

Council Retreat  
05-04-2013

**ISSAQUAH CITY COUNCIL  
2014 GOAL SETTING RETREAT  
Summary Notes**

May 4, 2013

Swedish Hospital  
Knowledge Room

NE Blakely Drive  
Issaquah, WA 98029

**Councilmembers:**

Fred Butler, Council President  
Eileen Barber, Councilmember  
Joe Forkner, Councilmember  
Stacy Goodman, Councilmember  
Tola Marts, Councilmember  
Josh Schaer, Councilmember  
Paul Winterstein, Councilmember (*Excused Absence*)

**Facilitator:**

Greg Prothman

**Administration/Staff:**

Ava Frisinger, Mayor  
Bob Harrison, City Administrator  
Charlie Bush, Deputy City Administrator  
Tina Eggers, City Clerk  
Warren Kagarise, Communications Coord.  
Diane Marcotte, Finance Director  
Beth Ann Wroe, Deputy Finance Director  
Bret Heath, Public Works Ops Director  
Sheldon Lynne, PWE Director  
Anne McGill, Parks and Recreation Director  
John Minato, Development Services Director  
Keith Niven, Economic Development Director  
Lee Soptich, Fire Chief  
David Fujimoto, Sustainability Director  
Chris Givens, IT Manager  
Debbie Mills, Human Resources Manager  
Darcey Strand, Shared Services Manager  
Amy Dukes, Arts/Grant Coordinator

**WELCOME AND OPENING REMARKS**

Council President BUTLER made introductory remarks and welcomed participants to the City Council's annual Goal Setting Retreat. He noted that Councilmember Paul WINTERSTEIN will unfortunately not be able to join us today due to an emergency family illness. He continued in a phone conversation with Councilmember WINTERSTEIN this morning, he was asked whether despite his absence it would be possible for Councilmember WINTERSTEIN to vote on the proposed goals. BUTLER said he discussed the possibility briefly with the Mayor, and said it is her impression that the rules do not allow voting *in abstentia*, and that the goals will come before the Council again for consideration in the form of agenda bills as part of the budget process. However, he continued, he is open to other opinions from Councilmembers.

BARBER asked how that could work logistically, specifically how information would be relayed to Councilmember WINTERSTEIN prior to the vote. BUTLER said one possibility is to utilize e-mail. GOODMAN said it would be good for him to give his feedback if possible, perhaps during a break, but is also concerned about keeping the process and schedule intact. SCHAEER noted WINTERSTEIN did a lot of good work on the process in preparation for the retreat today. He said his concern is about how having six instead of seven votes will change the voting mechanism proposed for determining the top goals. BUTLER said City Administrator Bob Harrison is working on alternate methods now. MARTS said he did talk with WINTERSTEIN about his proposed goals and feels he can adequately present them in WINTERSTEIN's absence. He said he doesn't think it is appropriate to allow an *in abstentia* vote, particularly as historically the Council ends up embarking on a process of consolidating and modifying some goals during its deliberations. FORKNER said he did not think this would set a good precedent for the Council. BUTLER said the consensus he is hearing is that MARTS will present WINTERSTEIN's goals, and only the six Councilmembers present will vote on the goals.

BUTLER continued a lot has happened in the City's recent history, and recounted various projects and construction that can be seen in the community. He also said some progress is not as visible or obvious to citizens, which is the City's transition to a high-performance organization (HPO). He made observations on

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how he has experienced improvements in how the City does its business with citizens and the Council. He specifically noted his observations on how the Council and staff work together and communicate better, and a new level of commitment from staff. He cited the thoroughness of e-mails and inquiries from Councilmembers and citizens to staff as an example, and said much of the credit belongs to a new attitude and level of commitment characteristic of HPOs. He said the improvement has not gone unnoticed. He concluded in the 13 years he has been involved with the Council's goal-setting retreats, for example, this year's thorough, complete and unbiased responses from staff are the best he has seen.

Mayor Ava Frisinger said the working relationship between Council and the Administration has evolved and grown over the years, which is exciting. She also noted that HPO can make that collegial relationship even stronger and better, and referred to an upcoming HPO workshop for City staff. She described the positive results that can come from using the HPO diagnostic model that will be the focus of the workshop. She continued the purpose of this annual goal-setting exercise is to develop City goals that direct our efforts and resources. She noted in the past, the Council and administrative staff sometimes came up with different goals that were not necessarily congruent, and the HPO diagnostic model is valuable in getting us all focused on determining, "Are we performing at a high level, and according to whom are we high performing." She noted we have many audiences and stakeholders, and it is important to determine whether we are delivering the right products and services to our stakeholders, and whether we are doing that as effectively and efficiently as possible.

