Here We Go!
The city of opportunity, the community of choice.

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

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

**Our Vision**

**Our Mission**

**Our Values**

**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.
Mayor’s Welcome

Last year was very productive for the City of Tukwila. Our theme for this Annual Report is “Here We Go!” We chose this theme because our accomplishments in 2017 have moved the City forward in some major ways. Here are some highlights.

**Technology** – In 2017, we made moved from network servers to cloud-based servers to store documents and data. This is a big step and will result in cost savings for our city.

**Public Safety** – We began implementing the Public Safety Plan, funding for which was approved by voters in November 2016. We have identified sites for each building and have begun working with architects on preliminary design.

**Equity** – The City adopted an Equity Policy that will provide guidance to City elected officials, staff, boards and commissions, partners, residents, businesses and guests on how the City of Tukwila will actively promote equitable access to opportunities and services.

**Engagement and Outreach** – Although we recognize there’s more to be done, we worked hard to improve our outreach and engagement in 2017. We held several well-attended open houses and community meetings, increased our social media presence, and initiated a contract for on-demand phone interpretation services to enhance front desk customer service.

I am honored to serve alongside Councilmembers, city employees, countless volunteers and community members, working toward our shared vision and mission. Our collective passion, commitment and hard work are what make us successful.

Allan Ekberg
Mayor, City of Tukwila
2017 saw significant forward movement as Tukwila began implementation of its Public Safety Plan. The Plan includes a 2016 voter-approved bond to fund the construction of three new fire stations, to pay for fire apparatus and equipment for 20 years, and to construct a new Justice Center to house the Tukwila Police Department and Municipal Court. The Plan also includes a new consolidated public works facility that will be funded equally from the City’s General and Enterprise funds.

The Public Safety Plan as we know it today is the product of many years of study and research that disclosed major deficiencies in how well our existing facilities meet the public safety needs of our community, particularly in the event of a major earthquake.

During 2017, Public Safety Plan implementation achieved many milestones, including:

- Hosting three in-person open houses, three online open houses, presenting at community meetings, maintaining a Public Safety Plan website, and other outreach activities to ensure public input on the Plan.
- Hiring an experienced project management consultant to assist us in building five new buildings by 2021.
- Seating a five-member Public Safety Bond Financial Oversight Committee, comprised of Tukwila residents.
- Hiring a Program Management Quality Assurance consultant to report directly to the Council on the progress of the Public Safety Plan implementation.
- Seating a seven-member Public Safety Plan Siting Advisory Committee, comprised of four Tukwila residents, two councilmembers, and the Public Works director.
- Engaging in an independent study to determine the best location for fire stations around the City, to ensure equitable response times in an emergency.
- Developing criteria to guide site selection; selecting sites for the five buildings.
- Selecting an architect for the fire stations.
- Getting approval from the State to use the General Contractor/Construction Management method to design and build the Fire Stations.
- Authorizing condemnation authority for the recommended properties for Fire Station 54, the Justice Center, and the Public Works Facility.
- Selecting the General Contractor/Construction Management firm for the Fire Stations.

The Public Safety Plan is a very complex project, full of difficult decisions and positive opportunities for our community. Building these facilities to protect our community now and in the future will leave a positive, lasting legacy for many years to come.

<table>
<thead>
<tr>
<th>NEW FACILITY</th>
<th>FACILITY LOCATION</th>
<th>SCHEDULED START OF CONSTRUCTION</th>
<th>SCHEDULED COMPLETION</th>
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<td>Fire Station 51</td>
<td>West side of Southcenter Parkway at South 180th Street</td>
<td>Spring 2018</td>
<td>Fall 2019</td>
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<tr>
<td>Fire Station 52</td>
<td>North parking lot of the existing City Hall campus</td>
<td>Early 2019</td>
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<tr>
<td>Fire Station 54</td>
<td>Northeast corner of 42nd Avenue South and South 140th Street</td>
<td>Early 2019</td>
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<tr>
<td>Justice Center</td>
<td>Tukwila International Boulevard and Military Road near South 150th Street</td>
<td>Late 2018</td>
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<td>Public Works Facility</td>
<td>Between the Duwamish River, Tukwila International Boulevard, South 112th Street and East Marginal Way</td>
<td>Late 2019</td>
<td>Spring 2021</td>
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High School Intern Program

2017 was the inaugural year of the City's high school summer internship program. This program provides the opportunity to expose Tukwila’s local high school students to diverse, living wage careers in city government and employment opportunities available at the City. The goal is to develop a pipeline of diverse, local candidates for City jobs, resulting in having the workforce better represent the broader community. First-year demand was high, bringing in more than 80 applications for seven positions.

A Vision for Tukwila International Boulevard

The Congress for New Urbanism (CNU) is a non-profit organization of expert design professionals who provide guidance to communities for creating vibrant, walkable and appealing physical environments. Tukwila was selected for a CNU Legacy Project, “Tukwila International Boulevard: A Rising Neighborhood.” Professionals from around the country donated their time to study the Tukwila International Boulevard (TIB) area and lead a three-day community event on how to best put into effect City goals and policies for the area. The workshop included elected officials, residents, property owners, affected and adjacent agencies, as well as a panel of local real estate experts and developers. The event brought together all the City Departments including Technology Services who pulled in a virtual reality team to sketch the ideas for the area. The event was videotaped, and the final written report was prepared and presented to the City Council at their May 2, 2017 meeting. Among the team’s recommendations are a redesign of the TIB right-of-way and zoning code changes.
Tukwila Court Administrator Trish Kinlow is the passion behind and the architect of the King County Unified Payment Program - the “UP Program.” This King County-wide program allows any person with traffic tickets in multiple jurisdictions in the County to consolidate fines, reduce the amounts owned and – upon making one payment towards these fines – reinstate their driver’s license.

In Washington, the Department of Licensing suspends a person’s license if they have unpaid traffic tickets. If a person continues to drive with a suspended license, it is a crime punishable by 90 days in jail and/or a $1,000 fine. For a variety of reasons (including lack of financial resources), over 60,000 King County residents find themselves in this situation. Typically, unpaid legal financial obligations reach an overwhelming dollar amount, since courts send these unpaid fines to collections where they incur a 19% interest rate and a variety of costs and fees. What started out as a $136 infraction could balloon into an obligation into the hundreds of dollars.

