



CITY OF BURIEN STRATEGIC PLANNING: COUNCIL RETREAT, SESSION 1

February 8, 2016 | 5:30-9:30 pm | Burien City Hall, Council Chambers

5:30 Welcome and Agenda Overview

Mayor Krakowiak

- Welcome and introductions
- Agenda overview

Brian Murphy, BERK

5:45 Strategic Planning Purpose, Process, and Desired Outcomes

Brian

- Purpose of strategic planning and examples from peer cities
- Preliminary thoughts on final product
- Planning process and role of participants, including City Council, the public and City staff

6:00 Quick Environmental Scan

Jennifer Tippins, BERK

- Small group rapid brainstorming: strengths and assets, opportunities, and threats
- Large group discussion of each

6:30 Discuss Mission, Vision, and Values

Brian

- Define terms and explain how these guiding statements work together
- Solicit Council input:
 - Comment on current Vision for Burien
 - Desired components to include in a Mission Statement
 - Comment on Organizational Values

7:00 Discussion of Core Functions and Services, as well as Goals/Priorities (with break)

City Staff

- Definition of terms and overview of structure for this discussion
- Introduction to each topic, led by key leadership staff (approx. 20-30 min each)
- Questions and comments from Councilmembers

9:00 Meeting Close

Brian

- Identify requests for staff and consultant follow-up to inform subsequent planning
- February 22
 - Finish staff presentations
 - Council discuss and direction setting
- Subsequent next steps
 - Consultant work with Leadership Team
 - Community survey
 - Council review and revision of draft strategic planning document
 - Council approval by June 2016
 - Budget development process and potential additional public involvement
- Initial roundtable comments: hopes and fears for strategic planning process

9:30 Adjourn



STRATEGIC PLANNING 2016

CITY OF BURIEN

Council Retreat Session 1

February 8, 2016



Welcome and Agenda Overview

Welcome and Agenda Overview

Warmup Question

- What is your favorite place or thing to do in Burien...
 - ...on a rainy weekend day?
 - ...when it's nice outside?

Welcome and Agenda Overview

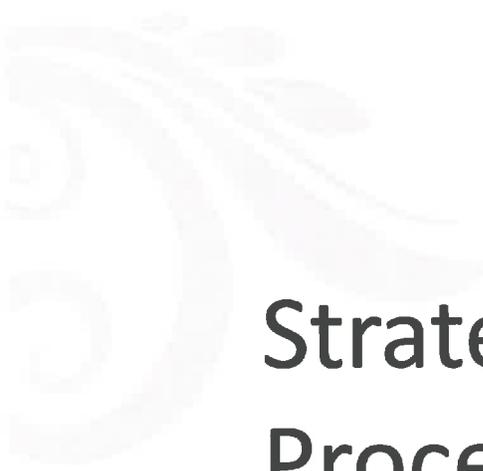
Agenda

Time	Topic	Lead
5:30	Welcome and Agenda Overview	Brian Murphy, BERK
5:45	Strategic Planning Purpose, Process, and Desired Outcomes	Brian
6:00	Quick Environmental Scan	Jennifer Tippins, BERK
6:30	Discuss Mission, Vision, and Values	Brian
7:00	Discussion of Core Functions and Services, as well as Goals/Priorities	City Staff
	Short break	
	Discussion of Core Functions and Services, as well as Goals/Priorities (continued)	City Staff
9:00	Meeting Close	Brian
9:30	Adjourn	

Welcome and Agenda Overview

Meeting Ground Rules

- Participate actively and listen respectfully.
- Trust the process and the facilitation.
- Appreciate that tonight's discussion is a start, not an end, to the process.
- Other suggested ground rules?



Strategic Planning Purpose, Process, and Desired Outcomes

Strategic Planning Purpose, Process and Desired Outcomes

Section Goals

- Review purpose of strategic planning and examples from peer cities
- Share preliminary thoughts on the final product and how the City will use it
- Review planning process and role of participants

Strategic Planning Purpose, Process and Desired Outcomes

Purpose of strategic planning

- Strategic planning generates shared understanding of:
 - What we're trying to achieve
 - What's most important
 - How we'll get there – and how we'll make course adjustments
- Use the *process* and *outcome* to align:
 - Goals and priorities of elected officials
 - Budget, organizational work plans and implementation
 - To improve quality of life and benefit residents, business owners, other community members
- Address *the city as a community* and the *City as an organization*

