



City of Tukwila



2014 Annual Report

The City of Opportunity, the Community of Choice

OUR VISION

*TUKWILA –
The city of opportunity,
the community of choice.*

OUR MISSION

*To provide superior services that support
a safe, inviting and healthy environment
for our residents, businesses and guests.*

OUR VALUES

*As City of Tukwila employees, we have developed these values as
our guiding principles to achieve the City's vision and mission.*

CARING

*We support the diverse community we serve
with compassion, empathy and kindness.*

PROFESSIONAL

*We hold ourselves to the highest ethical standards
and act with integrity and transparency.
We are respectful and courteous with all.*

RESPONSIVE

*We are timely and effective in the delivery of
great customer service. We continually strive
to find innovative ways to improve.*



2014 Annual Report

Welcome to Tukwila's first City-wide annual report! Our intention for this document is to reflect on the accomplishments of the previous year; provide an opportunity for residents, business owners and guests to learn more about what the City does on a daily basis; and show how our activities in 2014 supported the City's adopted Strategic Plan Goals.

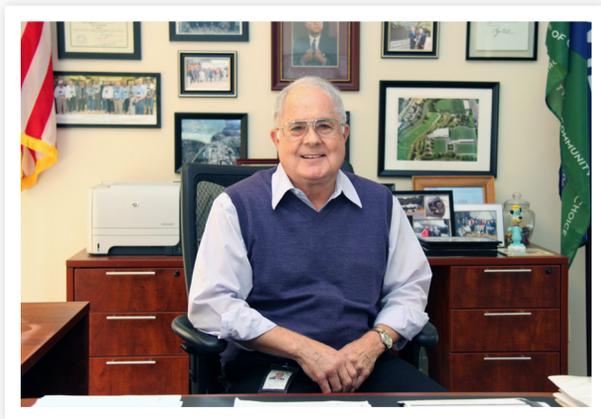
2014 was an important year in the City, particularly in the ongoing effort to improve Tukwila International Boulevard (TIB). The City took ownership of the three hotels seized in the previous year's raid, and the Tukwila Village project officially broke ground. Additionally, in 2014 we spent over \$1.3 million in improvements to residential streets, including funding the Cascade View and Thorndyke Safe Routes to School projects, as well as planning the funding for 42nd Avenue South Phase III. More information can be found on the City's major initiatives and investments throughout this annual report.

As your elected officials, we realize that we make decisions on a daily basis that affect the future of this City and the people who live, work in and visit Tukwila. We take this responsibility seriously and are honored to represent this great city. We also know that this work cannot be done without the commitment, involvement and effort of the City's staff, as well as individuals throughout Tukwila who are focused on enhancing their community. From

people who sit on one of the City's Boards and Commissions, to families who show up to pull blackberries out of the river bank, to businesses who donate goods and services for our neighbors in need – the everyday work of people outside of City government has a direct and positive affect on the overall city. We strongly encourage more residents, businesses and guests to get involved and join neighbors and friends in making our city a better place.

Tukwila is special, full of people doing extraordinary things every day. At the City, our goal is to support everyone – residents, businesses and guests – and to provide superior services as we continue to make Tukwila *the city of opportunity and the community of choice*.

Jim Haggerton *Joe H. Duffie* *De'Sean Quinn*
Dennis L. Robertson *Allan Ekberg*
Kathy Hougardy *Verna Seal* *Kate Kruller*



Mayor Jim Haggerton



Councilmembers (L to R) Allan Ekberg, Dennis Robertson, Kathy Hougardy, Joe Duffie, Kate Kruller, Verna Seal and De'Sean Quinn (2014 Council President)



Strategic Plan Goals

#1 A COMMUNITY OF INVITING NEIGHBORHOODS AND VIBRANT BUSINESS DISTRICTS

- ★ Cultivate community ownership of shared spaces.
- ★ Build a broad and collaborative approach to preventing crime and increasing the sense of safety.
- ★ Focus City planning and investments on creating a connected, dynamic urban environment.
- ★ Use City efforts and investments to realize established visions for specific sub-areas.

#2 A SOLID FOUNDATION FOR ALL TUKWILA RESIDENTS

- ★ Partner with organizations that help meet the basic needs of all residents.
- ★ Strive for excellent education, vocational supports, and personal growth opportunities through effective partnerships and City services.
- ★ Encourage maintenance, improvements, and diversity in the City's housing stock.

#3 A DIVERSE AND REGIONALLY COMPETITIVE ECONOMY

- ★ Embrace the City's economic potential and strengthen the City's role as a regional business and employment center.
- ★ Strengthen the City's engagement and partnership with the business community.

#4 A HIGH-PERFORMING AND EFFECTIVE ORGANIZATION

- ★ Use Tukwila's Vision, Mission, and Strategic Plan to focus and prioritize City efforts.
- ★ Advance Tukwila's interests through participation in regional partnerships.
- ★ Continue to develop as an organization and support individual growth.
- ★ Ensure City facilities are safe, efficient, and inviting to the public.
- ★ Ensure the long-term fiscal sustainability of the City.

#5 A POSITIVE COMMUNITY IDENTITY AND IMAGE

- ★ Improve the City's ability to build trust and work with all members of the Tukwila community.
- ★ Facilitate connections among Tukwila's communities.
- ★ Promote a positive identity and image of Tukwila.

2014 PRIORITIES

Crime reduction along
Tukwila International Boulevard



An improved environment
for community livability



Updated plans and policies
aligned with the
community's vision



Strengthened
financial fundamentals



Council, staff and partners
engaged in a shared commitment
to the community's vision



Improved access to City services
and decision-making

30% drop in crime along the Tukwila International Boulevard corridor one year after Taking Back our Boulevard; 12% drop in violent crime city-wide.

~ Police Department ~

Facilitated and installed technology infrastructure for Police Department's new publicly-accessible Community Resource Center at Southcenter.

~ Information Technology ~

Initiated weekly enhanced maintenance along Tukwila International Blvd., by picking up trash, cleaning bus stops, and power-washing sidewalks.

~ Public Works ~

Provided training opportunities for business community including CERT, first aid/CPR, fire safety and extinguisher use, and emergency planning help.

~ Fire Department ~

Secured \$6.1 million in financing to allow the City to purchase the seized motels; City Council authorized the purchase and appropriated the funding.

~ Finance Department ~ ~ City Council ~

Updated four Comprehensive Land Use Plan elements, and created new Parks, Recreation and Open Space element.

~ Community Development ~

Goal #1: A community of inviting neighborhoods and vibrant business districts

Tukwila International Boulevard improvements, including new ADA sidewalk ramps and rapid flashing beacon at South 152nd crosswalk for safety.

~ Public Works ~

Developed Southcenter Plan, new zoning districts and Southcenter Design Manual for adoption by the City Council.

~ Community Development ~

Adopted Parks, Recreation and Open Space (PROS) Plan, a critical document that sets the course for Parks and Recreation for the next six years.

~ City Council ~

Hosted the annual East African Area Studies Group, which seeks to enhance collaboration between governments and the East African Community.

~ Police Department ~

Crystal Springs Park – widened trails, limbed trees for safety, pruned shrubs, cleared blackberries, cleaned and reinstalled hoop on basketball court.

~ Parks and Recreation ~

Addressed ongoing criminal activity at TIB light rail station through emphasis patrols, station upgrades and working with other law enforcement agencies.

~ Police Department ~

Upgraded and improved Surface Water Lift Station No. 15 with a new generator backup that will reduce flooding risks.

~ Public Works ~



Strategic Plan Goals

Held joint meetings with Tukwila School Board and visited high school civics class to heighten collaboration on issues affecting the City's young people.

~ City Council ~

Emphasis on addressing human trafficking via investigations and trainings, reducing crime on TIB and building partnership with other agencies.

~ Police Department ~

Participation in the Language Line service, which allows better communication with residents who do not speak English as a primary language.

~ Fire Department ~

Goal #2: A solid foundation for all Tukwila residents

Continued to fund and administer key Human Services programs to assist community members (minor home repair, utility/rental assistance, etc.)

~ Mayor's Office ~

Worked in partnership with King County EMS to ensure proper training in and delivery of medical services.

~ Fire Department ~

In partnership with Tukwila School District, provided education and recreation support to elementary students and families through a variety of programs.

