, Arlington VA 22201 703-824-2000 www.cna.org

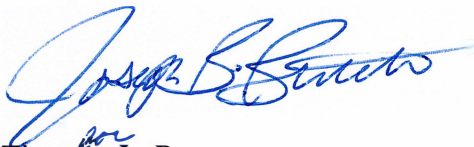
ship with Coppin State University, and we will actively engage community stakeholders in the process to ensure that agency reforms build community trust and police legitimacy.

We commit to a collaborative and cost effective approach to working with the parties of the Consent Decree and will integrate our monitoring efforts with other related efforts that are already ongoing in the City of Baltimore. For example, we will coordinate with BPD's efforts under its Ford Foundation grant which addresses areas related to the consent decree such as community engagement, complaints, and technology.

Our point of contact is Nick Hunter (huntern@cna.org); 703-824-2082; 3003 Washington Blvd., Arlington, VA 22201. Please contact him directly with any questions or requests for additional information.

We look forward to the possibility of supporting the Department of Justice and the City of Baltimore.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Timothy L. Beres'.

Timothy L. Beres
Executive Vice President
CNA Institute for Public Research

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32. Executive Summary

Events in recent years across our nation demonstrate that communities hold police to higher levels of accountability and transparency than ever before. In Baltimore, events such as the in-custody death of Freddy Gray and subsequent civil disturbances underscore the Civil Rights Division's decision to investigate Baltimore policing practices. This investigation resulted in a Consent Decree entered into by the U.S. Department of Justice, the Mayor and City Council of Baltimore in January 2017.

CNA, a nonprofit organization with over 75 years of experience improving the performance of government agencies and operations, has the capability, qualifications, and experience to monitor and evaluate reforms by the Baltimore Police Department (BPD) and to bring the department into full and sustained compliance within five years. CNA has worked with several medium- and large-sized police agencies to implement efficient and effective reforms pertaining to use of force and the other concerns addressed in the Consent Decree. CNA has the capabilities to support the department in implementing these changes by providing technical assistance (TA), engaging with the Baltimore community, and ensuring compliance in an environment of intense scrutiny. Over the past 15 years, our team has conducted the most innovative and effective police agency assessment, monitoring, and reform work in the country, resulting in sustained positive and measureable change in urban police departments, as well as changes in police culture in those departments.

We commit to a collaborative and cost effective approach to working with the parties of the Consent Decree and will integrate our monitoring efforts with other related efforts that are already ongoing in the City of Baltimore. For example, we will coordinate with BPD's efforts under its Ford Foundation grant which addresses areas related to the consent decree such as community engagement, complaints, and technology.

Knowing Baltimore's commitment to resolving the problems described in the Consent Decree, and the strength and resiliency of the Baltimore community and its major social institutions, the CNA Monitoring Team is confident that the City's determination and our commitment to Baltimore's success will provide the Court, the parties to the Consent Decree (BPD and DOJ), and the residents of Baltimore the best value solution for ensuring lasting reform within the BPD and improved community-police relationships. These lasting reforms will bring peace and safety to the Baltimore community, will protect the physical and mental well-being of BPD staff and officers, and will set the foundation for continued economic growth and community health in the City of Baltimore for the foreseeable future.

Relevant Experience of our Team Members

Detailed monitoring of BPD's compliance with the Consent Decree is a complex undertaking, requiring solid knowledge and experience in police agency administration and operations, legalities of constitutional policing, research and analysis methodologies, and the diversity of community interests and perspectives in the City of Baltimore. We propose a Monitoring Team structure (figure 1) for this initiative that will provide the BPD with comprehensive expertise across the 17 substantive topic areas in the Consent Decree, the research expertise required to monitor reform progress with validity, and the knowledge of and access to the many different communities in Baltimore.

The CNA Monitoring Team has experience in all aspects of independent police agency monitoring, including data collection and analysis, progress monitoring and reporting, and working collaboratively to build consensus among city officials, police officials, court officials, the media, and community members. Next we summarize the relevant experience of our monitors and advisors.

Monitor and Advisors	Rodney Monroe, Monitor Johnny Rice, Liaison for Community Outreach and Engagement (Coppin State Univ) James Coldren, Research Advisor Denise Rodriguez, TA Coordinator CHIPS Stewart, Policing Advisor
Deputy and Associate Monitors	Daniel Giaquinto - Deputy Monitor Theron Bowman, Associate Monitor for Stops, Searches, Arrests Mai Fernandez, Associate Monitor for Reports of Sexual Assault Harold Medlock, Associate Monitor for Use of Force Stephen Rickman, Associate Monitor for Community Engagement Elsie Scott, Associate Monitor for Training Ellen Scrivner, Associate Monitor for Supervision, Recruitment and Staffing
Subject Matter Experts	Brian Corr, Subject Matter Expert, Community Oversight Phil Coyne, Subject Matter Expert, Training and Use of Force Mark Schindler, Subject Matter Expert, Youth Engagement Charles Stephenson, Subject Matter Expert, Technology Nykidra L. Robinson, Subject Matter Expert, Baltimore Community Engagement Alicia Lynn Wilson, Subject Matter Expert, Baltimore Community Engagement Caryn York, Subject Matter Expert, Baltimore Community Engagement D. Antonio Bridges II, Subject Matter Expert, Baltimore Community Engagement
Monitoring Team Support	Dominique Burton, Analyst Tammy Felix, Analyst Jessica Herbert, Analyst Keri Richardson, Analyst
Coppin State University's Local Team	Michael Berlin, SME, Community Policing, Baltimore Community Claudia Nelson, SME, Community Development, Race Relations, Baltimore Beverly O'Bryant, SME, Behavioral Health, Baltimore Community Jacqueline Rhoden-Trader, SME, Research, Baltimore Community James F. Stewart II, SME, Research, Outcome Assessment and Youth Engagement

Figure 1. Monitoring Team Structure

Chief (Ret.) Rodney Monroe, Senior Advisor at CNA, will serve as the Monitor. Chief Monroe is currently the Monitor for the Settlement Agreement for the city of Meridian, MS. Mr. Monroe is a recognized innovator and practitioner of community policing, and has more than 30 years of experience in law enforcement. He was chief of the Charlotte-Mecklenburg Police Department (CMPD) from 2008 to 2015. In this role, he led the largest municipal police department in the state of North Carolina. Under his leadership, the department refocused its efforts on crime fighting and crime prevention through a more accountable organizational structure, new technology, and an enhanced strategy of community policing. As a result, the department continues to experience a significant reduction in its crime rate. Prior to joining CMPD, Chief Monroe served as Chief in Macon, Georgia, and in Richmond, Virginia. While serving in Richmond, his efforts led to the lowest number of homicides in over 25 years. Chief Monroe also worked in a variety of leadership positions within the Washington D.C. Police Department. Chief Monroe holds bachelor's degrees in Interdisciplinary Studies and Criminal Justice. He is a graduate of the FBI National Academy and the National Executive Institute. He is a former Executive Committee member for the International Association of Chiefs of Police, member of Major Cities Chiefs, and the National Organization of Black Law Enforcement Executives.

Daniel Giaquinto, J.D. will serve as the Deputy Monitor. Like Mr. Monroe, he has a distinguished record in police accountability and reform. Mr. Giaquinto has been a member of the Independent Monitoring Team (IMT) since its inception in 2015, responsible for monitoring and reporting on the compliance of the Albuquerque Police Department (APD) with the terms and reforms of the Court Approved

Settlement Agreement (CASA) between Albuquerque, New Mexico and the Department of Justice. He currently serves as the Deputy Monitor with a personal area of responsibility in monitoring of Internal Affairs and Civilian Police Oversight activities and of the imposition of discipline to officers and civilian employees of APD. He also advises the Monitor on CASA interpretation and implementation issues.

The relevant experience of our Advisors and Associate Monitors are listed in tables 1 and 2.

Table 1. CNA Team Advisors

Team Member / Role	Experience
<p>Johnny Rice II, Dr.PH.</p> <p>Liaison for Community Outreach and Engagement</p>	<ul style="list-style-type: none"> ▪ Over 18 years of experience providing leadership, technical assistance, and support to organizations that serve low-income fathers and families in the areas of child welfare, juvenile justice/youth development and criminal justice in efforts to create safe and stable communities ▪ Former Senior Program Associate at the Vera Institute of Justice, promoting practices and providing technical assistance to address violence against women and children ▪ Taught a class on policing which examined the origin of law-enforcement, ethical issues in policing, use of force and other contemporary issues specific to the field ▪ President and Founder of Social Justice Ventures, which provides a diversified range of services including mentorship, training, educational support, and problem solving that empower individuals and organizations to achieve healthy and safe homes, schools, workplaces, and communities
<p>James Coldren, Ph.D.</p> <p>Advisor Panel: Research Advisor</p>	<ul style="list-style-type: none"> ▪ Over 30 years of experience with applied research in criminal justice and law enforcement ▪ Currently serves as Project Director for the Smart Policing Initiative, Violence Reduction Network, Body Worn Cameras technical assistance program, and the Advancing 21st Century Policing initiative ▪ Served as Research Partner for Project Safe Neighborhoods in the Central District of Illinois ▪ Served as the Federal court-appointed Monitor for the Cook County Department of Corrections consent decree ▪ Served as principal investigator on policing, police technology, corrections, evaluation, youth engagement, and violence reduction projects
<p>Denise Rodriguez, M.A.</p> <p>Advisor Panel: Technical Assistance Coordinator</p>	<ul style="list-style-type: none"> ▪ Investigated and monitored police agencies, assessed police policy and procedures, and reconstructed police critical incidents and large-scale events ▪ Serves as the Principal Investigator and Lead Monitor for multiple police departments through the U.S. Department of Justice Office of Community Oriented Policing Services' Collaborative Reform Initiative ▪ Conducted research that led to recommendations to local governments on police use of force tactics, accountability, public transparency, and organizational reform ▪ Manages CNA's largest training and technical assistance program: Bureau of Justice Assistance, Body-Worn Cameras Training and Technical Assistance (BWC TTA) ▪ Has Spanish speaking proficiency
<p>James "CHIPS" Stewart, M.P.A.</p> <p>Advisor Panel: Policing Advisor</p>	<ul style="list-style-type: none"> ▪ Served as Director, United States Department of Justice, Office of Justice Programs, National Institute for Justice ▪ Directed the analysis, assessment, and implementation of performance assessments; developed new strategies, policies and procedures for police agencies ▪ Advisor to several United States Department of Justice (DOJ), Office of Community Oriented Policing Services (COPS) and Bureau of Justice Assistance (BJA) projects ▪ Re-engineered the Chicago Police structure and organization by implementing community policing principles and reducing crime. ▪ Increased the capacity of the Washington DC, Metropolitan Police Department to assess policies and procedures to streamline operations while documenting reductions in crime, drug markets and gang violence.

Table 2. CNA Team Associate Monitors

Team Member/Role	Experience
<p>Theron Bowman, Ph.D.</p> <p>Associate Monitor: Stops, Searches and Arrests</p>	<ul style="list-style-type: none"> ▪ Served as Police Chief for Arlington, TX Police Department for over 12 years ▪ Currently serves as Deputy City Manager for the City of Arlington Texas ▪ Specific areas of policing expertise include Law, Community Affairs, Crime Prevention, Youth Services, Recruit and In-Service Training, Police Hiring and Recruiting, Media Relations, Citizen’s On Patrol, and the Citizen’s Police Academy ▪ Served as member of New Orleans Police Department Monitoring Team, and as a Collaborative Reform consultant for Milwaukee, WI ▪ Created and led a team that developed the world’s first rational model of predictive policing using high-level analytics and geospatial modeling ▪ Created the Youth Services section in the Arlington, TX police department to address special needs and issues involving youth and schools
<p>Mai Fernandez, M.A.</p> <p>Associate Monitor: Reports of Sexual Assault</p>	<ul style="list-style-type: none"> ▪ Currently serves as Executive Director for the National Center for Victims of Crime, providing strategic leadership for this national membership organization working on behalf of crime victims and their families ▪ Provided legal, policy, and strategic advice to the organization’s leadership to measure performance and track progress ▪ Develops training and technical assistance programs for government agencies, police departments, and community based organizations to better serve sexual assault, domestic violence, and LGBTQ, and radical minority victims ▪ Lead a not-for-profit organization in Washington DC and Maryland, annually serving 5,000 minority, immigrant and LGBTQ youth ▪ Has Spanish speaking proficiency
<p>Harold Medlock, M.B.A.</p> <p>Associate Monitor: Use of Force</p>	<ul style="list-style-type: none"> ▪ Former Chief of Police of the Fayetteville (NC) Police Department ▪ Currently a Subject Matter Expert for the Bureau of Justice Assistance (BJA) Body Worn Camera Training and Technical Assistance Program, and for the Smart Policing Initiative ▪ Served actively on law enforcement social issues boards including the North Carolina Criminal Justice Training and Standards Commission, and the N.C. Commission for Racial and Ethnic Disparity ▪ Provided verbal testimony for the President’s Task Force on 21st Century Policing
<p>Stephen Rickman, M.A.</p> <p>Associate Monitor: Community Engagement</p>	<ul style="list-style-type: none"> ▪ Serves as an Associate Monitor with Public Management Resources, as part of the Independent Monitoring Team overseeing a Settlement Agreement between the Department of Justice, the U.S. Attorney of New Mexico, and the Albuquerque Police Department. ▪ Over 25 years of experience in high-level positions in the public safety and community support areas ▪ Served as organizer and Vice Chair of the Community Prevention Partnership, and as Senior Executive Service at DOJ leading and managing community-police partnerships in sites across the nation, including Baltimore ▪ Leading expert in police-community relations and building trust and cooperation among community residents and criminal justice components

Team Member/Role	Experience
Elise Scott, Ph.D. Associate Monitor: Training	<ul style="list-style-type: none"> ▪ Served as Director of the Training Bureau, Detroit Police Department where she managed the budget, prepared training plans, developed programs, and oversaw training compliance with the DOJ Consent Decrees ▪ Served as Deputy Commissioner of Training for the New York City Police Department ▪ Served as Executive Director of the National Organization of Black Law Enforcement Executives where she conducted police training, provided technical assistance to law enforcement agencies, and represented the organization before Congress ▪ Developed and reviewed community policing plans, policies, and training programs ▪ Served on assessment panels for selecting law enforcement supervisory and executive personnel ▪ Authored a number of publications on topics including community policing, cultural awareness training, and victim assistance in minority communities
Ellen Scrivner, Ph.D. Associate Monitor: Supervision, Recruitment and Staffing	<ul style="list-style-type: none"> ▪ National expert on criminal justice policy, police behavior, and public safety and policing issues ▪ Testified before the President’s Task Force on 21st Century Policing ▪ Served on monitoring teams that engaged in helping large police departments achieve compliance with their Consent Decrees ▪ Currently a Subject Matter Expert on Police Reform ▪ As Deputy Superintendent of the Chicago Police Department, managed the \$1.2B budget of the Bureau of Administrative Services ▪ Developed a national community policing training strategy that was implemented through a nationwide network of innovative Regional Community Policing Institutes (RCPI)

Distinguishing Skills and Experience

Our team possesses a unique combination of corporate characteristics and professional experiences that assures successful completion of this monitoring project:

- **CNA is an established and well-respected non-profit organization whose mission is to improve performance of our federal, state, and local government clients’ operations.** We have several hundred criminal justice and law enforcement clients throughout the United States, and are considered industry leaders in police innovation, technical assistance, organizational change, and implementation of evidence-based practices.
- **We provide highly experienced monitors.** Our Monitor, Deputy Monitor, and several of our Associate Monitors have prior consent decree monitoring experience in medium- to large-sized urban jurisdictions. Our experienced monitors have proven abilities to work effectively with BPD and the parties to the Consent Decree, to bring BPD into full and sustained compliance within five years.
- **We provide the nation’s premier training and technical assistance (TTA) experts, as evidenced by our successful TTA portfolio.** The CNA team is the nation’s largest training and technical assistance provider to police agencies across the country through large federal initiatives such as the Smart Policing Initiative, the Violence Reduction Network, the Body Worn Camera Pilot Implementation Project, the Collaborative Reform Initiative, and the Advancing 21st Century

“It’s a model program for how the Justice Department can help local agencies improve their standards.”

*Professor Emeritus Samuel Walker,
University of Nebraska at Omaha, on
CNA’s approach to reforming the Las Vegas Police Department.*

Policing Initiative. Through this portfolio we work with a total of over 250 police agencies covering a range of topics central to the policing mission.

- Our team is uniquely qualified to contribute to Baltimore’s growing record of achievements in police reform.** Our CNA team recognizes the investments BPD and the City have made in recent years to improve public safety and police-community relations. To build on that foundation, our team is rooted in this region and includes substantial local involvement and experience in policing matters in the region. The leadership team includes Baltimoreans, Drs. Michael Berlin and Johnny Rice, who will coordinate the research and community engagement components through our partner, Coppin State University (CSU), a historically black university located within the City of Baltimore. Our team’s strong local presence is additionally evidenced by the fact that several members of the Monitoring Team, and several of our Subject Matter Experts, have direct experience in Baltimore and the DC/Baltimore region. This will ensure that monitoring processes are relevant and transparent to the community. We blend stellar national expertise in police operations and police organizational transformation with local knowledge and experience in the Baltimore community, the elements required for successful transformation of BPD.
- Our Monitoring Team has strong community policing and community engagement experience.** Every member of our Monitoring Team, from lead Monitor Rodney Monroe, Deputy Monitor Dan Giaquinto, Liaison for Community Outreach and Engagement Dr. Johnny Rice, the Monitoring Team Advisors and the Associate Monitors, has strong commitments and solid experience implementing, monitoring, training, and evaluating community policing initiatives. Our guiding philosophy for police agency reform is that police-community engagement and collaboration undergirds the police agency’s mission to protect the public, and its own officers.

CNA monitored reform efforts with the Las Vegas Metropolitan Police Department, under the COPS Collaborative Reform Initiative. Within three years, CNA helped transform this police agency from one beset by legal and community relations problems stemming from use-of-force practices to an agency that is now perceived as a national model for use-of-force policies, procedures, practices, and training.

Summary of the Proposed Budget

The projected budget for this five-year monitoring initiative is \$7,274,146 with annual costs of less than \$1,475,000 per year. We developed the budget based on our prior monitoring experiences involving similar levels of effort. Our insight into resource requirements enables us to integrate efficiencies into our approach based on lessons learned and best practices that will ensure we complete the work in an optimal manner within realistic costs, and on time. The table below summarizes the monitoring budget by major budget categories for five years.

Table 3. Summary of Proposed Budget (in \$K)

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Monitoring labor	728.1	739.9	752.3	761.4	768.3	3,750.1
Monitoring travel	68.6	71.3	71.3	71.3	71.3	353.8
TA and training labor	270.0	308.8	281.4	287.8	293.3	1,441.3
TA and training travel	5.9	11.9	11.9	11.9	11.9	53.5
Other direct costs	49.5	22.9	23.2	23.3	23.3	142.1
Subcontractor costs	306.1	306.6	306.9	306.9	306.9	1,533.4
Total	1,428.2	1,461.4	1,447.0	1,462.6	1,474.9	7,274.1

33. Scope of Work

This section is organized to align with paragraphs 8-27 in accordance with the RFA.

8. Implementing the Consent Decree to achieve full compliance

Knowing Baltimore’s commitment to resolving the problems described in the Consent Decree, and the strength and resiliency of the Baltimore community and its major social institutions, the CNA Monitoring Team is confident that the City’s determination and our commitment to Baltimore’s success will provide the Court, the parties to the Consent Decree and the residents of Baltimore the best value solution for ensuring lasting reform within the BPD and improved community-police relationships. These lasting reforms will bring peace and safety to the Baltimore community, will protect the physical and mental well-being of BPD staff and officers, and will set the foundation for continued economic growth and community health in the City of Baltimore for the foreseeable future.

9. Achieving compliance through TA, recommendations, engaging the public and reporting

As shown in figure 2, our monitoring approach includes four key components that will help BPD achieve compliance. While we understand that the Monitor will be appointed for an initial term of three years from the Effective Date of the Consent Decree, our approach spans over five years, as suggested in the RFA.

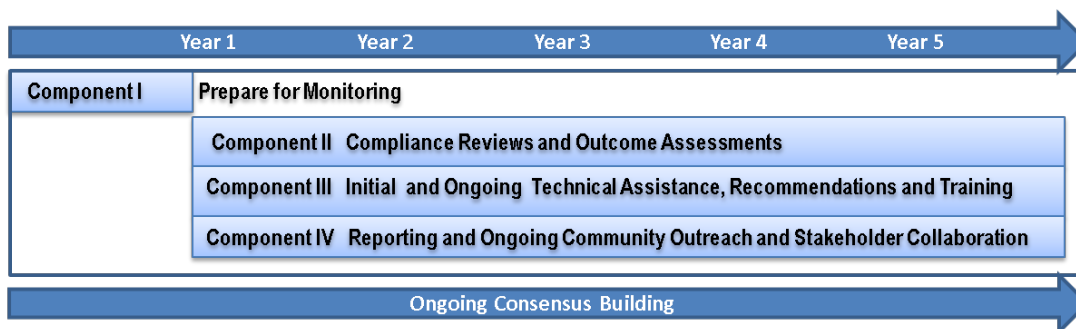


Figure 2. CNA’s Monitoring Approach

Component I involves orienting our Monitoring Team, establishing a local office in Baltimore, and introducing the team to DOJ, the City of Baltimore and BPD leadership. Throughout the life of the monitoring project, CNA will evaluate BPD and the City’s implementation of the Consent Decree via three additional components, which will run concurrently. Through **Component II**, we will begin conducting compliance reviews and outcome assessments of BPD’s implementation of the required reforms. Through **Component III**, we will assess technical assistance needs, make recommendations, and design and deliver ongoing targeted training and technical assistance to complement the monitoring program. Through **Component IV** we will report BPD’s progress on all 17 of the substantive areas, initiate and continue a robust community outreach strategy. Underpinning our approach is ongoing consensus building with all stakeholders, including the community and the Baltimore Police Department.

We will apply the following guiding principles to the BPD reform and monitoring process:

- Objective analysis and assessments based on measures of performance;
- Community engagement and participation with complete transparency;

- Independent reviews of police policies and practices to reveal actual progress and outcomes; and
- Regular communication among the parties to the consent decree and regular communication with labor organizations, and BPD command staff, supervisors, officers, representatives of City government and members of the Baltimore community.

10. Cost effectiveness and collaboration

As a not-for-profit organization, CNA's primary concern is helping BPD achieve compliance with the Consent Decree and ensuring lasting change for BPD and the Baltimore community. We are committed to achieving compliance in the most cost effective manner possible. We employ project management practices based on Project Management Institute (PMI) principles that allow us to track actual costs against the budget to identify and correct deviations before they become an issue.

Our approach also emphasizes close collaboration with BPD. From our experience working on the Collaborative Reform Initiative, we understand that a key to lasting change is gaining BPD's full commitment and support to implement our recommendations. We gain this commitment and support by backing up our recommendations with clear, evidence-based analysis. Through training, and TA, we will provide BPD with the support it needs to implement our recommendations and successfully achieve compliance and long-term organizational change. See section 38 for more detailed information

11. Meeting responsibilities set forth in paragraphs 442-488 of the Consent Decree

Our approach (figure 2) is designed specifically to carry out our monitoring responsibilities as set forth in the Consent Decree. Next, we provide a detailed description of each component in figure 2 above.

Component I: Prepare for Monitoring

Prior to the initiation of review, assessment and monitoring activities under the Consent Decree, we will undertake the following preparations:

- Convene the Monitoring Team and conduct an orientation and training session that addresses each aspect of the Consent Decree and outlines the research and administrative support available to the team.
- Establish a local office, website, and communications capability for the monitoring project, including a portal for community inquiries, reports, and suggestions. Our website will feature not only formal reports, but also our proposed budgets and accounting. The website will be well-designed and easy to navigate and will be Section 508 compliant. We will establish a schedule of locations for quarterly in-person community meetings in different Baltimore neighborhoods (CD ¶474)
- Introduce the Monitoring Team to DOJ, the City of Baltimore, and BPD leadership, and to key personnel who will work with the Monitoring Team, including the members of BPD's Compliance Unit (CD ¶ 481).
- Establish a regular system of contacts and communication protocols among all entities involved in the monitoring process, including a standing teleconference call lines and schedules, and a mechanism for secure, password-protected communications when privacy concerns are present (CD ¶473).
- Develop the Monitoring Plan for the Monitoring Project, with details for Year 1. The CNA Monitoring Team will lead the monitoring plan development process, working with the parties to the Consent Decree through a series of in person and conference call meetings, and will provide opportunities for public input into the monitoring plan through our liaisons at CSU and our community engagement Subject Matter Experts (see below). The Monitoring Plan will be

submitted to the parties and the Court within 90 days of the Monitoring Team's appointment (CD ¶1461-467) and will be revisited annually upon acceptance.

Component II: Compliance Reviews and Outcome Assessments

The RFA and the Consent Decree identify many specific tasks and responsibilities that must be met or accomplished in order to successfully complete the monitoring process. These tasks and responsibilities include an array of compliance reviews (CD ¶1454) which will include but not be limited to: the analysis of policies and procedures regarding training, use of force, and internal affairs investigations; stops, searches, and arrests; officer discipline; the early warning system; handling of citizen complaints and all other topics as defined by the Consent Decree; and outcome assessments as reforms are implemented by BPD (CD ¶1459).

The BPD Monitoring Team will develop performance metrics for each of the 17 substantive areas and each specific task based on the requirements of the Consent Decree, and on discussions with the Court, the City, DOJ and the U.S. Attorney's Office. Per Consent Decree ¶1504, BPD must maintain full and effective compliance for at least one year for requirements pertaining to Group A (Community Oversight Task Force, Interactions with Youth, Transportation, First Amendment, Technology and Coordination with School Police) and for at least two years for requirements pertaining to Group B (Community Policing and Engagement, Stops, Searches, Arrests, and Voluntary Police-Community Interactions, Impartial Policing, Responding to and Interacting with People with Behavioral Health Disabilities or in crisis, Use of Force, Handling of Reports of Sexual Assault, Supervision, Misconduct Investigations and Discipline, and Recruitment, Hiring and Retention). Performance metrics under this monitoring plan will specify quantitative and qualitative measures for each requirement, and the threshold criterion for what will constitute compliance. Performance metrics and methodologies will be detailed in the annual Monitoring Plans.

The BPD Monitoring Team will also coordinate and conduct an ongoing series of community forums (CD¶1461i) in a variety of Baltimore neighborhoods throughout the course of the monitoring project. We plan to select three neighborhoods in each of the 9 Baltimore regions and conduct quarterly community forums, to be coordinated by our partners at CSU and facilitated by our community engagement Subject Matter Experts. Thus, we plan to hold 108 community forums in the City of Baltimore each year (9 regions x 3 neighborhoods x 4 quarters = 108 community forums per year, or nine forums per month). In this way, we will maintain a constant stream of communication with Baltimore community leaders and residents regarding their concerns and observations about policing in Baltimore, and we will provide a regular means of communicating directly with Baltimore community residents regarding the progress and findings of the Monitoring Team.

To support our reviews and assessments, we will obtain information from various sources (see figure 3) including, but not necessarily limited to, the following:

- Interviews with City and BPD leaders, command staff, and supervisors
- City and BPD records on staffing and fiscal resources for relevant agencies and units
- City and BPD budget and planning documents
- BPD policies and policy revision processes
- City and BPD information technology resources and plans for expansion or enhancement
- Information on existing collaborations between the police department and other agencies and organizations, both governmental and non-governmental
- Caseload volumes in various departments
- Information on the complexity (e.g., number of officers and victims involved, number of different use-of-force tactics involved) of use of force incidents and citizen complaints

- Trends in use of force and citizen complaints, including a forecasting of likely future caseloads to anticipate future human resource and system capacity needs
- BPD investigative and administrative records and documents, both manual and automated
- Direct observations of BPD operations and activities
- In-person or telephone interviews with members of BPD and community stakeholders
- BPD training plans, records, and evaluations

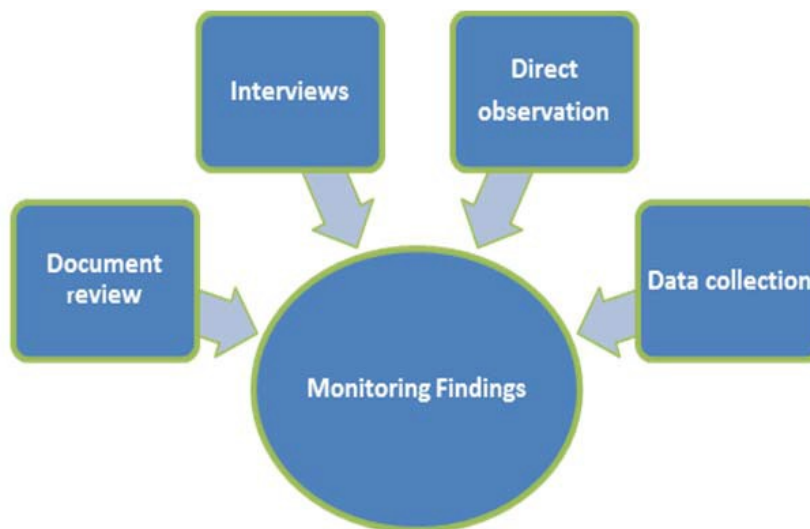


Figure 3. Methods of obtaining Information

We will analyze the information obtained through the methods described above in several ways:

- Quantitative information (e.g., automated records of complaints, stops, arrests, use of force incidents) will be analyzed using standard descriptive and multi-variate statistical techniques for summarizing and interpreting the data, such as trend analysis, time series analysis, frequency distributions, and bivariate and cross-tabular analysis.
- Analysis of bias will include comparisons of stop, search, arrest, and use of force data along such lines as comparison of race, gender, and age of the citizens and officers involved in the activities, including controls for levels of violent crime and calls for service by police district, daytime and evening population composition; and calculation of rates of police activity by race, gender, and age of involved individuals/suspects (e.g., number of stops and arrests per 1,000 population for blacks, whites, and Hispanics).
- Information obtained through interviews, observations, open-ended survey questions, and ride alongs will be analyzed through qualitative analysis techniques such as grounded theory development (an iterative process of reviewing and summarizing qualitative information and developing themes and categories from this analytical activity) and computer software programs that search for common words or phrases in text material.
- A portion of the analysis activity will involve the comparison of monitoring findings (both quantitative and qualitative) to legislative mandates, to the mandates and requirements of the Consent Decree, and to existing police standards and best practices.

See section 17 for more information on our qualitative and quantitative assessment techniques.

Component III: Initial and Ongoing Technical Assistance, Recommendations and Training

As the Monitoring team progresses with Compliance Reviews and Outcome Assessments, training and technical assistance needs will be identified. The Monitoring team, in consultation with the City and BPD, will define the specific needs, determine the appropriate courses of action, and deliver appropriate technical assistance.

In addition to the breadth of expertise resident in our Monitoring Team, our team will draw from our national cadre of over 200 policing Subject Matter Experts who we routinely employ to support training and technical assistance programs sponsored by the Department of Justice. Examples of training and technical assistance that we have provided for similar engagements include the following:

- On-site instructor-led training sessions and/or web-based instruction
- One-on-one consultation with Subject Matter Experts
- Meeting facilitation (e.g., town hall meetings, community meetings, community action forums, issues, and solutions forums)
- Assistance with crisis communications, media strategies, and public relations
- Training curriculum development and evaluation of training initiatives
- Guidance on policy development and review
- Facilitation of community-to-community mentoring and peer learning by identifying communities struggling with similar issues that have implemented unique responses and solutions
- Webinars on topical issues
- Development of operational guides
- Workshops

See section 15 for more information.

Component IV: Reporting and Ongoing Community Outreach and Stakeholder Collaboration

We will report monitoring progress and compliance information to the public and the Court in several different ways. The anticipated audiences for our reports include, but are not necessarily limited to:

- The parties to the Consent Decree—the Mayor, City Council, BPD leadership, U.S. Attorney’s Office, and DOJ—and other relevant parties such as collective bargaining units and the Community Oversight Task Force (CD ¶11);
- The general Baltimore community, including a list of community-based organizations covering Baltimore neighborhoods; and
- The news media and social media (print, radio, and variety of internet applications like Twitter).

The Monitoring Team will produce semi-annual written reports for the Court (CD ¶471), as directed by DOJ and Judge James K. Bredar, which will also be made available to the public via the monitor’s website and other means (e.g., providing copies to public and school libraries). As directed by the Court, the BPD Monitoring Team will also prepare reports for limited dissemination, when matters of privacy and confidentiality are paramount. See section 18 for more information on reporting.

The Monitoring Team will also produce community-oriented reports regarding this monitoring initiative, with the general purpose of disseminating information about the progress of the monitoring effort and the extent to which compliance is being achieved in each of the 17 substantive areas. These reports will be digestible two-page overviews available in print and electronic formats and will be widely disseminated

to the audiences listed above during the quarterly in-person meetings (CD1461i) that will take place in neighborhoods throughout the city. They will be publicly available on the BPD monitoring website.

Our Community Council, described in section 34c will also help the CNA Monitoring Team facilitate community outreach and engagement.

12. Developing monitoring plans

As described in the previous section, we will develop an initial monitoring plan within 90 days as part of Component I of our approach. We will review and update this plan on an annual basis as part of Component IV of our approach.

13. Contents of monitoring plans

Table 4 provides details on how we will develop the contents of the monitoring plans:

Table 4. Monitoring Plan Contents

RFA Requirement	CNA Approach
An overview for how BPD will reach Full and Effective Compliance with all Material Requirements of the Consent Decree within five years, including a schedule with specific deadlines for the upcoming year and a general schedule for successive years	<ul style="list-style-type: none"> • A concise Executive Summary will introduce our monitoring plan and provide an executive-level overview • A detailed one-year schedule in Microsoft Project will show deadlines and their associated dependencies • Maintain a high level five-year schedule in Microsoft Project
A review and approval process for all BPD actions that are subject to review and approval by DOJ and or the Monitor	<ul style="list-style-type: none"> • Identify each entity that must review and approve BD actions and establish a process that specifies review periods and the mechanisms by which actions are communicated to approvers and decisions are documented
An explanation for how the Monitor will assess compliance with the material requirements of the Consent Decree	<ul style="list-style-type: none"> • Describe our structured approach, outlined in sections 9 and 11 above
A description of outcome assessments and compliance reviews that will be used to assess compliance with the Consent Decree, including a general description of the methodologies used	<ul style="list-style-type: none"> • Describe our assessment methodology to include outcome metrics and other qualitative and quantitative techniques as outlined in section 17 below
A schedule for conducting all outcome assessments and compliance reviews, taking into account that the data and technology necessary to conduct the assessments or reviews may be currently unavailable	<ul style="list-style-type: none"> • The detailed one-year schedule in Microsoft Project will show deadlines and their associated dependencies, such as data, technology, and reviews • By identifying dependencies we are able to monitor deviations that will affect the schedule and make adjustments before significant issues arise
A process for sharing the results of all outcome assessments and compliance reviews with the parties, including all source data and information analysis, and a complete and detailed explanation of any conclusions	<ul style="list-style-type: none"> • Establish and communicate information sharing mechanisms, which can include meetings, presentations, written reports, and information/data posted to the website

RFA Requirement	CNA Approach
Delineation of the roles and responsibilities of the Monitor’s team members, including identifying a Deputy Monitor with authority to act in the Monitor’s absence, lead members who have primary responsibility for each section of the Consent Decree, and specifying whether the Monitor has delegated approval authority to a team member in their area of primary responsibility	<ul style="list-style-type: none"> • A roles and responsibilities section will identify all our team’s staff members, along with their detailed roles and responsibilities, building on the information contained in section 34 below
A protocol for communication, engagement, and problem solving with BPD and DOJ	<ul style="list-style-type: none"> • Communications protocol will identify all stakeholders (e.g., BPD, DOJ, community) and the mechanisms for communicating with each • We employ multiple communications mechanisms tailored to each stakeholder rather than a standard approach
Identification of any documents that must be preserved beyond the requirements of applicable retention policies	<ul style="list-style-type: none"> • Identify all documentation, including inputs (e.g., source data) and outputs (e.g., reports) and our policies and practices for retention

14. Communicating with the public

As detailed in our approach, community engagement is an important component underlying the successful implementation of this Consent Decree and achieving long-lasting change. For that reason, we have engaged Coppin State University as a key partner. CSU and its personnel bring strong relationships with the Baltimore community.

Our communications protocol will identify key community stakeholders and advocacy organizations, including: ACLU of Maryland, the Baltimore branch of the NAACP, NAMI (National Alliance of the Mentally Ill) Maryland, and up to 30 additional community-based organizations identified by the Subject Matter Expert team. The Monitoring Team will reach out and meet with these organizations on a quarterly basis. We will also hold quarterly neighborhood meetings to provide an outlet for communication and input from the general public.

Our Monitoring Team includes staff with expertise in meeting design and facilitation and we will tailor our approach to conducting each meeting based on the audience and desired outcome. We have many years of experience mediating conflicting opinions in highly-charged environments. Our goal will be to gain and maintain community trust in the Monitoring process.

In addition to quarterly meetings, we will maintain a website as another mechanism for public communications. We will work with BPD and DOJ on the specific website features, which may include the following:

- Required financial information, including budget and expenditures
- Mechanisms for providing community input, such as a form or survey
- Forum for posting community input and engaging in dialogue
- Document repositories for reports and other information
- Videos and podcasts that highlight key successes

We will maintain similar mechanisms for communicating with BPD officers and the organizations that represent them. Our Community Council, described in section 34c will also help the CNA Monitoring Team facilitate community outreach and engagement.

15. Providing technical assistance

Technical assistance is an important part of Component III of our approach and we will employ a variety of strategies to provide BPD with the assistance it needs to effectively implement the Consent Decree. As described above, TA is a critical ongoing activity. At the beginning of the monitoring period, we will conduct initial assessment activities to identify areas where TA is immediately needed. Throughout the monitoring period, ongoing TA will focus on supporting BPD in taking specific action or implementing recommendations.

CNA runs a number of TTA programs for DOJ and have matured our TA approaches and processes over a decade of supporting programs such as the Smart Policing Initiative, Violence Reduction Network, and Collaborative Reform Initiative. Through this work we are also familiar with the myriad of existing Training and TA resources that exist to build capacity to address the issues outlined in the Consent Decree. Our approach is to employ and tailor these existing resources, as well as develop new resources as needed. We will deliver TA in a variety of formats to include in-person consultations with our Subject Matter Experts as well as delivering content through written materials, virtual meetings (e.g., webinars), and other mechanisms. The specific mechanisms we will employ will be documented in the Monitoring Plan.

16. Making recommendations

We employ a structured approach to developing recommendations about changes to the Consent Decree as well as TTA needs. As detailed in our approach, our recommendations will address the gaps identified through assessment activities. We ensure each recommendation is founded on analysis that identifies the root causes of issues as well as the expertise of our Monitoring Team. When crafting recommendations, we will consider research, model policies, national standards, best practices, and emerging promising practices to identify specific and concrete actions that can be implemented by BPD.

Once we make recommendations, we will engage in close collaboration with BPD to ensure it understands the reasoning behind the recommendation and discuss any implementation steps (for those recommendations to be addressed by BPD). We will further adjust and tailor the specific implementation steps in close collaboration with BPD, providing training and TA as necessary, to facilitate successful implementation.

17. Qualitative and quantitative assessments

Table 5 provides additional details our approach to outcome measures, compliance assessments, and qualitative and quantitative assessments.

Table 5. Assessment Approaches

Substantive Area	Monitoring Methods: Compliance Reviews and Outcome Assessments
1. Community Oversight Task Force (COTF)	<ul style="list-style-type: none"> • Observe COTF meetings • Review minutes of COTF meetings • Monitor COTF actions and decisions
2. Community Policing and Engagement	<ul style="list-style-type: none"> • Monitor and assess the quality of community engagement plans • Annual surveys of Baltimore citizens and police officers • Quarterly community forums with citizens and community leaders in a representative sample of Baltimore neighborhoods • Observations of BPD community meetings, outreach events and activities • Produce annual reports on BPD’s community policing efforts

Substantive Area	Monitoring Methods: Compliance Reviews and Outcome Assessments
3. Stops, Searches, Arrests, and Interactions	<ul style="list-style-type: none"> • Analyze BPD records for stops, searches, and arrests for a 5-year period prior to monitoring; conduct annual update analyses during the 5-year monitoring period; including reason for stop, search, or arrest; race of citizen/suspect, race of officer, disposition of the event; officer history of stops, complaints, and use of force • Annual officer surveys to measure officer knowledge of relevant policies, and officer attitudes regarding procedural justice • Annual review and audit of BPD policies regarding stops, searches, and arrests • Quarterly review of BPD training records regarding stops, searches, and arrests
4. Impartial Policing	<ul style="list-style-type: none"> • Provide training on bias-free policing (implicit bias training); full department training in year 1 and refresher training in years 3 and 5, including full training for all new recruits • Annual community surveys • Quarterly review of BPD records regarding arrests, stops, and complaints against police officers • Quarterly ride-alongs with BPD officers to observe officer-citizen interactions; including interviews with officers during ride-alongs
5. Responding to and Interacting with People with Behavioral Health Disabilities or in Crisis	<ul style="list-style-type: none"> • Assess CIT training needs for all BPD personnel • Quarterly review of BPD dispatch and calls for service records pertaining to CIT calls • Quarterly interviews with officers responding to CIT calls • Analyze BPD records pertaining to interactions with youth with mental health problems for a 5-year period prior to monitoring; conduct annual update analyses during the 5-year monitoring period
6. Use of Force	<ul style="list-style-type: none"> • Analyze BPD use of force records for a 5-year period prior to monitoring; conduct annual update analyses of all BPD use of force incidents during the 5-year monitoring period • Assess the completeness and quality of deadly force incident investigations for the 5-year period prior to monitoring and for each year during the 5-year monitoring period • Observe Performance Review Board meetings involving use of force incidents (up to 5 times per year) • Annual review and audit of policies pertaining to use of force • Annual audit of use of force records against BPD policies and national best practices • Quarterly review of use-of-force training plans and officer training records
7. Interactions with Youth	<ul style="list-style-type: none"> • Provide training in year 1 for all BPD sworn officers regarding youth engagement, youth brain development and age-appropriate communication and interaction with youth; provide annual refresher training and training for new recruits • Observe BPD training pertaining to youth policies, trauma-informed de-escalation tactics • Observe police-youth interactions at community meetings and events • Include youth in quarterly community forums; conduct focus groups with youth • Analyze data for youth arrests and stops for a 5-year period prior to monitoring; conduct annual update analyses during the 5-year monitoring period • Annual review of youth-related use of force incidents and citizen complaints • Observe BPD Youth Explorer meetings and training sessions • Annual interviews with members of the BPD Youth Advisory Board

Substantive Area	Monitoring Methods: Compliance Reviews and Outcome Assessments
	<ul style="list-style-type: none"> • Annual review of Baltimore City’s plans and activities pertaining to reducing youth involvement in the justice system • Annual review and audit of BPD policies and training pertaining to interactions with youth
8. Transportation of Persons in Custody	<ul style="list-style-type: none"> • Quarterly inspection of BPD prison transportation equipment • Revision of BPD policies pertaining to prisoner transport; annual review and audit of BPD prisoner transportation policies • Quarterly review of prisoner transport vehicle camera (TVC) video files • Quarterly ride-alongs in prisoner transport vehicles • Quarterly interviews with BPD prisoner transport officers
9. First Amendment Protected Activities	<ul style="list-style-type: none"> • Observe BPD training pertaining to first amendment rights, including training pertaining to police mass demonstrations and crowd control • Annual review and audit of BPD policies pertaining to first amendment issues, mass demonstrations, and crowd control • Observations of BPD policing of mass demonstrations and crowd control
10. Handling of Reports of Sexual Assault	<ul style="list-style-type: none"> • Annual review and audit of BPD sexual assault policies, including Sexual Assault Response Team (SART) policies • Annual interviews with sexual assault victim advocacy and service organizations • Observe BPD training pertaining to sex offenses, family crimes, and child abuse • Review the quality of sexual assault investigations prior to monitoring, and annually during the monitoring period
11. Technology	<ul style="list-style-type: none"> • Analyze current BPD computer aided dispatch (CAD) records management system (RMS) to assess BPD’s capability to support effective tracking of critical data points for Consent Decree monitoring • Assess BPD improvements to CAD and RMS in recent years • Assess the degree to which BPD managers effectively utilize CAD and RMS data • Review BPD’s comprehensive assessment of Technology; monitor BPD’s actions (under its Resource Plan) to improve technology as a result of the assessment • Annual review and audit BPD’s body worn camera policy
12. Supervision	<ul style="list-style-type: none"> • Review new policies developed under the consent decree • Monitor officer opportunities for officer review and policy input • Monitor BPD’s posting of policies to its website • Review and annually monitor BPD’s updating of its training facilities and technology • Review and annually monitor BPD’s Training Plan and Field Training Officer (FTO) program • Review and annually monitor the hiring, training, retention, and performance evaluations for training instructors • Review and monitor BPD’s training data tracking system • Review historical records pertaining to BPD supervisors’ reviews of officers, and annually monitor supervisors’ training, actions and decisions • Annually interview a sample of BPD supervisors
13. Misconduct Investigations and Discipline	<ul style="list-style-type: none"> • Analyze current discipline system of BPD and gauge the degree to which the discipline system works to provide consistent and principled accountability. • Examine the degree to which BPD has a disciplinary matrix and other tools

Substantive Area	Monitoring Methods: Compliance Reviews and Outcome Assessments
	<p>for timely, effective, and fair discipline.</p> <ul style="list-style-type: none"> • Monitor the progress of BPD in making improvements in the disciplinary process • Analyze the degree that current BPD mechanisms provide for effective tracking of officer and departmental conduct. • Assess and report on BPD developments of a robust early intervention system. • Analyze BPD records regarding all citizen complaints for a 5-year period prior to monitoring; conduct annual update analyses during the 5-year monitoring period; including type of complaint, nature of complaint, officer(s) involved, location, disposition, actions taken or discipline • Annually review BPD’s Performance Review Board policies and practices • Annually review and audit the citizen complaint policy and process; including review of disciplinary actions based on complaints and BPD transparency regarding citizen complaints • Quarterly review of training records pertaining to complaints and the Performance Review Board
<p>14. Coordination with Baltimore City School Police Force</p>	<ul style="list-style-type: none"> • Review BPD’s assessment of the Baltimore School Police Force (BSP) exercises law enforcement powers in the City • Annually monitor progress made in plans to improve coordination between BPD and BSP
<p>15. Recruitment Hiring and Retention</p>	<ul style="list-style-type: none"> • Review BPD’s Recruitment Plan, and Retention Plan • Review BPD’s recruitment and hiring policies and processes • Annually monitor BPD’s progress and improvements in recruitment, hiring and retention

18. Reporting

Our Monitoring Plan will detail the schedule and process for producing regular reports to the public and Court. These reports will address the items listed in section 18a-f of the RFA. Our approach to reporting focuses on producing clear and concise reports tailored to the intended audience. The following CNA corporate research standards guide our report development:

- The report purpose is well defined and clearly articulated.
- The approach, data, methodology, and assumptions are appropriate for the purpose.
- The results are logical, traceable, and reproducible, and the conclusions follow from the results.
- Documentation is clear, concise, and tailored to the intended audience.
- The work is objective and unbiased.
- The implications are clear.

Our reporting schedule will include time for internal CNA reviews, which include a technical review by a team Subject Matter Expert as well as an editorial review, as well as reviews by BPD, DOJ, and community groups (as necessary).

19. Comprehensive reassessment

In addition to producing Compliance Reviews and Outcome Assessments regularly, the Monitoring Team will also produce a Comprehensive Re-Assessment two years after the date the Consent Decree is entered by the District Court of Maryland and every two years thereafter (DC ¶1469). The Re-Assessment will detail whether and to what extent BPD has successfully implemented the requirements of the Consent Decree and note any modifications to the agreement that are necessary for continued achievement. We understand that the first Re-Assessment will be filed with the Court no later than 30

months from the effective date and shall submit a draft for comment from the Parties at least 60 days prior to filing with the Court.

20. Annual budgets

The Monitoring Team will review budget costs and projections on a quarterly basis, and will make revisions and adjustments to the budget annually, as appropriate and in consultation with the parties to the Consent Decree.

21. Communicating with parties of the Consent Decree

Our Monitoring Plan will contain a detailed protocol for communicating with BPD, DOJ, and the community. See previous sections 13 and 14 for more information. This plan will include a schedule for regular communications (e.g., through meetings, published reports) as well as mechanisms for ad-hoc or “pull” communications (e.g., by posting information on the website).

22. Community meetings

Section 14 above described our approach to designing and facilitating community meetings. Through these meetings we will both inform community members on the status of implementing the Consent Decree as well listen and document their questions, concerns, and suggestions regarding implementation. A goal of these meetings is to foster a collaborative environment whereby activities are transparent to all stakeholders. Key to this is going beyond listening to establish a rigorous process for documenting, vetting, and acting on community input, as well as reporting back on the steps we have taken based on community input.

23. Public statements and testimony

The Monitoring Team will make public statements and testimony as permitted by the Consent Decree. Our team members are experienced in crafting and delivering both public statements and testimony. In addition, CNA’s public affairs department will assist our Monitoring Team as needed.

24. Ethical standards

As an objective, unbiased, nonprofit research institution, CNA maintains the highest ethical standards for our staff and partners. CNA’s policy manual establishes these standards and we conduct annual training for our staff to ensure they understand and adhere to these standards:

- Conduct high-quality work in an objective fashion
- Treat staff fairly
- Stand behind our principles even when it is not easy to do so
- Do not take inappropriate advantage of its position of special trust and privileged access
- Maintain consistency in values and standards for all of its clients
- Ensure we use clients’ money responsibly
- Watch out for clients’ resources
- Be honest and reliable when dealing with employees and with clients

CNA has a tradition of providing research and analysis grounded in expertise that is developed in the course of long-term relationships with our clients and supported by privileged access to information. Our work is conceptually sound, empirically based, rigorously executed, and objective.

We work closely with our clients to develop creative and sound solutions to their problems, evaluating possible courses of action and thinking through the process of implementation. Respect and consideration underlie all of our relationships, inside and outside CNA. Respect for the worth and dignity of individuals is repaid through cooperation, commitment to our work, and creative endeavors.

Our clients depend on us to provide unbiased results from an independent perspective. We strive for open communications. We are as transparent as possible in our decision-making at the senior level and seek opportunities to let employees know why a decision is being made.

We maintain strict confidentiality. We protect the information our clients entrust to us, and the information we provide our clients. We do not make public disclosures or pronouncement of such information except as specifically authorized.

25-26. Qualifications of CNA’s monitor candidates

CNA has selected our Monitoring Team specifically to address the areas identified in the Consent Decree. See section 34 for detailed information on our team’s qualifications. Section 35 address items 26a-r in the RFA.

27. Cost effectiveness and collaboration of CNA’s monitor candidates

All of our Monitoring Team members are committed to a collaborative approach to working with BDP, DOJ, and the community and ensure efficiency and cost effectiveness. We describe how we will accomplish this in section 38 below.

34. Personnel and Current Time Commitments

This section addresses items a-f in paragraph 34 of the RFA.

34 a. Names of the individuals and subcontractor consultants who comprise the CNA Team

Figure 4 depicts the organization of our Monitoring Team, which is organized to be scalable and flexible while providing comprehensive expertise across the 17 substantive areas of the RFA.

Monitor and Advisors	Rodney Monroe, Monitor Johnny Rice, Liaison for Community Outreach and Engagement (Coppin State Univ) James Coldren, Research Advisor Denise Rodriguez, TA Coordinator CHIPS Stewart, Policing Advisor
Deputy and Associate Monitors	Daniel Giaquinto - Deputy Monitor Theron Bowman, Associate Monitor for Stops, Searches, Arrests Mai Fernandez, Associate Monitor for Reports of Sexual Assault Harold Medlock, Associate Monitor for Use of Force Stephen Rickman, Associate Monitor for Community Engagement Elsie Scott, Associate Monitor for Training Ellen Scrivner, Associate Monitor for Supervision, Recruitment and Staffing
Subject Matter Experts	Brian Corr, Subject Matter Expert, Community Oversight Phil Coyne, Subject Matter Expert, Training and Use of Force Mark Schindler, Subject Matter Expert, Youth Engagement Charles Stephenson, Subject Matter Expert, Technology Nykidra L. Robinson, Subject Matter Expert, Baltimore Community Engagement Alicia Lynn Wilson, Subject Matter Expert, Baltimore Community Engagement Caryn York, Subject Matter Expert, Baltimore Community Engagement D. Antonio Bridges II, Subject Matter Expert, Baltimore Community Engagement
Monitoring Team Support	Dominique Burton, Analyst Tammy Felix, Analyst Jessica Herbert, Analyst Keri Richardson, Analyst
Coppin State University's Local Team	Michael Berlin, SME, Community Policing, Baltimore Community Claudia Nelson, SME, Community Development, Race Relations, Baltimore Beverly O'Bryant, SME, Behavioral Health, Baltimore Community Jacqueline Rhoden-Trader, SME, Research, Baltimore Community James F. Stewart II, SME, Research, Outcome Assessment and Youth Engagement

Figure 4. Monitoring Team Structure

34 b. A summary of the relevant background of each team member

Mr. Rodney Monroe, Senior Advisor for CNA will serve as Monitor for organization-wide issues. Mr. Monroe brings extensive experience in organizing communities and developing meaningful partnerships with residents, businesses, and faith-based organizations with a goal of increasing trust, respect and legitimacy among police and citizens, while reducing crime, improving the quality of life and reducing citizens' level of fear. As the Independent Monitor appointed by Federal Judge to serve as the Independent Monitor in *Civil Action No. 3:13-CV-978-HTW-LRA Settlement Agreement in the United States District Court for the Southern District of Mississippi*, Mr. Monroe led an Auditing Team to work with Meridian Police Department (MPD) personnel, the Meridian community, particularly the youth of

the community, and U.S. Department of Justice personnel, over a period of 14 months to ensure MPD compliance with the provisions outlined in the Settlement Agreement.

Mr. Monroe also brings expertise in the review of critical incidents. For example, he provided subject matter expertise and technical assistance in the review of the November 15, 2015 shooting of Jamar Clark by police officers. This incident triggered a movement of protest, demonstrations and a three week occupation on the grounds surrounding the 4th Precinct headquarters. Occupiers called for reform of the department along with better relationship with police. The protest shut down stores, light rail trains, and vehicular traffic during the busiest days leading up to the Christmas holidays. Key issues explored during the critical incident review included: training, policies and procedures; existing police community relationships; response to civil disorder; use of force; use of equipment and technology; officer safety and wellness; community perspective and engagement; public information and media; impact of social media; and community engagement.

Mr. Monroe is a recognized innovator and practitioner of community policing and has more than 30 years of experience in law enforcement. He was chief of the Charlotte-Mecklenburg Police Department (CMPD) from 2008 to 2015. In this role, he led the largest municipal police department in the state of North Carolina. Under his leadership, the department refocused its efforts on crime fighting and crime prevention through a more accountable organizational structure, new technology and an enhanced strategy of community policing. As a result, the department continues to experience a significant reduction in its crime rate. Prior to joining CMPD, Chief Monroe served as chief in Macon, Georgia, and in Richmond, Virginia. While serving in Richmond, his efforts led to the lowest number of homicides in over 25 years. Chief Monroe also worked in a variety of leadership positions within the Washington D.C. Police Department. Chief Monroe holds a bachelor's degree in Interdisciplinary Studies from Virginia Commonwealth University and a bachelor's degree in Criminal Justice from the University of Phoenix. He is a graduate of the FBI National Academy and the National Executive Institute. He is a former Executive Committee member for the International Association of Chiefs of Police, member of Major Cities Chiefs, and the National Organization of Black Law Enforcement Executives.

Mr. Daniel Giaquinto will serve as Deputy Monitor for strategic and operations issues and will possess the authority to act in the Monitor's absence (RFA ¶13g). Like Mr. Monroe, he has a distinguished record in police accountability and reform. Mr. Giaquinto has been a member of the Independent Monitoring Team (IMT) since its inception in 2015, responsible for monitoring and reporting on the compliance of the Albuquerque Police Department (APD) with the terms and reforms of the Court Approved Settlement Agreement (CASA) between Albuquerque, New Mexico and the Department of Justice. He currently serves as the Deputy Monitor with a personal area of responsibility in monitoring of Internal Affairs and Civilian Police Oversight activities and of the imposition of discipline to officers and civilian employees of APD. He also advises the Monitor on CASA interpretation and implementation issues.

Since August 2016 Mr. Giaquinto has served as the Independent Investigator in internal affairs matters for the Maricopa County Sheriff's Office. This appointment arises out of the case of *Melendres v. Arpaio*, No. CV-07-2513-PHX-GMS, United States District Court for the District of Arizona. In this role he is responsible for assessing whether investigations and/or the discipline imposed in certain investigations identified by the Court are inadequate, and if so whether reinvestigation is appropriate. This also includes an assessment of whether investigation is warranted in other potential areas of uncharged misconduct as identified by the Court. In those matters where reinvestigation or investigation is deemed appropriate, he is responsible for conducting the investigation, including authoring an investigative report with findings and where appropriate recommended discipline, and providing same to the Independent Disciplinary Authority.

As an Of Counsel member of Frier Levitt, his practice involves the defense of physicians and other healthcare professionals in State Board disciplinary and licensing matters, adverse credentialing matters and criminal investigations. He is also qualified as a mediator in the State of New Jersey. He is member of the NJ, PA and NY bar. Prior to joining Frier Levitt he was a partner in the health care law firm of Kern Augustine of Bridgewater, New Jersey and Mineola, New York.

Before entering private practice Mr. Giaquinto had a legal career in the public sector of New Jersey. He served as an Assistant Attorney General/ Director of State Police Affairs, coordinating and leading New Jersey’s efforts to implement State Police reforms required by the federal Consent Decree to address issues of racial profiling. In this role he served as the State’s liaison to the Independent Monitoring Team and the U.S. Department of Justice. His office was also responsible for advising the State Police on Consent Decree issues and administratively prosecuting State Police internal affairs matters.

Associate Monitors and Subject Matter Experts

Tables 6 and 7 list the key personnel who will support Mr. Monroe and Mr. Giaquinto. These personnel have the experience and capabilities to establish an adequate and timely presence in Baltimore throughout the duration of the monitoring. In addition to the Compliance Leads identified, our team also has strong working relationships with an extensive cadre of technical and Subject Matter Experts, listed in tables 8 and 9, who have expertise in a wide array of topics in law enforcement and community engagement. The Monitoring Team will leverage these experts throughout this monitoring process as necessary.

Table 6. CNA Team Associate Monitors

Team Member/Role	Experience
<p>Theron Bowman, Ph.D.</p> <p>Associate Monitor: Stops, Searches and Arrests</p>	<ul style="list-style-type: none"> ▪ Served as Police Chief for Arlington, TX Police Department for over 12 years ▪ Currently serves as Deputy City Manager for the City of Arlington Texas ▪ Specific areas of policing expertise include Law, Community Affairs, Crime Prevention, Youth Services, Recruit and In-Service Training, Police Hiring and Recruiting, Media Relations, Citizen’s On Patrol, and the Citizen’s Police Academy ▪ Served as member of New Orleans Police Department Monitoring Team, and as a Collaborative Reform consultant for Milwaukee, WI ▪ Created and led an team that developed the world’s first rational model of predictive policing using high-level analytics and geospatial modeling ▪ Created the Youth Services section in the Arlington, TX police department to address special needs and issues involving youth and schools ▪
<p>Mai Fernandez, M.A.</p> <p>Associate Monitor: Reports of Sexual Assault</p>	<ul style="list-style-type: none"> ▪ Currently serves as Executive Director for the National Center for Victims of Crime, providing strategic leadership for this national membership organization working on behalf of crime victims and their families ▪ Provided legal, policy, and strategic advice to the organization’s leadership to measure performance and track progress ▪ Develops training and technical assistance programs for government agencies, police departments, and community based organizations to better serve sexual assault, domestic violence, and LGBTQ, and radical minority victims ▪ Lead a not-for-profit organization in Washington DC and Maryland, annually serving 5,000 minority, immigrant and LGBTQ youth ▪ Has Spanish speaking proficiency

Team Member/Role	Experience
<p>Harold Medlock, M.B.A.</p> <p>Associate Monitor: Use of Force</p>	<ul style="list-style-type: none"> ▪ Former Chief of Police of the Fayetteville (NC) Police Department ▪ Currently a Subject Matter Expert for the Bureau of Justice Assistance (BJA) Body Worn Camera Training and Technical Assistance Program, and for the Smart Policing Initiative ▪ Served actively on law enforcement social issues boards including the North Carolina Criminal Justice Training and Standards Commission, and the N.C. Commission for Racial and Ethnic Disparity ▪ Provided verbal testimony for the President’s Task Force on 21st Century Policing
<p>Stephen Rickman, M.A.</p> <p>Associate Monitor: Community Engagement</p>	<ul style="list-style-type: none"> ▪ Serves as an Associate Monitor with Public Management Resources, as part of the Independent Monitoring Team overseeing a Settlement Agreement between the Department of Justice, the U.S. Attorney of New Mexico, and the Albuquerque Police Department. ▪ Over 25 years of experience in high-level positions in the public safety and community support areas ▪ Served as organizer and Vice Chair of the Community Prevention Partnership, and as Senior Executive Service at DOJ leading and managing community-police partnerships in sites across the nation, including Baltimore ▪ Leading expert in police-community relations and building trust and cooperation among community residents and criminal justice components
<p>Elise Scott, Ph.D.</p> <p>Associate Monitor: Training</p>	<ul style="list-style-type: none"> ▪ Served as Director of the Training Bureau, Detroit Police Department where she managed the budget, prepared training plans, developed programs, and oversaw training compliance with the DOJ Consent Decrees ▪ Served as Deputy Commissioner of Training for the New York City Police Department ▪ Served as Executive Director of the National Organization of Black Law Enforcement Executives where she conducted police training, provided technical assistance to law enforcement agencies, and represented the organization before Congress ▪ Developed and reviewed community policing plans, policies, and training programs ▪ Served on assessment panels for selecting law enforcement supervisory and executive personnel ▪ Authored a number of publications on topics including community policing, cultural awareness training, and victim assistance in minority communities
<p>Ellen Scrivner, Ph.D.</p> <p>Associate Monitor: Supervision, Recruitment and Staffing</p>	<ul style="list-style-type: none"> ▪ National expert on criminal justice policy, police behavior, and public safety and policing issues ▪ Testified before the President’s Task Force on 21st Century Policing ▪ Served on monitoring teams that engaged in helping large police departments achieve compliance with their Consent Decrees ▪ Currently a Subject Matter Expert on Police Reform ▪ As Deputy Superintendent of the Chicago Police Department, managed the \$1.2B budget of the Bureau of Administrative Services ▪ Developed a national community policing training strategy that was implemented through a nationwide network of innovative Regional Community Policing Institutes (RCPI)

Table 7. CNA Team Advisors

Team Member / Role	Experience
<p>Johnny Rice II, Dr.PH.</p> <p>Liaison for Community Outreach and Engagement</p>	<ul style="list-style-type: none"> ▪ Over 18 years of experience providing leadership, technical assistance, and support to organizations that serve low-income fathers and families in the areas of child welfare, juvenile justice/youth development and criminal justice in efforts to create safe and stable communities ▪ Former Senior Program Associate at the Vera Institute of Justice, promoting practices and providing technical assistance to address violence against women and children ▪ Taught a class on policing which examined the origin of law-enforcement, ethical issues in policing, use of force and other contemporary issues specific to the field ▪ President and Founder of Social Justice Ventures, which provides a diversified range of services including mentorship, training, educational support, and problem solving that empower individuals and organizations to achieve healthy and safe homes, schools, workplaces, and communities
<p>James Coldren, Ph.D.</p> <p>Advisor Panel: Research Advisor</p>	<ul style="list-style-type: none"> ▪ Over 30 years of experience with applied research in criminal justice and law enforcement ▪ Currently serves as Project Director for the Smart Policing Initiative, Violence Reduction Network, Body Worn Cameras technical assistance program, and the Advancing 21st Century Policing initiative ▪ Served as Research Partner for Project Safe Neighborhoods in the Central District of Illinois ▪ Served as the Federal court-appointed Monitor for the Cook County Department of Corrections consent decree ▪ Served as principal investigator on policing, police technology, corrections, evaluation, youth engagement, and violence reduction projects
<p>Denise Rodriguez, M.A.</p> <p>Advisor Panel: Technical Assistance Coordinator</p>	<ul style="list-style-type: none"> ▪ Investigated and monitored police agencies, assessed police policy and procedures, and reconstructed police critical incidents and large-scale events ▪ Serves as the Principal Investigator and Lead Monitor for multiple police departments through the U.S. Department of Justice Office of Community Oriented Policing Services’ Collaborative Reform Initiative ▪ Conducted research that led to recommendations to local governments on police use of force tactics, accountability, public transparency, and organizational reform ▪ Manages CNA’s largest training and technical assistance program: Bureau of Justice Assistance, Body-Worn Cameras Training and Technical Assistance (BWC TTA) ▪ Has Spanish speaking proficiency
<p>James “CHIPS” Stewart, M.P.A.</p> <p>Advisor Panel: Policing Advisor</p>	<ul style="list-style-type: none"> ▪ Served as Director, United States Department of Justice, Office of Justice Programs, National Institute for Justice ▪ Directed the analysis, assessment, and implementation of performance assessments; developed new strategies, policies and procedures for police agencies ▪ Advisor to several United States Department of Justice (DOJ), Office of Community Oriented Policing Services (COPS) and Bureau of Justice Assistance (BJA) projects ▪ Re-engineered the Chicago Police structure and organization by implementing community policing principles and reducing crime. ▪ Increased the capacity of the Washington DC, Metropolitan Police Department to assess policies and procedures to streamline operations while documenting reductions in crime, drug markets and gang violence.

Table 8. CNA Team Subject Matter Experts

Team Member / Role	Experience
<p>Brian Corr, B.A.</p> <p>Subject Matter Expert: Community Oversight</p>	<ul style="list-style-type: none"> ▪ Serves as Executive Director of the Peace Commission for the City of Cambridge, Massachusetts and Executive Secretary, Police Review & Advisory Board ▪ Serves as President of the National Association of Civilian Oversight of Law Enforcement ▪ Coordinates compassionate community responses to support recovery and healing in the wake of traumatic events and violence ▪ Develops strategies to promote positive relationships between the police and community ▪ Expands the discussion with community members and resolves complaints and concerns ▪ Organized "civil liberties task forces" with a specific focus on civilian oversight in response to allegations of police misconduct and racial profiling
<p>Phil Coyne, M.A.</p> <p>Subject Matter Expert: Training, Use of Force</p>	<ul style="list-style-type: none"> ▪ Serves on the Independent Monitoring Team overseeing a Settlement Agreement between the Department of Justice, U.S. Attorney of New Mexico and Albuquerque Police Department. ▪ Formerly served as New Jersey State Police Director of Training, where he collaborated with the Attorney General's Office of Law Enforcement Professional Standards (OLEPS) and State Office of the Comptroller to ensure organizational reform standards were sustained and enhanced under a Consent Decree ▪ State Certified Instructor with 15 years' experience with leadership training, program development, metrics and evaluation while working with the New Jersey State Police ▪ Conducted a comprehensive gap analysis of the Port Authority of New York & New Jersey Police Department's Police Academy with special focus on recruit, in-service and supervision training
<p>Marc Schindler, J.D.</p> <p>Subject Matter Expert: Youth Engagement</p>	<ul style="list-style-type: none"> ▪ Served as an attorney at the Washington, D.C. Youth Law Center where he provided training, technical assistance, law reform litigation, and legislative advocacy in legal issues related to children ▪ Represented children in Baltimore City Juvenile Court in cases involving narcotics, sex offenses, assault, theft, and education matters ▪ Conducted research examining youth services in Maryland and presented a program proposal addressing the service needs of juvenile status offenders ▪ Served as Family Case Manager and Community Resource Specialist at Manhattan Family Court, where he developed referral sources with community agencies ▪ Led a federal Social Innovation Fund initiative focused on improving health, education, and workforce outcomes for at risk youth
<p>Charles Stephenson, M.B.A.</p> <p>Subject Matter Expert: Technology</p>	<ul style="list-style-type: none"> ▪ Over 15 years of experience working with law enforcement agencies to prototype, acquire, implement, and maintain technology, including common operating picture technology ▪ Subject Matter Expert in police technology for the Bureau of Justice Assistance (BJA) Body Worn Camera Training and Technical Assistance Program where he provides hands on technical assistance to over 170 BJA funded law enforcement agency sites ▪ Experienced in working with engineers and end-users in all phases of technology development ▪ Extensive background in data collection, providing recommendations, cost-benefit analysis, offering technical expertise, and developing cutting edge technology solutions to meet public safety expectations

Team Member / Role	Experience
Nykidra L. Robinson, B.S.	<ul style="list-style-type: none"> Over 10 years of experience in community engagement in Baltimore CEO and Founder of Black Girls Vote, Inc., leading outreach and mobilization efforts resulting in over 11,000 new voter registrants Consultant for NyRise Consulting Group and Kevin Liles for a Better Baltimore Served as Special Assistant to the Secretary, Department of Housing and Community Development; Director of Outreach, Maryland Lt. Governor’s Office; and Neighborhood Liaison for the Baltimore City Mayor’s Office
Alicia Lynn Wilson, J.D.	<ul style="list-style-type: none"> Over 10 years of experience in community engagement in Baltimore Responsible for community and public relations in connection with the largest redevelopment project in the U.S. focused on the growth of Under Armour Served as principal negotiator of city-wide and neighborhood community benefits agreements. Extensive experience in case preparation and management, legal research, and litigation
Caryn York, B.A.	<ul style="list-style-type: none"> Over 10 years of experience in community engagement in Baltimore Experience establishing and maintain strategic partnerships with key stakeholders Experience organizing and facilitating meetings Provided legal and administrative support to attorneys
D. Antonio Bridges II, B.S.	<ul style="list-style-type: none"> Over 15 years of experience in community engagement in Baltimore Expertise in neighborhood collaboration Served as Executive Director, Mayor’s Office of Neighborhoods and Constituent Services; and Neighborhood Liaison for the Baltimore City Mayor’s Office

Table 9. CNA Team Subject Matter Experts – Coppin State University Local Team

Team Member / Role	Experience
Michael Berlin, J.D., Ph.D. Subject Matter Expert: Community Policing, Police Training, Baltimore Community	<ul style="list-style-type: none"> Associate Professor of Criminal Justice, Coppin State University Former Professor of Criminal Justice, Baltimore City Community College Former Instructor, Baltimore Police Academy where he taught constitutional law, criminal law, search and seizure, use of force, civil liability, community policing. Has also served as a guest lecturer and curriculum consultant for Baltimore Police Academy Former police officer, Baltimore Police Department, 1975-1978 Academic and community experience in community policing and community-police relationships
Claudia Nelson, Ph.D. Subject Matter Expert: Community Development, Race Relations, Baltimore Community	<ul style="list-style-type: none"> Associate Professor, Political Science, Coppin State University Academic and community experience in poverty, community development, advocacy, social change and social exclusion Experience working with Baltimore community organizations
Beverly O’Bryant, Ph.D. Subject Matter Expert: Behavioral Health, Baltimore Community	<ul style="list-style-type: none"> Dean, College of Behavioral and Social Sciences, Coppin State University Expert in student-community service learning, working closely with community organizations Expertise and 33-years’ experience in education, behavioral health and counseling Experience working in public schools in the Baltimore region

Team Member / Role	Experience
Jacqueline Rhoden-Trader, Ph.D. Subject Matter Expert: Research, Baltimore Community	<ul style="list-style-type: none"> ▪ Associate Professor of Criminal Justice, Coppin State University ▪ Expertise in public policy regarding criminal and juvenile justice, human services ▪ Expertise in social services, counseling, advocacy, youth development ▪ Expertise in research and program evaluation ▪ Experience working with the Baltimore City Public Schools, the Baltimore County Department of Health, and the Maryland Department of Juvenile Services
James F. Stewart, II, Ph.D. Subject Matter Expert: Research and Outcome Assessment; Youth Engagement; Baltimore Community	<ul style="list-style-type: none"> ▪ Assistant Professor, Applied Psychology and Rehabilitation Counseling, Coppin State University ▪ Certified Counselor ▪ Experience working with students with disabilities, schools, parents, teachers and community partners ▪ Member of Advisory Board, Community College of Baltimore County ▪ Expertise in program evaluation and outcome assessment

34 c. The internal organization of the team, including the areas of responsibility of each team member

Mr. Monroe (Monitor) and **Mr. Giaquinto** (Deputy Monitor) will serve as direct contacts and liaisons with the federal court, the signatories to the Consent Decree (the U.S. Attorney, the DOJ Civil Rights Division, the City of Baltimore, and the Baltimore Police Department), and the local residents of Baltimore. They will work together to direct all monitoring and assessment activities and will lead all stakeholder engagement efforts, including building consensus among community groups, the general public, and the police department (including line officers, supervisors, commanders, and various labor organizations). Mr. Monroe and Mr. Giaquinto will convene monthly with the parties to the Consent Decree to ensure routine and direct communication on all aspects of the monitoring initiative.

Mr. Monroe will coordinate all logistics related to monitoring, technical assistance, reporting, research, and communication activities, and ensure that the Monitoring Team has the analytic and administrative support it needs to successfully complete all of the tasks required to enable the BPD to reach full compliance within five years. Mr. Monroe will work closely with Mr. Giaquinto to coordinate the activities of the Associate Monitors and will be responsible for ensuring quality and consistency in our approach. We have assigned 6 Associate Monitors to oversee each of the 17 substantive areas based on their expertise.

