



The City of Spokane

2015

State of the City



Delivering the City of Choice

Crime is down citywide. Fire and emergency medical response is evolving.

Sales tax revenue is increasing. The gap between budgeted revenue and expenses has been eliminated. Investment in street maintenance has doubled. Integrated streets, utility and park improvements are getting us to a cleaner river faster.

As a city, we are engaging more people in new and different ways, and making Spokane safer, stronger and smarter. We are working every day to exceed the expectations you have set for us and we have defined in Vision 2020. Details about those outcomes follow in this document.

Partnerships, teamwork and a willingness to look at traditional challenges differently are delivering those results. We talk a lot about innovation and new ideas at the City, and many of the things we do originate with people like you.

Your perspectives and ideas add tremendous value and insight. We have accomplished a lot. Maintaining a dialogue with those who invest in our community, rely on City services and choose to make Spokane their home keeps us focused on your priorities.

Today is one of the formal engagements, but we encourage you to provide us feedback anytime on SpokaneCity.org or at Vision2020@SpokaneCity.org. Thank you for your input and ideas, and for supporting our commitment to make Spokane the City of Choice.

Sincerely,

David A. Condon, Mayor
City of Spokane





City of Spokane Honors and Recognition

SAFER

American Legion Award

Officer Jake Jensen
Officer Bruce Palmer

American Red Cross Hometown Heroes Lifesaving Award

Officer Amy Woodyard
Officer Traci Ponto

Fire Marshal of the Year, Washington State Fire Marshal Association

Lisa Jones

Partners in Justice Award

Detective Elise Robertson
Officer Teresa Fuller

Secretary of Defense Employer Support Freedom Award nominee

Spokane Police Department

STRONGER

Best Elected Official, Best of the City, Spokane Coeur d'Alene Living

Mayor David Condon

Best Place to People Watch, KREM-TV

Riverfront Park

Livable Community Award, Futurewise

City of Spokane

Modelo de Excelencia/Model of Excellence Award, Latina/o Bar Association of Washington

Gloria Ochoa

Power 50 Most Influential Leaders, Inland Business Catalyst

Mayor David Condon
Council President Ben Stuckart
Police Chief Frank Straub
City Administrator Theresa Sanders

RRCA Runner Friendly Community

Silver Spirit of Leadership, Leadership Spokane

City of Spokane

Spokane Municipal Community Court Recognition

Tree City USA

SMARTER

Certified Star Site, Voluntary Protection Program

City of Spokane Waste to Energy Facility

National Environmental Achievement Local Public Service Award, National Association of Clean Water Agencies

Mayor David Condon

Top 5 Libraries that Go Beyond Books, Huffington Post

Spokane Public Library

University Economic Development Association Finalist for Research and Analysis

Spokane Business Library

Washington Library Association Merit Award for Outstanding Service

Mark Pond, Business Reference Librarian, Spokane Public Library

Wastewater Treatment Plant Outstanding Performance Award, Washington State Department of Ecology

City of Spokane



PUBLIC SAFETY

Invest in neighborhoods to increase citizen safety

- ✓ Reduced crime overall by 8.36%
- ✓ Reduced violent crime by 19.72%
- ✓ Reduced property crime by 7.52%
- ✓ Opened the Downtown Spokane Police Precinct and North Precinct in Hillyard
- ✓ Partnered to open regional Domestic Violence Family Justice Center
- Open additional police precincts in south and east Spokane in 2015

Reform City's police culture

- ✓ Reduced officer use of force incidents by 22%
- ✓ Trained 95% of commissioned officers in crisis intervention
- ✓ Implemented all 26 citizen Use of Force Commission recommendations
- ✓ Established the citizen Police Ombudsman Commission
- ✓ Achieved state law enforcement accreditation
- ✓ Partnered with the Washington State Criminal Justice Training Commission to host the Basic Law Enforcement Training Academy in eastern Washington
- ✓ Collaborating with the U.S. Department of Justice Office of Community Oriented Policing Services to implement 42 best practice recommendations

Redefine City's fire and emergency medical service model

- ✓ Secured \$2 million federal grant to add 12 firefighters
- ✓ Implemented Alternative Response Unit program to maintain larger units for more critical calls
- ✓ Added paramedic capability to northwest and south Spokane
- ✓ Enhanced CARES program
- ✓ Restored firefighting capability to Station 9
- ✓ Improved communication among first responders
- Add new fire and EMS resources to southwest Spokane in 2015

Enhance parks environment to increase citizen safety

- ✓ Expanded security presence to 24 hours in Riverfront Park to drive down vandalism
- Develop park ranger program in partnership with the Spokane Police Department in 2015

Improve regional criminal justice delivery

- ✓ Convened the citizen Criminal Justice Commission, which published the Blueprint for Reform
- ✓ Collaborated to establish the Spokane Regional Law and Criminal Justice Council



