

5:00 p.m. Special Meeting for the purpose of holding an Executive Session to discuss a personnel matter per RCW 42.30.110(1g) to evaluate qualifications of applicants for public employment, Miller Creek Conference Room

AGENDA

Burien City Council Annual Retreat

Monday, March 27, 6 – 9 p.m.

Location: Multipurpose Room, City Hall

- 6:00 p.m. Welcome and review goals
 - 6:10 p.m. Year in Review – Accomplishments of 2016
 - 6:40 p.m. Designing an agenda for success
 - 7:00 p.m. Identifying Priorities - Items not addressed in 2016
 - 7:20 p.m. Break
 - 7:35 p.m. Identifying Priorities – Items needing additional work or adjustments
 - 8:00 p.m. Identifying Priorities – New items
 - 8:30 p.m. Identifying Priorities – Compiling the list
 - 9:00 p.m. Adjourn until April 10
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Monday, April 10, 6 – 9 p.m.

Location: Multipurpose Room, City Hall

- 6:00 p.m. Recap work from March 27
- 6:10 p.m. Review topics list
- 6:20 p.m. Prioritization activity
- 7:30 p.m. Break
- 7:45 p.m. Prioritize the topic list
- 8:30 p.m. Determine success measures for top tier items
- 8:50 p.m. Last words and action items review
- 9:00 p.m. Adjourn



Burien

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MEMORANDUM

TO: City Council
FROM: Tony Piasecki, Interim City Manager
DATE: March 27, 2017
SUBJECT: Strategic Plan 2017-2020 Update

Since the approval of the Strategic Plan in 2016 by City Council, staff can report progress on the following items:

Safe Community

- 1. Enhance public safety through effective policing and an increasing focus on prevention and community engagement.**
 - a. Support community interest to build staffing capacity for both supervision and response.*
 - Approved two additions to the Department to include a Supervisor and Detective to be added to a newly formed Proactive Unit. Secured a COPS Hiring Grant to offset a portion of the costs. Developing the initiatives and priorities of these positions and the unit.
 - b. Increase community engagement, including crime prevention strategies.
 - Strategic staffing of both the Department's new Community Service Officer and existing members of the Proactive Unit to include two bi-lingual officers. Continued outreach to the businesses and social service providers to develop strategies for their concerns in the community with an emphasis on multi-pronged solutions.
 - c. Focus on crime reduction through crime analysis and predictive policing models.*
 - Continuing to research and work with KCSO on software and analytics for crime analysis. KCSO is currently changing to a new Records Management System that is delaying the process for data migration to any new software program.
- 2. Steward the City's basic infrastructure, making sure it is safe and maintained to standard.**
 - a. Take care of our streets by investing more resources to maintain current pavement conditions.*
 - The yearly pavement management program was increased by about \$350k in the 2017 budget.

*Designates a 2017/18 priority

- b. In high priority areas, help Burien pedestrians by improving existing sidewalk conditions.*
 - An additional Maintenance Worker was added to the street crew in the 2017 budget. The new staff member is expected to start in late March.
- c. Further promote safety by increasing our capacity for routine street maintenance.*
 - See note in item 2b above concerning the addition of a new Maintenance Worker.
- d. Maintain our parks facilities and equipment to provide a high quality visitor environment.*
 - City Council provided funding in the 2017-2018 budget to upgrade an existing 0.75 Park and Facility Maintenance Worker position to Full-time status, and add a park maintenance truck to our inventory.
 - A new full-time Maintenance Worker began on March 6, 2017, creating a second position to assist with parks maintenance, repair of vandalism, building system repairs and preventative maintenance. The new vehicle will allow the two staff to work independently as needed throughout our parks and facility network.

Dynamic Community

3. Promote a thriving local business community and positive community spirit.

- a. Retain and strengthen existing Burien businesses through proactive efforts.*
 - BRE outreach program initiated and more than 250 business visits completed.
 - Assisted more than 125 businesses with navigating government and connecting with community resources to grow their business.
- b. Focus on increasing locally-owned small businesses.
 - Assisted in the relocation and expansion of three locally owned Burien businesses to retain and grow Burien jobs.
 - Counter engagement program to engage potential new businesses when they visit City Hall for services to continue.
- c. Attract new business investment through communications, outreach, and targeted use of incentives.*
 - Timely response to all new investment or new businesses inquiries.
 - Continuing collaboration with EDC of King County, Soundside Alliance, Discover Burien and Seattle Southside Chamber of Commerce to attract new businesses.
 - Business startup & permitting tools to be placed on new website to provide more market information and easier navigation of City licensing, permitting and building processes.
 - BEDP is currently studying potential incentives to offer new or relocating businesses.
 - Business attraction and marketing program to accelerate after branding process complete.

