Following is

Exhibit A to Resolution 1784

"Exhibit A: 2012 City of Tukwila Strategic Plan"

CITY OF TUKWILA

STRATEGIC PLAN 2012

The city of opportunity, the community of choice.

Adopted December 10, 2012

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Rock 'n' Roll Marathon starting line, Interurban Avenue, Tukwila, 2009

INTRODUCTION

This Strategic Plan will guide City of Tukwila actions and investments for the next five to ten years. It is grounded in an ambitious view of the future and identifies the City's role in making Tukwila ***the city of opportunity, the community of choice***. We are committed to supporting individuals, families, businesses, and whole communities as they create and pursue their preferred opportunities. By working together with our partners to realize the aspirations of this Plan, we will ensure that Tukwila is the community of choice for residents, businesses, and visitors.

This Plan does not map out a turn-by-turn path forward for the community. It provides direction and structure (see the *City Performance & Accountability Model* on page 18) for ongoing conversations about what the City and its partners should do to better the community. Guided by the Plan's Community Vision and Goals, in each year's budgeting and planning cycle, City leaders, City staff, and the community as a whole will focus on answering a simple question: *what do we need to do now to advance toward our shared Vision and Goals?*

More than eight months of conversation and hard work by community representatives and City staff contributed to the development of this Plan. These groups engaged a broad range of Tukwila's community in conversations about Tukwila and its future: *What do we want Tukwila to be like in the future? How do we build on our strengths? How can we better meet the challenges of today and position ourselves for the future?* Through this process, community representatives, staff, and City leaders have agreed on goals and strategies to best position Tukwila for the future.

CITY OF TUKWILA'S

STRATEGIC PLANNING PROCESS

April 2012 - December 2012

Tukwila's strategic planning process was designed to create a plan that is compelling enough to unite the community and practical enough to be realized. To accomplish this, the planning process included outreach, analysis, discussion, and consensus building across two project phases:

Phase 1: Information Gathering & Issue Identification

Phase 2: Strategy Development & Refinement

Members of the Strategic Planning Steering Committee and work in progress

Strategic Planning Committees

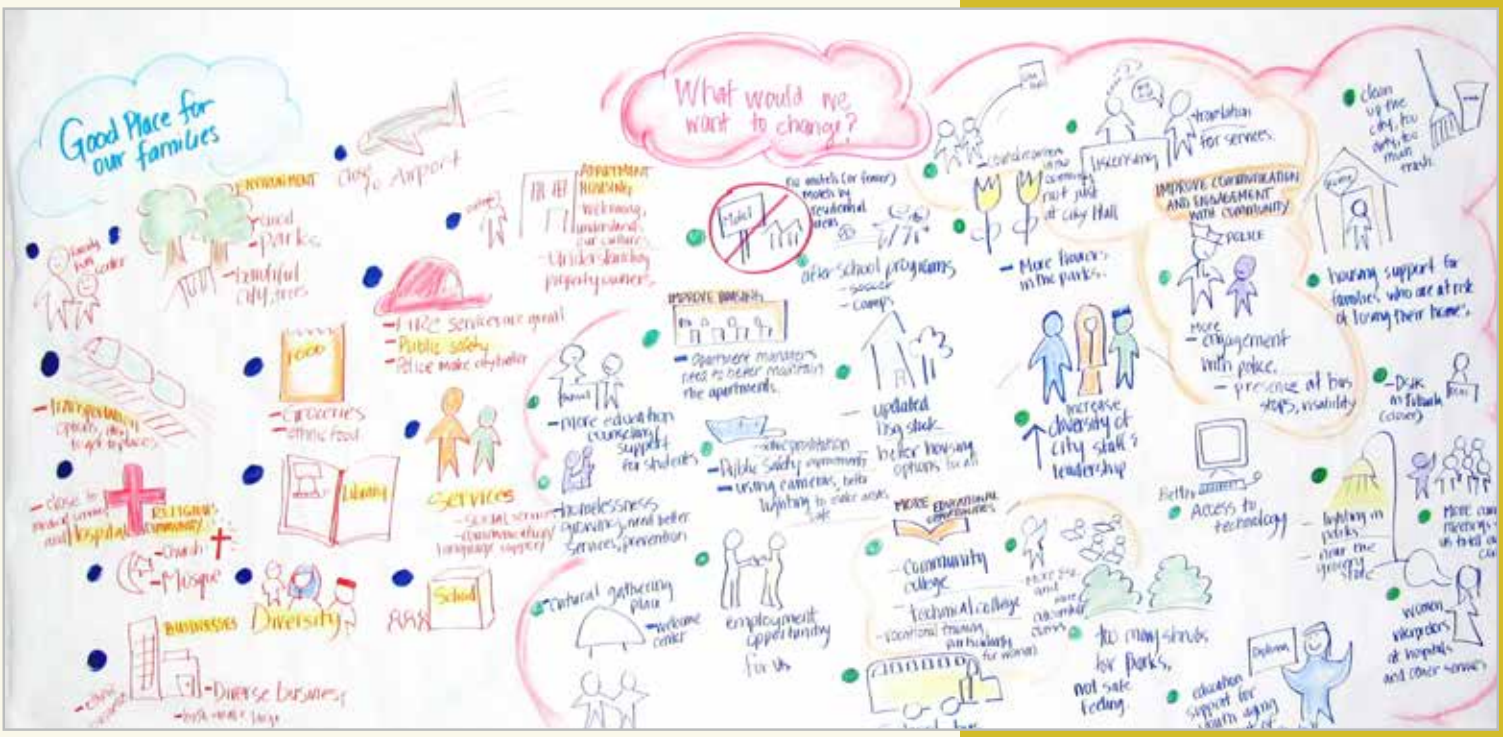
The effort was spearheaded by two committees that each met eight times between May and November 2012 to review information and consider the many challenges and opportunities facing Tukwila. BERK facilitated discussion and exploration of key topics to build consensus around the community's desired future.

- **Steering Committee.** The Steering Committee guided the strategic planning process and was the ultimate recommending body to City Council. The Committee was comprised of 21 diverse community representatives, many of whom play key roles within the extensive network of community and special interest groups that exist in Tukwila.
- **Staff Committee.** That Staff Committee included a cross-departmental team of 16 employees representing functions across the City. These individuals will be instrumental in implementing the Plan.

Community Engagement

The City prioritized community engagement throughout the planning process to ensure the Plan is fueled by community members' aspirations for themselves and for their city. Over the course of the eight month process, hundreds of conversations about the community and its future occurred. These conversations, and the new connections they represent, are an important first step to making Tukwila's Vision a reality.

The City is committed to broadening and refining its community engagement capacities and building on the gains made in the strategic planning process, as it works along with the community to achieve the Vision and Goals set out in the Plan. These commitments are articulated in **Goal Five**, **Objectives A** and **B**.



Graphic Notes from Diverse Community Forum

A Multi-Pronged Approach to Community Engagement

The City took a broad and targeted approach to community engagement, including meetings with partners and community groups; interpreted discussions out in the community, and traditional online tools and public meetings. Efforts included:

- Project website and communications materials such as handouts, announcements, and flyers
- Community Survey, with online and printed formats
- Information sharing and straw polls at community events, including Touch-a-Truck, Family Fourth at the Fort, and Tukwila Night Out
- Strategic Planning committee members met with more than 20 community groups (listed to the right)
- Community Visioning and Draft Plan review meetings
  - Rainbow Haven
  - Diverse Communities Forum (see summary graphic above)
  - Public open house on Draft Plan
- Targeted engagements to include perspectives of Tukwila's immigrant, refugee, and linguistic-minority communities
  - Cascade View Elementary Family Nights
  - Women's Refugee Alliance's Youth Leadership Class
  - Diverse Communities Forum
- Staff Engagement
  - Executive Team worksessions
  - Staff Survey
  - Draft Plan review through all-staff coffee breaks

COMMUNITY GROUPS

- *Cascade View Elementary School Family Nights*
- *Community Oriented Policing Citizen's Advisory Board (COPCAB)*
- *Equity and Diversity Commission*
- *Foster High School Associated Student Body Officers*
- *Foster High School Leadership Class*
- *Friends of the Hill (F.O.T.H.)*
- *Girl Scout Troop 40704*
- *Planning Commission*
- *Rainbow Haven Community*
- *Refugee Women's Alliance (ReWA) Youth Leadership Class*
- *Southcenter Marketing Partnership*
- *Southcenter Rotary*
- *Sustain Tukwila Pool*
- *Tukwila International Boulevard Action Committee (TIBAC)*
- *Tukwila Historical Society*
- *Tukwila Government & Community Affairs Committee for the SW King Co. Chamber*
- *Tukwila School District Providers Network*
- *Tukwila Pastors*
- *Tukwila Rotary Club*
- *Neighborhood Groups*

Unifying Themes

Two themes run throughout the Plan, linking and strengthening the five Goals:

An Emphasis on Partnering and Collaboration

The City of Tukwila cannot accomplish the community's Vision and Goals working alone. Throughout this document, a variety of strategies are established to rally and focus the efforts of a team of partners, including the residents and businesses that call Tukwila home, local and regional community-based organizations, neighboring cities, and City of Tukwila departments and staff.

A Broad Definition of "The Tukwila Community"

The Tukwila community is defined in the broadest sense of the word, recognizing that Tukwila is a community of communities:

- The Tukwila community is made up of residents, businesses, and guests, including those who come to Tukwila to shop, visit our residents, or enjoy the many amenities and services Tukwila offers.
- The Tukwila community is also made up of many different ethnic communities, linguistic communities, and communities of interest. These include families who have lived in Tukwila for generations, recent refugees and immigrants from all over the world, young families, seniors, children, and members of countless organizations ranging from the Tukwila International Boulevard Action Committee, to active neighborhood groups, to our committed Ham Radio club.

The communities that comprise Tukwila are what make it unique, dynamic, and positioned to be a model for other communities. There is a focus throughout this document on drawing on and enhancing the strengths of individual communities for the good of each and the good of the whole.

Plan Structure

The **Community Vision** and five **Goals** describe the desired future of Tukwila. Meeting this Vision and these Goals will require the efforts of more than the City of Tukwila acting alone: it will require the contributions of all the City's partners, including residents, businesses, and local and regional community-based organizations.

The City's **Mission** describes the role of the *City of Tukwila* in pursuing the Community Vision. This statement describes the focus of the City organization, its leadership, and staff.

Five **Goals** establish high level aspirations and areas of effort. Under each of these Goals, **Objectives** (lettered items: A, B, C…) and **Strategies** (numbered items: 1, 2, 3…) describe how the City will achieve the Goals.

Under some Strategies, **Implementation Options** (bulleted items) capture potential actions identified during the planning process. Actual implementation commitments will be made through the City's annual budget setting and workplanning process as discussed under **Goal Four**.

The Tukwila Community Center from across the Duwamish River

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 & OBJECTIVES

GOAL ONE 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.

GOAL TWO 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.

GOAL THREE 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.

GOAL FOUR 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.

GOAL FIVE 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.

GOAL **ONE**

A COMMUNITY OF INVITING NEIGHBORHOODS & VIBRANT BUSINESS DISTRICTS

One of Tukwila's greatest strengths is its combination of strong, defined residential neighborhoods and a diverse business base. The commitment to making the City's neighborhoods more inviting and its business districts more vibrant is essential to advancing the City's other aspirations contained in this Plan.

Two priorities run through this Goal: ensuring the community is safe and visually attractive. These characteristics are strongly interlinked. When neighborhoods are inviting, people want to be in them. This activity deters crime, further improving neighborhood appeal. Inviting and appealing spaces also attract more shoppers and employers, supporting the vibrancy of business districts and strengthening the tax base that allows the City to invest in community-building and services.

Goal One emphasizes a collaborative and inclusive approach to improving the physical appearance and safety of Tukwila's neighborhoods and business districts. In addition, it directs City planning and investments toward strengthening quality of life for residents and supporting the City's role as a major regional shopping and employment center. Areas of focus include making the City more accessible to bikers and walkers, advancing plans for particular sub-areas, and engaging residents and businesses in establishing and maintaining community-based expectations for how Tukwila's public and private spaces will look.

GOAL ONE

Objectives & Strategies

"I love the Tukwila community and have called it home since 1996. I believe in our potential."
- A resident

A. Cultivate community ownership of shared spaces.

1. Expand the system of incentives, tools, and supports that encourage investment in and maintenance of private and public spaces. Improve enforcement of the City's regulations.
2. Ensure City-owned properties meet the community's desired look and feel. Encourage partners to maintain their properties to similar standards.
3. Explore ways to use public art to beautify and enrich the community.
4. Reduce commercial activity that is not compatible with residential neighborhoods as opportunities arise.

B. Build a broad and collaborative approach to preventing crime and increasing the sense of safety.

1. Engage all City departments in reducing crime.
2. Use environmental design principles to improve public safety.
3. Engage businesses and residents in preventing crime and preparing for emergencies.
   - Over time, broaden the focus of this engagement to other community-building efforts.
   - Explore opportunities to engage visitors in crime prevention and crime reporting.
   - Improve relationships between the City and immigrant communities around public safety.
4. Partner with social service organizations and explore regional solutions to prevent crime.
   - Review case data to identify frequent violators and coordinate with service providers to resolve issues.

GOAL ONE
continued

C. Focus City planning and investments on creating a connected, dynamic urban environment.

1. Prioritize changes that promote public safety, encourage the active use of space, and facilitate foot and bike access.
   - Make smart investments to support the desired environment, including sidewalk, trail, street, and lighting improvements to support biking and walking as funding and other factors allow.
   - Identify appropriate parks to be made safer for all users by reducing vegetation to improve visibility, allowing other parks to have more native landscaping.
   - Advance implementation of the City Walk & Roll Plan.
2. Explore creative ways to increase transit, foot, and bicycle access to community amenities, stores, and jobs.
3. Work with the community to identify desirable retail opportunities in residential neighborhoods.

WALK & ROLL PLAN

The Walk & Roll Plan is the City's first pedestrian and bicycle plan. It includes projects to improve streets and trails for pedestrians and bicyclists. The Plan has a "complete streets" focus that expands the focus of transportation planning from keeping cars and trucks moving to the idea that Tukwila's streets should be for everyone.

The Plan recommends seven actions to improve mobility in the City:

1. Adoption of bicycle and pedestrian infrastructure designs.
2. Designation and adoption of "bicycle friendly routes."
3. Continue construction of neighborhood links.
4. More than the minimum for pedestrian safety.
5. Railbanking for the future: acquiring and using abandoned rail spurs for future trails.
6. Promotion of and participation in biking and walking programs.
7. Identify and fund Walk and Roll projects in the Capital Improvement Program (CIP).

GOAL ONE
continued

D. Use City efforts and investments to realize established visions for specific sub-areas.

1. Implement the community-led vision for the Tukwila International Boulevard neighborhood.
2. Work with businesses to finalize and implement the City's Southcenter Plan.
3. Continue to support the development of Tukwila South.
4. Tailor land use codes for the specific circumstances of individual sub-districts rather than applying one set of codes citywide.
5. Identify public and private infrastructure investments that will be needed to support the long-term vision for specific areas of the City.
   - Use multi-department teams in long-term planning efforts to establish shared goals and target City investments in catalytic projects.

Concept site plan

Tukwila Village is a new mixed-use neighborhood planned for Tukwila International Boulevard and South 144th Street.

The City, partners, and the community have built a shared vision for Tukwila Village and construction is planned to begin in 2013.

GOAL **TWO**

A SOLID FOUNDATION FOR ALL TUKWILA RESIDENTS

Cities are not only places where people sleep and eat, work, shop and play. Cities are places in which individuals and families make their lives. In collaboration with its partners, the City will work to establish a solid foundation from which all residents have access to opportunity and the ability to pursue their dreams, whether they are newcomers to the United States seeking access to education, affordable housing, and employment or seniors looking for a place to spend their retirement years.

In this arena, Tukwila aims to be a model community, showcasing our strengths as a dynamic and diverse community.

To achieve this Goal, Tukwila will act both as a provider of quality service and an excellent partner to the many organizations that serve Tukwila's community. Being a great partner means many things: facilitating connections, advocating, sharing information, increasing awareness, and funding. In fulfilling these roles effectively, the City will listen and work collaboratively with its partners to make a real and positive difference in the lives of community members.

GOAL **TWO**

Objectives & Strategies

"I would like to see more opportunities for our young people. I feel strongly we need a resource with a Boys & Girls Club philosophy by the high school where it is more accessible to the majority of the community."

- A resident

A. Partner with organizations that help meet the basic needs of all residents.

1. Continue to advocate for vulnerable populations and increase understanding of the challenges they face.
2. Actively collaborate with service providers supporting basic needs and job readiness.
3. Be a regional leader in efforts to increase housing security and meeting the needs of a dynamic community.
   - Explore opportunities for supporting cooperative and alternative housing for transitioning and recent refugees.

B. Strive for excellent education, vocational supports, and personal growth opportunities through effective partnerships and City services.

1. Strengthen the City's partnership with schools to identify and pursue shared goals.
   - Seek opportunities to support educational and vocational goals of individuals who have "aged out" of the traditional school system.
2. Facilitate connections between educators, service providers, and businesses to link residents with job training and employment opportunities.
3. Improve access to parks and recreation programming to serve a broader range of Tukwila's residents.
   - Engage community members in identifying unmet needs and interests.
   - Explore opportunities to increase easy access to the Tukwila Community Center (TCC) and bring programming out of the TCC, into the community.

C. Encourage maintenance, improvements and diversity in the City's housing stock.

1. Engage communities in determining the desired look and feel for new housing units in established neighborhoods.
2. Promote the availability of quality housing options at all price points to support social diversity and ensure families and individuals can remain in Tukwila as life circumstances change.
   - Explore opportunities to provide more assisted-living options for seniors that are neither low-income nor in-home care.

GOAL THREE

A DIVERSE & REGIONALLY COMPETITIVE ECONOMY

The ability of the City of Tukwila to fulfill its Mission of **providing superior services that support a safe, inviting, and healthy environment for our residents, businesses, and guests** depends directly on the strength of its economy. Without maintaining a strong economy, the City will not be able to provide quality services to its residents and infrastructure for its neighborhoods. In addition to this critical role supporting the City's tax base, Tukwila businesses provide jobs, shopping options, and services for local residents.

Tukwila is fortunate to have many significant economic assets, including its central location, diverse business base, and long-standing role as a regional retail and employment center. However, these are not guaranteed qualities. The City must take action to protect and strengthen its economic assets and regional role in the face of changing tastes, regional and global economic forces, and competitive moves by other communities. Tukwila and its businesses must be proactive and innovative to maintain, let alone increase, market share, employment levels, and City services.

The City's economic development efforts will continue to be multi-pronged, addressing three aspects of the City's economy:

1. Protecting the City's role as a strong regional retail center and preparing for the retail market of the future.
2. Supporting the retention and expansion of the City's commercial and industrial businesses.
3. Cultivating the success of the City's entrepreneurs and small businesses, including businesses owned by refugees, immigrants, and non-native English speakers.

GOAL THREE

continued

To strengthen the competitiveness of Tukwila's economy, the City will support existing businesses, attract new business, and tap into the entrepreneurial talent and appetite for commerce of its residential population. Two very practical ways for the City to pursue these goals is to increase its communication with Tukwila businesses and ensure that City-controlled factors—such as permitting processes, business regulation, and customer service—are business-friendly. Businesses provide significant value to the Tukwila community, and are direct customers served through the City's Mission.

In pursuing the aspirations of **Goal Three**, the City will engage Tukwila's businesses in strengthening the community. Tukwila businesses are largely untapped resources in this regard and have much to contribute and much to gain from a strengthened physical and social community fabric. When individual businesses prosper, there are benefits to Tukwila as a whole, and when the community prospers there are similarly benefits for individual businesses.

"Tukwila has a central location and excellent amenities–retail, freeways, airport, and hotels–which make for a good business infrastructure."

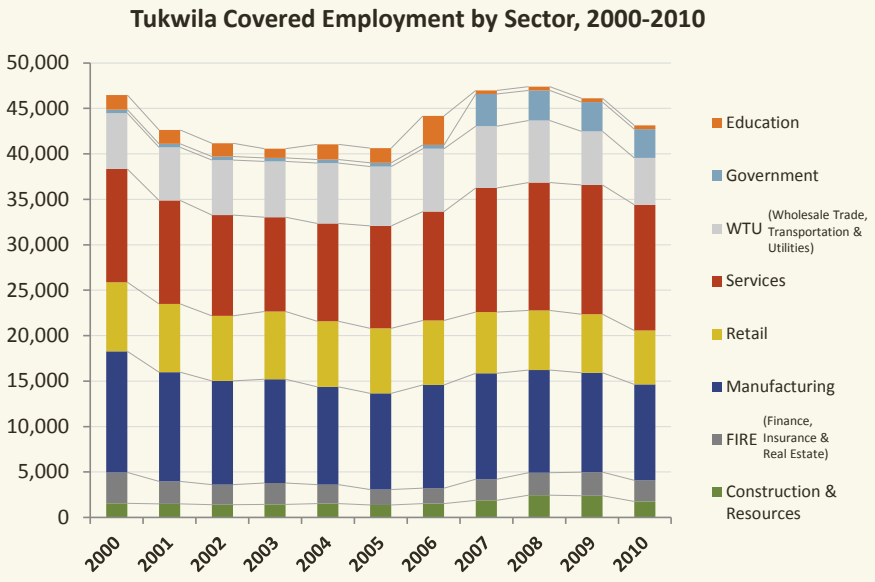
- A business owner

A REGIONAL EMPLOYMENT CENTER

In 2010, Tukwila business had nearly 43,130 employees and 1.7 Billion in taxable retail sails, demonstrating Tukwila's role as a regional employment and retail center. These figures also signal another important characteristic of the City: the influx of employees, shoppers, and other guests who come to Tukwila each day.

Another key characteristic of the community is its diverse employment base (see chart), with significant numbers of jobs in the services, retail, manufacturing, and wholesale trade, transportation, and utilities sectors.

As part of this Plan, Tukwila commits to nurturing its strong and diverse economic base in the coming years.



GOAL THREE

Objectives & Strategies

"Improve local jobs and business so Tukwila residents can earn a living wage."
- A Somali service provider

A. Embrace the City's economic potential and strengthen the City's role as a regional business and employment center.

1. Establish and implement an economic development strategy that identifies ambitious goals and leverages the efforts of all City departments to strengthen the City's economy.
2. Employ a business-friendly approach to regulation while protecting the long-term interest of neighborhoods and businesses districts.
3. Strengthen the City's image as an economic hub, promoting Tukwila's businesses and the City as a good place to do business.
4. Promote understanding of the interdependencies and mutual interests among Tukwila residents, Tukwila businesses, and the City of Tukwila.

B. Strengthen the City's engagement and partnership with the business community.

1. Improve the City's ability to have two-way communication with Tukwila businesses.
2. Cultivate business participation in strengthening and promoting the Tukwila community.

Westfield Southcenter Shopping Center

GOAL **FOUR**

A HIGH-PERFORMING & EFFECTIVE ORGANIZATION

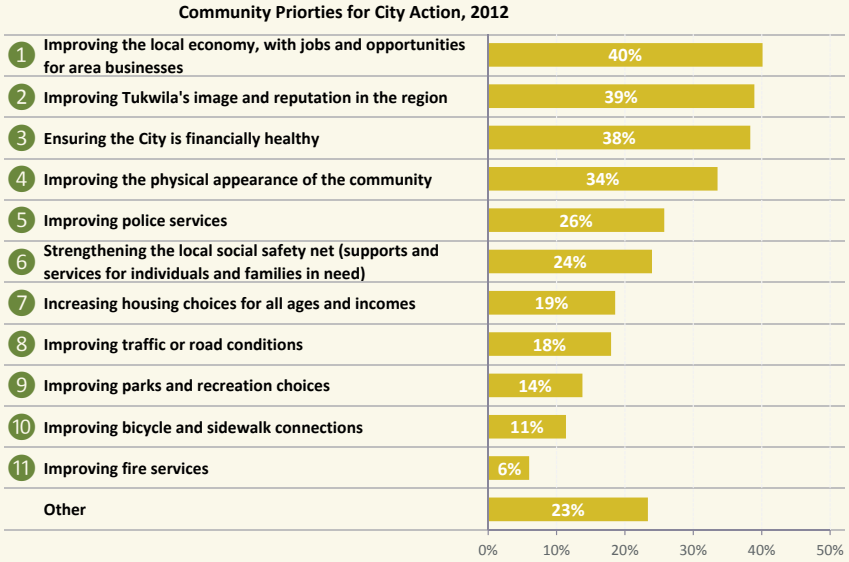
This Strategic Plan is the first step in the next phase of Tukwila's history, but it is not the last step. This Plan will promote and inform additional conversations and decision-making, as the City and its partners work from year to year to implement the desires and ambitions established in this document.

The City of Tukwila has provided high quality services to its community during its first hundred years and commits to strengthening this tradition going forward. Like all cities, Tukwila has finite resources. **Goal Four** describes the path to improving capabilities and efficiencies within the City to deliver more value to the community with the resources it has. A primary focus is having the different parts of the organization work better together. By aligning the efforts of City departments, individual staff members, and the City's partners around the shared Vision and Goals articulated in this Plan, the City will focus its efforts on achieving what matters most to the community it serves.

COMMUNITY OUTREACH

Ongoing feedback and consultation with the public is key to achieving the Objectives in **Goal Four**. The City tried many new outreach tools and formats as part of the strategic planning process (see page 3), and is committed to broadening its community engagement toolkit.

This chart summarizes input received from the 2012 Community Survey on desired City priorities.



The *City Performance & Accountability Model* shown below illustrates how the Strategic Plan will be used to inform annual budgeting and workplanning efforts across the City, guiding efforts around the Vision and Goals established in the Plan.

This Plan and Model do not commit the City to future actions, but establish a transparent process for developing and reporting on the City's efforts to achieve the desired outcomes established by the Plan. Each year, progress from the previous year will be reviewed and, together with updated community input, used to establish Council goals and departmental workplans. Based on these goals and plans, departments will propose annual performance targets for approval by City leadership and begin a new year's actions and investments designed to advance the community towards its Vision and Goals.

CITY PERFORMANCE & ACCOUNTABILITY MODEL

GOAL **FOUR**

Objectives & Strategies

ORGANIZATIONAL DEVELOPMENT & INDIVIDUAL GROWTH

The skill and dedication of Tukwila's employees is a core strength. We value employee contributions today and are committed to further developing our skills and improving how we work together.

The City aims to benefit from the full knowledge, skill, energy, and creativity of each individual employee by encouraging long-term thinking beyond individual departments and informed, distributed decision-making that advances our collective goals.

This model of employee engagement and leadership relies on all employees understanding their role within the larger effort. While establishing our Vision, Mission, and Goals is an important first step in becoming the high-performing organization we want to be, significant work lies in front of us.

This Plan provides guidance to revising our organizational structures and systems to make sure we work as effectively and efficiently as possible in service of our Mission and in pursuit of our community's Vision and Goals. We would also benefit from establishing City of Tukwila Values that guide how we work with one another and how we treat our partners and customers.

A. Use Tukwila's Vision, Mission, and Strategic Plan to focus and prioritize City efforts.

1. Align City efforts and priorities around the Strategic Plan, including Council goal-setting, the City's regular budgeting processes, and department-level workplanning.
   - Create a results-oriented customer service culture focused on achieving the City's Mission.
   - Establish an annual process for reviewing progress and establishing new action plans for implementing the community aspirations set by this Strategic Plan.
   - Establish City of Tukwila Values or Guiding Principles to shape organizational culture and guide decision-making.
2. Track and report progress on meeting Strategic Plan Goals to City staff, residents, businesses, and other interested parties.
   - Identify performance measures by department and establish tools and schedules for reviewing, sharing, and learning from progress.
3. Improve communication and strengthen relationships up, down, and across the organization.

B. Advance Tukwila's interests through participation in regional partnerships.

1. Encourage broad participation of City staff and elected officials in regional partnerships.
2. Be a regional leader in building common goals with our local and regional partners to achieve the greatest possible results.

C. Continue to develop as an organization and support individual growth.

1. Encourage employee leadership throughout the organization. Engage and leverage the full abilities of each employee.
2. Establish a culture and mechanisms to support ongoing growth and learning as an organization.

GOAL FOUR

continued

D. Ensure City facilities are safe, efficient, and inviting to the public.

E. Manage the long-term fiscal sustainability of the City.

1. Promote shared staff and community understanding of the City's fiscal position. Share information about significant revenue and cost factors, as well as the rationale for decision-making.

2. Focus City expenditures on community priorities and maximize efficiencies in service delivery.
   - Evaluate City services and service delivery models relative to the City's Mission, Strategic Plan, fiscal outlook, and ongoing input from the community.
   - Establish policies and processes to adopt technology that improves City services and makes them more efficient.
   - Explore opportunities for regional partnerships and regional service delivery models that are fiscally beneficial to the City and in line with community values.
   - Encourage future development in locations where existing infrastructure can absorb the growth.

3. Increase City revenues to support quality services for the whole community.
   - Aggressively pursue opportunities to grow the City's business tax base through economic development.
   - Explore options to increase revenues for the provision of City services or facilities for the benefit of our residents, businesses, and visitors through mechanisms that are fair and appropriate.

GOAL **FIVE**

A POSITIVE COMMUNITY IDENTITY & IMAGE

Goal Five addresses two interrelated aspects of the Tukwila community: its internal identity and its external image.

The City will make proactive efforts to strengthen Tukwila's identity. As a community composed of many smaller communities, this will be a complex and rewarding effort. Today, many people feel connected and committed to their own piece of Tukwila, be it a block, a neighborhood, a business park, or a particular linguistic, cultural, or interest group. Throughout the strategic planning process we heard a desire to increase the shared sense of belonging and membership in Tukwila as a whole.

A first step is strengthening the City's ability to engage all community members, using online tools, traditional meeting formats, and innovative, adaptive formats that open lines of communication with members of communities not reached via other means. The City commits to following up on the successful community engagement efforts used in this planning process (see page 3), as well as learning from efforts that were not as successful, to continue to build strong relationships with individuals and groups.

As the City's relationships with its many communities grow, it will seek to build bridges among these groups; connecting, sharing, and recognizing communities for the good of each and the betterment of all. These connections, together with the investments in neighborhoods, business districts, and other community supports as described in other Goals, will bolster our identity, strengthening shared understanding and appreciation for who we are as a community.

As our internal identity takes shape, we will promote an aligned external identity that communicates a positive view of Tukwila to outsiders, including potential new residents, business owners, shoppers, and other guests. Tukwila has many strengths to communicate, from its geographic location–a community at the center of it all–to its positive business climate and dynamic and international shopping, recreation, and dining offerings. These aspects of the Tukwila story are important elements of the City's image and brand that will be promoted regionally.

GOAL FIVE

Objectives & Strategies

"I see the City's greatest challenge as creating a brand for Tukwila to invite visitors and create an attractive image."

- A City employee

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

1. Broaden the City's toolkit to include new technology and formats that enable two-way communication.
2. Strengthen the City's ability to engage with communities that do not participate in traditional formats.
   - Adopt engagement strategies that bring City staff and decision makers out into the communities they serve to engage in meaningful dialogue.
   - Cultivate meaningful, long-term relationships with members of the City's communities.
   - Expand the linguistic and cultural competencies of City staff through training and hiring.
3. Cultivate participation by Tukwila's many communities in the City's decision-making processes.

B. Facilitate connections among Tukwila's communities.

1. Build connections among the many communities that make up the broader Tukwila community.
2. Improve broad understanding and appreciation of all of the City's cultures.

Movie night at the Tukwila Community Center

GOAL FIVE continued

C. Promote a positive identity and image of Tukwila.

1. Take a proactive role in generating positive media coverage of the community.
   - Promote the City's amenities, cultural dynamism, and geographic location.
   - Shift negative perceptions about crime in Tukwila.
2. Implement a long-term, scalable community branding effort.
   - Establish common themes that promote Tukwila's many positive attributes.
   - Expand community markers at City boundaries and at key points throughout the community, establishing a clear community signature.
   - Use public art that is representative of the City's diverse communities in the branding effort.
3. Promote Tukwila's international diversity as a strength and draw for regional visitors.
   - Support neighborhood businesses in reaching new markets through improved facades, way-finding banners, and common promotions.
   - Explore opportunities for establishing a neighborhood business district organization to provide ongoing support for small businesses operating within a defined geographic area.
   - Explore opportunities to establish a shopping and dining destination, similar to Seattle's Pike Place Market or International District.

COMMUNITY BRANDING & PROMOTING TUKWILA'S INTERNATIONAL DIVERSITY

The Strategic Planning Steering Committee generated many ideas for strengthening Tukwila's image by proactively communicating the City's many positive attributes. Specific ideas included:

- Promoting businesses and attractions located in Tukwila.
- Establishing a community tagline such as "Tukwila – at the Center of it All."

The Committee also generated many ideas for positioning Tukwila as a dynamic focal point of international languages and cultures by:

- Lining Tukwila International Boulevard with flags representing the home countries of neighborhood residents and business owners.
- Celebrating Tukwila's different communities through cultural fairs, festivals, and other events.
- Recognizing Tukwila's multi-lingual student body that is well-equipped for employment in a global marketplace.