Strategic Planning Purpose, Process and Desired Outcomes

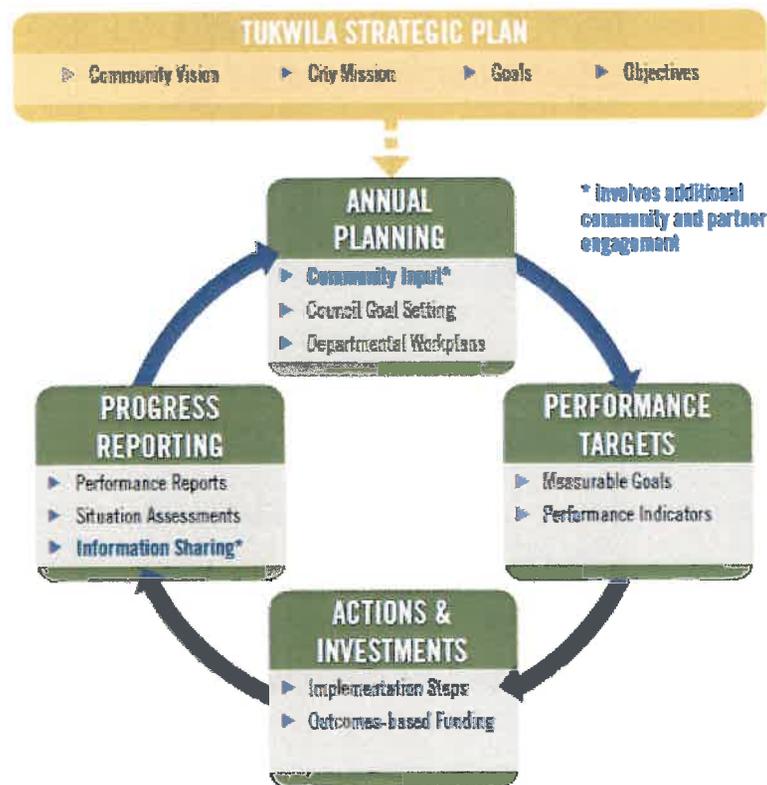
Tukwila Example

<p>CITY OF TUKWILA</p> <p>COMMUNITY VISION</p> <p><i>The city of opportunity, the community of choice.</i></p> <p>CITY MISSION</p> <p><i>To provide superior services that support a safe, inviting, and healthy environment for our residents, businesses, and guests.</i></p> <p><small>PAGE 6 CITY OF TUKWILA STRATEGIC PLAN</small></p>	<p>STRATEGIC GOALS & OBJECTIVES</p> <p>GOAL ONE A Community of Inviting Neighborhoods & Vibrant Business Districts</p> <ul style="list-style-type: none">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. <p>GOAL TWO A Solid Foundation for All Tukwila Residents</p> <ul style="list-style-type: none">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. <p>GOAL THREE A Diverse & Regionally Competitive Economy</p> <ul style="list-style-type: none">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. <p>GOAL FOUR A High-Performing & Effective Organization</p> <ul style="list-style-type: none">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. <p>GOAL FIVE A Positive Community Identity & Image</p> <ul style="list-style-type: none">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. <p><small>CITY OF TUKWILA STRATEGIC PLAN PAGE 7</small></p>
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Strategic Planning Purpose, Process and Desired Outcomes

Tukwila Example

CITY PERFORMANCE & ACCOUNTABILITY MODEL



2013 PRIORITIES	DEPT(S)	PLAN GOALS	STATUS AS OF December 31
An Improved Environment for Community Livability			
Restore proactive code enforcement efforts citywide	DCD, CE	1A	Proactive code enforcement is being implemented in businesses that still have non-compliance inspections are continuing along remaining Zone 3 areas.
Streamline and strengthen nuisance ordinance and abatement process	DCD	1A, 1B	The City's enhanced Citizen Nuisance Abatement is an effective tool in helping abate...
Plan for pedestrian safety improvements along Tukwila International Boulevard	PW	1B, 1C, 1D	ADA Improvement Project's bike lane improvements will be completed and the S 144 th St Phase II (42 nd St) improvements will be completed.
Create strategies to mitigate neighborhood impacts of freight mobility	Mayor's Office	1A	Staff has received a draft Request for Proposals for southern access to Allentown and is currently reviewing applicability. Consideration is a to proceed with the livability study.

