



# Strengthening Public Safety and Community Resiliency

**Levy Lid Lift: Investing in our Future and  
Community Safety**

**A Community Discussion on Enhancing Our Public Services**

**April 11, 2024 | Study Session**





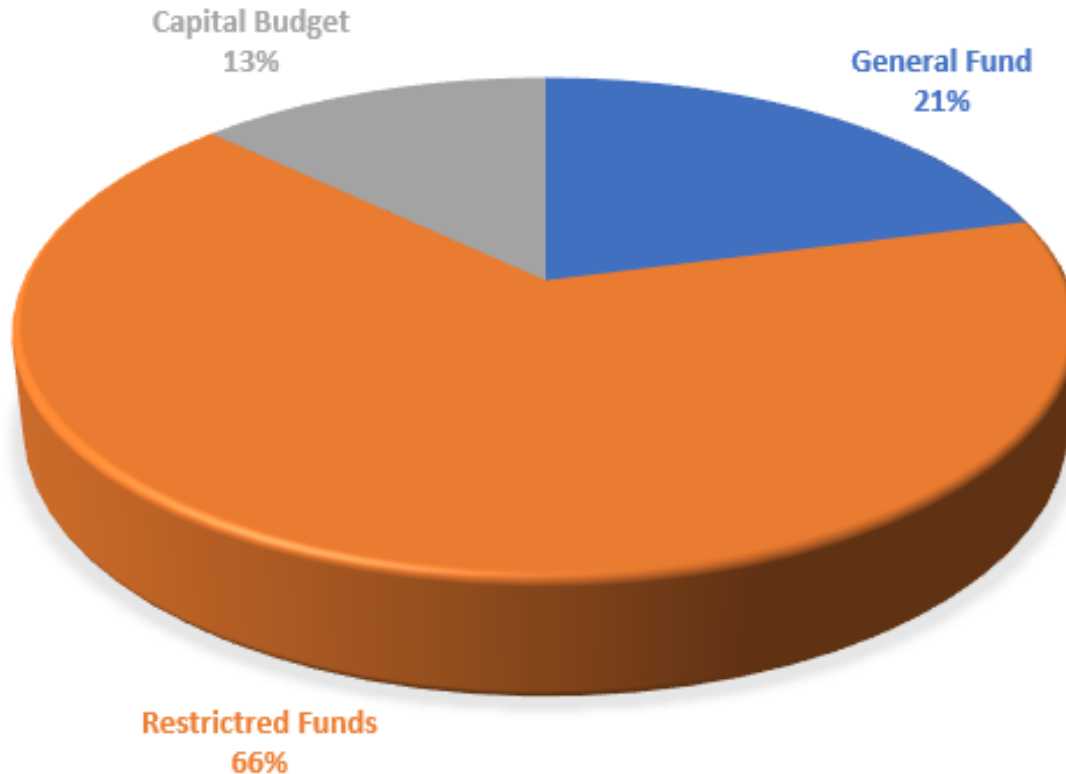
# Agenda

- **Mayor Brown & Matt Boston** – Where are we as a City and how did we get here?
- **Public Safety and Community Resiliency Levy Overview**
- **SFD-Chief O'Berg**– Where are we operationally and budget?
  - What are we doing to sustainably curb our spending in 2024?
  - What opportunities does Spokane FD have in the future?
- **Emergency Management-Sarah Nuss**
  - What is the history and where do we see ourselves going?
- **Courts- Howard Delaney** – Where are we operationally and budget
  - What are we doing to sustainably curb our spending in 2024?
  - What opportunities does Spokane Courts have in the future?
- **SPD-Chief Lundgren** – Where are we operationally and budget?
  - What are we doing to sustainably curb our spending in 2024?
  - What opportunities does Spokane PD have in the future?



