



## **The Next 100 Days**

*A plan for leadership in a time of transition*

Mayor Nadine Woodward

## The Next 100 Days

This year has been unlike anything most have experienced. Global pandemic. A courageous conversation about race relations in Spokane and nationally. Hazardous wildfire smoke that suffocated the region for a week. Each event carries its own significance. Layered on top of each other, they create unprecedented considerations and challenges.

As we transition, leadership must be steady and engaged with clear direction to division directors and expectations to continue delivering the services and outcomes the community expects and deserves. Unresolved and unanticipated new challenges will test our focus as we remain committed to operating an efficient, effective organization that is nimble and open to new approaches.

Immediately, we will make a shift in our organizational leadership structure to align to more traditional industry standards that prepare us to be flexible, innovative, forward-thinkers when the situation requires a different approach. We will pilot a new leadership structure that aligns more closely to strategic work in the areas of Public Safety and Health, Public Infrastructure, Resident Experience, Management, Technology, and Budget, and Internal Services. Leaders from within the organization will oversee each of those areas as we also focus on key initiatives in public safety, homelessness, housing, and economic development.

We will evaluate our organizational effectiveness early in the first quarter of 2021, make any necessary adjustments, and finalize our direction by the end of January. The Next 100 Days are outlined below along with a review of the year to date. The intention is to launch a First 100 Days Reset initiative based on the Strategic Plan redevelopment at the State of the City address in February.

### What will the plan and leadership structure address?

Opportunities to take the next step as an organization have surfaced through personal observation and conversations with organizational leadership. That feedback is valued and appreciated as an assessment of organizational needs and a desire to continue advancing in customer experience, service delivery, financial stewardship, and recruitment and retention as an employer.

Refinements to our leadership structure will provide greater clarity, better continuity, and more room for creativity as we prepare to deliver on operational commitments and meet the challenges – anticipated and unanticipated – that await us as an organization.

Specifically, this plan:

- **Meets a need to establish succession, continuity of operations, leadership development**
- Improves communication within and among critical strategic areas
- Increases organizational coordination
- Establishes a manageable span of control
- Identifies opportunities for professional development and diversity, equity, and inclusion
- **Enhances bench strength that allows for ways to relieve staff**
- Directs work and resources to the appropriate “doers” and levels within the organization

## What can you expect?

**First, and foremost, clarity.** My commitment to you is that we will establish the pathways for exchange of ideas, creative thinking, and clear decisions. That will occur during briefing and presentations at Cabinet meetings and during more informal interactions.

**Leadership.** Change can be disruptive and unsteady. We will work collaboratively through this transition to ensure the City's business and important initiatives continue to advance.

**Commitment.** We will move forward with a renewed emphasis on strategic organizational priorities to minimize the distractions that can come with emergent issues. New challenges await us and we will handle them as a team while ensuring the important work we need to do as an organization continues.

**Focus.** We have accomplished some great things in the face of extremely trying circumstances. We will continue to work with our partners and engage the community while giving City operations the attention it needs and deserves to be an outstanding, well-run organization.

**Collaboration.** An open line of communication is vital to organizational success. Great emphasis has been placed on relationships with the City Council as a body and members as individuals. That collaboration will continue. We will also continue to prioritize communication and strong working relationship among the leadership team with colleagues, councilmembers, and external stakeholders.

## What can the organization expect?

There is a lot to be done. Budget season is always a busy time. The City's Strategic Plan needs to be updated to reflect our work and direction. Big decisions are ahead that impact public safety and health. The public health emergency continues to impact our operations physically and financially.

## How will this plan be rolled out?

Transitioning to five leadership areas will be accomplished in three phases to give the organization time to adjust, make minor adjustments, and finalize the structure. The process requires a commitment to communicate and collaborate throughout.