Strategic Planning Purpose, Process and Desired Outcomes

SeaTac Example

	<h3>ROAD MAP</h3>	
VISION	VALUES	TOP 3-5 YEAR GOALS
The City of SeaTac is a premier global community offering a solid, sustainable economy and a healthy, inclusive, and vibrant quality of life.	SERVICE	ACHIEVE CITY COUNCIL GOALS
	We deliver effective, quality and enduring service to all.	Embrace and achieve City Council goals and policy direction.
	INTEGRITY	ENHANCE OUR COMMUNITY
	We maintain a foundation of trust by being honest, respectful and true to our word.	Enhance the livability of SeaTac by working hand in hand with community members and partners to create a safe, active and attractive city.
	TEAMWORK	FOSTER EMPLOYEE ENGAGEMENT
	We work together to accomplish great results by valuing and respecting each other, being empathetic and communicating openly in the spirit of innovation.	Foster an environment where team members are engaged, informed, empowered and recognized for their value.
MISSION	ACCOUNTABILITY	SUSTAIN FINANCIAL HEALTH & STABILITY
The mission of the City of SeaTac is to steward the public's trust and deliver high value services in a financially responsible manner that enhances a safe, healthy and sustainable quality of life in partnership with the community.	We embrace transparency, responsibility and ownership in our decisions and actions.	Continually improve upon the successes of today to ensure a balanced, healthy, and stable financial future for delivery of services.
		BUILD INFRASTRUCTURE; PROMOTE DEVELOPMENT
		Build and maintain enduring public infrastructure and promote economic development opportunities to enhance connectivity and quality of life.

Strategic Planning Purpose, Process and Desired Outcomes

SeaTac Example

City of SeaTac Dashboard

- On Target (within 5%)
- Close to 2-Year Target (within 6-20%)
- Needs Attention (within 21%-)

2. Enhance Our Community

	Current	Target	Status
SeaTac Safety (Res. Survey)	58%	57%	On Target
Recommend Living in SeaTac (Res. Survey)	75%	78%	Close to 2-Year Target
Accessed City Services (Res. Survey)	48%	47%	On Target
City Website Returning Visitors	65,934	62,000	Needs Attention
Applications for Citizen Committees	Avg: 40 '14	2 per year	NA
Participation at City Events	50%	58%	Close to 2-Year Target

4. Sustain Financial Health

	Current	Target	Status
General Fund Reserve	25%	25%	Needs Attention
General Fund Operations Subsidy	5%	5%	Close to 2-Year Target
National PSP Credit Rating	AA+	AA/AAA	Needs Attention
National Financial Management Award	Yes	Yes	Needs Attention

1. Achieve City Council Goals

	Current	Target	Status
Quality of Life Rating (Resident Survey)	57%	65%	Close to 2-Year Target
Economic Development Services (Res. Survey)	30%	35%	Close to 2-Year Target
Code Enforcement Services (Res. Survey)	40%	50%	Needs Attention
Council Feedback on Progress	80%	95%	Close to 2-Year Target

3. Foster Employee Engagement

	Current	Target	Status
Employee Alignment (Employee Survey)	58%	70%	Needs Attention
Emp's Understand Overall Goals (Emp. Survey)	58%	70%	Needs Attention
Employee Capabilities (Emp. Survey)	58%	75%	Close to 2-Year Target
Emp's Have Skills to Meet Expectations (Emp. Survey)	81%	85%	On Target
Employee Engagement (Emp. Survey)	60%	70%	Close to 2-Year Target
Excellent Place to Work Rating (Emp. Survey)	67%	75%	Close to 2-Year Target
Employee Longevity	12.9 years	11.7 years	On Target
Employee Attendance at City Events	Initiative to gather	80%	NA

5. Build Infrastructure and Promote Development

	Current	Target	Status
Economic Development Services (Bus. Survey)	71%	77%	Close to 2-Year Target
Parks and Rec Facilities (Res. Survey)	60%	70%	Close to 2-Year Target
Pavement Condition Index	73	75	On Target
Walk Score (walkscore.com)	36	40	Close to 2-Year Target
Amount of Sidewalk (miles)	45	45	On Target
Permit System Timeliness	Avg: 11Q '14	TBD	NA
Permit System Activities	28%	30%	On Target
Economic Development Index	Avg: 2Q-3Q '14	TBD	NA

