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SeaTac City Council

Vision and Goal Setting Session

Summary Report

By
Michael R. Pendleton Ph.D

February 2011

Introduction

The SeaTac City Councils annual retreat was held on February 11th and 12th at the SeaTac City Hall in SeaTac, Washington. A portion of the retreat was dedicated to setting a Leadership Vision and organizational goals for 2011 and 2012. This is a summary report of the process and outcome of the goal setting session.

The Policy Leadership Model

The first session opened with a discussion of the Policy Leadership Model (see appendix two) which locates both the leadership vision and organizational goals within the larger context of key processes found within municipal corporations. It was noted that organizational goals should be consistent with the organizational vision and mission while informing annual budgets.

The Organizational Mission, Vision, and Values

The participants next reviewed and discussed the nature and definition of an organizational mission, vision and values (see appendix three). After this discussion the participants reviewed and discussed key questions that would help them in formulating their vision for the City of SeaTac. (See appendix four). The participants were asked to write and post on flip charts their vision for the City of SeaTac. Each of the participants vision elements are documented in appendix five. A review of the participant's vision elements identified the following common themes:

1. A strong positive image and reputation in the region. This image has both an external nature, how people from outside the city view SeaTac as well as an internal nature that is defined by special characteristics and/or activities within the city.

2. Redevelopment of the 154th Street Station Area.

3. Economic development is linked to community building resulting in a vibrant economic base in which the community members play a vital role.

4. Strong Community that emphasizes diversity, strong schools, active infrastructure that encourages bike and pedestrian activities, community partnerships. Examples may include "outlet shopping centers", and special signage and banners.

5. A healthy city that has numerous amenities with an emphasis on a healthy environment, medical care, access to healthy food choices and exercise.

6. An effective transportation system that facilitates access both inside the city through bike and pedestrian paths, as well as around the city with a special emphasis on access to and from the airport.

The Nature of Goals

The participants next discussed the nature of goals. The purpose of goals was reviewed along with the nature of goals and other key characteristics of effective policy board goals (see appendix three).

Nominal Group Technique

The participants were next introduced to the nominal group technique for setting goals as listed below:

Silent writing of three goals
-Round robin listing of participant goals
-Round robin discussion and consolidation of participant's goals
-Rank ordering of goals using the Paired Comparison Method
-Staff-Council "Deliverables" Discussion of top 5 goals

Top Five Goals

- To promote Economic Development to attract and retain businesses and jobs while maintaining reasonable laws and regulations.

- Move forward with the South 154th light rail station development to establish a clear focus and attract ideas from developers.

- To enhance code enforcement effectiveness within all neighborhoods and areas

in the city.

- To establish a plan for infrastructure costs relating to the vision of both 154th and 200th streets stations. Tie both to transportation SR 509-lightrail-airport.

- To assist, expedite, and facilitate the design and continuance of light rail south to 200th street.

The long list of goals identified by the participants can be found in appendix seven. Note: Three of the top five goals were carried over from 2010 and two were identified in this process.

