

# Spokane Regional Law and Justice Reforms – Success Through Teamwork!

John Dickson  
Chief Operations Officer  
Spokane County



Spokane County  
WASHINGTON



# Big Regional Lean Success Factors

1. Respectfully utilizing multijurisdictional *project teams*, including community members, to have the difficult and necessary conversations to understand and then lead our reform initiatives
2. Collecting and utilizing law and justice *system data* to clearly see our systemwide realities
3. Placing regional government and business leaders on *governance teams* to oversee our reform efforts

*“Courage, Connection, Community – Getting Better Together”*



# Lean Guiding Principles

## Guiding Principles:

Create Value for the Customer

Create Constancy of Purpose  
Think Systemically

Focus on Process  
Embrace Scientific Thinking  
Flow & Pull Value  
Assure Quality at the Source  
Seek Perfection

Lead with Humility  
Respect every Individual

Results

Alignment

Process

People

## Supporting Principles:

Measure what Matters  
Align Behaviors with Performance  
Identify Cause & Effect Relationships

See Reality  
Focus on Long-term  
Align Systems  
Align Strategy

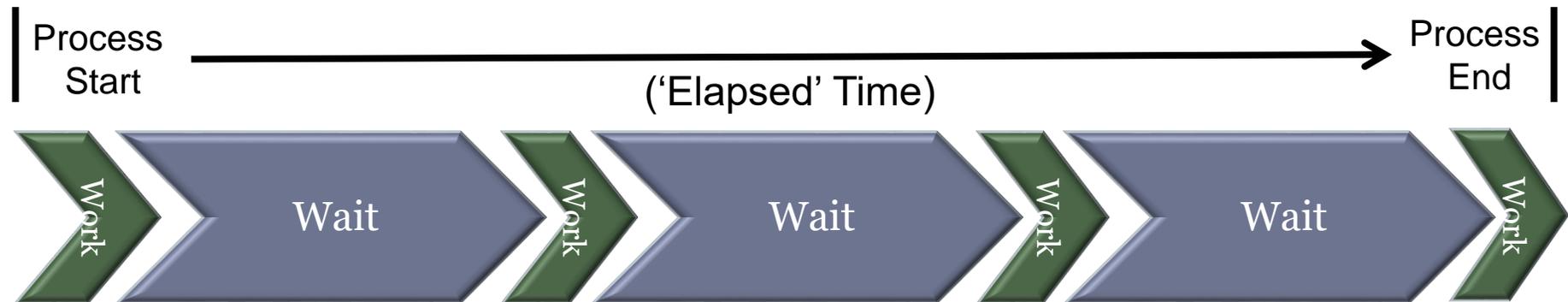
Stabilize Processes  
Rely on Data  
Standardize Processes  
Insist on Direct Observation  
Focus on Value Stream  
Keep it Simple & Visual  
Identify & Eliminate Waste  
Integrate Improvement with Work

Nurture Long-term Relationships  
Empower & Involve Everyone  
Develop People  
Assure a Safe Environment



# Traditional vs. Lean Process Improvement

- Traditional process improvement focuses primarily on speeding up *value-added* ('Work') activities
  - These are the *visible* activities

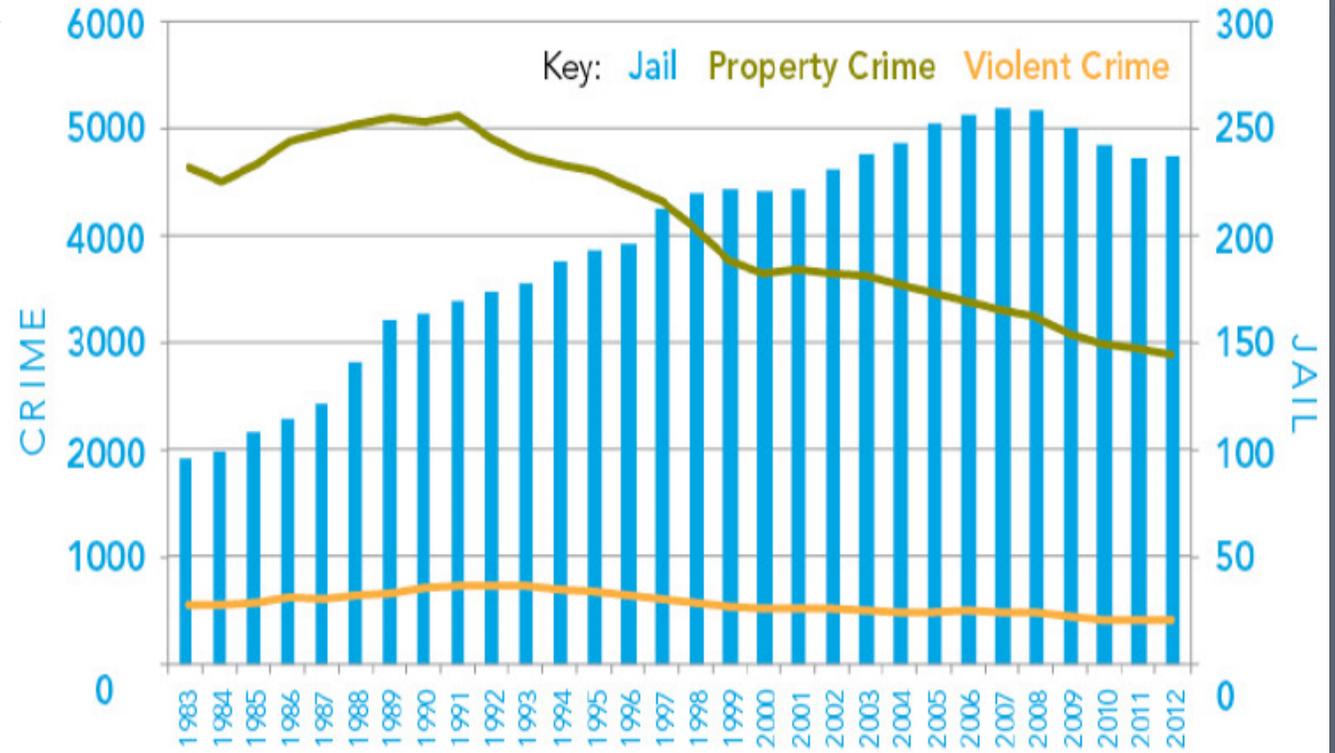


- Lean process improvement focuses on reducing or eliminating the *non-value-added* ('Wait') activities!
  - These are the *invisible* activities
  - Strive to make ‘elapsed’ time equal to ‘work’ time



# Jails Nationally

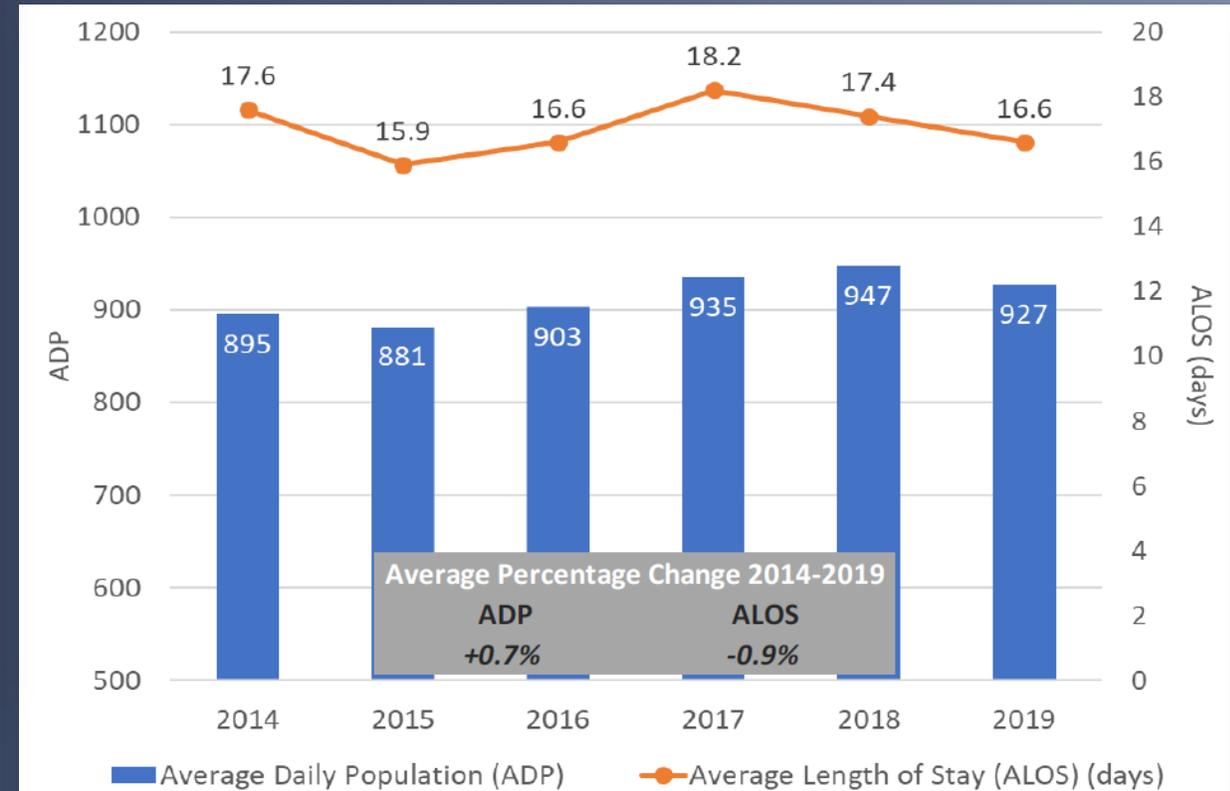
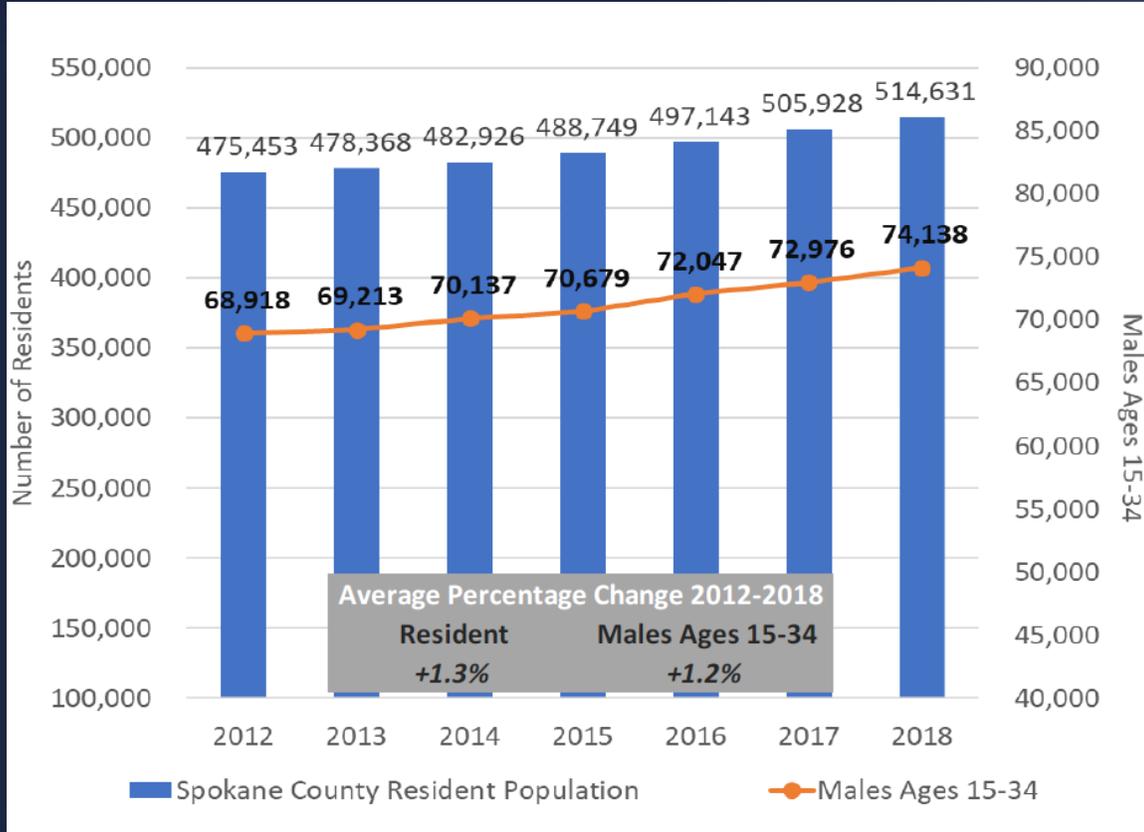
- 745,000 people in jail on any given day; 2/3 pretrial
- **8.2 million men & 2.5 million women** enter jail each year (17x prison admissions)
- Nationally, jail populations have risen sharply despite declining crime