Museum of Flight

Starfire Sports

CITY OF TUKWILA

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CITY OF TUKWILA

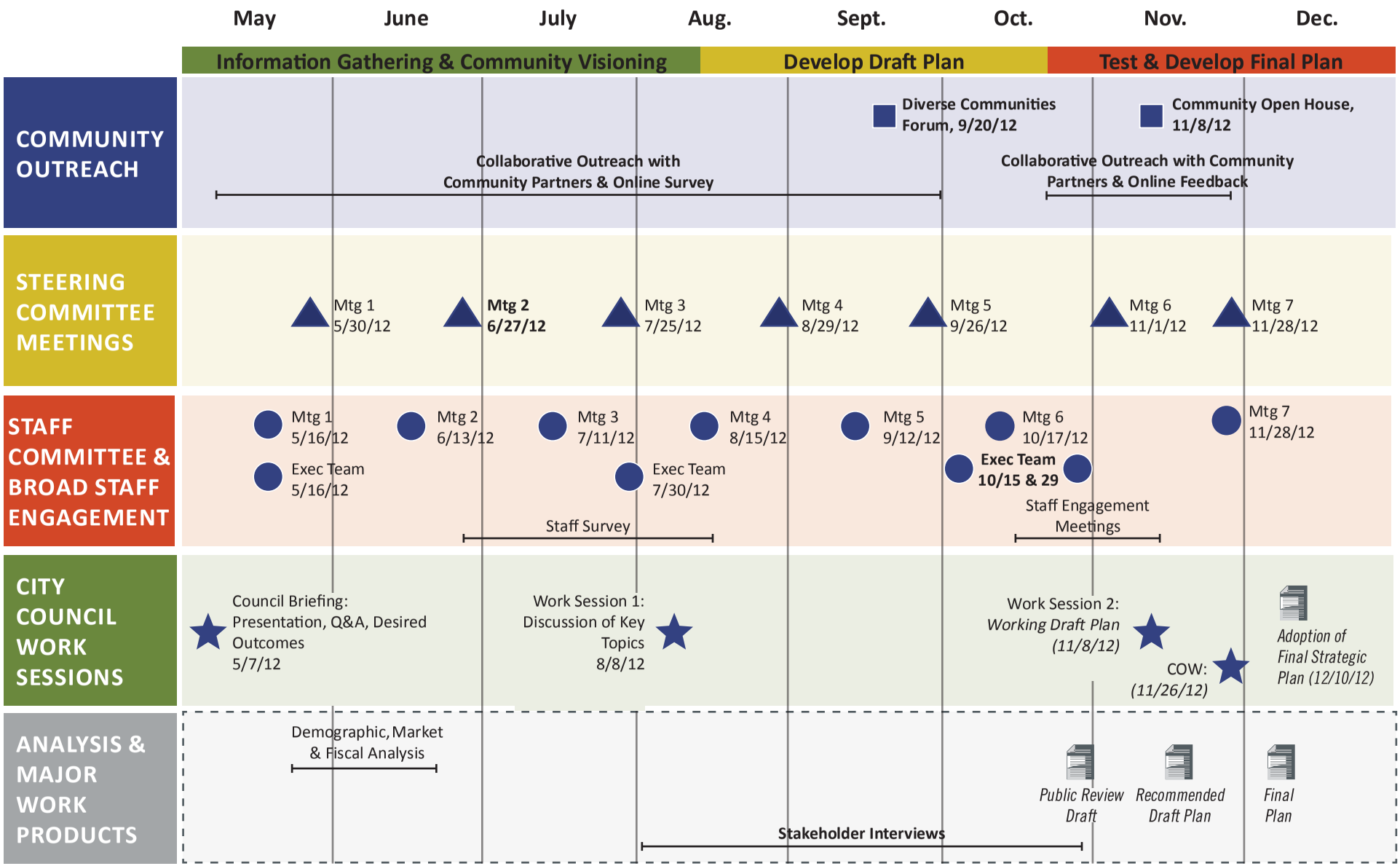
STRATEGIC PLAN 2012

APPENDICES

A. Strategic Planning Project Schedule
B. Demographic & Economic Profile
C. Fiscal Baseline Assessment
D. Community Feedback on Issue Identification & Visioning
E. Community Survey Summary
F. Community Feedback on Draft Plan

Project Schedule

City of Tukwila Strategic Plan
Appendix A
December 2012

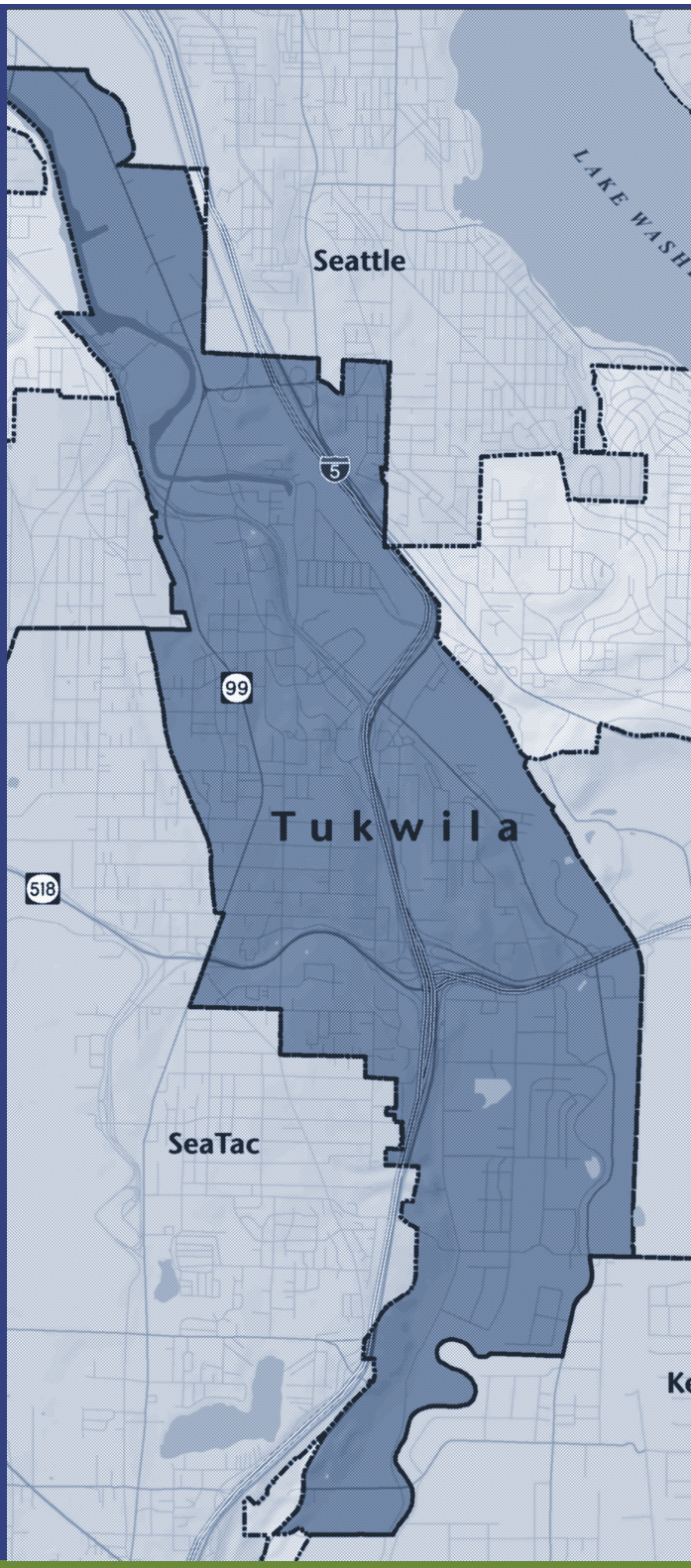


City of Tukwila
STRATEGIC ACTION PLAN
Connecting to the Future

City of Tukwila Strategic Plan

Appendix B
June 2012

Demographic & Economic Profile



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STRATEGY ■ ANALYSIS ■ COMMUNICATIONS

"Helping Communities and Organizations
Create Their Best Futures"

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DEMOGRAPHIC OVERVIEW

This section presents Tukwila's key demographic indicators in context with a set of neighboring cities: Burien, Kent, Renton, and SeaTac. Where possible, figures for King County are included as an additional regional reference point.

SUMMARY OF KEY FINDINGS

In general, South King County cities share some common characteristics in comparison to the rest of the County, including lower incomes, less educational attainment, and a higher percentage of minorities and foreign-born residents. Within South King County, Tukwila conforms to or leads this typology.

Overall, Tukwila has a substantially lower population than the primary residential centers of South King County. Over the last ten years the City has seen an average annual residential growth rate that is much lower than larger South King cities of Burien, Renton, and Kent (although it is on par with the County overall). Tukwila skews somewhat younger than the County overall and most other South King cities as well, with more children per household. Tukwila has a much higher percentage of minorities, foreign-born residents, and non-English speakers than the County overall and, to a lesser extent, the other South King cities we examined.

Tukwila has a much lower median household income and a much lower average educational attainment than the County overall and, to a lesser extent, the other King County cities other than SeaTac, which is similar to Tukwila with regard to education.

Changes in demographic characteristics in recent years show that a portion of Tukwila's population has turned over in recent years. This is indicative of Tukwila's role in the region as being – along with other nearby communities – a home, temporarily or otherwise, for refugees, immigrants, and other populations.

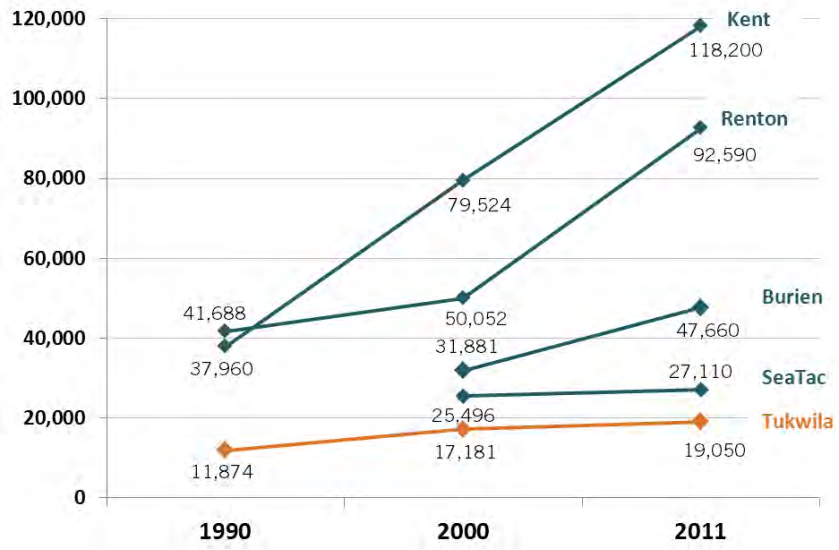
These demographic characteristics of the community both shape and are shaped by Tukwila's housing base, which is described at the end of this section. The City has a higher percentage of renters than the County overall and the other cities, although this percentage decreased between 1990 and 2010. The community experiences a significantly higher rate of turnover in its population. Compared to South King County overall, Tukwila housing is relatively affordable, particularly for purchasing a home.

POPULATION

Residential Population

Compared to the other South King cities, Tukwila has a low residential population. It is growing at a rate similar to the County overall, but significantly slower than the neighboring cities of Burien, Kent, and Renton.

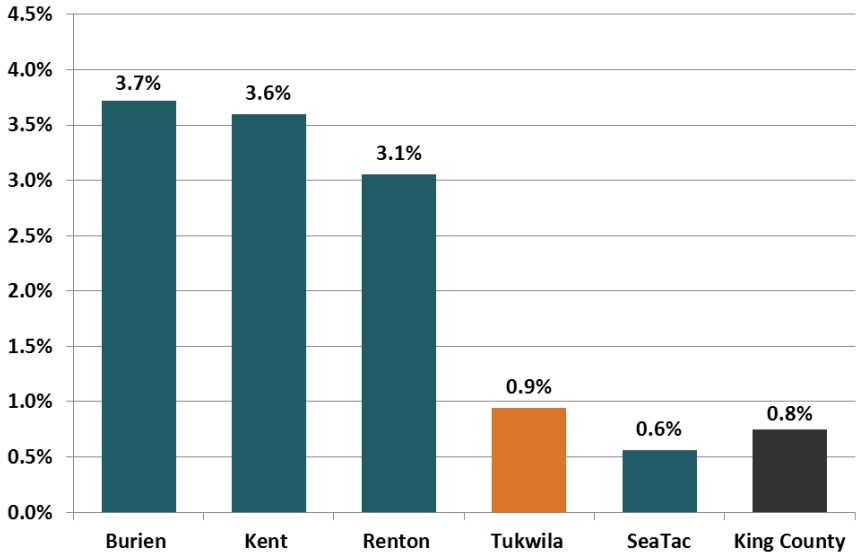
Exhibit 1
Total Population (including annexations) of Selected South King Cities, 1990 - 2011



Source: Washington State Office of Financial Management, 2012; BERK, 2012

Note: Burien and SeaTac were incorporated as cities in the mid-1990s, so data for 1990 is not unavailable.

Exhibit 2
Average Annual Growth Rate of Selected South King Cities (with annexations removed), 2000-2011



Source: Washington State Office of Financial Management, 2012; BERK, 2012

- With just under 20,000 residents in 2011, Tukwila has a relatively small population compared to the other South King cities.
- Tukwila's average annual growth rate of 0.9% (with annexations removed) between 2000 and 2011 is slightly higher than the County average of 0.8%, but much lower than the South King cities of Burien (3.7%), Kent (3.6%), and Renton (3.1%).
  - Similarly, while Tukwila's total population increased by 60% between 1990 and 2011, Kent's increased by over 210% and Renton's increased by over 120%. These figures include annexations, although in all cases the annexations do not account for the majority of the growth.

Daytime Population

In addition to its residential population, captured by the figures and charts above, Tukwila is a regional destination for employees (see the Employment section beginning on page 28), shoppers, students, and other visitors. **The City's estimates place Tukwila's daytime population between 150,000 and 170,000**, including approximately 16 million shoppers a year to the Westfield Southcenter Mall alone. This population is 7 to 8 times the size of the City's residential population and has a tremendous impact on the City's economy and on demand for services, particularly police, fire, and emergency medical services.

Annexations

- The City of Tukwila has annexed approximately 50 separate areas since 1948. A separate map showing the history of these additions to the City will be provided.
- The most recent annexations include Cascade View (1990), Oxbow (1993), and Tukwila South (2010).
- In addition, the City is currently in the process of two annexations that are likely to occur in the near future. Once these areas have been annexed, the City is not likely to see future annexations.
  - The first potential annexation area is located on the northwest end of the City. This area includes approximately 135 acres, most of which is industrial/commercial land. The area has about 40 residents. Most of the area is already developed, except for about 30 acres of commercial/industrial property.
  - The second potential annexation area is much smaller, with about 15 homes. It is currently entirely surrounded by the City.

Traffic Counts

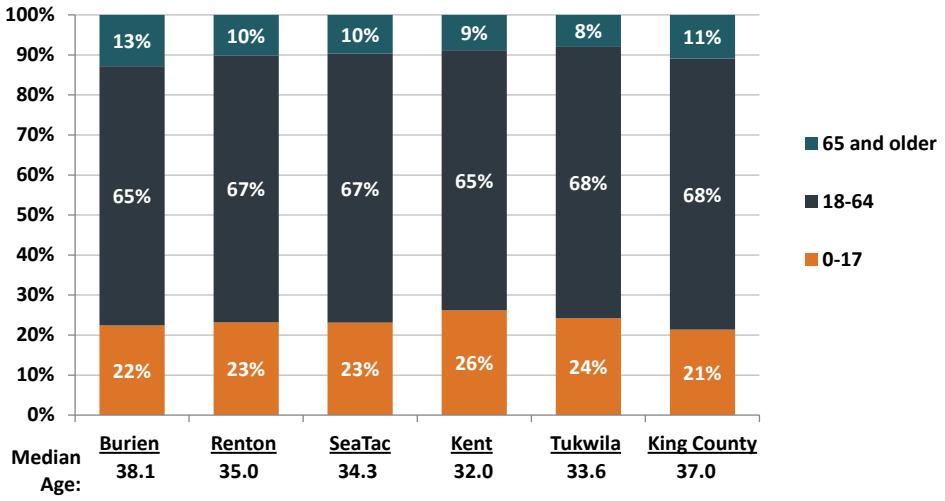
The figures below show WSDOT's 2011 Average Daily Traffic counts for several major intersections in Tukwila:

- Tukwila International Boulevard and 170th Street (near SeaTac Airport): **24,000 vehicles**
- Tukwila International Boulevard just South of 518 bridge: **30,000 vehicles**
- I-5 South of SR-518 Ramp (near Southcenter Mall): **202,000 vehicles**

AGE

Tukwila is a relatively young city. Overall, Tukwila's population skews somewhat younger; by percentage, there are more younger people and fewer older people than the County overall and most of the other King County cities we examined. In addition, the City has a relatively high average household size compared to the County overall, indicating that Tukwila families tend to have more children. Tukwila's median age is slightly below the County's, and in the middle of the examined South King Cities. Tukwila is younger now than it was in 1990.

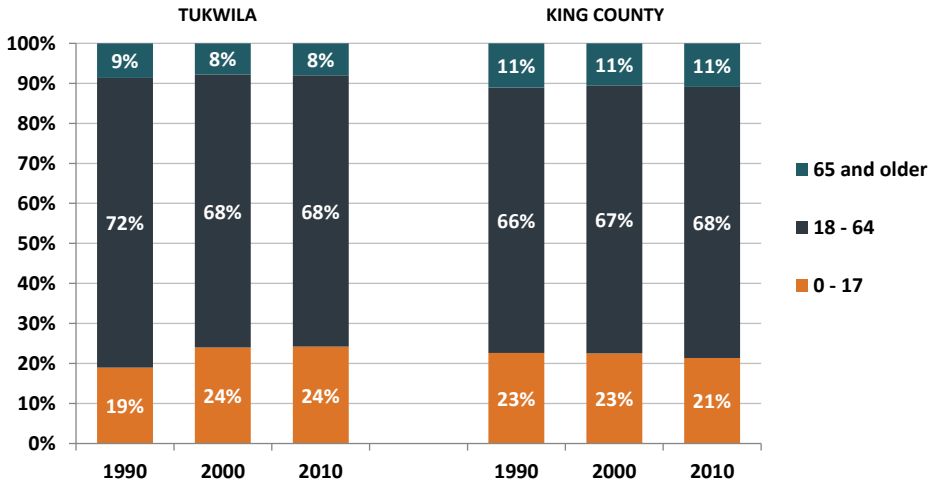
Exhibit 3
Percentage of Total Population by Age Categories in Selected South King Cities, 2010



Source: US Census, 2010; BERK, 2012

- Tukwila has a lower percentage of residents 65 years and older than the other South King cities, and is nearly 3% lower than the County average.
- Tukwila has a higher percentage of residents who are under 18 than all cities except Kent, and is nearly 3% higher than the County average.
- At 33.6, Tukwila's median age is nearly 3.5 years younger than the County overall, and the second youngest of the South King cities.

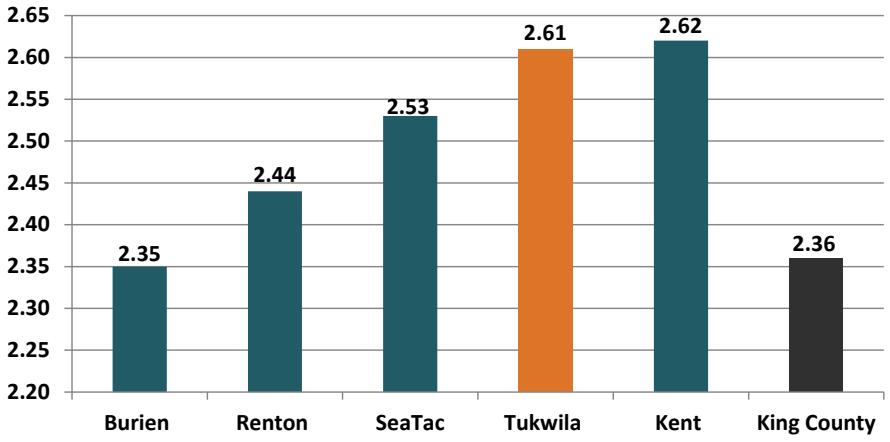
Exhibit 4
Tukwila and King County Age Distribution, 1990 -2010



Source: US Census, 1990, 2000, 2010; BERK 2012

- The number of residents under 18 years old in Tukwila increased from 19.0% to 24.2%, while the overall County percentage decreased from 22.6% to 21.4% during that time. In Tukwila, the increase occurred almost entirely between 1990 and 2000.
- The percentage of residents who are 65 and older in Tukwila decreased slightly, from 8.7% to 8.0%, between 1990 and 2010, while the overall County percentage decreased from 11.1% to 10.9%.

Exhibit 5
Average Household Size in Selected South King Cities, 2006-2010



Source: American Community Survey, 2006-2010

- Tukwila has an average household size of 2.61, significantly higher than the County average of 2.36 and higher than all of the other South King cities besides Kent (which is 2.62). This is in line with the higher presence of children ages 0-17 as show in Exhibit 3, above.

COMMUNITY COMPOSITION

This section describes Tukwila's community composition from four perspectives: Race & Ethnicity, Foreign-born Population, Recent Immigrant & Refugee Resettlement Trends, and Languages Spoken at Home. These attributes are related and there is significant overlap between them, but each is distinct and describes something different. The brief glossary below is included to clarify what these variables describe:

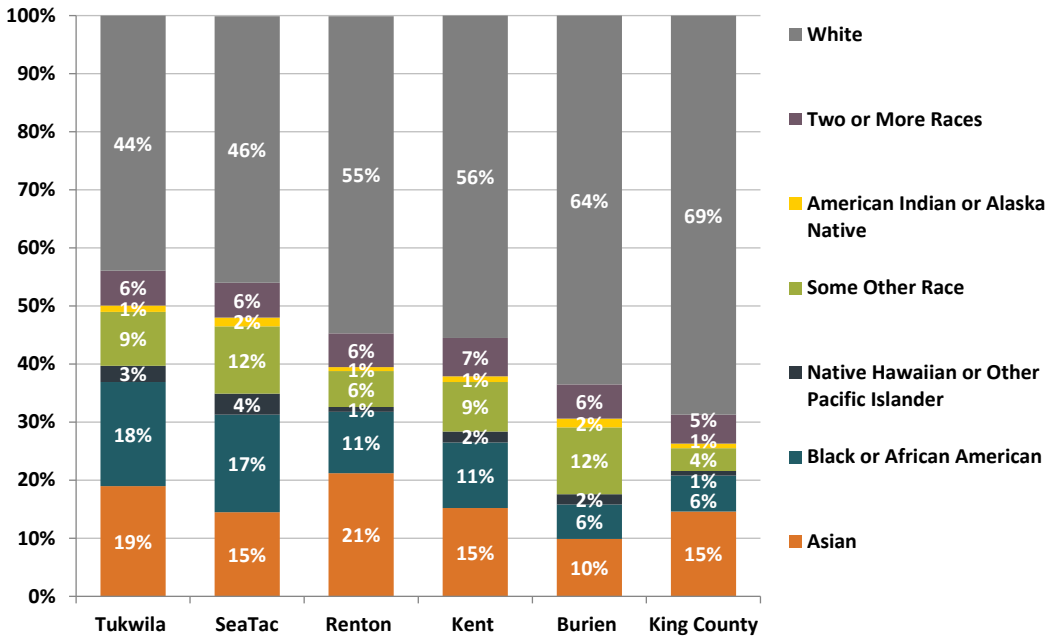
- **Race & Ethnicity**: In the US Census, respondents select the race or races with which they identify most closely. They also indicate whether or not they are of Hispanic or Latino ethnicity, which is a different variable than race.
- **Foreign-born Population:** The foreign-born population variable (based on American Community Survey data) describes what percentage of residents were born outside of the United States, as well as where those residents were born. When reviewing this data, it is important to recognize that there are people who share characteristics with foreign-born residents (such as race/ethnicity or language spoken), but who were not actually born outside of the United States.
- **Recent Immigrant & Refugee Resettlement Trends:** To be added in a subsequent version.
- **Language Spoken at Home:** In the American Community survey, respondents describe the primary language they speak at home. When evaluating this data, it is important to consider that some residents who are classified as non-English speakers may actually know how to speak English, although they do not speak it regularly at home.

Overall, the findings from this section indicate that Tukwila is a minority-majority city (meaning most residents are non-White), more than one-third of all residents were born outside the United States, and nearly half of all residents do not speak English as their primary language at home.

RACE AND ETHNICITY

Tukwila is a minority-majority city, meaning that most of its residents are not White. Tukwila has a much higher percentage of minorities than the County overall, and a higher percentage of minorities than all of the South King cities we examined (except with regard to Hispanic population, where it is in the middle compared to the other cities). Between 1990 and 2010, the Non-White population in Tukwila increased from 17.2% to 50.1% (excluding those who are "two or more races"), and grew at a much faster rate than the County overall.

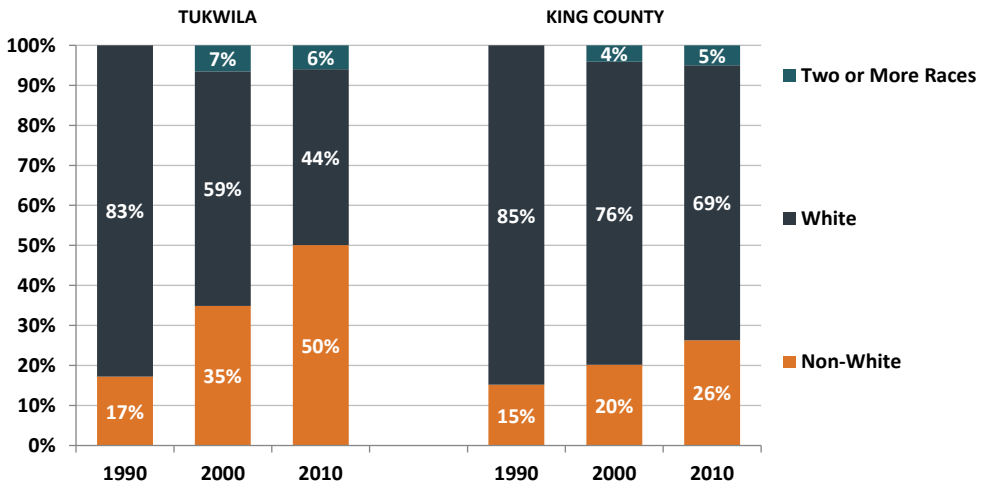
Exhibit 6
Percentage of Total Population by Race Category in selected South King Cities, 2010



Source: US Census, 2010; BERK 2012

- Tukwila's white residents make up only 43.9% of the City's total population, 25 % lower than the overall County percentage of 68.7%. Tukwila also has a lower percentage of white residents than the other South King cities.
- The most prominent minority groups in Tukwila are Asians (19%) and Black or African Americans (17.9%).
- Tukwila has a much higher percentage of Black or African Americans than the County average (6.2%) and a higher percentage than the other South King cities. Tukwila has a somewhat higher percentage of Asians (19%) than the County average (14.6%), and a higher percentage than the other South King cities except Renton.

Exhibit 7
Tukwila and King County White/Non-White Population Distribution, 1990-2010

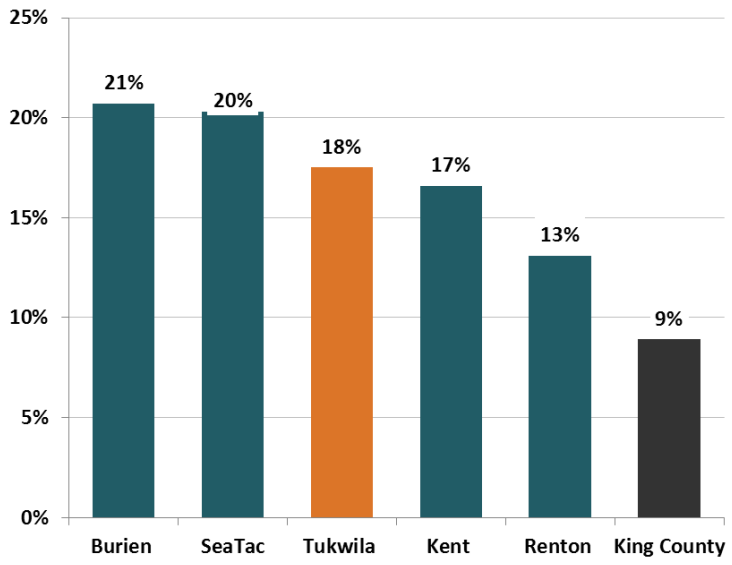


Source: US Census, 2010; BERK 2012

Note: Since the category "Two or More Races" was not measured in 1990 (all respondents were assigned to only one race), it is not possible to make a direct comparison between 1990 and 2000 & 2010 data, although 1990 data can be used as a proxy.

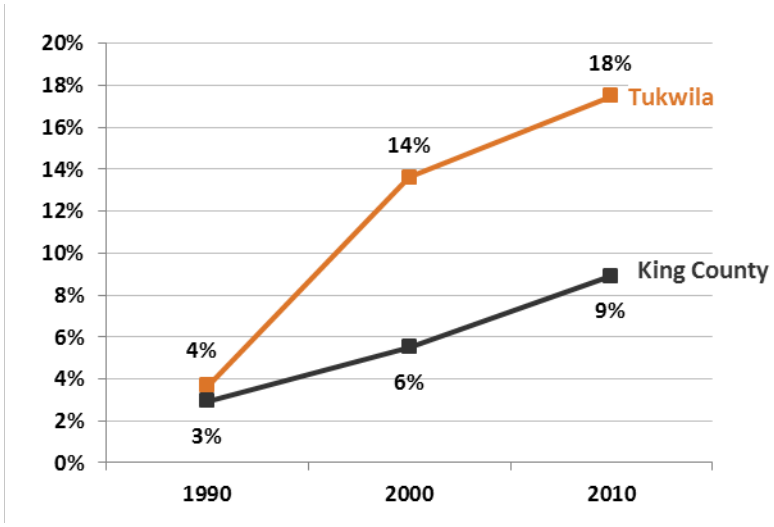
- The Tukwila non-white population grew dramatically between 1990 and 2010, from 17.2% to 50.1% (excluding those now classified as "two or more races"), while the County overall only grew from 15.2% to 26.3%. The percentage of non-white residents in Tukwila is now much higher than the County overall.

Exhibit 8
Hispanic or Latino Population in selected South King Cities, 2010



Source: US Census, 2010; BERK, 2012

Exhibit 9
Tukwila and King County Hispanic or Latino Population, 1990-2010



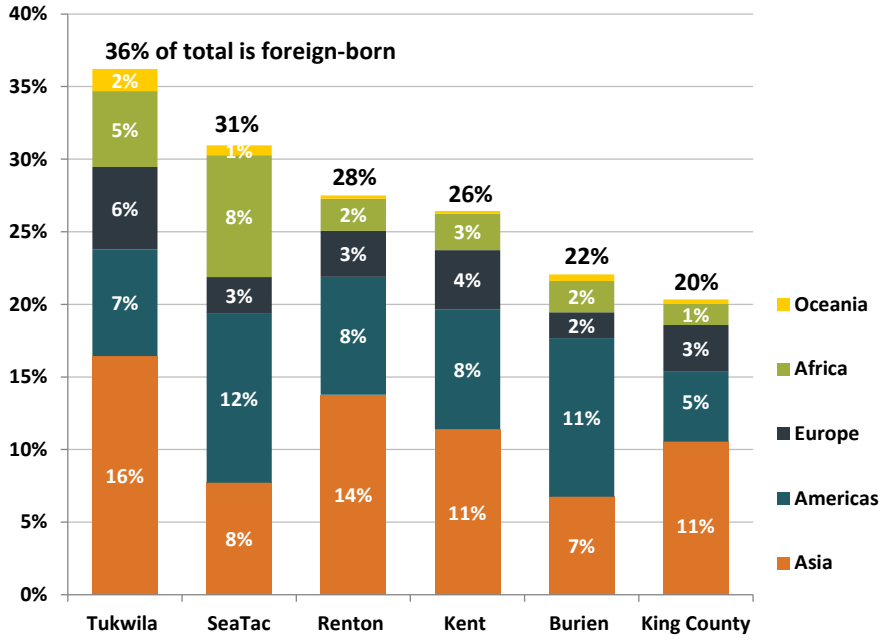
Source: US Census, 2010; BERK, 2012

- The Hispanic or Latino population in Tukwila (17.5%) is substantially higher than the County overall (8.9%). It is in the middle compared to the other South King cities.
- Tukwila's Hispanic or Latino population increased substantially between 1990 and 2010, from 3.7% to 17.5%, with the majority of that increase occurring between 1990 and 2000. The County's overall Hispanic or Latino population increased at a slower rate during that time period, from 2.9% to 8.9%.

FOREIGN-BORN POPULATION

Tukwila has an exceptionally high foreign-born population. With over a third of its residents born outside of the United States, Tukwila has a much higher foreign-born population percentage than the County overall, and a higher percentage than all of the other South King cities we examined. Between 1990 and 2010, Tukwila's foreign-born population increased from 7% to 36.2%, and grew at a much faster rate than the County overall. Asia is the dominant region of origin, followed by the Americas and Europe.

Exhibit 10
Foreign-Born Population by Place of Birth in selected South King Cities, 2006-2010



Source: American Community Survey, 2006-2010; BERK, 2012

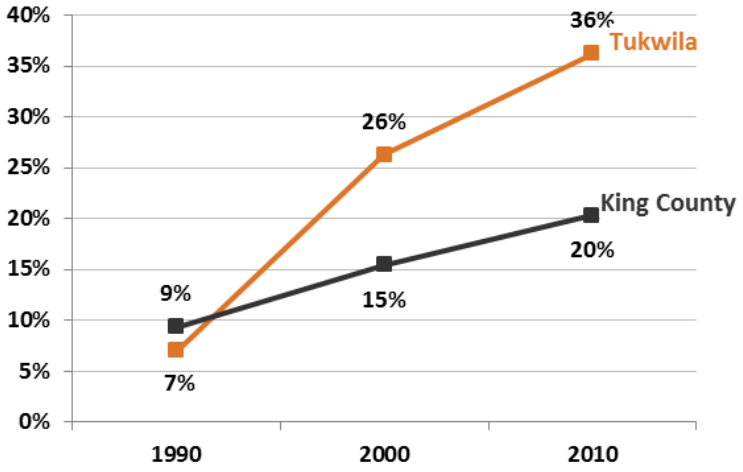
Note: Numbers are based on 1-, 3-, or 5-year ACS averages, depending on the jurisdiction.

Note: Oceania includes Australia, New Zealand, Fiji, Marshall Islands, Papua New Guinea, and Solomon Islands.

Note: The Americas include any country in North, Central, or South America, excluding the United States

- 36.2% of Tukwila residents are foreign-born, compared to 20.3% for the County overall. Tukwila has a higher percentage of foreign-born residents than all of the other cities.
- By local and national standards, Tukwila has a very high percentage of foreign-born residents. It has a similar percentage of foreign-born residents as New York City and San Francisco.

Exhibit 11
Tukwila and King County Foreign-Born Population, 1990-2010



Source: US Census, 1990, 2000; American Community Survey, 2006-2010; BERK, 2012

Note: The 2010 number is based on 1-, 3-, or 5-year ACS averages, depending on the jurisdiction.

- Tukwila's foreign-born population increased dramatically between 1990 and 2010, from 7.0% to 36.2%, while the County's overall foreign-born population increased at a more moderate rate, from 9.3% to 20.3%.
- It is interesting to note that in 1990, Tukwila's foreign-born population was lower than the County average, while in 2010 it was nearly double.
- The majority of the increase in the percentage of foreign-born residents in Tukwila occurred between 1990 and 2000.

Foreign-born Students in Tukwila Schools

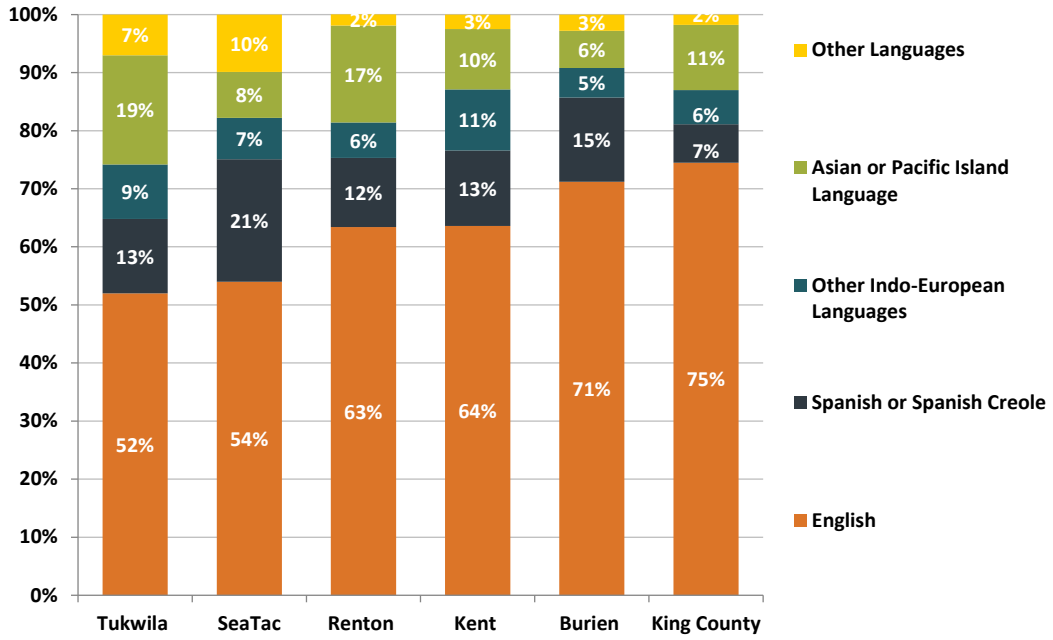
The following list provides estimates from the Tukwila School District of the top 10 countries of origin for immigrant students. They estimate there are a total of 626 foreign-born students in the school district:

1. Myanmar (102)
2. Nepal (96)
3. Mexico (57)
4. Somalia (54)
5. Russian Federation (49)
6. Thailand (36)
7. Kenya (34)
8. Philippines (24)
9. Vietnam (23)
10. Bhutan (21)

Languages Spoken at Home

Tukwila has a high number of Non-English speakers. Nearly half of Tukwila's population does not speak English as their primary language at home. The City has a much higher percentage of people who do not speak English as their primary language at home than the County overall, and a higher percentage than the other South King cities we examined. Between 1990 and 2010, that segment of the population increased from 10% to 48%, and grew at a much faster rate than the County overall. Aside from English, the most common languages spoken in Tukwila are Spanish, Asian languages, and African languages.

Exhibit 12
Primary Language Spoken at Home in Selected South King Cities, 2006-2010



Source: American Community Survey, 2006-2010; BERK, 2012

Note: Numbers are based on 1-, 3-, or 5-year ACS averages, depending on the jurisdiction.

