

SPOKANE POLICE DEPARTMENT



Strategic Plan

2025-2026



**“SERVING OUR COMMUNITY WITH INTEGRITY,
PROFESSIONALISM AND COMPASSION”**

CHIEF'S MESSAGE

On behalf of the Spokane Police Department, it is my honor to present our 2025–2026 Strategic Plan. This plan embodies our unwavering commitment to serving the Spokane community with integrity, professionalism, and compassion. It outlines our strategic goals and priorities for the next two years, focusing on public safety, community engagement, and organizational excellence.

Moving forward, SPD is committed to upholding the principles of evidence-based policing, constitutional policing, and community-oriented policing as the foundational organizational values of our agency. By leveraging data and research, we will implement strategies proven to reduce crime and effectively enhance public safety. We will steadfastly adhere to constitutional principles, ensuring that every action respects the rights and dignity of all individuals while fostering accountability and transparency. Simultaneously, we will prioritize building



strong, trust-based relationships with the communities we serve, engaging in meaningful collaboration to address local concerns, and creating inclusive, resilient environments. Together, these values will guide us in delivering fair, just, and impactful policing.

In developing this plan, we listened closely to the voices of our community and department members. Over the past two years, we conducted more than 72 meetings with stakeholders, gathering input to ensure this plan reflects shared priorities. The result is a roadmap designed to address critical challenges such as reducing violent crime by 10%, expanding community-oriented policing to build trust, and deploying innovative solutions to improve quality of life.

This plan also emphasizes the well-being and growth of our employees, who are the foundation of our success. By investing in wellness initiatives, recruitment, retention, and advanced training, we aim to foster a department that continues to serve Spokane with excellence and care.

The Spokane Police Department remains steadfast in its mission to enhance the safety and security of all residents. Together, with the support and collaboration of our community, we will achieve these goals and continue to make Spokane a safe and thriving city for everyone.

Kevin Hall

Chief of Police, Spokane Police Department

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MISSION

The Spokane Police Department is committed to providing excellence in policing, enhancing the safety and security of individuals, and building partnerships to better the lives of our community members.

VISION

Our vision is to serve every member of our community with professionalism, integrity, and compassion so that with every interaction we continue to build trust, preserve safety, and model ethical policing.

INDIVIDUAL CORE VALUES

INTEGRITY: Adherence to ethical principles; soundness of character, honesty.

PROFESSIONALISM: Holding to the highest and most effective standards of the law enforcement profession while continually pursuing progressive improvement through education, training, and experience.

COMPASSION: A feeling of concern and understanding for an individual's distress, accompanied by a desire to help.



ORGANIZATIONAL CORE VALUES

EVIDENCE-BASED POLICING: Adherence to using the best available evidence to inform and challenge policies, practices, and decisions.¹ This includes using rigorous evaluation and measurement of policy, programs, and protocols to ensure benefits to the community and to officers outweigh potential harms.

CONSTITUTIONAL POLICING: Provides a framework to ensure fair, impartial, and effective enforcement of the law that is consistent with constitutional principles, democratic values, and community expectations.² Community trust in policing is maintained and strengthened via strong constitutional policing strategies.

COMMUNITY CENTERED POLICING: Both a philosophy and a strategy that prioritizes collaboration and trust between police and the communities they serve. It focuses on proactive problem-solving, transparency, and including community members as partners in addressing public safety concerns and improving quality of life in a way that aligns with the community's needs and values. By fostering strong relationships and mutual accountability, this approach seeks to create safer and more resilient neighborhoods.

¹ Ratcliffe, J.H. (2023). *Evidence-Based Policing: The Basics*. New York: Routledge

² Department of Justice. (2025, January 15). *Knowledge Lab-Constitutional Policing*. Retrieved from The Law Enforcement Knowledge Lab: <https://leknowledge.org/>

2023 NUMBERS AT-A-GLANCE

<p>229,447 City Population</p>		<p>551,455 County Population</p>
<p>107,567 Calls for Service with Police Response (295 per day)</p>	<p>42,609 Officer-Initiated Activities (117 per day)</p>	
	<p>7,852 Arrests (22% Increase from 2022)</p>	<p>Less than 2% Use of Force rate per arrest, across racial demographics</p>
<p>253 Outreach Events or Presentations</p>		<p>3 Times the Number of Commendations vs Citizen Complaints</p>
<p>27,742 Volunteer Hours</p>	<p>14% Increase in Calls for Service from 2022</p>	

STRATEGIC PRIORITIES

1	Implement a Comprehensive Strategy to Reduce Violent Gun Crime Citywide by 10% by December of 2026
2	Deploy Holistic, All-City Strategies to Address Quality of Life Issues
3	Expand Community-Centered Policing Strategies to Build Public Trust
4	Increase Employee Wellness Strategies and Programmatic Opportunities
5	Increase Employee Recruitment and Retention
6	Deploy Evidence-Based Practices to Achieve Organizational Excellence



Spokane Police Department initiatives are evidence-based, data-driven, and science-informed.

PLAN OVERVIEW

Priority 1: Implement a Comprehensive Strategy to Reduce Violent Gun Crime Citywide by 10% by December of 2026

- Deploy Evidence-Based Proactive Policing Strategies
- Outperform National Standards in 9-1-1 Call Response Time
- Increase Call Diversion to Other Resources
- Implement Technology to Improve SPD Response and Investigation
- Improve Response to Calls for Service with Appropriate Staffing

Priority 2: Deploy Holistic, All-City Strategies to Address Quality of Life Issues

- Reduce Recidivism through the Homeless Outreach Team
- Increase Partnerships with service providers and other city departments
- Slow the Growth of Drug Calls for Service through Problem-Oriented Policing
- Increase Situational Crime Prevention Strategies
- Expand Problem-Oriented Policing Strategies within the Precincts

Priority 3: Expand Community-Centered Policing Strategies to Build Public Trust

- Implement New Strategies to Assist Victims/Survivors
- Develop Cultural Competency Training
- Develop Officer Ambassador Program
- Provide ENABLE Dialogue Program Training for Protests and Civil Unrest
- Increase SPD Visibility with Events in each Precinct Area
- Increase Engagement with Youth in Local Schools
- Leverage Relationships with Partner Organizations to Serve Youth
- Increase Community Drug Education
- Increase Collaboration to Serve Vulnerable Populations
- Increase Volunteers to Continue SPD Outreach Programs
- Increase Transparency with Public-Facing Data Dashboards

Priority 4: Increase Employee Wellness Strategies and Programmatic Opportunities

- Develop a Wellness Committee
- Explore Post-Traumatic Growth Course
- Develop Financial Wellness Course
- Develop Nutrition Awareness Platform
- Explore Free, Confidential Cardiac Screening for all Employees

Priority 5: Increase Employee Recruitment and Retention

- Implement Onboarding Program for Professional Staff
- Evaluate & Improve Field Training Officer Program
- Increase Training Opportunities
- Seek Grant Funding to Increase Recruitment and Hiring
- Expand on Innovative and Diverse Recruiting Team and Recruiting Strategies
- Increase SkillBridge Program Applicants

Priority 6: Deploy Evidence-Based Practices to Achieve Organizational Excellence

- Seek State Re-Accreditation
- Train 100% of Officers in 40 Hours of Crisis Intervention Team Training
- Train 100% of Officers in Active Bystandership
- Explore Additional De-escalation and Procedural Justice Training
 - Institutionalize De-escalation and Procedural Justice Tenets
- Improve Transparency with Independent Investigation Teams
- 2025-2026 Organizational Excellence Projects: Plan Facility Needs and Fleet Needs



1: Implement a Comprehensive Strategy to Reduce Violent Gun Crime Citywide by 10% by December of 2026

Meetings with community groups confirmed that our community wants Spokane Police Department to address the increase in calls for service and improve our response to criminal activity. To reduce violent crime citywide, SPD will employ multiple strategies, focusing on proactive policing, call response, technology, and patrol staffing. In 2023, officers engaged in an average of 117 proactive policing incidents per day. SPD will increase proactive policing incidents by 10% over the next two years.