Strategic Planning

Renton Example

Renton Business Plan

VISION

Renton: The center of opportunity in the Puget Sound Region where families and businesses thrive

MISSION

The City of Renton, in partnership and communication with residents, businesses, and schools, is dedicated to:

- Providing a safe, healthy, welcoming atmosphere where people choose to live
- Promoting economic vitality and strategically positioning Renton for the future
- Supporting planned growth and influencing decisions that impact the city
- Building an inclusive informed city with opportunities for all
- Meeting service demands through high quality customer service, innovation, a positive work environment, and a commitment to excellence

2016-2021 GOALS



Provide a safe, healthy, vibrant community

- Promote safety, health, and security through effective communication and service delivery
- Facilitate successful neighborhood through community involvement
- Encourage and partner in the development of quality housing choices for people of all ages and income levels
- Promote a walkable, pedestrian and bicycle-friendly city with complete streets, trails, and connections between neighborhoods and community focal points
- Provide opportunities for communities to be better prepared for emergencies



Promote economic vitality and strategically position Renton for the future

- Promote Renton as the progressive, opportunity-rich city in the Puget Sound region
- Capitalize on opportunities through build and creative economic development strategies
- Recruit and retain businesses to ensure a dynamic, diversified employment base
- Nurture entrepreneurship and foster successful partnerships with businesses and community leaders
- Leverage public/private resources to focus development on economic centers



Support planned growth and influence decisions that impact the city

- Foster development of vibrant, sustainable, effective, mixed-use neighborhoods in urban centers
- Uphold a high standard of design and property maintenance
- Advocate Renton's interests through state and federal lobbying efforts, regional partnerships and other organizations
- Pursue transportation and other regional projects and services that improve quality of life
- Balance development with environmental protection



Building an inclusive informed city with opportunities for all

- Improve access to city services and programs and make residents and businesses aware of opportunities to be involved with their community
- Build connections with ALL communities that reflect the breadth and richness of the diversity in our city
- Promote understanding and appreciation of our diversity through celebrations and festivals
- Provide critical and relevant information on a timely basis and facilitate two-way dialogue between city government and the community
- Encourage volunteerism, participation and civic engagement

