

City of Burien Strategic Planning Process



Session 5: July 28, 2022

Aligning our Strategic Directions

Designed & facilitated by certified
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Strategic Directions

The strategic end is born with the tactics with which it is pursued.

Aidan Kavanaugh

Today's Goals

- **Develop creative, engaging, and innovative solutions that will form a structure of priority strategic directions**
- **Generate shared ownership and individual commitment to continue the momentum for action**

***So that:* the plan can be operationalized into focused and aligned action in phase 3.**

Reframing the Problem

Tips:

- Cannot be answered Yes or No
- Does not suggest the solution
- Contains no accusations or blame
- Contains no individual interest

As you look at the blocks we've identified, finish the prompt: "How might we...?"

Limited access to healthy, active spaces

Keeps us from positive community health outcomes

How might we embed compelling spaces for healthful activity throughout our built environment?



undefined and differing priorities about LOS standards

clarity of focus on how to deliver LOS priorities

How might we establish clear collective priorities about LOS standards?

How might we clearly define desired level of service?

seek community input about their priorities

list our current LOS standards/activities

benchmarking - what is limited acceptable standard?

limited public awareness of how government works and the need to partner externally in many areas

a shared understanding of our influence and partnership opportunities

ineffective and outdated systems

block us from making progress and innovating

limited revenue sources, fear about affordability, honesty about what we need to fund core services

Adequately serving the community's priorities and addressing basic services

How might we identify which revenue sources are more palatable to the community?

How might we communicate on deliverables?

How might we make Burien more attractive to new business?

Implement tax incentives for new businesses (e.g. lower for 1st year)

provide information to community about where taxes go and how local gov is funded

create a forum for public approval of new revenue sources

show progress and deliver on things we can

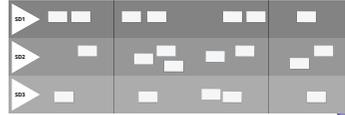
incomplete and outdated approaches to community engagement

hearing from our whole community

ineffective ways of hearing from our diverse community

understanding what equity means and being responsive to real community needs

Strategic Planning Process



12 month timeline of accomplishments

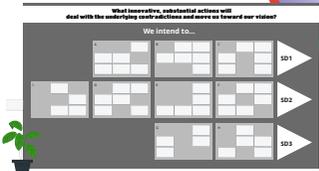
Focused Implementation

Monitoring, Learning and Evaluation

What innovative, substantial actions will deal with the underlying contradictions and move us toward our vision?



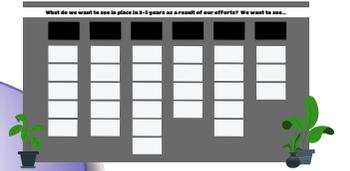
Strategic Directions



Alignment on core strategic directions and possible supporting initiatives

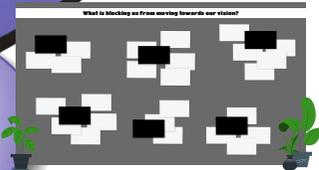
Environmental Scanning
Understanding of the context for our work

