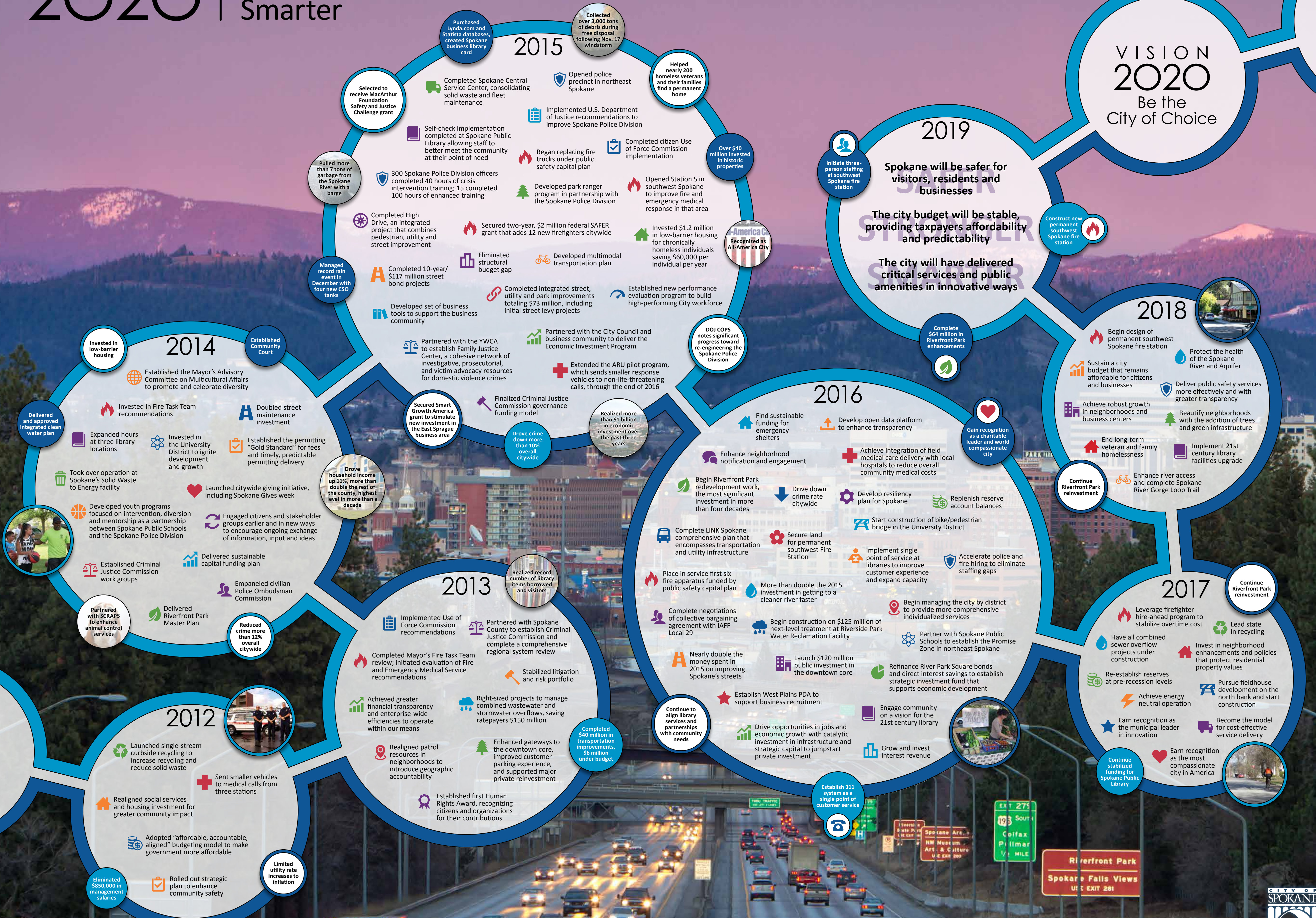


VISION 2020

Safer
Stronger
Smarter

VISION 2020 Be the City of Choice



2015

- Completed Spokane Central Service Center, consolidating solid waste and fleet maintenance
- Opened police precinct in northeast Spokane
- Implemented U.S. Department of Justice recommendations to improve Spokane Police Division
- Completed citizen Use of Force Commission implementation
- Over \$40 million invested in historic properties
- Helped nearly 200 homeless veterans and their families find a permanent home
- Self-check implementation completed at Spokane Public Library allowing staff to better meet the community at their point of need
- Began replacing fire trucks under public safety capital plan
- Completed Spokane Central Service Center, consolidating solid waste and fleet maintenance
- 300 Spokane Police Division officers completed 40 hours of crisis intervention training; 15 completed 100 hours of enhanced training
- Developed park ranger program in partnership with the Spokane Police Division
- Opened Station 5 in southwest Spokane to improve fire and emergency medical response in that area
- Completed High Drive, an integrated project that combines pedestrian, utility and street improvement
- Secured two-year, \$2 million federal SAFER grant that adds 12 new firefighters citywide
- Invested \$1.2 million in low-barrier housing for chronically homeless individuals saving \$60,000 per individual per year
- Recognized as All-America City
- Eliminated structural budget gap
- Developed multimodal transportation plan
- Completed 10-year/\$117 million street bond projects
- Completed integrated street, utility and park improvements totaling \$73 million, including initial street levy projects
- Established new performance evaluation program to build high-performing City workforce
- Developed set of business tools to support the business community

