



Oftentimes in life you think you know what you are getting yourself into only to discover you have a lot more to learn.

When I came into office, I had a good foundation of knowledge. I had lived in Spokane for three decades. I was well-versed on the community, its tremendous strengths, and areas with work left to do.

Public safety, homelessness, housing, and economic development were areas the community identified as being most on their mind. So that's where I decided to focus. Driven by pandemic necessity, we have since added **operational sustainability** and **mental health**.

We have invested a great deal of time, energy, and emotion into building relationships and establishing trust in the name of collaboration. Listening to learn. Learning to grow. Growing to build. Building from unique perspectives, for collaboration, from a foundation of strengths.

The approach is never a straight line, often quite messy, and can be extremely frustrating at times trying to fit all of the collective wisdom together. It is also extremely rewarding. Especially if we can resist the urge to dismiss good in search of perfect.

Much has been written and discussed on the topic of collaboration, but an African proverb sums it up very well:

"If you want to go fast, go alone. If you want to go far, go together."

In a world that has experienced significant disruption, dissension, and disconnect over the past two plus years, finding ways to work together remains our unwavering focus. It won't be perfect, we won't be perfect, and I certainly won't be perfect, and, yet, together we will be great.

Thank you for your continued willingness to collaborate on community outcomes.

Nadine Woodward

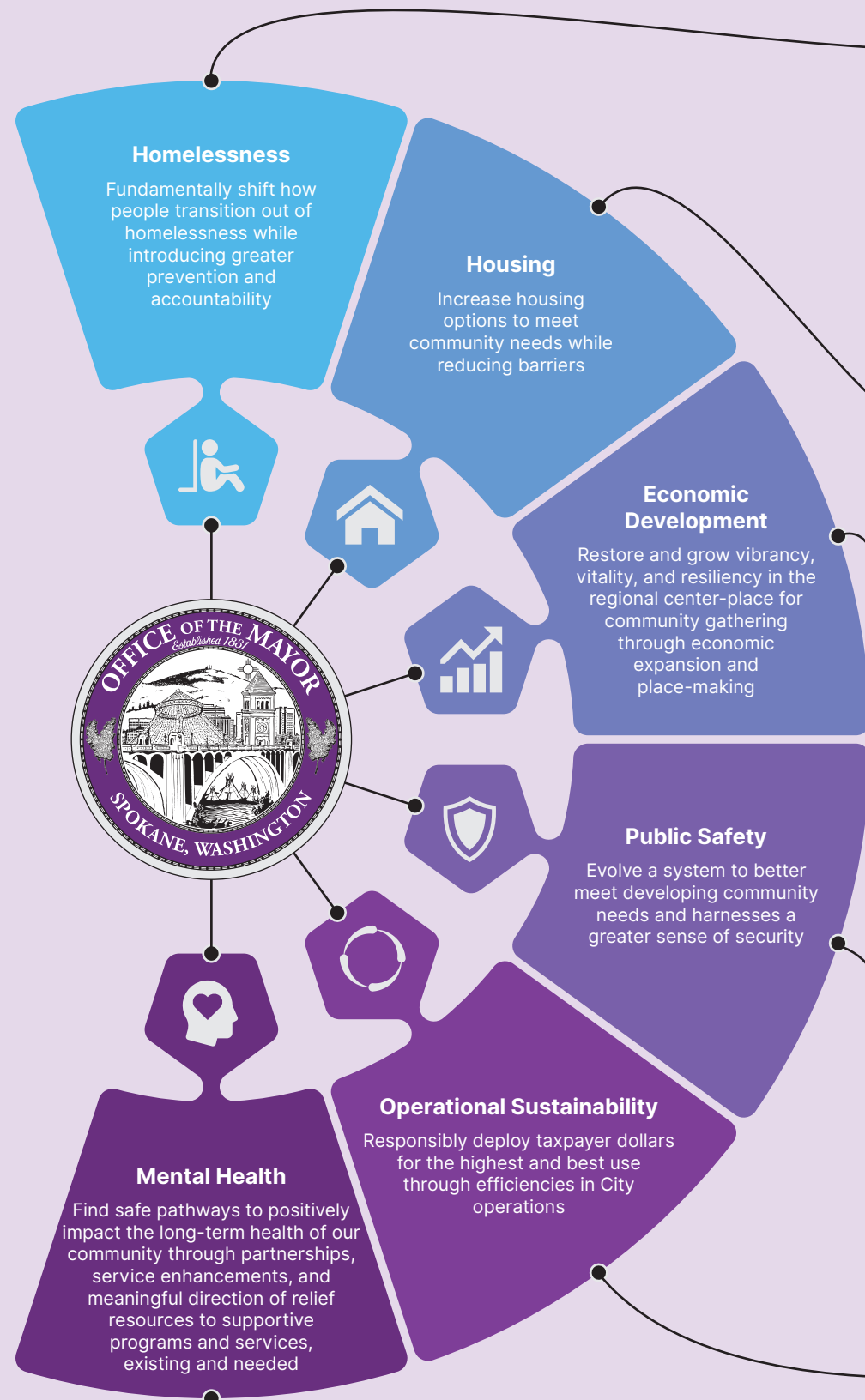


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2022 State of the City Address
Presented by Mayor Nadine Woodward

Prioritize. Collaborate. Deliver Results.