Deploy Evidence-Based Proactive Policing Strategies

When people think of policing, they often think of officers responding to calls for service. Certainly, that is the number one job of law enforcement officers. Officers are often dispatched to deal with crime that has already occurred. However, proactive policing involves methods designed to reduce crime by using prevention strategies. It's important to note that a constitutional policing philosophy is central to SPD's proactive approach. Constitutional policing refers to treating citizens fairly, justly, and according to the rights of the U.S. Constitution.

Place-Based Policing: Preventing crime by using data to isolate small geographic areas where crime is known to be concentrated.

SPD will employ bike and foot patrols, and enforcement specials (e.g., hot-spot policing, reckless driving/racing details) to supply police resources to those concentrated areas. For example, the area of 2nd Avenue and Division represents 0.4% of the City of Spokane by area but generates 15% of drug-related calls citywide and 38% of drug-related offenses listed in police reports and citations. Due to the high concentration of offenses, police resources are focused on this area. Place-based policing often involves collaboration with multiple partners, such as a retail theft emphasis at the Shadle Center.

In the summer of 2024, SPD conducted a focused enforcement mission involving city parks. In the Baker (Northeast) sector, Captain Shawn Kendall assigned officers to each park, educating officers on the history of violence in each park and residents' quality of life concerns. Enforcement on after-hours attendance of the parks was critical, as most of the violent calls for service occurred during nighttime hours. Proactive contacts involved educating people about park hours, arresting those involved in criminal activity, and apprehending people with outstanding warrants. In July 2024, calls for service in all Baker parks were down compared to July 2023. Officer-initiated activity in parks was three times higher compared to July 2023. In the Adam (Northwest) sector, Captain Tom Hendren cited great improvement from that sector's park emphasis: In 2024, there were two reports of drive-by shootings, as opposed to 2022, when there were nine shooting victims in Northwest parks.

Person-Focused Policing: Preventing crime by using data to identify strong concentrations of crime within small populations.

SPD's ability to quickly arrest individuals involved in violent crimes reduces risk to our community. Fugitive apprehension is a top priority for our Special Investigations Unit (SIU) detectives. The SIU unit focuses on violent offenders, those with extensive criminal histories, and individuals wanted on arrest warrants. SIU detectives work with crime analysts and other investigative units to identify and locate violent offenders. SPD also uses the focused deterrence model with Domestic Violence offenders.

In 2025, SPD will implement a Crime Harm Index (CHI). A crime harm index is a measurement of crime rates in which crimes are weighted based on how much "harm" they cause. Some crimes are more serious than others, resulting in more victims, more serious injuries, greater financial harm, etc. Identifying those offenders causing the most harm helps crime analysts and investigators invest resources accordingly. CHI information will also be shared with the courts to assist with sentencing and probation.

Problem-Oriented Policing: Identifying underlying social causes of crime and tailoring solutions to those causes.

Problem-solving strategies that are promising in reducing crime and disorder include situational crime prevention, nuisance abatement, code enforcement, clean-up activities, abatement of physical disorder, and improvement of social services. In prior years, these strategies were assigned to Neighborhood Resource Officers (NROs), but NROs were reassigned to patrol to improve call response.

In 2025, SPD will implement Neighborhood Resource Officers into the precinct model. Due to current staffing limitations, the NRO program will start small but will grow with time, as our staffing increases.

SPD collaborates with partners to address social causes of crime, such as drug addiction and homelessness. SPD participates in the Spokane Alliance for Fentanyl Education coalition. Community partners such as Frontier Behavioral Health and Pioneer Navigators are often able to respond to the scene and offer immediate beds and treatment.

Community-Based Policing: Using community resources to identify and control sources of crime.

SPD will engage community partners to hear their concerns and proactively address crime. The precinct model is key to community-based policing. Collaboration with Neighborhood Councils, businesses, service providers, and community organizations make community members part of the solution.



CORE Pilot Program Uses Multiple Evidence-Based Proactive Approaches

In October 2024, SPD deployed the Crisis Outreach, Response and Engagement (CORE) pilot plan in the downtown core to reduce crime and increase the level of public safety. The CORE program was a 30-day, short-term pilot that included law enforcement, alternative response, and outreach agencies. SPD deployed additional officers to the downtown precinct to increase visibility and engagement through bike and foot patrols. These officers assisted in increased implementation of place-based policing, an approach that identifies areas and times with higher risk of crime. Simultaneously, the City increased alternative response through the expansion of co-deployment teams (first responders and behavioral health providers), including the Behavioral Health Unit, Behavioral Response Unit, and CARES Team. Two additional BHU officers were deployed to the downtown precinct and SPD worked closely with Spokane Fire to provide increased response to fit various needs. The City of Spokane additionally leveraged partnerships with i2 Strategies and Revive Reentry to navigate individuals to appropriate resources through increased outreach. Members of the Revive team joined Code Enforcement to engage in outreach, coordinate encampment resolution, and navigate individuals to treatment and housing.

- Place-based policing: CORE was deployed where the most crime and quality of life issues were concentrated. The downtown district is only 2% of the overall city geographically, but crime and disorder occur disproportionately. After four weeks of the CORE pilot plan, SPD saw a slight reduction in violent crime, especially assaults.
- Person-focused policing: During the four weeks, officers made almost 200 contacts with 143 unique individuals. These individuals represented over 2000 local arrests over the years; 15% represented over 1100 arrests. SPD is working with partners to address the needs of a very active group of individuals, many of whom are dealing with behavioral health and substance use issues. Officers were looking for individuals who are trafficking Fentanyl. Several active drug trafficking investigations resulted from CORE contacts.
- Problem-oriented policing: SPD collaborated with partners to address social causes of crime, such as drug addiction and homelessness. Our issues in the downtown core are an all-government agency, all-community issue. Chief Hall believes that the best way to move forward is with a holistic approach.

Outperform National Standards in 9-1-1 Call Response Time

9-1-1 Call Response Time



Police response often begins with the answering of a 9-1-1 call. SPD is a secondary answering point, as calls originate with Spokane Regional Emergency Communications (SREC). Once calls are transferred to SPD Dispatchers, they should be answered within 15 seconds.

The national standard is that 90% of all 9-1-1 calls arriving at the Public Safety Answering Point (PSAP) SHALL be answered within (\leq) 15 seconds. *

In 2025 and 2026, SPD plans to exceed the national standard by answering 95% of calls that have been transferred to SPD within a 15-second window.