Practical Vision
Consensus on desired 3-5 year outcomes

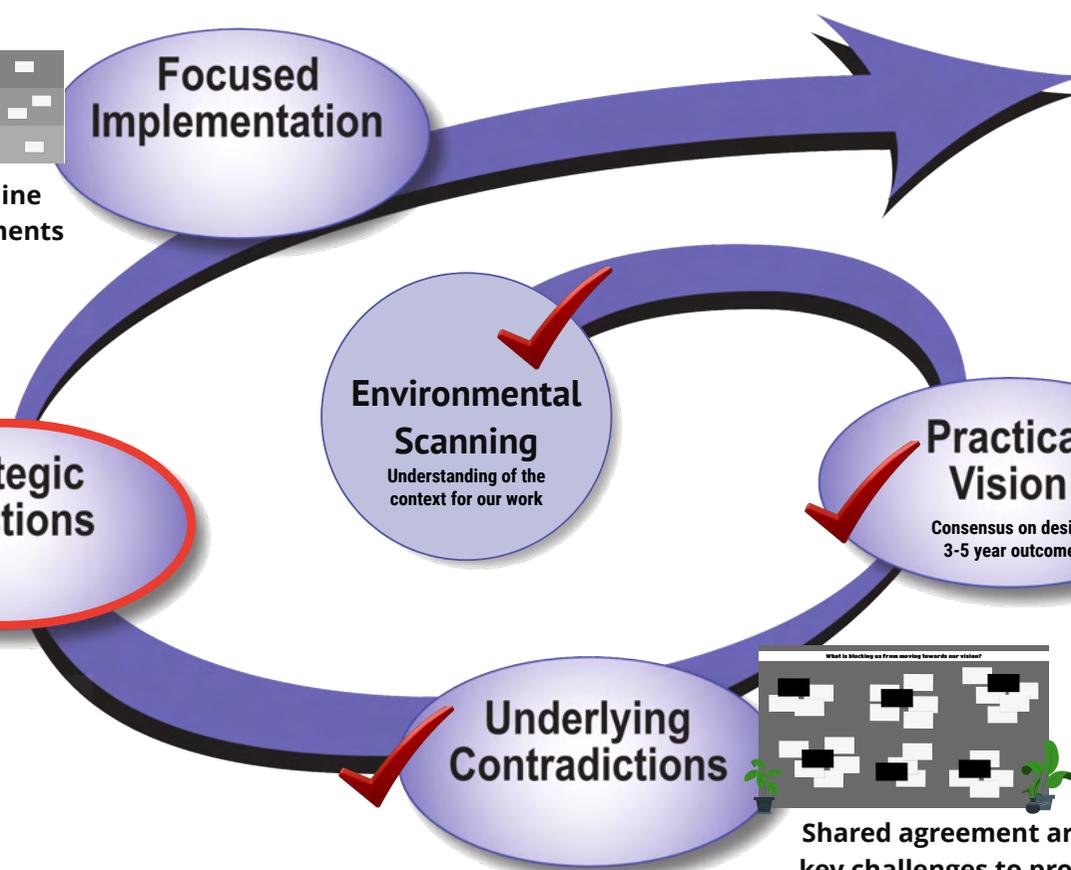


Consensus on desired 3-5 year outcomes

Underlying Contradictions



Shared agreement around key challenges to progress



**Small changes can produce big results -
but the areas of highest leverage are often the
least obvious.**

- Peter Senge

**Focus
Question**

Over the next 3-5 years,
how will we work together to ensure a
robust and sustainable foundation
for our city operations and
a vibrant quality of life for all in Burien
now and into the future?

**Today's
Question**

**WHAT INNOVATIVE, SUBSTANTIAL
ACTIONS WILL DEAL WITH THE
UNDERLYING CONTRADICTIONS AND
MOVE US TOWARD OUR VISION?**

What innovative, substantial actions will deal with the underlying contradictions and move us toward our vision?



Contrasting



Catalytic



Iterative



Inclusive

What could we do in the next 1-2 years?

survey on effective comm practices

ask community leaders to write our comms plan

invest in community partners via comm'ty engagement grants

support development of CD association/network

Silently brainstorm your own answers.

Try to list at least 10 specific, concrete actions that could deal with the blocks and/or advance the vision.

Obvious but important?

Radical experiment?

Amp up a strength?

Disrupt a block?

Get ahead proactively?