Harrison gave some logistical information for the retreat. He introduced the facilitator, Greg Prothman (the Prothman Company), who explained his role.

## FINANCIAL REVIEW

Diane Marcotte, Finance Director, distributed a handout entitled "2013 First Quarter Financial Report" and gave a high-level overview of the City's financial outlook, including where the City is now and what its financial future looks like. She noted the City generally speaking is meeting its general fund expenditures and revenues in the first quarter of 2013, as shown on page 1. She said it was assumed that to balance the 2013 budget would require using either some funds from the LID money guarantee fund or reducing some end-balance funds, although the City is trying hard not to use any LID monies and to minimize drawing down its end balance, and is monitoring expenditures in the general fund closely.

She continued with the revenue and expenditure chart on page 3, and said she expects to see the gap between expenditures and revenues close in April, after normal end-of-year expenses are paid early in the first quarter. So we are on track for the period of January through April. She said page 5 shows general fund expenditures by department as a percentage of the budget. Some variances are a result of changes in how accounting is done. She noted Finance Department expenditures appear high due to hiring for her position and paying out the former finance director upon retirement. She said the City's Human Resources Department became self-insured in January, which changed some of the ways its planned expenses are accounted for, and those changes are reflected in the chart. The other departments are pretty much on track, and everyone is doing a good job of watching expenditures in the general fund.

She said sales tax through April has brought in about \$100,000 more than planned, but planned revenue versus what we actually received was about \$34,000 less, and noted there is still a lot of volatility in revenue from sales tax. Auto vehicle sales, particularly trucks, are a strong source of sales tax revenues right now. She said the City is fortunate to have a lot of diversity in its sources of sales tax, particularly retail, which has helped it weather recent economic storms. She explained that utilities (water, stormwater, sewer) are on track for revenue, as shown on pages 9 and 10, with expenditures being moved in 2013 into capital projects. The utilities expenditures in 2013 are somewhat reduced from 2012. She noted the City is in a good position right now, although water and sewer revenue can change in the summer months based on actual water consumption.

In terms of cash and investments, she concluded, at \$44 million the City is in good shape for a city of its size. She explained what she has been doing in terms of Fannie Mae and Fannie Mac investments in recent months, and her plans for looking more closely at investments and interest opportunities in the coming months.

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BUTLER asked when the City might realize sales tax revenue from the construction we all see taking place around the community. Marcotte replied we haven't seen many significant increases yet, although we are keeping an eye on it, and that typically there is a lag of at least six months.

## STAFF PRESENTATIONS

### Eastside Fire and Rescue

Lee Soptich, Eastside Fire & Rescue (EF&R), gave background on how EF&R was organized in 1999 and how it has worked to maximize services and efficiencies during the years. He noted EF&R now serves four cities and two fire districts, and works closely with elected officials, police and fire, and the administration of all those entities, including Issaquah. He talked about the ongoing effort to improve the culture of EF&R, including its efforts to undertake HPO ("Know No Bounds") training. He gave an update on the new Fire Station in North Bend (Station 87) and said it will be occupied within a month. He also gave an update on changes at the EF&R's headquarters buildings. He said the EF&R funding is in good shape and he is actively doing some succession planning as he plans to retire soon.

He spoke about changes that would occur if Sammamish annexed Klahanie, and said EF&R will be watching that situation closely. He noted Sammamish has been a partner with EF&R for years, and some think it is time for that situation to change, but he is committed to satisfying Sammamish's concerns without putting the other partners at risk because he sees value in maintaining the combined group.

He continued with remarks about the funding model now being used for EF&R and said it is not sustainable for the partners in the long term. He noted recent proposals have been made by Sammamish for other service options, including conversations initiated by Sammamish with Bellevue. He said his pledge is to continue to work with Sammamish to meet their needs and continue the partnership of EF&R as it is.