# City of Spokane Expenses

## SPOKANE CITY 2024 ADOPTED EXPENDITURE BUDGET \$1.2 BILLION

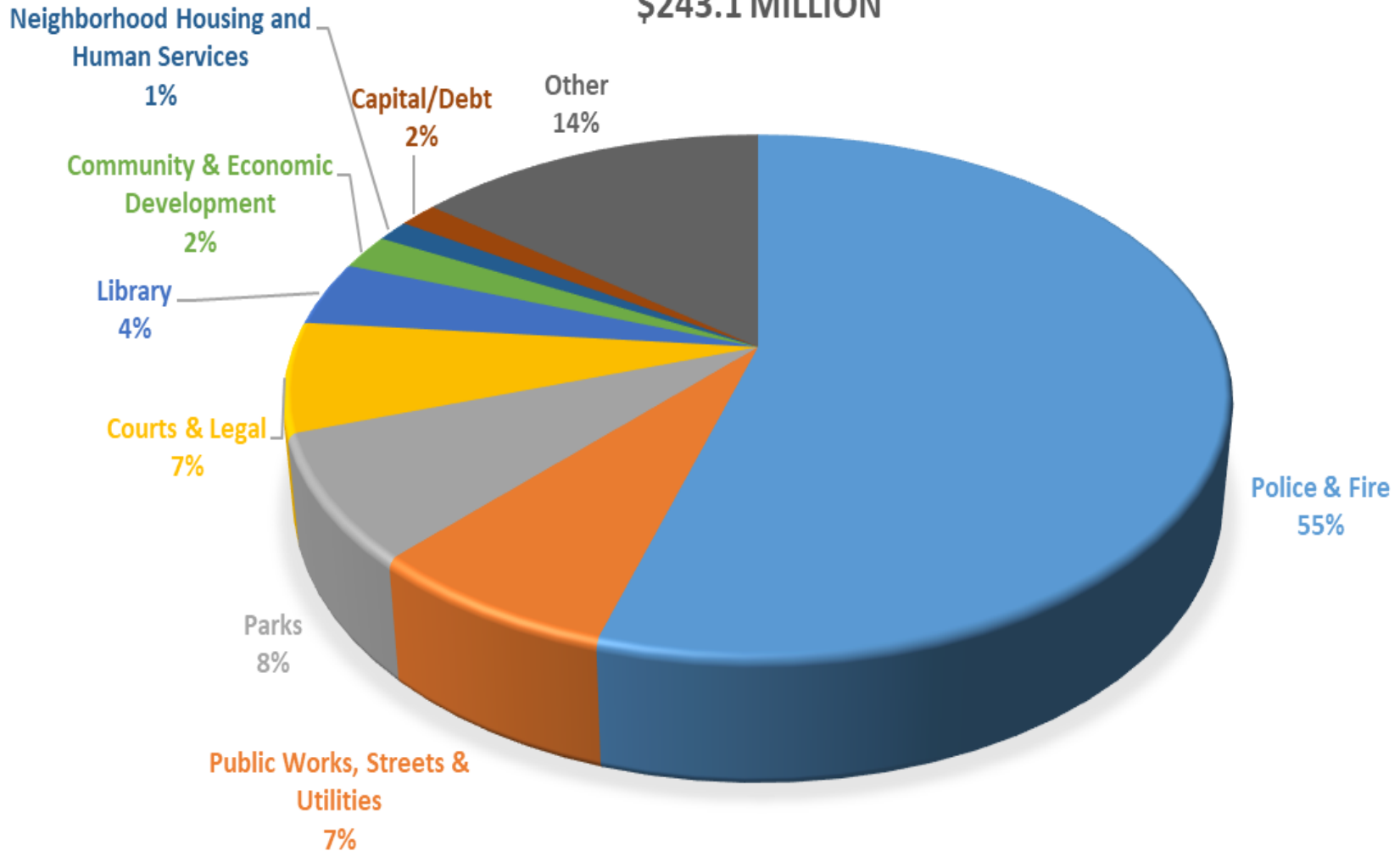


**Restricted Funds include** – Include Water, wastewater, Solid Waste, Integrated Capital, Hydroelectric.



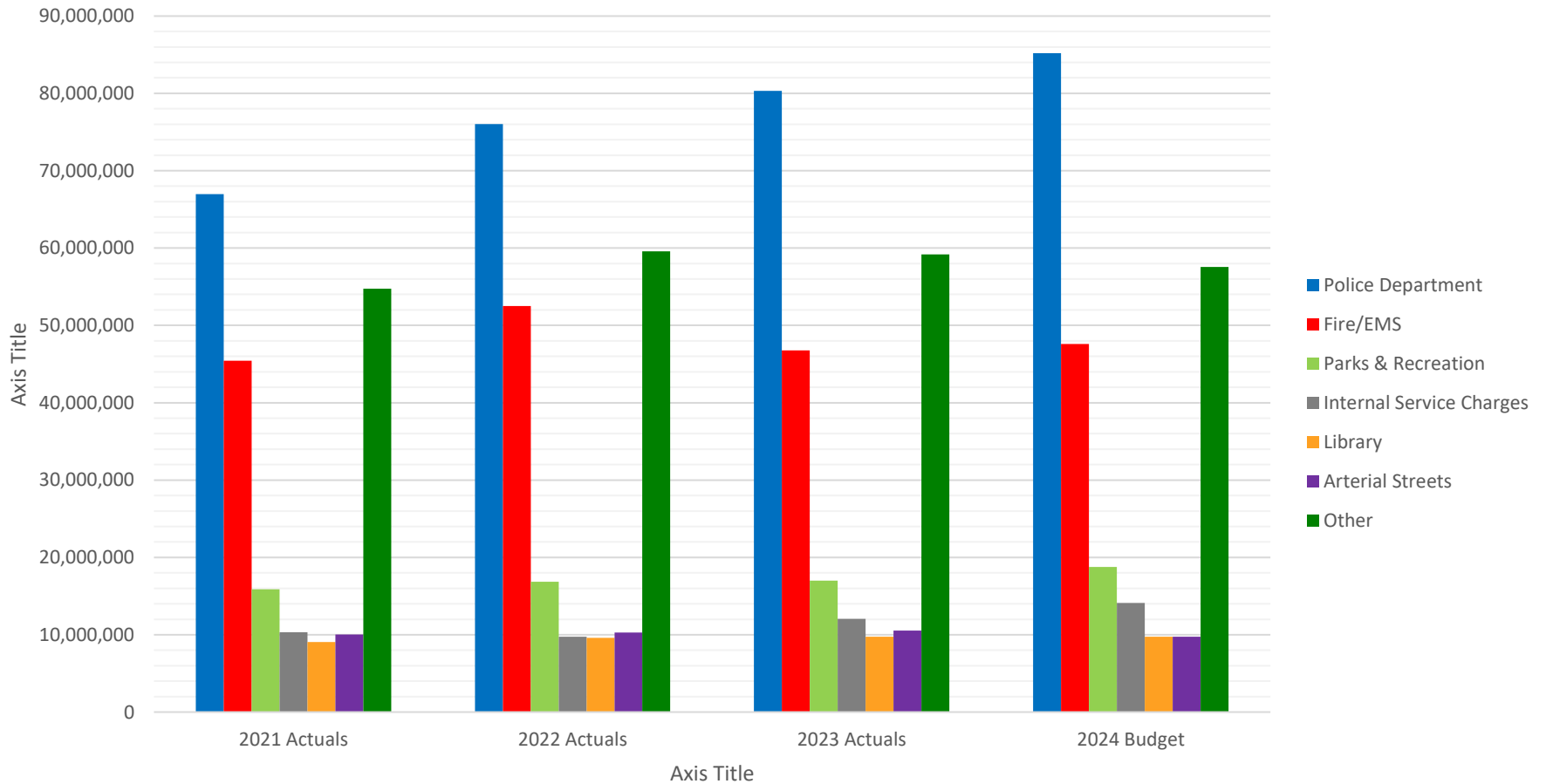
# General Fund Expense Makeup

2024 PROPOSED GENERAL FUND BY DIVISION  
\$243.1 MILLION





# General Fund Ops History





# Previous Structural Gap Decisions

- A handful of unsustainable “levers” were pulled to balance the General Fund in the 2024 budget.
  - \$3.95 million – deferral of Public Safety and Parking debt.
  - \$2.4 million – temporary utility tax increase.
  - \$1.8 million – Traffic Calming allocation to Police.
  - \$1.2 million – medical premium holiday for all Departments.
  - \$1.2 million – Continued Community Justice Services Pilot Programs funded by temporary grants, reallocation of Arterial Streets funding, and discontinued funding for 11 positions halfway through 2024.
  - \$0.6 million – reduced operating budgets for most Departments.



# Public Safety Levy Proposal

- The City of Spokane is requesting a levy lid lift of \$1.00/thousand in assessed value which equates to roughly \$30.00 per month for the median home in Spokane
- Over the next 5 years that will generate \$38.5M per year to fund existing obligations that had been approved by Council and prior administrations, as well as enhancements to public safety services and strengthening community resiliency in our City
- The four investment pillars of the levy will be to enhance Fire services and Police services, as well as build capacity in community resiliency and Municipal Court services within the City.



# Public Safety Levy Revenue



## Enhanced Fire Response and Operations

- Reinstating Long term Capital plan
- Expansion of CARES & BRU
- Mental Health and Peer Support for FF
- Add capacity for additional fire station planning in key areas identified by FD



## Community Resilience

- Emergency Management focus on **Preparedness, Mitigation, Response, and Recovery**
- Add capacity for safe streets infrastructure
- Add community center resilience funding



## Court Enhancement

- Permanently fund the expanded Electronic Monitoring Program
- Permanently fund the successful pre-trial diversion program