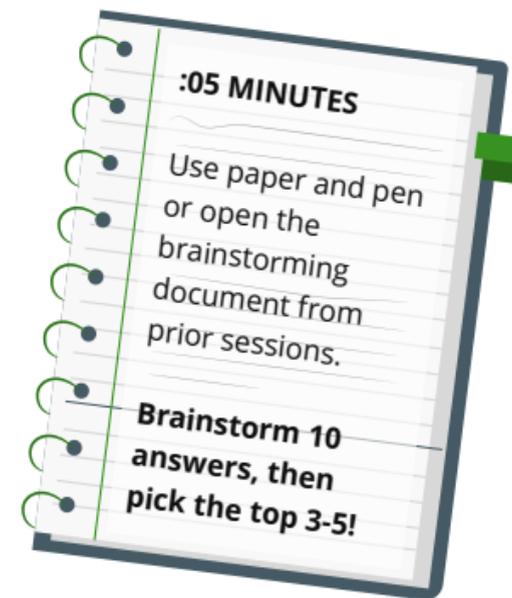
Creatively remix?

Learn from others?

Quick and easy?

Uncomfortable?

Domino effect?



1-2 years...

- Programs
- Projects
- Initiatives
- Events
- Activities
- Plans
- Enterprises
- Ventures
- Systems
- Models

Just before we return, identify your **3-5 best ideas.**

A sustainable budget that accounts for future growth

The Burien city budget currently struggles to adequately meet the community's needed level of service, and this trend is anticipated to continue into the future unless addressed. We want to develop new, sustainable revenue sources and efficient operating practices that provide fiscal stability and security as we continue to grow.

Informed, engaged, connected diverse community

A sense of belonging, support, and representation in civic life is a critical driver for community well being. We want to see robust participation in city decision making from a diverse range of voices. We want all members of the community to feel represented in Burien leadership and have equal access to critical city information and resources.

Resources to meet our community's level of service needs

We want to ensure that the city has the staffing and operating infrastructure in place to meet the community's level of service needs. We want to strategically allocate resources where they are most needed now - to address public safety, economic development, and affordable housing - and also proactively build the capacity to expand levels of service in the future.

Smart, mindful development that equitably accommodates growth

As the city continues to grow, we want to see "smart" approaches to development that are thoughtful and have an eye toward equity. We want to see mindful planning around density and urbanization and proactive leveraging of public/private partnerships to build housing and transit infrastructure that will support our continued growth and is accessible to every corner of our community.

Equal access to opportunity & quality of life

We want every member of the community to feel they belong and can thrive in Burien, regardless of identity, geography, or income level. We want to see decisions made that intentionally center and elevate those furthest from justice. We want to see the rich quality of life that Burien offers be equally available to all.

Root causes of homelessness addressed & housing in place for all

We want to create accessible pathways for housing for all, and intentionally target the root issues that keep people in homelessness.

Community connectors evolved into community-based leadership

Consistently engaged diverse community

A community that is able to be well informed if they choose to be

community feels their voice matters, especially those most marginalized

People are well informed and know how to access the city resources they need, and support each other to get access as well

Gov reform - Switch to a strong mayor (Mayor-Council) form of government. Have districts for elections.

informed, engaged connected diverse community

fully staffed for the level of services that meets the communities needs without overburdening staff

Service Level matches resources

City buildings and infrastructure are prepared for disasters/pandemics

public safety is improved strategically—e.g. focus on crime when it happens most: 2-6am

Address changing census demographic changes with city services, supporting businesses, affordable housing, education, etc...

food trucks and music and arts event spaces in our parks

resources to meet our community's level of service needs

we celebrate diversity and address inequities to improve quality of life and belonging

All income levels can live in Burien

Improved assistance to vulnerable pops. Through better connected community networks

Our Racial Equity team 3-5 year goals met

Everyone lives near a wonderful park with open space and trees

Plan for those furthest from justice

equal access to opportunity & quality of life

Sustainable budget

Operating efficiently and sustainably

Succeed in securing new revenues for operations and capital

We are implementing a "sustainable" financial plan/budget, including revenues & funding sources (parks district, fees, etc)

voter approval for unanticipated expenses (TAN)

a sustainable budget that accounts for future growth



Places for youth (keeping kids engaged and out of trouble)

