

ROLES AND RESPONSIBILITIES

PURPOSE

~~The other elements of this~~ The Comprehensive Plan focuses on the natural and built environments, where for which the City has a mandated and historic responsibility. Most Comprehensive Plan ~~These preceding~~ goals and policies are concerned with how land is ~~s are~~ used and protected and the extent to which the physical environment and design promotes positive human interaction, mobility, and a sense of community. ~~However, the City of Tukwila and its citizens recognize the role and importance of individuals, the family, businesses, government and public organizations in maintaining a safe, secure, and successful community.~~

By contrast, ~~t~~The Roles and Responsibilities Element deals with the social environment. It aims, and aims to relate the goals and policies described elsewhere in the Plan to the City's goal/vision of compassion and support, responsibility and involvement, and education and organization that are is essential to a viable safe, secure and successful community. ~~It recognizes the importance of the individual and the need to provide for and support individuals, families, and organizations; and, therefore, that planning is not just for the broad community well-being, but for individual well-being as well.~~

~~The City's vision is for more than just well-planned and functional facilities; it extends to the people of the community and their relationships with each other and the environment, both natural and man-made. The goal and policies of this element lay out the components of an approach to defining the roles and~~

~~December 2008~~ Comprehensive Plan Roles and Responsibilities—Planning Commission Review Draft

~~responsibilities of the City of Tukwila and how to implement them to achieve the community envisioned in this Comprehensive Plan.~~

~~This element is about the roles Tukwila serves and its responsibilities toward the community: recognize and solve problems to ensure that basic needs are met, provide for safety and security, communicate broadly and with clarity, reach out to diverse communities to increase engagement by all residents, and realize Tukwila’s role in the region.~~

ISSUES

A Firm Foundation for All

~~The City’s commitment, articulated in its Mission Statement and Strategic Plan, is to provide superior services that support a safe, inviting, and healthy environment for all Tukwila’s residents, businesses and guests.~~

~~Despite the region’s wealth and the ongoing investments in public and human services, inequity persists and in some cases has expanded. Historical data have consistently revealed disparities in social, educational, health and economic outcomes based on race, income, and other factors. Tukwila’s community, similar to other South King County cities, has experienced lower incomes, less educational attainment, higher rates of chronic disease and morbidity and a higher percentage of residents needing human services assistance.~~

~~Tukwila’s high numbers of immigrants, refugees and their children may struggle as they seek employment, services or when in the classroom, trying to learn English while receiving limited support for their home language and culture. Long-time residents, including minorities, seniors, adults and families, may face challenges in meeting basic needs.~~

Comment [RF1]: Subsections have been added to provide a short narrative background for policies and implementation strategies that follow.

To accomplish the goals and vision of the Strategic Plan and Comprehensive Plan will require both City services and an emphasis on partnering and collaboration to meet human services needs. Assisting and supporting residents to meet basic needs and gain skills will enable them ultimately to engage more fully in the life of the City.

Safety and Security

Comment [RF2]: Captures a broad message of safety and security including Police and Emergency Management

Perceived or actual lack of safety and security can hinder both individual and community development and feelings of well-being. Increasing the City's collaboration with the whole community around these issues, will help efforts to reduce and prevent crime while enhancing the overall sense of safety and security. Security also extends to emergency planning for natural and manmade emergency events, such as earthquakes, terrorism or the effects of climate change. Strategies that enhance public safety and security will ultimately strengthen the community.

Comment [RF3]: TPD's focus on crime reduction and prevention per its Crime Reduction Initiative and Strategic Plan

Communication and Involvement

Meetings at City Hall, printed mailings and website articles have been commonly-utilized means tools to inform citizens about issues and events, and solicit their opinions and involvement in City affairs. While these tools are effective with some people, we recognize the need to adopt a broader approach to communications in Tukwila. Although some Tukwila residents may choose to be involved in City activities, other Tukwila residents may not be involved or represented due to cultural differences, language issues, age, economic status, lack of time or awareness. Diverse communities may require non-traditional methods of communication and engagement. City processes and regulations that seem confusing and difficult for the public may present an additional obstacle to clear communication and engagement between the community and the City. A key challenge is developing communication tools, and that are clear, effective, appropriate so

that all residents are aware of and can choose to participate in the processes and decisions that affect them. Communication within and across City departments is crucial for developing a coordinated approach to problem solving.

