



2013 City-Wide Work Plan - Fourth Quarter Update

Community Vision

The City of opportunity, the community of choice.

City Mission

To provide superior services that support a safe, inviting and healthy environment for our residents, businesses and guests.

Strategic Goals and Objectives

1. A Community of Inviting Neighborhoods & Vibrant Business Districts

- A. Cultivate community ownership of shared spaces.
- B. Build a broad and collaborative approach to preventing crime and increasing the sense of safety.
- C. Focus City planning and investments on creating a connected, dynamic urban environment.
- D. Use City efforts and investments to realize established visions for specific sub-areas.

2. A Solid Foundation for All Tukwila Residents

- A. Partner with organizations that help meet the basic needs of all residents.
- B. Strive for excellent education, vocational supports, and personal growth opportunities through effective partnerships and City services.
- C. Encourage maintenance, improvements, and diversity in the City's housing stock.

3. A Diverse & Regionally Competitive Economy

- A. Embrace the City's economic potential and strengthen the City's role as a regional business and employment center.
- B. Strengthen the City's engagement and partnership with the business community.

4. A High-Performing & Effective Organization

- A. Use Tukwila's Vision, Mission, and Strategic Plan to focus and prioritize City efforts.
- B. Advance Tukwila's interests through participation in regional partnerships.
- C. Continue to develop as an organization and support individual growth.
- D. Ensure City facilities are safe, efficient, and inviting to the public.
- E. Ensure the long-term fiscal sustainability of the City.

5. A Positive Community Identity & Image

- A. Improve the City's ability to build trust and work with all members of the Tukwila community.
- B. Facilitate connections among Tukwila's communities.
- C. Promote a positive identity and image of Tukwila.

2013 Priorities

- ❖ Crime Reduction along Tukwila International Boulevard (TIB)
- ❖ An Improved Environment for Community Livability
- ❖ Strengthened Financial Fundamentals
- ❖ Updated Plans and Policies Aligned with the Community's Vision
- ❖ Improved Access to City Services and Decision-Making
- ❖ Council, Staff and Partners Engaged in a Shared Commitment to the Community's Vision



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2013 PRIORITIES	DEPT(S)	STRATEGIC PLAN GOALS	STATUS AS OF December 31, 2013
Crime Reduction along Tukwila International Boulevard (TIB)			
Implement the Crime Reduction Initiative (CRI) and engage all departments in supporting crime reduction	Police	1B, 1D	<ul style="list-style-type: none"> Staffing vacant positions was the police department's number one priority during the 4th quarter in support of the crime reduction initiative. As a result three officers and three civilian employees began their training during the quarter. Additionally, Officer Zack Anderson has been working full-time as a lateral officer recruiter. With his assistance we have made many process, marketing, and hiring improvements to include web advertising and a lateral signing bonus and "no-compete" three year agreement. We went from having one or two lateral applicants every month to an applicant pool of 17 by the end of 2013. There are nine interviews scheduled for the first quarter of 2014. The Police Department sent letters to two motels on TIB declaring them to be Chronic Nuisance Properties. The owners have been working with us to reduce crime on said properties. The Light Rail Station has become a focus of the Community Police Team (CPT) in our efforts to reduce crime on TIB. We formed a work group with Metro Police, Sound Transit, and TPD staff to develop and implement solutions to reduce crime on and near the property. CPT Officers have received training from Sound Transit Police regarding unlawful transit conduct and we have coordinate joint operations for 2014. TPD signed a contract to implement online reporting. This technology enables us to collect reports from citizens online so that patrol and detective resources can better meet the needs of the community. Go live is scheduled for the first quarter of 2014. TPD Staff continue to explore and implement ways of reducing human trafficking. Several staff attended the 2013 Shared Hope International JuST Conference in Washington DC. The conference provided new insights for tackling the growing problem of Human Trafficking. In December Chief Villa and Assistant Chief Linton met with the King County Prosecutor's Officer and Tukwila Prosecutor to strengthen our efforts of targeting the demand side of prostitution.
Begin Tukwila Village Construction	ED, DCD	1D	Tukwila Village Phase 1 and the KC Library received BAR approval in October. Design review for Phase 2 is scheduled for March, 2014.
Revitalize the Urban Renewal Area	ED	1D	The City and owner of the pawn shop property were unable to agree on a price so the acquisition will need to be accomplished through condemnation. Negotiations continue on Sam's Smoke Shop and the Spruce Motel. Purchase of Great Bear and the Boulevard are pending action by federal agencies.
Increase bus shelter cleaning, litter pickup and graffiti removal	PW	1A, 1B, 1D	Bus shelter cleaning and litter pickup is still being accomplished at a greater frequency.



