



# Spokane Police Department 2017 Strategic Plan



This 2017 Strategic Plan provides the framework for operations, work performance, and focus for every Spokane Police Department (SPD) employee, whether commissioned or non-commissioned.



Our employees are unequivocally our most valuable asset. The physical, mental and emotional safety of each of us should be of critical concern to everyone in our agency. It is imperative that we constantly look out for the welfare of our co-workers with the same level of dedication we have consistently demonstrated towards the public. I have seen, read, and heard about countless acts of compassion by members of SPD (both operations and support) towards those in the community. I'm asking that we display this same level of compassion and kindness with one another. Nobody likes to be talked down to, slandered, or denigrated. If you see co-workers engaging in this type of behavior, hold them accountable for the behavior and report it if appropriate. I will be especially holding supervisors to enforcing this standard; as a supervisor, you volunteered to be a leader. Leaders set the example in all they say and do, whether others are around or not. We all knew and accepted this responsibility when we volunteered for a promotional position. It is an honor to be in a supervisory role where the decisions you make can positively impact those who report to you; but it comes with great responsibility, including holding ourselves and others accountable to appropriate standards of conduct.



The level of respect and commitment to one another and the community is reflected in the countless number of interactions internally and externally each and every day. The sum total of each and every one of these interactions establishes the internal culture as well as the external perception the community has of SPD. It is crucial that we do our best to make each interaction respectful and productive to the best of our abilities in any given situation, whether dealing with our co-workers or community members. I am calling on each of our employees to hold me, as well as one another, to this standard. These consistently respectful and professional interactions, committed repeatedly by every employee, will continue to showcase the amazing caliber of all of our employees.

Chief Craig N. Meidl  
Spokane Police Department



## **Mission**

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

All members of SPD must dedicate themselves to accomplishing this mission. Whether sworn or civilian, from those working on the streets or working in an office, everyone has a role to play in making SPD a model of excellence.

## **2017 Goals**

The three primary goals for 2017 are:

- (1) Reduce and prevent crime and disorder.
- (2) Continue to build and strengthen our relationships with the community.
- (3) Finish implementation of reform recommendations of the Use of Force Commission recommendations and Department of Justice Office of Community Oriented Policing Services (DOJ COPS) Collaborative Reform recommendations, including culture audit and related training.



## **Reduce and Prevent Crime and Disorder**

Public safety is a community responsibility. Neighbors, parents, youth, business owners, city employees, school employees, prosecutors and judges, as well as other local, state and federal law enforcement and social service agencies, all must work together to reduce crime and disorder in Spokane. As a police agency we may take the lead in many circumstances, but it will be collaboration and partnerships with other organizations and groups that will determine the level of our success.

SPD has established strong relationships with many different organizations and groups. We will continue to strengthen and expand these relationships to help us deliver more efficient and effective service to the community. A detailed list of the organizations that SPD works with to better serve our City can be found in SPD's Community Outreach strategy.

A recent report on the cost of an average vehicle theft to the community indicated a low of \$1723, and a high of \$10,772 per vehicle. Four studies were compared, with the most recent study indicating \$10,772 in total loss per vehicle (and an average of the four studies indicating a loss of \$6,055). These costs include direct economic costs to victims, criminal justice system costs, crime career costs, and intangible costs<sup>i</sup>.

A major initiative for SPD in 2017 will be to launch a Vehicle Theft Task Force (VTTF). Vehicle thefts across the State of Washington, but more specifically in the Spokane region, have increased significantly over the past year. The Spokane region has long struggled with reducing vehicle thefts. We will focus the efforts of the VTTF with laser-like precision on this specific crime. Due to the fact that we do not have additional staff to formulate this task force, we will re-align already existing resources to accomplish this focus. A Police Anti-Crime Team (PACT) will work with a Targeted Crimes Unit (TCU) Detective, as well as the Chronic Offender Unit (COU) officers, to provide specific targeted efforts towards Spokane's vehicle thieves. The PACT unit will be the pro-active arm of this task force using every legal, moral, and ethical method to find and arrest these thieves. The TCU detective(s) will be the liaison for PACT and the COU in regards to filing of charges, first appearance, bond hearings, and sentencing hearings. The COU officers will contact arrestees in jail promptly after being arrested. They will