### Development Services Department

John Minato, Development Services Department Director, noted that the buildings we can see just beyond the window here today will look dramatically different one year from now. The transformation of retail at the Highlands has been under way for several years, and we expect to see dramatic changes. He provided a handout that shows how the City's population, housing units, and commercial development have changed in the last 20 years. He noted that residential growth has been due primarily to developments such as Talus and the Highlands, which brought more multi-family housing. He gave details of where new senior housing and hotel developments are expected, as well as projected increases in square footage for educational facilities, open space, commercial development, office space, and new park lands.

He noted that the reorganization of City services into the Development Services Department has been successful, and that HPO has been a huge part of that success. He explained recent training efforts for all staff in HPO, and said the results are that there are levels of collaboration between functions and departments taking place on a whole new level. He said he has been pleased to see that the City is able to work better with developers, to the point where we are able to say to them, "When do you want your permit." He said we understand that restaurant and movie theatre developers have to be able to meet key opening dates, and we are doing whatever we can to sure they are successful. This kind of collaboration can take us from a four-star to a five-star city, he said, and it is exciting to see HPO making a difference at individual levels and for the City as a whole.

### Regional Presence/SWOT

Harrison noted the data indicates that the City's growth from 5,000 people in 1990 to its current level of about 32,000 has taken place during several economic downturns. He said the number of the City's multi-family housing units will soon exceed its single-family units for the first time in the City's history, and noted the economic impact of that, specifically the variance in social capital that comes with single-family investments vs. multi-family investments. He said this has implications for the Council's debate and decision making about annexing Klahanie, which would bring with it a significant amount of single-family housing.

He continued as the community grows, the City needs to ask itself what kind of regional presence it wants to have. For example, he continued, if Klahanie is annexed to the City, Issaquah will rise from the third to the

first highest payer into EF&R. Does that mean we should consider a change in direction, he continued, such as possibly working toward chairing that group. Similarly, the Mayor has represented our City on a variety of regional committees, the Council has taken part in various regional groups, and staff has participated in regional interests as well. So the City might want to evaluate whether continuing to do those activities, or to start participating in other entities, makes sense given our City's growth. He said this is an emerging issue for the Council to think about as the City grows to a larger-size city than it has been in the past.

Keith Niven, Economic Development Director, gave some background on what led to the formation of the Economic Vitality Commission and described its work to date. He said one clear concept that has emerged from that work is that we need to understand where we are before we can decide what step is next. That can be done in a number of ways, some more complicated than others, but the EVC chose to do a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. He displayed the results of the SWOT analysis on an overhead and distributed copies.

He continued his presentation with some background on the larger decision points that have affected the City over the years since about 1960. He noted that some years ago the City was mostly on the receiving end of regional events, specifically actions taken by the state (SEPA, GMA), Boeing, and so on. In many ways the City was the recipient of many things that were happening around us. As the City moved through the 1980s and 1990s, it started to make more deliberative decisions about that we wanted our future to be, such as decisions on our urban villages, the expansion of employers like Costco and Swedish, and the recent Central Issaquah Plan.

Niven continued with some perspective on Issaquah's situation vs. many other similar-sized cities in the country, noting that the Northwest has not experienced the same realities as many other communities in the economic downturn of the last five years or so. Many cities in the Midwest, for example, are having trouble retaining businesses, drastically cutting staff and services, losing their revenue base, and so on.

He explained the points laid out in the City's SWOT analysis, and described the City's many strengths (talent, location, strong employer base, strong education system, parks and open space) and weaknesses (division created by I-90, incomplete bikeways/sidewalks, transit limitations, high cost of living and doing business, retail-dominated economic base, transition to economic maturity, lack of regional image recognition, increasing cost of land, labor shortages). Opportunities include growth in solid businesses such as Costco and Swedish, the growing Northwest economy, Issaquah's positive small-town character, smart growth policies, recreational opportunities, arts and cultural amenities, and an influential demographic.

He continued with a discussion of factors that could negatively affect Issaquah (growing competition from other communities, growth taking place around us, economic unknowns, shifts from suburbs to urbanization, particularly among young people, reversion to previous policies, shrinking dollars available for transit, large commercial vacancies), and added that the negative influences are probably not going to get better by themselves. He said the EVC's first step has been this analysis of where we have been and how we have reached where we are now, and the EVC hopes to wrap up its work on policies and strategies that take advantage of our strengths and minimize our weaknesses and threats in June.