- d. Improve Burien’s community image with a refreshed brand and marketing campaign.*
 - Foundational research and community feedback complete.
 - Brand Advisory Committee presented its recommendations to Council.
 - ‘Refreshed logo’ adopted by Council on February 27, 2017.
 - Brand guide will be delivered to inform all future communications initiatives and implementation of the new Burien brand platform.
 - e. Establish new ways to better engage diverse communities in civic conversations and activities.*
 - Minimal activity to date-this is a priority of the new Communications Officer.
 - f. Implement the Downtown Mobility Study and develop an Urban Center Plan for downtown.
 - DMS parking recommendations have been referred to Planning Commission for study. Planning Commission will provide their recommendations to City Council in Q1/Q2 2017.
 - DMS recommended Downtown Wayfinding Facility Design project currently underway.
 - Downtown Parking Regulations – Amendments to BMC 19.20, Parking and Circulation to be adopted in April. In cooperation with Economic Development working on comprehensive package of actions to address parking and business retention in downtown Burien.
 - Urban Center Plan – Included on 2017 Comprehensive Plan Docket to be adopted by City Council in April. Planning effort will be consultant driven and will be incorporated in Comprehensive Plan as part of the 2017 Comprehensive Plan amendments to be adopted by City Council in December.
 - g. Proactively work to attract lodging and complementary conference and arts facilities.
 - Lodging Needs Assessment study complete.
 - Active preliminary discussions with hotel developers ongoing.
 - h. Foster community development and community leaders, both locally and regionally in South County.
 - No progress to report at this time.
- 4. Optimize customer service and support private investment in Burien.**
- a. Ensure fast and reliable permitting for public and private development.*
 - Expedited Permit Review Process – Expedited permit reviews for major development projects in 2017 will focus on NERA 2 and 3.
 - b. Improve efficiency and enhance customer experience through innovative and modern permit systems.*
 - Initiated LEAN to streamline permitting process prior to replacement of permitting software.

- Replace Permit Tracking Software and Implement Permit Technology Fee – Study of current processing system to identify inefficiencies through LEAN process nearing completion. Beginning development of RFP for permit tracking software services for release in 4th Quarter. Permit technology fee study to be conducted as part of the 2018 Budget adjustment.
- c. Update and modernize key city codes and policy documents.*
- Began review and preparation of recommended amendments to Title 6, Animals. Scheduled for Council review in the 1st Quarter.
 - Scheduled review of proposed changes to Title 5, Business Licenses and Regulations, for the 4th Quarter.
 - Burien Comprehensive Plan – 2017 Comprehensive Plan Docket to be adopted by City Council in April. Comprehensive Plan map amendment requests and updated policies related to economic development strategies and the PROS Plan to be adopted by City Council in December.
 - Personal Wireless Service Amendments – Following a review with City Attorney, amendments to BMC 19.50, Personal Wireless Service Facilities concerning siting of telecommunications facilities in public rights-of-way and private property in compliance with current FCC regulations to be adopted by City Council in September.
 - Sign Code Amendments – Following a review with City Attorney, amendments to BMC 19.30, Signs concerning temporary and special event signage in compliance with SCOTUS Reed v. Town of Gilbert ruling to be adopted by City Council in October.
 - Subdivision Code Revisions – Following a consultant driven review and development process, major revisions to Title 17, Subdivisions to be adopted by City Council in December.

Healthy Community

5. Enhance Parks and Recreation facilities and programs.

- a. Through the PROS plan process, evaluate the needs of all community members and develop a plan that may include a new community recreation center and other park and recreation facilities to best meet those needs.*
- Staff is seeking a consultant through an RFP process to provide the services required to fulfill this initiative. The ideal consultant will have excellent experience seeking input from a diverse and inclusive community communication process.
 - The process will include public meetings, workshops and surveys to help provide community input on our park and recreational facilities and programs, current needs/demands met/unmet, potential new outdoor and indoor recreational services, potential partners and strategies to provide services.