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determine why the arrestee is stealing cars, seek to develop workable intelligence and offer resources to help the arrestee get their life back on track to being a productive member of the community. They will also contact those who have been arrested for vehicle thefts after they are released while at their residence, and they will stop by periodically unannounced to continue efforts to link them with services and ensure they are not returning to their criminal ways. If a suspect is re-arrested, the COU officers will appear at first appearance and, in conjunction with the Prosecutor's office, relay to the sitting judge the significant efforts SPD has committed to help the arrestee change his or her behavior and get his or her life back on track (without success). The success of this effort will hinge on collaboration and relentless pursuit of those who continue to steal cars with no significant repercussions.

Captains and lieutenants assigned to the Investigations Bureau and the Police Precincts will continue to hold weekly crime reduction strategy meetings. The purpose of these meetings is to collaborate among Precincts and Investigations to ensure we are efficiently and effectively focusing crime reduction efforts on problem offenders and problem locations in a timely manner. These weekly meetings will allow Patrol and Investigations to assess strategies and tactics, discuss problem-solving solutions to crime and quality of life issues, and re-align assets or focus as needed.

We will be proactive in assigning specific hot spot locations or repeat offenders at these strategy meetings to specific teams in an effort to ensure hotspots are being appropriately focused on. The adage, "If it's everyone's responsibility, it's no one's responsibility" applies. Supervisors assigned to specific hotspots or offenders will be accountable for ensuring they are not only working their hotspots (or documenting why they were unable to), but also reporting their efforts each week. While the desire is not to add more work to already busy supervisors, proactive efforts towards crime reduction by Patrol are a high priority for SPD; we must ensure we are continually focused on these efforts and proactive in trying to get ahead of criminals before they can strike.

Hot spot policing has a proven track record for demonstrating a reduction in crime and disorder in targeted areas if proper tactics and consistency are obtained (per studies conducted by George Mason University and as reported in U.S. DOJ CrimeSolutions.gov). Intermittent patrol of micro-hot spots that are random and intermittent at least every two hours, with no more than 10 to 16 minutes per hotspot during those emphasis patrols, reduced the possibility of crime or disorder to 4%.

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Tactics to consider in hot spots include:

- High visibility contacts
- High visibility positive community and business engagement
- Suspicious person contacts and stops
- Foot patrols
- Bike patrols
- Volunteer contacts of Repeat Offender Program (ROP) or Chronic Offenders living in the hot spot
- Identification and resolution of non-traditional policing methods (e.g., Crime Prevention Through Environmental Design or CPTED)
  - Recommendations for increased lighting (work with utility companies)
  - Removal of shrubbery obscuring visibility (work with owners or City of property owned by City of Spokane)

In 2016, the Office of Justice Programs (OJP) recommended SPD utilize the Scan, Analyze, Respond, Assess (SARA) problem solving model as part of our community policing efforts to identify and solve repeat crime and disorder problems. Also known as problem-oriented policing (POP), this policing strategy involves the identification and analysis of specific crime and disorder problems in order to develop effective response strategies. Our agency recently sent two sergeants to POP training. We will continue to develop this training and the utilization of this strategy to effectively address neighborhood problems in conjunction with the recommendations of OJP.

If Patrol is always reactive to crimes that have already occurred (i.e., taking reports “after the fact”), SPD will never get ahead of the offenders before they can victimize our community. Along those lines, priority 1 and 2 calls will still be the priority, as safety of the community is our number one concern. However if officers have not worked their team’s crime reduction strategy assignment at least once during their shift, they need to ensure that they deploy to their assigned hotspot (or repeat offender) prior to self-dispatching to a priority 3 call. Each officer is expected to work a hotspot at least once per shift. Again, the focus is to get ahead of the criminals instead of immediately taking cold reports after the victimization has already occurred. It will be imperative that sergeants keep their officers focused on these efforts throughout the year, as the temptation to clear the screen before doing anything else will be strong.

