

Making Spokane a Safer City

Spokane Police Department Strategic Plan



THE SPOKANE POLICE DEPARTMENT IN 2013 AND BEYOND

This report provides the Spokane Police Department's Crime Prevention and Reduction Strategy for 2013, an examination of the nature of crime in Spokane, and the Spokane Police Department's strategic vision with goals and objectives for the next five years.

There are four phases in the development of the Spokane Police Department's strategic plan:

- 1) Define the operational strategy, reorganize the department to be aligned with our mission, and establish performance measures.
- 2) Pilot major initiatives, refine our mission and establish a policing model appropriate for addressing crime and disorder in Spokane.
- 3) Establish goals, strategies and actions based on our policing model, and assign accountability at every level of the organization in order to accomplish our mission.
- 4) Continue to implement the Mayor's Immediate Police Action Plan, the Council's Resolution, as well as the Use of Force Commission's recommendations to ensure the integrity of the Spokane Police Department.

The Spokane Police Department model described in this report incorporates the best elements of traditional law enforcement, community policing, hot spot policing, intelligence-led policing, and other evidence-based and emerging practices. Our strategy will be dynamic and flexible. It is designed to respond to short-term demands, while institutionalizing long-term strategies that promote sustainability around community safety, police integrity, accountability, and continuous business improvement.

In today's economy, we must be smart and judicious about allocating our resources. We must understand **what works, how it works, and where it works**. The answers to these questions provide the foundation for our policing plan. To succeed, we must design our operations for flexibility, find new ideas, drop outdated approaches, invite and support innovation, take risks, and engage in continuous re-invention. To do this we will use real-time, accurate and actionable data from multiple sources as the platform for our decision-making as well as our actions.

The primary responsibility of the Spokane Police Department is community safety achieved by reducing crime, fear, and disorder. Integral to that responsibility is a police organization that conducts its activities lawfully, constitutionally, and respectfully at all times. A police department that protects individual rights and freedoms, as well as values the contributions made by every member of our community. The Spokane policing model is built on: **integrity, accountability, and transparency**.

We are demanding excellence from our sworn and civilian members. Therefore, we must provide our employees with the tools to achieve success. Training and education must, and will be, an integral part of our development as an organization. Over the next

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five years, the Spokane Police Department must, and will, develop a modern infrastructure in terms of equipment and technology that will support our members as we implement our policing strategy. We will work diligently to ensure our members are accountable to each other and the community we serve, and act in accordance with our values. We will complete the analysis necessary to right size the sworn and civilian workforce. Over the next five years, the Spokane Police Department will become a model of policing in the Pacific Northwest, as well as a model of excellence for the police profession.

MISSION:

The mission of the Spokane Police Department is to demonstrate excellence in policing by working in partnership with the community we serve to:

- Prevent and reduce crime, the fear of crime, and improve the quality of life for our residents and visitors.
- Enforce laws while safeguarding the constitutional rights of all people.
- Provide high quality police services to all of our residents and visitors through integrity, compassion, and a commitment to innovation.
- Create a work environment in which we recruit, train, and develop an exceptional team of employees.

All members of the Spokane Police Department must dedicate themselves to accomplishing this mission. Whether sworn or civilian is essential to making the Spokane Police Department a model of excellence in policing. This requires that we hold each other and ourselves accountable for advancing our mission and performing our work with the highest level of integrity and professionalism.



GUIDING PRINCIPLES

Our strategic plan reflects our commitment to working in collaboration with residents, businesses, city departments, and our law enforcement partners to address crime, the fear of crime, and disorder in Spokane. Five principles will guide our policing strategy. They serve as the foundation for developing programs, pursuing opportunities, and delivering enhanced police services.

Integrity

To build more effective community collaboration, the Spokane Police Department must be seen as a legitimate legal authority, engaged in proactive versus reactive policing activities. Trust and confidence in the Spokane Police Department is the foundation of

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cooperation between the Department and the community we serve. The SPD will be more accessible, more transparent, and more effective in its communications and practices. We will hold each and every member of the Spokane Police Department accountable for providing outstanding police services and for doing so with integrity, professionalism, and compassion.

The Department's top priority is to reduce crime in the City of Spokane with practices that are lawful, that respect all members of our community, and that ensure the safety of the men and women that police our neighborhoods.

We will restore trust between the community and the police department, between our officers and their own department, and we will do so in a constitutional, consistent, and compassionate manner. The Department will continue to implement the recommendations made by the Mayor, Council, and the Use of Force Commission. The Department will also continue to work closely with the Ombudsman.

Collaboration

Public safety is a community responsibility. Neighbors, parents, youth, business owners, city employees, school employees and teachers, as well as county, state and federal law enforcement agencies all play a role in making Spokane a safer city. The Department will work diligently to create and sustain the kind of partnerships necessary to transform neighborhoods and improve the quality of life in our city.

We will collaborate with our partners in the social service and public health community to address the challenges posed by mental health, developmental disabilities, autism, domestic violence, and drug and alcohol dependency. We will reinvigorate our Crisis Intervention Team and establish police-mental health practitioner response teams to assist those in crisis and connect them to available services. We will also work with our partners to develop and implement programs focused on preventing youth violence and their involvement in the criminal justice system.