Higher density development/jobs in commercial areas

Have zoning & density to address affordability

Thoughtful, strategic smart development (residential, commercial, public spaces)

policy that supports development of affordable housing - zoning changes, more receptive attitude towards new and alternative housing options

Excellent multimodal transportation system - second to none

trolley or transportation that circulates so that all have access to all parts of Burien

housing development across the income spectrum to provide choice

No tents or folks experiencing homeless around burien

Homelessness has been eliminated or significantly reduced

no more tents/rv in the streets

root causes of homelessness addressed & housing in place for all

In 3-5 years, we want to see...

In examining our obstacles, we recognize that...



We are inhibited by:

undefined and differing priorities about LOS standards

limited public awareness of how government works and the need to partner externally in many areas

ineffective and outdated systems

limited revenue sources, fear about affordability, honesty about what we need to fund core services

incomplete and outdated approaches to community engagement

ineffective ways of hearing from our diverse community

Which keeps us from:

clarity of focus on how to deliver LOS priorities

a shared understanding of our influence and partnership opportunities

block us from making progress and innovating

Adequately serving the community's priorities and addressing basic services

hearing from our whole community

understanding what equity means and being responsive to real community needs

We participate by:

trying to do it all without critical information

we aren't supporting a coordinated response or educating community on the leverage points for advocacy, so we are maintaining limited understanding of greater systems at play

overburdened staff capacity, uncertainty about how to, fear around "can I push for change"?

not defining the core services and the cost so staff try to address all concerns

the way we present our city info is not accessible or relevant to our residents; status quo is comfortable

continuing to use traditional approaches

We are talking about new stuff with no money to pay for keeping what we have

We sometimes forget we are part of larger, systems approach to issues (like housing, etc.) leads to uncoordinated efforts

unaddressed internal conflict

We need to have the conversation about fiscal cliff with viable options

cynicism by learning about things after they happen

People who most need resources are also swamped with daily realities and may not be in a position to self-advocate

Fragmented, competing interests pulls focus, stall momentum

Community Measure of Success is Perfection not Progress

Disjointed organizational vision to lead us through change, innovation

Core Services Underfunded over Time

government is still learning how to be comfortable/agile/inclusive of diverse communities in business. Tokenizing still exists

Imposition of a "majority" perspective on others

Need to have the uncomfortable discussions about priorities

Local solution-finding to larger societal problems

Inertia to make change, keeping status quo

State/Local mandates restrict city vision

Relational and collaborative community engagement hasn't been practiced enough.

Equity requires that people get what is needed by each rather than an equal amount to each person

unclear standard/level of services

Fear of growth

siloed information access and sharing

Budget understanding and learning by community very poor

a small population engaging with city decision making

People experiencing homelessness sometimes viewed as a public health issue and sometimes as a safety issue, and the impacted individuals can get shuffled between the two

Increasing demands/mandates

inaccurate information

ineffective practices that slow down progress

Revenues dont keep up with inflation much less growth

Unaddressed history and perception

People's expectation is that their feedback will be acted on - this is not always possible and people find it frustrating

Don't have clarity on current LOS or necessary LOS between staff, council, community

Some problems are national, state and county level (labor market, inflation,)

outdated processes on adding new initiatives

budget is impacted by state laws that control major revenue sources: property tax, sales tax, and to lesser amount fees

community's bandwidth to engage until it's urgent to them

need to prioritize

density is assumed to = "displacement" or "impacts"

Hesitancy/fear towards change

Fear of increased taxes

Agreement on Community Priorities

Emotional Decision-Making with Limited Data

Need consensus on process to solve long-term revenue problem

WHAT IS BLOCKING US FROM MOVING TOWARD OUR VISION?

We will address our underlying contradictions and move toward our vision by focusing our energy on:

We intend to...