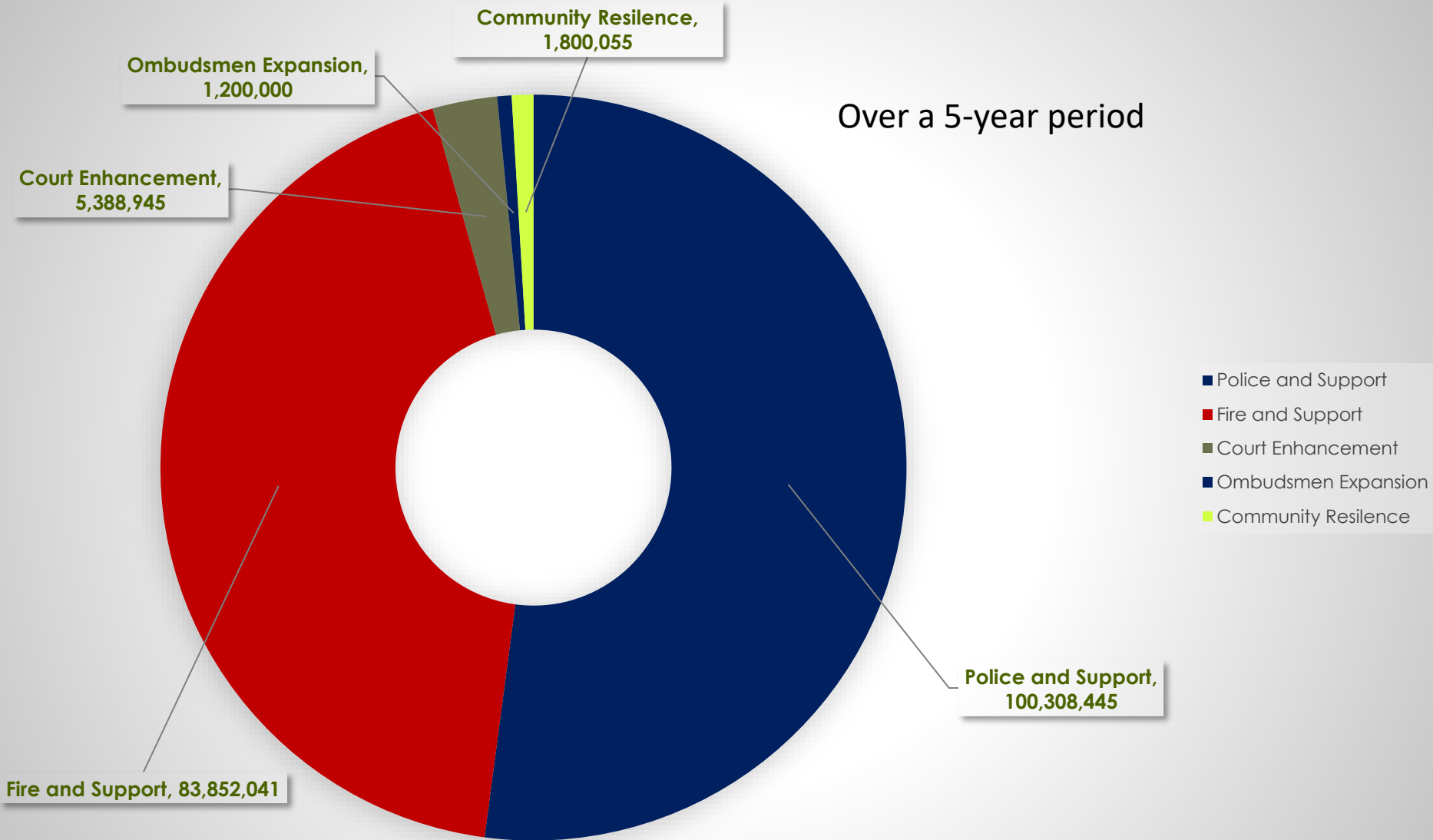
## Police Department Enhancements

- Reinstitute Neighborhood Resource Officers (NRO)
- Increase technology for reporting analysis and expansion of body worn cameras
- Increase patrol officers for community policing
- Police Ombudsmen Staff & Training Expansion



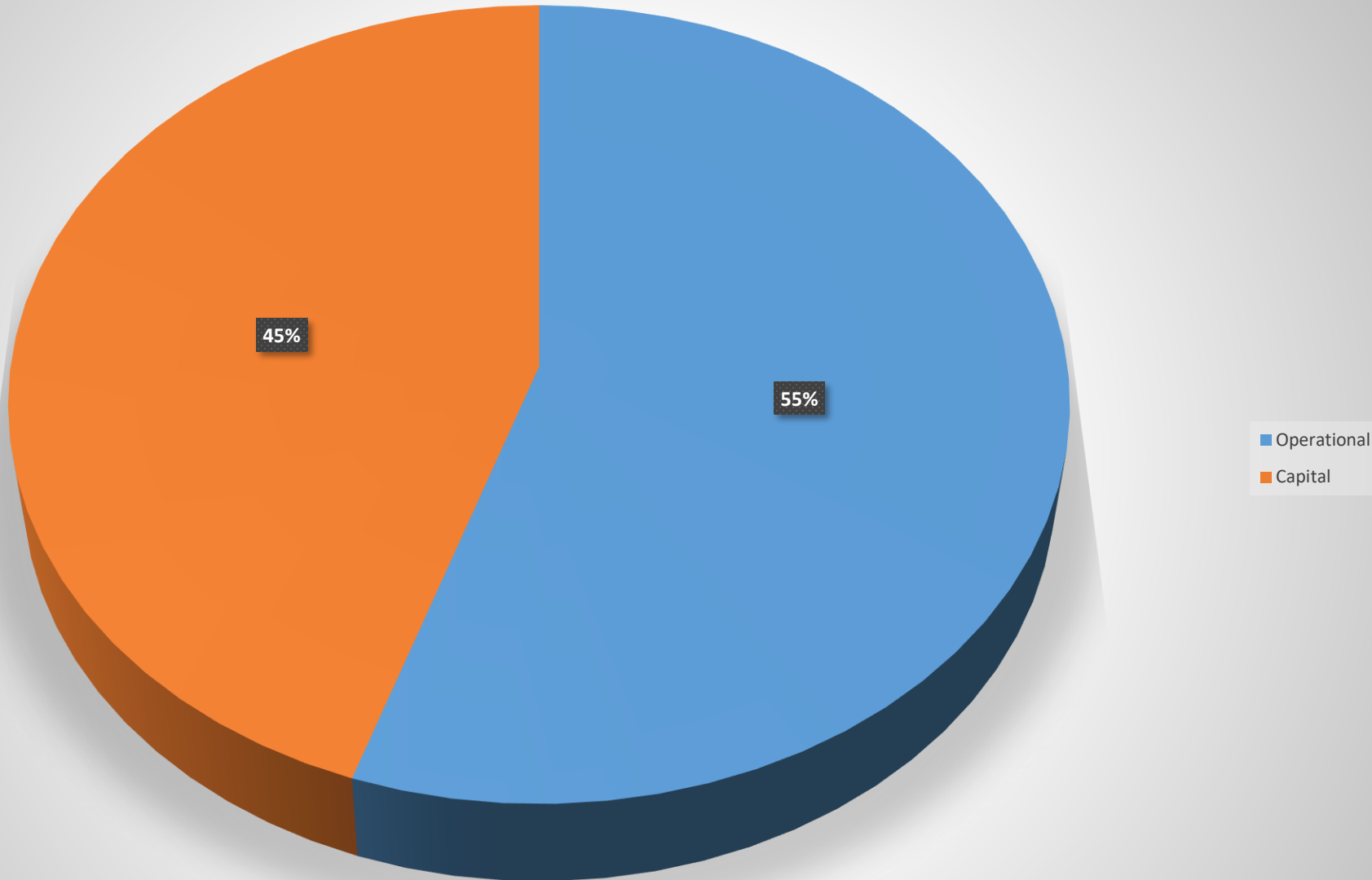


# Programmed Opportunity Revenue





# Programmed Opportunity Capital v. Operational (enhancements)





# Levy History in our State

## **PASSED Recent Public Safety and Community Resilience Levies**

- Anacortes – April 2023, to increase EMS staffing
- Vancouver – February 2022, for fire and emergency services
- Cheney – November 2021, Multi year levy lid lift for public safety services
- Maple Valley – November 2023, for public safety, safety patrols, and crime prevention
- Shoreline – November 2022, for police and public safety and community safety
- University Place – April 2023, to add law enforcement officers and specialists addressing to address homelessness and crime prevention