Our team’s Associate Monitors include: **Chief (Ret.) Theron Bowman, Chief (Ret.) Harold Medlock, Ellen Scrivner, Ph.D., Mai Fernandez, J.D., Elsie Scott, Ph.D. and Stephen Rickman**, each of whom will lead substantive areas of the Consent Decree monitoring process; conduct periodic monitoring activities in Baltimore, including compliance reviews and outcome assessments; identify TA opportunities for BPD; contribute to report writing; engage with the community; and contribute across project substantive areas, as their expertise allows. Each Associate Monitor will lead the assessment and monitoring of compliance with the Consent Decree for his or her respective substantive area(s) and will oversee the collection, analysis, and reporting of assessment data.

In addition to the Associate Monitors, we have established a panel of advisors. Advisors on this panel include experts in research, police operations, technical assistance delivery, and the Baltimore community. **Dr. Johnny Rice**, will serve as the Monitoring Team’s Liaison for Community Outreach and Engagement (CD¶474), sharing insights about the city’s vibrant communities, their concerns, and, serving as a convener and facilitator to bring Baltimore voices directly to the Monitoring Team throughout the entire engagement. Dr. Rice will ensure community input throughout the monitoring

processes, and oversee the planning and execution of all community meetings with the assistance of a **Community Council**. Upon being named the monitoring team for Baltimore, we will recruit six to eight community representatives, in consultation with the parties to the Consent Decree, to serve as liaisons to Baltimore communities and provide advice regarding community outreach and input for the monitoring project. These individuals and the CST will be supported by advisors, associate monitors, subject matter experts, analysts, and our research and community partners at Subject Matter Expert.

Dr. James Coldren will serve as our team’s Research Advisor. Dr. Coldren will advise and work with Subject Matter Expert on the monitoring team’s overall research and outcome assessment methodology, including data collection and analysis of a wide variety of data sources, including data collected and maintained by BPD, information concerning civil liability of BPD, its officials, officers, agents, or employees, interviews, surveys, including the Community Survey, and public source material. He, with the help of analyst staff, will be the primary organizer of all data for the team, acting as the central hub for all data requests and all data submissions. He will craft the monitoring team’s annual monitoring plans, as well as oversee logistics related to research, including community surveys. He will establish the team’s methodologies for quantitative and qualitative compliance reviews and outcome assessments.

Mr. James “CHIPS” Stewart will advise Mr. Monroe on a wide variety of policing issues, drawing on his many decades of experience in policing, research, and public safety strategy. **Ms. Denise Rodriguez** will serve as the team’s Technical Assistance Coordinator, drawing on her extensive experience leading national technical assistance programs for BJA and the COPS Office. Denise will not only coordinate the logistics of TA delivery to BPD on a wide variety of issues by identifying and deploying appropriate national experts; she will also oversee Consent Decree requirements with regard to impartial policing and interacting with people with behavioral health disabilities.

Assisting the Associate Monitors and panel of advisors are the Subject Matter Experts, who will be responsible for providing technical assistance on a variety of topics, including research methodologies, community oversight, youth engagement, and technology. For example, **Dr. Michael Berlin** from Subject Matter Expert will serve as the Monitoring Team’s lead methodologist for the research aspects of the monitoring project. Dr. Berlin will direct the development and implementation of the several research protocols (e.g., surveys, observations, interviews) to meet the annual research requirements outlined in the RFA (RFA ¶123). Other subject matter experts will engage in TA and community engagement activities. If desired by the parties of the Consent Decree, some of our community subject matter experts may serve on the Community Council or will otherwise support its activities.

CNA analysts will support the monitors and subject matter experts with data collection, data analysis, reporting, and general administrative support. This approach ensures the greatest efficiency and effectiveness in monitoring and delivery of technical assistance. Our team will adopt a highly cooperative and collaborative approach with each Associate Monitor leading work in their subject area of expertise, and collaborating with other Associate Monitors, Advisors, or Subject Matter Experts assisting as necessary. For example, Subject Matter Expert **Phil Coyne** will work closely with Associate Monitor **Elsie Scott** on Training tasks and with Associate Monitor Harold Medlock on Use of Force tasks.

34 d. Description of all other current employment, projects, or other professional undertakings for each team member

Table 9 lists the other commitments of these personnel.

Table 9. Monitoring Team Current Time Commitments

Team Member	Other Employment, Projects, and Professional Undertakings
Michael Berlin, Subject Matter Expert	<ul style="list-style-type: none"> ▪ Associate Professor of Criminal Justice, Coppin State University ▪ Reviewer, <i>Police Practice and Research</i> (journal) (5%) ▪ Graduate Coordinator, Criminal Justice, Coppin State University (10%)
Theron Bowman, Associate Monitor	<ul style="list-style-type: none"> ▪ Deputy City Manager, City of Arlington ▪ Member, New Orleans, LA Monitoring Team (15%) ▪ Consultant for the BJA Violence Reduction Network (10%) ▪ Consultant for COPS Advancing 21st Century Policing (10%)
D. Antonio Bridges II, Subject Matter Expert	<ul style="list-style-type: none"> ▪ Director, Community and Human Services, Park heights Renaissance
James Coldren, Advisor	<ul style="list-style-type: none"> ▪ Managing Director, CNA Justice Group ▪ Project Director, BJA SMART Policing Initiative (10%) ▪ Project Director, BJA Body Worn Cameras TTA (10%) ▪ Project Director, BJA Violence Reduction Network (5%) ▪ Project Director, NIJ body worn camera study (5%) ▪ Project Director, NIJ study on correction technology (10%)
Brian Corr, Subject Matter Expert	<ul style="list-style-type: none"> ▪ Executive Director, Cambridge Peace Commission, City of Cambridge, Massachusetts ▪ President, NACOLE (10%)
Philip Coyne, Subject Matter Expert	<ul style="list-style-type: none"> ▪ CEO, Critical Response Group, LLC ▪ Associate Monitor, Albuquerque Monitoring Team (10%)
Mai Fernandez, Associate Monitor	<ul style="list-style-type: none"> ▪ Executive Director, National Center for Victims of Crime
Daniel Giaquinto, Deputy Monitor	<ul style="list-style-type: none"> ▪ Independent Investigator, Maricopa County Sheriff’s Office (15%) ▪ Deputy Monitor, Albuquerque Police Department (15%)
Harold Medlock, Associate Monitor	<ul style="list-style-type: none"> ▪ Chief of Fayetteville, NC Police Department (Ret.) ▪ Consultant, BJA Body Worn Cameras (10%) ▪ Consultant, BJA Smart Policing Initiative (10%)
Rodney Monroe, Monitor	<ul style="list-style-type: none"> ▪ Public Safety Consultant ▪ Independent Monitor, Meridian Police Department (25%)
Claudia Nelson, Subject Matter Expert	<ul style="list-style-type: none"> ▪ Associate Professor of Political Science, Coppin State University ▪ Member, Coppin State University Community Engagement Steering Committee (10%)
Beverly O’Bryant, Subject Matter Expert	<ul style="list-style-type: none"> ▪ Dean, College of Behavioral and Social Sciences, Coppin State University ▪ Principal Investigator and Executive Director, Bishop L. Robinson, Sr. Justice Institute (20%) ▪ Historically Black Colleges and Universities Retention Task Force Chairperson, Research Committee (5%)
Johnny Rice, Director of Community Outreach and Engagement	<ul style="list-style-type: none"> ▪ Assistant Professor of Criminal Justice, Coppin State University ▪ President and Founder, Social Justice Ventures (20%) ▪ Senior Program Associate, Vera Institute of Justice – Center on Victimization and Safety (5%)
Nykidra L. Robinson, Subject Matter Expert,	<ul style="list-style-type: none"> ▪ CEO & Founder – Black Girls Vote, Inc. ▪ NyRise Consulting Group ▪ Kevin Liles for a Better Baltimore
Stephen Rickman, Associate Monitor	<ul style="list-style-type: none"> ▪ Principal, SER ▪ OJP Diagnostic Center (25%) ▪ BJA Body Worn Cameras TTA (5%) ▪ Strategic Site Coordinator, COPS Advancing 21st Century Policing Initiative (10%)
Jacqueline Rhoden-Trader, Subject Matter Expert	<ul style="list-style-type: none"> ▪ Associate Professor of Criminology, Coppin State University ▪ Partners in Parenting, Inc., Board of Directors (10%)

Team Member	Other Employment, Projects, and Professional Undertakings
Denise Rodriguez, Advisor	<ul style="list-style-type: none"> ▪ Program Manager, USDOJ/BJA Body Worn Cameras (30%) ▪ Lead Monitor COPS Collaborative Reform Initiative for Technical Assistance-Fayetteville Police Department (5%) ▪ Lead Monitor, COPS Collaborative Reform Initiative for Technical Assistance-Spokane Police Department (5%) ▪ Project Manager and Research Analyst, Impact of Police Technologies: Body Worn Cameras in the Las Vegas Police Department (5%)
Marc Schindler, Subject Matter Expert	<ul style="list-style-type: none"> ▪ Executive Director, Justice Policy Institute ▪ Big Brother, Big Brothers/Big Sisters of America (10%)
Elsie Scott, Associate Monitor	Director, Ronald W. Walters Leadership and Public Policy Center, Howard University
Ellen Scrivner, Associate Monitor	<ul style="list-style-type: none"> ▪ Executive Fellow, Police Foundation, Washington D C. ▪ Member USDOJ Consent Decree Monitoring Teams for the Cities of Seattle and Cleveland Police Departments (20%) ▪ Member of Collaborative Police Reform Team for the Denver Sheriff's Office and the Baltimore Police Department (15%)
Charles Stephenson, Subject Matter Expert	<ul style="list-style-type: none"> ▪ Senior Advisor, BJA Body Worn Cameras TTA (20%) ▪ Subject Matter Expert, NIJ Common Operating Picture Technology study (10%) ▪ Subject Matter Expert, BJA SMART Policing Initiative (10%)
James "CHIPS" Stewart, Advisor	<ul style="list-style-type: none"> ▪ Director of Public Safety, CNA ▪ Project Director, COPS Advancing 21st Century Policing (20%)
James F. Stewart II, Subject Matter Expert	<ul style="list-style-type: none"> ▪ Assistant Professor, Coppin State University ▪ Peer Reviewer, Police Practice and Research: An International Journal (5%) ▪ Co-Advisor, Student Rehabilitation Association (5%) ▪ Life Skills Coach/Educator, The First Tee of Prince George's County (5%)
Alicia Wilson, Subject Matter Expert	<ul style="list-style-type: none"> ▪ Sagamore Development Company
Caryn York, Subject Matter Expert	<ul style="list-style-type: none"> ▪ Job Opportunities Task Force, Director of Policy and Strategic Partnerships

35. Qualifications

In addition to the extensive experience of our Monitoring Team, the following table provides the qualifications of each team member in the areas identified in the request for applications. See Appendix A for our team member resumes.

	Monitors								Advisors				Selected Experts								
	Rodney Monroe	Daniel Giaquinto	Theron Bowman	Mai Fernandez	Harold Medlock	Stephen Rickman	Elsie Scott	Ellen Scrivner	Johnny Rice	James Coldren,	Denise Rodriguez	James Stewart	Brian Corr	Philip Coyne	Marc Schindler	Charles Stephenson	Michael Berlin	Nykira Robinson	Alicia Wilson	Caryn York	D. Antonio Bridges
Monitoring, auditing, evaluating, or otherwise reviewing performance of organizations such as law enforcement agencies, including experience monitoring settlements, consent decrees, or court orders	•	•				•	•	•	•	•	•	•		•							
Law enforcement practices, including community policing and engagement; use of force and force investigations; practices for conducting and reviewing pedestrian and vehicle stops, frisks, searches, and seizures; practices for conducting and reviewing arrests; crisis intervention and de-escalation techniques; bias-free policing, First Amendment protected speech and public assembly and related rights; intake, investigation, and adjudication of complaints of officer misconduct; civilian oversight; police-youth interactions; and policy development and officer and staff training	•	•	•		•	•	•	•	•	•	•	•	•	•		•	•				
Assessing legal sufficiency and compliance with constitutional and other legal requirements	•	•	•	•	•			•				•	•	•	•		•		•		

	Monitors								Advisors				Selected Experts								
	Rodney Monroe	Daniel Giaquinto	Theron Bowman	Mai Fernandez	Harold Medlock	Stephen Rickman	Elsie Scott	Ellen Scrivner	Johnny Rice	James Coldren,	Denise Rodriguez	James Stewart	Brian Corr	Philip Coyne	Marc Schindler	Charles Stephenson	Michael Berlin	Nykira Robinson	Alicia Wilson	Caryn York	D. Antonio Bridges
Familiarity and understanding of local issues and conditions, including local experience and expertise with Baltimore’s diverse communities, and issues and challenges facing those communities			•	•				•	•		•				•		•		•	•	•
Criminology and statistical analysis, including internal and external benchmarking techniques, regression analysis, and other relevant statistical methods			•			•		•		•						•	•				
Familiarity with federal, state, and local laws	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•		•	•	
Evaluating organizational change and institutional reform, including by applying qualitative and quantitative analyses to assess progress, performance, and outcomes	•	•	•		•	•	•	•		•	•	•		•		•	•				•
Working with government agencies, including municipalities, elected officials, civilian oversight bodies, collective bargaining units, and other stakeholders interested in policing issues	•	•	•		•	•	•			•	•	•	•	•		•	•			•	•
Engaging effectively with diverse community stakeholders to promote civic participation, strategic partnerships, and community policing	•	•	•	•	•	•	•	•		•	•	•	•	•	•	•	•		•	•	•
Mediation and dispute resolution, especially mediation of police complaints and neighborhood mediation	•	•				•		•					•	•					•		
Use of technology and information systems, including data collection and management, and analytical tools, to support and enhance law enforcement practices			•			•				•	•	•				•	•		•		

	Monitors								Advisors				Selected Experts								
	Rodney Monroe	Daniel Giaquinto	Theron Bowman	Mai Fernandez	Harold Medlock	Stephen Rickman	Elsie Scott	Ellen Scrivner	Johnny Rice	James Coldren,	Denise Rodriguez	James Stewart	Brian Corr	Philip Coyne	Marc Schindler	Charles Stephenson	Michael Berlin	Nykira Robinson	Alicia Wilson	Caryn York	D. Antonio Bridges
Appearing in court as a judge, monitor, counsel, or expert witness, or providing other types of testimony		•			•									•	•						
Writing complex reports for dissemination to diverse audiences	•	•	•	•	•	•	•	•		•	•	•	•	•		•	•				
Providing formal and informal feedback, technical assistance, training, and guidance to law enforcement agencies	•	•	•	•	•	•	•	•		•	•	•	•	•	•	•	•				
Reviewing policies, procedures, manuals, and other administrative orders or directives, and training programs related to law enforcement practices	•	•	•		•	•	•	•		•	•	•	•	•		•	•				
Municipal budgets and budgeting processes	•	•	•		•			•					•							•	•
Completing projects within anticipated deadlines and budgets	•	•	•	•	•	•	•	•		•	•	•	•	•	•	•	•	•	•	•	•

36. Prior Experience and References

Below we include a brief summary of the recent experience of our Monitors and Advisors. See Appendix A (resumes) for more detailed information and Appendix B for sample work products).

Team Member	Prior Experience	Relevant RFA Requirements
<p>Michael M. Berlin, Subject Matter Expert</p> <p>References:</p> <p>Sandra Winslow, Business Manager, Science Applications International Corporation (SAIC) winslow_sandra@msn.com 575-624-2816)</p> <p>Dilip K. Das Founding President, International Police Executive Symposium (dilipkd@aol.com 802-598-3680)</p>	<p>International Law Enforcement Academy (ILEA), Roswell, New Mexico – Instructor, developed curriculum regarding Community Policing, Leadership, Management, Terrorism</p> <p>Prevention and Response to Incidents of Suicide Bombing (PRSBI) Playas & Socorro, New Mexico – Instructor, provided revisions to curriculum regarding Law of Deadly Force, Risk Management, Threat, Vulnerability and Asset Assessment, Intelligence Collection, Countermeasures</p> <p>International Police Executive Symposium (IPES) Police Practice & Research – Reviewer, United Nations Representative</p>	<p>26b, 26c, 26d, 26e, 26f, 26g, 26h, 26i, 26k, 26m, 26n, 26o</p>
<p>Theron Bowman, Associate Monitor</p> <p>References:</p> <p>New Orleans Police Department Consent Decree</p> <p>Deputy Chief Arlinda Westbrook, New Orleans Police Department (Apwestbrook@nola.gov 504.329.1209)</p> <p>Louisville, KY Police Department Management and Administrative Technical Assistance</p> <p>Chief Steve Conrad, Louisville Metro Police Department Steve.conrad@louisvilleky.gov 502.574.7660)</p> <p>Little Rock, AR Police Department Management and Administrative Technical Assistance</p> <p>Chief Kenton Buckner, Little Rock Police Department Kbuckner@littlerock.gov 501.371.4621)</p>	<p>Arlington (TX) Police Department, Chief</p> <p>New Orleans Police Department, Member of Monitoring Team</p> <p>Police Practices Expert for USDOJ Civil Rights Division, working in Maricopa County, AZ; Seattle, WA; Cleveland, OH; Albuquerque, NM; Los Angeles County, CA; Newark, NJ; and New Orleans, LA</p>	<p>26a, 26b, 26c, 26f, 26g, 26h, 26i, 26k, 26m, 26n, 26o, 26p, 26q</p>

Team Member	Prior Experience	Relevant RFA Requirements
<p>James Coldren, Research Advisor</p> <p>References:</p> <p>COPS Advancing 21st Century Policing Initiative</p> <p>Chief Scott Thomson, Camden County Police Department (chiefthomson@camdencountypd.org; 609-502-9322)</p> <p>BJA Smart Policing Initiative</p> <p>Dan Zehnder, Captain, LVMPD (D5097Z@LVMPD.COM; 702-233-9196)</p>	<p>Philadelphia, PA Police Department, COPS Collaborative Reform Monitor</p> <p>Project Advisor, COPS Advancing 21st Century Policing Initiative</p> <p>BJA Body Worn Camera Technical Assistance</p> <p>BJA Smart Policing Initiative</p>	<p>26a, 26b, 26e, 26f, 26g, 26h, 26i, 26k, 26m, 26n, 26o, 26q</p>
<p>Mai Fernandez, Associate Monitor</p> <p>References:</p> <p>U.S. DOD Response Systems to Sexual Assault Crimes Panel</p> <p>Hon Elizabeth Holtzman (eholtzman@herrik.com 212-592-1421)</p> <p>Hon. Barbara Jones (Barbara.jones@bracewell.com 212-508-6105)</p>	<p>D.C. Metropolitan Office of Citizen Complaint Review – Founding Board Chair</p> <p>D.C. Human Rights Commission – Commissioner</p> <p>U.S. DOD Response Systems to Sexual Assault Crimes Panel – Panel Member</p>	<p>26c, 26d, 26f, 26i, 26m, 26n</p>
<p>Dan Giaquinto, Deputy Monitor</p> <p>References:</p> <p>Albuquerque Monitoring</p> <p>Dr. James Ginger, PMR, Inc. (pmrinc@mac.com; 210-240-2159)</p> <p>Newark Monitoring</p> <p>Peter Harvey, Partner, Patterson Belknap (pcharvey@pbwt.com)</p>	<p>Melendres v. Arpaio, Maricopa County Sheriff’s Office, Independent Investigator - Investigations and Discipline</p> <p>Albuquerque Police Department Settlement Agreement, Deputy Monitor – Internal Affairs and Civilian Oversight</p> <p>Assistant Attorney General and Director of State Police Affairs for New Jersey; compliance officer and liaison to DOJ and Independent Monitoring Team for NJ State Police consent decree</p> <p>Mercer County (NJ), District Attorney</p> <p>Trenton, NJ, Municipal Court Judge</p>	<p>26a, 26b, 26c, 26f, 26g, 26h, 26i, 26j, 26l, 26m, 26n, 26o, 26p, 26q</p>

Team Member	Prior Experience	Relevant RFA Requirements
<p>Harold Medlock, Associate Monitor</p> <p>References:</p> <p>The Honorable Nat Robertson, Mayor, City of Fayetteville, North Carolina (910-433-1992 mayor@ci.fay.nc.us)</p> <p>Chief Anthony Kelly, Fayetteville Police Department (910-433-1810 akelly@ci.fay.nc.us)</p>	<p>Peer to Peer Counselor to the Baton Rouge Police Department, East Baton Rouge Sheriff’s Office and Louisiana State Police</p> <p>Subject Matter Expert Policy Reviewer for Cleveland Police Department’s Mass Arrest Policy</p> <p>Collaborative Reform Initiative, Fayetteville Police Department – Police Chief</p> <p>BJA Body Worn Camera Project, Subject Matter Expert</p> <p>BJA Smart Policing Initiative, Subject Matter Expert</p> <p>North Carolina Criminal Justice Training and Standards Commission Appointee</p>	<p>26b, 26c, 26f, 26g, 26h, 26i, 26l, 26m, 26n, 26o, 26p</p>
<p>Rodney Monroe, Monitor</p> <p>References:</p> <p>Minneapolis Critical Incident Review</p> <p>Jennifer Zeunik, Police Foundation (izeunik@policefoundation.org 703-362-4073)</p> <p>Ron Carlee, City Manager, Charlotte NC (rcarlee@odu.edu 703-819-7311)</p>	<p>Meridian Police Department, Independent Monitor - Use of Force, Complaints, and Training</p> <p>Charlotte-Mecklenburg Police Department, Chief</p> <p>Richmond, VA Police Department, Chief</p> <p>Macon, GA Police Department, Chief</p> <p>Washington DC Metropolitan Police Department, Assistant Chief</p> <p>Minneapolis Police Department, Critical Incident Reviewer</p> <p>Cleveland Police Department, Consultant for 2016 Republican National Convention</p> <p>North Charleston, SC, COPS Collaborative Reform Advisor</p> <p>Strategic Site Coordinator (for the Atlanta Police Department), COPS Advancing 21st Century Policing Initiative</p>	<p>26a, 26b, 26f, 26g, 26h, 26i, 26k, 26l, 26m, 26n, 26o, 26p, 26q</p>

Team Member	Prior Experience	Relevant RFA Requirements
<p>Johnny Rice II, Liaison for Community Outreach and Engagement</p> <p>References:</p> <p>Supervised Visitation Program</p> <p>Sandra Harrell, Associate Center Director, VERA Institute of Justice (sharrell@vera.org 212-376-3096)</p> <p>Joseph T. Jones, President Center for Urban Families (CFUF) (jjones@cfuf.org 410.367.5691)</p>	<p>Subject Matter Expert Trainer/Facilitator for District of Columbia, Department of Corrections offender sessions on domestic violence prevention and intervention - DC Jail</p> <p>Project Consultant for Futures Without Violence training for Major League Baseball (MLB) on domestic violence</p> <p>Senior Program Associate for Supervised Visitation and Safe Exchange Center Domestic Violence Programs funded by Federal Office on Violence Against Women</p> <p>State Administrator for State of MD: Victim of Crime (VOCA) and Family Violence and Prevention Services (FVPSA)</p>	<p>26d</p>
<p>Stephen Rickman, Associate Monitor</p> <p>References:</p> <p>Albuquerque Monitoring</p> <p>Dr. James Ginger, PMR, Inc., (pmrinc@mac.com 210-240-2159)</p> <p>COPS Collaborative Reform Initiative</p> <p>Sheriff Joseph Lombardo, LVMPD (702-809-1246)</p> <p>DOJ Diagnostic Center-Minneapolis</p> <p>Chief Janeé Harteau, Minneapolis Police Department (Jane.e.hateau@minneapolismn.gov 612-673-3000)</p>	<p>Albuquerque Police Department Associate Monitor for Community Engagement</p> <p>Las Vegas Metropolitan Police Department, Collaborative Reform, Advisor – Community Engagement</p> <p>Strategic Site Coordinator (for the San Antonio Police Department), COPS Advancing 21st Century Policing Initiative</p> <p>DOJ Diagnostic Center-Enhancing Police-Community Relations, Minneapolis – Senior Advisor</p>	<p>26a, 26b, 26g, 26h, 26i, 26m, 26n, 26o</p>

Team Member	Prior Experience	Relevant RFA Requirements
<p>Denise Rodriguez, TA Coordinator</p> <p>References:</p> <p>COPS Collaborative Reform Initiative</p> <p>Chief Craig Meidl, Spokane Police Department (509.625.4215; cmeidl@spokanepolice.org)</p> <p>Chief Anthony Kelly, Fayetteville Police Department, (AKelly@ci.fay.nc.us)</p> <p>Sheriff Joseph Lombardo, LVMPD (702-809-1246)</p> <p>Advancing 21st Century Policing Initiative</p> <p>Chief William McManus, San Antonio Police Department (William.McManus@sanantonio.gov)</p> <p>John Markovic, Senior Policy Advisor, BJA (202- 616-3785; john.markovic@ojp.usdoj.gov)</p> <p>Jeff Schalnger Vice President, Exiger (jschlanger@exiger.com 212- 455-9438)</p>	<p>Spokane, WA Police Department, COPS Collaborative Reform Monitor</p> <p>Fayetteville, NC Police Department, Collaborative Reform – Monitor</p> <p>Nuevo Leon, Mexico Associate Monitor – Accountability Systems</p> <p>Las Vegas Metropolitan Police Department, Collaborative Reform Advisor – Use of Force, Internal Investigations, Civilian Oversight</p> <p>Analyst, COPS Advancing 21st Century Policing Initiative</p>	<p>26a, 26b, 26d, 26g, 26h, 26i, 26m, 26n, 26o</p>
<p>Elsie Scott, Associate Monitor</p> <p>References:</p> <p>Tony Mauro, Chief Operating Officer, EVP, Barneys New York, mauro@BARNEYS.com, 212-450-8616</p> <p>Seymour Jones, former Deputy Assistant Director, Federal Law Enforcement Training Center (FLETC), seymourjones@comcast.net</p> <p>Kendrick Meek, former Member of Congress, kmeek@kendrickmeek.com, (305) 953-6750</p>	<p>Engaging College Students in 21st Century Law Enforcement, Project Manager, Howard University</p> <p>Anti-Profilng Consultant, Barneys New York</p> <p>Consultant, Mobile Training Team Project for the Liberia National Police, Police Foundation for the U.S. Department of State</p> <p>Project Manager, Creating Culture of Integrity, Michigan COLES grant, Detroit Police Department</p>	<p>26a, 26b, 26f, 26g, 26h, 26i, 26m, 26n, 26o</p>

Team Member	Prior Experience	Relevant RFA Requirements
<p>Ellen Scrivner, Associate Monitor</p> <p>References:</p> <p>Investigation of the New Orleans Police Department</p> <p>Deputy Chief Daniel P. Murphy, New Orleans Police Department (504-658-5080 dpmurphy@nola.gov)</p> <p>Seattle Monitoring</p> <p>Assistant Attorney General Julio A. Thompson, State of Vermont/Burlington (802-828-5519 julio.thompson@hotmail.com)</p> <p>Seattle Monitoring</p> <p>Gil Kerlikowske, Former Commissioner of the Bureau of Customs and Border Protection, Former Chief of Police, Seattle, Washington (202-237-1899 gilkerlikowske@hotmail.com)</p>	<p>Seattle Police Department Associate Monitor – Early Warning Systems</p> <p>Cleveland Police Department - Associate Monitor</p> <p>Denver Sheriff’s Office, COPS Collaborative Reform Initiative – Advisor</p> <p>Baltimore Police Department, COPS Collaborative Reform Initiative – Advisor</p>	<p>26a, 26b, 26c, 26f, 26g, 26h, 26i, 26l, 26m, 26n, 26o, 26q</p>
<p>James “CHIPS” Stewart, Policing Advisor</p> <p>References:</p> <p>COPS Collaborative Reform Initiative</p> <p>Sheriff Joseph Lombardo, LVMPD (702-809-1246)</p> <p>Wilmington After Action Analysis of Critical Incident</p> <p>Chief Admin. Officer Kathleen Jennings (kat4jennings@gmail.com 302-395-5101)</p>	<p>Washington DC, Metropolitan Police Department – Strategic Planning Consultant</p> <p>Las Vegas Metropolitan Police Department, COPS Collaborative Reform Advisor – Use of Force, Internal Investigations</p> <p>Wilmington, DE After Action Analysis of Critical Incident</p> <p>Project Director, COPS Advancing 21st Century Policing Initiative</p>	<p>26a, 26b, 26g, 26h, 26i, 26m, 26n, 26o</p>

37. Budget

Our budget to achieve full and effective compliance under the consent decree is detailed below. In accordance with paragraphs 28 and 29 of the RFA we understand that monitoring costs shall not exceed \$1.475 million per year.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	Cost	Cost	Cost	Cost	Cost	Cost
Monitoring						
CNA Labor						
Editor	\$4,023.37	\$4,197.84	\$4,383.27	\$4,572.40	\$4,728.92	\$21,905.79
Rodney Monroe	\$110,362.24	\$115,148.10	\$120,234.42	\$125,422.43	\$129,715.71	\$600,882.90
Denise Rodriguez	\$4,711.56	\$4,910.44	\$5,117.49	\$5,291.18	\$5,449.92	\$25,480.58
James Chips Stewart	\$18,247.75	\$18,755.37	\$19,888.07	\$20,433.24	\$21,132.69	\$98,457.12
James Coldren	\$17,972.16	\$18,612.50	\$19,168.11	\$19,743.15	\$20,335.45	\$95,831.37
Tammy Felix	\$8,368.30	\$8,721.54	\$9,089.29	\$9,397.79	\$9,679.72	\$45,256.65
Dominique Burton	\$3,538.11	\$3,687.45	\$3,842.94	\$3,973.37	\$4,092.57	\$19,134.44
Jessica Herbert	\$5,008.68	\$5,225.88	\$5,456.72	\$5,692.17	\$5,887.02	\$27,270.47
Keri Richardson	\$3,522.61	\$3,671.30	\$3,826.10	\$3,955.96	\$4,074.64	\$19,050.62
Charles Stephenson	\$6,122.72	\$6,388.23	\$6,670.41	\$6,958.24	\$7,196.42	\$33,336.02
Consultant Labor						
Daniel Giaquinto	\$176,612.19	\$176,910.22	\$177,029.13	\$177,062.61	\$177,062.61	\$884,676.77
Theron Bowman	\$51,667.27	\$52,325.03	\$52,979.90	\$53,196.98	\$53,196.98	\$263,366.16
Harold Medlock	\$51,667.27	\$52,325.03	\$52,979.90	\$53,196.98	\$53,196.98	\$263,366.16
Mai Fernandez	\$51,667.27	\$52,325.03	\$52,979.90	\$53,196.98	\$53,196.98	\$263,366.16
Ellen Scrivner	\$51,667.27	\$52,325.03	\$52,979.90	\$53,196.98	\$53,196.98	\$263,366.16
Steve Rickman	\$59,606.61	\$59,707.20	\$59,747.33	\$59,758.63	\$59,758.63	\$298,578.41
Johnny Rice	\$51,667.27	\$52,325.03	\$52,979.90	\$53,196.98	\$53,196.98	\$263,366.16
Elsie Scott	\$51,667.27	\$52,325.03	\$52,979.90	\$53,196.98	\$53,196.98	\$263,366.16
Labor Total	\$728,099.92	\$739,886.28	\$752,332.72	\$761,443.03	\$768,296.15	\$3,750,058.09
Travel	\$68,578.65	\$71,299.95	\$71,299.95	\$71,299.95	\$71,299.95	\$353,778.46
TOTAL	\$796,678.56	\$811,186.23	\$823,632.67	\$832,742.98	\$839,596.10	\$4,103,836.55
TA and Training						
CNA Labor						
Editor	\$1,609.35	\$1,679.14	\$1,753.31	\$1,828.96	\$1,891.57	\$8,762.31
Denise Rodriguez	\$68,710.19	\$92,070.72	\$95,952.97	\$99,209.65	\$102,185.94	\$458,129.46
James Chips Stewart	\$3,649.55	\$9,377.68	\$9,944.04	\$10,216.62	\$10,566.34	\$43,754.23
James Coldren	\$3,594.43	\$9,306.25	\$9,584.06	\$9,871.58	\$10,167.72	\$42,524.04
Tammy Felix	\$20,920.76	\$21,803.86	\$22,723.24	\$23,494.47	\$24,199.31	\$113,141.63
Dominique Burton	\$8,845.26	\$9,218.64	\$9,607.35	\$9,933.43	\$10,231.43	\$47,836.10
Jessica Herbert	\$12,521.70	\$13,064.70	\$13,641.80	\$14,230.43	\$14,717.54	\$68,176.17
Keri Richardson	\$8,806.51	\$9,178.25	\$9,565.26	\$9,889.91	\$10,186.61	\$47,626.55
Charles Stephenson	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Consultant Labor						
TA Pool	\$141,312.20	\$143,111.20	\$108,676.73	\$109,122.00	\$109,122.00	\$611,344.13
Labor Total	\$269,969.95	\$308,810.43	\$281,448.74	\$287,797.04	\$293,268.46	\$1,441,294.63
Travel	\$5,941.66	\$11,883.33	\$11,883.33	\$11,883.33	\$11,883.33	\$53,474.96
TOTAL	\$275,911.61	\$320,693.76	\$293,332.07	\$299,680.37	\$305,151.78	\$1,494,769.59
Total Labor and Travel	\$1,072,590.18	\$1,131,879.98	\$1,116,964.74	\$1,132,423.35	\$1,144,747.89	\$5,598,606.14
ODCs						
Website	\$21,196.83	\$7,155.56	\$7,245.12	\$7,274.80	\$7,274.80	\$50,147.11
IRB	\$7,065.61	\$0.00	\$0.00	\$0.00	\$0.00	\$7,065.61
Office space	\$14,131.22	\$14,311.12	\$14,490.23	\$14,549.60	\$14,549.60	\$72,031.77
Supplies	\$7,065.61	\$1,431.11	\$1,449.02	\$1,454.96	\$1,454.96	\$12,855.67
Subcontractor						
Coppin State University	\$282,579.50	\$283,056.36	\$283,246.61	\$283,300.18	\$283,300.18	\$1,415,482.83
Community Council	\$23,548.29	\$23,588.03	\$23,603.88	\$23,608.35	\$23,608.35	\$117,956.90
GRAND TOTAL	\$1,428,177.23	\$1,461,422.17	\$1,446,999.60	\$1,462,611.24	\$1,474,935.77	\$7,274,146.02

38. Collaboration and Cost Effectiveness

As noted in section 27 above, collaborative and cost-effective work between the Monitoring Team and the parties to the Consent Decree will be essential to achieving full and effective compliance with the terms of the Decree. Our team will achieve this goal through several different communication and collaboration strategies.

The Monitor (Monroe) and Deputy Monitor (Giaquinto) will hold regular, bi-weekly video conference calls with the parties to the consent decree (representatives from the City of Baltimore, the Baltimore Police Department, and the Department of Justice). These calls will address progress made on meeting the mandates of the consent decree, with the monitoring plan serving as the basis for assessing progress. The Monitor and Deputy Monitor will hold monthly, in-person meetings with the parties to the consent decree, to ensure complete and effective communication regarding progress on the monitoring plan; Monitoring Team Advisors and Associate Monitors will attend these meetings as necessary.

Our approach is results-oriented. Once the monitoring plan is approved and accepted, the monitoring plan becomes the key vehicle directing monitoring, communication, planning, and research activities under the Consent Decree. The monitoring plan will be assessed and re-visited annually, and adjusted if necessary, to reflect the operational realities of meeting the demands of the consent decree.

CNA will maintain a secure, web-based portal containing all documents and compliance evidence collected regarding the consent decree; thus, all parties to the consent decree will have instant access to the data and documents used by the Monitoring Team to monitor compliance and progress. CNA will maintain an easily accessible local office in Baltimore, and will post office hours publicly, on-line, providing ready access to the parties to the consent decree, BPD police officers, and members of the public.

These provisions provide multiple, low-cost, and web-based opportunities for the parties to the consent decree, and the Baltimore community, to have ready access to the members of the Monitoring Team.

Regarding cost effectiveness, we will hire CSU students and local community members to assist with local outreach and research tasks; thus we involve the community at low labor costs for data collection and evidence gathering. Utilizing web-based portals and communication options, we will reduce the need for face-to-face meetings and travel costs. Our team structure maximizes the use of operations analysts who support the Associate Monitors, resulting in lower cost labor for data analysis, and maximum utilization of our Associate Monitors for on-site monitoring visits. Finally, our labor rates are lower than the norm for attorneys who work on monitoring projects.

39. Potential Conflicts of Interest

The CNA Monitoring Team does not have any potential or perceived conflicts of interest involving team members, associated firms or organizations, or any employee(s) assigned to the project, or proposed subcontractor(s), including current or former employment contracts or grants with the City, the BPD, or the United States, and any involvement in the last eight years (whether paid or unpaid) with a claim or lawsuit by or against the City, the BPD, or the United States or any of their officers, agents, or employees. None of the team members proposed in this application have been the proponent or subject of any complaint, claim, or lawsuit alleging misconduct.

The CNA Monitoring Team will ensure that for the duration of the monitorship, no individual member of the Monitoring Team will be permitted to represent any individual or organization in any criminal or civil matter involving the United States Attorney's Office for the District of Maryland or the City of Baltimore.

40-44. COI and Other Provisions of the RFA and Consent Decree

The CNA Monitoring Team understands these provisions and will adhere to them.

Appendix A: Resumes

Resumes for our Monitoring Team are included in this section in the following order.

Monitor and Advisors	<p>Rodney Monroe, Monitor Johnny Rice, Liaison for Community Outreach and Engagement (Coppin State Univ) James Coldren, Research Advisor Denise Rodriguez, TA Coordinator CHIPS Stewart, Policing Advisor</p>
Deputy and Associate Monitors	<p>Daniel Giaquinto - Deputy Monitor Theron Bowman, Associate Monitor for Stops, Searches, Arrests Mai Fernandez, Associate Monitor for Reports of Sexual Assault Harold Medlock, Associate Monitor for Use of Force Stephen Rickman, Associate Monitor for Community Engagement Elsie Scott, Associate Monitor for Training Ellen Scrivner, Associate Monitor for Supervision, Recruitment and Staffing</p>
Subject Matter Experts	<p>Brian Corr, Subject Matter Expert, Community Oversight Phil Coyne, Subject Matter Expert, Training and Use of Force Marc Schindler, Subject Matter Expert, Youth Engagement Charles Stephenson, Subject Matter Expert, Technology Nykidra L. Robinson, Subject Matter Expert, Baltimore Community Engagement Alicia Lynn Wilson, Subject Matter Expert, Baltimore Community Engagement Caryn York, Subject Matter Expert, Baltimore Community Engagement D. Antonio Bridges II, Subject Matter Expert, Baltimore Community Engagement</p>
Coppin State University's Local Team	<p>Michael Berlin, SME, Community Policing, Baltimore Community Claudia Nelson, SME, Community Development, Race Relations, Baltimore Community Beverly O'Bryant, SME, Behavioral Health, Baltimore Community Jacqueline Rhoden-Trader, SME, Research, Baltimore Community James F. Stewart II, SME, Research, Outcome Assessment and Youth Engagement</p>

Chief Rodney D. Monroe (ret.)

CNA

Qualification Summary

Chief Monroe began his career as a police officer with the Metropolitan Police Department in Washington DC, retiring as an Assistant Chief of Police after 22 years of service to the citizens of the District of Columbia. In 2001, he was appointed Chief of Police for Macon, GA, as the first African-American Chief of Police. After spending four years in this role, he was recruited and appointed as the Chief of Police for Richmond, VA in 2005. As in his previous assignment, he achieved significant reductions in violent crime, to include the lowest number of homicides over the past 34 years.

Recognized as an innovator and practitioner of community policing, Chief Monroe was appointed Chief of the Charlotte-Mecklenburg, NC Police Department in 2008. Under his leadership, the department refocused its efforts on crime fighting and crime prevention through a more accountable organizational structure, new technology, and an enhanced strategy of community policing. His efforts once again led to a historical reduction in violent crime and homicides.

Chief Monroe has been recognized for his continued success in engaging ex-offenders in various efforts to stem the tide of violence in several communities. He has established partnerships with a number of nonprofit organizations addressing youth-/gang-related violence. He has planned, organized, and commanded several major special events, including the Million Man March, Presidential Inauguration, and the 2012 Democratic National Convention.

Chief Monroe holds a B.S. in Interdisciplinary Studies from Virginia Commonwealth University and a B.S. in Criminal Justice from the University of Phoenix. He is also a graduate of the FBI National Academy and the National Executive Institute. He has served as an Executive Committee member for the International Association of Chiefs of Police, member of Major Cities Chiefs Association, and member of the National Organization of Black Law Enforcement Executives.

Education

B.S., Interdisciplinary Studies, Virginia Commonwealth University, Richmond, VA
 B.S., Criminal Justice, University of Phoenix

Nature of Involvement

Mr. Monroe will serve as Monitor.

Work Experience

Subject Matter Expert, CNA	2015 – Present
Chief of Police, Charlotte-Mecklenburg Police Department	2008 – 2015
Chief of Police, Richmond Police Department	2005 – 2008
Chief of Police, Macon Police Department	2001 – 2005
Metropolitan Police Department of the District of Columbia	1979 – 2001
Assistant Chief of Police, Office of Youth Violence	2000 – 2001
District Commander	1999 – 2000
Assistant Chief of Police, Support Services Bureau	1998 – 1999
Assistant Chief of Police, Patrol Services	1997 – 1998
Commanding Officer	1995 – 1997
Captain	1992 – 1995
Executive Assistant to Chief of Police	1989 – 1992
Administrative Lieutenant	1986 – 1989
Sergeant	1984 – 1986
Detective	1982 – 1984
Officer	1979 – 1982

Relevant Project Experience

Title: Advancing 21st Century Policing Initiative (A21CPI)

Client: Office of Community Oriented Policing Services

Period of Performance: 05/2016 – Present

Role: Strategic Site Coordinator

Description: Mr. Monroe provides subject matter expertise and training and technical assistance coordination to the Atlanta, GA A21CPI site. He uses his law enforcement experience and knowledge to assist the site in implementing the recommendations of the task force report on advancing 21st-century policing principles. In coordination with an analyst, he conducts site visits and regular calls to track and monitor the site’s growth and innovation. He will contribute to a final report on the site’s progress in implementing these recommendations.

Organization: Charlotte-Mecklenburg Police Department

Period of Performance: 2008 – 2015

Role: Chief of Police

Description: Mr. Monroe served as Chief of Police for the city and county of Charlotte Mecklenburg, NC, with a population of over 800,000 citizens. He provided executive supervision to over 1,800 sworn officers, along with civilian support staff of 500. Mr. Monroe implemented Implicit Bias training to increase officers’ sensitivity to diversity by integrating practical applications into other training modules, such as community policing, juvenile law, and domestic violence. He oversaw a youth diversion program that focused on academic awareness, conflict resolution, interpersonal skill-building and life skills, prevention, and substance abuse

treatment. Mr. Monroe also restructured the School Resource Office program and facilitated crisis intervention and active shooter training, as well as instituted an annual stakeholders meeting. He established partnerships with the Charlotte community and increased participation in the Citizens Academy and community volunteer programs.

Organization: Richmond Police Department

Period of Performance: 2005 – 2008

Role: Chief of Police

Description: Mr. Monroe served as Chief of Police for Richmond, VA, serving a population of approximately 200,000 residents that swelled to over 400,000 during the work week, with over 750 sworn and 250 civilian personnel. Mr. Monroe conducted problem-solving sessions across the city, bringing residents, businesses, schools, and other agencies together to identify and develop action plans for addressing neighborhood crime and quality-of-life issues.

Organization: Macon Police Department

Period of Performance: 2001 – 2005

Role: Chief of Police

Description: Mr. Monroe served as Chief of Police for Macon, GA, serving a population of approximately 100,000 citizens. He managed a force of 400 members divided among six areas: the Support Services Division, Management Services Division, Patrol Services Division, Youth and Intervention Services Division, Communications, and Office of Internal Affairs. During his time as chief, Mr. Monroe redeployed an additional 22 percent of personnel back into the community to enhance their ability to work in closer partnership with residents and businesses, and to address neighborhood problems and concerns.

Organization: Metropolitan Police Department (DC)

Period of Performance: 2000 – 2001

Role: Assistant Chief of Police

Description: Mr. Monroe was Assistant Chief in charge of citywide coordination for developing and implementing strategies for reducing violence among youth, gangs, and crews within neighborhoods and schools. Mr. Monroe made extensive progress in organizing and developing partnerships with various faith-based and community organizations, as well as with other local and federal agencies, and he coordinated efforts to stem the tide of youth violence.

Organization: Metropolitan Police Department (DC)

Period of Performance: 1999 – 2000

Role: District Commander

Description: Mr. Monroe served as District Commander in charge of the Sixth District Police Headquarters located within the southeast section of the city. He was responsible for the management, supervision and oversight of police operations for over 87,000 residents served by 386 police personnel. In partnership with the community, Mr. Monroe was responsible for developing and implementing strategies, programs, and various initiatives to address crime and disorder (including homicides and sex offenses) through problem-solving training and community partnership-building.

Organization: Metropolitan Police Department (DC)

Period of Performance: 1997 – 1999

Role: Assistant Chief of Police

Description: Mr. Monroe served as Assistant Chief in charge of all seven Patrol Districts. He oversaw day-to-day operations of 2,600 officers and detectives in providing superior police service to the community. Additionally, he established and implemented policies and directions governing vice operations, community outreach efforts, at-risk youth, senior citizens, and businesses. He led the development and implementation of a new operating model for patrol districts, which revolutionized the way patrol officers interacted with the community, as well as addressed crime problems and citizens' concerns. Mr. Monroe worked extensively with community leaders in drafting and implementing initiatives in response to community concerns.

Awards

Hornet's Community Hero Award, 2015

North Carolina Long Leaf Pine Award, 2015

Man of the Year, National Association of Negro Business and Professional Women's Club, 2014

Johnson C. Smith University, President's Award, 2014

Richmonder of the Year, 2008

Gartner Business Intelligence Excellence Award, 2007

International Association of Chiefs of Police, Webber-Seavy Award, 2007, 2006

Johnny Rice II, Dr.PH.

Qualification Summary

Dr. Rice has over 18 years of experience providing leadership, technical assistance, and support to organizations that serve low-income fathers and families in the areas of child welfare, juvenile justice/youth development and criminal justice in efforts to create safe and stable communities.

He is a former Senior Program Associate at the Vera Institute of Justice, promoting practices and providing technical assistance to address violence against women and children

Dr. Rice taught a class on policing which examined the origin of law-enforcement, ethical issues in policing, use of force and other contemporary issues specific to the field.

Dr. Rice is President and Founder of Social Justice Ventures, which provides a diversified range of services including mentorship, training, educational support, and problem solving that empower individuals and organizations to achieve healthy and safe homes, schools, workplaces, and communities

Education

Morgan State University
 School of Public Health
 Major: Public Health
 Specialization: Behavioral Sciences
 Sub-Specialty: Violence Prevention
 Dr.PH., December 2011

Nature of Involvement

Dr. Rice will serve as Liaison for Community Outreach and Engagement (Coppin State University)

Work Experience

President and Founder, Social Justice Ventures, LLC (SJV-LLC)

Owings Mills, Maryland, January 2004 – Present (Part-time consulting)

Created Social Justice Ventures, LLC, a public health management-consulting firm that utilizes the best policy, research, and practice strategies to empower clients to improve their quality of life. The mission of SJV is to provide a diversified range of educational, health, and safety services that enhance the capacity of individuals and organizations to achieve healthy and safe homes, schools, workplaces, and communities. SJV provides a diversified range of services including mentorship, training, educational support, and problem solving that empower individuals and organizations to develop their capacity to meet goals. SJV provides support to the following sectors: individuals and small businesses, philanthropic organizations, private non-profit organizations, and private sector corporations.

Senior Program Associate, Vera Institute of Justice – Center on Victimization and Safety, Supervised Visitation Initiative (SVI)

Washington, D.C., October 2010 – Present

Employed as a Senior Program Associate at the Vera Institute of Justice, a private, non-profit organization that combines expertise in research, demonstration projects, and technical assistance to help leaders in governmental and civil society improve the systems on which people rely for justice and safety. As a team member within the Center on Victimization and Safety (CVS), I work to promote innovative practices that address violence against women and children.

Through the provision of technical assistance and support, I assist organizations and their respective communities in enhancing their capacity to develop effective practice for supervised visitation programs that address issues of domestic violence. I provide technical assistance in the form of on-site training, phone consultations, webinars, and meetings/conferences to federally funded Safe Havens Supervised Visitation grantees and for the Men with Disabilities Project funded by the Office on Violence against Women (OVW). I give critical feedback regarding grant deliverables, such as policy and procedure, site plans, and domestic violence education.

Director, Maryland Department of Human Resources, Office of Grants Management (OGM)

Baltimore, Maryland, July 2008 – October 2010

As state administrator, I was charged with the administration and oversight of state and federally funded victim services, homeless/transitional services, and father-focused grants and contracts. Manager of a diverse group of analysts charged with the programmatic and fiscal oversight of grantees, contractors, and vendors conducting business with OGM statewide to ensure compliance. Served on committees and workgroups on behalf of agency secretary as required. Assisted in grant writing, grant submission, and grant review activities. Ensured OGM activities aligned with agency priorities by utilizing a Results Based Accountability (RBA) approach.

Special Assistant, Maryland Department of Human Resources, Office of the Secretary

Baltimore, Maryland, July 2007 – June 2008

Staffed child welfare work groups and committees as required for agency cabinet secretary. Provided complex analysis for assignments in the area of programs and operations. Conducted research and developed position papers to assist senior leadership in decision-making process. Served as liaison between central administration and local departments of social services statewide in efforts to coordinate activities and tasks as mandated by senior leadership. Charged with the certification of the Office of the Secretary's Continuity for Operations Plan (COOP). Engaged a range of diverse stakeholders to aid in the development of the department's core priority areas in efforts to establish legislative priorities.

Chief Operating Officer, Communities Organized To Improve Life, Inc. (COIL)

Baltimore, Maryland, December 2005 – July 2007

Assisted the organization in developing a team-centered approach to community services and neighborhood development. Partnered with the CEO to restructure organizational programs and operations. Managed and supervised 40+ staff and volunteers representing the following programs: The Learning Bank Literacy Program, Southwest Senior Services; Southwest Community Services (i.e., neighborhood cleanup and food bank); School, Church and Community Partnership Initiative; and Home Instruction for Pre-School Youth (HIPPOY), Consolidated Youth Strategies and Youth Places (i.e., Violence Prevention Initiatives). Developed and re-established relationships with public and private stakeholders that were aligned with the mission of the organization.

Chief Operating Officer, Center for Urban Families

Baltimore, Maryland, September 2003 – July 2005

Assisted organization (formerly Center for Fathers, Families and Workforce Development) in building internal capacity. Responsible for leadership and oversight of mid-level non-profit organization. Monitored the following areas based on Balanced Score Card Approach that focused on efforts and outcomes: financial management, human resources, information

management, continuous quality improvement, and risk management. Assisted organization as leadership team member in achieving the following accomplishments during tenure: Neighborhood Excellence Initiative 2005, Bank of America; Maryland Families Count Awardee 2005, Annie E. Casey Foundation; and Baltimore' Best Workforce Development Program 2003, Baltimore Magazine.

Director of Men's Services, Center for Urban Families

Baltimore, Maryland, September 2000 – September 2003

Provided training, technical assistance, and public education on the local and national level by promoting public policy and practice centered on the well-being of men/fathers and their families. Administered comprehensive support services to low-income fathers through the "Best Practice" Men's Services Responsible Fatherhood Program: Outreach, Recruitment, and Intensive Case Management. Provided operational support to the following programmatic initiatives: Healthy Start, Operation Safe Kids, Family Violence Prevention Project, Maryland Child Support Arrears Management Initiative, Partners for Fragile Families Initiative, and the Youth Opportunities Project.

Deputy Director, Maryland Department of Human Resources, Office of Community Initiatives

Baltimore, Maryland, February 2000 – September 2000

Provided daily leadership and fiscal oversight for the administration and operations of a multi-million dollar budget. Served as lead representative in administration for the Strategic Planning Committee, the Continuous Quality Improvement (CQI) Team, and risk management activities. Provided on-going support for the following initiatives: State Youth Development Project and the MD Department of Public Safety and Correctional Services, Pre-Release Transition Project. Implemented "Managing for Results" to ensure unit compliance with department mission, vision, goals, and objectives.

Program Manager, Maryland Department of Human Resources, Office of Community Initiatives

Baltimore, Maryland, April 1999 – September 2000

Served as grants manager for all programs and projects that operated within the Community Services Administration (CSA), Office of Community Initiatives (OCI). Oversaw all procurement and grant/contract transactions and issues pertaining to OCI. As a member of the CQI Team, implemented strategies to improve employee and organizational productivity. Supervised all support staff and monitored for performance. Promoted agency initiatives through OCI at the local, state, and national level.

Program Specialist, Maryland Department of Human Resources, Adult Services Unit

Baltimore, Maryland, May 1998 – April 1999

Oversaw Family Investment Program (FIP) and provided technical support to grantees statewide and the Temporary Cash Assistance (TCA) customers they served. Monitored program operations and subcontracted services to ensure that all grant funds were used appropriately to meet established performance goals. Prepared and submitted financial reports, proposals, contracts, and other analytical tools. Designed and directed integration strategies with area employers and community-based organizations. Provided training and technical assistance to grantees in efforts to improve program performance.

Youth Counselor - Residential Services, Edgemoade at Focus Point (Part-time)

Crownsville, Maryland, May 1997 – September 1999

Provided structure and guidance for adolescents with emotional and behavioral challenges. Utilized positive behavior teaching curriculum and interventions in stabilizing adolescent's at-risk behavior. Engaged in recreational therapy with youth and provided 24-hour supervision and support. Assisted Crisis Intervention Unit in redirecting clients who were deemed suicidal, homicidal, and AWOL risks. Supported client transition from facility to less restrictive environments. Counseling court-referred youth from Maryland Department of Juvenile Justice and Local Departments of Social Services.

Addictions Counselor III, Maryland Department of Public Safety and Correctional Services

Baltimore, Maryland, July 1997 – May 1998

Oversaw the treatment of habitual substance abusers as part of the Regimented Offender Treatment Program (R.O.T.C.) at Patuxent Institution. Directed assessment, development of treatment plans, remediation plans and discharge prognosis of inmates. Conducted individual and group therapy sessions with offenders. Responsible for teaching classes in Moral Problem Solving and Relapse Prevention to inmate population. Provided counseling and support for inmates who were HIV+ substance abusers. Assisted in the development of orientation and training programs for new and current staff members.

Human Services Worker – Foster Care Unit, Baltimore City Department of Social Services

Baltimore, Maryland, February 1997 – July 1997

Provided services to maintain and protect children within an extended family unit who had been removed from their parents and committed to the Baltimore City Department of Social Services. Assisted separated families in achieving the optimum level of functioning and preserving family ties/relationships. Managed caseload and provided direct services that included making emergency referrals outside the normal scope of casework practice, formulating service decisions, and handling child protection legal issues and emergency situations that required immediate attention.

Security Supervisor – Customer Service Division, CES Security

Randallstown, Maryland, August 1996 – February 1997

Supervised and directed the daily activities of 50+ employees. Responsible for officer training and field inspections. Applied trouble-shooting and conflict resolution skills when necessary. Conscientiously spotted trends in performance and reported to management. Involved in investigative reporting and interviewing. Assisted management with administrative duties and provided the following services: service order preparation and review, data entry, employee and client contacts, petty cash tracking, commercial accounts review, personnel actions, and team building activities.

Security/Safety Shift Leader, Oak Crest Village Retirement Community

Parkville, Maryland, March 1995 – August 1996

Orchestrated the activities of 5-8 security personnel. Participated in the development of a security program for a newly established 85-acre multi-faceted senior living community. Implemented policy/procedures, and delegated assignments to high-volume security force. Assisted with the health and welfare of over 2,000 residents and 1,000 staff. Provided support to

Management information system (MIS) and transportation departments when necessary. Trained in basic First Aid Safety and CPR.

Security/Safety Officer, Brightwood Retirement Community

Lutherville, Maryland, August 1993 – February 1996

Responsible for the safety and security of residents at a 60-acre exclusive retirement community. Monitored activities of visitors and contractors on site and enforced fire regulations. Assisted marketing, maintenance, and housekeeping departments in the implementation of their strategic plan. Presented a clean, professional image and demonstrated a positive rapport with residents and staff. Twice received the Employee of the Month Award (May 1994 and January 1995).

Private Security/Loss Prevention Officer, CES Security

Randallstown, Maryland, October 1991– March 1995

Provided safety and security for clients and their property. Worked various retail, industrial, medical, and private contracts. Adept at using basic surveillance equipment, including CCTV and computerized alarm systems. Developed strategic relationship with vendors and served as a positive model to peers. Viewed as a self-starter, proficient at employing professional judgment in dealing with general public. Recognized by vendors as exemplary officer and security professional.

Academic Experience

Assistant Professor of Criminal Justice, Coppin State University

Baltimore, Maryland, August 2016 – Present

Currently serve as an Assistant Professor of Criminal Justice at Coppin State University, a historically black college and university (HBCU). Teach a range of criminal justice undergraduate and graduate courses in criminology, criminal justice, research methods policing and juvenile delinquency. Mentor and advise traditional and non-traditional students and as member of criminal justice faculty support departmental and university goals and objectives. Advise, monitor and supervise internship students seeking placement opportunities in the field of criminal justice and associated career paths of interest. Engage in active research and publication activities that align with criminal justice interests. Support the growth and funding development opportunities for the Bishop L. Robinson Sr. Justice Institute. Adept at using Blackboard platform to enhance student learning.

Instructor Part-time, Pennsylvania State University, School of Public Affairs

Harrisburg, Pennsylvania, September 2012 – Present (Part-time)

I have taught juvenile justice and policing course for the School of Public Affairs via Penn State World University. Course objectives center on the following: the origin of juvenile justice, understanding the reasons that led to separate system for juveniles, analysis of critical issues associated with processing juveniles through the system, discussion of the extent and nature of juvenile delinquency in the U.S., and examination of the policy implications of approaches to managing the juvenile delinquent. I have taught a policing class that examined the origin of law-enforcement, ethical issues in policing, use of force and other contemporary issues specific to the field. Courses taught were asynchronous and required student engagement in discussion of all lessons covered.

Adjunct Professor, University of Baltimore, Department of Criminal Justice, Criminology and Social Policy

Baltimore, Maryland, January 2001 – May 2008

Designed and taught courses on *Social Justice; Minorities and Crime; Intimate Partner, Family, and Community Violence*; and *Criminal Justice and Public Health*. Integrated media/technology to create an interactive learning environment. Through invited guest lecturers, demonstrated how to convert theory into practice. Promoted exploration of traditional criminal justice issues based on public health prevention-based approach. A special focus on career opportunities in the field of criminal justice and related areas was incorporated.

Awards

- 2009 “Inspirational Award” Institute on Domestic Violence in the African American Community (IDVAAC)
- 2005 “Certificate of Appreciation, Leadership of Health Awareness Committee” Baltimore Alumni Chapter, Kappa Alpha Psi Fraternity, Inc.
- Contributing Leadership Team Member, Center for Fathers, Families and Workforce
- “Families Count Awardee” Maryland. Annie E. Casey Foundation
- “Bank of America Charitable Investments Awardee” Neighborhood Excellence Initiative
- 2005 “Distinguished Service Award” Maryland Regional Practitioner’s Network for Fathers and Families
- 2004 “Certificate of Appreciation” STRIVE Baltimore Workforce Development Program
- “Certificate of Appreciation for Recognition of Professional Accomplishments” Morgan State University School of Public Health
- 2003 “Youth Development Conference 2003 Excellent Service to Youth Award” Social Services Administration, Maryland Department of Human Resources
- 2002 “Citation for Leadership in the Church, Workplace and Community” Baltimore City Council
- 1999 Graduate Fellowship in Public Health, Morgan State University
- 1995 Dean’s List, University of Baltimore: Fall 1995 and Spring 1995
- 1994 Dean’s List, University of Baltimore: Spring 1994

James R. “Chip” Coldren, Jr., Ph.D.

CNA

Qualification Summary

Dr. Coldren is the Managing Director for Justice Programs at CNA. He is the Principle Investigator for two National Institute of Justice–funded studies: a randomized experiment with body-worn cameras in the Las Vegas Metropolitan Police Department, and a national study of the impact of equipment modalities on correctional officer safety. He is also the national technical assistance Project Director for the Bureau of Justice Assistance’s Smart Policing Initiative, Violence Reduction Network, and Body-Worn Camera Training and Technical Assistance Program.

Prior to joining CNA, Dr. Coldren was a Professor of Criminal Justice and Leadership at Governors State University in Illinois, where he created a new MA program in Criminal Justice and a new online doctorate program in Interdisciplinary Leadership. He also served as the Interim Assistant Provost for Academic Affairs and as the Director of the University’s Office of Sponsored Programs and Research. In addition, Dr. Coldren served for over four years as President of the John Howard Association for Prison Reform, a 106-year-old nonprofit organization dedicated to monitoring and improving the conditions of confinement in prisons, jails, and juvenile detention centers, as well as to creating fair, humane, and effective sentencing and correctional policies.

Dr. Coldren has also served in several capacities at the University of Illinois at Chicago (UIC). He was the Director of the Center for Research in Law and Justice, where he led several state- and national-level research projects focusing on both corrections and community policing. He also was Director of the Institute for Public Safety Partnerships, a community-policing institute that fosters the development and evaluation of local community public-safety partnerships.

Prior to joining UIC, Dr. Coldren served as Deputy Director with the Project on Human Development in Chicago Neighborhoods, a large-scale longitudinal community-based research project of Harvard University’s School of Public Health. He also served for seven years as Director of Research for the Justice Research and Statistics Association in Washington, DC. In addition, he worked for seven years with the Illinois Criminal Justice Information Authority before becoming Director of Research and Computer System Development at Patuxent Institution (a maximum-security prison, and the topic of his first book).

Education

Ph.D., Sociology, University of Chicago, Chicago, IL, 1992

M.A., Sociology, University of Chicago, Chicago, IL, 1983

B.A., Sociology (Spanish), Rutgers University, Newark, NJ, 1976

Nature of Involvement

Dr. Coldren will serve Research Advisor.

Work Experience

CNA	2006 – Present
Managing Director	2014 – Present
Principal Research Scientist	2009 – 2013
Project Director/Principal Research Scientist	2006 – 2009
Professor of Criminal Justice, Governors State University	2005 – 2014
President, John Howard Association	2002 – 2005
Visiting Research Associate Professor, University of Illinois at Chicago	1998 – 2002
Deputy Site Director, Harvard School of Public Health	1993 – 1997
Director of Research, Justice Research and Statistics Association	1987 – 1992
Director of Research and Computer System Development, Maryland Department of Public Safety and Correctional Services, Patuxent Institution	1984 – 1986
Senior Research Analyst, Illinois Criminal Justice Information Authority	1977 – 1983

Relevant Project Experience

Title: Research and Evaluation on Policing: Body-Worn Cameras (BWCs) in the Las Vegas Metropolitan Police Department

Client: National Institute of Justice

Period of Performance: 01/2014 – Present

Role: Principal Investigator

Description: Dr. Coldren serves as a principal investigator on this project, which implemented a randomized experimental design in a large police agency to evaluate the impact of BWCs on police officer misconduct. Dr. Coldren secured Institutional Review Board approval of research protocol; negotiated the research protocol with police leadership; and directed the multi-method analysis, including surveys, focus groups, and analysis of administrative data such as civilian complaints, use of force, police stops and arrests, and a cost-benefit analysis. He also monitored project progress and fidelity to the experimental design, and directed preparation and dissemination of final project reports.

Title: The Impact of Safety Equipment Modalities on Reducing Correctional Officer Injuries

Client: National Institute of Justice

Period of Performance: 11/2013 – Present

Role: Principal Investigator

Description: Dr. Coldren developed a case study methodology to study correctional officer safety in U.S. state adult correctional facilities. He also secured IRB approval of the research protocol and currently directs a multi-method analysis of injury incidents (time series analysis and injury case reviews), interviews, correctional facility observations, and correctional policies. He also directs preparation and dissemination of final project reports.

Title: Body-Worn Camera Pilot Implementation Program for Technical Assistance

Client: U.S. Department of Justice (DOJ), Bureau of Justice Assistance (BJA)

Role: Project Director

Description: Dr. Coldren developed, helped implement, and supervised the delivery of national training and technical assistance (TTA) resources to more than 170 police agencies implementing BWC programs. Dr. Coldren reviews police agency BWC policies, makes suggestions for revision, and makes recommendations to BJA regarding approval of the policies.

He also oversees the planning and execution of national meetings on BWC technical assistance, webinars pertaining to BWC issues, and the development of other technical assistance resources.

Title: Collaborative Reform Initiative for Technical Assistance

Client: DOJ, Office of Community Oriented Policing Services

Role: Director

Description: Dr. Coldren manages and directs staff activities pertaining to the assessment and monitoring of police agency reforms in the areas of police shootings, use of force, citizen complaints, and community collaboration. Dr. Coldren manages project budget and allocation of resources; provides quality control for project publications and deliverables; and recruits and maintains a pool of available subject matter experts and consultants. He also directs the site team conducting collaborative reform in the Philadelphia Police Department.

Title: Smart Policing Initiative

Client: DOJ BJA

Period of Performance: 10/2009 – Present

Role: Project Director

Description: Dr. Coldren develops and directs technical assistance products and events; recruits, trains, and monitors subject matter experts; develops and implements national and regional TTA meetings and workshops; coordinates the development of written products and reports; and develops and coordinates evaluation of project activities.

Title: Violence Reduction Network

Client: DOJ BJA

Role: Project Director

Description: Dr. Coldren directs statistical analysis to identify the most violent cities in America; works collaboratively with client and partnering organizations to develop new models for technical assistance delivery to U.S. cities; works collaboratively with client and partnering organizations to develop and implement national summits on reducing urban violence; directs the development and delivery of TTA to participating cities; recruits and trains subject matter experts; and develops and implements project assessment and evaluation methods.

Relevant Publications

Coldren, James R., Jr., Ashley Shultz, James LaRochelle, and Blake McClelland. (2017). *COLLABORATIVE REFORM INITIATIVE: Interim Final Report of the Philadelphia Police Department*. U.S. Department of Justice, Office of Community Oriented Policing Services.

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Coldren, James R., Jr., Steve Carter, James LaRochelle, and Ashley Shultz. (2015). “*Collaborative Reform Initiative: Six-Month Assessment Report on the Philadelphia Police Department*,” U.S. Department of Justice, Office of Community-Oriented Policing Services.

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- Communities of Color.” *Domestic Preparedness*, 11(6): 32-33.
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- Coldren, James R., Jr. (2004). *FINAL REPORT: Juvenile Justice Reform Initiative*, A report to the John D. and Catherine T. MacArthur Foundation, The John Howard Association, Chicago, IL.
- Coldren, James R., Jr. and Daniel Higgins. (2003). “Evaluating Nuisance Abatement at Gang and Drug Houses in Chicago,” in *Policing Gangs and Youth Violence* (Scott H. Decker, Ed.). Wadsworth/Thompson Learning, Belmont, CA.
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- Coldren, James R., Jr., Timothy Bynum, and Joseph Thome. (1989). *Evaluating Juvenile Justice Programs: A Design Monograph for State Planners*, U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention, Washington, DC.
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- Coldren, James R., Jr. (1988). *Consensus Forecasting in the States: A Survey of Policy Work Group Participants*, Report prepared for the Virginia Department of Corrections.
- Coldren, James R., Jr., Christine A. Devitt, and John Markovic. (1987). *The Pretrial Process in Cook County: An Analysis of Bond Decisions Made in Felony Cases During 1982-1983*, Illinois Criminal Justice Information Authority, Chicago, IL.
- Coldren, James R., Jr. (1987). *Final Report: Evaluation of the Office Automation Training Program for Inmates at Patuxent Institution*, Prepared for the National Institute of Corrections, Patuxent Institution, Jessup, MD.
- Coldren, James R., Jr. (1985). *Cost Effectiveness and Recidivism Analysis*, Prepared for the Maryland Legislative Hearings, Patuxent Institution, Jessup, MD.
- Coldren, James R., Jr. and Christine A. Devitt. (1983). *Final Audit Report: Accuracy and Completeness of the Illinois Department of Corrections CIMIS Database*, Illinois Law Enforcement Commission, Chicago, IL.
- Coldren, James R., Jr. and Christine A. Devitt. (1983). *Pretrial Data Project: The Pretrial Process of Felony Cases in Cook County: A description of bond setting decisions in Municipal Courts*, Illinois Law Enforcement Commission, Chicago, IL.
- Coldren, James R., Jr. and Brant Serxner. (1982). *CIMIS Data Project: Operations Report & Data Survey Report, Cook County Department of Corrections*, Illinois Law Enforcement Commission, Chicago, IL.
- Coldren, James R., Jr. (1979). *Data Sources on Probation, Conditional Discharge, Supervision, and Periodic Imprisonment in Illinois* (revised September 1981), Illinois Law Enforcement Commission, Chicago, IL.
- Coldren, James R., Jr. (1977). *Data Sources on the Incidence of Arson in Illinois* (revised March 1981), Illinois Law Enforcement Commission, Chicago, IL.

Relevant Presentations

- Coldren, James R., Jr., James K. “Chips” Stewart, and George Fachner. (Oct. 2014). “CNA: Developments in Research on Policing,” Major Cities Chiefs Association meeting, Orlando, FL.
- Coldren, James R., Jr. and Kristen Mahoney. (Jun. 2012). “Smart Policing,” Briefings for the Deputy and Assistant U.S. Attorneys General, U.S. Department of Justice, August & September.
- Coldren, James R., Jr. (2012). “Smart Policing Practices in Sheriffs’ Offices,” National Meeting of the National Sheriff’s Association, Nashville, TN.
- Coldren, James R., Jr. and Michael Medaris. (Apr. 2012). “Smart Policing Initiative: Past, Present, and Future,” Police Futurists International/FBI Futures Working Group Conference, Quantico, VA.
- Coldren, James R., Jr. (on behalf of Brenda Bond, Ph.D., Suffolk University). (Nov. 2012). “Is my work valued? Insights into the perceived value of research and planning contributions to organizational goals,” Annual Meeting of the American Society of Criminology, Chicago, IL.
- Coldren, James R., Jr. and Anthony Braga. (Nov. 2011). “Smart Policing: Concepts, Application, Utility,” Annual Meeting of the International Association of Crime Analysts, Cape Cod, MA.
- Coldren, James R., Jr. (Apr. 2011). “Smart Policing: Concepts, Application, Utility,” Keeping Communities Safe conference of the U.S. Attorney General, Northern District of Indiana, Notre Dame University, South Bend, IN.
- Coldren, James R., Jr. (October 2010). “Smart Policing Initiative: Incorporating Research into Crime Prevention Practices,” Annual Meeting of the International Association of Chiefs of Police, Orlando, FL.
- Coldren, James R., Jr. (Oct. 2009). “Shifting fiscal incentives to expand community resources and reduce youth incarceration,” Midwestern Criminal Justice Association, Chicago, IL, September; also presented at a regional meeting of the National Conference of State Legislatures, Northwestern University Law School.
- Coldren, James R., Jr., Betsy Clark, and Eileen Subak. (Oct. 2009). “The History of Juvenile Corrections in Illinois (preliminary report),” 11th Conference on Illinois History, Springfield, IL.
- Coldren, James R., Jr. and Jeffrey Butts. (Oct. 2007). “Gaining Confidence in Program Assessments and Evaluations,” 1st Annual Collaborative Juvenile Justice Conference, Springfield, IL.
- Coldren, James R., Jr. (Oct. 2006). “Organization and Behavioral Theory: Bridging the Gap,” Annual Meeting of the Justice Statistics and Research Association, Denver, CO.
- Coldren, James R., Jr., Marjorie Groot, and Kevin Johnson. (Jul. 2006). “Approaches to Implementing Evidence Based Practices: Comparative Perspectives from Two States,” Annual Meeting of the American Probation and Parole Association, Chicago, IL.
- Coldren, James R., Jr. (Apr. 2006). “A Logic Model for Understanding the Link Between Higher Education and Illinois Probation,” workshop for the Summer Conference of the Illinois Probation and Court Services Association.
- Coldren, James R., Jr. (Oct. 2005). “Higher Education and Illinois Probation,” roundtable session conducted at the Annual Meeting of the Illinois Probation and Court Services Association, Decatur, IL.