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An Improved Environment for Community Livability			
Restore proactive code enforcement efforts citywide	DCD, CE	1A	Proactive code enforcement is continuing, and work is progressing with businesses that still have non-conforming signage. Rental housing inspections are continuing along Tukwila International Boulevard and the remaining Zone 3 areas.
Streamline and strengthen nuisance ordinance and abatement process	DCD	1A, 1B	The City's enhanced Chronic Nuisance Ordinance continues to be an effective tool in helping abate violations of derelict properties.
Plan for pedestrian safety improvements along Tukwila International Boulevard	PW	1B, 1C, 1D	ADA Improvement Project's bid opening is 1/9/14. Additional improvements will be correlated with the Tukwila Village development and the S 144 th St Phase II (42 nd – TIB).
Create strategies to mitigate neighborhood impacts of freight mobility	Mayor's Office	1A	Staff has received a draft Request for Proposal from BNSF in regards to alternatives for southern access to the Intermodal Facility located in Allentown and is currently reviewing the document for content and legal applicability. Consideration is also being given to the most efficient way to proceed with the livability study.
Strengthened Financial Fundamentals			
City Compensation Policy	HR, Finance	4E	The compensation policy has been adopted.
Research revenues and opportunities to reduce expenditures (including impact of golf course on General Fund)	Finance	4E	<ul style="list-style-type: none"> At the September 4, 2013 Finance and Safety Committee meeting, staff provided an overview of Transportation Benefit Districts (TBD) as a mechanism available to cities for revenue enhancement. Additional information on TBDs at the Council retreat in January including the impact to the City if King County's proposed TBD is approved. False alarm fees were also discussed. Fees have not been increased for fire false alarms since 2004 and 1985 for police. Staff researched current fees imposed by other local jurisdictions and will be presenting a recommendation in early 2014 to increase the false alarm fees for both police and fire. Staff is currently researching existing programs in the tri-county area for billing for hazardous materials cleanup on highways and will present information and a recommendation to Finance and Safety Committee in the first quarter of 2014. The golf course financial status and performance has been discussed and analyzed at Finance and Safety Committee meetings. At the November 19, 2013 meeting, staff provided a review of 2013 revenues and expenditures. A consultant was hired and worked with staff to develop a 2014 marketing plan. There was also discussion on ideas to increase revenue. The primary ideas are to implement the new marketing plan, lengthen the golf season, improve playability, and adjust fees to market levels.
Evaluate viability of sewer utility funds	PW, Finance	4E	Completed as part of the adopted 2014-2019 Capital Improvement Program and the Sewer Enterprise Fund's Attachment E.



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Updated Plans and Policies Aligned with the Community's Vision			
Incorporate Strategic Plan Vision and aspirations into Comprehensive Plan updates.	DCD, PW	1A, 1C, 1D, 2C, 2D, 3A, 4A	<ul style="list-style-type: none"> Council adopted updates to the Utilities, Capital Facilities, Transportation, Natural Environment, Shoreline and Southcenter Comprehensive Plan elements. Training for the bilingual Community Connectors was completed in December and January. They will be conducting a survey on Comp Plan issues and promoting a March 6, 2014 Community Conversation meeting.
Tukwila International Boulevard Plan	DCD, ED	1D	The Transportation Corridors Comprehensive Plan Element will be refocused on the TIB corridor and updated as part of the 2014 annual amendments. Work on the TIB Plan will begin after the Comprehensive Plan process is complete.
Southcenter Plan Update	DCD	1D	The Draft Supplemental Environmental Impact Statement (SEIS) was published in October 2013. At the end of the 30 day comment period four comment letters were received. Next will be drafting the Final SEIS, including responding to comments received. The Makers consulting firm also completed their review of the draft development regulations and design guidelines and submitted proposed changes to staff.
Facilities Needs Assessment	PW	4D	Phase I Council Workshop is scheduled for January 13, 2014.
Parks, Recreation and Open Space Plan Update (PROS)	PR	1C, 2B	The Draft PROS Plan was presented to Council on November 25, 2013. Public comment is being accepted until January 13, 2014. The Final Plan is scheduled for presentation to the Community Affairs and Parks Committee on January 28, 2014.
Revise policies for undergrounding of utilities	PW	1A	Included in the Utilities Element of the Comprehensive Plan.
Establish public safety oriented sidewalk policy	PW	1A, 1B	Included as a Goal in the Transportation Element of the Comprehensive Plan.
Implement improved and tailored public engagement strategies in all planning efforts	All Depts	5A	<ul style="list-style-type: none"> Human Services continued hosting and attending meetings and events furthering community connections and public engagement. Contracted provider relationships are leveraged for this purpose. City Government 101 and Comprehensive Plan Overview training was conducted with about 15 Global to Local Health Promoters (including the City's liaisons). This training will enable liaisons to answer/direct inquiries from residents and collect completed survey information related to housing/food access/neighborhoods, specifically along Tukwila International Boulevard that will be incorporated into the Comp. Plan update analysis.
Improved Access to City Services and Decision-Making			
Streamline permitting process and use technology to provide better service for customers and greater internal efficiencies	DCD, IT, City Clerk	4A	<ul style="list-style-type: none"> The Permit Center went live with TRAKIT, the new permit processing software, on November 6, 2013 as planned. It is being used by permit review staff in all departments and by our inspectors in the field. The Council approved a technology fee to start on January 2014.