~ Parks and Recreation ~

City-sponsored assistance for Tukwila families in need included donations of food, coats, toys, clothing and household items for hundreds of families.

~ Parks and Recreation ~

Code Enforcement increased efforts to clean up abandoned and foreclosed homes in the City's residential neighborhoods.

~ Community Development ~

Record participation in regional, State and national committees representing Tukwila's interest, gaining key information to inform and assist the City.

~ City Council ~

Teens for Tukwila, a youth leadership group, formalized its partnership with the City Council.

~ Parks and Recreation ~ ~ City Council ~

Offered Citizens Academy, designed to strengthen relationships with the community and provide insight into what officers encounter daily.

~ Police Department ~

City Clerk and DCD collaborated to make land use and building files accessible through City's website, saving staff time and increasing public access.

~ Mayor's Office ~ Community Development ~

The Tukwila Village Groundbreaking formally kicked off construction of this important project that will transform Tukwila International Boulevard.

~ Mayor's Office ~

Attended numerous local and national trainings and conferences, networked with other leaders, and returned with new approaches and solutions.

~ City Council ~

Goal #3: A diverse and regionally competitive economy

Created a Tourism Promotion Area which will bring additional visitors to Tukwila.

~ Mayor's Office ~

Initiated redevelopment of Interurban Avenue South, a major transportation route for goods and services in the City.

~ Public Works ~

Led the effort to purchase the Great Bear, Traveler's Choice and Boulevard Motels on Tukwila International Boulevard.

~ Mayor's Office ~

Participated in regional System Wide Improvement Framework process, to ensure coexistence of a healthy environment and sustainable economy.

~ Mayor's Office ~

Worked with builders of Washington Place, proposed 19-story building in Tukwila's Urban Center (TUC), for Board of Architectural Review site plan approval.

~ Community Development ~

In coordination with Sound Transit, issued the permitting for the new Sounder and Amtrak Station.

~ Community Development ~

Lead agency in design and construction of new TUC Transit Center at Andover Park West & Baker Blvd., which was substantially completed in 2014.

~ Public Works ~



Strategic Plan Goals

Eight working areas within the City were upgraded by Facilities Division through office/building refurbishment.

~ Public Works ~

Implemented a number of steps to ensure ease of access to justice, including lunch hour hearings and ability to have hearings via mail.

~ Municipal Court ~

Helped facilitate trainings on Cultural Competency, High Performing Organizations, and Intro to Lean for Government.

~ Mayor's Office ~

Participated in City review of options for fire service delivery, culminating in recommendation and Council approval to explore joining Kent RFA.

~ City Council ~

Implemented offsite data storage and disaster recovery hot site to ensure timely recovery of the City's systems in event of a major systems failure.

~ Information Technology ~

Continued involvement with the South King County Training Consortium, enhancing agencies' delivery of emergency services through common training.

~ Fire Department ~

Goal #4:

A high-performing and effective organization

Implemented an online recruitment software program that has resulted in reduced application processing time and a broader pool of qualified candidates.

~ Human Resources ~

Completed Departmental strategic plan, which aligns with the City's strategic plan.

~ Police Department ~

Undertook a management restructure to better align the Department and the provision of services.

~ Parks and Recreation ~

Identified efficiencies in the fleet inventory resulting in the elimination of 47 vehicles, maximizing shared pool car resources and reduced cost to the City.

~ Public Works ~

Pioneered robust social media presence to keep public informed, and taught social media classes to hundreds of courts statewide.

~ Municipal Court ~

Partnering with other courts, created standardized electronic forms and implemented streamlining initiatives to reduce paper needs and costs.

~ Municipal Court ~

In partnership with Police and Fire, streamlined and strengthened the promotional testing processes.

~ Human Resources ~

Created additional service capacity through workflow improvements and technology use.

~ Finance Department ~

All Department members attended Diversity Training classes conducted by the Department's Professional Standards Unit.

~ Police Department ~

Engaged in a heightened level of community involvement around the updates to the Comprehensive Plan.

~ Community Development ~

Continued commitment to a relicensing program that helps defendants secure driver's licenses with individualized fine payment/community service plans.

~ Municipal Court ~

Held monthly Council Chat meetings & participated in other City outreach efforts to the community regarding the Comprehensive Plan and budget.

~ City Council ~

Initiated many community engagement efforts: Community Conversations, Community Connectors Program, Allentown canvass, grocery store survey.

~ Mayor's Office ~

Facilitated the collection of nearly 25,000 tons of garbage and over 5,040 tons of recyclables from residents, multi-family units and businesses.

~ Public Works ~

Goal #5: A positive community identity and image

Hosted popular community events including 4th of July Celebration, Backyard Wildlife Festival and Touch-a-Truck.

~ Parks and Recreation ~

Improved efficiencies by streamlining reporting structures, including creation of Communications Division and additional support for Economic Development.

~ Mayor's Office ~

Expanded opportunities for non-violent offenders to serve sentences in non-custodial manners, saving the City approximately \$200,000.

~ Municipal Court ~

Partnered with the Tukwila School District for ongoing activities such as station tours, classroom visits, Teen CERT training and emergency planning.

~ Fire Department ~

Community event participation, including Business Vitality Forum, Budget Forum, Budget Survey, Foster High School Future Business Leaders of America club.

~ Finance Department ~

Met with Foster High School students, with the goal of building trust and fostering positive relationships between teens and law enforcement.

~ Police Department ~

Court Probation Director retooled State Corrections Academy curriculum and taught statewide misdemeanor probation certification course.

~ Municipal Court ~

Developed successful partnerships with Project Feast and Global2Local that enhances the City's outreach into its diverse communities.

~ Parks and Recreation ~



Mayor's Office

The Mayor's Office is a department comprised of seven different divisions: City Administration, the City Attorney's Office, the City Clerk's Office, Communications, Economic Development, Human Services and Tourism. To improve community and business outreach, in 2014 the Mayor's Office reallocated existing resources to create a Communications Division and an Economic Development Division.

Administration continued to cultivate regional and federal partnerships by meeting with our federal representatives in Washington DC; providing Tukwila City tours to Representative Adam Smith's staff and State Representative Steve Bergquist; hosting a meeting with State of Washington 11th District representatives and key Tukwila business stakeholders; and meeting with other local mayors, King County councilmembers, and Sound Transit boardmembers.

The newly-created *Communications* Division focused on assessing the City's communications needs and developing a Communications Plan. They created internal employee publications (City Digest and The Grapevine), increased usage of social media (Facebook and Twitter) and have created original series programming to air on Comcast Channel 21 (*Tukwila: Your Community*).

As part of the revitalization of Tukwila International Boulevard, a key focus for the *Economic Development* Division in 2014 was the acquisition of the three motels seized by law enforcement in 2013. Another revitalization focus was the groundbreaking for the Tukwila Village site on August 1. Tukwila Village will include the City's first senior housing development and transform a portion of Tukwila International Boulevard into a hub of community life.



A key accomplishment for the *City Attorney's* Office was the implementation of a new pre-filing diversion program that targets specific non-violent defendants, providing the opportunity to be held accountable while not creating a criminal record. Defendants who successfully complete the program will not have charges filed against them. It is expected that this program will save the City in excess of \$100,000 annually.

The *City Clerk's* Office is committed to increasing transparency by continually adding high-retrieval City records to the online Digital Records Center. In 2014 approximately 1,000,000 pages of Community Development permit files from 1958 through 2009 were added to the Digital Records Center. The Clerk's Office prepared all of the agenda packets for the Council and Council Committee meetings throughout the year, and processed 80 multi-department public records requests in 2014.

Human Services REQUESTS FOR ASSISTANCE

	Walk-ins	Homeless	Single Parent	Housing	Disabled	Calls for Service
2013	103	86	175	603	157	1,797
2014	131	123	205	685	202	1,947
% Increase	27%	43%	17%	13.5%	29%	8%

In 2014 *Human Services* saw an 8% increase in overall calls for service for assistance with housing, utility bills and basic needs. They also disbursed Community Block Development Grant funds for minor home repair to 20 Tukwila households for over 100 hours of repair service.

A major focus for the *Tourism* division, Seattle Southside Visitor Services, was creating a new Tourism Promotion Area and Public Development Authority. In 2015 the City will transfer the Seattle Southside Brand and regional tourism marketing responsibility to the new Public Development Authority which will increase the marketing of the City as an ideal travel destination.