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- Coldren, James R., Jr. (Jan. 2004). "Developing a Citizen Oversight Initiative for the DuPage County Juvenile Detention Center," presented at a meeting sponsored by the DuPage County Juvenile Probation and Court Services Department.
- Coldren, James R., Jr. (Dec. 2003). "Systemic Juvenile Justice Reform Efforts in Illinois: establishing accountability," symposium on juvenile justice and child welfare, sponsored by the Child Welfare League of America, Northwestern University, Evanston, IL
- Coldren, James R., Jr. (Mar. 2003). Testimony on use of force and brutality at the Cook County Department of Corrections, presented to the Cook County Board of Commissioners, Law Enforcement and Corrections Committee.
- Coldren, James R., Jr., J.W. Fairman, and Cara Smith. (Jul. 2003). "Issues in Corrections – What Prosecutors and Defense Attorneys Should Know about Mental Health in Corrections," Northwestern University School of Law, Short Course for Defense Lawyers and Prosecutors.
- Coldren, James R., Jr. (Nov. 2002). "Patuxent Institution: an American Experiment in Corrections," annual meeting of the American Society of Criminology, Chicago, IL.
- Coldren, James R., Jr. (Jun. 2002). "STRATEGIC APPROACHES TO COMMUNITY SAFETY INITIATIVE: Partnering Researchers with Practitioners to Reduce Violent Crime and Fatalities in 10 U.S. Cities," annual meeting of the Homicide Research Working Group, St. Louis, MO.
- Coldren, James R., Jr. (Nov. 2001). "Methodological and Practical Issues in Evaluating Community Involvement in Public Safety Partnerships," Annual Meeting of the American Society of Criminology, Atlanta, GA.
- Coldren, James R., Jr. and Dan Higgins. (Jul. 2001). "Analyzing the Displacement Effects of Nuisance Abatement: a Pre/Post Hot Spot Analysis in Chicago," U.S. Department of Justice Annual Conference on Research and Evaluation, Washington, DC.
- Coldren, James R., Jr. (Jul. 2000). "National Assessment of the Strategic Approaches to Community Safety Initiative (SACSI)," U.S. Department of Justice Annual Conference on Research and Evaluation, Washington, DC.
- Coldren, James R., Jr. and Sharon Shipinski. (Nov. 1999). "The Yorkville High School Survey: A needs assessment survey on violence, fear, and intimidation," Annual Meeting of the American Society of Criminology, Toronto, Canada.
- Coldren, James R., Jr. and Greg Matoesian. (Nov. 1998). "Implementing a Public Safety Partnership Institute: A Qualitative Evaluation of Organizational Goals, Culture, and Discourse," Annual Meeting of the American Evaluation Association, Chicago, IL.
- Coldren, James R., Jr. and Sandra Kaminska Costello. (Nov. 1998). "Community Policing Training: Exploring Variations in Community Policing Training Needs," Annual Meeting of the American Society of Criminology, Washington, DC.
- Coldren, James R., Jr., William Fitzgerald, Michael Nila, and Rhonda Washington. (Nov. 1998). "Building Effective Training Partnerships," Police Executive Research Forum's Annual Problem Oriented Policing Conference, San Diego, CA.
- Coldren, James R., Jr., Nola Joyce, and Daniel Higgins. (Dec. 1997). "Preliminary Findings from the Evaluation of the Chicago Anti-Gang and Drug Initiative," U.S. Department of Justice, Office of Community Oriented Policing Services Cluster Conference, Miami, FL.
- Coldren, James R., Jr. (Oct. 1996). "The Project on Human Development in Chicago Neighborhoods: Possibilities and Responsibilities," Bureau of Justice Statistics/Justice Research and Statistics Association Annual Conference, San Antonio, TX.
- Coldren, James R., Jr. (Mar. 1995). "Agency Records as a Research Resource: The
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- Development, Establishment, and Activities of an Agency Records Unit," Annual Meeting of the Academy of Criminal Justice Sciences, Boston, MA.
- Coldren, James R., Jr. and Ernest Cowles. (Oct. 1994). "The JRSA survey on state criminal justice research priorities," Proceedings of the 1993 National Conference of the Bureau of Justice Statistics and the Justice Research and Statistics Association, Albuquerque, NM.
- Coldren, James R., Jr. (Oct. 1994). "The 'hired gun' forecast: lessons learned as an expert witness," Proceedings of the 1993 National Conference of the Bureau of Justice Statistics and the Justice Research and Statistics Association, Albuquerque, NM.
- Coldren, James R., Jr. (May 1990). "The Consortium for Drug Strategy Impact Assessment: A State/Federal Partnership for Policy Analysis," National Governors' Association third Joint Conference on Integrating Data for Decisionmaking.
- Coldren, James R., Jr. (Nov. 1988). "The Consortium for Drug Strategy Impact Assessment: Description of an Organizational Approach to State and Federal Drug Policy Analysis," Annual Meeting of the American Society of Criminology, Chicago, IL.
- Coldren, James R., Jr. and John P. O'Connell. (Dec. 1988). "Projecting Criminal Justice Populations in a Policy Environment," paper published in the proceedings of the National Governors' Association Second Joint Conference on Integrating Data for Decisionmaking.
- Coldren, James R., Jr. (1985). "Assessing Staff and Inmate Perceptions of their Environment: An application of the Correctional Institution Environment Scale at Patuxent Institution," Annual Meeting of the Academy of Criminal Justice Sciences, Las Vegas, NV.
- Coldren, James R., Jr. and Brant Serxner. (1983). "The Impact of a Computerized Information System on the Operations of the Cook County Department of Corrections," 35th Annual Meeting of the American Society of Criminology, Denver, CO.
- Coldren, James R., Jr. (May 1980). "Aggregation Problems in the Analysis of Illinois Statewide Criminal Justice Data," Joint National Conference of the Institute of Management Sciences and the Operations Research Society of America, Washington, DC.

Awards

- Promoted to Full Professor at Governors State University, July 2011
- Elected as a Fellow of Leadership Greater Chicago, 2005
- Distinguished Lecturer, Governors State University, January 2005
- Recipient of the inaugural CHIP (Community Honoring Incredible People) Award, from the Alliance of Logan Square Organizations, September 2000
- Rapport Leadership International Master Graduate, July 2000
- Harvard University School of Public Health, Project on Human Development in Chicago Neighborhoods Employee of the Year, 1993

Denise Rodriguez, M.A.

CNA

Qualification Summary

Ms. Rodriguez has over eight years of experience working in the criminal justice and law enforcement field, liaising with subject matter experts in police use of force, deadly force investigations, police technology, police-media relations, police accountability, training, and police-community relationships. As a Research Scientist at CNA, Ms. Rodriguez currently manages over \$6 million in grants and oversees the work of 25 subject matter experts and 4 subcontractors. While at CNA, Ms. Rodriguez has assessed police policy and procedures, reconstructed police critical incidents and large-scale events, developed use of force policies, and produced after-action reports for a number of federal- and local-level law enforcement agencies. Specifically, Ms. Rodriguez has led, analyzed, and provided research support on police-involved critical incidents and collaborative police-reform initiatives for the Washington, D.C. Homeland Security and Emergency Management Agency and police departments in Tampa, FL; Baltimore, MD; Las Vegas, NV; Spokane, WA; Fayetteville, NC; San Antonio, TX; and Arlington, TX. In conducting this work, she has also interviewed over 200 police executives, police officers, and civilians involved in police critical incidents; created interview and survey protocols; and analyzed hundreds of use of force incident reports. In addition, Ms. Rodriguez serves as Director of CNA’s Executive Sessions on Policing. In this role, she oversees and works closely with CNA Senior Advisors to market and increase exposure of the team’s criminal justice work. To date, she has directed six Executive Sessions hosted by CNA.

Ms. Rodriguez is the recipient of two CNA Safety and Security awards—the division’s Initiative Award (2015) and Innovations Award (2013).

Education	Nature of Involvement
M.A., Forensic Psychology, Marymount University, Arlington, VA, 2008	Ms. Rodriguez will serve as TA Coordinator.
B.A., Criminal Justice, St. Mary’s University, San Antonio, TX, 2006	

Work Experience

Research Scientist, CNA	2009 – Present
Precision Influence Technologies	2007
St. Mary’s University Police Department	2004 – 2006

Relevant Training / Courses

Emergency Management Institute, 2009–2011. Courses completed: IS-3; IS-100; IS-120a; IS-139; IS-200b; IS-230a; IS-301; IS-331; IS-700; IS-800b; IS-820; IS-836

CNA Project Director Training, 2013

CNA Writing Seminar, 2016

Relevant Project Experience

Title: Body-Worn Camera (BWC) Training and Technical Assistance (TTA)

Client: U.S. Department of Justice (DOJ), Bureau of Justice Assistance (BJA)

Period of Performance: 10/2015 – Present

Role: Project Manager

Description: CNA is providing and coordinating TTA to law enforcement agencies funded through the BWC Pilot Implementation Program. Ms. Rodriguez serves as the project manager on this initiative and oversees 9 TTA groups, over 10 staff members, 2 subcontractors, the provision of TTA to over 70 agencies across the country, and a network of subject matter experts. In this role, she also manages and coordinates all reporting, tracking, and provision of technical assistance. In the first year of the project, Ms. Rodriguez has coordinated the delivery of over 70 TTA requests, 4 webinars, 24 podcasts, 1 National Meeting, 2 Regional Conferences, 58 BWC policy reviews, and 24 BWC TTA Newsletters.

Title: COPS Office Collaborative Reform Initiative for Technical Assistance – Fayetteville Police Department (FPD)

Client: DOJ, Office of Community Oriented Policing Services (COPS Office)

Period of Performance: 01/2015 – Present

Role: Project Manager and Principal Investigator

Description: This project is an expansion to the collaborative reform project carried out in the Las Vegas Metropolitan Police Department in 2011 and 2012. The goal is to reform FPD policies, training, and operations as they relate to use of force and interactions with citizens, taking into account national standards, best practices, current and emerging research, and community expectations. Ms. Rodriguez is leading a team of researchers and law enforcement subject matter experts in the conduct of this assessment. A final assessment report documenting the findings and recommended reforms based on the data collected was released in December 2015. Ms. Rodriguez is now leading the monitoring of FPD's implementation of the reforms, which is expected to continue until June 2017.

Title: CNA's Executive Sessions on Policing

Client: CNA, Corp., Institute for Public Research

Period of Performance: 08/2014 – Present

Role: Director

Description: CNA's Executive Sessions on Policing provide criminal justice leaders, policymakers, and researchers with an opportunity to share information and discuss approaches that deepen our understanding of issues in police-community relations. Ms. Rodriguez directs all aspects of these conferences, including programmatic management. She leads discussions in the topic development, identifies speakers, develops presentation material, and oversees junior staff that assist with associated administrative tasks.

Title: Violence Reduction Network (VRN)

Client: DOJ BJA

Period of Performance: 08/2014 – Present

Role: Research Analyst

Description: VRN is a comprehensive approach to violence reduction that complements the U.S. Attorney General's Smart on Crime Initiative by leveraging the vast array of existing resources across DOJ components to reduce violence in some of the country's most violent cities. Ms.

Rodriguez is the analyst assigned to both Camden, NJ and Wilmington, DE. As an analyst, she directly assists the Site Strategic Liaisons (SSLs) in overseeing each site. Her responsibilities include providing the SSLs with any research and/or analytical needs related to the violence-reduction efforts at each of the sites, and she manages the sites' TTA requests.

Title: COPS Office Collaborative Reform Initiative for Technical Assistance – Spokane Police Department (SPD)

Client: DOJ COPS Office

Period of Performance: 10/2013 – Present

Role: Project Manager and Principal Investigator

Description: This project is an expansion to the collaborative reform project carried out in the Las Vegas Metropolitan Police Department in 2011 and 2012. The goal of the project is to improve SPD use of force processes, taking into account national standards, best practices, existing research, and community expectations. In addition to leading the assessment of SPD's use of force policies, procedures, investigations, training, and accountability systems, Ms. Rodriguez leads the data analysis of over 243 use of force investigation files. She interviewed and conducted a survey of 50 officers on procedural justice, constitutional policing, and use of force. A final assessment report documenting the findings and recommended reforms was released in December 2014. Ms. Rodriguez is now leading the monitoring of SPD's implementation of the reforms.

Title: The Impact of Police Technologies: Body-Worn Cameras in the Las Vegas Metropolitan Police Department (LVMPD)

Client: DOJ National Institute of Justice

Period of Performance: 10/2013 – Present

Role: Project Manager and Research Analyst

Description: This project examines how the implementation of technology that allows video and audiotaping of police-citizen interactions affects police behavior. This research project deployed BWCs in LVMPD over the course of a year, observed the subsequent behavior of patrol officers, and analyzed the extent to which the cameras affected police behavior. The goal of this study is to implement a cluster randomized experimental design in the LVMPD to measure anticipated changes in police officer behavior before and after introducing BWCs. Ms. Rodriguez serves as the project manager. She coordinated the submission of the study to the Western Institutional Review Board and supports the Principal Investigator's management of this project. She is responsible for tracking the allocation and disposition of resources, preparing monthly and quarterly progress reports, reviewing invoices, and performing other management support tasks under the direction of the Principal Investigator. She also supports research, survey development, and analytical activities.

Title: Smart Policing Initiative (SPI)

Client: DOJ BJA

Period of Performance: 10/2010 – 09/2015

Role: Research Analyst

Description: SPI is a BJA-sponsored initiative that supports law enforcement agencies in building evidence-based, data-driven law enforcement tactics and strategies that are effective, efficient, and economical. CNA's role is to assist SPI agencies in developing and implementing strategies and, based on the availability of funds, provide TTA to other law enforcement agencies

in coordination with BJA. Ms. Rodriguez provided general support to this project by helping develop the national seminar meetings and summary reports, as well as communicating with SPI sites. She coordinated and managed the progress of the following SPI sites: Boston, MA; East Palo Alto, CA; Evans County, GA; Kansas City, MO; Port St. Lucie, FL; and Toledo, OH.

Title: National Seminar and Tabletop Exercise for Institutions of Higher Education (IHE)

Client: U.S. Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), National Exercise Division

Period of Performance: 06/2014 – 12/2014

Role: Lead Exercise Evaluator & Analyst

Description: This exercise, sponsored by FEMA's National Exercise Division and the DHS Office of Academic Engagement, was designed to promote the White House's all-hazard *Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education*, and to provide insight into common planning, preparedness, and resilience best practices and shortfalls of the academic community when faced with an outbreak of an infectious disease. Ms. Rodriguez designed the evaluation methodology, documented participant discussion, and developed the summary of conclusions report. This exercise, held at Northeastern University, was the pilot in the series of regional exercises at IHEs across the country.

Title: Deptford Township Police Department Active Shooter Tabletop Exercise

Client: DHS FEMA, National Exercise Division & the Deptford Township Police Department

Period of Performance: 05/2014 – 09/2014

Role: Lead Exercise Evaluator & Analyst

Description: Ms. Rodriguez developed exercise evaluation guides, documented participant discussion, and developed the after-action report, which highlighted observations and recommendations for improvements to the *Deptford Active Shooter Plan*. The objectives of this exercise were to discuss the capability of local, state, and federal agencies to establish a unified command in response to an active shooter in a shopping mall; discuss the integration of local, state, and federal tactical resources to manage an active shooter incident at a public shopping mall involving an improvised hazardous materials release; and assess the process for establishing and maintaining situational awareness and information sharing among interjurisdictional agencies in response to an active shooter incident.

Title: Navy Yard Mass Shooting After-Action Review

Client: D.C. Homeland Security and Emergency Management Agency

Period of Performance: 10/2013 – 02/2014

Role: Research Analyst

Description: The Deputy Mayor for Public Safety and Justice directed the DC Homeland Security and Emergency Management Agency to coordinate an after-action review of the District's response to the mass shooting at the Washington Navy Yard on September 16, 2013. Ms. Rodriguez was a member of the CNA team that conducted this review. She led the analysis of law enforcement operational coordination and operational communications. The purpose of this review was to strengthen the DC Government's preparedness for future incidents that require a multi-disciplinary and multi-jurisdictional response through a collaborative after-action review process that engages all stakeholders and response partners.

Title: Arming University Police Departments: Best Practices and Lessons Learned

Client: Subcontractor to Obsidian Inc.

Period of Performance: 06/2013 – 10/2013

Role: Project Manager and Research Analyst

Description: The project provided [not at liberty to disclose] University with recent trends, best practices, and recommendations on arming university police officers. As part of this study, Ms. Rodriguez identified the number of universities that have armed their sworn officers since 2004, developed a use of force policy template, and developed guidance—using national best practices and existing research—for universities that are considering arming their officers. Ms. Rodriguez published the findings and best practices identified as part of this project in *Campus Safety*.

Title: Iron Horse Functional Exercise

Client: DHS FEMA, National Exercise Division & the Milwaukee (WI) Police Department

Period of Performance: 07/2013 – 09/2013

Role: Exercise Evaluator & Analyst

Description: This exercise aimed to assess the ability of the Milwaukee Police Department and partners to initiate, coordinate, and sustain combined Tactical Enforcement Unit, Hazardous Devices Unit, and Crisis Negotiations Unit operations; assess communications, participating agencies and the public; and identify gaps in information sharing between federal, state, local, tribal, and private-sector partners.. Ms. Rodriguez served as an exercise evaluator on this project. In this role, she developed exercise evaluation guides, documented participant discussion, and helped develop the after-action report, which highlighted observations and recommendations for improvements as a result of the exercise.

Title: COPS Office Peer Review

Client: DOJ COPS Office

Period of Performance: 09/2011 – 02/2014

Role: Project Manager

Description: This project aimed to ensure that the work funded by the COPS Office is conveyed in an easily understandable and effective manner, and reaches the intended audience with in a clear and useful format. Ms. Rodriguez developed Peer Review Guidelines and a Peer Review Process, and updated the Peer Review Questionnaire. She maintained a database of over 200 subject matter experts and managed 3–5 peer reviews per month. She assigned subject matter experts/peer reviewers, requested their participation in the peer review process, tracked each peer review, and processed payment for each reviewer. She also produced monthly, semiannual, and annual summary reports for the COPS Office highlighting peer reviewer feedback, common themes across reviews, and priority issues highlighted by reviewers.

Title: 2012 Democratic and Republican National Conventions

Client: DOJ BJA & the Tampa (FL) Police Department (TPD)

Period of Performance: 03/ 2012 – 03/2013

Role: Project Manager/Lead Research Analyst

Description: This project aimed to support local law enforcement planning for security operations during the 2012 Presidential Nominating Conventions by providing both with onsite analytic support and documenting lessons learned and best practices to share throughout the law enforcement community in future National Special Security Events. Ms. Rodriguez led the evaluation of the Republican National Convention (RNC) in Tampa. During the convention, she provided onsite analytical technical assistance and evaluated TPD's operational response. She

maintained primary contact with the department's planner and Chief of Police, and, in November 2012, she authored a Quick-Look After-Action Report that documented lessons learned and best practices. In addition, Ms. Rodriguez helped develop a Planning Primer for law enforcement agencies that documented the lessons learned and best practices from both the RNC in Tampa, FL and the Democratic National Convention in Charlotte, NC. It serves as a blueprint for law enforcement agencies in charge of maintaining security in future large-scale events.

Title: COPS Office Collaborative Reform Technical Assistance Program – Las Vegas Metropolitan Police Department (LVMPD)

Client: DOJ COPS Office & LVMPD

Period of Performance: 10/2011 – 03/2013

Role: Research Analyst

Description: This initiative provides willing police departments with technical assistance based on in-depth analysis and solutions to improve performance and professional accountability. Ms. Rodriguez analyzed empirical data on LVMPD officer-involved shootings, policies, and other formal documentation that direct and guide tactics and investigations, investigatory files, and some of the changes the department has put into place in recent years. She also conducted over 35 interviews with LVMPD personnel and members of the Las Vegas community, and co-authored a report documenting the assessment findings, recommendations, and implementation steps. The findings and recommendations developed sought to transform the organization, reduce the number of officer-involved shootings, reduce the number of people killed, and promote officer safety. CNA, in partnership with DOJ and the LVMPD, released the report to the public in November 2012.

Title: Davis v. New York City and Floyd v. New York City

Client: New York City Law Department

Period of Performance: 03/2012 – 04/2013

Role: Research Analyst

Description: Phase one (Davis v. New York City) of this project involved analyzing training, policies, and procedures directly related to the New York City Housing Police's practice of "Stop, Question, Frisk, Arrests" crime-prevention strategies. Ms. Rodriguez assisted Mr. James Stewart, the Expert Witness, in reviewing New York City Housing Police policy and procedures, relevant depositions, training material, and other case-related material. Phase two (Floyd v. New York City) involved analyzing training, policies, and procedures as they related to the New York City Police Department's practice of Stop, Question, and Frisk. Ms. Rodriguez assisted Mr. Stewart in reviewing departmental policy, training, performance measures, and remedies taken by other police departments that have faced similar litigation.

Title: Baltimore Police Department (BPD): Police-Involved Shooting of January 9, 2011

Client: City of Baltimore; Baltimore Police Commissioner

Period of Performance: 07/2011 – 10/2011

Role: Research Analyst

Description: Ms. Rodriguez helped develop and author the after-action report. As part of this process, she conducted extensive research of BPD policies and procedures on incident management, as well as the department's criminal and internal investigations. Her analysis provided essential support to the findings and recommendations made by the Internal Review

Board (IRB). After the report was vetted and finalized by the IRB, it was delivered to BPD and Baltimore’s Mayor.

Title: Tampa (FL) Police Department After-Action Report

Client: Tampa Police Department & DOJ COPS Office

Period of Performance: 08/2010 – 05/2011

Role: Project Manager and Research Analyst

Description: Ms. Rodriguez led the analysis and development of the after-action report for the incident that occurred from June 29 through July 2, 2010 involving the brutal murder of two Tampa Police Department officers and the subsequent manhunt. The report, due to a pending death penalty trial for the suspect, focused on the use of the Incident Command System throughout the incident. Ms. Rodriguez conducted over 30 interviews with local, state, and federal agency officials and helped reconstruct the incident timeline.

Relevant Publications and Reports

- D. Rodriguez, et.al. In development. Collaborative Reform Initiative: Six-Month Assessment Report on the Fayetteville Police Department. U.S. Department of Justice Office of Community Oriented Policing Services & CNA.
- D. Rodriguez and Blake McClelland. In development. Collaborative Reform Initiative: Final Assessment Report on the Spokane Police Department. U.S. Department of Justice Office of Community Oriented Policing Services & CNA.
- W. Sousa, J. Coldren, D. Rodriguez, and A. Braga. September 2016. “Research on body-worn cameras: Meeting the challenges of police operations, program implementation, and randomized controlled trial designs.” *Police Quarterly*, vol. 19(3): 363-384. First published on July 18, 2016.
- D. Rodriguez, et.al. 2015. Collaborative Reform Initiative: Assessment Report on the Fayetteville Police Department. U.S. Department of Justice Office of Community Oriented Policing Services & CNA.
- D. Rodriguez and Blake McClelland. 2015. Collaborative Reform Initiative: Six-Month Assessment Report on the Spokane Police Department. U.S. Department of Justice Office of Community Oriented Policing Services & CNA.
- D. Rodriguez. 2015. Rethinking Training for University Police Officers. *Campus Safety*. August 14, 2015. Last accessed December 15, 2015 at: http://www.campussafetymagazine.com/article/rethinking_training_for_university_police_officers#.
- D. Rodriguez, C. Saloom, and B. McClelland. 2014. Collaborative Reform Model: A Review of Use of Force Policies, Processes, and Practices in the Spokane Police Department. U.S. Department of Justice Office of Community Oriented Policing Services & CNA.
- J. Coldren & D. Rodriguez. 2014. Implementing Body-Worn Cameras: Technical Assistance Resources for Law Enforcement Agencies. CNA.
- J. Coldren & D. Rodriguez. 2014. “Body-Worn Cameras: The Patch Forward.” *Domestic Preparedness Journal*. December 2014.
- D. Rodriguez. 2014. Arming University Police Departments: Best Practices and Lessons Learned. CNA.
- D. Rodriguez. 2014. Arming University Police Departments – Part Two: Best Practices and Lessons Learned. *Campus Safety*. Vol. 22(1): 42-46.

- D. Rodriguez. 2013. Arming University Police Departments – Part One: The Impact of Mass Shootings. *Campus Safety*, Vol. 21(7): 20–22.
- V. Chu, D. Rodriguez, and T. Felix. 2013. *Managing Large-Scale Security Events: A Planning Primer for Law Enforcement Agencies*. U.S. Department of Justice Bureau of Justice Assistance & CNA.
- J. Stewart, G. Fachner, D. Rodriguez, and S. Rickman. 2012. *Collaborative Reform Process: A Review of Officer-Involved Shootings in the Las Vegas Metropolitan Police Department*. U.S. Department of Justice Office of Community Oriented Policing Services & CNA.
- J. Stewart, D. Rodriguez, and R. Lafond. 2011. *Tampa Bay Manhunt After Action Report: Lessons Learned in Community Police Partnerships & Incident Command System*. U.S. Department of Justice Office of Community Oriented Policing Services & CNA.
- D. Rodriguez. 2007. *A Psychological Perspective on Georgia*. Precision Influence Technologies. Marymount University Internship.
- D. Rodriguez. 2006. *Police Issues & Trends in Law Enforcement: Has the use of technology by the police prevented the effective reconnection between the police and the community?* St. Mary's University. Senior Seminar. May 2006.

Awards

CNA, Institute for Public Research, Safety and Security Initiative Award, 2015

CNA, Institute for Public Research, Safety and Security Innovations Award, 2013

James “Chips” Stewart, M.P.A

CNA

Qualification Summary

Director James “Chips” Stewart is the Director of Public Safety and Senior Fellow for Law Enforcement at CNA. Director Stewart has four decades of progressive law enforcement experience from his dual professional and research background. He was a Commander of the Criminal Investigations Division in the Oakland Police Department, a Special Assistant to the U.S. Attorney General while a White House Fellow, and a Director of the National Institute for Justice (NIJ). Director Stewart is an expert witness in U.S. Federal Court and has developed a collaborative reform process for police agencies aligning patterns and practices with constitutional policing and community policing. He has worked with the U.S. Civil Rights Division and many local police departments. Director Stewart is the Senior Advisor for the Department of Justice SMART Policing Initiative (SPI) grant, which provides technical assistance and training to 35 leading agencies competitively selected by the Bureau of Justice Assistance.

Director Stewart is a nationally recognized expert in Criminal Justice System assessment, capabilities evaluation, critical incident reconstruction and analysis, Use of Force, innovations, analysis, and technology applications. He brings extensive experience and a track record of success in helping local police develop and implement city-wide violence reductions strategies, involving gangs and drugs. Director Stewart is the Senior Advisor for the BJA Evidence-based Violence Reduction Strategy providing critical technical assistance to 20 high violence communities seeking more effective ways to reduce violent crimes. He played a leading role in organizational reforms in the Chicago and Washington, DC Police Departments and received commendations for the achievements in both projects.

Education

M.P.A., Org. Theory and Development, Cal State, Hayward, Ca, 1978

B.S., Psychology, University of Oregon, Eugene, Oregon, 1964

Graduate Certificate, Police Organizational Management, F.B.I. National Academy, Quantico, VA, 1978

Calif Secondary Teaching Certificate, Community College Teaching, Merritt College, Oakland, CA, 1970

Nature of Involvement

Mr. Stewart will serve as Policing Advisor.

Work Experience

Director of Public Safety and Senior Fellow, CNA	1999 – Present
Principal, Booz Allen & Hamilton, Inc.	1990 – 1999
Presidential Appointed Director, National Institute of Justice	1982 – 1990
Special Assistant to Local Law Enforcement – U.S. Attorney General, U.S. DOJ	1981 – 1982

White House Fellow, President's Commission White House Fellowship	1981 – 1982
Commander of Criminal Investigations Division, Oakland Police Department	1966 – 1981

Relevant Project Experience

Title: Technology Impacts on Policing

Client: National Institute of Justice

Role: Senior Advisor/SME

Research on the Impact of Technology on Policing Strategy: An experimental design involving Body Worn Digital Cameras deployed on 400 patrol officers. This will be the largest and most rigorous research done to date on the impacts and effects of Body Worn Cameras by Police. The assessment is the impact the cameras and recording of public contacts have on behavior of citizens, police and bystanders. Additionally, the use of Force review will be conducted to inform training and discipline to correct inappropriate conduct.

Title: School Safety Agents Effectiveness

Client: NYC LAW Federal Court Div.

Role: Report Principal Investigator/EXPERT Witness

Expert in Police Policies, Assessment, Supervision and Discipline and Author of the Expert

Report: An Independent Analysis of School Safety Agents in the Public Schools.

Title: Urban Violence Reduction Technical Assistance

Client: DOJ Bureau of Justice Assistance

Role: Senior Advisor/ SME

Senior Advisor, Director Stewart will help the team to diagnose the root problems, help to develop appropriate evidence-based strategies that can be implemented by the local leaders and compliment an array of federal assistance from federal crime fighting agencies.

Title: Smart Policing Initiative Training and Technical Assistance

Client: DOJ Bureau of Justice Assistance

Role: Senior Advisor/ SME

Director Stewart is the Senior Advisor and leads a site intervention team to provide academic and professional technical assistance to sites that are struggling with major implementation challenges. He and the SPI Core Team assist and guide 35 law enforcement agencies and their research partners as they test and evaluate data-driven and evidence-based tactics and strategies that are effective, efficient, and economical

Title: NYPD Impact Teams Assessment

Client: NYC Law Federal Court Division

Role: Principal Investigator/ Author/ Expert Witness

There are three companion class action cases in Federal Court regarding aspects of NYPD's Stop, Question and Frisk practices and the Plaintiffs have a cadre of experts who are providing extensive analysis, reports and testimony alleging a policy and /or widespread practice of stops, frisks without reasonable suspicion on basis of race. Mr. Stewart reviewed the expert reports, made NYPD site visits, observed police in public housing during evening and night watches. Examined training, policies, accountability mechanisms and analyzed NYPD's practices, supervision and compared with other leading agencies. Mr. Stewart wrote two extensive reports and provided testimony on current practices and constitutional court defined requirements.

Title: Critical Incident AAR

Client: DOJ COPS Office

Role: Principal Investigator/Author

Lead team of CNA analysts The Las Vegas Metropolitan Police Department was the focus of a five part news feature analyzing LVMPD shootings over the past 20 years. The community and ACLU filed a Patterns and Practices complaint with the U.S. Attorney and the Justice Civil Rights Division. The COPS Office initiated technical assistance to immediately collaborate with the LVMPD, the L.V. ACLU and the community stakeholders. CNA team of analysts led by Mr. Stewart conducted an independent analysis of LVMPD shooting data, training, policies and accountability procedures. A report was issued with more than 70 findings and recommendations. The LVMPD has agreed to implement all of the recommendations, US Civil Rights Division and the Community is watching the progress being documented by CNA analysts.

Title: Collaborative Reform Process

Client: DOJ COPS Office

Role: Senior Advisor/ SME

Conduct systematic site investigation at two police agencies where Civil Rights/ Constitution policing are at issue with the Community. First agency is Spokane, Washington and the Second is the Philadelphia Police Department. Guide the project manager and recruit an SME. Review the work plans and contribute refinements, improvements and research for recommendations and implementation. Institute the principle of Community Policing.

Title: Peer Review of Justice Publications

Client: DOJ COPS Office

Role: Senior Advisor/SME

The Peer Review project is a new initiative by the COPS Office to upgrade the quality and readability of the publications for the police audience. Mr. Stewart helped designed and implement the new process and has recruited talented experts in law enforcement and academia to serve as a pool of reviewers to be matched with the category and subject matter of the publication. Mr. Stewart also serves as a Peer reviewer and consults with the COPS program managers

Title: National Background Checks

Client: CMS

Role: Senior Advisor

Elderly abuse is a national problem and health workers and support staffs who have records of abuse, theft and unprofessional conduct are frequently being employed in convalescent care facilities and continuing their abuse patterns. Federal legislation has mandated that CMS funded facilities must have staffs that have passed a rigorous background check. CNA was selected as the Training and Technical Assistance contractor for CMS to the States. My role was to coordinate law enforcement records checks and processing with state agencies and health care regulatory agencies and private providers. The initial pilot was successful and was expanded to include twenty states. The program has been expanded to cover the remaining states as they develop legislation, systems and processes to ensure competent and official background checks that exclude high risk persons with documented criminal conduct.

Title: Smart Policing Initiative

Client: DOJ Bureau of Justice Assistance

Role: Senior Advisor/ SME

Senior Advisor, Trainer and Technical Assistance

At CNA, Mr. Stewart is the Senior Advisor to the SMART Policing Initiative (SPI) for the United States Department of Justice. SPI is a signature program of the Attorney General that requires national technical assistance, curriculum development, distance learning, and an interactive website for state and local law enforcement agencies. SPI also requires designing, supporting, and implementing national training conferences.

Title: Police Lethal Force

Client: Oakland Police Department

Role: Principal Investigator/Author

For the Oakland Police Department, Mr. Stewart worked with an Independent Board of Inquiry to investigate the March 21st Incident Use of Force that resulted in five deaths (four veteran police personnel and a felony parolee). The Board reviewed all reports, diagrams, statements, videos, testimony, media, and forensic evidence, which resulted in over thirty-seven findings and recommendations on use of force policies, procedures and protocols. The process was monitored by the Independent Monitoring Team assigned by Federal Consent Decree Police Stop Data and Racial Profiling Analysis.

Title: Tampa Bay Manhunt AAR

Client: Tampa Police/ DOJ COPS Office

Role: Principal Investigator/ Author

Author, reconstruction analyst, principal Investigator

On June 29th, 2010, two Tampa Police Officers were murdered during an early morning traffic stop. This incident became the largest manhunt in Tampa's history, ultimately involving 22 agencies and 1,000 law enforcement personnel over a sustained 96 hour period. The Tampa Police adapted an Incident Command System (ICS) to manage the resources, multiple agencies, and the tasks surrounding the incident. Tampa and the COPS Office asked CNA analysts to conduct an independent incident reconstruction and analysis to provide lessons learned and recommendations for the Tampa region and nationally. An independent Expert Review Panel (e.g. former Chiefs, Sheriffs, FBI, and DOJ officials) reviewed the reconstruction and validated the lessons learned.

Title: Large Scale Planning Security Events

Client: DOJ Bureau of Justice Assistance

Role: Senior Advisor/SME

Planned and liaised with top officials for the Presidential Nominating Conventions at both Charlotte, NC and Tampa, FL. Observed and reported intelligence, operations, training, integration of multi-level forces. Documented the decision making. accompanied the Site Commander and Chief through out each days entire tour. Observed key information and decision making and the use of force. Reviewed and contributed to the Final Reports (three: Tampa; Charlotte and national Planning Template Guide)

Title: Police Racial Profiling Analysis

Client: DOJ COPS

Role: Senior Advisor

For the Office of Community Oriented Policing Services (COPS), Mr. Stewart was the Senior Advisor on three U.S. DOJ studies analyzing potential racial profiling related to traffic and walking stops, including subsequent post-stop searches. He provided operational advice on the design of the studies regarding police operations and racial profiling; particularly, he helped police departments compile the required data and conduct appropriate quantitative multi-variant analyses of the data to determine whether profiling might be an issue. The resulting study, “How to Correctly Collect and Analyze Racial Profiling Data – Your reputation depends On It,” became the basis of a COPS-sponsored national conference, and was featured on the COPS and Civil Rights Division websites.

Title: Constitutional Police Investigation/Analysis**Client:** DOJ -- Civil Rights Division Special Litigation**Role:** Senior Advisor

Worked with CNA Analyst to obtain police records on activities of traffic stops, pedestrian stops and enforcement activities involving civilians in a north eastern community. The analysis looked at five separate metric for police enforcement and identified clear outliers. Later these subject were also the subject of citizen complaints and an FBI investigation. The Civil Rights Division used our analysis as a foundation for subsequent federal action to correct unconstitutional conduct.

Title: National Forensic Lab Capability Assessments**Client:** U.S. Congress -- via NIJ**Role:** Senior Advisor

At CNA, Mr. Stewart led the national evaluation on the status of public state and local forensic laboratory systems in the U.S. This was a congressionally mandated study that was done for NIJ. The study examined funding issues and looked at laboratory workload and resources issues, including the DNA backlog. The Forensic Laboratory network included share evidence and confidential law enforcement information.

Title: Public safety Impacts of Adopting Narrow Frequencies Banding**Client:** DHS, Off. Emergency Communications**Role:** Senior Advisor/ Team Leader

Director of Analytical Team

At CNA, Mr. Stewart directed a team of CNA analysts (Ph.D. engineers) who examined the potential impact of requiring law enforcement to give up significant RF Band width, known as “narrow-banding.” The public safety wireless spectrum operates at 25 MHz but the proposed Federal Communications Commission mandate would have negative consequences on law enforcement and other emergency operations. This was a congressionally mandated study conducted for the SAFECOM program office in DHS. Mr. Stewart led the team in analyzing the percentage lost in public safety functionality under this mandate. Public safety requires access to broad band frequencies for video streaming.

Title: Assessing Effectiveness of law Enforcement Activity and Cocaine Availability**Client:** Off. Drug Control Policy/DEA**Role:** Senior Advisor

At CNA, Mr. Stewart was the Senior Advisor on this project. He organized state and local law enforcement interviews in Houston, TX, Atlanta, GA, and Chicago, IL. Mr. Stewart's list of performance measures provided the analysts with metrics that, for the first time, demonstrated that law enforcement activity has a delayed but measurable impact on the availability of cocaine on street markets. Mr. Stewart provided guidance to the CNA analysts in terms of insight and context to make accurate assessments. Mr. Stewart's work helps to avoid previous errors (Type II) that overlooked the actual effects of law enforcement on cocaine availability.

Relevant Publications and Reports

Collaborative Reform Process – Las Vegas Police, 2011 – 2012
Tampa Bay Manhunt AAR, 2010 – 2011
Baltimore Police Involved Shooting Independent Assessment, 2011 – 2012
Smart Policing – New Concept Integrating Evidence-based Research, 2009
Independent Review Oakland Police Shootings, 2009 – 2010
Ballistic Imaging National Academy of Sciences Report, 2007 – 2008
Urban Strangler – How crime Causes Poverty in the Inner City, 1986
Neighborhoods and Police, 1988 – 1998

Professional Associations

White House Fellows Alumni Association, Life Member
American Society of Criminology, Life Member
International Association Chiefs of Police (IACP), Life Member
National Sheriff Association, Life Member
National Council on Community Corrections, Advisory Board
Center for Strategic and International Studies, Advisory Board
Police Executive Research Forum (PERF), 1978 – 2014
Council for Excellence in Government 1990 – 1999
Society for the Reform of the Common Law 1982 – 1990
Board of Directors – White House Fellows Foundation, 1985 – 1987

Daniel Giaquinto

Qualification Summary

Mr. Dan Giaquinto will serve as Deputy Monitor for strategic and operations issues and will possess the authority to act in the Monitor’s absence (RFA ¶13g). Like Mr. Monroe, he has a distinguished record in police accountability and reform. Mr. Giaquinto has been a member of the Independent Monitoring Team (IMT) since its inception in 2015, responsible for monitoring and reporting on the compliance of the Albuquerque Police Department (APD) with the terms and reforms of the Court Approved Settlement Agreement (CASA) between Albuquerque, New Mexico and the Department of Justice. He currently serves as the Deputy Monitor with a personal area of responsibility in monitoring of Internal Affairs and Civilian Police Oversight activities and of the imposition of discipline to officers and civilian employees of APD. He also advises the Monitor on CASA interpretation and implementation issues.

Since August 2016 Mr. Giaquinto has served as the Independent Investigator in internal affairs matters for the Maricopa County Sheriff’s Office. This appointment arises out of the case of *Melendres v. Arpaio*, No. CV-07-2513-PHX-GMS, United States District Court for the District of Arizona. In this role he is responsible for assessing whether investigations and/or the discipline imposed in certain investigations identified by the Court are inadequate, and if so whether reinvestigation is appropriate. This also includes an assessment of whether investigation is warranted in other potential areas of uncharged misconduct as identified by the Court. In those matters where reinvestigation or investigation is deemed appropriate, he is responsible for conducting the investigation, including authoring an investigative report with findings and where appropriate recommended discipline, and providing same to the Independent Disciplinary Authority.

As an Of Counsel member of Frier Levitt, his practice involves the defense of physicians and other healthcare professionals in State Board disciplinary and licensing matters, adverse credentialing matters and criminal investigations. He is also qualified as a mediator in the State of New Jersey. He is member of the NJ, PA and NY bar. Prior to joining Frier Levitt he was a partner in the health care law firm of Kern Augustine of Bridgewater, New Jersey and Mineola, New York.

Before entering private practice Mr. Giaquinto had a legal career in the public sector of New Jersey. He served as an Assistant Attorney General/ Director of State Police Affairs, coordinating and leading New Jersey’s efforts to implement State Police reforms required by the federal Consent Decree to address issues of racial profiling. In this role he served as the State’s liaison to the Independent Monitoring Team and the U.S. Department of Justice. His office was also responsible for advising the State Police on Consent Decree issues and administratively prosecuting State Police internal affairs matters.

Education	Nature of Involvement
J.D., Rutgers University School of Law, 1981 B.S., The College of New Jersey, 1976	Mr. Giaquinto will serve as Deputy Monitor.

Work Experience

2/15 – Present Independent Monitoring Team, Court Approved Settlement Agreement between the United States and City of Albuquerque, New Mexico. Serves as Deputy Monitor on the Independent Monitoring Team (IMT). Responsible for monitoring and reporting on the compliance of the Albuquerque Police Department (APD) with the terms (reforms) of the Court Approved Settlement Agreement (CASA). Personal area of responsibility is monitoring of Internal Affairs and Civilian Police Oversight activities and of the imposition of discipline to officers and civilian employees of APD. Also serves as advisor to the Monitor on CASA interpretation and related issues.

8/16 – Present Independent Investigator, Maricopa County Sheriff’s Office, Melendres v. Arpaio, No. CV-07-2513-PHX-GMS, United States District Court for the District of Arizona, Phoenix, Arizona. Responsible for assessing whether investigations and/or the discipline imposed in certain matters identified by the Court were inadequate, and if inadequate whether reinvestigation is appropriate, as well as an assessment of whether investigation is warranted in other potential areas of uncharged misconduct identified by the Court. In those matters where reinvestigation or investigation is deemed appropriate, responsible for conducting the investigation, including authoring an investigative report with findings and where appropriate with recommended discipline, and providing same to the Independent Disciplinary Authority.

5/17 – Present Frier Levitt, PC, Pine Brook, New Jersey. Of Counsel in health care law firm. Practice focuses on defense of physicians and licensed health care professional in criminal and administrative matters including licensee disciplinary actions before the NJ, NY, and PA Medical Boards, and in adverse credentialing matters. Also qualified as mediator in State of New Jersey.

10/06 – 4/17 Kern Augustine, P.C. Partner in healthcare law firm. Individual practice focused on the defense of physicians and other healthcare licensees in criminal and civil matters, primarily involving the federal False Claims Act, Stark Law, Anti-Kickback, Health Care Fraud and Mail/Wire Fraud statutes, and state laws including Insurance Fraud Prevention and Medicaid Fraud statutes. Also, defended in administrative matters including licensee disciplinary actions before the NJ, NY, and PA Medical Boards, and in DEA, Medicare, Medicaid, Commercial Healthcare Insurance, and Hospital Medical Staff adverse administrative actions.

5/08 - 7/09 50th Infantry Brigade Combat Team, Baghdad, Iraq. New Jersey Army National Guard Colonel and Judge Advocate deployed to Iraq as the Command Judge Advocate, 50th Infantry Brigade Combat Team (IBCT). Supervised a deployed legal office responsible for advising the 50th IBCT Commander and Brigade Staff, for providing legal services to approximately 3,000 50th IBCT soldiers, and for coordinating legal issues and advice with higher headquarters including the legal offices of the Theatre Commander, Multi- National Forces Iraq (MNFI). Legal services included international law, operational law, fiscal law reviews, military justice, and legal assistance. Also, served as member of MNFI team that negotiated with Iraqi officials different aspects of the Security Agreement with Iraq.

5/03 - 10/06 New Jersey Attorney General’s Office. Assistant Attorney General/Director of State Police Affairs, as a direct report to the New Jersey Attorney General (AG), supervised the Office of State Police Affairs, providing AG oversight to the New Jersey State

Police. Responsible for State Police compliance with the terms and reforms of the Consent Decree of 1999 between the United States and the State of New Jersey, and served as liaison to the Independent Monitoring Team and the Civil Rights Division of the US Department of Justice. Also, responsible for the administrative prosecution of State Police internal affairs/disciplinary cases. Initiated and coordinated group of legal advisors, including members of the Division of Criminal Justice and the Division of Law, as well as a Fourth Amendment working group, to improve and harmonize collective AG legal advice to the State Police.

1/98 - 5/03 Mercer County Prosecutor (District Attorney). Served an appointed term as the Prosecutor of Mercer County, New Jersey, Led and supervised an office of 150 (assistant prosecutors, investigators, and administrative support personnel) with an annual budget in excess of 9 million dollars. As the Chief Law Enforcement Officer in the county, responsible for effectuating the statutory prosecutorial mandate of detection, arrest, indictment and conviction of offenders, as well as overseeing and providing direction to law enforcement within the county.

2/90 - 2/98 Municipal Court Judge. One of four municipal court judges for the City of Trenton, NJ (appointed February 1990) and the Municipal Court Judge of Hopewell Township, NJ (appointed January 1992). Presided over all matters pertaining to municipal court, including trials and dispositions of disorderly and petty disorderly offenses (misdemeanors), traffic offenses, and municipal ordinance violations, as well as hearing applications for domestic violence temporary restraining orders and civil commitments, and conducting arraignments and setting of initial bails in matters involving indictable crimes (felonies). As the Judge of the Hopewell Township Municipal Court also responsible for the administration of the court.

2/91 - 2/98 Law Office of Daniel G. Giaquinto, Mercerville, New Jersey. Part-time general practice with concentration on real estate, personal injury, wills, and estates.

9/88 - 2/90 DeGeorge and Avolio, P.C., Trenton, New Jersey. Senior Associate in general practice firm. Personal emphasis on civil litigation (personal injury defense), criminal defense, municipal court defense, and real estate.

1/86 - 9/88 New Jersey Attorney General's Office, Division of Criminal Justice, Major Fraud Section, Trenton, New Jersey. Deputy Attorney General responsible for prosecution of white collar and fraud related crimes.

6/86 - 11/11 New Jersey Army National Guard, Joint Force Headquarters, Ft. Dix, New Jersey. Retired as a Colonel with a total of 30 years of military service (active duty Army and Army National Guard). Served in various officer ranks and JAG (legal) positions culminating in the lead organizational legal position of Staff Judge Advocate.

11/81 - 1/86 United States Army, Judge Advocate General's Corps. Army Captain served on active duty with the 8th Infantry Division (Mech.), Germany. Served as trial counsel (prosecutor) (6/84 – 1/86), defense counsel (10/82 – 6/84), and Legal Assistance Officer (4/82 – 10/82). Attended the Judge Advocate Officer Basic Course (1/82 – 4/82), The Judge Advocate General's Legal Center and School, Charlottesville, Virginia.

9/76 - 9/78 Mercer County Office of Criminal Justice Planning, Trenton, New Jersey. Served as Assistant Criminal Justice Planner, responsible for developing and drafting grant applications for criminal justice programs.

Awards

2007 New Jersey State Bar Presidential Achievement Award for Exemplary Service to the Military Legal Assistance Program; 2002 Inductee to the Italian American National Hall of Fame (Trenton, NJ); 2000 Jersey Street (Trenton) Community Association Appreciation Award for Outstanding Service; 1999 Trenton Police Athletic League Outstanding Individual Award; 1998 Grand Marshall, Columbus Day Parade, Trenton Columbus Day Observance Committee; 1997 Achievement Award of the Law and Justice Alumni Chapter of The College of New Jersey.

Theron L. Bowman, Ph.D.

Qualification Summary

Theron L. Bowman began his public service career in 1983 as a police officer with the Arlington (TX) Police Department, and served in numerous positions before being appointed chief of police in 1999. Currently, he serves as Deputy City Manager over Neighborhood Services and Director of Public Safety.

Dr. Bowman received three degrees from the University of Texas at Arlington: a bachelor's in biology, a master's in public administration, and a doctorate in urban and public administration. He is a graduate of the FBI National Academy, the FBI National Executive Institute, and the Senior Management Institute for Police. He led the regional public safety efforts for the 2010 NBA All-Star game, MLB World Series games, and the 2011 NFL Super Bowl XLV. He created and led an internal workgroup that explored and later created a statistically significant predictive geospatial algorithm that accurately explained more than 70 percent of residential burglaries in a city of 370,000 people.

He has served as a Commissioner for the Commission on Accreditation for Law Enforcement Agencies and as a member of the International Association of Chiefs of Police; he served on the Executive Committee, Financial Review Committee, and the Narcotics and Dangerous Drugs Committee. He currently serves as advisory board chair for the Institute of Law Enforcement Administration and Texas Regional Center for Police Innovation.

Dr. Bowman has received the Police Executive Research Forum's Gary P Hayes Award, the John Ben Shepperd Public Leadership Institute Outstanding Local Leader Award, and the UT Arlington Distinguished Alumni Award.

Education	Nature of Involvement
Ph.D. Urban and Public Administration, University of Texas at Arlington, 1997	Dr. Bowman will serve as Associate Monitor for Stops, Searches, and Arrests.

Work Experience

Deputy City Manager, City of Arlington, TX	2012 – Present
Police Chief, Arlington Police Department	1999 – 2012
Assistant Chief, Arlington Police Department	1997 – 1999
Deputy Chief, Arlington Police Department	1996 – 1997
Lecturer, Instructor, Adjunct Professor, and Visiting Fellow, Texas Christian University	1990 – Present
Technical Advisor to CIVPOL International Police Task Forces	1998 – 2012
Owner, Theron L. Bowman, Inc. Consultants	1998 – Present

Awards & Recognition

Arlington Muslim Community Leadership Award (2009)
 Leadership Arlington – Sally Kallam Award (2008)
 Arlington MLK “Sharing the Dream” Government Award (2007)

University of Texas at Arlington's Distinguished Alumni (2006)
Police Executive Research Forum's Gary P. Hayes Award (2004)
Outstanding Local Leader Award (2003) John Ben Shepperd Public Leadership Institute
Arlington Life Shelter's Heroes of the Homeless (2000)
W.E.B. Dubois Award for Leadership, Delta Mu Chapter of Sigma Pi Phi, Inc. (1999)
University Scholar - The University of Texas at Arlington (1998)
Harold Washington Heritage Award for Government Service - NAACP (1995)
Career Achievement Award - Blacks in Government, Fort Worth, Texas (1994)
Police Officer of the Year – Optimist Internatist, Arlington, Texas (2000)
African American Peace Officers Association of Arlington (1992)

Maria-Cristina (Mai) Fernandez, M.P.A., J.D.

Qualification Summary

Ms. Mai Fernandez is the Executive Director of the National Center for Victims of Crime. She has over 20 years of experience in the areas of strategic leadership and management, program technical assistance, evaluation and replication, and partnerships and advocacy.

As Executive Director, Ms. Fernandez is responsible for the organization’s overall mission and strategic direction. She reports to the National Center’s board of directors and oversees a multidisciplinary management team comprising a deputy executive director, director of finance and administration, director of public policy, and director of public affairs who oversee department budgets and projects.

For nearly 30 years, National Center for Victims of Crime has been the leading national resource and advocacy organization for crime victims and the crime victim advocates, service providers, criminal justice agencies, and allied professionals who serve them. Every year the National Center resources and trains thousands of grassroots professionals and communities to better support the rights of, and serve the needs of, crime victims. The National Center holds a unique place in the victim advocacy and resource field, in that the staff advocates for all crime victims and all types of crime.

Education

J.D. American University, Washington College of Law, Washington, DC

M.P.A. Harvard University, Kennedy School of Government, Cambridge, MA

B.A. Political Science and International Studies, Dickinson College, Carlisle, PA

Nature of Involvement

Ms. Fernandez will serve Associate Monitor for Reports of Sexual Assault.

Work Experience

Executive Director, National Center for Victims of Crime

2010 – Present

- Provide strategic leadership and growth management for a 30-year-old national membership organization working on behalf of crime victims and their families.
- Eliminated organization’s budget deficit, and created a surplus, by instituting a new Board of Directors; reconfiguring staff; developing an individual and foundation donor base and forging partnerships with member agencies, community based organizations, and victims agencies across the country.
- Developed and implemented strategic plan that identified the organizational goals and business/fundraising plan for operationalization.
- Facilitate roundtable stakeholder and expert forums to generate innovative solutions for victim identified problems and to position the organization as a fulcrum for thought leadership in the field.

- Convene a yearly national conference attracting over 1,000 participants and featuring over 70 workshops and plenaries highlighting issues ranging from program advancement to organizational development.
- Supervise technical assistance programs for community based crime victim service providers.
- Created “National Compassion Fund” that provides the public a safe and secure charity that guaranties that all donations collected after a tragedy are distributed directly to the victims or their survivors.

Acting Executive Director, Latin American Youth Center **2009 – 2010**

- Provided leadership and management for the development of Latin American Youth Center. The not-for-profit organization annually serves 5,000 disadvantaged youth through the provision of residential services, individual and family support, substance abuse prevention, GED instruction, vocational training, job development, community service, and alternatives to incarceration.
- Fundraised \$15.4 million annual budget.
- Directed 200-person staff operating 50 federal and local grant affiliated programs.

Legal and Strategy Director, Latin American Youth Center **2006 – 2009**

- Provided legal, policy, fundraising, and strategy advice to organization’s leadership,
- Instituted key performance measures for the organization and tracked progress through the implementation of Efforts to Outcomes software.
- Testified before U.S. Congress and D.C. City Council.
- Developed housing and charter school facilities for the organization.

Chief Operating Officer, Latin American Youth Center **1997 – 2006**

- Managed 150-person staff.
- Developed and implemented organizational strategic plan.
- Launched new organizational site in Maryland.
- Initiated start-up of three charter schools.

President and Founder, MaiSolution Consulting **2005 – 2009**

Associate, Feldesmen, Tucker, Leifer, Fidell & Bank **1996 – 1997**

Special Assistant to the Assistant Attorney General, DOJ, OJP **1994 – 1996**

- Implemented programs authorized under the 1994 Crime Act.
- Created programs addressing violence against women and youth violence.
- Oversaw criminal justice technical assistance programs and dissemination of grants.

Assistant District Attorney, District Attorney of New York County **1992 – 1994**

Professional Staff Member, U.S. House of Representatives, **1987 – 1989**
 Select Committee on Hunger, Hon. Mickey Leland

Legislative Correspondent, U.S. House of Representatives Hon. James Florio **1985 – 1987**

Relevant Project Experience

Title: Bridging the Gap in Victim-Related Research and Practice

Client: Department of Justice, Office for Victims of Crime

Role: Project Supervisor

Supervised the implementation of a project to develop recommendations for the Office for Victims of Crime on how best to promote research-informed practice and practice-informed research, building on the experience of other fields and initial efforts to bridge that gap in victim services.

Title: 2012 National Survey of Victim Service Organizations

Client: Department of Justice, Bureau of Justice Statistics

Role: Project Supervisor

Supervised the implementation of a partnership project to develop a national survey of crime victim service providers. The survey is intended to provide a better understanding of the current level of services provided to crime victims and the structure of the field of victim service providers.

Title: Improving the Response to Victims of Child Pornography

Client: Department of Justice, Office for Victims of Crime

Role: Project Lead

Supervised the implementation of a project to survey victims, non-offending parents of victims, and professionals regarding the needs of victims of child pornography. Project also involves a literature review and interviews with leading experts to identify evidence-based practices to serve this population of victims. The project will result in a report of project findings, which will be broadly disseminated.

Title: LGBTQ Anti-Violence Project

Client: U.S. Department of Justice, Office for Victims of Crime, Subagreement from New York City Anti-Violence Project

Role: Project Supervisor

Oversaw a national demonstration project to create, test, and evaluate victim service models and policies, with the correlated training and technical assistance (TTA), and replication of strategies that effectively provide equal access to mainstream victim services for LGBTQ survivors.

Title: Sexual Assault Kit Backlog Reduction: Meeting Victims' Needs for Information and Services

Client: U.S. Department of Justice, Office for Victims of Crime

Role: Project Supervisor

The primary goal of this project was to ensure that efforts to address backlogged and untested sexual assault kits include system responses and service provisions that are victim centered.

Title: Action Partnership on Interventions for Black Children Exposed to Violence and Victimization

Client: U.S. Department of Justice, Office for Victims of Crime

Role: Project Supervisor

The overall goal of this project was to strengthen the capacity of the members and affiliates of the National Center for Victims of Crime and the National Coalition on Black Civic Participation to advocate for the needs and rights of Black and African American children exposed to or victimized by violence.

Title: Enhancing to the Capacity of Providers to Better Help Children and Adolescent Victims of Crime Recover from Trauma

Client: U.S. Department of Justice, Office for Victims of Crime

Role: Project Supervisor

Worked with the American Psychological Association to create a national partnership to provide training, to raise public awareness, and to offer continuing professional development for victim service providers responsible for responding to children and adolescents who have been exposed to or victimized by violence.

Title: National Training Conference on Responding to Crime Victims with Disabilities

Client: U.S. Department of Justice, Office for Victims of Crime

Role: Project Supervisor

This program provided state-of-the-art, multidisciplinary training at a national conference that will enhance practitioner responses to crime victims with disabilities.

Title: Vision 21: Building Capacity of the Victim Services Field

Client: Department of Justice, Office for Victims of Crime

Role: Co-Project Supervisor

Oversaw the implementation of a project to examine the challenges and solutions to building the capacity of crime victim services.

Title: Underserved Teen Victim Initiative

Client: U.S. Department of Justice, Office for Victims of Crime, Subagreement from National Crime Prevention Council

Role: Project Supervisor

Title: National Field-Generated Training, Technical Assistance, and Demonstration Project on Forensic DNA

Client: U.S. Department of Justice, Office for Victims of Crime

Role: Project Supervisor

Oversaw the implementation of a project to increase awareness and understanding among victim service providers and allied professionals about the use of forensic DNA in criminal cases through a project titled “DNA and Crime Victims.”

Title: INFOLINK Crime Victim Assistance Helpline Earmark

Client: U.S. Department of Justice, Office for Victims of Crime

Role: Project Supervisor

The goal of this project was a comprehensive program to mitigate the negative impact of crime on individuals, families, and communities and reduce the risk of repeat victimization by connecting crime victims to services in their communities, assisting them with safety plans, empowering them with information, building the capacity of others to serve crime victims, and raising public awareness of the dynamics of victimization and how to help crime victims.

Title: Collaborative Response for Youth Victims

Client: U.S. Department of Justice, Office for Victims of Crime

Role: Project Supervisor

The goal of the Collaborative Response for Youth Victims was to launch an initiative with the Boys & Girls Clubs of America (BGCA) to create institutionalized change to better equip Clubs throughout the nation to recognize and respond to the needs of youth and families who have experienced victimization.

Title: National Field-Generated Training, Technical Assistance, and Demonstration Project on Technology to Stalk

Client: U.S. Department of Justice, Office for Victims of Crime

Role: Project Supervisor

The goal of this project was to ensure that victim service providers are equipped to better serve victims of stalkers who use the latest forms of technology.

Title: National Crime Victims' Rights Week Resource Guide, 2011-2014

Client: U.S. Department of Justice, Office for Victims of Crime

Role: Project Supervisor

The goal of this project was to develop a ready-made, adaptable resource for victim service providers and allied professionals across the country to use in their efforts to heighten the public's awareness of crime victim issues during National Crime Victims' Rights Week and throughout the year.

Title: Improving the Collection of Victim Restitution: Peer Education Roundtable and Toolkit

Client: Department of Justice, Office for Victims of Crime

Role: Project Supervisor

Oversaw the implementation of a program to develop a toolkit on restitution collection based on the input of the Webinar audience, stakeholders, and presenters.

Title: Evaluation of the National Crime Victim Law Institute State and Federal Clinics

Client: Department of Justice, National Institute of Justice and Office for Victims of Crime

Role: Project Supervisor

Oversaw, under a subcontract with the RAND Corporation, a program evaluating victims' rights developments in eight states with victims' rights clinics.

Title: Stalking Resource Center

Client: U.S. Department of Justice, Office on Violence Against Women

Role: Project Supervisor

The mission of the Stalking Resource Center is to enhance the ability of professionals, organizations, and systems to effectively respond to stalking. The Stalking Resource Center envisions a future in which the criminal justice system and its many allied community partners will effectively collaborate and respond to stalking, improve victim safety and well-being, and hold offenders accountable.

Appointments

Panel Member – U.S. Secretary of Defense Appointee,

U.S. Department of Defense Response Systems to Sexual Assault Crimes Panel

Present

- Conduct an independent review and assessment of the systems used to investigate, prosecute, and adjudicate crimes involving adult sexual assault and related offenses. Panel recommendations will be reported to the Administration and Congress.

Commissioner – Mayoral Appointee, DC Human Rights Commission 2008 – 2010

- Adjudicate private sector complaints brought under the DC Human Rights Act.

Founding Board Chair – Mayoral Appointee, Citizen Complaint Review Board 2000 – 2005

- Founded and supervised Office of Citizen Complaint Review, an independent government agency managing the resolution of complaints against the Metropolitan Police Department.

Professional Associations

DC and New York State Bar

Leadership Washington Class of 2003

Language

Fluent in Spanish

Awards

National Council of La Raza Scholarship Award to the Kennedy School of Government

Peter Cicchino Award for Outstanding Advocacy, American University

Harold E. Medlock, Jr.

Qualification Summary

Chief Harold Medlock joined Charlotte Mecklenburg Police Department in 1979. After a stint in the private sector, he returned to duty as a police officer with the Charlotte Mecklenburg Police Department in 1993. In February of 2013, Chief Medlock joined the Fayetteville Police Department after accepting the position of Chief of Police.

Chief Medlock advanced through the ranks of the Charlotte-Mecklenburg Police Department. In 1996, he earned his North Carolina General Instructor Certification to teach Basic Law Enforcement Training. As a Police Sergeant, Medlock supervised in the Strategic Planning and Analysis Unit and various Community Policing Districts. In 2002, he was promoted to Captain and served as the Training Director. Medlock then went on to be a Division Commander of a patrol division where he implemented several successful initiatives to combat crime. In 2006, he was promoted to Major where he worked in the Central Service Area followed by the Criminal Investigation Bureau. In 2008, he became Deputy Chief, overseeing the Field Services Group. He managed 800 officers assigned to functional units including seven patrol divisions, a special events unit, a secondary employment unit, a motorcycle operations unit and a major crash investigations unit. While serving as Deputy Chief, he also served as National Special Security Event (NSSE) Co-Chair for the 2012 Democratic National Convention, overseeing 21 NSSE local, state and federal public safety organization sub-committees that produced the NSSE operating plan.

Chief Medlock has served as a Trustee of the Charlotte Mecklenburg Police Department Benevolent Fund. He is the First Vice President of the North Carolina Police Executives Association and is scheduled to become Chairman of the 2,100-member association in 2014. He is an active member of the Police Executive Research Forum, Carolinas Institute for Community Policing, Leadership Charlotte Alumni Association, International Association of Chiefs of Police FBI National Academy Association and the Fraternal Order of Police.

Chief Medlock earned his Bachelor of Arts in Criminal Justice in 1998 and MBA in 2002 from Pfeiffer University. He is a graduate of the 40th Session of the Senior Management Institute for Police sponsored by Police Executive Research Forum, 2001 Leadership Charlotte Class XXIV, 2010 United States Secret Service Dignitary Protection Seminar and 197th Session of the Federal Bureau of Investigation National Academy. Chief Medlock also serves on Methodist University's Master of Justice Administration Advisory Board.

Education

MBA, Business Administration, Pfeiffer University, 2002
 BA, Criminal Justice, Pfeiffer University, 1998
 AAS, Criminal Justice, Central Piedmont Community College, 1995

Nature of Involvement

Chief Medlock will serve as Associate Monitor for Use of Force.

Work Experience

Fayetteville Police Department

2013–Present

Chief Medlock sought out and is partnering with the DOJ Office of Justice Programs and the DOJ COPS Office Collaborative Reform project to improve the department operations and its relationship with the community in several major areas. He directed the revision of the FPD Use of Force policy which eliminated several tactics and procedures and has resulted in a dramatic decline in use of force incidents, citizen complaints of force, injuries to officers and citizens and fewer incidents of assaults on officers for 2013, 2014, and 2015.

Chief Medlock developed a Crime Information Center (CIC) that employs real time crime information to officers responding to scenes, detectives investigating major crimes and detection of specific threats of violence. He also secured new ATF National Integrated Ballistics Information Network (NIBN) diagnostic equipment that compares bullet shell casings and fired bullets. Acquiring this equipment for FPD resulted in 24-hour diagnostic results, which have connected several aggravated assault cases and assisted in several homicide investigations. FPD is recognized by ATF as the new standard for NIBN diagnostics.

In early 2014, Chief Medlock conducted extensive research on the future of body worn cameras and directed the administrative staff to identify the most appropriate current technology and conduct a field test of their equipment.

Charlotte-Mecklenburg Police Department

2013–Present

Deputy Chief Medlock was responsible for security planning for the Democratic National Convention held in Charlotte in September 2012. He met regularly with the City Manager, City Attorney, Mayor, and City Council, along with other city leaders. He served as the National Special Security Event (NSSE) Co-Chair, overseeing 21 NSSE local, state and federal public safety organization sub-committees charged with producing the NSSE operations plan. Chief Medlock led the effort to write a state statute to allow law enforcement officers from other states to become sworn law enforcement officers in North Carolina for the purposes of the Democratic National Convention. He met with dozens of State Senators and Representatives to obtain support for the statute, which passed on its first vote. Chief Medlock managed a \$50-million federal grant to fund all security aspects for the Democratic National Convention. He directed the revision of many City of Charlotte ordinances and laws in preparation for the Democratic National Convention, and led the recruitment of law enforcement agencies to assist in securing the Democratic National Convention.

Relevant Publications and Research

As project liaison for the National Institute of Justice, Enhancing Police Integrity project, Chief Medlock organized and coordinated dozens of interview sessions with officers, civilian employees and community members. He assisted with writing and reviewing the final document for accuracy prior to publishing. 1995 to 1996

As project liaison in The National Institute of Justice, Use of Force Study research team, Chief Medlock organized interview sessions and assisted in writing the survey instrument for employees. He represented the CMPD in research team meetings in San Diego, California, Colorado Springs, Colorado and Dallas. 1996

Contributor to the study, “GIS for Small/Medium Law Enforcement Jurisdictions.” North Carolina Governor’s Crime Commission, 2001.

Teaching experience

Served as adjunct instructor for CMPD for Basic Law Enforcement Training and In-Service Training, 1997 to 2008.

Professional organizations

National Executive Institute Police Executive Research Forum FBI National Academy Associates

North Carolina Governor’s Crime Commission, 2015 to Present; Appointed by North Carolina Governor Pat McCrory

North Carolina Criminal Justice Training and Standards Commission; Appointed to serve 2015

North Carolina Commission on Racial and Ethnic Disparities Appointed 2015

North Carolina Police Executives Association, Executive Board; 2007 to Present; NCPEA President 2014-2015

International Association of Chiefs of Police; 2004 - Present

FBI Joint Terrorism Task Force Leadership Committee

Stephen Rickman, M.S.

Qualification Summary

Mr. Stephen Rickman brings an exceptional record of hands-on experience in the management and direction of programs and projects in support of government operations at all levels. He has over 20 years of experience in high-level positions in the public safety and community support areas. His public service portfolio includes directing Washington, DC's Criminal Justice Statistics Analysis Center, and serving as organizer and Vice Chair of the Community Prevention Partnership, President of the Justice Research Statistics Association, Director of the Washington, DC Homeland and Security Emergency Management Agency, Division Director for the DOJ Bureau of Justice Assistance, DOJ Career Senior Executive Service member, Director of the DOJ Weed and Seed program, Readiness Director for the White House Office of Homeland Security (Detail from DOJ), and Director of Criminal Justice Practice Area for CNA, a not-for-profit research organization serving public service agencies.

From 1991 to 1995, Mr. Rickman served as Director of the DC Office of Emergency Preparedness. During his tenure, he coordinated responses to civil disturbances, major fires, and region-wide water emergencies, and he headed a city-wide violent crime task force.

As the Executive Director of Weed and Seed, Mr. Rickman helped establish a police community collaborative in nearly 300 jurisdictions. He worked closely with community stakeholders in working through related issues to help forge strategic partnerships to enhance trust and cooperation among community residents and criminal justice components in addressing a range of community safety issues. On numerous occasions, he worked with DOJ's Office of Community Relations Service in responding to critical events around the nation. For example, he was deployed to St. Petersburg, FL after police shootings that led to civil disturbances to help resolve disputes between community groups and the police. On another occasion, he was dispatched to Benton Harbor, MI after a string of homicides, to help restore community confidence in local police.

Mr. Rickman has a longstanding history in community mobilization, as well. While working for the District, he established a network of community empowerment centers in distressed neighborhoods to improve the coordination of service delivery. He championed public-/private-sector partnerships while directing with Weed and Seed and working with community development corporations and local non-profit entities to leverage federal dollars to expand economic opportunities and enhance public safety in distressed communities.

For the past 10 years, Mr. Rickman has served as Director of Homeland Security for CNA, a non-profit research and analysis organization located in Alexandria, VA. In this capacity, he guided the development of a viable criminal justice practice area, including launching the DOJ Smart Policing Initiative, which has successfully promoted and funded analytics, police/university research partnerships, and the use of evidence-based practices in over 30 police departments around the nation. He also co-authored a groundbreaking report on police shootings in Las Vegas, NV that provided a series of recommendations to address issues concerning fair and impartial policing and excessive use of force by police agencies. He also helped secure funding from the National Institute of Justice on a new study of the impact of body-worn cameras on police complaints and use of force.

Education	Nature of Involvement
<p>Ph.D. (Candidate) (ABD) Clinical and Community Psychology, Howard University, Washington, DC, 1980</p>	<p>Mr. Rickman will serve as Associate Monitor for Community Engagement.</p>
<p>Graduate Studies, Criminal Justice Planning and Evaluation, University of Wisconsin, Oshkosh, WI, 1979–1980</p>	
<p>M.S. Clinical and Community Psychology, Howard University, Washington, DC, 1976</p>	
<p>B.S., Psychology, Howard University, Washington, DC, 1972</p>	

Relevant Work Experience

Office of Justice Programs Diagnostic Center 2013 – 2014
 Senior Consultant/Deputy Director

Mr. Rickman serves as a senior consultant/deputy director for this training and technical assistance that responds to high-level requests from state and local agencies to employ data-driven solutions and introduce evidence-based practices to address critical criminal justice needs. His current work includes helping agencies address police misconduct issues, enhancing police community relations, and developing evidence-based training curriculum.

CNA Corporation 2002 – 2013
 Director for Criminal Justice

Mr. Rickman served as Director for Criminal Justice for CNA. He also played a major role in developing and implementing CNA’s safety and security-related government support projects, often serving as project director, guiding business and proposal development, organizing various workshops and seminars on national topics of interest, and working projects in numerous states and local communities.

Consultative Services 2002 – Present

Mr. Rickman has provided a range of consultative services, including conference support, public safety training, and subject matter expertise on evidence-based programming to numerous organizations, including: the Community Capacity Development Office (DOJ), Office of Community Services (U.S. Department of Health and Human Services), National Sheriffs Association, National Criminal Justice Association, Locus Systems Inc., Convergence Inc., Urban Technology Inc., and Booz Allen Hamilton.

White House, Office of Homeland Security 2001 – 2002
 Director of Readiness

Mr. Rickman served as director of readiness and was responsible for coordinating readiness and preparedness programs in post 9/11 environments and also had lead responsibility for coordinating homeland security efforts in the National Capital Region (NCR). He organized the first NCR homeland security regional summit; worked with federal agencies to coordinate

national exercises and training programs related to weapons of mass destruction, promoted standards work and interoperability for homeland security-related equipment, and was part of team that drafted the first national homeland security strategy.

U.S. Department of Justice 1996 – 2001

Executive Director of Weed and Seed

Mr. Rickman served as the Executive Director of Weed and Seed, a DOJ community-based crime reduction and prevention program. He directed the program's expansion from 16 to over 300 sites and developed much of its current guidelines, policies, and procedures. He was also part of a DOJ policy team that helped to shape public safety policies and initiatives.

U.S. Department of Justice 1995 – 1996

Division Director for the Bureau of Justice Assistance

Mr. Rickman served as Division Director for the Bureau of Justice Assistance and provided oversight for Crimes Act Programs, including Violence against Women, Truth in Sentencing, and Drug Courts. He engaged in program planning, budgeting, and implementation oversight for each of these program areas.

District of Columbia Government 1991 – 1995

Director of the Office of Emergency Preparedness

Mr. Rickman served as the Director of the Office of Emergency Preparedness (Emergency Management Agency). He was responsible for coordinating responses to disasters and emergencies in the District. He worked closely with other District agencies and community stakeholders and was responsible for management of District's emergency management training and exercise programs. He also established and directed a network of community empowerment centers that coordinated government service delivery and built public/private partnerships to expand economic opportunities.

District of Columbia Government 1989 – 1991

Special Assistant to the City Administrator for Public Safety

Mr. Rickman served as Special Assistant to the City Administrator for Public Safety. In that capacity, he was responsible for coordinating the activities of the District's public safety agencies, including its Emergency Management Agency on behalf of the City Administrator and the Mayor.

University of the District of Columbia 1980 – 1998

Adjunct Professor

Mr. Rickman served as an adjunct professor in the Department of Psychology.

Professional Associations

National Center for the Victims of Crime 2011 – Present

Treasurer and Executive Committee Member

Mr. Rickman serves as Treasurer and member of the Executive Committee for this national organization representing crime victims and local crime victim organizations from around the nation. The organization provides advocacy for victim support funding, legislation promoting crime victim rights, and training programs for victim service providers.

Community Prevention Partnership 1991 – 1995
Co-founder

Mr. Rickman was one of the founders of this community-based group that organized neighborhoods to implement strategies and programs to reduce drug use amongst youth. Neighborhood-based committees were established and supported throughout the nation's capital to promote alternative programming for youth.

Justice Research and Statistics Association 1989 – 1992
President and Board Member

Mr. Rickman served as President and Board Member of this national organization committed to promoting criminal justice research. The organization included representation from 50 states and managed research-related programs on behalf of DOJ.

Awards

National Merit Scholarship Finalist, 1968

District of Columbia Office of Criminal Justice Plans and Analysis Leadership Award, 1987

Justice Research Statistics Association Leadership Award, 1991

Washington, DC Council of Government Special Recognition Award for Coordination of
Regional Response to Water Emergency, 1993

Department of Justice Attorney General Meritorious Award for Contributions to State and Local
Public Safety, 1999

CNA, Special Award for Unique Contributions to National Homeland Security, 2004

Elsie Scott, Ph.D.

Qualification Summary

Dr. Scott has had a diversified career working in Federal, local, nonprofit and educational settings. She is an experienced policy analyst, researcher, trainer, program developer, university professor, and nonprofit and local government manager.

Education

Ph.D., Political Science, Atlanta University, Atlanta, GA
 M.A., Political Science, University of Iowa, Iowa City, IA
 B.A., Political Science, Southern University, Baton Rouge, LA

Nature of Involvement

Dr. Scott will serve as Associate Monitor for Training.

Work Experience

Howard University, Director, Ronald Walters Center for Leadership and Public Policy, October 2012-

Duties and Accomplishments: Establish the Center (wrote the proposal, recruited advisory council members, found funding), run the daily operations of the Center; manage grants, raise funds.