# Spokane Fire Department

## Operational Efficiencies

- **2024 Recruit Fire Academy on hold** - \$761,000 savings
- **Current Relief Pool** – Reduces OT & fills unexpected retirements
- **Evaluated/Reduced IT platforms** - ~\$50,000
- **‘Ready Rebound’** – Estimated OT savings - ~\$1 million
- **Overtime trending down** due to increased staffing efforts



# Spokane Fire Department

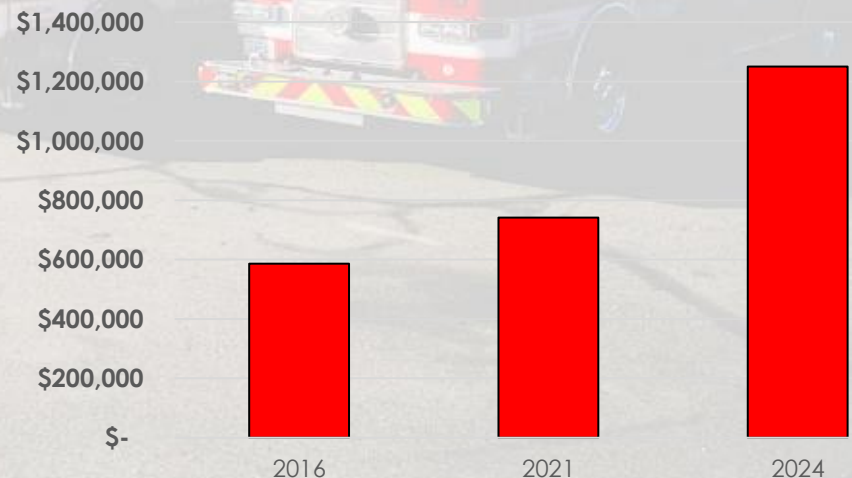
## Capital Enhancements

➤ Regularly updating fire service vehicles is not just about having the latest technology; it's about ensuring the safety of firefighters and the community they protect. It's a fundamental investment in our collective safety and well-being

- ~135 Apparatus/Vehicles
- Average MFG Year of SFD 'Heavy' Apparatus = 2011 (13 Years)
  - Avg age of current front line = 7 years
  - Avg age of reserve apparatus = 20 years
  - Avg age of brush trucks = 14 years (WUI Impact)

- SFD 'Best Practice' Fleet Replacement (Front Line)
  - Engines – 12 years
  - Aerials – 15 years

Historical & Future Engine Costs



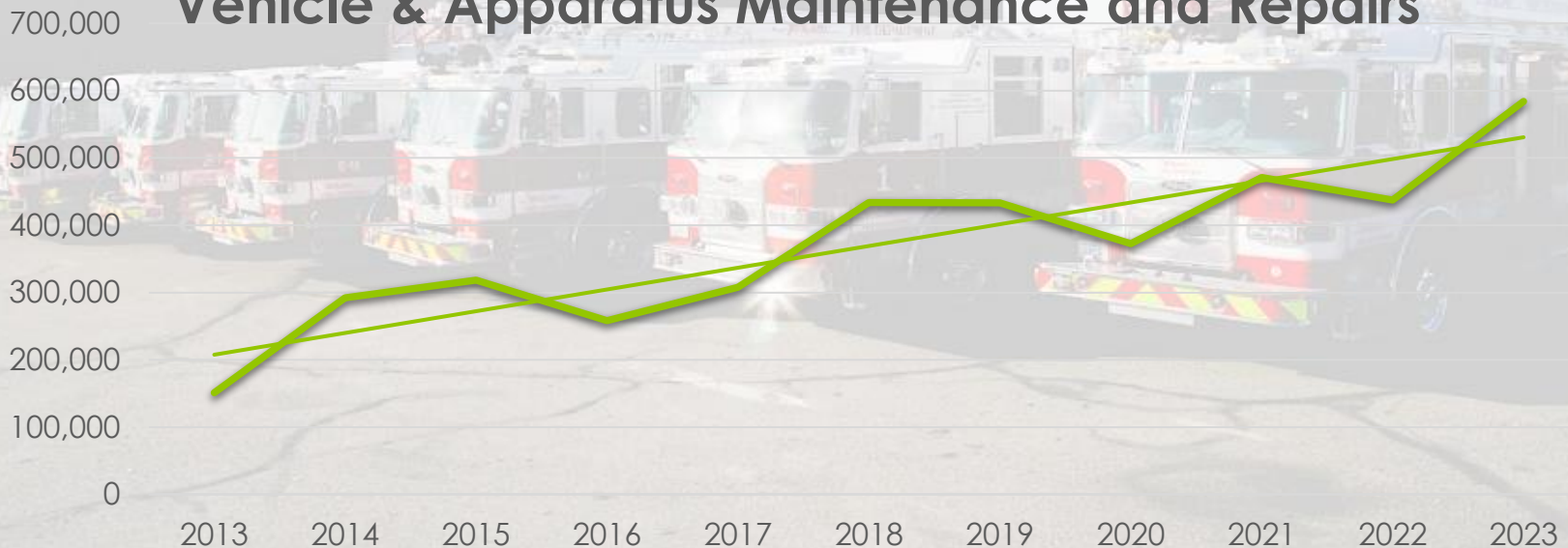


# Spokane Fire Department

- Increasing maintenance & repairs
  - Cost of service and supplies
  - Costly unexpected major repairs

- Estimated Annual Costs
  - Could be 148% of current budget
  - Following 10-year trend