Regional Opportunity and Role

Many issues that the City faces are not exclusive to Tukwila, but are prevalent throughout the region. Sitting at various regional tables can both drive and support policy and strategy that affects Tukwila. The City benefits from engaging in regional partnerships in order to achieve its long-term goals.

For example, the City’s Human Services Department has long engaged with other cities and King Count to craft more efficient ways to plan and deliver services, and provide strategic direction about how the County allocates federal, state and county funds to support housing and community development activities. Emergency Management staff participate in maintaining the Regional Catastrophic plan so that resources can be shared and efficiencies gained. Community Development staff are involved with interjurisdictional groups to develop and share policies and standards.

GOALS AND POLICIES

Comment [RF4]: Policies have been rearranged for clarity according to issue topics. Implementation strategies are grouped at the end of each policy section

Goal 15.1

Provide a high-performing, service- and results-oriented government that works with citizens, and citizens groups, institutions and service providers to recognize and solve problems within the community.

Comment [RF5]: Strategic Plan Goal 4

FIRM FOUNDATION

POLICIES

~~15.1.1—Ensure frequent and open communication as an operating principle in all affairs of the City.~~

Comment [RF6]: Policies relocated for clarity w/in the element.

IMPLEMENTATION STRATEGIES

- ~~Early public notification of land use applications~~
- ~~Provide opportunities for all community members to be informed of local government issues, activities and events~~
- ~~Clear, well-documented administrative processes~~

~~15.1.2—Encourage community organizations (PTA, service clubs, community clubs, youth sports clubs, etc.) that highlight service and respond to issues and needs.~~

Comment [RF7]: This policy relocated w/in the element

IMPLEMENTATION STRATEGIES

~~15.1.31 Create a Implement the -human services strategic approach and program plan that to support a solid foundation for all Tukwila residents, by providing high-quality services and actively collaborating with service providers to help meet basic needs and job readiness, including: utilizes community volunteers and outside resources for problem-solving, fosters interagency cooperation and effectiveness, promotes awareness, and supports all of the following individual needs or services:~~

Comment [RF8]: Needs updated to reflect Human Services priorities. Solid foundation concept reflects Strategic Plan Goal 2.

- ~~— Survival (basic emergency needs for food and shelter) Safety net for urgent and basic needs~~
- ~~— Positive and healthy revention relationships (education and early intervention to reduce future needs and promote increasing independence)~~

- Support for self-sufficiency services (individual and family maintenance or enhancement of their present level of independence)
- Information referral/Rehabilitation (treatment for individual and family problems).

15.1.2 Enhance and encourage effective partnerships across City departments and with providers to meet community needs.

Comment [RF9]: Strategic Plan Goal 2 B

15.1.43 Ensure that land use, urban design, transportation ~~and circulation~~, economic development and other policies, plans and projects in Tukwila consider human services impacts and benefit existing and future populations in an equitable manner.

Comment [RF10]: Human services focus added

15.1.44 ~~Efforts should be made to P~~romote health, safety, and the quality of life through responsive and responsible investment of public funds toward social and human services.

Comment [RF11]: New policy made by splitting Policy 15.1.4

IMPLEMENTATION STRATEGIES

- Advocate for populations with access and functional needs and increase understanding of the challenges they face.
- Disseminate information on local and regional human services programs
- Work collaboratively with local partners to ensure that human services are accessible. This could include co-location of services within organizations i.e. providing contracted services in the Tukwila School District or supporting providers that engage with various city populations with multiple access barriers.

Comment [RF12]: Language reflects federal verbiage changes and usage within the region

Comment [RF13]: Strategic Plan Goal 2.B

Comment [RF14]: Suggested in Strategic Plan

- Strengthen and enhance informal supports and networks that help individuals and families to access resources, connect to jobs and other social and financial support.
- Strengthen the City’s partnership with schools to identify and pursue shared goals toward building healthier students and families.
- Expand programs, such as class room visits by City staff, and the Tukwila City of Opportunity scholarship, that support students and recognize Tukwila students’ excellence.
- Establish and maintain partnerships with Tukwila and Highline School Districts, college and technical schools, Small Business Administration, and micro-enterprise support groups to provide employment readiness and related services.
- Facilitate connections among educators, service providers and businesses to link residents with job training and employment opportunities.