Congressional Black Caucus Foundation, President & CEO, February 2007-October 2012
(Interim President - July 2006-February 2007)

Duties and Major Accomplishments: Led and managed staff of 35+; led the daily operations; managed fund raising for \$11 million+ budget. Successfully oversaw Annual Legislative Conferences, attracting over 10,000 attendees each year; managed the payoff of building; produced a balanced budget each year; increased income over budget during economic downturn; instituted enhancements to fellowship program; created Emerging Leaders internship and expanded the scholarship programs; oversaw the launch of the AVOICE digital library project.

Vice President, Research and Programs, October 2005-July 2006

Duties and Accomplishments: Managed all research and programmatic staff; developed and implemented programs; managed the budget; assisted in fund-raising; oversaw outside advisory boards; conducted research; prepared papers and briefs. Successfully managed the rollout of national black health project.

Transportation Security Administration, Department of Homeland Security, Supervisory Management Analyst, Office of Transportation Security Policy, Arlington, VA, July 2004-September 2005

Duties and Accomplishments: Planned, organized and implemented programs and activities designed to help the public understand security policies. Served on teams that developed and

evaluated policies. Developed an Outreach Education Program to engage national organizations in helping to educate the public concerning travel security policies; developed special outreach initiatives to groups such as Hispanics, women and African Americans.

Detroit Police Department, Director, Training Bureau, and Provost of the Law Enforcement Academy, Wayne County Community College, Detroit, MI, August 2002-June 2004

Duties and Accomplishments: Served on the Executive Staff of the Chief of Police, managing the Training Bureau that consisted of the Police Academy, Audio-Visual Unit, and Police Community Services Unit. Managed the Bureau's budget, prepared training plans, developed programs, managed staff (primarily sworn personnel), and oversaw training compliance with the DOJ Consent Decrees. Established the Training Bureau, established training protocols for coordinating training for all Department personnel, oversaw the development of Department's goals, vision statement and objectives, managed federal grants, coordinated the Citizens Academy and crime prevention programs and activities. Served as the liaison between the Police Department and the College and represented the Chief on the state police standards commission.

Metropolitan Police Department, Executive Director, District of Columbia Police Training and Standards Board, October 2000-August 2002

Duties and Accomplishments: Established the office of the Executive Director (drafted operating rules, helped select Board members, provided orientation for Board), served as the administrator of the daily operations of the Board; developed plan for implementing hiring and training standards for the MPD; reviewed proposed training courses, conducted research on current training practices, and prepared a five-year strategic plan.

Assistant Executive Director for Corporate Support, January 1999-September 2000 (Interim Director, Business Services Division, Metropolitan Police Department November 1999-August 2000)

Duties and Accomplishments: Assisted in the management of the Human Services, Business Services, Criminal Justice Information and Information Technology Divisions of the Police Department and supervised the Legislative Liaison unit. As Interim Director: managed the daily operations of Fleet Services, Evidence Control, Equipment and Supplies, Security Officers Management Branch and Adult Processing Departments.

Senior Executive, June 1998-January 1999

Duties and Accomplishments: Participated in strategic planning and organizational development and conducted special projects for the Chief of Police. Completed an assessment of the Office of Recruitment, worked with a team to prepare the departmental reorganization plan. Completed a re-engineering report on the disciplinary system and prepared legislation that established a police standards board.

Center for Public Safety, Inc., Consultant, August 1996-June 1998

Duties and Accomplishments: Assisted law enforcement agencies in the development and implementation of management plans and training programs; provided training for police and housing authority staff. Completed Community Policing

Management Plans for nine housing authority police departments; trained police officers from throughout the country in community policing; assisted in the recovery efforts in St. Petersburg,

FL after the urban uprising; helped educate housing authority staff, police officers and residents concerning the President's One Strike Policy; helped housing police prepare for accreditation; assisted in the development of housing police department in the US Virgin Islands; provided law enforcement technical assistance as requested by HUD.

Booz-Allen & Hamilton, Consultant, December 1996-January 1998

Duties and Accomplishments: Helped conduct study of the Metropolitan Washington, D.C. Police Department (MPD); reviewed and helped re-engineer human resources functions of the MPD; designed a training program for the MPD's new operating model and helped conduct the training.

University of Central Florida, Associate Professor of Criminal Justice, August 1995-August 1996

Duties and Accomplishments: Taught graduate and undergraduate courses, advised students

New York City Police Department, Deputy Commissioner of Training, January 1991-August 1995

Duties and Accomplishments: Served as member of the Police Commissioner's executive staff. Supervised staff and managed a major division that included faculty, counselors, staff and trainees. Administered training budget; was responsible for the development, implementation, monitoring and evaluation of entry level, in-service and executive training programs for uniform and civilian personnel; oversaw the Department's Recruitment Section and Police Cadet Corps. Integrated community policing into all aspects of the recruit curriculum; developed a precinct-specific cultural awareness training program; guided the development and implementation of a women's action plan for the Department; expanded civilian training; expanded in-service training; oversaw the establishment of a sergeant's academy, chaired the Commissioner's re-engineering committee on discipline.

Center for Public Safety, Inc., Consultant, March 1995 - August 1996 (part-time)

Duties and Accomplishments: Developed and reviewed community policing plans and training programs; conducted police training.

Carroll Buracker & Associates, Consultant, October 1994-96 (part-time)

Duties and Accomplishments: Developed and reviewed community policing plans, policies, and training programs; served on assessment panels for selecting law enforcement supervisory and executive personnel.

National Organization of Black Law Enforcement Executives (NOBLE), Executive Director, November 1985 - January 1991

Duties and Accomplishments: Managed national office with a staff of about 10 persons, a membership of about 2,000, and a \$1 million budget. Raised funds, conducted police training, developed and implemented programs, provided technical assistance to law enforcement agencies, and represented the organization before Congress, at conferences and seminars. Instituted a fellowship program; made the organization financially solvent; increased the membership; brought national exposure to the organization.

Program Manager, October 1983 - November 1985

Duties and Accomplishments: Directed research and technical assistance projects. Wrote funding proposals, supervised staff, and conducted police training. Prepared training programs on hate violence and victim assistance.

Howard University, Research Associate and Assistant Professor, February 1981 - June 1983

Duties and Accomplishments: Conducted research on criminal justice topics, wrote funding proposals, taught graduate courses in urban studies. Published research on contemporary racial violence.

North Carolina Central University, Assistant Professor of Criminal Justice, August 1979 - December 1980

Duties and Accomplishments: Taught undergraduate courses, advised students.

St. Augustine's College, Assistant Professor & Director of Criminal Justice Program, August 1977 - December 1980

Duties and Accomplishments: Developed and directed undergraduate program, advised students, taught courses.

Professional Affiliations and Appointments

Mayor's Commission on Fathers, Men and Boys, District of Columbia, 2016-

Five-Fifths Agenda for America, Board of Directors, 2012-2014

Police Foundation, Board of Directors, 2009-

Phylon Journal, Editorial Board, 2014-

National Coalition on Black Voter Participation, Board of Directors, 2008-

Public Safety Leadership Council, 2009-2010

International Association of Chiefs of Police (Co-Chair, Education and Training Committee, 2002-2005; Civil Rights Committee, 1991-1993)

National Center for Women and Policing, Advisory Board, 1995-2005

John H. Scott Memorial Fund, Board of Directors, 1981- (President, 2004-2008)

Michigan Commission on Law Enforcement Standards (MCOLES), 2002-2004

International Association of Directors of Law Enforcement Standards and Training, 2001-2002

National Organization of Black Law Enforcement Executives, Executive Board, 1991-1993; Education and Training Committee, Co-Chair, 1993-2000

National Conference of Black Political Scientists (President, 1980-81)

Citizens Advisory Panel, Immigration and Naturalization Service, U.S. Dept. of Justice, 1995-97

Working Committee, Black Community Crusade for Children, Children's Defense Fund, 1992-98

Peer Review Panel, National Institute of Justice, U.S. Department of Justice, 1993-97

Editorial Board, Management and Training Journal, 1993-1995

Peer Review Panel, Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice, 1989-96

Ellen Scrivner, Ph.D.

Qualification Summary

Dr. Ellen Scrivner is a criminal justice professional with over 30 years of professional experience in the public and private sectors. She has held a number of key justice related positions, including Deputy Superintendent of the Chicago Police Department, Deputy Director of the National Institute of Justice, and Director of the High Intensity Drug Trafficking Areas (HIDTA) Program. She has been at the forefront of the establishment of some of the nation’s foremost criminal justice entities, including the Federal Bureau of Investigation’s (FBI) Office of Law Enforcement Coordination (OLEC), as well as the U.S. Department of Justice’s Office of Community Oriented Policing Services (COPS Office). During her tenure as Deputy Director of COPS, Dr. Scrivner oversaw a billion dollar grant program which provided funding to 75 percent of police chiefs and sheriffs across the U.S. Additionally, she helped establish a national training strategy which incorporated innovative Regional Community Policing Institutes designed to deliver state-of-the-art learning opportunities, and also oversaw all training and technical assistance initiatives, all applied research, the police technology program, and COPS in Schools. She was responsible for all COPS Office racial profiling initiatives, programs funding Best Practices in Policing, the COPS Conference series, and the Police CEO Symposia. Dr. Scrivner provided leadership in developing national crime policy to advance and institutionalize community policing, and subsequently linked this predominant policing strategy to homeland security.

Dr. Scrivner is a widely published criminal justice authority, and is routinely sought to provide subject matter expertise to highly visible discussions and group dialogues, including then-Attorney General Eric Holder’s 2009 Law Enforcement Summit and most recently for President Obama’s Task Force on 21st Century Policing. She is an expert at interagency collaboration, and is well known for establishing innovative public safety initiatives to respond to the nation’s most critical criminal justice needs. She developed the first Police Psychological Services Program in the Metropolitan Washington area, has served on the Command Staff of an urban county police department, and has been routinely been recognized for leadership by the American Psychological Association (APA) and criminal justice community.

Dr. Scrivner is a licensed psychologist and currently serves as an Executive Fellow at the Police Foundation, as well as a Consultant with CNA’s Safety and Security Division.

Education

Ph.D., Psychology, Catholic University of America, Washington, D.C.
 M.S. Psychology, St. Louis University, St. Louis, Missouri
 B.S. Psychology, St. Louis University, St. Louis, Missouri

Nature of Involvement

Dr. Scrivner will serve as Associate Monitor for Supervision, Recruitment, and Staffing.

Work Experience

Title: Assorted Faculty positions

Description: Dr. Scrivner served as part of the doctoral faculty at the John Jay College of Criminal Justice, City University of New York; Adjunct Professor at the Department of Criminal Justice at the University of Illinois at Chicago; Adjunct Professor in the Department of Public Administration at George Mason University; and Senior Research Associate at the Center for the Management of Risk Behavior, Department of Criminology and Criminal Justice at the University of South Carolina; and Adjunct Faculty at University of Maryland.

Title: Law Enforcement and Criminal Justice Subject Matter Expert

Description: Dr. Scrivner provided consultation services for the Federal Bureau of Investigation (FBI), Office of Law Enforcement Coordination (OLEC); Drug Enforcement Administration (DEA); Police Foundation; Community Policing Consortium; Voxiva; Caliber Research; International Association of Chiefs Of Police (IACP); Center of Naval Analysis (CNA), Policy Research Center; City of Lowell, MA Police Dept; City of Los Angeles Police Department; and the City of Chattanooga, Tennessee Mayor's Office. Scrivner has provided technical assistance and criminal justice subject matter expertise for a myriad of federal, state and local law enforcement agencies, including, but not limited to: the Seattle Police Department; the New Orleans Police Department; the City of Chicago Police Department; and the Fairfax County, VA Police Department. Dr. Scrivner has also facilitated several national level roundtable discussions; advisory, steering, and focus group meetings; and provided subject matter expertise/review of numerous Federal Bureau of Investigation (FBI), U.S. Department of Justice (DOJ), and U.S. Drug Enforcement Administration (DEA) grants, testimonies, and publications.

Title: Deputy Superintendent of Chicago Police Department (CPD)

Description: Served as Deputy Superintendent for Administration where she managed a \$1.2 billion budget, participated in numerous CPD change initiatives that varied from implementing an online form of community policing to chairing a CPD-led, citywide Task Force to Respond to the Needs of the Mentally Disabled, and she was responsible for much of the policy related to crises, including the Crisis Intervention Team.

Title: Section Chief, Assistant Director, Acting Deputy Director, Deputy Director; Office of Community Oriented Policing Services, U.S. Department of Justice (DOJ)

Professional Affiliations and Awards

U.S. Department of Justice (DOJ) Consent Decree Monitoring and Collaborative Police Reform Teams, 2013-Present

Police Foundation, Executive Fellow, 2013-Present

Who's Who of America, 2013-2014

Executive Sessions on Policing and Public Safety, John F. Kennedy School of Government, Harvard University, Steering Committee, 2010-2011

O.W. Wilson Award for Outstanding Contributions to Police Education, Research and Practice, Academy of Criminal Justice Sciences, 2010

Who's Who of American Women, 2006-Present

Image and Ethics Committee, International Association of Chiefs of Police (IACP), 2006-2009

Police Assessment Resource Center (PARC), Los Angeles, CA, Board of Trustees, 2005-2009

Local Initiatives Support Corporation (LISC), New York, Advisory Board, 2003-2009

Institutional Review Board (IRB), Police Foundation, Washington, D.C., 2003-2009

Criminal Intelligence Sharing Summit IACP, Advisory Board, 2002

Counter-Terrorism Training Working Group, U.S. Department of Justice, 2001-2004

American Psychological Association (APA) Task Force on Workplace Violence, 2001-2003

Women of Courage and Vision Award. U.S. Department of Justice, March 2001

Maryland Psychological Association, 2000-current

Steering Committee for SafeCities Initiative, Co-Chair, 2000-2002

Lifetime Achievement Award for Service to Policing, Women in Policing, 2000

Advisory Board. Domestic Violence in Police Families, IACP, Advisory Board, 1998-2004

APA Governance, Committee on Urban Initiatives, 1998-2001

Community Policing Consortium, Executive Board, 1997-2002

U.S. Attorney General's Appointment: Task Force on Police Misconduct, 1995-2000

Brian Corr

Qualification Summary

Brian Corr has been the Executive Director of the Peace Commission for the City of Cambridge, Massachusetts since April 2008. The Commission works with other municipal agencies, communities of faith, nonprofit organizations, and the community as a whole to: build connections and strengthen relationships; promote positive dialogue and foster understanding; and coordinate compassionate community responses to support recovery and healing in the wake of traumatic events and violence affecting Cambridge and its residents. Starting in September 2010, he has also served as Executive Secretary of the City’s Police Review & Advisory Board, the city’s civilian oversight agency. Before joining the municipal government, Mr. Corr worked as the first statewide field organizer for the ACLU of Massachusetts, where he organized "civil liberties task forces" across the state, including one focused on civilian oversight in response to allegations of police misconduct and racial profiling in the City of Lawrence, Mass.

Mr. Corr has served on the Board of Directors of the National Association for the Civilian Oversight of Law Enforcement (NACOLE) since 2012, and served as the association’s Vice-President in 2013 and 2014. In his community, Mr. Corr is a member of the board of directors of the José Mateo Ballet Theatre, a unique ballet organization with innovative programming, artistic excellence, and extensive community outreach to ensure that dance is meaningful and accessible to all parts of the community. From 2009 to 2012, Mr. Corr served on the board of the Louis D. Brown Peace Institute, a Boston-area nonprofit that assists and empowers both families who have lost children to homicide and families whose children have taken a life — while doing education and advocacy work to raise awareness of the causes and consequences of violence on individuals, families, and communities. Nationally, Mr. Corr served on the national board of directors of the American Friends Service Committee from 2007 to 2010, and was co-chair of the national board of directors of Peace Action from 2003 through 2007.

Education

B.A. Russian Literature and Language,
University of Michigan, 1986

Nature of Involvement

Mr. Corr will serve as a Subject Matter Expert,
Community Oversight.

Work Experience

City of Cambridge, Massachusetts

- Executive Secretary, Police Review & Advisory Board 2010 – Present
- Executive Director, Cambridge Peace Commission 2008 – Present

Statewide Field Organizer and Public Education Coordinator, ACLU of Mass. 2006 – 2008

Northeast Action

- Director, Technical Training and Support 2001 – 2005
- Senior Organizer, Money and Politics Project 1998 – 2001

Associate Director, Grassroots International 1996 – 1998

Director of Development, Horizons for Homeless Children	1995 – 1996
Coalition Organizer, YouthBuild USA	1993 – 1994
Peace Action	
• Massachusetts Program Director	1991 – 1993
• Massachusetts Canvass Director	1989 – 1991
• Field Manager, National Support Team	1986 – 1989

Organizations, Awards, & Service

At-Large Board Member (Vice-President 2013-2014), National Association for Civilian Oversight of Law Enforcement, 2012 – Present

Member, Democratic State Committee, Massachusetts Democratic Party, 2012 – Present

Board Member, Louis D. Brown Peace Institute, 2009 – 2012

National Board Member, American Friends Service Committee, 2007– 2012

National Board Member (Co-chair 2002-2008), Peace Action, 1997– 2008

Board Member (Co-chair 1994-2001), Citizens for Participation in Political Action, 1993– 2001

Recipient of the City of Cambridge Peace & Justice Award, 2006

Philip M. Coyne

Qualification Summary

Mr. Coyne currently serves as an *Associate Monitor* overseeing a Department of Justice Settlement Agreement with the Albuquerque, New Mexico Police Department (where court mandated reforms are being implemented) and CEO of the Critical Response Group, LLC.

Mr. Coyne has experience with management development, mentoring and education, strategic planning, training and evaluation, management consultation and policy development. He has held executive positions as the *Bureau Chief (Director) of Training* and *Director of the New Jersey Regional Operations Intelligence Center* (N.J. State Fusion Center), working with an organization of approximately 4300 employees. Other executive positions held include *Unit Head of the Office of Labor Relations*, *Executive Officer for the Office of Professional Standards and Criminal Investigations Officer*. Previously served as *Interim Director of Security and Safety* for the Liberty Science Center in Jersey City, New Jersey.

Education

M.A., Education, Seton Hall University, South Orange, NJ May 2002

Certificate, Human Resource Training and Development, Seton Hall University, South Orange, NJ May 2002

B.S., Law and Justice, The College of New Jersey, Ewing Township, NJ May 1998

Nature of Involvement

Mr. Coyne will serve as a Subject Matter Expert, Training and Use of Force.

Work Experience

CEO – Critical Response Group, LLC June 2016 to Present

Formerly a division of The Rodgers Group, LLC, Critical Response Group, LLC, was launched to meet the exploding demand for visual-based emergency action plans - a cutting edge approach to emergency planning and preparedness that is revolutionizing how businesses and public safety professionals plan and respond to critical incidents. Using BAE Systems’ groundbreaking GXP™ (Geospatial eXploitation) products, Critical Response Group transforms text-based emergency action plans into Collaborative Response Graphics (CRG™) – which are highly-functional visual planning and response tools.

Law Enforcement Management Consultant June 2012 to Present

- Associate Monitor with Public Management Resources, Inc., San Antonio, Texas. Member of a team that oversees a Settlement Agreement between the Department of Justice, U.S Attorney of New Mexico and the Albuquerque Police Department.
- Completed a comprehensive gap analysis of the Port Authority New York & New Jersey Police Department’s Police Academy.
- Prepared a strategic plan for the Bergen County Sheriff’s Office.
- Developed an organizational strategic plan and cultural assessment for the Princeton Police Department.

- Consultant to the Stockton College Center for Public Safety and Security – Develop, supervise and deliver training in the areas of internal affairs, supervision, risk management and financial crimes.
- Interim Security and Safety Director – Liberty Science Center – Jersey City, New Jersey –January – March 2013 - Supervised operational and administrative elements of the office. Identified best practices, instituted policy and procedure and identified long-term management solutions. Consulted on policy development and best practices in the field of security and safety until July 2013.
- Developed and delivered a training program on ethics and supervision responsibilities for the Ventnor City Police.
- Developed and delivered training programs on Intelligence-led Decision Making, Basic Analysis and the Intermediate Fusion Center Liaison Program for the New Jersey State Police.

Prepared Professional Reports on law enforcement practices, procedure and policy.

- Organizational Health and Leadership Culture Assessment for the Princeton Police Department. Multiple on-line assessments, focus groups and surveys designed and utilized to assist with two municipal organizations that recently consolidated.
- Developed Bergen County SWAT Consolidation and SOP report
- Developed Communications Interoperability Model Policy and Implementation Guidance for Mutualink Corporation
- Developed a Strategic Plan for the Seaside Heights Police Department to provide a roadmap for organizational policy implementation and training management, and create an internal Office of Professional Responsibility to oversee departmental professionalism standards.

Developed on-line training for effective report writing for the Hudson County Department of Corrections. Consult with law firms on law enforcement practices and procedures as an expert witness. Worked as a consultant to New Jersey law enforcement in the use of Decision Lens, collaboration software that helps develop organizational priorities that will drive resource allocation strategies.

New Jersey State Police July 2011 to June 2012

Director – Regional Operations Intelligence Center (ROIC)

Commander of a multi-jurisdictional task force of 100 federal, state, county and municipal police agencies. Provided statewide situational awareness reports on crimes, hazards and other threats that affect the public and private organizations. Established the Office of Baseline Capabilities – Created to ensure operational and administrative elements of the fusion center met or exceeded national FC Critical Operational Capabilities (COC) and Enabling Capabilities (EC) in support of the national capacity to deliver actionable intelligence. Established organizational policies on information security and First Amendment protections relating to intelligence dissemination that are emulated throughout the country. Fusion Center Assessment – Supervised the completion of the DHS 2011 FC Assessment, which helped identify capability gaps. Ordered gap mitigation efforts that raised the ROIC performance percentage by 40 points.

Coordinated activities with the State Office of Emergency Management – Assisted with response efforts for Hurricane Irene in 2011 by working with EMS leadership to disseminate situational awareness reports and intelligence products. Coordinated the collection, analysis and

dissemination of intelligence information to law enforcement and private sector entities. Developed business processes to allow information sharing through a “virtual huddle” with private sector security experts. Leadership of IJIS information technology assessment and gap analysis for internal business efficiencies and information sharing by the Fusion Center. Superintendent’s Representative for several statewide crime reduction projects in major urban cities. Liaison with top law enforcement executives from FBI, DHS, NJ Transit, National Fusion Center Association and the NJ Office of Homeland Security and Preparedness.

Executive Officer – Office of Professional Standards March 2011 to July 2011 Supervised 65 full time investigators and civilian staff responsible for management review and inspections, intake of citizen complaints, analysis of cases, civil litigation, investigations, adjudication of discipline and other consultative duties. Direct liaison with State Office of Comptroller and Attorney General’s Office of Law Enforcement Professional Standards regarding serious disciplinary matters and audit of State Police records. Provided final review and approval on internal investigations and disciplinary recommendations that were transmitted to the Superintendent. Collaborated with Labor Unions on sensitive disciplinary matters.

Director of Training – (Bureau Chief) Training Bureau July 2009 to March 2011

Asst. Director of Training – (Asst. Bureau Chief) July 2008 to March 2009

Supervised a team of 65 full time instructors and support staff responsible for training an organization of 4300 employees. Collaborated with the Attorney General’s Office of Law Enforcement Professional Standards (OLEPS) and State Office of the Comptroller to ensure organizational reform standards were sustained and enhanced. Led the administration of key selection process initiatives and recruiting efforts. Initiated the development of an Excellence in Policing (EIP) strategy to support law enforcement agencies involved in pattern and practice litigation to promote professional policing, superior ethical conduct and unbiased enforcement practices. Superintendent’s representative for the Police Training Commission with complete oversight of all organizational training programs. Ensured objectives were developed within a 7 Step Cycle and Return on Investment (ROI) evaluation framework. Leadership of seven academy units responsible for training programs relating to executive leadership and advanced skills, regionalized intelligence, basic and in-service training, firearms and self-defense as well as technical and training support functions. Supervised vendor selections and maintenance, and maintained relationships with internal and external training professionals. Supervision of remedial training programs and created strategic plans to advance critical law enforcement initiatives. Chairperson of State Police Training Committee and representative on Trooper Re-enlistment Boards. Supervised subject matter experts and outside vendors that supported organizational training needs.

Criminal Investigation Officer – Field Operations Section March 2009 to July 2009

Section Level liaison between the Investigations Branch and Field Operations Section. Developed crime reduction strategies and provided guidance on the strategic intent relating to investigative priorities. Provided case law and policy updates and training to regional units.

Administrative Officer – Office of the Superintendent Nov. 2007 to July 2008

Representative for the Superintendent and Chief of Staff on organization-wide matters with coordination across branches and sections. Provided counsel on organizational matters and assistance to Commanders. The Superintendent’s representative in the creation of critical policies

and procedures. Development of new evaluation procedures for enlisted members being considered for advancement or special assignments. Preparation of documents on behalf of Superintendent and Chief of Staff. Reviewed and administered organizational initiatives and other matters as the Superintendent's representative. Coordinated projects across organizational disciplines and functions. Received and Administered Recruit Dismissal and Separation Packages that were received from the Training Bureau for trooper candidates.

Unit Head – Office of Labor Relations Nov. 2006 to Nov. 2007

Superintendent's liaison with enlisted and civilian labor unions, the Office of the Attorney General and Governor's Office of Employee Relations. Supervised the administration of all civilian and enlisted grievances and the civilian disciplinary process. Superintendent's representative at disciplinary hearings, and presented the organization's perspective and position on discipline. Provided leadership and advice to executives concerning complex and critical issues regarding policy and procedures. Developed and delivered labor relations training to all organizational managers and executives. Managed outside employment requests, ethics reports, outside activity questionnaires and leave time. Disciplinary unit that oversaw complaints against civilian employees within the organization. Responsible for the intake and adjudication of all civilian and enlisted grievances.

Assistant Unit Head

Squad Leader – Executive Development Training Unit April 2003 to Nov. 2006

Representative for the academy on issues directly related to the federal oversight of supervision and leadership training; Administration of ROI process while maintaining a 7 Step Training Cycle for all coursework. Supervision of unit's strategic intent and the development of management training. Conducted internal and external needs assessments and researched best practices. Provided leadership training to over 2000 supervisors who represented state, county and municipal law enforcement agencies. Managed vendors and subject matter experts that provided instruction and support services.

Supervisor - Criminal Investigation Office April 1998 – April 2003

Detective - Criminal Investigation Office Feb. 1992 – April 1998

Supervised the day-to-day operating environment of the detective bureau at my assigned station(s), including approximately 500 criminal investigations conducted annually by approximately 40 troopers. Implemented strategies to reduce crime in my station areas. Coordinated the collection of evidence and disposition of cases. Supervised, investigated and assisted with numerous major crimes, narcotics cases and incidents. Investigated cases that required the coordination of efforts with multiple law enforcement agencies and disciplines. Affiant on search and arrest warrants for criminal cases involving various types of crimes, as well as supervised detectives who were the affiant for search and arrest warrants. Interviewed numerous victims, witnesses and suspects related to traffic and criminal investigations. Responded to critical incidents and investigations, and provided guidance to Command personnel, supervisors and troopers. Testified on behalf of the State in administrative, municipal and county courts on numerous occasions. Investigated sexual assaults and maintained Megan's Law files. Responsible for many human resource issues, including performance evaluations, mentoring and motivating subordinates. Updated station personnel on issues concerning arrest, search and seizure.

Commendations and Awards

Certificate of Unit Commendation: September 2004 - Outstanding criminal investigation and arrest in a triple homicide case.

Certificate of Commendation: June 2009 –Outstanding criminal investigation and arrest in an aggravated arson case.

Colonel's Letter: Eleven letters for outstanding criminal investigations and traffic enforcement.

Captain's Letter of Recognition:

Received two letters for outstanding criminal investigations.

Letters of Appreciation: Received numerous letters from Federal, County and Municipal police agencies, private citizens and organizational leaders.

Marc Schindler, Esq.

Qualification Summary

As JPI’s executive director, Marc Schindler is a dedicated justice system reformer, while serving in a variety of roles. Most recently, he was a partner at a DC-based nonprofit philanthropic investment organization, Venture Philanthropy Partners. He served in a variety of leadership roles at DC’s juvenile justice agency, Department of Youth Rehabilitation Services (DYRS) including Chief of Staff and Interim Director. Schindler also served as Staff Attorney with the Youth Law Center, advocating for the rights of young people in the juvenile justice and child welfare systems. He is also a former Baltimore City public defender. Schindler is a recognized expert in the field, providing commentary in the national media, including on CNN and NPR, and is also the author of numerous articles and book chapters.

Education

J.D., University of Maryland School of Law, Baltimore, MD, 1993
 B.A., Political Science, Yale University, New Haven, CT, 1987

Nature of Involvement

Mr. Schindler will serve as a Subject Matter Expert, Youth Engagement.

Work Experience

Justice Policy Institute (JPI)

Washington, DC

August 2013 – Present

Executive Director. Responsible for providing overall strategic and operational responsibility for execution of the mission of this national non-profit research and policy organization dedicated to reducing overreliance on use of incarceration in criminal and juvenile justice systems throughout the country. Includes continuing JPI’s national leadership on juvenile and criminal justice reform policies; leading the organizations fundraising and development activities; managing JPI’s research, communications, and organizing work; ensuring continuity in program excellence in JPI’s state-based and local projects as well as its national initiatives; developing and sustaining partnerships with justice policy and advocacy communities, foundations, and other constituent groups; representing JPI in justice coalition work by participating in and leading meetings, and serving as the organization’s primary spokesperson; leading, coaching, and mentoring JPI’s staff; and developing and maintaining systems to track programs and operations and to evaluate staff.

Venture Philanthropy Partners (VPP)

Washington, DC

November 2010 – July 2013

Partner. Responsible for serving as a lead investment professional for regional philanthropic investment organization supporting youth serving nonprofit organizations in the national capital region. Lead Partner in VPP’s federal Social Innovation Fund initiative, known as

youthCONNECT, a \$36 million dollar, multi-year networked approach to improving health, education and workforce outcomes for at risk and disconnected youth. Provide high-level strategic advice, coaching and mentoring to nonprofit executives, and develop investment approach and strategy for youthCONNECT network, including managing staff and consultants, selecting grantees, managing strategic business planning process, network facilitation, development of common outcomes framework and evaluations, and federal compliance.

Department of Youth Rehabilitation Services (DYRS)

Washington, DC

February 2010 – July 2010

Interim Director. Responsible for providing overall executive leadership, direction and administration of District-wide comprehensive services and programs for detained and committed youth under the care of the District's cabinet level juvenile justice agency. Lead agency in the continuation of a major reform effort, including implementing strategic plans, revising policies and procedures, and operating a robust continuum of care from least restrictive community based residential and non-residential services to secure residential institutional care for assigned youth. Provided executive leadership in the development of resources and resource needs for the Department, maximizing effective utilization of a \$90 million dollar budget to ensure that appropriate human, technological, programmatic, therapeutic, and educational services are provided for overall Departmental operations and services delivery system, with the goal of being the first juvenile justice agency in the country to fully embrace the principles of Positive Youth Development. DYRS' reforms were recognized by Harvard's Kennedy School, naming the department one of the "Top 50" government programs in 2008 in its prestigious Innovations in American Government Awards competition.

June 2006 – January 2010

Chief of Staff. Responsible for providing senior level coordination for planning, organizing and developing policies and strategic planning to meet the Department's goals and objectives during a major reform effort. Activities included oversight and consultation on program development and implementation, internal and external communications, legislative and labor relations, training and professional development, and internal investigations.

March 2005 – June 2006

General Counsel. Served as the agency's first General Counsel upon establishment of DYRS. Responsible for providing legal services and support to the Department to ensure that services provided by the Department are consistent with DC and federal laws, rules, regulations and court requirements. Activities include providing legal advice, legal review of legislative strategies, legal sufficiency reviews, litigation support, interpretation of statutory and regulatory language, contract reviews, and serving as liaison to the Office of the Attorney General, Office of the DC Inspector General, DC Council, and Congress.

Youth Law Center

Washington, DC

March 1997 – February 2005

Staff Attorney. Responsibilities included providing training, technical assistance, law reform litigation and legislative and administrative advocacy in legal issues related to children, with particular emphasis on improving the conditions of confinement for institutionalized children. Co-chaired National Juvenile

Justice & Delinquency Prevention Coalition. Litigated conditions of confinement cases in South Dakota and Ohio, and conducted liability training related to conditions of confinement for line staff, supervisors and attorneys, and participated as part of a team providing consultation and development of assessment tools for secure facilities participating in the Annie E. Casey Foundation's Juvenile Detention Alternatives Initiative (JDAI).

American University Washington College of Law

Washington, DC

Spring 2004

Adjunct Professor. Course on "Juvenile Law: Advocacy for Children," covering child development, legal rights of children in state custody, advocacy strategies, foster care and the child welfare system, the juvenile justice system, race and gender issues, and new efforts such as integrated services and use of multiple strategies.

Office of the Public Defender- Juvenile Court Division

Baltimore, Maryland

May 1993 - February 1997.

Assistant Public Defender. Responsibilities included legal representation of children in juvenile court proceedings and special education hearings, grant writing and assisting Chief Attorney with advocacy regarding juvenile justice and child welfare issues.

Office of the Public Defender- Juvenile Court Division

Baltimore, Maryland.

September 1992 - May 1993.

Law Clerk. Responsibilities included intake interviews of children and families, assisting in defense preparation, legal research and writing related to legislative issues.

Juvenile Law Center

Philadelphia, Pennsylvania.

Summer 1992. Summer Public Interest Fellowship.

Law clerk at private non-profit public interest law firm focusing on child welfare, juvenile justice, children's health and mental health. Researched legal issues relating to adoption and foster care cases, prepared attorney reference manual for TPR and adoption cases and assisted in monitoring of child welfare class action law suit.

University of Maryland Clinical Law Office

Baltimore, Maryland.

August 1991 - May 1992.

Student Attorney in Juvenile Law Clinic. Represented children in Baltimore City Juvenile Court in cases involving narcotics, sex offenses, assault, theft and education matters. Prepared draft legislation and testimony presented to state legislature concerning juvenile detention.

Advocates for Children & Youth, Inc.

Baltimore, Maryland,

Summer 1991. Summer Public Interest Fellowship.

Conducted research project examining youth services in Maryland and presented program proposal addressing the service needs of juvenile status offenders.

The Children's Aid Society, PINS Mediation & Diversion Project

Manhattan Family Court, New York, New York.

July 1989 - July 1990.

Family Case Manager and Community Resource Specialist. Conducted comprehensive psycho-social needs assessment plans for PINS youth and their families. Provided crisis intervention and short term family counseling. Researched and developed referral sources with community agencies throughout New York City and served as member of Committee on New York State PINS Legislation.

New York City Department of Probation, Manhattan Alternative to Detention

New York, New York.

September 1988 - June 1989.

Teacher and counselor at alternative school for 11-16 year old boys referred from Family Court.

Activities and Honors

Recipient, Open Society Foundations New Executive Fund grantee, 2013

Big Brother, 1991 - present.

Associate Editor, Journal of Contemporary Legal Issues, 1991-1993.

Bar Association of Baltimore City Juvenile Law Committee, 1993 - 1997.

Chair, 1995 - 1997.

American Bar Association Juvenile Justice Committee, 1993 – 2005.

Maryland Governor's Task Force of Juvenile Justice, 1996.

Committee for Baltimore's Children, 1995.

Public Justice Center Task Force on Maryland's Children, 1994.

Commissioner, Citizens Complaint Review Board, District of Columbia, June 2003 – March 2005

Member, Juvenile Justice Work Group, DC Criminal Justice Coordinating Council, June 2003 – 2005

Steering Committee Member, Justice 4 DC Youth Coalition, 2002 - 20005

Board Member, Campaign for Youth Justice, 2013-Present

Board Chair, Center on Children's Law and Policy, 2006-2010

Board Member, Mid-Atlantic Juvenile Defender Center, 2001-20005.

Board Member, Helping Individual Prostitutes Survive (H.I.P.S.), 1998-2000.

Board Member, Partnership for Learning, Inc., 1995 - 1998.

Board Member, The Upton School, 1996 - 1997.

Public Service Award, University of Maryland School of Law, 1993.

William W, Cahill, Jr. Award - Awarded to the Assistant Public Defender in the State of Maryland exhibiting outstanding commitment and service to the Office of the Public Defender, 1996.

Charles Stephenson

Qualification Summary

Mr. Charles Stephenson is a public safety technologist who for the past fifteen years has assisted public safety agencies in addressing their technology needs and challenges while supporting the Department of Justice’s Bureau of Justice Assistance and Wireless Management Office along with various Office of Justice Programs such as the National Institute of Justice and the National Law Enforcement and Corrections Technology Centers.

Mr. Stephenson has broad experience in the field of technology research with over fifteen years of experience in interfacing with academia, industry and end-users in the rapid prototyping of new and existing technologies designed to meet the needs of public safety and the U.S. Military. He is experienced in federal government R&D programs and technology transfer to private sector in support of the Department of Justice’s National Law Enforcement & Correction Technology Center’s technology transfer initiatives. Mr. Stephenson has extensive experience in the organization and use of technical working and focus groups consisting of public safety decision makers and private sector providers in matching technologies to needs. He is experienced in conducting studies using such tools as market and end-user surveys, in the identification of technologies and technology requirements for Federal, State, local and tribal law enforcement agencies. Mr. Stephenson has experienced in working with engineers and end-users in all phases of technology development and design of equipment, from needs identification and requirements development through initial prototyping and first and second generation production design testing, training and new equipment fielding. He is also experienced in informing and educating public safety users in the use of new and emerging technologies through the use of outreach methods (e.g. distribution of publications, webinars and organizational presentations and briefings). Mr. Stephenson has experience in the development of training and outreach materials (e.g. guides, handbooks, product reports, white papers etc.), as well as experience in providing capacity building “training” and hands on technical assistance to first responders in the use of technologies.

Education

M.B.A., Columbia Southern University,
Orange Beach, AL, 2010

B.S. Economics, University of Maryland,
College Park, MD, 1997

Nature of Involvement

Mr. Stephenson will serve as a Subject Matter Expert, Technology.

Work Experience

CNA	2011 – Present
Drakontas, LLC	2007 – 2010
South Carolina Research Authority	2005 – 2007
L-3 Communications	2001 – 2005
United States Air Force and United States Army	1975 – 2001

Relevant Project Experience

Subject Matter Expert (SME) Bureau of Justice Assistance (BJA) Smart Policing Initiative

As a public safety SME technologist for the Center of Naval Analysis, Mr. Stephenson's responsibilities include development of webinars, briefs, guides, product development and on-site technical assistance to Smart Policing sites. He provides direct support to the Phoenix Police Department "Maryvale Precinct" and Arizona State University researchers in the deployment and evaluation of body worn cameras effectiveness, in increasing departmental response to domestic violence and police accountability. Mr. Stephenson provides direct support to the Pullman Police Department's Smart Police Safety Camera Initiative; designed to deter criminal behavior, detect unreported crimes and increase police case clearance rates in targeted area. Center of Naval Analysis through the Smart Policing Initiative supports law enforcement agencies in building evidence-based, data-driven law enforcement tactics and strategies that are effective, efficient, and economical. Smart Policing represents a strategic approach that brings more science into police operations by leveraging innovative applications of analysis, technology, and evidence-based practices through collaboration with researchers.

Consultant, CNA – Mr. Stephenson reviewed and assisted in the updating of the South Carolina Statewide Communications Interoperability Plan in accordance with Homeland Security Presidential Directives and U.S. Department of Homeland Security (DHS) guidance; assisted in data collection efforts using contacts in SC; assisted in identifying the SC communications systems baseline; assisted in identifying alternatives to current SC communications systems; assisted with life cycle cost analysis and analysis of alternatives; assisted with the development of recommendations for revisions of the SC Statewide Interoperable Communications Plan; assisted with the development of recommendations for revision of the SC Homeland Security; and as needed provided technical expertise to CNA analysts and the SC program manager.

Director of Outreach Programs and Technology Assistance NLECTC- Communications Technologies Center of Excellence (COE), Drakontas, LLC – Mr. Stephenson coordinated scheduling and conducted outreach activities along with development of subject matter material (e.g. technical reports, white papers, presentations etc.) for the Technologies Center of Excellence. Provided first responder technologies assistance in support of State, local and tribal public safety agencies. He managed large research and development projects in support of the National Institute of Justice's (NIJ) technology portfolios and initiatives. Mr. Stephenson provided subject matter expertise in the area of public safety communications for Department of Justice Wireless Management Office. Evaluated public safety trends in an effort to determine needs and requirements in order to develop strategies to meet public safety expectations. Mr. Stephenson researched new technology, development tools, and public safety trends to remain abreast of current and emerging products and technologies. He provided technical expertise in influencing research and development of products' design and performance decisions. Recommended activities based on analysis of practitioner feedback and market conditions, and recommended strategic and tactical changes to projects, when necessary. Mr. Stephenson was assigned as program/project lead for cell phone detect and defeat project to develop tools for mitigating cell phone issues related to contraband cell phones in correctional facilities and jails. Responsibilities included conducting market surveys of existing technologies, conducting comparative analysis and field testing potential solutions.

Senior Public Safety Communications Engineer, South Carolina Research Authority – Mr. Stephenson managed large research and development projects in support of the National Institute

of Justice's (NIJ) National Law Enforcement and Corrections Technology Center Southeast and NIJ's technologies development program. His responsibilities included the evaluation public safety trends in an effort to determine needs and requirements in order to develop a strategy to meet public safety expectations. He researched new technology, development tools, and public safety trends to remain abreast of current and emerging products and technologies. Project responsibilities include conducting research and analysis in the development of cutting edge technologies and solutions to meet the needs of first responders. Mr. Stephenson provided technical expertise in influencing research and development of products' design and performance decisions. He provided capacity building and support to develop practitioner agency and departmental skills throughout public safety organizations. Mr. Stephenson recommended activities based on analysis of practitioner feedback and market conditions, and recommend strategic and tactical changes to projects, if necessary. He was the Technologies subject matter expert for the National Institute of Justice and National Law Enforcement and Corrections Technology Center Southeast. He provided technology and direct technical support to State, local and tribal public safety agencies.

Senior Communications Specialist for the advanced technologies & law enforcement division, L-3 Communications – Mr. Stephenson supported the National Law Enforcement and Corrections Technology Center Northeast and National Institute of Justice's AGILE Program. He provided direct technical assistant to State, local and tribal law enforcement agencies. He researched new technology, development tools, and public safety trends. Mr. Stephenson provided technical expertise in influencing research and development of products' design and performance decisions. He provided capacity building and support in the field to develop practitioner agency and departmental skills throughout public safety organizations. Mr. Stephenson was a subject matter expert for the National Institute of Justice AGILE Technology Program. He evaluated the design and applicability of communication interoperability equipment in support of public safety. He was the communications systems expert for the National Law Enforcement and Corrections Technology Center Northeast., and provided communication technical support to state and local public safety agencies in troubleshooting problems associated with land mobile radio systems operability and interoperability among agencies.

Relevant Publications and Reports

Specialized Technology Assistance, NLECTC handout, October 2009;

Cell Phone Vulnerabilities, NLECTC handout, October 2009;

Plain Language for Police Radio, NIJ InShort, September 2009;

Why Can We Talk An Assessment of Criminal Phone Issues Affecting Criminal Justice Guide, July 2009;

Talk To Me: Technology, The NIJ's CommTech program provides solutions and technical assistance for communications interoperability (co-author), Officer.com, February 2006;

Keeping Their Memory Safe (co-author), National Institute of Justice TechBeat, Winter 2005; and

Interoperability ACU-1000, National Institute of Justice TechBeat, Summer 2004.

Nykidra L. Robinson

Qualification Summary

Nykidra “Nyki” Robinson joined the Maryland Chamber in March 2017 as the special events manager. Prior to coming to the Maryland Chamber, Robinson worked in local and state governments. She served as a neighborhood liaison in the mayor’s office in Baltimore City, as director of outreach in Maryland’s lieutenant governor’s office and as the special assistant to the director in Maryland’s Department of Housing and Community Development. While in these positions she was able to actualize the impact of policy decisions, interface with residents regarding neighborhood initiatives, plans, and requests and organize numerous events.

Robinson has also served as the executive director of the Kevin Liles for A Better Baltimore Foundation—a 501(c)(3) non-profit organization committed to improving the quality of life for the youth in the greater Baltimore area. There she produced and managed countless events including their signature back-to-school festival, Maryland’s largest back-to-school event. Robinson’s life and work experience combined with her interest in politics was birthing ground for Black Girls Vote, Inc.—a non-partisan, grassroots organization focused on encouraging women of color to use their voting power.

Robinson earned her Bachelor of Science in business administration from Frostburg State University. Upon graduation, she was accepted into an international education program in Beijing where she studied international business and Mandarin.

(Maryland Chamber of Commerce, 2017)

Education

B.S., Business Administration; Frostburg State University, Frostburg, MD, 2004
 Chinese Language & Business Program; World Link Education/ Beijing, China, Fall 2005
 The LEADERShip Program; The Greater Baltimore Committee, Class of 2013

Nature of Involvement

Ms. Robinson will serve as a Subject Matter Expert, Baltimore Community Engagement.

Work Experience

CEO & Founder - Black Girls Vote, Inc. 11/2015 – Present

- Envision, build, launch and lead a grassroots, non-partisan organization.
- Build and retain exceptional staffs and creating excellent work environments.
- Develop and implement innovative events, programs and outreach opportunities.
- Work closely with leadership to establish corporate partners, internal programs, advocacy, government relations and community engagement models.
- Lead outreach and mobilization efforts resulting in over 11,000 new voter registrants,
- Work with constituent groups including board members committees, volunteers etc.

- Oversee and coordinate all aspects of budgeting and financial management.
- Lead organizations and departments through periods for substantial growth.

NyRise Consulting Group- Chief Consultant 05/2013 – Present

- Organize and execute assigned projects on behalf of client’s vision and desires.
- Conduct research, surveys and interviews to gain understanding of the business and needs.
- Formulate recommendations and strategic solutions with attention to a client’s wishes and capabilities.
- Submit regular reports to management team about current and new initiatives in progress.
- Provide clients with relevant information about developments in their industry.
- Liaise with community members, elected officials, stakeholders, official bodies.
- Organize community meetings and events, as necessary.
- Assist the client in implementing and improving overall strategy and messaging.
- Respond to internal and external information requests.
- Create flyers, press releases & other outreach materials as required.

Fund Development Consultant (NyRise) - Greater Baltimore Urban League (GBUL) 8/2015- 8/2016

- Research, identify and contact prospective donors, resulting on over \$1 million raised locally.
- Organize and take part in strategy and planning meetings with GBUL Leadership and other members of the fundraising team.
- Respond to inquiries from corporates, government officials and GBUL Leadership.
- Maintain and update database of donor information for future use.
- Conduct research, make site visits, and find resources to help staff make decisions about event possibilities.
- Write internal reports, analyzing fundraising progress on a monthly or periodic basis.
- Prepare materials for meetings and events, such as sponsorship packets, donor sheets, or gift bags.

Special Assistant to the Secretary- Dept. of Housing & Community Development 03/2011 – 07/2015

- Assist the Director in all aspects of his work, including coordinating projects, events, presentations and working with outside public and private partners.
- Attend meetings and coordinate special projects and travel with the Director, as needed, on official visits.
- Advise; provide guidance and process critical and intricate personnel related matters in division.
- Oversee budget functions for division according to State and Departmental policies. Approve and authorize spending on travel, office equipment, IT and special requests.
- Provide detailed reports including from internal housing database systems and prepare presentations for the
- DHCD Executive Leadership and state agencies including the Executive Department.
- Manage and prepare responses to the Governor’s office related to the status of constituent concerns.

- Supervise administrative staff in Director's office.
- Assist with preparing budgets and provide periodic progress reports to staff directors for each event and/or project.
- Assist in developing and implementing strategies and action plans to advance housing legislative issues, small business lending programs and affordable housing financing.
- Interact frequently with the Office of Communications as web liaison to determine appropriate placement and accuracy of content.

Executive Consultant- Kevin Liles For A Better Baltimore (KLBB) 2012- Present

- Develop relationships and partner with community members, prospective donors and business entities to raise funds in support of foundation.
- Oversee all operational activities of the foundation; including managing database, ordering supplies, contract negotiation and payment to vendors.
- Ensure that the foundation has a long-range strategy which achieves its mission, and toward which it makes consistent and timely progress.
- Book, secure and interact with celebrities, management and other high profile clients including travel.
- Manages the implementation of fundraising plans, with the support of the foundation board and volunteers.
- Prepare briefing memorandums, talking points and schedules for principal, elected officials and celebrity guests at events.
- Oversee fiscal policies and procedures and monitoring operating budget.
- Promote and engage community leaders and other advocates to enhance the image and visibility of the foundation.
- Oversee all financial donations and responses regarding requests of products, appearances or financial donations.
- Serve as the foundation's chief representative and spokesperson.
- Appoint, develop and manage interns and volunteers.

Director of Outreach- Lt. Governor's Office (State of Maryland) 11/2008- 03/2011

- Strategize, develop and implement Lt. Governor's communication and outreach plan.
- Identify and build opportunities for the Lt. Governor to promote administrations agenda, accomplishments and policies.
- Create, lead and produce projects & events including coffees, meetings, and conferences.
- Expand and develop partnerships with government officials, staff and stakeholders.
- Work closely with ethnic communities to schedule and create events attended by both domestic and international guests.
- Lead staffer to accompany Lt. Governor at various events ranging from outreach events with community members to VIP events with celebrities, U.S cabinet members, FLOTUS and POTUS.
- Write briefing memorandums and supporting documents that provide efficient background information.
- Design and produce documents for events including invitations, agenda, program, place cards, and name badges.
- Organize important events in both short and advance notice under pressure including identifying and securing vendors, sponsors and government agencies to support the event.

- Supervise and create budget and keep accurate account of work orders, invoices and receipts.

Neighborhood Liaison - Mayor's Office (City of Baltimore) 04/2007- 11/2008

- Provide direction to city agencies in responding to neighborhood initiatives, plans, and requests.
- Inform the Mayor, Deputy Mayors, and Chief of Staff of all critical issues and activities in assigned geographic area.
- Staff and/or represent the Mayor at meetings and events both domestically and internationally.
- Conduct research to include in briefing memorandums, follow up reports and Mayor's correspondence.
- Work closely and coordinate joint action plans with counterparts in Office of The President of City Council and State's Attorney's Office.
- Key factor in bridging gaps between community members and government officials.
- Lead in resolving complex issues in a timely fashion.
- Plan and manage both private and citywide events.

Affiliations

The SEED School, Board Member (proxy) on behalf of Kevin Liles 2013- Present

White House Volunteer 2013 – Present

My Sisters Place 2010 - 2015

Hanlon Park Community Association, Vice President 2010- 2012

Park Heights Community Festival, Organizer 2002-2008

Mayor's Neighborhood Conference, Event Chair 2005

Delta Sigma Theta Sorority, Inc., Member 2003- Present

Alicia Lynn Wilson

Qualification Summary

Ms. Wilson is an active member of the Baltimore community. She has held officer positions in several bar associations. Alicia is a past president of the Alliance of Black Women Attorneys of Maryland and currently co-chairs the organization’s Strategic Growth Committee. Alicia is also Co-Chair of the Historical and Mentoring Committee of the Bar Association of Baltimore City and serves on the local and Specialty Bar Liaison Committee of the Maryland State Bar Association.

Education

J.D., University of Maryland School of Law, Baltimore, MD, 2007
 B.A., Political Science, University of Maryland, Baltimore County, 2004

Nature of Involvement

Ms. Wilson will serve as a Subject Matter Expert, Baltimore Community Engagement.

Work Experience

Sagamore Development Company (a subsidiary of Plank Industries)

Position: Vice President of Community Affairs and Legal Advisor

Dates of Employment: 05/14/16-Present

Real Estate Development: Counsels developer, project owners and managers in the acquisition, financing and development of commercial, industrial and residential property. Represents developer in zoning matters, special exceptions, variances, development plan and permitting approvals. Represents developer in real estate matters related to acquisition, sale, leasing, sub-division, financing and development of 260 acre tract of land. Responsible for securing all approvals related to Tax Increment Financing for the building of public infrastructure.

Legal Advising: Serves as legal advisor to the CEO on labor and employment, commercial law, real estate and strategic initiatives. Counsels company principals on matters related to compliance and data collection. Oversees the selection and engagement of outside counsel on a variety of legal matters.

Public Relations/Community Affairs: Responsible for community and public relations in connection with the largest redevelopment project in the United States focused on the growth of Under Armour. Served as principal negotiator of city-wide and neighborhood community benefits agreements. Developed a MBE/WBE/SBE equity and business expansion program in connection with a 5.5 billion dollar development project. Engaged in the formation of a community coalition aimed at addressing long-standing community initiatives in the most impoverished communities in Baltimore. Developed robust philanthropic and investment partnerships totaling over one hundred million dollars in private investment. Formulates metrics for measuring impact of philanthropic support and investment to local institutions.

Gordon Feinblatt LLC

Position: Labor and Employment and Litigation Member

Dates of Employment: 08/28/08-05/11/16

Case Preparation/Management: Extensive experience in all aspects of litigation, including alternative dispute resolution, pretrial discovery, motion practice and trials. Performed full scope of responsibilities for each case, including witness preparation, case investigation and research, and negotiations. Well versed in post judgment collection process, including asset searches, discovery in aid of execution, wage and property garnishments and filing of judgment liens in multiple jurisdictions.

Legal Research: Researched substantive legal issues in employment, family, housing, tax, real estate, and business law. Conducted research of laws, legal opinions, policies, regulations, legal texts, and precedent bearing on the legal issues involved in a particular case. Engaged in research to resolve legal and policy issues when there is no clear precedent. Prepared legal memoranda outlining the facts and legal issues, analyzing the factual and legal issues involved, explaining the application of legal principles and precedents, and justifying recommendations or conclusions.

Litigation Experience: Represented individual and institutional clients in commercial litigation involving landlord and tenant law, financial/banking law, real estate law, tort law, employment law and contract law. Acted as principal attorney in charge of the preparation and presentation of cases before administrative tribunals, the District Court of Maryland, and the Circuit Court of Maryland. Represented individual clients in family law litigation involving custody, visitation and divorce issues.

Real Estate Experience: Represented developers, investors, and builders in the acquisition, sale, leasing, financing and development of commercial, industrial and residential property. Provided counsel to real estate and business clients, including commercial real estate developers, homeowner associations, residential apartment owners, including parties to syndications; and borrowers and lenders in loan transactions and workouts. Formed entities such as partnerships, limited liability companies and corporations which own and operate real estate and other businesses and handled major leasing transactions representing landlords and tenants in office buildings and retail centers. Assisted clients in zoning matters, special exceptions, variances, development plan and permitting approvals.

Labor & Employment Experience: Counseled individual and institutional clients in all aspects of employment and labor law, including employment discrimination, personnel policies, employment contracts, collective bargaining, and National Labor Relation Act matters. Represented public unions in collective bargaining and grievance proceedings.

Judge David Young

Circuit Court for Baltimore City

Position: Law Clerk

Dates of Employment: 08/14/07-08/20/08

Drafted Post Conviction and Civil Opinions for the Judge's review. Researched case law, statutory law and administrative law for court proceedings. Drafted juvenile adjudicatory opinions. Helped youth enroll in drug treatment/diversion programs. Reviewed adoption filings and petitions for completeness. Assisted the Judge with legal reasoning on evidentiary issues. Prepared information reports for criminal proceedings. Scheduled Post Conviction Hearings with the court, and prosecuting and defending attorneys.

Juvenile Law Clinic

University of Maryland School of Law

Position :Staff Attorney

Dates of Employment: 08/28/06-05/20/07

Organized after-school personal and career development activities for students at the Baltimore Freedom Academy. Coached the Baltimore Freedom Academy's high school mock trial team. Developed a mock trial/oral advocacy curriculum for Baltimore Freedom Academy's student body.

Gordon Feinblatt LLC

Position: Summer Associate

Dates of Employment: 05/21/06-08/06/06

Drafted interrogatories, requests for document production, and request for admissions. Researched substantive legal issues in employment, housing, tax, real estate, and business law. Prepared comprehensive memorandum. Drafted client correspondence. Attended depositions, hearings, and trials and prepared summaries of testimony and depositions.

Office of the Baltimore City Solicitor

Position: Asper Fellow

Dates of Employment: 08/20/05-05/20/06

Researched substantive legal issues in employment, housing, tax, real estate, and business law. Identified pertinent facts, issues, and analyzed cases. Evaluated cases and suggested courses of legal action under supervision of attorney. Prepared comprehensive legal memoranda and motions. Assisted in trial preparation and in preparation of trial notebooks.

Gallagher, Evelius & Jones, LLP

Position: Summer Associate

Dates of Employment: 05/20/05-08/20/05

Researched substantive legal issues in areas such as education, employment, business, real estate and tax law. Drafted comprehensive legal memoranda and motions. Drafted organizational documents for Maryland limited liability companies, limited partnerships, and corporations.

American Youth Policy Forum

Position: Harry S. Truman Summer Fellow

Dates of Employment: 05/10/04-08/05/04

Conducted forty-four interviews with Congressional directors and aides to ascertain how the American Youth Policy Forum could be a better resource of information to them. Prepared and presented a detailed policy proposal on how the American Youth Policy Forum can further address the ever growing needs of legislative directors and aides in the youth policy arena.

Maryland Disability Law Center

Position: Legal Intern

Dates of Employment: 01/06/04-05/14/04

Conducted preliminary interviews with clients to ascertain their grievances. Corresponded with governmental agencies on behalf of clients to resolve administrative and substantive complaints. Developed and maintained a database of client complaints and resolutions.

Judge David Young

Circuit Court for Baltimore City

Position: Legal Intern

Dates of Employment: 01/03/03-05/15/03

Researched case law for court proceedings. Prepared information sheets for criminal proceedings. Scheduled Post Conviction Hearings with the court, and prosecuting and defending attorneys. Wrote Pre-Trial Conference and Fast-Track Civil Memos for settlement conferences. Drafted Post Conviction and Civil Opinions for Judge's review.

The Public Justice Center

Position: Law Links Intern

Dates of Employment: Summers 06/01/98-08/01/02

Organized legal pleadings and discovery files into chronological directories creating a more accurate flow of information for attorneys. Served as a tenant advocate in court proceedings representing tenants' interest. Developed a parent resource guide for the guardians of delinquent youth. Processed evidence for court proceedings using Microsoft Excel and Access

Awards/Honors

The 2008 W.E.B. Dubois Circle Stellar Woman Award

The 2008 Philomathians Stellar Woman Award

The 2009 UMBC Alumni Association Rising Star Award

The 2010-2016 Maryland Rising Star Attorney Award, Super Lawyers Magazine

The 2011 Maryland Daily Record, 20 in their Twenties Award

The 2011 Maryland Daily Record, Leading Woman Award

The 2012 Bar Association of Baltimore City Presidential Award

The 2015 Rising Star Award from the Black Women Lawyers Association

The 2015 Young Lawyer-Future History Maker Award from the Monumental City Bar Association

The 2015 Young Lawyer of the Year Award for Community Service from the Maryland State Bar Association

The 2015 Rising Star Award from the University of Maryland Francis King Carey School of Law

The 2016 Baltimore Black Wall Street Award

2016 Community Leadership Award from the Cherry Hill Homes Tenant Council

Named one of Baltimore's 25 Women to Watch for 2016

Named the 2017 Baltimore "Champion of Courage" by Fox 45

Caryn York

Education	Nature of Involvement
B.A., Washington College, International Studies	Ms. York will serve as a Subject Matter Expert, Baltimore Community Engagement.

Work Experience

Director of Policy and Strategic Partnerships 1/2011 – present

Job Opportunities Task Force (JOTF), Baltimore, MD

Develop and advance JOTF policy priorities at the state and local levels; establish and maintain strategic partnerships with key stakeholders that will effectively execute the organizational mission; research and analysis of workforce development, adult education, workplace policies and barriers to employment; represent JOTF on key local and state taskforces, workgroups, and public forums; expand JOTF’s presence around the state; and, other duties as assigned.

Legal Assistant 10/2009 – 12/2010

Law Office of Fred S. London, P.C., Baltimore MD

Provided extensive legal and administrative support to attorneys; client preparation for Social Security Disability hearings; overall organizational and administrative support to the firm; and, other duties as assigned.

Assistant to the Chairman 11/2006 – 10/2009

State Baltimore City Delegation, Annapolis/Baltimore City

Organize and facilitate weekly Baltimore City Delegation meetings; arrange speakers including, *inter alia*, Baltimore City elected and appointed officials, state elected and appointed officials, and other city and state stakeholders; assist the Chairman at committee hearings; act as a resource in the Chairman’s absence; supervise administrative and volunteer staff; legislative assistance; and, other duties as assigned.

Administrative Assistant, 8/2006 – 11/2006

Sheridan Libraries, Johns Hopkins University, Baltimore, MD

Provide marketing assistance to the director of the Public Relations department of the Johns Hopkins University Sheridan Libraries; student payroll; various clerical duties; and, other miscellaneous activities within the Dean of the Libraries office.

Affiliations

Council Member, Maryland Justice Reinvestment Coordinating Council

Member, Second Chance Coalition and Bridging the Gap Subcommittees, Greater Baltimore Committee

Chair, Policy Committee, Re-Entry Roundtable for Prince George’s County

Board Member, Out for Justice, Inc.

Former Board President – Out for Justice, Inc. (2012-2014)

Awards

2015 *Leading Women* Honoree, The Daily Record; 2013 *20 in Their Twenties* Honoree, The Daily Record; 2014 NAACP (Baltimore Branch) Clarence Mitchell Jr. Award – Leadership and Excellence in Social Justice and Public Policy

D. ANTONIO BRIDGES II (TONY)

Education	Nature of Involvement
<p>B.S., Mass Communications, Frostburg State University, Frostburg, MD, 2000</p> <p>Certificate, Strategic Public Relations and Integrated Communications, Towson University, Towson, MD, 2002</p>	<p>Mr. Bridges will serve as a Subject Matter Expert, Baltimore Community Engagement.</p>

Work Experience

Director, Community and Human Services Nov. 2016 – Present

Park Heights Renaissance Baltimore, MD

- Assist Executive Director with achieving the goals of the Park Heights Master Plan
- Collaborate with the Executive Director on the development and implementation of organizational strategies, policies and practices related to human services.
- Assist partners with the implementation of programs in the Park Heights Master Plan target area.
- Provide direction to the organization's short and long-range planning for human services programs
- Develop, manage and implement community partnerships and services in alignment with PHR's mission and priorities with municipal, state and federal governments, as well as private industry, non-profit and community based organizations for problem-solving, service coordination and mutual goal-setting
- Assess program performance, analyze changing conditions affecting service delivery (e.g. legislation, rules, regulations, service demands, budget), and develop and implement plans, policies or procedures to modify or expand services to meet

Director, Community Affairs Nov. 2015 – Nov. 2016

Johns Hopkins Institutions Baltimore, MD

- Directed the Office of Community Affairs for the East Baltimore campus of Johns Hopkins.
- Developed and implemented the strategic plan, goals and objectives of the office including identification of staffing and budgetary requirements.
- Assisted with enhancing the visibility and positive image of the Johns Hopkins Institutions.
- Represented Johns Hopkins on multiple internal and external committees and boards.
- Provided briefing and served as a resource for the administration and senior staff of Johns Hopkins.

Consultant April 2015 - Present

TBridges Communications, LLC Baltimore, MD

- Assists clients with communication and community engagement strategies.
- Coordinates constituency and community advocacy.
- Arrange special events and activities on behalf of clients.
- Provide guidance on strategic collaborations and communication.

Chief of Staff Jan 2014 – April 2015

Maryland Transit Administration State of MD

- Provided leadership in strategic planning, professional development, compliance, communications, government & community relations, performance management and other related services.
- Developed strategy for public affairs, government relations, and performance management.
- Provided guidance and direction to staff in ensuring the agency's mission, vision, and key goals.
- Communicated with other agencies, State & County officials, external contacts and organizations to coordinate activities and programs, as well as resolve issues and conflicts.
- Liaison with Secretary's Office, Governor's Office, and other Cabinet/Agencies on behalf of the MTA.

Senior Advisor April 2013 – Jan 2014

Maryland Department of Transportation State of MD

- Aided and advised on a variety of transportation related issues.
- Offered leadership on a wide range of transportation activities that involved coordination and collaboration across MDOT's modal administrations.
- Counseled and advised the Secretary and appropriate staff.
- Addressed the public and external transportation organizations to communicate plans, convey expectations, proposals and outcomes.

Chief of Staff Dec 2007 – April 2013

Governor's Office of Community Initiatives (GOCI) State of MD

- Oversaw all fiscal and daily operations including an overall budget of approximately \$3 million and the historic Banneker Douglas Museum.
- Managed a staff of 29 including Directors of Intergovernmental Affairs, Ethnic and Cultural Commissions, Governor's Office on Service and Volunteerism, Faith-Based Initiatives, and Volunteer Maryland.
- Collaborated with the Maryland Municipal League (MML) and Maryland Association of Counties (MACO) on Baltimore City related issues.

- Implemented an intergovernmental statewide program on foreclosure outreach to ethnic, faith, and volunteer communities.
- Worked with the legislative office and Maryland Commission on Indian

Executive Director Jan 2007 – Dec 2007 *Mayor's Office of Neighborhoods & Constituent Services (Mayor Sheila Dixon) Baltimore, MD*

- Restructured office into two divisions: Neighborhoods and Constituent Services.
- Supervised a staff of 22 and all functions of the office.
- Advised Mayor on strategies to enhance and improve community initiatives, issues, and programs.
- Chaired the Mayor's Neighborhood Cabinet by providing instruction to implementation agencies on Mayoral Initiatives and community- based needs.
- Oversaw and devised the work program of Neighborhood Liaisons, Ethnic Liaisons, and Constituent Services Division.
- Oversaw office budget and the Mayor's Neighborhoods First Capital Improvement Grant Program.

Deputy Director March 2005 – Jan 2007

Mayor's Office of Neighborhoods (Mayor Martin O'Malley) Baltimore, MD

- Created the Mayor's first Conference of Neighborhoods focusing on capacity-building and collaboration strategies for community leaders.
- Worked with and advised Neighborhood Liaisons on ways to address community issues and concerns.
- Collaborated with Mayor's Office senior staff; advising the Mayor on community concerns and scheduling for public functions.
- Prepared agenda and presentations for Mayor's Neighborhood Cabinet which brings together city agencies to focus on Mayoral Initiatives and community-based needs.
- Established and managed office internship program.
- Continued the duties of Neighborhood Liaison for West & Northwest Baltimore which is stated below.

Neighborhood Liaison May 2002 – March 2005

Mayor's Office of Neighborhoods (Mayor Martin O'Malley) Baltimore, MD

- Collaborated with neighborhood associations on capacity-building, long-range planning, constituent services, and policy needs.
- Worked collaboratively with CitiStat, an efficiency module which addresses community concerns regarding policy and procedural issues.
- Represented Mayor at community meetings and public functions to provide direct access to Mayor and response from city government.
- Coordinated special events such as Mayor's Open Dialogue, "Spring and Fall Clean Up" and BELIEVE in Our Schools Campaign Initiatives, which focused on improving city school facilities.

- Served on the BELIEVE in Your Neighborhood Grant Committee awarding grants to non-profits and community associations across the city.
- Devised strategy with senior staff to establish the Office of Operation Crime Watch.

Honors and Activities

Fellow, Academy for Excellence in Local Governance through the University of Maryland

ACTIVITIE National TRIO Achiever 2010

National Association of Counties' (NACO) Multicultural Diversity Award for extraordinary outreach to ethnic communities (Mayor's Office 2005)

Numerous Citations & Awards for Outstanding Community & Public Service

Michael M. Berlin, J.D., Ph.D.

Education	Nature of Involvement
<p>Ph.D., The University of Maryland Graduate School, Baltimore - Public Policy, 2006</p> <p>Fellow/Certificate, The Johns Hopkins Fellows in Change Management, 1990</p> <p>J.D., University of Maryland School of Law, 1979</p> <p>B.A., M.A., Psychology, The Johns Hopkins University, 1975</p>	<p>Mr. Berlin will serve as a Subject Matter Expert, Community Policing and Baltimore Community</p>

Work Experience

<p>2008 to Present</p>	<p>Assistant/Associate Professor of Criminal Justice, Coppin State University. Extensive teaching responsibilities, including a combination of graduate and undergraduate courses in policing strategies, management, organizational dynamics, homeland security, terrorism, criminal and constitutional law, criminal justice policy and other subjects. Graduate Coordinator/Director.</p>
<p>1995 to 2008</p>	<p>Assistant/Associate/Full Professor of Criminal Justice, Baltimore City Community College. Broad teaching and administrative responsibilities in a wide variety of areas. Appointed Director /Coordinator of the Criminal Justice Program, Fall, 1997. Subjects taught include: Introduction to Criminal Justice, Criminal Law, Criminal Procedure, Management of Police Organizations, Organizational Dynamics and Litigation and Administrative Law in the Legal Assistant Program. Instruction delivered on-campus and The Baltimore Police Academy.</p>
<p>1996 to 2008</p>	<p>Professor/Instructor, Baltimore Police Academy. Entrance Level Training in Criminal Law, Criminal Procedure, Evidence, Court Testimony, Evolution of Policing and Social Relations. On-site courses in Community Policing, Management, Fieldwork and other Criminal Justice topics.</p>

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- 1979 to 1995 Attorney, private practice - Law Offices of Michael M. Berlin - criminal, tort, domestic, commercial and civil rights cases. Trial and appellate litigation in the District and Circuit Courts for Baltimore City and numerous Maryland counties, the Court of Special Appeals and Court of Appeals of Maryland, the U.S. District Court for the District of Maryland, the U.S. Court of Appeals for the Fourth Circuit and the U.S. Supreme Court.
- 1995 to Present Attorney/Consultant, private practice. Curriculum design, lesson planning, training and consulting on legal, law enforcement, homeland security/terrorism, management and criminal justice issues; interdisciplinary research and research design.
- 1994 to 1997 Executive Director, The Institute for Public Safety, Inc. A Maryland Not For Profit Corporation dedicated to improved highway and public safety. Duties included a wide range of development, fund raising, networking, administrative and conference planning and presentation activities.
- 1975 to 1978 Police Officer/Police Agent in patrol and community relations divisions for the Baltimore City Police Department Activities in addition to regular patrol duties included "tension patrol" and teaching in the Baltimore City Public Schools. Commended for administering life-saving mouth to mouth resuscitation.

Honors and Appointments

- 1989 to 1992 Police Advisory Council for the City of Baltimore. The Council meets with the Police Commissioner and command staff on a monthly basis to discuss public policy issues and acts as a liaison between the community and the police department. Membership in the Council is by Mayoral Appointment.
- 1985 to 1991 Board of Directors, Treatment Resources for Youth, President, 1987 to 1991 a government funded (DEAA/State & City Health Departments) treatment program for youths with serious drug and alcohol problems. The Directors set goals and made major policy decisions concerning the program, reviewed operation of the program to make certain that it was functioning properly and were responsible for selecting and hiring the director of the program.

- 1982 to 1984 Counsel, Cherry Hill Emergency Relief Fund. CREF is a non-profit corporation membership consists of churches from the Cherry Hill area of Baltimore City.
- 1981 to 1991 Panel Attorney, Public Defender for Baltimore City, Juvenile Division.
- 1976 to 1978 Guest Lecturer, The Johns Hopkins University, Criminal Justice and Corrections.

Claudia Nelson

Education	Nature of Involvement
<p>Ph.D. Political Science, Clark Atlanta University, Atlanta, Georgia, 2007</p> <p>M.A. African American Studies, Clark Atlanta University, Atlanta, Georgia, 2000</p> <p>B.A. Business Management, Herbert H. Lehman College, Bronx, New York, 1989</p>	<p>Ms. Nelson will serve as a Subject Matter Expert, Community Development, Race Relations, and Baltimore Community.</p>

Work Experience

ACADEMIC EXPERIENCE

President of the Faculty Senate

Coppin State University, Baltimore, MD

October 2015 – Present

In October 2015 I assumed the position and was elected to the position in May 2016. I provide leadership for the Faculty Senate in carrying out its function to:

- Represent and inform the faculty with respects to the governance of the university
- Serve as the principle body representing the faculty voice in shared governance at the institution
- Provide faculty representation on other University-wide bodies/committees
- Serve in an advisory capacity to the University President and all other constituents of the University
- Advocate and promote the general welfare of the faculty
- Work collectively to guarantee each faculty member procedural and substantive due process with essential fairness to all
- Support academic freedom for the faculty

Highlighted Successes:

- Provided leadership for reviewing and updating all major policy documents including the Faculty Handbook, Constitution of the Faculty Senate, Merit Pay, Emeritus Status, Privileges and Benefits, and Procedures and Criteria For the Appointment, Rank, Tenure, and Promotion of Faculty
- Rebuilt the Executive Committee of the Faculty Senate
- Worked collaboratively with the Provost to establish a process for Merit Pay
- Led efforts to engage in a thoughtful process in identifying new high-demand and unique academic program offerings in response to remedies set forth in The Coalition for Equity and Excellence in Maryland Higher Education, *et al. v. Maryland Higher Education Commission, et al.*, Case 1:06-cv-02773-CCB
- Secured space on campus to conduct Faculty Senate business

- Organized multiple well-attended meetings with the President and the Provost with faculty
- Convened a Faculty Handbook Retreat
- Represented the faculty on over 10 System and University level committees

Associate Professor of Political Science

Coppin State University, Baltimore, MD

Department of Applied Social and Political Sciences

July 2014 - Present

In addition to teaching, duties include but are not limited to coordinating the political science program, advising students and student organization, planning programs and event, and serving as Chair of the department's Peer Review Committee. In addition I represent the department on college and university-wide committees and mentor junior faculty. As the coordinator of the Ghana Study Abroad Program my responsibilities include recruitment, budgeting, marketing, scheduling, and assuring compliance with University's policies. Position requires proficiency in Blackboard LMS, Peoplesoft, and Microsoft Office.

