



The City of Spokane

2016

State of the City



Evaluating Successes and Opportunities

Milestones present a chance to measure progress and reassess goals. The start of a second four years is the perfect opportunity to evaluate successes and opportunities ahead in this All-America City.

Over the past four years, our city employees have done amazing things. The city has become safer through innovative solutions, smarter as we have become more accountable to the community, and stronger through better alignment to your priorities.

That progress has not been without some learning.

For as far as we have come in the areas of collaboration, communication and community, we can still be better. As we look back – as I look back over my first four years as mayor – the city has been at its best when we have worked together to drive Spokane forward.

Numerous examples come to mind. The ongoing effort to re-engineer the Spokane Police Division. The strides made evolving fire and emergency medical services delivery. Opening the Domestic Violence Family Justice Center to combine advocacy, investigation and prosecutorial resources in a single, victim-friendly location. The levy delivering \$500 million in street improvements over 20 years. The bond that is making the most significant investment in Riverfront Park in more than four decades.

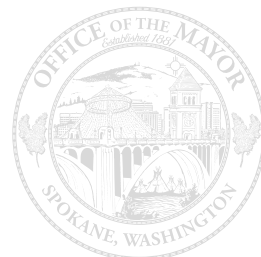
Each of these has one very important commonality. Teamwork and collaboration made them examples of progress and successes.

An economic investment program established last year in partnership with the City Council has us ready to promote job growth and economic development in ways we never have before. Public safety, including further cutting a crime rate that is down 19 percent since 2012 and fire and emergency medical services innovations, are still top priorities.

Our attention will also be on delivering the most significant investments in the history of Spokane. Improving Spokane's streets, redeveloping Riverfront Park and completing work that is getting us to a cleaner river faster are major priorities for Spokane over the next four years and beyond.

Like the recent accomplishments, collaboration, communication and community will get us to a safer, smarter and stronger Spokane.

David A. Condon
Mayor, City of Spokane



City of Spokane Honors and Recognition

SAFER

All-America City 2015

**2015 Crisis Intervention Team Coordinator of the Year,
Northwest Regional CIT Conference**
Captain Keith Cummings

**Partners in Justice Award for outstanding service to
the Spokane community, Lutheran Community Services**
David Daddato, Ben Brown-Bieber, and Traci Ponto

**Spokane County Sheriff Community Oriented Policing Effort (S.C.O.P.E.)
Volunteers and the OnBase Document Imaging program acknowledgement**
Lisa K. Smith

Firefighter of the Year, the Lilac Association
Tim Loncon

STRONGER

Best Local Leader, Best of the Inland Northwest Reader's Poll, Inlander
Mayor David Condon

Best of the City, Best Elected Official, Bozzi Media
Mayor David Condon

Best of the City, Best Golf Course, Bozzi Media
Downriver Golf Course

Power 50 Most Influential, Inland Business Catalyst
Mayor David Condon
Council President Ben Stuckart

Tree City USA

Washington State Auditor Stewardship Award

SMARTER

Award of Excellence, Best City Award, Centennial Trail Gap – Summit Blvd
City of Spokane

Best Poet, Best of the Inland Northwest Reader's Poll, Inlander
Thom Caraway

Smart City Accelerator, Envision America

Smart Growth America technical assistance grant



PUBLIC SAFETY

To be the **safest city** of our size

Invest in neighborhoods to increase citizen safety

- ✓ Reduced crime overall by 19.33% since 2012¹
- ✓ Reduced violent crime by 33.46% since 2012¹
- ✓ Reduced property crime by 18.37% since 2012¹
- ✓ Opened the Downtown Spokane Police Precinct and North Precinct in Hillyard
- ✓ Partnered to open regional Domestic Violence Family Justice Center
- ✓ Opened additional police precincts in south and east Spokane

Reform City's police culture

- ✓ Reduced officer use of force incidents by 22%
- ✓ Trained 100% 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, south and southwest Spokane
- ✓ Enhanced CARES program
- ✓ Restored firefighting capability to Station 9
- ✓ Improved communication among first responders
- ✓ Added new fire and EMS resources to southwest Spokane
- ✓ Formed Fire Task Team that recommended 31 updates to delivery of fire and EMS services
- ✓ Upgraded Computer Aided Dispatch System to provide capability to dispatch closest unit to priority incidents
- ✓ Implemented Electronic Patient Care Reporting paperless EMS reporting system for quicker information to hospitals and improved data analysis capabilities

Enhance parks environment to increase citizen safety

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

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

1. Source: CompStat



JOBS & ECONOMIC GROWTH

To be the **fastest growing job market** in the inland northwest

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
- ✓ 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

- ✓ Partnered with business community to deliver jobs initiative and incentive plan

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
- ✓ 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 incentives
- ✓ 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
- ✓ Launched new performance evaluation