*While the country has grown safer since the early 1990s, an ever-larger proportion of the population is being sent to jail.*



# Spokane County Population and Jail Bookings

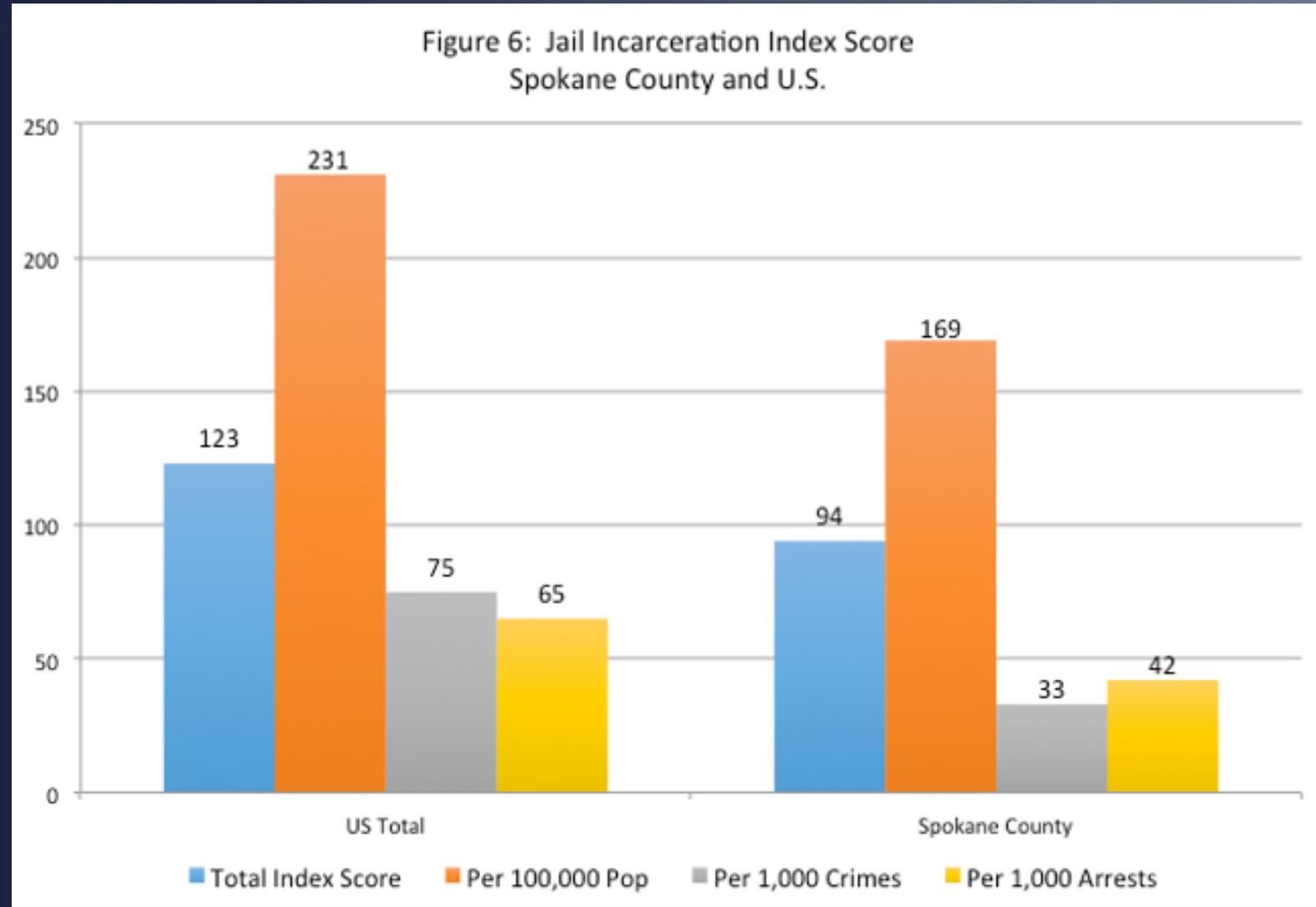


Note: 2019 ADP is through May 31, 2019; 2019 ALOS is through April 31, 2019.



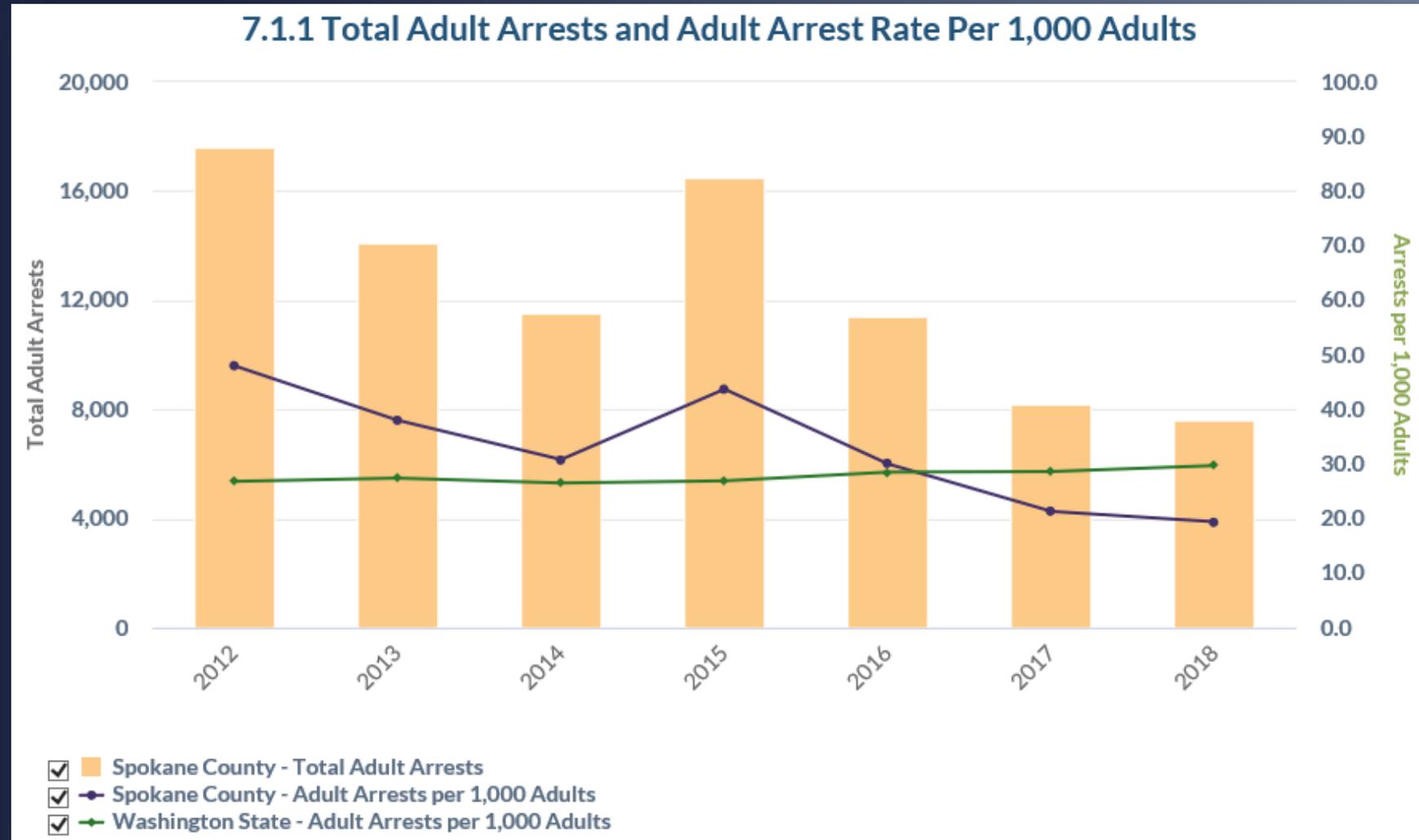
Source: The JFA Institute, Spokane Justice Task Force Presentation, July 31, 2019

