

CITY OF TUKWILA STRATEGIC PLAN

Staff Committee Meeting #1

May 16, 2012 | Meeting Summary



MEETING INFORMATION

Purpose

- Review project objectives, approach, schedule, and deliverables
- Brainstorm ideas on Tukwila’s assets and opportunities
- Identify topics to explore in public and stakeholder engagement

Attendees

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| ■ Zach Anderson, Police Dept. | ■ Brenda Le’Fleur, Human Resources |
| ■ Eric Drever, Police Dept. | ■ Stacia Norris, I.T. |
| ■ Robert Eaton, Parks and Rec. | ■ Nate Robinson, Parks and Rec. |
| ■ Melissa Hart, City Clerk | ■ Crystal Sweet, Municipal Court |
| ■ Stacy Hansen, Human Services | ■ Tanya Taylor, Public Works |
| ■ Mary Hulvey, Dept. of Community Dev. | ■ Don Tomaso, Fire |
| ■ Diane Jaber, Finance | ■ Joyce Trantina, Mayor’s Office |
| ■ Gail Labanara, Public Works | ■ David Cline, City Manager |

ITEM 1: PROJECT OVERVIEW AND STAFF COMMITTEE CHARGE

- Mayor Haggerton provided introductory remarks and welcomed the team.
- BERK presented the project schedule overview, the Staff Committee Role and Charge, and reviewed the Ground Rules.

ITEM 2: TUKWILA’S ASSETS, CHALLENGES AND OPPORTUNITIES

- BERK facilitated a brainstorming session around Tukwila’s assets, challenges, and opportunities.

Desired Future Perceptions of Tukwila

- Staff’s ideas about what qualities they would like to be associated with Tukwila include:
 - ▶ **Tukwila as a destination.** A place to spend the day—where you can shop, exercise, go to a park.
 - ▶ **Civic pride in government.** A place where the citizens are proud of their government.
 - ▶ **Known for honoring differences.** People recognize that Tukwila makes an effort to understand and adapt to differences. There is an appreciation of the community as a whole. Residents feel a part of that whole.

- ▶ **Meeting all needs.** Tukwila should be known for meeting the needs of all groups.

City of Tukwila as a Place and Community

Strengths

- Staff identified numerous strengths for Tukwila as a place or a community. General themes include:
 - ▶ **Good infrastructure and parks.** Community Center, parks, trail system, golf course, pool, etc. Good trail system and parks – leafy.
 - ▶ **Location and convenience.** Access to huge range of goods and services: “15 minutes from anything.”
 - ▶ **Range of services and resources.** A lot of the services and resources of a large city, but with a small city feel.
 - ▶ **Very livable and affordable – affordable housing.**
 - ▶ **Population structure.** It is a dynamic community, healthy, and thriving. Not aging. A community with expendable income.
 - ▶ **Diversity.** We have both a global and a local identity. We need to figure out how to turn this into even more of an asset. The School District has responded well, bringing national attention.

Challenges

- Staff identified numerous challenges for Tukwila. General themes include:
 - ▶ **Access/transportation.** Not very pedestrian friendly.
 - ▶ **Image and perception problems.** Tukwila has an image problem and is known much more for its challenges than its strengths.
 - There are many strengths that can be leveraged to change the sum of its image.
 - There needs to be some changes that are visible to the community.
 - ▶ **Lack of unification or cohesion.** A unified idea of Tukwila is needed. The diversity of languages creates a challenge for City staff providing services or enforcing regulations. In addition to language challenges, there are cultural challenges: a distrust of government among many immigrant and refugee populations.
 - ▶ **Day time/night time shifts in population.** Many residents commute out of town for work.
 - ▶ **Positive visibility.** Many businesses don’t identify with Tukwila—they prefer to be known as South Seattle or South Center. The City has little visible presence. Most people conflate the City with the shopping mall.