Smart Policing

Our strategies and tactics will be guided by data, information, intelligence, and evidenced-based practices. In that regard, we will track, report, and respond to crime at the neighborhood level using an enhanced CompStat model. We will look at crime data on a daily basis and use weekly crime strategy meetings to direct our neighborhood

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resource officers, patrol, investigative, and specialized units to address the persons, activities, and places that our disrupting the quality of life in our neighborhoods. Weekly CompStat meetings will provide a forum for discussing innovative problem-solving solutions to crime and quality of life challenges, assess strategies and tactics, and re-align our assets as necessary.

Additionally, our smart policing strategies will incorporate traditional enforcement and non-traditional community-engaged problem-solving. We will, over the next five years, develop and utilize predictive analysis to anticipate criminal activity and introduce strategies that “head crime off at the pass.”

The Spokane Police Department’s CompStat model is based on four fundamental principles:

1. Accurate, Timely Intelligence.

To respond effectively to crime patterns and trends, all members of the SPD will be provided accurate and timely intelligence regarding the persons committing crimes, their activities, and the places where criminal activity is taking place.

Our crime analysts will help turn real time data and intelligence into effective strategies and tactics. We will gather, analyze and report data with geographic specificity to ensure we are directing police resources to those neighborhoods most challenged by crime and/or quality of life issues and achieving desired outcomes.

2. Rapid Deployment of Resources.

Personnel and other resources will be deployed promptly in response and/or in anticipation of crime. A rapid, focused response to crime and/or quality of life issues will be achieved by coordinating the activities of patrol, investigations, and specialized units under a single command. By bringing their specialized knowledge and skill together we will focus, with laser-like precision, on those individuals that threaten the safety of our community.



3. Effective Tactics.

Tactics based on the analysis of accurate and timely crime data will be prudently designed and executed to reduce crime and improve the quality of life in our City. In order to avoid simply displacing crime and quality of life offenses, and to bring about permanent change, these tactics will be comprehensive, flexible, and adaptable.

4. Relentless Follow-up and Assessment.

An ongoing process of rigorous follow-up and assessment is critical to ensuring the desired results are actually being achieved and that “unintended consequences” of enforcement activities are quickly identified and resolved. This constant and consistent evaluation will provide the redeployment of resources to meet new challenges once a problem has been abated. It will also permit the evaluation of particular tactics for developing future responses.

Prevention

The ultimate goal of policing is to prevent crime and disorder from occurring in the first place. A sense of security arises from feeling safe in our home, in school or at work, on our streets, and in our neighborhood. Working with neighborhood residents, the business and academic community, as well as our law enforcement partners, we will develop and implement programs that address the underlying causes of crime and disorder in the City of Spokane.

Continuous Improvement in Operations and Administration

We must, and will, continuously review and refine our policies, procedures, and operations to increase our efficiency and effectiveness. We will continue to look for opportunities to reduce bureaucracy and operating costs. We will ensure that the right people with the appropriate training are in the right positions to successfully execute and assess the implementation of our strategic plan. And we will develop our future leaders by exposing them to the best practices of the policing profession.

The Spokane Police Department will seek and obtain State accreditation in 2013, sustain accreditation, and continuously endeavor to identify and implement the best practices of the policing profession.

We will adopt and promote a mindset of never being satisfied with “good enough.” We will invite our employees to challenge assumptions based on past experiences and scrutinize “the way we’ve always done things.” By committing to creativity and innovation, we will challenge our most basic assumptions and continuously endeavor to test, tweak, and redesign our core business activities. Further, by using CompStat, we will create a culture of performance.

BUILDING AN ORGANIZATION ALIGNED WITH OUR MISSION AND PRINCIPLES

The structure of the Spokane Police Department is critical to aligning our units, our personnel, and our resources to fit our core functions and to achieve our goal of becoming the best police department in the Pacific Northwest as well as a model for policing mid-size cities nationally. The Department's structure will also ensure we deliver the highest level of police services to the community, that our efforts will result in significant and sustained crime reductions, and that we execute our mission with integrity, accountability, and compassion. The new organization is described in Attachment 1.

In the past, the Spokane Police Department has relied on a traditional, vertical organizational structure, with separate bureaus designed around specific functions. In reality, however, most police work takes place laterally, moving across different units that are serving a common purpose. By reorganizing the Department into a flatter, more horizontal and connected organization, we can match units to their function.

Office of the Chief

Internal Affairs

The Chief of Police, and all members of the Spokane Police Department, is dedicated to ensuring the integrity of the Department. In 2013, we will add a second sergeant to the Internal Affairs Unit improving our ability to thoroughly and objectively investigate allegations and complaints regarding the conduct of our sworn and civilian employees. We owe our employees and the community the highest quality investigations. Investigations will be completed and the results will be reported in a timely and accurate manner. In addition to the unit's investigative responsibilities, IA staff will conduct quality control audits and annual in-service ethics training. To further the unit's professional development, members will receive specialized training and visit their counterparts in other police departments.

Public Information

Recognizing that mutual understanding and consistent communication between the SPD, the community, and the media are critical to the success of our policing model, the public information office will be re-engineered and staffed with an experienced police officers and a civilian communications director who will report to the Chief of Police. It is a well-established tenet of community policing that openness of communication is a major building block to gain and maintain the trust and confidence of the public.

Additionally, the public information office will be charged with maintaining the Department's website, internal communications, social media, and developing and implementing a public relations strategy. We will continue to provide training and career

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development opportunities for our staff members engaged in collateral public information roles.

Assistant Chief of Police

Community Outreach

The Assistant Chief and his staff will coordinate, plan, develop, implement, evaluate, and follow-up on specific projects, programs, and related services that help foster and maintain effective police-community partnerships.