BUDGET

To be a model for **cost effective service delivery**

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

To be a **municipal leader** in innovation

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% 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
- ✓ Implemented projects under new integrated plans, including first street levy, combined sewer overflow and next level of wastewater treatment
- ✓ Completed Spokane Central Service Center project
- ✓ Completed tool to prioritize transportation projects into the future
- ✓ Piloted new on-site stormwater management approaches, including use of pervious pavement
- ✓ Developed multimodal transportation plan

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

To be **unequaled** in living, learning and leisure

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
- ✓ Supported educational growth and opportunities in the University District

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
- ✓ Improved financial sustainability of golf programs
- ✓ Enhanced community awareness and use of park assets

Invest in effective social and housing services

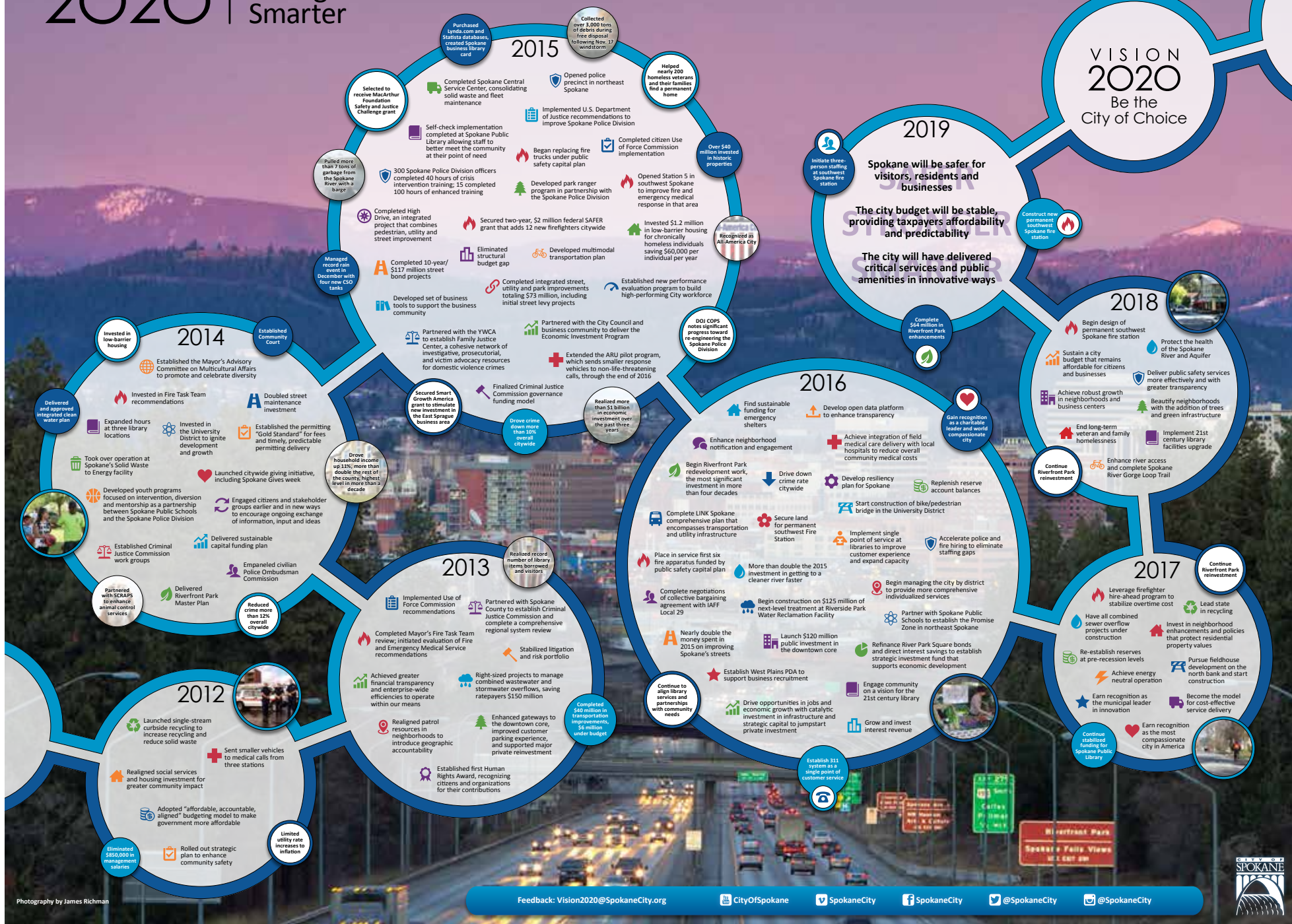
- ✓ Invested \$13 million annually in outcome-based service and housing programs that sustainably improve lives
- ✓ Served 86% more homeless families since 2012 via coordinated homeless family intake program without increasing expenditures
- ✓ Integrated housing rehabilitation, neighborhood development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

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 17,000 volunteers who logged 78,000 hours at 201 events during Spokane Gives Week

VISION
2020

Safer
Stronger
Smarter





Purple
Heart City



TREE CITY USA



Spokane Public Schools
excellence for everyone

District of
Distinction



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



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