# Jail Incarceration Index



Source: The JFA Institute, Spokane Stress Test Presentation, November 16, 2017

# Spokane County Adult Arrests and Arrest Rate



# Spokane County Jail Releases (May 2018-April 2019)

Release Reason	Number	Average Length of Stay (days)	Percent of Total	Calculated Average Daily Population
<b>Total</b>	<b>20,663</b>	<b>17.1</b>	<b>100%</b>	<b>967</b>
Released on Recognizance (Jail and Court)	8,610	1.9	42%	45
Released to other law enforcement/agency	4,891	32.4	24%	434
Sentence served	2,901	36.4	14%	289
Bond - surety	1,368	9.2	7%	34
Court order	1,308	24.2	6%	87
Charges dropped/not filed	579	16.4	3%	26
Bond - cash	567	10.7	3%	17
Other	439	29.5	2%	35



Source: The JFA Institute, Spokane Justice Task Force Presentation, July 31, 2019

# Seeing Who's In Our Jail?



**62 %**

of people who left the jail were admitted on misdemeanor charges or holds



**59 %**

of people admitted to jail in 2018 had received mental or behavioral health treatment at any time



**89 %**

were admitted for misdemeanors, holds, and non-violent felonies



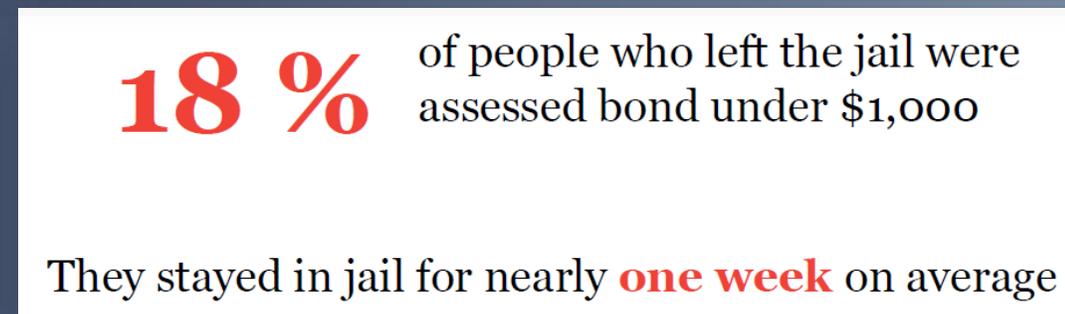
**35 %**

received treatment within the last year



**71 %**

of the jail population on a given day is held pretrial



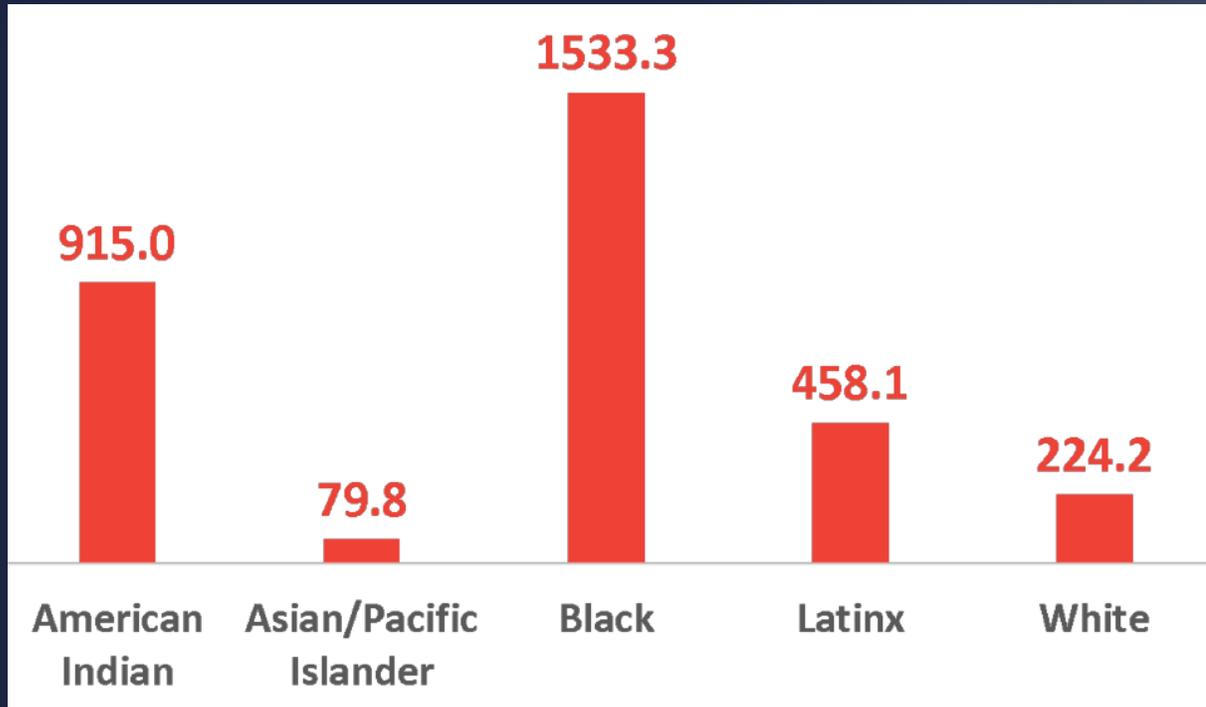
**18 %**

of people who left the jail were assessed bond under \$1,000

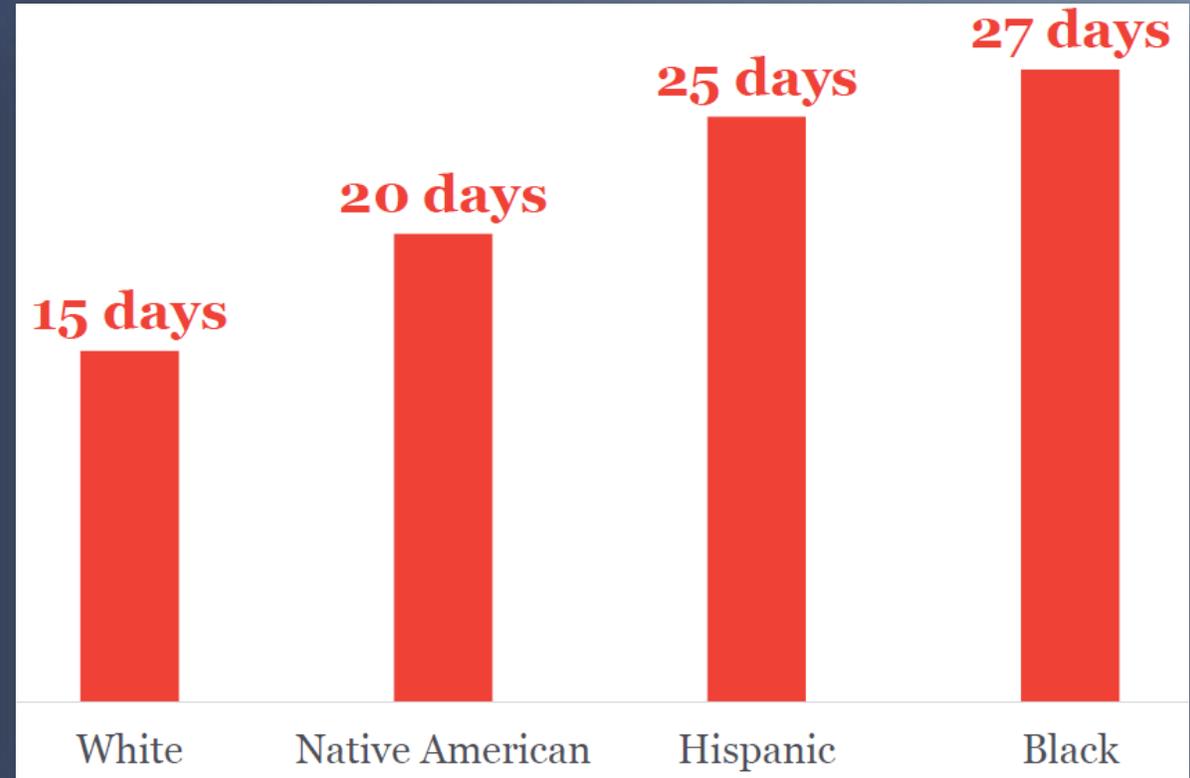
They stayed in jail for nearly **one week** on average

Source: The Vera Institute, Spokane Justice Task Force Presentation, July 31, 2019

# Spokane County Jail Population by Race



**Incarceration Rates**



**Average Length of Stay**



Source: The Vera Institute, Spokane Justice Task Force Presentation, July 31, 2019

# Community Town Hall Listening Sessions

**Ice-breaker:** How did you first become aware of the justice system?

**Discussion questions:**

1. What are the takeaways for you?
2. What do you want to know more about?
3. What do you think the purpose of a jail is?
4. How is Spokane using its jails?
5. What, if anything, should Spokane do differently when it comes to incarceration?