Comment [RF15]: Strategic Plan Goal 2.B.1

Comment [RF16]: Strategic Plan Goal 2.B.2

IMPLEMENTATION STRATEGY

- Seek strategies and incentive plans. Consider examples and models for public/private partnerships that will promote the development of day care needed services and facilities, such as childcare and similar services, social service and medical offices facilities, public recreational uses, housing, healthy food options and community facilities.

SAFETY AND SECURITY

POLICIES

15.1.56 Foster an environment of safety ~~and security~~ for those who live in, work in, and visit Tukwila, through a broad and collaborative approach to reducing preventing crime, while increasing a sense of safety and security, long-term partnerships between residents, businesses, schools, Tukwila Police Department, and other City staff in crime intervention and safety enhancement programs.

Comment [RF17]: Strategic Plan Goal 1.B
Comment [RF18]: Addresses both crime prevention/reduction and Emergency Management to broaden concept of safety

~~■ IMPLEMENTATION STRATEGIES~~

~~■ Design guidelines that implement defensible space principles for crime prevention~~

~~Community-oriented policing plan, (e.g. block watch program)~~

~~Citizens' task force~~

~~Police satellite centers~~

~~Education programs, such as D.A.R.E. and personal safety~~

~~Housing weatherization and rehabilitation programs~~

~~Tukwila crime-free multi-family program~~

~~Strict enforcement of health & safety codes~~

~~Tukwila crime-free hotel/motel program~~

15.1.6 Maintain and update as necessaryrequired, a city-wide Comprehensive Emergency Management Emergency Services Plan (CEMP) and program, that:

Comment [RF19]: Consistent with Emergency Services plan and State requirement

~~— Establishes a comprehensive all-hazards approach to incident management;~~

- Ensures ongoing operation and continuity of City government;

 - Uses the National Incident Management System (NIMS);
 - Serves to inform and educate City employees and the community about emergency preparedness measures for all hazards, including flood and climate-related emergencies; and
 - Effectively utilizes ~~all available equipment and manpower from resources from all~~ Police, Fire and other City departments, ~~other emergency and mutual aid partners aid providers and agencies, as well as private mutual aid resources,~~ in an adequate and timely response to emergency situations, ~~and-~~
 - Addresses emergency preparedness for those with access and functional needs, coordinating a broad range of stakeholders to improve planning and responsive service. ~~Implementation Strategies~~
- ~~Emergency Services Plan~~
 - ~~Emergency Operations center~~
 - ~~Education programs, such as earthquake preparedness~~

~~12.1.1~~ 15.1.7 Continue to meet or exceed federal minimum standards for the National Flood Insurance Program to better protect public health and safety and to achieve flood insurance premium discounts.

Comment [RF20]: Moved from Utilities Element to supplement emergency services planning policy .

~~12.1.1~~ 15.1.8 Ensure the City of Tukwila’s continued participation in the National Flood Insurance Program through periodic review

and updating of flood plain management standards and the flood zone construction permit process.

Comment [RF21]: Moved from Utilities Element. Implemented by TMC 16.52. Once updated flood maps are released, Tukwila will develop a flood zone construction permit process

15.1.9 Encourage long-term community environmental security by supporting and implementing the U.S. Conference of Mayor’s Climate Protection Agreement, climate pledges and commitments undertaken by the City, and other multi-jurisdictional efforts to reduce greenhouse gas emissions, address climate change , and other impacts of changing global conditions.

Comment [RF22]: New policy supports a longer-term view of emergency planning to include the developing climate change issues and impacts.

15.1.10. Lead by example to establish policy decisions and priorities, design programs and facilities that consider long-term impacts on natural and human environments to address sustainability and climate change.

Comment [RF23]: New policy supports a longer-term view of emergency planning to include the developing climate change issues and impacts.

IMPLEMENTATION STRATEGIES

Use design guidelines that implement environmental design and defensible space principles to improve public safety.

Comment [RF24]: TPD Crime Prevention unit does this through CPTED review of building plans

Engage businesses and residents in preventing crime and preparing for emergencies.

Comment [RF25]: Strategic Plan Goal 1.B.3

Support and advance community-oriented policing (e.g. block watch program, National Night Out Against Crime, Citizen’s Academy).

Adapt and expand crime prevention, emergency education and personal safety programs to reach diverse populations and to be culturally appropriate.

Review case data to identify frequent violators and coordinate with service providers to resolve issues.

Comment [RF26]: Strategic Plan 1.B.4

- Establish and operate Citizen’s community policing task force.