The county and cities incur the high costs of police, jail, impound, attorney’s fees, and court costs if a person drives while they are unable to pay this fine and have a suspended license. Many make the choice to drive out of necessity – for work, children, health, family and numerous other reasons. Tukwila is not immune to the problems that arise from this entire process.

Trish was able to get every single court in the County - 37 jurisdictions - to agree to this six-month pilot project. A defendant with tickets in multiple jurisdictions in King County can go to any court, obtain their record of unpaid tickets, apply online to our contracted independent payment agency, and make one payment to release all the King County DOL holds on their license. Before this program, a defendant would have to address their tickets in each individual court. Many courts didn’t allow any remedies at all. Over $200,000 dollars are now allocated and over 600 cases enrolled in this program since its October start date. This will be money the jurisdictions – including Tukwila – would otherwise be unable to collect. This will also lead to numerous people becoming validly licensed and insured, significantly cutting down the unlawful driving.
Coffee with a Cop

Developed for the City by the Community Liaison Team, Coffee with a Cop provides an opportunity to meet with Tukwila community members and discuss neighborhood issues in a casual atmosphere. The Police Department partnered with Starbucks, which has been extremely supportive and offered the use of their locations for hosting the events. Some of the most popular get-togethers have included introducing Apollo, the City’s newest narcotics K-9. Held on a regular basis, these events have been well attended and are a great chance for a personal level of interaction to build community partnerships.

Stepping Up Social Media

To better connect with the public, Tukwila’s Police Department fully embraced the use of social media during 2017. In an age of rapid communication, the Department utilized social media as a way to provide prompt information and keep the public engaged. The Police Department sought to do so in a unique and creative manner that is both informative and amiable. They believe that simply putting out information is not an effective means of communication if no one is viewing it nor wants to. Through the use of humor, visual graphics and self-initiating dialog, the Department has been able to successfully connect with – and relate to – a much larger audience, and feedback from the public has been overwhelmingly positive.

A Star is Born

Narcotics K-9 Apollo joined the Tukwila Police Department in September of 2016. He was formally introduced to the public in the spring of 2017 and his story went viral with millions of views online. He is a great ambassador not just for the Department, but for the City as well. Apollo has helped the Police Department connect with people from all over the world.
The new $10 million pedestrian/bicycle bridge was under construction from August 2016 through 2017. The non-motorized bridge crosses the Green River and provides a connection between Southcenter and the West Valley Highway area, including the Tukwila Station (Sounder/Amtrak station). The pedestrian bridge is funded with a $6.87 million State Regional Mobility Grant from WSDOT, federal grant funds, park impact fees, and City funding.

**Bike Ride** – The Tukwila Transportation Demand Management (TDM) Team provides programs that offer trip reduction services to improve congestion, reduce fuel consumption and improve air quality for several south King County cities. One of the City’s high school interns worked with the TDM Team to organize a community bike ride along the Green River that included partnering with LimeBike, Seattle’s new bike share program.

**Bike Racks** – The orange bike-shaped bike rack and bike repair station was one of several installed in Tukwila as part of a program to enhance public and business bike amenities. Several bike racks were installed at City parks and facilities.

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**From Here to There – Here We Go!**

**Tukwila Urban Center Pedestrian/Bicycle Bridge**

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**We Like Bikes**

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DIVISION MERGER

In the fall of 2017, the Human Services and Communication and Government Relations divisions merged to form the Community Services and Engagement (CS&E) Division. This partnership created the opportunity for more information to reach residents, cross collaboration, and outreach.

EQUITY POLICY

In December, the City Council approved a City equity policy. With input from the Equity and Social Justice Commission, CS&E staff facilitated a group of employees who, over the course of 2017, developed the policy’s goals:

1. The City’s workforce reflects our community.
2. Community outreach and engagement is relevant, intentional, inclusive, consistent and ongoing.
3. All residents and visitors receive equitable delivery of City services.
4. City government is committed to equity in the decision-making process.
5. Equity serves as a core value for all long-term plans moving forward.
6. The City will build capacity around equity within City government and the broader community.

The work continues in 2018, with the convening of an Equity Policy Implementation and Evaluation Committee that will be responsible for developing an implementation plan and performance metrics.

COMMUNICATIONS OUTREACH

During 2017, the Communications Team worked hard producing print and digital media to support the City’s efforts, including:

- City Pages in the Tukwila Reporter
- Hazelnut semi-annual print newsletter
- e-Hazelnut monthly e-newsletter
- Facebook page and Twitter feed
- City of Tukwila Website
- Xfinity Channel 21

CITY CLERK’S OFFICE

A convenient and efficient place to find information, the Digital Records Center (DRC) facilitates keyword searchable access to public records, is continually updated with new records, and promotes transparency into the City’s operations. During 2017 the City Clerk’s Office processed 337 contracts and contract amendments, 61 pieces of legislation (ordinances and resolutions), agendas and minutes for weekly City Council meetings, four Council Committee meetings, and meetings of nine City Boards, Commissions and Committees. All of these are available in the DRC, along with audio recordings of Council meetings, legal notices, press releases, bids, recorded documents, and the Tukwila Municipal Code.

Metrics indicated that the City’s Building Permit and Land Use records are frequently needed and requested by both City staff and the public. In October 2017, the City Clerk’s Office unveiled a new way to access these records. GET-IT (Government Electronic Transparency Initiative for Tukwila) offers convenient 24/7 access to these records, at no charge. Through GET-IT, over 1,200,000 images are available online in the Digital Records Center (DRC), back to the first building permit issued by the City in 1958. Records Governance Manager/City Clerk Christy O’Flaherty was invited to present information about the City’s GET-IT program to a group of City and State officials from throughout King County.