Note: Asian and Pacific Island languages include Vietnamese, Chinese, Japanese, Korean, Cambodian, Miao/Hmong, Thai, Laotian, and Tagalog

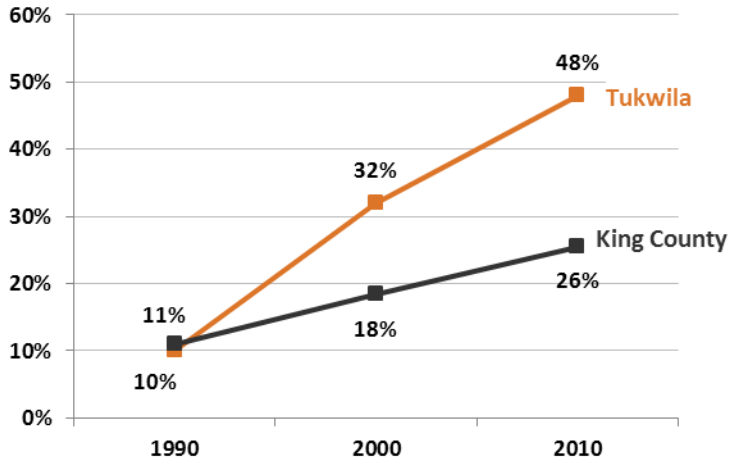
Note: Indo-European languages include French, Italian, Portuguese, German, Yiddish, other West Germanic languages, Scandinavian languages, Greek, Russian, Polish, Serbo-Croatian, other Slavic languages, Armenian, Persian, Gujarathi, Hindi, and Urdu.

Note: 'Other Languages" likely includes a number of African Languages for Tukwila.

- This Data is from 2006 to 2010. Although it is the most current data available, it is somewhat dated and does not show Tukwila's most recent immigrant and refugee resettlements, which have been predominantly East African, Burmese, and Nepalese.
- Tukwila has a much lower percentage of residents who speak English as their primary language at home (52%) than the County overall (74.5%), and has a lower percentage than the other South King cities.
- Aside from English, Asian or Pacific Island languages are the most commonly spoken at home by Tukwila residents.

- Tukwila also has a relatively high number of residents who speak other Indo-European languages, but is in the middle amongst the King County cities for Spanish and Spanish Creole (although still much higher than the County average).

Exhibit 13
Tukwila and King County Residents Speaking a Language Other than English at Home, 1990-2010



Source: US Census, 1990, 2000; American Community Survey, 2006-2010; BERK, 2012

Note: The 2010 number is based on 1-, 3-, or 5-year ACS averages, depending on the jurisdiction.

- The percentage of Tukwila residents speaking a language other than English at home increased dramatically between 1990 and 2010, from 10.1% to 48.0%. The overall percentage for the County increased at a more moderate rate during that time, from 11.0% to 25.5%.

Language Spoken in Tukwila Schools

There are over 70 languages spoken by students in the Tukwila School District. The top fifteen include:

1. English
2. Spanish
3. Vietnamese
4. Somali
5. Nepali
6. Bosnian
7. Cambodian
8. Turkish
9. Tagalog
10. Burmese
11. Karen
12. Russian
13. Samoan
14. Amharic
15. Chin

- 37% of students in the Tukwila School District qualify for English Language Learning (ELL) services.

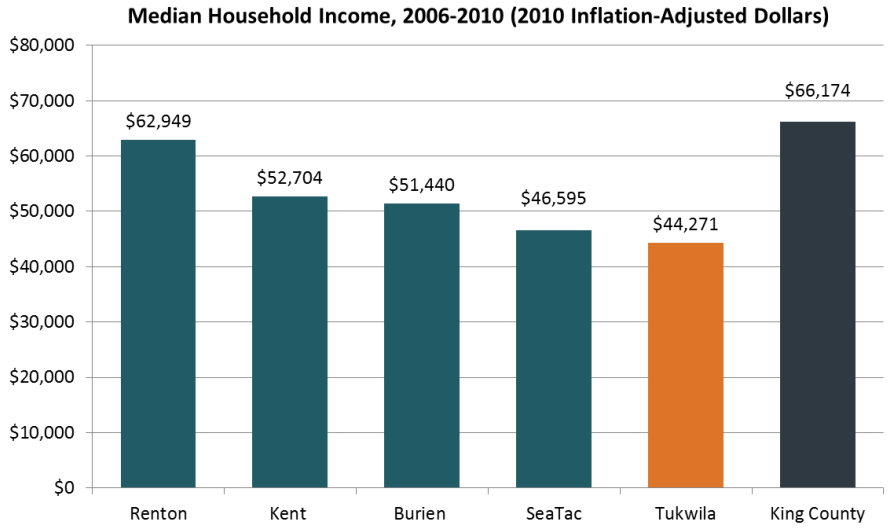
INCOME, POVERTY, AND HUMAN SERVICE DEMANDS

Income

Tukwila residents earn a relatively lower income. Tukwila has a much lower median household income than the County overall, and a lower median household income than nearby South King cities. The median household income in Tukwila has dropped over the last two decades. The City has a relatively high percentage of residents who earn under $25K and a relatively low percentage earning over $100K.

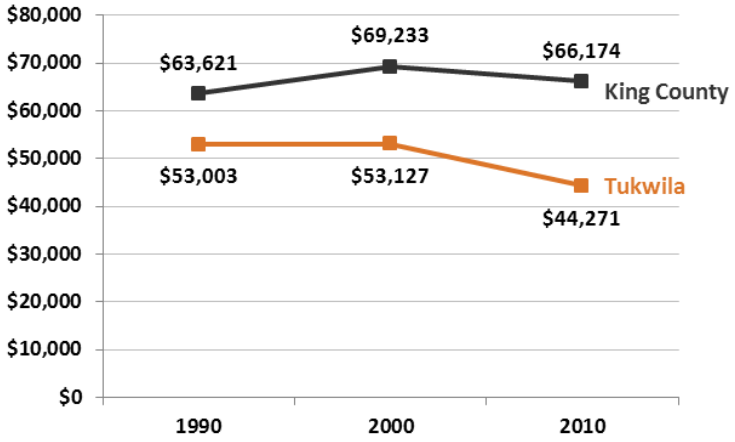
Exhibit 14
Median Household Income in

Selected South King Cities, 2006-2010



Source: American Community Survey, 2006-2010

Exhibit 15
Median Household Income (2010 inflation-adjusted dollars), 1990-2010



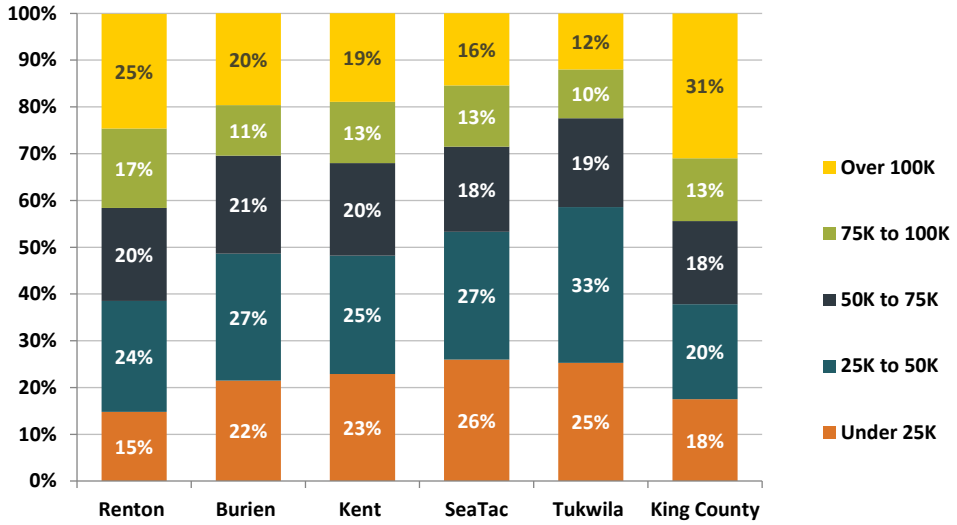
Source: US Census, 1990, 2000; American Community Survey, 2006-2010; BERK 2012

Note: The 2010 number is based on 1-, 3-, or 5-year ACS averages, depending on the jurisdiction.

- At $44,271, Tukwila's median household income is much lower than the County average ($66,174), and is lower than the other King County cities.

- Tukwila's inflation-adjusted median household income actually increased between 1990 and 2000, but saw a sharp drop between 2000 and 2010.

Exhibit 16
Income Distribution in Selected South King Cities (in 2010 Inflation-Adjusted Dollars), 2006-2010 5-Year Average



Source: American Community Survey, 2006-2010; BERK, 2012

- At 12%, Tukwila has the lowest percentage of households earning over $100K compared to the other South King cities, and is far lower than the County's overall percentage of 31%.

- Tukwila has the highest percentage of household earning under $50K, and the second highest percentage of residents earning under $25K (after SeaTac). On both measures, Tukwila's percentages are far higher than the County average.

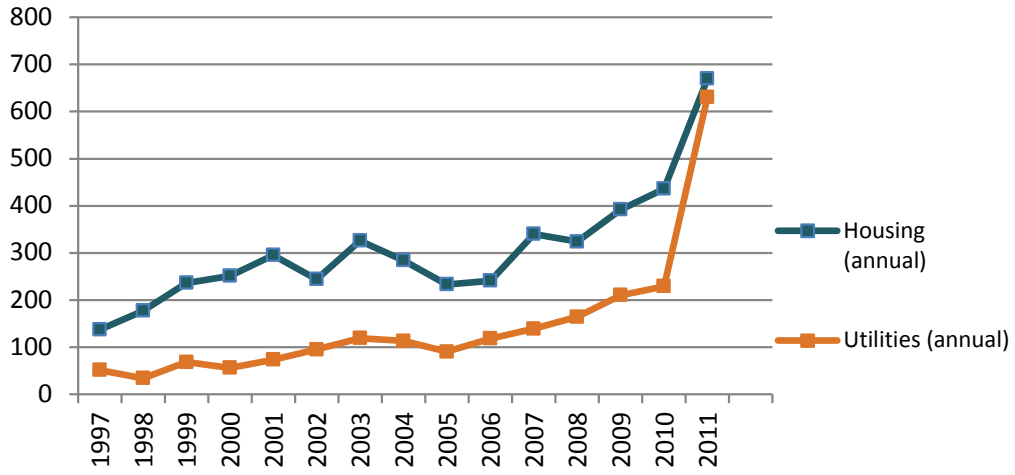
Poverty Levels

- According to the 2005-09 American Community Survey, 23.1% of families and 24% of individuals in Tukwila are below the poverty line. This represents an almost 300% increase from the year 2000.
- About a third of Tukwila residents used Basic Food Program Services (also known as the Food Stamp Program) (2009-10 figures).
  - 58% of people who use those services are children (ages 0 -17).
- About 9.5% receive Temporary Assistance for Needy Families (TANF), a welfare assistance program that provides cash assistance to needy families with dependent children, and to pregnant women.

Human Service Demands

Tukwila's Office of Human Services provides information and referral services to residents and the community at-large, fielding more than 2,100 calls in 2011. The chart below shows annual requests received for assistance with housing and utility payments:

Exhibit 17
Annual Calls for Housing and Utility Assista



Source: Tukwila Office of Human Services, 2012; BERK, 2012

- Annual calls for housing and utility assistance steadily increased between 1997 and 2010, and then saw a dramatic spike in 2011.
- Between 2010 and 2011, annual calls for housing assistance increased by over 60%, while annual calls for utilities assistance increased by over 200%.

In addition to housing and utility assistance, the Human Services Department contracts to non-profit organizations to deliver human services to Tukwila residents. Services are spread broadly to children, families, single adults, immigrants, refugees, and seniors, and include:

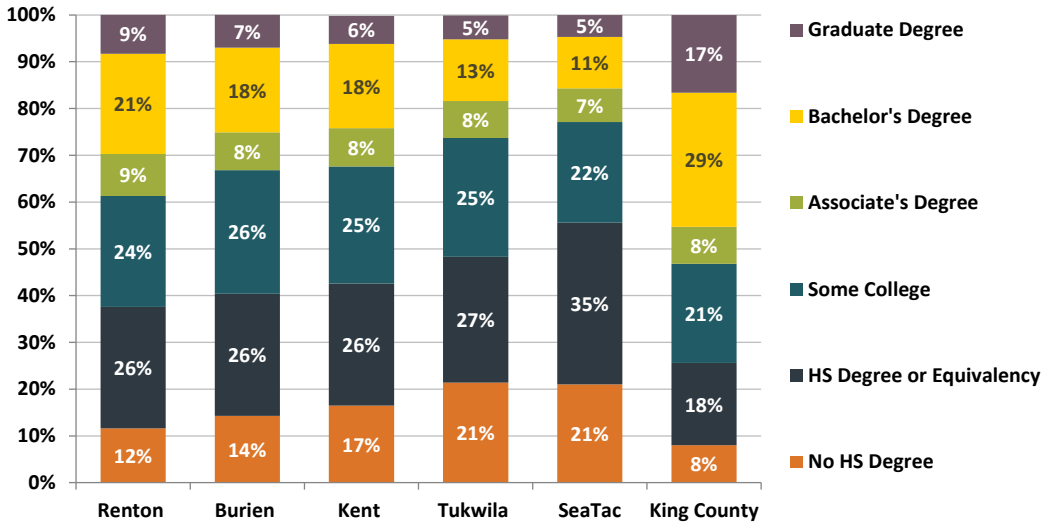
- Urgent and basic needs for food, shelter, medical and dental care, domestic violence and sexual assault services, homeless prevention and infant clothing;
- Senior meals and transportation assistance;
- Youth counseling, school based drug and alcohol services, and family support services;
- Adult literacy and ESL classes;
- Information and referral services.

EDUCATION

Tukwila residents have relatively low educational attainment. Nearly half of Tukwila's 25 and older population has, at most, a high school degree or equivalency as their highest educational attainment. Tukwila's 25 and older population has substantially lower educational attainment than the County as a whole, and somewhat lower educational attainment than the other South King cities we examined (except for SeaTac). In 2010, Tukwila's 25 and older population had lower educational attainment than it did in 1990, while the County overall had a substantially higher educational attainment. Between 1990 and 2000, the City has seen an increasing disparity between its least and most educated residents.

In addition, 3 out of 4 students in Tukwila School District receive free or reduced lunches, an exceptionally high number compared to the State and the other school districts. Over one-third of students in Tukwila School District are transitional billingual, also an exceptionally high percentage compared to the State and other school districts. Tukwila School District has a relatively high extended graduation rate, but also a relatively high drop-out rate.

Exhibit 18
Highest Educational Attainment for Population 25 and Older in Selected South King Cities, 2006-2010



Source: American Community Survey, 2006-2010; BERK, 2012

- Only 13.2% of Tukwila residents have a Bachelor's Degree and 4.7% have a Graduate Degree, which is far lower than the County averages of 28.7% and 16.6%, respectively. Tukwila is also the second lowest in these measure compared to the other South King cities.
- Among the other South King cities, Tukwila has the second highest percentage of residents (48.3%) who have at most obtained only a high school degree. Only SeaTac has less educated residents overall.

Exhibit 19
Tukwila and King County Highest Educational Attainment, 1990-2010

Source: US Census, 1990, 2000; American Community Survey, 2006-2010; BERK 2012

Note: The 2010 number is based on 1-, 3-, or 5-year ACS averages, depending on the jurisdiction.

- The discrepancy between Tukwila and the County's overall education level has increased substantially between 1990 and 2010.
- Between 1990 and 2010, Tukwila has seen an increasing disparity between its most and least educated residents.
- Between 1990 and 2010, the percentage of Tukwila residents with Bachelor's Degrees decreased from 15.5% to 13.2%, while the overall County percentage increased from 22.8.
- The percentage of Tukwila residents who have a graduate degree increased slightly, from 3.7% to 5.1%, but at a substantially slower pace than the County overall.
- Between 1990 and 2010, the percentage of Tukwila residents with no high school degree increased from 15.2% to 21.4%, while the overall County percentage decreased during that time.

Exhibit 20
OSPI Statistics for South King and Seattle School Districts, 2009-2011

	School Districts					
	Tukwila	**Highline**	**Kent**	**Renton**	**Seattle**	**WA State**
May 2011 Student Count	2,833	17,824	27,132	14,371	47,808	1,035,535
Free or Reduced-Price Meals (May 2011)	76.3%	66.9%	49.7%	54.2%	43.3%	43.7%
Transitional Bilingual (May 2011)	36.8%	21.1%	16.5%	14.6%	12.2%	8.7%
Annual Dropout Rate (2009-10)	7.0%	6.1%	4.4%	4.7%	4.5%	4.6%
Actual Adjusted 5-year Cohort Extended Graduation Rate (Class of 20	77.9%	62.4%	70.5%	74.8%	77.6%	77.2%
3rd Grade Reading Measurements of Student Progress Results	61.0%	61.3%	67.1%	71.9%	78.6%	73.1%
4th Grade Math Measurements of Student Progress Results	48.2%	45.8%	57.2%	58.2%	64.6%	59.3%
5th Grade Science Measurements of Student Progress Results	52.7%	35.5%	44.3%	51.0%	63.7%	55.7%

Source: Office of Superintendent of Public Instruction, 2011

- At 76.3%, Tukwila School District has an exceptionally high percentage of students who receive free or reduced price meals. In Washington State, the total is 43.7%, while the other school districts range from 43% to 67%
- At 36.8%, Tukwila also has a much higher percentage of students who are transitional bilingual than the State (8.7%) and nearby school districts (12% - 37%).
- In 2009, Tukwila had a higher extended graduation rate than the State and nearby school districts, but during 2009-2010 it also had a higher actual dropout rate (7.0%) than the State (4.6%) and nearby districts (4.5% - 6.1%).

PUBLIC HEALTH INDICATORS

Nearly one in four adults in Tukwila/SeaTac between ages 18 and 64 have no health insurance, nearly one in six have unmet medical needs, and nearly one in six have self-reported general health that is poor or fair. In addition, 65% of adults in Tukwila/SeaTac are overweight or obese. All of these percentages are significantly higher than the County overall. However, Tukwila/SeaTac does have a lower percentage of residents (nearly one in fourteen) with frequent mental distress than the County overall.

Exhibit 21
Tukwila Public Health Data, 2006-2010 5-Year Average

	Tukwila/SeaTac	Southeast King County	King County
Adults 18-64 with no health insurance (2006-10 5-year average)	24.0%	13.0%	13.0%
Adults with unmet medical needs (2006-10 5-year average)	16.0%	9.0%	10.0%
Self-reported general health is poor or fair (2006-10 5-year average)	15.0%	13.0%	10.0%
Percent overweight and obese (adults) (2006-10 5-year average)	65.0%	66.0%	56.0%
Percent with frequent mental distress (2006-10 5-year average)	7.0%	10.0%	8.0%

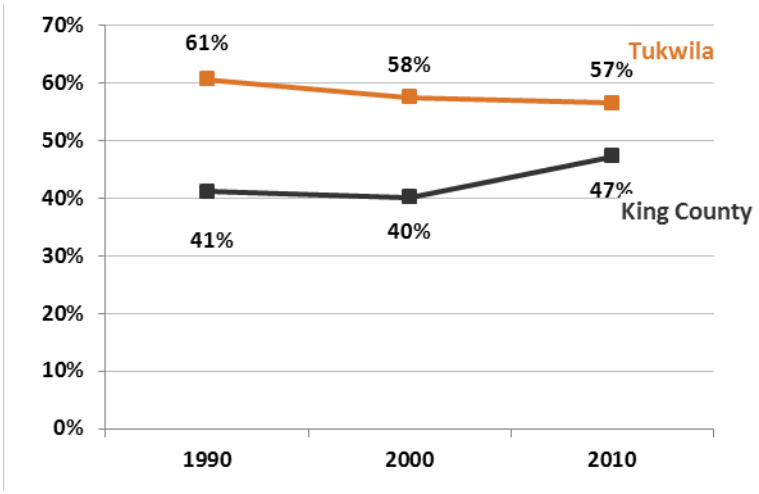
Source: Seattle and King County Public Health, 2012

Note: KC Public Health combines data for Tukwila and SeaTac

- At 24%, Tukwila/SeaTac has a much higher percentage of adults 18-64 with no health insurance than the County overall and Southeast King County (both 13%).
- In addition, 16% of adults in Tukwila/SeaTac have unmet medical needs and 15% have a self-reported health condition of poor or fair.
  - This is significantly higher than the County overall, which has 10% for both categories.
- 65% of adults in Tukwila/SeaTac are overweight or obese, significantly higher than the overall number for the County (56%), but similar to the rest of Southeast King County.
- Only 7% of adults in Tukwila/SeaTac have frequent mental distress, slightly lower than both King County overall and Southeast King County

HOUSING

Exhibit 22
Tukwila and King County Percentage Renter-Occupied Housing Units, 1990-2010



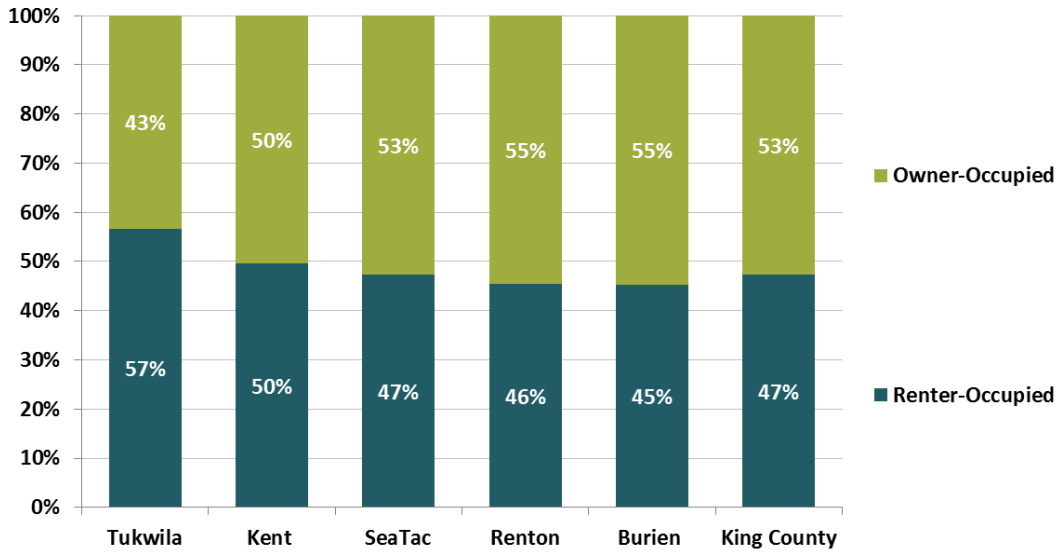
Source: US Census, 1990, 2000, 2010; BERK, 2012

- At 56.6%, Tukwila has a higher percentage of renter-occupied household than the other South King cities, and is also higher than the County average (47.3%).
- Between 1990 and 2010, the percentage or renter-occupied households in Tukwila decreased from 60.7% to 56.6%, while the County overall increased from 41.2% to 47.3%.

Renter-Occupied Housing Units and Housing Tenure

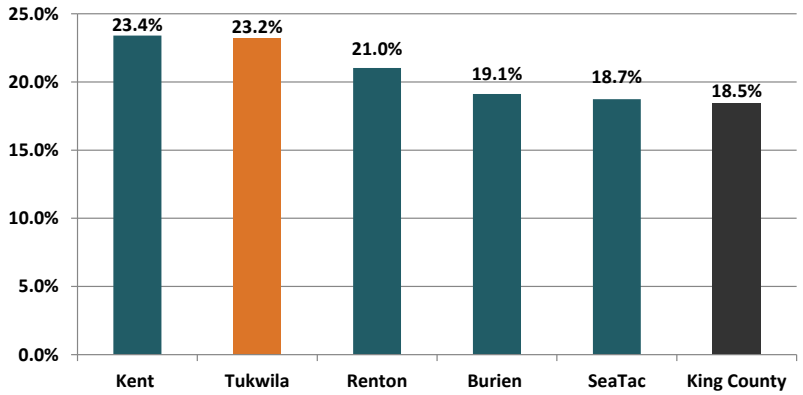
Tukwila has a relatively high number of renter-occupied households, as well as a relatively high number of residents who moved during the previous year. At 56.6%, Tukwila has a higher percentage of renter-occupied households than the County overall and the other South King cities we examined. Between 1990 and 2010, the percentage of renter-occupied households in Tukwila decreased by 4 %, while the County overall increased by 6 %. The percentage of residents who moved in the previous year is significantly higher in Tukwila than the County overall.

Exhibit 23
Tenure of Occupied Housing Units in selected South King Cities, 2010



Source: US Census, 2010; BERK, 2012

Exhibit 24
Percentage of Residents Who Moved in the Previous Year in Selected South King Cities, 2006-2010



Source: American Community Survey, 2006-2010

- 23.2% of Tukwila residents moved to a different house in the previous year, significantly higher than the overall County percentage of 18.5% and higher than all other South King Cities except for Kent (which is at 23.4%)

Housing Affordability

Compared to South King County overall, Tukwila housing is relatively affordable, particularly for purchasing a home. However, renting is far more affordable across income categories than purchasing a home. Just under half of Tukwila homes are affordable for residents earning at least the median household income, while less than a quarter of homes are affordable for residents earning less than 80% of the median household income. Nearly all Tukwila rental units are affordable for residents earning at least the median household income, while 63.2% of rental units are affordable for residents earning under 80% of the median household income.

The data shown below is from 2007 and the situation may have changed considerably with the subsequent economic downturn.

Exhibit 25[1]
Home Sales and Affordability by Income Category for Selected South King Cities, 2007

	Total		% Affordable by Income Category		
Jurisdiction	**#**	**Median Cost**	**Median**	**<80%**	**<50%**
Algona	34	$279,950	32.4%	5.9%	0.0%
Milton	7	$298,000	0.0%	0.0%	0.0%
Pacific	100	$309,500	18.0%	6.0%	0.0%
Covington	319	$324,000	16.0%	1.3%	0.0%
Black Diamond	80	$337,225	11.3%	2.5%	0.0%
Maple Valley	497	$360,000	2.2%	0.4%	0.0%
Normandy Park	87	$565,000	8.0%	3.4%	0.0%
Des Moines	499	$261,090	48.7%	14.6%	0.6%
Renton	1,275	$385,000	20.9%	11.8%	0.9%
Kent	1,348	$319,950	31.2%	14.7%	1.1%
SeaTac	414	$292,500	30.7%	9.4%	1.7%
Burien	402	$340,000	20.4%	10.7%	2.5%
Auburn	543	$275,000	40.5%	16.4%	2.6%
Federal Way	1,312	$289,975	39.8%	28.2%	3.1%
Tukwila	210	$269,500	48.1%	24.8%	4.8%
South King County	**7,127**	**$319,950**	**29.3%**	**14.5%**	**1.6%**

Source: King County Benchmarks, 2008-2009; BERK, 2012

[1] **How to Read Exhibits 25 & 26.** Exhibits 25 & 26 show the percentage of properties in Tukwila and other South King County cities that are considered affordable for purchase or rent, as determined by household income. A housing unit is deemed "affordable" if it means that no more than 25% of a homeowner's income goes to mortgage payments (exclusive of tax and insurance costs) or that no more than 30% of a renter's income goes to rent payments.

The "Median" category refers to households that earn at least the median household income, "<80%" refers to residents who earn less than 80% of the median household income, and "<50%" refers to residents who earn less than 50% of the median household income.

For example, per exhibit 25, below,: 48.1% of the homes sold in 2007 were "affordable" to households that earned the median income for the City of Tukwila.

Exhibit 26
Rental Units and Affordability by Income Category for Selected South King Cities, 2007

	Total		% Affordable by Income Category		
Jurisdiction	**#**	**Median Rent**	**Median**	**<80%**	**<50%**
Pacific	1,061	$780	100.0%	79.4%	0.0%
Covington	537	$1,050	95.1%	0.0%	0.0%
Maple Valley	844	$1,200	87.3%	0.0%	0.0%
Algona	180	$1,395	40.0%	0.0%	0.0%
Renton	17,746	$900	89.8%	33.9%	7.6%
Kent	18,424	$817	98.7%	55.7%	11.1%
Federal Way	15,390	$845	98.4%	47.9%	13.6%
Tukwila	4,582	$776	99.8%	63.2%	17.3%
Burien	6,102	$727	98.9%	72.7%	18.9%
Normandy Park	597	$780	98.1%	78.0%	21.5%
Des Moines	4,627	$800	98.3%	59.8%	23.2%
Auburn	11,096	$750	99.2%	71.9%	25.9%
SeaTac	4,828	$733	99.9%	74.5%	36.5%
Black Diamond	171	$660	100.0%	57.1%	57.1%
Milton	133	NA	NA	NA	NA
South King County	**86,318**	**$825**	**96.4%**	**51.1%**	**14.0%**

Source: King County Benchmarks, 2008-2009; BERK, 2012

- Based on median home prices and household income categories, Tukwila is one of the more affordable jurisdictions in South King County for potential homeowners. However, much of Tukwila's housing is described as aging and in need of significant repair.
- Approximately 48 percent of Tukwila homes are affordable for residents earning at least the median household income (compared to only 30% for South King overall), 24.8% are affordable for residents earning less than 80% of the median household income (compared to only 14.5% for South King overall), and 4.8% are affordable for residents earning less than 50% of the median household income (compared to only 1.6% for South King overall).
- Based on median rental costs and household income categories, Tukwila is somewhat more affordable for potential renters than South King County overall.
- Approximately 99.8% percent of Tukwila rental units are affordable for residents earning at least the median household income (compared to 96.4% for the County overall), 63.2% of rental units are affordable for residents earning less than 80% of the median household income (compared to only 51.1%% for South King overall), and 17.3% of rental units are affordable for residents earning less than 50% of the median household income (compared to only 14.0% for South King overall). As with owner-occupied properties, many rental properties in Tukwila are described as aging and in need of significant repair.

ECONOMIC OVERVIEW

This section evaluates Tukwila's overall employment composition, commute patterns, and jobs-housing balance. Tukwila's retail, office, and industrial sectors are then examined in more detail.

SUMMARY OF KEY FINDINGS.

Tukwila has a large employment base relative to its population. The largest employment sectors in the City include the Service, Manufacturing, and Retail sectors. All of these sectors have declined since 2008 with the economic recession.

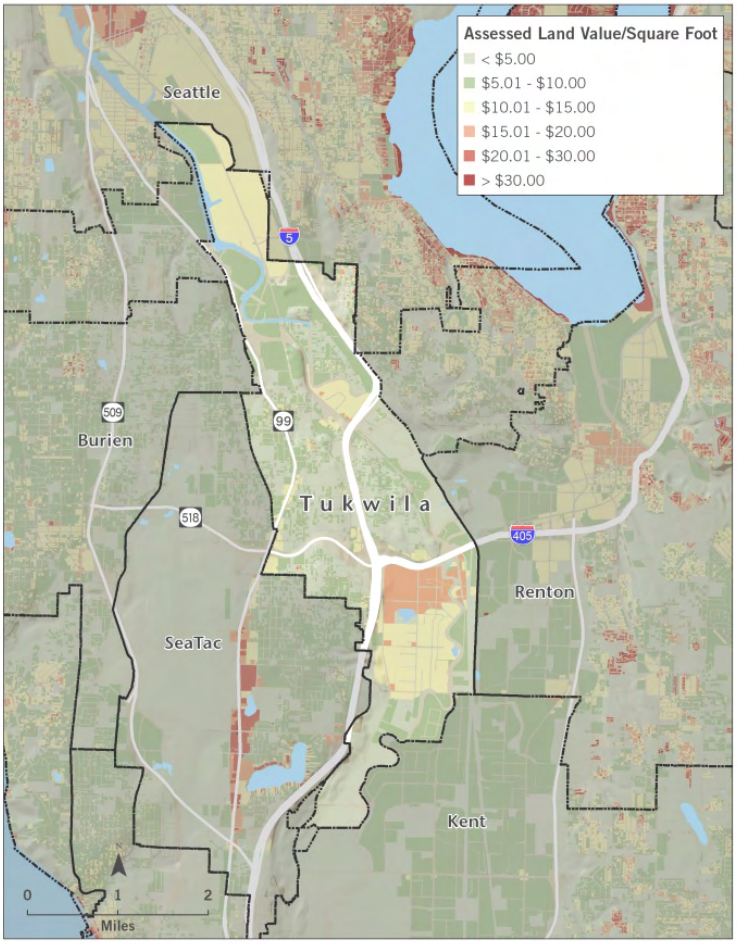
Tukwila's location between the Duwamish and Kent Valleys and at the intersection of I-5 and I-405 also make it a desirable location for industrial and warehouse development. Industrial and warehouse uses are a large source of jobs for the City. Office uses also have a significant presence in the city, but have not grown much recently.

Tukwila is a regional retail center, but it faces growing competition from nearby cities and retail centers. The City is also challenged by a large decrease in retail spending since 2007 with the economic recession and slow recovery.

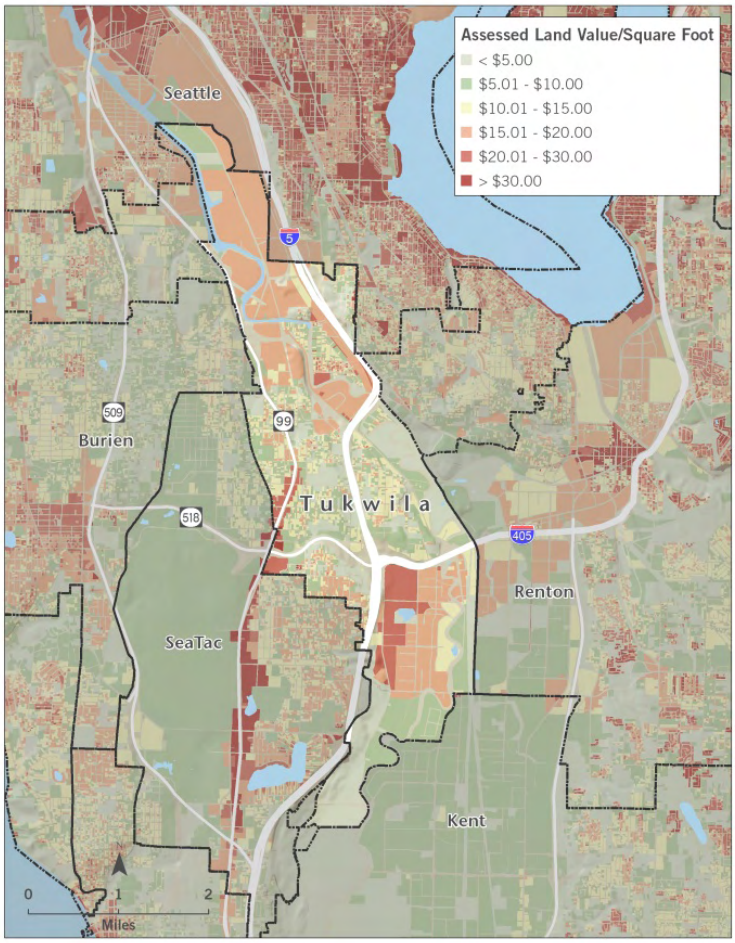
LAND VALUE

Exhibit 27
Land Value per Square Foot 2006 and 2011 (Source: King County Assessor; BERK, 2012)

2006



2011

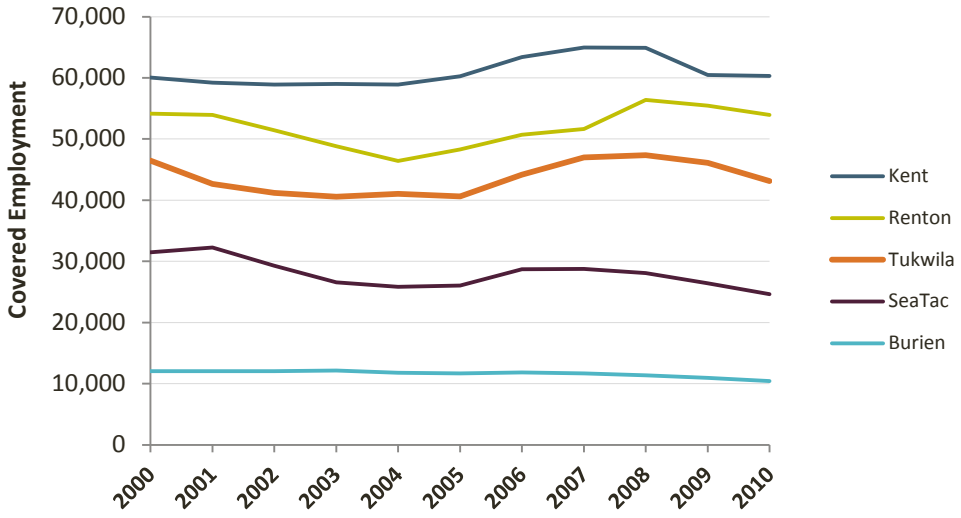


- Land values in Tukwila area have increased over the last five years. Commercial areas and parcels along major transportation corridors have the highest land values.