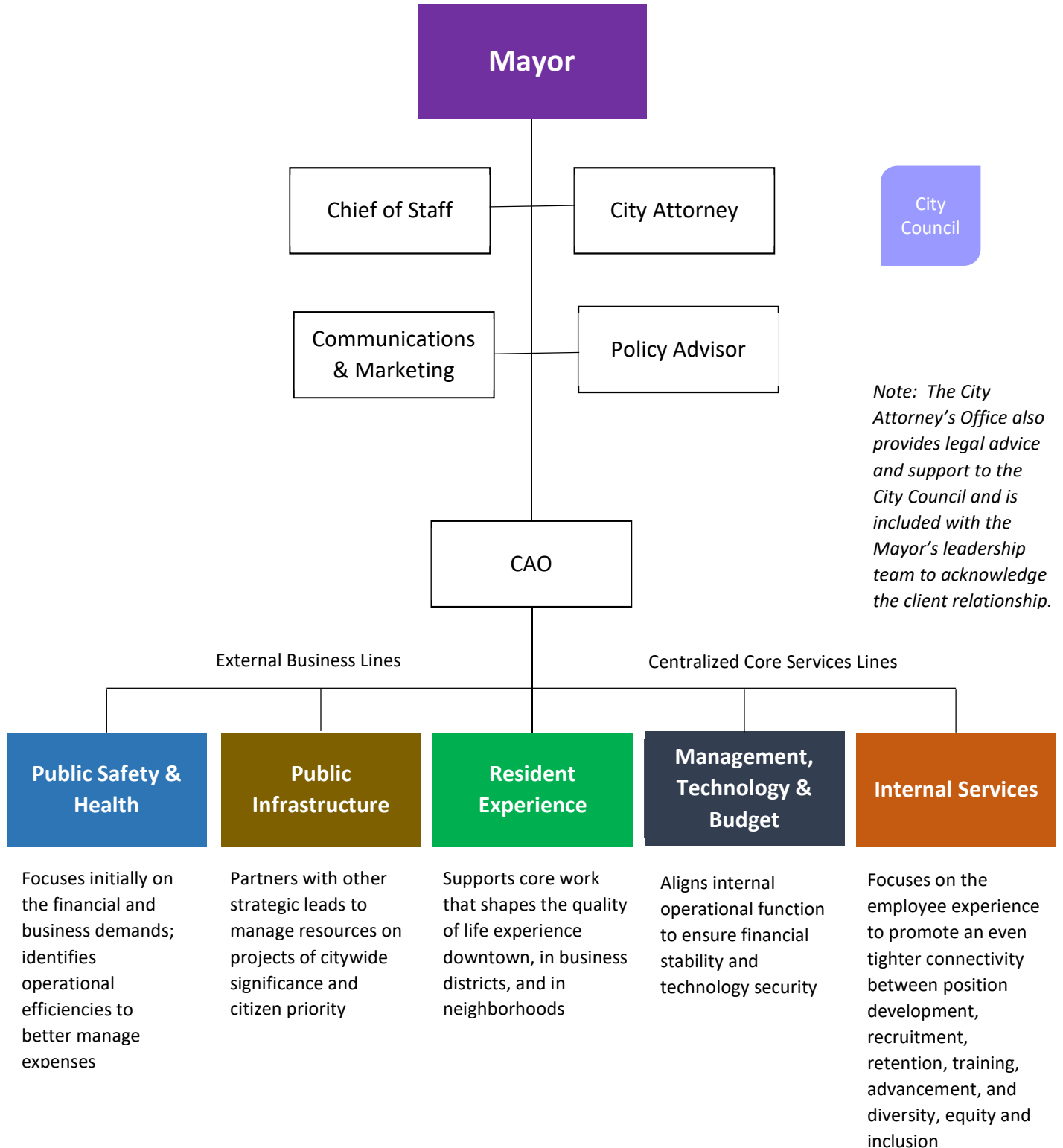
When complete, the structure will place an even greater emphasis on leading at a high level, operating at the appropriate level, and supporting critical functions at all levels. That will set a direction for strategic, heads-up leadership that operates with a routine steadiness.

**Pilot.** Begins immediately through the Next 100 Days with the establishment of leaders in key organizational areas. Feedback will be sought from Cabinet members, City Council members, and others.

**Refinement.** Any adjustments will occur during the month of January to finalize the leadership structure for advancement.

**Formalize.** The Administration will formally adopt the leadership structure in February following the pilot, feedback, and refinement period.

## Leadership Structure



## Leadership Structural Refinements

Resetting our leadership structure organizes the team around a singular goal of continuously improving operational efficiency. Defining strategic area leads:

- Builds training and succession plans to build depth and career advancement opportunities
- Focuses organizational alignment under strategic operational areas
- Establishes greater clarity of expectations
- Aligns Administration leadership to City Council committees to continue and further evolve that important relationship and communication

### Immediate and ongoing realignments

**Chief of Staff.** Responsible for advancing key Administration initiatives and will work closely with the chief administrative officer to assist with operational demands as needed.