2019

Spokane will be safer for visitors, residents and businesses

The city budget will be stable, providing taxpayers affordability and predictability

The city will have delivered critical services and public amenities in innovative ways

- Construct new permanent southwest Spokane fire station

2014

- Established the Mayor's Advisory Committee on Multicultural Affairs to promote and celebrate diversity
- Invested in Fire Task Team recommendations
- Expanded hours at three library locations
- Invested in the University District to ignite development and growth
- Established the permitting "Gold Standard" for fees and timely, predictable permitting delivery
- Launched citywide giving initiative, including Spokane Gives week
- Drove household income up 11%, more than double the rest of the county, highest level in more than a decade
- Engaged citizens and stakeholder groups earlier and in new ways to encourage ongoing exchange of information, input and ideas
- Delivered sustainable capital funding plan
- Empaneled civilian Police Ombudsman Commission
- Reduced crime more than 12% overall citywide
- Completed Mayor's Fire Task Team review; initiated evaluation of Fire and Emergency Medical Service recommendations
- Stabilized litigation and risk portfolio
- Achieved greater financial transparency and enterprise-wide efficiencies to operate within our means
- Right-sized projects to manage combined wastewater and stormwater overflows, saving ratepayers \$150 million
- Enhanced gateways to the downtown core, improved customer parking experience, and supported major private reinvestment
- Established first Human Rights Award, recognizing citizens and organizations for their contributions
- Completed \$40 million in transportation improvements, \$6 million under budget

2013

- Partnered with the YWCA to establish Family Justice Center, a cohesive network of investigative, prosecutorial, and victim advocacy resources for domestic violence crimes
- Extended the ARU pilot program, which sends smaller response vehicles to non-life-threatening calls, through the end of 2016
- Partnered with the City Council and business community to deliver the Economic Investment Program
- Finalized Criminal Justice Commission governance funding model
- Realized more than \$1 billion in economic investment over the past three years
- Secured Smart Growth America grant to stimulate new investment in the East Sprague business area
- Drove crime down more than 10% overall citywide
- Realized record number of library items borrowed and visitors
- Implemented Use of Force Commission recommendations
- Partnered with Spokane County to establish Criminal Justice Commission and complete a comprehensive regional system review
- Completed Mayor's Fire Task Team review; initiated evaluation of Fire and Emergency Medical Service recommendations
- Stabilized litigation and risk portfolio
- Achieved greater financial transparency and enterprise-wide efficiencies to operate within our means
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2016

- Find sustainable funding for emergency shelters
- Develop open data platform to enhance transparency
- Enhance neighborhood notification and engagement
- Achieve integration of field medical care delivery with local hospitals to reduce overall community medical costs
- Begin Riverfront Park redevelopment work, the most significant investment in more than four decades
- Drive down crime rate citywide
- Complete LINK Spokane comprehensive plan that encompasses transportation and utility infrastructure
- Secure land for permanent southwest Fire Station
- Place in service first six fire apparatus funded by public safety capital plan
- More than double the 2015 investment in getting to a cleaner river faster
- Complete negotiations of collective bargaining agreement with IAFF Local 29
- Begin construction on \$125 million of next-level treatment at Riverside Park Water Reclamation Facility
- Nearly double the money spent in 2015 on improving Spokane's streets
- Launch \$120 million public investment in the downtown core
- Refinance River Park Square bonds and direct interest savings to establish strategic investment fund that supports economic development
- Engage community on a vision for the 21st century library
- Grow and invest interest revenue
- Establish 311 system as a single point of customer service
- Drive opportunities in jobs and economic growth with catalytic investment in infrastructure and strategic capital to jumpstart private investment
- Accelerate police and fire hiring to eliminate staffing gaps
- Replenish reserve account balances
- Start construction of bike/pedestrian bridge in the University District
- Implement single point of service at libraries to improve customer experience and expand capacity
- Partner with Spokane Public Schools to establish the Promise Zone in northeast Spokane
- Engage community on a vision for the 21st century library
- Grow and invest interest revenue

2018

- Begin design of permanent southwest Spokane fire station
- Protect the health of the Spokane River and Aquifer
- Sustain a city budget that remains affordable for citizens and businesses
- Deliver public safety services more effectively and with greater transparency
- Achieve robust growth in neighborhoods and business centers
- Beautify neighborhoods with the addition of trees and green infrastructure
- End long-term veteran and family homelessness
- Implement 21st century library facilities upgrade
- Enhance river access and complete Spokane River Gorge Loop Trail
- Continue Riverfront Park reinvestment

2017

- Leverage firefighter hire-ahead program to stabilize overtime cost
- Lead state in recycling
- Have all combined sewer overflow projects under construction
- Invest in neighborhood enhancements and policies that protect residential property values
- Re-establish reserves at pre-recession levels
- Pursue fieldhouse development on the north bank and start construction
- Achieve energy neutral operation
- Become the model for cost-effective service delivery
- Earn recognition as the most compassionate city in America
- Continue stabilized funding for Spokane Public Library

2012

- Launched single-stream curbside recycling to increase recycling and reduce solid waste
- Sent smaller vehicles to medical calls from three stations
- Realigned social services and housing investment for greater community impact
- Adopted "affordable, accountable, aligned" budgeting model to make government more affordable
- Eliminated \$850,000 in management salaries
- Rolled out strategic plan to enhance community safety
- Limited utility rate increases to inflation