EMPLOYMENT

Tukwila is a large and diverse employment center for its geographic size and population. The City draws employees from throughout the region. However, employment has decreased overall and within almost all sectors since 2008. Employment is now at lower levels than at the start of the decade in 2000.

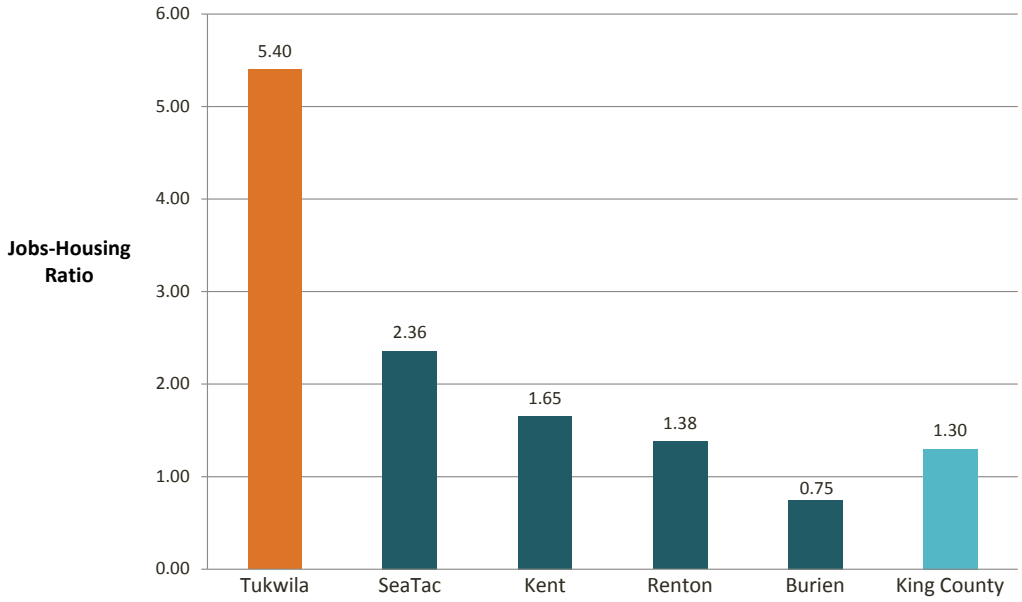
Exhibit 28
Total Covered Employment in selected South King Cities, 2000-2010



Source: Puget Sound Regional Council, 2012; BERK, 2012

- Over the past decade, the total number of jobs in Tukwila has increased with growth and decreased with recessions taking place in the broader economy. Overall, Tukwila has 3,345 fewer jobs (a 0.7% decline) in 2010 than it did in 2000.
- The number of jobs in Tukwila decreased between 2000 and 2005, but then increased substantially between 2005 and 2008.However, since the start of the recession in 2008, the number of jobs has declined by 4,257, a trend also seen in the nearby cites of Kent, Renton, and SeaTac.

Exhibit 29
Jobs-Housing Balance in selected South King Cities, 2010



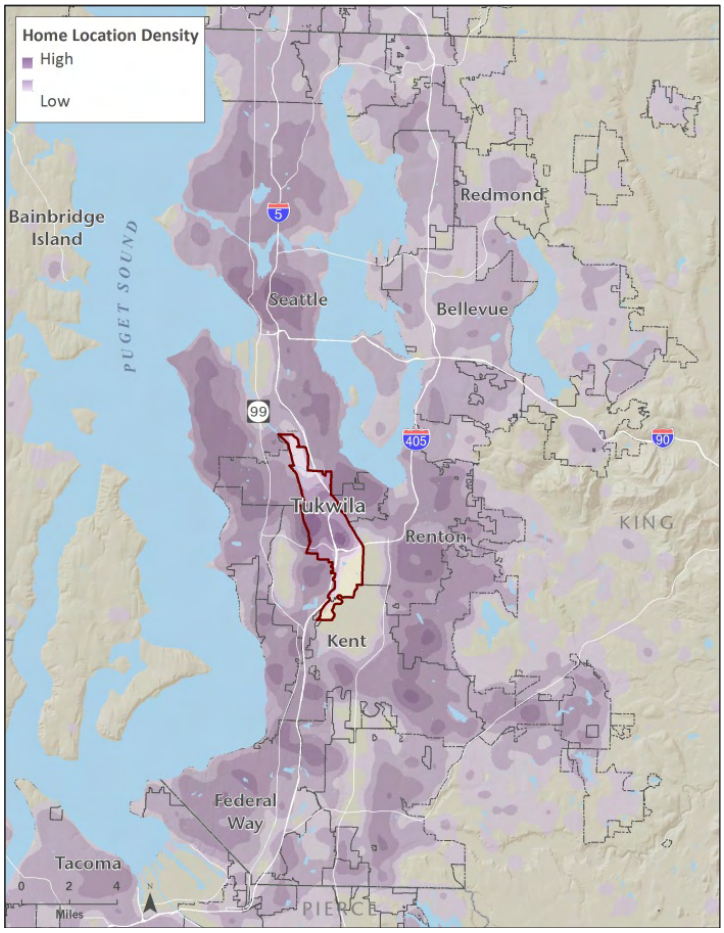
	Tukwila	SeaTac	Kent	Renton	Burien	King County
Jobs-Housing Ratio	5.40	2.36	1.65	1.38	0.75	1.30
Jobs 2010	43,126	24,641	60,322	53,960	10,438	1,099,639
Housing Units 2010	7,989	10,448	36,469	39,146	14,002	845,265

Source: Puget Sound Regional Council, 2012; BERK, 2012

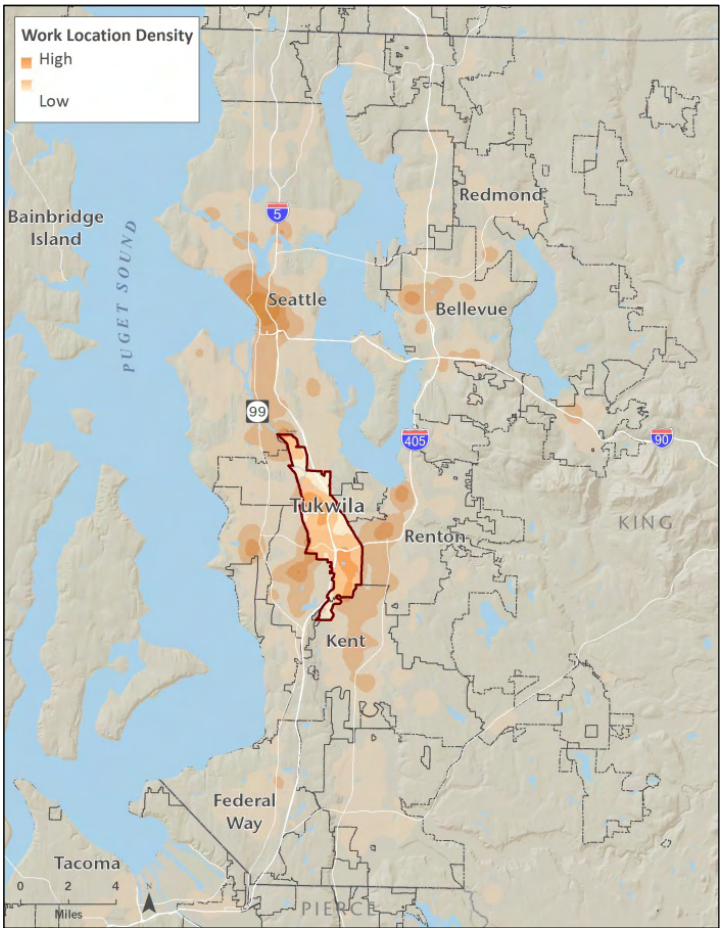
- With 43,126 jobs in 2010, Tukwila is in the middle compared to the other South King cities that we examined. With 7,989 housing units in 2010, Tukwila has the fewest housing units of any of the cities.
- As a result, at 5.40, the jobs-housing ratio in Tukwila is much higher than the County average and the other South King cities that we examined. The next closest municipality is SeaTac, with a jobs-housing ratio of 2.36, while the County average is 1.30.

Exhibit 30

Where People Who Work in Tukwila Live, 2009



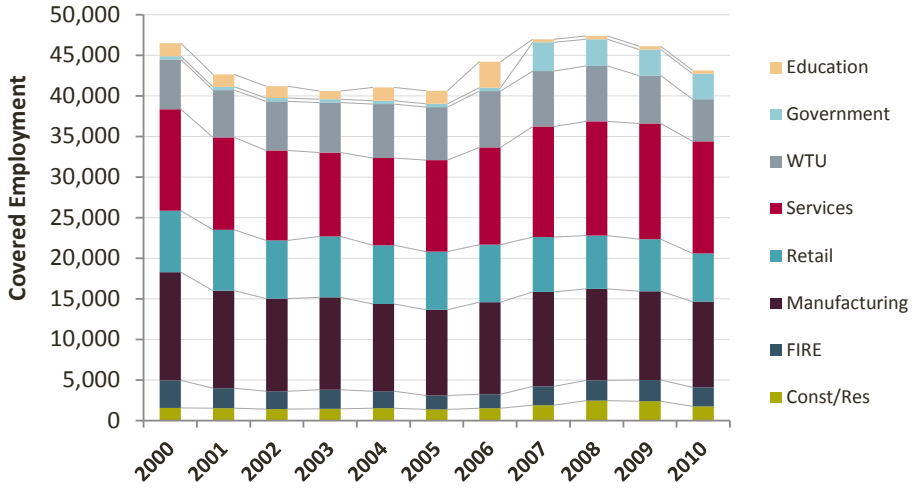
Where People Who Live in Tukwila Work, 2009



Source: US Census Local Employment Dynamics, 2009; BERK, 2012

- Employees who work in Tukwila live all throughout the central Puget Sound region. South and West Seattle, Renton, and Kent have the highest concentration of Tukwila employees.
- Residents of Tukwila work primarily in Tukwila and surrounding cities or in downtown Seattle and Bellevue.

Exhibit 31
Total Employment by Sector in Tukwila, 2000-2010



Source: Puget Sound Regional Council, 2012; BERK, 2012

- Employment within Tukwila is distributed among a number of different sectors. Services composed the largest percentage of jobs in 2010 with 32% of all jobs. Manufacturing (25%); Retail (14%); and Warehousing, Transportation and Utilities (12%) also make up sizable shares of Tukwila's employment.
- The share of each sector relative to each other did not change significantly between 2000 and 2010. All sectors, with the exception of Construction, showed slight decreases. The Finance, Insurance, and Real Estate (FIRE) sector decreased the most with a 3.7% decrease. Retail and Manufacturing also saw decreases of 2.3% and 2.4%, respectively.

Exhibit 32
Businesses with More than 200 Full-Time Equivalent Positions, in Order of Size

1. The Boeing Company
2. Carlisle Interconnect
3. Boeing Employees Credit Union
4. Macys
5. Costco Optical
6. Red Dot Corp
7. Costco Wholesale
8. Nordstrom
9. American Medical Response
10. Hartung Glass & Cheesecake Factory
11. JC Penney

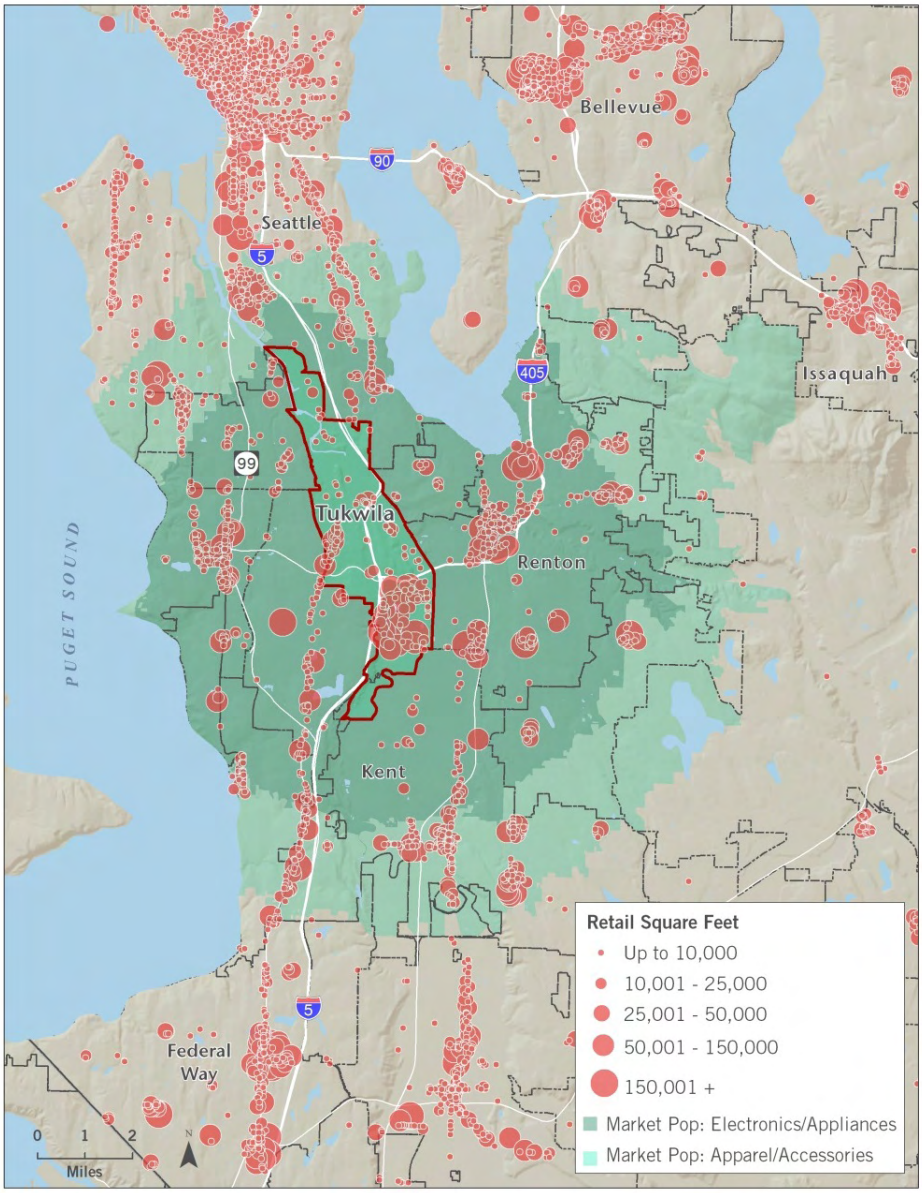
Source: City of Tukwila, 2011

Note: As this data is collected for businesses only, comparable employment figures for non-profit and government employers, including Tukwila School District, King County Metro bus terminal, and Group Health Headquarters are not known.

RETAIL SECTOR

Tukwila is a major retail center in the Seattle metropolitan area, both in terms of square footage and total retail sales. Retail sales within the city have varied over the last 15 years, but they dropped by a large amount with the onset of the economic recession starting in 2008. Retail sales have also not performed as well over time as compared to other cities with major retail centers in the region, such as Renton and Lynnwood, which saw steady gains in retail spending from 1994 up to 2007.

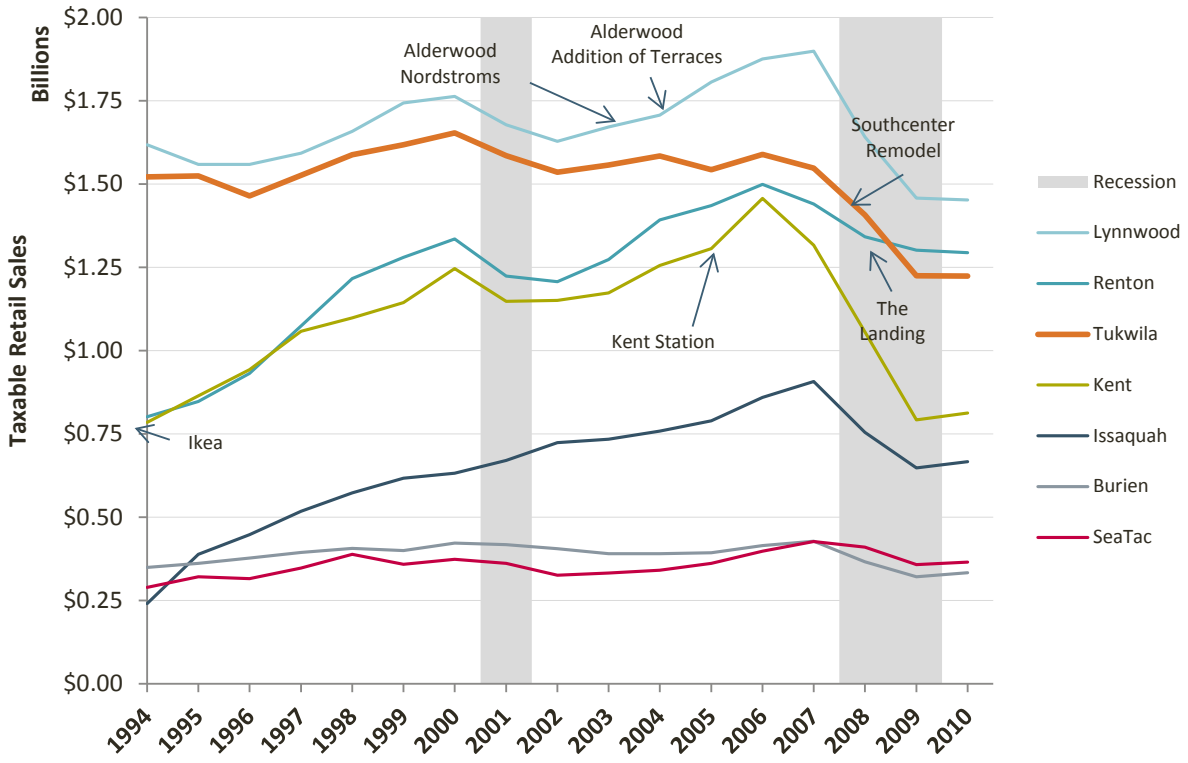
Exhibit 33
Retail Square Footage in South King County, 2009



Source: King County Assessor, 2009; BERK, 2012

- Tukwila had 4.85 million square feet of retail space in 2009. Southcenter Mall and the immediate surrounding area represent the large majority of the retail space in Tukwila.
- Southcenter Mall is also one of the largest clusters of retail space in southern King County, as seen on the map above.

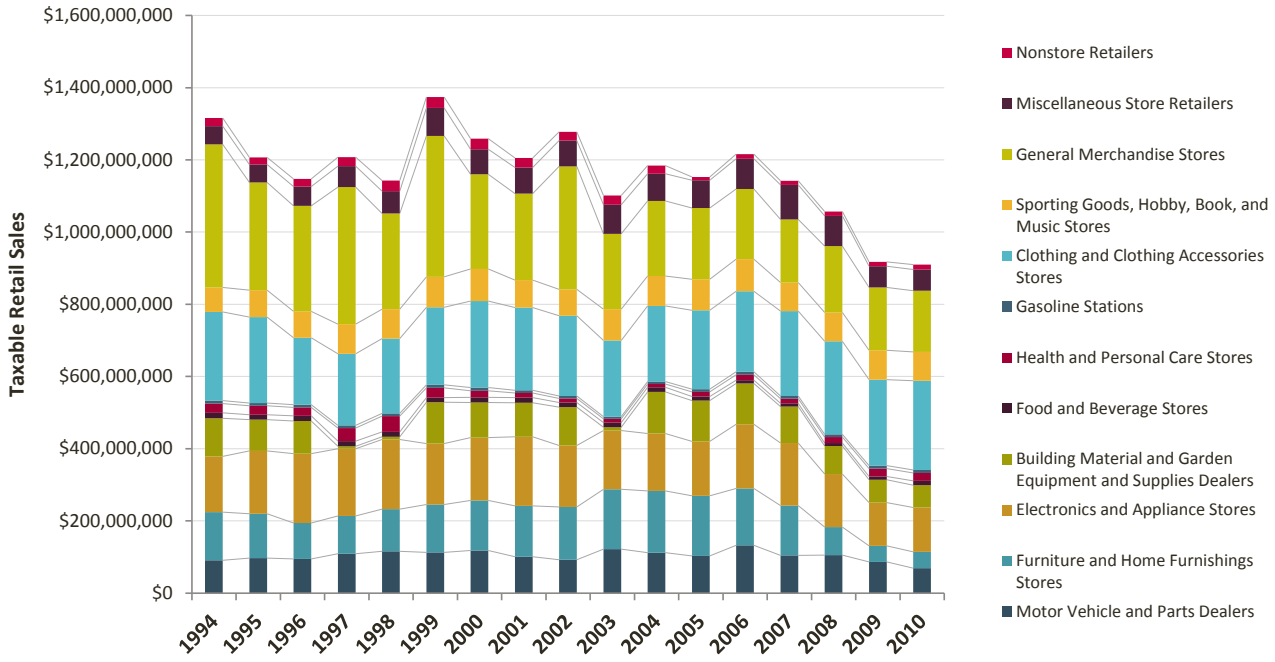
Exhibit 34
Total Inflation Adjusted Retail (NAICS 44-45) Taxable Retail Sales (2012$), 1994-2010



Source: Department of Revenue, 2012; BERK, 2012

- In 2010, taxable retail sales (TRS) within Tukwila were lower than anytime within the previous 15 years. The City experienced a large decline in retail sales between 2007 and 2010, with a decrease of over $324 million. In 2010, retail sales in Tukwila were nearly $300 million less than they were in 1994.
- Over the same period from 1994 to 2010, Renton and Kent (nearby competitors) and Issaquah (a comparable regional retail center) saw steady growth in retail sales up until 2007. Since 2007, Renton has experienced less of decline than Tukwila, while Kent has seen a large decrease of over $500 million.
- Tukwila's share of taxable retail sales for retail items in the surrounding area (Burien, Kent, Renton, Tukwila, and SeaTac) has decreased from a little more than 40% in 1994 to about 30% in 2010.
- Lynnwood (a comparable regional retail center north of Seattle) saw a similar pattern in retail sales as Tukwila, but experienced more growth leading up to the recession, which Tukwila did not have.

Exhibit 35
Total Inflation Adjusted Retail TRS in Tukwila (2012$), 1994-2010



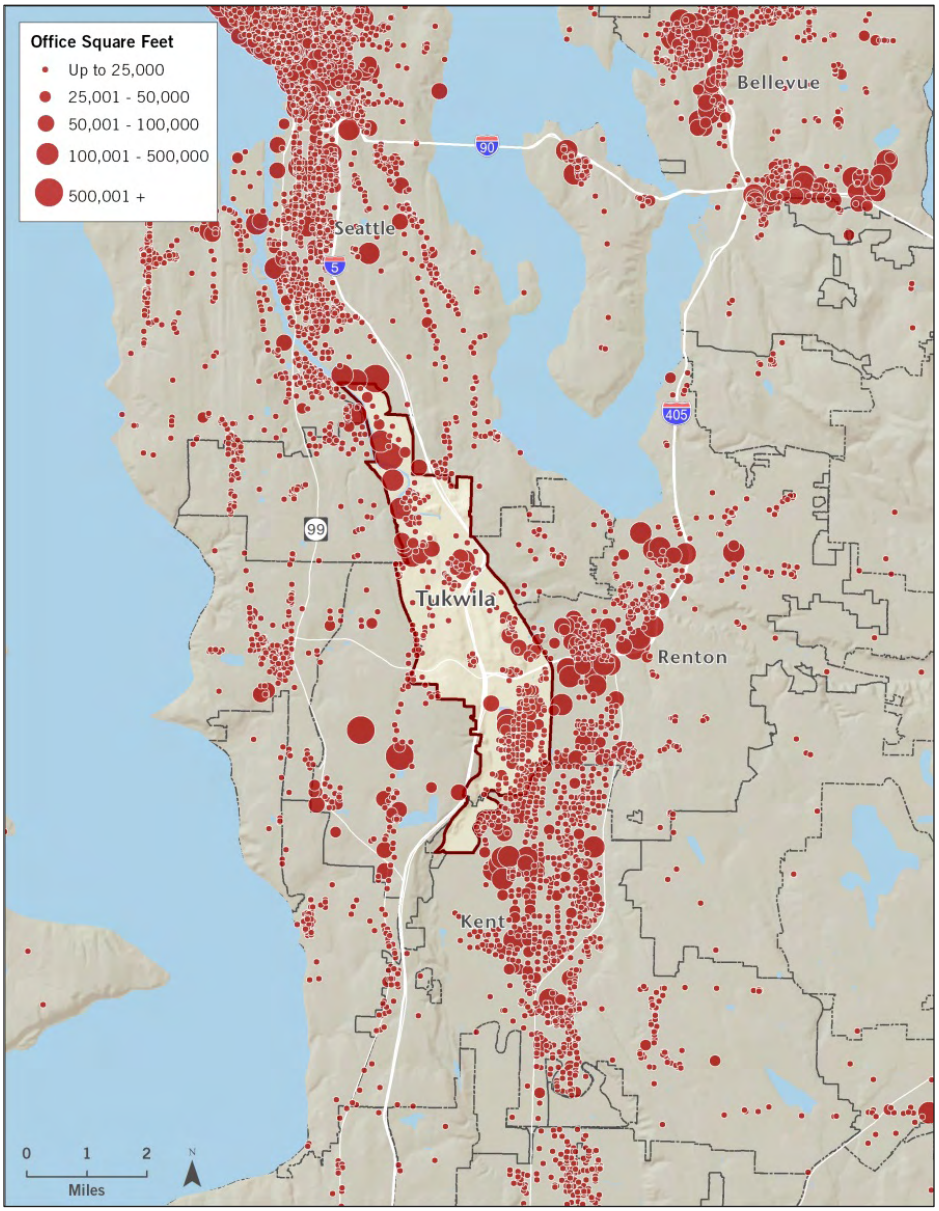
Source: Department of Revenue, 2012; BERK 2012

- In addition to decreases in overall retail spending since 1994, most of the retail categories within the sector also saw decreased spending.
- General Merchandise sales decreased the most, representing more than half of the overall decrease, with $227.4 million less in 2010 than 1994.
- Furniture and Home Furnishings had the second largest decrease in spending, with $88.4 million less in 2010 than 1994.
- The three categories that grew include Clothing, Sporting Goods and Miscellaneous Retailers.

OFFICE AND INDUSTRIAL SECTORS

The office development sector in the Puget Sound region is competitive. Tukwila has not had an active office market over the last eight years, but it has shown some improvement as vacancies have decreased. South King County is a center for industrial and warehouse uses in the Puget Sound region, and Tukwila has a large amount of both of these types of uses.

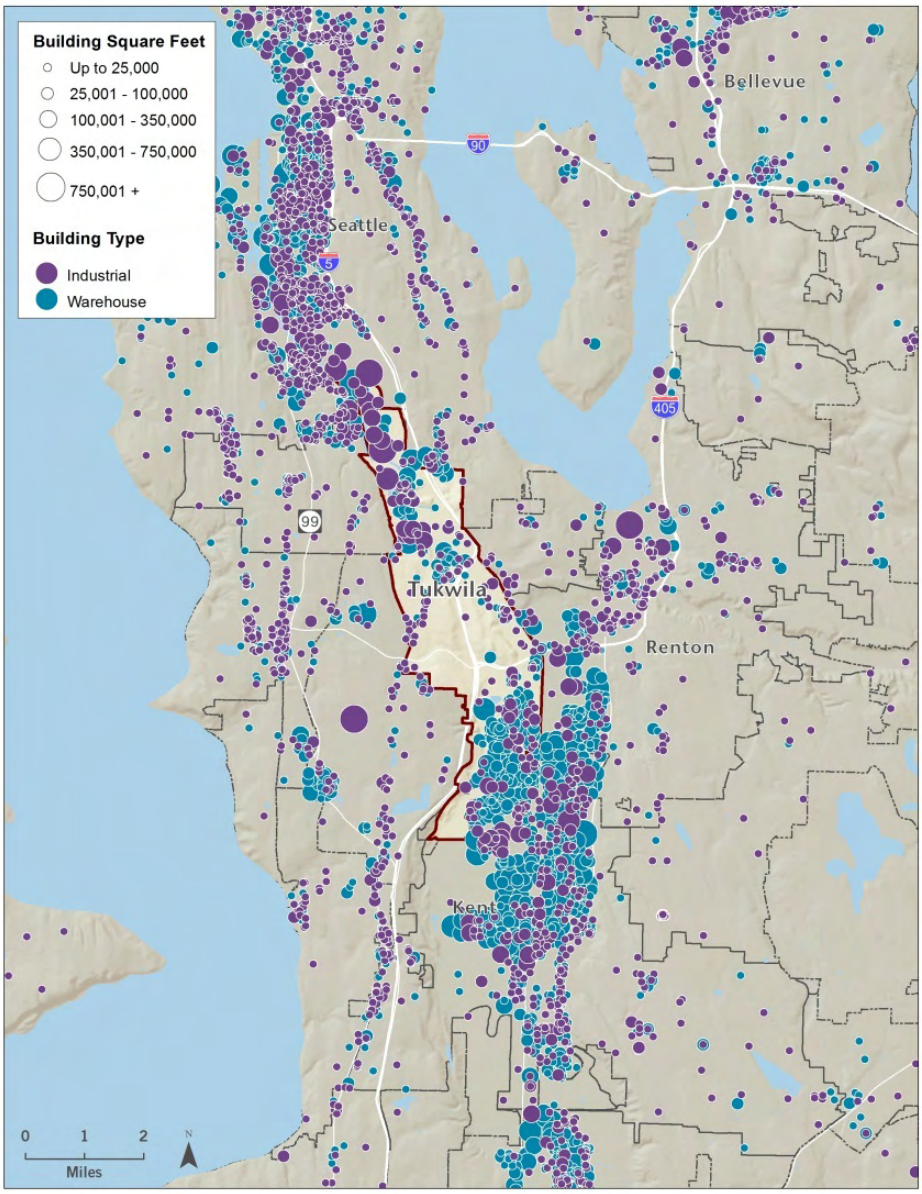
Exhibit 36
Office Square Footage in South King County, 2009



Source: King County Assessor, 2009; BERK, 2012

- Office space within Tukwila is concentrated in the north end of the city. The small dots on the south end of the City represent small-scale office space likely attached to warehouse and industrial buildings.
- Overall, there is a large amount of office space of all classes in the South King County region. Much of it is located in Renton and the Kent Valley.

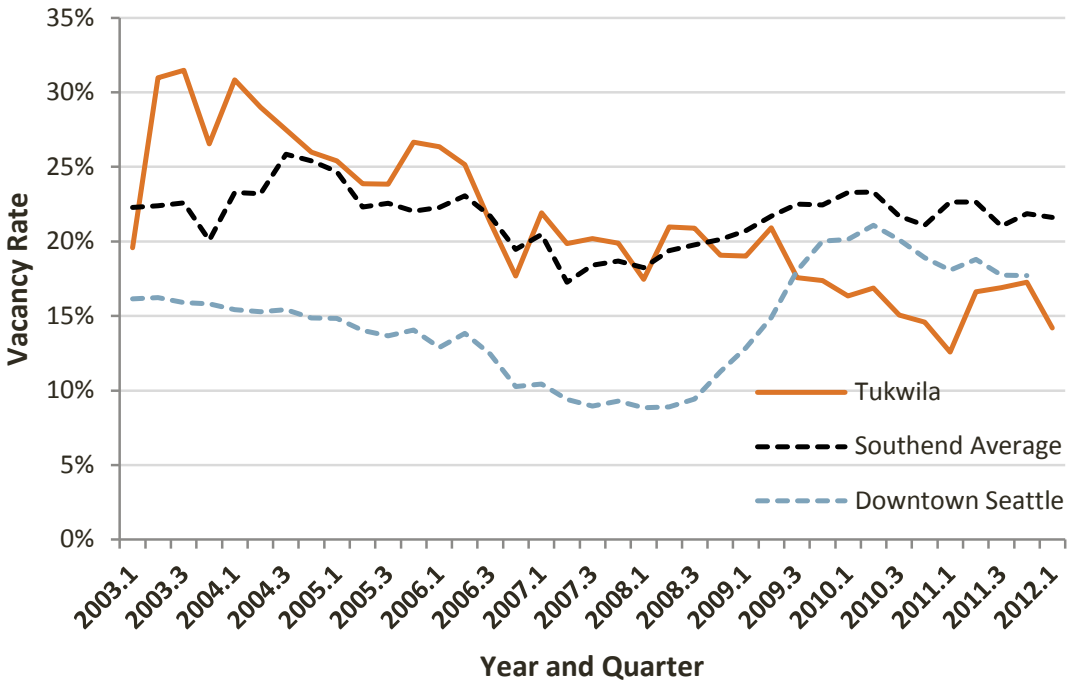
Exhibit 37
Industrial and Warehouse Square Footage in South King County, 2009



Source: King County Assessor, 2009; BERK, 2012

- South King County, including the Duwamish and Kent Valleys, is a center for industrial and warehouse uses within the Puget Sound region.
- Industrial buildings within Tukwila are larger and clustered in the north end of the City, by Boeing Field, rather than in the Duwamish Valley. Warehouse uses are more concentrated in the south end of Tukwila in the Kent Valley.

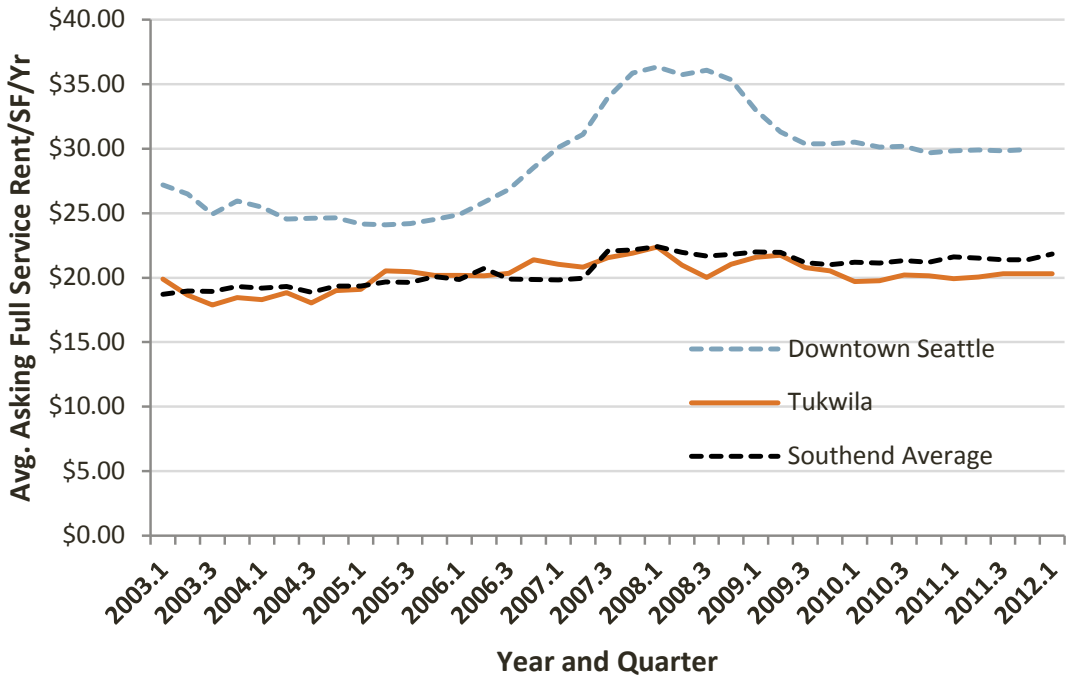
Exhibit 38
Office Vacancy Rates, 2003-2012



Source: CBRE, 2012; BERK, 2012

- The office market in Tukwila has not been very active over the last eight years. Since 2004, only 187,000 square feet of office space has been built.
- Vacant space has slowly decreased. At the start of 2004, Tukwila had over 600,000 square feet of vacant office space compared to a little over 300,000 in the first quarter of 2012.
- Vacancy rates in Tukwila (14.2% in the first quarter of 2012) are lower than the average for Southend cities (Auburn, Federal Way, Kent, Renton, SeaTac, and Tukwila).

Exhibit 39
Class A2 Full Service Office Rents, 2003-2012



Source: CBRE, 2012; BERK, 2012

- Rents in the Tukwila submarket are similar to the Southend overall, but they are quite a bit lower than Downtown Seattle, which has some of the highest office rents in the region.
- Rents have been relatively stable in the Tukwila submarket, even during the economic boom and following recession. This indicates that the Tukwila submarket does not track as closely to broader economic conditions as Downtown Seattle, for example, which saw a more dramatic increase and decrease in rents before and during the recession.