## REVIEW 2013 GOALS

Harrison gave a quick overview and update on the Council's 2013 goals, noting that quite a few are already accomplished. He noted those goals that are being carried over to the proposed 2014 goal list.

### **Goal 1: Perform Klahanie Annexation Study: Allocate funds in 2012; Determine direction; and Council action by 2013**

Update: *Klahanie Annexation Study is nearly completed. It will be presented to Council at a workshop on May 13, 2013. Based on the final public meetings in the Issaquah and the PAA, a final report will be issued to Council to make a decision within the next couple of months.*

### **Goal 2: Relocate and/or Enhance the Skate Board Park based on ISD Plans and Community Input**

Update: *This goal is suggested to be part of the 2013 Recreation Bond.*

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**Goal 3: Hire Lobbyist**

Update: Done. He has worked hard to bring the City a real return on its investment.

**Goal 4: Innovative Partnership Zone (IPZ)/SWOT Analysis**

Update: The SWOT Analysis is nearly completed and final report will be issued to City Council within the next three months.

**Goal 5: Hold Council Budget Meetings in Chambers and Televis**

Update: This is planned for 2013 unless otherwise directed by City Council.

**Goal 6: Develop plan to improve traffic intersections at Front and Gilman (high priority) and Front and Sunset (low priority)**

Update: The City is trying to incorporate an IJR (Interchange Justification Report) in the State of Washington Transportation Budget. It currently is not. This is the first necessary step to be completed in order to explore modifications to the Interchange itself. The opportunity to develop a new concurrency system could also impact the success of this goal. The Concurrency system model is currently under Council review.

**Goal 7: Develop Strategy for Route 200 and/or Route 928 Funding to Maintain, Modify or Expand Route(s)**

Update: The City is in discussion with partners and Metro to explore continued/new funding and maintenance of the routes.

**Goal 8: Develop Citywide Bike and Pedestrian Plan**

Update: This was funded in the 2013 budget by City Council and the development is currently under way.

**Goal 9: Become a Five-Star City**

Update: This is an ongoing process. The City is implementing the HPO model in the organization, an integral part of a philosophy of providing service to the public and employee engagement. The City is implementing an entirely new social media platform that will engage the community in an entirely new way. The City is continuing to implement best practices in management and service delivery. The City has many examples in which it is a nationwide, and some instances, global leader in the way it has conducted a program or built a facility. Examples include the YWCA Family Village, Station 72, Open Space Acquisition and Protection, Salmon and Issaquah Creek Restoration efforts are just a few.

**Goal 10: Fireworks in July 2013**

Update: City sponsored Fireworks were abandoned as part of the 2013 budget. The City could allow a special private fireworks show under the Special Event Permit provisions if based on certain conditions.

**Goal 11: Lake Sammamish State Park**

Update: The City is working with the State Parks to secure funding in the Capital Budget for beach restoration and the improvement of the bathhouse. The City is continuing to work with the State on the issuance of the RFP for a private partnership. There is a Friends of Lake Sammamish Group forming that has some momentum behind it.

**Goal 12: Regional Center Designation in 2013**

Update: The City Council authorized the City Administration to submit an application for Regional Center Designation in April 2013.

**Goal 13: Public Lands Inventory**

Update: The inventory is completed. The Administration is completing the final analysis of potential re-uses that will be submitted to the City Council in 2<sup>nd</sup> quarter of 2013.

**Goal 14: Define a Plan to Enhance Rainier Trail**

Update: This is an ongoing effort. The Issaquah Community Network has developed a plan to enhance walking and observation along the Rainier Trail between the hours of 2 p.m. and 5 p.m. The City has incorporated relocating the Skate Park in the proposed Recreation Bond.

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### **Goal 15: Financial Information in Agenda Bills**

*Update: Current Agenda Bills include financial information. An effort to make these areas more uniform is under way and will be dependent upon the City's upgrade to the financial system.*

MARTS said as the Council President and a Councilmember when these goals were developed last year, he is really happy with the cadence of progress in achieving them.

## COUNCIL GOAL PRESENTATIONS

Prothman briefly described the process for today's retreat, beginning with brief descriptions by each Councilmember of their submitted goals followed by a voting, prioritization and ranking process. The goals have been grouped by general topic, and some goals have been consolidated in the interests of efficiency. He encouraged Councilmembers to consider other consolidations where it makes sense to do so.