City of Tukwila as an Organization

Strengths

- Staff identified numerous strengths for Tukwila as an organization. General themes include:
 - ▶ **Smaller organization.** We are relatively horizontal compared to bigger cities: more access and less red tape.
 - ▶ **Low turnover.** Lots of staff with long tenure, lots of experience. People stay because of the challenges and the flexibility given to them. They feel a sense of connection, ownership, pride.

- ▶ **Staff commitment.** Staff are resourceful and have a breadth of knowledge and skills. Many live in Tukwila and have deep local knowledge. Employees care a great deal about their work.
- ▶ **Grants.** We have been very successful securing grants.

Challenges

- Staff identified numerous challenges for Tukwila as an organization. General themes include:
 - ▶ **Communication.** It is not a very big organization, but it is still hard to get a consistent message out to all staff across all departments, particularly to those who work in the field or outside the main City Hall building. Access to Council varies by department.
 - ▶ **Need more clarity about roles and responsibilities.** There is a lack of clarity about roles and responsibilities across the organization.
 - ▶ **Greater collaboration could be encouraged.** Organizational structure and culture can sometimes limit the ability to get collaborations off the ground.

Desired Outcomes from the Strategic Planning Process

Throughout the discussion staff identified a number of benefits they hope to gain through the strategic planning process. These include

- Better internal communication
- Revisiting our Mission Statement
- A clear list of priorities for the City
- Improved facility outcomes
- Improved organizational culture

ITEM 4: COMMUNITY ENGAGEMENT

BERK reviewed the purpose and approach to community engagement for the strategic planning process. Staff were asked what information they think would be useful to gather from the community. Staff identified the following topics and information needs:

- What level of service do you want from the City? How do you want to pay for them?
- How can the City be improved? What would you do *without* additional resources? What would you do *with* additional resources?
- Why do you like about living here? What is your favorite thing about Tukwila? What is your least favorite thing about Tukwila?
- What future would you like your child to experience?
- Who are our community members? What is their level of commitment to the city?
- How do our businesses feel about being in Tukwila? Where do their customers come from? Is Tukwila a good place to do business, with a positive business environment?

Other staff comments on the community engagement approach include:

- Use plain talk.
- Tap into the community's hubs such as Somali Community Services and perhaps a kiosk in the Mall.

- The biggest disparity is income, not culture or language.
- There is a big disabled adult population.
- Many families have different experiences and needs than those at the table do.

ITEM 5: CLOSING COMMENTS

BERK invited City Staff to each offer what they are thinking about today's meeting and the process ahead. Staff commented:

- This is very exciting. I have a greater understanding of and appreciation for the process. I'm enthusiastic.
- Does Council have established priorities we should know about to inform the planning process?
- I'm excited. It's good to hear a shared sense of our challenges.
- I'm honored and excited to be here. This is a good effort. I hope we keep in mind the different experiences and needs of Tukwila residents.
- We have buy-in among everyone at the table. We need to work hard to build this enthusiasm organization-wide.
- It's obvious that we all care deeply.
- It's important that the planning process is both innovative/adaptive and pragmatic/realistic.
- I'm enthusiastic and ready to communicate to others on my team about the process.
- I think the transparency and process itself will be beneficial and valuable in and of itself.
- We have to be realistic about what we ask BERK to do given their budget, leveraging staff time for community engagement.
- I'm excited and looking forward to the process.
- We need to be consistent and concise in what we say about the process.
- I enjoyed the discussion today. We took down the walls that might otherwise divide us and were honest.
- We've long needed a strategic plan. This will provide us the direction and common expectations we need to share a sense of unity. We can build on the enthusiasm generated by this process to bring people together and increase morale. This is particularly needed after recent fiscal challenges.

NEXT STEPS

- Advisory Committee Kick Off Meeting – Tentatively schedule May 30, 2012
- Next Staff Committee Meeting – June 13, 2012
 - Situation Assessment – Baseline Demographic Market and Fiscal information
 - Community Engagement, continued