GET-IT

Government Electronic Transparency Initiative for Tukwila

Microfilm-to-Digital Project

Reflecting the City’s value of Caring, throughout 2017 City Clerk’s Office staff supported many of the City’s initiatives that assist the Tukwila community, including collecting school supplies, care packages and clothing; making food donations and raising $2,000 to the SnackPack Program; volunteering at the City’s “Spirit of Giving” event; and organizing community dinners for the homeless at Riverton Park Methodist Church.
HUMAN SERVICES

In 2017, Human Services engaged in a pilot program called the **Parallel Process**. A group of three cities including Tukwila provided assistance to smaller non-profit agencies that focus on underserved residents. Unable to compete with the larger, more established agencies, these newly funded non-profits were helped by Human Services staff to be better equipped for writing more compelling, competitive grants describing their work and the results of their impactful programming. Three agencies received first-time funding through the Parallel Process:

- **Circulo de Mamas** – Provided four 6-session driver preparation training workshops, with 26 Tukwila Latinas obtaining their drivers permits.
- **Mother Africa** – Provided culturally/linguistically appropriate case management, resource navigation and advocacy to six Tukwila residents
- **Partner in Employment** – Provided career navigation services to Tukwila residents, resulting in job placement and pre-apprenticeship enrollment

All three programs successfully reached their annual goals.

THE BASICS

In the fundamental function of direct services, during 2017 staff:

- Provided information and referral to 1,702 residents
- Assisted 109 walk-ins
- Assisted 98 homeless clients
- Provided 155 hours of case management
- Assisted 19 households with 158 hours of minor home repair services, focusing on health and safety repairs

ECONOMIC DEVELOPMENT

**Public Safety Plan** – In November 2017 the City Council selected sites for new City facilities for the Public Safety Plan. Once the sites were selected, Economic Development staff began outreach to the affected businesses to help them find new locations. That work will continue into 2018.

**Tukwila Village** – In 2017 the Tukwila Library, plaza, and Kona Kai Coffee opened and the land sale for phase one was completed. Construction continued on two senior apartment buildings that are scheduled to open in 2018, with a third building starting later in 2018 and a fourth in 2019. As soon as the community organization is formed in early summer of 2018, the community room will be available for events.

**Amazon HQ2** – The City collaborated with the property owners of Tukwila South to submit the site to Amazon for consideration of their second headquarters (HQ2). Although no sites in the Pacific Northwest made it into Amazon’s top 20, it was a good step for marketing the site to other developers.

**Tukwila Tourism Brand** – In 2017 the City completed a year of community and Council involvement to develop a brand strategy for the City’s tourism marketing work. The brand is based on the concept that Tukwila, especially the Southcenter District, is accessible and fun for everyone. The new brand, which was funded by lodging taxes, is intended to attract visitors to Tukwila to support our local economy and improve the City’s image in the region.

2018 sees the 50th anniversary of the Southcenter mall. Economic Development staff began work in 2017 with the creation of the Southcenter 50 Facebook page and historical research. Work will continue through 2018 to organize a variety of events and marketing activities for the year-long celebration, including implementation of the new brand strategy and opportunities to improve Tukwila’s image.
The Tukwila City Council strives to make your home, the City of Tukwila, a vibrant, safe, and inclusive community for all its residents and businesses. In 2017, your Council worked hard to make sound policy decisions informed by the 2017–2018 Biennium Priorities that we adopted as part of the budget:

- Cultivate safe, attractive and welcoming neighborhoods
- Promote dynamic urban environments
- Leverage effective partnerships and collaboration
- Encourage healthy, safe and affordable housing
- Maximize Tukwila’s significant economic strength and potential
- Ensure organizational effectiveness and responsible financial stewardship
- Foster civic pride and an informed community

Much of the work your City Council performs is in its four standing committee meetings, Committee of the Whole meetings and full Council meetings, but our members also stay very busy serving on local, regional and national boards and committees to amplify Tukwila’s voice and to bring back best practices and strategies that benefit this community. Your Councilmembers represent you by collaborating with other agencies on local, State and federal transportation issues, salmon restoration, youth and families, land conservation, criminal justice training standards, and more.

Here at home, the Tukwila City Council made great progress toward implementing the Public Safety Plan, including selection of sites for the Justice Center, fire stations, and Public Works shops. These choices incorporated feedback received from public open houses, as well as the recommendations of an advisory group made up of community members. In addition, the Council appointed a Financial Oversight Committee – made up of five community members – charged with reviewing Plan expenditures to ensure the City is meeting the purpose of the bond as approved by voters in November 2016. We also hired a Program Management Quality Assurance provider with extensive industry Experience. They will report directly to the Council to provide sound advice on the overall project plan and implementation as it moves forward.

In 2017 Tukwila enjoyed many exciting events and highlights throughout the year, such as the grand opening of our fabulous new Tukwila Library on the Tukwila Village site. Your Council participated with many members of the community in an intensive visioning session with the Center for New Urbanism to further develop our collective ideas for the future of the Tukwila International Boulevard neighborhood. Tukwila’s first high-rise building grew floor by floor before our eyes, signaling the beginning of exciting changes in the Urban Center. The City constructed a new pedestrian and bicycle bridge over the Green River, opening a direct connection to the commuter train station. Key capital projects such as street improvements on Interurban Avenue, 42nd Ave. South, South 144th Street, and Safe Routes to Cascade View Elementary School were all geared toward increasing safety for pedestrians, especially families and school children in our residential neighborhoods.

Delivering on what you tell us is important for Tukwila is our focus, by balancing a reasonable budget, setting logical priorities, and planning for future growth in our rapidly changing city. Your City Council values the diversity and vibrancy of Tukwila, in our neighborhoods and where we work and play. We remain committed to ensuring that everyone feels safe and welcomed in our beautiful city. We believe that Tukwila does better when people of all cultures, ethnicities, abilities and backgrounds work together for a better future. That is what makes where we live unique and makes it a very special honor to serve you.
NEW COUNCIL COMMITTEES

The City Council considers many different types of policy issues in a year, on topics covering finance, public safety, streets and sidewalks, utilities, tourism, and much more. In an effort to appropriately balance these issues among the four standing committees, the Council decided to pilot a new committee framework for 2017 including revised titles and scopes. The previous committee structure, unchanged since 1987, had not been re-evaluated to consider current workload and policy considerations of a rapidly-changing City. The Committees became Public Safety, Finance, Transportation & Infrastructure, and Community Development & Neighborhoods. The City Council found this to be an effective balance of work over the course of the year and plan to continue in 2018 with minor adjustments.