The Mayor’s Office and City Council have approved the addition of four Neighborhood Resource Officers (NRO) to SPD’s Police Precincts. NROs are in a unique position of making a positive impact within their assigned neighborhoods through both traditional and non-traditional police services. The nature of the position allows the NRO time to identify and address specific crimes and quality of life issues in their assigned area. This

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in turn gives them the opportunity to collaborate with other entities in order to successfully address those concerns. As a result, their final work product has a constructive effect SPD has on the citizens it serves.

The NROs will work a myriad of crimes and quality of life issues that are present in their assigned neighborhoods. This includes drug houses, nuisance complaints, chronic offenders, specific requests from business owners, ongoing neighborhood disputes, crime trends, and school zone issues (including traffic enforcement). With the addition of four more NROs to already existing NRO staffing levels, the NROs will also be proactive in developing relationships and contacts with the schools located in their assigned areas.



## **Community Outreach**

Strong relationships of mutual trust between police agencies and the communities they serve are crucial to maintaining public safety and effective policing. Police departments are dependent on the support of community members to provide information about crime in their neighborhoods. Similarly, community members' willingness to trust the police depends on whether they believe that police actions incorporate the principles of procedural justice and legitimacy. Integral to successfully reducing crime and disorder, we will continue to build collaborative partnerships between SPD and the community.

Every employee of SPD has a role to play in enhancing our relationships with the public. Every call an officer responds to, every conversation a detective has with a victim or witness, every member of the public that Records, Property or Dispatch talks to, all add up to the sum total of the community's perception and trust in SPD. It is a fact the majority of the public supports law enforcement; one only has to look at the call load for police response to realize the community believes in and relies on us to still serve in the noble manner we all aspire to. While some of our contacts may be adversarial due to the nature of the work involved in law enforcement, this should not be the lens with which we view the community. We must ensure we are always vigilant and incorporate best practices to maintain our safety, and do so in a professional manner that enhances the reputation of SPD for fairness, integrity, and compassion.

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In our focused efforts to engage with the community, SPD has strong relationships with the following:

- Police Advisory Committee
- Police Faith Alliance
- National Association for the Advancement of Colored People (NAACP) meetings
- Police & Community Forums
- Neighborhood Council Meetings
- Youth and Police Initiative
- Police Activities League
- Mental Health Steering Committee
- Frontier Behavioral Health
- Spokane Public Schools
- Refugee Communities
- LGBTQ Community
- Washington State University
- Gonzaga University

In 2017, we will continue to strengthen SPD's relationships with these groups, while also expanding our efforts with other community groups that we have not yet established strong partnerships. The overwhelming desire of community groups to connect with our department has only been limited by the already enormous commitments of our Community Outreach unit. As patrol staffing improves, we will add another officer to the Community Outreach unit to help with this outreach effort.

Further details regarding SPD's community outreach efforts can be found in the Community Outreach Strategy.

### **Complete Recommendation Implementations**

The Use of Force Commission and DOJ COPS Collaborative Reform study recommended that SPD engage in a cultural audit of our agency. SPD has partnered with Gonzaga University to conduct a cultural audit of our agency. The audit results are expected to be available February of 2017. Gonzaga University is utilizing graduate students to conduct the study and the measuring tools are being developed specifically for SPD. We will then use the information gleaned from this study to examine our training, policies, supervision, and communication to improve our internal and external performance. We anticipate there will be both strengths and areas for improvement identified.

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The DOJ COPS Office recommended SPD conduct Procedural Justice training for the entire agency. Procedural justice focuses on the way police and other legal authorities interact with the public, and how the characteristics of those interactions shape the public's views of the police, their willingness to obey the law, and actual crime rates. Increasing evidence indicates that community perceptions of procedural justice can have a significant impact on public safety.