-- Increase education, transparency & accountability

Create visuals on Dashboard of dollars spent and progress on initiatives

create learning circles to address system change

Switch to strong mayor government system - Burien has grown and requires a fulltime political representative

-- Improve how we engage with our community

Offer free Burien t-shirts to those folks that attend a council meeting - select date(s) - Incentives to attend or participate - Nudges.

Go to communities that are disengaged, at their homes, ask questions, invite them to share at council meetings - Govt needs to meet people where they are at.

Focus community engagement efforts on where people are - restaurants, churches, etc in native language

Create a community coalition that meets with Council and LT

financially incentivize participation in community input

Engage stakeholders in developing community engagement approach

Honor labor involved in community engagement (both staff and community) through compensation and resources

compensate CBOs to help with comm engagement

Pre-schedule follow up sessions after community meetings, so everyone is automatically invited to hear how their ideas were acted on.

co-create a communications plan

More focused surveys regarding community priorities/taxes - to help the govt to make the proper decisions

-- Increase operational efficiency

enforce or remove existing guidelines related to homeless populations (encourage Homeless Population to Take offered services or move elsewhere)

Remove ordinances that we are not enforcing, or extraordinarily expensive to enforce (e.g.; fireworks)

-- Prioritize financial resources to achieve financial stability

Create advisory committee for budget process

Specifically prioritize, in writing, the council's priorities. Determine if they should be fully funded or less than that.

Prioritize investments that will save us money (Tech, overlays)

Consultant- Needs, costs, alt models for core services

Increase Revenue- Voter Approved Measure in Conjunction with Budget Workshops

Continue discussion regarding potential council action items and voter approved items - revenue

Use a shopping program to budget, moving items into a 'cart' to see how much we are spending

Lobby to change restrictions on PW Works Board Funding (allow buildings)

-- Reshape community through smart, mindful development that promotes equitable growth & improves quality of life

Revisit Land Use Regulations to meet current needs

Lobby to change FAA law to allow Port to mitigate impacts in local communities (transportation etc)

launch a business/development attraction strategy that includes rezones and incentives

Review of the comp plan to see if economic development is prohibited or limited

Understand how burien's urban center is positioned in the region

-- Advance racial equity

Develop EDI framework and plan that includes performance metrics

Engage with community based organizations/schools/community leaders to identify barriers to people receiving services or participating in civic life

Centering community accountability

Achieving financial stability

Reshaping community through smart, mindful development

Advancing Racial Equity

What success indicators can help guide staff?

- In the first row, answer the "SWOT"-type questions to quickly get a picture of the **current reality** in this area.
- In the second row, ask "What will be different in 2-3 years if we really mobilize behind this strategic direction?" **List 3-5 indicators** that can help staff understand the changes you wish to see.

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1

Current Reality

have adapted well to virtual & online

What's in place now?

good communication in place

strong system of council meetings

clear expectations for council mtgs

willing to take chances

new program of community connectors

What's missing?

not enough funding or staff for true engagement

hard to keep up with trends/tech

room for improvement

What are relevant opportunities ?

What are relevant threats?