CITY OF OPPORTUNITY SCHOLARSHIP

In 2014 the City of Tukwila established the Tukwila City of Opportunity Scholarship program to provide financial assistance and opportunity to students who are residents of Tukwila to continue their education beyond high school. The recipients must demonstrate substantial financial need as well as leadership abilities, and must volunteer in the community. \$4,000 was allocated to the Scholarship Program.

A scholarship selection committee led by Mayor Haggerton and Council President De'Sean Quinn along with City and Tukwila School District staff representatives independently reviewed all of the applications received. The committee unanimously recommended two applicants receive a \$2,000 scholarship each. The City Council reviewed the Committee's recommendation and awarded \$2,000 scholarships to two high school seniors from Foster High School: one is attending Western Washington University and the other is attending Seattle Pacific University.

The City Council has allocated \$10,000 to the Tukwila City of Opportunity Scholarship program for both 2015 and 2016.



COMMUNITY CONNECTOR PROGRAM

In an effort to reach out to Tukwila's diverse communities, the City of Tukwila, Global2Local and Forterra co-created and piloted a community liaison program to increase engagement with all residents. The Tukwila Community Connectors Program trains community liaisons from a variety of ethnic and income groups to engage their communities in City plans and projects, acting as bridge builders between the community and the City.

In early 2014, Community Connectors representing the Latino, Somali, Eritrean, Burmese and Arabic-speaking communities conducted surveys to gather community feedback regarding housing, food access and service needs along the Tukwila International Boulevard. Using this information as a baseline, the City hosted a Tukwila Community Conversation that brought together over 130 community members who engaged with the Mayor, Councilmembers and staff to gather feedback on important Comprehensive Plan topics. This gathering was truly a milestone event for suburban city planning in our region and for the City as an organization. The program recently received the 2014 Planning Award for outstanding contributions to the field of planning in the citizen involvement category from the American Planning Association Washington Chapter.



City Council

The Tukwila City Council is a diverse group of seven dedicated civic leaders who are elected by and represent the people of Tukwila, each serving terms of four years. As the legislative branch of Tukwila City government, the role of the City Council is to direct policy via passage of legislation, adoption of the biennial budget, approval of comprehensive plans and capital improvement programs, and other responsibilities as set forth by State law. Councilmembers also represent the City in numerous intergovernmental affairs. They actively participate in multiple regional boards and committees, and communicate Tukwila’s issues and needs to State and federal legislators.

Each January, the City Council elects one member to serve as that year’s Council President, generally occurring in a rotating order of seniority. The Council President appoints the Chairs and membership of the four standing committees, presides over the Committee of the Whole, and approves the agenda for Regular and Committee of the Whole meetings. Councilmember De’Sean Quinn served as the 2014 Council President.

Councilmembers attend a variety of meetings in the conduct of their duties:

- ❖ Councilmembers participate in four standing committees that meet bimonthly: Transportation, Community Affairs & Parks, Utilities, and Finance & Safety.
- ❖ Committee of the Whole meetings, held on the second and fourth Mondays at 7:00PM, provide an opportunity to further discuss items forwarded from the standing committees as well as other business of the City.



- ❖ Final Council action is taken at Regular meetings, which are held on the first and third Mondays of each month at 7:00PM.
- ❖ Additional ad-hoc committees and subject-specific work sessions are scheduled throughout the year.

Councilmembers value input from the City’s residents and businesses and the public is welcome at all meetings. For more information about the City Council, its work and activities, visit TukwilaWA.gov/council/council.html.

LEADERSHIP IN ACTION IN 2014

The City Council enjoyed an exciting and productive year of working effectively together to represent the people of Tukwila and in support of the City’s strategic goals.

The Council adopted numerous key policy documents for the City in 2014, including the Community Identity, Economic Development, Parks, Tukwila South, and Roles & Responsibilities elements of the Comprehensive Plan; the Southcenter Subarea Plan and Design Manual; the Parks, Recreation, and Open Space Plan; the 2015-2016 Biennial Budget; and the 2015-2020 Capital Improvement Program.

2014 included increased collaboration with the Tukwila School District, with Councilmembers engaging with students at District events, meeting jointly with the School Board, and establishing a formal partnership with the “Teens for Tukwila” student group.

Councilmembers demonstrated record participation in local, regional, State and national committees, representing the best interests of the City of Tukwila in these key intergovernmental relationships. All Councilmembers remained active in training and networking opportunities such as Association of Washington Cities and National League of Cities conferences.

The Council is proud to have played a part in major milestones such as the Tukwila Village groundbreaking, the opening of the South Park Bridge, and the purchase of several motel properties on Tukwila International Boulevard, making way for healthy new development.



Notable Numbers

BUSY CALENDARS IN 2014

- 23** Regular Council meetings
- 23** Committee of the Whole meetings
- 53** Council committee meetings
- 11** Work sessions and joint meetings
- 32** Additional local, regional and national groups with Councilmember participation

2014 COMMITTEE ASSIGNMENTS

COMMUNITY AFFAIRS AND PARKS

Joe Duffie, Chair
Dennis Robertson
Verna Seal

TRANSPORTATION

Allan Ekberg, Chair
Dennis Robertson
Kate Kruller

FINANCE AND SAFETY

Verna Seal, Chair
Joe Duffie
Kathy Hougardy

UTILITIES

Kate Kruller, Chair
Allan Ekberg
Kathy Hougardy



2014 Council President De'Sean Quinn

Term: January 1, 2014 –
December 31, 2017
DeSean.Quinn@TukwilaWA.gov



Joe Duffie

Term: January 1, 2014 –
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Kate Kruller

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2014 TUKWILA CITY COUNCIL



Parks and Recreation Department

The Parks and Recreation Department worked diligently throughout 2014 to deliver recreation and leisure opportunities for people who live, work and play in Tukwila. Staff is committed to providing services that enhance the quality of life for all users through programs and events at various parks and facilities.

PARKS, RECREATION, AND OPEN SPACE PLAN

After more than a year of public outreach, the City Council adopted the Parks, Recreation and Open Space (PROS) Plan in February. The Plan is a six-year guide that conveys the community’s desires for how the Parks and Recreation Department should implement the City’s Strategic Plan. Staff embraced all that is encompassed within this Plan and immediately started utilizing the goals and objectives that were developed as a guide for program development and service delivery.

BRINGING IT ALL TOGETHER

Each year the Parks and Recreation Department focuses on a theme. In 2012 the theme was “Cultural Competency”; in 2013 the theme was “Community Connections.” In 2014 it seemed natural to focus on “Bringing it All Together” – bringing together the previous two years themes, the Strategic Plan and the PROS Plan. The result of the staff’s commitment and hard work has been extremely positive. The Department has enhanced services, developed new programs, fostered new (and existing) partnerships, and placed greater emphasis on park safety and cleanliness. It is dedicated to providing experiences that add positively to the lives of people that live, work and play in Tukwila. The Department does this by offering programs, events, places and spaces for people to engage in healthy and active recreation pursuits. The goal is to help create a community that is vibrant, safe and connected.

Notable Numbers

Tukwila Community Center FACILITY RENTAL STATISTICS

Number of rental events	1,659
Hours of rental facility usage	8,289
Number of rental event visits	93,401
Number of facility renters	305
Renters who booked more than 1 day	74

HOW “FAR” DID OUR FITNESS EQUIPMENT GO IN 2014?

TREADMILL



7,634 miles

*Ran round trip to
Key West, Florida
2¼ times*

ELLIPTICAL



8,721 miles

*Traveled round trip to
Spokane, Washington
15½ times*

STEPPER



142,068 floors

*Climbed the
Columbia Tower
1,869 times*

BICYCLE



1,065 hours

*More than 44 days
of pedaling (how far
could YOU go?)*

SUMMER “REC TIME”

In 2014 Tukwila Parks and Recreation launched its first ever Summer “Rec Time” Program. “Rec Time” was integrated into the Tukwila School District’s summer school program at Thorndyke Elementary School. Parks and Recreation staff led daily physical education activities for the 300+ students participating in the program.



Additionally, Parks and Recreation staff implemented a free after-school program at summer school. This program gave students the opportunity to extend their summer school day by three hours and participate in recreational activities aimed at keeping them active, social and safe.