JOBS & ECONOMIC GROWTH

Build catalytic infrastructure

- ✓ Invested in infrastructure to improve business environments in Hillyard, Spokane International Airport and the downtown core
- ✓ Improved bridge infrastructure to enhance freight mobility and increase safety in neighborhoods
- ✓ Delivered economic development incentives to drive density in the built environment
- ✓ Awarded contract to build the first downtown gateway
- ✓ Established joint development agreement with Spokane County for intelligent growth
- ✓ Established Northeast Public Development Authority

Build incentives for high-wage job creation

- Partner with business community to deliver jobs initiative and incentive plan in 2015

Build business-friendly customer service model

- ✓ Doubled the amount of permits available online
- ✓ Reduced full-route commercial plan review to under 30 days consistently
- ✓ Changed the face of the permit store to a customer-friendly environment
- ✓ Improved bid package preparation to ensure clarity and ease for contractors serving the City
- ✓ Streamlined the pre-development process by removing departmental hurdles

Build program for targeted federal investment in job growth

- ✓ Provided funding for micro-enterprise loan program to support entrepreneurship
- ✓ Convened broad stakeholder group to develop job-training program
- ✓ Created partnership with Spokane Community College and the Workforce Development Council to deliver workforce training and education

Build powerful partnerships

- ✓ Established partnership for regional animal control delivery
- ✓ Partnered with Spokane County to invest in law enforcement technology
- ✓ Partnered libraries with municipal courts to reduce recidivism
- ✓ Partnered with the Business Improvement District on downtown enhancements

Build shovel-ready development sites

- ✓ Piloted, evaluated and turned focus to infrastructure delivery and incentive development
- ✓ Surplused and sold underutilized City assets to maximize performance

Build mission retention/expansion strategy for Fairchild

- ✓ Supported Greater Spokane Incorporated Forward Fairchild initiative

Build a high-performing City workforce

- ✓ Hired director of diversity and multicultural affairs
- ✓ Invested in new supervisor training programs
- ✓ Invested in technology to improve recruitment and hiring processes
- Launch new performance evaluation in 2015



BUDGET

Invest in direct services

- ✓ Finalized six-year capital plan
- ✓ Established sustainable funding for public safety vehicles and equipment
- ✓ Aligned operating budget with citizens' highest priorities

Invest in partnerships

- ✓ Partnered with the state to deliver Weights and Measures at a reduced cost
- ✓ Partnered with Visit Spokane, the Downtown Spokane Partnership and the Public Facilities District to create Spokane Arts Fund, increasing partner funding
- ✓ Partnered with the Chase Youth Commission to enhance youth engagement
- ✓ Partnered with Downtown Spokane Partnership to enhance downtown police services

Invest in integration

- ✓ Created integrated capital department to increase leverage of City investment
- ✓ Created team to deliver integrated street levy and cleaner river faster projects faster and more efficiently
- ✓ Matched utility and levy funding to deliver integrated street projects

Measure and deliver program results

- ✓ Delivered quarterly program of performance measures and benchmarking to assess measurable results for citizens

Drive financial strength and stability

- ✓ Eliminated the structural gap
- ✓ Solidified the City's AA credit rating through adherence to key budget principles and maintaining appropriate reserves
- ✓ Delivered sustainable budget assuring long-term commitment to citizen priorities



INFRASTRUCTURE

Deliver integrated plan for infrastructure investments

- ✓ Established sustainable funding mechanisms for streets with new levy
- ✓ Enhanced equity and affordability for utility rates with a \$60 annual wastewater credit for low water users and fixed rate increases at 2.9 percent for three years
- ✓ Transitioned operation of Waste to Energy facility to the City from a private contractor
- ✓ Began construction on first design-build project that combines solid waste collection and fleet services
- ✓ Finalized and approved Integrated Clean Water Plan that saves \$150 million
- ✓ Launched Forest Spokane initiative to plant 10,000 new trees
- ✓ Completed first phase of High Drive and second phase of Lincoln/Monroe as integrated street and stormwater projects
- Implement projects under new integrated plans, including first street levy, combined sewer overflow and next level of wastewater treatment in 2015
- Complete Spokane Central Service Center project in 2015
- Complete tool to prioritize transportation projects into the future in 2015
- Pilot new on-site stormwater management approaches, including use of pervious pavement in 2015
- Develop multimodal transportation plan in 2015

Deliver innovative operations models

- ✓ Integrated grant compliance and finance functions
- ✓ Expanded MySpokane, an integrated customer service organization
- ✓ Fostered organizational culture of innovative thinking
- ✓ Invested in SpokaneCity.org and permitting software to deliver better results
- ✓ Leveraged technology to improve library services
- ✓ Launched interactive feedback tool to improve communication with the neighborhoods
- ✓ Hired Chief Information Officer to integrate City's technology assets
- ✓ Enhanced customers services and efficiency through use of technology
- ✓ Leveraged technology to improve energy efficiency in City Hall
- ✓ Enhanced parking system to improve customer service and efficiency