RETIREMENT OF A TUKWILA LEADER

On December 31, Councilmember Joe Duffie – Tukwila's longest serving elected official – retired after 36 consecutive years of service. He was first elected to the City Council in fall of 1981, being inspired to run for office to get more involved in neighborhood issues. During his tenure he remained passionate about improving the quality of life in the community and in increasing transparency and accountability in local government. He is also renowned for serving as a strong mentor for Tukwila youth through his work at the Tukwila School District as well as his service on the Council. Councilmember Duffie was recognized by a formal resolution signed by the Mayor and City Council. In addition, the Council approved the naming of a ball field at Joseph Foster Park as the “Joe Henry Duffie” field to recognize his important contributions to the community. The City thanks Joe Duffie for his unsurpassed service to the Tukwila community.
DUWAMISH HILL PRESERVE PHASE 2

Tukwila Park and Recreation Department completed Phase 2 of Duwamish Hill Preserve in early 2017, followed by a spring celebration/opening event at the site. The development occurred on the northwestern edge of the 10.5-acre park. This effort continues the successful partnership between the City, Forterra and Friends of the Hill, which successfully preserved Duwamish Hill in 2004.

Phase 2 includes the ecological restoration of 3.3 acres that were transformed into a cultural landscape, showcasing five distinct lowland habitat areas – wetland, meadow, prairie, savannah and woodland. These native plant habitats have traditional cultural uses for the ancestors of the region’s indigenous people, and are also used by contemporary tribal members and others interested in traditional cultural practices.

The plants were selected in consultation with the Muckleshoot and Duwamish Tribes, as well as members of the Northwest Native American Basket Weavers Association, and include cedar, basket sedge, tules, camas, oak, beargrass, crabapple, salmonberry and many others.

The project also included a large-scale granite art installation – Puget Sound Salish Seasonal Round designed by Mette Hanson. It provides a focal point and central gathering place for the Phase 2 area. Several interpretive signs were installed to detail plants and habitat areas, signs also include native language to demonstrate the significant cultural heritage of the site.

Duwamish Hill Preserve serves as a key location for educational programs. It is an important destination for school field trips, particularly given the outdoor classroom, and has been a hub for volunteer restoration events. The completion of Phase 2 brings more visitors and events to the Preserve, particularly those wishing to learn more about indigenous cultures.

WILDERNESS EXPLORERS

The Parks and Recreation Department received a grant from the National Recreation and Parks Association to implement the program that teaches children safe ways to engage and connect with nature, specifically nature in urban/suburban areas.

The six-week Wilderness Explorers program was designed for youth age nine and ten. The program included weekly field trips to the Duwamish Hill Preserve. Approximately thirty kids participated each week to learn about being good stewards and explorers of nature in sub-urban settings.

Kids were tasked with a final project for the grant. On August 10th they worked with Brooke Alford, a longtime resident and leader of the Friends of the Hill group to decorate, and install “gator” bags around 43 trees. By the end of the installation kids were asking questions about different types/names of trees and feeling very proud of their contributions. The gator bags will supply steady water to trees that were planted this spring.
HEALTHY TUKWILA PROJECT

In February 2015 Tukwila Parks and Recreation applied and was awarded funding for a three-year grant project with Public Health Seattle & King County called “Partnerships to Improve Community Health” or “PICH.” Funding was originated through the Centers for Disease Control and managed locally through Public Health Seattle-King County. Over the three-year granting period, Tukwila Parks and Recreation was awarded $102,500 based on a yearly work plan with specified work, goals and outcomes. Tukwila Parks and Recreation wrapped up the grant in August 2017 with final grant reimbursement being $90,230.

The Project was focused on developing policies and programs related to sugar awareness and consumption. In year one, staff researched guidelines and policies that could positively impact food served within Parks and Recreation Department programs, events and vending machines.

In year two, staff implemented programs and activities throughout Tukwila that brought awareness to sugar consumption and its harmful effects. Policies were set that targeted healthy vending machines, healthy food in programs, and healthy food offerings at City sponsored events.

In the final year, staff training continued, plus continued public education and awareness through programs, events and collaboration with other agencies such as the Tukwila School District and local businesses.

Some examples of healthy changes:

- The Preschool Program implemented revised a snack policy and added nutrition curriculum to cooking lessons
- For the After School Program, designed and implemented weekly nutrition curriculum with accompanying newsletter for parents
- Over 200 participants at summertime Camp Tukwilly were provided 10 weeks of healthy, hands-on cooking lessons and nutrition activities.
- Teen Night participants enjoyed a taste testing of healthier food options for their concession stand
- Seniors were provided monthly nutrition activities, games, education, and materials involved in the Tuesday Latino Lunch program
- TCC removed snack vending machine and replaced three soda machines with water-fountain/bottle refilling stations
- Staff created “How to Have a Healthy Meeting” presentation to share with groups utilizing rental space at Tukwila Community Center
- Staff conducted nutrition education activities with the Healthy Tukwila booth at several community events
- Staff designed and implemented a pilot program of three hands-on Family Cooking Workshops
- The new Healthy Tukwila Newsletter features healthy living tips and resources, and already has over 1,000 readers
- Over 250 Tukwila School District 4th/5th graders participated in the “Think Your Drink” relay race, with a collaboration of Healthy Tukwila, Thorndyke and Tukwila Elementary PE teachers
- Staff designed and presented MyPlate lesson at Cascade View Parent Café, which was translated into several languages
PLANNING PLANNING PLANNING!

2017 was a year of very important committee work. We established committees to work on these important topics:

- Design of three new fire stations
- Specifications for two new fire engines
- Specifications for a new ladder truck
- Selection of new airpacks
- Emergency Operations Center (EOC) design

COMMUNITY PREPAREDNESS

2017 was a tremendous year for Tukwila’s Community Emergency Response Team (CERT) program. Four CERT classes were held; one was to a Teen CERT group from Foster High School, and another one for The Academy School’s students and staff. In that same vein of community preparedness, the Department partnered with our resident-lead “Tukwila Emergency Communication (TEC) Team”, to host an Amateur Radio class in which there were over 20 graduates!

SUBJECT MATTER EXPERT DETAILS

Demonstrating the level of expertise in the City’s Fire Marshals Office, one of the Inspectors – Captain Andy Nevens – discovered a gap in the State’s Fire Code that needed attention. Captain Nevens lead the cause, taking the issue to the State level and working closely with them to have the Code changed. Captain Nevens was recognized with the City’s 2017 Leadership Award.