Source: The Vera Institute, Spokane Justice Task Force Presentation, July 31, 2019





# Criminal Justice Commission

## Criminal Justice Commission offers final report on Spokane reforms

Posted By **Jacob Jones** on Fri, Jan 10, 2014 at 12:06 PM



*Jacob Jones*

Jim McDevitt holds up the final report from the Spokane Regional Criminal Justice Commission.

Complete with newly added recommendations, the Spokane Regional Criminal Justice Commission today officially handed off its 61-page final report, "

# A BLUEPRINT FOR REFORM

## CREATING AN EFFICIENT AND EFFECTIVE REGIONAL CRIMINAL JUSTICE SYSTEM

A report submitted to the Board of Spokane County Commissioners,  
Spokane City Council and Spokane Mayor David Condon

By the

Spokane Regional Criminal Justice Commission:

The Honorable James Murphy (Retired)

James McDevitt

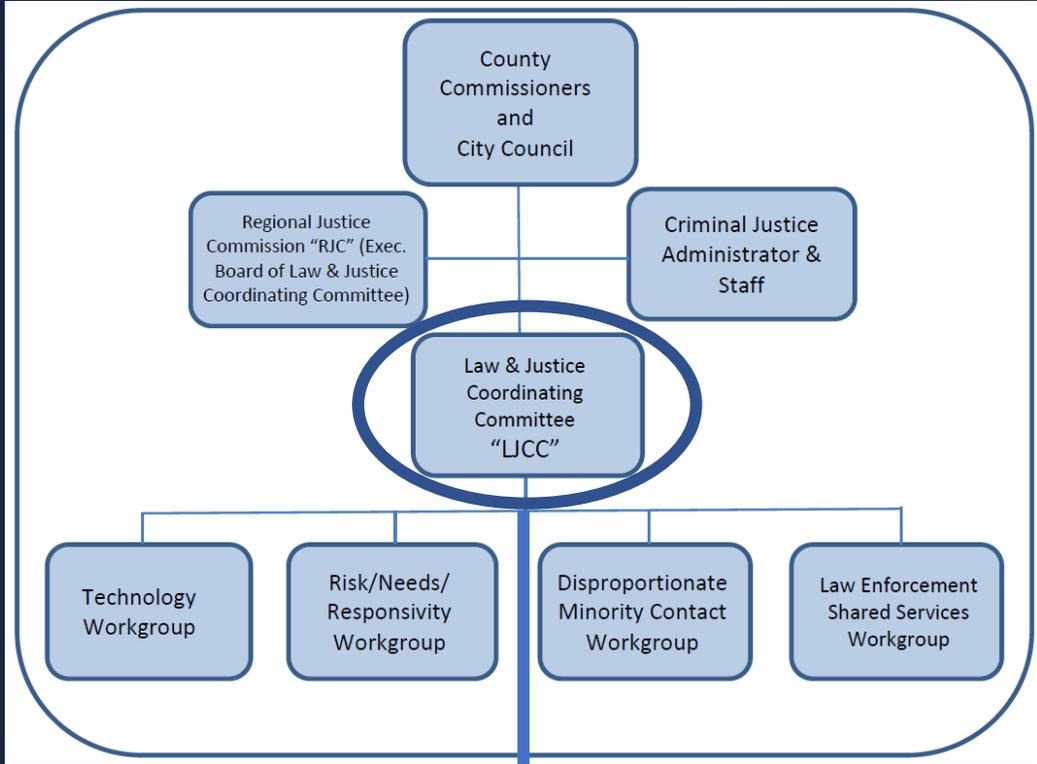
Phillip Wetzel

DECEMBER 31, 2013



**Spokane County**  
WASHINGTON

# Blueprint for Reform Recommendations



## Spokane Regional Law and Justice Council



<b>1. Create</b> 0-6 months	
Governance (5.1) Technology (5.2, 5.5)	Creation of Regional Justice Commission. Hire Criminal Justice Administrator and Staff. Establish Law and Justice Coordinating Committee. Establish workgroups: Technology; Evidence-Based Portfolio; Disproportionate Minority Contact. Technology workgroup to research and implement case management and information system.
<b>2. Modernize</b> 6-12 months	
Evidence-Based Portfolio (5.1, 5.8) Risk-Needs Assessment (5.1, 5.8, 5.9) Evaluate current specialty courts, programs, and services (5.3, 5.5) Jail renovation and transportation improvements (5.9)	Evidence-based portfolio workgroup (EBPW) to guide the creation/selection of the risk/needs/responsivity tool and coordinating services, including detention alternative programs. Workgroups commission independent evaluations of current programs, specialty Courts, and services to identify evidence-based practices. Begin crucial renovations to jail.
<b>3. Synthesize, Improve, and Expand</b> 1-2 years	
Merge probation services and increase collaboration (5.9) Implement courtroom efficiency and improvement practices (5.5, 5.6, 5.7) New law enforcement diversion programs (5.3) Expand specialty courts and diversion programs (5.4, 5.5, 5.6) Build Community Corrections Center (5.4, 5.8)	Merge City and County probation services. Counsel and Courts collaborate to increase efficiency and improve disclosure, indigent defense, LFOs, etc. Research implementation of LEAD, Ceasefire, etc. Evaluate and expand current diversion programs and Courts. Begin construction of Community Corrections Center.
<b>4. Evaluate</b> Every 6 months, with comprehensive review after 5 years	
RJC and LJCC to increase transparency and accountability (5.1)	Provide evaluation "report cards" the public and agency stakeholders. Ensure recommendations are implemented well. Continually research new strategies and improvements.

# Spokane Regional Law and Justice Council



[https://www.youtube.com/watch?v=M\\_txlQ8DW3Y](https://www.youtube.com/watch?v=M_txlQ8DW3Y)

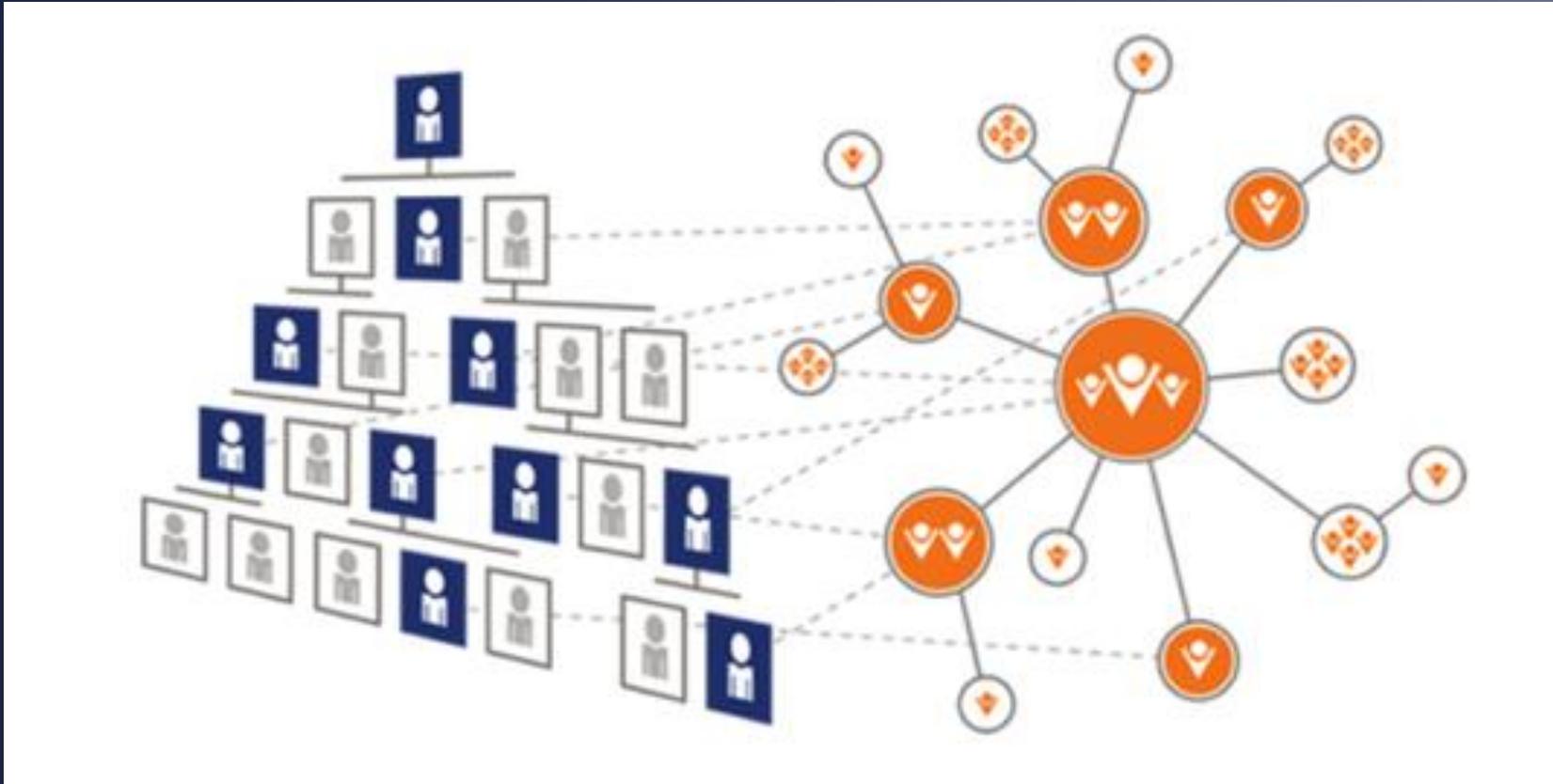


## Mission Statement

The Mission of the Spokane Regional Law and Justice Council is to create and sustain a cost-effective, racially equitable regional criminal justice system that builds a healthy and strong community by fostering the best possible outcomes for the community, including reducing recidivism and increasing system collaboration.