DEPARTMENT REORGANIZATION

Throughout 2014 the entire Parks and Recreation team concentrated on becoming a higher performing organization. Management and staff took a deep dive into the Department’s organizational structure and determined it was time to consolidate and rearrange work groups, and in 2014 the Department went from six work groups to three. The outcome is a more streamlined management system that enables the Department to provide more efficient and responsive services. Additionally, the reorganization has allowed staff to focus more attention in their specific areas of assignment while creating additional opportunities for staff to contribute their unique skill sets to the overall team – both within the Department and within the City. The positive consequences of the reorganization has furthered opportunities for active and engaging recreational opportunities throughout the City.

FOOTGOLF AT FOSTER GOLF LINKS

In spring 2014, staff at Foster Golf Links designed and created a FootGolf course, which is maintained solely by City of Tukwila employees. FootGolf opened on June 7 for public play; it was the first course in King County and the second course in Washington. FootGolf emerged last year as a new activity in the golf industry that not only provides an alternate yet complementary use of a golf course, but also brings new users to courses. FootGolf at Foster has been promoted through a marketing partnership with Starfire Sports, was featured on the cover of Inside Golf magazine, was a lead story and cover photo in The Tukwila Reporter, and was profiled in a LinkedIn story about FootGolf.

Foster hosted the Emerald City Supporters FootGolf event. The Seattle Sounders Supporters Section held a 90-person FootGolf event and Sounders viewing party at Billy Baroo’s. This soon-to-be-annual event was the organization’s largest fund-raising event in their history. Foster also hosted many groups for FootGolf, including youth, school and adult teams, as well as team-building outings.

FootGolf at Foster Golf Links hosted over 1,000 rounds of FootGolf in 2014 with revenue near \$18,000.





Fire Department



2014 was a very busy year for the Tukwila Fire Department. In the first quarter, a Fire Exploratory Committee was formed to research, evaluate and recommend options for the long-term provision of fire and life safety services in Tukwila. Through a process of elimination, in the fall the Committee recommended to the Council that the City fully explore the potential for annexation into the Kent Regional Fire Authority. While the due diligence continues into 2015, much of 2014 was spent by the Department undertaking the foundational research and analysis.

In 2014 the Fire Marshal's Office moved to the 6300 building on the City Hall campus. Through this move the Department has increased access for internal customers with Fire Marshal staff, who attend numerous meetings at City Hall with the other City departments. In addition, external Fire Marshal customers now have access to multiple departments, critical to their projects and developments, in one location.

In November of 2014, the Fire Department put into service a new fire engine to better serve the residents, businesses and guests of Tukwila. A second new engine came online shortly thereafter. Manufactured by Pierce, both are the Velocity model and powered by Cummins engines with Allison transmissions, and have Hale 2,000-gallons-per-

minute pumps. Both engines were custom designed to meet the specific ergonomic needs of the Tukwila Fire Department. They feature state-of-the-art LED lighting packages that make them highly efficient, and they boast a "green" operating engine that will save significant fuel and operating costs over the life of the engines. The engines actually shut themselves off and the generators start after 10 minutes of idling in an emergency situation, allowing the Department to conserve fuel.

The FEMA Assistance to Firefighters Grant program awarded the Tukwila Fire Department a significant grant in 2014 to replace all of the Department's emergency radios. This award brought with it the secondary effect of freeing general fund assets for the Tukwila Police Department, as their radio inventory was also in need of replacement.

Tukwila's Fire Department has 68 members, including 54 career-uniformed firefighters. In addition, in 2014 two new firefighters graduated from the fire academy. With four stations located around the City, the Department provides fire suppression and medical aid, fire code inspections, sprinkler, fire alarm and building plan review, fire cause investigation, emergency management services and numerous fire prevention safety programs.

Training

The Training Consortium successfully accomplished a compliance inspection by the State Department of Safety and Health (L & I) that looked at Consortium training practices including Live Fire Training. The inspection results indicated that there were no violations noted and no changes recommended to current practices.

Across City departments, 82 individuals participated in NIMS training and 71 of those individuals have met all of their required training. The training attendance was facilitated through Emergency Management.

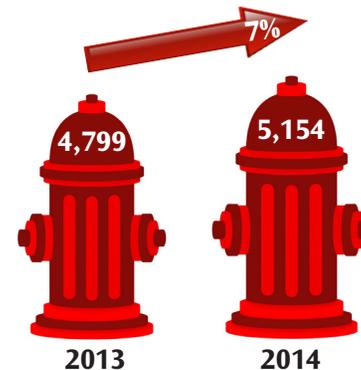
Notable Numbers



**AVERAGE
COMPLETED
TRAINING
PER PERSON**

*(more than
one hour per day
per person)*

TOTAL FIRE DEPARTMENT RESPONSES



PROVIDING HELP WHERE IT'S NEEDED

When disaster struck Snohomish County on March 22, 2014 in the form of a massive mudslide where over forty lives were lost, a plea for assistance went out to neighboring jurisdictions for help dealing with one of the largest and most challenging disaster events Snohomish County had ever experienced.

Tukwila stepped up big time. With Mayor Haggerton's support, the City sent six members of the Fire Department who are members of the Washington FEMA Search & Rescue Team. Another six-member team, this time a Specialized Search & Rescue "Water Diversion Team," was also sent, along with a communication specialist and a logistics section team member. In an emergency, equipment is also needed. Tukwila was able to provide several pieces of support equipment, such as a mobile generator, light tower and Gator – an ATV used in rescue and recovery emergencies. One of the most visible contributions from Tukwila was the Garrison Flag that was raised and flew over the debris field. It was a symbol of strength to all who worked and visited the area.

All said, with specially-trained personnel and equipment, Tukwila was able to provide critical support to the overall success of that operation. It was a true testament of how the City participates in regional events and strengthens regional partnerships.





Police Department

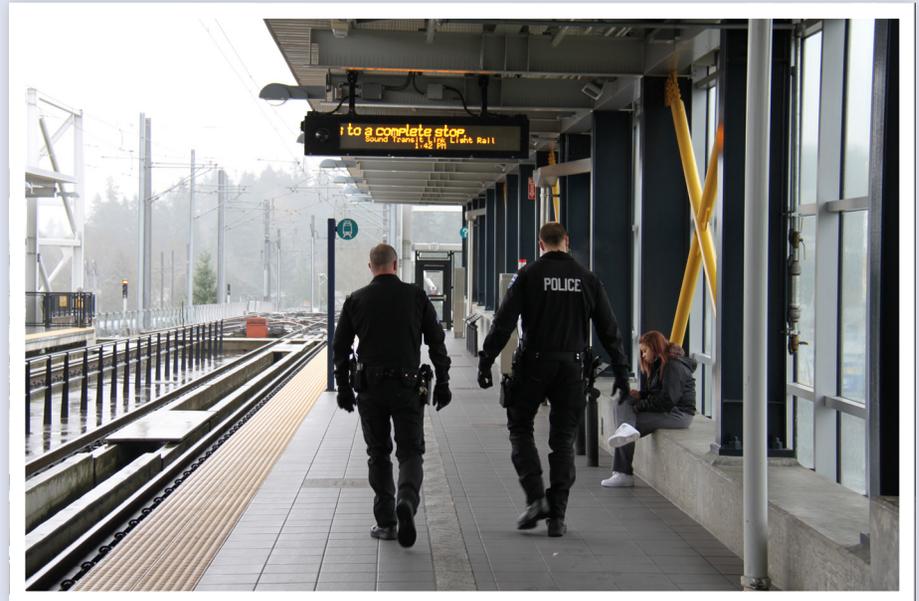
Serving the community 24 hours a day, 365 days a year, responding to calls for service and on-view incidents, Tukwila's Police Department is guided by three principles:

- The Tukwila Police Department Mission Statement:
"We, the members of the Tukwila Police Department, are committed to being responsive to our community in the delivery of quality services. We recognize our responsibility to maintain order, while affording dignity and respect to every individual. Our mission is to improve the quality of life for all through community partnerships and problem solving to promote safe, secure neighborhoods."
- The Tukwila Police Department Vision Statement:
"A World-Class Police Department Delivering Professional Law Enforcement Service."
- The Tukwila Police Department Core Values:
"Leadership, Excellence, Accountability, Dedication."