We will reinvigorate and expand the Crisis Intervention Team (CIT). We will renew and expand our relationships with the mental health community and service providers. We will work with our partners to provide collaborative services to those members of our community that struggle with mental illness, developmental disabilities, autism, and other special needs. Additionally, we will ensure all members of the SPD receive annual in-service training regarding crisis intervention methods and tactics.

Over the next two (2) years we will ensure all members of the SPD receive forty (40) hours of crisis intervention training.

We will also strengthen our relationship with our school district to ensure our children have a safe and secure environment in which to learn.

Organizational Development

In 2013, the Spokane Police Department will achieve State accreditation, and establish a routinized schedule for reviewing and updating our policies and procedures to ensure they are consistent with the best practices of the police profession.

We will implement leadership training at all levels, recognizing that every police officer and civilian staff member is a leader. We will develop and implement specific training for our sergeants to ensure they are prepared to supervise, mentor, and develop our officers. We will develop and implement programs to ensure we are preparing our mid-level and senior leaders to meet the challenges of a dynamic and ever changing profession.

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We will continuously assess and evaluate our training policies, practices, and methods to ensure they are consistent with Washington State Police Training requirements and the best practices of the police profession.

Field Operations Bureau

Patrol, investigations, traffic, and specialized units, previously under separate chains of command will be placed under a Field Operations Commander, creating a single line of command responsible for preventing and reducing crime, the fear of crime, and improving the quality of life in our community.

We will establish a Watch Commander in our dispatch center to ensure 24/7 situational and operational awareness. The Watch Commander will direct resources to current and emerging issues, supervise SPD dispatchers, and provide a senior police leader to assist members of our community.

To ensure that Field Operations' personnel receive the timely, accurate, and actionable crime and intelligence data the crime analysis unit will report to the Field Operations Commander.



Strategic and Tactical Operations Bureau

Neighborhood Conditions Officers (formerly referred to as Neighborhood Resource Officers), will continue to work out of COPS shops (neighborhood resource centers) where they will continue to work with our volunteers and representatives of other City agencies to identify neighborhood challenges and implement strategies to reduce crime and resolve quality of life issues.

Recognizing the importance of a vibrant and dynamic downtown, we will assign a sergeant and seven (7) neighborhood conditions officers downtown. These officers will work in conjunction with other elements of the Strategic and Tactical Operations Bureau to bring an array of focused enforcement and problem-solving strategies to address crime and quality of life issues.

We will place our targeted crimes unit (detectives), patrol anti-crime teams, property crimes and fraud detectives under a single command, bringing together proactive and strategic investigative and uniform resources to rapidly respond to emerging crime and quality of life issues. This realignment will focus more uniform and investigative

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resources on property crime, street level drug activity, gangs, and other activities that threaten our quality of life.

Additionally, the abandoned auto and police special problem units will work closely with Bureau members and Code Enforcement resources to resolve the various factors that contribute to crime and quality of life issues in our neighborhoods.

Business Services Bureau

Sworn police officers must focus their efforts on preventing and reducing crime, building strong community collaboration, and improving the quality of life in our neighborhoods. Therefore, we are establishing the business services bureau to centralize fiscal, human resources, and support services (records, property, planning, and fleet) under senior-level civilian leadership.



Summary

The organizational changes are focused on providing a more streamlined command structure, greater coordination among units whose functions are similar, as well as increasing responsibility and accountability at all levels of the department for reducing crime. The new structure represents a transformation of the Spokane Police Department from an incident-driven organization, to a customer-service driven organization that develops partnerships that promote community safety and achieve organizational excellence.

CRIME IN SPOKANE

Part I Crimes have increased 13% from 2009 to 2011 in Spokane, as shown in Chart 1. Chart 2 demonstrates the Violent Crime rate, increased nearly 3% from 2009 to 2011. Property Crimes, as shown in Chart 3, increased 14%.

