Executive Summary

Diagnostic Analysis for the Spokane Police Department
Opportunities for Evidence-Based Technical Assistance

October 2016
Preface: OJP Diagnostic Center Confidentiality Policy

This document is confidential and is intended solely for the use and information of the Department of Justice (DOJ) and the Spokane Police Department (SPD) and its partners, as part of an intergovernmental engagement between these entities.

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Acknowledgements: The authors thank the many individuals and organizations that contributed to this Diagnostic Analysis, including Booz Allen Hamilton, CNA, and Institute for Intergovernmental Research.

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Preface: About This Document

- This document is part of the technical assistance package provided by the Office of Justice Programs (OJP) Diagnostic Center in response to a request for assistance from the Spokane Police Department (SPD).

- Through services provided across OJP’s many programs, the Diagnostic Center aims to fulfill a nationwide call from the criminal justice community to improve access to information on what works in criminal justice programs as well as provide guidance on how to implement data-driven solutions. Diagnostic Center services are customized for each community’s criminal justice problem.

- The purpose of this document is to:
  - Identify and analyze the contributing factors to the issues identified in the request from SPD.
  - Recommend evidence- or practice-based solutions and promising practices that address the contributing factors.
  - Inform the development of a response strategy, in close coordination with the requesting community leaders, for implementing the recommended evidence-based solutions.
# Table Of Contents

- Overview
- Key Findings and Analyses
  - SPD Officer Deployment Data
  - Calls for Service (CFS) Data
  - Stakeholder Interviews
- Recommendations and Model Practices
- Training and Technical Assistance (TTA) Plan
- Appendix
SPD requested technical assistance to further the implementation of community-oriented policing strategies

Overview of the Request from the Spokane Police Department (SPD)

- As a result of the Department of Justice (DOJ) Community-Oriented Policing Services (COPS) Office Collaborative Reform report, SPD recognized a need to examine resources and capacity to fully implement community policing strategies and community outreach initiatives.

- SPD considers the budget cuts and population growth to be primary factors contributing to the reduction in the quantity and quality of police-citizen interactions.

- SPD seeks technical assistance (TA) to evaluate current resource deployment to identify opportunities to perform additional community policing activities.

- The Department also requested assistance evaluating the effectiveness of community policing programs and community engagement initiatives.
The Diagnostic Center addressed SPD’s request through two support areas that enabled progress toward intended outcomes:

### TA Support Area 1

**Data Analysis to Inform Decision-Making**

- Perform baseline data collection and review of policies, procedures and processes to determine areas of critical need and how resources currently align to those needs
- Assess operational capacity to respond to identified public safety concerns through the examination of:
  - Data management
  - Data collection and analysis methodologies
  - Use of data to inform policing operations
- Recommend methodologies to improve data collection and analysis to inform resource deployment and management practices

### TA Support Area 2

**Effective Community-Policing Deployment Strategies**

- Assess SPD’s current community-oriented policing activities and environment
- Identify promising practices that effectively utilize existing resources in the implementation of community-oriented policing strategies
- Identify training and technical assistance to increase SPD’s capacity to implement and assess ongoing outreach initiatives

### Outputs

- Diagnostic Analysis
- Data collection and analysis plan
- Performance metrics
- Training and technical assistance recommendations

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The OJP Diagnostic Center will work with the SPD to identify indicators that can be tracked over time to show progress toward intended outcomes.

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SPD and the Diagnostic Center completed the Diagnose Phase and identified recommendations for change.

To complete the Diagnose phase, the Diagnostic Center:
- Collected and analyzed officer deployment, calls for service (CFS) and crime data to identify patterns and trends.
- Conducted onsite interviews of criminal justice and community stakeholders.
- Identified training and technical assistance (TTA) to strengthen strategies for officer deployment and improving community-policing programs.