Comment [RF27]: Community-oriented Policing Board established per TMC 2.39

- Use police satellite centers to strengthen ties with the community.

- Continue to fund housing weatherization and rehabilitation programs.

- Support Tukwila’s crime-free multi-family program.

- Support and enhance strict enforcement of health & safety codes.

- Support Tukwila crime-free hotel/motel program.

Comment [RF28]: Crime-free hotel and motel regulated per TMC 5.60 (Business Licenses)

- Implement Emergency Services Plan.

- Employ a centralized emergency operations center.

Comment [RF29]: Strategy to use centralized emergency operations center has been achieved, and hence, deleted. Currently in effect

- Offer accessible emergency education programs and workshops in topics such as earthquake preparedness, that increase public safety, and strengthen ties between the City and the community.

- Promote community awareness, responsibility, and participation in sustainability efforts through public outreach programs and other opportunities for change. Serve as catalyst and facilitator for partnerships to leverage change in the broader community.

- Continue City-wide training and awareness to increase cultural competency to better engage with Tukwila’s diverse population.

- Adapt and expand crime prevention, emergency education and personal safety programs to reach diverse populations and to be culturally appropriate.

- Use strategies such as Community Connectors and culture-specific materials that connect directly with diverse communities to provide crime prevention and emergency planning, information and training.
- Improve relationships between the City and immigrant communities concerning public safety.
- Develop long-term partnerships and improved communication among residents, businesses, schools, social service organizations, Tukwila police department, and other City staff in crime intervention and safety enhancement programs.

Comment [RF30]: Strategic Plan 1.B.3

Comment [RF31]: Prior policy, now implementation strategy.

COMMUNICATION AND ENGAGEMENT

POLICIES

15.1.11 ~~Ensure Use~~ frequent and open communication and collaboration as an operating principle in all affairs of the City.

Comment [RF32]: Policy relocated from different section in element

15.1.12 Improve the City's ability to build trust and work with all members of the community.

IMPLEMENTATION STRATEGIES

- ~~Early public notification of land use applications~~
- ~~Provide opportunities for all community members to be informed of local government issues, activities and events~~
- ~~Clear, well-documented administrative processes~~

15.1.713 ~~The City will~~ Design and implement processes and programs ~~that are to be~~ user-friendly for the public and efficient for City staff.

15.1.14 Broaden the City’s outreach and communications toolkit to include innovative technology and formats that enable two-way communication.

Comment [RF33]: Strategic Plan 5.A.1

15.1.815 Strengthen the City’s ability to engage with diverse populations within the community, particularly those that do not participate in traditional formats, by using a variety of participation techniques ~~Recognize the diverse population within the community and use a variety of participation techniques~~ to reach all segments of the population, where appropriate, at a suitable level of involvement and effort for the issue at hand.

15.1.16 Build meaningful connections between the City and the diverse communities that make up the broader Tukwila community to foster their participation and involvement in City affairs, and decision-making processes.

Comment [RF34]: New policy – Strategic Plan Goal 5.B.2

15.1.17 Encourage community organizations (school groups, service clubs, community clubs, youth sports clubs, etc.) that highlight service and respond to issues and needs.

Comment [RF35]: Relocated w/in element

15.1.918 Use the skills of community members in appropriate paid and volunteer tasks and programs.

~~IMPLEMENTATION STRATEGIES~~

~~Registry of interested volunteers and their related skills and interests~~

~~Volunteer Coordinator~~

15.1.1019 Encourage the participation of dedicated, community-oriented volunteers on City Boards and Commissions; aiming for a broad and balanced representation of members from the entire community. of men, women and minorities.

IMPLEMENTATION STRATEGIES

IMPLEMENTATION STRATEGIES

- Develop and use clear, well-documented administrative and permitting processes.
- Provide timely and effective public notification of City actions (i.e. meetings, land use applications, etc.) to encourage early and meaningful public participation.
- Use technology to make it easier for residents and businesses to interact and do business with the City (i.e. permit applications, development review, etc.).
- Conduct periodic and comprehensive review and update of the Tukwila Municipal Code and administrative policies to clarify intent, address changed conditions and eliminate contradictions.
- Develop regulations and programs that are easy to understand for all citizens and businesses.
- Support and advance clear, consistent code enforcement activities.
- Provide innovative opportunities for all community members to be informed of and involved in local government issues, activities and events.

□ Embrace the community’s cultural diversity, and use cultural resources to promote cross-cultural awareness and explore differing points of view.