Chart 1: Part I Crimes

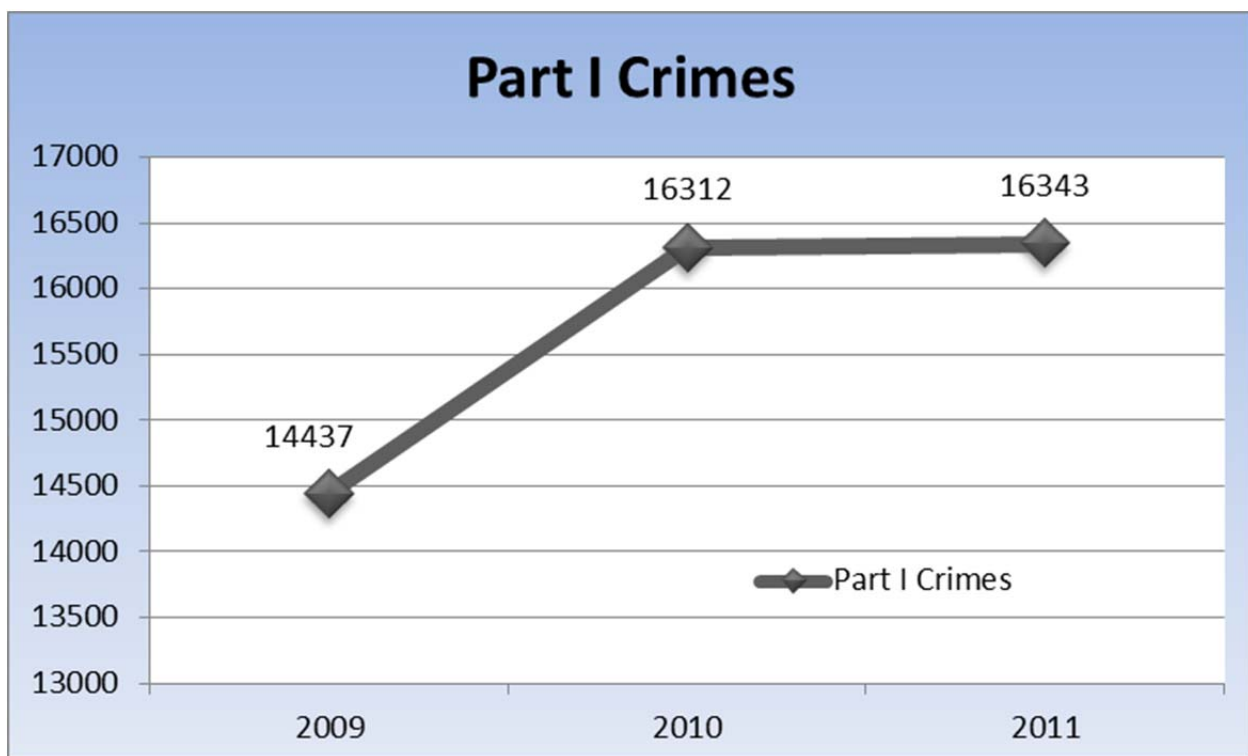


Chart 2: Violent Crimes

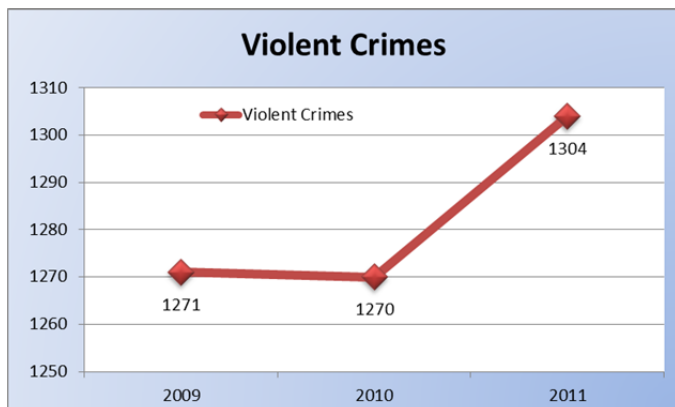
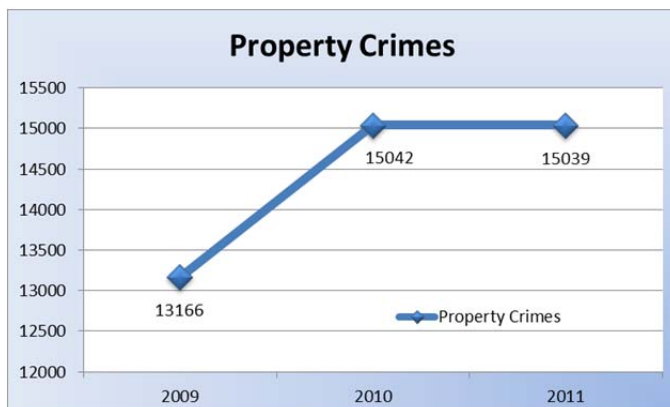


Chart 3: Property Crimes



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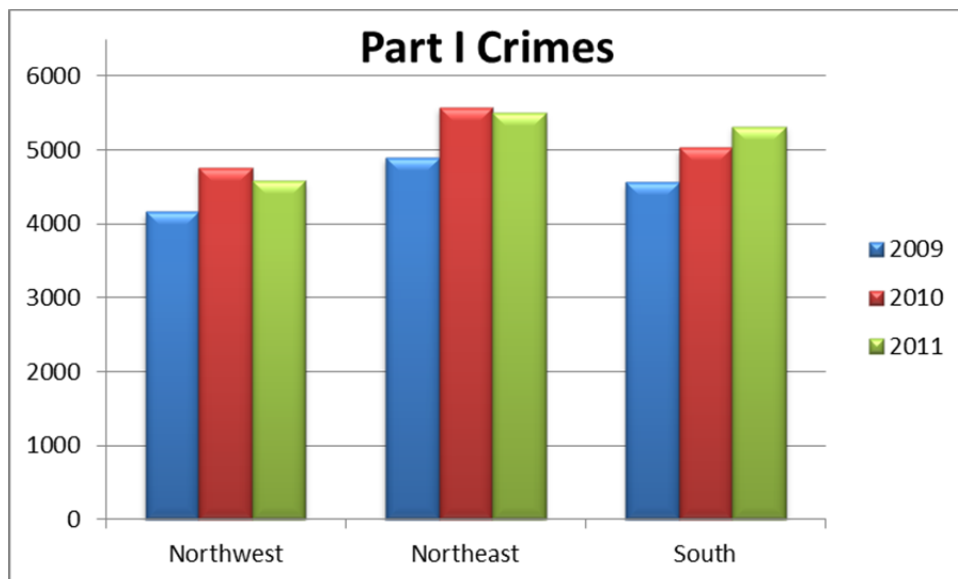
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The data in Table 1 and displayed in Chart 4 shows the breakdown in Part 1 Crimes by three sectors: Northwest, Northeast, and South.¹ While all three sectors have experienced an increase in Part 1 crime since 2009, the Northwest and Northeast actually reported less in 2011 than 2010.