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>Outputs</th>
<th>Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Identify the need for an intervention</td>
<td>Identification of “best fit” practice- or evidence-based model(s) and program design</td>
<td>Understanding and data-driven diagnosis of problem</td>
</tr>
<tr>
<td>1.2 Generate initial hypotheses on criminogenic contributing factors</td>
<td>Best practices on how to implement the model</td>
<td>Selection of “best fit” practice- or evidence-based model</td>
</tr>
<tr>
<td>1.3 Identify and interview stakeholders</td>
<td>Feasibility of implementing the model in your community</td>
<td>Successful implementation of practice- or evidence-based programs and practices, with fidelity and integrity</td>
</tr>
<tr>
<td>1.4 Collect and synthesize data to identify baseline indicators</td>
<td>More informed community</td>
<td>Immediate improvement in mission area</td>
</tr>
<tr>
<td>1.5 Refine hypotheses and prioritize criminogenic contributing factors</td>
<td>Increased staff skills</td>
<td>Reduction or elimination of criminal justice problems</td>
</tr>
<tr>
<td></td>
<td>Hypotheses for how each factor contributes to the problem</td>
<td>Recommendations for future program modifications and improvements</td>
</tr>
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Next Steps:
- Completed
During the Diagnose Phase, the Diagnostic Center conducted 50 structured interviews to collect data from key stakeholders.

The Diagnostic Center conducted interviews and analyzed data to:

- Develop a baseline understanding of staffing and deployment and workload
- Identify community perspectives and insights on SPD’s community policing programs and community-police relations
- Identify SPD’s strengths, challenges and areas for improvement

### Individual and Small Group Interviews

#### Law Enforcement
- SPD

#### City Government
- Mayor’s Council on Multi-cultural Affairs
- City Council Legislative Aide
- Office of Police Ombudsman (OPO) Commissioners

#### Non-profit, Social Services, and Faith-based Providers
- Frontier Behavioral Health
- Native Project
- Faith Alliance
- Police Advisory Committee
- Spokane COPS

<table>
<thead>
<tr>
<th></th>
<th>Law Enforcement</th>
<th>City Government</th>
<th>Non-profit/Faith-based Providers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Totals</strong></td>
<td>34</td>
<td>5</td>
<td>11</td>
</tr>
</tbody>
</table>
The Diagnostic Center analyzed SPD’s CFS and officer availability data to determine the amount of proactive time available for community policing activities

### Diagnostic Center Data Collection and Analysis

**Data Types Collected**
- Program documentation that describes community policing efforts, community engagement and problem solving within the SPD. These documents included strategy documents, outreach materials, community surveys and other program materials.
- **CFS data**
  - Date range: January 2010 – December 2015; Total Records: 569,208
  - Calls were received from a variety of sources including 911, Crime Check, Radio, Agency requests
  - Unit response data for September 2015 for detailed response time and handling time information
- **Telestaff data** that captures officer hours worked across the SPD
  - Date range: January 2015 – December 2015

**Analysis Performed**
- Quantitative analysis of CFS trends, trends in distribution by time of day and day of week
- Comparative analysis of CFS demand and workload versus officer deployment and availability to determine time available for additional community policing activities
- Calculation of time spent responding to CFS by call type to determine opportunities for alternative call handling

**Modifications**
- 138,761 calls did not result in a police unit response. These calls were not included in the comparative workload/availability analysis
- Only officers and units that primarily respond to CFS were included in the comparative analysis (e.g., Patrol, K-9)
Table Of Contents

- Overview
- Key Findings and Analyses
  - SPD Officer Deployment Data
  - CFS Data
  - Stakeholder Interviews
- Recommendations and Model Practices
- TTA Plan
- Appendix
SPD total authorized staffing remained flat over the past 16 years while population increased

The Diagnostic Center analyzed data to review trends over time:
- Total authorized full time equivalent for the SPD has been flat over the past 16 years.
- The current authorization in 2015 is less than the number in 1999 (412 versus 405).
- Spokane County and the City of Spokane experienced higher rates of population growth than the State average over the past 15 years (15% and 11% respectively).
- Officers represent 46% of actual staffing. Civilian positions represent 23%.

Source: SPD Roster, August 20, 2015
SPD deploys a majority of its resources to call handling and investigative functions.

The Diagnostic Center analyzed SPD officer deployment data to understand current resource allocation:

- Patrol has the largest allocation of regular duty officer hours at 196,022 annual hours, which represents 52% of total officer hours.
- The Training Center has the second largest allocation at 23,698 hours or 6%. These hours represent new recruits at the training academy.
- The SPD has a large number of specialty investigative and proactive enforcement units.
- The SPD uses a combination of centralized (e.g., Major Crimes, Domestic Violence) and decentralized investigative and proactive enforcement teams (e.g., Patrol Service Areas).