## Vehicle & Apparatus Maintenance and Repairs







# Spokane Fire Department

## Expanding Behavioral Health Response



**C.A.R.E.S.**  
Community Assistance Response Team

Main goal is to provide comprehensive wrap around services

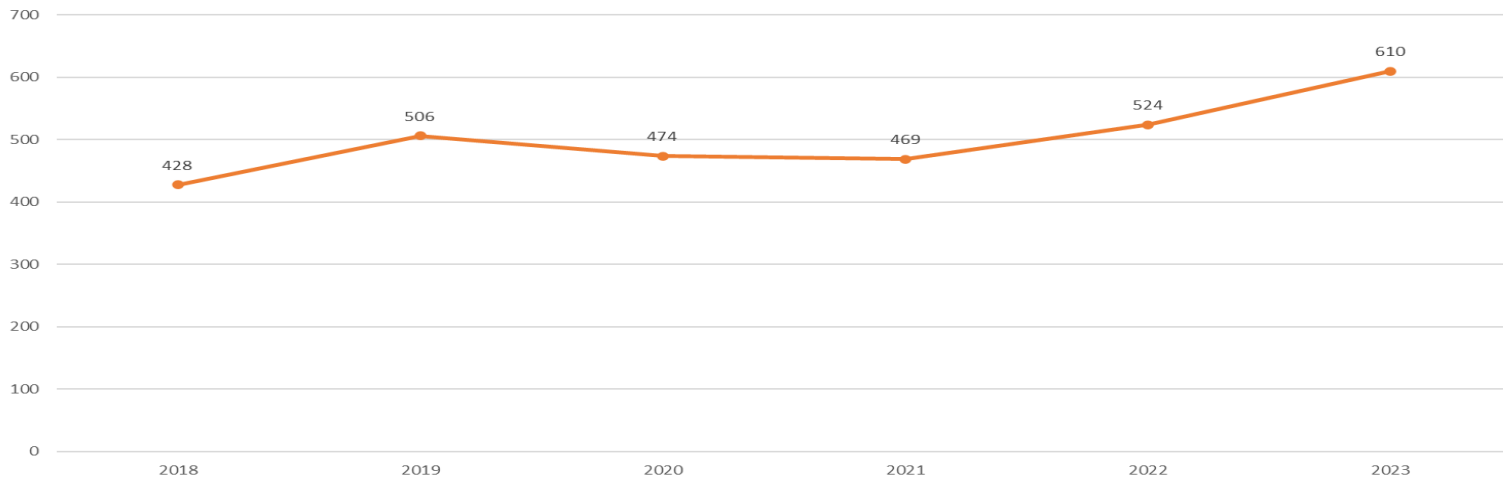


Average Response Time 3 days



Average Time With Client ~ 3.2 Hours

Number of CARES Referrals By Year





# Spokane Fire Department

## Expanding Behavioral Response Unit (BRU)



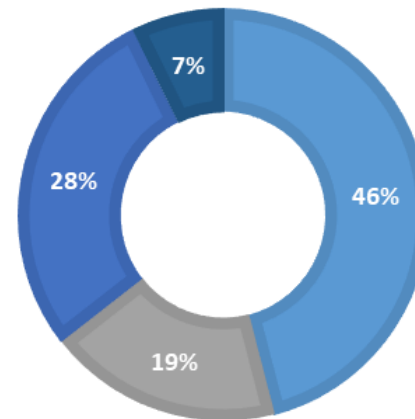
Average Daily Calls ~5-8



Average Contact Duration ~45-90 minutes

BRU TOTAL DISPATCHES:  
980

■ Contacts ■ Diversions ■ Cancellations ■ Follow-up



Main goal is to divert from ED's to appropriate resources





# Spokane Fire Department

## Enhancing Fire Prevention and Wildfire Initiatives

- Enhancement and expansion of fire prevention efforts, including wildfire prevention initiatives and community risk reduction strategies.
- Community engagement and code compliance in fire prevention efforts.





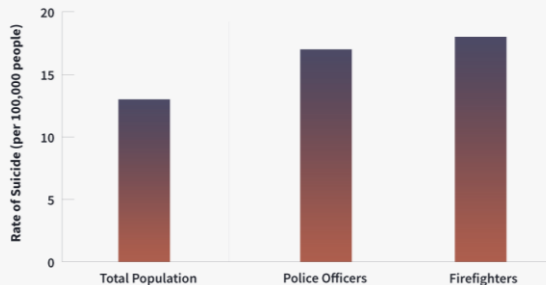
# Spokane Fire Department

## Mental Health and Operational Program Enhancements

- Operational program expansions, including updates to personal protective equipment and training for active threat responses.
- Professional development to prepares our future leaders for the evolving threat environment. 63% of SFD Uniformed members <10 years experience

### Firefighter Mental Health & Wellbeing

Suicide Rates Among Firefighters and Police Officers



Source: Heyman, Miriam; Dill, Jeff; Douglas, Robert. "The Ruderman White Paper on Mental Health and Suicide of First Responders," Ruderman Family Foundation, April 2018. Accessed March 26, 2023. [www.rudermanfoundation.org/white\\_papers/police-officers-and-firefighters-are-more-likely-to-die-by-suicide-than-in-line-of-duty/](http://www.rudermanfoundation.org/white_papers/police-officers-and-firefighters-are-more-likely-to-die-by-suicide-than-in-line-of-duty/)

Created by: Counseling@Northwestern, the Online Master of Arts in Counseling Program from The Family Institute at Northwestern University.

~ 20% of FFs meet the criteria for PTS at some point during their careers.