**Policy Advisor.** Assumes oversight of day-to-day scheduling and operation of the Mayor's Office.

### Pilot leadership structural realignments

Pilot strategic area leads will be expected to advance organizational and Administration objectives. Leads will facilitate communication, collaboration, and coordination of efforts between like groups.

This pilot structure is built on a foundation of and ongoing commitment to trust and empowering department heads and staff. Leads are not intended to replace relationships, access, or responsibilities for the City Administrator or division directors and their designees to represent important operational requirements or interact with the City Council. Rather, they will:

- Coordinate needs related to large organizational initiatives
- Facilitate conversations across divisions and departments to generate holistic teams approaches to meeting community needs
- Seek opportunities to partner with external stakeholders whenever possible
- Organize the resources needed to deliver solutions

Grouping like functions creates natural synergies centered on citizen outcomes that carry through to the established City Council committee structure. It focuses on internal relationships that have been established and encourages others to be nurtured and grown.

Recent examples include the POD, which pull resources from several different areas to meet the collective needs of those experiencing homeless, neighbors, and business owners and operators; the pandemic-compliant Fourth of July event that required planning and expertise from many internal and external stakeholders to host a community celebration; transitioning the regional shelter relationship that involved staff from multiple departments and the City Council to advance us as a community; and

the reform discussion underway that requires the close communication, coordination, and collaboration of the Mayor's Office, City Council, and police department to advance the discussion with community stakeholders in a thoughtful way that is not happening in other communities.

As an employer, the pilot structure also enhances the City's standing as a desired workplace by formalizing succession planning and continuity of operations, reinforcing the need for leadership development, and pushing resources to the right levels of the organization. Strategic area leads are anticipated to rotate annually to build breadth and depth of leadership.

**Public Safety & Health.** Public safety, as a top citizen priority, makes up a significant portion of the General Fund budget. Initially, this strategic lead will focus on the **financial and business demands** placed on these important functions. Work will emphasize operational efficiencies to better manage expenses that currently adversely impact the budget. This role will likely evolve after a period of time, though it is not envisioned as a public safety director. Lead will be the primary interface with the Public Safety & Community Health committee chair. Departmental chiefs and designees would continue to work with the City Council on regular operational concerns.

**Public Infrastructure.** The strategic lead will oversee **public works and infrastructure projects** and initiatives. Lead will be the primary interface with the Public Infrastructure, Environment, and Sustainability committee chair and look for opportunities to partner with other strategic leads on projects of citywide significance and citizen priority. Department heads and designees would continue to work with the City Council on regular operational concerns.

**Resident Experience.** The strategic lead will coordinate the City's core work that drives the **citizen user experience**, including neighborhoods, business districts, and recreational and leisure areas, and identify arts and entertainment partnership considerations. This collection of groups shapes the quality of life experience downtown, in business districts, and in neighborhoods around the city. Coordinating those efforts will lead to economies and efficiencies of scale that may be replicable in multiple areas. Lead will be the primary interface with the Urban Development committee. Other division directors and designees will continue to work with the City Council on regular operational concerns.

**Management, Technology, and Budget.** This aligns internal **operational functions** that regularly work closely together in a coordinated manner that will provide greater clarity and organization to all internal customers. This strategic group solidifies an existing informal relationship as the connectivity between finance and technology naturally occurs in many ways. Lead will serve as the primary interface with the Finance and Administration committee. Other division directors and designees will continue to work with the City Council on regular operational concerns.

**Internal Services.** This area organizes workgroups around **employee-centric functions** to promote cross-departmental communication and coordination. Tightening of collective employee-related considerations will improve City operations, reduce risk, and enhance the organization's employer reputation. Civil Service, as a quasi-department, is closely aligned to promote an even tighter working relationship between position development, recruitment, retention, training, advancement, diversity, equity, and inclusion. Lead will support the primary Finance and Administration committee interface.

## Public Safety & Community Health

Create a safe, healthy, supportive environment for City of Spokane residents, businesses, and visitors.