Source: 2015 SPD Telestaff.

Note the hours do not include supervisory or management positions.
SPD Telestaff data indicate significant variability in the number of officers available throughout the day

The Diagnostic Center analyzed deployment data to determine the average number of officers available during each hour of the day:

- The SPD uses four start times that overlap throughout the day. On average, 25 officers are available per hour, per day. However, there is significant variation by time of day.
- The average number of officers on duty ranges from a low of 10 during the hours of 7 a.m. to 10 a.m. to a high of 41 during the hour of 8 p.m.
- Staffing spikes at overlaps between shifts (6 a.m., 10 a.m., 4 p.m., and 8 p.m.).

Source: 2015 SPD Telestaff. Note the hours do not include supervisory or management positions.
SPD’s shift schedule results in more officers available on Wednesday, Thursday and Friday.

Officer Availability by Day of Week Analysis:
- SPD uses multiple teams assigned to each shift and staggers days off. This results in slightly more officers available Wednesday through Friday.
- K-9 teams add to the overlap on Wednesdays when an average of four officers are available.
- Sunday has the lowest number of officers available at approximately 51 officers working.
- Wednesday has the highest number of officers available at approximately 59.

Source: 2015 SPD Telestaff. Note the hours do not include supervisory or management positions.

Day Shift: 6:00 a.m. to 4:40 p.m.
Power Shift: 4:00 p.m. to 2:40 a.m.
K9: 7:00 a.m. to 5:00 p.m.

Swing Shift: 10:00 a.m. to 10:40 p.m.
Graveyard: 10:00 p.m. to 6:40 a.m.
Table Of Contents

- Overview
- Key Findings and Analyses
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  - CFS Data
  - Stakeholder Interviews
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- TTA Plan
- Appendix
CFS data indicate large increases in workload during the late morning and afternoon hours

CFS Trend Analysis:
- The average number of CFS peaks during the hours of 1 p.m. to 3 p.m.
- The lowest level of call activity occurs during the early morning hours, from 4 a.m. to 6 a.m.
- Tuesday, Wednesday and Thursday had the highest peak workloads (21 to 23 calls per hour), while Saturday and Sunday had the lowest number of calls during peak hours (12 to 13 call on average per hour).
- During the 10% of days (over 4 years) with the highest CFS workload, SPD received 27 calls per hour during peak hours (1 p.m. to 3 p.m.). This is significantly higher than the average across all days in the four-year sample (16 to 18 calls per hour).
Non-emergency CFS represent the largest share of calls, while domestic violence is the largest share of 911 calls

Spokane and SPD divert a large number of CFS from the emergency 911 system:
- SPD received over 569,000 CFS during a four-year period.
- The majority of calls originated through Crime Check, the non-emergency crime phone number.
- Other sources (e.g., reports at SPD front desk, radio and referrals) also represent a large share of CFS.
- Of the 569,000 CFS, only 430,447 resulted in the dispatch of a police unit. This indicates SPD and City manage non-emergency calls to reduce the need for an officer to respond.
- Domestic violence, arguments and welfare checks are the most common 911 calls, which support SPD’s decision to create a specialty unit.

Source: SPD’s Computer Aided Dispatch System Data
Analysis of CFS workload and deployment indicates SPD officers have more proactive time during the evening hours.

Officer Deployment Analysis:
On average, the number of officers available to respond to CFS is greater during the evening and early morning hours than during the day.

- During the hours of 7:00 a.m. to 9:00 a.m. the average number of CFS exceeds the number of available officers on duty.
- Officer availability increases around 4:00 p.m. when the Power shift comes on duty and then peaks at 8:00 p.m. when the graveyard shift comes on duty.
- While there is some capacity in terms of officer availability during the daytime hours, call response consumes the majority of available time, limiting time spent engaging the community.

Note: Numbers reflect calls that resulted in a primary unit being dispatched.
Analysis of CFS type indicates opportunities to improve officer proactive time

Alternative Call Handling Analysis:

- Over the four-year period, SPD responded to a large number of calls that other agencies typically handle through alternative handling or differential response policies.
- On average, SPD handles a total of 3,901 such call types each year resulting in committed time of 233,372 minutes or 3,889 hours.
- The average call handling time (captured in CAD) ranged from 30 minutes for alarm calls to approximately 73 minutes for non-injury accidents.
- Research shows that a large percentage of non-human verified alarm calls are false alarms.*
- Some agencies changed the way they respond to non-injury accidents, which resulted in a reduction of overall officer handling time.

