



spokanecity.org

Building the City of Choice

Safer • Stronger • Smarter



City of Spokane • Annual Report 2014 • Vision 2020

Inside



Public Safety

Jobs &
Economic
Growth



Budget



Infrastructure



Quality of Life



City of Spokane • Washington • USA

a message from mayor condon

It is my job as mayor and honor as a citizen of our town to serve all of you as I do the work you have entrusted me to do. You have told us you are encouraged by our efforts in just 24 months to make Spokane safer. As a city, we are financially stronger and preparing ourselves for future investment. And every day we are building partnerships to make sure your neighborhoods, parks, schools, and professional environments are managed smarter.



It is with great pride that I present this summary of the work my team has done and continues to do to achieve our community's "Vision 2020" goals. Within these pages are just some examples of ways we have come together to achieve the best results for you.

Working with you, your families, and the incredible team of City employees has been a constant source of motivation to pursue the vast opportunities before us. As we navigate the Vision 2020 path, we will realize the impacts of partnership and potential of our community. Impacts like:

- A reinvigorated Riverfront Park designed for all generations to enjoy
- A cleaner river that meets federal regulations and refocuses on our center of living and leisure
- Comprehensive solutions to animal control, solid waste disposal and criminal justice reform
- Appropriately staffed public safety programs to protect and serve our citizens

These are just some of the things we will achieve. Most importantly, we earn your trust by proving to be a municipal government that works to understand and meet your needs.

It is our role to fund essentials, like education, recreation, and engagement, so that you can invest in the things that make our region one of choice. We have made significant progress, but there is still much more to do.

That is where we need your help. As you look through these pages, I encourage you to find your passion and make Vision 2020 your personal vision too. Many of you already serve through the incredible non-profits supporting the fabric of our community. Others are members of boards or commissions that identify needs and allocate resources to our neighborhoods. For those looking for new or further involvement, email us at Vision2020@spokanecity.org.

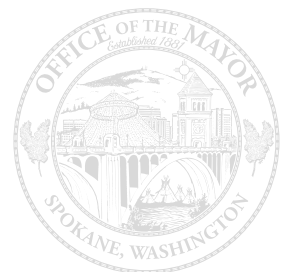
Your input has guided our success thus far and I hope you will continue this work with me. Please take the opportunity to explore our enhanced engagement platforms @spokanecity on Facebook, Twitter, Instagram and our website at spokanecity.org.

Together we can be a safer, stronger and smarter Spokane. Thank you for your support of this community and your work to make Spokane the "City of Choice" for everyone.

Sincerely,

A handwritten signature in blue ink that reads "David A. Condon". The signature is fluid and cursive, with the first name "David" being the most prominent.

David A. Condon
Mayor





PUBLIC SAFETY

- Improve regional criminal justice delivery
- Redefine city's fire and emergency medical service model
- Reform city's police culture
- Invest in neighborhoods to increase citizen safety
- Enhance parks environment to increase citizen safety



JOBES & ECONOMIC GROWTH

- Build catalytic infrastructure
- Build incentives for high-wage job creation
- Build business-friendly customer service model
- Build program for targeted federal investment in job growth
- Build powerful partnerships
- Build shovel-ready development sites
- Build mission retention/expansion strategy for Fairchild
- Build a high-performing city workforce



BUDGET

- Invest in direct services
- Invest in partnerships
- Invest in integration
- Measure and deliver program results
- Drive financial strength and stability



INFRASTRUCTURE

- Deliver integrated plan for infrastructure investments
- Deliver innovative operations models



QUALITY OF LIFE

- Deliver high-quality and efficient services
- Engage citizens in decision making
- Invest in effective social and housing services
- Enhance citizen relationship with city

to be the safest city of our size



PUBLIC SAFETY

Improve regional criminal justice delivery

- ◆ Manage the criminal justice commission process and results

Redefine city's fire and emergency medical service model

- ◆ Create next generation fire service plan

Reform city's police culture

- ◆ Deliver strategic plan to address organizational and use of force priorities

Invest in neighborhoods to increase citizen safety

- ◆ Deliver plan for property crimes and vehicle theft reduction

Enhance parks environment to increase citizen safety

- ◆ Develop plan to enhance safety in parks

to be the fastest growing job
market in the inland northwest



JOBS & ECONOMIC GROWTH

Build catalytic infrastructure

- ◆ Develop plan to incent private development with public infrastructure investments