## Public Infrastructure, Environment, and Sustainability

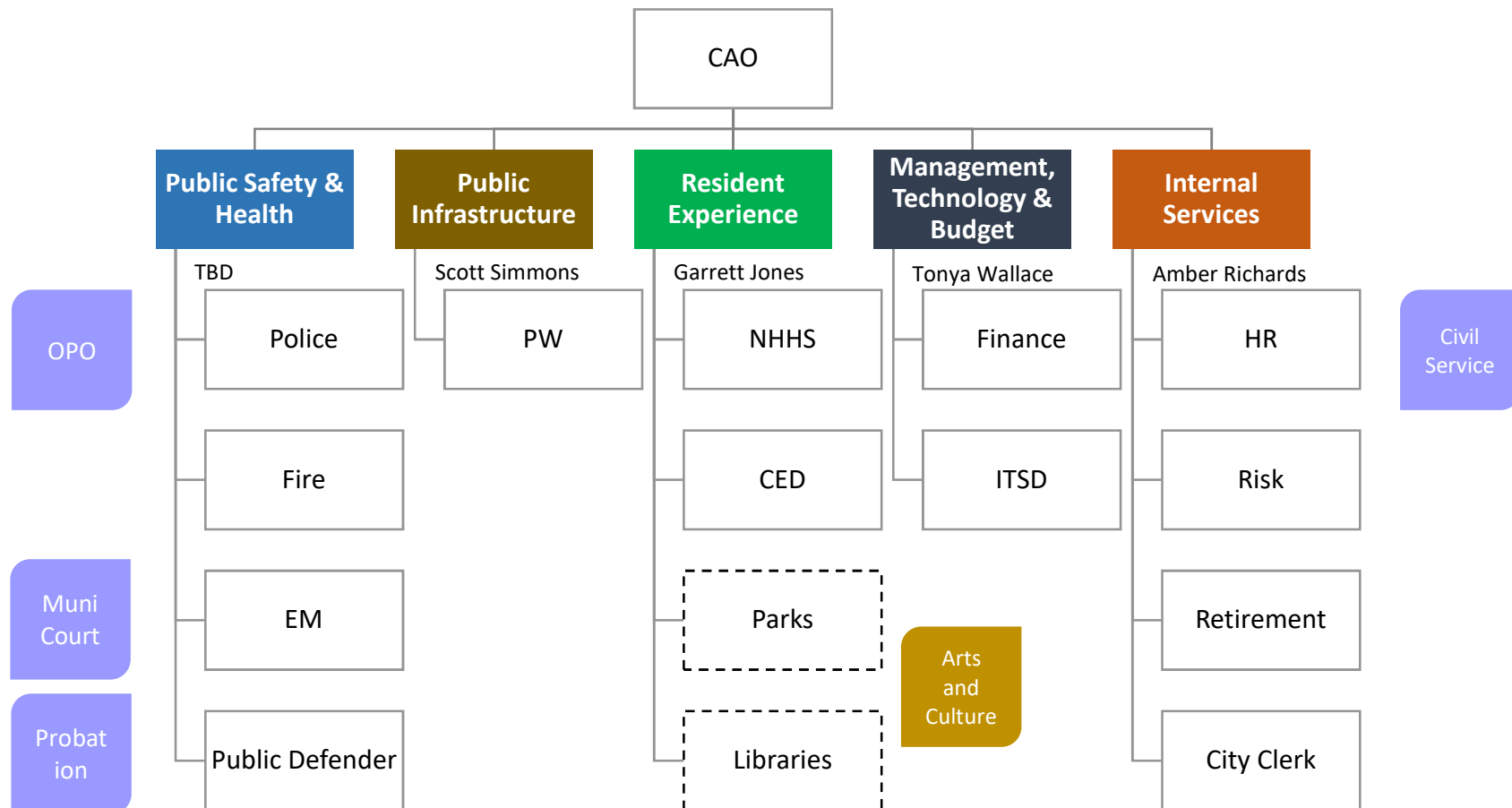
Build and effectively manage innovative infrastructure that supports community accessibility, mobility, and resiliency.

## Urban Development

Promote significant growth that connects people to place and builds upon culture, historic, and natural resource assets.

## Finance and Administration

Make sustainable financial decisions that support strategic goals, deliver excellent customer service, and contribute to economic prosperity.