<table>
<thead>
<tr>
<th>Call Type</th>
<th>Count</th>
<th>Avg/Year</th>
<th>Handling</th>
<th>Total Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accident, Non-Injury</td>
<td>7,885</td>
<td>1,971.25</td>
<td>73.02</td>
<td>143,940</td>
</tr>
<tr>
<td>Alarm, Commercial</td>
<td>4,240</td>
<td>1,060.00</td>
<td>59.42</td>
<td>62,985</td>
</tr>
<tr>
<td>Alarm, Residential</td>
<td>3,235</td>
<td>808.75</td>
<td>30.39</td>
<td>24,577</td>
</tr>
<tr>
<td>Alarm, Unknown</td>
<td>246</td>
<td>61.50</td>
<td>30.39</td>
<td>1,868</td>
</tr>
<tr>
<td>Grand Total</td>
<td>15,606</td>
<td>3,901.50</td>
<td></td>
<td>233,372</td>
</tr>
</tbody>
</table>

*Center for Problem Oriented Policing, False Burglary Alarms, 2nd Edition
Table Of Contents

- Overview
- Key Findings and Analyses
  - SPD Officer Deployment Data
  - CFS Data
  - Stakeholder Interviews
- Recommendations and Model Practices
- TTA Plan
- Appendix
In interviews with the Diagnostic Center, stakeholders described several programs the SPD implemented to engage the community.

### Current/Past Strategies to Engage the Spokane Community

<table>
<thead>
<tr>
<th>Community Outreach</th>
<th>Specialized SPD Units that Engage/Collaborate with the Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Youth and Police Initiative (YPI)</td>
<td>- SPD Executive Command Staff</td>
</tr>
<tr>
<td>- Police Activities League (PAL)</td>
<td>- Community Outreach Team</td>
</tr>
<tr>
<td>- Police Advisory Committee</td>
<td>- Domestic Violence Unit</td>
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<tr>
<td>- Neighborhood Association Meetings</td>
<td>- Chronic Offender Unit</td>
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<tr>
<td>- Faith Alliance Forum</td>
<td>- Neighborhood Conditions Officers</td>
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<tr>
<td>- Coffee with a Cop</td>
<td>- Office of Professional Accountability</td>
</tr>
<tr>
<td>- Junior Police Academy</td>
<td>- Civil Enforcement Unit</td>
</tr>
<tr>
<td>- Public Compstat Meetings</td>
<td>- North Area Precinct Leadership and Officers</td>
</tr>
<tr>
<td>- Office of Police Ombudsman Commission (OPOC) Use of Force Forums</td>
<td>- South Area Precinct Leadership and Officers</td>
</tr>
<tr>
<td>- Citizens Academy</td>
<td>- Downtown Precinct Leadership and Officers</td>
</tr>
<tr>
<td>- Police Community Forums (Building Legitimacy)</td>
<td>- SPD Training Academy</td>
</tr>
<tr>
<td>- Mental Health Steering Committee</td>
<td>- Ad hoc assignments from throughout SPD for special events, community meetings and training demonstrations</td>
</tr>
<tr>
<td>- Safety Fairs and Presentations</td>
<td></td>
</tr>
<tr>
<td>- Downtown Spokane Partnership/Business Association Meetings</td>
<td></td>
</tr>
<tr>
<td>- Collaboration with Washington State University (WSU) on Shift Work Related Fatigue, CIT and Tactical Social Interactions</td>
<td></td>
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<tr>
<td>- Participation at Spokane COPS shop meetings</td>
<td></td>
</tr>
<tr>
<td>- Participation at numerous Community Events</td>
<td></td>
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<tr>
<td>- Citizen Surveys</td>
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</tbody>
</table>
Stakeholders also described strengths in SPD’s community policing programs and efforts

A number of SPD’s outreach programs receive high ratings from participants and those aware of these efforts

- YPI participant surveys indicate high satisfaction with the program.
- PAL participant surveys indicate high satisfaction with the program.
- SPD involvement in the Spokane Community Court is effective.
- CIT training and partnerships with the mental health community are viewed positively.
- A community survey conducted in the fall of 2015 indicated over 80% of respondents are satisfied with the level of service provided by SPD (of those with an opinion).
- The same survey indicated a majority (56%) believe SPD is improving its relationship with the community.
- The Community Outreach Team within SPD is well known to interviewees and viewed very favorably.