The Patrol Division is responsible for general policing activities around the City of Tukwila and responding to calls from residents and guests in crisis. The Department also has a Marine Unit of specially-trained officers responsible for police-related issues and emergencies that occur on the Duwamish/Green River. The Traffic Unit responds to multiple serious injury and fatality collision investigations, provides school zone safety patrol and speeding enforcement, as well as hit-and-run investigations. The Tukwila Police Department also has a K9 Unit, which primarily tracks and locates suspects who flee crime scenes in an attempt to evade arrest, but also conducts searches for evidence in certain types of cases. The Major Crimes Unit focuses on investigating a broad range of crimes and other activities that occur in the City, such as burglaries, felony and sexual assaults, missing persons and more. Tukwila's Anti-Crime Team focuses on drug and prostitution crimes. The Professional Standards Unit provides a broad umbrella for a variety of other law enforcement programs in the City of Tukwila, including crime prevention, training, school resource officer program and more. Finally, the Community Police Team is focused on establishing relationships between the Police Department, residents and the business community to collaboratively address law enforcement issues in Tukwila.

FOCUS ON LIGHT RAIL STATION

The Tukwila International Boulevard Light Rail Station has become a focus of the Community Police Team (CPT) in the Department's efforts to reduce crime along Tukwila International Boulevard. In 2014 the Department initiated formation of a work group with Metro and Sound Transit police, along with the Tukwila's Police Department staff, to develop and implement solutions to reduce crime on and near the station. CPT officers received training from Sound Transit Police regarding unlawful transit conduct, and the two agencies have coordinated joint operations to address issues at the station. Meetings have continued every month, and the various agencies continue to share information about calls for service and crime statistics, strategies and response procedures, and the efficacy of multi-agency emphasis patrols.



Lasting effects of 2013 Operation

In 2014 the Tukwila Police Department was staffed by 93 committed professionals (75 commissioned officers and 18 non-commissioned). During this year the City was able to measure the success of the Taking Back Our Boulevard action that occurred on August 27, 2013. Following more than a year of investigation, this police operation along the Tukwila International Boulevard (TIB) corridor resulted in multiple arrests and the closure and seizure of three motels that were part of an ongoing criminal enterprise. One year later, the Police Department and City were able to measure the impact. Violent crime dropped 12% citywide. Along the TIB corridor, the decrease in criminal activity was felt more drastically. Calls for service dropped 30%, the overall crime rate dropped 30%, and violent crime dropped 40%. This has had a huge impact on the quality of life for the residents in that area of our city.

The Police Department remains committed to ongoing efforts to reduce crime and improve the quality of life for those who live, work and play here.

EMPLOYEE OF THE YEAR



Commander Rick Mitchell was selected as the Police Department 2014 Employee of the Year for his exceptional performance as the Patrol Division Commander. He has gone above and beyond in fulfilling his vast obligations. He set clear expectations for the Patrol Division aligned with the Department's Vision, Mission and Values. He facilitated several committees focused on reducing crime in our City. He continues to oversee the Department's use-of-force program and has excelled as the Department's Civil Disturbance Unit Commander.

Commander Mitchell is well respected by the officers, his peers and the entire command. His organizational skills, attention to detail, and leadership ability are the attributes that make him the successful leader he is today. Staff recognizes and appreciates the hard work, dedication and the sacrifices he has made to make the Tukwila Police Department a better place to serve and work.

Notable Numbers

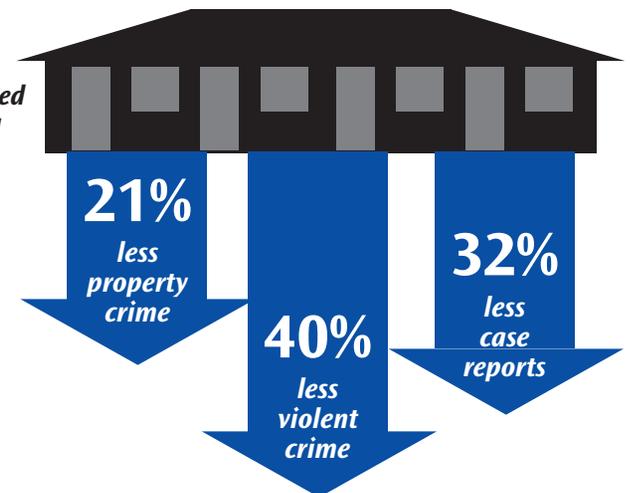


Officers' response time to emergency calls



ONE YEAR LATER

Crime decrease in area near the three seized motels since Taking Back our Boulevard





Public Works Department

Public Works is charged with protecting the health, safety and welfare of Tukwila's residents, businesses and guests through the design, construction and maintenance of municipal infrastructure systems for transportation, water, sewer and stormwater. In addition, Public Works supports other departments in the City through the acquisition and maintenance of City equipment and facilities. Public Works leads large high-profile projects such as the safety and roadway improvements to Interurban Avenue South that began in 2014, as well as daily under-the-radar efforts that benefit Tukwila, such as regular testing of the drinking water and fire hydrants.

In 2014 the City of Tukwila spent over \$1.3 million to improve residential streets, including funding the Cascade View and Thorndyke Safe Routes to School projects (*see box below*). Additional major projects that were constructed in 2014 include the Tukwila Urban Center Transit Center and Andover Park West street and water improvements.

Public Works completed the Annual Bridge Inspections and Repair Program, as well as the Annual Overlay and Repair Program. Tukwila's has 22 bridges which are inspected regularly, and the City received \$5.2 million in grants for future bridge maintenance projects. In the 2014 Overlay and Repair Project, 2.5 lane-miles at nine locations across the City were improved with pavement repairs and asphalt overlay.

East Marginal Way South had grant-funded improvements that included pavement repairs and asphalt overlay of five lane-miles from South 81st Place to South Norfolk Street. East Marginal Way South improvements also included new pavement markings, pedestrian safety upgrades and storm drainage improvements.

Public Works also completed the Tukwila Manufacturing/Industrial Center's Smart Street Non-Motorized Project. This grant-funded Smart Street Project included construction of roughly one mile of bicycle facilities along East Marginal Way South, Boeing Access Road and Airport Way South, from SR 599 to the City limits. Work included pavement and striping removal, shoulder reconstruction, asphalt paving, signing, and channelization.

The City also partnered with WSDOT for the design and construction of the I-5/Klickitat Drive Unstable Slope/Elevated Walkway Project. With State emergency grant funding, WSDOT installed a rock buttress above the existing retaining wall and replaced a damaged portion of the elevated pedestrian walkway with an at-grade sidewalk along Klickitat Drive.

Public Works was successful in working with WSDOT to remove the stop sign at 51st Avenue South/Klickitat Drive/SR 518. Finally, traffic is moving smoothly through that interchange!

SAFE ROUTES TO SCHOOL PROJECTS

Two Safe Routes to School (SRTS) projects began construction in 2014. Tukwila received federal funding for the Thorndyke Elementary SRTS for safety improvements and to encourage walking and riding bicycles. The Thorndyke SRTS Project includes adding a sidewalk on South 150th Street in conjunction with previously planned surface water and overlay improvements. The drainage work was completed in 2014, and the final sidewalk and overlay work is weather dependent and scheduled for completion in Spring 2015.

Tukwila also received State SRTS funding to construct a trail/path, from South 140th Street to 37th Avenue South, that serves the Cascade View Elementary School. The Cascade View SRTS Project (*shown at right*) was substantially completed in 2014. The trail/path utilizes newly-acquired easements from the Tukwila School District and the Riverton Park United Methodist Church. The SRTS funding also provided for an education and enforcement aspect to be fulfilled by the Tukwila School District. The total budget amount for these two projects is \$2,164,000.





TUKWILA URBAN CENTER TRANSIT CENTER

In 2014 Public Works completed a substantial portion of the construction project at the Tukwila Urban Center (TUC) Transit Center and Andover Park West street and water improvements. The TUC Transit Center will serve as a major station for one of King County's new RapidRide Bus transit routes. The RapidRide F Line travels through three urban centers and provides a link to the region's light rail and commuter rail stations. The TUC Transit Center construction includes new northbound and southbound bus stops on Andover Park West and an ancillary stop on Baker Boulevard. The Transit Center project also includes new sidewalks, street pullouts, center medians, transit amenities and landscaping.

