

City of Snoqualmie Implementation Plan

Updated for 2026 Focus

WORKING DRAFT 10-08-2025

This is a living planning document to help the City manage implementation of its Strategic Plan.
Tasks identified in this document do not represent firm commitments by the City.

Contents

- [Implementation Framework](#)
- [2026 Implementation Plan](#)

The City's Implementation Framework describes how we will tie the Strategic Plan to ongoing decision making. Key elements include:

Clear Roles

- > The **City Administrator** is responsible for maintenance of and reporting on the Strategic Plan.
- > The City's **Leadership Team** will collectively review progress and manage implementation.
- > **Leads** or **co-leads** will be established for each major area of focus, along with supporting roles, resource needs, and target milestones or outcomes. This information will be captured in this internal Implementation Plan.

Planning and Implementation Cycle

The City is on a biennial budget cycle with full budget development occurring every other year. The table below demonstrates how the City will identify strategic plan priorities for the coming biennia, develop the City's budget and workplans with them in mind, and implement this focus in the coming two years. Non-budget years feature an interim budget update and will include a refinement of identified two-year priorities. Key features of this cycle include:

- > Providing **regular updates at Council meetings** and sharing **regular updates with staff**.
- > Tracking and reporting on **milestones, outcomes**, and **performance metrics**.
- > Publishing an **annual report** linking Strategic Plan implementation and organizational outcomes, including performance measures.

2026-2030 Strategic Planning Cycle

2026												
PLANNING	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Review Strategic Plan Implementation and Identify 2027-2028 Priority Focus			Council Retreat					Council Retreat				
Inventory Assets, Programs, & Services												
Identify Levels-of-Service and Develop Performance Measures and Targets												
Develop Department 2027-2028 Work Plans												
BUDGET DEVELOPMENT												
2027-2032 Capital Improvement Plan						Adoption						
2027-2028 Biennial Budget												Adoption
IMPLEMENTATION & REPORTING	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Strategic Plan Implementation	Implement!											
Quarterly Strategic Plan Report			✓			✓			✓			✓

2027												
IMPLEMENTATION & REPORTING	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Strategic Plan Implementation	Implement!											
Quarterly Strategic Plan Report			✓			✓			✓			✓
Annual Strategic Plan Report			✓									
Mid-Biennial Budget Review												Amendment

2028												
PLANNING	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Review Strategic Plan Implementation and Identify 2029-2030 Priority Focus			Council Retreat					Council Retreat				
Update Levels-of-Service, Performance Measures, and Targets												
Develop Department 2029-2030 Work Plans												
BUDGET DEVELOPMENT												
2029-2034 Capital Improvement Plan						Adoption						
2029-2030 Biennial Budget												Adoption
IMPLEMENTATION & REPORTING												
Strategic Plan Implementation	Implement!											
Quarterly Strategic Plan Report			✓			✓			✓			✓
Annual Strategic Plan Report			✓									

2029												
PLANNING	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2031-2036 Strategic Plan (Consultant Facilitated)			Council Retreat					Council Retreat				Adoption
IMPLEMENTATION & REPORTING												
Strategic Plan Implementation	Implement!											
Quarterly Strategic Plan Report			✓			✓			✓			✓
Annual Strategic Plan Report			✓									
Mid-Biennial Budget Review												Amendment

2030												
PLANNING	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Review Strategic Plan Implementation and Identify 2031-2032 Priority Focus			Council Retreat					Council Retreat				
Update Levels-of-Service, Performance Measures, and Targets												
Develop Department 2031-2032 Work Plans												
BUDGET DEVELOPMENT												
2031-2036 Capital Improvement Plan						Adoption						
2031-2032 Biennial Budget												Adoption
IMPLEMENTATION & REPORTING												
Strategic Plan Implementation	Implement!											
Quarterly Strategic Plan Report			✓			✓			✓			✓
Annual Strategic Plan Report			✓									

City of Snoqualmie Strategic Plan 2026-2030

Areas of Early Focus: 2026

Strategic Initiatives, Goals, and Strategies are copied directly from the Strategic Plan. Implementation Steps provide more detailed tactics, including some that will be advanced after 2026. Highlights indicate priorities for 2026.
This is a working draft and does not represent a commitment to acting on these Implementation Steps. Significant details need to be added, including additional Implementation Steps, as well as Support/s, Resource Nees, and Milestones or Desired Outcomes.

Strategic Initiatives (I-III)				
Goals (A, B)				
Strategies				
Implementation Steps [highlighted items are priorities for 2026]		Lead	Support/s	Resource Needs
		Milestones or Desired Outcomes		
I. Invest in a trusted community relationship		Communications		
A. Identify and maximize partnerships with community organizations to serve as trusted intermediaries				
Grow partnerships with organizations and community leaders that help gather feedback from community members often underrepresented in government to ensure a range of voices shape City decisions				
Identify where the City has gaps in communicating to and engaging with specific community groups or populations.				
Identify organizations and community leaders that could help bridge identified gaps.				
Consider formalizing this effort or identifying ways to recognize the contributions of participating groups and individuals.				
B. Explore pressures and tradeoffs in two-way engagement with community members				
Implement a "meet people where they're at" model of community engagement by joining community events and attending standing community meetings.				
Continue to have a City presence at community events, seeking to be present, to answer questions, and to solicit input.				
Explore options for Council and/or leadership staff to engage with community members in informal settings outside of City Hall.				
Use the City Academy to explore these issues more deeply and to develop the next generation of local leaders				
Restart the City Academy in 2026.				