**A FIREFIGHTER IS 3 TIMES MORE LIKELY TO DIE BY SUICIDE THAN IN THE LINE OF DUTY.**

**FIRST RESPONDERS ATTEMPT SUICIDE AT A RATE 10 TIMES HIGHER THAN THE GENERAL POPULATION.**

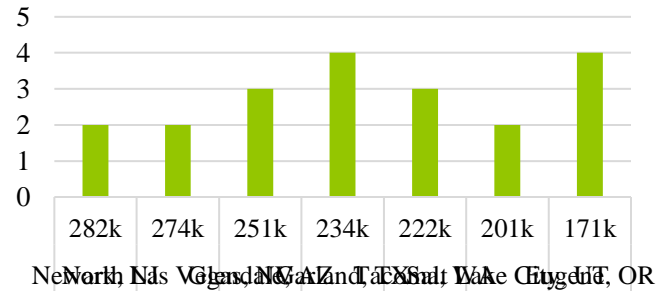
**85% OF FIRST RESPONDERS HAVE EXPERIENCED SYMPTOMS OF**



# Emergency Management

- **History:** City emergency management previously managed through contracting; first city director hired in 2020
  - When not contracting, RCW and WAC require the development of a city “emergency management organization”, including plan development and implementation requirements
- National best practice is staffing with a minimum of 2 employees, 3+ depending on population and related risk for disasters
- **Opportunities to enhance public safety and community resilience through EM resourcing:**
  - **Planning & Preparedness-** Development & implementation of critical safety plans and protocols
  - **Mitigation Planning-** Grant work to support projects that reduce community impacts from disasters
  - **Community Engagement & Resilience-** Increased engagement across the community for education, outreach and planning inclusion; building resilient & sustainable community resources for emergency sheltering
  - **Response Capabilities & Readiness-** Full capability to staff and operate an Emergency Operations Center (EOC), a public safety resource that supports first responders during disaster response operations

**Total City Emergency Management Organization FTE, by City Population**





# Municipal Court & Community Justice Services Pretrial Services Unit (PSU)



## Background & Goals

- The pretrial services program was initiated as a pilot with Council funding on November 15, 2021.
- Purpose was to provide judicial officers objective information for making informed release/bail decisions.
  - ✓ PSU evaluates incarcerated defendants using evidence-based practices prior to initial jail appearance.
  - ✓ Pretrial screening is conducted using validated criminal risk and pretrial release assessment tools.
  - ✓ Indigency screening for appointed of legal representation at public expense is completed.
- Goals of the program are to enhance public safety, while simultaneously mitigating the expense to the City.
  - ✓ Reduce the time to case disposition.
  - ✓ Reduce failure to appear rates.
  - ✓ Reduce recidivism (new conviction) of the defendant in both the pre/post disposition setting
  - ✓ Reduce the use of monetary conditions (bail/bond), and
  - ✓ Reduce pretrial detention rates, reserving this very cost intensive option for defendants who specifically require it.



# Municipal Court & Community Justice Services

## Pretrial Services Unit (PSU)



### Performance Analysis

Goals	Baseline Data 1/1/2026-1/1/2019	PSU Results 11/15/2021-02/26/24		
• Reduce the time to disposition	250.61 Ave TTD	✓ 128.12 Ave TTD	=	48.88% ↓
• Reduce failure to appear rates	9.03% FTA Rate	✓ 4.72% FTA Rate	=	47.74% ↓
• Reduce recidivism	34.52% (1 yr ave)	✓ 20.19 (1 yr ave)	=	41.51% ↓
• Reduce the use of bail/bond	47.46% cases bail/bond	✓ 26.13% bail/bond	=	41.40% ↓
• Reduce pretrial detention rates	7.6 days ave detention	✓ 5.6 days ave detention	=	26.31% ↓

- Spokane County has abandoned its former pretrial services model & is trying to replicate the CJS PSU model.
- 8 other Washington State jurisdictions have expressed interest in replicating our model.



# Municipal Court & Community Justice Services

## Electronic Monitoring Unit (EMU)



### Background & Goals

- The Electronic Monitoring Unit was established in 2012.
- Purpose was to provide an alternative to brick-and-mortar detention, both pre and post-conviction.
  - There was a need to establish an alternative to the increasing City misdemeanant population in the County jail.
  - The County jail had consistently increased its daily rate charged to the City, and the EMU mitigated the increases.
    - ◆ The County's current proposal for a new jail billing scheme could increase costs to the City in excess of 80%.
  - Pretrial detention was disproportionately impacting economically disadvantaged individuals.
    - ◆ Members of our community remained incarcerated because they could not post even a small bail amount.
    - ◆ Housing, employment, and government benefits were lost due being incarcerated.
- The use of the program as an alternative to jail increased exponentially as the program matured.
  - Due to program resource constraints, several issues ensued.
    - ◆ Wait times to enroll in the program became problematic.
    - ◆ DV and DUI offenders that experienced long wait times became a public safety risk or caused the city increased costs.
    - ◆ Negatively impacted other elements of the program, e.g. electronic monitoring of alcohol consumption.
- Council funded a program expansion to further reduce jail expenses and mitigate client volume issues.
  - Allowed EMU to have a dedicated pretrial and post sentence monitoring workgroups.





# Municipal Court & Community Justice Services

## Electronic Monitoring Unit (EMU)



### Performance Analysis

Goals	Baseline Data	EMU Expansion Results
• Reduce time to installation	3-week average	✓ Within 24 hours of release
• Conduct jail release installs	No availability	✓ On demand release installations
• Reduce incarceration costs	90 maximum participants	✓ 180 maximum participants

- Community Justice Services is one of the largest public or private EM providers in the State of Washington.
- The recent contract for with a new equipment vendor has further improved our EM services by:
  - ◆ Reducing overall equipment costs.
  - ◆ Improving GPS monitoring performance.
  - ◆ Allowing DV victims to download a smartphone application that warns them if defendant is violating proximity restrictions.