Table 1: Part I Crimes by Sector

	2009	2010	2011	% change from 2009 to 2011	% change from 2010 to 2011
Northwest	4159	4761	4578	10.2%	-3.8%
Northeast	4895	5574	5500	12.5%	-1.3%
South	4559	5032	5313	16.6%	5.6%
Part I Crimes	13613	15367	15391	13.1%	0.2%

Chart 4: Part I Crimes by Sector



On the neighborhood level, Chart 5 shows the percent change in Violent and Property Crimes from 2009 to 2011 by the eight districts. Districts 1 and 2 are in the Northwest sector, Districts 3 and 4 are in the Northeast sector, and Districts 5-8 compose the South sector as shown in Map 1.

¹ Due to variances in mapping, numbers vary from official UCR data displayed in Charts 1-3.

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Map 1

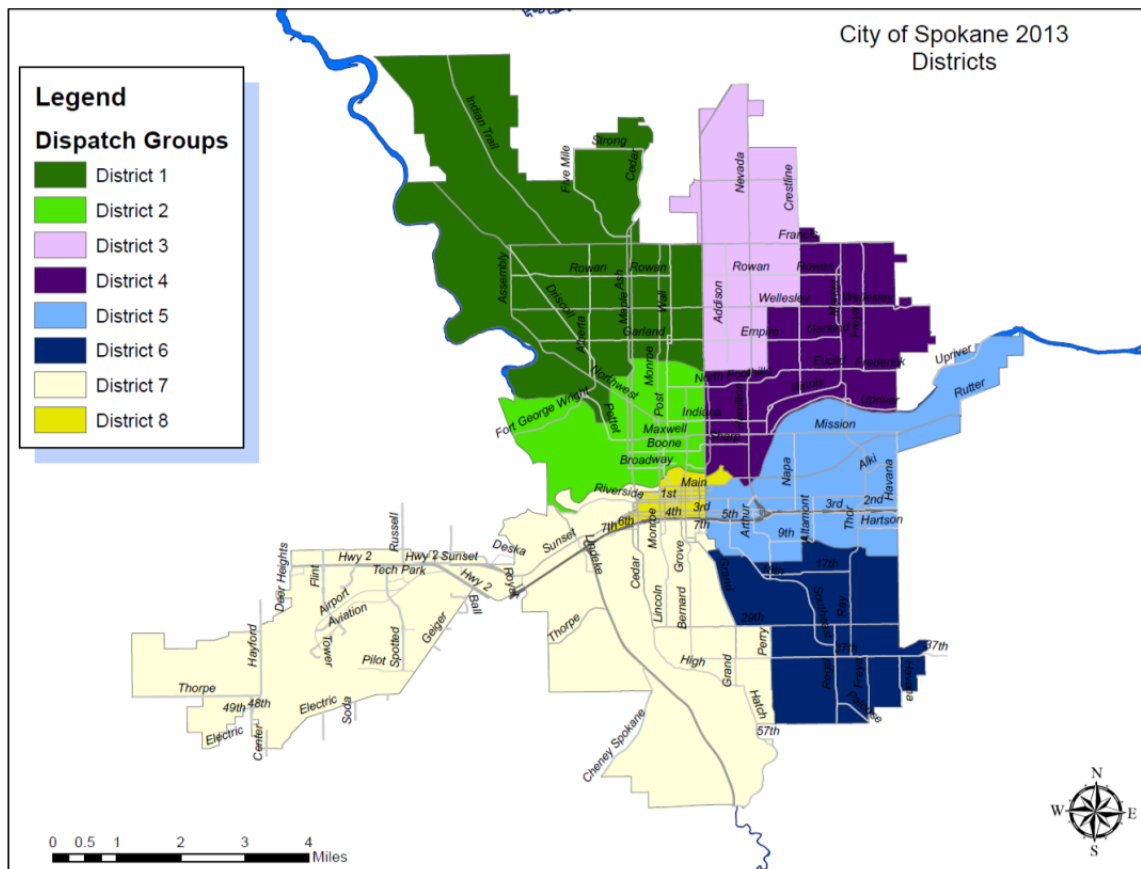
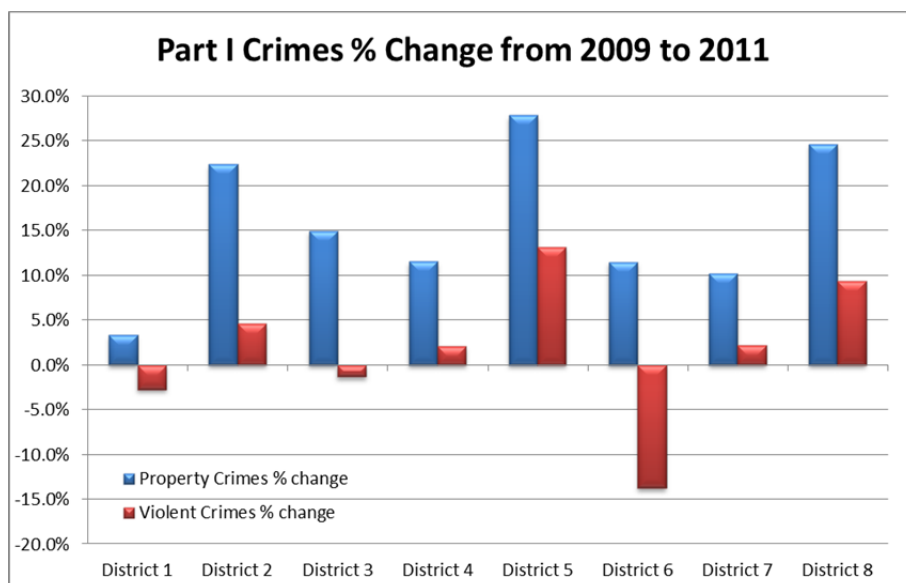
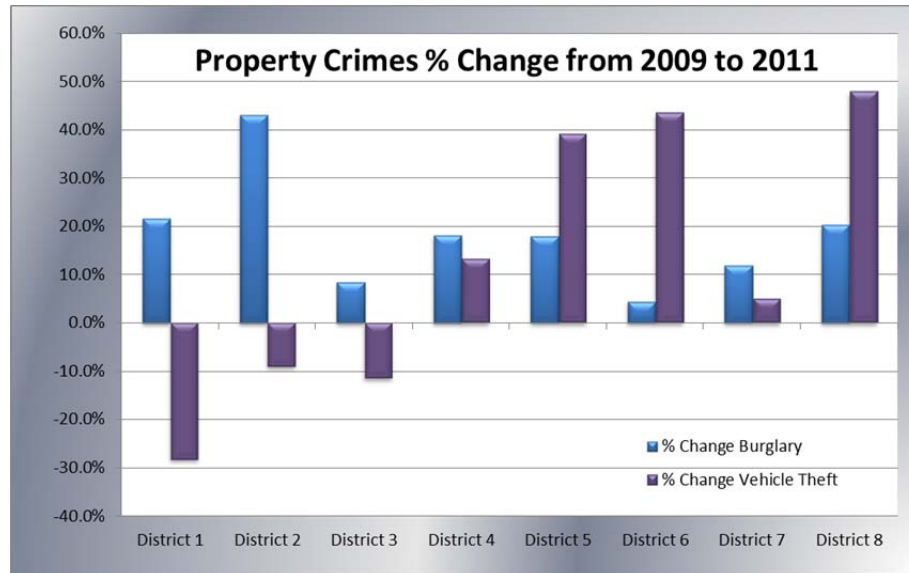