Funding sources include the State Regional Mobility grant, federal Transit-Oriented Development grant, State Transportation Improvement Board, King County's Department of Transportation Transit grant, Westfield Mall, Acme Bowl, City traffic impact fees, and Tukwila's Water Utility for the water improvements. Of the overall TUC Transit Center price tag of \$7.5 million, the City's portion is projected to be only \$128,000.

INTERESTING FACTS ABOUT TUKWILA

STREETS

Tukwila has:

- 90** residential lane miles
- 127** commercial lane miles
- 72** miles of sidewalk

*Street sweeping
in Tukwila*

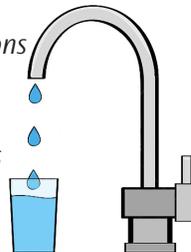
Residential streets: Twice a year

Arterial/commercial streets:
Three to four times a year

WATER SYSTEM

- 18** bi-monthly tests for water quality/safety
- 585** fire hydrants tested
- 1,605** backflow prevention devices tracked

1.87 million gallons per day average used by Tukwila water customers



CITY FLEET



- 349** vehicular units in City inventory
- 1,684** service tickets
- 396** preventative maintenance
- 138,400** gallons of fuel used
- 10** years average age of fleet

STORM WATER

For surface water drainage, the City has:



- 5,000** catch basins/manholes,
- 140** miles of drainage pipe,
- 72** river outfalls,
- 25** trash racks (metal grates over pipe inlets),
- 15** creek undercrossings
- 5** surface water pump stations



Department of Community Development

The Department of Community Development has four functions – planning, building, code enforcement and permitting. Staff includes City planners, building inspectors, plans examiners, permit technicians, code enforcement officers, an urban environmentalist, and one grant-supported Commute Trip Reduction specialist. The Department also manages the City’s recycling program, which is supported by a King County grant.

The Council’s adoption of the *Southcenter Plan*, new Zoning Districts and *Southcenter Design Manual* concluded ten years of work by the Planning Division on this project. The new policies and regulations create sub-districts within the Southcenter area and reinforce pedestrian and transit connections between activity areas, with a strong focus on the linkage between the Mall transit center, the Sounder commuter rail/Amtrak station, and Tukwila Pond. These policies will reinforce the urban center’s future competitiveness within the region, and will work towards transitioning the area from a suburban to a more urban pattern of development.

The Planning Division also worked with other departments to continue the review and update of the City’s *Comprehensive Land Use Plan*. Plan elements regarding the City’s *Roles and Responsibilities*, *Community Image and Identity*, *Economic Development*, and *Tukwila South Elements* were updated to reflect current conditions and incorporate the City’s adopted Strategic Plan. A new *Parks, Recreation and Open Space* element was adopted based on the new PROS Plan.

In addition, 2014 had the Department busy with the implementation of the new Trakit permit processing software. This provides the ability for permitting, building and planning, as well as Public Works and the Fire Department, to collaborate on permit review, map permit locations, and search for permit history. The next phase will allow the public to view permit status and submit certain permits online.

The Department issued 1,970 construction permits in 2014 for a total construction valuation of \$91,304,200. The Department also issued 17 new single-family dwelling permits.

The three-phased Tukwila Village mixed-use neighborhood development – designed to provide residences as well as neighborhood retail shopping and a community gathering place – has submitted four buildings for construction. The new 10,000-square foot King County Library, a part of the new development, was also submitted for construction.

TUKWILA’S COMPREHENSIVE PLAN, IN ALIGNMENT WITH STRATEGIC PLAN

A city or county that is subject to the State’s Growth Management Act must develop a Comprehensive Plan – a 20-year visioning document that explains the community’s values and priorities for growth and development. Small updates can be made to the plans once a year, and every seven to nine years there is a larger review of the Plan and zoning rules. Comprehensive Plans are updated regularly as community priorities change over time, giving existing residents a chance to weigh in on the long-term vision of the community.

Tukwila’s recent updates to the Comprehensive Plan also allowed the City to reflect the learnings from the Strategic Plan process in the updated Plan. The City has changed over the last 10 years since the last big update, and the most recent process has allowed newer residents a voice in defining the City’s goals around growth and development. 2014 saw some major updates to the Comprehensive Plan, and additional elements will be updated in 2015. The City of Tukwila’s Comprehensive Plan is one of the most important guiding documents for the community and has a long-term impact on neighborhoods, business districts and infrastructure, as well as very real ramifications for residents, businesses and guests.



Notable Numbers

RESIDENTIAL RECYCLING EVENT – MAY 2014

Household waste kept out of the landfill through proper disposal



A BUSY YEAR

In 2014, Code Enforcement staff investigated 508 new code enforcement complaints and achieved compliance on 562 cases. Staff completed 425 rental unit inspections and processed another 430 inspections performed by private inspectors. The Department received and processed 540 Rental License applications.

A temporary staff person was added to Code Enforcement to help reduce the backlog of cases related to foreclosed and abandoned houses, which are often eyesores and magnets for criminal activity. When a property owner cannot be identified or will not secure the house, the City can take legal steps to clean it up and lien the site. The City processed 45 such abatements in 2014. Abatement proceedings have been initiated on five long-standing code cases requiring court orders to proceed.

In 2014 Code Enforcement also began an in-depth analysis, reevaluating each step of the City's code enforcement processes through a months-long Lean protocol. This has added value to the overall system and streamlined compliance of its caseloads, ensuring that Code Enforcement is working as effectively and efficiently as possible.

CODE ENFORCEMENT IN ACTION

Effective code enforcement brings about positive changes to the community's appearance, character and livability, often in a dramatically discernible way.



BEFORE



AFTER



Municipal Court

The Tukwila Municipal Court is a court of limited jurisdiction and has legal authority over very specific subject matter and types of cases. The Court hears alleged law violations occurring within the City’s boundaries. The maximum penalty for criminal charges filed in the Court is 364 days in jail and a \$5,000 fine. The Court schedules a variety of hearings when Tukwila Police or the City Attorney’s Office files charges. Hearings held in the Court include arraignments, pre-trial hearings, non-jury and jury trials, and traffic infraction disputes. The Court also supervises related services including legal representation for indigent persons, probation, domestic violence orders, and interpreter services. The Tukwila Municipal Court Judge is appointed by the Mayor and subject to confirmation by the City Council. Judge Kimberly Walden has presided over the Tukwila Court for the last twelve years.

PROGRESSIVE PROGRAMS

During 2014 the Court kept its commitment to access to justice by continuing infraction hearings by mail and its Lunch Court Program. This noon-hour traffic infraction calendar allows defendants the convenience of appearing in court during the traditional work lunch break. These programs also support the Court’s Relicensing Program. The Court continues to seek innovative ways to help driver’s become validly licensed and insured.

A new push for an expanded Jail Alternatives Program met with success. Probation Department members found more work opportunities for non-violent offenders to serve jail sentences in a non-custodial manner. Inmates supported local non-profit agencies and City departments with volunteer defendant labor. This program saved the City approximately \$200,000 in jail costs in 2014.

An ongoing focus for the Court is seeking technological advances to help streamline processes and substantially reduce printed paper needs and costs. The Court partnered with other courts in the region to create standardized electronic forms, provided greater electronic record access to attorneys in court, and worked closely with the City’s IT Department to publish and broadcast court calendars.

Notable Numbers



30 different language interpreters used in proceedings



Nearly 6,000 charges filed



Over 13,900 hearings held

KNOWLEDGEABLE STAFF

Tukwila Court is considered a pioneer in the use of social media by courts. The Court was the first in the State to establish a robust social media presence to keep the public and other community and court partners informed. This year, Judge Walden was tapped to present several classes on social media – basic knowledge and ethical use – to hundreds of court leaders statewide. Most recently, she was invited to the State Superior Court Administration’s annual conference to present this class.

Another source of pride for the Court is the Probation Department Director Mindy Breiner, who was selected to teach the statewide misdemeanor probation certification course. She was chosen by the State Corrections Academy to completely retool and modernize the misdemeanor probation course for generations of new officers to come.

Tukwila Court team members play active roles in improving Washington State’s judiciary. This year was no different; several team members held elected or appointed leadership positions in their respective court associations, actively participated in prestigious commissions and committees, and are currently helping to create a statewide court case management system.