# Municipal Court & Community Justice Services

## EMU & PSU



### Integral to Component of Behavior Change Model

- Individual with felony history & pattern of being denied release assessed by PSU as release candidate.
  - Released on own recognizance with PSU supervision terms.
  - Reported to CJS for supervision on release as ordered.
  - Commented that he was motivated to comply with all release conditions as nobody had “trusted” him in years.
- Clients on post assessment active monitoring have echoed the motivation from CJS best practices.
  - Mother and son with a troubling criminal history told counselor it was the 1<sup>st</sup> time anyone “listened” to them about the son’s underlying issues.
  - A client on supervision who qualified for early release from probation actually requested to remain on supervisor.
    - ◆ Qualified for early release by completing 50% of her supervision period and all affirmative conditions.
    - ◆ Was clean and sober, and on a path to reuniting with her children via CPS process.
    - ◆ Told her counselor that her active model supervision was the reason she was doing so well and wanted to stay on course.





# Spokane Police Department

## Operations and Budget 2024

- Call for Service volume through Q1 of 2024 is remaining very high at about 57,000
- Arrests are up about 10% from the Q1 year prior
- SPD overtime both in hours and dollars are modestly below projections
- First Quarter terminal leave payouts were higher than expected YTD, but those expenses tend to occur primarily in Q1 and Q2



# Spokane Police Department

## Current Cost Saving Measures

- The 50<sup>th</sup> Year Celebration of Expo '74 is scheduled to include **90** events over a 9 week timeframe
- To support this event and provide a welcoming and safe atmosphere, we have reassigned 10 officers to provide additional foot and bike patrols
- The use of additional on-duty resources will significantly reduce the amount of overtime required to staff this important celebration



# Spokane Police Department

## Neighborhood Resource Officers (2025-2026)

- Reinstitute and enhance upon a proven model
- Neighborhood-based assignments in the Northwest, Northeast and South Precincts
- Each precinct will be staffed with four NROs
- The NROs will integrate with existing day shift patrol teams



# Spokane Police Department

## Neighborhood Resource Officers

- Neighborhood foot and bike beats
- Serve as the Precincts Community Outreach Officers for PAL, YPI and other outreach events
- Partner with Code Enforcement, Tow Team and other city resources to collaboratively address issues
- 7 day a week coverage once fully implemented
- Provides an additional resource for Precinct Captains to address hot spots
- Respond to reports of Chronic Nuisances



# Spokane Police Department



# Spokane Police Department

## Technology and Efficiency (2025)

- With limited personnel and resources, planned investments in technology will ensure the highest level of service to the public
- New CAD and RMS system transitions will overlap and require additional support. The AXON Records (RMS) report writing module will save Officers and Records Specialists a significant amount of time and reports will travel through the system to our system partners much more efficiently
- Staff to support Project Management, Forensic Analysis and System Analysis will be required to support these initiatives and department operations



# Spokane Police Department

## Technology and Efficiency

- Expansion of the current Body Worn Camera program to provide this important accountability tool to Lieutenants, Captains, additional Detectives and Reserve Officers.
- In under 5 years, Shawna Ernst has secured well over \$2M in grant funding and saved in excess of \$1M by innovatively finding technology savings



# Police

## Midshift Relief

- Add two teams working opposite schedules to provide one extra team on patrol each day
- Have an additional six officers on Patrol during the times of peak call volume
- Reduce officer burnout and significantly reduce the Shift Coverage overtime utilized during Mid Shift hours
- Increase officer safety





# Office of Police Ombudsman

## History

- OPO has not increased staffing since 2016, despite an increase in complaints, contacts, and referrals.
- Digital evidence (e.g. body cam footage) associated with complaints has significantly increased over the same period. This requires additional capacity to review.

## Opportunities for Enhancement

- Increase visibility and accessibility of the OPO through community outreach and education.
- Improve credibility and accessibility of the OPO through facility enhancements that ensures confidentiality, as well as through language accessibility.
- Provide robust technical assistance and support to City departments.



# Conclusion

## The Power of Community Investment

- A levy lid lift is not just a financial decision; it's an investment in our community's future. It means safer streets, safer and more resilient neighborhoods, safer conditions for our public safety employees, a higher quality of life for each one of us



### Enhanced Fire Response and Operations

- Reinstating Long term Capital plan
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### Community Resilience

- Emergency Management focus on **Preparedness, Mitigation, Response, and Recovery**
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### Court Enhancement

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### Police Department Enhancements

- Reinstigate Neighborhood Resource Officers (NRO)
- Increase technology for reporting analysis and expansion of body worn cameras
- Increase patrol officers for community policing
- Police Ombudsmen Staff & Training Expansion



# Closing

- Questions?
- Direct follow up to:

Matt Boston – [mboston@spokanecity.org](mailto:mboston@spokanecity.org)

Jessica Stratton – [jstratton@spokanecity.org](mailto:jstratton@spokanecity.org)

Jake Miller – [jmiller@spokanecity.org](mailto:jmiller@spokanecity.org)

Jen Largent – [jlargent@spokanecity.org](mailto:jlargent@spokanecity.org)

- Next meeting scheduled for May 9 at 11:00 am
  - Topic – Beginning discussion on mid-year budget review