Council Member	Affiliation	Term Start	Term End
<a href="#">Al French</a> - Chair	County Commissioner	Jan 2019	Dec 2019
<a href="#">Justin Bingham</a> - Vice Chair	City Prosecutor Representative	Jan 2019	Dec 2019
<a href="#">Breean Beggs</a>	Spokane City Council	May 2019	Apr 2020
<a href="#">Steve Bartel</a>	Risk Management	Sept 2014	*
<a href="#">Mayor David Condon</a>	Mayor of Spokane	Sept 2014	*
<a href="#">Cary Driskell</a>	City Legislative Representative	Jan 2019	Dec 2022
<a href="#">Tim Fitzgerald</a>	County Clerk	Sept 2014	*
<a href="#">David Ganas</a>	Department of Corrections	Dec 2018	*
<a href="#">John Haley</a>	Community Rep. (Pos. #2)	Oct 2016	Sept 2020
<a href="#">Larry Haskell</a>	County Prosecutor	Sept 2014	*
<a href="#">Alex Jackson</a>	Community Rep. (Pos. # 1)	Oct 2015	Sept 2019
<a href="#">Carmen Pacheco-Jones</a>	Community Rep. (Pos. #4)	Oct 2017	Sept 2022
<a href="#">Josh Kerns</a>	County Commissioner	Sept 2017	*
<a href="#">Ozzie Knezovich</a>	County Sheriff	Oct 2014	*
<a href="#">Tom Krzyminski</a>	County Public Defender	Oct 2014	*
<a href="#">Mary Kunej</a>	County Commissioner	Jan 2019	*
<a href="#">Judge Richard Leland</a>	Municipal courts representative	Oct 2018	Sept 2020
<a href="#">Craig Meidl</a>	Spokane Police Chief	Jun 2016	*
<a href="#">Tori Peterson</a>	Juvenile Court	Sept 2018	*
<a href="#">Judge Maryann Moreno</a>	Superior Court	Apr 2017	Mar 2019
<a href="#">Mike Sparber</a>	Detention Services	Jul 2019	*
<a href="#">Judge Tracy Staab</a>	Municipal Court Rep.	Jan 2018	Dec 2021
<a href="#">Cheryl Tofsrud</a>	Pre-Trial Services	Oct 2014	*
<a href="#">Chief Mark Werner</a>	Municipal Police Representative	Sept 2016	Aug 2019
<a href="#">Erin Williams-Hueter</a>	Community Rep. (Pos. #3)	Oct 2017	Sept 2021

# Implementing Big Regional Lean Improvements



Existing Hierarchies ↔ Self-Managed Teams

Source: Converge, *How to Make Complex Collaborations Work*, September 1, 2016

# CAD/RMS Regional System Upgrade Project

2013: \$6.0M Project

LOCAL NEWS

SUNDAY, DEC. 22, 2013

## Spokane city-county dispatch systems outdated, sheriff says

By Mike Prager %  
mikep@spokesman.com  
(509) 459-5454

Twitter Facebook Email Reddit

**Funding**  
Money for a new Spokane city-county emergency dispatch system would come from these places:

- \$2 million from the countywide \$11 system
- \$2 million from a voter-approved sales tax
- \$1 million from Spokane County's general fund
- \$1 million from the city of Spokane's general fund

Computer equipment used to dispatch law-enforcement officers in Spokane County is 20 to 25 years old.

Replacing that equipment with a 21st-century computer system cannot happen soon enough, as far as Sheriff Ozzie Knezovich is concerned.

Advanced digital capabilities have become a powerful weapon in modern policing, he said.

The sheriff in recent weeks has expressed impatience with the city of Spokane in reaching an agreement on replacing the aging system for dispatching and record-keeping.

"Our systems do not keep our community safe," Knezovich said last week. "We need a system that works with us, not against us."

Spokane police Chief Frank Straub said he agrees with Knezovich, but there are a number of details that need to be ironed out before a purchase is made.

The county has negotiated a \$1 million discount with Motorola, the company that has been under contract to upgrade the county's radio communication system under voter approval.

The county has \$5 million lined up for the \$6 million project, but county officials are waiting on the city of Spokane to kick in its \$1 million share.

2015: \$2.9M Project

WEDNESDAY, FEB. 11, 2015

## Spokane County Commission approves \$2.9 million dispatch system upgrade

By Rachel Alexander %  
rachela@spokesman.com  
(509) 459-5406

Twitter Facebook Email Reddit

Spokane County law enforcement and residents may soon be able to access real-time data about crimes in progress, thanks to a dispatch system upgrade in the works.

Spokane County commissioners on Tuesday signed a \$2.9 million contract with New World Systems to replace an aging city-county law enforcement dispatch and records management system at half the cost the county originally projected.

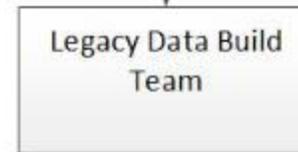
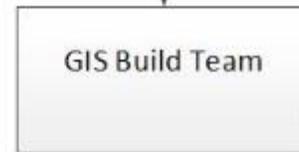
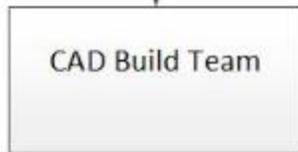
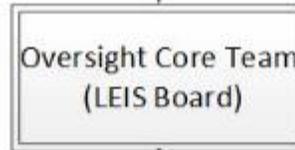
The upgrade is the product of several years of conversation about the need to replace a 20-year-old computer-aided dispatch system that police Chief Frank Straub said has been held together "with bubblegum and glue and Band-Aids."



# CAD/RMS Regional Project Governance

## Governance

Governance Model



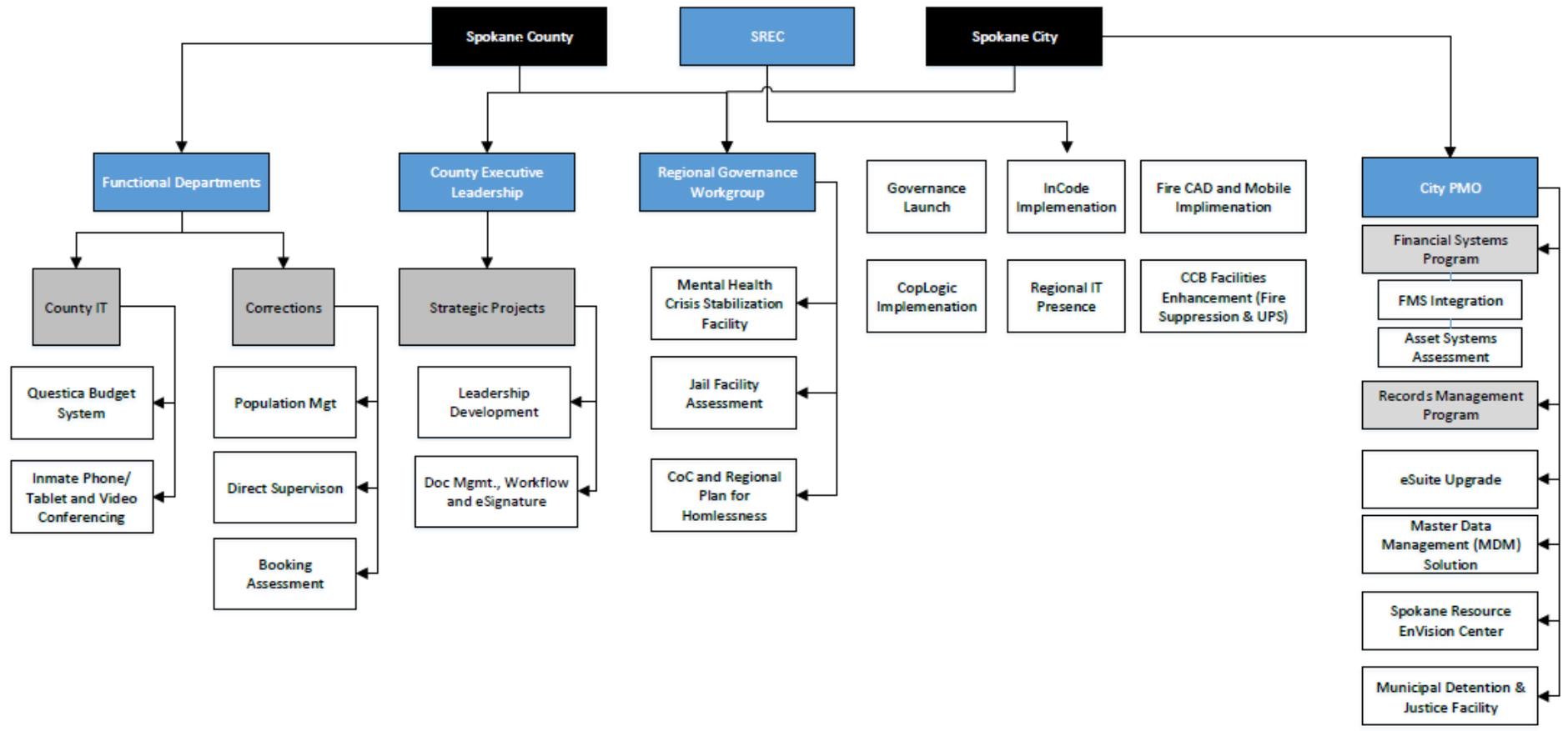
# Current Regional Project Management Activities