Strategies

Homelessness	<ul style="list-style-type: none">• Get individuals emergency housed as a transition strategy• Meet people with individualized services• Coordinate supportive resources• Know them by name and need• Deploy case workers to meet people where they are physically and in life• Deliver transparency and accountability to establish and maintain buy-in• Create more housing inventory• Expect compassionate accountability by demonstrating respect and that behavior matters• Minimize the impacts of homelessness on individuals and community• Connect individuals and families to services for greater accountability and movement into permanent housing• Increase flexibility to the regional system to accommodate emergent and localized needs for services• Open a dialogue with the court system about how to enhance therapeutic court options for greater accountability	<ul style="list-style-type: none">• Opened The Way Out Center, a service-intensive bridge housing program• Opened the Young Adult Shelter to meet specific and unique niche identified by the Continuum of Care• Partnered with Volunteers of America on opening Hope House for women• Expanded consistency and availability of space systemwide• Flexed and added square footage to meet distancing needs related to the pandemic• Maximized resources for pandemic needs into long-term solutions• Expanded funding for families to achieve capacity to meet and exceed need• Delivered all items in initial homelessness plan; launching the next evolution• Meeting regularly with the Mayor's Advisory Council on Downtown Environment, a broad mix of providers, advocates, lived experience, and business representation• Pursuing partnerships and options to add temporary short-term capacity and additional permanent space• Operationalizing the next evolution of the homelessness plan to emphasize prevention, service connection, and compassionate accountability
Housing	<ul style="list-style-type: none">• Increase housing supply, option, and affordability at all income levels• Preserve existing housing affordability and quality to help people thrive where they live• Enhance equitable access to housing and homeownership• Engage in frequent and robust communication on housing and development needs in the community• Resource work that generates an annual housing report• Implement programs to leverage local affordable housing funds efficiently, transparently, and aligned to policy objectives• Work collaboratively with the City Council to develop policy and budgetary solutions to improve housing availability and affordability	<ul style="list-style-type: none">• Declared housing emergency and set in motion a lengthy set of action to address the need for additional inventory and access• Reduced single-family residential permit processing commitment times to 2 weeks on average• Met second consecutive year of record-demand for residential and total construction• Achieved two decade high for multi-family units• Prioritizing hiring to focus on housing outcomes• Leading a Shaping Spokane Housing initiative that proposes more flexibility for residential development, particularly for duplexes, townhouses, accessory dwelling units, and short-term rentals in commercial zones• Addressing state Legislature about prioritizing land lost to the North Spokane Corridor project for housing inventory• Implementing Housing Action Plan with a priority on code changes to allow for different and more flexible development options• Reconvening the Housing Task Force to work on local and regional solutions
Economic Development	<ul style="list-style-type: none">• Strengthen partnerships with the private sector and nonprofits to reactivate a community that is known for its vitality, energy, and hospitality• Provide a welcoming, equitable, and inviting environment for locals and visitors• Increase the supply and quality of jobs through enhanced regional economic development relationships and strategies• Maintain and grow neighborhood identities as desirable places to live	<ul style="list-style-type: none">• Added capacity to expand litter, graffiti, and camp cleanup capability• Strengthened relationships with regional development authorities• Investing in infrastructure improvements to prepare for pandemic recovery• Collaborating with regional partners on development of a regional economic development approach and plan• Coordinating business corridor revitalization efforts to invite patrons back• Simplifying and improving key economic development tools to make them easier to understand, access, and administer• Working together to strengthen broadband fiber to create an internet exchange point