□ Expand the linguistic and cultural competencies of City staff through training and hiring.

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Comment [RF36]: Strategic Plan Goal 5.A.2

□ Adopt engagement strategies, such as Community Conversations and Council Chats, that bring City staff and elected officials out into varied sites in the community to engage in meaningful dialogue with diverse cultures.

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Comment [RF37]: Strategic Plan 5.A.2

□ Use and expand the capability to connect regularly on various issues with diverse communities and groups via Community Connectors or a similar mechanism.

□ Develop a comprehensive communications plan that considers all aspects of communication with the public.

□ Prioritize upgrading and expanding the City of Tukwila’s communications capabilities, including graphics, website, social media and other developing technologies for greater ease of use and clarity.

Comment [RF38]: Social media and other developing technologies essential for effective Emergency Management

□ Provide expanded language capability in City communications:

○ Translate key elements of the City of Tukwila website and other materials into the City’s most common non-English languages as appropriate;

○ Make interpreters readily available in conducting City business.

□ Clear, well-documented administrative processes

~~Clear, well-documented permitting processes — Periodic and comprehensive review of the Tukwila Municipal Code to eliminate contradictions~~

~~Regulations and programs that are easy to understand for all citizens~~

~~Utilize existing City management staff in a rotating ombudsman-type position for individual single family projects~~

Comment [RF39]: Delete. These functions are addressed through development review and permitting process, code enforcement, hearing examiner as appropriate. Delete.

~~Re-examine and improve processes so that City staff are not put in a position of advocacy during quasi-judicial procedures~~

Comment [RF40]: Delete. Already addressed Resolution # 1335 – Process for quasi-judicial open record hearings

~~Provide meeting, training, and recreation space in City facilities, giving highest priority to local community groups and organizations.~~

~~Assess and provide outreach to the community to create and use a list of interested volunteers and their related skills and interests.~~

~~Volunteer Coordinator.~~

~~15.1.9—Use the skills of community members in appropriate volunteer tasks and program.~~

~~IMPLEMENTATION STRATEGIES~~

~~Registry of interested volunteers and their related skills and interests~~

~~Volunteer Coordinator~~

~~15.1.10 Encourage the participation of dedicated, community-oriented volunteers on City Boards and Commissions; aiming for a balance of men, women and minorities.~~

REGIONAL RESPONSIBILITY

Goal 15.2

Foster a strong sense of regional responsibility and accountability balanced by an awareness of regional impacts on the City and its citizens.

POLICIES

15.2.1 Enhance Tukwila’s interests through participation in regional partnerships.

Comment [R41]: Strategic Plan Goal 4 B

~~15.2.12~~ In reviewing proposals to site new or expanded essential public facilities within the City, Tukwila shall consider accepting its regional share of facilities which ~~provide~~ supply essential services, provided:

- ~~other communities accept their share as well;~~ provided
- the funding of regional facilities sited in Tukwila relies on an equitable regional source of funding, and provided
- the siting of all essential public facilities is based on sound land use planning principles and is developed through working relationships with affected neighborhoods, special purpose districts, ports and other agencies which serve the Tukwila community.

~~15.2.3 Applications for essential public facilities will be processed through the unclassified use permit process established in December 2008~~ Comprehensive Plan Roles and Responsibilities—Planning Commission Review Draft

~~the City's development regulations~~ ~~This process shall~~
~~Assure~~ assure that ~~such essential public~~ facilities are located where necessary and that they are conditioned as appropriate to ensure equity and to mitigate their impacts on the community.

Comment [RF42]: Implemented through TMC 18.66.

15.2.4 Public capital facilities of a countywide or statewide nature shall be sited to support the countywide land use pattern, support economic activities, mitigate environmental impacts, provide amenities or incentives, and minimize public costs. Amenities or incentives shall be provided to neighborhoods/jurisdictions in which facilities are sited.

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IMPLEMENTATION STRATEGIES

Encourage broad participation of City staff and elected officials in regional agencies, organizations and in partnerships to benefit the City of Tukwila and the community.

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Comment [RF43]: Strategic Plan 4.B.1

Seek leadership positions in local and regional bodies when Tukwila's interests are affected.

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Comment [R44]: Strategic Plan 4.B.2

Work collaboratively with other jurisdictions and consider environmental justice principles when siting regional capital facilities to foster the development of a healthy community.

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