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### **Citizen Engagement / Transparency**

- Televis Council Committee meetings (FORKNER, #1)
- Set Up Pickering Room with cameras to videotape Council Committee, Board and Commission meetings (FORKNER, #2)

FORKNER explained that his motivation in suggesting these goals is to provide Councilmembers with the opportunity to have the same level of information that is provided to Committees by televising all Committee meetings. He said it also would be a huge benefit for the public and help open up government to citizens. He noted three options are listed in the staff comments. Pickering Room was selected because the Council Chambers does not lend itself well to being used as a televised venue.

MARTS noted there could be significantly different costs among the three options. FORKNER replied the objective was to replace the cameras now used in the Chambers and move the ones there now to the Pickering Room, where they could be used on an as-needed basis.

FORKNER agreed to consolidate the two goals as "Televis Council Committee meetings and provide opportunity for flexibility [in location]."

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- Investigate Expanded Programming on Channel 21 (SCHAER, #5)

SCHAER said this goal is pretty self-explanatory. The intent is to expand the use of Channel 21 by developing recommendations on possible programming options, including costs.

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- Implement a city metrics dashboard on the City website by the end of 2014 (MARTS, #1)

MARTS said this goal would allow the City to show the public how we are doing as a City. It would increase our ability to show some of the ways we measure our success. BUTLER asked what do you envision being in place by the end of 2014. MARTS replied as a first step, he'd like to see a single page with metrics, likely pulled from data we already have, and which can then be updated periodically. He said his goal is to establish a baseline of how the City is doing and to have the dashboard on the City's website by the end of 2014.

Charlie Bush noted some data already exists and some can probably be combined that will be helpful in meeting this goal.

Councilmembers discussed opportunities to combine this goal with "Develop a survey to establish a baseline of how the City is doing in becoming a five-star city" (BUTLER, #1). BUTLER said his goal has two components; an evaluation component in the form of a survey, and a reporting out to citizens. He said he was comfortable with combining the two goals so long as the survey component was not lost.

GOODMAN asked whether, given the ongoing HPO training, a survey done now rather than later would give premature and possibly misleading results. Bush replied there is probably never an ideal time for this kind of

survey, and his choice would be to get the data now to provide a basis for comparison. GOODMAN said that seems reasonable.

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- Neighborhood Associations Council (WINTERSTEIN, #2)

MARTS said he has spoken with WINTERSTEIN about this, and knows he has looked at how other cities foster connectivity within their neighborhoods. He used Squak Mountain as an example of a neighborhood that doesn't have the connectivity of, say, the Highlands, and that there would be some benefit to the City of having more actively engaged neighborhoods.

BUTLER asked would the proposed council be made up of representatives from each neighborhood, or representatives within a neighborhood. Harrison said his understanding was that it would be more of a neighborhood association model. He noted his concern is that individual associations can sometimes create conflict within a city by focusing attention on individual neighborhoods instead of a city as a whole.

SCHAER said he can recall that strengthening involvement of neighborhoods was proposed as a goal last year as well. He said he thinks neighborhood organizations have been a net positive for the City. Niven noted that neighborhood associations at communities like Talus and the Highlands are established through covenants, and apply to all properties. Associations that represent neighborhoods based on a shared location alone can be problematic if they are perceived as speaking for all members of that neighborhood; people may feel their viewpoint is not being represented. So the pitfall is in setting up the expectation that a neighborhood association will represent everyone in it. Fujimoto added if the goal is to increase neighborhood involvement and engagement, there are other options for achieving that same result, and used programs at the City of Renton as examples.

Prothman suggested rewording the goal at this stage to "Neighborhood Engagement Plan" to encompass all ideas in addition to neighborhood councils. Councilmembers agreed.

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- Encourage a greater citizen voice in discussions on City issues and future direction (BARBER, #1)

BARBER explained this goal is intended to encourage a greater citizen voice in the City's future by looking at social media and other tools to encourage participation.

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### **Parks & Recreation**

- Develop a plan to improve neighborhood parks (BARBER, #2)
- Generate a plan in 2014 for developing Hillside Park into a usable recreational facility (MARTS, #2)

After a brief discussion, BARBER and MARTS agreed that these two goals could be consolidated.