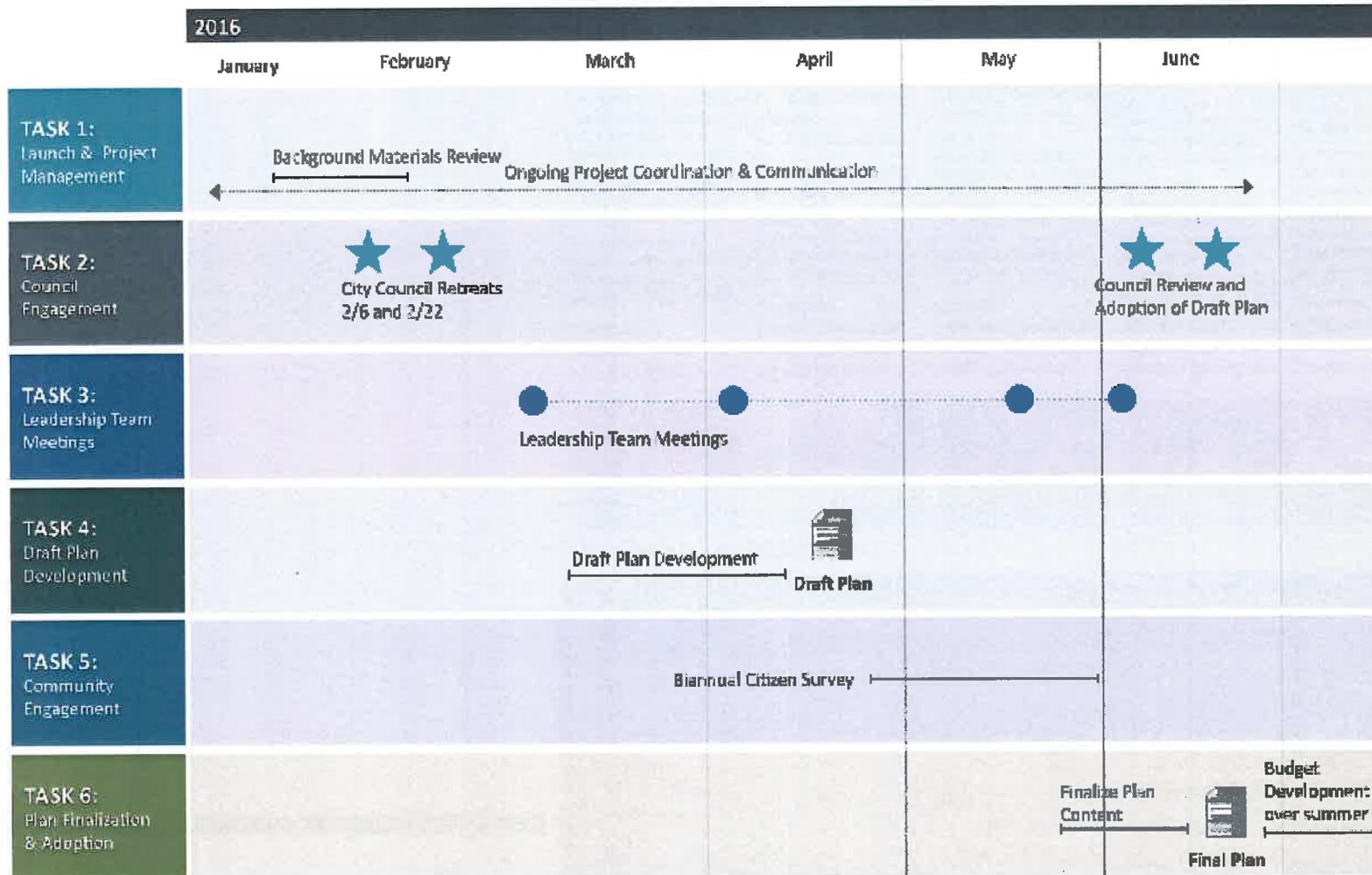


Meet service demands and provide high quality customer service

- Plan, develop, and maintain quality services, infrastructure, and amenities
- Prioritize services at levels that can be sustained by revenue
- Develop a skilled workforce by making Renton the number one employer choice
- Develop and maintain collaborative partnerships and investment strategies that improve services
- Respond to growing service demands through partnerships, innovation, and outcome management

Welcome and Agenda Overview

Project Timeline





Quick Environmental Scan

Quick Environmental Scan

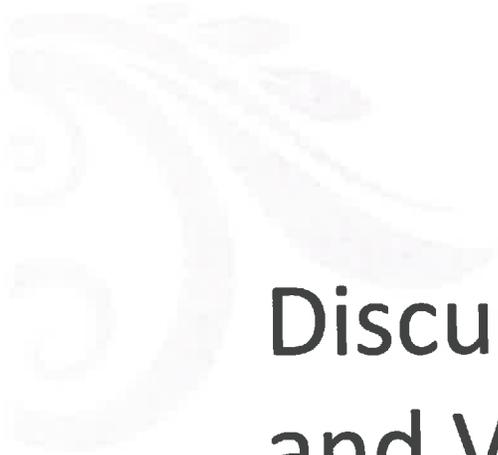
Section Goals

- Set the stage by reminding ourselves of contextual factors

Quick Environmental Scan

SWOT Analysis Small Group Exercise

1. **What are Burien's *greatest strengths*?**
 2. **What are Burien's *greatest challenges*?**
 3. **What *threats* do we need to address?**
 4. **What are Burien's *greatest opportunities*?**
- Consider these questions from multiple perspectives:
 - *Internal* issues: the City of Burien as an organization
 - *External* issues: Burien as a community and as a part of the broader region



Discuss Mission, Vision, and Values

Discuss Mission, Vision, and Values

Section Goals

- Define terms and explain how these guiding statements work together
- Solicit Council input:
 - Comment on current Vision for Burien
 - Desired components to include in a Mission Statement
 - Comment on Organizational Values

Discuss Mission, Vision, and Values

Definition of Terms

Vision: Description of the desired future for the community of Burien. May require more than the City acting alone. A short and aspirational statement.

Mission: More nuts and bolts than the Vision, but still inspiring. Describes the City's role and responsibility in pursuing the Vision for the community. Short and memorable.

Values: Describes what is important to you as an organization. Core principles that provide guidance.

Discuss Mission, Vision, and Values

Burien's Current Vision Statement

A vibrant and creative community, where the residents embrace diversity, celebrate arts and culture, promote vitality, and treasure the environment.