*Notes: HR will lead diversity, equity, and inclusion efforts organization-wide. Division and department heads within each function are considered in the line of succession. Dotted boxes are divisions with citizen boards. Purple boxes function as quasi-departments. Arts and culture are external resident experience factors. All are shown for partnership consideration.*





## September

Priority	Alignment	Initiative
Gather internal stakeholder feedback to Safer Air Center operation to formalize plan	Resident Experience	Homelessness
Name an interim City Administrator	Internal Services	
Begin recruitment of a new, permanent City Administrator	Internal Services	
<b>Launch evolved pilot leadership structure to focus on strategic organizational priorities and prepare the operation to be flexible, innovative and forward-thinking</b>	All	All

## October

Priority	Alignment	Initiative
<b>Formalize an extension of the SREC contract through February for ongoing fire dispatch coverage</b>	Public Safety and Health	Public Safety
Hire at least three new fire dispatchers to enter the training program	Public Safety and Health	Public Safety
Deliver monthly progress update to SREC board	Public Safety and Health	Public Safety
Secure approval of a new labor agreement with the Spokane Police Guild	Public Safety and Health	Public Safety
<b>Engage community stakeholders in initial reform discussions</b>	Public Safety and Health	Public Safety
Develop plan for future activations of inclement weather center operations, including warming, cooling, safer air, and emergency	Public Safety and Health	Public Safety
Engage in labor contract discussions with Local 29	Public Safety and Health	Public Safety
Collaborate with industry and governmental partners on plans to prepare for the safe advancement in the economic reopening	Public Safety and Health	Public Safety
Set water, wastewater, and solid waste rates for 2021	Public Infrastructure	Housing
Evaluate extension of Great Gorge Trail from CSO 26 as a reprioritized project and economic boost to emerge from COVID	Public Infrastructure	Economic Development
Review and finalize winter weather streets plan	Public Infrastructure	
<b>Hire a Neighborhood, Housing, and Human Services director</b>	Resident Experience	Homelessness

Announce the regional seasonal drop-in shelter plan	Resident Experience	Homelessness
Work in partnership with the City Council on joint housing priorities	Resident Experience	Housing
Launch partnership with Convention Center to host indoor pandemic leisure and recreational leagues	Resident Experience	Economic Development
Complete RFP process to select operator for flexible 12-month shelter outreach model	Resident Experience	Homelessness
Extend ride share license renewal period while an online tool is developed	Resident Experience	
Finalize Office of Neighborhood Services leadership transition	Resident Experience	
Develop Downtown Environment Plan to address ongoing needs for use, commerce, and safety of everyone	Resident Experience	Economic Development
Recruit for a Planning Director	Resident Experience	Economic Development
Collaborate with the City Council to identify budget priorities	Management, Tech and Budget	
<b>Develop Next 100 Days division work plans</b>	Internal Services	All
Identify custodial model to meet current health emergency cleaning requirements and post-COVID needs	Internal Services	
<b>Begin review and update of the City's Strategic Plan</b>	All	All
Deliver annual Statement of Conditions and Affairs; update on pilot leadership structure and Council committee alignment	All	All

## November

Priority	Alignment	Initiative
Deliver monthly progress update to SREC board	Public Safety and Health	Public Safety
<b>Develop the timeline for finalizing individual reforms and announcing measures as they are completed</b>	Public Safety and Health	Public Safety
Partner with Spokane Valley and Spokane County to establish the regional young adult shelter plan and location	Resident Experience	Homelessness
Complete renovations to Cannon Street location and open seasonal drop-in shelter	Resident Experience	Homelessness
Reopen Skate Ribbon for the season implementing COVID-responsible measures	Resident Experience	

Provide summary of street and other infrastructure projects completed this season	<b>Public Infrastructure</b>	
Finalize self-initiated audit of CHHS practices with the state Auditor's Office	Management, Tech, and Budget	
<b>Publish the Mayor's Priority-Based Budget</b>	Management, Tech and Budget	All
Identify plan for highest and best use for Intermodal Center	Management, Tech and Budget	
Partner with City Council on budget presentations, discussions, and hearings	Management, Tech, and Budget	All
<b>Build framework for initial training components for diversity, equity, and inclusion for First Year Foundations</b>	<b>Internal Services</b>	All
Seek feedback from Cabinet members, City Council members, and others to the pilot structure		All