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- Create a "green infrastructure" plan for Issaquah (GOODMAN, #4)

GOODMAN explained her motivation for submitting this goal, noting that often the public can recognize and point out opportunities for connections of trails and open space that are not immediately apparent in the City's plans and documents. She said she has been frustrated at not having a single, overall plan that indicates current and anticipated parks, open spaces, and trails. She said she would like to see a single document, not just a map but a plan for possible new connections as well.

BUTLER said the staff response does not include any costs for developing such a document, and asked what would be the workload and budget impacts. Bush described the plan currently under way for mapping and enhancing bicycle access, and noted the proposed plan would probably cost roughly in the same territory, which is \$100,000.

BUTLER noted a lot of this information already exists but the suggested goal seems to be to bring it all together into a single document. GOODMAN agreed, and gave examples of how City documents show the City's parks, trails, and open space, and well as the new Central Issaquah Plan (CIP) and green necklace, but what's missing is a sense of how they all connect. Niven noted that some of this work is coming out of

the bicycle and pedestrian plan now under way. Anne McGill noted care has to be taken in showing potential linkages, particularly when they appear to require condemnation or taking someone's property to achieve them. GOODMAN said she is just looking for a single document that would bring together all the information that now exists, plus changes as they occur.

BUTLER asked what is envisioned in the phrase, "green infrastructure." GOODMAN said the loose definition is the interconnected network of green space in the City, which can include all our green spaces, parks, trails, the green necklace, and so on. Minato asked do you envision this as a plan for the future and what we can achieve, or a document plan of what exists. GOODMAN replied both. FORKNER noted once the City's GIS is up and running, this kind of information will be more readily available.

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- Add More Playground Equipment, Basketball Courts (SCHAER, #8)

SCHAER noted this goal would increase the availability of playground equipment—particularly basketball courts, which can serve larger groups of people—in certain neighborhoods. He said this goal is more specific than just improving parks generally by focusing on adding specific equipment to locations that are underserved, underutilized, or lacking in equipment.

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### City Vision

- Part 1: Update the City of Issaquah Vision Statement; Part 2: Create action plans/strategies for significant values/goals (GOODMAN, #1)

GOODMAN said a vision statement is a basic tool for any organization from which everything else can flow, and envisions this as also including action plans for how to achieve that vision.

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### Financial Sustainability

- Develop and adopt in 2014 a plan for longer-term financial planning that would be implemented starting in 2015 (GOODMAN, #15)
- Develop a working 20-year capital planning document for major capital projects based on low, medium and high financial capacity (revenues, bonding capacity and grants) assumptions, and identify when these projects would be constructed (BUTLER, #3)

After a brief discussion, GOODMAN and BUTLER agreed to consolidate these goals.

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- Investigate Tax Reduction (SCHAER, #7)

SCHAER said his hope in suggesting this goal is to plant the seeds of thinking about whether the Council could help stimulate economic vitality by making property taxes, lodging taxes, and so on more affordable.

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### Infrastructure

- Install Crosswalk Reflectors in At Least 10 Locations (SCHAER, #2)

SCHAER said his purpose in suggesting crosswalk reflectors is to improve visibility of pedestrians, and gave examples of recent accidents involving street crossings. GOODMAN asked whether the cost given in the staff comments of \$1,000 is per crosswalk, and if so, noted it would make an intersection with four crosswalks cost \$4,000. Sheldon Lynne replied the cost would be \$1,000 per crosswalk. SCHAER said he was looking at mid-street crossings, not necessarily at intersections.

GOODMAN asked should this be a goal, or does the City do this anyway. Harrison said one option would be for the Council to give the Mayor direction to put it in the work plan and budget. Another would be to do an agenda bill directing staff to do that. BUTLER asked is there a list of crossings where this would be done as a normal course of business. Lynne said the City has street standards, which have been approved by Council, and constructs and maintains streets to those standards. If a crossing or intersection has a history of issues, it would be reevaluated and some changes might be made that could add value. He gave an

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example on Newport Way where changes were made as a result of problems there. He said the City implements its street standards, including crosswalk reflectors, according to the City's adopted code standards, and if the Council wants to adopt higher standards, then that is a larger policy question.

SCHAER noted the staff comments indicate that maintenance of reflectors can be problematic in the snow, but snow is relatively infrequent in Issaquah.