Interviewees recognized a number of innovative programs within the SPD and Spokane

- Interviewees viewed SPD and mental health provider partnerships as highly successful and important programs to address mental health issues (examples include Department-wide CIT training and work towards a new enhanced CIT training program).
- Interviewees viewed specialty units like the Domestic Violence Unit as highly beneficial to the City as reflected in the latest community awareness survey (85% agreed).

Recent efforts to expand community engagement and collaboration appear to be positively received

- SPD recently held a community forum entitled “Bridging the Gap: Building Trust and Legitimacy” focused on discussing and reconciling community concerns about policing. This event, based on participant reviews and anecdotal evidence, was viewed as an effective forum.
- SPD held use of force simulation training events and included OPO Commissioners to understand use of force decision making and stressors.
SPD’s Community Policing Self-Assessment (CPSAT) results indicate differing levels of awareness within SPD about community engagement

Key Challenges

Analysis of CPSAT responses reveal differences within SPD

- A recent community policing survey conducted by the DOJ COPS Office identified lower levels of perception/awareness of community and business partnerships among line personnel within the SPD.
- Command staff perceived that the extent of community partnerships was much higher compared to the rest of the SPD.
- Line staff also reported lower levels of perceived general engagement with the community compared to the rest of the SPD.
- While line supervisors and middle management reported higher levels of community engagement and partnership compared to line officers, their ratings were still much lower compared to command staff and civilian staff.
SPD’s recent CPSAT results indicate lower ratings of the extent of use of community policing concepts in Spokane.

**Key Challenges (continued)**

Overall, SPD has seen increases in ratings of the use of community policing concepts from April 2013 to April 2016. SPD has lower self-ratings compared to other police agencies across the country on every measure.

- Community partnerships had the lowest average rating by SPD in these areas.
- 43 community members responded to these questions compared to 250 employees within SPD. This is an increase in the response rate compared to 2013.

Comparison of responses to prior SPD surveys and other agencies:

- Although SPD has seen increases in ratings of the use of community policing concepts from April 2013 to April 2016, SPD has lower self-ratings compared to other police agencies across the country on every measure.
- On each measure, SPD employees had an average rating less than “somewhat.” The questions all ask the extent to which the SPD utilizing community partnerships, problem solving, or incorporate community policing concepts within the organization.

Source: Community Police Self Assessment Tool Results April 19, 2016
Despite relatively low ratings within SPD, the community’s view of SPD engagement with the community and partnership increased.

Key Challenges (continued)

Analysis of community member views vary by time and in comparison to other agencies

- Overall, community participants had a higher rating of partnership and engagement with SPD than SPD employees.
- On both partnership and general engagement measures, community respondents gave higher ratings in March 2016 compared to April 2013.
- Community partners gave lower ratings on both partnerships with law enforcement and general engagement with the community compared to other agencies surveyed by the COPS Office.

![Bar chart showing changes in community partner perspective scores between April 16, 2013, and March 8, 2016.](chart)

Source: Community Police Self Assessment Tool Results April 19, 2016

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Qualitative data revealed several key challenges in implementing a robust community policing program within Spokane

### Key Challenges

#### Legacy Issues
- Almost all of those interviewed mentioned the high-profile death of a mentally-ill man during a use of force incident, and subsequent activities (e.g., salute of convicted officer) as an indication of cultural issues within SPD.
- Recent problems within SPD (e.g., allegations against current and former employees) are cited as reminders of problems within SPD.
- Organizational instability due to these factors and community concerns over search process.

#### Lack of Knowledge about SPD Programs
- Multiple surveys and interviews indicated there is not broad awareness about SPD programs and changes.
- SPD implemented a large number of new community engagement forums, training, and technology (e.g., body worn cameras). The large volume of change makes it difficult for the community and SPD to keep track of all of the initiatives.
- Community members are not aware of problem-solving units like the Domestic Violence Unit.