Build incentives for high-wage job creation

- ◆ Improve business interaction

Build business-friendly customer service model

- ◆ Develop integrated policy on utility and tax incentives for targeted job creation

Build program for targeted federal investment in job growth

- ◆ Leverage federal funding for economic development to create jobs

Build powerful partnerships

- ◆ Build coalition with business development organizations

Build shovel-ready development sites

- ◆ Build property plan to optimize city real estate assets

Build mission retention/expansion strategy for Fairchild

- ◆ Manage joint land use study process and affected interlocal agreements

Build a high-performing city workforce

- ◆ *Workforce Diversity* – Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of the community
- ◆ *Workplace Inclusion* – Cultivate a culture that encourages collaboration to enable individuals to contribute to their full potential and further retention
- ◆ *Sustainability* – Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, and engender a culture of inclusion

to be a model for cost effective
service delivery



BUDGET

Invest in direct services

- ◆ Reduce overhead costs and redirect resources to highest priority direct services
- ◆ Finalize capital plan and financing
- ◆ Keep government services affordable

Invest in partnerships

- ◆ Develop new public and private sector partnerships
- ◆ Utilize volunteer assistance to expand services and control costs management initiatives

Invest in integration

- ◆ Develop enhanced integrated organizational structure

Measure and deliver program results

- ◆ Formalize program of performance measures and benchmarking to assess measurable results for citizens

Drive financial strength and stability

- ◆ Continue commitment to city's AA credit rating through adherence to key budget principles and maintaining appropriate reserves
- ◆ Deliver sustainable budget assuring long-term commitment to citizen priorities



INFRASTRUCTURE

Deliver integrated plan for infrastructure investments

- ◆ Create sustainable funding mechanisms for transportation
- ◆ Develop multimodal transportation plan
- ◆ Develop plan for water reclamation and reuse
- ◆ Develop integrated CSO stormwater plan
- ◆ Develop competitive process for bidding public works
- ◆ Plant 10,000 new trees

Deliver innovative operations models

- ◆ Provide leadership and funding incentives for collaboration between housing providers and service providers to reach best outcomes for those in need
- ◆ Create a model customer service organization (MySpokane)
- ◆ Foster organizational culture of innovative thinking
- ◆ Capitalize on CRM software to deliver efficient responsive service
- ◆ Regional evidence facility
- ◆ Fair and efficient resolution of claims – new fast track case management initiatives



QUALITY OF LIFE

Deliver high-quality and efficient services

- ◆ Develop regional services with partner jurisdictions
- ◆ Develop and maintain affordable labor contracts
- ◆ Update permit fees to align with cost services
- ◆ Maintain utility rates at CPI
- ◆ Aggressively manage overhead and operating costs
- ◆ Utilize internal service groups to improve business models
- ◆ Invest in environmentally sound operational improvements
- ◆ Integrate internal services groups to improve operational efficiency

Engage citizens in decision making

- ◆ Develop plan for next generation library services
- ◆ Enhance city's gateways
- ◆ Improve financial sustainability of golf programs
- ◆ Enhance community awareness and use of park assets
- ◆ Revitalize neighborhood engagement processes and programs
- ◆ Commit to key role in city's community festivals
- ◆ Be a convener for STEM dialogue
- ◆ Create effective, meaningful experiences for citizen engagement through boards and commissions
- ◆ Support VisitSpokane initiatives