The Tukwila Court is truly the standard bearer for mid-sized courts and proudly serves the City. The Court’s mission: *“committed to providing the community with a fair, efficient and accessible venue for timely resolution of alleged law violations, in an atmosphere of mutual respect and dignity for all its employees and customers.”*

COURT FOR KIDS

One of the Court's most celebrated programs is Court for Kids (or C4K for short). Court members participate in several ways: mock trials, volunteering in local schools, provided law-related presentations, and training of young interns. The entire Court team is committed to providing a positive image of the judicial system to kids of all ages.

The main component of C4K is the very popular mock trial program. The Court teaches and hosts kids of all grades (from elementary to high school) and from schools throughout the Puget Sound region. Using Tukwila's courtroom facilities, students are assigned to play the roles of the participants and realistically litigate a fictional criminal jury trial.

Prior to the trial date, Judge Walden visits each school to provide a comprehensive lesson on courtroom basics such as participant roles, trial strategy, and presentation tips. During the actual trial, the students are expected to conduct themselves – from start to finish – without any help, instruction or intermission. From the initial "All rise" as the student judge enters the courtroom to the final closing argument, the classes properly follow through with their case as though it were a real jury trial. Each student is given the opportunity to sharpen public speaking skills as an active participant or as a member of the jury providing feedback. As in real court proceedings, mock trials are open to the public. Typically kids perform in front of proud family members, friends, faculty and court staff.

Beyond the mock trials, the Court team is also active in local schools, summer programs and church groups, volunteering to help teachers in any way they can. The Court also takes on high school-aged summer interns to help prepare them for careers in the legal field. Additionally, Judge Walden and Court Administrator Trish Kinlow present their "Know the Law, Protect Your Future" lesson to teen groups. Tukwila's Municipal Court is always available to the public to provide a learning opportunity – especially to local schools and young people from all walks of life.

COURT ADMINISTRATOR LATRICIA "TRISH" KINLOW

Trish Kinlow has served as Tukwila's Court Administrator for the last ten years. She is responsible for court employees and all administrative functions. Trish is dedicated to enhancing the administration of justice and committed to highest quality service to this community. The following are some highlights of her work in 2014:

Improving access to justice – Exemplary interpreter services are essential to the court. Understanding the need to serve Tukwila's non-English speaking community well, Trish arranged for the court to pilot a new interpreter-scheduling tool. Among many of its advantages, this new system provides reminder calls to customers in their native language.

Improving quality of service – One of Trish's biggest passions is quality customer service and she tasks all team members with providing first-class assistance. To this end, she created very highly regarded Court Customer Service class and trains courts around the State.

Instilling public trust and confidence in the courts – As a member of the prestigious Gender and Justice Commission, Trish hosted a training course for leaders of faith-based communities to help them understand the dynamics of domestic violence. The program does a wonderful job of dispelling common myths and students walk away with a better understanding of the legal process.

Trish's exemplary efforts are known and appreciated statewide. She was selected by State officials to provide court ethics training to other courts. Her lessons emphasized employee integrity and how the public must be confident that courts will be unbiased and honorable.





Human Resources Department

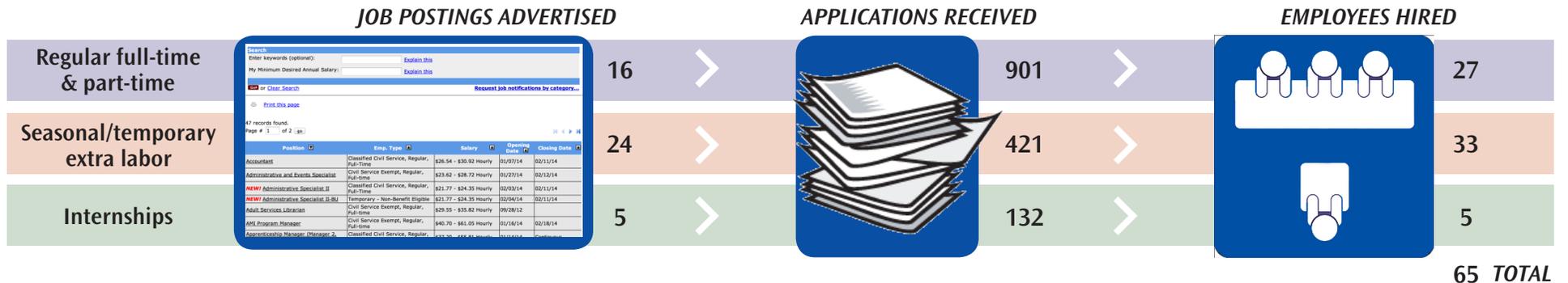
The Human Resources Department provides internal support to the City in the areas of classification/compensation, benefit administration, labor and employee relations, civil service, recruitment and hiring, performance management, organizational development, workplace safety, training and professional development.

Notable accomplishments for Human Resources during 2014 included:

- ▲ Streamlined in-house entry and lateral test process for Police and Fire departments using Lean process techniques and strategies; outsourced internal promotional testing to strengthen the process, enhance the applicant experience, and more efficiently utilize limited internal resources.
- ▲ Conducted succession planning training for department directors and supervisors to aid in the development of employees for succession to leadership positions in the City in the coming years.
- ▲ Conducted a classification and compensation study for 80 Teamsters Union represented positions.
- ▲ Negotiated eight labor union contracts.

Notable Numbers

FILLING POSITIONS DURING 2014



HR COMMUNITY EVENT PARTICIPATION

Human Resources staff participated in the Foster High School Career Day on April 24, 2014. Information was provided about the types of jobs careers available for teens after high school. Other participants included many local and regional employers as well as several colleges and technical schools.

Tukwila Human Resources staff handed out job announcements and answered questions about minimum qualifications, work hours and pay. Human Resources staff provided valuable information about Washington State Labor and Industries regarding what teens under the age of 18 must know about the documentation required at the time of hire. These documents include proof of age, a Social Security card, and a signed Parent/ School Authorization to Work form. Students were also provided detailed information about how to apply for City of Tukwila jobs online through NEOGOV, what is appropriate attire to wear at an interview, and what types of skills and education are needed for today's local government jobs. Human Resources staff looks forward to participating in future Career Days.





Information Technology Department

The Information Technology (IT) Department provides support for the City's information and communication infrastructure, to assist the City in delivering the highest quality services and information for internal and external customers in an efficient, effective and fiscally responsible manner. The IT Department oversees all technology systems for the City, including the City's network, system administration, computer hardware and software, and telecommunications – both internal VoIP phone system and mobile phones/devices.

During 2014, the IT Department:

- Worked with the Police and Fire Departments to fully implement within the defined schedule the Valley Communications dispatch and communications upgrades for Public Safety.
- Participated in the implementation of the City's new permit tracking software system, working closely with key staff in multiple departments and the software vendor to install, configure, test and bring the system to live production within scheduled timeline.
- Improved outreach efforts to citizens by installing video and streaming equipment for the broadcast of City Council Meetings.
- Installed centrally-managed enterprise-class wireless network equipment to securely connect mobile devices to network.

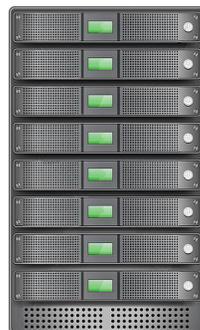
Notable Numbers

521 Computers, laptops and tablets
(including vehicle installs)



EQUIPMENT SUPPORTED IN 2014

38 Servers
(physical & virtual)



223 Cell phones

DEPARTMENTAL COLLABORATION

When considering technology, most people think of computers and laptops first, with tablets and smartphones recently added to the list. The City's Information Technology (IT) Department is responsible for managing these widely-used assets for staff in all City departments. Technology microchips and circuitry can be embedded into different types of control systems such as those for HVAC, transportation, fire safety, security, etc. Computers are also found in many places other than an office desktop. The IT staff is often called upon to assist in the integration of these types of technology when utilized in the provision of City services.

A recent example of this is the City's purchase of a pipeline inspection truck. Besides providing video inspection of the pipeline, the system has the ability to take GPS readings along the route. These GPS points are used to create a mapping layer that is placed over the City's existing geographical maps, giving staff an extremely accurate view and inventory of existing pipelines and capabilities for robust data searching and reporting. The truck's technology has been fully automated to collect pipeline data and video for sharing between the crews running the camera truck and the Public Works engineers located in City offices.

