

THE
LAKE FOREST PARK
CITY COUNCIL
RETREAT

March 26th, 2024

Summary Report

Introduction

The Lake Forest Park City Council held a retreat on March 23rd, 2024, at St. Edwards State Park in Kenmore, Washington. The purpose of this retreat was to review and discuss key policy issues and to set City Council Goals for 2025 and 2026. The following agenda, set by an agenda setting team, guided the discussions during this council retreat:

1. City Finances
2. Roads and Walkways
3. Parks
4. City Finances
5. City Council Goals for 2025 and 2026

The following report is a summary of the discussions and outcomes of the retreat (a complete recording of this retreat was made and is retained by City officials as well as a copy of the retreat workbook) The retreat was guided by a set of ground rules (see Appendix Two):

City Finances

The first discussion topic focused on a review and discussion of the city budget and finances, including the construct of the 2023/2024 Biennial Budget. Staff reviewed the mid-biennial budget adjustment and a range of review sources such as ARPA and opioid funds. It was noted that new state legislation now allows for levy generated funds supplanting existing funding structures in certain categories. The public safety benefits and revenue possibilities from traffic cameras were noted and discussed. Staff next reviewed the estimated budget projections, the structure of the financial organizational chart and various regulations associated with various funds. It was noted that it would be useful to add a column to the fund structure that notes the difference between what expenditures and revenues were planned in the budget and what actually occurred, particularly as it relates to unexpected expenses.

It was noted that if the City Council desires to consider a city-wide levy, this discussion should happen soon. Various other revenue sources were discussed such as user fees, traffic cameras, and the value of a grant writer to secure outside grant funding, and the role of “one time” funds in sustaining the city budget. It was noted that over the years projections of the revenue-expense line crossing has always been averted by various means.

Roads and Walkways

The next discussion module focused on city roads and walkways. Staff provided a presentation and overview of the over 55 miles of public roads within the city. Currently \$500,000 is allocated annually to repair roads. The system for evaluating the condition of roads, Pavement Condition Index (PCI), was presented and discussed. In addition, the participants discussed the walkway system within the city. It was noted that the school district has identified and mapped the various “safe routes” within the city that connects to various schools. Participants reviewed photos of roads, discussed requirements for striping, curb heights and other multimodal options. Innovative approaches to facilitating safety on roadways such as conversions to one-way traffic were discussed.

The importance of Equity in determining road repairs etc. was noted and discussed by the participants. The importance of considering underserved populations within the city when evaluating road improvements was discussed particularly as it relates to grant funding was noted. The possible impacts of water springs and underflows was noted and discussed. After a long discussion the participants agreed to the following:

Agreement one: Staff will create and present to the City Council a street repair and improvement matrix that would be used for analysis, rating, and determining which streets will receive improvements. This matrix will include but not be limited to Equity considerations, eligibility for grant support, PCI ratings, mobility ratings etc.

Parks

The next discussion module focused on city parks. A staff presentation included an overview of the Lakefront Park Project, parks master plan over the next couple of years, some of the maintenance costs and areas that do not have access to parks. It was noted that Operations and Maintenance (O & M) should include both renewal and security costs. It was noted that the park’s master plan should include an equity component. It was also noted that developing a way for citizens to donate to city parks, such as an endowment system, and conservations easements etc. would be important to consider. It was noted that a proposed city ordinance to allow for donations was currently being developed and would come before the City Council in the near future. It was noted that there is a connection between walkways, parks and streets and creating this

larger view would prove useful in future planning and development. Specific areas in the city such as Perkins Way were discussed. Finally, it was noted that more data such as that which can be provided by a robust GIS system would be useful in both planning efforts and receiving grant support.

City Council Goals for 2024-2026

The final portion of the retreat was devoted to setting City Council Goals for 2025-26. The following process was used to identify goals:

1. Review of Goal Guide (see appendix three).
2. Silent writing of goals
3. Posting goals on work sheets
4. Round Robin explanation-discussion of each goal
5. Paired comparison Ranking.

2025-26 City Council Goals

- 1. Develop a Mobility Infrastructure Program that includes roads, sidewalks, walkways. Such a program should consider, safety, fiscal impacts, equity and opportunities for creating connections throughout the city. (58 points)**
- 2. Hire a Grant and GIS employee(s) to create detailed data on a range of projects and issues that would increase ability to acquire grant funding. (56 points).**
- 3. Increase the availability of housing in the city with an emphasis on affordability, diversity, and increased ADU's. Such an initiative could include the creation of land bank/trade options and other ways to acquire support for accomplishment. (49 points).**
- 4. Create a Financial Sustainability Plan using a process that includes citizen committees/outreach, community education, and consideration of a range of ways to enhance revenues and expenditure efficiencies. (46 points).**
- 5. Improve multimodal safety through the collection and analysis of safety related data. (46 points)**

- 6. Hire a Climate Plan Administrator to oversee the implementation of the Climate Action Plan. (38 points).**
- 7. Redesignate Perkins Way as a one-way westbound to enhance safety and create increased area for walkways. (25 points).**
- 8. Improve safety on SR 522 through safety improvements such as lower speed limit, lighted crosswalks, speed cameras and other measures (15 points).**
- 9. Increase the detail of the Critical Areas Inventory through more accurate details of wetlands and unstable slopes etc. (8 points).**
- 10. Identify and reduce areas within the city that have frequent police and fire calls/service uses. (4 points).**

**Appendix One
Retreat Participants**

Mayor
Tom French

Deputy Mayor
Lorri Bodi

Vice Chair
Tracy Furutani

Councilmember
Larry Goldman

Councilmember
Paula Goode

Councilmember
Jon Lebo

Councilmember
Semra Riddle

Councilmember
Ellyn Saunders

City Administrator
Phillip Hill

Court Administrator
Julie Espinoza

Police Chief
Mike Harden

Community Development Director
Mark Hofman

City Clerk
Matt McLean

Human Resources Director
Shannon Moore

Public Works Director
Jeff Perrigo

Finance Director
Lindsey Vaughn

Facilitator
Michael Pendleton

Appendix Two

Retreat Ground Rules

- Empower The Facilitator**
- Be On Time**
- Respect For Others And Their Views**
- Speak Only For Yourself And Not Others**
- Seek Facilitator Acknowledgment Before
Speaking**
- Share Air Time**
- One conversation at a time**
- Listening is Sign of Respect**
- Move On-Avoid Saying the Same Thing Twice**
- Seek Positive Outcomes and a Positive
Experience**

Appendix Three

A Guide To The Nature of a Board of Director's Goal

The goals of an organizations 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.

3. **Attainability:** effective board goals are given both adequate resources (funds etc.) and a realistic timeframe for accomplishment.
4. **Organizational Compatibility:** effective board goals are consistent with the mission of the organization, current policy and integrate into the existing organizational work-plan taking into account on-going activities and commitments.
5. **Accountability Features:** effective board goals provide the basis for monitoring progress and determining completion such as benchmarking and a clear definition of accomplishment.
6. **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.