## December

Priority	Alignment	Initiative
<b>Finalize City all-hazards emergency management plan</b>	Public Safety and Health	Public Safety
Deliver monthly progress update to SREC board	Public Safety and Health	Public Safety
Finalize regional emergency management agreement	Public Safety and Health	Public Safety
Finalize plan for 2021 infrastructure projects	<b>Public Infrastructure</b>	
Finalize a plan to improve housing inventory at all levels	Resident Experience	Housing
Finalize the recruitment plan for a Community and Economic Development director	Resident Experience	Economic Development
Finalize plan for regional economic development partner engagement	Resident Experience	Economic Development
Review requested Comp Plan amendments	Resident Experience	
<b>Finalize the 2021 budget with the City Council</b>	Management, Tech, and Budget	
Update fleet replacement plan to reflect pandemic budget impacts	Management, Tech, and Budget	
Complete move of all City employees to Microsoft Cloud Office 365	<b>Internal Services</b>	
Establish list of finalists for City Administrator	<b>Internal Services</b>	All

## January

Priority	Alignment	Initiative
Staff up downtown precinct to meet projected levels	Public Safety and Health	Public Safety
Deliver monthly progress update to SREC board	Public Safety and Health	Public Safety
Revisit partner conversations with SREC board to establish next steps to advance the relationship	Public Safety and Health	Public Safety
<b>Begin transition to a regional homelessness system governance structure</b>	Resident Experience	Homelessness
Finalize regional Bridge Housing Plan	Resident Experience	Homelessness
Update budgeting software system for greater user experience, analysis, and reporting capability	Management, Tech, and Budget	
Hire a City Administrator	Internal Services	All
<b>Refine and finalize pilot organizational structure</b>	Internal Services	All
Establish succession plans for key organizations roles	Internal Services	
<b>Launch diversity, equity, and inclusion Internal Champions Network</b>	Internal Services	All
Preview updated website template in beta for Cabinet	Internal Services	All
<b>Finalize refreshed Strategic Plan</b>	All	All
<b>Finalize the First 100 Days Reset plan</b>	All	

## The First 100 Days

The beginning was like most others for a mayor starting a first term in office. Dozens of appointed positions to fill, including the city administrator, chief financial officer, human resources director, and communications director. Key vacancies also remained within a few divisions.

Discussions were underway about updating the City's Strategic Plan, establishing an organizational diversity officer, opening a police precinct, hiring new police officers and firefighters, finishing the Cleaner River Faster initiative, a full season of road construction, working on a day-use homeless shelter, and many other priorities.

Then, a global pandemic hit Spokane exposing a litany of needs and touching off an all-hands-on-deck focus on regional response to a public health emergency. With no regional agreements for emergency management agreement and economic development in place, the need for establishing and renewing partnerships quickly became apparent.

## Accomplishments

### *Organizational*

- **Hired key City leadership positions**
- Enhanced relationships with critical internal and external partners, including the City Council, Spokane County, Spokane County Sheriff's Office/Department of Emergency Management, SREC, City of Spokane Valley, regional mayors, statewide Big 5 mayors, and City labor groups
- Enhanced City winter weather response plan to complete full-city plow in under three days
- **Established proactive and regular standard for consistent communication with citizens**

### *Public Safety*

- Formed a City emergency management team in anticipation of an upcoming need
- Worked with regional stakeholders to aggressively prepare and be proactive in its response to the global pandemic
- Brought together area mayors to collaborate on a regional response to the health emergency
- Re-engaged regional partnership with Spokane County DEM
- Issued emergency declaration to prepare city residents to receive pandemic-related assistance
- **Secured the location for a new downtown police precinct**

### *Homelessness*

- **Developed a concept of transitioning seasonal, night-by-night shelter model to year-round connectivity to services and stability for operator staffing and relationships**

### *Housing*

- Formed partnership between U-Help, The Salvation Army, and Avista to fundraise and distribute COVID-related utility bill assistance
- Established local eviction moratorium
- Established local rent assistance program to stabilize local families amid job-loss

### ***Economic Development***

- Formed the Mayor's Economic Recovery and Stimulus Task Force
- Expanded the City's planned infrastructure projects to keep local employees working and minimize construction impacts during reduced traffic volumes
- Established library staff as Business Navigators to assist with understanding and identifying federal and state relief programming
- Initiated four library construction projects; broke ground on new facilities at Liberty Park and The Hive; began large renovations at Shadle Park and Downtown locations

### ***Recognition***

- Earned national media recognition for swift, decisive municipal leadership to the public health emergency
- Profiled in City Vision magazine for COVID leadership

## **The Middle 100 Days**

Advancements in the efforts to limit the spread of illness and prevent a surge on hospital capacity slowed as the formal regional emergency response effort ended. The governor eventually announced a pause in place of economic advancement statewide.