Procedural justice as it relates to police interactions with the public is based on four central principles: "treating people with dignity and respect, giving citizens 'voice' during encounters, being neutral in decision making, and conveying trustworthy motives." Research demonstrates that these principles contribute to relationships between police and the community in which 1) the community has trust and confidence in the police as honest, unbiased, benevolent, and lawful; 2) the community feels obligated to follow the law and the dictates of legal authorities, and 3) the community feels that it shares a common set of interests and values with the police<sup>ii</sup>. In 2016, all supervisors received Procedural Justice training. The COPS Office will be funding training for SPD officers to attend a train-the-trainer conference in Procedural Justice during the first quarter of 2017. These officers will then assist in department-wide training on Procedural Justice for those who have not yet received it. We anticipate this recommendation will be completed by the end of the second quarter of 2017. Funding for this training was not available prior to 2017.

In addition to Procedural Justice, department supervisors have also received training on implicit bias. Implicit bias refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner. These biases, which encompass both favorable and unfavorable assessments, are activated involuntarily and without an individual's awareness or intentional control. Residing deep in the subconscious, these biases are different from known biases that individuals may choose to conceal for the purposes of social and/or political correctness. Rather, implicit biases are not accessible through introspection.

The implicit associations we harbor in our subconscious cause us to have feelings and attitudes about other people based on characteristics such as race, ethnicity, age, and appearance. These associations develop over the course of a lifetime beginning at an early age through exposure to direct and indirect messages. In addition to early life experiences, the media and news programming are often-cited origins of implicit associations. Having a better understanding of human perception will not only serve to increase our own self-awareness, but also provide insight to the attitudes and behavior of those we encounter.

Implicit biases are pervasive. Everyone possesses them, even people with avowed commitments to impartiality. The implicit associations we hold do not necessarily align

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with our declared beliefs or even reflect stances we would explicitly endorse. Implicit biases are malleable. Our brains are incredibly complex, and the implicit associations that we have formed can be gradually unlearned through a variety of de-biasing techniques<sup>iii</sup>.

In 2017, it is our intent to complete department-wide training on implicit bias for those who have not yet had this training. At several training sessions over the past two years, SPD has hosted members of color for in-service training to help illuminate many of the concerns that have been vocalized at the national level.



## **The President’s Task Force on 21<sup>st</sup> Century Policing**

The President’s Task Force on 21<sup>st</sup> Century Policing was established to develop best practices for law enforcement agencies to build and increase public trust while promoting effective crime reduction strategies. The task force recommendations are organized around six pillars: Building Trust and Legitimacy, Policy and Oversight, Technology and Social Media, Community Policing and Crime Reduction, Officer Training and Education, and Officer Safety and Wellness. The concept of procedural justice is a central tenet that runs through all pillars for both internal and external interactions.

The six pillars established by the President’s Task Force encompass all areas a police department must remain focused on to ensure they are at the forefront of policing. SPD is committed to following this roadmap as well as the suggestions outlined in the recommendations. We have made great strides in all recommended areas and will continue to develop best practices to ensure we remain at the leading edge of policing in the United States.

A reference chart can be located at the back of this strategic plan that outlines the areas within the Task Force’s recommendation that SPD has advanced 21<sup>st</sup> century policing principles.

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## New Developments

We will continue our practice of training all new hire officers on Crisis Intervention Training (CIT) in 2017. SPD is one of the few mid-size agencies in the nation in which every officer has had CIT training. In addition to CIT, we anticipate expanding our Enhanced Crisis Intervention Training (ECIT) roster. Those attending ECIT will engage in additional practical training to expand on the knowledge base they received after attending CIT. ECIT will include a portion of classroom training and field training at the various locations available for those having a mental health crisis. ECIT has been referred to as the “graduate level” program for CIT due to its more detailed training on mental health variables. A pilot program is underway to imbed trained MHPs with officers in the field to further enhance our response to those in mental health crisis.