Appendix One
Vision and Goal Setting Session Participants

Terry Anderson
Mayor

Gene Fisher
Deputy Mayor

Tony Anderson
Council Member
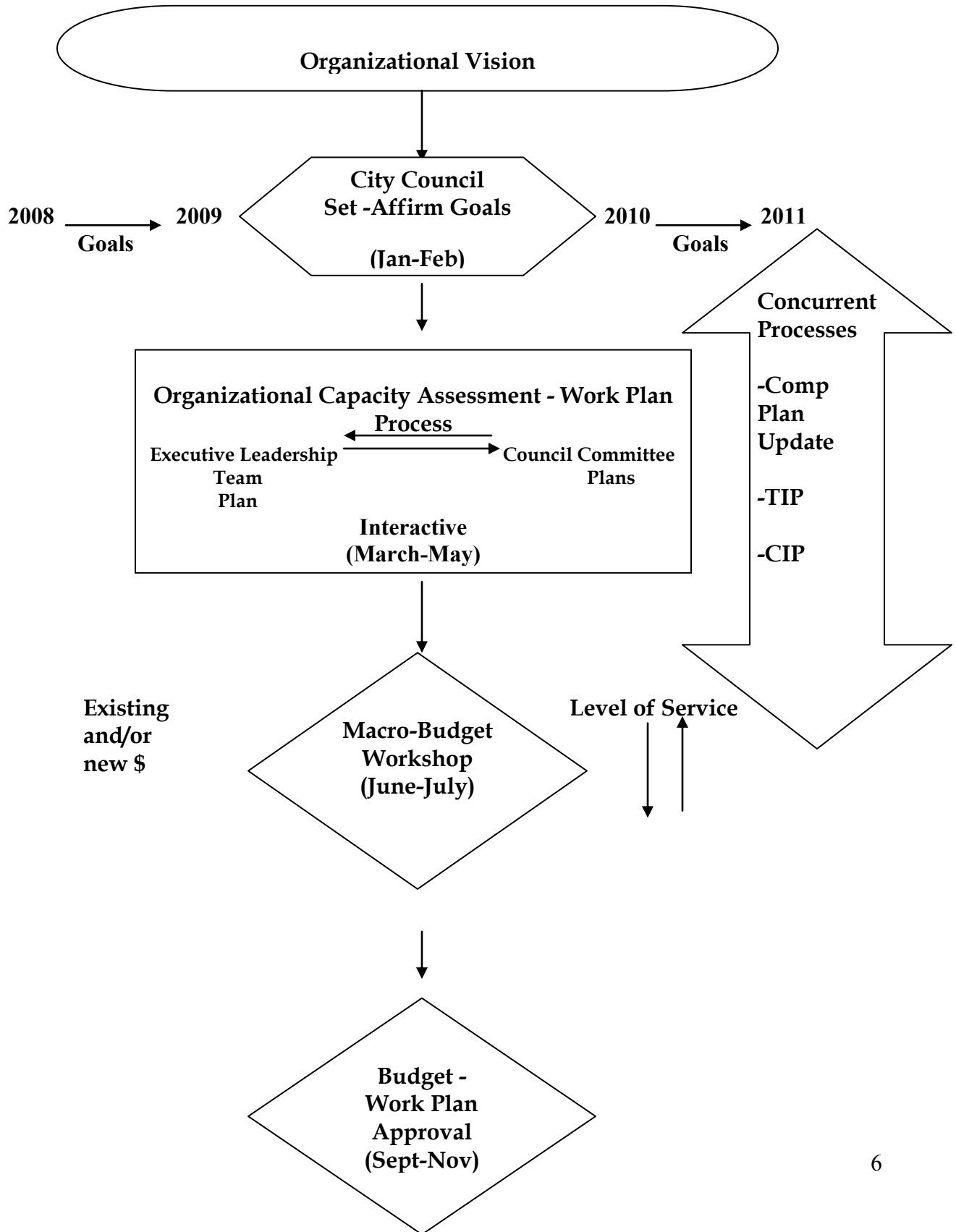
Pam Fernald
Council Member

Rick Forschler
Council Member

Mia Gregerson
Council Member

Ralph Shape
Council Member

Todd Cutts
City Manager

Michael Pendleton
Facilitator

Appendix Two
Policy Leadership Model

Organizational Vision

City Council Set -Affirm Goals

(Jan-Feb)

2008 → **2009**
Goals

2010 → **2011**
Goals

Concurrent Processes

-Comp Plan Update

-TIP

-CIP

Organizational Capacity Assessment - Work Plan Process

Executive Leadership Team Plan ←→ **Council Committee Plans**

Interactive (March-May)

Existing and/or new $

Macro-Budget Workshop (June-July)

Level of Service

Budget - Work Plan Approval (Sept-Nov)

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Appendix Three

Organizational Mission, Vision and Values: A Definitional Guide©

By
Michael Pendleton Ph.D.