Public Safety	<ul style="list-style-type: none">• Support the police department's continuous improvement approach to meeting community needs• Reaffirm the City's commitment to efficient, equitable public safety outcomes and alignment of performance expectations and resources to meet changing community needs• Demonstrate a high level of customer service and responsiveness• Evolve delivery of Fire Department services particularly in the areas of medical and mental/behavioral health• Reduce criminal activity through legislative and criminal justice system solutions for prolific repeat offenders	<ul style="list-style-type: none">• Responded to a 12 percent increase in calls for medical and fire services• Expanded emergency medical partnerships to improve clinical care related to pediatric, stroke, cardiac, and sepsis emergencies• Established Violent Crimes Task Force to address criminal activity by dangerous and prolific offenders• Established police department hire-ahead program that allows hiring over budgeted capacity to reduce time to replace officers who retire or leave• Invested more in partnerships between officers and behavioral health professionals to address underlying needs and free up resources for crime response• Resuscitated more than 100 people suffering from cardiac arrest• Opened, in partnership, the Spokane Regional Crisis Stabilization Center as an emergency room or jail alternative for those experiencing behavioral health crisis or addition needs; already connected to The Way Out Center as a referral resource• Hosting two fire academies this year to re-establish full staffing• Increasing fire prevention efforts to proactively address threats to our community members and neighborhoods
Operational Sustainability	<ul style="list-style-type: none">• Leverage and optimize city-owned assets to maximize community use• Invest in a healthy, trained, and responsive workforce• Enhance communication and collaboration between City Council, City staff, and community members to improve transparency, trust, and shared decision-making• Enhance the customer experience through new efficiencies that make the City more responsive, cost-effective, and transparent• Demonstrate financial stewardship by maintaining strong reserve balances, financial best-practice management, accountability around contracts and grants• Ensure clear, consistent, and structured process	<ul style="list-style-type: none">• Hired CHHS, Planning, Human Resources, and Customer Experience directors since January• Promoting diversity, equity, and inclusion, enhancing training and recruitment, and addressing Civil Service enhancements to resolve vacancy backlog by re-establishing the 21st Century Workforce Initiative• Activating new budgeting and financial tools to provide better real-time information to make resource decisions• Meeting regularly with councilmembers to improve communication and shared opportunities• Establishing a more consistent police and fire vehicle replacement program
Mental Health	<ul style="list-style-type: none">• Strengthen the connectivity among the regional mental health network while focusing on enhanced identification and tools to engage and intervene before and during crisis• Raise awareness of the mental health needs in our community to defeat the stigma oftentimes associated with the challenges• Assess the impact of COVID on our individual and collective mental health• Foster and facilitate resource leverage through collaboration to support new solutions	<ul style="list-style-type: none">• Convene Task Force to address rapidly emerging need with a focus on youth and long-term impacts• Met with experts, referral sources, and potential partners• Facilitating a concerted community effort to address the subject and need as a second pandemic, especially around youth