In 2016, the City of Spokane signed a contract with Dr. Byrnes (Washington State University) to analyze over two years’ worth of officer-citizen contact data to determine the race, reason, and circumstances for self-initiated contacts conducted by SPD. This second stage of the Disproportionate Minority Contact (DMC) study is expected to be completed by the end of March 2017. SPD will then work with members of the community to examine the data and help SPD determine if our policies, procedures, or training is creating situations that are leading to disproportionate contacts of minorities. We will complete the analysis of the data and formulate recommendations as quickly, but thoroughly, as possible. We anticipate that what we learn from this study will aid us as we continue to police Spokane with every effort towards legal, moral, reasonable and ethical conduct.

SPD will also purchase 40 mm blunt impact munition launchers in 2017 for each patrol car. All patrol officers will receive training on the use of these devices. Outfitting each patrol car with a 40 mm less-lethal launcher and ensuring every officer is trained in its use will provide more options for officers to address potentially deadly threats directed at them or others. Though each officer is equipped with a Taser and baton or OC spray, experience has proven that these devices are often ineffective. It will prove beneficial for every officer to have an additional less-lethal option readily available, while allowing a safety zone to be maintained away from the threat due to the platform of the 40 mm. SPD Leadership is committed to the safety of our employees and will continue to invest in training and equipment to mitigate the risks encountered by officers. Recently, a vertical staffing committee recommended the purchase of plate carriers for patrol officers. This recommendation was adopted and is being implemented.

Staffing has long been a source of much conversation with SPD in both operations (patrol and investigations) and support units (Records and Dispatch). Consultant Tim Freesmeyer was hired by the City of Spokane to conduct a staffing study for SPD’s Patrol Bureau. This study will be completed by the end 2016. We anticipate using the

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data from this study to examine our shift staffing levels for efficiencies and effectiveness based on call load and geographical area covered. The analysis will also examine overall staffing needs of the Patrol Bureau. We anticipate that the study will allow us to determine a level of service that the community expects from their police department while staying within the fiscal parameters of the City's overall budget.

The Strategic Initiatives position was filled with a civilian director in January 2017. This position has oversight responsibility for Training, the Office of Professional Accountability, and policy oversight and implementation. Jacquelyn MacConnell, who was chosen as the Director of Strategic Initiatives, will support development and implementation of policies and strategies that will enhance police operations as they pertain to professional standards, accountability, training and police response to calls. Director MacConnell will also lead efforts to proactively identify and address any underlying systemic issues within the SPD that may be inhibiting effectiveness. This position will play a significant role in overall accountability and transparency of the SPD.

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## Conclusion

SPD has evolved significantly over the past 5 years. The equipment and training our officers receive have continued to evolve to stay abreast of best practices. To be successful as an agency in serving our community, we must continue to research and implement the latest and most effective training available, purchase the best equipment that we can afford to protect the community and our officers, continue to research and modify effective crime reduction strategies, and examine our staffing levels throughout the year to ensure we are maximizing our response effectiveness. We must also ensure that we constantly examine the technical and operational aspects of policing, while looking beyond to the philosophy and values that direct our actions and decisions.

Community engagement is everyone's responsibility. Every interaction, every phone call, and every contact we have as individuals that represent SPD is aggregated into the sum total of how our co-workers and the community perceives SPD. We must stay engaged with the community at every level; from our responses to calls, traffic stops, community forums, requests to appear at special events, speaking engagements, neighborhood council meetings, boards, etc. This effort requires every employee, commissioned and civilian, to act professional in all of our interactions and treat others with the same level of compassion we desire (both from our co-workers and the public). Based on the overwhelming feedback from the community, we have been consistently engaging in this level of service and courtesy. Our employees have proven that law enforcement is still a noble and honorable profession, and 2017 will reinforce what you all have proven countless times throughout the previous years.