KEEPING RESOURCES UP TO DATE

Working closely with our Technology and Innovation Services Department, the Fire Department completed a major technology upgrade in the Emergency Operations Center (EOC). The Center also provides a benefit as a place to deliver training, present programs and hold important meetings, and has been utilized by a variety of City staff and groups.

2017 TOTAL NUMBER OF FIRE CALLS (FIRE, AID, HAZMAT AND OTHER) 5,871
COMMUNICATION TECHNOLOGY TO SAVE LIVES

In 2017 the Department embarked on using a new program known as ESO in our Emergency Medical Services (EMS). ESO enables hospitals to tap into the power of bidirectional data sharing with EMS, perform comparative analysis of hospital and EMS data, increase operational efficiency, measure and improve patient outcomes, and much more. This is a regional effort by several departments in King County, and Tukwila has become a regional resource helping other departments to implement this program in their protocols.

At the Employee Banquet, Firefighter Josh Kelch was recognized for his work in preparing the Department for the arrival of ESO. Josh did a great job in coordinating with other departments that touch ESO, researching and purchasing the hardware needed for the program, and training our firefighters to use ESO. This program, as mentioned earlier, is a great tool in our region to improve patient care and outcomes.

DIVERSITY IN HIRING

In support of the City’s efforts to embrace our diverse population, Tukwila Fire has joined with other departments in south King County to develop recruitment efforts that reach out to all residents. With Chief Wittwer leading the march, the Department now has three members serving on a regional committee to develop a strong recruitment program that will help ensure a broad reach to everyone.

PROVIDING HELP WHERE NEEDED

In our continued efforts to serve not only local residents but also support a serious need in our nation, six members of the Fire Department were deployed to provide assistance in the national response to hurricanes Harvey and Irma. These Fire staff members were key players with important roles in these responses. The City has a great history of being a regional, state and national player.
The Tukwila Police Department remains committed and focused on its core values of **Leadership**, **Excellence**, **Accountability** and **Dedication**.

The Tukwila Police Department is comprised of five divisions: Patrol, Professional Standards, Investigations, Special Operations and Support Services. Within these divisions officers handle a variety of responsibilities and assignments such as Patrol Officer, Sergeant, Detective, SWAT Officer, Recruiting Officer, Records Specialist, Narcotics Detective, Canine Officer, Evidence Technician, and many others. Department employees are also committed to the City’s core values of Caring, Professional and Responsive.

**PUGET SOUND AUTO THEFT TASKFORCE**

In 2017 three regional task forces merged, creating a single entity whose mission is to target prolific auto thieves and organized crime associated with auto theft. This new task force – the Puget Sound Auto Theft Taskforce (PSATT) – became operational in July and has already made a significant impact. Tukwila participated with PSATT by supplying a Detective, Sergeant, and a part-time Commander. [The City received wage and benefit reimbursement from a Washington Auto Theft Prevention Authority grant for the Detective and Sergeant positions.]

Although operational for only six months in 2017, PSATT made 46 arrests, referred 101 cases for prosecution, and recovered 158 stolen vehicles with a total recovery value of over $1,480,000.00.

**CHILD EXPLOITATION TASK FORCE (CETF)**

In conjunction with other federal agencies, the FBI launched the Innocence Lost National Initiative, which aims to address the growing problem of domestic sex trafficking of children in the United States. The Department has had detectives assigned to CETF for many years, assigned full-time to the Tukwila Anti-Crime Team (TAC Team). Tukwila participates annually in an FBI-planned three-day operation called Operation Cross Country (OCC). The FBI and its law enforcement partners target venues such as streets, truck stops, hotels, casinos and the internet, all places where children are exploited. In 2017 OCC was conducted in Kent, Everett and Bellevue. Besides OCC, TAC detectives also conduct a local operation known as Buyer Beware, which targets the end users of the illegal sex industry. In 2017, the Police made nine misdemeanor arrests in Tukwila (patronizing a prostitute) and two felony arrests (commercial sex abuse of a minor). TAC is involved with at least four planned operations annually, underscoring the Department’s commitment to combat sex trafficking, including the end users.
**UNMANNED AERIAL SYSTEM**
On May 12, 2017, the Tukwila Police Department Unmanned Aircraft System (UAS) Team – consisting of eight highly-skilled Police Officers – completed the UAS Training program and was given the go-ahead to conduct operations based on a proposed pilot program. This program focused on the benefits of UAS in public safety, such as the ability to save lives, protect property, and document crime and collision scenes.

Our program has advanced to the point where TPD has become a regional leader in the implementation of UAS in public safety. Tukwila Police presented on UAS Safety at the Washington State Governors Safety Conference in 2017.

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**2017’S MOST CALLS FOR SERVICE**

- **THEFT**: 2,190
- **SHOPLIFT**: 2,159
- **ALARMS**: 1,776

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**BODY CAMERAS**
On November 1, 2017, the Police Department went live with its new body and vehicle camera system. This new program was the culmination of two years of research, planning and pilot programs to test and find the best audio and video recording equipment for our department.

The new system will far exceed our old video in-car system in many ways, and provide safety for Tukwila’s officers and community members. Besides showing the outstanding work they do every day, it will provide transparency plus better viewing and review of officer response to incidents. The implementation of this audio-visual program also integrates and synchronizes the body cam and the in-car camera system with the emergency equipment. Tukwila is one of the first agencies in Washington State to have such a program utilizing this state-of-the-art equipment.
Public Works

CONSTRUCTION PROJECTS

South 144th Street (42nd Avenue South to Tukwila International Blvd): Road improvements were substantially completed in 2017 that included new sidewalks, bike lanes, illumination, drainage, and utility undergrounding. A new traffic signal replaced the four-way stop at 42nd Avenue South. These improvements were in conjunction with the Tukwila Village development, and provide pedestrian and vehicle safety along with neighborhood revitalization.

Cascade View Safe Routes to School Phase II: For the second phase of this residential street project that was funded with a federal grant, the City was able to install new sidewalks and a roundabout at 33rd Avenue South and South 140th Street. These improvements enhance safety for students at Cascade View Elementary School and was a high priority area prioritized as part of the Walk and Roll Plan.