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- Install "Flashing Yellow" Left Turn Signals in At Least 5 Intersections (SCHAER, #3)

SCHAER said he sees this as an important mobility goal, and it would not incur significant costs to do five signals initially. He said he recognizes that installing flashing yellow lights for left-turn signals can make potential problems by creating a free-left situation, which would have to be weighed into any decision to implement a flashing yellow signal.

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- Continue Efforts to Identify Feasibility of I-90 Overcrossing (SCHAER, #1)

SCHAER said this is a work plan item to look at the feasibility of an I-90 overcrossing and determine whether or not to move forward.

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### **Social Sustainability**

- Begin the Necessary Steps to Move Forward with a Human Services Campus (SCHAER, #4)
- Healthy Community Strategy (WINTERSTEIN, #1)

SCHAER and MARTS briefly explained these items.

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### **Public Safety**

- Strengthen Our Domestic Violence Laws (SCHAER, #9)

SCHAER said it is his hope that this goal can be accomplished in 2013, and referred to the City of Federal Way's experience with implementing a penalty for committing domestic violence in the presence of children, with a mandatory jail penalty for violations. He also noted the low cost to implement the goal.

BUTLER suggested this goal be taken off the list of 2014 goals and that staff prepare an agenda bill in 2013 for the Council to consider. Councilmembers agreed.

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### **Issaquah Municipal Facilities**

- Develop a plan for beginning the process of an Issaquah City Campus (BARBER, #3)

BARBER noted this is a long-term project that would bring all the City's offices into a single location, which would result in significant financial, logistical, and environmental efficiencies in getting the City's work done. GOODMAN asked for clarification, as the goal as written seems to suggest that the City has already adopted a plan to create a City Campus rather than just consider doing it. After some discussion, Councilmembers agreed to restate the goal as "Conduct a feasibility study of the Issaquah City Campus."

GOODMAN asked for clarification as to whether the Mayor can authorize a study up to \$50,000 for the purposes of a feasibility study without specific direction from the Council. Harrison said the Mayor has that authority but staff would be more comfortable with direction from the Council to do so. Mayor Frisinger agreed.

The Council discussed whether to move this goal up to 2013. Prothman said perhaps that would best be settled after a vote has been taken to see where this goal falls in terms of priority.

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### **Economic Sustainability**

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- Amend Sign Code to Prohibit Temporary Signs in Certain Locations (SCHAER, #6)

SCHAER explained the problem of temporary signage around the City, particularly as a result of election cycles. BARBER asked for clarification whether the prohibition would apply to “A” signs commonly used by businesses and other commercial signs, such as real estate. Minato said it would likely have to apply to all temporary signs. SCHAER said he was thinking of selecting locations for its application; for example, not along a commercial street like Gilman Blvd. or the business core. Harrison said his experience is that it is extremely difficult to implement signage restrictions in certain locations only. SCHAER added he has heard from the public that this is an important issue to many people.

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- Develop a professional marketing packet for Issaquah in 2014 (BUTLER, #5)
  - Through a Public Private Partnership (City of Issaquah/Chamber of Commerce) implement the 2013 Tourism Business Plan (BUTLER, #4)

BUTLER said it may make sense to combine these two into a single goal. He noted having a tourism business plan for the City has a long and confusing history as to who will be responsible for creating it and who will pay. He continued the marketing plan has to come first. Niven gave his perspective on the Chamber’s interest and partnership on this effort, noting that the Chamber has a lack of resources to put much momentum forward on this. He said supporting this would direct staff to take that first step toward creating a tourism business plan.

Harrison said he would favor having a separate workshop or other opportunity to have a conversation about tourism, how it could work with the Chamber’s participation, how it could benefit the City, and so on. BARBER said she would like to see some real deliverables rather than more discussions. GOODMAN said she feels this is being fast-tracked and would like to have time to discuss it more thoroughly.

The Council agreed that having a tourism business plan as a deliverable in 2013 is highly unlikely, and to carry this goal over to the potential 2014 goal list.

Harrison said rewording the goal to “enhance tourism in the City” might give better direction. After some discussion, the Council agreed to reword the goal as “Through a public/private partnership with the Chamber of Commerce, develop and/or implement a 2014 Tourism Business Plan.”