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<sup>i</sup> <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2835847/>

<sup>ii</sup> <https://trustandjustice.org/resources/intervention/procedural-justice>

<sup>iii</sup> <http://kirwaninstitute.osu.edu/research/understanding-implicit-bias/>

## 21<sup>st</sup> Century Policing: Six Pillars

SPOKANE POLICE DEPARTMENT	
Pillar	Resources
<b>Pillar One: Building Trust &amp; Legitimacy</b>	
1. Changing the culture of policing—guardian versus warrior culture of policing	Department-wide Implicit Bias training and Procedural Justice, Culture Audit (Gonzaga University), CIT (all commissioned officers), Blue Courage, ECIT for core group of officers
2. Role of policing in past injustices	Police & Community monthly forums that provide the community a voice to address frustrations and injustices
3. Culture of transparency and accountability	Civilian Director of Strategic Initiatives, Office of Police Ombudsman, body camera footage, responsive PIOs assigned to Patrol teams, IA Pro / Blue Team tracking system inc. early alert system for officers over established threshold, internal affairs cases posted and available for review on-line.
4. Procedural justice: internal legitimacy	Procedural Justice training (instructed by University of Illinois staff to all SPD supervisors). Remainder of SPD will receive training in 2017.
5. Positive non-enforcement activities	YPI, PAL, Community forums, Public Safety forums, Coffee with a Cop, Enhancing the Survival Mindset, Junior Police Academy
6. Research crime-fighting strategies that build public trust	Neighborhood Resource Officers work closely with the community to address on-going neighborhood and quality of life issues, as well as Code Enforcement addressing abandoned and drug houses.
7. Community surveys	Conducted city-wide survey in 2015. Surveys are also conducted at each Police & Community Forum, as well as SPD-led youth programs (PAL and YPI). Arizona State University conducted a study related to SPD's body camera program.
8. Workforce diversity	Attendance at job fairs targeting diverse applicants through Police Academy and Civil Service staff, coordination with Civil Service for recruiting diverse candidates
9. Decouple federal immigration enforcement from local policing	Officers do not seek out immigration violations, nor arrest for immigration violations (SPD Policies 422 & 428)

<b>Pillar Two: Policy &amp; Oversight</b>	
1. Community input and involvement	Citizen's Academies, Media Academies, monthly Police & Community forums, Public Safety forums, Police Advisory Committee (PAC) review and input of officer-involved shootings (body camera review), Coffee with a Cop, Neighborhood Council meetings
2. Use of force	DOJ Collaborative Reform recommendations, Lexipol national best practices, all policies reviewed annually, Use of Force writing class (mandatory for all commissioned), Spokane Use of Force Commission recommendations implementation, OPO attend Use of Force Review Boards
3. Non-punitive peer review of critical incidents	Deadly Force Review Board includes peer officers
4. Scientifically supported identification procedures	Contracted with Dr. Byrnes (WSU) to conduct a race data study. Will be working with community members to review data and apply to SPD policies as appropriate
5. Demographic data on all detentions	New World CAD/RMS tracking form being developed.
6. Mass demonstration policies	SPD Policy 408
7. Local civilian oversight	Office of Police Ombudsman, Office of Police Ombudsman Commission
8. No quotas for tickets for revenue	SPD Policy 500.3
9. Consent and informed search and seizure	SPD Policies 322, 368.4.3, 370.4.3, 406, 510.6,
10. Officer identification and reason for stops	All SPD supervisors trained on Procedural Justice principles; remainder of Department trained in 2017 (via DOJ)
11. Prohibit profiling and discrimination, in particular as it relates to LGBT and gender nonconforming populations	
12. Encourage shared services between jurisdictions	Blueprint for Reform; Records, Property, Ident Forensic Unit, Safe Streets Task Force
13. National Register of Decertified Officers	

<b>Pillar Three: Technology &amp; Social Media</b>	
1. New technology standards for compatibility and interoperability	New World upgraded CAD / RMS system; allows efficiencies in report writing, location of officers for dispatch purposes, report writing module built in to reduce necessary time filling out certain information
2. Address human rights and privacy concerns	Body cameras allow transparency as well as review of officer conduct; body camera policy and state law limits what private information will or can be released and how long that information is stored.
3. Technology designed considering local needs and people with special needs	Isaac Alerts in New World to assist dispatchers and officers in their communication with citizens with autism spectrum disorders
4. Body-worn cameras and other emerging technologies	All of patrol have been issued body cameras; ongoing body camera study with Arizona State University
5. Public records laws—update to keep up with emerging technologies	
6. Transparency and accessibility for the community through technology	Timely release of body camera video for officer involved shootings. Working with media partners for proactive outreach opportunities. Use of social media to connect. On-line police reporting available through Crime Check. Department use of force reports and complaints posted on-line.
7. Develop new less than lethal technology	Purchase of 20 additional less-lethal impact munitions launchers, with purchase of 20 more planned in 2017; every patrol officer issues TASER, each officer required to have two less-lethal options on their person at all times on duty.