Snapshot of Regional Project Management Activity  
Revised 4/15/19

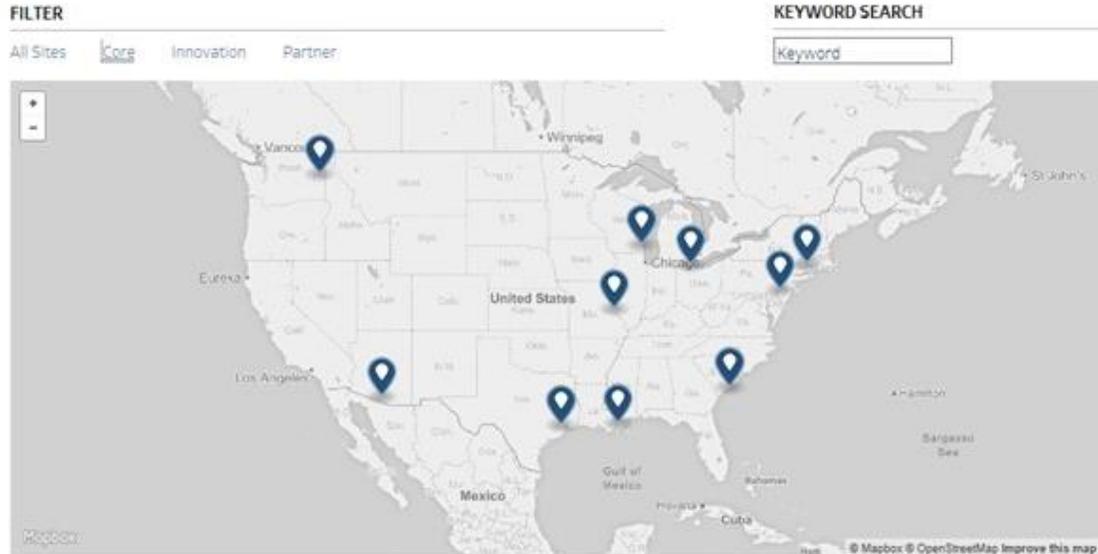
**County Strategic Initiatives**  
 1 – Customer Service  
 2 – Financial Stewardship  
 3 – Public Engagement  
 4 – Employee Development

**City of Spokane Strategic Initiatives**  
 1 – Safe, Health and Compassionate Community  
 2 – Urban Advantage  
 3 – Economic Vitality  
 4 – Sustainable Infrastructure

Local Government
  Governing Body
  Portfolio
  Project



## Site Profiles



Currently Showing **Core** sites. [Clear Filter](#).

### Core Sites

Charleston County, SC	Milwaukee County, WI	Pima County, AZ	The State of Connecticut
Harris County, TX	New Orleans, LA	St. Louis County, MO	
Lucas County, OH	Philadelphia, PA	Spokane County, WA	



# MacArthur Foundation grants another \$1.9 million for criminal justice reform in Spokane County

Wed., Jan. 30, 2019, 4 a.m.

 Twitter

 Facebook

 Email

 Reddit



This aerial photo shows the Spokane County Courthouse on Oct. 26, 2013, in front of the Public Safety Building and the Spokane County Jail. Spokane police say an intern in the city prosecutor's office was assaulted Tuesday morning in a women's restroom in the Public Safety Building. (Jesse Tinsley / The Spokesman-Review)

By **Chad Sokol** 

[chadso@spokesman.com](mailto:chadso@spokesman.com)

(509) 459-5047

Spokane County will receive a new round of grant funding from the MacArthur Foundation – a total of \$1.9 million over the next two years – to continue efforts aimed at reducing the county jail population and eliminating racial disparities in the local justice system, officials said Tuesday.

The funding comes in addition to another \$1.9 million the foundation [awarded to the county in 2015 and 2016 as part of its Safety and Justice Challenge](#).

Although the Spokane County Jail [remains overcrowded](#), local officials, community activists and MacArthur Foundation representatives said they are encouraged by the collaborative spirit that has guided reform efforts so far.

A portion of the new funding is a \$150,000 supplemental grant that will be used to create a “peer navigator” program to connect people with resources and mentoring after brushes with the law. The program will be led by formerly incarcerated people who can share firsthand experiences of life after crime.

Carmen Pacheco-Jones, who leads the racial equity committee of the Spokane Regional Law and Justice Council, said the pilot version of the peer navigator program will be open to about 20 people who will be selected through a referral system. The program will last four to six months, and like other programs, address problems such as drug addiction.

# Our National and Regional Jail Challenge



Local jails  
11,700,000



State & federal prisons  
631,000

There are **nearly 11 million** jail admissions annually—equivalent to the populations of New York City and Chicago combined and almost 18 times the annual admissions to state and federal prisons.



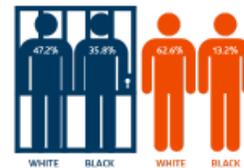
Three out of five people in jail are **legally presumed innocent**, awaiting trial or resolution through plea negotiations.



An estimated 14.5% of men and 31% of women admitted to jail have a **serious mental illness**—rates that are four to six times higher than in the general population.



Nearly 75% of sentenced offenders and those detained in jail before trial are there for **nonviolent** traffic, property, drug, or public order offenses.

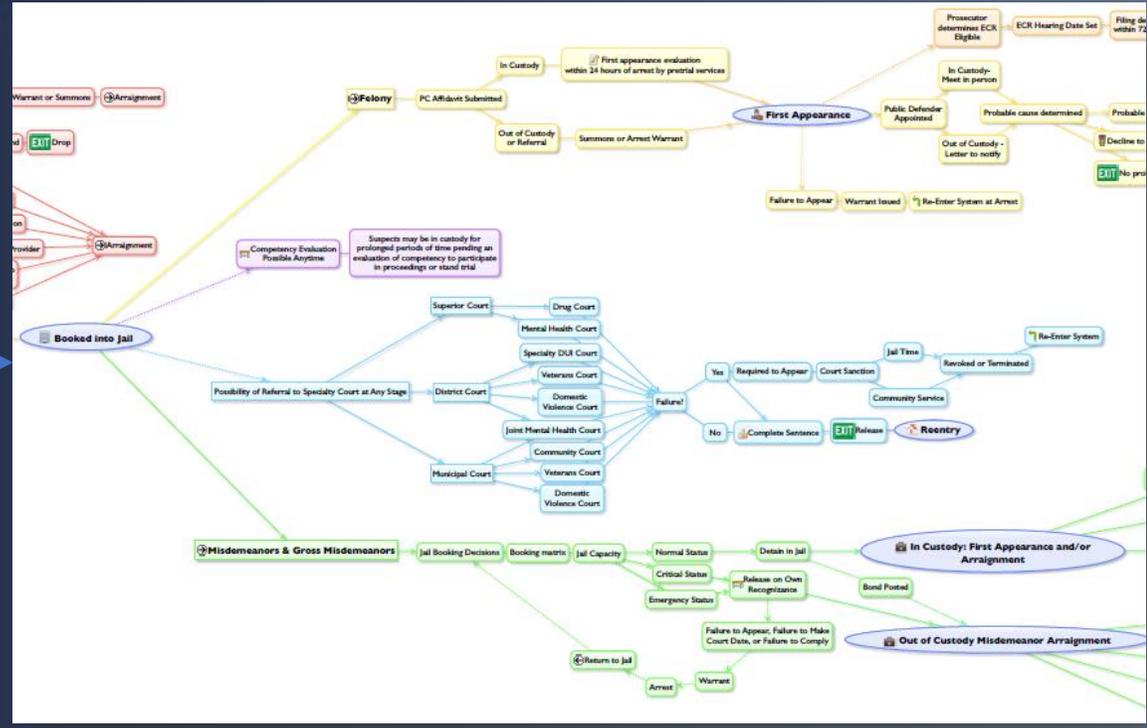
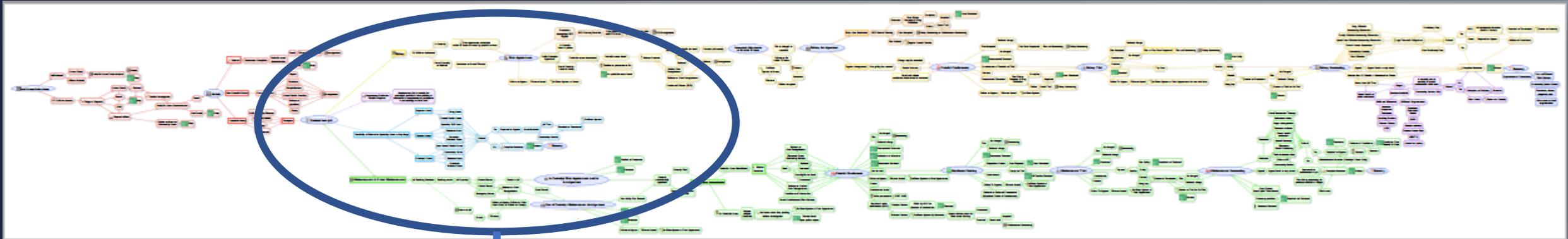


Nationally, Black Americans are jailed at almost **4x the rate** of white Americans.



From 1982 to 2011, local spending on corrections—largely building and running jails—increased at least 235%, to **\$22.2 billion**.