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- Identify a project to kick-start the Central Issaquah Plan and create a strategic plan for implementation (GOODMAN, #3)

GOODMAN said this goal would identify a specific project and implement it, and noted some suggested projects are listed in the staff comments. She said it is an opportunity for the City to put a defining piece in place that will help define the character of the CIP.

- 
- Attract, retain and grow a diverse and stable economic base that supports city revenues, needed goods and services and jobs through collaboration with the EVC (BARBER, #4)

BARBER said this goal can be combined with the goal to “develop a professional market packet for Issaquah in 2014.”

- 
- Identify business clusters in order to select one or more Innovative Partnership Zones (IPZ) to submit for designation (BUTLER, #2)

BUTLER agreed to take this goal off the list.

### COUNCIL POLL

Prothman reviewed the revised goals to be sure that the consolidation and rewording were acceptable to Councilmembers. Prothman and Harrison clarified the process that will be used to determine the top goals.

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Ballots were distributed and each Councilmember voted for their top ten goals. If necessary, the top ten goals will then be prioritized or ranked.

After voting, Harrison displayed the results. Seven goals received a majority (e.g., more than four) votes, and five goals received three or fewer votes. The Council decided to accept the seven goals with four or more goals and to re-vote on the five goals that received three votes each. The goals that received a majority (e.g. four or more) of votes would be added to the seven votes already accepted.

### CONFIRM CONSENSUS 2014 GOALS

Harrison displayed the results of the second round of voting, which added three additional goals to the seven already accepted, for a total of ten goals. The results are as follows:

6 votes	Develop and adopt in 2014 a plan for longer-term financial planning for both operations and capital that would be implemented starting in 2015	GOODMAN, #2 and BUTLER, #3
5 votes	Measure City Services and Report to our Residents	BUTLER, #1 and MARTS, #1
4 votes	Through a Public Private Partnership (City of Issaquah/Chamber of Commerce) develop and/or implement a 2014 Tourism Business Plan	BUTLER, #4
4 votes	Attract, retain and grow a diverse and stable economic base that supports city revenues, needed goods and services and jobs through collaboration with the EVC; and develop a professional marketing packet for Issaquah in 2014	BARBER, #4 and BUTLER, #5
4 votes	Generate a plan in 2014 for developing Neighborhood Parks into usable recreational facilities beginning with Hillside Park	MARTS, #2 and BARBER, #2
4 votes	Create a "green infrastructure" plan for Issaquah	GOODMAN, #4
4 votes	Healthy Community Strategy	WINTERSTEIN, #1
3 (5) votes	Neighborhood Engagement Plan	WINTERSTEIN, #2
3 (4) votes	Encourage a greater citizen voice in discussions on City issues and future direction	BARBER, #1
3 (4) votes	Conduct a feasibility study of the Issaquah City Campus	BARBER, #3
3 (4) votes	Continue Efforts to Identify Feasibility of I-90 Overcrossing*	SCHAER, #1

\*After Council adjourned, a staff member pointed out that only 17 votes were cast in the second round of voting. Upon checking, the tally was incorrect. When the votes were rechecked, "Continue Efforts to Identify Feasibility of I-90 Overcrossing (Schaer, #1)" received 4 votes. This item was added to the top goals as the 11<sup>th</sup> goal.

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Proposed goals that did not receive enough votes to be included in the "Top Goals" include:

Update the City of Issaquah Vision Statement; Create action plans/strategies for significant values/goals
Identify a project to kick-start the Central Issaquah Plan and create a strategic plan for implementation
Amend the Sign Code to prohibit temporary signs in certain locations
Televisе Council Committee meetings and provide opportunity for flexibility
Investigate expanded programming on Channel 21
Investigate tax reduction
Install crosswalk reflectors in at least 10 locations
Install "flashing yellow" left-turn signals in at least 5 intersections
Add more playground equipment/basketball courts
Begin the necessary steps to move forward with a Human Services campus

### CLOSING REMARKS/ADJOURN

BUTLER said by consensus, the majority of Councilmembers present support the top goals identified for 2014, and that will be the Council's direction to the Mayor. He thanked participants for their work today, particularly staff's responses to Councilmembers' submitted goals, which helped make the work go smoothly. He also thanked those who made updates and presentations today.

The retreat was adjourned at 12:30 PM.

Respectfully submitted,

Susan Lowe  
Recording Secretary