2

Success Indicators

strategic communication plan in place

increased participation in council & commission meetings

growth in # collaboration with organizations in the community

representative voices offering input

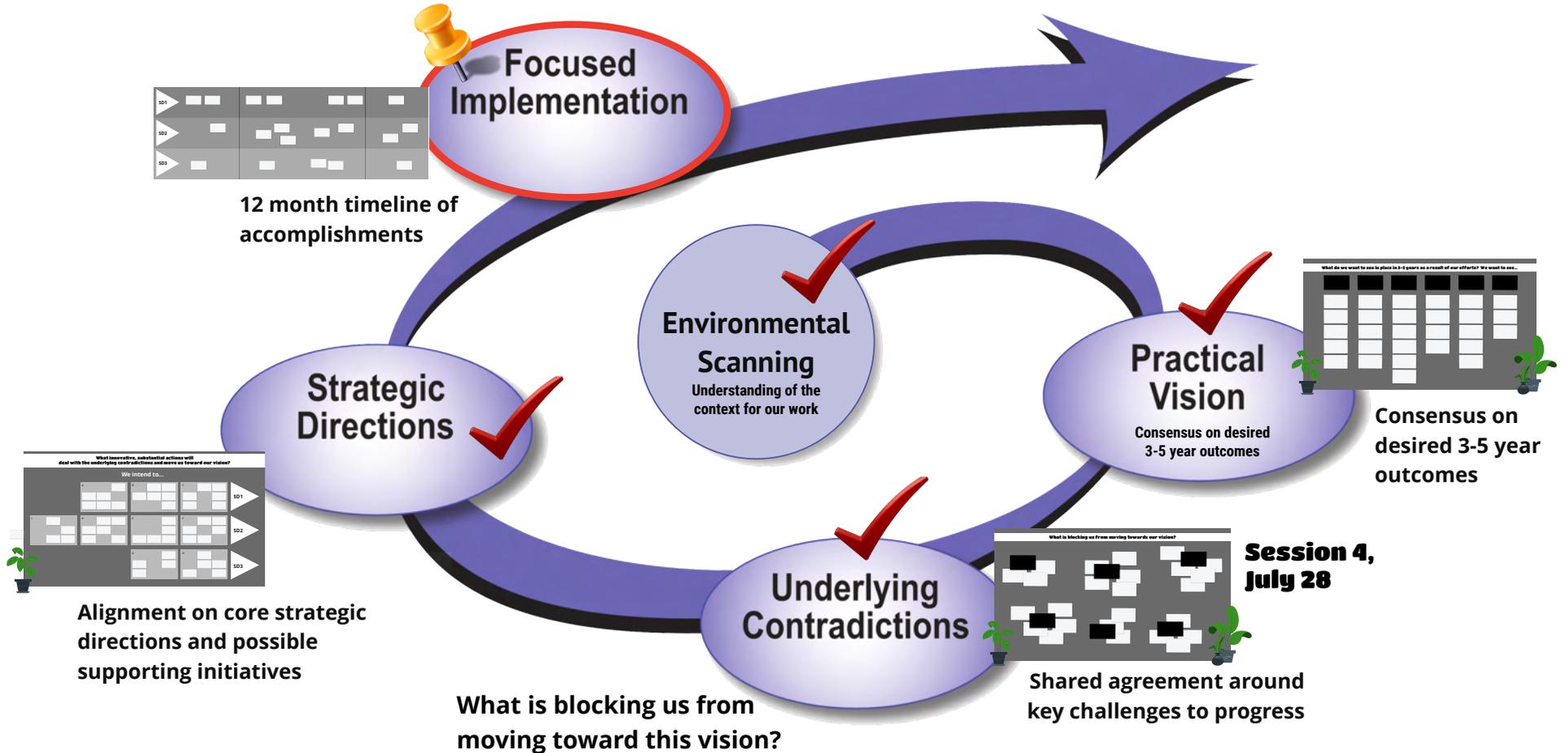
increased communications: complaints, questions, etc.

participation in boards & commissions

we're offering translation in more languages, increased demand for accessibility

What would be different in 2-3 years if we really mobilize behind this strategic direction? What are some changes we'd want to see? Numbers to track? Targets to aim for? Facts we'll want to monitor?