Staff will advance additional implementation planning for 2026 on all Strategic Initiatives, adding Implementation Steps and prioritizing achievable progress given capacity and other

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Strategic Initiatives (I-III)				
Goals (A, B)				
Strategies				
Implementation Steps [highlighted items are priorities for 2026]		Lead	Support/s	Resource Needs
Milestones or Desired Outcomes				
II. Provide responsive and fiscally responsible City services		City Administrator	Finance	
A. Make efficient use of resources				
Consider prioritizing deferred maintenance before adding significant new capital assets				
Assess the overall condition of existing capital assets within each capital program.				
Establish the performance level and metrics (i.e., level-of-service) desired for each capital program (e.g., a pavement condition score of 70 for the street resurfacing capital program).				
Forecast the cost of each capital program.				
Forecast the ongoing capital revenues available to sustain capital programs.				
Calculate the capital program sustainability ratio and determine whether additional ongoing sources of capital revenue are needed.				
Calibrate or adapt the CIP scoring process to ensure that capital asset preservation is weighed appropriately.				
Produce a CIP document that communicates publicly the funding of capital programs.				
Continue to audit revenue accounts.				
Develop a standard operating procedure for the collection of revenues.				
Clarify the roles and responsibilities of revenue collection within the Finance Department.				
Establish an online payment portal and system.				
Establish a contract/relationship with a collections agency.				
Create a report that describes the aging of all receivables and the efficiency of collection efforts (i.e., receivables turnover ratio).				
Audit business licensing and business and occupation (B&O) tax accounts and collect on all development-reimbursed expenditures.				
Explore mutually beneficial regional partnership opportunities.				
Evaluate whether or not a regional partnership (i.e., Snoqualmie Valley Aquatics Collaborative, City of Issaquah, City of Bellevue) is a viable alternative to expanding the Snoqualmie Community Center.				
Establish recurring staff-to-staff and/or council-to-council meetings with the Snoqualmie Tribe, Snoqualmie Valley School District, and City of North Bend.				
Pursue the disposition of real property assets with the proper government (State of Washington, King County).				
Continue to calibrate staffing and City services with community priorities and the evolution of the community.				
Inventory services (i.e., what do we do currently as a City?)				
Establish the performance level and metrics (i.e., level-of-service) desired for each service (e.g., a response time of 5 mins. and 30 secs. for fire). (i.e., how much of a service do I want to buy?)				
Assess each service against the performance level desired and integrate into the 2027-2028 Biennial Budget decision-making process.				
Extend the lifecycle by evaluating replacement schedules for vehicles and other assets.				
B. Seek to maintain current service levels aligned with community priorities				
Identify current service levels and establish community-driven targets.				
Maintain accreditation of the Snoqualmie Fire Department.				
Align Police Department staffing with community needs and pursue accreditation.				
Maintain human services contributions.				
Maintain and improve road and trail connections.				
C. Evaluate community needs for expanded services and support for revenues necessary to address inflation and support service delivery				

Strategic Initiatives (I-III)					
Goals (A, B)					
Strategies					
Implementation Steps [highlighted items are priorities for 2026]		Lead	Support/s	Resource Needs	Milestones or Desired Outcomes
III. Proactively increase housing options and economic vitality		Community Development			
A.Support infill development and redevelopment					
Update the Future Land Use Map and Zoning Map.					
Assess the City's risk of appeal.					
Identify and adopt Adequate Provisions.					
Apply for a LOMAR and consider granting variances under the City floodplain ordinance.					
Engage downtown residents, businesses, and property owners in discussing the future of the city, including locations for infill housing and commercial development.					
Identify opportunities to start this conversation and determine whether this is a 2026 or 2027 action item.					
Engage the ROA in discussing opportunities for accessory dwelling units in all of Snoqualmie Ridge.					
Conduct a high level look at capacity for additional housing in Snoqualmie Ridge and discuss next steps, including potential outreach to community representatives.					
Use City infrastructure and amenity investments, as well as other tools, to support desired development.					
Identify planned or needed public infrastructure projects that could support commercial development.					
Leverage City- and partner-owned properties for efficiency and desired outcomes.					
Begin to identify properties that could be used for housing or public amenities.					
Develop a plan for City-owned parcels and identify opportunities to talk with partners about their parcels.					
Explore the feasibility of strategic annexation opportunities that may advance housing and economic development goals					
Talk through a high-level assessment of the likelihood of advancing annexations. Determine whether this strategy should be pursued based on that conversation.					
B.Diversify housing options.		Community Development			
Advance implementation of the 2023 Housing Strategy Plan to incentivize new and diverse types of housing, reduce development barriers, and expand affordability.					
Review and consider strategies to incentivize new housing.					
Review and consider strategies to bring down the cost of development.					
Review and consider strategies to encourage a wide variety of housing types.					
Review and consider strategies to prevent and mitigate displacement.					
Review and consider strategies to improve the regulatory environment for permits.					
Work with regional partners to enhance workforce housing and senior housing					
Link engagement to the strategy to use City-and partner-owned parcels above.					
C. Grow the community’s economy and tourism sector.					
Revitalize Falls Avenue for retail.					
Continue to support tourism with development of the Riverwalk and support for the Mill Site development, the Northwest Railway Museum Roundhouse, and the Pacific West Rail Model Train Museum.					
Support actions identified in the 2025 Washington Tourism Workspace report for Snoqualmie Valley.					
Enhance events and programming that drive community connection and foot traffic.					
Work with regional partners to promote investment in the region and raise awareness of infill development opportunities.					