#### Limited Implementation of Community Policing
- Within SPD, employees view as community outreach within the SPD. Little understanding of how community policing impacts the job of the officer in patrol or investigations.
- There is limited time available in patrol during the most useful hours for community policing activities.
- Patrol area design results in large geographical areas patrolled by multiple units. SPD does not dedicate officers to one geographic area for a significant amount of time.
- Limited implementation of formal problem-solving methods within SPD.

#### Perceived Poor Image of SPD in Media
- SPD personnel and others in the community perceive SPD is presented in a negative light by local media.
- Specific perceptions include:
  - SPD consistently gets negative press, including an inordinate amount of attention to a small number of events.
  - Local media do not cover SPD’s positive activities.
  - Local media have limited coverage of stories about positive outcomes.
- As a result, SPD is changing its Public Information Office (PIO) program to improve public/media relations.
# Table Of Contents

- Overview
- Key Findings and Analyses
  - SPD Officer Deployment Data
  - CFS Data
  - Stakeholder Interviews
- Recommendations and Model Practices
- TTA Plan
- Appendix
Using model practices and other examples, the Diagnostic Center prepared several recommendations for Spokane

<table>
<thead>
<tr>
<th>Factor #1: Legacy Issues</th>
<th>Strategic Improvement</th>
<th>SPD should utilize available resources to focus on building community trust and implementing the tenets of procedural justice.</th>
</tr>
</thead>
</table>
|                         | Model Practices       | - Continue with plans to conduct a cultural audit. Use the assessment results to develop an organizational action plan based on SPD and community goals and objectives.  
- Continue with plans to provide procedural justice training to all members of SPD as well as a version for community groups to understand the core principles of procedural justice.  
- Continue and enhance current community engagement forums focused on reconciliation with groups historically distrustful of police.  
- Utilize citizen contact surveys to stay engaged with those who have the most contact with SPD. These surveys are currently being used to evaluate the impact of body worn cameras. The surveys should be expanded to periodically assess citizen perceptions of police interactions for those who have received service from the SPD.  
- The SPD should consider utilizing liaison assignments for officers to ensure regular communication with key community groups and create a mechanism to share this information with command staff to evaluate problems and strategies. |

<table>
<thead>
<tr>
<th>Factor #2: Lack of Knowledge and Awareness of SPD Programs</th>
<th>Strategic Improvement</th>
<th>SPD should develop a comprehensive communications strategy which includes the SPD’s approach to communicating community policing goals and programs to both internal and external stakeholders.</th>
</tr>
</thead>
</table>
|                                                         | Model Practices       | - Develop a comprehensive communications strategy to improve awareness of SPD Community Policing Initiatives and Goals among SPD staff and community stakeholders.  
- Leverage partnerships with COPS Office, Mayor’s Office of Multicultural Affairs, Office of the Police Ombudsman (OPO) and other groups to promote and communicate SPD community policing philosophy, goals and initiatives to community groups.  
- Develop targeted messaging and training to SPD officers about their role in community policing. This messaging should be consistently used throughout the Department including command staff, supervisory ranks and front line officers.  
- Conduct regular, periodic surveys of SPD personnel to determine awareness of community policing goals, initiatives and programs. |
Using model practices and other examples, the Diagnostic Center prepared several recommendations for Spokane (continued)