QUALITY OF LIFE

Deliver high-quality and efficient services

- ✓ Developed master plan for investing in Riverfront Park
- ✓ Voters approved \$64 million investment in Riverfront Park
- ✓ Partnered with Avista to improve Huntington Park and open the Gathering Place
- ✓ Expanded the Centennial Trail
- ✓ Developed and maintained affordable labor contracts
- ✓ Approved three-year utility rate plan capping rates at 2.9% growth
- Support educational growth and opportunities in the University District in 2015

Engage citizens in decision making

- ✓ Enhanced citizen engagement in design and development of street projects
- ✓ Partnered with citizens to launch community festivals and heritage months
- ✓ Created effective, meaningful experiences for citizen engagement through boards and commissions
- Improve financial sustainability of golf programs in 2015
- Enhance community awareness and use of park assets in 2015

Invest in effective social and housing services

- ✓ Invested \$13 million annually in outcome-based service and housing programs that sustainably improve lives
- ✓ Served 86% more homeless families since 2012 via coordinated homeless family intake program without increasing expenditures
- ✓ Integrated housing rehabilitation, neighborhood development and human services
- ✓ Transformed neighborhood Community Development Block Grant program to deliver neighborhood improvements faster
- Invest \$1.2 million in 2015 in low-barrier housing for chronically homeless individuals saving \$60,000 per individuals per year
- Deliver programs to end veteran and family homelessness in 2015

Enhance citizen relationship with City

- ✓ Improved citizen engagement by providing new ways to engage where they meet and on their time
- ✓ Improved police/community partnership and collaboration
- ✓ Partnered to involve more than 7,000 volunteers who logged 28,400 hours at 106 events during the inaugural Spokane Gives Week

VISION 2020

Safer
Stronger
Smarter

220,853

Internet sessions accessed through library computers

0

Difference between revenues and expenses

100+

Youth participants in SPD's Police Activities League

139+

Graduates of SPD's Youth and Police Initiatives

5,200

Dollars saved per month per person in ER visits by Hot Spotters pilot program

1,483

Visits by jobseekers to the downtown library for WorkSource assistance

2,151,914

Items checked out from libraries

500,000,000

Dollars invested in City streets over 20 years (estimated)

600+

Youth at SPD's Jr. Police Academy

17

Day of November the City took over Waste to Energy operations after 20 years

35,499

Total incidents responded to by the Spokane Fire Department

87

Percentage of emergency calls that are medical including automobile accidents

3.5

Percentage increase in building permits last year

25

Average days to receive a full-route permit

58,000,000

Dollars of construction projects completed

64,000,000

Dollar parks bond approved by voters

742,000,000

Dollars of capital projects identified and prioritized in the City's six-year capital plan

77.56

Percent voter approval of the street levy

81,807

Inquiries to MySpokane

2.9

Percent limit of utility rate increases for next three years

89

Percent of customer resolutions on first contact

125

Anniversary Avista commemorated with Huntington Park and the Gathering Place

800

Tons of municipal solid waste processed daily

23,000

Homes powered daily by solid waste

86

Percent more homeless families served since 2012 via coordinated intake program last year

13,000,000

Dollars invested annually in outcome-based service and housing programs

19.72

Percent reduction in violent crime

7.52

Percent reduction in property crime

8.36

Percent reduction in crime overall

60

Dollar value of new annual wastewater bill credit for lowest water users

Invest in the University District to ignite development and growth in the area

26

Use of Force recommendations completed or on track

3.08

Percent interest rate City received on \$200M in bonds for Riverfront Park work

14,300,000

Plus dollars committed to fire equipment

850,000,000

Dollars invested in the City over the past two years

5

Citizen Police Ombudsman commissioners appointed

Establish Criminal Justice Commission work groups

Libraries launch Gale Courses, an online learning tool with diverse course offerings

150,000,000

Dollars saved by the Integrated Clean Water Plan

600+

Total public meetings held

12

Additional firefighter positions paid for by federal grant

6815

Address on Trent of new SCRAPS regional animal control facility

33

SPD officers hired in 2014

95

Percentage of SPD officers trained in crisis intervention

300

SPD officers as of Feb 2015

28,432

Hours of service during Spokane Gives week

Safer

Stronger

Smarter

Feedback: Vision2020@SpokaneCity.org

CityOfSpokane

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Photography by Doyle Wheeler





**The City of Spokane strives to deliver
efficient and effective services that
facilitate economic opportunity and
enhance quality of life.**



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