A vibrant and creative community, where the residents embrace diversity, celebrate arts and culture, promote vitality, and treasure the environment

VISION FOR BURIEN
Our Future. Our Choices.

COMMUNITY	Genuine	Burien residents are welcoming, greet their neighbors, and work together.
	Engaged	Burien residents enjoy recreational and cultural opportunities.
	Stable	Burien strives for stability by encouraging investment and care across for all of its residents.
DIVERSITY	Inclusive	Burien promotes diversity and welcomes all residents.
	Multicultural	Burien celebrates the many cultures and backgrounds of its residents.
	Multi-centered	Burien nurtures a thriving sense of business and community to life.
ENVIRONMENT	Natural	Burien preserves its natural resources and public waterways.
	Green	Burien promotes clean and open spaces and welcomes neighborhood farmers.
	Liveable	Burien creates a vibrant live-work-play-learn, and transit-oriented culture.
PROSPERITY	Local	Burien promotes local businesses and supports its local businesses.
	Expansive	Burien encourages businesses to invest in and expand the local economy.
	Creative	Burien promotes and supports the development of new, old, and emerging businesses.
EDUCATION & YOUTH	Teaching	Burien believes that quality schools are essential to the future success of its residents.
	Learning	Burien actively supports early child, adult education, and lifelong learning.
	Nurturing	Burien supports the youth and encourages its residents to support its students.
HEALTH & SAFETY	Healthy	Burien promotes community health and well-being for all of its residents.
	Active	Burien encourages and supports a good physical and mental health.
	Peaceful	Burien promotes safety, supports its citizens, and encourages a peaceful environment.
GOVERNANCE	Responsive	Burien's city government operates in an open & accessible manner.
	Effective	Burien's city government strives for organizational excellence.
	Collaborative	Burien's city government works in partnership with its citizens.

Discuss Mission, Vision, and Values

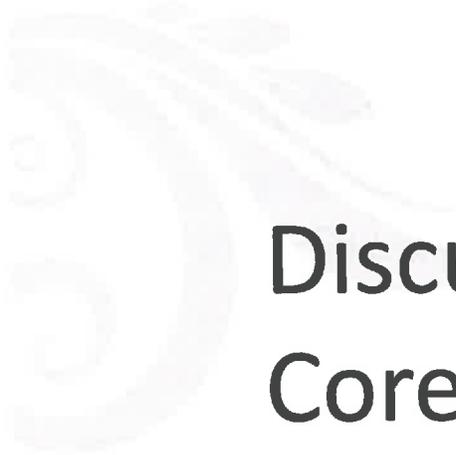
Mission Statement

- Existing statement:
“Innovative stewards of public trust.”
- What ideas or concepts do you want to include in your Mission Statement?

Discuss Mission, Vision, and Values

Burien's Current Organizational Values

- By **Trust** we mean relying on one another, based on mutual respect and a belief in the positive intent and competence of others.
- By **Integrity** we mean staying true to our values and doing what is right even when no one is looking.
- By **Collaboration** we mean working together towards a common goal by sharing knowledge, learning and building consensus.
- By **Service** we mean what each of us does every day to make a meaningful contribution.
- By **Communication** we mean open, honest, consistent and timely exchange of information leading to a shared understanding.
- By **Excellence** we mean the pursuit of the highest standard.



Discussion of:
Core Functions and Services,
as well as Goals/Priorities

Discuss: Core Functions and Services, as well as Goals/Priorities

Section Goals

- Review definition of terms and overview of structure for this discussion
- Discuss each topic, led by Leadership Team members, with questions and comments from Councilmembers

Discuss: Core Functions and Services, as well as Goals/Priorities

Key Concepts – Terminology May Change

- **Core functions or services:** activities that are required by law or for the well-functioning of the community. They must be done. They may be improved or made more efficient.
- **Goals/Priorities:** Discretionary actions or investments to advance our Vision for the community.

Discuss: Core Functions and Services, as well as Goals/Priorities

Staff Presentations

- Staff presentations to be inserted here

Meeting Close

Next Steps

- Identify requests for staff and consultant follow-up to inform subsequent planning
- February 22, Session 2:
 - Finish staff presentations
 - Council discussion
- Subsequent next steps:
 - Consultant work with Leadership Team
 - Community survey
 - Council review and revision of draft strategic planning document
 - Council approval by June 2016
 - Budget development process and potential additional public involvement
- Initial roundtable comments: hopes and fears for strategic planning process