ADMINISTRATIVE EXPERIENCE

General Associate

Coppin State University, Baltimore, MD

Office of the Provost and Vice President of Academic Affairs

AY 2012 – AY 2013

Served as Project Manager for the Taskforce on Enrollment and Student Success on behalf of the Provost/Vice President of Academic Affairs and the Vice President of Enrollment Management. My primary responsibilities included:

- Chairing the Cohort Services Subcommittee. Our tasks included:
- Linking students who had not registered by a certain checkpoint or date with their schools/departments.
- Collaborating and coordinating with faculty and advisors to ensure appropriate services and interventions were prescribed to students including assessing current academic advising practices and recommending best practices in this area.
- Working with the Office of Information and Technology to ensure optimal training using Peoplesoft Analytics.
- Creating a tracking system using Microsoft Project Management Software to monitor all subcommittees' progression towards meeting stated goals of the Taskforce.
- Assessing current retention and graduation rates for the 2007 and 2008 Cohorts and developing strategies for increasing both the retention and graduation rates for the 2007 and 2008 Cohorts.

Assistant to the Dean

Coppin State University, Baltimore, MD

School of Professional Studies

AY 2010 – AY 2012

Supported and assisted the Dean for two academic years with the administrative functions of the School including but not limited to:

- Collaborating with faculty, administrators and staff, in addition to internal and external programs and agencies, in the efforts to provide our students, departments, and the school with allies in our endeavor to produce the next generation of scholars and professionals who have been equipped to lead and serve
- Providing leadership in the school's retention efforts and the university-wide dialogue on retention
- Providing technology training for faculty and staff
- Co-developing the curriculum for a school-wide study abroad initiative
- Serving as the Country Coordinator in the planning, development, implementation and budget management of the school's study abroad program to Ghana, West Africa
- Planning and coordinating school-wide meetings, programs and events
- Mediating students' issues and concerns
- Analyzing data to ensure the school's strategic plan aligns with the University System of Maryland and Coppin State University's strategic plans
- Co-designing and editing the school's official magazine, *Proficionada*
- Serving as co-editor of the school's newsletter, *The Informant*
- Serving on internal and external committees
- Assuming the duties of the Dean in her absence

Coordinator of the Study Abroad to Ghana, West Africa Program

Coppin State University, Baltimore, MD

January 2011 – June 2014

Lead three successful summer sessions (2012, 2013 and 2014), which resulted in 31 people (25 students/6 faculty) traveling and studying abroad in Ghana. In 2012 I was the lead team member in the planning, development and implementation of the school's inaugural cross-departmental study abroad program to Ghana, West Africa. In 2013 and 2014 I ran the program. Responsibilities included:

- Securing approval of the Curriculum and Standard Committee
- Developing and managing the budget
- Fundraising and securing sponsorships
- Conducting seminars, screening students
- Working closely with overseas liaisons in coordinating in-country lectures and activities
- Coordinating pre-travel and travel arrangements

Beverly J. O’Bryant, Ph.D.

Qualification Summary

Beverly O’Bryant is a career educator and mental health professional with thirty –three years experience in K-12 public school systems and fourteen years experience in higher education. Long-standing reputation for task-oriented, qualitative services to systems and associations. Professional with distinguished record in administration, teaching, counseling, research, advocacy, programmatic conception, development and implementation, public relations, inter-professional relations, public policy and legislation, and revamping infrastructures. Principal investigator for nearly two million dollars in grants over professional career. Elected President of three national professional organizations. Formal presentations made in 50 states, 2 US territories, and 6 countries abroad. Publications include authorship of 4 book chapters, 17 articles in refereed journals, a national position paper, 20 articles in national newsletters, 2 manuals; co-authorship of 3 program policy documents and 6 program documents. Demonstrated ability to reprioritize and refocus board policy and management implementation to stabilize a corporation. Ability to manage conflict, promote cooperation and foster a positive public image. Successfully mechanized a professional association for strategic and financial recovery. Secured a \$1.4 million loan to refinance a headquarters building, a \$1 million line of credit to retire debt, and management agreements to strengthen operating procedures.

Education

Ph.D., Counselor Education; Cognate Areas:
 1. Education Policy, Planning & Administration
 2. Psychology, University of Maryland, College Park, Maryland, 1999

M.A. Counseling; Specialty Area: School Counseling, University of Maryland, College Park, Maryland, 1974

B.A. Elementary Education, Dunbarton College of the Holy Cross (Magna Cum Laude), 1969

NCC National Certified Counselor

NCSC National Certified School Counselor

LPC Licensed Professional Counselor

Nature of Involvement

Ms. O’Bryant will serve as a Subject Matter Expert, Behavioral Health and Baltimore Community.

Work Experience

**FOUNDING DEAN, COLLEGE OF BEHAVIORAL AND SOCIAL SCIENCES
 (FORMERLY THE SCHOOL OF PROFESSIONAL STUDIES)
 COPPIN STATE UNIVERSITY, BALTIMORE, MD -July 2007-PRESENT**

Founding Dean and Chief Academic Officer for College of Behavioral and Social Sciences (CBSS), the largest academic college in the university, with overall academic responsibility for directing and managing the administrative and academic activities of a student population which

represents more than one-third of the total university student population and an annual budget of just under 1.5 million dollars. This includes 10 undergraduate degree programs, 5 graduate degree programs and seven certificate programs in five departments of study: Applied Psychology and Rehabilitation Counseling, Criminal Justice and Law Enforcement, Interdisciplinary Studies, Social Sciences, and Social Work. Overall goals include 1) acquisition of supplemental funding sources to support and enhance academic programs, student opportunities, and professional development opportunities for faculty and staff, 2) recruitment and retention, 3) institutional standardization of school initiatives, 4) undergraduate and graduate faculty: selection and retention, 4) increased external communication and dissemination, 5) increased internal communication and dissemination, and 6) support and advocacy for new undergraduate and graduate degree programs and certifications. Serve on the Provost's Council and participate in all budget, facilities and personnel decisions affecting undergraduate and graduate academic programs in the College.

CONSULTANT, THE CHICAGO SCHOOL OF PROFESSIONAL PSYCHOLOGY, WASHINGTON DC CAMPUS, OURS LEADERSHIP POST DOC CERTIFICATE PROGRAM, SUMMER 2013-PRESENT

Co-teach residency classes as requested and mentor 9 OURS leadership students. Meet with mentees on average of twice a month for 1-hour phone meetings and as needed. Provide guidance, feed-back and support. Meet face-to-face at every residency meeting in Washington for at least one hour of one-on-one time over the course of their time in DC. Also have group breakfast and/or lunch meetings with all nine mentees during their residency visits.

COMMISSIONER, MARYLAND CORRECTIONAL TRAINING COMMISSION, 2009-Present

Meet quarterly to rule on policy and regulations relative to correctional processes and procedures for the State of Maryland Corrections System and to make final dispositions on personnel actions.

CHAIR, BOARD OF DIRECTORS, AND PRINCIPAL PARTNER HEALTH INTERNATIONAL, EDUCATION AND PRACTICE PARTNERS INC., 2006 TO 2010

Principal partner in a health and education consultant firm specializing in assessments, planning, evaluation, participatory action research, program design, policy and procedure, and training in the areas of education, public, occupational and mental health. Worked with national and international governments, private and corporate agencies, public and private health and mental health facilities and school districts. Example: Co-authored HIV-AIDS Policy, Wellness Program and Social Marketing Plan, developed 14 educational training modules and brochures under four general areas: Infectious Diseases (HIV/AIDS, Avian Flu), Healthy Living (Post Retirement, Healthy Eating, Exercise), Life Management (Stress Management, Dealing with Trauma and Life Changes and developed a Resource Manual For the African Development Bank to be used in Tunisia and 12 African Countries. Conducted all training in Tunis, Tunisia over a 6 week period.

PAST PRESIDENT, ASSOCIATION FOR MULTICULTURAL COUNSELING AND DEVELOPMENT, 2007 - 2008

PRESIDENT, ASSOCIATION FOR MULTICULTURAL COUNSELING AND DEVELOPMENT, 2006 - 2007

PRESIDENT-ELECT, ASSOCIATION FOR MULTICULTURAL COUNSELING AND DEVELOPMENT, 2005 - 2006

Representative and spokesperson for the multicultural counseling and diversity agenda for the nearly 500,000 professional counselors across the United States and more than 20 countries internationally. Responsible for oversight of policy implementation, fiscal planning, organization and governance of the association. Chair and supervise a 20-member governance board. Articulate goals, positions and issues of the organization to the public. Responsible for assuring that the multicultural counseling agenda is incorporated into organizational mainstream initiatives and legislation.

**ASSISTANT TO THE PROVOST
OFFICE OF GRADUATE STUDIES AND RESEARCH
BOWIE STATE UNIVERSITY 2005-2007:**

Responsible for establishing, institutionalizing, training, dissemination and monitoring of all policy, procedural and administrative functions of the Office of Graduate Studies and Research including oversight of \$985,000 budget. Responsibilities included assessment of infrastructure, recommendations for modification and implementation of same. Modifications provided internal institution-wide consistency, understanding and implementation of all administrative functions of all graduate programs across all schools. Areas included in infrastructure changes and/or enhancements included (but were not limited to): Graduate Admissions, Recruitment, Graduate Assistantship, Tuition Remissions, Comprehensive Examination Process, Policy Manuals, Theses and Dissertation preparations, Graduate School Program Publications. COMMITTEE ASSIGNMENTS included **Chair, Graduate Council**, Member, Provost's Staff, Member, Dean's Administrative Council, Member, Department of Educational Studies and Leadership, Member, Retention Committee, Member, Evaluation Committee.

**DIRECTOR, DOCTORAL PROGRAM IN EDUCATIONAL LEADERSHIP
SCHOOL OF EDUCATION, BOWIE STATE, UNIVERSITY 2004- 2007**

Responsible for the direction, administration, admission and maintenance of 60-credit hour doctorate degree training program. – the first doctoral program at BSU. Taught 18 credit hours in the doctoral program annually; advised 84 doctoral students, member 20 doctoral committees and chaired seven (7) doctoral dissertation committees. COMMITTEE ASSIGNMENTS INCLUDED: Member, NCATE Curriculum Standards Committee, Member, BSU Graduate Council, Member, Dean's Administrative Council. SELECT ACCOMPLISHMENTS: Graduated first 26 students, Created an infrastructure to facilitate smoother program implementation, Prepared policy and procedures handbook, Modified and standardized comprehensive exam process and the dissertation defense process and procedure, Designed and delivered supplemental courses in the dissertation preparation process, Established a Dissertation of the Year Process, Procedure and Ceremony.

**ASSISTANT PROFESSOR
SCHOOL OF EDUCATION, DEPARTMENT OF COUNSELING
BOWIE STATE UNIVERSITY, BOWIE, MD 2000-2006**

Assistant Professor, Graduate School of Education, Department of Counseling. Taught 10 hours of graduate courses per semester, and advised 50 graduate students in both the guidance and

counseling and counseling psychology programs. Member of CACREP and NCATE accreditation preparation teams, Project Coordinator Research Component of the Minority Male Health Project, a BSU grant from the Department of Health and Human Services with a consortium of 5 Historically Black Colleges and Universities.

RESEARCH COORDINATOR, BOWIE STATE UNIVERSITY NATIONAL MINORITY MALE HEALTH PROJECT (NMMHP) RESEARCH COMPONENT: 2000-2009

Project Research Coordinator for a BSU grant from the Department of Health and Human Services with a consortium with of 5 Historically Black Colleges and Universities. The goal of the NMMHP Research Component is to conduct professional research, which focuses on best practices for providing counseling prevention, intervention and consulting services in the areas of minority male health in eight health disparity areas. The identified areas are cardiovascular disease, diabetes, hepatitis, HIV/AIDS, hypertension, liver cancer, lung cancer, and prostate cancer. Research teams conduct research from one or more theoretical perspectives relative to counseling minority males 1) to prevent them from contracting diseases associated with one of the eight health disparity areas and 2) to help effectively counsel minority males who have already contracted diseases associated with the disparities. Responsible for the coordination and oversight of 8 graduate professors, 12 graduate students. Designed, implemented and supervised the mentor/mentee relationships of professors and graduate students to complete masters' theses

SELECT ACCOMPLISHMENTS: Designed prototype mentor-mentee research model for master's thesis students, Coordinated year long community based research project of 8 graduate professors and 12 graduate students to complete master's thesis on counseling strategies and implications for 8 health disparities among minority males, Project deliverables included: 12 master theses, 12 journal articles for publication in refereed journals, 1 monograph for publication, and 3-5 presentations by professors and students at national conferences, symposia and institutes, Coordinated research presentation of prototype model and student papers for presentation of NMMHP research at major national conferences: American Counseling Association, Student Adlerian Society, National Symposium on Health Behavioral Change.

COMMITTEE ASSIGNMENTS: Co Chair, School Counseling section of the CACREP preparation committee, Member, Counseling Standards section of the CACREP preparation committee, Member, NCATE preparation team for standards on multiculturalism.

PRESIDENT AND CEO

COUNSELING AND TRAINING SYSTEMS, INC. 1995 – PRESENT:

A psycho-educational consulting firm specializing in training and education, counseling prevention and intervention services, professional development and self enhancement workshops, systemic integration of new programs and policies, trouble-shooting, conference planning and facilitation, educational program development, community engagement and networking, asset mapping, diversity planning and training, public relations, mental health and public health care policy, advocacy, legislation and planning, editing and professional/technical writing, proposal/prospectus preparation, research and program evaluation and assessment, and motivational speaking.

SENIOR FELLOW AND CHAIRPERSON, CURRICULUM AND RESEARCH PRODUCTS

NATIONAL CENTER FOR HEALTH BEHAVIORAL CHANGE, 2003- 2010

Senior Fellow with National Center for Health Behavioral Change. Goal of the Center is to engage in scholarly research, produce curriculum materials, and encourage social marketing for practitioners in the public health arena.

CO-CHAIRPERSON, RESEARCH COMMITTEE, 2001 - 2002

MEMBER, HBCU RETENTION TASK FORCE AND SUMMIT ON RETENTION, 2002 –2003

Member of a task force of HBCU's that collaborate around major issues relative to retention at Historically Black Colleges and Universities. The Research Committee is newly established as of 2002 to do the following: 1) establish an electronic PC based research data information system available to member organizations and individuals. The data information system will focus on retention research on African Americans and People of color. The system may "hot-link" other data systems and services as well; 2) Review research papers given at the annual HBCU Summit for potential publication in the proceedings and/or other publications; 3) Provide technical assistance for researchers conducting retention topics with some emphasis on those in beginning dissertation stages; and 4) explore the feasibility and need for an African American and People of Color Retention Research Journal.

DC COMMISSION ON NATIONAL AND COMMUNITY SERVICE, 1999 – 2002:

Serve as an appointee of the Mayor representing the Superintendent of DC Public Schools as the State Education Agency for the District of Columbia. Responsible for the following: 1) Understanding the ethic of service, including its history, and seeking to create its future through visionary discourse, 2) Building relationships and effective advocates for service inside and outside of the state at local, regional, and national levels, with strategic stakeholders, the mayor's office, potential partners, and key decision-makers, 3) Creating sustainable infrastructures for service by encouraging collaboration, attaching service to resources, establishing service as a powerful method of achieving essential goals and strengthening citizenship; 4) Implementing federal policy to draw on the opportunities of policy to create complimentary state policy initiatives which will advance service as a strategy to strengthen communities within state frameworks; 5) Participating in effective decision-making practices within the Commission, including program funding and policy decisions; 6) Overseeing programs that themselves exert programmatic and fiduciary responsibility; 7) Acting as effective and strategic partners in resource development; and 8) role-modeling effective and meaningful youth leadership and participation.

DIRECTOR, COMMUNITY SERVICE/SERVICE LEARNING PROGRAMS

DISTRICT OF COLUMBIA PUBLIC SCHOOLS, 1994-2002

Coordinated District of Columbia Board of Education mandated policy of 100 hours of community service for high school graduation. Monitored 17 coordinators in 17 comprehensive high schools. Recruited, hired, trained and supervised 27 AmeriCorps*VISTA members to work in collaboration with high school service learning programs. Liaison between DCPS, its departments, outside agencies and the Corporation for National Service. Awarded nearly \$600,000 in grants through the Kellogg Foundation and the Corporation for National Service. Established systemic infrastructure, priorities, and inter-professional ties and linkages.

PAST PRESIDENT, AMERICAN COUNSELING ASSOCIATION, 1994-95

PRESIDENT, AMERICAN COUNSELING ASSOCIATION, 1993-94**PRESIDENT-ELECT, AMERICAN COUNSELING ASSOCIATION, 1992-93**

Representative and spokesperson for the nearly 300,000 professional counselors across the United States and more than 50 foreign countries. Responsible for oversight of policy implementation, fiscal planning, organization and governance of the association. Chaired and supervised 25-member governance board. Articulate goals, positions and issues of the organization to the public, provide legislative testimony and promote linkages and liaisons with appropriate internal and external agencies and entities in the public and private sector. Implemented three-pronged approach to achieve financial security, stability and independence: secured \$1.4 million loan to refinance headquarters building, secured a \$1 million credit line to retire debt and established management agreements to strengthen operating procedures. Also pursued aggressive strategies to cure cash flow problems and instituted formal training (in lieu of orientation) for Governing Council (board of directors). Initiated first ACA sponsored convention forum on racism and sexism. Maintained national presence as the professional organization for professional counselors. Initiated inter-professional collaborative with mental health professionals in South Africa via General Holomesia, Ambassador Schwartz, and the South African Vocational Guidance and Educational Association. Initiated formal relationship with the International Roundtable for the Advancement of Counseling (IRTAC). Signed contract between ACA and the American Red Cross to involve professional counselors in disaster relief all over the world. Included free training for certified and licensed counselors.

EXECUTIVE ASSISTANT TO SUPERINTENDENT OF DC PUBLIC SCHOOLS, 1991-1993**DIRECTOR, OFFICE OF PARENTAL INVOLVEMENT, COMMUNITY AND CORPORATE SUPPORT, DC PUBLIC SCHOOLS**

Fiscal oversight of \$1.5 million and supervision of a 17 person staff. Responsible for supervision of external and internal programs germane to parental involvement, volunteer and community services, business and corporate partnerships. Provided training, orientation, and technical assistance for parent and non-parent volunteers, administrators, and others; planned and implemented annual city-wide parent conferences, coordinated parent training institutes, academies and resource centers; monitored volunteer participation and training over 36,000 volunteers, monitored implementation of home study centers in public housing units; established corporate partnerships with schools; and, solicited corporate and business involvements with the system. Emphasized corporate and foundation linkages to the system, expanded youth outreach services, and provided volunteer opportunities for young people and networking with community groups that serve youth.

PAST PRESIDENT, AMERICAN SCHOOL COUNSELOR ASSOCIATION 1991-92**PRESIDENT, AMERICAN SCHOOL COUNSELOR ASSOCIATION 1990-91****PRESIDENT-ELECT, AMERICAN SCHOOL COUNSELOR ASSOCIATION 1989-90**

Representative for 15,000 school counselors across the United States, Canada, Puerto Rico, and the Virgin Islands. Responsible for fiscal planning, organization and governance of association. Supervision and conduction of 15-member governance board. Articulated counselor competencies and role in educational reforms to significant others, provided support for counselors' skill development through outside agency linkages and initiated interpersonal

liaisons hips which would mutually benefit counselors politically, legislatively and professionally.

COUNSELOR

DISTRICT OF COLUMBIA PUBLIC SCHOOLS, 1978 –1989

Responsible for the implementation of a comprehensive developmental guidance program inclusive of six major components: orientation and articulation, educational and vocational development, adjustment, administration, appraisal, evaluation, and research. Coordinate community outreach programs and city- wide testing programs at local school level. Conduct parent interest groups and in service staff development. Coordinate and facilitate special education process (P. L. 94-142) for all students with special needs. Liaison between local school personnel, pupil personnel services, community. Worked at elementary, middle/junior high, senior high and K-12.

COORDINATOR, PUPIL PERSONNEL TEAM, ELEMENTARY DIVISION

DISTRICT OF COLUMBIA PUBLIC SCHOOLS, 1988 -1990

Responsible for coordination of services of counselor, psychologist, social worker and attendance officer on pupil personnel team servicing at risk students in regular education. Supplement local school programs through prevention and intervention support services.

ADJUNCT PROFESSOR

MISSISSIPPI STATE UNIVERSITY, MS 1989 (SUMMER)

COE 6123.32 Techniques Used in Elementary School Counseling. Practical application, processes and strategies for implementation. Course designed for counselors transitioning from counseling in secondary to the elementary level and for graduate students pursuing a Master's degree in Counseling.

Jacqueline M. Rhoden-Trader, Ph.D.

Education	Nature of Involvement
<p>Ph.D., Policy Sciences, Union Institute, Cincinnati, Ohio, 1998</p> <p>M.S., Criminal Justice, Coppin State College, Baltimore, Maryland, 1993</p> <p>B.A., Modern Languages and Linguistics, University of Maryland Baltimore County, 1989</p>	<p>Dr. Rhoden-Trader will serve as a Subject Matter Expert, Research and Baltimore Community.</p>

Work Experience

Coppin State University, College of Behavioral and Social Sciences, Criminal Justice and Applied Social and Political Sciences Department, Associate Professor of Criminology, 8/10 – Present

College of Notre Dame of Maryland, Department of Psychology and Sociology, Baltimore, Maryland, Assistant Professor of Criminology, 1/09 – 8/10

Anne Arundel Community College, Department of Sociology and Geography; Homeland Security and Law Enforcement, Arnold, Maryland, Permanent Part-Time Adjunct Faculty, 9/02 – Present

EHP Associates, LLC, “*Enhancing the Human Potential*” through prevention research and project consultancy

Baltimore, Maryland, President/CEO, 9/01 – Present

Washington College, Department of Sociology and Anthropology, Chestertown, Maryland, Visiting Assistant Professor of Criminology, 8/06 – 8/07

Maryland State Mentoring Resource Center (a division of The Maryland Mentoring Partnership, Inc.), Baltimore, Maryland, Director, 8/93 - 8/02

Mayor’s Office of Employment Development FUTURES Program, Southwestern High School Baltimore, Maryland, Program Advocate, 11/89 - 8/93

Maryland Casualty Insurance, Baltimore, Maryland, Corporate Travel Coordinator, 12/88 - 11/89

CDI Temporary Services, Inc., Baltimore, Maryland, Service Coordinator, 1/87 - 12/88

Coppin State University, Associate Professor of Criminology, Criminal Justice and Applied Social and Political Sciences Department, 2010 – Present

College of Notre Dame of Maryland, Assistant Professor of Criminology, Department of Psychology/Sociology, 2009 – 2010

Anne Arundel Community College, Adjunct Faculty, Department of Sociology and Geography and the Homeland Security and Criminal Justice Institute, 2002 - Present

Washington College, Visiting Assistant Professor of Criminology, Department of Sociology and Anthropology, 2006 – 2007

Morgan State University, Adjunct Faculty, Department of Education's Community College Leadership Doctoral Program, 2002 - 2004

Baltimore City Community College, Adjunct Faculty, Department of Social and Behavioral Sciences, 2000 - 2003

Coppin State College, Adjunct Faculty, Department of Criminal Justice and Law Enforcement, 2000 - 2001

Governor's Office on Service and Volunteerism - Maryland Service Exchange, Dean, College of Participant Development, 1995 - 1998

Community Colleges of Baltimore County (CCBC) - Dundalk Community College, Adjunct Faculty, Herman L. Toulson Boot Camp, 1995 - 1996

Awards

Baltimore City Commission for Women, Women's Hall of Fame Inductee, 1999

Jamaican Association of Maryland, UNIA Marcus Garvey Award, 1999

Outstanding Young Women of America, 1997

Mayor's Citizen Citation, 1991

James F. Stewart, Ph.D.

Education	Nature of Involvement
<p>Ph.D., The George Washington University, 2012</p> <p>M.A., The George Washington University, 2000</p> <p>Graduate Certificate, The George Washington University, 1999</p> <p>B.S., Radford University, 1996</p>	<p>Dr. Stewart will serve as a Subject Matter Expert, Research, Outcome Assessment, and Youth Engagement.</p>

Work Experience

ACADEMIC APPOINTMENTS (Full-time)

January 2007-Present

Assistant Professor, Department of Applied Psychology & Rehabilitation Counseling, College of Behavioral and Social Sciences, Coppin State University (**Tenured Spring 2013**). Teach graduate and undergraduate courses in rehabilitation counseling and rehabilitation services (both CORE-accredited programs) via face-to-face and online methods; serve as academic advisor to 20 graduate rehabilitation counseling students; mentor graduate and undergraduate students to encourage their academic and professional growth; advise students on completion of program required action-research papers and optional theses; faculty co-advisor Student Rehabilitation Association; participate in departmental grant writing; participate in professional and community service; serve in college-wide, school-wide, and departmental committees.

ACADEMIC APPOINTMENT (Part-time)

Fall 2013 & 2016

Adjunct Faculty, Department of Rehabilitation Counseling, School of Health Sciences, Winston Salem State University, Winston-Salem, NC. Taught graduate Introduction to Transition from School to Work course online via Blackboard Collaborate.

ADMINISTRATIVE APPOINTMENTS

February 2016-September 2016

Interim Coordinator, Undergraduate Rehabilitation Services Program, Department of Applied Psychology & Rehabilitation Counseling, Coppin State University, Baltimore, MD. Oversee operations of CORE Accredited Undergraduate Rehabilitation Services Program. Make recommendations for appointments to vacant positions; assign courses for an annual course schedule; advise undergraduate Rehabilitation Services minor students; mentor students; conduct departmental faculty and staff evaluations; address student/faculty academic concerns; provide departmental reports to administrators, and during annual CORE accreditation reports.

May 2012-August 2015

Chair, Department of Applied Psychology & Rehabilitation Counseling, Coppin State University, Baltimore, MD. Oversee operations of department comprised of over 350 students, and supervise 14 full-time faculty and staff and 50+ part-time faculty. Work collaboratively with Coordinators for the four (4) degree seeking programs in Applied Psychology, Rehabilitation Services (both undergraduate), Rehabilitation Counseling, Addiction Counseling programs (both masters), and three graduate certificate programs. Manage budget of funds allocated to department; make recommendations for appointments to vacant positions; assign courses for an annual course schedule; advise undergraduate Psychology and Rehabilitation Services minor students; mentor students; conduct departmental faculty and staff evaluations; address student/faculty academic concerns; provide departmental reports to administrators.

OTHER RELATED WORK EXPERIENCE

January 2007-May
2009 December 2011-
Present

Co-Coordinator, Disability Support Services Program (DSSP), Coppin State University, Baltimore, MD. Supervise counselor for DSSP; address student and faculty concerns/appeals when they cannot be resolved by DSSP Counselor; advise various Coppin State University community members about legal issues related to accommodations and accessibility; provide program reports to administration; make recommendations for the acquisition of assistive technology utilized by students. Ensure that institution adheres to HIPAA and FERPA laws.

August 2007 – May 2008

Clinical Intern, Counseling & Career Development Center (CCDC), University of the District of Columbia, Washington, DC. Provided comprehensive clinical counseling for students at CCDC; Reviewed documentation for students requesting academic accommodations for a disability. Made recommendations for reasonable accommodations. Participated in weekly clinical meetings to provide group supervision to counseling team.

2007-2008

Clinical Intern/Master's Intern Supervisor, Community Counseling Services Center, The George Washington University, Washington, DC. Provided clinical supervision for 5 master's counseling students.

August 2004 – January 2007

Transition Specialist, George Mason High School, Falls Church City Public Schools, Falls Church City, VA. Ensure that student transition plans conform to IDEIA 2004 requirements; Participate in Multi-Discipline/Interagency Team meetings, and collaborate with state vocational rehabilitation counselor, parents, secondary special education teachers, and school psychologist to implement transition services; Participate in activities related to the recruitment of potential community partners and employers, to provide vocational and independent living experiences for transition students; Assist students in acquiring necessary employability skills through the use of vocational rehabilitation counseling techniques; Provide structured training consistent with each student's targeted vocational, educational, and independent living goals; Collect data as necessary to support students' transition. Ensure that institution adheres to HIPAA and FERPA laws.

2002-2004

Director, Disability Support Services, Loyola Marymount University, Los Angeles, CA. Facilitate acquisition of accommodations for students referred to the Disability Support Services office, as required under the Americans With Disabilities Act of 1990, and the Rehabilitation Act of 1973; Advocate for students with disabilities to educate people about disability issues; Reviewing referral information and supporting documentation to determine accommodations that should be provided to students; Coordination of services between students, faculty, and other campus offices (i.e., student housing, student psychological services, etc.); Comprehensive guidance and counseling for students currently registered with Disability Support Services; Caseload management of students registered with the Disability Support Services office. Management of Disability Support Services budget and website. Ensure that institution adheres to HIPAA and FERPA laws.

1998-2002

Vocational Assessment Specialist, Supported Employment of Northern Virginia, St. John's Community Services, Annandale, VA. Provide comprehensive vocational rehabilitation services in a supported employment setting; Assist with the acquisition/development of employment & training opportunities for persons living with disabilities; Facilitate training, supervision, and support of consumers on the job & in the community; Conduct and write situational/community- based vocational evaluations on referred consumers & other required reports and documentation for all consumers; Conduct interest inventories to assist consumers with targeting possible vocational goals; Develop positive relationships with businesses in the community for job development and situational assessment opportunities; Provide short-term counseling for consumers about issues effecting workplace performance; Caseload management for consumers referred for services by the Virginia Department of Rehabilitative Services, U.S. Veterans Affairs, and private workers compensation insurance companies.

PROFESSIONAL CONSULTATION

April-July 2009

External Evaluator, University of South Carolina Upstate, Spartansburg, SC. *"Hope VI – Phillis Goins/Collins Park"*, \$20 million dollar project funded by U.S. Department of Housing and Urban Development (awarded 2004). Project was funded to help the Spartanburg, SC, Housing Authority revitalize a dilapidated area within the city, and to create a new mixed- income community that would provide better opportunities for the city's more impoverished residents. Analyzed data obtained by project administrator, and produced report based on said data to assess effectiveness of reaching project goals.

Appendix B: Work Product Samples

This section includes examples of non-confidential work products that are similar to the materials required for this project. Below are links to several assessment and monitoring reports that we completed for the Collaborative reform initiative. Full copies of the first two reports on this list follow. The others are available online.

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

<https://ric-zai-inc.com/ric.php?page=detail&id=COPS-W0751>

Collaborative Reform Initiative: Six-Month Assessment Report on the Spokane Police Department

<https://ric-zai-inc.com/ric.php?page=detail&id=COPS-W0789>

Collaborative Reform Initiative: Assessment Report on the Fayetteville Police Department

<https://ric-zai-inc.com/ric.php?page=detail&id=COPS-W0790>

An Assessment of Deadly Force in the Philadelphia Police Department

<https://ric-zai-inc.com/ric.php?page=detail&id=COPS-W0753>

Collaborative Reform Initiative: Six-Month Assessment Report on the Philadelphia Police Department

<https://ric-zai-inc.com/ric.php?page=detail&id=COPS-W0792>

Collaborative Reform Initiative: Interim Final Report of the Philadelphia Police Department

<https://ric-zai-inc.com/ric.php?page=detail&id=COPS-W0838>

Collaborative Reform Model: A Review of Officer-Involved Shootings in the Las Vegas Metropolitan Police Department

<https://ric-zai-inc.com/ric.php?page=detail&id=COPS-P273>

Collaborative Reform Model: Six Month Assessment Report of the Las Vegas Police Department

<https://ric-zai-inc.com/ric.php?page=detail&id=COPS-W0711>

Collaborative Reform Model: Final Assessment Report of the Las Vegas Metropolitan Police Department

<https://ric-zai-inc.com/ric.php?page=detail&id=COPS-P287>

COLLABORATIVE REFORM MODEL

A Review of Use of Force Policies, Processes, and Practices in the Spokane Police Department

Denise Rodriguez King ■ Charles Saloom ■ Blake McClelland



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

CNA
ANALYSIS & SOLUTIONS

COLLABORATIVE REFORM MODEL

A Review of Use of Force
Policies, Processes, and
Practices in the Spokane
Police Department

Denise Rodriguez King ■ Charles Saloom ■ Blake McClelland

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The Internet references cited in this publication were valid as of the date of this publication. Given that URLs and web-sites are in constant flux, neither the author(s) nor the COPS Office can vouch for their current validity.

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Letter from the Director

Dear colleagues,

As director of the COPS Office, I recognize that we have the unique opportunity to influence the law enforcement field. One of the numerous ways the COPS Office achieves this objective is through the Collaborative Reform Initiative for Technical Assistance.

In collaboration with a designated technical assistance provider, the COPS Office works with law enforcement agencies to assess issues that affect police and community relationships. Using the Collaborative Reform Initiative, law enforcement agencies receive technical assistance through an analysis of policies, practices, training, and tactics around specific issues. This form of technical assistance is not a short-term solution for a serious deficiency but a long-term strategy that identifies the issues within an agency affecting public trust and offers ways to improve the relationship between police and citizens.

The issue facing the Spokane Police Department (SPD) was an increase in use of force and a fractured relationship with community stakeholders. The primary goals of the SPD Collaborative Reform were (1) to examine the department's use of force policies and procedures, (2) to improve use of force investigations, (3) to examine the role of the ombudsman in use of force investigations as an option for civilian oversight, and (4) to improve the SPD organization's culture as it relates to use of force. All of the efforts of this reform are also meant to help build trust with the community.

This report provides SPD with findings, recommendations, and an implementation plan to help improve the department around use of force.

Building trust in communities is a COPS Office priority, so we are committed to assisting law enforcement agencies with enhancing relationships in the communities they serve. By deploying the basic elements of community policing—partnership development, problem-solving strategies, and organizational transformation—agencies are provided a roadmap to reform.

Sincerely,



Ronald L. Davis, Director

Office of Community Oriented Policing Services

Acknowledgments

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Executive Summary

The proper investigation and review of use of force (UOF) incidents, especially those involving deadly force, can have a significant impact on a police department's legitimacy and relationship with the community. The negative effects and impact of an improper investigation and limited transparency are most apparent in the Spokane Police Department's (SPD) investigation of the 2006 Otto Zehm deadly force incident. This incident created an uproar and conflict within the community, and it led to a federal investigation and a civil lawsuit. Six years after the incident, the civil lawsuit was settled, and the officer involved was sentenced to 51 months in federal prison. In spite of the settlement and sentencing of the officer, there is still an opinion within the community that the department has done little to change the internal culture that led to the officer's use of deadly force and the improper investigation of that force. Eight years after the Otto Zehm incident, the police-community relationship continues to be frayed. New leadership within the police department and an organizational restructuring are signs of positive progress; however, both the department and the community agree that continued change and improvement are needed to repair the scars left by events such as the 2006 deadly force incident.

In fall 2012, Chief Frank Straub, only months after being sworn in as the new police chief, requested that the U.S. Department of Justice's 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 the CNA Corporation to conduct this assessment under the COPS Office's Collaborative Reform Initiative for Technical Assistance (CRI-TA) program.¹ The goal of this review was to improve the 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 organization's culture as it relates to use of force, in order to build trust with the community.

1. The COPS Office established the Collaborative Reform Initiative for Technical Assistance (CRI-TA) program in 2011 as a means to assess issues that affect police and community relationships. The CNA review of deadly force processes in the Las Vegas Metropolitan Police Department (LVMPD) was the program's inaugural assessment. The format and approach used in the assessment of the SPD is similar to the approach employed in the review of the LVMPD.

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

CNA implemented a multifaceted approach to the review of SPD's policies and practices. This approach, similar to the approach employed in our review of the Las Vegas Metropolitan Police Department (LVMPD)², included

- interviews with more than 85 officers and members of the SPD;
- interviews with more than 55 citizens and community stakeholders;
- direct observation of SPD training sessions and two deadly force review board (DFRB) meetings;
- ride-alongs with SPD police officers;
- analysis of 243 use of force incident files (deadly and non-deadly) from 2009 through 2013;
- review of SPD policies, training requirements, training manuals, and other related materials;
- review of national standards and practices;
- delivery of direct technical assistance and establishment of a collaborative partnership with SPD throughout this engagement.

After 11 months of conducting its assessment, CNA did not find that police officers in the SPD routinely and deliberately engage in excessive use of force or deadly force, nor did CNA, based on its assessment, find evidence of biased application of force. While SPD falls within the spectrum of good policing practices, we did find that there are a number of aspects of use of force training, documentation, officer remediation, accountability, and other administrative and management practices that have historically been ignored or poorly managed. In order for the SPD to resolve these matters and align its culture and practices with the best evidence-based practices in modern policing, there are a number of corrections and improvements that must be made. CNA identified 42 findings and recommendations that SPD should implement in an effort to improve its use of force policies, procedures, training, investigations, administrative review of incidents, and community relations. A complete list of the findings and recommendations can be found in appendix A on page 102. Major findings and recommendations include the following.

Finding: 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.

Recommendation: *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.*

2. Stewart, James K., George Fachner, Denise Rodriguez King, and Steve Rickman. 2013. *Collaborative Reform Model: A Review of Officer-Involved Shootings in the Las Vegas Metropolitan Police Department*. Washington, DC: Office of Community Oriented Policing Services. <http://ric-zai-inc.com/ric.php?page=detail&id=COPS-P273>.

Finding: Although the department provides its recently promoted officers with a checklist of job requirements, a number of officers expressed concern over the lack of formal processes (e.g., manuals, transition period, mentoring) for officers promoted to the levels of sergeant, lieutenant, and captain.

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

Finding: Although the development of an early intervention system (EIS) is a clear improvement, this system could be further refined by collecting detailed information on a number of additional variables.

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

Finding: 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.

Recommendation: *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.*

Finding: The administrative review panel used in deadly force incidents (D-ARP) has rarely issued disciplinary or corrective actions in use of force incidents due to its ambiguity and structural limitations.

Recommendation: *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.*

Finding: The Office of the Police Ombudsman (OPO) lacks formal procedures on the new role and responsibilities of the ombudsman and the newly appointed commission members.

Recommendation: *The OPO should formalize the roles and responsibilities of the ombudsman and the commission members in official OPO policies, procedures, and bylaws.*

Finding: 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.

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

In addition to the recommendations that CNA made, SPD simultaneously made a number of organizational reforms. These reforms resulted from both the city of Spokane's use of force commission and Chief Straub's strategic initiatives. Reforms implemented by SPD include developing a strategic plan for the department; providing senior management with leadership training; securing Washington Association of Sheriffs and Police Chiefs accreditation; updating the defensive tactics manual; recertifying the defensive tactics instructors; and standardizing the weapons carried by officers in the line of duty.

In order to assist SPD in implementing the reforms identified in this report, CNA and SPD collaboratively developed implementation steps for each recommendation made. The implementation plan identifies the next steps required to carry out these reforms. Upon release of this report, SPD and CNA will review the implementation plan and determine the necessary steps and timeframe required to carry out the reforms. At six and 12 months after the release of this report, the COPS Office and CNA will review the status of each reform listed in the plan.

Chapter 1. Introduction

An officer's authority to use force is defined by federal court holdings that have stemmed from *Tennessee v. Garner*, 471 U.S. 1 (1985) and *Graham v. Connor*, 490 U.S. 386 (1989). These cases outline the circumstances in which an officer is allowed to use deadly force and require the application of the objective reasonableness standard in each use of force incident. The ability to use force, as outlined in these cases, is afforded to police officers with the utmost understanding that they will uphold these guiding principles as they protect their lives and the lives of others.

Organizations such as the International Association of Chiefs of Police (IACP) note that the

integrity of a police department and its relationship to the community are often measured by the professionalism and impartiality that it brings to investigations of police uses of force in general and deadly force in particular.³

The quality of these investigations and the transparency of departments as they conduct investigations are essential to ensuring police accountability and continued community trust. As a means to increase transparency, a number of police departments include civilians in the review of more critical uses of force. These departments use the civilian review both to achieve an objective point of view and to gauge the response and perspective of the community at large.

Police-involved use of force incidents are complex and require an extensive review of the officer's decision to use force and all predicated factors that lead to the use of force. The complexity of these incidents can cause further confusion, distrust, and unrest within the community, especially if the department is not transparent in its investigation and administrative review processes. A lack of transparency and accountability can negatively affect police-community relationships, and it may take years for the police department to regain the community's trust and cooperation after an incident.

Chronology of events

On the evening of March 18, 2006, a Spokane Police Department (SPD) officer responded to a call about a person attempting to steal money from an automatic teller machine (ATM). Upon approaching the alleged suspect, Otto Zehm, the officer used force (a baton and a Taser). Other arriving officers also used body weight and control techniques to arrest Zehm, and these actions resulted in Zehm's death. In addition to the questionable use of force, other aspects of the case—such as the surveillance tape being held for a length of time before release, subsequent contradictions in officer statements, and a lack of accountability by the department—coupled with the coroner ruling the incident a homicide caused a significant uproar within the community.

As expected, this incident was followed by community unrest and protests calling for increased police accountability and a federal investigation of the incident. Two years after the incident, in 2008, the Federal Bureau of Investigation (FBI) began its criminal investigation of the incident. In June 2009, a federal grand

3. National Law Enforcement Policy Center. 2006. *Use of Force: Concepts and Issues Paper*. Alexandria, Virginia: International Association of Chiefs of Police.

jury handed down an indictment on one of the SPD officers involved in the incident. The officer was indicted on two counts: unreasonable use of force and making a false entry into a record being investigated by a federal agency. This indictment was followed by continued community unrest and further calls for review of the incident and the department's practices.

In addition to the indictment, in 2009, members of Mr. Zehm's family filed a federal civil rights lawsuit against the city of Spokane as a result of the 2006 incident. Three years later, in 2012, the city of Spokane agreed to settle a civil lawsuit against the nine police officers involved in the incident for \$1.67 million. The settlement also included a formal apology, required crisis intervention training for all Spokane police officers, and brought on a consultant to advise the department about updates to its use of force policy.

In an effort to repair community relations and address community concerns with departmental policies and procedures surrounding use of force, in January 2012, the use of force commission was formed under city charter provision Section 24(o). Mayor David Condon charged the commission to

review and make recommendations to his office regarding the SPD's use of force policies and practices, civilian oversight of the police department, and how city agencies respond to cases when it is claimed that a SPD officer has used excessive force.⁴

The commission's findings were documented in a report and released in February 2013. Subsequent progress reports provided by the SPD were delivered in August 2013 and March 2014.

In the meantime, in November 2012—over six years after the incident—a federal judge sentenced the first SPD officer to 51 months in prison and three years' supervised release for civil rights and obstruction violations.

The Otto Zehm incident and subsequent cases in which the community has raised concerns over the use of force have affected and continue to affect the relationship the SPD has with its community. The department's lack of transparency, accountability, and community outreach efforts has increased the distance between the police and its community. Eight years later, the community continues to refer to the Otto Zehm case when they talk about their contention with and lack of trust in the police department.

The continued contention is likely due to the minimal actions taken by the department in the six years following the incident. Although the department had two chiefs—one of whom was an interim chief—during 2006–2012, little was done to repair and mend the turmoil this incident caused both internal and external to the department. The new chief, appointed in fall 2012, is committed to reorganizing the department, addressing any use of force issues, increasing transparency, and renewing the department's relationship with the community.

COPS Office collaborative reform

On October 8, 2012, Frank Straub was sworn in as the new Spokane police chief. Within the next few months, Straub contacted the U.S. Department of Justice Office of Community Oriented Policing Services (COPS Office) in the hope that it could assist him in addressing community concerns and improving the department's use of force processes. Chief Straub was aware of the Collaborative Reform program⁵ and the

4. City of Spokane Use of Force Commission. 2012. Draft Report of the City of Spokane Use of Force Commission. Submitted for public review and comment.

5. In 2011, the U.S. Department of Justice, COPS Office developed the Collaborative Reform Initiative for Technical Assistance (CRI-TA) to engage with law enforcement agencies on issues such as use of force, community trust, and police legitimacy. The initiative provides requesting agencies with a comprehensive organizational assessment followed by a series of recommendations and a period of monitoring the implementation of reforms.

COPS Office's recent assessment of use of force in the Las Vegas Metropolitan Police Department (LVMPD). After speaking to Chief Straub, the COPS Office agreed to work collaboratively with the SPD and conduct an assessment of the department.

Technical assistance goal and objectives

The goal of the COPS Office's assessment was to improve departmental use of force processes in the SPD, taking into account national standards, best practices, existing research, and community expectations. The COPS Office and the SPD agreed to four key objectives in achieving the goal:

1. Examine departmental use of force policies and procedures in comparison with national best practices and existing research, identify areas for improvement, and provide recommendations.
2. Analyze a sample of use of force investigation files from 2009 through 2013 and identify trends, strengths, and weaknesses.
3. Examine the role of the ombudsman in use of force investigations in comparison with national best practices and existing research.
4. Improve SPD organizational culture as it relates to use of force, in order to build trust with the community.

The following section briefly introduces the issue areas examined and discusses how they relate to the technical assistance goal and objectives.

Issue areas

The COPS Office and CNA Corporation assessment of SPD operations with respect to use of force focuses on policy, training, accountability systems, civilian oversight systems, and community outreach programs. The department establishes and reinforces its standards of conduct and organizational culture through these primary mechanisms. They form a cycle of continuous improvement that will ultimately improve departmental use of force processes and practices.

The focus of the COPS Office and CNA review centered on SPD use of force issue areas involving the following:

- *Policy and procedures*—CNA examined the department's use of force policy, which defines the standard of conduct for all sworn personnel.
- *Trainings and tactics*—CNA observed SPD training programs related to use of force and provided recommendations for improvement.
- *Investigation and documentation*—CNA examined internal accountability systems, which include the deadly force review board (DFRB), the administrative review panel (ARP), and the use of force review board (UOFRB).
- *Civilian oversight*—CNA reviewed the role of the external accountability systems in use of force incidents; these consist of the prosecutor's office and the Office of the Police Ombudsman (OPO).
- *Community outreach*—CNA reviewed the overarching community concerns and SPD's responsiveness to those concerns.

Organization of this report

The next section of this report (chapter 2) describes the methodology used to conduct the assessment of SPD use of force processes and practices. Chapter 3 details the organizational reforms that SPD has implemented since fall 2012. Chapter 4 presents a five-year detailed analysis of use of force incidents in SPD. Chapter 5 examines the findings from our officer interviews and the officer survey. Chapters 6 through 9 detail our assessment of the following issue areas: use of force policy and procedures; use of force training and tactics; use of force investigation and documentation; civilian oversight; and community perspectives and outreach. For each issue area, we provide an overview before presenting our findings and recommendations. For each recommendation, we include implementation steps, listed in appendix A. These implementation steps were developed collaboratively with the SPD and the COPS Office during the collaborative conference. These steps are not meant to be exhaustive or definitive. We offer these only as starting points for SPD to use in implementing our recommended reforms.

Chapter 11 concludes the report with an overview of the work that has been done to date and what the future holds for SPD.

Chapter 2. Methodology

Our multifaceted review consisted of interviews with more than 85 law enforcement personnel and 55 key community stakeholders; direct observation of the Spokane Police Department's (SPD) training and policing operations; examination of related internal documents; analysis of five years of data on use of force incidents; and the delivery of direct technical assistance during this assessment. Over the course of 11 months, these efforts gave the research team an in-depth understanding of the department, its operations, and its culture with respect to use of force incidents. We organized our approach into three tasks: data collection, analysis, and technical assistance. We describe each task in detail in this chapter.

Data collection

We collected data from six primary sources:

1. SPD reports on use of force incidents (deadly and non-deadly)
2. SPD training requirements
3. Interviews with SPD personnel and key community stakeholders
4. Officer surveys
5. Direct observation of operations, training, and related activities
6. SPD documents and policies

Use of force incident reports

The analytical review of the use of force reports and the quality of use of force investigations identified common themes, gaps, and areas for improvement. From 2009 through 2013, there were 580 non-deadly use of force incidents, 11 deadly use of force incidents,⁶ and three use of force incidents that became internal affairs (IA) investigations. CNA included all deadly use of force incidents for which investigations had been completed and all use of force incidents that became IA investigations in our analysis. Of the 580 non-deadly use of force reports, we randomly sampled 231 (a 40 percent sample). This sample size was derived using a 95 percent confidence level and a confidence interval of 5 percent. This ensured a 95 percent certainty (+/- 5%) that our findings were generalizable across the entire population of non-deadly use of force incident reports from 2009 through 2013. In total, we collected data from 243 use of force incident reports (deadly and non-deadly) from 2009 through 2013. Our assessment of the use of force incident reports was limited to the information supplied to CNA and the COPS Office. Some incident files were incomplete and missing information. CNA attempted to gather all related information and requested the missing information for these files; SPD provided the missing information where it could do so.

6. CNA included only those 2013 deadly force incidents for which investigations were completed before January 31, 2014. At the time CNA collected the data used for the analysis of the use of force incident reports, two of the three 2013 deadly force incidents were still open and active investigations.

Training requirements

We also examined the training requirements for a number of training programs related to use of force. These training programs included firearms; crisis intervention training; verbal defense and influence; defensive tactics; use of force report writing; Virtra shooting simulation training; and in-service training. CNA examined the training requirements for each of these programs, the training policy, and other related use of force training.

CNA also reviewed training records, training manuals, and course modules.

Key stakeholder interviews

Another important part of our data collection included interviews with department personnel and community members. These interviews provided us with important insights on officer perceptions and an understanding of the issues the department was facing. They also provided us with an opportunity to speak directly to community leaders and organizations with concerns regarding the department's use of force processes. Initial interviewees were identified through various sources, including SPD leadership and community leaders. We relied on these initial interviewees to identify other interested interview participants. In total, we interviewed 85 personnel from the department and 55 community members.

The methodology for our interviews was similar to what we used in our assessment of the Las Vegas Metropolitan Police Department (LVMPD).⁷ The information gathered from these interviews was used to develop a greater understanding of how the department's policies and procedures were actually being implemented and assisted us in identifying deficiencies in the department's use of force processes and its community outreach programs.

The interviews were conducted without attribution so that the interviewees could be frank in their responses to our questions. As a result, these anonymous interviews are cited simply as "CNA interviews" in this report.

Department personnel

In order to obtain a comprehensive set of perspectives, we interviewed members of the department in various divisions, of various ranks, and at different levels of the department (i.e., patrol officers, detectives, sergeants, captains, assistant chiefs, and the chief). Interviewees represented various divisions within the department and included training; internal affairs; strategic initiatives; patrol; crime analysis; investigations; and the Spokane incident regional response (SIRR) team. In addition to interviewing personnel to gain awareness of the departmental policies and practices, we also conducted 50 in-person interviews with officers. The interview questions sought to gauge each officer's perspectives on and knowledge of use of force incidents, the quality of use of force investigations, the department's policies and procedures on use of force, and the department's relationship with the community. These 50 in-person interviews served as an avenue with which to conduct the officer survey (see page 40). The officers interviewed included all six SPD captains. The remaining 44 officers were randomly selected from a list of officers (police officer, senior police officer, corporal, sergeant, lieutenant) employed by SPD as of June 2014.

7. Stewart, James K., George Fachner, Denise Rodriguez King, and Steve Rickman. 2013. *Las Vegas Metropolitan Police Department*.

We also interviewed civilian employees and stakeholders within the department. These interviewees included members of the Lieutenants and Captains Association and the Spokane Police Guild, members of the crime analysis division, the city attorney, and personnel within the communications and public information offices.

In total, we interviewed more than 85 members of the SPD.

Community members

In addition to department personnel, we interviewed 55 community stakeholders. Community members interviewed include representatives of the National Association for the Advancement of Colored People (NAACP), the American Civil Liberties Union (ACLU), the Center for Justice, the NATIVE Project, OutSpokane, the Kingdom Fellowship Church Alliance, the Spokane Police Accountability and Reform Coalition, the Peace and Justice Action League of Spokane, Frontier Behavioral Health, the recently appointed commission members of the Office of the Police Ombudsman, and various other community leaders and organizations throughout Spokane.

We also met with other community stakeholders, including the Office of the Police Ombudsman, the Federal Bureau of Investigation (FBI), the U.S. Attorney's office, the prosecutor's office, the Washington Association of Sheriffs and Police Chiefs (WASPC), and the Washington State Criminal Justice Training Commission (WSCJTC). The team also attended a Police Advisory Committee meeting.

In order to augment our interviews with community members, CNA also held a community roundtable. SPD invited members of the community to attend this roundtable. It provided community leaders with the opportunity to voice their members' concerns and issues related to SPD use of force and the quality of SPD use of force investigations. This roundtable session also sought community members' feedback on their relationship with SPD and ways to enhance and improve community partnerships.

Officer surveys

In addition to interviewing officers, we conducted an officer survey with 50 SPD officers. The purpose of these surveys was to gather more pointed data on officers' perspectives related to procedural justice and constitutional policing. The officers surveyed included all six SPD captains. The remaining 44 officers were randomly selected from a list of officers (police officer, senior police officer, corporal, sergeant, lieutenant) employed by SPD as of June 2014. This sample of officers surveyed represents slightly more than 20 percent of the total 240 patrol officers within SPD.⁸

Surveys were handed to officers after each officer interview. Interviewers stepped out of the interview room and provided officers with an envelope in which to enclose their survey. Surveys were voluntary and anonymous. All officers sampled to participate in this survey provided a response. The survey used a four-point response scale; the questions had been developed using previous research conducted by Tom Tyler (2001),⁹ Knowledge Networks (2008),¹⁰ and the International Institute for Restorative Practices (2000).¹¹ For a copy of the officer survey, please see appendix C on page 113.

8. CNA excluded detectives and other administrative SPD personnel (i.e., administrative secretary, records specialist, clerks) from this sample.

9. Tyler, T. 2001. "Obeying the law in America: procedural justice and the sense of fairness." *Issues of Democracy* 6(1):16–21.

10. Knowledge Networks. 2008. *Field report: policing and legitimacy survey*. Menlo Park, CA: Knowledge Networks.

11. International Institute for Restorative Practices. 2000. *Police Attitude Questionnaire*. Bethlehem, PA: International Institute for Restorative Practices. http://www.iirp.edu/iirpWebsites/web/uploads/article_pdfs/policesurvey.pdf.

It is important to note that the survey of officers is not meant to replace the conduct of a cultural audit. Rather, it provides the police department with a contextual and base level understanding of the cultural perspectives of the police officers surveyed.

Direct observation

Along with our interviews, we were able to directly observe some of the department's operational activities. Specifically, we observed COMPSTAT meetings on two separate occasions, two deadly force review board (DFRB) meetings, a roll-call session, training on use of force report writing, reality-based training, Virtra simulated shooting training, and SPD's command-level and officer-level in-service training. We also participated in a total of 12 ride-alongs during our site visits.

Document review

The team reviewed a number of documents from the SPD concerning use of force policies and procedures, training, internal investigations, criminal investigations, and the administrative review process. The review of these documents provided the team with an in-depth understanding of police operations and policies as they relate to use of force. We specifically reviewed the SPD use of force policy, the SIRR manual, the SPD policy manual, the SPD defensive tactics manual, the administrative review panel (ARP) policy, the DFRB policy, use of force training materials, press releases, ordinances on the Office of the Police Ombudsman (OPO), the Use of Force Commission's report, and the Civilian Review Commission's report. In addition to these documents, we reviewed a number of memos and reports developed by community stakeholders in response to concerns regarding SPD use of force processes.

In addition to reviewing documents and policies specific to the situation in Spokane, we reviewed national best practices and standards as established by the International Association of Chiefs of Police (IACP), the WASPC, the WSCJTC, and the Commission on Accreditation for Law Enforcement Agencies. We also reviewed previous research done on this topic as well as policies and procedures used in police departments across the country.

Analysis

The data gathered from the use of force incident reports, interviews, officer surveys, observations, and the document review allowed us to identify gaps and areas where SPD could improve its operations, specifically those relating to use of force and use of force investigations.

Use of force incident report analysis

The analytical review of the context of use of force reports, while fundamentally descriptive, provides the department with a current understanding of the common factors and themes present in their use of force incidents (e.g., types of force used, tenure of officer, weapons used by the suspect). This analysis allows the department to develop strategies (e.g., through training, deployment, policies) to respond to these incidents successfully without the use of force.

Officer survey and officer interview analysis

The data from the officer surveys were consolidated and then examined for differences in responses among officer ranks. These data represent the officer perspectives of 20 percent of the SPD patrol force and are meant to provide the SPD with a baseline understanding of officers' opinions on situations involving constitutional policing, procedural justice, and use of force. The officer interviews provided qualitative data and allowed us to identify common themes, the opinions of 20 percent of the SPD patrol force on the SPD use of force processes, reasons why use of force incidents occur, and the impact of these use of force incidents on police-community relationships.

Policy and practice analysis

The methodology used in our review of policies and practices was similar to that used in the assessment of the LVMPD. The analysis of the SPD policies and procedures was qualitative in nature. We identified common themes using our interview notes and observations of police operations. In addition to our review of departmental policies and research on professional standards and common practices, the expertise and knowledge provided by the law enforcement subject-matter expert on the CNA team, Blake McClelland, was essential in identifying ways to address the inefficiencies and gaps of SPD's use of force policies and procedures.

Technical assistance

Like the assessment of the LVMPD, this initiative was intended not only to conduct an assessment and produce a report but also to actively engage the department throughout this process and help initiate reform at the beginning of and during our assessment. Throughout this report, we document instances in which the team provided direct technical assistance.

Chapter 3. SPD Reforms

In response to the continued community concern, lack of trust, and questions about the integrity of the Spokane Police Department (SPD) during the five years after the death of Otto Zehm, Mayor David Condon established the city of Spokane use of force (UOF) commission. The independent and objective commission was tasked by the mayor with examining “SPD use of force policies, procedures, practices and customs” and with exploring “the issues of civilian oversight and the role of the city’s legal department in use of force cases.”¹²

The commission was composed of law enforcement practitioners and experts, lawyers, academics, and expert consultants in behavioral health. It conducted nine public meetings, reviewed documents related to its tasks, participated in ride-alongs, and conducted interviews. In addition to the commission members, expert consultants produced reports on their related areas of expertise.¹³

Nearly a year after the commission was established, it released a report documenting its findings and recommendations to the public for comment. The final report, released February 28, 2013, contained 26 recommendations. While not legally bound to implement the commission’s recommendations, the SPD chief of police has committed to ensuring that these recommendations be addressed. At six months and 12 months following the release of the report, SPD released progress reports documenting the status of implementing each of the commission’s recommendations and expressing its continued commitment to “reducing crime and violence, building community trust, and engaging in practices grounded in integrity.”¹⁴

In addition to the reforms recommended by the commission, Chief Frank Straub, appointed in fall 2012, saw a greater need for organizational restructuring, increased transparency, and improved community-police relationships. Changes to organizational culture take time and are often faced with resistance and reluctance. Cultural changes are often difficult to immediately realize both within the departmental structure and among officer perspectives. However, it is clear that the steps that SPD has taken thus far (i.e., establishing an Office of Professional Accountability, improving and increasing training, increasing its community outreach efforts, and increasing transparency) are steps in the right direction to aligning the department with modern policing and improving the department’s culture.

The following section highlights the reforms, listed alphabetically by topic area, that the SPD has implemented since 2012 and the status of their implementation.

Collaboration with other law enforcement agencies

In addition, SPD has established relationships with other law enforcement agencies, including the Tacoma (Washington) Police Department, the New Haven (Connecticut) Police Department, and the Los Angeles Police Department. These relationships, while ongoing, have already assisted the SPD in identifying best practices in use of force policies, use of force investigations, and implementing the use of body-worn cameras.

These relationships have been formed and maintained by their participation in collaborative training efforts, such as crisis intervention training with Washington State University Spokane’s Department of Criminal Justice and Criminology, Sleep, and Performance Research Center. SPD teamed up with the Washington State Criminal Justice Training Commission (WSCJTC) to reinstate the Basic Law Enforcement

12. City of Spokane Use of Force Commission. 2013. *Final Report of the City of Spokane Use of Force Commission*.

13. *Ibid.*

14. Spokane Police Department. 2013. Six Month Progress Report. Letter to the Use of Force Commission, August 21.

Academy and Equivalency Program in Spokane. They have also conducted several site visits to the Los Angeles Police Department, have met with their internal affairs (IA) and training divisions and participated in several training and auditing classes, and continue to maintain communication and a working relationship with the department. SPD has also participated in various events with different police departments to discuss mental health issues and training.

Community outreach

SPD has increased community outreach through various avenues and by doing so has already helped increase public trust.

One such avenue has been its use of public information and social media. SPD created a position, director of communication and public information, to better manage information and improve its relationship with local media. It has also continued the media academy. It is increasingly using social media to share positive feedback received from community members.

Another avenue has been involvement within the youth community. SPD has created a community policing lieutenant to oversee youth outreach and chronic offender programs; implemented a youth and police initiative (YPI) to build trust in the law while reducing stereotypes that exist between teenagers and police officers; implemented a police activities league (PAL) to establish holistic approaches to address youth crime and gang involvement; and re-established recruiting liaisons with schools and colleges.

SPD has also increased its involvement with already existing community gatherings, such as town halls, to increase its presentations to the community, increase its presence of police leadership at such gatherings, and be readily available to receive feedback from participants.

Organizational culture reforms

The UOF commission's primary recommendation centered on organizational culture. Other recommendations included developing a strategic plan, providing senior management with training opportunities, conducting cultural awareness training, and obtaining accreditation through the WASPC. While the department has yet to conduct a cultural audit, it has made substantial progress in implementing a number of the commission's recommendations. Since February 2013, SPD has developed a strategic plan for the department and made substantial changes to the organization of the department. For instance, the department has integrated training and internal affairs under a single command through the establishment of the Office of Professional Accountability. Establishing the Office of Professional Accountability ensured and expressed, both internally and externally, the police department's commitment to change the culture within the organization. Combining these divisions under one office allows any issues or trends and organizational deficiencies identified through IA investigations to be directly communicated to the training division and for these issues to be immediately remedied. SPD has also shown progress by providing leadership training to a number of its senior management personnel and training on cultural diversity to its officers.

SPD initiated a department-wide re-engineering process by creating an executive team that combines external and internal civilian and law enforcement, oversight, communications, and financial expertise. It also flattened the organization by eliminating a senior management rank and pushing greater decision making, responsibility, and authority to the captain rank.

Further, SPD examined department-wide policies and procedures and made a number of revisions to the SPD policy manual, which included a new mission statement and articulated goals: reduce crime, implement reform recommendations, and continuously improve community relationships. In addition, SPD has provided cultural awareness training for the entire department and has integrated ethics, integrity, and communications training into all in-service training sessions.

Oversight

SPD has made changes to the structure of its organization and various policies and has increased or reallocated existing resources, such as personnel. These changes have assisted in providing oversight of the SPD and are key to maintaining public trust when use of force policies, use of force investigations, and body-worn cameras are present.

In November 2013, SPD appointed a civilian director over IA called the director of strategic initiatives. SPD also developed a use of force review board (UOFRB) to review use of force incidents. The UOFRB started informally in February 2013, and the review process was outlined in January 2014. In addition, SPD established an on-site dedicated legal advisor from the city attorney's office in January 2013 and increased the size and scope of the IA unit by combining IA with training under the Office of Professional Accountability umbrella in November 2013.

SPD enhanced its resources to assist with oversight by utilizing software such as the BlueTeam/IA Pro internal affairs software. It also updated the SIRR manual for critical incident protocol and implemented an Early Warning System spreadsheet in January 2014.

SPD also developed new and expanded existing policy to ensure oversight accountability, such as use of force reporting policy. Further, it supported the Office of the Police Ombudsman (OPO) ordinance that went into effect, allowing for OPO independent investigations and full access to IA, and has begun working with community stakeholders to develop a body-worn camera policy.

Policy and procedural reforms

In addition to the organizational and cultural reforms, the commission recommended that SPD update its defensive tactics manual, recertify the defensive tactics instructors through the WSCJTC, review officer staffing levels, establish a crisis intervention training program, and improve the department's investigative practices regarding use of force. Additional recommendations by the commission included improving the SPD relationship with the community, developing an early warning system, and equipping officers with body-worn cameras.

While a number of these reforms have been completed, others are in the process of being implemented, and SPD has made significant strides towards their completion. In the past year, SPD has updated its defensive tactics manual, something that had not been done in several years; recertified its defensive tactics instructors through the WSCJTC; implemented new use of force investigative processes; and required that all of its internal affairs investigators complete extensive training on how to conduct proper investigations. In addition, SPD has made progress in instituting an early warning system, augmenting its work force through increased recruiting efforts, and reviewing best practices surrounding the use of body-worn cameras.

Training

SPD has also significantly increased the training of Spokane police officers. It now provides training for senior management; BlueTeam/IA Pro training; crisis intervention training (CIT) to more than 90 percent of all uniformed personnel; and de-escalation training with verbal defense and influence training.

Existing training has been enhanced to be more useful to the department. SPD has increased and standardized training for the IA sergeants and lieutenant; added a de-escalation module to existing training such as use of force report writing; and provided additional training for active shooter scenarios. SPD has also recently researched and selected a vendor and product to provide adequate tracking and record-keeping of all training, to include academy training, field training of officers, in-service training, and specialized skills training for all uniformed and civilian staff.

Transparency

SPD has made various documents, such as the policy manual and use of force reports, available to the public and has updated the public regarding changes to or within the organization. In addition, SPD has eliminated the backlog of requests from the public and is seeking to expand resources that will further increase the transparency of the organization.

SPD has posted all 2013 and 2014 use of force reports, completed IA investigations from 2011 to 2014, and posted SPD's policy manual to its website. In March 2014, the director of strategic initiatives started delivering Office of Professional Accountability monthly updates to the Public Safety Committee; these are also available to the public on the department's website.

The backlog of public record requests was eliminated in March 2014, and public record requests are now handled in real time. In an effort to further increase transparency, SPD has purchased body-worn camera equipment; the pilot program began in September 2014.

Summary

In summary, SPD has made significant efforts to address the recommendations noted by the commission in its February 2013 report. It is clear that the police chief is committed to making these changes and keeping the public aware of their progress. Despite these improvements, it is clear that continued work and refinement are needed to ensure that these organizational and procedural changes are in accordance with modern policing, fully implemented, sustained, and institutionalized within the department.

Chapter 4. Five-Year Analysis of Use of Force Incidents within SPD, 2009–2013

From 2009 through 2013, the Spokane Police Department (SPD) was involved in 594 documented use of force (UOF) incidents, 583 non-deadly and 11 deadly.¹⁵ In order to produce representative findings without having to examine all 594 files, CNA chose to review all completed deadly force incident files (n=9)¹⁶ and all non-deadly force files (n=3) that were transferred to internal affairs (IA) and to randomly sample 231 non-deadly use of force files.¹⁷ This sample size was derived using a 95 percent confidence level and confidence interval of 5 percent. This ensured a 95 percent certainty (+/- 5%) that our findings are generalizable across the entire population of use of force non-deadly incident reports from 2009 through 2013. In total, CNA reviewed 243 incidents. This chapter provides an analysis of those incidents. The purpose of this analysis is to set the operational context for the use of force incidents that SPD policies, training, and investigations are concerned with and to identify trends and common themes in the quality of investigations. Due to the lack of national and agency-specific documentation on uses of force, we were unable to make direct comparisons of SPD use of force incidents with those of similarly sized agencies within Washington State.

In addition, this chapter reviews the common themes and trends in the quality of SPD use of force investigations. This review highlights the trends and gaps in the investigatory process (criminal and administrative) found in our assessment of the use of force incidents.

Use of force incidents in relation to citizen contacts

One-tenth of one percent (.1 %) of all citizen contacts with police¹⁸ from 2010 through 2013 resulted in use of force by officers. The average number of annual contacts with individuals within the community from 2010 through 2013¹⁹ was 125,539, and the average number of use of force incidents for this same period was 124.3. This is significantly lower than estimates documented in previous surveys and research. Hickman et al. (2008) estimated that police use or threaten to use force in 1.7 percent of all contacts.²⁰ The Bureau of Justice Statistics Police Public Contact Survey (2008) found that an estimated 1.4 percent of persons who had contact with police in 2008 had force used or threatened against them during their most recent contact.²¹ There are several limitations with previous research and studies done on national estimates of police use of force. Differing definitions of *use of force*, differing methodologies, and inaccurate reporting have led to estimates that range from .01 (IACP 2001)²² to 1.7 percent (Hickman et al. 2008).²³ Table 4.1 displays the number of citizen contacts compared with the number of use of force incidents reported.

15. Three non-deadly use of force incidents were transferred out of chain of command to IA. CNA included these three incidents in its analysis.

16. CNA included only those 2013 deadly force incidents that were completed before January 31, 2014. At the time CNA collected the data used for the analysis of the use of force incident reports, two of the three 2013 deadly force incidents were still open and active investigations.

17. Due to limitations in the scope of the assessment, an analysis of citizen complaints was not included. SPD should include an analysis of citizen complaints in its annual review of use of force incidents (see finding 4.7).

18. SPD calculates citizen contacts by adding up all the officer action disposition codes in computer-aided dispatch.

19. SPD did not track the number of citizen contacts prior to 2009. At the request of the ombudsman, SPD began collecting data on citizen contacts in 2010.

20. Hickman, Matthew J., Alex R. Piquero, and Joel H. Garner. 2008. "Toward a National Estimate of Police Use of Nonlethal Force." *CRIMINOLOGY & Public Policy* 7(4) 563–604.

21. Bureau of Justice Statistics. 2008. Police Public Contact Survey. Accessed December 1, 2014. http://www.bjs.gov/content/pub/pdf/ppcs08_q.pdf.

22. International Association of Chiefs of Police (IACP). 2001. *Police use of force in America 2001*. Alexandria, VA: International Association of Chiefs of Police. <http://www.theiacp.org/Portals/0/pdfs/Publications/2001useofforce.pdf>.

23. Hickman et al. 2008. "Toward a National Estimate."

Table 4.1. Citizen contact and use of force, 2010–2013²⁴

Year	(N) citizen contacts	(N) UOF	Percent
2010	135,615	99	0.07
2011	126,129	126	0.10
2012	104,696	125	0.12
2013	135,714	147	0.11
Average	125,539	124.3	0.10

Environmental/Situational contexts

Environmental and situational context information describes the physical characteristics of the immediate area and interaction preceding a use of force incident. Analysis of these data provides a better understanding of the location of the incident and the circumstances of the call for service.

ZIP code

There are 13 ZIP codes within the city of Spokane.²⁵ Of the 243 use of force incidents analyzed, 231 occurred in 12 of these ZIP codes. An additional 12 incidents occurred outside of the city. Most of these incidents that occurred within the city of Spokane occurred within four ZIP codes: 99201, 99207, 99202, and 99205. These four ZIP codes accounted for 79 percent of the use of force incidents in 2009–2013 and for 36 percent of the total population of the city of Spokane. These ZIP codes also saw higher rates of calls for service in the city of Spokane; each accounted for 14 to 19 percent of the calls for service. When examining the prevalence of these incidents per 1,000 people, we found that 99201 saw the highest ratio: 4.17 use of force incidents per 1,000 people. The numbers of use of force incidents in the remaining three ZIP codes were lower than 4.17 per 1,000 individuals, but they were still multiple times higher than those in Spokane's other nine ZIP codes, as shown in table 4.2.

Table 4.2. Number of use of force incidents per 1,000 people

ZIP code	N (UOF)	2010 population ²⁶	N (UOF incidents per 1,000 people)
99201	54	12,945	4.2
99207	54	30,854	1.8
99202	32	20,895	1.5
99205	51	42,036	1.2
99204	4	6,824	0.6
99208	15	49,193	0.3
99223	8	30,023	0.3

Continued on next page

24. SPD Citizen Contact data was not available for 2009. As such, the 2009 UOF incidents were not calculated into the average.

25. City-Data. "Spokane, Washington (WA) Zip Code Map - Locations, Demographics." Accessed December 1, 2014. <http://www.city-data.com/zipmaps/Spokane-Washington.html>.

26. U.S. Census Bureau. 2012. "Selected Social Characteristics in the United States: 2012 American Community Survey 5-year estimates." *2012 American Community Survey*. Washington, DC: U.S. Census Bureau. http://factfinder2.census.gov/bkmk/table/1.0/en/ACS/12_5YR/B02001/1600000US5367000.86000P.