*From National Emergency Number Association (NENA) Standard for 9-1-1 Call Processing; NENA-STA-020.1-2020 (combines 56-001, 56-005, 56,006 and 56-501), April 16, 2020.

https://cdn.ymaws.com/www.nena.org/resource/resmgr/standards/nena-sta-020.1-2020_911_call.pdf

Increase Call Diversion to Other Resources

SPD aims to reduce patrol calls for service with an increased emphasis on diverting issues to other resources. A prime example is the regional Behavioral Health Unit, multi-agency unit with Spokane County Sheriff's Office and Frontier Behavioral Health. The unit is staffed with three deputies, three SPD officers, an SPD sergeant, and three co-deployed clinicians. The unit is part of a Mental Health Field Response Team Project grant. BHU responds to Crisis, Suicidal, and Check Welfare calls with additional resources, and the unit frees up patrol officers to go to other calls.

- Spokane Police Department is working with other City of Spokane departments and entities to provide an expanded Behavioral Health footprint in our city.
- SPD is also exploring the possibility of employing mental health professionals within our communications center. Mental health professionals could speak with crisis callers, route to appropriate services, and provide officers with guidance in the field.

Implement Technology to Improve SPD Response and Investigation

Current Technology Projects to Improve SPD Response and Investigation

- **Implement the Flock Program to Solve Crimes:** SPD received a \$100,000 grant from the Washington Auto Theft Prevention Authority (WATPA) to implement Flock. The Flock system involves cameras equipped with automated license plate recognition software. Flock cameras can identify and categorize details of vehicles and can send real-time alerts to law enforcement. Flock cameras can detect stolen vehicles by cross-referencing crime databases. They can also detect vehicles associated with public alerts like Amber Alerts, Endangered Missing Persons, and Indigenous Missing Person alerts. The WATPA grant supplies 24 fixed-location cameras for major intersections within the city, and 6 moveable cameras. The Flock program has the potential to broaden the regional network and to act as a deterrence factor for violent crime. The WATPA Grant also includes funds for a public information campaign on auto theft prevention.
- **Respond to Crime Faster:** Utilize a fixed-wing drone to further the department's drone as first responder initiative.
- **Improve Communication with 911 Callers and Crime Victims:** SPD will implement CAD/Records text-messaging pilot project utilizing DOJ grant funding (SPD was awarded a \$1.3 million grant in 2023). The new software provides real-time updates to 911 callers and crime victims.
- **Develop Axon Fleet3 pilot program.** Axon Fleet3 contains a dash camera, backseat occupant camera, and an automated license plate recognition system. While funding is not currently available to fully implement Axon Fleet3, SPD can test the program and tailor it to the department's needs.



Current Technology Projects to Improve Prosecution

- **Improve digital evidence sharing between SPD and prosecution/courts:** SPD was awarded a \$1 million body-worn camera grant.
- **Streamline the juvenile interview recording process:** Utilizing grant funding, implement cloud-based interview room recording equipment at Partners with Families and Children.
- **Migrate from New World to Axon Records for field reporting and records management:** This program will improve access to department data and statistics.
- **Streamline report writing** (via the ongoing Axon Records project) to reduce paper forms and improve data flow across the criminal justice system.

Current Technology Projects to Prevent Crime

- **Improve crime analysis capabilities:** Utilize Axon Records evidence based policing strategies and machine learning tools.
- **Improve intelligence-gathering and patrol response:** In partnership with Spokane County Sheriff's Office, use Real Time Crime Center technology to share intelligence with other agencies.

Improve Response to Calls for Service with Appropriate Staffing

Staffing is a critical issue for the Spokane Police Department, according to the feedback from both the Morale Study Committee and Strategic Planning meetings. Several community stakeholders spoke about the need for increased staffing and improved response to calls. With the growing increase in calls for service, SPD must meet community needs.

Our 2023 patrol staffing plan (four patrol sectors/three shifts) increased the number of officers on shift every day (between 7-12 additional officers). However, staffing requests to fill patrol shifts are a daily occurrence, resulting in overtime.

SPD staffing issues directly impact officer safety, use of force, community quality of life, department morale, wellness, overtime expenses, and effective training.



Current Staffing Priorities

- Complete a workload-based staffing analysis to determine the total staffing need based on job requirements and community expectations.
- Add police officer positions and supporting positions to the budget to begin “right sizing” the department.
- Continue to hold 3 Basic Law Enforcement Academies to accommodate up to 30 entry-level hires per year.
- When feasible, recruit lateral officers, who can work patrol independently sooner than entry-level hires.
- Maintain full funding for the 8 new dispatcher positions (positions were created due to new duties of processing all 911 calls formerly processed by SREC, starting in October 2022).
- Develop a full-time background investigator job classification and hire that position.



Long-Term Staffing Goals

- Increase staffing in Major Crimes and Special Victims Units, including detectives and investigative analysts.
- Add an 8-hour weekday patrol shift to perform neighborhood-oriented policing including foot patrols in business districts. This shift also supports flexibility for patrol, especially those with young children.
- Migrate to a patrol configuration with four precincts and four standard shifts (plus the 8-hour shift).
- Increase staffing in the Domestic Violence Unit. Add officers to cover protection order service.
- Increase staffing in Investigations for both person and property crimes.
- Increase traffic response with dedicated traffic officers.
- Hire additional non-commissioned professional staff (Crime Analysis, Communications, Property, Records, Technical Assistance Response Unit, etc.).

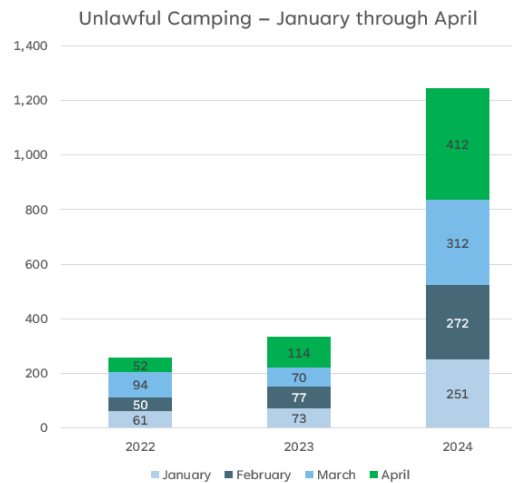


2: Deploy Holistic, All-City Strategies to Address Quality of Life Issues

Reduce Recidivism through the Homeless Outreach Team

A Growing Concern

Unlawful Camping complaints have more than doubled over the past two years.



Addressing Needs

- **SPD's Homeless Outreach Team (HOT)** officers proactively contact those experiencing homelessness, as well as responding to reported locations of illegal encampments. Officers provide information regarding services such as shelter, treatment facilities, and food distribution, to connect people to resources.
- Through **increased referrals to resources**, HOT officers aim to reduce unlawful camping. For example, the City partners with Consistent Care. Consistent Care has a program called Foundational Community Supports (FCS). This program provides housing and employment case management to Medicaid patients with a history of mental illness or substance use disorder. SPD also relies on Frontier Behavioral Health's (FBH) many programs. When officers come across someone with a mental illness or co-occurring disorder, FBH staff members are often able to get the individual stable and into temporary housing. If the person is a Trueblood or potential Trueblood class member, there are even more resources through FBH.
- SPD will deploy **focused emphasis patrols** to reduce overnight camping. SPD's issuance of unlawful camping citations has increased significantly since June 2024, when the Grants Pass decision overturned *Martin v Boise* camping enforcement restrictions.