[2] Class A office spaces have high quality finishes, state of the art systems, prime locations, and compete for premier office users.

Exhibit 40
Industrial Market Statistics, 2012 (First Quarter)

	South King County	Overall Market
Existing Square Feet	111,212,614	313,164,665
Vacancy Rate	**7.26%**	**6.69%**
Rents[3]	**$0.36**	**$0.43**

Source: Kidder Mathews, 2012; CBRE, 2012

- South King County represents one-third of all industrial space within the Seattle industrial market (Snohomish to Thurston County).
- Vacancy rates in South King County submarket are relatively low at 7.26% and in line with the overall market.
- At $0.36 per square foot per month, rents for industrial space in South King County are relatively low. Only the Tacoma/Fife submarket has lower asking rents than South King County in the Puget Sound industrial market ($0.35 per square foot per month).

[3] Asking triple net rents per square foot per month. Source: CBRE

City of Tukwila
STRATEGIC ACTION PLAN
Connecting to the Future

City of Tukwila Strategic Plan

Appendix C
June 2012

Fiscal Baseline Assessment

BERK
STRATEGY ▪ ANALYSIS ▪ COMMUNICATIONS

"Helping Communities and Organizations
Create Their Best Futures"

CITY OF TUKWILA STRATEGIC PLAN

Appendix C
Fiscal Baseline Assessment
June 2012

INTRODUCTION

This purpose of this fiscal analysis is to provide fiscal context for the City's strategic planning effort. This analysis approaches the City's fiscal future by looking at the current state of the City, recent historical trends, and likely future growth and development. This analysis includes two separate forecasts to account for the uncertainty around the future development of the Tukwila South Project, which will significantly impact the City once it develops.

- **Baseline Forecast**. This look-ahead presents the baseline outlook for the City, estimating how its core operating costs and revenues will likely grow from its current state. This baseline forecast does not include development of the Tukwila South Project, but does include other known changes coming up for Tukwila:
  - **Two upcoming annexations**, including one small area through an interlocal agreement and the larger North Highline area. While these annexations are not certain, they will have minimal impacts on the City's future fiscal situation whether or not they occur.
  - **Development of Tukwila Village**. The Tukwila Village Project is on schedule to be developed within the next few years, with the first phase open by the end of 2014 and the second phase open by the end of 2015. This analysis includes the cost and revenue impacts of this project.
- **Impacts of the Tukwila South Project**. This look-ahead estimates how the planned buildout of the Tukwila South Project would change the City's core operating costs and revenues over time. Given the uncertainty surrounding the timing of this development, this analysis presents a few different development scenarios.

This analysis is based on the 2008 study conducted for Segale Properties, and has been updated to current dollars and to reflect changes in the City's tax policies.

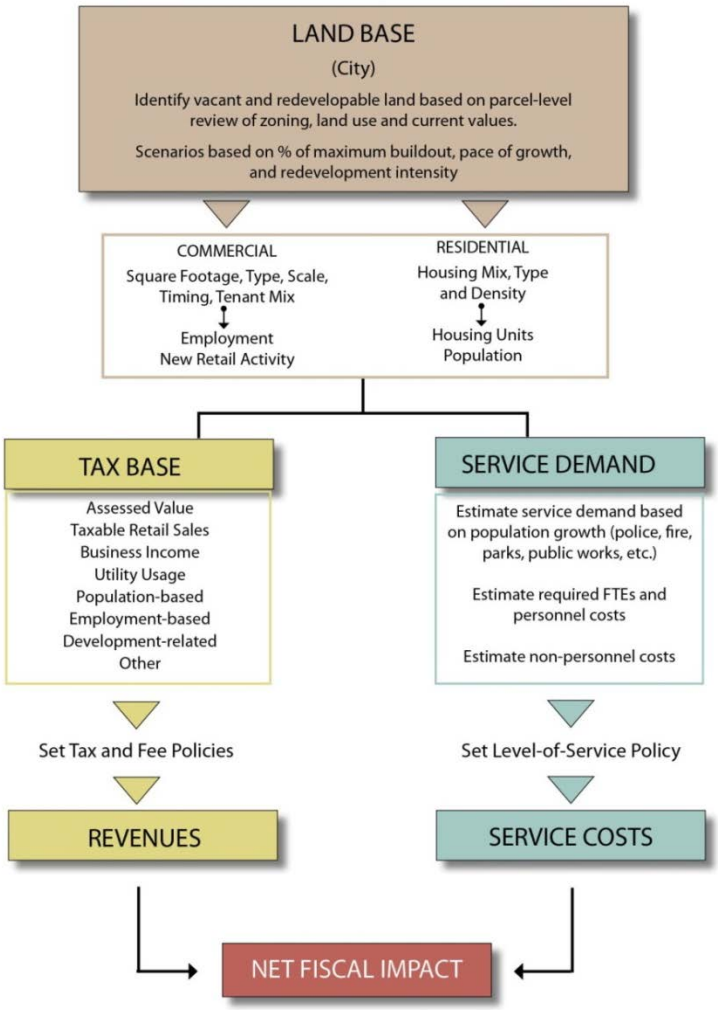
This analysis isolates Tukwila's core operating costs and revenues – the components of the City's budget that are funded through general tax and fee revenues through the General Fund. This analysis does not include utility enterprise funds or funds used primarily for capital.

FISCAL BALANCE FRAMEWORK

A city's long-term fiscal sustainability challenge is to balance land use, fiscal policies, and effective delivery of municipal services. BERK has developed a flexible land-based fiscal model that allows for testing of alternative future development scenarios, tax policies, and levels of service. The graphic in Exhibit 1 represents approach to land-based fiscal analysis:

- The analysis starts with a baseline outlook for the current City and then allows testing of alternative development scenarios, including varying the timing and type of developments that will occur.
- Factors in the land base such as population, employment, and commercial activity drive both the demand for services and the tax base in the model.
- The fiscal analysis is based on 2012 budgeted expenditures, revenues, and tax and fee structures, as provided by the City's finance department.
- The model isolates and focuses on the City's core operating revenues and expenditures – the components of the budget that are part of the General Fund.

Exhibit 1
Description of our Land-Based Fiscal Analysis Approach



Source: Berk, 2012.

BASELINE FORECASTS

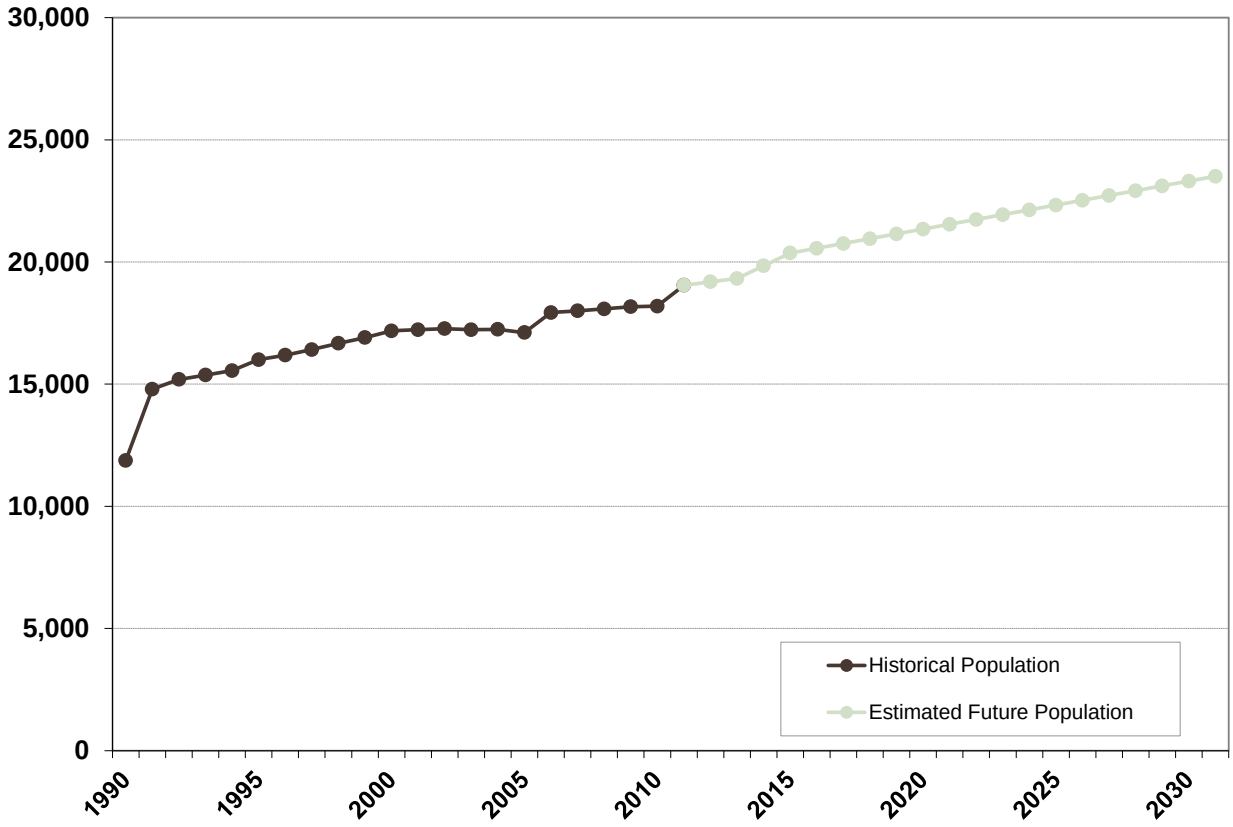
Note: The forecasts in this section include likely upcoming annexations and development of Tukwila Village. They do not include impacts from possible development of the Tukwila South Project.

POPULATION AND EMPLOYMENT GROWTH

The population growth rate serves as a primary driver for revenue and cost estimates for the city going forward. The employment growth rate, in combination with the population growth rate, drives revenues related to business licenses and utility taxes, among other drivers.

Population and employment growth rates in the fiscal model are based on development assumptions and are similar to PSRC's estimated population growth for the City from 2010 – 2030.

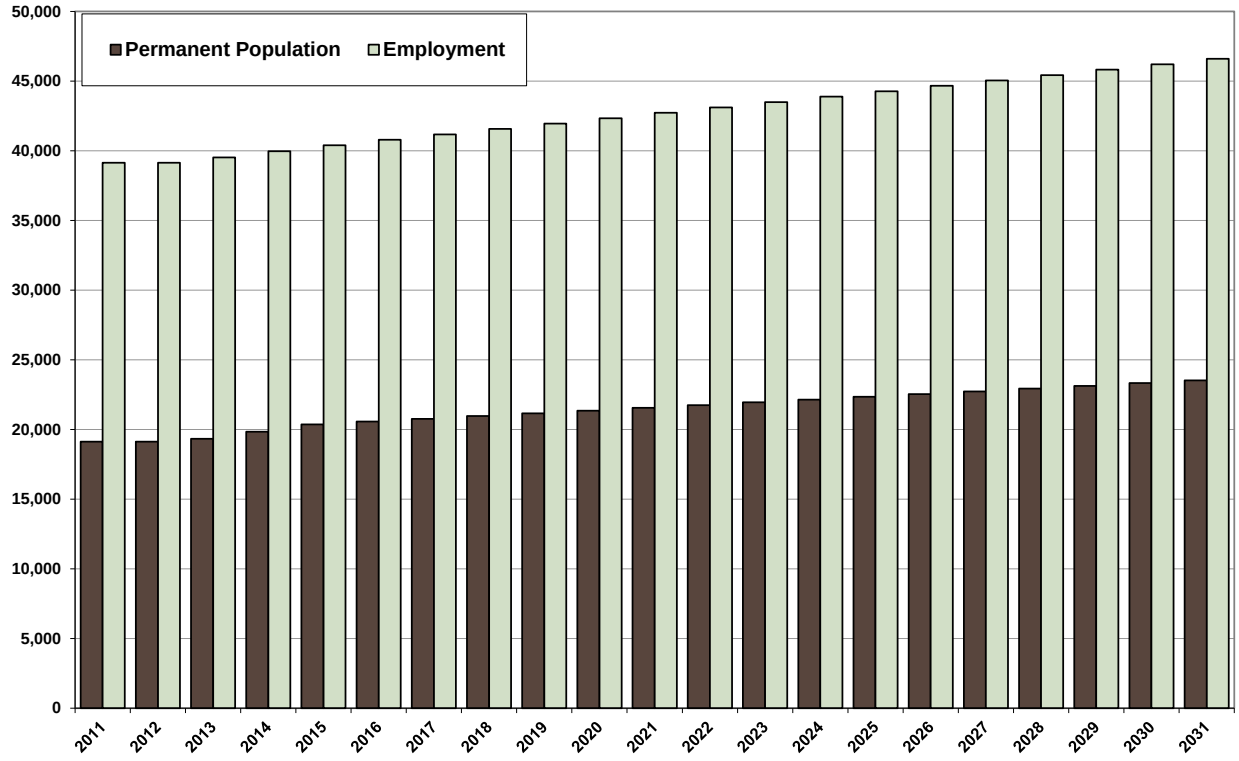
Exhibit 2
Historical and Projected Baseline Population



Source: Washington State Office of Financial Management, 2012; and BERK, 2012.

- Since 1990, the City of Tukwila's annual average population growth (with annexations removed) was about 0.9%.
- Development and growth assumptions yield an estimated average annual growth rate of about 1.1% for the 20-year period from 2012-2031.
- Estimated employment growth over the next 20 years is also estimated to average about 1.0% per year.

Exhibit 3
Projected Baseline Population and Employment



Source: BERK, 2012.

BASELINE DEVELOPMENT ASSUMPTIONS

Buildout assumptions have been chosen to calibrate with PSRC's population and employment forecasts as well as historic development trends and permit activity in the City of Tukwila. The model allows the flexibility to test the fiscal impact of alternative development assumptions, including more or less total development, type of development, and timing of development if the City would like to understand how different scenarios would impact its future fiscal situation.

- Development capacity assumptions are based on the *King County Buildable Lands Report*, last updated in 2007:
  - Residential unit capacity is estimated directly in the report.
  - Commercial capacity is estimated as land area, which is converted to building capacity using Floor to Area ratios (FAR) of 0.33 for commercial and 0.57 for industrial. These FAR are based on realized FAR from 1996-2005.

Exhibit 4 and Exhibit 5 summarize the development projections being used for the baseline fiscal analysis.

- By 2033, the analysis assumes that about 95% of single-family (SF) housing capacity and 50% of multi-family (MF) housing capacity will be developed. This results in an average of slightly over 50 units per year of each type.

- By 2033, this analysis assumes that about 70% of available commercial capacity and 80% of available industrial capacity will be developed, resulting in 66,000 new square feet of commercial space per year and about 225,000 new square feet of industrial space annually.

Exhibit 4
Baseline Housing Unit Capacity and Assumed Pace of Development
(Excluding potential development of Tukwila South)

	Total HU Capacity	% Buildout at 2033	HU Added through 2033	Avg Units per Year*
Baseline Forecasts				
SF Housing Units	1,200	95%	1,100	50
MF Housing Units	1,600	50%	800	55

* MF Housing Units per Year includes development of Tukwila Village apartments.
Source: *King County Buildable Lands Report*, 2007; and BERK analysis, 2012.

Exhibit 5
Baseline Commercial and Industrial Building Capacity and Assumed Pace of Development
(Excluding potential development of Tukwila South)

	Total Capacity (SF)	% Buildout at 2033	SF Added through 2033	Avg SF per Year	% Distribution (commercial)
Baseline Commercial					
Retail	1,414,000	70%	990,000	45,000	70%
Office	505,000	70%	353,000	17,000	25%
Other Commercial	101,000	70%	71,000	3,000	5%
Total Commercial	2,020,000	70%	1,414,000	66,000	100%
Baseline Industrial					
Industrial	6,173,000	80%	4,939,000	224,000	N/A

Source: *King County Buildable Lands Report*, 2007; and BERK analysis, 2012.

2012 BUDGET SOURCES AND USES

Exhibit 6 summarizes the City's budgeted 2012 general fund revenues and expenditures.

Exhibit 6
Summary of 2012 Budgeted General Fund Revenues and Expenditures
(millions of dollars)

Revenues

Revenue Source	2012 Budget Amount
Property Tax	13.87
Retail Sales and Use Tax	14.41
State Sales Tax Mitigation	1.20
Natural Gas Use Tax	0.28
Criminal Justice Sales Tax	0.36
Utility Taxes	6.36
Admissions Tax	0.65
Other Taxes (excise, penalties, etc.)	2.64
Total Taxes	**39.78**
Business Licenses and Permits	2.78
Building Permits and Fees	1.10
Total Licenses & Permits	**3.88**
General Government	0.06
Security	0.51
Engineering Services	0.06
Transportation	0.16
Plan Check and Review Fees	0.86
Culture and Rec Fees	0.61
Total Charges for Service	**2.26**
Fines and Penalties	**0.21**
Intergovernmental	**2.86**
Miscellaneous	**1.90**
Transfers-In	**1.87**
TOTAL REVENUES AND TRANSFERS	**52.77**

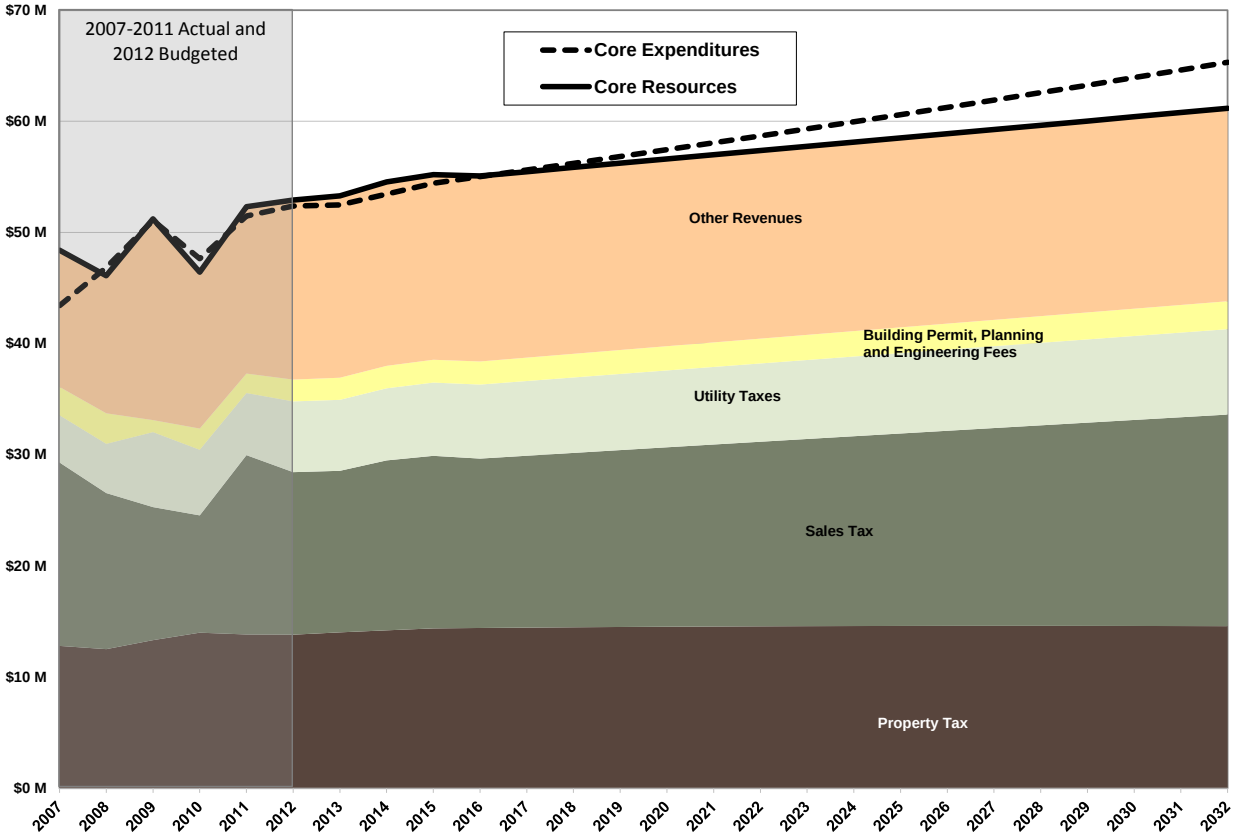
Expenditures

Expenditures by Department	2012 Budget Amount
City Council	0.27
Mayor's Office	2.52
Human Resources	0.57
Finance	1.60
Legal	0.54
Parks & Recreation	2.53
Community Development	2.68
Court	0.99
Police	14.06
Fire	10.23
Information Technology	1.15
Public Works	3.61
Parks Maintenance	0.94
PW Street Maintenance	2.68
Non-Departmental	8.00
TOTAL EXPENDITURES	**52.39**

Source: City of Tukwila 2011-2012 Adopted Budget; BERK, 2012.

BASELINE PROJECTIONS

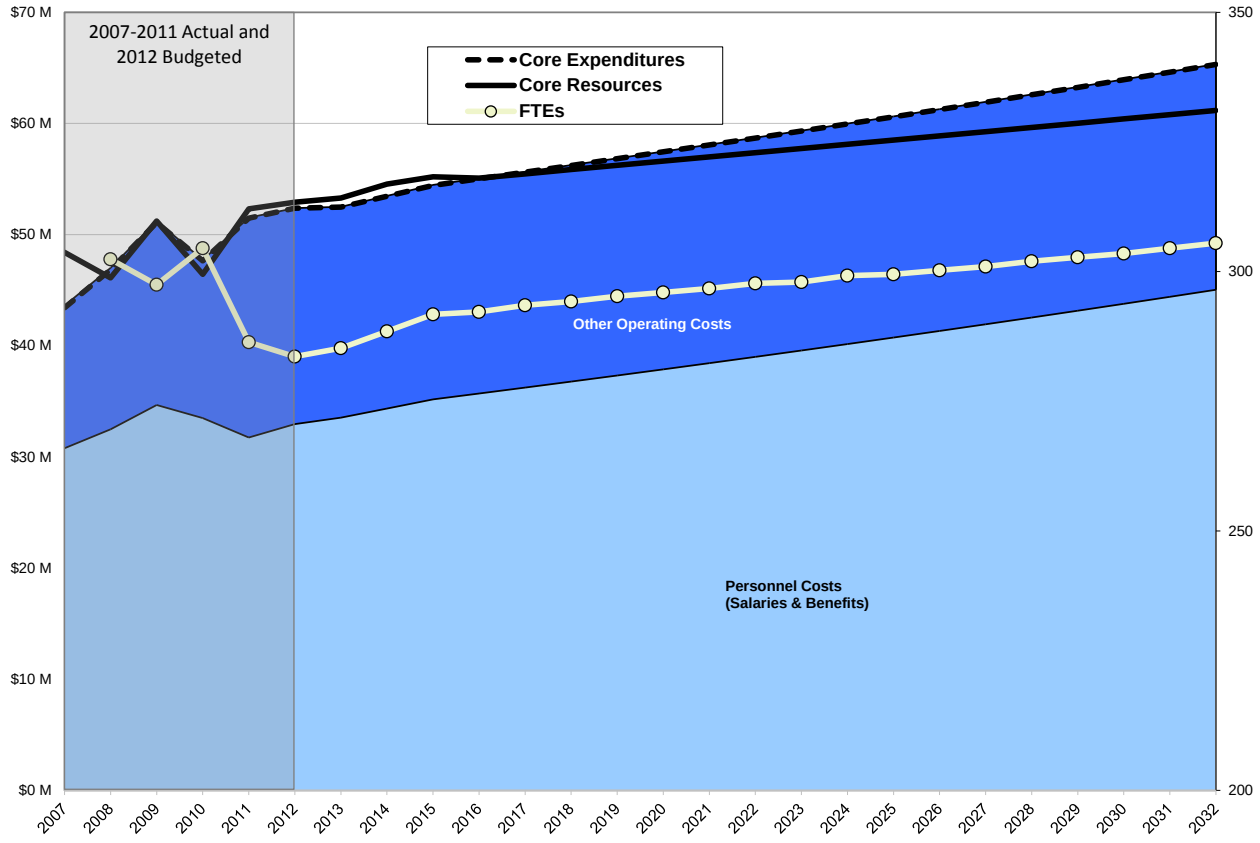
Exhibit 7
City Core Revenues Over Time (in 2012 dollars)



Source: City of Tukwila 2011-2012 Adopted Budget; and BERK, 2012.

- From 2007 to 2011, general fund revenues grew by slightly less than 2.0% annually, when adjusted for inflation.
  - Sales tax revenue declined from 2007 to 2010, but increased in 2011 and is expected to grow going forward.
  - Sales Tax revenue has been impacted over the last few years by destination-based sales tax policies, the economic recession, and changes in exemptions at the state level. Sales tax mitigation from the move to destination-based sales tax began at the end of 2008.
  - The City helped make up for losses in sales tax and other revenues affected by the recession by raising existing utility taxes and instituting interfund utility taxes. Without these increases in utility taxes, revenue growth would have only been about 1.4%
  - Going forward, property taxes will continue to be limited by I-747, which restricts growth to 1% plus the addition of new construction.
- There will likely be a one-time bump in sales tax from new construction for Tukwila Village in 2014 and 2015.

Exhibit 8
City Core Expenses Over Time (in 2012 dollars)



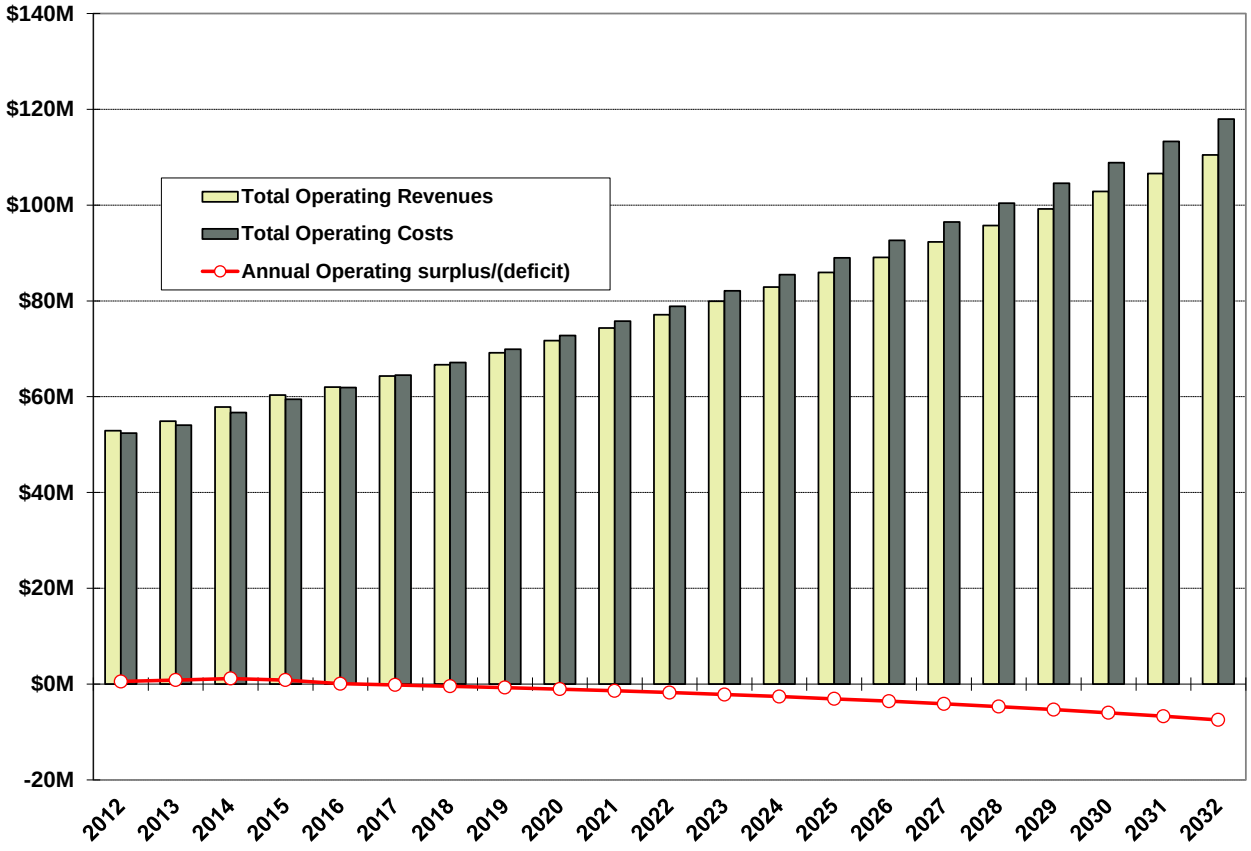
Source: City of Tukwila 2011-2012 Adopted Budget; and BERK 2012.

- The City's personnel costs going forward are estimated to grow slightly faster than the rate of inflation. The City is in a relatively competitive position compared to other cities; since it is self-insured it can help control the cost of rapidly increasing healthcare that has seen benefit rates skyrocket in recent years in most cities.

Assuming no changes in fiscal policies, Tukwila is expected to face budget deficits in the coming years. This finding is consistent with most other cities in Washington State, and is related to a structural imbalance between the way that costs and revenues are able to grow. Much of the this imbalance is related to the limits of I-747, which caps growth in property tax revenues at 1% per year, plus revenue from new construction.

With this major revenue source capped at 1% increase per year, and with costs that tend to escalate at levels at least equivalent to inflation, cities across the state are facing the reality of costs that grow faster than their revenues. To address this challenge, local governments must make tough choices involving either increases in revenues, cuts in costs, or both to maintain fiscal balance. Exhibit 9 shows the future outlook for Tukwila.

Exhibit 9
Net Fiscal Baseline (in year of expenditure dollars)



Source: BERK, 2012.
Note: revenues and costs do not include beginning or ending general fund balance.

- Core operating cost growth is estimated to outpace revenue growth over the long-term, resulting in a deficit within the next five years if the City does not make changes to revenue policy or levels of service.
- From 2007-2011, core revenues increased at about 5.0% per year. Future projections estimate annual revenue growth of about 3.75%.
- From 2007-2011, core expenditures increased by about 7.5% per year. Future projections estimate annual cost growth of about 4.1%.

TUKWILA SOUTH IMPACTS

The Tukwila South Project will encompass about 500 acres of land along the Green River at the south end of the City. The project is likely to add about 10 million square feet of occupied space, including a mix of office space, residential, retail, and hotel. The development timeline for Tukwila South is currently uncertain due to many factors, including:

- Length of time it will take to complete the cut and fill process and infrastructure improvements that will make the site ready for build.
- The state of the economy – how quickly the economy recovers will dictate when there will be new demand for large-scale development.
- Potential FEMA regulations that will reduce the total buildable area of the Tukwila South site as it relates to the Green River flood plain.

A project of this magnitude will significantly alter the tax base and cost structure of the city, and increase population and employment projections.

FISCAL IMPACT OF DEVELOPMENT

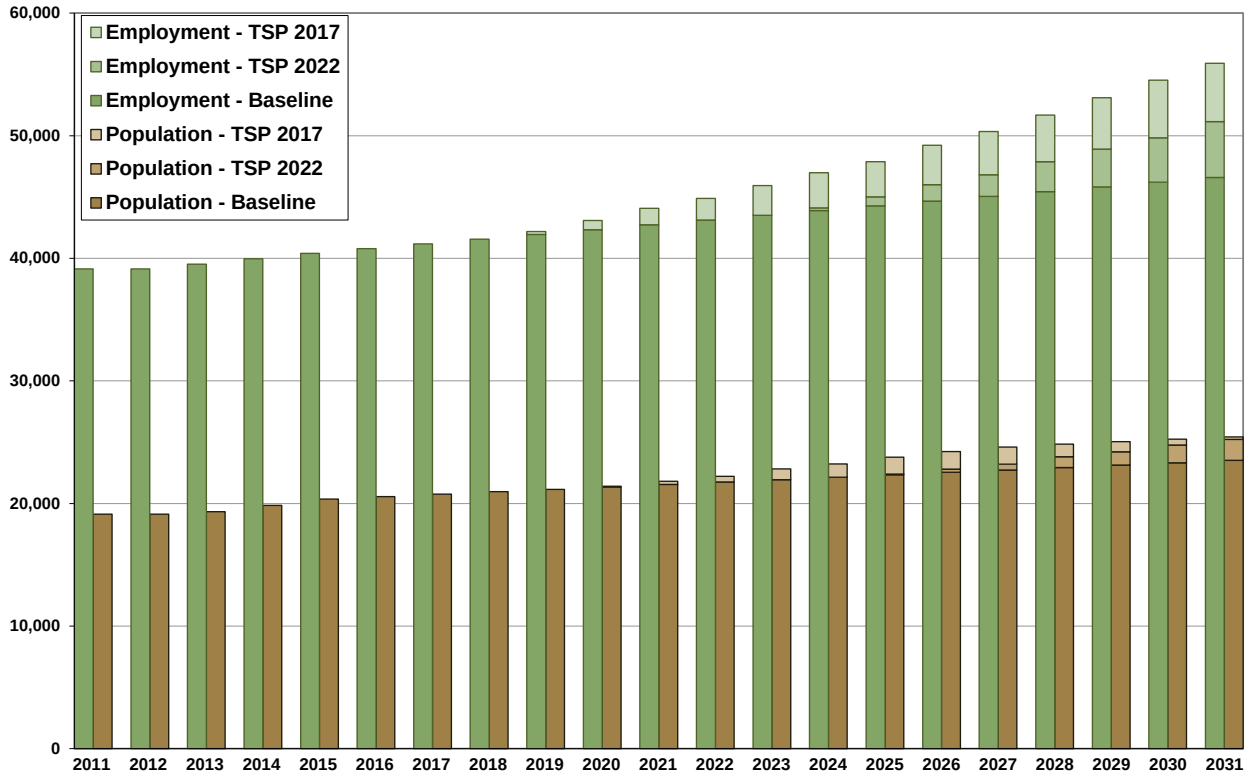
A full analysis of the impacts of Tukwila South was not within the purview of the Strategic Planning process. Instead, this analysis provides an update of a thorough cost and revenue analysis completed by BERK for Segale Properties in 2005, with updates in 2008.

Key assumptions include:

- The project will include about 10.3 million square feet (sf) of development, including 8.6 million sf of commercial space and 1.7 million sf of residential.
    - Commercial development will include research and office space, retail, restaurants, and hotels.
    - Residential development will include condominiums and apartments.
- At full buildout, the project would support about 3,200 additional residents and 23,000 additional jobs.
- This analysis presents two scenarios – one where development begins five years from now (2017) and one where it begins ten years from now (2022) to provide a range of impacts that this project could have on the City.
    - Phasing assumptions used in the original analysis assume a full development timeline of approximately 30 years once construction begins, with development spread fairly evenly over the first 20 years and then slowing down for the final 10.

To support the Strategic Planning process, this analysis summarizes the potential revenue and cost findings from the previous Tukwila South study, updated for 2012 dollars and for a more realistic timeline.

