

City of Snoqualmie Implementation Plan - How to Guide

Updated for 2026 Focus

WORKING DRAFT 10-17-2025

This is an internal living planning document to help the City manage implementation of its Strategic Plan and describes how the City will tie the Strategic Plan to ongoing decision making.
Tasks identified in this document do not represent firm commitments by the City.

Table of Contents - *click on the boxes to open tab*

2026-2030 Planning Cycle	includes the timeline of planning, budgeting, implementation, and reporting for each year.
Public Facing Strategic Plan	includes the 2026-2030 Strategic Plan.
2026 Implementation Plan	includes the goals, strategies, and implementation steps for 2026. The City will identify leads, supports, resources needs and desired outcomes for each implementation step.
Add new implementation plan tabs for each year	

Key elements

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 on the **2026-2030 Planning Cycle tab** 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 the Implementation Cycle

- Providing **regular updates at Council meetings** and sharing **regular updates with staff**.
- Tracking and reporting on **milestones, outcomes, and performance metrics**.
- Publishing an annual Action Plan and **Year in Review** describing Strategic Plan implementation and outcomes, including performance measures.

Deliverables for City Staff

For public communication

- 1 2026-2030 Strategic Plan (static)
- 2 Short Annual Action Plan
- 3 Short Year in Review

For internal use

- 4 Annual Internal Implementation Plan (this spreadsheet)
- 5 Biennial department workplans

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	
Publish 2026 Action Plan	☐												
Strategic Plan Implementation							Implement!						
Quarterly Council Strategic Plan Discussion			☐			☐			☐			☐	
Publish 2026 Year in Review												☐	
2027													
IMPLEMENTATION & REPORTING	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Publish 2027 Action Plan	☐												
Strategic Plan Implementation							Implement!						
Quarterly Council Strategic Plan Discussion			☐			☐			☐			☐	
Mid-Biennial Budget Review												Amendment	
Publish 2027 Year in Review												☐	
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													
Publish 2028 Action Plan	☐												
Strategic Plan Implementation							Implement!						
Quarterly Council Strategic Plan Discussion			☐			☐			☐			☐	
Publish 2028 Year in Review												☐	
2029													
PLANNING	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
2031-2036 Strategic Plan (Consultant Facilitated)								Council Retreat					Adoption
IMPLEMENTATION & REPORTING													
Strategic Plan Implementation							Implement!						
Quarterly Council Strategic Plan Discussion			☐			☐			☐			☐	
Mid-Biennial Budget Review			☐									Amendment	
Publish 2029 Year in Review												☐	
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													
Publish 2030 Action Plan	☐												
Strategic Plan Implementation							Implement!						
Quarterly Council Strategic Plan Discussion			☐			☐			☐			☐	
Publish 2030 Year in Review												☐	

Excerpts from the Strategic Plan

		DRAFT
Contents		
Introduction		1
Role of the City of Snoqualmie		2
Our Mission		
Our Guiding Principles		
Vision for Snoqualmie's Future		3
Context and Strategic Focus		4
I. Invest in a trusted community relationship		6
II. Provide responsive and fiscally responsible City services		7
III. Proactively increase housing options and economic vitality		8
Implementing the Strategic Plan		10



These three elements are part of the foundation of what makes Snoqualmie an attractive place to live, and each features its own challenges that must be addressed:

- **Housing.** The affordable housing crisis is impacting communities across Washington, making it difficult for people at all income levels to find suitable housing. Snoqualmie shares the housing challenge, which is intensified by our limited buildable land supply, some of which is located in a floodplain or may need to be rezoned to support more intense development. High housing costs and a lack of diverse housing types create barriers for people who work locally, young families, seniors, and others limiting the City's ability to realize our vision of a welcoming community.
- **Economic development.** Snoqualmie's economic development opportunities are constrained by its small population, limited commercial property inventory, and location on the eastern edge of the Puget Sound Area. As a result, the community relies heavily on regional retailers and employers located elsewhere. The City is working to support commercial redevelopment and strengthen the success of local-serving businesses. Anchored by Snoqualmie Falls and attractions like the Northwest Raceway Museum and nearby outdoor recreation, business offers another economic development opportunity and could play a larger role in supporting local businesses and diversifying the tax base.
- **Sustainable city services.** Residents, business owners, and visitors value the outcomes provided by City services, including access to a stunning natural environment, high-quality parks, public safety, family-friendly character, and support for regional human services. Finite pressures from Washington's land structure, unfunded mandates, and inflation create ongoing budget challenges. City of Snoqualmie representatives are projected to exceed revenues beginning in 2023. While the City will continue deliver efficient, responsive services and pursue economic development opportunities, long-term planning for infrastructure improvements over the coming decades will be essential and future tradeoffs between service levels or new revenue sources may be necessary.