Increase Partnerships with Service Providers and other City Departments

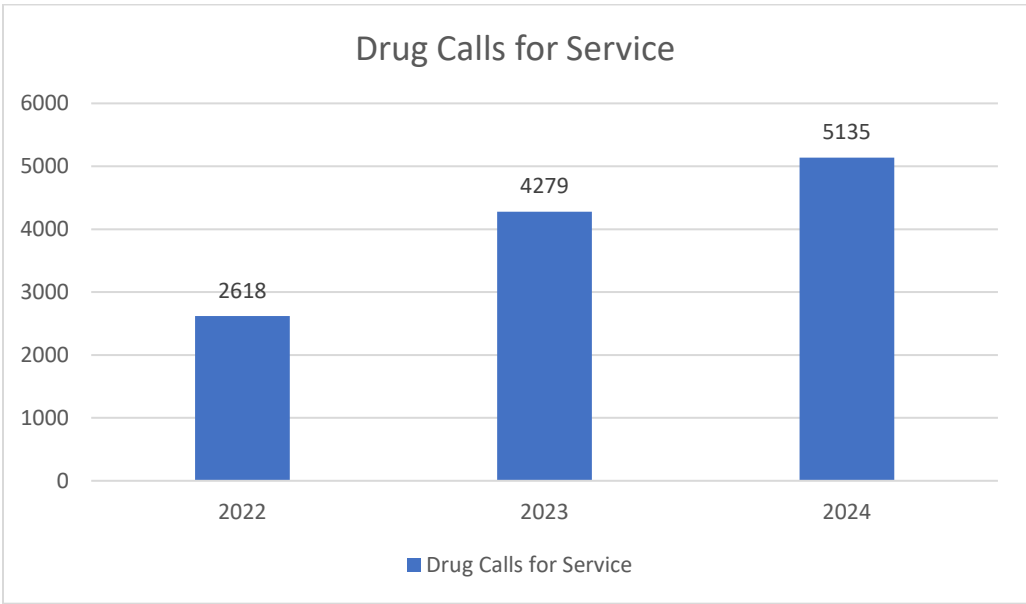
SPD is working with community partners, service agencies, and businesses, to address drug and homelessness issues around their properties.

- **Engaging new partners:** i2 Strategies has a history of working with communities to design and implement homeless response strategies. The City is working with i2 Strategies to be a hub for homelessness resources.
- **Community Partners Making First Contact When Law Enforcement Response May Not Be Necessary:** The City of Spokane is leveraging partnerships with i2 Strategies and Revive Reentry to navigate individuals who are camping to appropriate resources through increased outreach. Revive is making first contact with camping issues to address homelessness issues. Members of the Revive Reentry team collaborate with Code Enforcement to engage in outreach, coordinate encampment resolution, and navigate individuals to treatment and housing.

Slow the Growth of Drug Calls for Service through Problem-Oriented Policing

A Concerning Trend

Reports of people openly using drugs have increased significantly over the past few years. Comparing Drug calls for service from January 1-November 5 over the past three years, drug calls increased by 38% between 2022 and 2023. Drug calls increased 16.7% between 2023 and 2024.



Background Information: The City of Spokane was affected by the Blake decision, which decriminalized drug use. In 2021, the Washington Supreme Court issued a decision declaring Washington’s drug possession statute – RCW 69.50.4013(1) – unconstitutional and “void.” The ruling occurred in a case known as State v. Blake. The Washington Supreme Court ruled that the then-existing drug possession statute was unconstitutional because it criminalized unknowing drug possession.

For a period of two years, Spokane Police Department officers were unable to make drug possession arrests as they had before the Blake Decision.

The Spokane City Council passed an ordinance making public use of illegal drugs a gross misdemeanor effective May 2023. Washington State legislature also passed SB 5536, which made drug possession a gross misdemeanor, effective August 2023.



Open drug use concerns and/or causes harm to citizens and is not just a police concern. To combat drug use, SPD must identify underlying social causes of the issue and tailor solutions to those causes. Through increased enforcement and referrals to resources, SPD aims to slow the growth of this concerning trend.

Strategies to Reduce Open Drug Use

- Officers will continue to arrest individuals who use drugs in public spaces.
- Officers will make referrals and educate people about treatment options.
- SPD will work with community partners who can successfully get folks to treatment. For example, the Pioneer Recovery Navigator Program provides outreach and engagement services to those who encounter law enforcement and other first responders. Navigators are alerted and come out to visit the individual in need to offer referral sources and support with entry into treatment services to help the person avoid further interaction with the criminal justice system. The primary function of the Navigators is connection and stabilization. Services include long-term case management and support follow-up, and recovery peer support.
- SPD will collaborate with Street Medicine partners to address unmet needs, such as primary care, access to Substance Use Disorder (SUD) treatment and Behavioral Health care, housing, transportation and other medical needs. For example, Consistent Care provides wrap-around services through local community outreach to individuals that need services.
- SPD will work with businesses and agencies affected by drug use to deter criminal activity, using situational crime prevention. One example is the Maple/Maxwell area, where SPD is using a combination of crime prevention strategies with businesses and a focus on nuisance residences.
- SPD will deploy place-based policing strategies, such as directed patrols, in heavy drug use areas, especially downtown. The Downtown Precinct comprises just over 2% of the city by area and handles more drug-related crimes than the remaining precincts combined, with 43% of all drug-related calls for service and 68% of all drug-related offenses listed in reports and citations.

With these strategies, SPD will slow the growth to 8% or less (a 50% reduction).

Increase Situational Crime Prevention Strategies

Crime Prevention through Environmental Design (CPTED)

- CPTED offers situational crime prevention strategies that are shown to produce results. CPTED manipulates the environment to create a safer space, focusing on things such as lighting, fencing, signage, landscaping, and camera and alarm systems. CPTED evaluations provide guidelines for property owners/managers to use to lower or prevent environmental factors from creating an opportunity for crime.

- SPD brought CPTED training to Spokane to train 20 employees, community partners, and volunteers on the CPTED program.
- SPD has conducted multiple CPTED evaluations with schools, businesses, and agencies such as Northeast Youth Center and American Indian Community Center.
- Over the next two years, SPD will increase CPTED evaluations and education.
- Below, SPD staff members take a picture with All Saints School employees after completing a CPTED evaluation.