Organizational Mission: What the organization is here to do.

Organizational Mission Statement: A succinct one or two sentence statement that defines the fundamental purpose and role of the organization in the community within which it resides. (What)

Organizational Vision: An image of the desired future-outcomes the organization seeks to create.

Organizational Vision Statement: A statement that describes the image of the future-outcomes the organization is striving to create. (image)

Organizational Values: The standards and beliefs the organization will use to operate on a day-to-day basis to fulfill its mission and accomplish its vision. (How)

Organizational Value Statement: A set of statements that defines the standards and beliefs on how the organization will behave on a day-to-day basis to fulfill its mission and accomplish its vision.

Appendix Four
Vision and Goal Questions:

Vision:

What is your <u>desired</u> picture or image of your City in 10 to 15 years from now? How you would like the city to be...

Your desired image may include the <u>physical image</u> of the city such as a downtown and its buildings, neighborhoods, parks, city offices, or any environmental or physical attribute.

Your desired image may include <u>cultural and/or recreational</u> activities and other quality of life elements.

Your image may include <u>businesses, economic activities and other employment</u> elements.

Your image may include the <u>size and nature of the population</u> within your city.

Or any other attribute or element that is important to you.

Goals:

To obtain your desired image of your city what needs to be accomplished in the next year, 5 years and 10years so the city would be as you want it to be...?

Appendix Five
Participants Vision Elements

Rick Forschler

-Greater access to and from the airport into the city. Bridge to parking garage, micro tunnel for bags etc.

-Infrastructure that supports new development. Separate people from cars.

-Community amenities that attract well-suited development. Parks, shops, grocery stores. Link community amenities to city image and reputation.

-Quality jobs with adequate income potential to support families

-Lower regulatory "footprint" so new development is economically feasible

-Safe schools, streets, parks, etc. to enhance community image and reputation

Tony Anderson

-Fully developed industry, business, manufacturing district (sustainable green industries.

-Fully developed business and service district that capitalizes on airport property.

-A healthy city with an emphasis on environment, amenties, infrastructure, and safety.

-Effective transportation system with designated access to light rail, airport to minimize impact on the city. Increase in property values, image of various areas, and sidewalks along military road.

-Sidewalks and bike paths to light rail.

-Services to acculturate new Americans to our city.

-Amenities to serve all social strata and residents.

-Thoughtful residential development consistent with GMA, transportations needs and mixed income.

-Development of the 154th station area.

Pam Fernald

-Develop 154yh with supermarket, townhomes, retail. Capitalize on light rail.

-Sidewalks on Military road between 128th and 154th (bus route).

-Sports complex/performing arts enter

-Community building. Install "flags" throughout the city on main routes, to foster a feeling of one city.

-Organization/civic sponsored clean-ups with signage (WSDOT).

-City wide community center where all know they are welcome.

Ralph Shape

-Airport, light rail, freeways everywhere is possible.

-People leave to go elsewhere.

-Develop facilities to draw guests to stay in city (be hosts to the world, hotels, training facilities).

-Sports complex.

-Create the transportation infrastructure to support our vision.

-Create safe, friendly environment for citizens and guests to work and play.

Gene Fisher

-Transportation oriented

-Live, work, shop in one place

-Develop 154th area.

-Visit from the airport and light rail. Bike trails and parks.

Terry Anderson

-Hospitality city for business and tourists

-A city where people will visit and spread the word and will return because it's a friendly atmosphere.

-International atmosphere to attract business and residents.

-A reputation that is positive and welcoming.

Mia Gregerson

"I see…

-Land use ideas similar to Tacoma districts.

-Land use/development sensitive to these "areas" to provide live-work-play opportunities.