<table>
<thead>
<tr>
<th>Factor #3: Limited Implementation of Community Policing</th>
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<tbody>
<tr>
<td><strong>Strategic Improvement</strong></td>
</tr>
<tr>
<td>- Refine SPD’s deployment strategy to improve the availability of proactive policing time with a focus on those times of day and days of week identified in the preceding workload analysis (e.g. day time versus evening hours, shift assignments).</td>
</tr>
<tr>
<td>- Develop community policing expectations for regular police functions and include these as part of staff evaluations. For example, when time is available for proactive activities, patrol officers should have clear assignments that relate to community policing goals (e.g., business checks, knock and talks, foot patrols, etc.).</td>
</tr>
<tr>
<td>- Consider assignment of patrol officers to fixed geographical areas for a significant period of time (e.g., 1 year minimum) to improve police-community familiarity. Evaluate the beat assignment system to determine size, number and feasibility of fixed geographical assignments.</td>
</tr>
<tr>
<td>- Implement formal problem-solving methodologies for proactive enforcement units (e.g., Neighborhood Conditions Officers, Domestic Violence, Patrol Anti Crime Team, Community Outreach Team) that incorporate components of the Scanning, Analysis, Response, and Evaluation (SARA) model. Components of SARA and problem solving in general include: (1) routinely scan data and jurisdiction for potential emerging problems; (2) analyze each problem that is identified in order to accurately describe its characteristics and determine what is causing the problem; (3) consider a wide range of possible responses to the problem, including non-enforcement responses; and (4) following implementation of responses, assess the degree to which the problem has been solved, applying additional responses as needed. SPD can leverage training programs, materials and other resources from several organizations (e.g., Center for Problem Oriented Policing: <a href="http://www.popcenter.org">www.popcenter.org</a>, The Police Society for Problem Based Learning: <a href="http://www.pspbl.org">www.pspbl.org</a>). SPD should also leverage peer exchanges with agencies that have implemented problem-oriented policing and formal problem-solving methods.</td>
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<tr>
<td><strong>Model Practices</strong></td>
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Using model practices and other examples, the Diagnostic Center prepared several recommendations for Spokane (continued)

<table>
<thead>
<tr>
<th>Factor #4: Perceived Poor Image of SPD in the Media</th>
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<tbody>
<tr>
<td><strong>Strategic Improvement</strong></td>
</tr>
<tr>
<td>Develop a comprehensive media strategy that focuses on proactive communication of positive SPD activities.</td>
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<tr>
<td><strong>Model Practices</strong></td>
</tr>
<tr>
<td>▶ As part of the comprehensive Strategic Communication Plan, develop operational protocols that include regular communication of positive SPD activities utilizing a variety of forums (e.g., traditional media, social media, city communications). These activities include community engagement forums, key partnerships and programs (e.g., mental health forums) and officer profiles (e.g., outstanding work performed by officers).</td>
</tr>
<tr>
<td>▶ Develop a branding strategy that aligns communications with SPD’s mission, goals and key messaging.</td>
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<tr>
<td>▶ Continue with efforts to revamp the PIO program to incorporate shift PIOs who can respond quickly to emergency incidents or issues.</td>
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<tr>
<td>▶ Address potentially negative issues quickly with available information that would not compromise investigative activities.</td>
</tr>
<tr>
<td>▶ Continue to make use of force and complaint data available to the public as well as analytical documents based on these data.</td>
</tr>
</tbody>
</table>
Table Of Contents

- Overview
- Key Findings and Analyses
  - SPD Officer Deployment Data
  - CFS Data
  - Stakeholder Interviews
- Recommendations and Model Practices
  - TTA Plan
- Appendix
The Diagnostic Center proposes TTA to improve SPD’s community policing program

Training and Technical Assistance Plan

Overview: Develop a comprehensive strategy to communicate the SPD’s community policing goals, initiative and activities. Include planning for proactive and reactive communications utilizing a variety of media. Identify roles, responsibilities and objectives.

Overview: Build capacity to improve SPD’s use of formal problem solving as part of overall community policing approach. Leverage subject matter experts (SMEs) to conduct problem-oriented policing (POP) assignments to operationalize problems-solving aspects of community policing.

Overview: Expand on recent efforts to build community trust and collaboration by continuing with plans to implement procedural justice and implicit bias training Department wide. Build tools to evaluate the impact of these efforts utilizing expanded citizen contact surveys as well as internal employee surveys.

Overview: Conduct organizational culture strategic planning sessions to identify internal procedural justice gaps. Utilize the results to develop an organizational action plan including defining each officer’s role in, and expectations related to SPD’s community policing strategy.
TTA Topic #1: Internal and External Communications

SPD can receive technical assistance (TA) to develop and integrate a strategic communications plan.

<table>
<thead>
<tr>
<th>1</th>
<th>TA Focused on Strategic Communications</th>
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<tbody>
<tr>
<td>TA will be provided by an expert in law enforcement communications. TA will build capacity within SPD to develop a strategic communications plan for improving communications with local media; enhancing community understanding of police work and community policing practices; promoting SPD’s positive outreach initiatives and successes in crime reduction; crisis communications; improving awareness within SPD of community policing strategy, partnerships, and initiatives; and improving department transparency and community trust.</td>
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<tr>
<td><strong>Potential Training Provider:</strong> TBD</td>
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<tr>
<td><strong>Target Audience:</strong> SPD (command staff and public information officers) and City of Spokane communications staff</td>
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</tbody>
</table>
SPD can receive TA on POP and problem solving.