Expand Problem-Oriented Policing Strategies within the Precincts

Collaborations to Enhance Community Safety and Security

- Precincts partner with neighborhood residents and the investigative division to resolve various criminal issues, such as stolen vehicles, stolen property, guns, and drugs.
- In addition to responding to 9-1-1 calls and Crime Check calls, officers assigned to precincts are involved in many proactive missions, such as place-based directed patrols to address open air drug use and other crimes.
- Officers assigned to precincts are involved in focused emphasis patrols.
- Precincts work with the Civil Enforcement Unit and the City Attorney's Office to address nuisance properties that are hubs of criminal activity. They work together to resolve issues and move chronic nuisance properties through the abatement process.
- Officers are involved with multiple clean-up activities, along with other agencies, across the city and on the Spokane Riverbank.
- Collaboration with Neighborhood Councils is key to thriving neighborhoods.
- Precinct leadership facilitate cooperation and relationship building between regional hospital staff, nurses, emergency medical staff, Spokane County Jail medical staff, and police officers.
- Through frequent interaction with Spokane Public School's principals and staff, precincts solve safety issues and build relationships and trust.
- SPD Precincts value improving relationships with community groups, churches and religious organizations, and underrepresented communities.
- The implementation of Neighborhood Resource Officers will enhance safety and security.

3: Expand Community-Centered Policing Strategies to Build Public Trust

Strong relationships of mutual trust between police officers and the communities they serve are needed for public safety. When community members see police officers as part of the community, they are more likely to feel safe. When the community feels that their police department is working with them, they are more likely to cooperate and support the police department's efforts to fight crime. Police need to be visible in the community, and people need opportunities to interact with officers when there is not a crisis or crime occurring.

Each interaction between officers and community members offers relationship-building opportunities. In 2023, SPD received three times more commendations than complaints from the community. SPD hopes to keep the positive trend going with the continuation of successful community-oriented policing strategies and the introduction of new strategies to build trust.

Implement New Strategies to Assist Victims/Survivors

New SPD Victim Advocate Position

With the creation of the Agency Victim Advocate position, Spokane Police Department planned to bridge the gap between victims and witnesses and law enforcement. The Victim Advocate position, filled in late 2023, is housed in Investigations and adds another support for victims and witnesses throughout the investigative process.

The Victim Advocate supports victims/witnesses and their families by:

- Providing investigative updates to victims and families throughout the case.
- Adding a comforting presence by sitting in on victim/witness interviews.
- Providing support to children while their parents are interviewed.
- Making community referrals for housing, medical resources, mental health resources, and support groups.
- Contacting local agencies with and on behalf of victims/witnesses (for example, assisting with emergency placement of pets after a death.)
- Connecting crime victims to the Crime Victims Compensation Program.
- Utilizing the Spokane Police Foundation's Crisis Assistance Program to address immediate needs.

SPD works closely with many organizations that serve victims such as YWCA, Lutheran Community Services Northwest, Mujeres in Action, Manzanita House, Partners with Families and Children Children's Advocacy Center, and Sexually Related Trauma (SRT) Services. SPD's Victim Advocate coordinates with these agencies, as well as other system-based Victim Advocates like tribal police victim advocates and federal agencies. On scene, the Victim Advocate can attend to family members as well as victims, and then provide the victim a warm handoff to an advocate with a service agency (e.g., sexual assault advocate).

As the Victim Advocate is outside the investigative process, the role allows for addressing grief and shock of victims/witnesses and family members while the investigators work to determine what happened. This is especially helpful in cases where there are multiple family members involved. Along with the SPD Chaplains, the Victim Advocate can help de-escalate situations.

Current Victim Advocate Projects

- **Vehicle Theft Prevention Program** providing Kia/Hyundai owners with steering wheel clubs to deter vehicle thefts: As of October 2024, 298 steering wheel clubs have been given to community members.
- **Victim Messaging:** SPD is working on simplifying messaging about resources and how to report crimes. Those messages can be shared on social media. SPD will then have the messages translated into different languages.
- **911 Cell Phone Bank:** This program takes old or unused cell phones to help victims of human trafficking and domestic violence. SPD is in the process of creating a donation program available to the public to contribute cell phones to the bank that would be used to help survivors throughout our community.
- **Seek then Speak:** SPD is working toward implementing Seek then Speak, a program that offers sexual assault survivors and support people a way to privately gather information and explore options for medical care, supportive services, and reporting to police (SEEK). If they choose, survivors can then begin the process of reporting to police by completing a detailed, self-guided interview (SPEAK). The program is meant to reduce anxiety and prepare survivors for the next steps. It educates victims about why questions are asked, how the information will be used, and what the survivor’s rights are throughout the process.



Above, SPD Investigative leaders and Victim Advocate with Lutheran Community Services Northwest.

Improve Technology to Create a More Robust Response to Domestic Violence Survivors

In 2025, with SPD’s migration to a new records management program, Axon Records, we will digitize the Lethality Assessment Protocol (LAP), a screening tool used to assist survivors of Domestic Violence. Axon Records will automatically link the tool to the report. Axon Records will also provide a digitized Strangulation Assessment supplemental form and firearm forms.

Increase Safety with the Firearms Technical Assistance Program (FTAP) Grant

With the Firearms Technical Assistance Program (FTAP) grant, SPD and the YWCA work closely to confiscate firearms from Domestic Violence perpetrators who have court orders preventing them from accessing firearms. The grant provides for a FTAP Coordinator to work with YWCA and Domestic Violence

Unit detectives. During the first ten months of 2024, with court orders, SPD removed 337 firearms from offenders. SCSO removed 359, totaling 696 from our community. Below, the regional Domestic Violence Unit with FTAP Coordinator.



Develop Cultural Competency Training

Spokane is home to many cultures, and it is important for officers to be able to communicate effectively with these different groups. SPD will develop a training that focuses on employees’ ability to respectfully and effectively interact with people from diverse cultures. We want our officers to have an awareness of the values, beliefs, customs, languages, and traditions of different cultures. SPD will develop the training in partnership with community organizations.

The training will emphasize culturally responsive resources. For example, if an officer encounters an Indigenous person in crisis, the officer could draw upon the training to provide a respectful and effective interaction. The officer could provide referrals to programs that would be culturally responsive (e.g., Goodheart Behavioral Health, programs at the NATIVE Project, Spokane Tribe programs.) If the person is an adolescent, the Healing Lodge of the Seven Nations could be an option.

Officers will be educated on the many resources that encompass different languages, customs, ethnic backgrounds, refugee status, etc. with the goal of providing the best service possible to our community.

Develop Officer Ambassador Program

Building trust with the community is a critical component to making the public safer. The SPD Ambassador Program will be designed to facilitate clear, consistent lines of communication with different groups within the community who have not previously had a voice with the police. (ADA, African American, Asian, Faith Communities, Hispanic, Indigenous, LGTBQ+, Native Hawaiian/Pacific Islander, Older Adults, Refugee, Russian, Veteran, Youth, etc.)

SPD Ambassadors will be expected to communicate with their contacts each month and provide monthly updates. The Ambassadors’ discussion will provide the department with suggestions in which SPD can improve in community relations. Ambassadors will be expected to attend periodic events hosted by the community groups. SPD Ambassadors will work with various units in the department (Investigations,

Community Outreach, etc.) to address issues as they arise and promote strong relationships with the police.

Ambassador Officers will be able to assist with recruiting and community outreach and may assist with SPD's Tactical Team with large-scale events.



Provide ENABLE Dialogue Program Training for Protests and Civil Unrest

SPD's Tactical Team (TAC) Unit specializes in crowd management and civil disturbance response and control. The TAC Team is instrumental in ensuring the safety of special events like Bloomsday, Hoopfest, and the Spokane Pride Festival. TAC Team members are tasked with protecting the rights of citizens to protest, while still preserving safety for all.