*Designates a 2017/18 priority

- b. Enhance programs for youth and teens, with a focus on City-subsidized programs.*
 - City Council provided funding in fall of 2016 to enhance youth and teen programs. Enhancements included:
 - The development of a new afterschool program at Highline High School that operates Tuesday – Thursday from 2:05-4:30pm.
 - Increase staffing for the afterschool program at Sylvester Middle School that operates Tuesday – Thursday from 2:45pm – 5:30pm.
 - Increase staffing for the Friday Late Night program at Sylvester Middle School that operates almost every Friday during the school year from 7:15 – 11:15pm.
 - Increase funding for the Teen Basketball League which included an increase in the number of games, supplies and healthy snacks. Games are offered 2 times a month on Saturdays between 1pm – 6pm at either Highline High School or Tukwila Community Center.
 - Development of a new Teen Service Club within the Sylvester Middle School Afterschool Program, with plans to create a service club at Highline High School.
 - Increase funding for staffing at the Family Gym Jam program operating in the following schools: Hazel Valley Elementary, Cedarhurst Elementary and Southern Heights Elementary from 6-8:00pm.
- c. Improve efficiency and enhance customer experience by upgrading the parks registration system. *
 - Staff researched and interviewed a number of Registration software companies and are moving forward with the contract process. The old Class software sunsets at the end of 2017, so this provides an opportunity to convert to a new system that will be more user friendly for residents and staff. The conversion will follow the Finance department’s financial management system conversion and will provide much more synchronization between the systems than before.

6. Provide quality, holistic services for vulnerable populations and at-risk community members.

- a. Support vulnerable populations and at-risk community members, and the community-based organizations that serve them, in cooperation with other partners.*
 - Implemented a Human Services Funding Allocations Ad Hoc Committee per Council’s direction.
 - Continued to partner with various human services agencies to respond to the needs of our vulnerable populations and at-risk community members.
 - Increased provision of after-school programs at local middle- and high-schools.

- b. Support success for all Burien children by further strengthening our partnership with Highline Public Schools.
 - With City Council's support of our youth and teen programs listed in 5.b. and staff's growing collaboration with Highline School District staff, the department continues to increase its presence at various HSD locations and strengthen our connections with HSD students. Staff have been able to work alongside counselors, teachers, administration, and coaches to support at risk youth.

7. Protect and improve the quality of Burien's natural environment.

- a. Promote Low Impact Development (LID) for new and retrofit development projects.
 - Adopted new municipal code that requires the use of LID where feasible.
 - Hired a Stormwater Outreach Specialist who has organized numerous educational events with the school district and others, and has initiated a residential rain garden pilot project.
 - Utilizing LID techniques in City capital projects where feasible; looking for opportunities to set an example through these projects.
 - Low Impact Development – Applying LID code amendments adopted by City Council in 2016. Identifying additional opportunities for application of LID principles to review of redevelopment and new development projects in Burien.
 - Significant Tree Retention Regulations – Amendments to BMC 19.25, Tree Retention and Landscaping were adopted in March. Have established multi-phased work program for long term tree canopy monitoring and recovery.
- b. Increase recycling participation and reduce litter.
 - No significant progress, although working with Recology to find opportunities and schedule an upcoming Council session on this and other solid waste topics. Staff actively participates on the Municipal Solid Waste Advisory Committee which is currently working on the Solid Waste Comprehensive Plan.
- c. Seek to reduce noise and air pollution impacts associated with SeaTac Airport in partnership with others.*
 - City staff is participating on the Transportation Committee for the Sustainable Airport Master Plan.
 - City Council has included this as an item on its legislative agenda and is actively supporting legislation that complements this objective.
 - City Council formed an Airport Committee.
 - City staff is participating on the Airport Committee.
 - City Council passed a motion concerning revised air traffic patterns.