<table>
<thead>
<tr>
<th>1</th>
<th>TA Focused on Problem-Solving Strategies</th>
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<tbody>
<tr>
<td>The Diagnostic Center will identify TA Providers/SMEs who can help SPD implement POP projects. Utilize the results and lessons learned from this process to develop a POP strategy for SPD. These projects will focus on use of the SARA model to address local problems within Spokane. A formal problem-solving method supported by enhanced problem analysis will be followed to define problems, develop strategies and assess the outcomes of problem-solving strategies. The SME will also evaluate additional opportunities to implement problem-solving methods including enhancements to recruit training as well as peer agencies that can share knowledge on implementation of POP concepts.</td>
<td></td>
</tr>
<tr>
<td>Potential Training Provider: TBD</td>
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<tr>
<td>Target Audience: SPD</td>
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</tr>
</tbody>
</table>
TTA Topic #3: Community Trust

SPD can receive TA on building and assessing changes in community trust

1. TA Focused on Community Trust and Collaboration

The Diagnostic Center will identify potential law enforcement researchers who can assist SPD in developing robust survey tools to evaluate the impact of community policing initiatives and training on the level of community trust. The SME will also assist with the development of a survey tool to assess the level of internal procedural justice within the SPD.

- **Potential Training Provider:** TA will be provided by a law enforcement researcher who can assist in the development of survey methodologies and tools.
- **Target Audience:** SPD, community organizations and leaders, city officials
TTA Topic #4: Organizational Change

SPD can receive TA on expanding community policing operations

1. TA Focused on Organizational Culture and Community Policing Strategy

The Diagnostic Center will identify TA providers who can help SPD assess the current organizational culture, level of internal procedural justice and develop an organizational action plan. Model programs in this area begin with several workshops to identify an agency’s goals and objectives, organizational culture and gaps in organizational execution based on defined goals and objectives. This assessment is then used to develop and organizational action plan to fully achieve an agency’s goals and objectives. The results of these planning sessions will also be used to define roles and responsibilities and expectations related to community policing within SPD and the City of Spokane.

- Potential Training Provider: TBD
- Target Audience: SPD
# Table Of Contents

- Overview
- Key Findings and Analyses
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  - CFS Data
  - Stakeholder Interviews
- Recommendations and Model Practices
- TTA Plan
- Appendix
Appendix: The busiest days over four years were analyzed to determine officer availability issues

Worst case scenarios were also evaluated to examine patterns

- While averages identify common patterns in workload and availability, they sometimes mask periods of high workload and low officer availability.
- Examining the 10% of days during 2015 with the fewest officers shows that the average number of available officer ranges from a low of 7 from 7 a.m. to 10 a.m., to a high of 30 at 8 p.m.
- During this sample of days, only one K-9 unit was available during regularly scheduled hours.
Worst case scenarios were also evaluated to examine patterns

- While averages identify common patterns in workload and availability, they sometimes mask periods of high workload and low officer availability.
- Looking at the busiest 10% of days between 2012 and 2015 shows workload is much higher than the average.
- For example, during the hour of 2 p.m. to 3 p.m., the average call volume was 18 calls vs. 27 during the busiest days in the four year period.
Appendix: Analyzing the busiest days and days with the fewest available officers reveals similar gaps in daytime staffing

Officer Deployment Analysis:
- Over a four-year period, the Diagnostic Center looked at the busiest 10% of days in terms of CFS and those days where the fewest officers were available to identify workload and availability trends.
- The day time hours (7 a.m. to 3 p.m.) had several days where the number of CFS far exceeded the number of officers on duty. This analysis suggests that overall trends in officer deployment hold during an “average” day as well as the “busiest” days.

Note: Numbers reflect calls that resulted in a primary unit being dispatched.

Per the preface disclaimer, points of view or opinions in this document do not necessarily represent the official position or policies of the U.S. Department of Justice.
Next Steps and Contact Information

Next Steps

- Develop an implementation plan based on the recommendations and training and technical assistance Spokane selects
- Identify specific training and TTA providers to support an implementation plan

Contact Information for the OJP Diagnostic Center

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