Effective communication between parties is vital to providing a safe environment for demonstrations. TAC Team leadership communicate with participating organizations' leadership before, during, and after protest events to facilitate a peaceful and safe event. TAC members build community relationships and strengthen police legitimacy by showing protestors that they value their First Amendment rights and value their efforts to self-regulate crowds.

The TAC Team's efforts to manage crowds and de-escalate tension have proven successful. From January-October of 2024, there were 45 TAC Team deployments. These deployments, many involving large-scale events and protests, resulted in only eight arrests and not a single use of force.

Continuing to build on the TAC Team's success, SPD will provide training on the evidence based ENABLE Project Dialogue Team model to TAC leadership. The Dialogue model helps police manage crowds more effectively and prevent conflicts from escalating. The ENABLE project is a partnership between Ohio State University, Keele University in the UK, and the Columbus Division of Police, funded by the U.S. Department of Justice Office of Community Oriented Policing Services, along with the City of Columbus.

The ENABLE model focuses on de-escalation, open communication, and respect for First Amendment rights. Dialogue officers strive to establish rapport and engaging in transparent and open dialogue with protesters. Dialogue officers do not replace TAC Team members; dialogue officers add another layer of communication to the TAC response, coordinating with tactical team officers and incident commanders as well as protesters. During the events, bicycle squads help direct and protect the crowd, and enforcement teams are responsible for use of force and arrest actions if those responses become necessary.

After completing Dialogue Team training, TAC leadership will explore possibilities of implementing the ENABLE model or a hybrid model based on ENABLE principles. As the Columbus Division of Police is approximately ten times the size of Spokane Police Department, SPD will need to tailor their model to work with our current staffing and existing resources. SPD's version of the Dialogue Team could include Hostage Negotiation Team officers, Community Outreach officers, and/or Behavioral Health Unit officers.

For more information about the ENABLE model, see the link below:

<https://www.policechiefmagazine.org/leveraging-crowd-psychology-prevent-violence/>

Increase SPD Visibility with Events in each Precinct Area

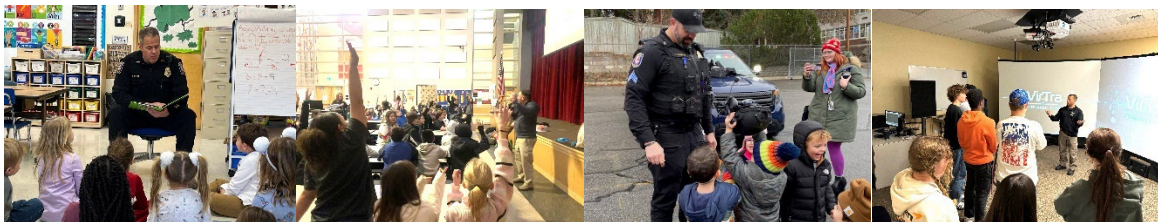
SPD has made it a priority to hold community policing events that bring police and community members together to interact in positive ways. These events remove the physical barriers and crisis situations that routinely define interactions between police officers and community members.

- Coffee with a Cop events are held in each precinct area. The goals of the program are to increase community trust, police legitimacy, and partnership building. It is a national initiative supported by the U.S. Department of Justice and Office of Community Oriented Policing Services. SPD held its first Coffee with a Cop in February 2014. In 2024, SPD held more Coffee with a Cop events than ever before. We will continue this effort in 2025 and 2026 with more Coffee with a Cop events.
- National Night Out events also provide opportunities for dialogue.
- In 2025-2026, SPD will focus on having officers from respective precincts represent at community events. For example, SPD officers and volunteers attended multiple Trunk or Treat / Halloween events in the community, in various parts of town.



Increase Engagement with Youth in Local Schools

Spokane Police Department is focusing on school connections with activities like Safety Talks, Career Fairs, Job Shadow Experiences, Anti-bullying presentations, Drug Education (especially Fentanyl), College Career Learning Readiness, and Police Academy tours and demonstrations.



SPD provides education and training to NEWTech Prep Criminal Justice students (pictured below.)



Additionally, SPD leadership will continue to meet with educators and administrators to strengthen the relationship between police and the schools.

Leverage Relationships with Partner Organizations to Serve Youth

SPD will continue to partner with organizations that serve youth such as Junior League, Boys and Girls Club, Scouts, YMCA of the Inland Northwest, Salvation Army, Martin Luther King Jr. Community Center, West Central Community Center, Embrace Washington, Northeast Community Center, Emmanuel Fitness, and Northeast Youth Center. SPD will seek new partnerships with agencies and community groups.



SPD is part of the Handle With Care intervention program, a school-community partnership that identifies children who have been at a scene of a potentially traumatic event, such as domestic violence, drug overdoses, etc. In their role with Handle With Care, SPD officers send information to the schools when children are identified in police incidents. In 2025, with a change in records management software, SPD will improve data transfer, so that children are identified with more information, so that intervention can begin sooner.

Increase Community Drug Education

SPD is addressing the drug epidemic through prevention strategies, facilitating conversations, and collaboration with local partners.

- With the help of a grant, SPD will be able to significantly increase drug education in our community. SPD recently secured a grant through the Washinton State Traffic Safety Commission (WTSC), which funds a newly created Impaired Driving Training Coordinator. In addition to other duties, this officer, a certified Drug Recognition Expert, will provide education to community stakeholders in current drug trends with a focus on reduction in impaired driving. As a resource for our local area, the officer will be available to educate current medical professionals, first responders, schools and other community member groups.
- SPD works with Wellness Coalitions such as West Spokane Wellness Partnership, Shadle Prevention & Wellness Coalition, and Northeast Support Team. The coalitions are part of the Community Prevention & Wellness Initiative (CPWI) and deliver prevention programs and strategies focused on reducing underage use of alcohol, cannabis, tobacco, and other drugs. The coalitions also educate parents about signs of drug use and signs of human trafficking, behavioral health issues, and unhealthy relationships.
- SPD is a partner for community presentations such as “Fentanyl – What You Need to Know” at Northeast Community Center and events such as Drug Take-Back Events.



Increase Collaboration to Serve Vulnerable Populations

- SPD regularly collaborates with service providers who serve vulnerable populations (e.g., World Relief, Thrive International, Lutheran Community Services Northwest, Mujeres in Action, YWCA, Manzanita House). SPD officers teach classes and workshops on laws, driving, drugs, and safety.
- Due to older adults being targeted for online scams, SPD’s Criminal Intelligence Unit conducted more than 60 outreach presentations at various neighborhood councils, senior living residences, and community groups in 2023 and 2024. These presentations will continue in the future.
- Working with Mujeres in Action, Detective Tim Schwering tailored the presentation for the Latine community. The online scam presentation is available in Spanish. Thrive International also worked with Detective Schwering to have the presentation available in Ukrainian, Russian, Pashto, Dari/Farsi, and Arabic.
- Detective Schwering is now providing quarterly education to Hillyard Senior Center, World Relief, Refugee and Immigrant Connections, and Thrive International.

- SPD also partners with Spokane County Juvenile Probation on outreach presentations and connections to services.
- Partnerships with Salvation Army and Embrace Washington help children in foster care.
- Moving forward, SPD will explore new ways to collaborate with partners and explore new partnerships.