-Partnerships that will give our city a reputation or flavor of:
> Wellness clusters
> Valley medical
> Prosperity in partnership cluster

-Diversity considered an asset

-Infill of pocket parks/gathering safe, open space for residents.

-1/4 mile access for all residents to healthy food.

-Concept to five mail goals that allows families to thrive-top principal.

-Sensitivity to markers that cause families to go into crisis mode.

-Products and services purchased with "buy local" goal.

-Community café style engagement that will help those "baby tweaks" have constant stream of input for leadership to "mull over" like junk mail.

-Succession planning

-Our teachers wanting to live in our community

-405 of jobs offered in SeaTac go from 28k to 38K

-Wanting to live in SeaTac due to safe, affordable housing to with access to services and community based programs.

Appendix Six
A Guide To The Nature of a Board of Director's Goal
By
Michael R. Pendleton Ph.D.©

The goals of an organization's policy board should communicate the current and future areas of emphasis from among the larger array of organizational services, activities and issues.

The purpose of goals are:
1. To address a need and/or opportunity
2. To communicate the policy boards priorities and areas of emphasis
3. To provide meaningful direction to the organization
4. To inform an organizational work-plan and operational budget
5. To establish organizational performance expectations and a basis for organizational accountability

There are two types of board goals:
1. Content Goals: these are goals that specify an intention to establish policy, complete a project, or an event, etc.

> Example of a board content goal: Implement an Economic Development Program to provide improved employment opportunities in the community and enhance a diversified tax base for the city.

2. Process Goals: these are goals that specify an intention to engage in or establish a procedure, organizational practice, or process to reach a decision and/or desired outcome.

> Example of a board process goal: To establish a structured procedure for community involvement during Council working committee meetings.

Characteristics of Effective Board of Director Goals:

1. Level of detail: the most effective board goals are centered on the "abstract-specific detail spectrum". Effective goals are not so vague as to be useless and not so specific as to constitute "micro-management".

Example of an abstract board goal: To establish a warm and safe feeling in our community

Example of a "centered" board goal: Plan and build a Community Center to serve the needs of our youth, seniors, and general citizenry in partnership with other community organizations.

Example of a "micro-management" board goal: To place a 45,000 square foot fire station on the corner of 5th and Vine that will house 3 truck companies in the next twelve months.

2. Attainability: effective board goals are given both adequate resources (funds etc.) and a realistic time frame for accomplishment.

3. Organizational Compatibility: effective board goals are consistent with the mission, vision and values of the organization, current policy and integrate into the existing organizational work-plan taking into account on-going activities and commitments.

4. Accountability Features: effective board goals provide the basis for monitoring progress and determining completion such as benchmarking and a clear definition of accomplishment.

5. Parsimonious: effective board goals reflect the view that fewer goals done well is preferred to many goals done poorly. Experienced boards of directors realize that goals should not and cannot reflect the full array of organizational activities and services. All members of the organization realize and accept that important organizational activities and services may not be reflected in goals selected by the board of directors but will continue to accomplish the organizational mission.

Appendix Seven
Long List of Goals Identified In 2011

1. To establish a plan for infrastructure costs relating to the vision of both 154th and 200th streets stations. Tie both to transportation 509-lightrail-airport. Votes = 56

2. To assist, expedite, and facilitate the design and continuance of light rail south to 200th street. Votes= 51

3. To prepare to operate the City's own animal control. Votes = 31

3. To bring business to 200th and I.B. and 150th and 24th areas. Make better use of underutilized properties. Votes = 31

4. To evaluate land use areas though out the city to promote economic development and T.O.D.'s. Votes = 28

5. To improve the reputation and image of SeaTac. Votes = 25

6. To develop services and programs to acculturate new Americans to SeaTac. Votes = 24

6. To create greater access to the airport. Votes = 24

7. To increase our sidewalk development. Votes = 23

8. To promote a healthier city by utilizing amenities relating to environment and reputation. Votes = 15