8. Celebrate arts and culture.

- a. Increase the City's support of public arts.*
 - City Council has provided funding in the 2017/2018 budget to help replenish the Art in Public Places Fund, to be used for upcoming public art works, such as the mural on 4th Ave SW on the wall of the Dollar Tree store. The Arts Specialist position at Moshier Arts Center was also provided more hours, which will enhance arts programming at the center, in Burien schools and will also support our Highline High after school program.
- b. Enhance the quality and number of community events and celebrations.
 - City Council has provided funding in the 2017/2018 budget to help enhance our events through support for high quality music artists during our Summer Concert series, and adding the Merrill Gardens park space to the Wild Strawberry Festival list of venues.
 - Staff have been meeting with the Merrill Gardens staff to coordinate an appropriate, new program element for the WSF and also include additional participation by Merrill Gardens in the festival. The summer concerts are currently being planned for 2017 and in addition to seeking quality musical artists, staff is evaluating options for expanding the concerts to smaller venues in Burien in order to reach more neighborhoods.

Strong City Organization

9. Continue to strengthen the City team.

- a. Attract, retain, and develop employees through a competitive compensation and benefit package, employee development, and accountability.*
 - Completed a salary survey for all positions in 2016 and implemented results on January 1, 2017.
 - Implemented Initiative 1433, Washington's Minimum Wage Increase. One position affected.
 - Scheduled to review the employee benefit package and present recommendations to Council in the third quarter of 2017.
 - Scheduled to update the City of Burien Personnel Policies, including implementation of the second half of Initiative 1433, Paid Sick Leave, for intermittent and temporary staff.
 - Created an employee committee to recommend revisions to our annual performance review form.
 - Continued to include money in the departmental budgets for staff's professional development.
 - *Notable emerging future work item: Analyze the effects of demographic changes, competition, and minimum wage initiatives on our recruitment and retention abilities.*

- b. Increase staff capacity in critical areas to advance community priorities.*
 - Increased hours or added additional positions in the Public Works Maintenance, Parks Maintenance, Police, Recreation, Planning, Information Technology, and Human Resources divisions.
 - Reclassified the Information Systems & GIS Administrator position to an Information Systems Manager.
- c. Continue to protect and enhance the City's financial strength.*
 - Presented a balanced 2017-18 budget for Council's adoption.
 - Increased the General Fund minimum reserve balance to 20% five years earlier than the original goal.
 - Increased the Capital Partnership Reserve by \$1 million effective January 1, 2017.
 - Established a Capital Equipment Reserve of \$1 million effective January 1, 2017. The purpose of this reserve is to furnish or purchase equipment for new City facilities.
 - Added financial policies to address the loss of the annexation sales tax credit in the 2019-2020 biennium.

10. Upgrade critical information technology systems and address key facility needs.

- a. Upgrade the City's financial management IT system.*
 - Identified and secured contract for new financial management system. Preparing for conversion to new system to begin in the 4th Quarter 2017.
 - Initiated replacement of parks registration software.
- b. Upgrade the City's Records Management IT system.*
 - Identified the need for a Public Records Officer to oversee the City's record management and public disclosure request programs.
 - Identified and began implementation of an agenda management software system.
- c. In partnership, develop a strategy for a permanent Public Works maintenance facility to increase efficiencies and accommodate needs.
 - Staff is regularly meeting with potential public partners on a new shared maintenance facility.
 - Submitted legislative capital requests for preliminary funding.

PLAN DEVELOPMENT & IMPLEMENTATION

How was the Strategic Plan developed?

The strategic planning process was a collaborative effort between the Burien City Council and Leadership Team. Emphasis was placed on responding to community preferences communicated to elected officials and staff and voiced in the City's Community Survey. This input communicated strong community interest in ensuring public safety and investing in basic infrastructure.

How will the Plan be implemented?

The Strategic Plan will be central in guiding Burien's actions and investments in the coming years. Its Goals will be the prism through which decisions are made and items are funded. The Plan will help us:

- Stay focused on what is most important, keeping community priorities in front of elected officials and City staff, partners, and community members.
- Establish aligned efforts across the City organization, guiding Council goal setting and Departmental work plans.
- Prioritize the use of resources, guiding staff development of budget proposals and framing Council's adoption of a final budget.

Progress towards the Plan's Goals will be regularly reviewed by Council and the City's Leadership Team and updates will be shared with the community.