Care Plans for Individuals with Special Needs

In 2025, with a change in records management software, SPD will have the capability to attach care plans to individuals. For example, a person with developmental disabilities may have a care plan that includes tips for law enforcement when interacting with the person. The care plan may have important contact information for staff, guardians, family members, and medical professionals. The additional information is likely to help facilitate a better understanding of the person’s needs and lead to a safer encounter. SPD will work with community partners as the care plan option is implemented.

Increase Volunteers to Continue SPD Outreach Programs

With SPD’s staffing challenges, it will be difficult to continue the number of outreach programs at the same level as prior years. SPD will leverage SPD volunteers and community volunteers to make a difference and connect with community members, especially youth. SPD’s flagship youth outreach program, the Police Activities League (PAL), served hundreds of youth participants in 2024, with the help of community volunteers from Numerica Credit Union, Garco Construction, Providence, WSU, and ESD 101. SPD Volunteers, including Chaplains, helped make the program a success. In the future, SPD will increase the number of community volunteers who help with these programs.



Spokane Police Foundation Board of Directors will also join officers at events such as Shop with a Cop and Adopt-a-Family.

SPD’s Volunteer Services Unit will be more important than ever to strengthen and foster community relationships and build new partnerships. In 2023, SPD focused on growing the Volunteer Services Program. These volunteers contributed 27,742 hours to the department and community. Moving forward, SPD will increase the number of volunteers who are members of Spokane Police Department.



Increase Transparency with Public-Facing Data Dashboards

Making data available to the public is known to build connection and trust with the communities that law enforcement agencies serve. Public-facing dashboards provide transparency and accessibility. Dashboards also empower leaders and residents to make informed decisions. Dashboards are not feasible with our current records system, but with the migration to Axon Records, SPD will develop both internal and public-facing data dashboards.

4: Increase Employee Wellness Strategies and Programmatic Opportunities

From line-level officers to the Chief, employees at all levels have expressed a desire for greater wellness. Wellness is closely tied to staffing, and improved staffing will help with employee wellness. Physical and mental wellness can take a toll working in law enforcement.

Develop a Wellness Committee

While having a Wellness Coordinator is a long-term goal, SPD can act now to develop a Wellness Committee, representing various parts of the department (e.g., line-level officers, Senior staff, professional staff, volunteers, Chaplains, Peer Assistance Team members). The Wellness Committee will be instrumental in a holistic approach to providing wellness resources to SPD members.

The Wellness Committee will provide guidance and oversight of our wellness initiatives.

Grant-Funded Projects

Through a grant from the Washington State Criminal Justice Training Commission, SPD will provide:

- **Couples Wellness Workshops** for officers and their spouses.
- **Trauma Stress Resiliency Training.**
- Send officers to an **Officer Safety and Wellness Conference.**
- Send officers to **First Responder Training.**

Other SPD Wellness Projects

- **Increase wellness-related training** (including traumatic stress resiliency) for the Peer Assistance Team and department-wide. This includes professional staff as well as uniformed officers.
- **Increase access to Eye Movement Desensitization and Reprocessing (EMDR) therapy**, shown to dramatically decrease symptoms of post-traumatic stress and traumatic stress.
- **Develop a policy regarding voluntary overtime usage** to ensure officers are getting adequate rest (e.g., after working 16 hours in a row, ensuring officers have 8 consecutive hours of rest).
- Develop a **retirement program** to help officers transition back to civilian life.
- Develop an **incentive program** for all staff (commissioned and professional staff) to increase and/or maintain physical wellness.

Additional Projects Recommended by Chief Hall

- Explore a Post-Traumatic Growth course
- Develop Financial Wellness Course
- Develop Nutrition Awareness Platform
- Explore Free, Confidential Cardiac Screening for All Employees

Partner with Spokane Police Foundation on an Officer Appreciation Event

The Spokane Police Foundation has offered to provide an appreciation event to support officers and their families. SPD will work closely with the Foundation to create an event, such as a barbecue, that would give officers the opportunity to build bridges between teams and units and various shifts. In the last few years, the makeup of SPD has changed significantly with retirements and new hires. An appreciation event gives people a chance to meet other people in the department and to introduce their families to their teammates. Several officers have expressed a desire for such an event. Spokane Police Foundation is willing to fund the event to show officers that they are valued and appreciated.



5: Increase Employee Recruitment and Retention

Spokane Police Department currently retains 70% of new hires. In 2025, we will increase our recruiting and retention rates while focusing on hiring a qualified, diverse workforce.

Implement Onboarding Program for Professional Staff

Spokane Police Department has long had an onboarding and welcoming program for new officers, but there is not a comparable program for professional staff. In 2025, SPD will finalize the process for new professional staff that is tailored to non-commissioned employees.

Evaluate and Improve Field Training Officer Program

SPD will examine the current Field Training Officer Program (FTO) and will make improvements, such as surveying officers in the FTO program and adding additional training for officers serving in the FTO role. SPD is also exploring current training opportunities for newer sergeants and lieutenants.

Increase Training Opportunities

Policing is inherently high risk and high liability. Officers manage complex, dangerous situations every day that require critical consideration, empathy, and rapid decision-making while under extreme pressure. In addition, the legislative landscape is always changing, and technology is ever changing. Training is essential to achieving the department's mission, supporting the community with professionalism and compassion, and protecting our officers. In 2024, SPD began implementing new training opportunities, incorporating monthly leadership training for supervisors.



Current Training Projects

- **Increase roll-call training** using area expertise to provide free/low-cost instruction for patrol teams.
- **Provide leadership training** for commissioned and professional staff.
- **Add virtual reality training** through the existing Axon contract.

- **Increase the department’s training budget** to instruct on the following: state mandates, increased technology, job-specific topics, career advancement training, and specialty team topics.
- **Host more classes at the Academy**, as the space becomes available, including specialty training for detectives.

Seek Grant Funding to Increase Recruitment and Hiring

- In 2025, SPD will apply for a Department of Justice COPS Hiring Grant to fund additional officers.
- SPD will continue to apply for grant funding to increase recruiting events. With the continuation of grant funds, SPD will send recruiters to multiple Public Safety Tests in Washington State, and other career fairs. Traveling to a variety of diverse areas will provide the recruiting team the opportunity to present to a wider, more diverse audience about SPD.
- In 2022 and 2023, SPD received grant funding for increased and innovative recruiting efforts specifically designed to bolster applicant numbers and further diversify the applicant group. With the assistance of the grant, SPD purchased recruiting materials, to include material that displays our diverse work force.
- Looking at the total grant year (July 2022-June 2023) compared to July 2020-June 2021, when SPD did not have the grant, the statistics show great improvement in recruiting total candidates and candidates from underserved communities. Total numbers increased by 28% during the grant year. Candidates from underserved communities increased by 39%.



Expand on Innovative and Diverse Recruiting Team and Recruiting Strategies

SPD has a Recruiting Cadre of individuals who showcase the department’s diversity. These SPD employees showcase a variety of races/ethnicities, genders, ages, and roles within the department. In 2025-2026, we will bolster this team with new members. SPD will provide new recruiting opportunities by engaging community partners and coordinating with Officer Ambassadors. SPD recently incorporated a text message program for potential applicants. We will continue to implement this program.