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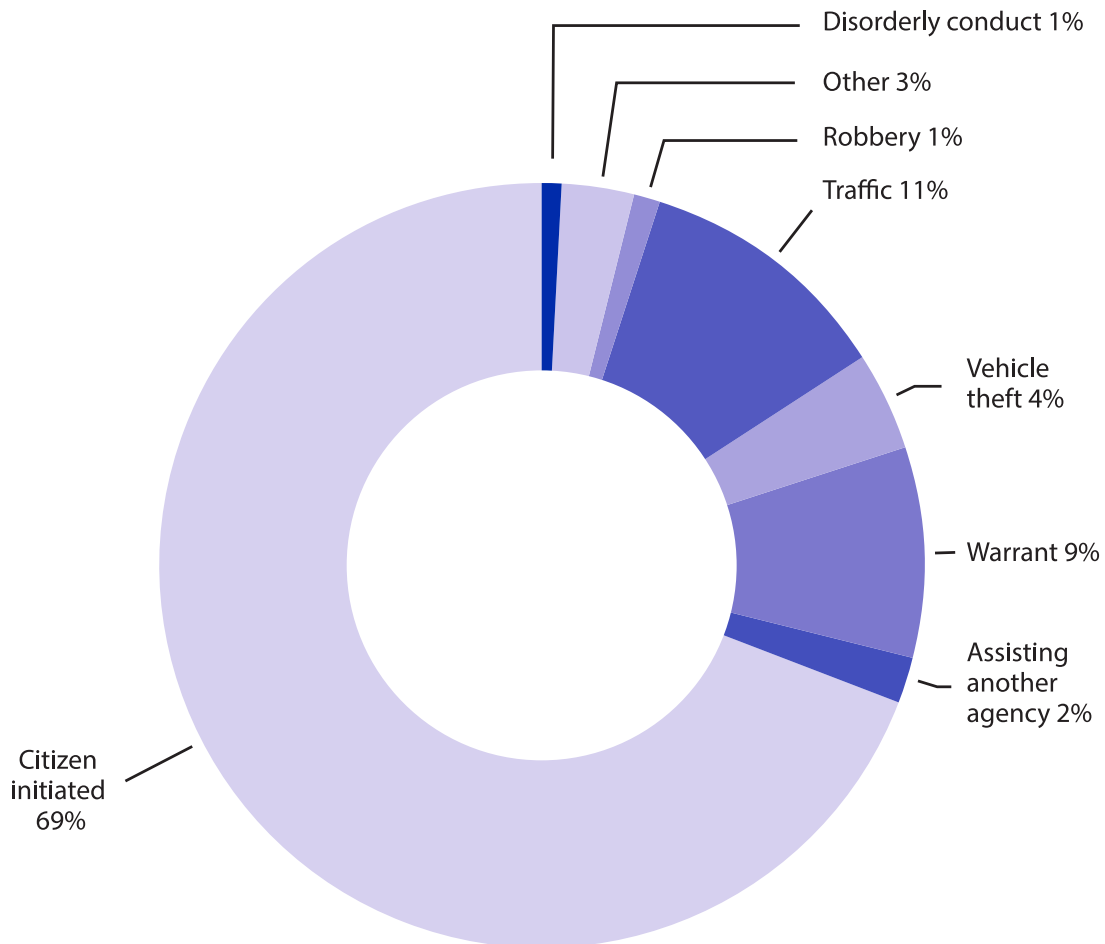
ZIP code	N (UOF)	2010 population²⁶	N (UOF incidents per 1,000 people)
99224	4	19,485	0.2
99203	3	20,324	0.2
99218	2	15,785	0.1
99217	2	17,173	0.1
99212	2	19,150	0.1
99026	0	9,042	0

In addition to identifying the ZIP codes where use of force incidents were most predominant, we analyzed the relationship between violent crimes and use of force incidents by ZIP code in the city of Spokane. In sum, we found that over the five-year period, the four ZIP codes that had the highest rates of use of force incidents also had higher rates of violent crime.

Initial contact and call type

Initial contact is defined as the reason that the officer encounters the subject. There are two forms of initial contact: officer-initiated and citizen-initiated. Officer-initiated contacts are identified as conducting traffic stops, serving warrants, assisting another agency, and conducting traffic stops involving stolen vehicles. Citizen-initiated contacts are calls for service. Call types were coded using information noted in the incident report.

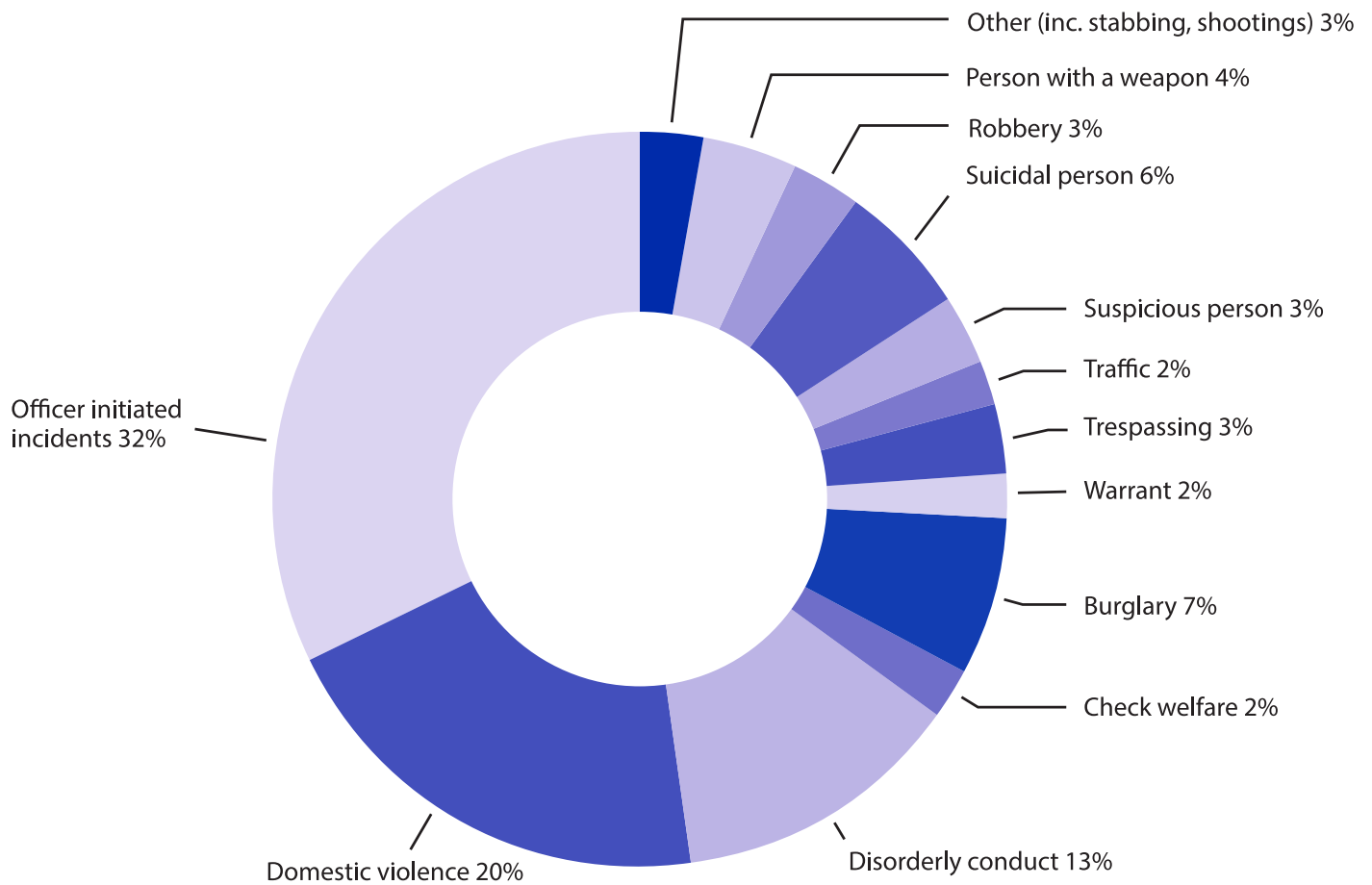
Most initial contacts for use of force incidents (68 percent) were citizen-initiated through a call for service. Officers initiated the contact in the other 32 percent (n=78) of the incidents, one of which was a deadly use of force incident. These incidents were most often initiated by the officer through a traffic stop (11 percent) or a search of a stolen vehicle (13 percent), by a neighboring agency (2 percent), or by the SPD tactical team responding to a call to assist in the search for a suspect or in serving a warrant (9 percent). Reasons for other officer-initiated contacts included suspicious persons and disorderly conduct. Figure 4.1 breaks down the officer-initiated contacts by type of call.

Figure 4.1. Officer-initiated incidents by type, 2009–2013

Sixty-nine percent (n=165) of the use of force incidents sampled were citizen initiated. These calls for service involved 15 different call types.²⁷ The most prevalent calls for service were domestic violence (20 percent), disorderly conduct (12 percent), suspicious person (9 percent), burglary (7 percent), and suicidal person (6 percent). Figure 4.2 displays the citizen-initiated incidents by call type.

27. For the purposes of displaying this information in figure 4.2, shootings and stabbings are included in the data set listed as "Other."

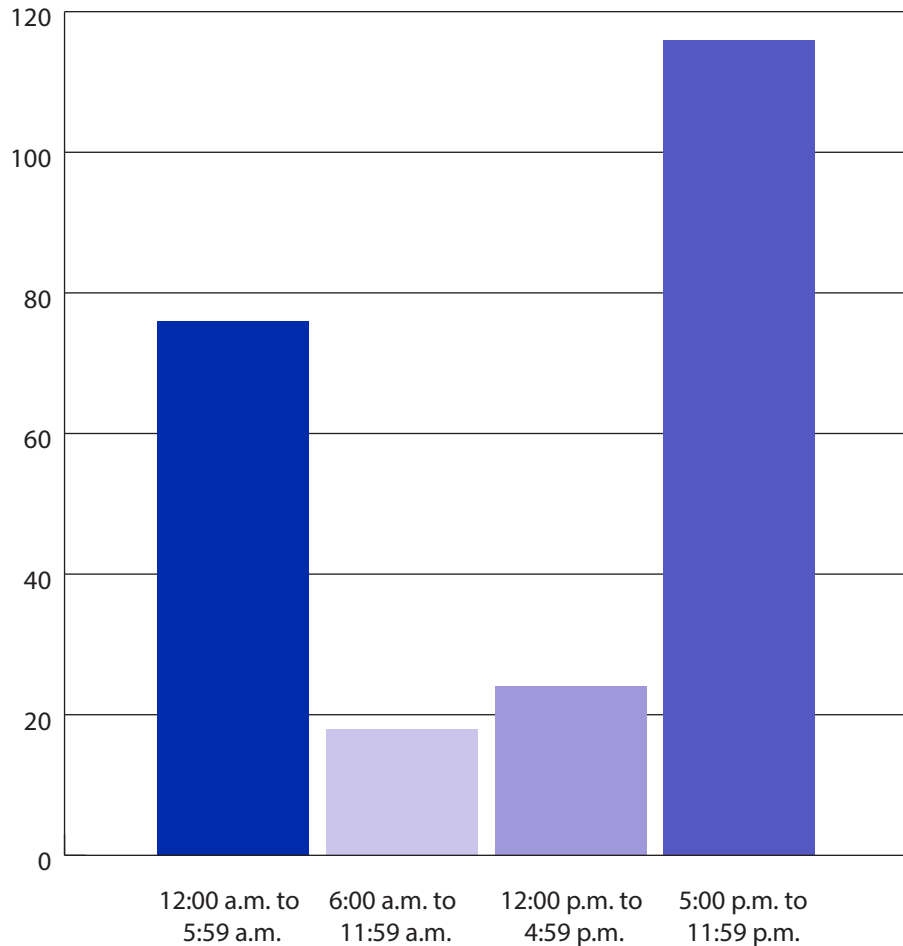
Figure 4.2. Citizen-initiated incidents by type, 2009–2013



Of the 165 citizen-initiated use of force calls for service, eight (5 percent) resulted in deadly use of force incidents. Of these eight incidents, three calls involved a person with a weapon; two were calls about a shooting; and three were about domestic violence, disorderly conduct, and burglary.

Time of day

A plurality (48 percent) of the use of force incidents sampled (deadly and non-deadly) occurred in the evening hours, from 5:00 p.m. to 11:59 p.m. The next most active time (31 percent) for use of force incidents was the overnight hours, from 12 midnight to 6:00 a.m., as shown in figure 3.3. This is also shown when examining the shifts in which these use of force incidents occurred. The power shift (4:00 p.m. to 2:40 a.m.) and the graveyard shift (8:00 p.m. to 6:40 a.m.) were found to have the highest occurrences of use of force incidents within the five-year period of 2009–2013. An analysis of the deadly force incidents separately produced very similar findings.

Figure 4.3. Number of incidents by time of day, 2009–2013

Officer characteristics

In our examination of the 243 use of force incidents, we found that 130 different officers used force, on 366 occasions, during this five-year period.²⁸ This section examines the characteristics of the officers involved in the use of force incidents sampled. We review the number of officers on scene, the number of officers involved in use of force incidents, and the rank, age, race, tenure, and assignment of those officers involved in these incidents.

Number of officers on scene

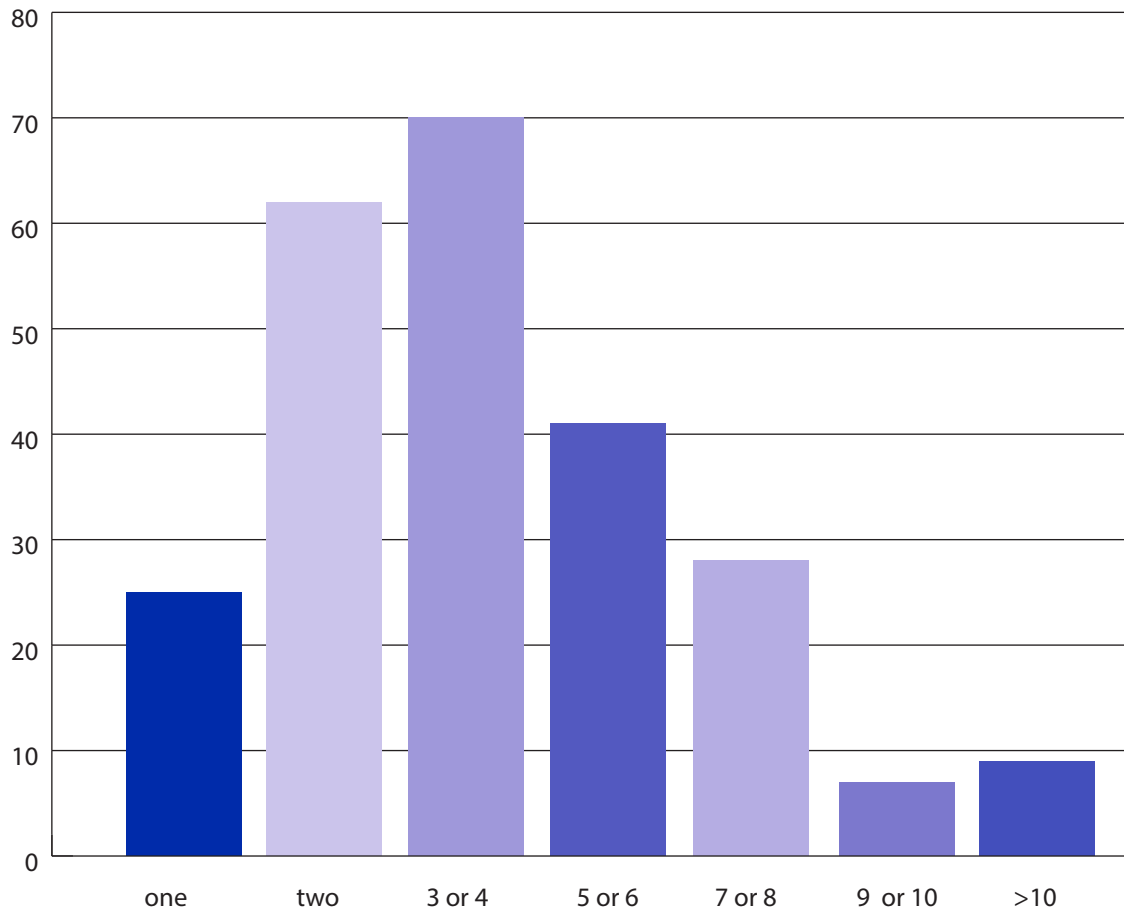
In analyzing the data, we categorized *officers on scene* as officers reported to be on the scene of the incident up until force was used.

Although the number of officers on scene ranged from one to 21, the average was four officers and the median was three officers. Our analysis showed that in most (54 percent) of the incidents, two to four officers were present at the beginning of the incident and up to the point where force was used.

^{28.} A number of officers were involved in more than one use of force incident.

Incidents involving more than seven officers on scene most often occurred while SPD was initiating a traffic stop; responding to a domestic violence, burglary, or disorderly conduct incident; or serving a warrant. It is important to note that a number of use of force incidents preceded by traffic stops were the result of searching for and apprehending a fleeing suspect.

Figure 4.4. Number of officers on scene in use of force incidents, 2009–2013



Number of supervisors on scene

Supervisors on scene refers to the number of supervisory officers on scene up until the scene was cleared (during and after force was used). In most (72 percent) of the incidents we examined, one to two supervisory officers either were present on the scene or responded to the scene shortly after officers used force. Deadly force incidents saw the greatest numbers of supervisors, ranging from six to 12 supervisory officers at any one given incident. Of the 243 incidents sampled, 51 incidents (21 percent) had no record of a supervisory officer reporting to the scene. In many of these cases, the supervisory officer was unavailable at the time of the incident but did speak to the involved suspect, witnesses, and officer(s) later in his or her shift or during the next shift.

Number of officers involved

While the term *number of officers on scene* describes the number of officers on the scene up until force was used, the term *number of officers involved* refers to the number of officers who used force (deadly or non-deadly). A total of 130 different officers were involved in use of force incidents on 366 occasions from 2009 through 2013. While just under half of these officers (n=61) were only involved in one use of force incident throughout this five-year period, most (53 percent) of these officers were involved in more than one use of force incident, as shown in table 4.3.

Table 4.3. Number of officers involved in one or more incidents, 2009–2013

(N) UOF incidents	(N) officers	Percent
1	61	46.9
2	32	24.6
3	13	10.0
4	9	6.9
5	4	3.1
6	2	1.5
7	2	1.5
8 to 10	1	0.8
11 to 15	4	3.1
>16	2	1.5

Upon further analysis, we found that four of the seven officers involved in more than eight use of force incidents from 2009 through 2013 were assigned to the K9 unit. K9 units typically respond to incidents that require the use of the canine to apprehend the suspect. Officers whose canine apprehends a suspect are required to complete a use of force report even if there are no major injuries.

In regard to the number of officers involved, of the 243 use of force incidents sampled, deadly and non-deadly, 90 percent involved one or two officers, as shown in table 4.4. Of the nine deadly force incidents, six involved one officer, two involved two officers, and one involved six officers.

Table 4.4. Number of incidents involving one or more officers

Number of officers involved	N (UOF)	Percent
One	153	63.0
Two	66	27.2
Three	17	7.0
Four	6	2.4
Five or more	1	0.4

Rank

Seventy-four percent of the sampled use of force incidents involved officers with the rank “senior patrol officer,” while 57 percent involved patrol officers (this total percentage exceeds 100 percent because more than one officer [and more than one rank] can report to an incident). Officers with more senior ranks, such as corporal and sergeant, accounted for only 5.3 percent and 3.7 percent, respectively, of the use of force incidents. An analysis of the deadly force incidents separately produced very similar findings.

Age and tenure

Officers involved in use of force incidents from 2009 through 2013 ranged from 21 to 62 years old, with an average age of 36 years old. This is about 8 years younger than the average age of officers in the department as a whole for the same five-year period. A separate analysis of deadly force incidents revealed that officers were an average 38 years old, six years younger than the average age of officers in the department.

When compared to the average age of officers in varying patrol shifts, officers involved in use of force incidents were closer in age to the average age of officers assigned to the power shift (-1.4 years) and graveyard shift (+1.6 years). Officers on the day shift were, in contrast, about 11.6 years older than the average age of officers involved in use of force incidents. In regard to tenure, officers involved in use of force incidents from 2009 through 2013 had been on the force an average of nine years.²⁹ An analysis of deadly force incidents separately reveals that the average tenure among officers who used deadly force was eight years.

Race

A majority of officers employed by the SPD are white. According to the SPD, 18 officers are identified as representing a minority racial group. In our analysis of use of force incidents, we found that nine of these officers (one Asian, three Black, four Hispanic, and one American Indian) had been involved in a use of force incident (at times more than one use of force incident) from 2009 to 2013. Of the 243 use of force incidents, 20 involved an officer who represented a minority racial group.

Assignment

Most use of force incidents involved officers assigned to the graveyard shift (28 percent) and power shift (22 percent). Officers assigned to the K9 unit also accounted for 22 percent of the use of force incidents. Officers assigned to the investigations, targeted crimes, and gang task force units combined accounted for less than 5 percent of the total number of use of force incidents. An analysis of deadly force incidents separately revealed that most deadly force incidents involved officers assigned to the day shift (31 percent) and the graveyard shift (25 percent).

Subject characteristics

In this section, we describe the characteristics of the subjects involved in sampled use of force incidents from 2009 through 2013. We examine patterns in the subject’s gender, race, weapons, substance use, and mental impairments.

Before we examine these characteristics, it is important to note that each use of force incident we reviewed involved only one subject.

29. Data on the tenure in the department were not available for comparison.

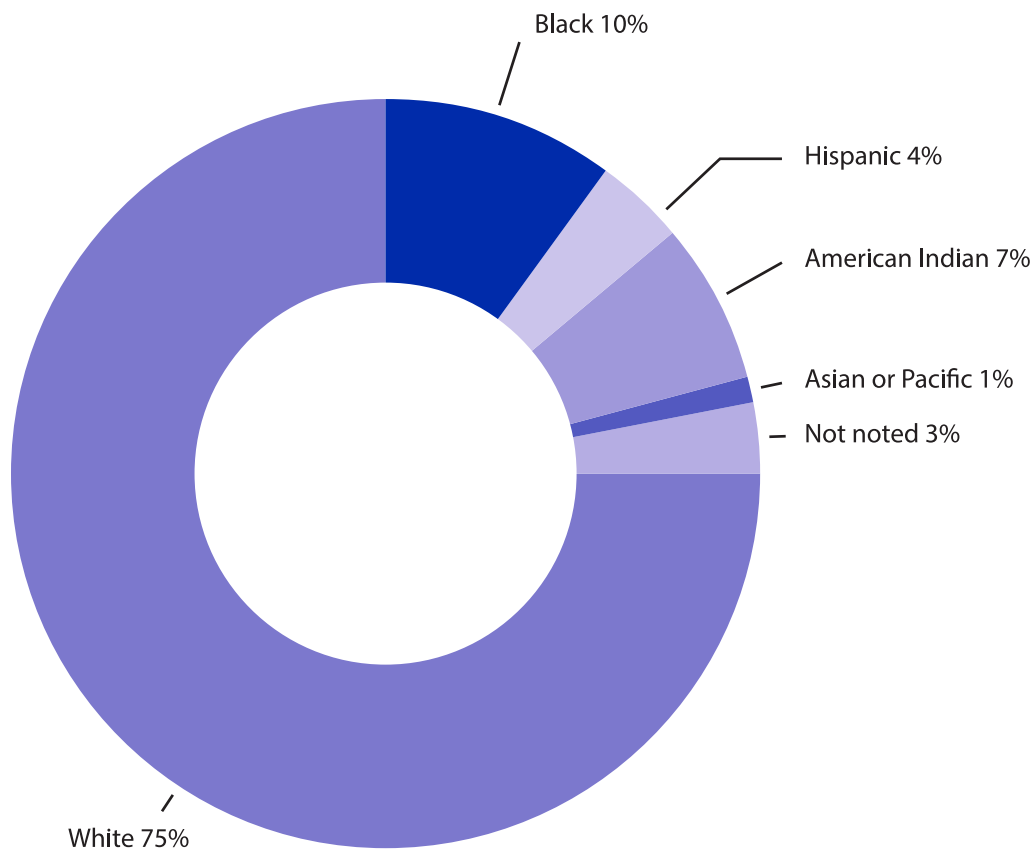
Gender

The gender of the subject was listed in all but two of the 243 use of force incidents sampled. Of those incidents that identified the subject's gender, 92 percent (n=224) involved a male subject and 7 percent (n=17) involved a female subject.

Race

In regard to race and ethnicity of the subjects involved, the composition was similar to that of Spokane's population. According to the 2010 U.S. Census in Spokane, Washington, 86.7 percent of the population was identified as white; 2.3 percent Black; 5 percent Hispanic; 2 percent American Indian; and 2.6 Asian or Pacific.³⁰ In 181 of the incidents (75 percent), officers identified the subject as white. In 25 of the incidents (10 percent), subjects were listed as Black. In 7 percent of the incidents, they were listed as American Indian; in 4 percent, as white/Hispanic; and in 1 percent, as having Asian or Pacific ethnicity.³¹ Figure 4.5 displays the race and ethnicity of the subjects involved. An analysis of deadly force incidents separately reveals that all the suspects involved in deadly force incidents were identified as white. In our review of the use of force incidents, we did not find a pattern of biased application of use of force.

Figure 4.5. Race and ethnicity of subjects



30. U.S. Census Bureau. 2010. "Spokane city, Washington Demographic Profile." Accessed December 1, 2014. <http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>.

31. The race of the subject was not listed in the incident report in eight use of force incidents.

Weapons

The majority of incidents, deadly and non-deadly (80.7 percent, n=196), did not involve a subject with a weapon. According to the information provided by the officers in the incident reports, twenty-two of the incidents (9.1 percent) involved a subject with a knife and 14 (5.8 percent) involved a subject with a gun. In the remaining 4.5 percent of incidents, subjects were reported as displaying or attempting to use other objects, such as metal pipes, scissors, Tasers, vehicles, or sticks, as weapons. A more detailed analysis of the deadly force incidents shows that in seven of the nine incidents that occurred from 2009 through 2013, the subject was reported as having displayed or attempted to use a gun. In the two remaining incidents, the subject had a knife.

Substance use and mental illness

In 65 (27 percent) of the 243 use of force incidents identified, the subject involved was reported to be under the influence of alcohol. In only 5 percent of the incidents (n=13), officers identified the subject as being under the influence of drugs, and in 12 percent (n=30), officers noted that the subject was under the influence of both alcohol and drugs.

Officers noted mental illness of the subject in 13 percent (n=31) of the incidents sampled.

Tools and tactics

This section presents the analysis of the tools and tactics used by officers and the tactical errors identified by supervisors.

Lethal force

Of the nine deadly force incidents that occurred from 2009 through 2013, eight resulted in fatalities. In five of these incidents, officers used rifles; in the remaining incidents, officers used their side arms. In addition to their rifles and side arms, officers also employed other less-than-lethal tools and tactics such as body weight or manual force, K9 deployment, and Tasers.

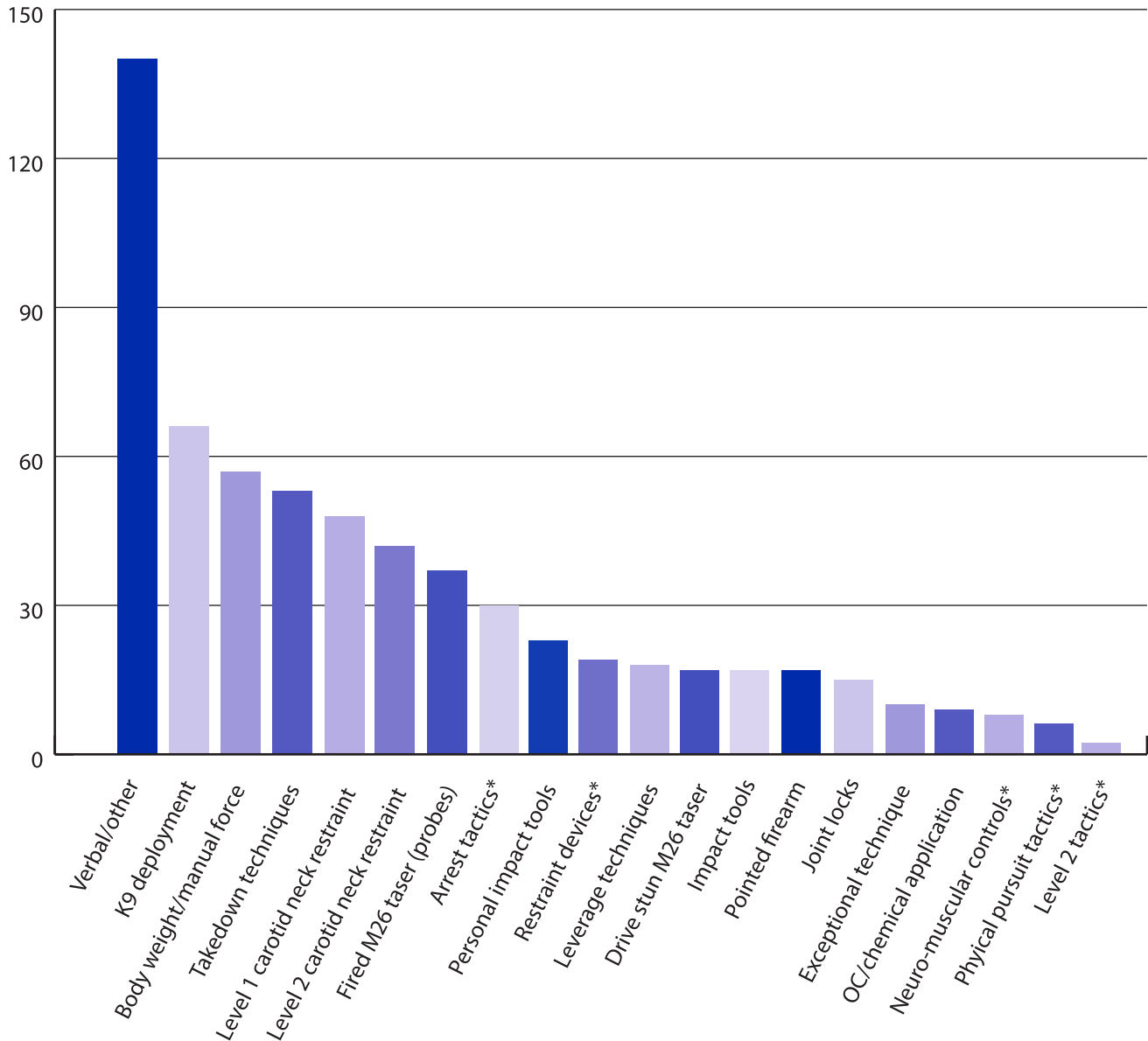
It is important to note that because a Use of Force Administrative Report is not completed in deadly force incidents, it was difficult for CNA to determine with certainty what other tools and tactics officers used before using deadly force. Our analysis of the above reflects what we were able to identify upon our review of each of the deadly force incident files.

Less lethal force

The tools and tactics used in the 234 non-deadly use of force incidents sampled varied from verbal de-escalation to body weight techniques to K9 deployment. Verbal commands were the most common tool/tactics used (60 percent), followed by K9 deployment (29 percent), body weight or manual force (24 percent), takedown techniques (23 percent), and level 1 carotid neck restraints (21 percent). Level 2 lateral neck restraints (LNR) were listed in 18 percent of the incidents sampled (note that these percentages exceed a total of 100 percent because more than one tactic can be recorded for a single use of force incident). When examining the percentage of incidents that involved multiple force types being used on a single suspect, we found that in a majority of incidents (57 percent), officers used one to two different

use of force tools and tactics. Incidents where officers used three to five different types of use of force tools and tactics accounted for 38 percent of incidents. Six or more use of force tools and tactics were used in 6 percent of incidents.

Figure 4.6. Number of use of force tool and tactic applications, 2009–2013³²



Examination of the non-deadly use of force incident reports revealed that not all tools and tactics used by officers were properly documented within the Use of Force Administrative Report and Canine Contact Administrative Reports. Only those tools and tactics listed in these and the BlueTeam Use of Force reports are

32. In 2011, SPD modified its Use of Force Administrative Report form; the categories listed with an asterisk (*) (neuro-muscular controls, leverage techniques, restraint devices, arrest tactics, physical pursuit tactics, and level 2 tactics) were no longer applicable after the change. Additionally, in May 2013, SPD added “pointing a firearm” to its list of use of force tool and tactics.

included in the above analysis.³³ This issue is further discussed in finding 4.1. In addition to this, due to the fact that Use of Force Administrative Reports or BlueTeam reports are not completed in the review of deadly force incidents, we were unable to identify all tools and tactics used in deadly force incidents. This issue is further discussed in finding 4.2.

Administrative review and tactical errors

Non-deadly use of force incidents found to be within policy by SPD are reviewed by the department chain of command. This includes the supervisor, the lieutenant, and the captain or bureau commander for the officer involved in the use of force incident. Those incidents that raise concern as to whether the use of force holds to the policy standards are forwarded from the chain of command to the IA division for further investigation. Of the 234 non-deadly use of force incidents sampled for the time period 2009–2013, three (1 percent) were forwarded to IA.

Training and tactical errors were identified by the chain of command in six (2.6 percent) of the 234 incidents. In these instances, the need for additional training or discussions with the officer's sergeant was noted. In addition to these six incidents, an additional four Use of Force Administrative Reports noted the need for officers to reassess how and when they use force in the future; however, no formal reprimands, discussions, or declarations for additional training were noted. Most of the concerns noted by the chain of command review in these 10 files were with officers' use of exceptional techniques to gain subject compliance. Exceptional techniques included closed-fist punches and hitting of a subject's face. Of the use of force incident files forwarded to IA, none identified failures to comply with policy or recommended additional training.

Deadly use of force incidents are investigated by the Spokane investigative regional response (SIRR) team, reviewed by the county prosecutor, and then reviewed internally through a deadly force review board (DFRB).³⁴ See figure 8.1 for a depiction of the use of force review process. The nine deadly force incidents reviewed were found to have been justified, but recommendations on training, policies, and tactical equipment were provided. These recommendations included the following:

- Train on use of force and reasonableness standard.
- Equip canines with fluorescent vests.
- Review policies on the use of a Taser from a vehicle.
- Incorporate response issues into the department's patrol procedures training.
- Provide additional active shooter and legal justification training.
- Create a policy on foot pursuits.
- Incorporate low lighting situations into Virtra system training.

Although the need for additional training, discussions with supervisors, and the creation of policies were noted among the non-deadly and deadly use of force files, the CNA analytical team was unable to determine the extent to which these recommendations and suggestions were fulfilled. While anecdotal evidence from our interviews suggests that such follow-up does occur, the lack of a system to track these training and policy recommendations should be addressed, and is discussed further in chapter 7.

33. SPD began using BlueTeam Use of Force Reports in the fall of 2012. BlueTeam Use of Force Reports replaced Use of Force Administrative Reports.

34. More information about this process can be found in chapter 7.

Timeliness of the investigations

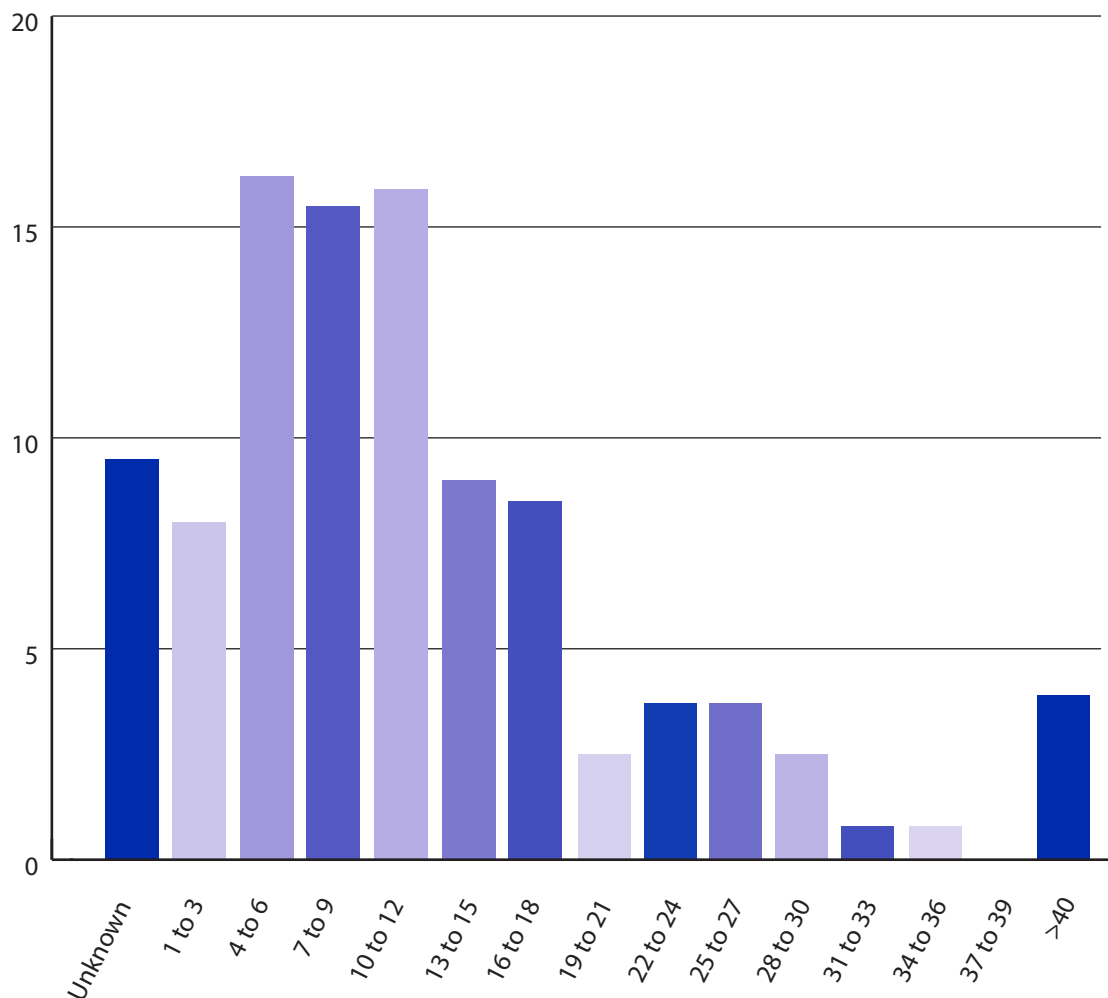
This section examines the length of time it took to complete the investigatory process for both non-deadly and deadly force incidents.

Non-deadly use of force incidents

In order to identify the length of time it took SPD to review a non-deadly use of force incident, CNA used the incident date and the date of signature noted by the officer's captain or bureau commander on the Use of Force Administrative Report or BlueTeam Use of Force Report. Of the 234 non-deadly use of force files sampled, 22 incident files (9 percent) were missing the date of signature. In many cases, these files were incidents involving canines. The Canine Contact Administrative Report did not require supervisors to note the date of their review and signature. The use of BlueTeam to enter all use of force incidents, which began in the fall of 2012, resolved this issue.

For those files containing the authorizing signature and date, the time frame to completing a review of an incident ranged from one day to 172 days. The median timeline for completing an investigation and review of a use of force incident was 10 days. Figure 4.7 displays the number of days it took to review and sign off on incidents by percentage of incidents completed.

Figure 4.7. Number of days to complete a review, by percentage completed



Delays were often the result of supervisors' requests that officers provide additional detail in their reports or meetings with suspects and witnesses to discuss the incident events. The implementation of the BlueTeam software in fall 2012 also caused delays in submitting reports. In most instances, supervisors were unfamiliar with the software and had difficulty attaching the required documentation to the BlueTeam report; thus, they had to go back and resubmit the report through the chain of command. Those incidents that were removed from chain of command and routed through IA (n=3) also took considerably longer to investigate. Investigating these incidents requires additional interviews with the suspect, witnesses, and officer(s) involved. For example, one of these three incident investigations took 172 days to complete. Of the other two, one was completed in 59 days, and the other was not signed off by the chief.

Deadly use of force incidents

It was more difficult to determine the length of time for the investigations cited in the deadly force files. The various touch points in these investigations and varying formats made it difficult for the CNA assessment team to determine the timeline and progress of investigations in each incident file. These touch points include the SIRR team, the county prosecutor, the administrative review panel (ARP), and the DFRB.

SIRR team investigation

It was difficult to identify how long the SIRR team took to complete the criminal investigation, because the deadly force incident files did not include a memo or letter noting the completion of their investigation. Without these data, CNA was unable to determine how long a SIRR team investigation typically took.

County prosecutor review

It was also difficult to determine when the file was then transferred to the county prosecutor and how long it took for the prosecutor to review the file. None of the nine incident files contained a letter or memo identifying when the file was delivered to the county prosecutor, and only three of the nine files included the date of the county prosecutor's declination letter. While some of the files did include declination letters, not all declination letters included a date of delivery. For the three files in which declination letters included a date, the time frames from the incident date to the county prosecutor's letter of declination were 106, 126, and 401 days.

Administrative review panel

The date the ARP was held was provided in eight of the nine deadly force incident files. While we were unable to determine the timeline from the completion of the SIRR or county prosecutor's review to the ARP, we were able to determine that the time frame from the incident to the ARP ranged from 80 days to 303, with an average of 177 days and a median of 208 days.

Deadly force review board

The date of the DFRB meeting was provided in eight of the nine deadly force incident files. Using the data available, the assessment team was able to determine that the DFRB was held on average 84 days (median = 72) after the ARP and 241 days (median = 284) after an incident. According to current SPD procedures, internal investigations of deadly use of force incidents are to be completed after the SIRR criminal investigation and the county prosecutor releases its letter of declination. Additional information on this process is provided in chapter 7.

Use of force investigations: common themes and areas for improvement

A number of common themes and areas for improvement arose in our review of the use of force incident files. These themes and areas for improvement include

- lack of consistency in the reporting of tools and tactics used;
- lack of consistency in the organization of deadly force incident files;
- lack of Use of Force Administrative Reports in deadly force incidents;
- lack of supporting documentation (photos, radio transmissions) in both deadly and non-deadly use of force incident files.

These areas for improvement are discussed in greater detail in the following section, *Findings and recommendations*.

Findings and recommendations

Finding 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.

CNA's review of the use of force incidents found a discrepancy in the reporting of tools and tactics used by officers involved in those incidents (see page 80). In at least 15 non-deadly use of force incidents (6.5 percent), supervisors filling out the Use of Force Administrative Reports or Canine Contact Administrative Reports did not accurately document the use of force tools and tactics indicated by officers in the incident or supplemental reports. Level 1 and 2 lateral neck restraints, Taser, oleoresin capsicum (OC) spray (pepper spray), compliance and takedown techniques, and special ammunitions were a few of the tools and tactics that supervisory officers failed to document. The oversight in documenting these uses of force raises concern about whether the police department is accurately capturing all use of force tools and tactics used.

The failure to identify all the use of force tools and tactics used was most commonly noted in use of force incidents that occurred before 2013 and in incidents where canines were used. Before the implementation of BlueTeam, in each incident in which canines were used, supervisors filled out only the Canine Contact Administrative Report. Unlike the Use of Force Administrative Report, the Canine Contact Administrative Report required the supervisor to report only on the use of a canine and provided no opportunities for the supervisor to document or report other uses of force.³⁵ In cases where officers used other use of force tools and tactics in addition to the canine, these were often overlooked.

In addition, CNA identified use of force incidents in which supervisors failed to report or incorrectly reported officer's use of lateral carotid neck restraints. This was primarily due to supervisors or officers failing to note attempted uses of level 1 or 2 lateral carotid neck restraints. According to the SPD policy manual, use of force policy, 300.3.4, neck restraint control hold, "The use or attempted use of the neck restraint control hold shall be thoroughly documented by the officer in any related reports."³⁶

35. Officers involved in use of force incidents note their actions in the narrative section of the incident report.

36. Spokane Police Department. 2013. *Policy Manual*. Policy 300.3.4. <https://static.spokanecity.org/documents/police/accountability/police-policy-manual-03-26-13.pdf>.

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.

SPD should train officers on the proper way to complete the BlueTeam Use of Force Reports and on their responsibility to document all tools and tactics used. SPD should provide this training through roll call and during the next in-service training session and should stress this information in all future training courses involving use of force. The assessment team acknowledges that SPD has provided officers, specifically sergeants, with BlueTeam training in both February and July 2014. However, the proper documentation of use of force tools and tactics used should also be incorporated and stressed in the supervisor's version of the use of force report writing training.

Finding 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 failure to complete a use of force report in deadly force incidents further adds to the use of force tools and tactics documentation issue. Since the 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. Although the investigation by the SIRR team is comprehensive, it only investigates and documents the use of deadly force by the officer. While the use of force in such cases does not undergo a chain-of-command review, failing to formally document the other force tools and tactics used prevents the department from fully understanding and analyzing all types of force used by the officer.

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.

Although the SIRR team conducts an in-depth criminal investigation of the use of deadly force, requiring the involved officer's supervisor to complete a BlueTeam Use of Force Report provides the department with an opportunity to document all use of force tools and tactics used in a comprehensive format. Completing these forms for all use of force incidents will also assist in the quarterly and annual collection and analysis of data on use of force incidents.

Finding 4.3

The 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.

Reviewing the deadly force incident files was more complex than reviewing the non-deadly force incident files. The deadly force incident files usually contained over 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 these files 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.

A common template or consistent format will make it easier for the agency conducting the investigation, the county prosecutor, the agency conducting the administrative review of the incident, the Office of the Police Ombudsman (OPO), and any other departmental divisions to audit or review the file. This creates efficiencies in how the investigatory files are reviewed and ensures that these entities can successfully review the file at any point in the future.

Recommendation 4.3

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

The SIRR team should develop a prototype for its deadly force files. This prototype should include, for example, templates for witness statements, officer statements, and photo logs. Each of these templates should include a proper title identifying the purpose of the form and designated space to record a date of submission or receipt.

Finding 4.4

The SIRR team or 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.

In a number of instances, it was difficult for the 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. Details such as these, while not essential to the actual investigation, are important to the department in formally tracking the progress of the investigation, especially when these investigations can take six to eight months to complete.

Recommendation 4.4

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

This tracking sheet can be similar to the IA Investigation Case Flow form used in the investigation of complaints. It should contain a list of all the entities that either investigate the incident or review the file (i.e., SIRR team, prosecutor, IA, ARP, DFRB, OPO, chief). This checklist should include a log to track the date and time that each of these entities received the incident file. According to the Police Assessment Resource Center's guidance on internal affairs, "a formalized checklist included as part of the final investigative file will help assure the completeness of an investigation" and establish "a clear and consistent format for investigative reports and files to help ensure objective, unbiased and thorough investigations . . ."³⁷

37. Bobb, Merrick J., and Matthew Barge. 2008. *Internal Affairs: Guidelines Proposed by PARC*. Los Angeles: Police Assessment Resource Center. [http://www.parc.info/client_files/Special Reports/Internal Affairs Guidelines Proposed by PARC.pdf](http://www.parc.info/client_files/Special%20Reports/Internal%20Affairs%20Guidelines%20Proposed%20by%20PARC.pdf) [sic].

Finding 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.

Although most of the deadly force files contained supplemental documentation, a number of non-deadly use of force files were missing these items. While SPD was able to provide most of these items upon a secondary request, items such as photos and recordings are not traditionally stored with every use of force file; instead, they are stored in various departments and divisions. If an investigator, the ombudsman, or other appropriate personnel should want to re-examine a use of force file, they would have to obtain portions of the use of force incident file from various divisions, which is cumbersome.

Recommendation 4.5

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

SPD should use file-sharing software such as SharePoint to save all parts of a use of force incident file, including radio transmissions, photos, and computer-aided dispatch (CAD) logs. A software system such as SharePoint will also allow appropriate personnel (IA, executive command) the ability to efficiently review all aspects of an incident from one central location. In addition to storing these files electronically, SPD should audit them, checking for completeness, on an annual basis.

Finding 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.

In the February 2013 report by the city of Spokane's use of force commission, the commission recommended that SPD conduct a cultural audit. While the conduct of this cultural audit was outside the scope of the U.S. Department of Justice's assessment, we offer a recommendation regarding the areas that this cultural audit should focus on and how SPD should go about conducting such an audit.

Law enforcement organizations seldom conduct cultural audits or organizational assessments. In contrast, corporations often conduct cultural and organizational reviews in order to better understand employees' perceptions, learn how to best encourage productivity, and identify employees who are negatively affecting the company's culture. Many of the methods used to conduct these audits within corporations are transferrable to police departments.

Conducting cultural audits can be complex and costly. Leaders within the organization must identify an audit team internal to the organization, hire third-party researchers to conduct the data collection and analysis, and prepare their staff to be available for extensive interviews and observational periods. A study conducted by Testa and Sipe (2013) notes that in addition to the complexity of these audits, there is no consensus on how organizational culture is defined and measured, and therefore organizations must determine which model and methods are most appropriate for their own case.

Recommendation 4.6

SPD should consult with the city of Spokane's use of force commission to clarify and define their request for a cultural audit and to determine if a further examination of the department's culture is necessary.

Cultural audits are important to the development of strategic plans and the understanding of the culture within an organization. Identifying the motivators for compliant employee behavior and employees' perceptions of the organization and leadership is important to identifying ways in which leaders and supervisors can better align the culture of the organization to its goals, mission, and values.

While the assessment team's survey of 20 percent of the patrol force (see chapter 5) provides a contextual baseline for officers' perspectives on the use of force, it is not comprehensive and should not be considered a cultural audit. In addition to officer interviews, a comprehensive cultural audit should include extensive observations of police practices and police community interactions, focus groups with both officers and community members, and a number of other activities.

Because the city of Spokane use of force commission's original request for a cultural audit was unclear on what the cultural audit would comprise, it is important for SPD to initiate a discussion with the City of Spokane Use of Force Commission. SPD and the city of Spokane use of force commission will need to determine if the baseline cultural assessment conducted by CNA meets the needs of the commission or if a further audit is necessary.

If a cultural audit is found to be necessary, Testa and Sipe (2013) provide guidance on the process and models that organizations can follow as they conduct their own cultural audits.³⁸ They define the conduct of a cultural audit in five steps: (1) identify the organization's vision, mission, values, and strategic goals; (2) describe the desired culture; (3) select the audit team; (4) collect the data; and (5) interpret and report the findings.³⁹

Steps 1 and 2 are geared towards establishing the baseline and identifying the focus areas for the cultural audit. Step 3 involves the selection of the team that will oversee and conduct the audit. The team should include an executive team and a research team. The executive team includes leaders from various divisions and departments (e.g., patrol, IA, training, investigations) within the organization and with various tenure levels. Step 4 involves collecting the data through interviews with officers, executive command, departmental stakeholders, and community members; conducting focus groups; observing officer-community interactions through ride-alongs; and reviewing departmental policies and procedures. Testa and Sipe provide a list of organizational culture areas and questions that organizations such as SPD could use in the conduct of their cultural audit. (See appendix B on page 110 for a table listing these cultural categories and questions.) The final step in the model provided by Testa and Sipe is interpreting and reporting the findings. The researchers suggest that the observations should be carefully reviewed in order to identify consistent themes and that the organizations and researchers conducting these audits should use these findings to develop strategic plans to address any organizational issues that become apparent through the audit.⁴⁰

38. Testa, Mark R., and Lori J. Sipe. 2013. "The Organizational Culture Audit: Countering Cultural Ambiguity in the Service Context." *Open Journal of Leadership* 2(2):36–44. <http://www.scirp.org/journal/PaperInformation.aspx?PaperID=32988>. Testa and Sipe provide comprehensive guidance based on research completed by other authors (see article for complete list).

39. Ibid.

40. Ibid.

Finding 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.

While the SPD IA division does produce an internal report of use of force 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 on an annual basis. In addition, IA's review of use of force data fails to include citizen complaint data. Expanding the type of analytics run on these data and establishing a consistent methodology and a schedule for analysis will allow the SPD to track the data from year to year or from quarter to quarter.

Recommendation 4.7

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

Performing this analysis on a semiannual basis will allow the SPD to flag any trends or issues as they emerge. The analysis should include geographic coding and coding of age, race, sex, mental impairments, officer characteristics, environmental characteristics, citizen complaints of use of force, and crime to allow the SPD to flag any emergent issues or trends at those levels. A more detailed analysis of the geographic location of these incidents will also reveal the degree to which these incidents are concentrated in these locations.

Similarly, if the SPD is considering major program or policy and procedure changes, it should perform a use of force analysis both before and a reasonable period after the change goes into effect, in order to track the impact of the change. For example, if scheduled analysis reveals a disproportionate number of use of force incidents stemming from calls for service involving domestic violence, the department can reassess its policing and prevention strategies to target offenders with previous citations for domestic violence. SPD can also use these analytics to inform its annual training plan.

Finding 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's IA division collects data from use of force reports via Excel spreadsheets. In addition, over the past six months, SPD has begun developing one- to two-page reports that synthesize the data in these spreadsheets for each year for the last five years (2009–2013). However, the extent to which SPD uses the data collected to inform policing strategies and training plans is unknown. During our assessment, and within the past six months, SPD began populating annual use of force reports for 2009–2013 and releasing these reports to the public. Sharing these reports and how SPD uses the data to guide its operations and decision making was cited by several community members as a detriment to the transparency needed to improve the community's trust in the SPD. This analysis would either confirm or deny the many rumors regarding unequal policing, either along racial, ethnic, or geographic lines, that many community

members perceive. In particular, community organizations representing minorities and individuals with mental illness or substance abuse issues all believed that their constituencies were unfairly targeted by the SPD and that a formal analysis would prove their claims.

Recommendation 4.8

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

Although incident reports going back to 2012 are posted on the police department's website, the general public seldom refers to them. The SPD would earn significant good will from the Spokane community by continuing to develop and publish, in different formats, a formal analysis of use of force reports every year. These annual reports should be brief and include a summary of the use of force analysis (i.e., the number of use of force incidents, the types of tools and tactics used, characteristics of the officers who used force, characteristics of the suspects involved, and geographical contexts). In addition, these annual reports should document the adjudication findings, excessive force complaints, and uses of force in the context of the number of citizen contacts, crime rates, population changes, and calls for service. The SPD should then identify the common themes and trends within the given year and in comparison with past years. These annual reports should also identify the ways in which SPD is going to address any negative trends or deficiencies in policy and training. The SPD should also continue to publish these reports on its website and inform the public that the reports are available there. Facilitated discussion amongst community stakeholders on these use of force reports will increase the community's good will, and the SPD should engage the myriad outreach methods it already uses to engage the community (e.g., the SPD blog and Twitter account, public meetings), as well as the city council's outreach methods, including town hall meetings, using its use of force analysis as a focal point of conversation.

Finding 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.

According to our analysis of use of force incident reports from 2009–2013, there were 15 officers with five or more use of force incidents and 24 officers with four or more incidents. While a number of these officers (n=4) were assigned to the K9 units and are often involved in use of force incidents as a matter of their assignment, a more detailed examination of the incidents in which these officers are involved is necessary to better understand and identify patterns of behavior over time.

Recommendation 4.9

SPD should further examine the patterns of behavior for officers with a high frequency of use of force incidents. This additional examination should be conducted every four years.

SPD should conduct an additional analysis of officers who are involved in a high frequency number of use of force incidents over a four-year period. This detailed analysis should examine the types of incidents that these officers are involved in, the characteristics of these officers, and a review of the tactical decisions made by the officers that potentially increased the risk and led to the use of force. This examination will allow the department to determine whether there are patterns of behavior that may require corrective action.

Chapter 5. Survey of Officers and Officer Interviews

In November 2014, CNA conducted one-on-one interviews and a survey of 50 Spokane Police Department (SPD) officers. This chapter provides more detail on the analysis of the surveys and the common themes identified in the officer interviews.

Officer surveys

The purpose of the survey was to gather more pointed data on officer's perspectives related to procedural justice and constitutional policing. In addition to interviewing all six of SPD's captains, we randomly selected 44 officers (police officer, senior police officer, corporal, sergeant, lieutenant) employed by SPD as of June 2014. These surveys were voluntary and anonymous. This sample of officers surveyed represents slightly more than 20 percent of the total 240 police officers employed by SPD.⁴¹ The survey asked officers to provide a response, using a four-point scale, regarding their agreement with a number of statements involving topics of procedural justice and constitutional policing (see appendix C on page 113). The following provides a review of officers' responses. The survey questions were developed based on previous research conducted by Tom Tyler (2001),⁴² Knowledge Networks (2008),⁴³ and the International Institute for Restorative Practices (2000).⁴⁴

Constitutional policing and procedural justice

When officers were asked how important it was to (1) clearly explain what they are doing; (2) consider people's explanations; and (3) give people a chance to explain their actions while making an arrest, a vast majority of officers surveyed (n=48) replied that it was "somewhat important" to "very important" in all three instances. Similar results were based on questions relating to issuing a citation and conducting an officer-initiated stop.

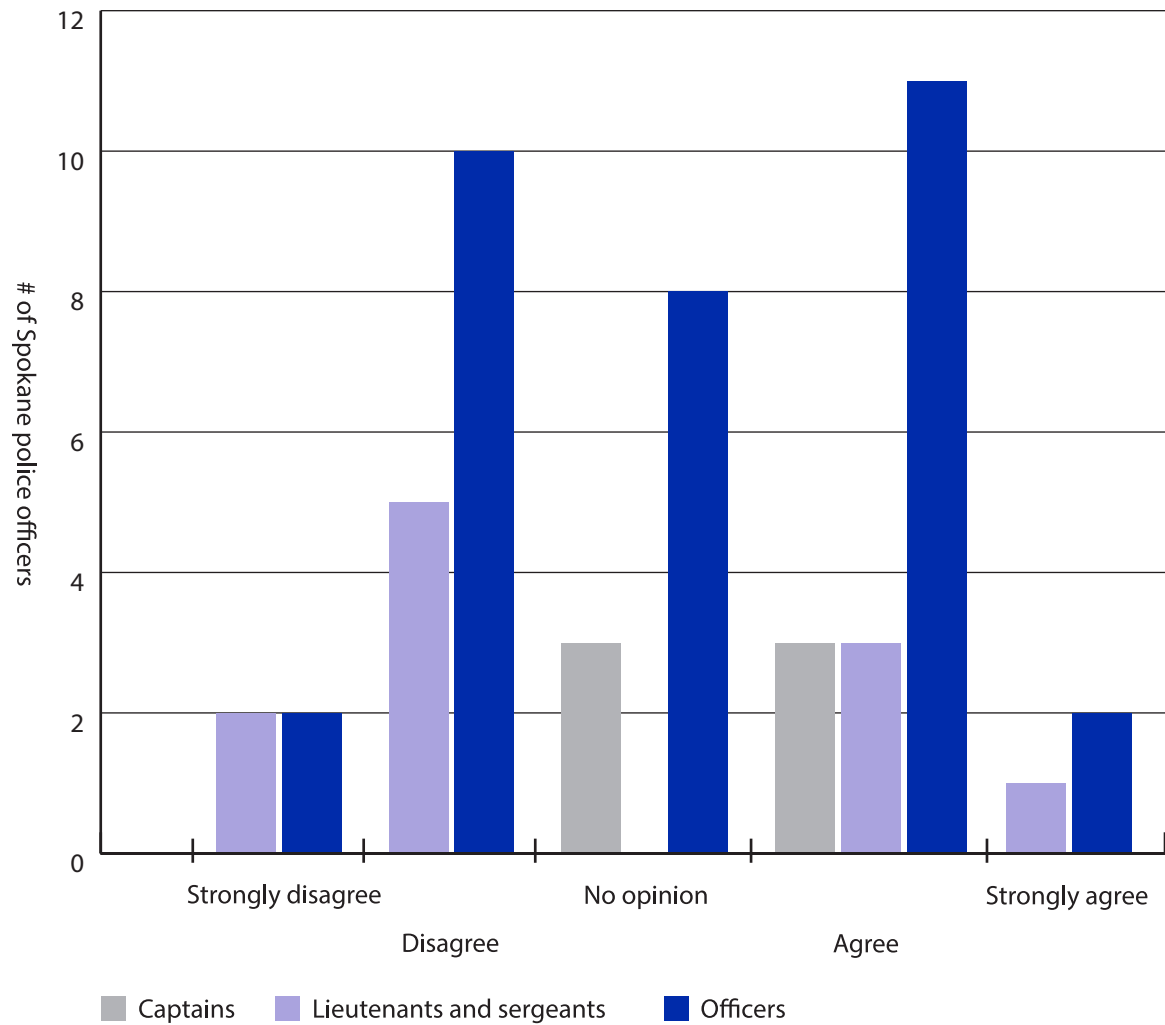
When asked whether officers agreed with the statement that Spokane police officers should give a fellow officer a speeding ticket for driving 15 or more miles per hour over the posted speed limit, officers' answers varied. Thirty-four percent agreed with this statement, 30 percent disagreed, and 22 percent had no opinion, as shown in figure 5.1.

41. CNA excluded detectives and other administrative SPD personnel (i.e., administrative secretary, records specialist, clerks) from this sample.

42. Tyler, T. 2001. "Obeying the law in America."

43. Knowledge Networks. 2008. *Field report*.

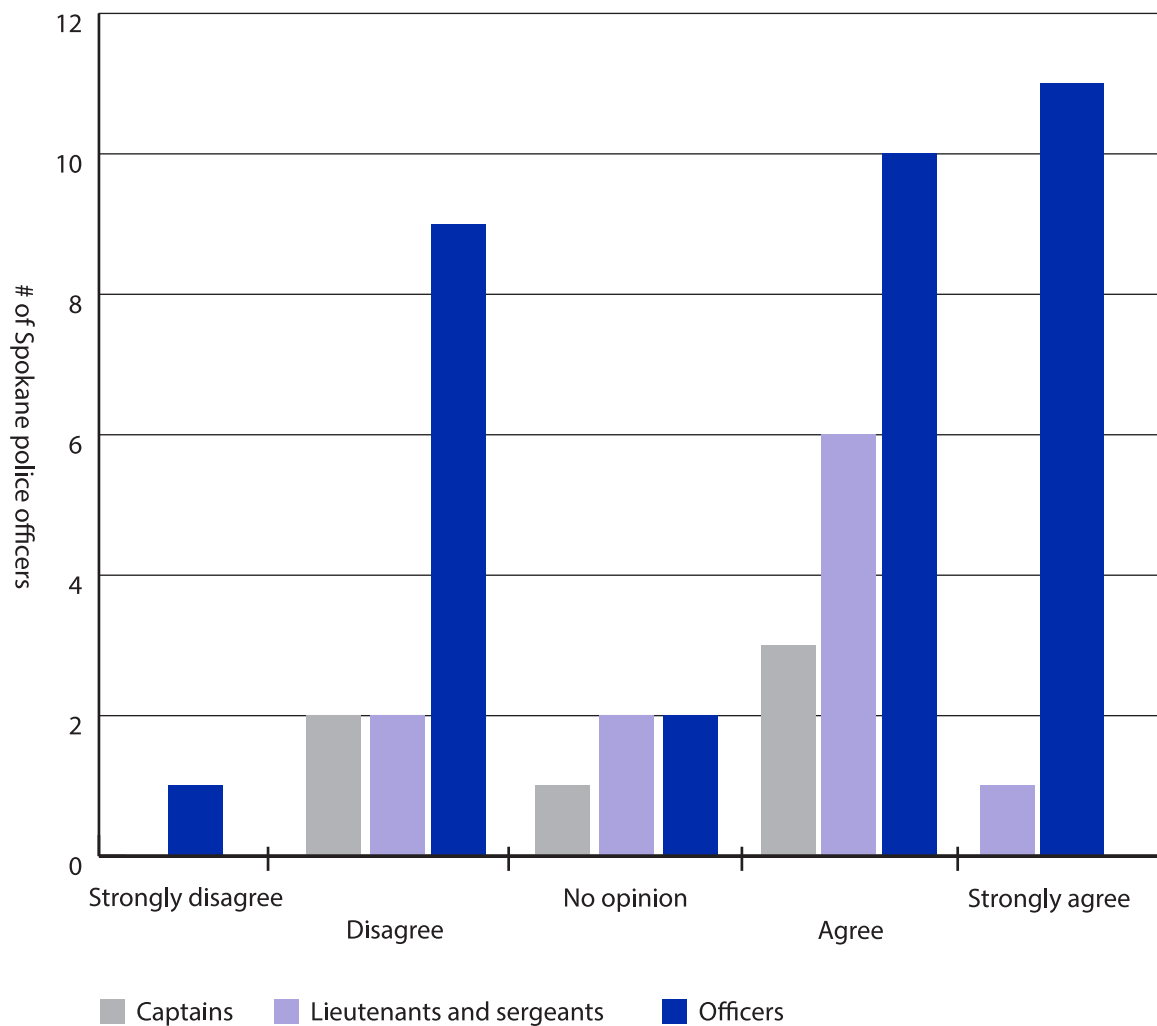
44. International Institute for Restorative Practices. 2000. *Police Attitude Questionnaire*.

Figure 5.1. Issue a speeding ticket to a fellow officer?

In addition, a number of officers gave narrative explanations for their response. These explanations included not typically giving citizens a ticket for this situation and believing that the decision to issue a ticket depends on the situation.

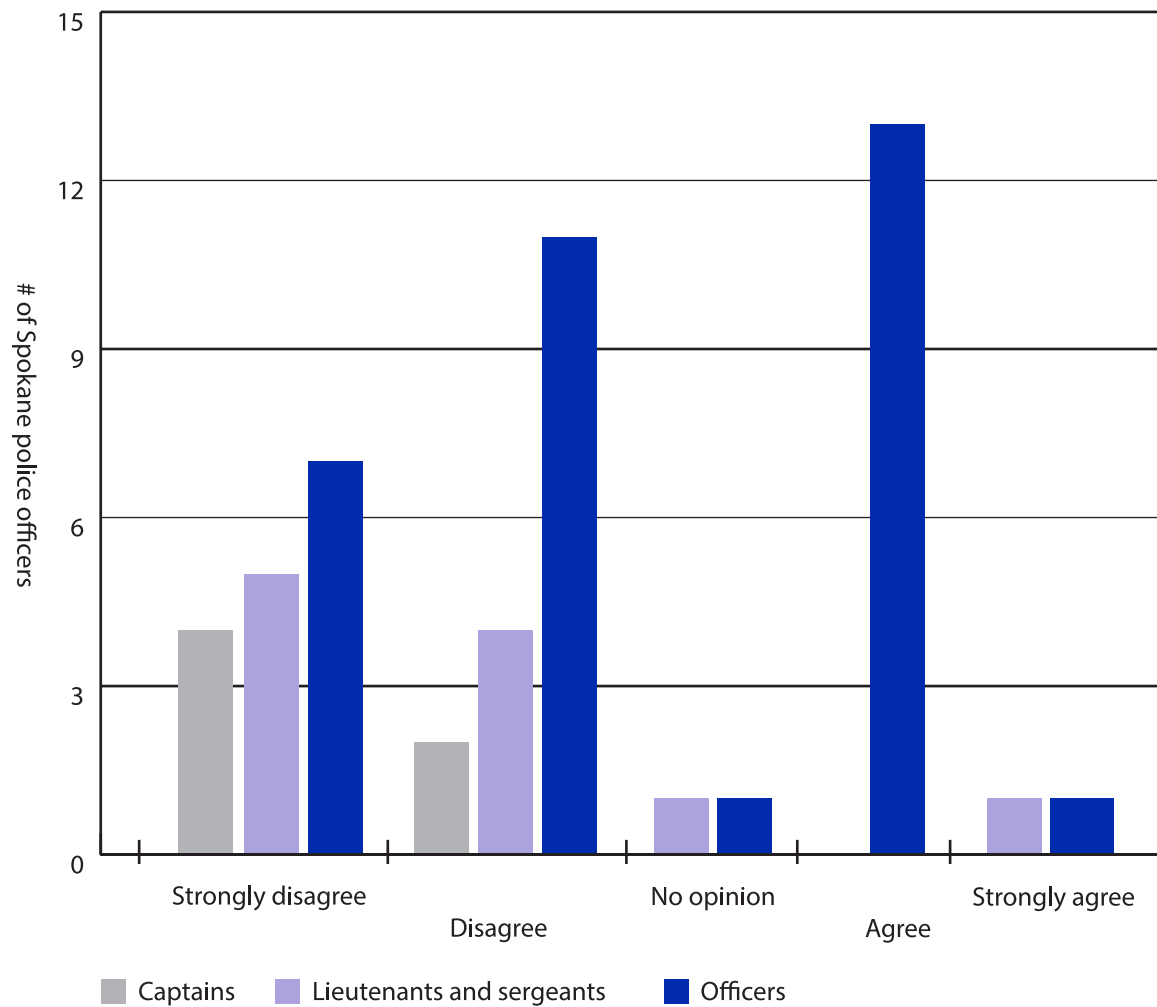
As shown in figure 5.2, responses varied almost equally across all ratings, with an exception of “strongly disagree,” when officers were asked whether they agree with the statement that *police officers are more effective if they are able to decide on their own when to enforce particular laws*. This variation was seen across all ranks.

Figure 5.2. Officer discretion in enforcing laws?



When officers were asked whether they agree with the statement that *sometimes police are justified in using questionable practices to achieve good ends*, a majority (n=33) noted that they disagreed or strongly disagreed. Captains, lieutenants, and sergeants uniformly disagreed or strongly disagreed with this statement. In contrast, 26 percent of officers noted that they agreed with the statement, as shown in figure 5.3.

Figure 5.3. Questionable practices justified in some cases?

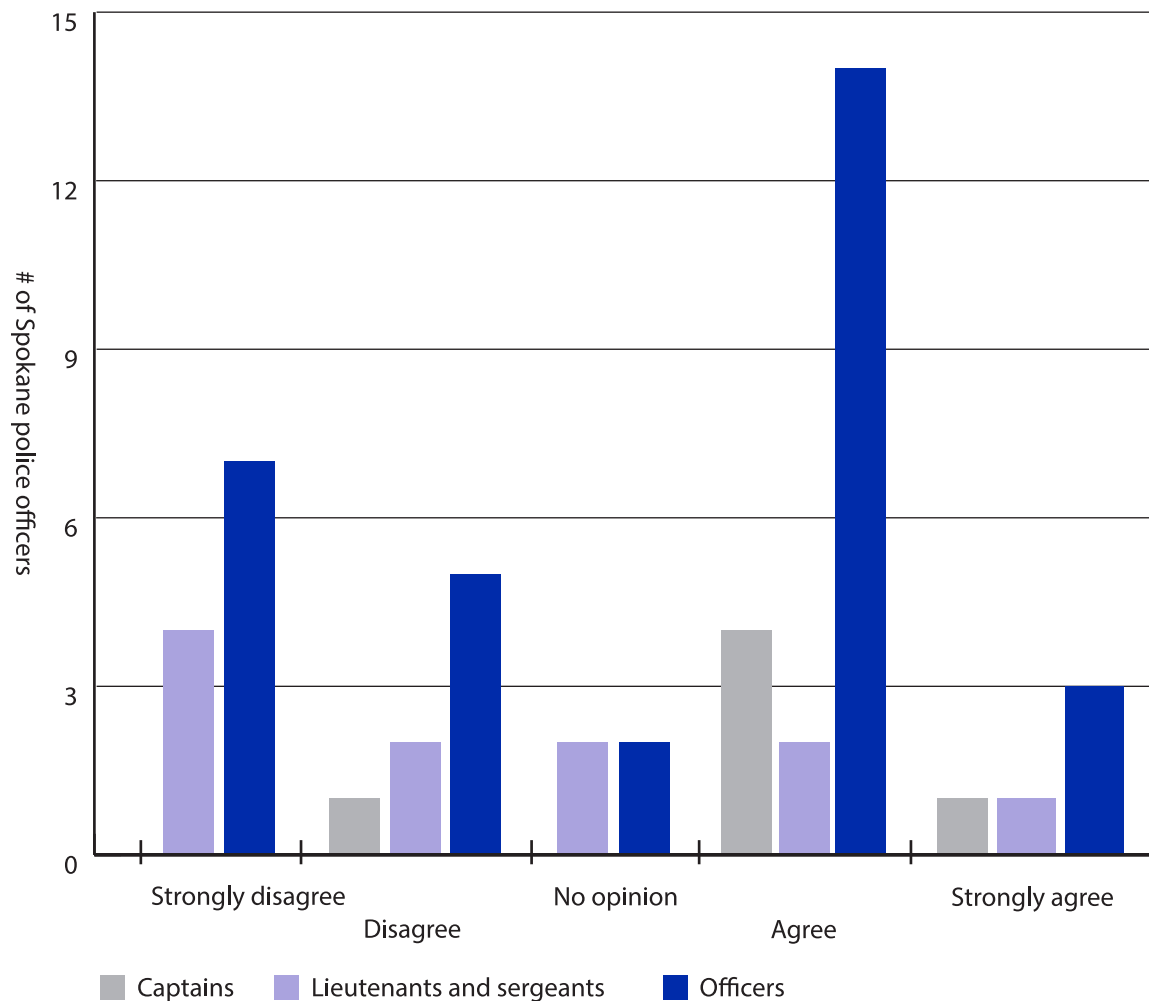


More than 70 percent of officers also noted that they agreed or strongly agreed that *Spokane police officers should arrest a fellow officer for driving while intoxicated*. However, a number of officers also noted that in such cases they would call on an outside agency to conduct the arrest.

Using force

A greater variance was shown in responses when officers were asked whether they agreed with the statement that *Spokane police officers should be allowed to strike an adult who is attempting to escape from custody*. The greatest variance was in responses from officers; while just over a quarter of officers (26 percent) agreed with the statement, 22 percent of officers (not including captains, lieutenants, and sergeants) disagreed with the statement. In contrast, when looking more closely at the difference in response according to rank, we see that five of the six captains noted that they agreed or strongly agreed with the statement, as shown in figure 5.4.