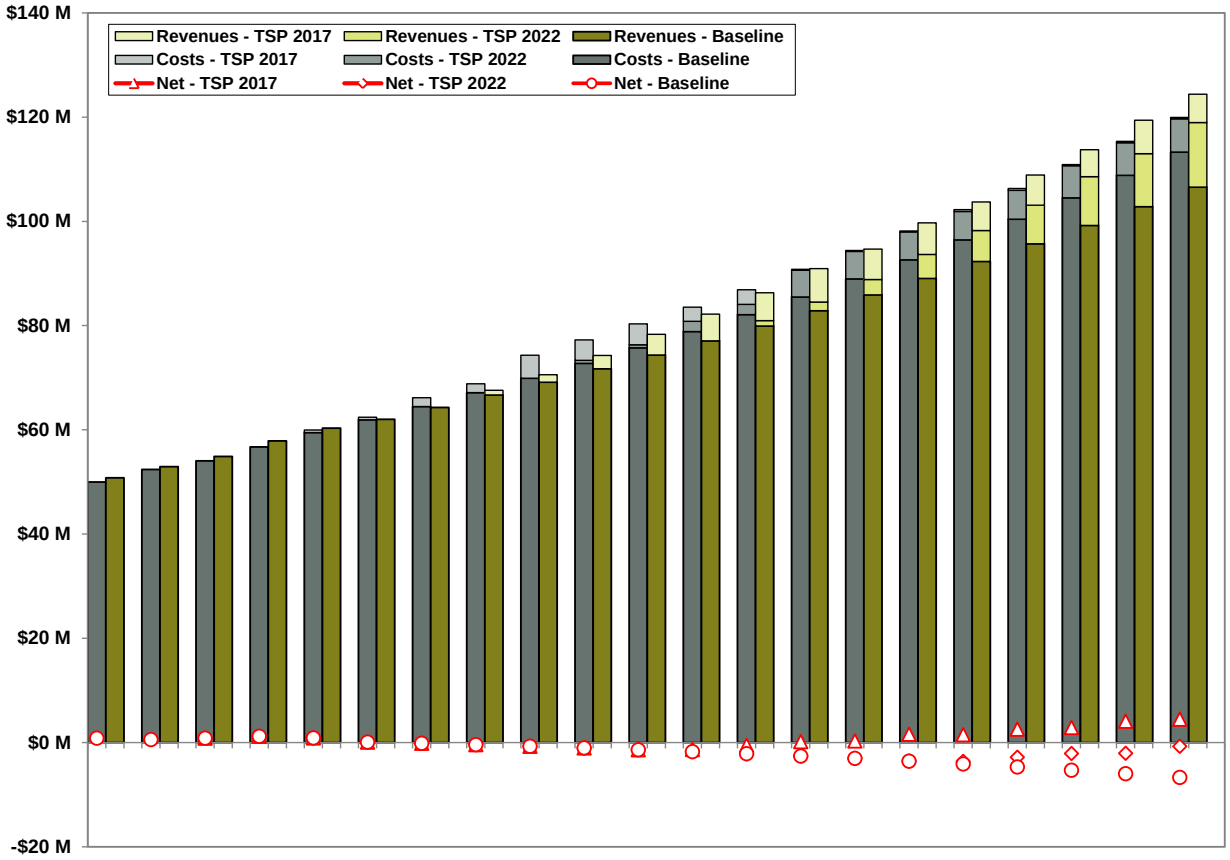
Exhibit 10
Estimated Future Population and Employment of Tukwila South Construction Scenarios



Source: City of Tukwila, 2008; and BERK, 2012.

- If Tukwila South construction began in 2017, it would add approximately 2,000 new residents and 9,500 new jobs by 2031.
- If Tukwila South construction began in 2022, it would add approximately 1,700 new residents and 4,500 new jobs by 2031.

Exhibit 11
Estimated Net Fiscal Impact including Tukwila South



Source: City of Tukwila, 2008; BERK, 2012.

- In the long-term, the revenues from Tukwila South will outweigh the operating costs to the City and provide a net operating surplus.
  - While there will be larger start-up costs at the beginning of the project that will not be fully covered by increased taxes, the Developer Agreement will require the developer to pay the City to mitigate any deficits, thus rendering the short-term impact neutral.
  - The Project will begin to have a net benefit to the City's operating costs and revenues about 5 years after construction starts.
- The Project may also generate capital costs to the City. These costs could be covered by the additional REET generated from property sales within the development, as well as bonding against future revenue increases.

FISCAL POLICY OPTIONS

This baseline estimates the City's future fiscal health under a "no action" scenario and supports discussion of alternative strategies, which fall into the following categories:

- Revenue-focused strategies
  - Economic development
  - Taxes, fees, and other revenue-generating tools
- Cost-focused strategies
  - Increased efficiency of operations (cost containment)
  - Decreases in level of service
  - Strategies to keep personnel cost growth in line with inflation over time

City of Tukwila
STRATEGIC ACTION PLAN
Connecting to the Future

City of Tukwila Strategic Plan

Appendix D
December 2012

Community Feedback on Issue Identification & Visioning

BERK
STRATEGY ▪ ANALYSIS ▪ COMMUNICATIONS

"Helping Communities and Organizations
Create Their Best Futures"

CITY OF TUKWILA STRATEGIC PLAN

Appendix D
Community Feedback on Issue Identification & Visioning
December 2012

INTRODUCTION & BACKGROUND

The City of Tukwila is undergoing a strategic planning process and seeks broad community input on the advantages and assets of the City and the challenges it faces. The City also seeks input on the community's desires for the future of Tukwila to inform a community visioning process.

The City of Tukwila has many social, service, and civic groups that meet on a regular basis. To reach a broad range of community residents, employers, and visitors, ambassadors of the strategic planning process attended set meetings, or convened meetings, to gather information and input for the Strategic Plan. In general, the ambassadors include representatives of the Strategic Plan Steering Committee (including City Council members, business representatives, community action groups and others), the Strategic Plan Staff Committee (representing various City departments), the Executive Team, or BERK, the consulting group.

Ambassadors were provided the following guidance to support their outreach efforts:

- What we need to hear from the community
- Speaking points about the process
- Helpful tips for being a good meeting guest

The ambassadors arranged meetings independently. Some ambassadors had existing ties to the groups they met with. After meeting with community groups, the ambassadors submitted meeting and event reports via a web-based survey form. This document presents the all of the ambassadors' submittals.

ORGANIZATION OF INPUT

This summary presents ambassador input verbatim as it was received, without edits. Input is presented according to the group or event name in ascending alphabetical order. The input is organized into two sections:

Section 1: Summary of Community Feedback

Section 1 presents what the ambassadors heard from the community members with whom they spoke. It includes submittals in response to the following questions:

- *What did participants say they liked most about Tukwila?*
- *What challenges did the group identify?*
- *What aspirations for Tukwila's Future did you hear?*
- *What feedback on City priorities did you hear?*

Section 2: Strategic Planning Ambassador Experience

Section 2 addresses the experience of the ambassador in facilitating meetings and reflections on what he or she learned in the process of facilitating conversations about Tukwila and its future. It includes submittals in response to the following questions:

- *Did anything said surprise you? How so?*
- *Is there any additional information from the meeting you want to pass on or share?*
- *Did you learn anything new about Tukwila?*

Meetings and Events

Ambassadors submitted reports for the following meetings and events (arranged by date). Ambassadors attended meetings in addition to those listed below, but did not submit reports.

Meeting or Event Title	Ambassador	Date	Description of Attendees	Attendees
Tukwila Government & Community Affairs Committee for the SW King County Chamber	Lynn Wallace	6/5/2012	Business representatives & city representatives from Tukwila	20
Southcenter Marketing Partnership	Lynn Wallace	6/7/2012	Southcenter merchants & hotel representatives	15
Sustain Tukwila Pool	Bryan Nelson	6/9/2012	Sustain Tukwila Pool, Planning Commission Member, City Council/MPD Board Members	10
Southcenter Rotary	Lynn Wallace	6/11/2012	Area business representatives	30
TIBAC	Sharon Mann	6/12/2012	City residents and business owners	12
ASB Officers	Charanpreet Samra	6/14/2012	The ASB officers of this year and next	6
Tukwila Pastors	Jennifer McCoy	6/14/2012	Pastors and ministers in Tukwila	6
Girl Scout Troop 40704 (Tukwila)	Verna Seal	6/19/2012	High school students and adults	13
Tukwila Historical Society	Joan Hernandez	6/21/2012 and 7/19/2012	One new member, 8 long time members	9
Leadership Class, Foster High School	Joyce Trantina	6/21/2012	Students	12
Friends of the Hill (FOTH)	David Shumate	6/22/2012	Members of FOTH. All concerned with our urban/natural environment!	6

Meeting or Event Title	Ambassador	Date	Description of Attendees	Attendees
Touch-A-Truck	Melissa Hart Gail Labanara Kimberly Matej	6/23/2012	Parents of pre-school or school age children.	50
Planning Commission	David Shumate	6/28/2012	Other commissioners, city staff, public	12
Equity and Diversity Commission Meeting	Joyce Trantina	7/12/2012	City Council President, business & community representatives, residents, staff	9
Tukwila Rotary Club	Joyce Trantina	7/19/2012	Business folks, residents	12
Family Night, Cascade View Elementary School	Joyce Trantina Derek Speck	7/24/2012	Parents of school children; various residents	50
Neighbors	Katrina Dohn	6/2012 - 7/2012	Neighbors in the Tukwila community of various ages and backgrounds	10
Foster Point Neighborhood Group	Sarah Vallieu	6/2012 - 7/2012	Neighbors of Foster Point	7
Night Out Against Crime	Moira Bradshaw Mary Hulvey Nick Olivas Kathy Stetson	8/7/2012	Residents across the community	
Rainbow Heaven Trailer Park	Dawn Couch Joyce Trantina	8/23/2012	Spanish- and English-speaking, low-income, Latino families with children. Mostly renters, living in the south end of TIB.	45
Tukwila School Board (TSD)	Mary Fertakis	10/8/2012	Members of the Tukwila School Board and other TSD representatives	
Residents	Stacey Hansen	6/2012 - 9/2012	Residents (including some Human Services Department clients), tenure in Tukwila ranged from 6 weeks to 23 years.	123
Tukwila School District providers meeting	Dawn Couch	10/2/2012 and 11/6/2012	Tukwila School District, social service, and City representatives	30-40

SECTION 1: SUMMARY OF COMMUNITY FEEDBACK

Tukwila Strengths and Attributes

Group Name	What did participants say they liked about Tukwila?
ASB Officers	■ They liked the relationship that we have with one another. The way we feel about each other and how it feels like a "family."
Cascade View Elementary School family night 7/24/12	■ The school facility. ■ Happy to be here. ■ The proximity to church, grocery store, and schools. ■ Most of the residents I talked with live very near TIB and 144th (west side of TIB).
Foster Point Neighborhood Group	■ Location. ■ The Tukwila Community Center, activities at the Tukwila Community center, lots of small parks to go to. ■ Recycling events. ■ Elementary schools are excellent. ■ Great group of committed citizens. ■ Access to public officials. ■ Convenience to most needed services.
Friends of the Hill (FOTH)	■ Access to community leaders, through formal city meetings and just running into them around town. ■ The Duwamish River as a natural amenity. ■ Appreciate the diversity of Tukwila..."keeps it real". ■ Small town (rural) feel of Tukwila but close to a major metro area (Seattle). ■ Access to all points...city @ a crossroads... ■ Accepting, inclusive feeling generally among residents. ■ Affordable housing for first time buyers (considering it is in Seattle area). ■ Amenities are almost great; there is a good shopping center. ■ Historical aspects of Tukwila are interesting but little known.

Group Name	What did participants say they liked about Tukwila?

Girl Scout Troop 40704 (Tukwila)	■ Diversity.
	■ Only 1 high school and 1 middle school.
	■ Height restrictions on buildings.
	■ Parks - they are wonderful.
	■ Lots of bus stops.
	  ▶ Lots of different transportation options.
	  ▶ Can get anywhere from Tukwila.
	■ Small town feel.
	■ Police Department - very nice officers and well organized.
	■ The Mall.

Leadership Class, Foster High School	■ Most students like being here and seemed enthusiastic about the Best & Worst of Tukwila project.
Neighbors	■ Diversity, various ethnic groups. ■ Location - handy to everything. ■ Tukwila has improved since I've been here, people more involved, closeness of the community. ■ People stay here from childhood into adulthood. ■ There's a lot here - you can get anything you need to shop for. ■ People are accessible - you can talk to city officials, school folks, etc. ■ Trails available to the public. ■ The number and quality of parks in the City.
Night Out Against Crime	■ They love the parks and the trails and the location.

Group Name	What did participants say they liked about Tukwila?
Rainbow Heaven Trailer Park	■ **Diversity.** The representative from Centro de la Raza shared that he liked the diversity of the community, and the diverse experience his children get going to Foster High. Others agreed that the diversity was a positive attribute of the city. They also cited it as a strength and source of potential for Tukwila International Boulevard. If the crime problem can be solved and TIB was made safer for families, they felt it would be an attractive location for business investment from family businesses. ■ **The beauty of the City.** One person shared that visitors comment on the beauty of the city, others agreed that this was an attribute. ■ **Light rail**. They like the easy, quick access to downtown and the airport on light rail. ■ **Having a police officer that speaks Spanish.** Officer Patrick came and the community expressed appreciation for having a police officer that speaks Spanish. They asked him for his personal card so that they could have someone to call when there was a problem. ■ **They like living here.** While they were not able to offer a lot of detail about the attributes they liked in Tukwila, they said they liked living here.
Residents	■ Residents loved how 'pretty' Tukwila is. Several thought it was 'clean'; it has nice parks, a library and a lot of shopping. ■ Residents also seemed familiar with public transportation and felt that it was really good (thru the TIB corridor).
Southcenter Marketing Partnership	■ Interurban Trail. ■ Shopping. ■ Free Parking. ■ Lots of hotels. ■ Parks & Recreation. ■ Easy to navigate. ■ Restaurants. ■ Sporting venues. ■ Family-oriented venues (e.g. iFly). ■ Easy access, central location. ■ Youth events location is convenient.

Group Name	What did participants say they liked about Tukwila?
Southcenter Rotary	■ Nordstrom. ■ Convenient "hub" for visitors and workers, location is easy to get to shopping good assortment. ■ The river trail. ■ It is a Crossroads of Commerce. ■ Developable land. ■ Tukwila Days - parade - seeing neighbors. ■ Road improvements. ■ Diversity.
Sustain Tukwila Pool	■ **Diversity.** Residents love it: there is no majority, people get along better, our kids go to school with the world, tough, hardworking, don't see color. ■ **Location.** All roads lead through Tukwila, it is a transportation hub: light rail, airport, freeways, bus, should be a recipe for success. ■ **Small town.** Community, access to city council, have a voice can institute change. Grassroots support can make things happen, have an impact, create sense of community: sense of belonging ■ **Parks.** Well planned, everyone lives within walking distance of park, river. Want to keep improving. Lots of little parks. ■ **Shopping/Mall.** Close access to shops people need.
TIBAC	■ Centrally located. ■ Cultural diversity. ■ New Landscaping on TIB & 154th ■ New sidewalks. ■ Nice community center. ■ Convenience. ■ Caring people. ■ No B&O taxes. ■ Interacting community. ■ Council Chat. ■ Accessibility to council members
Touch-A-Truck	■ The Parks and services provided.

Group Name	What did participants say they liked about Tukwila?
Tukwila Government & Community Affairs Committee for the SW King Co. Chamber	■ Westfield Southcenter. ■ Development improvement. ■ Restaurants. ■ Access to airports. ■ Our hotels are value added - free parking, free breakfast. ■ "Home base" for every adventure. ■ Centralized access to everything - N, S E & W. ■ Internet access hub. ■ Family friendly entertainment and restaurants.
Tukwila Historical Society	■ Community spirit.
Tukwila Pastors	■ Great city services- Fire, Police, Community Center, Pool. ■ Responsive city hall - easy access to council members. ■ City size & diversity. ■ Great transportation location - Interstate Highways and airports. ■ Parks, trails, golf course, Fort Dent, Fun Center. ■ Has own school district which can pay attention to unique needs of a diverse city. ■ Spirit of cooperation and collaboration. ■ Spiritual community seen as valued partner. ■ Vibrant business community. ■ Great city events - 4th of July, Tukwila Days, *et cetera.*
Tukwila Rotary Club	■ Participants shared that they appreciate the City's diverse parks and trails, bike paths. ■ They love the many "layers" in the City - so many great features that people don't even realize we have (like the Community Center). ■ They also appreciate the diversity of our residents.

Group Name	What did participants say they liked about Tukwila?
Tukwila School Board	■ The size, sense of community. ■ Location. ■ Proximity to shopping areas. ■ Diversity of cultures. ■ Very supportive community for student needs, city officials responsive along with the police department. ■ The park system. ■ Tukwila Community Center is very successful and a positive place for our students. ■ Before/after school care at TCC. ■ Free programs for students to be offered in the summer.

Tukwila Challenges

Group Name	What challenges did the group identify?
ASB Officers	■ The challenges were of not having a positive image. ▸ That was the first one brought up. ▸ Pacific Highway having a more positive image, and more safe. ■ Need more recreational activities around the school area and Pacific Highway for those living there. ■ Community Center is not accessible to those living up by the High School. ■ No communication from the City to the students. ■ Find a more effective way to get any message out to the residents.
Cascade View Elementary School family night 7/24/12	■ New arrival (2 weeks) needed education on how to take the bus and a map of the neighborhood. ■ Some of the refugees we talked with had lived in Tukwila 2 years, others 3 days....one of the challenges shared by the Nepali group was the fact that when many of our residents first arrive in the City, they don't understand how transportation works (bus stops, how to pay for bus rides, how to cross major streets, etc.) it's all very confusing.
Equity and Diversity Commission Meeting	■ The cost of interpreters, printed materials, etc. is sometimes a barrier to reaching into the many diverse groups in the City.

Group Name	What challenges did the group identify?
Foster Point Neighborhood Group	■ Regional identity is still centered on history of Pacific Highway, the drugs and prostitution that occur there, or the mall. ■ No one outside of the area knows about the great neighborhoods, the historic houses, the active community involvement. ■ How to grow outside population coming into Tukwila (young professionals, house buyers, making it an attractive business environment, etc). ■ Increased crime. ■ We need better communication and inclusion of the other diverse ethnicities into Tukwila activities. ■ Why is the golf course losing money? For example, it is has been recognized as one of the best places for kids to play golf in Western Washington, but we don't offer kids lessons, and haven't done a golf camp for several years. It is a nice course, compares equally or favorably with the Seattle munis, and is a bargain at $30 for 18 holes compared to $38. This course should be advertised, and should be busy, busy, busy. ■ When something good happens in Tukwila, such as this with Foster Links, we fail to capitalize on it. ■ Someone at city hall needs to be responsible for marketing Tukwila in a positive light, from the golf course to the student at Foster who just won a Gates grant. Where is the news coverage for this stuff?
Friends of the Hill (FOTH)	■ Negative stereotypes of Tukwila need to be addressed by a PR booster program. ■ Lax code enforcement. ■ Need faster graffiti removal and roadside dumping clean-up once it is called in. ■ Reach out to diverse groups to engage in Tukwila politics, City council, etc. ■ Raise more taxes. ■ Overcoming the bifurcation of the transportation corridors, increase connectivity between different parts of Tukwila. ■ Need lower speed limits/enforcement in some areas.

Group Name	What challenges did the group identify?
Girl Scout Troop 40704 (Tukwila)	■ Non-taxpaying residents. ■ No sense of pride in our community - people just don't seem to care. ■ Crime rate on HIGHWAY 99 (they asked me to put this in bold). ■ Highway 99 is the "dark eye" in our community people moving in and moving out quickly - people don't say - use Tukwila as a stepping off point. ■ Nothing for teens to do if they can't get to the community center or don't have money to spend at the mall. ■ Drugs in the school. ■ Difference in values between cultures, schools just let things happen, ■ The refugees keep coming and the City is not prepared for it. Culture clashes that the City is not dealing with (or do they even have the resources to deal with it).
Leadership Class, Foster High School	■ Students asked questions about curfews (why does the City have one).
Neighbors	■ Kids who live up by International Boulevard see things they shouldn't have to be exposed to. ■ Crime - thefts, burglaries, prostitution. ■ Need better response time from the police. ■ Police should come regularly at night to known prostitution spots that have been reported by residents. ■ Traffic in the Southcenter area - this is improving but is still a problem. ■ Loitering around businesses. ■ Overall perception of Tukwila by those who don't live here - they don't know about the good. ■ Very few healthy, positive options for children's activities, especially in the vicinity of the Boulevard. ■ How to support our immigrant/refugee population without overburdening the Human Services department and other service providers? ■ Coyotes.

Group Name	What challenges did the group identify?
Night Out Against Crime	■ Apathy among residents. One participant spoke about the BNSF issue for example and the lack of turnout to discuss and advocate for change. ■ Most people were unaware that the Strategic Planning process was underway when we tried to engage them to participate, we encountered apathy rather than interest. ■ Had a comment about "people don't know about the Tukwila Pool – new residents don't know we have one" and other concerns having to do with Burlington Northern traffic thru Allentown from Duwamish neighborhood.
Rainbow Heaven Trailer Park	■ **Crime and delinquency**. The primary concern for the community was the crime and delinquency they witness in the neighborhood. They cited car prowling, car theft, loitering in the bust stops, prostitution and seeing youth engaged in drug and violent activities and the major problems. Women shared that they were uncomfortable going out at night because they feared for their personal safety, and that they were reluctant to let their kids play outside sometimes. One person shared that the heard a nearby gunshot one evening. They felt the city and police were being responsive and helpful, but that more needed to be done. ■ **Prostitution**. Community members had concerns about prostitution associated with specific motels. They noted that the owners of the other hotels were more conscientious and would not rent to people who were going to conduct illegal activity. The police representatives there explained about the new ordinance and that there would be penalties for owners of the problem motels. The community was glad to hear this. ■ **Bad Neighbors**. The community had some problems with the neighbors across 152nd street in the past. Although it has gotten better, it was still a source of concern. ■ **Issues related to the trailer park**. A few of the issues participants mentioned related specifically to the trailer park. ▸ **Parking.** Lack of parking for visitors, and for some, lack of a dedicated parking space has been a challenge. Some people have also received a lot of parking violations for blocking driveways. ▸ **Lack of onsite manager.** The trailer community does not have an on-site manager. One representative felt an on-site manager would help establish some basic norms and standards for conduct and upkeep of the housing units. ▸ **Trees.** The property is flanked by tall cottonwood trees to the west. The residents are concerned about the safety of the trees, and had questions about what can be done to ensure they are safe.

Group Name	What challenges did the group identify?
Southcenter Marketing Partnership	■ Gang activity. ■ Security. ■ Overcoming old stereotypes/images of Tukwila among locals. ■ More of a business neighborhood watch group. ■ Create a community sense. ■ School District/Education (quality, image).
Southcenter Rotary	■ Business needs to buy into community. ■ Elevate the image. ■ Lack of community. ■ Work here/don't live here outsiders think Tukwila is the mall.
Residents	■ **Safety.** Every person I spoke to listed SAFETY as the number one concern. Residents just don't feel safe outside of their immediate neighborhood; many had personal experiences of threats/intimidation/theft. The majority of who I spoke to shop at Tukwila Trading Company, Bartells, the Laundromat (next to Bartells) and Walgreens and are so fearful of going to any of these stores because of where they are located. People who travel in cars feel 'safer' than those on foot. Since we started working on the strategic plan we have had one fatal shooting and two stabbings in that neighborhood, which was shared with me numerous times (in case I didn't know). ■ **Transportation to school**. The 2nd biggest issue was that young children have to walk too far to school because the bus doesn't pick them up. Even knowing that the school district has control over this issue, parents are still very unhappy that elementary kids have to walk and they feel like things won't change until there is a tragedy.

Group Name	What challenges did the group identify?
Sustain Tukwila Pool	■ **There are still items that haven't been implemented from the previous visioning process 20 years ago.** Mixed use, zoning (lots of multifamily housing), developing community center where people are safe: Tukwila Village, TIB, etc. ■ **Schools.** Well-funded but perception is schools are poor, underperforming, do not engage parents to participate, and have a large transient population. ■ English language learning: equalizer is parent involvement: parent leadership must be cultivated: long-term: takes 7 years+, part of success for private school is parents are required to contribute time and financially. ■ Gap between the money generated by business and the citizens: need stronger partnerships ■ **Diversity.** Different cultures don't connect. ■ **Safe neighborhoods**. TIB has gotten worse in the past 5 years: drugs, prostitution, burglaries, cheap hotels, etc. ■ City has inability to communicate effectively to residents on what they're trying to do to improve the community beyond the Hazelnut and after the fact: nobody knew the pool was closing, community resourcing center closing, etc.
TIBAC	■ Revenue--need to change image so businesses will come to the City and create jobs and revenue. ■ Deterioration of buildings—both residential (apartments) and business—cause lower income both to investor and to the City. ■ A need to rebuild those structures. ■ Need to change zoning codes regarding parking and heights to encourage development. ■ Deterring drugs and prostitution. ■ Funding for more police. ■ Improve school scores to encourage new citizens to move to the City. ■ The City has a concentrated poverty citizenry draining resources on an already tight budget. ■ A challenge is getting the residents and the businesses to work together and not feel they are challengers but partners. ■ Communication both between the City leaders and the citizens and then between the long time citizen and the refugee.
Touch-A-Truck	■ Drug and other activity along Tukwila International Boulevard.

Group Name	What challenges did the group identify?
Tukwila Government & Community Affairs Committee for the SW King Co. Chamber	■ Used to be more of a walkable community. ■ Needs more safety improvements to make people comfortable to walk again. ■ Too much trash. ■ Overcoming negative impression some retailers; some won't look at our area for expansion due to housing market and education. ■ Need to be regional player. ■ Branding issue. ■ Public safety.
Tukwila Historical Society	■ Too much multi-family housing creates short-term residents who don't stay long enough in the community to bond with the long-term residents who live here and want to stay here. ■ Mobility creates challenges for the teachers and students in the school district.
Tukwila Pastors	■ Communication - language barriers, media barriers. ■ Computer illiteracy. ■ Poverty levels. ■ Housing at reasonable price. ■ Foot traffic hazards in certain areas of the City. ■ Few immigrant residents don't understand dangerous situations Crime/scams ■ Need more police presence in the Mall. ■ Prostitution/drugs/gangs on International Boulevard. ■ City revenues are hampered by zip code issue. ■ Traffic bottle necks. ■ New exits and traffic lanes on Klickitat confusing
Tukwila Rotary Club	■ The group talked about traffic as an ongoing and growing challenge. ■ They talked about the perception of safety (or lack thereof) - one member's wife experienced a confrontation at the mall, and as a result, will no longer shop in the community (she feels unsafe). ■ The group also discussed the need to help bridge communication and understanding with the kids in our schools, since they are the future leaders.

Group Name	What challenges did the group identify?
Tukwila School Board	■ Poverty. ■ Quality affordable housing. ■ Mobility of families. ■ Information access (for services as well as internet access). ■ Low parent involvement in schools (often due to mobility, cultural and language barriers). ■ Teacher support system (mentoring) - it is very challenging district to teach in. ■ School and community programs need to change to adapt to our students instead of having students adapt to our traditional programs and way of doing things. For example, fuel the interests of our students – i.e. shift from fields being used for football to soccer. ■ Crime levels. ■ Need more support systems for refugee and low income students. ■ Higher police presence on International Boulevard. ■ Change the profile of the atmosphere on International Boulevard to be more family friendly and not so crime ridden.

Participants' Aspirations for Tukwila

Group Name	What aspirations for Tukwila's future did you hear?
ASB Officers	■ More job opportunities for students within Tukwila, make it more public. We don't know of any opportunities if there are any--Advertise! ■ Market the jobs! Make them available here so students don't have to commute to downtown Seattle or elsewhere. ■ Possibly more bus stops in the Allentown area... There really aren't any.
Equity and Diversity Commission Meeting	■ The group is hopeful that the Strategic Planning process will help the City develop better communication with our residents, and begin some important dialogue.
Foster Point Neighborhood Group	■ Improve schools, especially at the middle and high school level. ▶ Increase school support, especially with businesses here in the city. ▶ Support of preschool learning. ■ Increase senior support. ■ Sidewalks, especially along Interurban to make walking down that street NOT a life endangering proposition and along the street that runs along Joseph Foster and Lee Phillips, as well as along MacAdam from 144th, for student safety. ■ Get rid of the rendering works! ■ A major grocery store: Safeway, Albertsons, Fred Meyers, perhaps where the closed casino is along Interurban. ■ Open up access to the river, which may mean redeveloping the light industrial area. ■ Redevelop the closed down casino on Interurban to include apartments, retail, and restaurants, even a Trader Joe grocer could fit there. ■ Reinstate free recycling day at Bow Station each year. ■ Open up the bike trail on the Green River Trail. ■ New Police station, back up on the Boulevard. ■ Mid end/high end apartments/mixed use at Southcenter, or along Interurban before building, or rezoning new areas for growth. ■ Tukwila is such a great location, we have a great opportunity to attract young professionals with the right developments. ■ Create a signature yearly event that will attract outside communities, such as a Seafair event, or regional car show, parade, that will showcase community pride. Perhaps a kiddie parade, a la Lake City Days. ■ A symbol that represents Tukwila, what is it? ■ Build a larger library, Foster is almost un-useable after school.

Group Name	What aspirations for Tukwila's future did you hear?
Friends of the Hill (FOTH)	■ **More walkable neighborhoods.** Strengthen residential infrastructure. ■ **More sustainable neighborhoods**. Step back heavy industrial zoning from houses. ■ **Tukwila should be known for more than a Shopping Center**. Turn the ethnicity of the Boulevard into food/culture special destination. ▸ The Duwamish River should be a recreation destination not an invasive weed nursery. ▸ Historical landmarks should be noted and celebrated with info plaques, etc. ■ More green space and connectivity between neighborhoods. ■ Create safe bike and walking lanes through-out the City. ■ A fixed route trolley loop, like this: http://www.youtube.com/watch?v=jhJqAbIDo-s
Girl Scout Troop 40704 (Tukwila)	■ Grocery store. ■ Safer neighborhoods. ■ Less traffic. ■ More space in the schools - not more schools just the ones we have now bigger. ■ Better timed stoplights. ■ Less apartments and more single family homes - less rentals, more town homes. ■ Underground parking. ■ More parking at the light rail station. ■ People will be proud of where they live. ■ Motels on Highway 99 would be gone, more services on Highway 99, condos, affordable housing like High Point in West Seattle. ■ Immigration Resource Center - if we are going to be expected to take in so many refugees then we need to be prepared to help them better. ■ All casinos in one area. ■ Block parties and neighbors more interested in what's really going on.
Neighbors	■ International Boulevard cleaned up both in terms of visual clutter and crime. Get rid of the sleaze on 99 and keep the ethnic stores. ■ Retain the "small town" feel. ■ New library. ■ Bigger, more access to services for more people. ■ International Boulevard should be the heart of the city, not the blight ■ Get better, more reputable businesses on the Boulevard. ■ Once Tukwila Village goes in, fill in between there and the light rail with cool, interesting businesses that would be a draw for people, maybe a whole variety of classy ethnic food stores, restaurants and shops where people could buy things like ethnic food and crafts.

Group Name	What aspirations for Tukwila's future did you hear?
	Make sure the whole strip become classy looking so it becomes a unique destination for people in the Puget Sound region who want an international experience. ■ Better schools – it is too hard for them to handle the amount of diversity. ■ Things for kids who live by the Boulevard to do. ■ Healthy recreation options that are accessible and affordable. ■ Fire and police services not overtaxed by serving Southcenter. ■ A place to call the center of Tukwila, a downtown type of place. ■ Restore the community events that have been cut because of budget (Tukwila Days).
Night Out Against Crime	■ People wanted to see more small business along TIB. ■ It would be helpful to have a shuttle bus throughout the day to connect them to the Community Center, Mall, shopping areas, and medical appointments. ■ Rainbow Trailer Haven ▸ They want a park in the area for the kids to play at that is within walking distance. ▸ They want to be connected to the rest of the City via a shuttle. Those who do not have vehicles cannot get to the City services or resources such as City Hall or Community Center. ▸ They do not feel like the City listens to them because a lot of the residents can't speak English. The City needs more bi-lingual employees. ▸ They want sidewalks along S 152nd Street. Walking along S 152nd street is very dangerous, especially when people park along the side of the road. ▸ They want a place where they can sell their wares, a common market.
Rainbow Heaven Trailer Park	■ **To stay in Tukwila.** One of the major concerns of the community was that they would be displaced. As the community around them becomes more and more beautified, they are concerned there will be redevelopment pressure on the community. They asked the City to consider the impacts of any changes on current residents in an effort to minimize displacement. ■ **Access to services**. There are some services that they need better access to, specifically a health center. Currently, their closest option in in Burien. ■ **Nearby Park.** They also need a nearby park for their children. Many of their housing units do not have outside space for the children to play. The closest park, behind Walgreens, has problems with older kids doing drugs. ■ **Transportation to school.** The community is not served by a bus stop to Thorndyke Elementary School. This was a top issue for some of the parents.

Group Name	What aspirations for Tukwila's future did you hear?
Southcenter Marketing Partnership	■ More residents with higher incomes. ■ More shops that cater to higher income consumers. ■ Community feel within the Southcenter area (twinkling lights, banners, planters, feel welcome, seasonal feel such as Leavenworth). ■ Walking aspect (more walkable in Bellevue). ■ Community events. ■ More "small business" feel.
Southcenter Rotary	■ Walkable, pedestrian friendly. ■ Education to help students prepare for their working future. ■ Local shoppers transportation "trolley". ■ Train station to mall access. ■ Diversity in businesses. ■ A town center. ■ Decent multi-family housing. ■ Corridor to transit/train depot. ■ Shuttle from light rail to Southcenter area. ■ Prestigious event for Tukwila.
Sustain Tukwila Pool	■ **New Regional Aquatic Center in Tukwila.** Maintain a local pool presence or go for regional aquatic center? People come because it's a community pool. Want it near the school and to own the land or perpetual lease. ■ **Senior housing.** Additional market, wellness fitness training. ■ **Grocery Store**. Beyond TTC and Safeway in McMicken Heights. ■ **Safe neighborhoods:** TIB has gotten worse in the past 5 years: drugs, prostitution, burglaries. ■ **Good schools.** Need well-funded schools. Leverage the diversity, education is the center for the community. ■ **Continue to develop community.** Strengthen partnerships between and investment from businesses, schools, and citizens: TIBAC, Highline School. ■ **Want Small businesses to succeed:** TIB needs a refresh to be clean and welcoming. Raise the bar.
TIBAC	■ New Businesses- like services--dry cleaners, another grocery store, coffee shop, bakery, entertainment, restaurants, banking. ■ Safer more walkable neighborhoods-sidewalks. ■ More co-operation between SeaTac and Tukwila regarding common boundaries.

Group Name	What aspirations for Tukwila's future did you hear?
	■ Completion of Tukwila Village,. ■ More diverse housing choices--new condos, senior housing, new homes. ■ Diverse leadership. ■ More active and visible Police activity. ■ The International Boulevard a more "neighborhood" feeling community. ■ Create a market place for development. ■ Change image.
Touch-A-Truck	■ Increase police presence on TIB and Tukwila Village. ■ Policing Tukwila International Blvd.
Tukwila Government & Community Affairs Committee for the SW King Co. Chamber	■ Safer. ■ Prettier "tree city". ■ Golf course. ■ Community center.
Tukwila Historical Society	■ Hope to improve all areas of the City.
Tukwila Pastors	■ Extend cooperative spirit to embrace all cultural groups. ■ Encourage eople settle here - less transience. Need more affordable single family homes. ■ A casino free community & incentive for healthy businesses to replace them. ■ Intra-city transportation - Tukwila Trolley. ■ More sidewalks, bicycle lanes. ■ New businesses and more jobs for residents. ■ More entry level, unskilled positions for immigrant community. ■ More services for immigrants – orientation. ■ Extended community center offerings for lower income children. ■ Expanded job and skills training available.

Group Name	What aspirations for Tukwila's future did you hear?
Tukwila School Board	■ Better types of housing (lack of 3-bedroom apts. – or more of a "flat" concept for multigenerational families). ■ A place where people start here and stay here. ■ Connectivity of parks and trails. ■ Transportation to and from hubs (i.e. TCC from the Blvd.; mall to another hub – some type of shuttle service). ■ More youth facilities near the Boulevard. ■ Better access to family health care services. ■ On-site or very close daycare facilities for teachers and staff – need improved access to daycares in general. ■ Community partnerships, more businesses involvement in schools, increased public/private partnerships. ■ Some type of a family/kids/social services levy to help maintain or create programs for kids outside of school hours, positively impact family health needs and encourage people to stay in Tukwila. ▸ Parenting classes. ■ Work towards being more 21st century. (i.e. digital speed signs by each school; increased band width throughout the City; Emergency notification delivered via phones/cell phones/emails). ■ More sidewalks to be built for students that walk home.