Chart 5: Part I Crimes by District



A further breakdown for these increases in Property Crimes (Burglary and Vehicle Theft) by District is shown in Chart 6.

Chart 6: Property Crimes by District



SPD must become more strategic about reducing crime. This requires a “long-view” of the causes of crime and the desired outcomes of our efforts. Short-term tactics will always be required to address emergent crime, but crime challenged neighborhoods tend to remain stable. In order to make Spokane a safer city, we must strategically coordinate police, city, and community resources to focus on the underlying causes of crime and disorder. Using our guiding principles of integrity, smart policing, collaboration, prevention, and continuous improvement, we will develop and implement strategies and tactics that focus on the specific challenges and opportunities found in each of our neighborhoods.

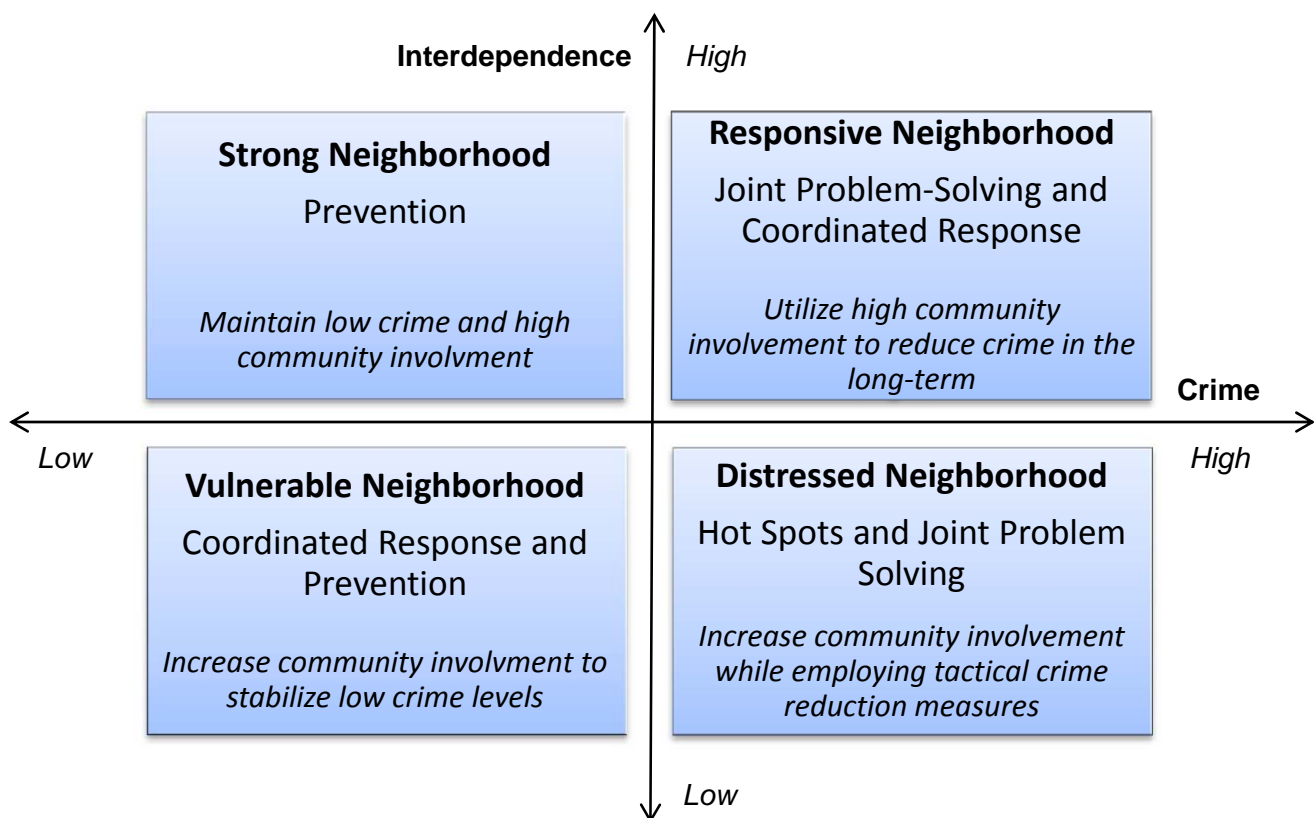
A NEIGHBORHOOD-BASED APPROACH TO POLICING

The new SPD neighborhood-specific policing model places multi-agency and community collaborations at the center of crime reduction and sustainable neighborhood transformation. This model is dynamic, flexible, involves multiple stakeholders, and allows for different police strategies and tactics to be matched to the presenting issues of crime and disorder. Efforts will be geared toward the most violent and/or concentrated areas of crime within each neighborhood. Evidence-based tactics, such as problem solving, foot patrols, and offender-focused intelligence initiatives will be used to prevent and reduce crime in these “hot spot” areas.

The philosophy of neighborhood policing defines how we will organize and deliver police response and services. Residents and the police in Spokane are working together to make their neighborhoods a place where all people can live without fear. This is not just the rhetoric of community policing; this is the reality of neighborhood transformation.

Spokane's neighborhood-specific policing approach is based on work done in other cities, as well as crime theory and extensive research. The new SPD model recognizes that each neighborhood is different in terms of its strengths and challenges, therefore policing strategies and tactics must be implemented differently. ***Effective policing involves not only reducing crime and disorder but facilitating neighborhood growth and development.*** The overall goal for the Spokane Police Department is to partner with community members and other city agencies to help them transform neighborhoods into stronger, safer environments.

Spokane Neighborhood-Based Policing Model



SOURCE: "Situational Policing" by Nolan, J.J., Conti, N., and McDevitt, J.

Recognizing that we must police the City with fewer officers, we will concentrate our resources on those neighborhoods most in need of change, with a particular focus on the persons, activities, and locations that are driving the crime problem.

THE VISION TO ACHIEVE OUR GOALS

This strategic vision for the Department asks: ***What should the department look like in the year 2018?*** There are three phases in developing and achieving our strategic vision:

- 1) Define the operational strategy, reorganize the organization to be aligned with our mission and values, and establish performance measures;
- 2) Pilot major initiatives; refine our mission; establish a policing model appropriate for addressing crime and disorder in Spokane;