Nationwide unrest after officers in Minneapolis were charged with killing a Black man during an encounter sparked weeks of local protests. A labor agreement with the police Guild remained unsettled amid heightened tension and pressure for police reforms.

## **Accomplishments**

### ***Organizational***

- Established new priority-based budgeting process
- Engaged with state and federal elected officials to advocate for the critical health, safety, and economic needs of our City and region
- Completed final major infrastructure element of the combined sewer overflow project
- Launched new employee and community newsletters to enhance direct engagement options

### ***Public Safety***

- Staffed a significant portion of the regional Emergency Operations Center
- Established a formal City emergency management operation
- Engaged the community in discussion about the public health emergency via a Telephone Town Hall
- Organized and led a thoughtful, local approach to the reform discussion
- **Opened new downtown police precinct**
- **Convened in-formal meeting of management, Council, and labor representatives to resolve police oversight concerns related to bargaining**

- Maintained an orderly community conversation and facilitated growth amid tense national dialogue immediately after initial protests and during the longer community engagement
- Provided mutual aid support to wildfires throughout the West
- Hired fire department leadership members to achieve full staffing for the first time in several years

### ***Homelessness***

- Organized partners around an emergent regional healthy shelter need and a longer-term solution
- Oversaw the transition of the seasonal shelter operation to a regional healthy shelter operation to meet safer-at-home distancing and living requirement
- Engaged with neighbors of temporary regional shelter locations to keep them informed and open a channel for immediate and ongoing feedback
- **Began building Bridge Housing Model and identified future site**
- **Launched a 12-month shelter/outreach model that can flex to meet varying needs throughout the year to end the seasonality and provide staffing stability for operator**
- **Partnered with Spokane Valley and Spokane County to explore the viability of a Young Adult Shelter funded in part by a Department of Commerce grant**
- Opened the first-ever activation of a temporary drop-in Safer Air Center
- **Established Regional Leadership Project Team on collaborative homeless response**
- **Began implementation of the Five-Year Strategic Plan in coordination with the Continuum of Care and regional leadership**
- Partnered Code Enforcement housing specialist with POD team to conduct outreach and connect people to resources
- Continued piloting personal property storage for items left at encampment locations

### ***Housing***

- **Began development of the Spokane Housing Action Plan**

### ***Economic Development***

- Worked collaboratively with the City Council to meet COVID-related citizen needs for housing, household expenses, and understanding of relief programs
- Led the statewide push for regional economy reopening criteria
- Led the regional effort to progress to Phase 2 of the Safe Start Washington Plan
- Worked with the City Council on approaches to City staffing considerations and public health needs
- Hosted pandemic community Fourth of July celebration
- Established expanded seating for right-of-way use for restaurants and small businesses
- Worked with local restaurant association to market members as compliant with COVID safety measures
- Developed statewide protocol for safely reopening recreation and leisure activities; evolved parks and library activities to a digital environment to maintain and enhance programming during the public health emergency

- **Split Neighborhood and Business Services division into Neighborhood, Housing, and Human Services and Community and Economic Development to be more responsive to the resident experience**
- Selected to advance to the second round of the national search for the next U.S. Space Command HQ location
- Updated public parking system without rate increases

#### ***Recognition***

- Requested to participate as one of four mayors on Association of Washington Business panel for economic response to COVID
- Request to participate on Association of Washington Cities panel discussing COVID leadership
- Requested as one of three mayors nationally to participate on University of Chicago Institute of Politics panel about how cities have confronted the COVID pandemic
- Selected to join the Harvard Bloomberg US Cities Recovery Program
- Received Innovation in Park Design Award from the National Recreation and Park Association for Riverfront Park

## **The First 100 Days Reset**

Events during the early weeks of 2020 drew the focus away from a traditional 100-day approach and plan. Priorities and resources quickly shifted to meet the demands of a global pandemic. Advancements in managing COVID and new and renewed internal and external partnership afford the opportunity to begin the second year with a reset of plans to advance City priorities and objectives.

Refinement of the City's Strategic Plan during the fourth quarter of this year are driving toward the relaunch of the plan at the State of the City address in early February. Priorities formalized through that process will be the basis for a First 100 Days Reset initiative and 2021 work plan.