Strategic Focus

Given the above context, three Strategic initiatives will focus City efforts for the coming five years:

- I. Invest in a trusted community relationship**
- II. Provide responsible and fiscally responsible City services**
- III. Proactively increase housing options and economic vitality**

These initiatives are described in greater detail on the following pages.

★ This icon represents **first focus areas** for the City of Snoqualmie to focus on.

City of Snoqualmie Strategic Plan 2026-2030 **DRAFT** October 14, 2025 | 5

II. Provide responsive and fiscally responsible City services



- A** **Make efficient use of resources.**
 - Consider prioritizing deferred maintenance before adding significant new capital assets.
 - Continue to audit revenue accounts.
 - Explore mutually beneficial regional partnership opportunities.
 - Continue to calibrate staffing and City services with community priorities and the evolution of the community.
- 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.
 - Assign 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.**

City of Snoqualmie Strategic Plan 2026-2030 DRAFT October 14, 2026 7

The City is on a biennial budget cycle with full budget development occurring every other year. The schematic 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.

Planning
Review strategy plan
implementation progress and
identify growth focus for
the coming year

**Council
Retreat**

**BUDGET
DEVELOPMENT**
Develop budget and workplans
for the coming year

Develop budget and workplans
for the coming year

Adopt budget for
coming
implementation
cycle

**IMPLEMENTATION
AND REPORTING**

Implement the Strategic Plan priorities
as planned in the prior description

Implementor

City Administrator provides quarterly
updates to Council

Public an annual report to staff,
partners, and community members
with implementation progress and
outcomes for the prior year

City of Snoqualmie Strategic Plan 2026-2028 **DRAFT** October 14, 2025 11

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, with other potential future steps listed for reference. Use the highlighted 2026 priorities to develop the public facing Annual Action Plan and Year in Review 2 pagers to inform residents twice a year about the City's commitments and accomplishments. **This is a working draft and does not represent a commitment to acting on these Implementation Steps.**

Strategic Initiatives (I-III)				
Goals (A, B)				
Strategies				
Implementation Steps [highlighted items are priorities for 2026]		Lead	Support/s	Resource Needs
		Milestones, Desired Accomplishments,		
I. Invest in a trusted community relationship		Communications	Council	
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 2025.				
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, Desired Accomplishments,



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. <i>Assess the City's risk of appeal.</i> <i>Identify and adopt Adequate Provisions.</i> <i>Apply for a LOMAR and consider granting variances under the City floodplain ordinance.</i> Engage downtown residents, businesses, and property owners in discussing the future of the city, including locations for infill housing and commercial development. <i>Identify opportunities to start this conversation and determine whether this is a 2026 or 2027 action item.</i> Engage the Residential Owners Association in discussing opportunities for accessory dwelling units in all of Snoqualmie Ridge. <i>Conduct a high level look at capacity for additional housing in Snoqualmie Ridge and discuss next steps, including potential outreach to community representatives.</i> Use City infrastructure and amenity investments, as well as other tools, to support desired development. <i>Identify planned or needed public infrastructure projects that could support commercial development.</i> Leverage City- and partner-owned properties for efficiency and desired outcomes. <i>Begin to identify properties that could be used for housing or public amenities.</i> <i>Develop a plan for City-owned parcels and identify opportunities to talk with partners about their parcels.</i> Explore the feasibility of strategic annexation opportunities that may advance housing and economic development goals <i>Talk through a high-level assessment of the likelihood of advancing annexations. Determine whether this strategy should be pursued based on that conversation.</i>
B.Diversify housing options.
Advance implementation of the 2023 Housing Strategy Plan to incentivize new and diverse types of housing, reduce development barriers, and expand affordability. <i>Review and consider strategies to incentivize new housing.</i> <i>Review and consider strategies to bring down the cost of development.</i> <i>Review and consider strategies to encourage a wide variety of housing types.</i> <i>Review and consider strategies to prevent and mitigate displacement.</i> <i>Review and consider strategies to improve the regulatory environment for permits.</i> Work with regional partners to enhance workforce housing and senior housing <i>Link engagement to the strategy to use City-and partner-owned parcels above.</i>
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 regional efforts to increase tourism. <i>Review the 2025 Washington Tourism Workspace report for Snoqualmie Valley and determine how the City can offer support.</i> 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.