Group Name	What aspirations for Tukwila's future did you hear?
Tukwila School District service providers	■ **Improvements to public safety is the top aspiration.** Public safety was the top concern expressed by the service providers. They asked for improved communication between the Police Department and schools. ▸ **Some expressed a willingness to help the Police Department build trust in the community.** The service providers hear a lot about crime and the experiences of families as victims of crime. Many families are afraid to go to the police, but trust the service providers affiliated with the school. The group suggested the police work with the school to help build trust in the community, such as by having public safety meetings at the school and having more of a positive presence in the school community, so that the police can become more familiar to the students. ▸ **Improve the dispatch services or ways in which the community can provide information to the police.** The providers have heard frustration from families who have tried to report a crime via 911. Families often do not know street locations or other details needed by dispatch. This leads to frustration on the part of families and a feeling that their concerns are not being heard. Language is also a barrier. ▸ **Clearer policies about immigration status reporting.** The group identified a need for clear rules regarding the whether people who report a crime will be subject to questioning about their own immigration status. The providers have heard stories of people being a victim of crime, and then when reporting the crime being questioned about their own immigration status. As a result, families are loath to report crimes, less they put themselves or their family members at risk for deportation or other penalties related to immigration status. Members suggest the Police Department establish a clear policy on this matter and communicate it internally to all police staff. At this time, what happens seems to depend on the political preferences or inclinations of individual officers. ▸ **A call for more innovative ways to prevent crime and increase public safety.** Some suggested a need to broaden and take innovative approaches to crime, particularly in response to crime committed by youth. One suggestion was setting up community court counsels among the dominant immigrant groups (there is model program being piloted in Seattle). This is seen as having the potential to better involve the immigrant and refugee communities in deterring crimes committed by youth. ■ **Improved pedestrian and bike safety for children traveling to and from school.** Safe passages for kids traveling to school is a top concern of families. ■ **A central place for community services.** The service providers asked for a central place to house the organizations that serve local families. They stressed the importance of co-locating services near one another to make it easier for families to reach needed services. It is also important to have those services near by the schools, as many families are receiving referrals to services from school personnel. Finally, having services in the community where families can access them by foot would be a big improvement. One member suggested using the current Foster Library building, once the library moves to Tukwila Village, for this purpose.

Priorities

Group Name	What feedback on City priorities did you hear?
Touch-A-Truck	■ Public Safety and housing options.
Leadership Class, Foster High School	■ Some mentioned Housing Options.
Residents	■ All stated that we should 'fix' the highway. The hotels up on the highway are the problem and they should be demolished and that would 'get rid of'' the crime on TIB. ■ A teen center that was closer to the highway where all of the apartments are was another resounding need for the community. Anyone I spoke to who had 12-18 year old was adamant about this! TCC is too hard to get to without a car and has no bus access.
Rainbow Heaven Trailer Park	■ **Crime deterrence.** The most important city action was around crime. They are willing partners in the effort, but they stress the need to address the crime problem. ■ **Housing standards**. They appreciate the City's previous efforts for cleaning up poor housing. One person mentioned her sister's home was infested with rats that the city helped them get it cleaned up.

SECTION 2: STRATEGIC PLANNING AMBASSADOR EXPERIENCE

Surprises

Group Name	Did anything said surprise you? How so?
Friends of the Hill (F.O.T.H.)	■ That there are others that feel as strongly as I do.
ASB Officers	■ The students did have things that they wanted to contribute once they started talking.
TIBAC	■ How much residents feel that the City government favors the business center in spending and improvements over the residential neighborhoods.
Neighbors	■ How consistent concerns about International Boulevard are. This seems to be the one uniting concern that causes everyone worry. People saw the issues from different points of view (kid issues in that area, visual issues, business issues, etc.) but it was almost always the first concern mentioned and revisited during conversations.
Foster Point Neighborhood Group	■ Folks are very passionate about our city. My impression is that folks can be somewhat apathetic, but my actual experience is that is far from the case.
Girl Scout Troop 40704	■ Nothing really surprised me but the thing that seemed to hit home was the lack of a sense of pride in the community by the people that live here.

Group Name	Did anything said surprise you? How so?
(Tukwila)	
Sustain Tukwila Pool	■ I was a little surprised to hear how positive people were about Tukwila's diversity. Maybe I'm just hanging out with the right crowd now as I know there are people in the city who aren't so excited about it. I was also a little surprised to hear that people felt TIB has gotten worse in the last five years. I've lived here 10 years and when we first moved here, all I heard was how bad it used to be and that the City had really cleaned it up.
Tukwila Rotary Club	■ We have heard the issue regarding a perception of safety at other meetings/discussions.
Tukwila Historical Society	■ The only thing that surprised me were misconceptions they held about how much the City has already done and spent to improve many of the newly annexed areas of the City.
Family Night, Cascade View Elementary School	■ We heard about the reluctance of calling 911 - some Napali/Buthanese residents have been the victims of robbery (gold chains, etc.) but these incidents are not reported - people are fearful of the Police.

Additional Information to Share

Group Name	Is there any additional information from the meeting you want to pass on or share?
Cascade View Elementary School family night 7/24/12	■ I am thankful the school district is having these family nights. I am grateful they get federal grants for the food.
Equity and Diversity Commission Meeting	■ Commission members will be hosting a booth (Equity and Diversity) at the City's cultural event September 20th. They will distribute emergency contact info. ■ They will distribute refrigerator magnets in 4 languages - English/Spanish/Somali/Bhutanese and ask participants to "put a pin" where you were born and "put a pin" where you live, on large maps.
Foster Point Neighborhood Group	■ Several parents discussed their concern with the schools, especially the middle school. There is a perceived gap between the excellent support our kids get at the elementary level and the pure lack of it at the middle school. Parents even perceive the office staff as cold, unfriendly, brusque, and even rude, and how this attitude dictates the entire environment within the school.
Friends of the Hill (FOTH)	■ FOTH is heavy on the natural space. We feel it is a neglected, but important aspect for those that live and work here.
Leadership Class, Foster High School	■ Students were encouraged to visit City Hall and learn more about the services we provide, and to participate in the Strategic Planning Process by encouraging their parents to fill out the survey, and by sending in photos of Best/Worst. They were given contact/website info.
Planning Commission , 6/28/12	■ This was a public meeting mainly for the Southcenter workshop. At the time, I mentioned the strategic planning project and encouraged other planning commission members to take the survey and spread the word. There is no feedback from members at this time.
Rainbow Heaven Trailer Park	■ They were very hospitable and were thankful to be included. They responded very positively to having representatives from the police department (they applauded when the city representatives were introduced). They prepared a dinner for us for after the meeting. ■ In all the discussion of crime, the residents noted that the police and city were making a difference to help the community. Many felt that it has gotten better over the last 10 years, but there are still problems to address. They also appreciate the investments the City has made to beautify the City.
Sustain Tukwila Pool	■ Several members of the group expressed that the city doesn't just need a re-branding campaign, but citizen involvement to bring about the change they want.
TIBAC	■ Although diversity is good it is also a wedge. Unless communication and cooperation between the longtime resident and the refugee improves there will be a gap in the willingness of either party to do anything. We need to seek out the leadership on both sides to come to understanding of how to live and work together. We need to seek outside help and resources to provide sustainable help to the refugee that enables them to be productive citizens. There was an expressed feeling of reversed discrimination in what some citizens are allowed to do because they are "new" to this country. If that feeling

Group Name	Is there any additional information from the meeting you want to pass on or share?
	continues the gap between citizens will widen and even more difficult for us to move forward.
Touch-A-Truck	■ Two citizens asked about improving Tukwila School District (no additional details were provided). ■ We may not want City employees vote as that affected the count (police, public works, and parks & rec). We tried to have only adults vote.
Tukwila Historical Society	■ This organization always has a full agenda of items to discuss. They want to conduct business and go home, so it is hard to engage them in a long discussion on a topic they didn't come prepared to discuss. Therefore, I encouraged members to take the individual survey to be sure their thoughts and concerns can be recorded.
Tukwila Rotary Club	■ The group is one of two rotary groups in Tukwila (Tukwila Rotary/Southcenter Rotary) and they struggle with membership, in numbers (how do we get more members?) and how do we get members more involved. How do we get the business folks to engage in the City (volunteer activities, etc.). One member suggested that we include something in the City's Vision statement that reflects a need/desire by the City to have businesses in the community be "part of the community" by volunteering in civic activities.

Learning Something New

Group Name	Did you learn anything new about Tukwila?
Cascade View Elementary School family night 7/24/12	■ A more immediate and personal understanding of the refugees from Southeast Asia.
Girl Scout Troop 40704 (Tukwila)	■ They told me a lot of things that I have heard over and over again.
Rainbow Heaven Trailer Park	■ This is a very intact little subdivision, with a high degree of social cohesion. I think they would be willing partners in a number of community efforts.
Sustain Tukwila Pool	■ I learned a little bit more about the work the previous visioning committee did. Much of it was centered on zoning issues to reduce the density of multi-family housing units to encourage more single family/long term residents.
Touch-A-Truck	■ Most people I spoke to were concerned with activities along TIB and improving the School District. ■ The ham radio community is larger than I thought. ■ People were interested in casting their informal vote and setting priorities.

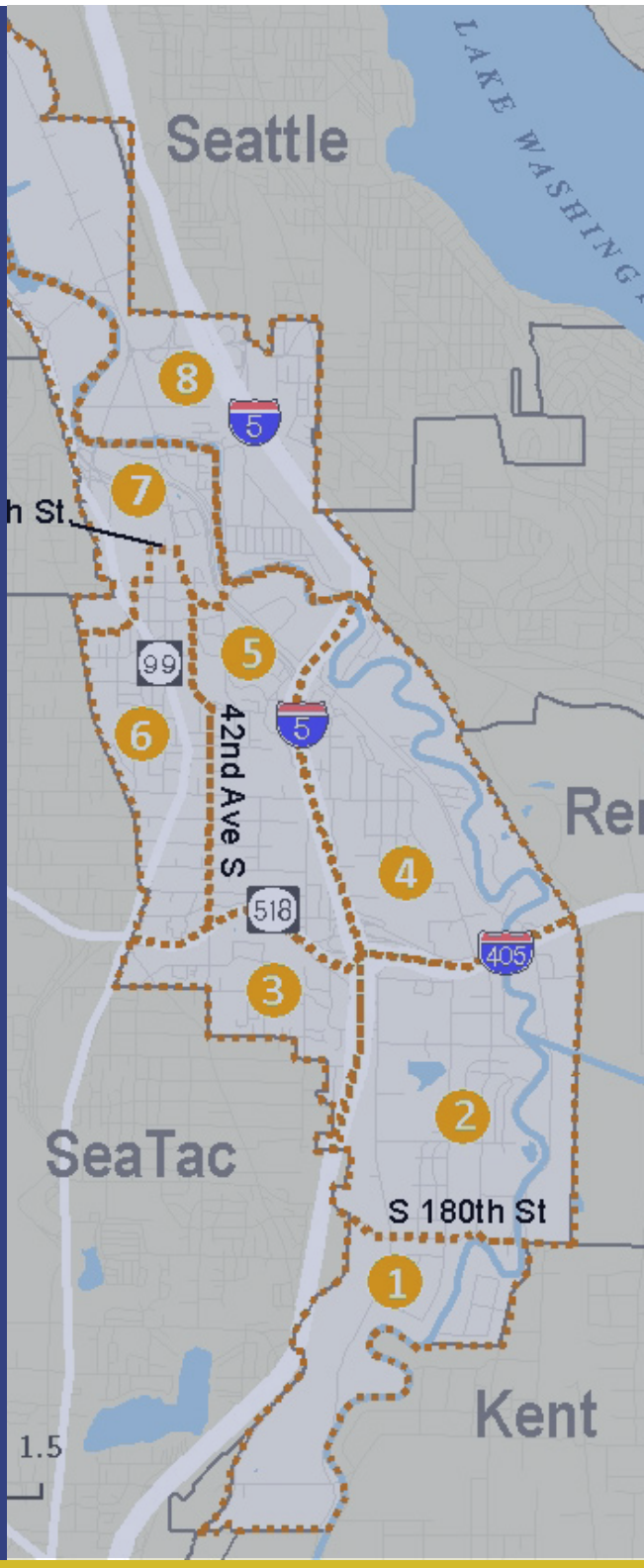
Tukwila Historical Society	■ After being a council member for 24 years, I don't think I learned anything new, but it was interesting to hear what some of their perceptions and misconceptions were.

City of Tukwila
STRATEGIC ACTION PLAN
Connecting to the Future

City of Tukwila Strategic Plan

Appendix E
September 2012

Community Survey Summary



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STRATEGY ■ ANALYSIS ■ COMMUNICATIONS

"Helping Communities and Organizations
Create Their Best Futures"

CITY OF TUKWILA STRATEGIC PLAN

Appendix E
Community Survey Summary
September 2012

INTRODUCTION

The City of Tukwila conducted a community survey as part of the development of its first ever Strategic Plan. The Strategic Plan will establish a Vision for the community's future, as well as identify and prioritize specific actions to achieve that Vision. This summary presents baseline survey findings.

APPROACH

The strategic planning process includes many public outreach and engagement components, one of which is the community survey. The survey method complements other outreach efforts by allowing respondents to provide thoughtful, detailed feedback at a time and location of their choosing. The survey targeted the English-speaking population likely to be comfortable submitting written feedback and suggestions to the City. Substantial in-person, conversation-based outreach efforts were conducted to reach the City's non-English speaking residents.

The survey was designed to gather ideas from different parts of the community, including residents, employees, business owners, and other interested individuals.

The survey collected information on:

- Views on the strengths and weaknesses of the community
- Perceptions of Tukwila now, and what they would like Tukwila to be known for in the future
- Sense of connectedness and social support in the community
- Whether people see themselves staying in Tukwila over the next 5 years
- Priorities for city actions over the next 5 years
- Importance of Comprehensive Plan goals

In addition to the substantive topics, the survey collected descriptive information about respondents to help characterize the group who responded to the survey. Questions for description information to include:

- Whether the respondent is a resident, business owner, employee, or visitor to Tukwila
- Housing tenure and length of time owning a business for residents and business owners
- Where respondents live
- Where respondents work
- Primary form of transportation
- Whether children are present in the home
- Year born

- Primary home language
- Household income

SURVEY ADMINISTRATION

The survey was self-administered through the web-based service SurveyMonkey.com. The web-based survey was open for 10 weeks from June 20th to August 30th, 2012. After the survey launch, a print survey was made to accommodate senior residents and a neighborhood that requested printed surveys.

The City promoted participation in the survey in the following ways:

- **Email listserves**. Some city departments maintain email listserves of customers. The Mayor's office requested that department heads send information to their listserves about the strategic planning process and encourage individuals to respond to the survey.
- **Print media**. The City announced the survey in the Hazelnut, a print newsletter that is mailed to every Tukwila residence, and the Tukwila Reporter.
- **Banner and flyers**. A banner announcing the survey was prominently hung at the community center, and the survey link was listed on outreach flyers describing the strategic planning process.
- **Mail and return**. The Department of Human Resources maintains an email list of senior residents who have requested information about or have participated in the City's home weatherization program. The City mailed each resident on this mailing list a paper format of the survey and provided return postage. A city staff person keyed the responses into the web-based service.
- **Website**. The survey was announced on the City's webpage, and a link to the survey was placed prominently on the City's homepage.
- **Recruitment by Committee members**. Members of the Strategic Planning Steering Committee announced the survey to various groups and personally recruited individuals to respond. In one case, a paper version of the survey was made available to a neighborhood in which most residents do not have home internet access.
- **City Council encouragement**. The survey was announced at City Council meetings and council members requested that community members respond.

RESPONSE RATE

Less than 1% of Tukwila's resident population responded to the survey (190 people), so the survey results cannot be considered predictive of the entire population. The population who responded tended to be older, more affluent, and have longer tenure in the community than the average Tukwila residents (see pages 11 to 13 for more information about respondents). No survey question was required, and response rates varied by question.

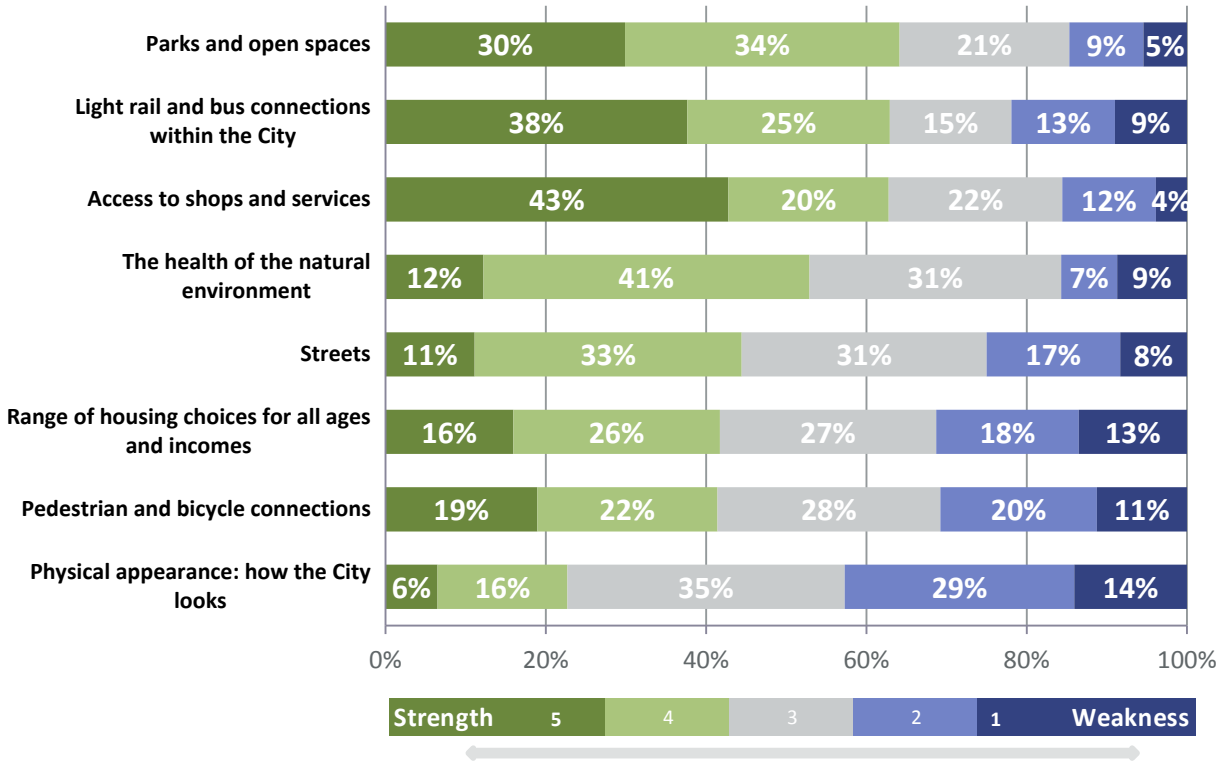
SUMMARY RESULTS

This summary provides high-level findings on a question-by-question basis. Results are an unweighted summary of information provided across all responses.

COMMUNITY STRENGTHS AND WEAKNESSES

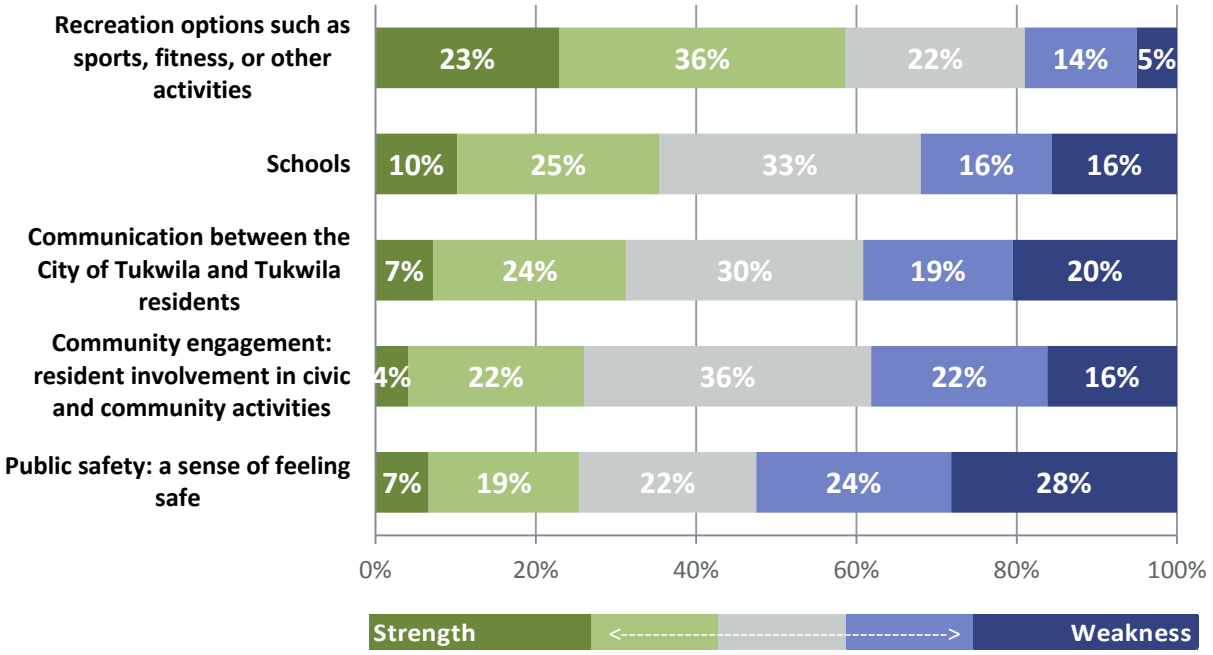
The survey began by asking survey respondents about what they consider to be the strengths and weaknesses of Tukwila in three separate categories: (1) physical attributes, (2) social or human attributes, and (3) Tukwila's image and identity. For each question, respondents were asked to rate specific aspects of the community on a scale from one (a community weakness) to five (a community strength).

Exhibit 1
Please identify whether the following physical attributes are strengths or weaknesses of Tukwila.



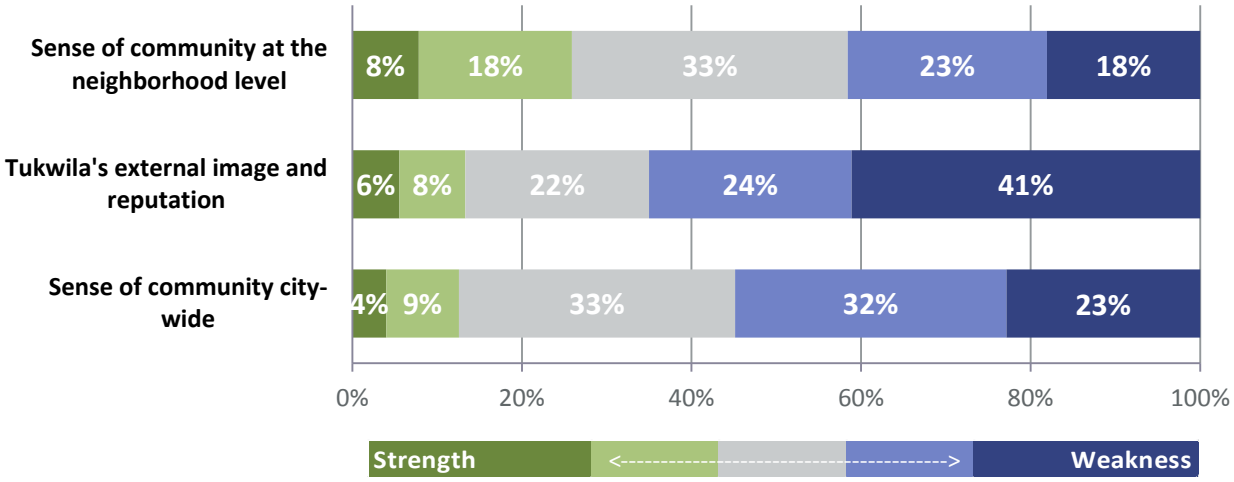
- **Tukwila's parks, transit, and shopping are seen as its biggest strengths**. Over 60% of survey respondents gave these elements a four or five on the scale, identifying them as strengths of the community.
- **Streets, housing, non-motorized transportation, and physical appearance are the least strong aspects of Tukwila's physical attributes**. More than 50% of survey respondents gave a three or lower to these aspects of Tukwila.
  - Only 22% of survey respondents said that how the City looks was a strength.

Exhibit 2
Please identify whether the following social or human attributes are strengths or weaknesses of Tukwila.



- **Tukwila's recreation options are seen as a community strength**. Nearly 60% of respondents gave Tukwila a five or four for its recreation options, such as sports, fitness, or other activities.
  - About 19% of respondents identified recreation as a community weakness.
- **Schools, city-resident communication, and community engagement are seen as less strong**. About 25-35% of respondents said these elements were a strength, while 30-40% of respondents said these elements were a weakness. Many respondents were neutral.
- **Public safety is seen as a city weakness by more than 50% of residents**. Only 26% of residents gave Tukwila a five or four for public safety, while more than 50% selected it as one or two.

Exhibit 3
Please identify whether the following aspects of Tukwila's image and identity are strengths or weaknesses of Tukwila.



- **Aspects of image and identity scored low across the board**. Respondents were less positive about image and identity aspects of Tukwila than about physical attributes or social/human attributes.
  - About 26% of respondents said the sense of neighborhood community was a strength, while 41% identified it as a weakness. Similarly, when asked about the city-wide sense of community, only 13% of respondents said strength while 55% said weakness.
  - About 65% of respondents identified Tukwila's external image and reputation as a weakness.

CURRENT AND FUTURE DESCRIPTIONS OF TUKWILA

The City of Tukwila is developing a new Vision and Mission Statement as part of its strategic plan. A first step in this process is taking stock of the current perceptions, reputation, and understanding of the City and identifying what the community would like the City to be like in the future. To support this process, the survey asked two questions about associations with Tukwila:

- What three words best describe Tukwila now?
- What three words would you like to be known for in the future?

Exhibit 4 summarizes the results to these questions through side-by-side word clouds. The word cloud visually summarizes the frequency at which each word occurs, and gives an impression of all the words together. The size, and visual prominence, of each word represents how many times the word was used by respondents.

Exhibit 4
Words that Describe Tukwila Now and in the Future

What three words best describe Tukwila now?

- Crime and criminal activity such as prostitution, drugs, graffiti accounted for approximately 19% of the words listed.
- Diversity figures prominently in descriptions of Tukwila, representing about 16% of the words listed.
  - Tukwila's strong retail and commercial sector is also noted.
- Outside of "diverse", some positive concepts listed include "community", "livable", "family", "convenient", "fun", "dynamic" and "energetic."

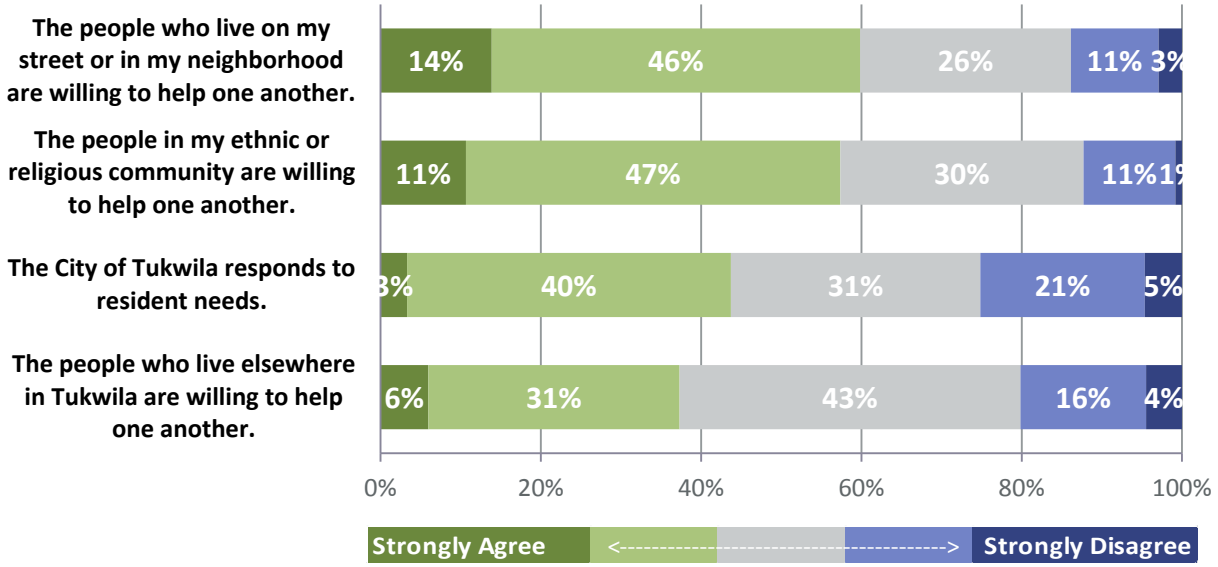
What three words would you like Tukwila known for in the future?

- Respondents wish Tukwila to be known in the future as "safe" more than any other concept listed, representing about 41% of concepts listed.
- Respondents wish Tukwila to continue to be known as diverse; "diverse" was the third most common word listed.
- Other concepts dominating the desired future-view of Tukwila were "community", "clean", "environment', "vibrant', "friendly", and "crime free."

SOCIAL SUPPORT

The survey asked responded about their sense of social support by asking them to rate statements about their community on a scale of "Strongly Agree" to "Strongly Disagree."

Exhibit 5
How much do you agree or disagree with the following statements?

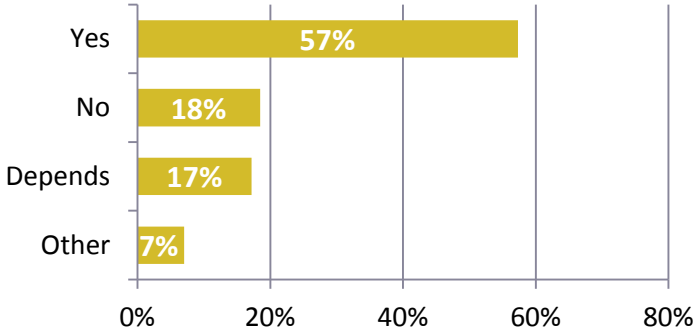


- **Residents feel strong social cohesion at the street, neighborhood, and community level**. About 60% of respondents said they agree or strongly agree that people in the same street, neighborhood, or religious or ethnic community are willing to help one another.
  - Respondents were slightly less positive about people living elsewhere in the City, with 37% selecting agree or strongly agree and 20% disagreeing.
- **Residents are split on their views of the City's responsiveness**. About 43% of respondents agreed that the City of Tukwila responds to resident needs. About 26% disagreed, while 31% were neutral.

COMMITMENT

The survey asked about respondent's likelihood of "continuing to live, work, or own a business in Tukwila 5 years from now."

Exhibit 6
Do you see yourself continuing to live, work, or own a business in Tukwila 5 years from now?



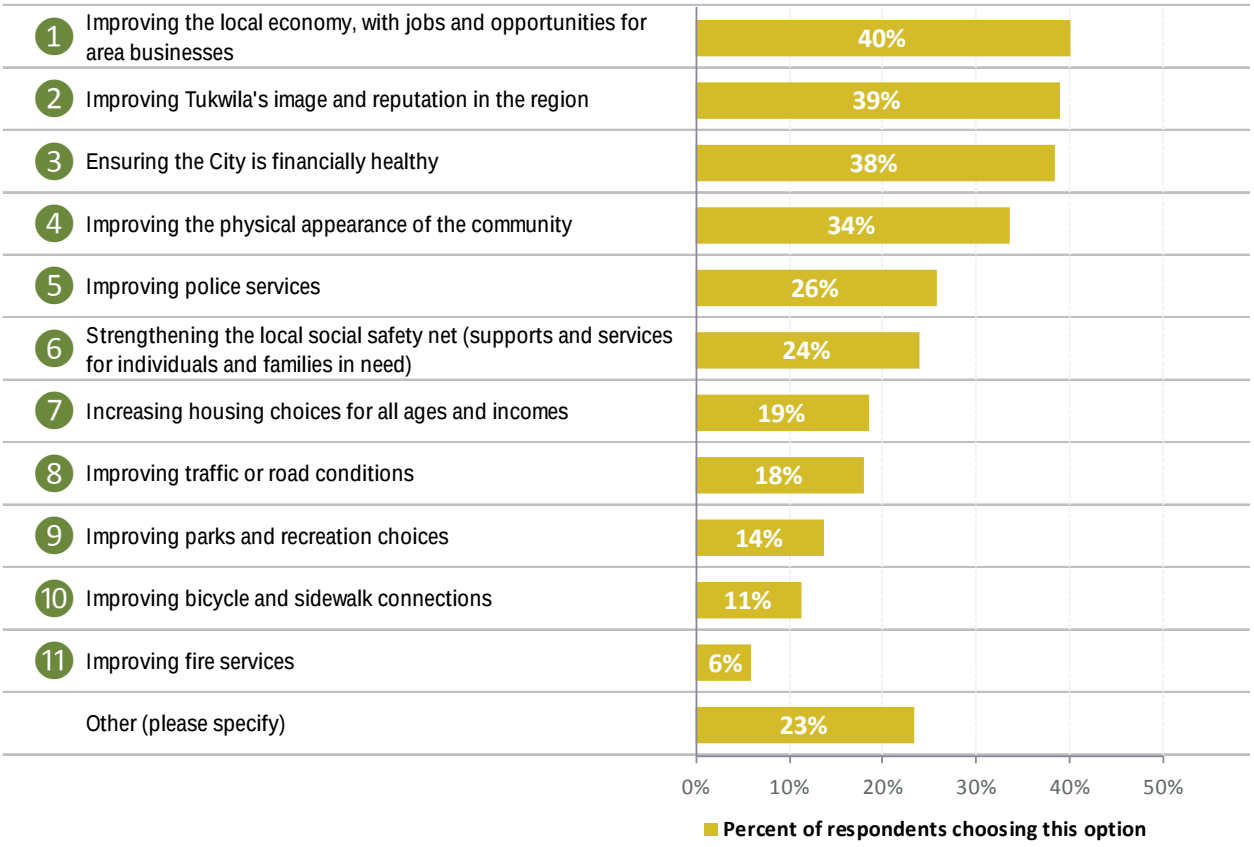
The respondents who answered "no" or "depends" gave a number of reasons for why they may not be living, working, or owning a business in Tukwila in 5 years. In addition, some respondents who stated they likely would be in Tukwila in 5 years also described factors that make them consider leaving Tukwila. The reasons mentioned include:

- **High crime rates and unsafe neighborhoods** were the most commonly mentioned reasons someone would not be in Tukwila, or were suggested areas for improvement.
- The **dilapidated and dirty conditions** of city buildings, roads, and infrastructure were also mentioned frequently.
- A number of respondents said the **poor school system** was a significant reason for why they did not see themselves continuing to live in Tukwila 5 years from now.
- **Transportation and parking issues** were noted by several respondents as being a major issue.
- Some respondents highlighted the presence of **unsavory businesses and activity** in Tukwila, particularly on Tukwila-International Boulevard, as being a significant problem.
- **Poor city planning, city management and development issues** were mentioned by some respondents as well.
- Additional reasons cited by respondents include: **housing/affordability issues**, **noise and pollution issues**, **problems with city services,** and **a lack of safe after-school options**.

PRIORITIES

Question 8 asked respondents to select the top three actions they would like Tukwila to prioritize over the next five years. Exhibit 7 shows the results of this question.

Exhibit 7
What actions should the City of Tukwila prioritize during the coming 5 years?

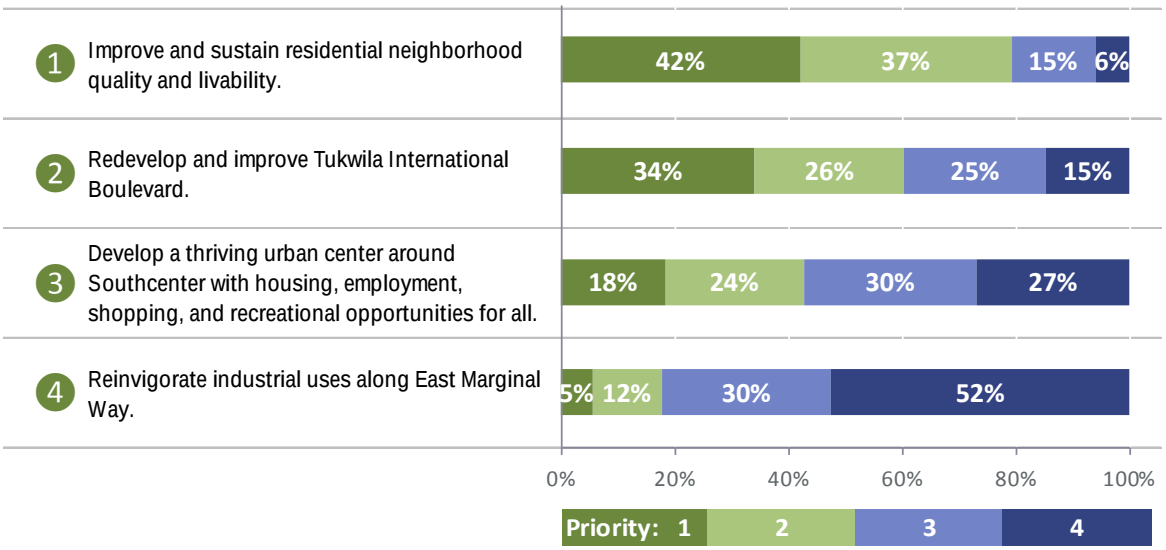


- **Residents highest three priorities are to focus on Tukwila's economy, its image and reputation, and the fiscal health of the City.** Improving the City's local economy, improving the City's image and reputation, and ensuring that the City if financially healthy were selected by about 40% of survey respondents.
  - Improving the physical appearance of the community and improving police service were also selected often, getting the support of 34% and 26% of respondents, respectively.
- **Respondents did not generally think the City needs to prioritize recreation, non-motorized transportation, or fire services.** Each of these options received the support of less than 15% of respondents.