CITY COUNCIL

- Mayor Lucy Krakowiak
- Deputy Mayor Bob Edgar
- Councilmember Steve Armstrong
- Councilmember Austin Bell
- Councilmember Lauren Berkowitz
- Councilmember Nancy Tosta
- Councilmember Debi Wagner

LEADERSHIP TEAM

- Kamuron Gurol - City Manager
- Maiya Andrews - Public Works Director
- Angie Chaufy - Administrative Services Manager
- Chip Davis - Community Development Director
- Lisa Marshall - City Attorney
- Scott Kimerer - Police Chief
- Kim Krause - Finance Director
- Steve Roemer - Parks, Recreation, and Cultural Services Director
- Dan Trimble - Economic Development Manager
- Katie Whittier - Communications Officer



STRATEGIC PLAN 2017-2020

BURIEN COMMUNITY VISION

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

BURIEN'S FOCUS FOR THE COMING FOUR YEARS

Through 2020, the City of Burien will prioritize delivering core services and ensuring the community's key infrastructure needs are met. This Strategic Plan identifies how City Council and staff will advance these shared commitments during the 2017/18 and 2019/20 biennia.

This Strategic Plan describes areas of emphasis that will be prioritized based on expressed community desires. Much of the City's work will continue as it always does, with this Plan focusing on particular areas of emphasis for this time period.



FIND OUT MORE

www.burienwa.gov/strategicplan

Contact Email: strategicplan@burienwa.gov



GOALS, INITIATIVES, & STRATEGIES



SAFE Community



1. *Enhance public safety through effective policing and an increasing focus on prevention and community engagement.*
 - a. Support community interest to build staffing capacity for both supervision and response.*
 - b. Increase community engagement, including crime prevention strategies.
 - c. Focus on crime reduction through crime analysis and predictive policing models.*
2. *Steward the City's basic infrastructure, making sure it is safe and maintained to standard.*
 - a. Take care of our streets by investing more resources to maintain current pavement conditions.*
 - b. In high priority areas, help Burien pedestrians by improving existing sidewalk conditions.*
 - c. Further promote safety by increasing our capacity for routine street maintenance.*
 - d. Maintain our parks facilities and equipment to provide a high quality visitor environment.*

HEALTHY Community



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 - b. Enhance programs for youth and teens, with a focus on City-subsidized programs.*
 - c. Improve efficiency and enhance customer experience by upgrading the parks registration system.*
6. *Provide quality, holistic services for vulnerable populations and at-risk community members.*
 - a. Support vulnerable populations and at-risk community members, and the community-based organizations that serve them, in cooperation with other partners.*
 - b. Support success for all Burien children by further strengthening our partnership with Highline Public Schools.
7. *Protect and improve the quality of Burien's natural environment.*
 - a. Promote Low Impact Development (LID) for new and retrofit development projects.
 - b. Increase recycling participation and reduce litter.
 - c. Seek to reduce noise and air pollution impacts associated with SeaTac Airport in partnership with others.*
8. *Celebrate arts and culture.*
 - a. Increase the City's support for public arts.*
 - b. Enhance the quality and number of community events and celebrations.

DYNAMIC Community



3. *Promote a thriving local business community and a positive community spirit.*
 - a. Retain and strengthen existing Burien businesses through proactive efforts.*
 - b. Focus on increasing locally-owned small businesses.
 - c. Attract new business investment through communications, outreach, and targeted use of incentives.*
 - d. Improve Burien's community image with a refreshed brand and a marketing campaign.*
 - e. Establish new ways to better engage diverse communities in civic conversations and activities.*
 - f. Implement the Downtown Mobility Study and develop an Urban Center Plan for downtown.
 - g. Proactively work to attract lodging and complementary conference and arts facilities.
 - h. Foster community development and community leaders, both locally and regionally in South County.
4. *Optimize customer service and support private investment in Burien.*
 - a. Ensure fast and reliable permitting for public and private development.*
 - b. Improve efficiency and enhance customer experience through innovative and modern permit systems.*
 - c. Update and modernize key city codes and policy documents.*

STRONG City Organization



9. *Continue to strengthen the City team.*
 - a. Attract, retain, and develop employees through a competitive compensation and benefit package, employee development, and accountability.*
 - b. Increase staff capacity in critical areas to advance community priorities.*
 - c. Continue to protect and enhance the City's financial strength.*
10. *Upgrade critical information technology systems and address key facility needs.*
 - a. Upgrade the City's financial management IT system.*
 - b. Upgrade the City's Records Management IT system.*
 - c. In partnership, develop a strategy for a permanent Public Works maintenance facility to increase efficiencies and accommodate needs.