

SWOT & Strategic Plan Update
July 16, 2007

Division name: Spokane Police Department

Mission Statement: Service **Pride** and **Dedication**

Definition of Customer: Citizens and visitors of Spokane.

Definition of Product/Service provided: Policing services.

Strengths:

1. Employees who are committed to providing the highest level of service
2. Utilization of volunteers (C.O.P.S., senior volunteers, reserves, co-ops, explorers, specialists)
3. Training (exceed state standards for quality and frequency)
4. Personal Safety Equipment (best practices safety equipment)
5. Constantly evaluating our performance and seeking feedback from customers
6. Strong Community support and partnerships (STA, School District, Partners in Crime Prevention, area universities)
7. Recognized by our peers and community as an ethical, trust-worthy, and progressive police agency
8. Use of technology as an efficiency and effectiveness tool

Weaknesses:

1. Capital Needs (technology, i.e. MDCs, CAD/RMS, data and communications infrastructure; facilities; fleet, employee, and public parking; fleet replacement)
2. Lack of Sustainable Capital/Replacement Funding
3. Insufficient funding and personnel to support information technologies
4. No School Resource Officers
5. Insufficient number of Neighborhood Resource Officers
6. Restrictive city recruiting, testing, selecting, and hiring policies
7. Reduced services due to past budget cuts over last five years (Crime Check, crime prevention, SROs, NROs, property crime investigations)
8. Leadership and career development training

Opportunities:

1. WASPC, Matrix, Police Practices Consulting reports will be used to enhance police department operations and best practices
2. Strong Community Support for future law enforcement initiatives (bonds and levies)
3. Utilize our community partnerships to enhance community safety and quality of life
4. Utilize more citizen volunteers throughout the department and C.O.P.S.
5. Support Economic Development through efficient allocation of police resources
6. Foster positive media relationships

Threats:

1. Continuing City fiscal crisis
2. Aging and soon non-compliant communications infrastructure and mobile radios
3. Reductions in service delivery and employee safety due to possible failure to meet capital and technology needs
4. Increasing demand for service without corresponding resources limits effective policing/investigation/prosecution
5. Diminishing federal grant opportunities
6. Diminishing pool of qualified applicants
7. Aging and inadequate facilities (property room, academy, Public Safety Building, evidence-vehicle and equipment storage)

Key Success Factors:

1. Continue to utilize the highest standards in the selection, training, and equipping of our employees
2. Maintain a strong partnership with our community
3. Deliver services in the most efficient and effective way possible with limited resources
4. Continue to acquire, update, and develop technology, including labor-saving technologies
5. Continuous evaluation and improvement of our performance

List top 5-10 goals for the group.

1. Provide effective and efficient service
2. Reduce and/or Prevent Crime
3. Enhance department professionalism
4. Improve Employee and Citizen perception, relationship, & access
5. Achieve dedicated and sustainable funding

List top 5-10 strategies for the group.

1. Implement Government Management Accountability Performance (GMAP) and Neighborhood Policing model.
2. Review policies and procedures and revise as necessary; Pursue National Law Enforcement Accreditation
3. Revise citizen oversight process
4. Review and enhance Crime Check/311/Crime Reporting Center; reinstatement of police department website; Channel 5 police television programming (SPD TV)
5. Explore innovative funding strategies (bonds, levies, charter amendments)