COMPREHENSIVE PLAN GOALS

Question 9 asked respondents to rank each of the Comprehensive Plan's four goals from one (top priority) to four based on *how important they are to the individual respondent.* Exhibit 8 summarizes the results of this question.

Exhibit 8
Prioritization of Comprehensive Plan Goals

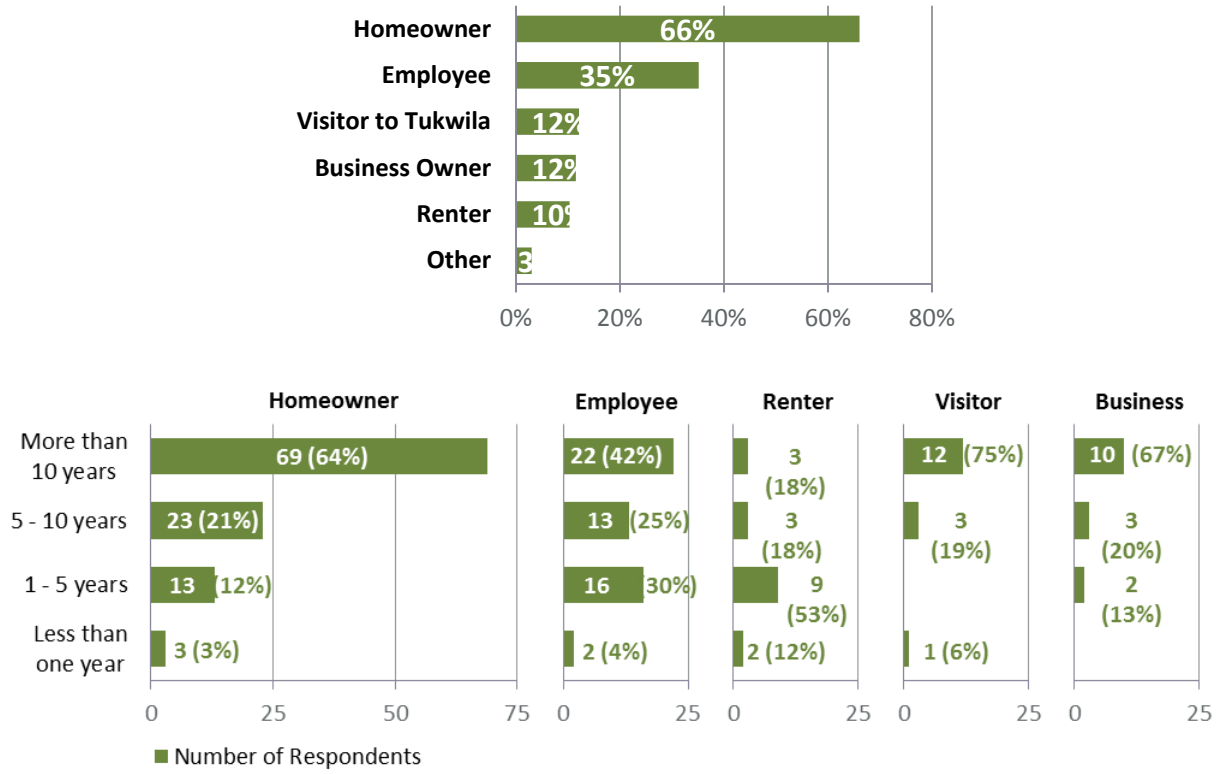


- **Respondents want the City to focus on improving livability and improving Tukwila International Boulevard**. Nearly 80% of respondents named "improve and sustain residential neighborhood quality and livability" as a first or second priority, while 60% selected "redevelop and improve Tukwila International Boulevard."
- **Reinvigorating Industrial Areas received the least interest**. More than half of respondents (52%) identified this as their fourth priority, and another 30% identified it as their third.

RESPONDENTS

The survey ended by collecting descriptive information about the survey respondents to understand the make-up of the group. As with other questions in the survey, responses were optional.

Exhibit 9
Respondent Role and Longevity in Community

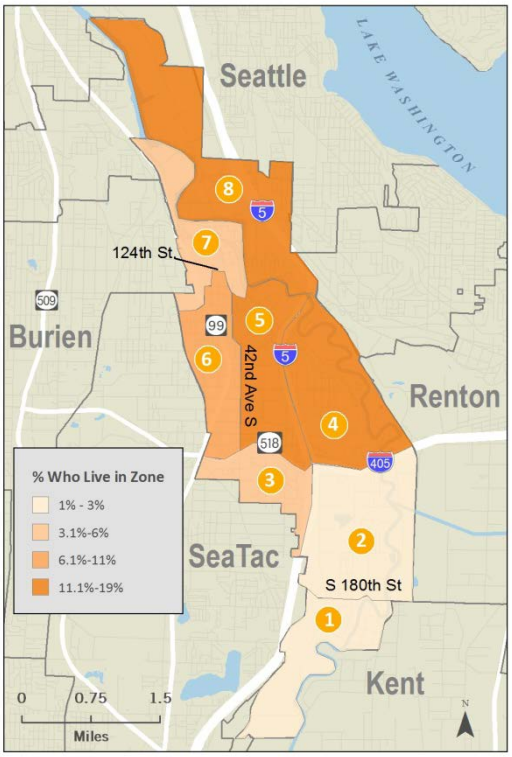


- **The large majority of respondents were homeowners, most of whom have owned a home in Tukwila longer than 10 years.** About 66% of respondents identified as homeowners, and 64% of these homeowners said they had been a homeowner for more than 10 years, 21% for five to ten years, 12% for one to five years, and 3% for less than one year.
- **Employees made up the second largest group, and had varying length of tenure.** About 35% of respondents identified as employees. Within this group, 42% said they had been an employee for more than 10 years, 25% said five to ten years, 30% said one to five years, and 4% said less than one year.
- **Few visitors, renters, or business owners filled out the survey**. Less than 15% of respondents identified as visitors, business owners, or renters. Given the small sample size of these groups, the tenure information is heavily weighted toward specific individuals.

Location

Exhibit 10

Respondent Residence



Respondent Work Location

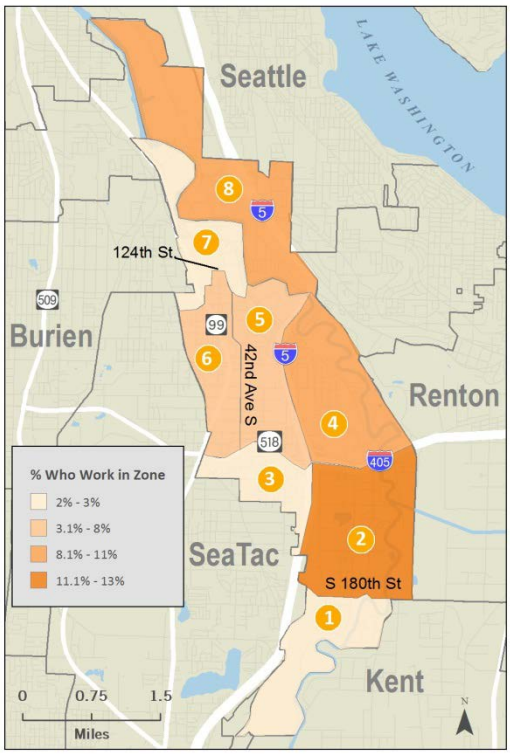
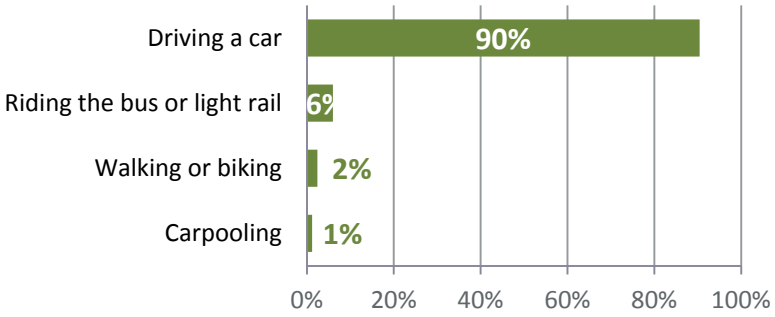


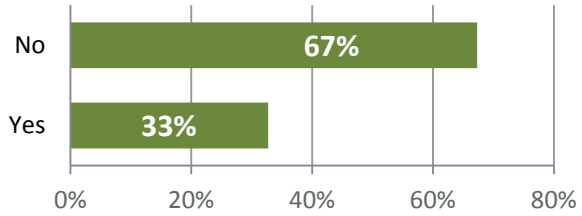
Exhibit 11
What is your primary form of transportation?



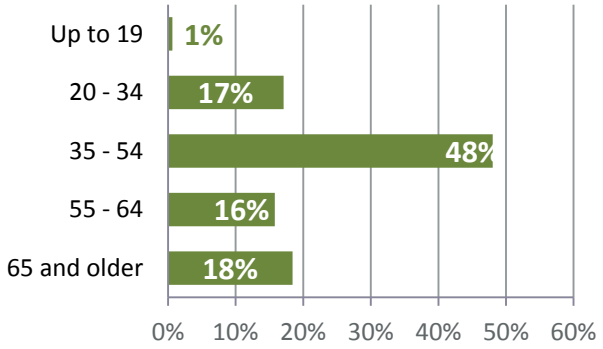
- **A large majority of respondents drive a car as their primary form of transportation**. About 90% of respondents said they drive a car as their primary form of transportation.
- **Some respondents primarily get around via public transportation, while few primarily get around by walking, biking, or carpooling**. About 6% of respondents said they ride the bus or use light rail for their primary form of transportation.
  - Only 2% of respondents walk or bike for their primary transportation.
  - Only 1% of respondents carpool as their primary form of transportation.

Exhibit 12
Additional Demographic Information about Respondents

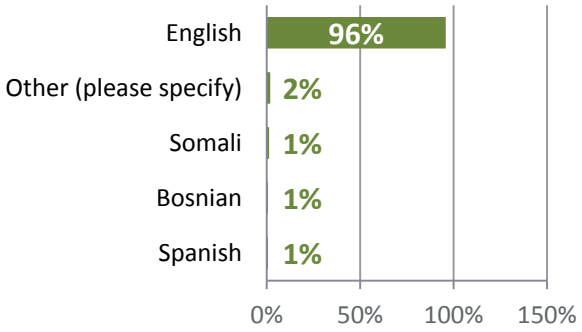
Children present in household



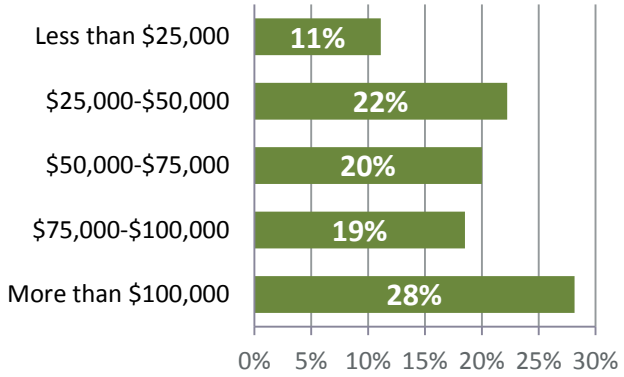
Age of survey respondent



Language spoken at home



Annual household income



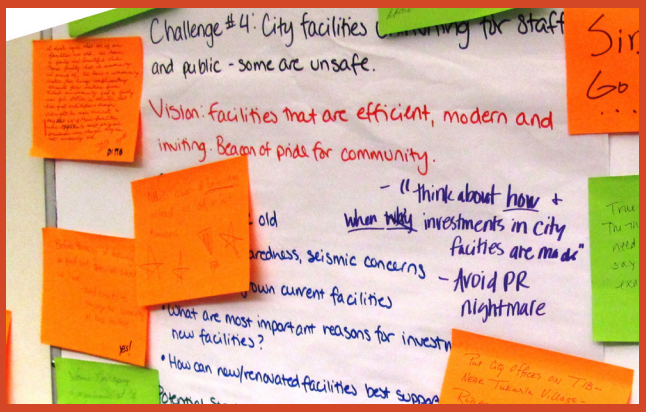
- **Most respondents do not have children in the home**. About 67% of respondents indicated they do not have children under the age of 18 living at home.
- **Most respondents are between 35 and 65**. About 48% of respondents indicated they were 35 to 54 years old, and another 16% indicated they were 55 to 64 years old. About 18% of respondents are senior citizens and less than 1% of respondents were teenagers.
- **Nearly all respondents speak English as their primary language in the home**. Less than 1% of survey respondents selected any language beside English.
- **Respondents encompassed a wide range of household incomes.** About 28% of respondents live in a household with total income greater than $100,000, 39% live in a household with income between $50,000 and $100,000, and 33% live in a household with income of less than $50,000 per year.

City of Tukwila
STRATEGIC ACTION PLAN
Connecting to the Future

City of Tukwila Strategic Plan

Appendix F
November 2012

Community Feedback on Draft Plan Summary



BERK
STRATEGY ▪ ANALYSIS ▪ COMMUNICATIONS

"Helping Communities and Organizations Create Their Best Futures"

CITY OF TUKWILA STRATEGIC PLAN

Appendix F
Community Feedback on Draft Plan
November 2012

INTRODUCTION

The City of Tukwila gathered community feedback through a survey as part of the draft process of the City's first ever Strategic Plan. The Strategic Plan is being developed to set the course for Tukwila's future. The Plan will establish a Vision for the community's future, as well as identified and prioritize specific actions to achieve that Vision. This summary presents baseline community feedback on the Draft Strategic Plan.

APPROACH

The strategic plan drafting process includes many public engagement components, to give respondents the opportunity to provide, and the City the opportunity to collect, feedback on the Draft Strategic Plan. One of these public engagement components is a community survey on the Draft Plan. The survey method encourages respondents to access the Draft Strategic Plan and allows them to provide thoughtful, detailed feedback on the Draft Plan, after doing so. It also allows respondents to provide their feedback at the time and place of their choosing. The survey targeted the English-speaking population of Tukwila that was likely to be comfortable submitting written feedback and suggestions to the City. In-person, conversation-based outreach techniques were used to engage the City's non-English speaking residents in the strategic plan drafting process.

The survey was designed to gather edits and feedback on the Draft Strategic Plan from community members with varying relationships to the City, including residents, employees, business owners, and other interested individuals. The survey collected demographic information about respondents' relationships' to the City.

The survey collected suggestions and implementation ideas for:

- Overall Draft Strategic Plan
- Draft Vision Statements
- Draft Mission Statements
- Goal I: Inviting Neighborhoods and Business Districts
- Goal II: A Great Place to Live
- Goal III: A Strong and Prosperous Economic Future
- Goal IV: A High-Performing Organization
- Goal V: Positive Community Identity and Image

SURVEY ADMINISTRATION

The survey was self-administered by respondents through the online service SurveyMonkey.com. The online survey was open for response from October 18th to November 28th, 2012, although the last response submitted was received November 10th, 2012.

The City promoted participation in the survey in the following ways:

- **Council Encouragement.** The survey was announced at City Council meetings, with council members requesting community participation and putting the survey reminder and link in council minutes.
- **Email Listservs.** Some city departments maintain email listservs of customers. The Mayor's office requested that department heads send information about the Draft Strategic Plan and the survey to their listservs , to encourage responses.
- **Website.** The survey was announced by a banner on the City's homepage that prominently displayed the link to the survey.

RESPONSE RATE

There were 27 responses to the Draft Strategic Plan survey. These responses represent a marginal proportion of Tukwila's population (19,050 residents), so the survey results cannot be considered predictive of the entire population.

The people who responded had a mix of relationships to Tukwila, with some who live in, work in, work for an organization thats partner with, work for, and/or attend church in the City of Tukwila. Only this demographic question (question #1), about respondents' relationship to the City of Tukwila, was required.

The other questions (#2-19) in the survey were optional. Survey respondents could skip any questions they did not want to answer or had no opinion about. The optional nature of the questions made it so that not every respondent responded to every question. There are as many as nine responses and as few as two responses to the optional questions, with an average of five responses.

SURVEY RESPONSES

Survey responses were compiled with other community feedback, which, collectively, advanced the draft plan.

SUMMARY RESULTS

This summary provides the responses to each survey question. Responses have been edited for conventions, spelling, and clarity only. Their content remains the same.

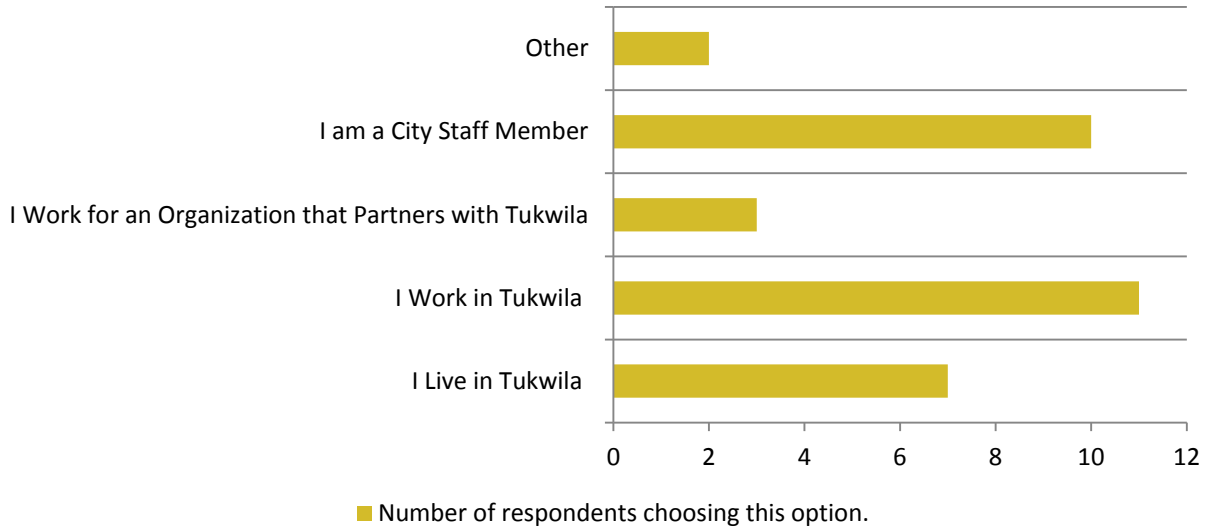
DEMOGRAPHICS

Question One

Note: Question one was a required demographic question that allowed respondents to select more than one response or provide an alternate ("other") response.

Pleas tell us your relationship to the City of Tukwila.

Exhibit 1
Survey Respondents' Relationships' to the City of Tukwila



Source: BERK, 2012.

Other Responses:

- I attend church in Tukwila.
- I shop, eat, and worship in Tukwila.

OVERALL DRAFT STRATEGIC PLAN

Question Two

What overall comments do you have on the Draft Strategic Plan?

- Focused too much on image. Should focus on the basics (maintenance). Keep it safe, Build Healthy Communities, and Provide Great Service. If these goals/objectives are followed, then the image of Tukwila will improve.
- I think the plan does a good job of including all parts of the city - Government, Business, and Citizens. The five listed goals provide a good broad base to work from. My main critique is that the Objectives & Strategies do not spell out how we will measure our success in implementing the plan. How do we define success (or failure) and how often will we evaluate our progress in executing the plan? It seems to me that the strategies can be further refined into specific tasks and/or projects. Further development may not be need if the idea is to let the individual city departments develop their own supporting plans for each of the identified strategies.
- There does not seem to be very many examples of how to accomplish some of the overwhelming negative attributes of the city such as crime and property devaluation. Spending more money is not always the answer.
- The Draft Strategic Plan appears to gloss over facts about Tukwila - high crime rate, low school performance, "transitional" city for many, low income, high tax base. These are objective truths that can help shape vision and plan for Tukwila.
- Very complete.
- Very broad and how will the City measure success?
- It seems that the only main concern I am seeing is on Police & Code Enforcement. I think this is sending a negative message to the rest of the City departments.
- An aggressive plan that if fully implemented will serve the city well.

DRAFT VISION STATEMENTS

Question Three

What are your suggestions for Tukwila's Vision Statement, describing the desired future of the community?

- I prefer option D, however, it should note that 'mobility' should include all modes (pedestrians and bicycles, etc.). Option A and C do not have any reference to safety, which should be a priority.
- Option B probably best address the quality of life issues that our challenged city face, while option D addresses it the least.

- All of these lack endowing Tukwila with a positive sense of identity. It's easy to let verbiage set the tone, but prior to agreeing on a vision statement, Tukwila needs to accept objective facts about the community and choose whether they want to address them, or let them be. I think any of these vision option statements are fine and, I'm guessing for most residents, would be interchangeable. However words like "regional hub" require definitions, as far as what that would mean in terms of legislation. For example does "leisure opportunities" in Option D suggest that the city should support more parks? Subsidize more programs? These things cost money. I don't know that residents understand the impact of the various options.
- Is there a way that you could highlight bringing the diversity of the community together?

  Option A is the most visionary while Option D is the most detailed.
- Option C. I think employees should matter, not just the ones that live in Tukwila.
- With the reference to "superior mobility" removed, I prefer Option D. It seems to best describe the City now and in the future. Option C excludes those visiting the City or renting. Options A and B don't appeal to me.
- I prefer Option A but suggest the following "A community of partners working to foster prosperity & inclusiveness for residents and businesses to thrive."

DRAFT MISSION STATEMENTS

Question Four

What are your suggestions for the City's Mission Statement, describing the role of the City of Tukwila?

- It needs to provide a description of the City's mission and not a definition of what a mission statement should be.
- I would suggest listing neighborhoods before the businesses in all parts of the mission.
- The primary role is to guarantee the safety of the residents and guests in Tukwila. The effectiveness would be measured in crime rate. Other functions include education - this would be measured in test scores (and is not under the purview of the city, but the city is affected by the results.) The city's business is maintaining an atmosphere which allows the city to generate revenue and distribute that revenue to positively impact the residents. Businesses generate the revenue in the city, so the city needs to be "business friendly." In order for the citizens to thrive our residential property values need to be attractive; this goes back to safety and education. If Tukwila is an attractive community to live it, by definition people will feel safe, and our school system will be scoring well. As long as Tukwila has high crime, people won't feel safe and won't want to move to Tukwila. The residents and businesses are invested in the city. The other two parts of community as Tukwila has defined it - the city employees and partners - are in fact vendors to the city; by this I mean that partners are entities that provide services to the city that the city (taxes) pay for, city employees are vendors to the city, too. Although there is definitely an investment in their job, their loyalty is to their employment, not necessarily to the best interests of the city. An example of this would be the 2011 budget cuts and loss of a preschool teacher. The citizens suffered from this loss - early education is vital especially in a community with high levels of poverty; but the city employees did not "lose." The city - thus partners and employees-only exist because of businesses and residents. I believe these two groups should have more influence in the discussion than the partners and employees.
- Communication, collaboration, prioritization.

- Vision Option D looks more like a mission statement to me.
- Clean, organized, and inviting immigrant/refugee Business Park, business training center for immigrant business owners to get an orientation of how to do and present their businesses in America. The city should establish a community/interactive environment where immigrant and local business owners can network and build an interactive business community that encourages diverse interaction where individual businesses owners are not blocked out and boxed into their immediate areas, causing a sense of isolation.
- That it be short, concise, and easy to remember.
- Good.

GOAL I: INVITING NEIGHBORHOODS AND BUSINESS DISTRICTS

Question Five

What do you like about this goal?

- I like the goal/intent of improving walkability. A strategy should be to increase 'accessibility' for all residents.
- I appreciate that the goal addresses the crime issues and property devaluation, but question how the city can afford to implement much of it, based on the long term budgeting issues.
- 1. TIBAC is an example of community members engaging in this. 2. Sidewalks add to property value and attractiveness to buyers, we should prioritize sidewalks in residential neighborhoods. 3. Crime prevention should be Tukwila's number one priority, especially on the highway. This is a blight to Tukwila.
- I like the component of defining the standards.
- Focuses on common needs of businesses, residents, and visitors to make the city the ideal place to work, live, and shop.
- I like that the city is striving to improve the visual appearance of the city, while striving to work with those in the community.

Question Six

How would you improve this goal?

- Need to make a connection between activation of a public place/place making with crime prevention. The 'more eyes on the street' concept.
- Institute more cost recovery goals to ensure long term success.
- 1. The city needs to address these items when they are going on - which is all the time. Code enforcement works banker hours, which is not realistic. Many residents are not in the city during city operating hours. 2. Less emphasis on CDC as residential area - I would not advocate putting any money in that 3. Definitely support development of Tukwila South. Would be nice to see a "Renton Landing" area develop there.
- No suggestions.

- Separate inviting neighborhoods and business districts into two distinct goals. Draft additional city objectives and strategies that support business growth and recruitment. Looks for ways to enhance transportation services rather than focus on walkability.
- 1. Not sure what A1 would look like in practice. 2. What is the "community-led vision for the TIB"?Is that another document already in existence or one that needs to be created?
- "Not sure what B2 is trying to convey. 'Increase implement.' Should it state Increase & Implement...

Question Seven

What are your ideas for implementing this goal? Please indicate which Objectives your suggestions address.

- Add to B. Increase mobility and access for everyone. Make transit the efficient, affordable choice for a variety of trips. Make healthy travel options the easiest choices. Minimize conflicts of right-of-way to accommodate all travelers. Add to A. Activate public spaces.
- Encourage more adopt a street type programs throughout the city. Allow community access to cameras throughout the city to utilize citizens as watchdogs.
- C2-Make the camera's accessible to residents to view over the Internet, not just at the highway station. C2-Police need to get out and meet the public more - so residents feel comfortable. A1, B4, C2 - These are great statements, but until the city can figure out a way to "Engage the community" they are meaningless. The city needs to look at events/groups where there is participation and find out how that happened and how to repeat it, or leverage these opportunities and groups and expand community involvement.
- B2 - connect the walk and roll plans. A - help identify where the "town" is.
- This applies to the entire strategic plan... Establish a results-oriented administration; Create a customer service culture of "Yes"; Evaluate city services for fit with the City's mission, vision and long-term financial sustainability; Maximize the use of publicly-owned facilities; and Increase tourism.
- I guess one of the main concerns I have is the way police respond to 911 calls. I have had a break-in in the past and it took police over 20 minutes to show up. By then if I didn't have an alarm, I would have lost many valuables and my personal information. I was able to get there within 4 minutes. I also have a concern about police abusing their position since years ago I and my wife were also not treated good when we simply went to pick up my prescription at the drug store. They put my wife in handcuffs and wanted to throw us both in jail even after I proved to them it was for my obvious surgery.
- Personal visits with the businesses and homeowners with the goal of engaging us in these goals on an individual level.

GOAL II: A GREAT PLACE TO LIVE

Question Eight

What do you like about this goal?

- Section B3-It is a tangible objective, where the others seem more supportive and rely on 3rd party organizations to achieve.
- Expand parks and recreation to meet broader range of interests.
- B1 & B2-This is ESSENTIAL. Our community will not thrive unless our schools provide quality education that parents want.
- This is a very important goal considering the needs of our population.

Question Nine

Regarding Goal II: A Great Place to Live: How would you improve this goal?

How would you improve this goal?

- What does C1 mean?
- Put an emphasis on education. Without a strong foundation in schools, the community will never grow and thrive.
- A2 What does "good partner" mean? This clause seems superfluous. A3-I don't think Tukwila needs to be a regional leader in efforts to increase community stability, I think we need to learn how to manage what we have.
- Increase access to social services.
- Include working with business leaders/owners to offer internships or job training classes to residents and students so that they could network and build up their skills.
- Bring back dump passes!
- I would never want to build a new home in Tukwila because of the huge fees and planning code restrictions. That could use some improvement to make it more enticing to develop here.
- Goal B seems to address the work of the School Districts and not the City of Tukwila specifically. Also, I don't think it is the City's role to promote professional development opportunities to citizens.
- B. Strengthen the City's... at the end of the sentence add "& social service religious agencies" Add B3-Improve the city's capacity to engage social service & religious agencies in meeting the needs of the city's most vulnerable citizens & visitors.

Question Ten

What are your ideas for implementing this goal? Please indicate which objectives your suggestions address.

- Section A3-add ensure equity in service. The City needs to lay out how they are going to be a 'regional leader.'
- Specify that early education is a priority and that the community preschool program be reinstituted and protected.

- A Tukwila contracts out the direct social services to other organizations but spends over 30% of the budget on its staff. This needs to be reevaluated. We cannot continue to increase our spending on staff while cutting money to the agencies that work directly with the clients. We need to automate, if possible, connecting people to organizations. B3 Parks & Recreation needs to analyze data and come up with programming that meets citizens' needs. In certain cases, work with services to include classes like parenting and nutrition and doing these classes in schools and libraries. Is Parks & Recreation looking at, on a regular basis, who takes classes, what are their demographics, are they residents, etc.? This is crucial to building a strong and vibrant community. What we don't need is more parks that are underutilized and become havens for the homeless and drug dealers.
- Community center for services. One stop shopping for dental, Vancouver school district has a very good model facility for this.

GOAL III: A STRONG AND PROSPEROUS ECONOMIC FUTURE

Question Eleven

What do you like about this goal?

- A1 I don't know that the city should be putting money into trying to determine what the future is going to look like. Certainly the city should protect Southcenter businesses and make it easy for them to do business without harming guests or citizens. A3, B1 This is important. The city really needs to focus on helping businesses. An example of not helping businesses is not providing refunds when the business overpays on its taxes. The city should be very proactive. How does the city communicate with businesses?
- Economic future means jobs for our community.
- Recognizing business in Tukwila is important.

Question Twelve

How would you improve this goal?

- It seems like Tukwila knows how to deal with businesses/retail, but is lacking on how to link the economic future with the residents of the community.
- Help mold the retail market of the future. Be proactive rather than reactive.
- A2 what does this mean? Is this to establish communication between the city residents and businesses? It seems the city and the businesses already have a relationship. However the businesses do not seem very involved with the residents. B2 this is interesting. I think the city could help businesses connect with the community, but this would need to be monitored. Employees should not become the recipients of "gifts" from businesses.
- Identify the type of businesses you want to bring into Tukwila.
- Increase tourism promotion; establish a results-oriented administration; create a customer service culture of "Yes"; evaluate city services for fit with the City's mission, vision, and long-term financial sustainability.
- Quit messing with the fees for business licenses. The last few years it seems as if businesses are getting reamed.

- In A1 add the word strong, so that it reads "Protect the City's strong retail position and prepare for the retail market of the future."

Question Thirteen

What are your ideas for implementing this goal? Please indicate which objectives your suggestions address.

- The City needs to be inclusive and transparent in the public engagement process.
- Create more interesting sub-areas of the commercial area that focus on variety and inviting design rather than big box stores and strip malls.

GOAL IV: A HIGH-PERFORMING ORGANIZATION

Question Fourteen

What do you like about this goal?

- I think this is a well thought-out goal.
- A this would be good - if the strategic plan addresses the issues that Tukwila faces. E3 do we even have anyone on staff now that is bilingual? F2 as long as staff is in charge of seeking efficiencies nothing will change - status quo means job security. I like the goal, but this needs to be implemented by a non-staff advisory board.
- If you monitor and adjust you can accomplish the vision.
- Focuses on improving staff communication and professional development.
- Focus on a goal.

Question Fifteen

Regarding Goal IV: A High Performing Organization: How would you improve this goal?

How would you improve this goal?

- Ensure equity in service and a high level of customer service to residents and customers. Ensure quality departmental workforce. Be inclusive and transparent in public engagement.
- It seems there is a focus on improving communication within the city and investing in staff competency. Why is this not already happening and is the staff not already competent?
- This Goal reads like staff wish list. It's interesting to see that this Goal, which clearly came mostly from staff visioning meetings, encompasses two pages and six strategies, whereas the community based goals don't come close to this. F4 how about exploring options to decrease expenses?
- Establish a results-oriented administration; Create a customer service culture of "Yes"; Evaluate city services for fit with the City's mission, vision and long-term financial sustainability.
- Promote from within! There are many wonderful employees that currently work here. Get rid of the Court. They are bullies and only want to do things their way! Get rid of Alliance - make it so this is actually the City of Tukwila! People are afraid to come in and even when they do, there is no place for the elderly to park! This has been a hot topic for a while; you asked for employees' feedback but never took it seriously.

- Build relationships. Each department seems as if it is its own little island and not one big city. Work on giving employees that you currently have the opportunity for growth. Seems like there are a lot of people being divided and torn apart.
- C "Engage and empower City employees" gives a negative impression of city employees. From what I have seen, employees are engaged and care deeply about the Tukwila community. F "Ensure the long-term fiscal sustainability of the City" should be listed first, as it is the most important. C2 is not an appealing strategy. A decentralized structure would not serve the needs of departments that depend on a chain of command structure. Centralized leadership, when done well, is an appropriate structure for a municipality. Shorten F2 by deleting "through mechanisms that are fair and appropriate in the burden they place on the community". Completely fair is entirely subjective and, therefore, not a realistic measure.

Question Sixteen

What are your ideas for implementing this goal? Please indicate which objectives your suggestions address.

- Utilize more outsourcing to help with fiscal sustainability. Decrease the size of government.
- A2 a dashboard like the City of Mercer Island has or the City of Redmond. This would be excellent.
- A3 and A4 focus should be on achieving goals. Goals should be measurable. These comments seem to be alluding to some communication/silo issues within the city. Residents and Businesses don't want to spend money on feel good workshops. If there are communication problems and managerial problems, employees need to go through proper channels to solve them. The strategic plan is not about making city employees happy with their jobs. E2 what programs, etc. do we need to invest in? Why can't staff simply get out in the community and start talking to residents? City council does this already, and they didn't require any workshops or training to do this. Please, please, let's not waste money on this. D most residents live in houses built before the city structures; this objective was clearly staff's idea. Let's plan for this, but I'm sure that the community members did not advocate for this. Businesses and residents are not going to move to Tukwila because of our great city hall (unless you can figure out a way to get the Sistine Chapel moved over here).
- E further articulation of who will be communicating with whom.
- C get rid of the current city administrator. He isn't serious about his work - only delegating it to others.

GOAL IV: POSITIVE COMMUNITY IDENTITY AND IMAGE

Question Seventeen

What do you like about this goal?

- I like sections A and B. Section C is premature. See answer to question 18.
- Broaden participation in city decision making processes.
- All very nice thoughts. But are they even reasonable? The positive community identity and image can only happen if the measurements people care about are there. Is our crime down? Do are kids graduate, go on to college? Are you safe in your neighborhood?
- I like the community "branding."

- Highlighting diversity as a jewel of the city.
- Tukwila is a diverse community and recognizes it's going to take work to bring connections together.

Question Eighteen

How would you improve this goal?

- Need to lead by example and then the 'image' of Tukwila will be changed. Need to focus on diversity, inclusion, safety, and activation.
- Add more transparency so the community members themselves do not have questions regarding their community's image.
- I would look at how sociologists look at diverse communities. We need to create honeycombs and get people invested. Until that happens this is just a "pie in the sky."
- Identify the business community as a positive part of the community and address its image and identity as well.
- See goal 4!

Question Nineteen

What are your ideas for implementing this goal? Please indicate which objectives your suggestions address.

- Allow the community to be involved in community branding, not pay huge money for it. Include the schools in the process.
- Until people feel safe in the city we can't change its image. We need to get crime down. We need to seriously do this. Tukwila could, actually, promote this effort and use the crime barometer or safe neighborhood measurement to get better press. The last thing Tukwila should do is brand Tukwila without addressing these issues. It would be a big mistake.
- Get a PIO!
- Develop an "I need to come to event.”