

OUR ISSAQUAH

STRATEGIC PLAN



MAY 2019

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Community Focus Groups

Chinese Heritage Club
Development Commission
Discovery West
Downtown Issaquah Association
Eastside Fire & Rescue
Economic Vitality Commission
FISH Board
Friends of Lake Sammamish Board
Issaquah Arts Commission
Issaquah Youth Advisory Board
Neighbors of Big Bear Place
Olde Town Businesses
Olde Town Neighborhood Group
Planning Policy Commission
Rotary Club
Rowley Properties Team
Teens 4 Teens
Urban Village Development Commission
YWCA Family Village

Charette Participant Organizations

A Regional Coalition for Housing
Art East
Arts Commission
Cascade Bicycle Club
Chamber of Commerce
Chinese Heritage Club
Cultural Bridges
Downtown Issaquah Association
Eastside Fire & Rescue
Eastside Friends of Seniors
Eastside Human Services Forum
Economic Vitality Commission
Encompass
Evergreen Mountain Bike Alliance
Food Bank
Friends of Lake Sammamish State Park
Friends of the Issaquah Salmon Hatchery
Friends of Youth

Hopelink
Human Services Commission
Issaquah Alps Trails Club
Issaquah City Council
Issaquah Highlands Community Association
Issaquah School District
Issaquah Schools Foundation
King County Library Services
Mountains to Sound
Park Board
Planning Policy Commission
Rowley Properties
Senior Center Advisory Board
Sound Transit
Swedish Medical Center
Talus
Timber Ridge
Traffic Task Force
Village Theater
Washington Capital Management Advisors
YODA / Influence the Choice
YWCA
YWCA Youth Program

1300+ Survey Respondents

LETTER FROM COUNCIL AND MAYOR

To Our Community,

Issaquah is a unique and wonderful place. We have a strong community and an incredible natural setting. This Strategic Plan - the City's first - describes our approach to achieving the City's Vision and meeting our community's top priorities as we evolve and address change.

Our Issaquah has been guided by considerable time and the enthusiastic participation of many in our community. You shared with us the many challenges and opportunities you see. Thank you for all of your contributions over the last year.

Going forward, *Our Issaquah* will guide the City's work to make progress in areas that you told us were important to this community. These priorities are reflected in the goals and objectives on the following pages. Importantly, we've identified performance measures to monitor progress and have included a variety of potential actions that require further development but which help to illustrate the plan's intent.

We recognize this is an ambitious plan and that there are real fiscal challenges that the City must navigate. To be successful, we have outlined an approach to better align to community goals and objectives while enhancing our ability to make deliberate and strategically informed decisions about services and projects - so that we are focused on what is most important to you, our community.

Thank you from our Team

Issaquah Mayor and City Council

Mary Lou Pauly, *Mayor*
Tola Marts, *Council President*
Mariah Bettise, *Deputy Council President*
Stacy Goodman, *Councilmember*
Victoria Hunt, *Councilmember*
Chris Reh, *Councilmember*
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PLAN ON A PAGE

VISION

Issaquah thrives as a welcoming community creating a sustainable legacy for future generations that honors its rich history and passion for the natural environment

MISSION

Foster a safe, vibrant, livable, and inclusive community through effective stewardship and quality public services

GUIDING PRINCIPLES

PEOPLE

Foster community pride, engagement, strong and safe neighborhoods, and diverse opportunities

ENVIRONMENT

Effectively steward our natural environment to ensure a sustainable legacy for future generations

COMMUNITY PROSPERITY

Sustain a vibrant place to live and work with a stable and robust economy, an engaging civic culture, and an integrated transportation system

SERVICE EXCELLENCE

Deliver proactive, efficient, and effective public services for residents, businesses, and visitors

EQUITY

Ensure that Issaquah's services and outstanding quality of life are accessible to everyone



GOALS

MOBILITY

Getting around town is easier for people who live, work, and play here

GROWTH & DEVELOPMENT

Growth is proactively managed, planned and communicated in a responsible way that retains our strong sense of community and livability

ENVIRONMENTAL STEWARDSHIP

Environmental resources are proactively enhanced, protected, and stewarded

SOCIAL & ECONOMIC VITALITY

An economically vital and diverse community is supported by robust businesses, affordable housing and supportive services

CITY LEADERSHIP & SERVICES

Leadership and accountability is provided in the delivery of public services for our growing and diversifying community

INFRASTRUCTURE

An infrastructure system that is planned, designed, built, and maintained well supports current and future community needs



INTRODUCTION

A Strategic Approach to Meeting Community Goals

OUTCOMES FOR OUR COMMUNITY

The Citywide Strategic Plan is fully focused on driving meaningful outcomes for our community. The goals and objectives specified here are derived from community identified priorities. They are the result of a broad engagement process, and are intended as significant steps toward the achievement of our collective vision. Success measures provide quantifiable indicators to inform progress and guide continuous improvement. Taken together, the Strategic Plan articulates how we want our community to be in the years to come, and how we will get there.