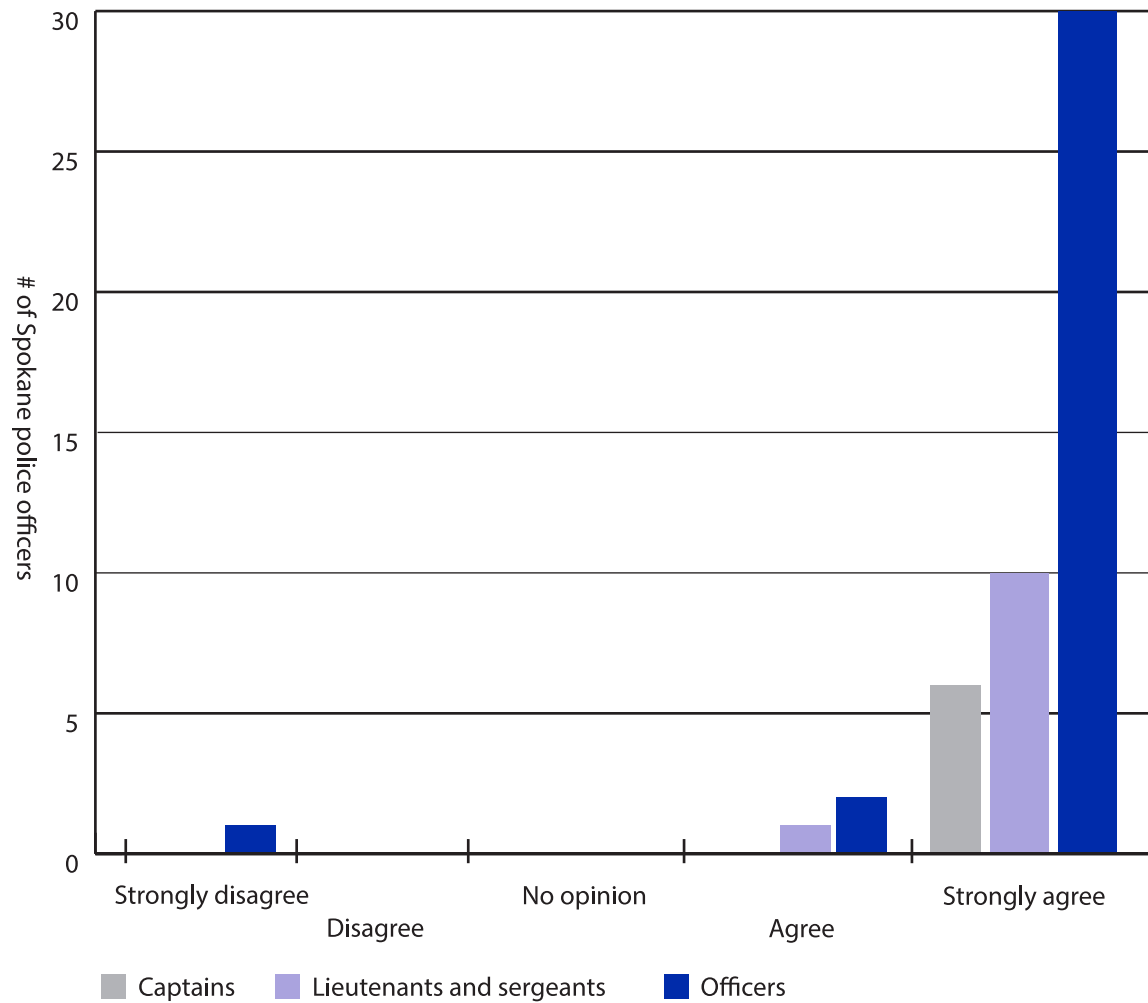
Figure 5.4. Strike an adult attempting to escape from custody?⁴⁵



45. Two officers did not provide a response to this survey question.

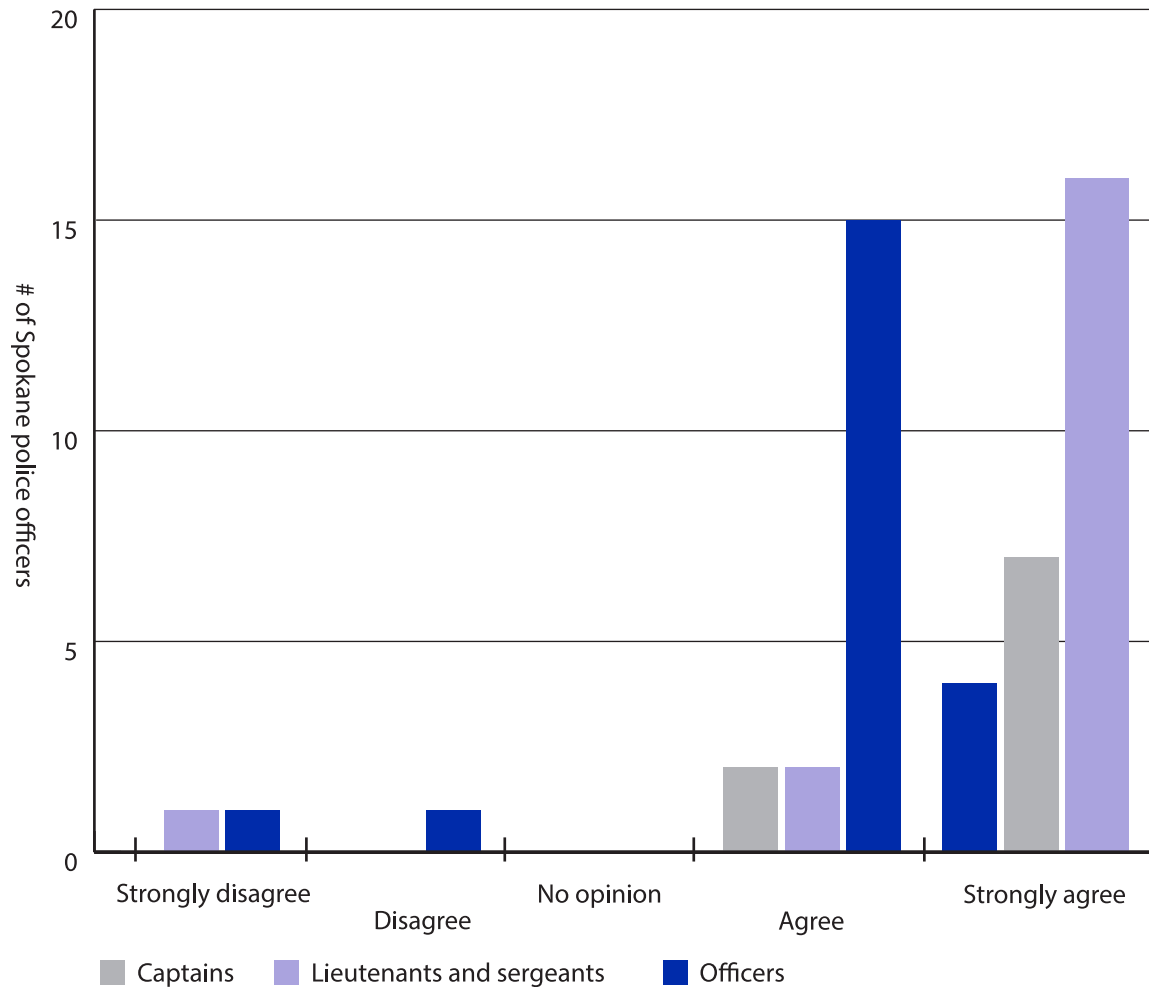
A strong agreement, 92 percent (n=46), among officers was seen in response to the statement that *Spokane police officers should be allowed to strike an adult who was attacking the police with his/her fists*. There were no major variances across the officer ranks, as shown in figure 5.5.

Figure 5.5. Strike an adult who is attacking the police officer?



When asked if they agreed with the statement that *an officer should report a fellow officer for using excessive force when making an arrest*, nearly all officers (n=47) noted that they agreed or strongly agreed, as shown in figure 5.6.

Figure 5.6. Report excessive force by fellow officer?



When asked whether they agreed with the statement that *only police officers are qualified to judge whether use of force is excessive*, 82 percent of officers noted that they disagreed or strongly disagreed.

In sum, officers overwhelmingly agreed that proper constitutional policing and procedural justice practices should be followed when interacting with a citizen or potential suspect. There were clear variations in responses when officers were asked about striking adults who were attempting to escape 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. The discrepancies in officer responses in these areas are potential signs of issues in training and the need for additional clarification from department leadership on these topic (see finding 5.3).

Officer interviews

In addition to having these officers complete a survey, we also conducted one-on-one interviews with each officer. The questions asked during the officer interviews focused on four areas: (1) officers' roles, responsibilities, and duties within the police department; (2) their perspectives on the department's use of force policies and procedures; (3) their opinions on what causes use of force incidents; and (4) their opinions on the impact of use of force incidents on police-community relationships. Officers were very forthcoming with their opinions and perspectives on the police department's use of force processes. Below are some common themes expressed during these interviews.

Officers' roles and responsibilities

- Officers in leadership positions (captains and lieutenants) noted that their position is integral to providing guidance to officers, maintaining police operations, reinforcing policies, and ensuring adequate police supervision.
- Officers also noted that while training provided was adequate, the training provided in preparation for leadership positions is informal and not always guided by formal procedures or requirements.

Use of force policies and procedures

- Officers noted that internal communication following a deadly use of force incident has improved in the last two years.
- Officers noted that while the department has positively progressed within the last 18–24 months, they remain concerned about the rapid succession of organizational changes and the impact these frequent, and sometimes sudden, changes have on morale and agency operations.
- Officers expressed support for making the facts of a deadly force incident public; however, a number of these officers also noted that too much transparency can be detrimental, especially if it reveals personal or confidential information.
- Officers voiced support for a role for citizens in the review of deadly force incidents, but they all felt strongly that there must be an educational process for citizens who review such information.

Causes of use of force incidents

- Officers overwhelmingly agreed that subjects' impairments related to mental illness, drugs, or alcohol are a direct cause of use of force.
- When asked about the characteristics of officers who used force, most officers noted that an officer's assignment (e.g., day shift, graveyard shift) and participation in specialized units (e.g., emergency response unit, K9) play a large role in their involvement in use of force incidents. Officers also noted that age, experience level, and communication skills could play a role in use of force incidents (with younger officers and those who have less experience or poor communication skills being more likely to be involved).
- A number of officers expressed their concern about the impact of current staffing shortages on officer fatigue and how this could potentially cause use of force incidents.

Impact of use of force incidents on police-community relationships

- Officers noted that while they are making progress in community outreach efforts, shortages in staffing are their greatest impediment to actively engaging the community and proactively conducting community policing.

In the following section we present additional discussion and analysis on a few of these common themes.

Findings and recommendations

Finding 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.

It was clear that, as a result of previous organizational ineffectiveness and the 2006 Otto Zehm incident, the SPD required significant organizational changes to align the department with best practices. While most officers interviewed noted that they understood the need for change, they also expressed concerns over the rapid succession of these changes and the inconsistent communication about these changes down to the patrol level.⁴⁶ Further complicating this was resistance to change among a number of officers within the department; this created issues for executive leadership in obtaining buy-in from officers both in supervisory levels and among patrol. In addition, our interviews 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.⁴⁷ In an agency with slightly less than 300 officers, the swift changes among a few (6–7) officers can cause a ripple effect both up and down the ranks. While the swift changes may be necessary, changes like these can cause resistance and reluctance within the department, further highlighting the importance of consistent messaging among both executive leadership and supervisory officers. When asked how long officers had been in their current position, a number noted four months to one year.⁴⁸ The rapid changes, coupled with resistance to change; lack of training on new positions, roles, and responsibilities (see finding 5.2); and inconsistent communication from executive leadership can impede the intended positive progress of these changes and instead cause frustration and lack of buy-in from all the ranks within the department.

Recommendation 5.1

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

SPD's executive leadership should work closely with the director of communications to develop routine communication methods on all changes to the department's organizational chart, policies and procedures, training, strategies, etc. These communication methods should be geared towards informing the organization as a whole and specific enough to inform those most directly affected of the changes and the potential outcomes of the changes. These communication methods should include department-wide e-mails,

46. CNA Interviews. September 2014.

47. Ibid.

48. Ibid.

roll call briefs, one-on-one meetings, group meetings, and meetings with supervisors. The SPD should also provide an avenue for officers to submit their comments and suggestions about the changes back up the chain of command, either directly through their supervisors or anonymously.

Appropriately communicating these changes with officers in supervisory positions is most important, because their continued buy-in will be directly reflected in how they communicate and reinforce the changes among the officers they supervise. The role and level of importance that supervisors play in facilitating cultural change within the department is key to the department's overall success, and supervisors must understand that their role can impede or encourage positive reaction to the organizational and cultural change of the department.

Finding 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 (e.g., manuals, transition period, mentoring) for officers promoted to the sergeant, lieutenant, and captain levels.

Except for those promoted to captain, newly promoted officers are provided with a checklist of activities and courses that they should complete within their first six months in the new position. However, a number of officers interviewed noted that this checklist has 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 entail as a supervisor. A formal promotion process is necessary as a standardized practice within the department and, more important, during times of rapid organizational change. Supervisors are a critical component of an organization, and if they are unsure about their roles and responsibilities and are not given adequate training, this will negatively affect their ability to supervise and guide personnel placed under their supervision, ultimately leading to gaps in accountability and officer safety.

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.

SPD should develop or update the materials provided to officers when they are promoted. These materials should go beyond providing a checklist of requirements. They should provide officers with guidance on their new duties, roles and responsibilities, and training requirements and should inform them of any required activities they must complete within the weeks to months in their new position. In addition, newly assigned supervisors should be given on-the-job training by their outgoing predecessors when possible. Those above these new supervisors in the chain of command should check in regularly and provide mentorship to ensure that the newly assigned officers fully understand their roles and are confident in their positions.

Finding 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.

Responses to the question of whether officers should use force on subjects who are 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 were varied, mostly among officers and in some cases even among officers in supervisory positions (see figures 5.2, 5.3, and 5.4). In addition to this, there was a small variance in officers’ responses to the survey question related to reporting a fellow officer for using excessive force (see figure 5.6). While overwhelmingly in agreement, there were a few officers (n=3) that noted that they “disagreed” or “strongly disagreed” with the statement.

Recommendation 5.3

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

Officers’ responses to the survey questions should not be interpreted as a clear sign of biased policing within the department; in contrast, based on our assessment, we found no pattern of biased application of use of force. On the other hand, it is apparent that additional training and guidance from department leadership on how officers should respond in such circumstances is necessary. SPD leadership should reinforce fair and impartial policing practices and provide officers with guidance through roll calls, department wide e-mails, and in meeting with supervisors. In addition, SPD should provide all officers with additional training on these topics. Organizations like the COPS Office offer training to a number of law enforcement agencies across the country. Training on procedural justice and unbiased policing will encourage officers to reassess how they interact with their communities and promote interactions that are more meaningful. As a result, these positive interactions will help build stronger community-police relationships and assist in the organizational transformation of the department.

Chapter 6. Use of Force Policies and Procedures

In this chapter, we examine whether Spokane Police Department (SPD) policies and procedures require that its officers use force as defined by federal and state law and in accordance with national standards and best practices. We first review the background and common components of a model use of force (UOF) policy. We then examine SPD's current use of force policy and follow with a list of findings and recommendations on how SPD can continue to improve its use of force policies and procedures.

Federal and national guidance

The fourth and 14th amendments of the U.S. Constitution provide the basis for deadly use of force policies in the United States. Federal court guidelines stem from the benchmark 1985 decision of the U.S. Supreme Court in *Tennessee v. Garner*. This ruling held that the Tennessee statute that permitted police officers to use deadly force in arresting non-dangerous fleeing felons was unconstitutional. The ruling sanctioned the use of deadly force only as a means to "protect the officer and others from what is reasonably believed to be a threat of death or serious bodily harm," (or) "if it is necessary to prevent the escape of a fleeing violent felon whom the officer has probable cause to believe will pose a significant threat of serious physical injury to the officer or others." To assist law enforcement agencies in developing policies consistent with U.S. Supreme Court decisions, the International Association of Chiefs of Police (IACP) formulated the following language for its model use of force policy: "Officers shall use only force that is objectively reasonable to bring an incident under control."⁴⁹ In addition to making policy changes, many policing agencies developed comprehensive approaches to training their officers on how and when to use force, including use of force models. These graphic models provide guidance to officers on levels of force to apply based on levels of resistance presented by the suspect. A recent survey of use of force policies showed that most policing agencies use some type of force model, and many rely on a linear design.⁵⁰ However, there is no standard practice and no evidence exists for the effectiveness of one model over another.⁵¹ The IACP national model policy identifies two general circumstances in which the use of deadly force may be warranted. The first instance is "to protect officers or others from what is reasonably believed to be a threat of death or serious bodily harm." The second is to prevent the escape of a deadly felon who the officer believes will pose a significant threat of death or serious physical injury to the officer or others. The IACP further recommends these additional considerations:

- If a decision has been made to deploy deadly force, when possible, the police officer should identify him or herself and demand that the subject stop the threatening conduct.
- The officer must always consider the potential risk to innocent bystanders.
- The officer must never fire warning shots.
- The officer must not discharge firearms from a moving vehicle, except in exigent circumstances and in the immediate defense of life.

49. National Law Enforcement Policy Center. 2006. *Use of Force*.

50. Terrill, William, Eugene A. Paoline III, and Jason Ingram. 2012. *Final Technical Report: Assessing Police Use of Force Policy and Outcomes*. Washington, DC: National Institute of Justice. <https://www.ncjrs.gov/pdffiles1/nij/grants/237794.pdf>.

51. *Ibid.*

SPD use of force policy

The SPD has implemented several UOF policy changes as a result of the March 2006 death of Otto Zehm,⁵² a UOF incident that involved several SPD officers. In response to the continued community concern, in January 2012, Mayor David Condon established a use of force commission to make a thorough inquiry into UOF issues in Spokane. After an extensive investigation, in which the commission consulted with and interviewed a diverse group of practitioners, experts, and community members, the commission released a draft report for public comment in December 2012 and a final report in February 2013. This report recommended that SPD undertake several actions to improve and update its policies and procedures surrounding use of force. In its March 2014 progress report to the UOF commission, the SPD articulated the many improvements it had made to address the commission's recommendations, including the following:⁵³

- Re-writing the SPD mission statement to emphasize quality of life and safeguarding constitutional rights
- Posting the SPD policy manual to the department's website
- Developing a new defense tactics manual and a new field training officer manual
- Providing the OPO full access to police files and materials
- Requiring that the city administrator review all SPD disciplinary suspensions of more than one day

Since its March 2014 progress report, the SPD has also updated its use of force practices and now requires officers to document instances in which officers point their firearms as a use of force. The SPD has also instituted an early intervention system (EIS) to monitor individual officers' performance and pre-emptively flag any emerging performance or training issues. In addition, the city attorney's office has adopted policies ensuring an appropriate distance from SPD criminal prosecutions and has provided a full-time police legal advisor to the SPD.

Findings and recommendations

Finding 6.1

Notifications from the SPD's early intervention system regarding use of force are only sent to the defensive tactics cadre.

Starting in 2014, the SPD employed an EIS to monitor several variables regarding officer actions, including the number of different types of incidents and the determination of whether the officer acted within policy in that specific incident. The SPD tracks use of force incidents, internal affairs (IA) investigations of complaints, pursuits, accidents, and officer-involved shootings for all of its officers. If an officer exceeds a pre-defined threshold for any of these events, the defensive tactics cadre is notified. The defensive tactics cadre is composed of SPD subject matter experts who have received training and certifications from many public safety agencies and professional associations, such as Taser International, Washington State Criminal Justice Training Commission (WSCJTC), and Basic Law Enforcement Academy. While not formally alerted of incidents of officers exceeding pre-determined thresholds in the EIS, a lieutenant from IA reviews the EIS

52. Additional background detail on the Otto Zehm incident can be found in chapter 1.

53. Spokane Police Department. 2014. Twelve Month Progress Report. Letter to the use of force commission, March 27. A summary of the reforms implemented by the SPD can be found in chapter 3.

spreadsheet monthly for any surges or patterns. 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 use of force incidents through their involvement in the UOFRB.

Recommendation 6.1

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

The notification should be sent to all relevant parties who could potentially be involved in or implicated by the SPD's response to the alert. This includes the officer's immediate supervisor, who can then alter his or her supervision of the officer; IA, so that they can determine whether to open an investigation or an inquiry; the officer's union representative, so that the officer's contractual rights are not abrogated; the SPD's public information office (PIO), so that it can develop messaging content and distribution plans; and the SPD executive leadership for situational awareness. The goal of an EIS is to provide an early intervention into any potential issues with a specific officer, but the alert that the EIS generates for a specific officer can have an impact well beyond that officer. The alert could be an early indicator of the need for changes to training or equipment, or it could be a harbinger of emerging policy or community outreach issues—either of which would implicate more individuals within the SPD than those in the defensive tactics cadre. While the monthly review by IA and the UOFRB cursory review are valid precautions, an officer could reach a triggering threshold at any point in the month, and that triggering threshold could require immediate disciplinary or investigative action by IA—action that should not wait until the end of the month.

Finding 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.

The SPD's EIS collects the date and disposition of every SPD officer's involvement in the following incidents: use of force, IA complaints, pursuits, accidents, and officer-involved shootings. It also collects information on whether the officer's supervisor was involved in any of the incidents and whether the officer was referred to his or her Employee Assistance Program or chaplain.

While the SPD EIS gathers the very basic information on several incidents listed above, it does not include the details of those incidents (such as whether a citizen required medical attention). It also does not gather any information on civil suits, administrative claims, or disciplinary actions, or any awards or commendations received by the officer.

Recommendation 6.2

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

Although each EIS must be specifically tailored to each police department's circumstances and organization and to the issues it faces, an EIS should ideally collect all relevant data to an officer's training record, disciplinary action, performance evaluations, citizen-initiated complaints, and commendations.⁵⁴

54. Walker, Sam. 2003. *Early Intervention Systems for Law Enforcement Agencies: A Planning and Management Guide*. Washington, DC: Office of Community Oriented Policing Services. <http://ric-zai-inc.com/Publications/cops-w0085-pub.pdf>.

The SPD should also collect data on an officer's involvement on tactical teams (e.g., emergency response unit [ERU], K9) as well as on an officer's failure to complete required training.

Further, the SPD should examine the variables listed above as well as the variables suggested for systems that are designed for more general performance assessments rather than for identifying potential problems.⁵⁵ These include variables such as absenteeism and supervisory actions. The variables need to be tailored to the SPD's needs and customized for the unique circumstances of the SPD.

Finding 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.

In addition to choosing the correct number and type of variables for an EIS system, police departments must decide the triggering criteria to generate an alert—that is, the amount of any one variable or combination of variables that will trigger an alert. Police departments should calibrate their triggering criteria for the variables in their EIS so that it does not generate alerts on too many people. If the threshold is too high, the system will not identify all the potential outliers that alert a supervisor that an officer is in need of intervention; if the threshold is too low, it will identify too many outliers. In either of these extremes, the system will be ineffective.

The SPD's current EIS system generates an alert after an officer is involved in six use of force incidents in a calendar year. In 2013, excluding K9 officers, the threshold of four use of force incidents generated alerts on 3.4 percent of the patrol officers in the SPD.⁵⁶

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 current threshold of six incidents before notification of an officer's involvement in use of force incidents is too high and would only generate alerts on a small percentage of officers. This limits the department's ability to identify and address recurring issues as they are emerging. While there are no national standards on EIS thresholds, lowering the threshold to four use of force incidents would ensure that the department quickly identifies potential outliers.

In addition to considering the use of force threshold of 3 to 5 percent of the line-officer population, as recommended by the UOF Commission, the SPD should also consider the following three models⁵⁷ when establishing triggering criteria that will generate an alert:

1. Department-level thresholds, i.e., a pre-determined number of variables in a given time period
2. Peer officer averages, i.e., comparing variables within a peer officer group with similar shifts in similar areas
3. Performance indicator averages, which examine ratios between different variables, such as the ratio of use of force incidents to arrests

55. Ibid.

56. In 2013, 11 officers had more than four incidents. Of these 11, three were K9 officers.

57. Walker, Sam. 2003. *Early Intervention Systems*.

Finding 6.4

The SPD use of force policy does not reflect current departmental practices.

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 use of force, 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. The factors taught by the training division, in comparison to those identified in the policy, are more closely related to the factors identified by *Graham v. Connor*, 490 U.S. 386 (1989). In addition to this, the SPD's recent implementation of the BlueTeam software is not reflected in the current notification and reporting process outlined in the policy.

Recommendation 6.4

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

Consistency across all aspects of doctrine ensures uniformity in operations. All levels of the policy hierarchy, from policies to manuals to directives, need to be consistent and non-contradictory to allow both officers and the public to understand the principles and constraints that govern SPD operations. As a result, the SPD should ensure that its doctrinal documents, particularly its use of force policy and its defensive tactics manual, consistently refer to the actual practices of the SPD, including the use of force model that SPD officers are being trained to use in the field. Training should enforce a police department's unified doctrine, and the SPD should therefore examine its current use of force training after it has updated its doctrinal documents and determine whether it accurately portrays the official SPD policy.

The SPD is currently undergoing significant changes, including recent reorganizations and their ongoing response to the UOF commission recommendations. Increased recent outreach and new programs such as the EIS are generating data and revealing trends. The OPO's new authorities and capabilities will soon take effect, generating yet more data from which the SPD can determine trends and inform changes in policy or practice. As such, the SPD should establish procedures for both periodic—i.e., quarterly or annually—and ad hoc reviews of its doctrinal documents, including the use of force policy, and, if necessary, make changes to them. These procedures should also incorporate the operational divisions implicated by the changes, particularly the training division.

Finding 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.

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-use of force procedures. Those are not sufficiently discussed within the policy. Guidance on tactics such as the lateral neck restraint and pain compliance techniques are listed within the

use of force policy. However, other use of force tools and tactics like firearms, conducted energy devices (Taser), and control devices and techniques (baton, pepper spray, kinetic energy projectiles) are not referred to in the use of force policy; rather, they are included in the manual as separate policies. In addition, certification requirements for each of these tools and tactics are not listed in the use of force policy. De-escalation is another aspect of use of force that is not mentioned throughout the policy; neither is there a standalone de-escalation policy. In addition, while reporting procedures and the supervisor and shift commander's responsibilities are noted, the policy makes no mention or reference to the post use of force review procedures.

Recommendation 6.5

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

Aspects such as the levels of force, certification requirements, importance of de-escalation, and post-use of force review procedures, while not required or guided by a national standard, should be included in the SPD policy. Including this detailed guidance will ensure that SPD officers are provided clearer parameters on their use of force. In addition, updating the policy expresses the department's commitment to addressing use of force issues and can affect the community's perception of police legitimacy.

Including this level of information in one policy presents a concern over the length of the policy for some departments. However, guidance on the length of use of force policies is limited to the IACP's recommendation that use of force policies should be "concise and incorporate only the essential principles to adequately guide officer decision making."⁵⁸ As a result, use of force policies will often vary according to the department's needs. At minimum, it is important for agencies to consider referring officers to other departmental policies on other aspects of the use of force or including additional guidance within the policy if not provided as a separate policy or general order.

58. National Law Enforcement Policy Center. 2006. *Use of Force*.

Chapter 7. Use of Force Training and Tactics

This chapter reviews the training programs conducted at the Spokane Police Department (SPD) that can impact the prevalence and nature of deadly force incidents in the department. We also examine the training requirements for each of these training programs and conclude this chapter with a series of findings and recommendations.

SPD use of force training

The SPD provides recruit-level and in-service training to its sworn officers. In addition to this required training, optional classes, covering a wide range of topics, are offered to all levels of the organization.

The importance of police training cannot be understated, because training helps ensure that officers have the skills, judgment, and knowledge to implement policies on the streets of the jurisdiction.⁵⁹ Police managers across the country acknowledge the importance of training because failure to train police officers can invoke municipal liability under Title 42 U.S.C. §1983 (*City of Canton v. Harris*, 1989).

Training at the SPD (which includes use of force training) is covered by policy 208 in the SPD policy manual.⁶⁰ This policy provides directives for all types of police training and consists of 10 sections:

1. Purpose and scope
2. Philosophy
3. Objectives
4. Training plan
5. Training needs assessment
6. Training documentation
7. Other training resources
8. Other training programs
9. Pre- and post-academy and equivalency academy
10. Training procedures

Specific policies related to use of force training are as follows:

- All sworn members will successfully complete an annual in-service training program on the department use of force and deadly force policies.⁶¹
- All sworn members will successfully complete in-service training on less-than-lethal weapons every two years.⁶²

59. Ederheimer, Joshua A., and Lorie A. Fridell, eds. 2005. *Chief Concerns: Exploring the Challenges of Police Use of Force*. Washington, DC: Police Executive Research Forum.

60. The Spokane Police Department uses a Lexipol® use of force policy. Lexipol® is a private company that provides state-specific public safety policies and training recommendations.

61. Spokane Police Department. 2013. *Policy Manual*. Policy 208.4(b).

62. *Ibid.* Policy 208.4(c).

- Detailed records shall be kept of all in-service training sponsored by or presented on behalf of the SPD. Records should minimally include the following:
 - An overview of the course content or an instructor lesson plan⁶³
 - Names and agency contact information of all attendees
 - Instructor credentials or resume
 - Individual attendee test results (if applicable)
 - Course completion roster

The SPD documents department-wide training in an Excel spreadsheet that is maintained by the training coordinator. This spreadsheet lists the title of the training, date presented, number of training hours, and miscellaneous comments. Using this spreadsheet, table 7.1 was constructed to depict the documented use of force training conducted by the SPD for each year included in this evaluation.

Table 7.1. Use of force training conducted by the SPD 2009–2013

Class Name	Session	Year	Hours
Firearms	Session 5	2009	5.0
Taser Refresher	Session 3	2009	0.5
Defensive Tactics	Session 3	2009	4.0
UOF Review and Reporting UOF	Spring	2010	2.50
Firearms	Spring	2010	2.0
Fatal Incident Protocol	Spring	2010	1.0
Firearms	Spring	2011	2.0
Deadly Force Review	Spring	2011	1.0
Tactical Firearms Consider- ations and Team Movement	Fall	2011	10.0 (Uniformed Personnel)
Firearms	Fall	2011	4.0 (Investigations Personnel)
Deadly Force Review Board Update	Fall	2011	1.0
Firearms	Spring	2012	2.0
Deadly Force Review	Spring	2012	1.5
UOF/Straight Baton	Fall	2012	2.0
Firearms	Fall	2012	3.0
Combat First Aid	Fall	2012	3.0
Firearms-Baton to Handgun	Fall	2013	3.0
Baton/Issues and Training	Fall	2013	4.0
Rapid Response	1st Quarter	2013	1.5
Firearms/Quals	1st Quarter	2013	2.0

63. Ibid. Policy 208.6.

The training depicted in these tables does not represent all the training conducted by the SPD. From our observations, it is possible for training sessions to be presented and not documented on this annual training spreadsheet.

In addition to the training programs listed above, SPD has also made significant improvements to the types of training it provides to its officers. These new systems and training programs are described in more detail below.

In-service training

In the spring and fall of each calendar year, the SPD conducts in-service training. The goal of this training is to provide each sworn member of the department with a full day of training twice a year. The training topics include, but are not limited to, legal updates, police procedures, use of force (practical and classroom), firearms, baton and Taser recertification, diversity training, and other topics as prioritized by the training academy staff.

In-service training is conducted at the SPD training academy during patrol “double-up” days to ensure appropriate street coverage. Double-up days occur when patrol teams (squads) overlap, allowing one team to attend training without adversely affecting the manpower needs on the street. Patrol officers’ teams are assigned mandatory training dates while detectives and specialty officers are required to sign up for their specific training day. According to training academy staff, it takes approximately 2.5 months to train the entire SPD.⁶⁴

The assessment team observed the fall 2014 in-service training session at the Spokane training academy. As stated in the course itinerary, the learning objective of this course is

geared towards the enhancement and application of learned and introduced techniques and tactics in Law Enforcement. The format of the class design will allow the student to solidify their knowledge base in multiple skill sets as well as the introduction of new skills. Utilizing “round robin” training concepts, the first half of the day will be utilized to enhance performance and application under limited stressors. The second half of the day will utilize the reality based training philosophy to enhance performance during real life application.⁶⁵

The fall 2014 in-service training curriculum included the following topics:

- firearms and emergency vehicle operations
- defensive tactics
- critical incident management
- water rescue introduction and first aid
- multiple force options refresher
- reality based training scenarios

The fall 2014 in-service training was presented using a “round robin” format with the participating officers rotating among several scenarios. Logistically, the training required numerous instructors, scenario actors, safety officers, and other staff to facilitate this block of instruction.

64. CNA Interviews. August 2014.

65. Spokane Police Department. 2014. Fall In-Service Itinerary, September 24.

The training session observed covered a wide range of topics and required a significant amount of staff members to present. It was dynamic, was reality based, and provided refreshers in several high-liability use of force areas. It should be noted, however, that in-service training at the SPD is not audited or monitored by the Washington State Criminal Justice Training Commission (WSCJTC) or any other outside organization and that the approval and administration of in-service training is at the sole discretion of the SPD.

Field in-service training

The SPD has adopted a new training philosophy that is referred to as field in-service training. In the past, SPD would present large blocks of training (including use of force training) when it was due as a requirement for officer recertification. This was an effective delivery method, but very little of this training was replicated until it was due again.

With the exception of firearms training, the SPD now offers training in smaller blocks of instruction and conducts the classes more frequently. This field in-service training is conducted at shift-level briefings and other smaller venues throughout the department. More frequent training, although shorter in duration, is more difficult to document and administer. The SPD is currently conducting field in-service classes in the use of the lateral neck restraint, domestic violence assessment tools, respect in the workplace, and emergency driving operations.

Virtra[®] training system

The SPD recently purchased a Virtra[®] training system. Manufactured in Tempe, Arizona, Virtra[®] is a state-of-the-art firearms and use of force training simulator. The system uses three life-size video screens that project realistic scenarios for officers to work through and solve. These scenarios include shoot/don't shoot situations, less-lethal encounters, tests of verbal skills, and other problems an officer may have to deal with. During shooting scenarios, the system can be configured to simulate receiving return fire by delivering a small electrical shock to the training participant.

The Virtra[®] training system became operational at the SPD in September 2013. According to training documents, approximately 120 officers have been through familiarization-type scenarios with the new system. These familiarization scenarios are not graded, nor has there been a formal lesson plan to promote consistency.

SPD basic verbal defense and influence

The SPD began basic verbal defense and influence (VDI) training in October 2013. This course has its origins in "verbal judo," created by Dr. George Thompson, and focuses on verbally redirecting negative behavior. A cadre of instructors was initially trained, and they presented the four-hour block of instruction to the remainder of the department.

Since October 2013, all but 14 SPD officers have received this training. Officers are not required to be certified in VDI skills, and follow-up training sessions have not been scheduled. The SPD plans to include VDI skills as part of all use of force and reality-based training.

Crisis intervention team (CIT) training

Since 2002, the SPD has been providing crisis intervention team (CIT) training to the sworn members of the police department. The purpose of the training is to (1) teach officers how to deal with persons in crisis, (2) learn how to recognize different types of mental illness, and (3) learn how to get the person the most appropriate services.⁶⁶

CIT training is a collaborative partnership with the following agencies and organizations:

- Spokane Police Department
- Frontier Behavioral Health
- Providence Sacred Heart Medical Center
- Spokane Sheriff's Department
- Spokane Public Schools
- Spokane Probation and Parole
- Washington State University

It is the goal of the SPD to continually provide the entire police department with CIT training and to train the designated mental health professionals (DMHP) at Frontier Behavioral Health. To accomplish this goal, the SPD recommends that at least one 40-hour class be conducted annually and that four to eight hours of CIT refresher training be presented annually. As of September 2014, all officers with the exception of newly hired officers have been trained in CIT. Training all officers in CIT is something police departments across the country are striving to accomplish, which not many have achieved.

In addition to the CIT training, SPD is beginning to work closely with its mental health partners to expand this training and develop specialized CIT training. As of September 2014, there have been initial discussions toward developing this advanced CIT training. The advanced CIT training would be provided to 10–12 officers and should be in place before the end of the year. The advanced CIT trained officers will undergo more specialized training on topics such as motivational interviewing and risk identification.⁶⁷

In addition to the advanced CIT training, the SPD and its mental health partners are also considering the development of a behavioral health unit. The planning process for such a unit has not begun, and the SPD and its partners do not expect to begin discussion on this concept until early to mid-2015. The behavioral health unit would place a mental health professional alongside a few select officers who have received the advanced CIT training. This concept would allow both the mental health professional and the officer to work together to respond to and check in with offenders who have recurring issues with mental health. If fully implemented, as planned, SPD's advanced CIT training and behavioral health unit could potentially become the model for those departments looking to improve their mental health policing strategies and crisis intervention programs.

66. Spokane Police Department. 2013. Crisis Intervention Team Training. PowerPoint presentation, December 9.

67. CNA Interviews. September 2014.

Use of force report writing training

Training on use of force report writing was first implemented in 2011. The goal of this training is to teach officers how to properly write use of force reports and articulate why officers chose to use force on the arrestee. Using the *Graham v. Conner* (1989) Supreme Court case, officers are trained to (1) recap the severity of the crime, (2) identify the threat to officers and others, and (3) determine whether the suspect is actively resisting or avoiding capture. The training is provided in a workshop format, and 81 officers have been trained since 2011. Each class can accommodate a maximum of 10 officers and is approximately eight hours long. A condensed version of this course was provided to the entire department during in-service training in 2010, and a component of this course is being taught as part of the CIT training and body-worn camera training. A slight variation of this course is provided to supervisory officers with more of a focus on the evaluation of use of force reports.

Findings and recommendations

Finding 7.1

Policy 208 of the Spokane Police Department policy manual does not reflect the current use of force training conducted by SPD.

Training at SPD consists of a wide range of topics that include (but are not limited to) firearms, defensive tactics, legal issues, diversity, gangs, tactics, and first aid. Using the spreadsheet provided by SPD that documents all department-wide training, the use of force topics were specifically examined. The spreadsheet was compared to policy 208: training policy in the SPD policy manual to determine compliance with the manual. Although policy 208 does not specify how many hours of UOF training are required per year, it appears that SPD is not documenting a sufficient amount of UOF training. In five years of UOF training,⁶⁸ SPD has consistently provided firearms training but does not indicate whether in-service training is conducted on less lethal weapons every two years as required by the policy. In addition, a four-hour block of instruction titled “defensive tactics” was presented in 2009, but no additional defensive tactics classes were documented in the subsequent years. It appears that a significant amount of training is being presented at the SPD during in-service and field in-service training sessions; however, the documentation on this training is lacking.

Recommendation 7.1

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

As with the use of force policy, the deadly force review board (DFRB) policy, and the policy on the administrative review panel (ARP), SPD should revise and update policy 208 to ensure that it accurately reflects departmental practices and procedures on use of force training.

68. Spokane Police Department. 2009. Spokane Police Department In-Service Training from 1979 to Present. Spreadsheet supplied by training coordinator, revised October 10.

Finding 7.2

SPD does not develop an annual training plan to inform the department's training needs for the upcoming year.

According to SPD Policy 208, a training plan for all employees should be developed and maintained by the training lieutenant. It is also the responsibility of the training lieutenant to maintain, review, and update the training plan on an annual basis.⁶⁹ The SPD does not have a training plan in place and is therefore not in compliance with this policy. Since there is not a training plan in place, the quality and sustainability of the current levels of training are unclear.

The process for identifying training curricula for in-service, field in-service, and other types of training, rather than being documented formally, is handled informally through discussions (in person and via e-mail) among the training coordinator and his training instructors. Although the police chief approves the in-service curriculum, the structure and content of the training sessions are unilaterally selected by the training coordinator with limited input from other members and divisions within the department.⁷⁰

Recommendation 7.2

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

The SPD training plan should reflect the training requirements and document all training conducted in a comprehensive and detailed manner. SPD, as required by Policy 208, should maintain, review, and update the training plan on an annual basis.⁷¹ A formal training plan will provide the basis for SPD to document all training provided, indicate whether the requirements were met, and identify the training needs and the plan to address these needs during the upcoming year.

The training committee should comprise members of various branches of the department in addition to the training coordinator and training instructors (firearms, defensive tactics, etc.). Suggested members should include internal affairs (IA), a representative from the WSCJTC, and the captain overseeing the training division. Officers closely involved with the department's community outreach and cultural diversity programs should also be included in this committee. Discussions of this committee should be used to inform the training plan.

Finding 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.

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

69. Ibid.

70. CNA Interviews. August 2014.

71. Spokane Police Department. 2013. *Policy Manual*. Policy 208.

training director, the SPD has performed a competitive bid process and will be using CrownPointe Technologies® to develop a training record system.⁷² This software should, at a minimum, include the capability to record all training presented throughout the year in a centralized database, and generate reports that can be reviewed by command officers to identify trends and training needs. The program should also have the capability to flag officers who fail to attend training or have consistently low scores on courses that require exams or proficiency tests.

With regard to training evaluation, SPD currently uses a training evaluation form to measure the effectiveness of the CIT training program.⁷³ This evaluation is paper based and completed by participants at the conclusion of a training program. Respondents are asked to rate their level of agreement with the four statements below (Likert-type scale from 1 to 5, from *strongly disagree* to *strongly agree*):

1. Learning objectives were met.
2. Presenter was well prepared.
3. Length of training was just about right.
4. I was able to use the information presented in my job.

The training evaluation form also has three short-answer questions to elicit a more qualitative response from the training participants. The questions are as follows:

1. Describe what was most helpful/interesting.
2. What would you change?
3. Comments?

Although SPD has this evaluation mechanism in place, based on the information we gathered, it was unclear whether this formal evaluation was conducted across all of SPD's training lessons and in accordance with SPD policies and procedures. For example, SPD does not currently formally evaluate its Virtra system simulated training or training on use of force report writing; instead, instructors debrief officers after each training session on areas of improvement but fail to document the officer's performance, the instructor's debriefs, and any improvements made by the officer in follow-up training sessions. While this informal evaluation method is helpful during each training session, it limits the police department's capacity to identify and track common themes and trends in officer performance and its ability to show a progression of improvement for each officer.

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.

Data from these training evaluation forms should be collected in a centralized database so that training staff or supervisors can identify individual and department-wide performance trends. Although SPD collects these data at the conclusion of most training sessions, the data are not aggregated or examined on a

72. CNA Interviews. August 2014.

73. Training Evaluation form used during CIT training December 9–13, 2013.

department-wide level. A training database should include the officer's name, rank, serial number, training presented, scores (if applicable), instructor comments, and other fields, so that the data can be analyzed on an annual basis. The training database should also be linked to the early intervention system so that supervisors can become aware of officers who need remedial training.

Finding 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.

The LNR control hold is a defensive tactics technique that may be used to control a violent and combative individual. Also referred to as the carotid control technique, it involves the officer wrapping his or her arm around the subject's neck to control them or render them unconscious. The SPD authorizes this technique and further defines level 1 and level 2 applications.⁷⁴

A level 1 application is designed to establish control of a subject and gain compliance. A level 1 application is used only as a control hold, and there is no intent on behalf of the officer to render the subject unconscious.

A level 2 application is also designed to establish control and gain compliance, with the additional intent to render the subject unconscious. The subject is rendered unconscious when the carotid arteries in the neck are squeezed, because that diminishes the blood flow to the brain. Once unconscious, the subject is immediately controlled and handcuffed.

Spokane Police Department Policy 300.3.4 covers the use of the lateral neck restraint control hold. Below is an excerpt from the policy that describes the conditions that must be met before it is used and the steps that are required after its application to ensure the well-being of the subject to whom it was applied.

- (a) The officer shall have successfully completed department-approved training in the use and application of the neck restraint.
- (b) The neck restraint may only be used when circumstances perceived by the officer at the time indicate that such application reasonably appears necessary to control a person in any of the following circumstances:
 1. The subject is violent or physically resisting.
 2. The subject, by words or actions, has demonstrated an intention to be violent and reasonably appears to have the potential to harm officers, him/herself or others.

74. Spokane Police Department. 2014. *Defensive Tactics Manual*.

(c) The application of a neck restraint control hold on the following individuals should generally be avoided unless the totality of the circumstances indicates that other available options reasonably appear ineffective, or would present a greater danger to the officer, the subject or others, and the officer reasonably believes that the need to control the individual outweighs the risk of applying a neck restraint control hold:

1. Females who are known to be pregnant
2. Elderly individuals
3. Obvious juveniles

(d) Any individual who has had the neck restraint hold applied, and was rendered unconscious, shall be promptly examined by paramedics or other qualified medical personnel and should be monitored until examined by paramedics or other appropriate medical personnel.⁷⁵

In chapter 4 of this report, the frequency of applications of the lateral neck restraint is identified in figure 4.6. During the time period studied, the LNR was used a total of 90 times.⁷⁶ Compared to other uses of force during the same time period, the LNR appears to be used more frequently than the M26 Taser (probes and drive-stun), impact weapons, and pepper spray.

Training on the use of the LNR is provided as part of the defensive tactics training, which, according to the data provided by SPD, was last provided to officers in 2009 in a four-hour block.

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.

While research has shown that the proper use of LNR rarely results in death, it is still important for SPD to ensure that its officers are trained on the proper use of the LNR. Organizations like the National Law Enforcement Training Center (NLETC) and law enforcement subject matter experts and researchers agree that the use of the LNR needs to be properly trained and practiced at regular intervals.⁷⁷ The NLETC requires annual recertification for those agencies certified in its Lateral Vascular Neck Restraint System[®] and recommends that officers recertify annually by attending four hours of training.⁷⁸

Despite research showing that, if used properly, the LNR is effective and may not cause death or major injury, there is still a debate on whether the technique should be considered a deadly force option. The risk of liability is often a major concern among agencies that consider LNR a deadly force tactic and among those

75. Spokane Police Department. 2013. *Policy Manual*. Policy 300.3.4.

76. This tally includes both level 1 and level 2 lateral neck restraints.

77. National Law Enforcement Training Center. (n.d.) "Lateral Vascular Neck Restraint." Accessed December 1, 2014. <http://www.nleetc.com/lateral-vascular-neck-restraint-lvnr>.

Force Science Institute, Ltd. (n.d.) "Vascular neck restraint: Reprieve for bumrapped technique." Accessed June 18, 2014. <http://www.ahpa.com/news-issues/training/force-science-study-on-vascular-neck-restraint>.

Mitchell, Jamie R., Dan E. Roach, John V. Tyberg, Israel Belenkie, and Robert S. Sheldon. 2012. "Mechanism of loss of consciousness during vascular neck restraint." *Journal of Applied Psychology* 112:396–402. <http://jap.physiology.org/content/112/3/396.full.pdf>.

Martinelli, Ron. 2014. "Reconsidering Carotid Control." *Police: The Law Enforcement Magazine*, January 30. <http://www.policemag.com/channel/patrol/articles/2014/01/reconsidering-carotid-control.aspx>.

78. National Law Enforcement Training Center. (n.d.) "Lateral Vascular Neck Restraint."

agencies that do not allow its use. Those agencies restricting its use and documenting it as a deadly force option have limited its use to circumstances in which only deadly force would be reasonable and appropriate. Due to its effectiveness and the ongoing misperception about its lethality, it is difficult for police administrators to determine the amount of force with which it should be used and whether it should be removed from practice.

SPD must consider these issues in the context of the department's needs. As found in our data analysis, LNRs are frequently used as a use of force technique among SPD officers. According to our interviews, no instance of death as a result of an LNR has been documented in the SPD. Despite this, SPD should require a deadly force review every time a level 2 LNR is used. SPD should also ensure that its officers are properly trained on this technique and that the training is properly documented. Our examination of the LNR-specific training clearly showed that SPD's training on the LNR is lacking. SPD should provide four hours of training on the use of LNR to all of its officers and should require officers to attend refresher training at least every two years.

Finding 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 policy 432 authorizes the use of patrol rifles during normal patrol operations. According to the policy, in order to more effectively and accurately address the increasing level of firepower and body armor utilized by criminal suspects, the SPD will assign patrol rifles to qualified officers as an additional and more immediate tactical resource.⁷⁹ The policy also describes the rifle specifications, maintenance, and training that is required prior to deploying with a rifle. The policy also states:

Officers shall not carry or utilize the patrol rifle unless they have successfully completed departmental training. This training shall consist of an initial 24-hour patrol rifle user's course, or other comparable Rangemaster approved course and qualification score with a certified patrol rifle instructor. Officers shall thereafter be required to successfully complete training and annual qualification conducted by a certified patrol rifle instructor. Any officer who fails to qualify will not be authorized to carry the patrol rifle.⁸⁰

Regarding the deployment of rifles, SPD patrol officers are provided the following guidelines:

Officers may deploy the patrol rifle in any circumstance where the officer can articulate a reasonable expectation that the rifle may be needed. Examples of some general guidelines for deploying the patrol rifle may include, but are not limited to:

- (a) Situations where the officer reasonably anticipates an armed encounter.
- (b) When an officer is faced with a situation that may require the delivery of accurate and effective fire at long range.
- (c) Situations where an officer reasonably expects the need to meet or exceed a suspect's firepower.

79. Spokane Police Department. 2013. *Policy Manual*. Policy 432.1.

80. *Ibid.* Policy 432.5.

- (d) When an officer reasonably believes that there may be a need to deliver fire on a barricaded suspect or a suspect with a hostage.
- (e) When an officer reasonably believes that a suspect may be wearing body armor.
- (f) When authorized or requested by a supervisor.
- (g) When needed to euthanize an animal.⁸¹

According to our analysis of the deadly force incidents (n=9) that occurred from 2009–2013, in five of the incidents (55%), rifles were deployed and fired (individually or together with handguns). Based on the analysis of the nine deadly force incidents from 2009–2013, this would indicate that the rifle deployment policy is not restrictive enough and should be evaluated by the SPD. The SPD range master also advised that in a deadly force situation the patrol rifle should be considered the officer's primary weapon.⁸² While the widespread deployment of rifles may provide a beneficial increase in firepower, there are drawbacks to deploying rifles in an urban environment. Patrol rifles when deployed poorly can actually hinder an officer's ability to de-escalate a force situation. If an officer has presented a rifle and then attempts to make an arrest, his or her ability to de-escalate and engage in hand-control options may be lessened because the rifle cannot be holstered.⁸³ Prior to deploying a rifle, officers should be familiar with how to properly sling the rifle, allowing them to handcuff while still carrying the rifle. Executive leadership should also consider the appearance and public perception of officers frequently carrying rifles and determine whether this image contradicts its community policing philosophy.

Recommendation 7.5

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

In response to concern over officers' use of rifles in incidents requiring deadly force, a number of police departments have re-examined their policies and procedures regarding rifle use. Changes to policies and procedures typically increase restrictions when deploying rifles and require greater supervision and communication. SPD should revise its policies and require officers to be aware of the number of rifles already deployed, announce the intent to deploy the rifle via the radio and receive an acknowledgment from dispatch, and use a two-officer team consisting of a single rifle carrier supported by a cover officer to ensure security of the scene.

81. Ibid. Policy 432.6.

82. CNA Interviews. August 2014.

83. Ederheimer and Fridell, eds. *Chief Concerns: Exploring the Challenges*.

Finding 7.6

Although SPD provides its officers with refresher training in CIT on a continual basis, there is no formal recertification process.

Of the more than 17,000 police agencies in the country, slightly more than 2,700 have established so-called Crisis Intervention Team (CIT) programs modeled after a Memphis unit created 25 years ago in the wake of a fatal incident.⁸⁴

According to training documents, all of the members of the SPD have received CIT training except approximately 30 of the most recently hired officers. These remaining officers should receive the 40-hour block of instruction in the fall of 2014. Although SPD's goal is to recertify officers on CIT on annual basis through a four- to eight-hour course, there are no recertification classes scheduled, and it is unclear whether this goal is formally documented.

Recommendation 7.6

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

SPD should ensure that the CIT recertification is institutionalized by updating its current training policy to reflect this new requirement. SPD should also examine the best practices established by other police agencies as it updates its policies. According to the Police Executive Research Forum, police agencies designated as CIT learning sites provide CIT recertification for all officers on a biennial basis with eight-hour courses.⁸⁵ In addition to requiring officers to recertify every two years, SPD should continue to work with mental health professionals to ensure that CIT training is relevant.

84. Johnson, Kevin. 2014. "Mental Illness Cases Swamp Criminal Justice System." *USA Today*. Last modified July 21, 2014. <http://www.usatoday.com/story/news/nation/2014/07/21/mental-illness-law-enforcement-cost-of-not-caring/9951239/>.

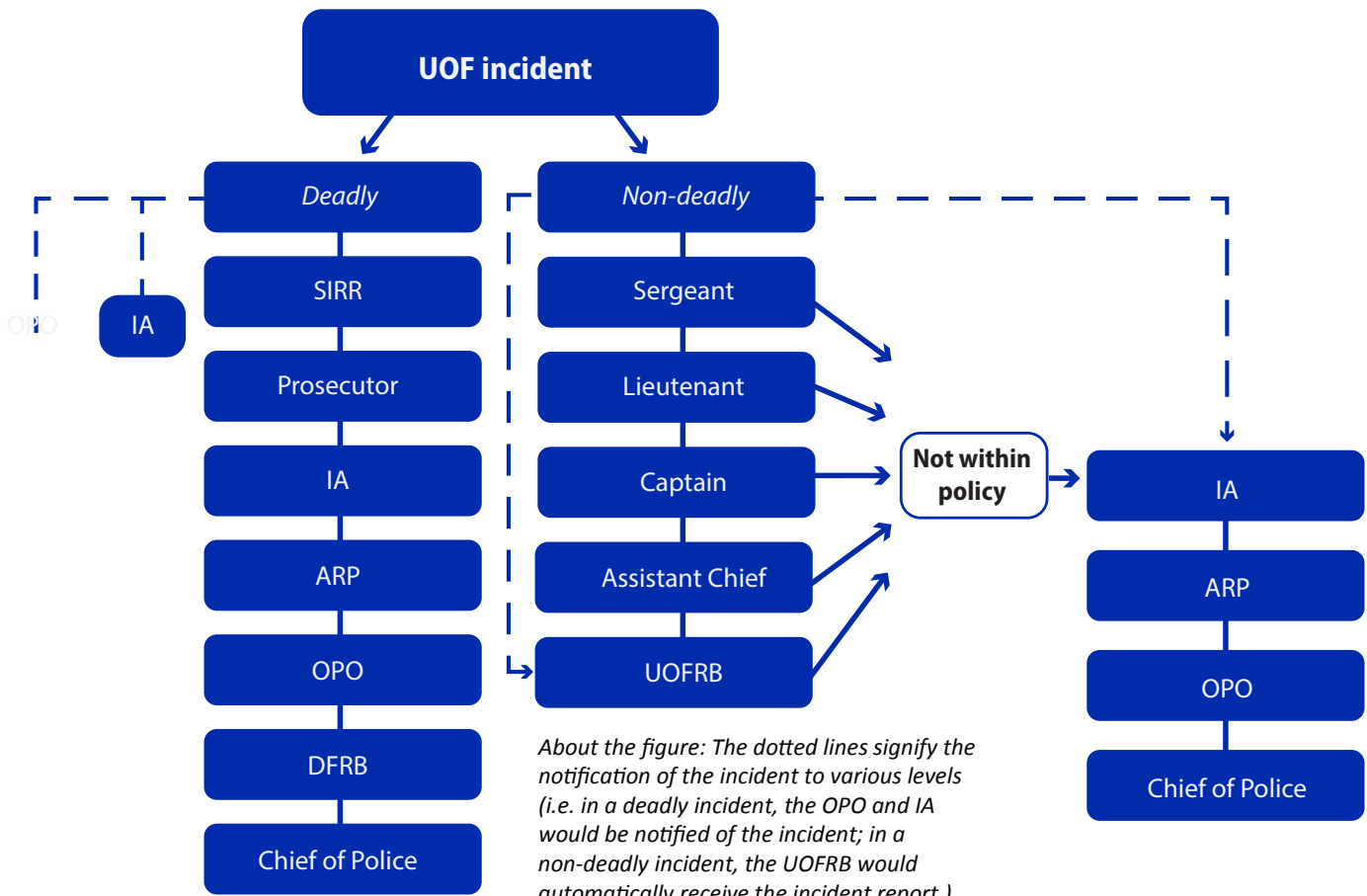
85. Police Executive Research Forum. 2012. *An integrated approach to De-escalation and minimizing use of force*. Washington, DC: Police Executive Research Forum. [http://www.policeforum.org/assets/docs/Critical_Issues_Series/an integrated approach to de-escalation and minimizing use of force 2012.pdf](http://www.policeforum.org/assets/docs/Critical_Issues_Series/an%20integrated%20approach%20to%20de-escalation%20and%20minimizing%20use%20of%20force%202012.pdf).

Chapter 8. Use of Force Investigations and Documentation

This chapter reviews our assessment of the Spokane Police Department's (SPD) process for investigating and documenting use of force (UOF). We begin by examining the criminal investigative process for deadly force incidents and then review SPD's internal administrative investigation process for both deadly and non-deadly use of force incidents. We provide a brief background on each of the systems within the investigation process and close the chapter by identifying areas for improvement and providing SPD with recommended reforms for improving the efficiency and accountability within these systems.

SPD UOF investigations

Deadly force incidents are first criminally investigated by the Spokane Investigative Regional Response (SIRR) team and the county prosecutor and then investigated administratively by the SPD through the deadly force review board (DFRB) and the administrative review panel (ARP). Non-deadly use of force incidents do not undergo a criminal investigation and are administratively reviewed internally through the chain of command (sergeant, lieutenant, captain, assistant chief) and the use of force review board (UOFRB). If the chain of command finds the incident to be outside of policy, these non-deadly use of force reports are then sent to internal affairs (IA), the ARP, the Office of the Police Ombudsman (OPO), and the chief of police. Figure 8.1 illustrates the investigative process. This process is also described in detail in the sections below.

Figure 8.1. Use of force investigative process

About the figure: The dotted lines signify the notification of the incident to various levels (i.e. in a deadly incident, the OPO and IA would be notified of the incident; in a non-deadly incident, the UOFRB would automatically receive the incident report.) The blue arrows signify a step in the process. In a non-deadly incident, all supervisors in a chain of command can refer the incident report to IA if found to be outside of policy.

Criminal investigation

The integrity and quality of criminal investigations in officer-involved fatal incidents are important to determining whether the officer's use of deadly force was reasonable and justifiable. Police officers are charged with protecting and serving their communities and at times are left with no decision but to use deadly force. Examining these incidents for criminal liability is important to ensuring that officers are not abusing their authority and eroding legitimacy and trust among the communities they serve.

While some agencies continue to use a "homicide-only" model of reviewing their officer-involved fatal incidents, a number of other departments are changing the way they investigate these incidents and employ a "specialist team" model.⁸⁶ Departments following a "homicide-only" model typically utilize detectives assigned to the major crimes or homicide unit to conduct investigations of officer-involved fatal incidents. In contrast, some law enforcement agencies employ specialized teams to conduct these investigations. These

86. Bobb, Merrick, Bernard K. Melekian, Oren Root, Matthew Barge, and Camelia Naguib. 2008. *The Denver Report on Use of Deadly Force*. Los Angeles: Police Assessment Resource Center. [http://www.parc.info/client_files/Denver/6-24The Denver Report final.pdf](http://www.parc.info/client_files/Denver/6-24The%20Denver%20Report%20final.pdf).

agencies use specially trained detectives and specifically assign officers to conduct investigations of officer-involved fatal incidents. Some agencies have also taken these concepts further and are employing an “internal affairs overlay” model in which the administrative investigation and criminal investigation are conducted parallel to each other.⁸⁷ While one investigation method might best suit one type of agency, other agencies may be limited by resources and staffing capabilities.

The following section reviews the SPD investigation process for deadly force incidents.

Spokane investigative regional response team

After a deadly force incident, and when there is no longer a threat to public safety, the officer(s) involved is required to notify his or her supervisor. The supervisor then activates the SIRR protocol. The SIRR team was established in 2009 with the objective of assisting law enforcement agencies within the region in investigating deadly force incidents.⁸⁸ The goals and objectives of the SIRR are as follows:

- To ensure public trust by conducting professional and consistent multijurisdictional investigations of major incidents, primarily officer-involved fatalities
- To maximize the availability and sharing of the latest technological equipment and techniques
- To consolidate and share the skills of the most experienced supervisors and investigators
- To ensure that thorough investigations are conducted in a timely manner.⁸⁹

The SIRR currently comprises 13 law enforcement agencies, including the SPD, the Spokane County Sheriff’s Office, and the Washington State Patrol.⁹⁰ In total, 20 officers from these three primary agencies are SIRR members. Typically, 11 officers are assigned to the SIRR team in each given incident. These teams are assigned on a rotational basis.

According to the protocol, only the lieutenant or sergeant leading the homicide unit at the SPD, the Spokane County Sheriff’s Office, or the Washington State Patrol is allowed to serve the SIRR team commander.⁹¹ Although members of the agency involved may act as observers throughout the investigation, they are precluded from interviewing witnesses or leading the investigation.⁹² A lead supervisor from the non-involved agency will be assigned to the incident and will determine the number of detectives necessary to conduct a timely and thorough investigation.⁹³ These lead investigators are required to have undergone extensive training, over 200 hours, in basic and advanced homicide training, Reid technique of interviewing and interrogation, basic interview and interrogation, and blood spatter analysis.⁹⁴

87. Ibid.

88. CNA Interviews. January 26–30, 2014.

89. Spokane Investigative Regional Response Team. 2014. *A Protocol to Investigate Officer Involved Fatal Incidents in the Spokane Region*. Revised January 9. <http://www.spokanecounty.org/data/countysheriff/pdf/01-09-2014-SIRR-TEAM-PROTOCOL.pdf>.

90. Ibid.

91. Ibid.

92. In SPD officer-involved fatal incidents, IA responds to the scene in order to gain situational awareness. Members of IA do not conduct interviews until after the criminal investigation is completed. The ombudsman is also provided with the opportunity to respond to the scene and observe the SIRR investigation. CNA Interviews. January 26–30, 2014.

93. Spokane Investigative Regional Response Team. 2014. *A Protocol to Investigate*.

94. CNA Interviews. January 26–30, 2014.

Once the SIRR has completed its investigation, usually within two months, it forwards the file to the county prosecutor for a determination of criminal liability.⁹⁵

County prosecutor

The county prosecutor begins his or her investigation after the completion of the SIRR investigation. Currently, the only person investigating deadly force incidents for the county prosecutor's office is the prosecutor himself. The combination of a large case load and a lack of investigators to assist him with these investigations often causes delays in the investigation and release of a findings letter. Notifying the prosecutor of a deadly force incident is part of the notification protocol; however, responding to the scene is not required of the prosecutor. As a result, the prosecutor is seldom present at the scene of a deadly force incident.⁹⁶

Community stakeholders have recently raised concerns over the time frame in which these investigations are conducted, noting that in many cases these investigations took several months to a year before the department was able to internally review the incident.⁹⁷ Due to a lack of information in the nine deadly force files we reviewed, we are unable to definitively determine the average time it took the prosecutor to conduct his investigation in six of the nine cases. The lengths of time from the incident to the submission of the prosecutor's declination letter in the three deadly force files that contained this information were 106, 126, and 401 days.

After the SIRR team receives the declination letter from the prosecutor, it issues a press release to the public summarizing the findings of the investigation. The SIRR then transfers the file back to the involved agency's IA for internal review.⁹⁸

Administrative review

Examining use of force incidents for policy compliance, training failures, and tactics and decision making is important to ensuring that officers are held accountable for their actions. In addition to holding officers accountable, these reviews allow the department to assess trends in the use of force and gaps in policy or training.

After use of force incidents, the administrative review process varies greatly among police departments across the country. While some agencies include civilians in their UOFRBs, others do not. This variance is also seen in the purpose and composition of the boards. Some review boards focus on only the use of force while others have expanded their scope and also review the officer's actions and decision making prior to the use of force.

The following section examines the SPD internal review systems used to assess deadly or non-deadly use of force incidents.

95. Ibid.

96. CNA Interviews. November 19–22, 2013

97. Humphrey, J. (2014). "City Council wants prosecutor to speed up use of force rulings." KXLY.com. Last Accessed: April 17, 2014. <http://www.kxly.com/news/spokane-news/city-council-wants-prosecutor-to-speed-up-use-of-force-rulings/25483088>

98. If the prosecutor decides to prosecute, the administrative review of the incident is further placed on hold until the criminal investigation and prosecution is complete.

Chain of command review

A chain of command review is conducted only in non-deadly use of force incidents. After using force, an officer is required to notify his or her supervisor. According to the SPD policy manual, policy 300, after becoming aware of a use of force incident, the supervisor is responsible for the following:

- Complet[ing] a Use of Force [Administrative] report when a level II lateral neck restraint has been utilized or any level of force results in unconsciousness or apparent/claimed injury.
- When a Use of Force report is required, the supervisor shall:
 - Respond to the scene (if needed).
 - Interview involved officers, witnesses, and other involved persons.
 - Collect evidence (when appropriate).
 - Prepare and submit a Use of Force report through the chain-of-command.
 - Complete the recommendation section of the Use of Force report.⁹⁹

After the supervisor completes the Use of Force Administrative Report, the report is then sent through the chain of command.¹⁰⁰ The report is first reviewed by the shift commander or lieutenant and then by the captain and assistant chief. Each reviewer provides his or her comments and indicates whether he or she agrees that the use of force was reasonable and within policy. If the use of force is found to be reasonable and within policy, the file is then sent to IA to be filed. As of January 2014, these files are also being reviewed by the OPO and the director of strategic initiatives as well as the UOFRB.

If any reviewer finds that the use of force was not reasonable or that an involved officer failed to comply with policy, the use of force incident file is then transferred to IA. IA then conducts its own investigation and delivers its findings to the ARP. After the ARP reviews the incident file, the file is then transferred to OPO for review. Once all investigations are complete, the file is sent to the police chief with recommended sanctions. After the chief reviews the file, he or she will send the officer(s) a letter notifying him or her of the completion of the investigation and any associated sanctions. SPD then stores the file and all associated documents within IA.

Administrative review panel

An ARP is held, as noted above, in order to review use of force incidents where supervisors are unsure about whether the force used was reasonable and within policy. ARPs are also conducted as part of the review and investigatory process for complaints of misconduct (internal or external) and in the review of deadly force incidents. For the purposes of this assessment, we focused on the ARP process as it relates to deadly force incidents and its use in the review of use of force incidents where supervisors are unsure about whether the force used was reasonable and within policy. In deadly force incidents, ARPs are conducted prior to the deadly force review board (DFRB). ARPs comprise a "Bureau Commander or captain,

99. Spokane Police Department. 2013. *Policy Manual*. Policy 300.7.

100. Non-deadly UOF incidents are also made available to the UOFRB at this point in the process. If the incident warrants a review by the UOFRB, this review will occur after the chain of command review. See page 76 for a list of the criteria required for a review by the UOFRB. As of fall 2012, UOF reports are no longer reported via the Use of Force Administrative Report and are now entered into BlueTeam. SPD Policy 300 has not been updated to reflect this procedural change.

serving as chair, with a panel compris[ing] captains and/or lieutenants.”¹⁰¹ In addition, as of spring 2014, the director of strategic initiatives has been included in these communications and meetings. The ARP is typically handled via e-mail. The use of force report is sent out to the panel via e-mail for review. Once reviews are completed, each member’s opinion is sent via e-mail to the chair of the panel. The chair then schedules an in-person meeting for the panel to discuss any outstanding issues and sign off on the ARP memo with its decision, in cases of use of force, whether the use of force was within or outside of policy. The ARP is charged with the authority both to investigate a use of force incident or misconduct complaint and to provide a disciplinary recommendation.¹⁰² Also, unlike the DFRB, the ARP can direct IA to conduct additional interviews. The ARP also has the authority to direct employees involved in these incidents to appear before the panel for questioning.¹⁰³

After the ARP has concluded its investigation, the chair produces a letter documenting the finding and any applicable recommendations and submits it to the chief of police. This letter is signed by each panel member.

Deadly force review board

According to the SPD policy manual,

It is the policy of this department to convene a Use of Deadly Force Review Board any time deadly force is used whether injury or death occurs. The Use of Deadly Force Review Board may also review the circumstances surrounding an accidental or intentional discharge of a firearm, whether the employee is on or off duty, excluding range training or recreational use.

The Chief of Police may convene the Use of Deadly Force Review Board to review the circumstances surrounding any use of force incident, including uses of force that do not rise to the level of deadly force.¹⁰⁴

DFRBs are convened after a deadly force incident has undergone a criminal investigation by the SIRR team and the county prosecutor has released a decision letter. Based on our analysis, these review boards were held on average 241 days after an incident and 84 days after an ARP.

The primary purpose of the DFRB is to administratively review the incident and make recommendations on tactical and training considerations, the quality of supervision, and equipment considerations. Recommendations involving discipline are not part of the DFRB review process. The DFRB is composed of several individuals: a bureau commander¹⁰⁵ (chair), a command representative from each bureau, a training lieutenant, two peer officers, a member of the Public Safety Committee, a member of the collective bargaining unit, a departmental subject matter expert, and a non-administrative supervisor.¹⁰⁶ In addition, SPD also permits a member of the city council and the ombudsman to attend these DFRB meetings as observers.¹⁰⁷ The director of the strategic initiatives division has also begun attending each of these DFRB meetings as

101. Spokane Police Department. 2013. *Policy Manual*. Policy 1020.8.2.

102. *Ibid.*

103. *Ibid.*

104. Spokane Police Department. 2013. *Policy Manual*. Policy 302.4.

105. The DFRB policy, policy 302, in the SPD policy manual has not been updated to reflect the replacement of the bureau commander by the captain.

106. Spokane Police Department. 2013. *Policy Manual*. Policy 302.4.1.

107. The first DFRB attended by the ombudsman was in November 2013.

an observer. In the most recent DFRB meeting, held in September 2014, SPD updated the process and expanded the scope of the review board and invited various members of the community and neighboring agencies to observe the meeting. This new process is examined further in finding 8.7.

Recommendations made by the board are noted and summarized in a letter written by the chair and then submitted to the chief of police. Once reviewed by the chief, a copy of the letter is distributed to the bureau commander,¹⁰⁸ who is responsible for carrying out the recommendations.¹⁰⁹

Use of force review board

The UOFRB was first implemented in the first quarter of 2013 and continues to undergo refinements. While the policy on the UOFRB is not yet documented in the SPD policy manual, it is documented in the SPD defensive tactics manual.¹¹⁰ The purpose of the UOFRB is to provide an avenue through which the department can review non-deadly uses of force for tactical and training deficiencies. Like the DFRB, the UOFRB is charged with identifying tactical and training considerations and providing recommendations on how to immediately resolve issues, and does not review policy compliance or make disciplinary recommendations. The UOFRB is composed of subject matter experts in defensive tactics, use of force documentation, supervision, and training, all of whom are designated by the chief of police.

According to the SPD defensive tactics manual, the UOFRB evaluates non-deadly UOF incidents only if the following criteria are found:¹¹¹

- A spike in the deployment of particular officer-chosen tactics
- A spike in the number of individual or team use of force deployments
- A spike in injuries of both officers or subjects
- A spike in exceptional technique applications
- A directive from the chief of police to review an incident(s)

Currently, notifications of *all* non-deadly use of force incidents are electronically sent to each member of the board after the chain of command has completed its reviews. Discussion about each incident occurs virtually, via e-mail, and, if needed, the board convenes for a meeting to discuss any potential issues. As these policies and procedures are still being refined, the SPD continues to adjust the practices surrounding the UOFRB. For example, while the defensive tactics manual identifies the criteria in which a UOFRB would occur, the current practice differs. This discrepancy is examined in more detail in finding 8.5.

108. The DFRB policy, policy 302, in the SPD policy manual has not been updated to reflect the replacement of the bureau commander by the captain.

109. Spokane Police Department. 2013. *Policy Manual*. Policy 302.

110. SPD intends to update the SPD policy manual with this new process during the third quarter of 2014.

111. Spokane Police Department. 2014. *Defensive Tactics Manual*.

Findings and recommendations

Finding 8.1

The prosecutor's lengthy timeline to review deadly force incidents creates delays in the administrative review of deadly use of force incidents.

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 use of force incident formally begins after the county prosecutor has filed a letter of declination. The IA investigators who respond to the scene do so as observers and, while they maintain contact with the detectives conducting the criminal investigation throughout the SIRR team's investigation, they are not allowed to complete their investigation prior to the county prosecutor's decision.¹¹² Based on our analysis, an ARP occurs on average 177 days from the incident. According to our analysis of the use of force reports, IA interviews with the officers involved occur, on average, 167 days after an incident. Although in most cases we found that officers were quick to provide interviews and statements to the SIRR team, on average within three days, the length of time before internal affairs investigators interview officers involved can create concern as to whether the officer can recall his or her decision making up to five months after the incident. This process has changed slightly over the past four to six months. 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 the delivery of declination from the prosecutor's office. The entire IA investigation is compiled and forwarded for an ARP only after the prosecutor delivers his opinion on the incident.

Communities affected by these incidents have raised concerns over the timeliness of these investigations and the delay in holding officers accountable.¹¹³ These delays can raise questions of police legitimacy and transparency, and can create conflict between communities and police agencies.

In addition to community concerns, not reviewing these incidents immediately after they occur can place the department at risk. If issues in equipment, training, or policy resulted in the incident, the department lacks the formal mechanisms to discover these issues until the administrative review, which could potentially compromise officer safety. Also, delays in the administrative review could lead to delays in identifying deficiencies in training, which could also pose a liability risk for the entire department.

Although *Garrity v. New Jersey* (1967) compels an officer to answer questions from an internal affairs or investigatory unit, it also provides officers with the protection that their statement will not be used against them in a criminal investigation.¹¹⁴ Still, many departments continue to be reluctant to obtain *Garrity* statements prior to the completion of the criminal investigation for fear that it will interfere with and contaminate the criminal investigation and place the officer at risk for prosecution.¹¹⁵ Departments that have moved toward conducting parallel investigations establish guidelines and mechanisms to ensure that both the criminal and

112. CNA Interviews. January 26–30, 2014.

113. CNA Interviews. January 26–30, 2014.

114. Independent Review Board. 2011. *The Baltimore Police Department: Police-Involved Shooting of January 9, 2011*. Baltimore: Independent Review Board. http://www.cna.org/sites/default/files/research/Baltimore_Police_Department.pdf.

Garrity v. New Jersey, 385 U.S. 493 (1967).

115. Independent Review Board. 2011. *The Baltimore Police Department*.

administrative investigations are conducted separately. These departments can conduct parallel investigations in a variety of ways. For example, some departments allow IA to participate in the homicide interviews of civilians and witness officers, and others simply provide investigatory materials to IA after the fact.¹¹⁶

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.

Deferring officer interviews five to six months can hinder the quality of the administrative investigation and impede efforts to increase police legitimacy and build police-community relationships. Moving this process forward—i.e., conducting interviews and beginning the investigation before the county prosecutor has reached a decision—has been a positive step to more timely internal investigations. SPD should continue this new process and formalize these new procedures in its IA manual and SPD policy manual.

In addition to the above, the prosecutor's office should consider using a board of investigators or other qualified prosecutors to assist in the investigation of fatal use of force incidents. Bringing on additional investigators will help decrease the prosecutor's caseload and increase the timeliness of investigations. In order to maintain the quality of the investigation these investigators should possess the proper experience and training to conduct an investigation of officer-involved deadly force incidents.

Finding 8.2

The ARP has rarely issued disciplinary or corrective actions in use of force incidents due to its ambiguity and structural limitations.