Increase SkillBridge Program Applicants

The Department of Defense SkillBridge program is an opportunity for military service members to gain valuable civilian work experience through specific industry training, apprenticeships, or internships during the last 180 days of service. Each year, over 200,000 service members honorably separate from the military to join the civilian work force. 100% of those separating service members are required to complete separation/transitioning training which includes comprehensive education about the DoD SkillBridge program. Nearly 10,000 service members transition to Washington State annually. Fairchild Air Force Base estimates 425 service members separate annually to Spokane.

SkillBridge connects transitioning service members with Spokane Police Department as interns and/or applicants for commissioned officers and professional staff. Although the SkillBridge program is a new program for SPD, it has shown to be successful. SPD has hired SkillBridge interns as entry-level officers.

We plan to increase the number of applicants from the SkillBridge program by publicizing the program through our partners. SPD will also attend transition events at Fairchild Air Force Base to speak with transitioning service members who would be eligible for the SkillBridge Program.



6: Deploy Evidence-Based Practices to Achieve Organizational Excellence

Seek State Re-Accreditation

The Washington Association of Sheriffs and Police Chiefs (WASPC) Accreditation program reflects the highest professional standards of policing. Accreditation provides a review process for agencies to be certified as operating under industry best practices and standards. SPD has been accredited by WASPC since 2014 and achieved reaccreditation in 2018 and 2022. SPD will continue to prepare for reaccreditation, which will take place in 2026. SPD staff members are actively involved in the WASPC Accreditation program, serving as Assessors and Mentors for other law enforcement agencies.

Train 100% of Officers in 40 Hours of Crisis Intervention Team Training

- Washington State law mandates a two-hour annual Crisis Intervention Team (CIT) Refresher course for all commissioned officers. SPD meets the state requirement every year, but also exceeds the requirement for crisis intervention training.
- SPD requires all officers to complete a 40-hour CIT class within a year of graduating from the Academy, in addition to the numerous hours of BLEA training on dealing with persons in crisis. Lateral officers from other agencies are also required to complete the training.

Train 100% of Officers in Active Bystandership

SPD was selected for the ABLE Project, Georgetown University Law Center’s national training and support initiative for U.S. law enforcement agencies committed to building a culture of peer intervention that prevents harm. SPD has conducted department-wide ABLE training. SPD will provide more training on officer wellness and active bystandership.

Explore Additional De-escalation and Procedural Justice Training

In addition to exploring additional De-escalation and Procedural Justice training, SPD will institutionalize De-escalation and Procedural Justice Tenets.

Improve Transparency with Independent Investigation Teams

The Law Enforcement Training and Community Safety Act (LETCSA) requires the implementation of Independent Investigation Teams (IIT) for officer involved shootings. The Criminal Justice Training Commission was tasked with implementing rules for independent investigations of police shootings. Those rules created the position of community representative, now a required part of IITs. The goal of the community representative requirement is to enhance accountability and increase trust to improve the legitimacy of policing.

Non-law enforcement community representatives are currently used in Independent Investigation Teams. SPD is developing a process for the community representation application so that there will be more transparency with the Independent Investigation Teams.

2025-2026 Organizational Excellence Projects

Plan for Facility Needs

- Work with the County to address Jail-refused property storage.
- Identify a location for large vehicle storage (Hostage Negotiation Vehicle, SWAT and TAC vehicles, motorcycles).
- South Precinct remodel.
- Utilizing State and local funding, construct an additional building on the Academy campus for BLEA.
- Develop a Spokane Police Department Facilities Master Plan to include:
 - Headquarters (including space for Investigations and Communications)
 - Updated training facilities
 - Precinct facilities

Plan for Fleet Needs

- **Develop a fleet replacement plan:** Aligned with the City's budget, this plan will help to stay ahead of vehicle needs, reduce operating costs, and migrate to police-ready eco-friendly vehicles. The plan will include specialty vehicles, such as an Explosive Disposal Unit breaching truck.
- Within the fleet replacement plan, develop a **multi-year plan for take-home vehicles** for all commissioned officers. Purchase additional vehicles in stages to spread out costs.
- **Optimize flexibility:** Identify three approved vehicle options and allow officers to choose from the approved list (accommodates differences in height, age, work assignment, wellness, etc.).



MAJOR DEPARTMENT FUNCTIONS

Patrol: The Patrol Division responds to 9-1-1 and non-emergency calls for service, which are the core services for the department. Patrol officers are available 24 hours a day, every day of the year. In between community-generated calls, patrol officers proactively patrol neighborhoods, respond to crime prevention missions, and address chronic issues in the city.

Investigations: Investigative units within SPD include Major Crimes, Special Victims Unit (sexual assault cases, child pornography investigations), Domestic Violence Unit, Civil Enforcement Unit, Criminal Intelligence Unit, and the Special Investigations Unit.

Neighborhood Precincts: SPD has four precincts – Downtown, South, Northwest, and Northeast Spokane.

Academy: The Spokane Police Academy, in addition to being responsible for the department’s on-going training and hiring processes, operates a CJTC-sanctioned BLEA (Basic Law Enforcement Academy) in partnership with the Washington State Criminal Justice Training Commission.

Crime Analysis: Provides support and intelligence to the Spokane Police Department, primarily Command Staff, so they can provide evidence-based resources and data-driven information to drive efforts in crime reduction. Analyst responsibilities include recognizing emerging crime trends, patterns and series, and help identify potential suspects and crimes.

Records: SPD’s Records Division provides records management for multiple law enforcement agencies and criminal justice agencies throughout Spokane County.

Property & Evidence: Evidence staff is responsible for the security and safeguarding of all evidence and property it receives. The facility maintains 175,000+ items of evidence, found/safekeeping and surrender items at the current time.

Volunteer Services: SPD volunteers include Reserve Officers, CO-OP college volunteers, high school age Explorers, and Citizen Volunteers. In 2023, volunteers donated 27,742 hours.

The department’s Community Outreach Officer is assigned to Volunteer Services and engages in ongoing conversations with community leaders and attends a multitude of meetings and events.

K9 Unit: The K9 Unit is made up of specially trained handlers and K9s, who support patrol. In 2023, the K9 Unit had 573 patrol deployments and located 221 people.

Specialty Assignments: These assignments are in addition to an officer’s regular duties. Assignments include Special Weapons and Tactics (SWAT); Hostage Negotiation Team; Air Support Unit (ASU); Explosive Disposal Unit (EDU); Dignitary Protection Team; Tactical Team (TAC); Field Training Officer Team (FTO); and Honor Guard.

MULTI-AGENCY LAW ENFORCEMENT PARTNERSHIPS

The Spokane Police Department works closely with a variety of law enforcement agencies and task forces within the region.

Spokane Regional Behavioral Health Unit

Spokane Independent Investigative Response (SIIR)

Human Trafficking and Exploited Children Task Force

Joint Terrorism Task Force

Drug Enforcement Agency Task Force (DEA)

U.S. Marshals Violent Offender Task Force

Explosive Disposal Unit (known as Bomb Squad)

Homeland Security Investigations Missing and Exploited Children Task Force

Internet Crimes Against Children



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Spokane Police Department Strategic Plan 2025-2026



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Professionalism and Compassion"*