# Our Law and Justice System Process Map



**Booked into Jail/  
First Appearance**



# Seeing Our Law and Justice System Reality



System Perspective ↑

Customer Perspective →



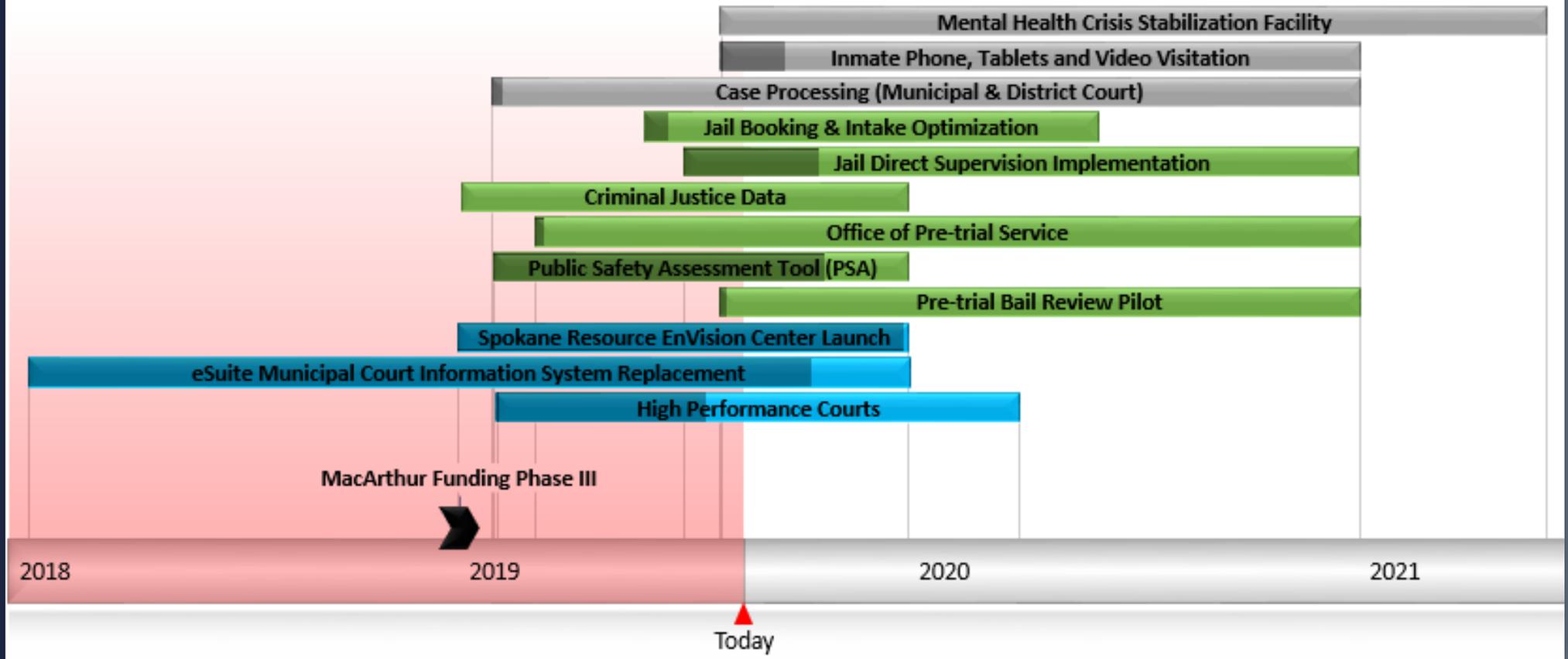
# Spokane Regional Justice Project Dashboard

## Project Sponsors

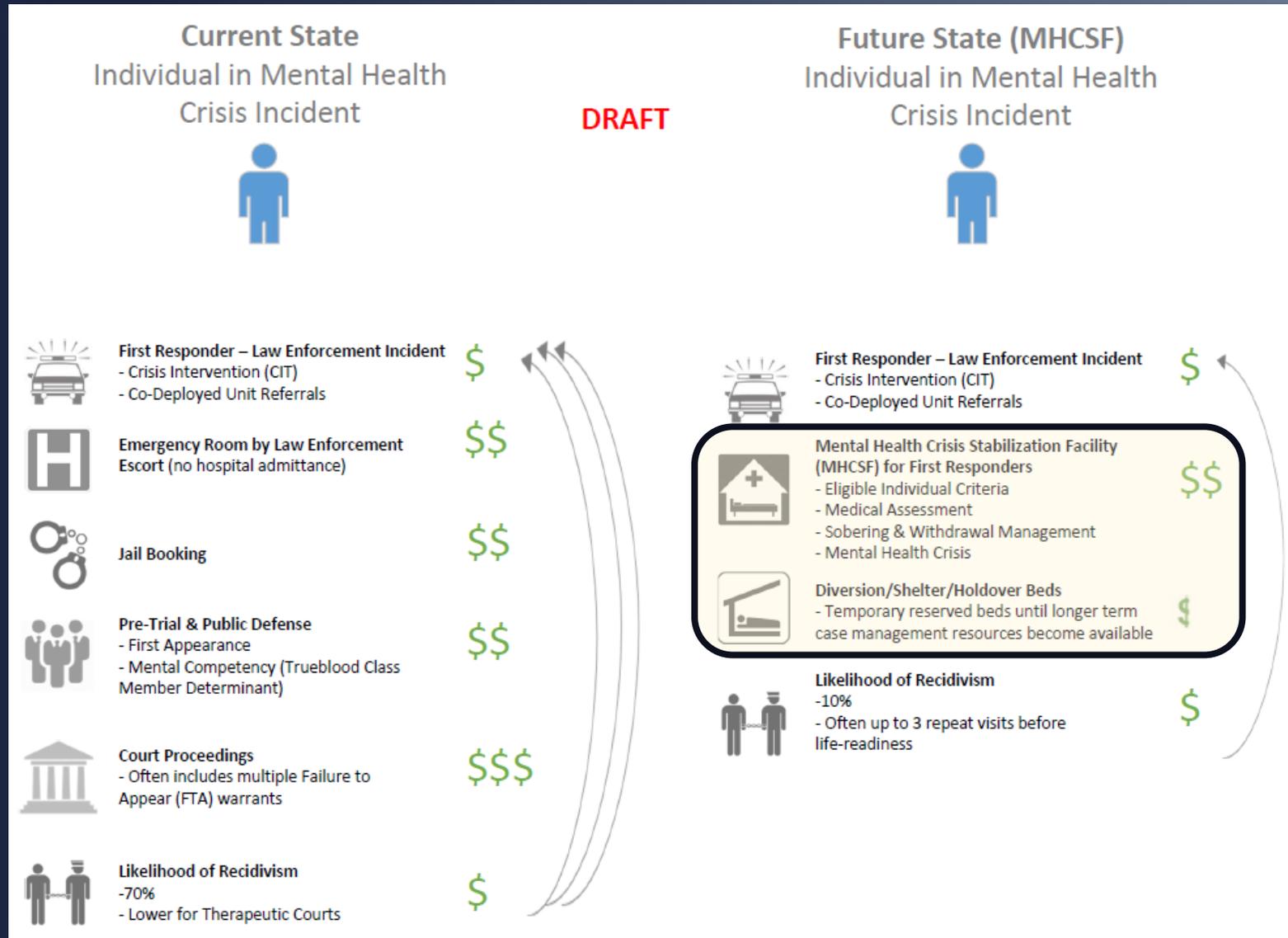
Regional Governance Workgroup

Spokane County

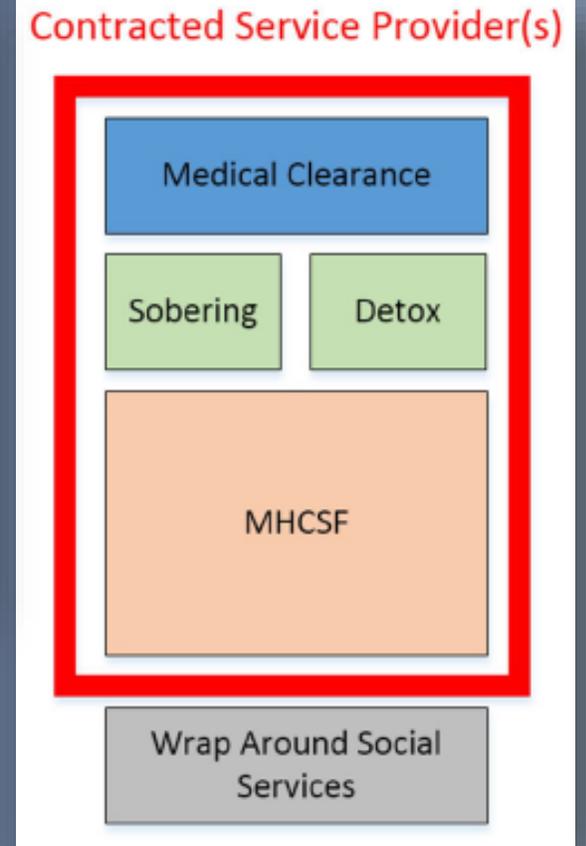
City of Spokane



# Seeing Our Regional Mental Health Reality



# Mental Health Crisis Stabilization Facility Project



<https://vimeo.com/330503236>

[https://www.youtube.com/watch?v=OYZsgd\\_07\\_c](https://www.youtube.com/watch?v=OYZsgd_07_c)