42nd Avenue South Phase III (Southcenter Blvd to South 160th Street): Construction of this $9 million residential street improvement project began in 2017 and will be ongoing through 2018. The project includes full street improvements, sidewalks, bike facilities, and undergrounding of utilities. The Gilliam Creek 36-inch surface water culvert under 42nd Ave S will also be replaced. 42nd Avenue South was closed to traffic on July 25, 2017 and will remain closed into 2018.

MAJOR MAINTENANCE TO THREE BRIDGES

All three bridges were under construction in 2017: the Frank Zepp Bridge (South 180th Street), the Grady Way Bridge (shared with Renton), and the Beacon Avenue South Bridge. Improvements included seismic retrofit (Zepp & Grady), bridge painting (Zepp & Beacon), and major deck and joint repairs (Zepp & Beacon). The Beacon Ave South Bridge was closed to traffic from late August 2017 and reopened on December 15, 2017. Frank Zepp bridge was substantially completed in 2017 and Grady Way will be retrofitted in 2018.

SPEED CUSHION PILOT PROJECT

As part of the City’s Traffic Calming Program, in June a pilot program installed six speed cushions on South 160th Street from 42nd Avenue South to 51st Avenue South. Speed cushions include wheel cutouts that allow large vehicles, such as fire trucks, to pass unaffected, while reducing passenger car speeds. These portable speed cushions will be kept in place for one year on South 160th Street.
BEFORE THERE’S CONSTRUCTION, THERE’S PROJECT DESIGN

Public Works’ workload for 2017 included extensive design work for projects scheduled to begin construction in 2018, including the **Boeing Access Road South Bridge Rehabilitation**. The construction contract was awarded in 2017, yet due to permit challenges with the railroad, actual construction began in early 2018.

**53rd Avenue South** (from South 137th Street to 144th Street) is fully designed and is scheduled to be advertised for construction bids in early 2018.

**Strander Boulevard Phase 3** will complete a critical new east-west corridor between Tukwila and Renton. The award of $3.8 million in federal grants for design and right-of-way enabled the City to contract a design consultant for this part of the Strander Boulevard Improvements. Phase 3 includes a crossing under the Union Pacific rail line, connecting Strander Boulevard from West Valley Highway to Oaksdale Avenue in Renton. The City continues to seek other construction funding for the $38 million project.

In **Water, Sewer and Surface Water utilities**, the projects underway in 2017 included 58th Ave S/Macadam Road Water improvements, Martin Luther King Jr Water Replacement, and the ongoing sewer improvements in the commercial business district. There are also ongoing improvements to the GIS inventory for water, sewer and surface water along with a new asset management system.

In 2017, the City improved and upgraded the water and sewer lines on Andover Park East at Strander and Baker Boulevards. The original water and sewer lines installed in the 1960s were past their useful life and insufficient for the use in the area. The new, larger water and sewer lines are long-term investments that will keep up with future growth, such as the development of Hotel Interurban. In addition, Andover Park East was repaved and ADA ramps were installed at the intersections. It wasn’t as easy as simply taking out the old and putting in the new. We had to ensure that water and sewer service continued during construction. The process included installing all new sewer facilities and the new water main, then gradually swapping all current water services over to the new line, placing new fire hydrants and finally, abandoning the old main. The project was substantially completed on August 31, 2017.
Tukwila’s Recycling Program is expanding waste prevention efforts in the City, and leading by example at our public facilities. In May, Cascade View Elementary became the first Tukwila school to start composting in their cafeteria. Since the program started, students have kept over 1,000 gallons of food scraps out of the landfill. Tukwila Community Center installed 27 new recycling bins, and implemented a much-needed food composting program in their commercial-sized kitchen. Staff helped the Preschool at TCC create a new worm composting bin and educated the children on recycling. A free compost and soil-building class for community members was led by Tilth at the compost demonstration garden at Riverton Park in July. Staff coordinated with Waste Management in August to target multifamily complexes with low recycling rates for specific outreach and education. Business Recycling Guides, providing information on recycling/disposal of a wide variety of materials, were distributed to 3,500 businesses in November via the 2018 business license renewal mailings. A Recycling Collection Event was held at Foster High School in May; 445 carloads of recyclable material were diverted from landfills, including 9 tons of metal and 2,740 batteries. The Recycling Program is fully grant-funded.

The Department of Community Development (DCD) has four divisions – Planning, Building, Code Enforcement and the Permit Center. Department staff includes City planners, building inspectors, plans examiners, permit technicians, code enforcement officers, an urban environmentalist, and three grant-supported Transportation Demand Management specialists. DCD also manages the City’s award-winning recycling program which is supported by a King County grant.

In 2015 the Tukwila Commute Trip Reduction Program was granted $536,000 over three years to develop and implement trip reduction programs, enabling improved and expanded services to businesses and the public. The grant allowed for partnerships with Hopelink to increase awareness and use of the Orca Lift reduced fare card, as well as enhanced assistance to businesses by providing additional transportation training and incentives.

The Transportation Demand Management Program had a table at Foster’s Teen Summer Kickoff event in 2017. Students were asked questions about how they get around and were provided with transportation resources and vouchers to add value to free ORCA Youth Summer Cards in conjunction with King County Metro.
INCREASE IN CITY-ISSUED PERMITS

It was a busy year in the Permit Center. The Department issued 374 construction permits in 2017 for a total construction valuation of $90,338,910. This was an increase in the number of permits over 2016 and brought in $3,527,234 in permit revenue, a $724,749 increase.

Notable projects include Tukwila Village and the new 10,000-square foot King County Library which opened this year on Tukwila International Boulevard at 144th Street. Completion of Cascade View Elementary School $2 million remodel was also complete this year.

Projects that began construction in 2017 include the 14,400-square foot addition to the existing office building at 5200 Southcenter Boulevard for Inspirus Credit Union; the warehouse space adjacent to Ashley Furniture was issued a permit for a $3.5 million tenant improvement for Floor and Décor; and the renovation/addition to the existing building at the corner of Andover Park East and South 180th Street for Lanterns Landing.

PROPERTY INFORMATION FOR ALL

The Department collaborated with TIS and King County to develop the iMap online mapping service. This website allows the public to see Tukwila zoning, sensitive areas, and other public land use information along with King County Assessor data. Staff can also extract up-to-date mailing information for public notices.