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			<ul style="list-style-type: none"> Additional staff resources have been allocated in the City Clerk's Office to provide greater electronic records accessibility to the public and staff. Microfilmed permits records for 345 rolls of high retrieval building and land use files will be digitized and imported into the City's Digital Records Center. This will allow end users to search and access permit records online as opposed to making a formal public records request.
Increase public access and visibility of Councilmembers (Council video recording, other efforts)	IT, City Clerk	5A	Electronic access to City government business continues to be enhanced with the addition of new records to the City' Digital Center on a consistent basis. In addition to City records such as ordinances, resolutions, minutes, and legal notices both an audio recording and a video of the Council meetings are available online. Audio recordings are available in the Digital Records Center the morning after the Council meetings. Video recordings are available on the introductory page of the City's website under "Tukwila Channel 21."
Advance the City's tools and processes for effective community engagement	Mayor's Office, IT, City Clerk	5A	Agendas and minutes for many Boards and Commissions are already available online, with the Art Commission being added this last quarter. Links to meeting materials for the agendas of a variety of City meetings are distributed weekly to community members as part of the agenda process. The convenience of direct links to users for important City meetings has been very well received.
Explore online registration for Parks and Recreation Programs	PR, IT	4A	Parks and IT Staff attended the WRPA registration software symposium in October at the Community Center. UP to 8 different vendors showcased their products throughout the day and staff gathered information on several viable programs.
Council, Staff and Partners Engaged in a Shared Commitment to the Community's Vision			
Establish a yearly process and procedures to align Council and staff, as well as the City's budget and annual priorities around next step in advancing the Strategic Plan	Mayor's Office Finance	5A	A joint Executive Staff/City Council workshop was held in October, and identified priority areas for 2014 and beyond. Further analysis/discussion will be held in 2014.1 for the purpose of informing the City's 2015/2016 budget.
Engage and align staff in proactive leadership around our shared Vision and Goals	Mayor's Office	4A, 4C, 5A	2014 Department Goals will include 1-2 opportunity areas, identified in the employee survey, with expectations that departments will make positive, measurable improvements in the area of empowerment/high performing organizations.
Improve our internal communications to ensure staff are well-informed and have opportunities to provide input	Mayor's Office	4A	Cross-departmental teams/groups continue to be utilized across the City on a wide range of projects.
Develop a City Communications Plan to provide consistent and thorough communications with the public	Mayor's Office	5A	Strategies and opportunities that will improve communication between the City and public continue to be identified. During the 4 th quarter internal discussions took place with staff across departments to look at different communication techniques and avenues.



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Build a stronger relationship with the school district(s)	Mayor's Office	2B	<ul style="list-style-type: none"> • The Police Department continues to build relationships with the district staff and students. In addition to continuing to fund a school resource officer and the DARE program, officers attended Cascade View Elementary School's clothing donation event and safety fair; partnered with the school to identify needy children, gathered community sponsors, and continued the Shop with a Cop event for another year; and the Chief met with the school district leadership to work on safety issues (this is a regularly scheduled bi-monthly meeting). • Monthly meetings with the City Administrator and school Superintendent have been scheduled, providing an opportunity to share ideas and progress, and identify partnership opportunities. • The National League of Cities Conference in November included a mobile workshop, highlighting the Community Schools Collaboration program.