# Booking/Intake Project - Jail Admission Times

Hour	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
00:00-00:59	5.6%	6.0%	5.8%	5.6%	6.1%	7.2%	5.1%	4.7%	6.0%	5.3%	6.1%	5.5%	5.7%
01:00-01:59	6.0%	4.5%	3.6%	3.6%	4.0%	3.6%	5.2%	4.6%	4.5%	4.2%	5.5%	6.6%	4.7%
02:00-02:59	4.4%	3.9%	2.6%	4.0%	3.4%	2.8%	3.2%	3.5%	3.5%	3.6%	3.8%	5.3%	3.7%
03:00-03:59	4.1%	2.7%	3.7%	3.7%	2.9%	3.8%	3.2%	2.1%	3.4%	2.8%	3.5%	4.4%	3.4%
04:00-04:59	2.6%	3.2%	3.6%	2.7%	1.8%	2.5%	2.2%	2.9%	2.7%	2.1%	2.8%	2.6%	2.6%
05:00-05:59	2.3%	1.5%	1.9%	2.4%	1.9%	1.8%	2.1%	1.9%	2.0%	2.0%	1.7%	1.9%	2.0%
06:00-06:59	1.7%	1.2%	0.9%	0.8%	1.1%	1.3%	1.1%	1.0%	1.1%	1.7%	0.9%	2.0%	1.2%
07:00-07:59	1.3%	1.4%	1.1%	1.5%	1.4%	1.4%	1.2%	1.9%	0.9%	0.7%	1.0%	1.2%	1.2%
08:00-08:59	2.4%	2.4%	2.7%	3.1%	3.3%	3.0%	3.9%	3.2%	2.4%	2.3%	3.0%	2.9%	2.9%
09:00-09:59	4.0%	3.7%	4.1%	4.6%	4.4%	4.4%	3.9%	4.4%	3.7%	4.1%	3.3%	2.8%	4.0%
10:00-10:59	4.5%	4.2%	4.8%	4.4%	4.2%	4.2%	4.3%	4.7%	4.9%	5.4%	5.1%	4.3%	4.6%
11:00-11:59	4.7%	3.7%	4.7%	3.6%	5.3%	4.7%	4.9%	5.7%	4.5%	5.1%	4.3%	4.4%	4.7%
12:00-12:59	4.2%	3.7%	4.2%	4.0%	4.4%	4.5%	4.6%	4.0%	5.7%	4.0%	4.3%	4.5%	4.3%
13:00-13:59	4.5%	4.3%	4.7%	5.0%	6.4%	4.9%	4.5%	4.6%	5.0%	4.8%	4.5%	3.8%	4.7%
14:00-14:59	4.3%	6.6%	5.5%	5.1%	6.6%	6.6%	6.0%	6.7%	5.7%	6.5%	6.5%	5.8%	6.0%
15:00-15:59	6.2%	6.2%	5.7%	5.5%	6.0%	5.3%	5.4%	5.7%	5.4%	5.0%	6.8%	6.1%	5.8%
16:00-16:59	4.5%	5.2%	6.5%	4.5%	4.3%	4.3%	5.2%	5.7%	4.7%	5.0%	4.8%	3.2%	4.8%
17:00-17:59	3.8%	5.1%	5.4%	3.9%	2.9%	4.5%	4.5%	4.4%	4.2%	5.3%	4.5%	3.6%	4.3%
18:00-18:59	4.5%	4.5%	4.0%	4.5%	5.1%	3.3%	4.9%	4.8%	5.0%	4.1%	3.2%	3.0%	4.3%
19:00-19:59	3.7%	4.9%	4.2%	4.7%	4.9%	4.3%	5.0%	5.3%	5.3%	4.1%	3.9%	5.0%	4.6%
20:00-20:59	4.6%	4.5%	4.4%	5.3%	5.3%	4.6%	4.8%	4.1%	5.2%	5.0%	4.6%	4.5%	4.8%
21:00-21:59	4.1%	4.7%	4.1%	5.5%	4.1%	5.6%	4.8%	4.3%	4.9%	5.4%	4.9%	4.5%	4.7%
22:00-22:59	6.4%	5.2%	5.3%	5.8%	4.9%	6.6%	4.7%	4.8%	4.6%	6.3%	5.8%	5.8%	5.5%
23:00-23:59	5.6%	6.6%	6.7%	6.2%	5.3%	4.8%	5.3%	5.0%	5.0%	5.3%	5.3%	6.2%	5.6%
Total	8.8%	7.7%	9.0%	8.3%	8.5%	7.7%	9.1%	8.7%	8.2%	8.2%	7.9%	8.0%	100.0%

By Month

Hour	Sun	Mon	Tues	Wed	Thur	Fri	Sat	Total
00:00-00:59	5.7%	5.4%	5.2%	4.4%	4.8%	4.9%	6.6%	5.2%
01:00-01:59	5.9%	4.2%	4.0%	3.9%	4.2%	3.9%	5.9%	4.5%
02:00-02:59	5.0%	2.7%	3.0%	2.3%	3.6%	3.5%	5.5%	3.6%
03:00-03:59	4.4%	3.1%	2.8%	3.5%	2.7%	2.8%	4.5%	3.3%
04:00-04:59	3.8%	1.8%	2.1%	2.0%	2.0%	2.6%	4.1%	2.6%
05:00-05:59	2.8%	1.5%	1.7%	1.3%	1.5%	1.7%	2.3%	1.8%
06:00-06:59	1.8%	1.5%	0.8%	0.8%	1.0%	1.2%	1.2%	1.2%
07:00-07:59	1.6%	0.9%	1.4%	1.4%	1.1%	1.1%	1.7%	1.3%
08:00-08:59	2.5%	2.6%	3.0%	2.4%	1.6%	4.1%	2.5%	2.7%
09:00-09:59	2.4%	3.5%	4.0%	3.5%	3.2%	6.4%	3.6%	3.9%
10:00-10:59	3.6%	4.7%	4.3%	4.9%	4.3%	6.1%	3.5%	4.6%
11:00-11:59	3.5%	5.0%	4.5%	6.8%	4.4%	5.1%	3.8%	4.8%
12:00-12:59	4.1%	4.5%	4.5%	4.9%	3.9%	5.1%	3.7%	4.4%
13:00-13:59	3.6%	5.2%	8.0%	4.4%	10.3%	5.6%	2.7%	5.9%
14:00-14:59	3.7%	6.9%	9.8%	6.3%	11.4%	4.9%	3.7%	6.8%
15:00-15:59	4.8%	6.5%	7.1%	7.8%	6.3%	5.0%	5.0%	6.1%
16:00-16:59	4.2%	5.2%	4.3%	8.8%	4.4%	5.4%	4.3%	5.3%
17:00-17:59	4.1%	4.9%	4.4%	5.8%	4.3%	4.2%	4.4%	4.6%
18:00-18:59	4.4%	4.3%	3.7%	3.9%	4.0%	4.2%	4.5%	4.1%
19:00-19:59	5.4%	5.5%	4.2%	3.8%	3.4%	5.0%	5.2%	4.6%
20:00-20:59	5.8%	4.8%	4.1%	3.8%	4.0%	4.3%	4.6%	4.4%
21:00-21:59	5.2%	4.4%	4.0%	3.5%	4.7%	4.2%	4.5%	4.3%
22:00-22:59	5.8%	5.5%	4.1%	4.5%	4.7%	3.9%	6.2%	4.9%
23:00-23:59	5.8%	5.3%	4.9%	5.4%	4.2%	4.8%	6.0%	5.2%
Total	12.0%	12.8%	15.0%	15.9%	15.7%	16.0%	12.5%	100.0%

By Day of Week



# Big Regional Successes Through Teamwork

## The Journal's View: West Plains PDA is working in its mission to attract jobs

~  
Staff Report May 9th, 2019

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The recent news that California-based Mullen Technologies Inc. intends to locate its manufacturing plant on the West Plains highlights the effectiveness of the West Plains-Airport Area Public Development Authority as the catalyst to attract potentially thousands of strong-wage jobs to the Spokane area.

In less than two years since it was first formed via an unusual revenue-sharing agreement between the city of Spokane, Spokane County, and Spokane International Airport, the PDA has had a hand in successfully recruiting several major developments. It also has sparked construction of infrastructure projects designed to attract more employers.

The PDA agreement fosters joint development to benefit all three member jurisdictions and avoids internal competition for projects that will benefit the greater Spokane area. That cooperation is key to accomplishments that the PDA can already boast, says Todd Coleman, the agency's executive director.



WASHINGTON  
From Site Selection magazine, November 2018  
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## Public Development Authority Boosts Spokane Area's Prospects

Teamwork triggers a big win and big hopes for the future.



FOR IMMEDIATE RELEASE

\*\*\*\*\*  
**County and City Officials Work Towards Next Phase of Development for Mental Health Crisis Stabilization Facility**  
\*\*\*\*\*

**SPOKANE COUNTY, August 21, 2019** - Continuing in the spirit of unprecedented collaboration, as seen in the Spokane EnVision Center which has gained National attention, Spokane County, City of Spokane, City of Spokane Valley, Spokane Regional Law and Justice Council (SRLJC) and Spokane Region for Integrated Manage Care are working towards the next phase in developing a Mental Health Crisis Stabilization Facility.

With over 5 million dollars in collective investment from the State, the facility is designated for law enforcement agencies (with the ultimate goal of expanding to other Public Safety First Responders) as an alternative to jail for individuals struggling with mental health or substance use disorders and facing eligible charges.

## Old Rivalries Buried

Teamwork played a decisive role in attracting Amazon to Spokane. In establishing the PDA last fall, the City of Spokane and Spokane County set aside years of rivalry that officials blame for stunting the airport area's growth. The PDA is a zone encompassing the 6,000-acre (2,428-hectare) airport and a little more than 3,000 additional acres (1,214 hectares) of county and city land.

"For a long time," says Spokane County Commissioner Al French, "the city and county competed against each other. Where the business was located determined where tax revenues were going, and that battle for revenues, to be able to support our budgets, led to this competitive nature."



THANK  
YOU

# Spokane Regional Law and Justice Reforms – Success Through Teamwork!

**John Dickson**

Chief Operations Officer  
Spokane County

[jdickson@spokanecounty.org](mailto:jdickson@spokanecounty.org)

(509) 477-5770



*“Courage, Connection, Community – Getting Better Together”*