CODE ENFORCEMENT SUCCESSES

One example is a case that had been open since 2014 with garbage, weeds and abandoned vehicles on an unused railroad right of way. This year Code Enforcement reached the right person at Union Pacific and 15 vehicles were removed, the garbage was disposed of, weeds were cut back and ecology blocks were placed so that no future illegal dumping can occur.
Municipal Court

Recognized state-wide for their innovation, regional court programs, interpreter services and probation excellence, Tukwila’s Court proudly serves the City. The Tukwila Municipal Court is a court of limited authority 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 and Court Administrator Trish Kinlow have led the court for the past 15 years.

CASES FILED
4,500

COURT HEARINGS HELD
12,500

DIFFERENT LANGUAGES INTERPRETED
30

LOW-COST COURT-HOSTED THERAPY COURSE-DEFENDANT ATTENDANCE
1,400+

PUBLIC SAFETY BUILDING PREPARATIONS

All members of the Court team are participating in the City’s public safety building project. From attending community meetings to speak with citizens, projecting space needs and planned services, to touring local courts and private office settings, the Court team is busy working towards the goal of creating a more efficient and accessible facility that Tukwila residents will be proud of.
EXPANDING JAIL AND EDUCATIONAL ALTERNATIVES

Tukwila’s Municipal Court continues its commitment to finding real solutions to the problems that its offenders and community face. In the Jail Alternative Program, community service options have expanded to include State and County work crew options. These options will provide offenders opportunities to participate in supervised landscaping, garbage/junk disposal, and other tasks to help local communities in lieu of court-ordered jail and/or fines. Spearheaded by Kerry Carlson, 2017 Court Employee of the year, these programs save countless dollars and support code enforcement and parks maintenance efforts.

Kerry is also teaching additional Domestic Violence classes to meet the program’s high demand. Probation offers a low-cost and much more effective DV offender program to address the needs of defendants. She is also participating in training to offer a rigorous course designed to help our court’s defendants make better life choices - a course currently required for State Department of Corrections offenders released from prison.

COURT FOR KIDS PROGRAM

One of our annual highlights is hosting the entire second grade of Tukwila Elementary school for their civics lesson and mock trial. The students’ enthusiasm, confidence and participation always make for a fun visit for all! Court employees also volunteered at local elementary schools to support Junior Achievement, hosted middle school and high school mock trial programs, and college-aged student internships. Our court remains committed to civics education - helping kids understand duties of citizenship, the criminal justice system, role of courts, and city government.
The mission of the Human Resources Department is to provide excellent customer service to all departments and employees through collaborative relationships. The Department is committed to attracting, developing and retaining a talented and diverse workforce in a safe, productive and engaging work environment, in alignment with the City’s Core Values.

In 2017, the Human Resources Department’s efforts continued to focus on Strategic Plan Goal No. 4 of creating a high performing organization. A few of our accomplishments in 2017 in alignment with that goal include:

- Held three promotional tests for Police Commander, Fire Battalion Chief and Police Sergeant, for current and future vacancies
- Settled five Collective Bargaining Agreements with the Police Guild, USW Police Non-Commissioned, and Teamsters Union (3 agreements)
- Accomplished a successful Recruitment for Director Level position for Public Works Director
- Accomplished a successful coordination of Citywide Fire Safety Drill
- Implemented new voluntary benefits from AFLAC and Legal Shield
- Successfully completed coordination of Phase 1 of the Confined Space Program as part of the Citywide Accident Prevention Program

**UPDATING OUR METHODS WITH TECHNOLOGY**

In 2016, the City established an Employee Evaluation Committee and a Training Team Committee. These committees were made up of representatives from across all departments. Their work focused respectively on identifying and recommending a new employee evaluation system for the City, and evaluating training needs within the City. To build on and continue the good work of these committees, the Human Resources Department in collaboration with the Technology Services Department investigated and has purchased an electronic and SharePoint-based Performance Evaluation and Learning Management System (LMS). The new evaluation system will replace the paper-based system that has been in use since the 1990s. The performance module will be competency-based, and include professional development plan and goal-setting features, in addition to a 360-review feedback component. The Learning Module will include all trainings offered within the City and external to the City. Implementation will be phased in during 2018.

**COMMUNITY OUTREACH**

For the past few years, the Human Resources Department has participated in the Foster High School Career Day. They provide information about the employment opportunities at the City and how to apply for our positions. In 2017, the City implemented a high school internship program, and information about that program was made available to the students. The Human Resources staff are happy to attend this event, which provides the opportunities to network with the Foster High School students.

**2017**

**JOB VACANCIES ADVERTISED**

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<th>Type of Position</th>
<th>Number</th>
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<tr>
<td>Regular full- and part-time</td>
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<tr>
<td>Civil Service</td>
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<tr>
<td>Seasonal and temporary extra labor</td>
<td>21</td>
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<tr>
<td>Internships</td>
<td>6</td>
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<td><strong>TOTAL</strong></td>
<td><strong>60</strong></td>
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**JOB APPLICATIONS RECEIVED**

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<td>Civil Service</td>
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<td>Seasonal and temporary extra labor</td>
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<td>Internships</td>
<td>158</td>
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<td><strong>TOTAL</strong></td>
<td><strong>2,691</strong></td>
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**HIRED IN 2017: REGULAR & CIVIL SERVICE**

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<td>Seasonal and temporary extra labor</td>
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<td>Interns</td>
<td>10</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>97</strong></td>
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</table>
Technology & Innovation Services

The Technology & Innovation Services Department (TIS) provides key software and application capabilities throughout the City, as well as promoting efficient usage and technology education through special initiatives. TIS improvement efforts increase departmental efficiency and enhance the public’s experience with the City.

Creating a technology road map helped TIS identify and deploy key initiatives that keep the City on target to meet its technology goals for now and the future. These solutions will enhance the ways City employees connect to the community and access information, allowing people to work together to improve services, support growth, and shape communities.

GEOGRAPHIC INFORMATION SYSTEM (GIS) ENHANCEMENT

In 2017, the City’s GIS resources were centralized in TIS. Collaboration with DCD and King County resulted in implementation of the Tukwila IMAP, which empowers staff and community members to look up a wide range of information about land and development in Tukwila. TIS initiated the purchase of additional licensing, allowing more users to discover the advantages of stellar GIS services in Tukwila’s evolution as a Smart Community.