- 3) Establish goals, strategies and actions based on our neighborhood policing model, and assign accountability at every level of the organization in order to meet our vision.

Specific strategies and goals are organized around four areas: (1) Prevent and reduce crime and victimization (2) Improve Police-Community Partnerships and Collaboration (3) Increase Public Confidence in the Department (4) Create an exceptional team of employees. We expect that the goals and strategies will remain consistent over the next five years and that our actions will change or be refined as we make progress.

Prevent and reduce crime and victimization.

- Use daily crime briefs and weekly CompStat meetings as a way to analyze data, measure progress, and foster collaboration amongst SPD units and the community to reduce crime and improve the quality of life in our neighborhoods.
- Regularly review staffing levels of all units and make adjustments as necessary.
- Enhance the capabilities of our crime analysis unit by improving business information tools to provide timely and accurate actionable information to operational personnel.
- Use effective, data-driven and evidenced-based strategies to reduce crime in neighborhood-specific problem locations.
- Identify the most violent offenders, serial burglars and auto thieves, and work with probation and parole, the prosecutor, and the courts to connect them with support services and/or develop criminal cases for prosecution.



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- Develop, implement, and assess targeted crime plans.
- Work with Neighborhood Services and Code Enforcement to address multi-agency, chronic crime and disorder problems.
- Ensure Neighborhood Conditions Officers are actively engaged in problem-solving, collaborating with community members, and achieving measurable results.
- Develop and implement youth programs to improve youth-police relations and reduce criminal activity.
- Work with our schools to enhance safety and security for students by ensuring the School Police and Spokane Police are closely aligned.

Improve Police/Community Partnerships and Collaboration.

- Continue to improve the Department's initial response to persons in mental health crisis by updating policies and procedures, providing training, partnering with mental health practitioners, and monitoring responses.
- Enhance coordination between the SPD and the appropriate agencies to provide intervention services to high-risk individuals and families.
- Ensure members of the command and senior staff are attending community meetings as well as community events on a regular basis.
- Document and review the flow of information between the SPD and neighborhoods to ensure neighborhood satisfaction.
- In 2013, the SPD will, with the assistance and collaboration of the US Department of Justice COPS Office, administer the community policing self-assessment tool.
- Provide accurate and complete information to media about the Department's operations and programs.



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- Develop and implement a program that identifies officers who may benefit from additional training regarding community and/or problem-solving methodologies.
- Identify and implement alternative methods for the community to report crime and quality of life issues as well as receive incident and other reports.
- Develop and implement a plan for district policing.

Increase Public Confidence in the Department.