Invest in effective social and housing services

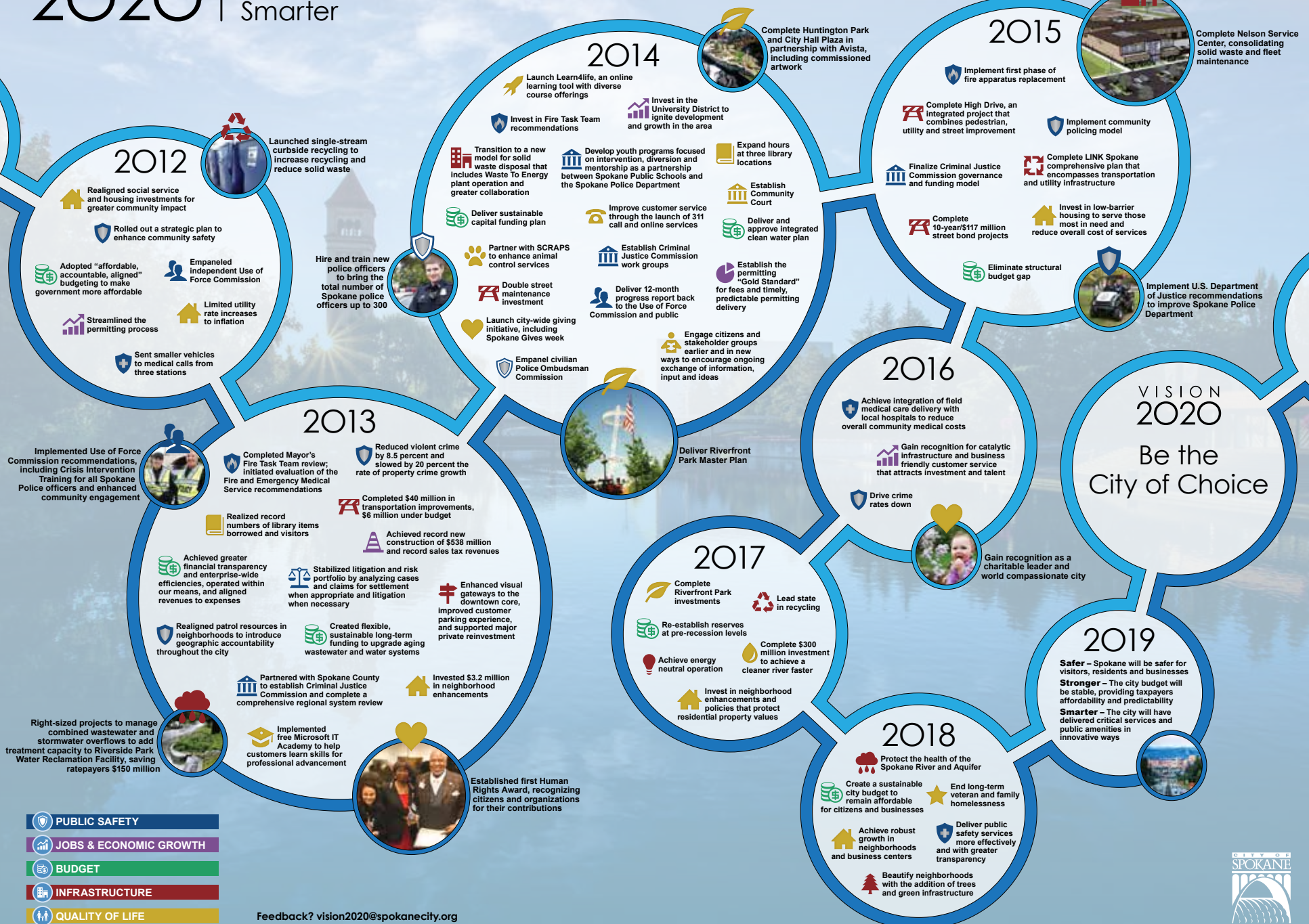
- ◆ Drive investment in outcome-based service and housing programs that sustainably improve lives
- ◆ Invest in housing rehabilitation and neighborhood development
- ◆ Transform neighborhood Community Development Block Grant investments through active partnerships with neighborhood leaders
- ◆ End veteran and family homelessness

Enhance citizen relationship with city

- ◆ Improve citizen engagement
- ◆ Improve police/community partnership and collaboration

VISION 2020

Safer Stronger Smarter



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



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