CLOUD SOLUTIONS

Throughout 2017 TIS provided learning opportunities for adoption of Office 365 and SharePoint. Staff members collaborated on the implementation of membership management software (Perfect Mind), and the purchase of asset management software (Lucity), scheduling/timekeeping software (Telestaff), and performance management/city-wide training software (Lanteria). All of these technology solutions are cloud-based.

INTERNAL EFFICIENCIES BETTER SERVE THE COMMUNITY

A major milestone was the deployment of laptop computers City-wide to facilitate workforce mobility in Tukwila. WiFi access throughout the City has been expanded, and all conference rooms were outfitted with wireless display devices, enabling connection to staff members’ laptops. The portability of a laptop combined with the ability to access files – regardless of location – through the implementation of Sharepoint and One Drive is helping users get the job done more efficiently and effectively.

The Department’s home page was developed to provide “one-stop shopping” for everything TIS. The transition to a new Help Desk software provides a more effective method of communication for incidents, services, change management, and projects. During 2017, the TIS Operations Team invested time and resources to create its Service Catalogue, listing all technical services in an approachable online view. This aids the effectiveness of service delivery by eliminating time wasted sorting through paper forms, emails, phone calls and missed connections.
The Finance Department budgets for and processes every financial transaction that occurs in the City, and analyzes and reports on the results. Its purpose is to provide financial services and reporting, encourage municipal stewardship, and facilitate financial responsibility and accountability. Between its 12 full-time staff, the Department benefits from 215 years total of experience – an average of 18 years each.

The Department demonstrates its support for the Tukwila community. Among the events Finance Team members took part in were the Public Safety Plan open house, Foster High School Career Fair, Snack Pack Program and Senior Thanksgiving luncheon at TCC.

HELPING OTHERS
To provide customers the option of paying their utility bills by phone, an internet voice recognition (IVR) voice payment system was instituted in June. This enables convenient transactions at any hour of the day on any day of the week. Although not yet a year old, nearly $100,000 in water/sewer and stormwater payments have been processed this way.

Finance created a simple brochure summarizing its key services, directing the user to the correct contact.

FINANCIAL ACHIEVEMENTS
- The Department commenced work on significant enhancements to Tukwila’s budgeting Process. To help understand the City’s financial future and guide strategic decision-making, a contract with PFM Solutions LLC for Whitebirch financial modeling software was secured and training is underway. The adoption of a priority-based budgeting approach will help ensure the City’s resources are used to gain results that are important to the community, in alignment with its adopted Strategic Plan.
- Beginning with 2017, the calculation method for business license fees was changed from a count of full-time equivalent employee hours to a simpler per-employee basis [full-time/$70, part-time/$35]. This change has been well received by the business community, and positions the City well to transition to the State business license system in 2019.
- An $8.4 million bond was issued to finance residential street projects, and the $2.25 million short-term urban renewal line of credit was refinanced – all at competitive interest rates.

INTERNAL EFFICIENCIES
Through examination of its processes and two LEAN trainings led by the State Auditor’s Office, departmental improvements were implemented, including streamlining procedures to eliminate photocopying “bank checks”, processing of utility payments for City accounts, and resolving the flow of Risk Management paperwork.

The Department instituted a phone call routing system (phone tree) so phone calls are directed to the appropriate Finance staff more expeditiously.

By adjusting the Finance Department’s front counter cashiering hours, the staff made time for weekly department meetings and ensured the two cashiering stations can be “cashed out” by the end of the business day.

The Department developed giveaway magnets where customers can write down their utility account numbers, to use as a quick reference when making their payments online or by phone. Also, a front counter mailbox was installed for customers to drop off their payments without waiting in line.
On Saturday, July 8, a new playground was built at Cascade View Community Park in less than eight hours by more than 160 volunteers, thanks to a KaBOOM playground grant and generous support from Foresters Financial. The new play space serves more than 1,200 children and their families who live in the Cascade View neighborhood.

The design for the new playground is based on drawings created by Tukwila children at a special Design Day event held in May 2017. Community members met with organizers from KaBOOM and City staff to draw playground features that inspired the final playground design.

The Parks and Recreation Department strives to create safe places that enhance the quality of life for those that live, work and play in the City. This project is a great example of bringing the community together to make important improvements to one of Tukwila’s most heavily used parks. Cascade View Community Park serves Tukwila’s diverse community with a gathering and play space that promotes social interaction, exercise opportunities, and amazing new play equipment that entertains and positively challenges children.

The replacement (and expansion) of the playground area would not have been possible in 2017 if it were not for KaBOOM, Foresters Financial, and the many volunteers that contributed their time to build the playground.
CITY OFFICIALS

MAYOR Allan Ekberg
COUNCILMEMBERS
Dennis Robertson, 2017 President
Joe Duffie
Verna Seal
Kathy Hougardy
De’Sean Quinn
Kate Kruller
Thomas McLeod
MUNICIPAL COURT Judge Kimberly Walden

2017 CITY ADMINISTRATIVE TEAM

CITY ADMINISTRATOR David Cline
2017 DEPARTMENT STAFF
Rachel Bianchi, Communications/Government Relations Manager
Stephanie Brown, HR Director
Laurel Humphrey, Council Analyst
Trish Kinlow, Court Administrator
Bruce Linton, Police Chief
Peggy McCarthy, Finance Director
Jack Pace, DCD Director
Derek Speck, Economic Development Administrator
Rick Still, Parks & Recreation Director
Robin Tischmak, Acting Public Works Director
Joseph Todd, TIS Director
Rachel Turpin, City Attorney
Jay Wittwer, Fire Chief

The City of Opportunity, the Community of Choice

A SHREDDER
Nothing exciting, nothing new.
A plain old shredder… what should we do?
It chomps, it nibbles and can pulverize pieces of paper down to minute size.
We like what it does, yet it’s a conundrum.
A shredder is still a machine… somewhat humdrum.
And then we knew just what to do!
We invited it to become part of our crew.
We puzzled, suggested and thought to name it,
To make it be one of us, to claim it.
A vote was taken and a winning name chosen,
Making “shredder’s” personality come suddenly unfrozen.
So now, far and wide, wherever one may roam,
Know our shredder Captain Crunch has found its new home!

~ Laurie Anderson.