Next Steps



Strategic Directions Crosswalk

-- Increase education, transparency & accountability

- Create visuals on Dashboard of dollars spent and progress on initiatives
- create learning circles to address system change
- Switch to strong mayor government system - Burien has grown and requires a fulltime political representative

-- Improve how we engage with our community

- Offer free Burien e-bills to those folks that attend a council meeting - select dates) - Incentive to attend or participate - Budget.
- Go to communities that are overage at their homes, as questions, meet here to share at council meetings - Go meets to meet people where they are at.
- Focus community engagement efforts on where people are - restaurants, churches, etc in native language
- Create a community coalition that meets with Council and LT
- financially incentivize participation in community input
- Engage stakeholders in developing community engagement approach
- Honor labor involved in community engagement (both staff and community) through compensation and resources
- compensate CBOs to help with comm engagement
- Pre-schedule follow up sessions after community meetings, so everyone is automatically invited to hear how their ideas were used on.
- co-create a communications plan
- More focused surveys regarding community priorities/takes, to help the govt to make the proper decisions

Centering community accountability



-- Increase operational efficiency

- enforce or remove existing policies related to business operations (Encourage flexible regulations to take off-set services or move elsewhere)
- Remove ordinances that we are not enforcing, or extraordinarily expensive to enforce (e.g., fireworks)

-- Prioritize financial resources to achieve financial stability

- Create advisory committee for budget process
- Specifically prioritize, in writing, the council's priorities. Determine if they should be fully funded or less than that.
- Prioritize Investments (Tech, overlays)
- Consultant- Needs, costs, alt models for core services
- Increase Revenue- Voter Approved Measure in Conjunction with Budget Workshops
- Continue discussion regarding potential council action items and voter approved items - revenue
- Use a shopping program to budget, moving items into a 'cart' to see how much we are spending
- Lobby to change restrictions on PW Works Board Funding (allow buildings)

Achieving financial stability



-- Reshape community through smart, mindful development that promotes equitable growth & improves quality of life

- Revisit Land Use Regulations to meet current needs
- Lobby to change FAA law to allow Port to mitigate impacts in local communities (transportation etc)
- launch a business development attraction strategy that includes rezones and incentives
- Review of the comp plan to see if economic development is prohibited or limited
- Understand how burien's urban center is positioned in the region

Reshaping community through smart, mindful development



-- Advance racial equity

- Develop EDI framework and plan that includes performance metrics
- Engage with community based organizations/schools/communities to identify barriers to people receiving services or participating in civic life

Advancing Racial Equity



Vision

- a sustainable budget that accounts for future growth
- informed, engaged connected diverse community
- resources to meet our community's level of service needs
- Smart, mindful development that equitably accommodates growth
- equal access to opportunity & quality of life
- root causes of homelessness addressed & housing in place for all

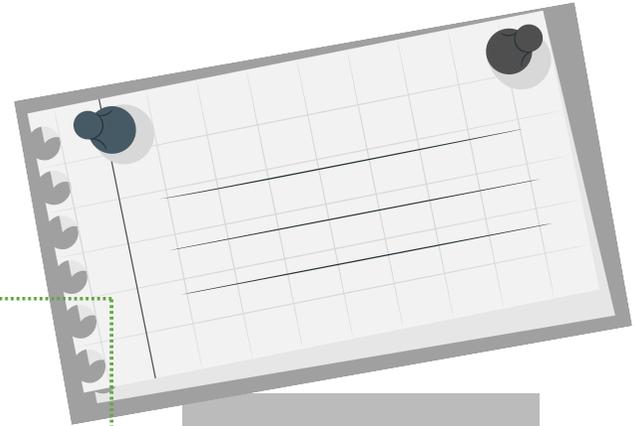
Adviser: need to make a concerted effort to give this attention in planning

Over the next 3-5 years, how will we work together to ensure a robust and sustainable foundation for our city operations and a vibrant quality of life for all in Burien now and into the future?

Closing & Next Steps

Our Next Session: Implementation

Now we're ready to start to think about how this will be brought to life.



Closing Connections

Instructions:

1. **Write your name** on a sticky.
2. On your turn, **choose someone** on the circle and **share one appreciation:**
 - How did they add value to this process?
 - How did they show up in a way you appreciated?
 - What contributions did they offer that were meaningful to you?
 - Anything else that makes you feel warm and fuzzy toward them!
3. **Continue** until everyone has been connected!