IT worked closely with the vehicle vendor and City staff – including the GIS coordinator, Public Works engineers and the end-user crews – to work through



network connectivity solutions, customizing and securing the truck's computers, and automating the database updates and mapping integration. This implementation was a multi-departmental collaborative effort that required utilizing many skill-sets, resulting in an efficient and scalable data collection and video system that will be utilized for years to come.



Finance Department

The City's Finance Department provides an array of services that include financial data processing, treasury cash control, utility billing and collection, payroll, accounts receivable, business licenses, preparation of the biennial budget and Comprehensive Annual Financial Report (CAFR), as well as risk management. 2014 was a busy year for the Department, which culminated with the passage of the 2015-2016 biennial budget, as well as these other accomplishments:

- Enhancing technology to import and export data, thereby eliminating the need to re-input/re-key. This is used with PCard transactions, recurring accounts payable transactions, revenue files, journal entries, CAFR and internal report preparation, and budget development.
- The City received the Government Finance Officer's CAFR and budget award for the 2015-2016 biennial budget period passed in 2014.
- The Department finalized and now manages the Local Improvement District assessment for the new Klickitat interchange and bonding providing over \$9,000,000 in financing to the City.
- Finance supports the City's initiatives by participating in the Regional Fire Authority study in the development of fire benefit charge, among other contributions.

2015-16 BIENNIAL BUDGET

During this past budget season, a "budgeting by priorities" approach was adopted whereby resources were allocated based on the highest priorities of the City. Council President De'Sean Quinn provided copies of the *Price of Government* to all Councilmembers; the City's administrative team evaluated and selected service and program initiatives developed by City staff based on these priorities; community input was garnered through a first-ever Community Budget Forum and Budget Survey; several touchpoints with the Council and community resulted in adoption of the Mayor's proposed budget – with no amendments. The budget was adopted November 17, the earliest date in recent past. The Finance Department has developed a more flexible and integrated budgeting process that facilitates analysis as the budget is developed and promotes overall accuracy.

THE BEST VALUE FOR THE CITY

In 2014, the City formed a Fire Exploratory Committee to research, evaluate and recommend options for providing fire and emergency medical services in Tukwila. After considering all available options, the Committee recommended the City further explore the feasibility of annexing to the Kent Regional Fire Authority (RFA).

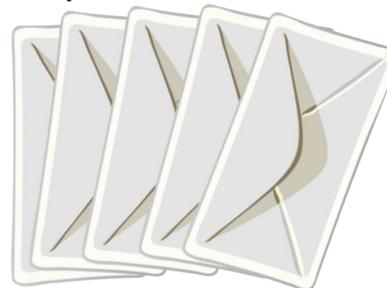
The City wants to ensure that Tukwila citizens and the business community continue to receive high-quality fire protection and emergency medical services in a cost-effective manner. The Finance Department is an integral part of the process to ensure that all financial aspects of the potential annexation are thoroughly analyzed and solid information is presented to the City Council so that they can an informed decision as to the future of fire service in the City of Tukwila.

Helping lead this effort is Deputy Finance Director Vicky Carlsen. Prior to coming to Tukwila, she was formerly the Finance Director of a regional fire district that annexed a bordering city. That invaluable expertise gained during the study and annexation process will be fully utilized by the City as it explores the option of annexing to the Kent Regional Fire Authority.

Notable Numbers

44,386

Number of utility bills printed in 2014



\$68,816

City revenue earned through PCard rebates



A PCard is a commercial credit card used by City employees specifically for purchasing goods and services for the City. Tukwila's PCard program also reduces paperwork, staff time, and the use of petty cash funds.

Tukwila Budget in Brief

The City of Tukwila's 2014 budget was \$127,037,755. Of this, \$56,945,347 is from the General Fund, which funds the day-to-day operations of the City. Other funds pay for debt service on bonds and capital projects for large infrastructure projects such as roads and sidewalks.

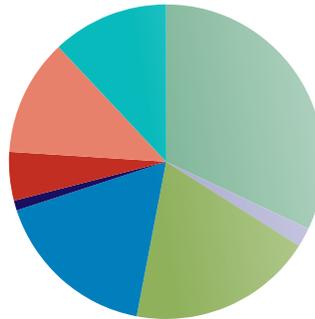
The City keeps a 10% ending fund balance plus a contingency fund that is equal to or greater than 10% of the previous General Fund Revenue in order to maintain prudent savings. The City actually met its new reserve policy one year early.

Approximately 33% of the City's revenue comes from taxes. The remaining is a mix of grants, fees for services, licenses and permits and more. Much of the grant funding received by the City is restricted in some way.

WHERE DOES PROPERTY TAX COLLECTED IN TUKWILA GO?

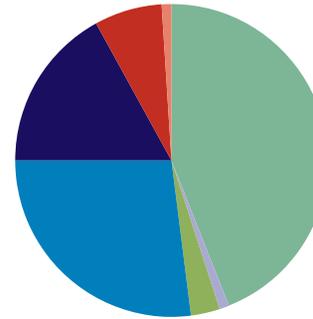
Property Tax Distribution (per \$1,000 Assessed Value)	Assessed Value	Percent of Total
Tukwila School District	\$ 5.15	42.1%
City of Tukwila	2.95	24.1%
Washington State	2.42	19.8%
King County Library	0.57	4.7%
Hospital District	0.50	4.1%
Emergency Medical Service	0.30	2.5%
Port of Seattle	0.23	1.9%
Flood Control District	0.12	1.0%
Total Property Tax per \$1,000 Assessed Valuation	\$12.24	100.0%

2014 Budgeted Revenue by Type



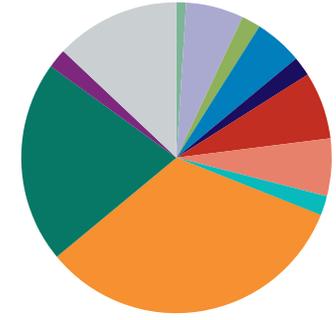
Taxes: \$41,509,844
Licenses & Permits: \$ 1,896,189
Intergovernmental: \$27,256,103
Charges for Services: \$21,534,011
Fines and Penalties: \$ 234,829
Miscellaneous: \$ 6,280,223
Transfers - In: \$15,111,858
Other Financing: \$14,840,648
Total: \$128,663,705

2014 Budgeted Expenses by Type



General Fund: \$56,945,347
Special Revenue Funds: \$ 27,566,294
Debt Service: \$3,941,195
Capital Projects: \$7,507,205
Enterprise Funds: \$ 22,664,270
Internal Service Funds: \$8,340,717
Fiduciary Funds: \$ 72,727
Total: \$127,037,755

2014 Department Expense Summary



City Council: \$255,973
Mayor's Office: \$2,904,216
Human Resources: \$663,816
Finance: \$2,304,134
Legal: \$661,860
Parks & Recreation: \$3,377,317
Community Development: \$2,838,260
Municipal Court: \$1,055,747
Police: \$15,905,234
Fire: \$10,472,251
Information Technology: \$1,351,457
Public Works: \$6,589,403
Total: \$48,379,698

WHERE DOES SALES TAX COLLECTED IN TUKWILA GO?

Sales Tax Distribution	Percent
Washington State	6.50%
King County Public Transportation Benefit Area	.90%
City of Tukwila	.85%
Regional Transportation Authority	.80%
King County	.35%
King County Criminal Justice	.10%
Total Sales Tax rate in Tukwila	9.50%

Tukwila is a three-time winner of the Distinguished Budget Award





City of Tukwila, Washington

CITY OFFICIALS

MAYOR Jim Haggerton

COUNCILMEMBERS De'Sean Quinn, 2014 President

Joe Duffie

Dennis Robertson

Allan Ekberg

Verna Seal

Kathy Hougardy

Kate Kruller

MUNICIPAL COURT Judge Kimberly Walden

CITY STAFF

CITY ADMINISTRATOR David Cline

DEPARTMENT STAFF

Rick Still, Parks & Recreation Director

Chris Flores, Interim Fire Chief

Mike Villa, Police Chief

Bob Giberson, Public Works Director

Jack Pace, DCD Director

Stephanie Brown, HR Director

Mary Miotke, IT Director

Peggy McCarthy, Finance Director

Laurel Humphrey, Council Analyst

Rachel Turpin, City Attorney

Trish Kinlow, Court Administrator