- Continue to implement the Mayor's, Council's, and Use of Force Commission's recommendations.
- Provide constant reinforcement of values and ethical behavior through department-wide training and communications.
- Ensure 100% compliance with firearms and use of force training consistent with the Use of Force Commission's recommendations and the best practices of the policing profession.
- Document and audit field interviews and report the results on an annual basis.
- Develop and implement a training program for supervisors on how to address performance issues and concerns for personnel under their command.
- Explore and implement alternative approaches to discipline for first time violations of specific offenses with the intent of immediately correcting behavior.
- Continue coordination and collaboration with the Ombudsman.
- Achieve State accreditation within 2013, maintain accreditation, seek out and implement the best practices of the police profession.
- Purchase and deploy body cameras.

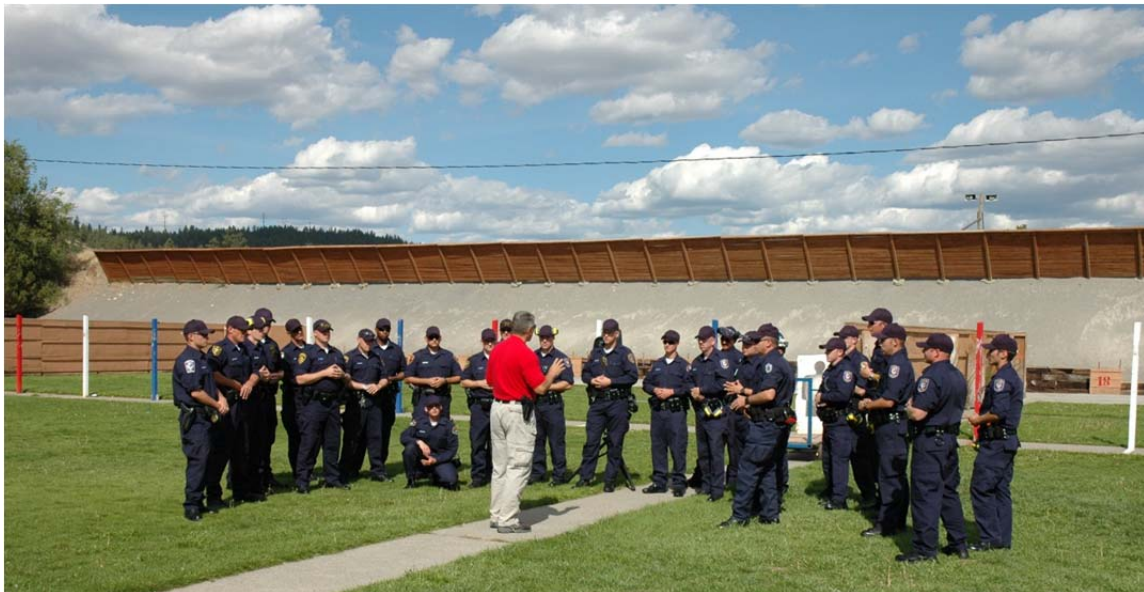
Create an Exceptional Team of Employees.

- Create a master training plan that reflects the needs of sworn and civilian personnel.
- Implement leadership training for all members of the Spokane Police Department. In 2013, we will engage the International Association of Chiefs of Police and implement their "Leadership in Police Organizations" program.
- Develop and implement sergeant-specific training.

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- Ensure that senior and executive staff members continue to attend the FBI National Academy, Southern Police Institute, and the Police Executive Research Forum's Senior Management Institute for Police.
- Develop and implement a 5-year strategic plan for SPD information technology.
- Develop and implement an appropriate staffing plan that is consistent with current and future challenges.
- Establish an internal management advisory group with representatives from a cross section of the SPD.
- Identify and aggressively seek out grant opportunities.
- Build and maintain effective working relationships with the Guild and the Lieutenants and Captains Association.
- Encourage all employees to utilize the Employee's Assistance program, Chaplain's Office, and other opportunities to ensure staff health and wellness.



CONCLUSION

The focus of the 2013 Strategic Plan is to better align the Spokane Police Department to meet the demands of our mission – to prevent and reduce crime, improve the quality of life for our residents and visitors, and to do so with integrity, accountability, and transparency. It reflects our commitment to continually improve, innovate, evolve and change.

The Spokane Police Department's policing model requires that we understand neighborhood-specific crime challenges, and that we develop and implement strategies and tactics to address them in partnership with the community we serve. The men and women in field operations will lead the Department in these efforts. The Community Advocacy and Strategic Initiatives Bureau will ensure we engage the community, other city agencies, mental health, faith-based, and other partners in crime prevention and reduction.



We are demanding excellence from our members and we must give them the tools to achieve that mission. We will review staffing levels of all units and make adjustments as necessary to ensure that our staffing levels are consistent with the challenges we face as well as the fiscal realities of the City we serve.

We must invest in our employees. They must be prepared not only to meet the demands of today, but those of the future. Training and education must remain an integral part of our development as an organization. We will work diligently to ensure our members are accountable to each other and act in accordance with our values of honor, integrity, and service. We will ensure that have state of the art equipment and the technology to support their efforts to serve the City of Spokane. And we will endeavor to

staff the SPD to meet current and future challenges.

SPD will serve all members of the Spokane community with integrity, accountability and transparency. We will protect all of our citizens and ensure their rights and freedoms.

The Spokane Police Department will become a model of excellence for the police profession, as well as a model of policing in the Pacific Northwest.

SPD ORGANIZATION