The ARP is the only review mechanism within SPD that has the authority to propose discipline. The ARP is convened in three circumstances: in the review of deadly force incidents, in the review of use of force incidents where supervisors are unsure about whether the force used was reasonable and within policy, and in the review of complaints of misconduct (internal and external). For the purposes of our assessment, we examined only the ARP's review process and procedures in use of force incidents.

In our 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 all incidents to be within policy and issued no recommendations and no proposed discipline. This is likely due to the fact that the ARP's assessment in use of force incidents is structurally limited to the review of whether the officer followed the use of force policy in his or her use of force. We also noted that SPD does not formally review the officer's actions predating the use of force, training record, decision making and use of tactics, and any policy violations outside of the actual use of force policy as part of the ARP.

116. Police Assessment Resource Center. 2008. *The Denver Report on Use of Deadly Force*. Los Angeles, CA: Police Assessment Resource Center.

According to the Police Assessment Resource Center's guidance on IA:

An administrative review of a . . . serious use of force should have a broader mandate than simply determining whether the use of force was in policy. It should urgently consider strategic, tactical, policy, training, and risk management implications of any such incident, including whether the incident could have been avoided or mitigated by changes to policy, procedures, or training.¹¹⁷

While the DFRB reviews tactics, training, and equipment considerations in deadly force incidents, the recommendations noted by the DFRB are not officer-specific and are often related to department-wide changes (e.g., issuing flashlights that operate more effectively in dark environments). This underscores the importance of the ARP broadening its scope to review officer-specific actions, hold officers accountable, and propose either discipline or remedial training.

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.

SPD should provide more detail on the ARP's responsibilities, purview, objectives, and finding categories in the SPD policy manual. SPD should expand the ARP finding categories beyond "compliance" and "non-compliance" with the use of force policy and include findings that determine compliance with departmental policies outside of the use of force policy and deficiencies in the tactics and decision making employed by the officer(s) involved.

Finding 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.

The SPD policy manual does not reflect the current ARP process, which is for each member to remotely review and provide comment on a use of force investigation via e-mail. For more detail on this process, see page 74. 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.¹¹⁸ The ARP policy 1020.8.2 does not identify each member's responsibility, the purview of the ARP's assessment, or the findings members are allowed to make.

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 policy manual should be updated to reflect the current practices and process for the ARP; these updates should outline the process as described on page 74. The updates to the policy manual should also provide ARP members with detailed guidance on their roles and responsibilities as panel members. Not only would these changes ensure that the policy manual accurately reflects departmental practice but they would also ensure that both officers and panel members have an accurate understanding of the process.

117. Bobb, Merrick J., and Matthew Barge. 2008. *Internal Affairs: Guidelines Proposed by PARC*. Los Angeles: Police Assessment Resource Center. http://www.parc.info/client_files/Special Reports/Internal Affairs Guidelines Proposed by PARC.pdf

118. Spokane Police Department. 2013. *Policy Manual*. Policy 1020.8.2.

Finding 8.4

SPD's process for tracking the implementation of the recommendations made by each administrative review mechanism is informal.

Currently, SPD has no formal process for tracking the implementation of recommendations made by any of its administrative review processes. We 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 our examination of the use of force 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. We should note that SPD executives acknowledged this gap during interviews with the assessment team.

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.

The director of the strategic initiatives division should assign the responsibility for documenting and tracking the progress of each recommendation made by the DFRB, ARP, UOFRB, and chain of command to the captain of the Office of Professional Oversight. This office has direction over internal affairs and training, making it the most suitable to oversee the implementation of recommendation, discipline, and corrective actions.

The system designed to track these outcomes should include the incident number, the officer's name and badge number, a description of the recommendation, the date the recommendation was made, the review method under which it was made, the primary point of contact responsible for ensuring that the recommendation is implemented, the status of the recommendation, and a proposed timeframe for completion. These categories serve as a baseline of information that SPD should consider as it designs this tracking mechanism. Continuous communication with both the training coordinator and the supervisors, as well as with executive-level leadership, is essential to ensuring the follow-through of each recommendation and corrective action.

Finding 8.5

The UOFRB's policies and procedures are not formally documented in the SPD policy manual.

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 only listed in the SPD defensive tactics manual. In addition, based on the information we gathered, the policies and procedures listed in this manual appear to differ from departmental practice. According to the policy in the defensive tactics manual, the use of force reports sent to the UOFRB are selected based on a set of criteria.¹¹⁹ However, according to current departmental practice, all non-deadly use of force reports are sent via e-mail to the UOFRB members. The UOFRB discusses the incident and all related documentation via e-mail and, if necessary, members convene in person. Because these discussions have been held, and findings and recommendations have been made, informally, via e-mail, no formal documentation was included in the UOF incident files. As a result, the analytical team was unable to fully assess the UOFRB review process.

119. Spokane Police Department. 2014. *Defensive Tactics Manual*.

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.

SPD should formalize the UOFRB process by documenting the review of these files (i.e., when the file was sent to the UOFRB, which reviewed the file, and any resulting findings or recommendations). This process should be documented in a formal memo, much like what is used in the DFRB and ARP review process. SPD should also consider convening this board on a monthly basis. Reviews of the incident file should be conducted at this meeting rather than informally via e-mail. The board can combine a number of files and review them at once for common themes and trends. Because the board is not allowed to make disciplinary recommendations, it should refrain from assessing an individual's actions. If a board member disagrees with the chain of command's assessment, it should refer the case file to IA rather than attempt to identify violations to policy and training. In essence, this board will be bound to objectives similar to those of the DFRB, but will be limited to only examining non-deadly force incidents after the chain of command review.

Finding 8.6

SPD D-ARPs currently lack a civilian presence.

Currently a number of civilian observers, including city council members, the ombudsman, and the director of strategic initiatives, who is non-commissioned, attend DFRB meetings. In addition, the OPO and the director receive all UOF reports as part of the UOFRB process. The inclusion of the OPO commission members and the ombudsman in both of these review processes is new; SPD just implemented this new procedure in fall of 2013. ARP in deadly force incidents (D-ARP), on the other hand, is the one review mechanism, aside from chain of command, where a civilian presence is lacking. This is likely due to the fact that ARP is the only mechanism afforded the authority to recommend discipline.

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.

Because civilian representatives are prohibited from attending and observing these review processes, citizens are more likely to have concerns about the accountability and legitimacy within the department. Research shows that the more transparent a police agency is about its review process and operations, the greater police-community cooperation and trust will be.¹²⁰ According to the National Association for Civilian Oversight of Law Enforcement (NACOLE), oversight by civilians not only ensures greater accountability but also supports effective policing by establishing mutual trust and respect between police and the communities they serve.¹²¹

120. Police Executive Research Forum. 2014. *Legitimacy and Procedural Justice: The New Orleans Case Study*, edited by Craig Fischer. Washington, DC: Bureau of Justice Assistance. http://www.policeforum.org/assets/docs/Free_Online_Documents/Leadership/legitimacy_and_procedural_justice_-_the_new_orleans_case_study.pdf.

121. The National Association for Civilian Oversight of Law Enforcement. 2014. "Civilian Oversight Infographics." Accessed December 2, 2014. <http://nacole.org/civilian-oversight-infographics/>.

As of the first quarter of 2014, SPD has begun including the civilian director of strategic initiatives in all D-ARPs. SPD should also consider inviting the ombudsman to attend D-ARPs as an observer with the understanding that he or she will have no authority to discuss or recommend discipline.

Finding 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.

In September 2014, the assessment team observed a DFRB. This was the second observed DFRB by the assessment team.¹²² The DFRB observed in September 2014 was facilitated by the captain of the Office of Professional Oversight and included more members of the public and individuals not part of the SPD DFRB, the Office of the Police Ombudsman, or the city council. The presentation reviewing the incident was informative, with the additions of the radio transmissions, maps, and photos of the scene. Additional presentations on mental health, legal, and other considerations were also provided. In total, the presentations comprised 18 sections, lengthening the DFRB’s review from two hours (like the November 2013 session) to three hours. At the end of the presentations, participants were asked to identify action items and recommendations. The captain noted that she would consolidate the recommendations and action items noted into a memo and distribute it to the board members for approval.

In order to accommodate the larger group of participants and observers, the DFRB was held at the SPD training academy, and participants sat in a classroom rather than at a round table. This made it unclear who the members of the board were and what roles they played in the process. As a result of having so many (18) sections, the presentations had overlaps and redundancy in the discussions of incident events and officer actions. Further, participants were reluctant to provide their recommendations and speak candidly, likely due to the increased public presence at the board meeting. The overall sense was that rather than being a review meeting, it was a public presentation of the incident.

While informing the public of the incident is necessary to ensure transparency, the charge of the DFRB is to “objectively evaluate the use of deadly force.”¹²³ In order to effectively evaluate the use of deadly force, the board members must candidly voice their recommendations on changes to training, tactics, and equipment. The setting used in the most recent DFRB did not allow for these candid discussions to take place. In addition, at the conclusion it was unclear what the recommendations were, what action items had been identified, and who would be responsible for making these changes.

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.

SPD should narrow the scope of future DFRBs and include only the presentations that directly speak to each of the considerations that board members must review. The public release of the facts of the incident should be released—but not in the venue of a DFRB. The facts should be released to the public in a separate forum, preferably after the recommendations have been made and the DFRB memo has been filed.

122. The assessment team also observed the DFRB held in November 2013.

123. Spokane Police Department. 2013. *Policy Manual*. Policy 302.

Narrowing the scope of the DFRB ensures that this process remains sustainable and consistent across all reviews. SPD should also ensure that recommendations are restated at the end of the DFRB and that the individuals in charge of making policy changes, scheduling training, or ordering equipment are noted. This will ensure everyone has a clear understanding of his or her responsibilities, the next steps, and action items. The memo written up afterwards should formally document all discussion. In addition, SPD should reassess and clearly define the role and responsibility of each member and observer in the DFRB. See finding 8.4 for more detail on how the action items stemming from this review board should be tracked and monitored.

Finding 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 has undergone substantial organizational changes within the last year, 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, this change resulted in the appointment of investigators with little training on how to properly conduct internal investigations.¹²⁴ Interviewees expressed their concern over the lack of training and previous experience among the newly assigned IA investigators.¹²⁵

SPD has made significant efforts to train its IA investigators. Since fall 2013, the two sergeants and one lieutenant assigned to the IA division have undergone substantial training: over 120 hours as of May 2014. This training will be ongoing, and officers assigned to IA will be required to attend a minimum of 80 hours of training specific to the conduct of internal investigations every year. Training on conducting shift-level investigations and using BlueTeam is also being provided to all shift-level supervisors.

In addition to the training, SPD has assigned the IA lieutenant to develop a set of guidelines on conducting internal investigations, which will serve as an instruction manual. IA investigators and shift investigators alike will be required to follow the policies and procedures established in the manual. Training on the guidelines will be conducted once the manual is completed, which SPD expects to be by the end of 2014.

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.

Documenting the new process and training requirements in the policy manual will allow the department to hold the investigators accountable if they fail to follow the policy. In addition, documenting these policies and requirements will alleviate concerns both internal and external to the department and will provide assurances of the higher standards and new guidelines that investigators must now meet. SPD should also ensure that all officers conducting internal investigations are adequately trained on these new guidelines. SPD should also communicate the newly established guidelines throughout the department through training bulletins and discussions during roll call. SPD should also notify community stakeholders of the new training requirements and guidelines for IA investigators.

124. CNA interviews January 26–30, 2014.

125. *Ibid.*

Chapter 9. Civilian Oversight

This chapter reviews the role of the Office of the Police Ombudsman (OPO) as a mechanism of civilian oversight and examines how the OPO's involvement in the Spokane Police Department (SPD) investigative processes are important to securing the rights of the community and increasing transparency and legitimacy of the department. After providing a brief background on the different types of civilian oversight, we describe the evolution of the OPO and then provide findings and recommendations on how SPD and the OPO can work collaboratively to address the community concerns.

Types of civilian oversight

Each police department's method of civilian oversight will differ according to the relevant law or case study, which vary among jurisdictions. Despite this uniqueness, several scholars and experts have proposed methods of classifying different models of civilian oversight. One way to differentiate between models, which was proposed by the former president of the National Association for Civilian Oversight of Law Enforcement (NACOLE), is to differentiate based on the activities the monitoring body is authorized to perform.¹²⁶ This classification contains three main models:

1. An independent investigative model, in which either individual investigators or investigators chartered by appointed boards or commissions may conduct independent investigations.
2. A monitoring model, in which these entities only have the authority to monitor police activity.
3. An outside auditor or ombudsman model, in which the outside auditor or ombudsman has the power to compel evidence from a law enforcement agency. This role is usually performed by individuals, rather than by boards or commissions.

The Spokane OPO, pursuant to its new powers and the convening authority of the Office of the Police Ombudsman commission, will employ a hybrid of these models to perform its oversight duties. For example, the Spokane OPO has the authority to act in the investigative model, but the commission also has the ability to conduct its own third-party investigation if it is not satisfied with either the SPD or the OPO's investigations.

Yet another classification system creates a bright line that is not based on the authorized functions of the entity conducting the oversight, but rather on the location of that entity either within or without the police department.¹²⁷ This system delineates two types of citizen review mechanisms, internal and external, with hybrids developing to meet the specific needs of various jurisdictions. The external model frequently involves citizen review boards—groups with the power to conduct their own investigations of events and present their findings to the police department for review and approval. Although less common than the external review mechanism, the internal review mechanism is a more traditional and longstanding method of civilian oversight. All types of internal oversight mechanisms share the same feature that they do not take the primary investigative role but rather rely on the police department's internal investigative unit to

126. Quinn, Sue. 2009. *Models of Civilian Oversight in the United States: Similarities, Differences, Expectations, Resources*. <https://nacole.org/resources/models-of-civilian-oversight-in-the-united-states-similarities-differences-expectations-and-resources/>.

127. Calderon, Eduardo L., and Maria Hernandez-Figueroa. 2013. *Citizen Oversight Committees in Law Enforcement*. Fullerton, CA: Center for Public Policy. http://cpp.fullerton.edu/cpp_policeoversight_report.pdf.

conduct an initial investigation. Some internal oversight mechanisms include citizens in that review while others include an auditor or ombudsman to either review the police department's review or conduct their own. These auditor or ombudsman types of internal oversight mechanisms are more common in police departments with larger budgets, or, as is the case in Spokane, with more frequent incidents in which review is requested by the citizens of the jurisdiction. Again, Spokane, due to its unique circumstances, employs a hybrid model with the dual investigator options of an external investigation by a third party investigator requested by the commission or an internal investigation by the OPO.

The city of Spokane Office of the Police Ombudsman

The March 2006 death of Otto Zehm following a use of force (UOF) incident with several SPD officers created deep rifts between the SPD and the Spokane community. The perceived lack of any external review of police actions and the lack of civilian leadership within the SPD were frequently cited as impediments to addressing this rift. Spokane has addressed these issues since the Zehm incident both by installing civilian leadership within the SPD under Chief Frank Straub and with the establishment of the OPO in 2008.

In addition, SPD recently implemented numerous changes to its organizational structure. As of January 23, 2014, civilian personnel now lead two of the police department's divisions and report directly to the chief of police. The director of strategic initiatives within the SPD, a civilian appointed by the mayor, oversees both IA and training and reports to Chief Straub. As of May 2014, the former commander of the downtown precinct will oversee training and IA as the captain of the Office of Professional Oversight. The director of strategic initiatives is also more involved in oversight than his non-civilian predecessors. He sits in on all deadly force review boards (DFRB) and reviews all information forwarded from the chain of command to the use of force review board (UOFRB).

The SPD is also reaching out to the community to explain these organizational changes as well as oversight and disciplinary processes within the SPD. The director of strategic initiatives started briefing these changes to community organizations in 2014 and updates the content and approach of his briefing based on these groups' feedback. These briefings review internal affairs (IA) workflow and investigations, training issues, and use of force incidents for the previous month. The director plans to compile the monthly briefings from 2014 into an annual report. Starting in April 2014, the director also delivers this briefing to the Public Safety Committee on a monthly basis and began to include a section giving detail on where officers have de-escalated a situation or did something exemplary. The Public Safety Committee comprises city council members and representatives from local emergency management.

The OPO has also undergone recent changes to improve the independence of its review. Founded in October 2008 pursuant to legislation adopted by the city council, the OPO was established to provide independent civilian oversight for misconduct complaints involving members of the SPD and reports directly to the mayor and the city council. The OPO had power to certify SPD investigations of misconduct as timely, thorough, and objective; conduct complaint mediation in the event an investigation or inquiry was not pursued by the SPD; object to the classification of the SPD complaint process as an inquiry (rather than an investigation); and brief the complainant on the investigative process after the complaint is closed.

In February 2013, 69 percent of Spokane voters approved Proposition 1, which granted the OPO significantly more power to conduct independent investigations of alleged SPD misconduct. After a year of negotiations between the Spokane Police Guild and the city council, a new contract incorporating several changes to the OPO's authority was signed in February 2014. Although several community groups claimed that the new contract did not honor the spirit or the letter of Proposition 1, this new contract significantly increased the OPO's authority beyond the ability to certify or object to investigatory procedures and outcomes. For example, the OPO now has the right to conduct an independent investigation if the SPD declines to open an investigation in response to a complaint and can conduct its own interviews related to complaints filed with the OPO before the SPD begins an investigation. A five-member Office of the Police Ombudsman Commission will also provide independent oversight of the OPO. This commission will comprise two members appointed by the mayor and three appointed by the city council, one from each council district. This commission can contract with an independent, third-party investigator to continue investigating a case that it believed was not thoroughly or adequately investigated by the SPD.

Findings and recommendations

Finding 9.1

The OPO lacks formal procedures on the new role and responsibilities of the ombudsman and the newly appointed commission members.

The legislation passed in February 2014, and subsequent appointment of the five commission members has led to a number of changes within the OPO. Because the changes have been recently implemented, the OPO has not had a chance to discuss and define the roles of the ombudsman and the commission members, and the extent of their oversight authority.

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.

In order to ensure the sustainability and comprehensive understanding of the role and responsibilities of the ombudsman and the Office of the Police Ombudsman commission, these guidelines and procedures should be formally documented within the OPO's bylaws. These guidelines and procedures should also be established prior to the commission conducting any formal action on behalf of the OPO. This will also ensure that the OPO maintains consistency across different ombudsman and commission member administrations.

Finding 9.2

The community lacks a comprehensive understanding of the OPO's current role and responsibilities.

The majority of community members we encountered, whether at interviews or public meetings, discussed a lack of understanding among their fellow community members about both the existing and proposed OPO roles and responsibilities and about the recent internal changes within the SPD. At our January 2014 visit (before the February 2014 approval of the new police contract changing the OPO), the majority

of community members were aware that negotiations were ongoing, but they were not aware of the proposed changes to the OPO's processes and authorities. The primary misunderstanding surrounded the confusion and differing opinions on the term "independent investigative authority." Community members receiving different messages from the mayor and city council regarding this issue contributed to this confusion. There is also a general community misunderstanding regarding the role of the Office of Police Ombudsman commission. Two city council hearings in April 2014 regarding the commission are a positive step in reducing this information gap, but we have heard of the general need for advance notice of the meetings and more direct outreach to community organizations. More important, the community showed a basic misunderstanding of the OPO's current role, what it offers the public, and how it is the community's independent entity through which to file a complaint. Some community members cited a perceived lack of independence as a deterrent to making complaints.

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 OPO participates in significant amounts of public outreach, from attending neighborhood council meetings to providing interviews with local radio stations.¹²⁸ In addition, as described in chapter 10, the SPD has recently increased both its digital and in-person outreach capabilities. The OPO should collaborate with the SPD to expand both OPO's and SPD's outreach capabilities to fully and accurately communicate the new OPO processes and authorities to the public. For example, the OPO could participate in the new monthly outreach meetings that the director of strategic initiatives is conducting to communicate the recent organizational changes and the IA processes and findings to the community to spread the word about his new powers. The OPO should take advantage of the window of time during which the new OPO powers are current news items and conduct an aggressive public information campaign. This engagement will improve the public's perception of the OPO as an independent entity and encourage more citizens who previously hesitated to officially complain about SPD misconduct. The OPO should continue to pursue new and timely outreach opportunities and to explore new ways to effectively engage the community.

Several SPD officers expressed the specific desire that the OPO follow Chief Straub's example of engaging the public following high-profile use of force incidents. As investigations into complaints of SPD officer misconduct surrounding high profile use of force incidents conclude, the OPO should offer public briefings on his findings and procedures.

Finding 9.3

The OPO is not well integrated into all mechanisms designed to review use of force incidents.

Absent a lawsuit by a complainant, the OPO provides the Spokane community the only external, independent oversight of the SPD. This independence was increased by the recent new contract that incorporated the requirements from Proposition 1 and expanded to the five-member commission. The OPO now has independent authority to investigate complaints against the SPD, authority that has been endorsed by the

128. Office of the (Spokane, WA) Police Ombudsman. 2014. *2013 Annual Report*. Presented at the meeting of the Spokane city council, February 24. <http://www.spdombudsman.com/wp-content/uploads/2014/02/OPO-2013-Annual-Report.pdf>.

Spokane Police Guild, the Captain and Lieutenant's Association, and the city council. In light of the harm to SPD-community relations in the aftermath of the Otto Zehm case, this makes the OPO the only entity external to the SPD with the authority to represent the public in adversarial complaints against the SPD.

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 review of SPD misconduct allegations requires that the OPO be fully integrated into all internal SPD reviews of use of force incidents. The OPO is steadily increasing this integration; it is now reviewing all use of force reports generated by the SPD chain of command and IA. In addition, there are several bodies that review use of force incidents within the SPD. Administrative review panel (ARP) meetings review use of force incidents for which supervisors are unsure about whether the force used was reasonable and within policy. The DFRB is convened after the county prosecutor has declined to pursue criminal charges to determine if any changes are needed in tactics, training, supervision, or equipment, while the UOFRB serves a similar function after non-deadly use of force incidents. The ombudsman attends DFRB proceedings only as a non-participating member, and only since November 2013. The ombudsman should have some presence in all official SPD reviews of use of force incidents, including the UOFRB and the D-ARP.

The ombudsman and the Office of the Police Ombudsman commission members should also attend all relevant SPD training regarding use of force. Although the ombudsman's assistant attended one training course offered by the SPD in 2013,¹²⁹ there are several relevant trainings the ombudsman and the commission members should attend. This would allow the ombudsman and the commission members to recognize where changes in training could effectively address any trends of concern and identify where training may contribute to a use of force in a particular incident. For example, the ombudsman and the commission members should attend SPD training on Tasers, batons, engaging individuals with excited delirium, crisis intervention team (CIT) training, and use of force report writing.

Finding 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'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. Any attendance at these additional review panels and any lessons learned from any additional training should also be included in both these monthly and annual reports.

129. Office of the (Spokane, WA) Police Ombudsman. 2014. *2013 Annual 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 should increase the awareness of its monthly and annual reports by notifying and meeting with community stakeholders to discuss these reports. This inclusion of a rather technical report in engagement with the general public could be significantly improved by the development of more succinct, annotated versions of the report, within the range of one to three pages.

Chapter 10. Community Perspectives and Outreach

This chapter documents our review of the perspectives of the Spokane community on the Spokane Police Department's (SPD) use of force (UOF). First, we review the community perspectives we gathered through our interviews and discussions with community leaders and stakeholders. We also discuss the evolution of SPD community outreach programs. We then follow with a series of findings regarding SPD's interactions with the community and provide recommendations to improve community relations and public transparency.

SPD-community relationship

The SPD has previously undergone a tumultuous relationship with the Spokane community since the March 2006 death of Otto Zehm following a UOF incident with several SPD officers.¹³⁰ The Otto Zehm case put a spotlight on the community's longstanding issues with the SPD's use of force. In January of 2012, Mayor David Condon established a use of force commission to take an expansive view of the UOF issue in Spokane. After an extensive investigation, in which the commission consulted and interviewed a diverse group of practitioners, experts, and community members, the commission released a draft report for public comment in December 2012 and a final report in February 2013. Among the commission's many recommended changes to SPD culture, policies and practices, citizen oversight, and city administration was a recommendation that the chief of police and his command staff actively engage the community in an ongoing dialogue about the department. Chief Frank Straub has made notable improvements in community outreach. This chapter discusses those outreach efforts and identifies ways to improve and focus that outreach in the future.

The following section reviews the common themes identified through our interviews with both SPD personnel and members of the community.

Common themes

Many of our interviews noted that the SPD's relationship with the media has grown more positive in the past 18–24 months, positive relationships with the community have increased, and there are signs of positive progress within the organization. However, while admitting that there has been significant progress on the part of SPD, many interviewees also noted that there is a continued sense of mistrust and a wait-and-see approach.

Relationship with the media

Police officers perceive a lack of accurate reporting by the media on the work they do in the community, including on UOF incidents, which is then amplified and perpetuated by community organizations. Nearly all officers we spoke to noted that the media frequently does not report all relevant facts surrounding UOF incidents, and that often, the media reports facts that are irrelevant to the officers' decision-making process during the incident. In addition, SPD officers also feel that they do not get commensurate credit from local media for defusing or de-escalating potentially dangerous situations, and the media is giving the community an incomplete understanding of SPD operations and practices. SPD officers credited Chief Straub's proactive engagement with the community and the media, particularly right after UOF incidents, with ameliorating this problem, but they note that it still remains an active issue they have to confront in the community.

130. Additional background detail on the Otto Zehm incident can be found in chapter 1.

In an effort to address these issues, the police information officer (PIO) has recently undertaken several programs to increase the SPD's responsiveness to both the media and the public, including the following:¹³¹

- Designating patrol lieutenants as watch commanders and training them to serve as media liaisons for comment during critical incidents, and providing this list to the media twice a week
- Creating an SPD blog to include stories (accompanied by a Tweet from the SPD account) that do not make local news and to include the entirety of SPD statements, documents, or press conferences
- Meeting monthly with media directors, which has led to a drastic change in the nature of SPD coverage
- Underwriting television commercials for the SPD
- Hosting a media academy for local media stakeholders to inform them of the procedures and practices of the SPD and the PIO
- Developing e-alerts for distribution to specific neighborhoods based on issues identified in crime analysis and working with local media and neighborhood councils to get citizens to sign up
- Publishing press releases and follow-up stories internally within the SPD to increase internal awareness of the SPD media strategy and outreach activities
- Providing public record requests to citizens in real time¹³²

In addition to the above, the SPD has recently developed officer-involved shooting/critical incident public information and media response guidelines (August 2014). These guidelines outline the process for communicating and disseminating information to the public after an officer-involved shooting or critical incident.

Community outreach

Community and neighborhood organizations almost universally noted improved SPD outreach and engagement under Chief Straub. His engagement, both with the media after major UOF incidents and with the community in steady-state operations, has drastically improved community attitudes toward the SPD. Specifically, several community organizations noted that Chief Straub's apology for the recent performance and attitude of the SPD at a January 2013 event celebrating Dr. Martin Luther King, Jr.¹³³ earned a significant amount of good will with the community and began a period of improved relationships with the SPD. This improved outreach has led to several follow-on engagements with the community, such as training for SPD police officers on lesbian, gay, bisexual, transgender, queer/questioning (LGBTQ) awareness and sensitivity.

Community organizations also universally credited the Spokane police activities league (SPAL) and the youth and police initiative (YPI) with drastically improving the perception of the youth who participated in the program and their relationship with the SPD and praised the fact that SPD initiated this effort. Operating since April 2013, the YPI involved SPD, community organizations, and participating youth in basketball practices and games. An after-action report, based on youth feedback received by participating SPD officers and community leaders, found that YPI, formally known as the Spokane police youth athletic league (SPYAL), increased mutual respect, understanding, and good will amongst participants. The project has continually exceeded its goals of engaging Spokane area youth through the basketball and disc golf programs.

131. CNA interviews. January 26–30, 2014.

132. Spokane Police Department. 2014. Twelve Month Progress Report.

133. Stamp, Mary. 2014. "Next generation assumes roles for Martin Luther King Jr. Day." *The Fig Tree*. Accessed December 2, 2014. <http://www.thefigtree.org/feb13/020113mlkdaycelebration.html>.

Community organizations and business associations located in the downtown area universally acknowledged the improvements in the downtown district since the founding of the downtown police precinct in the summer of 2013. Community organizations noted the positive interaction of the SPD officers stationed at the downtown precinct with various community organizations and constituencies (including youth, those with mental health needs, and the homeless) and SPD's participation in various scheduled and informal outreach activities to community organizations with clients in the downtown area. The SPD is building on this successful model by publicly committing to the downtown community court founded in December 2013¹³⁴ and to partner with the Downtown Spokane Partnership to establish a code of conduct for the downtown area.¹³⁵ The SPD is in the process of opening additional precincts around the city of Spokane with the hope of continuing this positive growth and interaction with the community.

Community organizations frequently noted that there is no substitute for participation and that they have noted increased participation of SPD officers in their scheduled meetings, community activities, and outreach efforts. For example, several mental health organizations noted that an SPD sergeant sits on the Spokane county mental health advisory board. In addition, SPD's participation in the Hot Spotters program, which identifies frequent users of city services and develops tailored solutions, not only creates good will but also integrates policing into the broad range of services offered by the community.

Several community organizations expressed confidence in a "new era" of relationships between the SPD and the Spokane community based on this more recent increase in engagement. However, community organizations also noted several areas for improvement that would increase the chances of more long-term reconciliation between the SPD and the community over UOF issues.

First, the SPD should improve its outreach regarding the many recent changes to the department. SPD leadership has undergone a drastic reorganization and changes in staffing, and most community organizations are not cognizant of the practical effects of those changes. In addition, only a subset of the mental health organizations we interviewed was confident in their knowledge of the content and delivery of the crisis intervention team (CIT) training every officer completed by November 2014. The CIT training contains modules on UOF and de-escalation procedures, and the fact that every officer received updated training in those areas would positively impact community's perception of the SPD. The SPD should take the initiative in this and other outreach tasks to show their commitment to transparency and engagement. Several community organizations lauded the SPD's recent increased engagement but expressed a desire for more police-initiated outreach rather than responding to invitations or high-profile UOF incidents. These organizations emphasized that *departmental* commitment to and initiation of outreach efforts earns more good will and trust in the community than *individual* participation. They expressed some concerns that the variability in community engagement and outreach they have observed over different leadership eras creates a concern that Chief Straub's successor may not continue his legacy of vigorous community engagement. Institutions last longer than the people who lead and run them, and several community organizations expressed a desire for the SPD to commit to and initiate community outreach as an institution.

134. Katauskas, Ted. 2014. "Human League." *Cityvision* 6(2(March/April)):14–20. <http://www.awcnet.org/Portals/0/Documents/Publications/Cityvision/2014/Cityvision0314.pdf>.

135. KXLY.com. 2014. "Spokane Police, Downtown Partnership team up to keep downtown safe and inviting." Last modified April 30, 2014. <http://downtownspokane.kxly.com/news/news/128081-spokane-police-downtown-partnership-team-keep-downtown-safe-and-inviting>.

Continued lack of trust

In spite of the positive progress, a lack of trust continues to linger between certain segments of the community and the SPD. Both community leaders and SPD personnel attributed this lack of trust to a historic lack of a vigorous information flow between the two, and, more recently, to the legacy of the SPD's reaction to the Otto Zehm case and the reforms to the Office of the Police Ombudsman (OPO). Several community organizations noted that several of the officers who saluted at the sentencing of the only officer to face criminal charges are still members of the SPD and that some occupy leadership positions. While nearly all community organizations we spoke with credit Chief Straub with significantly improving the SPD's engagement with the community, they also noted that the composition of the police force has changed very little in recent years due to freezes on staff increases. This lack of trust also arises from community confusion and misperception concerning several key processes surrounding UOF incidents. The public perception that the Spokane investigative regional response (SIRR) team investigations of UOF incidents is an example of "cops investigating cops" persists due to the lack of public knowledge of the team's composition (no SPD personnel) and procedures. The public similarly blames the SPD for the year-long delay of the Spokane city council's ratification of Proposition 1. Nearly every SPD officer with whom we discussed the proposed new powers of the OPO during our site visits welcomed the added power of the OPO as a beneficial increase to transparency.

The different factors that SPD officers and community leaders identify as contributing to a UOF incident serve as a manifestation of this lack of trust. A majority of community organizations indicated that resisting arrest was the primary factor in a police encounter resulting in a UOF, while nearly every SPD officer we interviewed indicated that some form of mental or cognitive deficiency, such as alcohol, drugs, or mental illness, was the primary factor. The data, however, indicate that mental illness was only noted in 13 percent (n=31) of the 243 incidents sampled; alcohol was indicated in 66 incidents; drug use in 13 incidents; and both drugs and alcohol was noted in 33 incidents.

Findings and recommendations

Finding 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.

Several safeguards exist in UOF investigation and complaint procedures, such as the fact that the OPO has independent investigative authority to both receive and investigate complaints against SPD officers. In addition, the SPD has several structures in place to improve oversight, reduce the UOF incidents, and improve the UOF training their officers receive. For example, SPD's internal affairs (IA) division conducts its own review of incidents where deadly force was used through the deadly force review board (DFRB). In addition, the OPO has been a part of the DFRB since November 2013. However, the public and community organizations do not have enough information about these procedures and reforms to form the complete understanding necessary to have confidence in their efficacy. At the most fundamental level, several members of the community do not precisely understand the UOF model, its de-escalation approach, and how officers are trained in both the appropriate circumstances required for a UOF and de-escalation techniques. Also,

community leaders are not adequately informed and briefed on the impact of the frequent changes in organization and staffing at the command levels within the SPD. Increased public understanding will eliminate some of the more basic items of controversy in the community.

Community organizations consistently emphasized a lack of understanding in two main areas: the investigation of SPD officers following a UOF incident, both deadly and non-deadly, and the recent CIT training delivered to SPD officers. Several leaders of community organizations did not have a clear understanding of different roles in the criminal investigation and prosecution processes, particularly that SIRR does not comprise SPD, nor does it consult with SPD, and that the local prosecutor makes decisions regarding whether to prosecute an SPD officer. Some community organizations that were aware of both of these facts indicated that this knowledge slightly mitigated the public perception of the “blue line”—the lack of impartiality within the investigative and prosecutorial processes. Reducing the perception of “cops investigating cops” would significantly increase the perception of validity of both the SIRR team’s investigation and any subsequent decision whether to prosecute or not.

Community organizations also did not fully understand either the content of the recent CIT training or the requirement that all SPD officers complete it. Again, the community organizations that were aware of the history, content, and broad CIT requirement indicated that their awareness increased their confidence in and opinion of the SPD. For instance, the fact that it was developed with the mental health community as a result of monthly meetings of the mental health steering committee improved the perception, amongst those groups that were aware of this fact, that the SPD is actively engaging with the communities they police to improve their own understanding and performance. Similarly, the fact that each delivery of the training builds on lessons learned from events and from participants’ evaluations (including mental health providers and a panel of mental health services consumers) also garnered good will from those community organizations that knew this. This good will was limited primarily to the mental health community due to a very limited understanding outside of that community of the content of the training, its goals, and how it will affect policing. However, not all community organizations that provide mental health services were familiar with the content of the training and the degree to which UOF is discussed. These groups therefore did not understand how the CIT training addresses the perceived lack of previous training and subsequent negative interactions with SPD.

Recommendation 10.1

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

Starting in spring 2014, 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 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 also engaged in significant community outreach to explain the recent changes to his office.

However, the community perceives these recent outreach efforts more as relationships with individuals (Chief Straub, the director of strategic initiatives, and the ombudsman) than as institutional changes to the SPD’s outreach approach and practices. Spokane’s occasionally adversarial relationship with the SPD has led several community organizations to be cautious in their optimism regarding the recent improvements in

outreach and community engagement, and several noted that structural and institutional change is more important than relationships developed due to personnel changes. The drastic changes in SPD leadership in the last 10 years have led to skepticism within the community, because it has recognized that institutions last longer than the people in them. The increase in focused outreach on the recent changes to SPD organization, the recent change to the OPO, and the external criminal investigative and prosecutorial processes the SPD undertakes must be expressed as an institutional change rather than as an effort by individuals within the SPD. To that end, memorializing a commitment to increased and improved outreach in a policy statement or memo would assure the community that it will survive any future changes in leadership.

Finding 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.

Community organizations appreciate SPD responses to invitations and participation in scheduled forums, but they would like to see more institutional commitment to the community. For example, SPD engagement with homeless youth downtown has improved, as SPD hosted two youth forums and will host roundtables at 16 high schools throughout the 2014–2015 academic year. However, these efforts were not initiated by SPD. 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 amongst their constituencies. Both of these communities stressed the need for the SPD to proactively engage with these communities in light of recent public incidents of UOF against their members.

The SPD has initiated several recent outreach projects that it could either look to as examples for future or self-initiated outreach tasks or adapt to reach a larger audience. The Spokane police activities league (SPAL) discussed in chapter 9 created significant positive good will in the community. In addition, in the last year the SPD has invited various community groups to deliver presentations at in-service training and to observe or attend other SPD training.¹³⁶ This created opportunities for engagement between the SPD and the community and signaled the SPD's renewed commitment to openness and transparency. The SPD also launched a week-long community outreach program in March 2014 to bridge the gap between SPD and local youth by fostering positive interactions between both groups. These are both positive steps, but the SPD should incorporate all sub-sectors of their constituency in these and any new self-initiated outreach efforts. In addition to this, the SPD participates in the city's monthly police advisory committee meetings.

These meetings are particularly valuable in anticipation of proposed changes in SPD organization, policies, or procedures or after high-profile UOF incidents and subsequent investigations or prosecutions, whether conducted by the SPD or the SIRR team. For example, community organizations appreciated the opportunity to discuss proposed changes to the OPO in December 2013 but were critical of the timing and minimal advance notice provided for the meeting. Several community organizations recommended that the SPD leverage existing meetings such as the scheduled board meetings of these organizations. To that end, it should be noted that director of strategic initiatives began meeting with the Center for Justice, the National Association for the Advancement of Colored People (NAACP), and the American Civil Liberties Union (ACLU) on a regular basis beginning in February 2014.

136. Spokane Police Department. 2014. Twelve Month Progress Report.

Recommendation 10.2

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

Department-initiated outreach programs like the SPAL and the youth participation initiative (YPI) are just a few examples of programs the SPD can leverage to increase its community outreach and positive community relationships.

SPD should also consider expanding the SPAL beyond September 2015 (the grant period) and sustain and institutionalize this program as part of its community outreach strategy. Community organizations, recognizing the value the program presents in bridging the gap between SPD and the youth of Spokane, recommended drastic expansion to K–12 and to several jurisdictions within Spokane. Some community organizations also recommended requiring the participation of corresponding school districts to ensure minimum academic requirements. Though the SPD is limited by staffing and other resource restrictions, it should continue to examine creative ways to expand on sponsorship and staffing opportunities to expand the SPAL program and YPI. Community organizations also called for an expansion of the downtown precinct model to other areas of Spokane that could benefit from a more concentrated police presence and engagement, such as the East Central and Hillyard neighborhoods. SPD has announced plans to create two new precincts, one in north Spokane and one on the South Hill.¹³⁷ The development of a precinct in North Spokane is currently underway.

Finding 10.3

Due to budgetary constraints, SPD has not held a citizen's academy in several years.¹³⁸

Nearly every community leader who had previously participated in SPD's citizen's academy recalled it as a very positive, engaging, and educational program. The citizen's academy allows community leaders to remain informed of new policing approaches and techniques, and creates a forum for discussion of community needs.

According to our interviews with SPD personnel, it has been several years since SPD held a citizen's academy, and the reason for this was constraints in the departmental budget.

Recommendation 10.3

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

The SPD should re-instate SPD's citizen's academy, and it should ensure that it informs both the public and community organizations of the citizen's academy when it is re-instated. The OPO, the ombudsman, and the commission members should also be invited to attend the citizen's academy. This academy, like the media academy, should be held on an annual basis and provide citizens with an insider's perspective of what it is like to be an officer and patrol the city of Spokane.

137. Brunt, Jonathan. 2013. "Spokane Police Department to open two precincts." *The Spokesman-Review*, October 22, 2013. <http://www.spokesman.com/stories/2013/oct/22/spokane-police-department-to-open-two-new/>.

138. In August 2014, SPD verbally noted its intent to reinstate the citizen's academy; however, due to continued organizational change, the reinstatement of the citizen's academy has been placed on hold.

Finding 10.4

Other than participating in the city's police advisory committee, SPD lacks involvement in a department initiated chief's advisory council.

The current police advisory committee (PAC) was put in place by the city of Spokane. The PAC is held on a monthly basis with open meetings to the public on a quarterly basis. SPD representation, at times the chief, is present at these meetings. SPD has had limited ability to determine the appropriate committee members and roles of the responsibilities of these members. Although the SPD has found this meeting helpful, according to our interviews with SPD personnel and with community members these meetings are ineffective, are not necessarily reflective of the concerned community, and lack the potential to reach many community stakeholder groups. According to these interviews, the membership of the PAC has grown stagnant, and committee members continue to reside on the PAC past their appointed term.

Aside from the PAC, the occasional town hall meeting, and one-on-one meetings, SPD does not hold self-initiated and 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 develop, with the community input, strategies to address these concerns.

Recommendation 10.4

SPD should form a chief's advisory council.

Prior to establishing such a council, the SPD must first develop the purpose and goal of the council. The SPD should actively seek the participation of various community members in this process. The SPD community advisory council should be made up of 10–15 active community leaders, selected by the chief, each representing various community perspectives (neighborhood councils, NATIVE project, Center for Justice, NAACP, mental health groups, LGBTQ groups, etc.). Members from the OPO should also participate in these meetings. This council should meet on at least a quarterly basis and hold open, public-forum meetings as needed. The council members and the chief must continually reassess, preferably on an annual basis, the membership of the council to ensure that all groups within the community are represented.

Any items discussed during these meetings should be formally documented in meeting minutes and be provided to the public in a timely manner. In addition, the SPD should take primary responsibility for ensuring that it accounts for and tracks the action items brought forth during these meetings.

Finding 10.5

Interviewees both from the community and from SPD noted that a lack of adequate staffing directly impacts the SPD's ability to conduct community outreach and improve police-community relationships.

According to 2012 census figures, Spokane's 275 sworn officers translates to roughly 1.3 officers per thousand population, compared to 1.47 officers per thousand population for Boise, Idaho¹³⁹ and the national average of 2.4 per thousand population.¹⁴⁰ Spokane's policing requirements dictate that SPD officers not

139. Culver, Nina. 2014. "Sheriff, Spokane Police Department hard pressed to keep up staffing levels." *The Spokesman-Review*. April 20, 2014. <http://www.spokesman.com/stories/2014/apr/20/sheriff-spokane-police-department-hard-pressed-to/>.

140. Federal Bureau of Investigation. 2012. *Uniform Crime Report*. <http://www.fbi.gov/about-us/cjis/ucr/crime-in-the-u.s/2012/crime-in-the-u.s.-2012>.

drive with partners. The Spokane city council has somewhat remedied this lack of staffing by approving the funds to hire 25 new officers in the November 2013 budget, but it takes 18 months to get a new recruit onto the streets and 15 applicants to get one recruit.¹⁴¹ In addition, SPD received several “laterals” (transfers) from the Spokane County Sheriff’s Department and other police departments across the country.

Community organizations and SPD universally recognized the severe restrictions on community outreach and engagement imposed by the fact that SPD is understaffed. 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.¹⁴² Conducting more outreach will require redeploying SPD officers and staff, which will result in fewer officers on the street. This, in turn, reduces opportunities for spontaneous positive interactions with the public. In addition, the expansion of the downtown precinct models would require supplemental staff, because the precinct model requires more targeted community presence than response to calls for service. The SPD PIO also feels this tension, because it has to bridge the gap when officers cannot address the media or the community. Several officers suggested that the SPD increase ride-along invitations to leaders of community organizations, because ride-alongs do not diminish officer presence on the streets and create opportunities to engage with community members.

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.

SPD should conduct a staffing analysis. This analysis should follow the workload-based model. This model will allow SPD to examine the “levels of demand for police services and matches that demand with the supply for police resources.”¹⁴³ In addition to examining calls for service received, this model also examines other “operational demands facing the department”¹⁴⁴ (e.g., police activities league [PAL], community meetings, training) and makes staffing determinations based on these findings.

Finding 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.

Nearly every community organization we 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 any advance notice of UOF events indicated that they would prefer to

141. Culver, Nina. 2014. “Sheriff, Spokane Police Department hard pressed.”

142. Wilson, Jeremy, and Alexander Weiss. 2012. *A Performance-Based Approach to Police Staffing and Allocation*. Washington, DC: Office of Community Oriented Policing Services. <http://ric-zai-inc.com/ric.php?page=detail&id=COPS-P247>.

143. McCabe, James. (n.d.). *An Analysis of Police Department Staffing: How many officers do you really need?* White paper prepared for International City/County Management Association, Center for Public Safety Management. <http://icma.org/Documents/Document/Document/305747>.

144. Ibid.

receive this advance 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.

In further assessing this issue, we determined that the SIRR protocol limited SPD's ability to release information about an incident in a timely manner and throughout an investigation. According to the protocol, ". . . all SIRR team media releases related to the investigation shall be made by the Public Information Officer (PIO) or other official designee from the lead investigation agency with the approval of the SIRR Team Commander for that incident."¹⁴⁵ The protocol also notes that the "SIRR Team will release information typically on the day of the incident, an intermediate news release, and then a conclusionary release when the complete investigation is sent to the prosecutor."¹⁴⁶ This, however, means that at maximum, only two press releases prior to the closure of an investigation are released within a two- to four-month period, and these press releases are not provided by the involved agency. In critical incidents, the continual and strategic release of information by the employer or involved agency throughout an investigation can help mitigate community concerns and ensure continued community trust.

Furthering this are the limitations that SPD has in posting updates to its website. The format of the new SPD website contributes to the delay in releasing timely information. Because the police department's website is now housed within the city's website, the ability for the SPD's director of communications to immediately update its web page with timely information is limited.

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.

SPD should meet with the SIRR governing board to reassess the SIRR protocol and determine if adjustments can be made to allow the employer or involved agency the ability to take the lead on the press releases and release updated information about an incident if and when appropriate.

SPD should also continue to utilize and improve its virtual presence on the Internet as a means to quickly disseminate information. Although the new SPD website and blog previously mentioned have allowed the SPD to more thoroughly broadcast more complete information on specific UOF incidents and their responses, several community members and SPD officers recommended that the SPD PIO more aggressively and proactively respond to Internet rumors. SPD's continued use of its Twitter and Facebook pages should assist in mitigating potential rumors as the police department's media strategy becomes more institutionalized within the department.

In addition to virtually disseminating the information, the SPD should use more traditional methods (in-person meetings and phone calls) to reach out to community stakeholders and specifically address community concerns arising from use of force incidents. SPD should meet with the affected community groups after each critical UOF incident to alleviate concerns and establish positive communications and information sharing processes after each critical incident. Similarly, after a UOF event has been investigat-

145. Spokane Investigative Regional Response Team. 2014. *A Protocol to Investigate*.

146. Ibid.

ed, whether internally by the SPD or externally by the SIRR, the SPD should also review each file upon closure to determine what additional information can be shared with community organizations, including the legal and procedural constraints that affected each case. In addition, both community organizations and SPD leadership emphasized the need to share information, both broadly with the public and in a more targeted way with specific concerned groups, about successful de-escalations. The community should be exposed to the good stories as well as the bad.

Finding 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.

In the spring of 2013, SPD, with the assistance of the COPS Office, administered the Community Policing Self-Assessment Tool (CP-SAT). This tool was administered with the intent of helping SPD assess the extent to which the community policing philosophy has been implemented throughout the agency and identify ways in which the agency can improve its community policing practices.¹⁴⁷ The tool measured three key areas in community policing: Community partnerships, problem solving, and organizational transformation.¹⁴⁸ Survey participants included line officers, first line supervisors, command staff, civilian staff, and community partners. Overall, summary scores reflected that most survey participants felt that SPD engages in “a little” to “some-what” levels in all three key areas. The results of this survey clearly indicate room for improvement in all three areas. In addition to the CP-SAT, SPD has administered a community survey to its SPAL participants. The results of this survey showed that the program had a positive impact on the community and its youth.

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.

The SPD has stated that it intends to readminister the entire Community Policing Self-Assessment Tool in 2014.¹⁴⁹ At a minimum, the SPD should re-administer the “community partnerships” questions to a statistically similar distribution of police personnel, and, if possible, the same community partners it queried in 2013. The SPD should conduct this follow-up assessment after the COPS Office releases its final progress report and again one year later. The survey should show both general improvements in scores, but also a bridging of the gap between line officer and command scores.

In addition, the SPD should continue to survey the participants of the PAL and alter the programs offered based on participant feedback to ensure continued positive impact. The SPD should also continue leveraging the community survey mechanisms the city of Spokane has in place, such as the telephone town hall, to routinely gauge and assess the community's perspective of the police and overall perceptions of safety.

In general, showing improvements requires the appropriate measures and metrics. This is particularly important to the SPD given all of the tangible improvements undertaken by the PIO, and the SPD should therefore proactively gather metrics and poll or survey participants in their new programs over time to show improvement.

147. COPS Office. 2013. *Community Policing Self-Assessment Tool: Results Report*. Delivered to SPD May 13.

148. Ibid.

149. Spokane Police Department. 2014. *Twelve Month Progress Report*.

Chapter 11. Conclusion and Next Steps

Although the Spokane Police Department (SPD) is making positive progress to address use of force policy, practice, and training, to increase public trust, and to improve police accountability, it has undergone an extended period of over eight years during which leadership and organizational structure was lacking. Improving these matters both within the department and within its community will take time. The police department must proactively continue to advance its operational practices, increase its transparency, and improve its relationships with the community if it seeks to resolve these long-standing problems and sustain the gains achieved.

Chief Frank Straub's initiative to improve the quality of use of force investigations, restructure the organization, assign civilian directors to oversee branches of the department, implement new mechanisms for accountability—like the early intervention system, use of force review board (UOFRB), and body-worn cameras—are the first steps in changing the organizational culture. The buy-in and commitment from both the executive command and the supervisors to encourage and facilitate this change will be essential to ensuring that it is sustained, that it is carried out in a strategic manner, and that it leads to positive changes in the organizational culture. The chief's commitment to implementing the reforms recommended by both the city's use of force commission and the COPS Office and his willingness to request and engage in this collaborative reform technical assistance are clear indications of the department's positive progress.

Over the past eleven months, we reviewed SPD policies, procedures, training, and accountability systems pertaining to use of force. In the process, we interviewed more than 140 SPD personnel and community stakeholders and reviewed external organizations that directly affect accountability and public transparency in use of force incidents. These external organizations included the Office of the Police Ombudsman (OPO), the county prosecutor, the newly appointed commission members, and a number of community stakeholders.

The recommendations and implementation steps identified in this report, when implemented, will improve SPD's use of force investigations, documentation, policies and procedures, accountability systems, and organizational culture. In addition, these recommendations will play a large role in improving departmental use of force processes and transforming SPD's organization and culture as it relates to use of force.

Next steps

The U.S. Department of Justice and COPS Office will work with SPD over the next 18 months to ensure that these recommendations are implemented successfully and in a timely fashion. The reforms and recommendations matrix in appendix A consolidates the findings and recommendations documented throughout the report. In addition, this table summarizes the steps that SPD will need to take in order to implement the recommendations.

Six months after the release of this report, the U.S. Department of Justice, COPS Office will use the implementation matrix to document the progress of these recommendations and note whether SPD has met the goals and objectives established at the beginning of the review.

Appendix A. Findings and Recommendations Matrix

The following table lists the findings and recommendations included throughout this report. The findings and recommendations listed are a result of our site visits, direct observations, interviews and survey of Spokane Police Department (SPD) personnel, interviews with community stakeholders, analysis of the use of force report data, and review of departmental policies, practices, and procedures. The implementation steps will identify the performance metrics with which to measure SPD's progress during the 18 months after the release of this report.

	Findings	Recommendations	Implementation Steps
Chapter 4: Five-Year Analysis of Use of Force Incidents within SPD, 2009–2013			
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.	<ol style="list-style-type: none"> 1. Update the use of force policy 2. Train officers on the proper reporting of use of force tools and tactics via the use of force report writing training 3. Reinforce proper use of force reporting through roll call training sessions and training bulletins and e-mails
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.	<ol style="list-style-type: none"> 1. Update the use of force policy 2. Provide supervisors with guidance on the new requirement to complete a BlueTeam Use of Force Report for all use of force incidents—including deadly force incidents—via roll call sessions, training bulletins 3. Incorporate this new procedure into future training
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.	<ol style="list-style-type: none"> 1. Hold a SIRR team governing board meeting to discuss the development of a common template 2. Develop a common template for all SIRR investigative deadly force files 3. Notify all SIRR team members of the new templates
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.	<ol style="list-style-type: none"> 1. Collaborate with stakeholders involved in deadly force investigations (SIRR, prosecutor, OPO, DFRB, ARP, IA) to develop and approve the new tracking sheet 2. Notify all SIRR team members of the new tracking sheet

	Findings	Recommendations	Implementation Steps
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.	<ol style="list-style-type: none"> 1. Develop a briefing paper on the resources and funding required to update the records management system 2. Brief the mayor, the city council, and the Public Safety Committee on the required resources and finding to implement a revised records management system 3. Identify vendors 4. Produce a request for proposals for vendors 5. Select a vendor 6. Implement the revised records management system
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.	<ol style="list-style-type: none"> 1. Meet with the city of Spokane's use of force commission 2. Determine if a cultural audit, as defined by the commission, is still necessary <p>If deemed necessary:</p> <ol style="list-style-type: none"> 3. Develop a briefing paper on the resources and funding required to conduct a cultural audit 4. Brief the mayor, the city council, and the Public Safety Committee on the required resources and finding to conduct a cultural audit 5. Identify vendors 6. Produce a request for proposals for vendors 7. Select a vendor 8. Conduct a cultural audit
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.	<ol style="list-style-type: none"> 1. Identify the additional variables necessary to conduct comprehensive analysis 2. Formalize this new review process into the IA procedures and SPD policy manual 3. Produce semiannual use of force reports 4. Produce use of force reports after major policy changes, as needed 5. Release annual reports to the public via the website and the Public Safety Committee

	Findings	Recommendations	Implementation Steps
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.	<ol style="list-style-type: none"> 1. Continue to develop annual use of force reports 2. Continue to publish annual use of force reports 3. Work with the city to ensure that the publication of these reports on the police department’s website are easily accessible to the public 4. Continue to release annual reports to the public via the website and the Public Safety Committee
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.	<ol style="list-style-type: none"> 1. Examine the patterns of behavior for those officers with a high frequency of use of force incidents 2. Conduct this level of analysis at least every four years 3. Formalize this new review process into the IA procedures or early intervention system policy and the SPD policy manual
Chapter 5: Survey of Officers and Officer Interviews			
10	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.	<ol style="list-style-type: none"> 1. Meet with executive staff and senior managers to discuss organizational changes 2. Utilize the input from these meetings to evaluate current organizational strategies and develop future organizational strategies
11	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.	<ol style="list-style-type: none"> 1. Identify specific training and certification gaps in the promotional process 2. Meet with the mayor, city council, and the Public Safety Committee regarding the required resources to conduct necessary leadership training 3. Develop or revise manuals and guidance used in the promotional process 4. Notify supervisors and department of new guidance and procedures upon promotion 5. Incorporate new supervisor specific training into training program

	Findings	Recommendations	Implementation Steps
12	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.	<ol style="list-style-type: none"> 1. Obtain procedural justice train-the-trainer training through the COPS Office 2. Train all officers on procedural justice 3. Clarify and reinforce appropriate actions and behavior for these and similar situations during upcoming in-service training
Chapter 6: Use of Force Policies and Procedures			
13	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.	<ol style="list-style-type: none"> 1. Develop EIS policies and procedures 2. Notify the entire department of the new policies
14	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.	<ol style="list-style-type: none"> 1. Develop or update EIS policies and procedures 2. Notify the entire department of the new policies
15	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.	<ol style="list-style-type: none"> 1. Develop or update EIS policies and procedures 2. Notify the entire department of the new policies
16	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.	<ol style="list-style-type: none"> 1. Update the use of force policy 2. Notify the entire department of the new policies 3. Incorporate training on the new policy into the upcoming in-service training
17	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.	<ol style="list-style-type: none"> 1. Update the use of force policy 2. Notify the entire department of the new policies 3. Incorporate training on the new policy into the upcoming in-service training
Chapter 7: Use of Force Training and Tactics			
18	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.	<ol style="list-style-type: none"> 1. Update policy 208 2. Notify the department of the new policy 3. Conduct annual auditing of policy 208 in comparison to departmental practices

COLLABORATIVE REFORM MODEL

A Review of Use of Force Policies, Processes, and Practices in the Spokane Police Department

	Findings	Recommendations	Implementation Steps
19	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.	<ol style="list-style-type: none"> 1. Identify committee members 2. Establish training planning committee 3. Develop training plan on an annual basis 4. Institutionalize the training plan process into policy 208 and departmental practice
20	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.	<ol style="list-style-type: none"> 1. Develop or revise training evaluation tool 2. Institutionalize the evaluation of training into policy 208 3. Incorporate the evaluation tool into all appropriate training programs, plans, curricula, and lesson plans
21	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.	<ol style="list-style-type: none"> 1. Update the use of force policy 2. Notify the department of the changes to the policy 3. Incorporate policy changes into training programs, plans, and upcoming in-service training
22	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.	<ol style="list-style-type: none"> 1. Update rifle policy 2. Notify the entire department of the changes to the policy 3. Incorporate policy changes into training programs, plans, and upcoming in-service training
23	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.	<ol style="list-style-type: none"> 1. Update the SPD policy manual 2. Collaborate with mental health and CIT partners on the recertification process 3. Incorporate new requirements into training programs, plans, and upcoming in-service training

Chapter 8: Use of Force Investigations and Documentation

24	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.	<ol style="list-style-type: none"> 1. Update IA procedures 2. Notify the entire department of the updates to the IA procedures
25	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.	<ol style="list-style-type: none"> 1. Update SPD policy manual 2. Notify the entire department of the updates to the policy and D-ARP procedures
26	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.	<ol style="list-style-type: none"> 1. Update SPD policy manual 2. Notify the entire department of the updates to the policy and D-ARP procedures

	Findings	Recommendations	Implementation Steps
27	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.	<ol style="list-style-type: none"> 1. Update policies on UOFRB, D-ARP, DFRB 2. Collaborate with supervisors and members of the review boards in the development of the tracking sheet 3. Develop tracking sheet 4. Audit tracking sheet and the implementation of the recommendations on an annual basis
28	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.	<ol style="list-style-type: none"> 1. Develop a UOFRB policy 2. Define the roles and responsibilities of the members of the UOFRB 3. Update the SPD policy manual 4. Notify the entire department of the updates to the policy
29	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.	<ol style="list-style-type: none"> 1. Collaborate with the D-ARP members, executive command, and the ombudsman to determine the role of the ombudsman 2. Update the D-ARP policy
30	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.	<ol style="list-style-type: none"> 1. Collaborate with the DFRB members to redefine the scope of the review board 2. Define the roles and responsibilities of both internal and external observers 3. Update the DFRB policy
31	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.	<ol style="list-style-type: none"> 1. Update IA procedures and training requirements 2. Notify the entire department of the updates to the IA procedures and training requirements
Chapter 9: Civilian Oversight			
32	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.	<ol style="list-style-type: none"> 1. Develop or update OPO policies, procedures, and bylaws 2. Integrate SPD, the community, and the city into these discussions 3. Notify the public of the new policies, procedures, and bylaws

COLLABORATIVE REFORM MODEL

A Review of Use of Force Policies, Processes, and Practices in the Spokane Police Department

	Findings	Recommendations	Implementation Steps
33	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.	<ol style="list-style-type: none"> 1. Coordinate a meeting between OPO and SPD 2. Develop a community outreach strategy 3. Notify the entire department of the community outreach strategy 4. Release the community outreach strategy to the public via the website and meetings with the public safety committee
34	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.	<ol style="list-style-type: none"> 1. Collaborate with the ombudsman on his or her continued role and involvement in SPD review mechanisms 2. Develop a plan to integrate the OPO into SPD training
35	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.	<ol style="list-style-type: none"> 1. Synthesize reports 2. Develop a community outreach strategy or plan 3. Notify the public of the reports
Chapter 10: Community Perspectives and Outreach			
36	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.	<ol style="list-style-type: none"> 1. Develop community outreach strategy 2. Conduct meetings with community stakeholders 3. Continue to hold and disclose SPD practices via community events and involvement
37	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.	<ol style="list-style-type: none"> 1. Develop community outreach strategy 2. Conduct meetings with community stakeholders 3. Continue to hold and disclose SPD practices via community events and involvement 4. Increase active participation in community meetings
38	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.	<ol style="list-style-type: none"> 1. Collaborate with community stakeholders to develop citizen's academy 2. Hold citizen's academy 3. Incorporate the citizen's academy into the training plan and community outreach strategy 4. Promote the citizen's academy via the website, social media, and community meetings and events

	Findings	Recommendations	Implementation Steps
39	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.	<ol style="list-style-type: none"> 1. Identify potential members and solicit their participation in the chief's advisory council 2. Collaborate with community stakeholders in the development of the council its role and responsibilities 3. Institutionalize the chief's advisory council into the community strategy
40	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.	<ol style="list-style-type: none"> 1. Meet with the mayor, city council, and the Public Safety Committee regarding the required resources to conduct a staffing analysis, if needed 2. Identify potential training and technical assistance provider 3. Conduct staffing analysis 4. Update department strategies based on the staffing analysis
41	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.	<ol style="list-style-type: none"> 1. Hold a SIRR team governing board meeting to discuss potential revisions to the SIRR communications protocols 2. Revise the SIRR communication protocols 3. Notify SIRR stakeholders of the new communication process 4. Notify community stakeholders of the new communication process
42	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.	<ol style="list-style-type: none"> 1. Develop community survey 2. Distribute or integrate survey into the city's survey 3. Conduct a CPSAT in Feb 2015 4. Institutionalize community survey into departmental strategy and SPD policy

Appendix B. Areas of a Cultural Analysis

The following table outlining recommended areas of cultural analysis is adapted from an article by researchers Testa and Sipe (2013).¹⁵⁰ (Citations in the second column can be found in the references section of that article.) These areas are not meant to be exhaustive. The Spokane Police Department (SPD) should review these topic areas and collaborate with its executive and research teams to determine which areas and related questions are most relevant and applicable to examining the culture of the SPD.

Culture Category and Questions	Author	What to Look For
<p>1 Physical characteristics and general environment (front-of-house vs. back-of-house)</p> <p>What do the physical components of the organization say about the culture?</p> <p>Is there consistency behind the scenes?</p> <p>How does it feel?</p> <p>Are employee and customer needs considered in the planning? Layout? Design?</p>	<p>Hatch (1993)</p> <p>Hatch & Schultz (1997)</p> <p>Schein (1992, 2004)</p>	<ul style="list-style-type: none"> • Signage (quantity and style) • Furniture and accessories • Tradition vs. modern • Colors • Symbols and logos • Lighting • Sounds: level and type • Uniforms • Cleanliness and organization
<p>2 Customs and norms</p> <p>What regular behaviors and expectations are in place that affect the culture?</p> <p>What impact do these have on the culture?</p> <p>Are guest needs a norm?</p> <p>Is facilitation of employee needs a norm?</p>	<p>Farrell (2005)</p> <p>Hallett (2003)</p> <p>Schein (1992, 2004)</p>	<ul style="list-style-type: none"> • Greetings • Language and phrases • Expectations set by leadership • Common employee interactions • Common leader-employee interactions • Common leader and employee-guest interactions • Unspoken rules • Uniform norms
<p>3 Ceremonies and events</p> <p>What is systematically celebrated and recognized at this organization?</p> <p>Are service champions recognized?</p> <p>What impact does this have on the culture?</p>	<p>Hatch (1993)</p> <p>Schein (1992, 2004)</p> <p>Trice & Beyer (1984)</p>	<ul style="list-style-type: none"> • Regular staff events held • Birthdays • Tenure celebrations • Service quality acknowledgement • Certifications • Holiday parties • Quarterly celebrations • Formal vs. informal gatherings

150. Testa, Mark R., and Lori J. Sipe. 2013. "The Organizational Culture Audit."

Culture Category and Questions	Author	What to Look For
4 Rules and policies How formalized is organization? Is the culture more rule-based or empowering? Does it strike a balance? Are rules and polices absolutes or guidelines? Are guest and employee needs balanced with policies?	Farrell (2005) Hallett (2003) Schein (1992, 2004)	<ul style="list-style-type: none"> • What is prohibited vs. what is permitted • Number of rules or polices • Formal vs. informal rules • Depth of manuals • Rule signage • Number of standard operating procedures • Amount of training on policies and procedures • Employee perceptions of formalization • Leader perceptions of their role and function (rules vs. empowerment vs. balance)
5 Measurement and accountability What gets measured in this organization? What measures are most important? Is there accountability? Are measurements consistent with vision, mission, values? Are guest and employee needs central to measurement?	Hallett (2003) Schein (1992, 2004)	<ul style="list-style-type: none"> • Types of measures used • How senior leaders, supervisors and employees are evaluated • Measures vs. espoused values • Promotion criteria • Dismissal criteria • Discipline system
6 Leader behavior What do leaders make a priority here? Are leaders at varying levels role models? Do these leaders role model guest service behaviors? Which leaders are most respected here and why? How does this impact the culture?	Bass & Avolio (1993) Schein (1992, 2004) Tusi et al. (2006)	<ul style="list-style-type: none"> • Leader focus task vs. people • Leader-employee interactions • Leader-guest interactions • Employee perceptions of leadership • Legendary leaders • Outlaw leaders
7 Rewards and recognition What gets rewarded in this organization? How are employees recognized for their efforts? How does this impact the culture?	Bushardt, Lambert, & Duhon (2007) Milne (2007) Schein (1992, 2004)	<ul style="list-style-type: none"> • Types and quantity of rewards provided • Formal vs. informal rewards • Employee perception of reward value • Amount of encouragement provided • Are leaders genuine in their praise? • Programs planned
8 Training and development What efforts are made to invest in human resources? What impact do these efforts have on the culture? Does the discipline system promote guest and employee needs?	Bunch (2007) Kissack & Callahan (2010)	<ul style="list-style-type: none"> • Amount and types of training • Certifications • On-the-job vs. formal • Orientation processes • Service quality vs. rule-based efforts or technical • Leadership development programs • Succession planning

COLLABORATIVE REFORM MODEL

A Review of Use of Force Policies, Processes, and Practices in the Spokane Police Department

	Culture Category and Questions	Author	What to Look For
9	Communication How are messages, both formal and informal communicated? What is the impact on the culture? What do stories told in this organization reveal? Are guests or employees valued or criticized in the stories told?	Farrell (2005) Hallett (2003) Schein (1992, 2004) Trice & Beyer (1993)	<ul style="list-style-type: none">• How do employees find things out?• E-mail vs. memos vs. signage vs. face-to-face• Number and type of meetings• Senior leader communication• Are the methods effective?• Are the methods appropriate?• Is confidentiality ensured• How much do employees find out through the grapevine?• Metaphors used
10	Structure and culture development efforts How is the organization structured? Does the organizational structure (hierarchy) impact the culture? How quickly are decisions made? Are employees empowered to solve guest problems rapidly? Does the organization actively work towards developing its culture?	Hallett (2003) Schein (1992, 2004) Smircich (1983)	<ul style="list-style-type: none">• Layers on the organizational chart• Formal are the chains of command• Disconnects between the top and bottom of the structure• Communication barriers• Vision, mission, values, goal consistency• Senior leader activities to build the culture• Employee perception of culture development efforts• Employee view of the culture

Appendix C. Officer Survey



Collaborative Reform Officer Survey

Please identify your rank: _____

When a Spokane Police Officer is making an arrest, how important is it that he or she do the following...

	Very Important	Somewhat Important	Not Important At All	No Opinion
clearly explain what they are doing, and why?	---	---	---	---
consider peoples' explanations when they make decisions about how to handle the situation?	---	---	---	---
give people a chance to explain their actions?	---	---	---	---

When a Spokane Police Officer is issuing a citation to a citizen, how important is it that he or she do the following...

	Very Important	Somewhat Important	Not Important At All	No Opinion
clearly explain what they are doing, and why?	---	---	---	---
consider peoples' explanations when they make decisions about how to handle the situation?	---	---	---	---
give people a chance to explain their actions?	---	---	---	---

When a Spokane Police Officer is conducting an officer-initiated citizen stop, how important is it that he or she do the following...

	Very Important	Somewhat Important	Not Important At All	No Opinion
clearly explain what they are doing, and why?	---	---	---	---
consider peoples' explanations when they make decisions about how to handle the situation?	---	---	---	---
give people a chance to explain their actions?	---	---	---	---

Turn Page Over



Please respond to the following statements by indicating the extent to which you agree with each of them:

	Strongly <u>Disagree</u>	Disagree	No Opinion	Agree	Strongly <u>Agree</u>
Spokane police officers should be allowed to strike an adult citizen who:					
a. Said vulgar and obscene things to the police officer?	---	---	---	---	---
b. Was being questioned as a suspect in a murder case?	---	---	---	---	---
c. Was attempting to escape from custody?	---	---	---	---	---
d. Was attacking the police officer with his or her fists?	---	---	---	---	---
Spokane police officers should arrest a fellow officer for driving while intoxicated.	---	---	---	---	---
Spokane police officers should give a fellow officer a speeding ticket for driving 15 or more miles per hour over the posted limit.	---	---	---	---	---
Spokane police officers should report a fellow officer for using excessive force when making an arrest.	---	---	---	---	---
Police officers are more effective if they are able to decide on their own when to enforce particular laws.	---	---	---	---	---
Sometimes police are justified in using questionable practices to achieve good ends.	---	---	---	---	---
Only police officers are qualified to judge whether use of force is excessive	---	---	---	---	---

Thank You!

Glossary

ACLU	American Civil Liberties Union
ARP	administrative review panel
ATM	automatic teller machine
CAD	computer-assisted dispatch
CIT	crisis intervention team
COPS Office	Office of Community Oriented Policing Services
CP-SAT	Community Policing Self-Assessment Tool
CRI-TA	Collaborative Reform Initiative for Technical Assistance
D-ARP	deadly force administrative review panel
DFRB	deadly force review board
DMHP	designated mental health professional
EIS	early intervention system
FBI	Federal Bureau of Investigation
IA	internal affairs
IACP	International Association of Chiefs of Police
LGBTQ	lesbian, gay, bisexual, transgender, queer/questioning
LNR	lateral neck restraint
LVMPD	Las Vegas Metropolitan Police Department
NAACP	National Association for the Advancement of Colored People
NACOLE	National Association for Civilian Oversight of Law Enforcement
NLETC	National Law Enforcement Training Center
OC	oleoresin capsicum
OPO	Office of the Police Ombudsman
PAC	police advisory committee
PAL	police activities league
SIRR	Spokane investigative regional response
SPAL	Spokane police activities league
SPD	Spokane Police Department
SPYAL	Spokane police youth activities league

COLLABORATIVE REFORM MODEL

A Review of Use of Force Policies, Processes, and Practices in the Spokane Police Department

SPYAL	Spokane police youth activities league
UOF	use of force
UOFRB	use of force review board
VDI	verbal defense and influence
WASPC	Washington Association of Sheriffs and Police Chiefs
WSCJTC	Washington State Criminal Justice Training Commission
YPI	Youth Participation Initiative

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, territory, and tribal law enforcement agencies through information and grant resources.

Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.

Rather than simply responding to crimes once they have been committed, community policing concentrates on preventing crime and eliminating the atmosphere of fear it creates. Earning the trust of the community and making those individuals stakeholders in their own safety enables law enforcement to better understand and address both the needs of the community and the factors that contribute to crime.

The COPS Office awards grants to state, local, territory, and tribal law enforcement agencies to hire and train community policing professionals, acquire and deploy cutting-edge crime fighting technologies, and develop and test innovative policing strategies. COPS Office funding also provides training and technical assistance to community members and local government leaders and all levels of law enforcement. The COPS Office has produced and compiled a broad range of information resources that can help law enforcement better address specific crime and operational issues, and help community leaders better understand how to work cooperatively with their law enforcement agency to reduce crime.

- 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 approximately 125,000 additional officers to more than 13,000 of the nation's 18,000 law enforcement agencies across the country in small and large jurisdictions alike.
- 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 8.57 million topic-specific publications, training curricula, white papers, and resource CDs.

COPS Office resources, covering a wide breadth of community policing topics—from school and campus safety to gang violence—are available, at no cost, through its online Resource Center at www.cops.usdoj.gov. This easy-to-navigate website is also the grant application portal, providing access to online application forms.

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 the technical assistance provider for the United States Department of Justice Office of Community Oriented Policing Services Critical Response Initiative Technical Assistance.

The proper investigation and review of use of force incidents, especially those involving deadly force, can have a significant impact on a police department's legitimacy and relationship with its community. The assessment leading to this report was conducted by the U.S. Department of Justice Office of Community Oriented Policing Services (COPS Office) and the CNA Corporation at the request of the Spokane (Washington) Police Department, examining the department's policies and procedures to identify areas for improvement and provide recommendations; analyzing a sample of use of force investigations from a five-year period to identify trends, strengths, and weaknesses; examining the role of the ombudsman in use of force investigations; and improving the department's culture as it relates to the use of force to build trust with the community. The goal of the review was ultimately to improve the use of force processes in the Spokane Police Department.



COPS

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U.S. Department of Justice

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

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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

COLLABORATIVE REFORM INITIATIVE

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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>.

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.





COLLABORATIVE REFORM MODEL

Six-Month Assessment Report on the Spokane Police Department

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

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	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.

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.

COLLABORATIVE REFORM MODEL

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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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







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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.

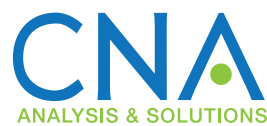
This six-month assessment report is the first of two progress reports that CNA will publish on the SPD's progress. The purpose of this six-month assessment report is to inform all stakeholders (i.e., the SPD, the DOJ, and the Spokane community) of the SPD's progress to date.



U.S. Department of Justice
Office of Community Oriented Policing Services
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Washington, DC 20530

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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