<b>Pillar Four: Community Policing &amp; Crime Reduction</b>	
1. Community engagement in managing public safety	Work with Spokane COPS volunteers on crime prevention, Police Advisory Committee, CPTED-trained officer in each precinct offering free analysis for security improvements of residences or businesses
2. Infuse community policing throughout law enforcement organizations	Police precincts incorporating COPS partnership, community outreach unit, Neighborhood Conditions Officers, significant department engagement with service organizations throughout the City and County, including Salvation Army, Community Court, Detox, NAACP meetings, community forums
3. Use multidisciplinary teams	Hot Spotters, Mental Health Steering committee, cross-discipline training with SFD (ERT), Community Court

4. Protect the dignity of all	SPD Canons & Ethics, Collaboration with agencies who serve vulnerable citizens (disabled, homeless, mentally ill)
5. Neighborhood problem solving	Neighborhood Resource Officers, COPS Volunteer program, SPD representation at neighborhood and community meetings
6. Reduce aggressive law enforcement that stigmatizes youth	Youth and Police Initiative, Police Activities League, Partnership with Community Court
7. Address the school-to-prison pipeline	SPD representation at Spokane Public Schools' CAT team, YPI, PAL, coordination of services with Juvenile Court
8. Youth engagement	Youth and Police Initiative, Police Activities League

<b>Pillar Five: Training &amp; Education</b>	
1. High quality training and training innovation hubs	Reality-based training, Field in-service trainings, training bulletins
2. Engage community members in trainings	In-service blocks led by community members over the last few years. Also held two Community Academies in addition to the Citizens Academies, held use of force and body camera demonstrations. Ombudsman and Ombudsman Commission members invited to training.
3. Leadership training for all officers	Department has received Leadership of Police Organizations curriculum, Reality Based Training
4. National postgraduate program of policing for senior executives	Senior Management Institute for Police, FBI National Academy, Southern Police Institute
5. Incorporate the following in basic recruit and in-service trainings:	
a. Policing in a democratic society	
b. Implicit bias and cultural responsiveness	Implicit Bias Training for all supervisors in 2016, remainder of officers trained at in-service in 2017
c. Social interaction skills and tactical skills	Implicit Bias Training, Procedural Justice, Verbal Defense & Influence
d. Disease of addiction	
e. Crisis intervention teams (mental health)	All SPD commissioned employees trained in 40 hour CIT training, expansion of Enhanced CIT (additional 66 hours)
f. Reinforce policies on sexual misconduct and sexual harassment	

g. How to work with LGBT and gender nonconforming populations		LGBT community-led training
6. Higher education for law enforcement officers		College reimbursement for employees of SPD
7. Use of technology to improve access to and quality of training		Use of body camera video for training, VIRTRA training
8. Improve field training officer programs		

<b>Pillar Six: Officer Wellness &amp; Safety</b>		
1. Multifaceted officer safety and wellness initiative		Employee assistance program available to entire Department
2. Promote officer wellness and safety at every level		
3. Scientifically supported shift lengths		
4. Tactical first aid kit and training		All officers given tourniquets and blood clot, medical kits provided in each vehicle. Multiple documented cases of officers' first aid applications saving lives of community members.
5. Anti-ballistic vests for every officer		All officers have anti-ballistic vests; SPD is currently purchasing rifle plate carriers for officers.
6. Collect information on injuries and near misses as well as officer deaths		IA Pro software tracks officer injuries
7. Require officers to wear seat belts and bulletproof vests		SPD Policy 1022; SPD Policy 1024
8. Pass peer review error management legislation		
9. Smart car technology to reduce accidents		