VISION & STRATEGY ALIGNMENT

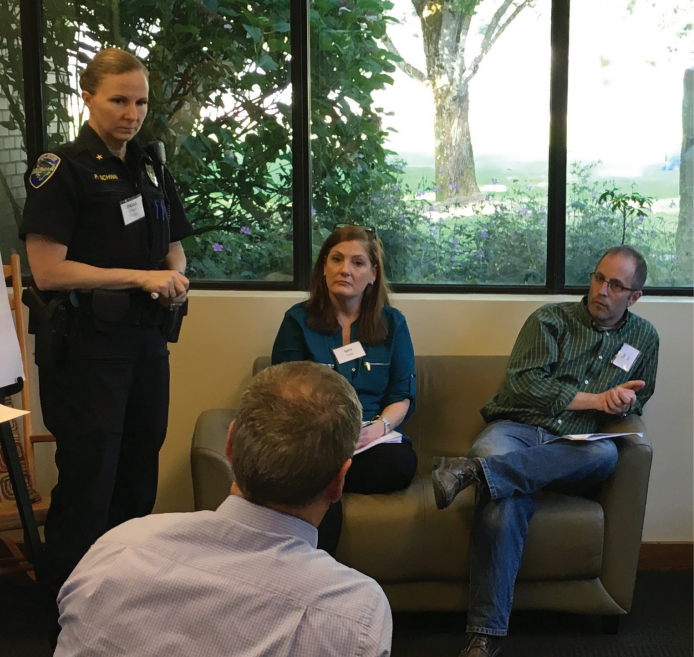
This Plan provides City leadership with the highest level of policy direction. It defines a “north star” vision for Issaquah and six strategic priority goal areas around which all of the City’s strategic initiatives will be organized. With this overall Strategic Plan as guidance, topically specific plans and initiatives can be intentionally designed to align with citywide strategy.



ACTIONABLE PLAN

By focusing on outcome-oriented goals and objectives, the Strategic Plan lays the groundwork for decisive action. On the pages that follow, potential actions have been identified to support the intended outcomes. These potential actions give a flavor for the types of work and investments that may be made in the next five years. Importantly, these potential actions will need to be prioritized, and funding requirements considered and approved, within each budget cycle – the result of which will be the creation of a regularly updated Strategic Work Plan. This process is described in the following section.





THE PROCESS

This plan is driven by community priorities. A 12-month planning process was designed to begin with broad community engagement, followed by careful guidance and refinement with community partners, and concluding with thoughtful deliberation by the City's subject matter experts.

In keeping with its importance as the core strategic policy document, the City Council dedicated numerous hours to review and adjust the Plan. This high degree of engagement has ensured that the Plan remains strategic and forward-looking, while being responsive to multiple community check-ins along the way. The process had three phases: 1) Who We Are, 2) Where We Want to Go, and 3) How We Will Get There.

WHO WE ARE

The initial phase of work in the planning process was dedicated to ensuring that the City's most fundamental policy statements—its Vision, Mission, Guiding Principles and Strategic Priorities— were direct results of the voices of the community.

To augment more than **950 community responses** to a detailed online survey in **Phase 1**, many facilitated **focus groups** and self-administered **"meetings-in-a-box"** provided critical insights into individual visions, values, fears, and aspirations for Issaquah. Additional **community "pop-ups"** reached people where they were, and together over 350 insights were collected through these means. Ultimately, input was captured from a representative cross-section of the Issaquah community, and included a special focus on reaching community members that are less often involved in civic affairs.

A **strategic planning charrette** in June of 2018, brought together a diverse group of Issaquah community partners. Non-profit organizations, advocacy groups, business leaders, elected officials, and residents gathered at the Senior Center to review the vision, mission and guiding principles and to help develop the Plan's strategic priorities. Participants referenced the wide community input and consultant analysis of the City's existing plans to further define what would be included in each priority area.

COMMUNITY POP-UPS

- Bike Rodeo
- Blakely Hall
- Central Park
- Downtown Issaquah Association
- Farmers Market
- Food Bank
- Issaquah Library
- Lake Sammamish State Park
- Meals Program
- Senior Center
- Talus
- Timber Ridge
- Transit Center
- YWCA Family Village

WHERE WE WANT TO GO

With six strategic priority areas, the City Council and staff went to work in **Phase 2**, developing bold goals and tangible objectives in a structured and iterative process. This involved staff work groups, City Senior Leadership Team refinement, and Council direction. Targeted public meetings and online engagement provided an opportunity for "checking-back" and further vetting at this stage of the process.

HOW WE WILL GET THERE

In **Phase 3**, City Staff worked in small groups to identify potential actions with the most impact on the Goals and Objectives. A final round of community engagement, that involved a looping back to many of the same participants from Phase 1 of the process, provided the community an opportunity to weigh in on the plan before adoption.



STRATEGIC PLAN TERMS

These seven terms are used throughout the strategic plan. Here's what they mean:

STRATEGIC PRIORITIES

This Strategic Plan articulates six strategic priority areas that require special focus in the next five years: Mobility, Growth & Development, Environmental Stewardship, Social & Economic Vitality, City Leadership & Services, and Infrastructure. In order to move Issaquah toward its vision, the City will need to make focused investments in time and financial resources in these areas.

GOALS

Six overarching policy goals, one for each strategic priority area, have been identified. These goals provide direction for City investments and specify the outcomes we seek. Taken together, they give our shared vision shape.

OBJECTIVES

Each broad policy goal is supported by specific objectives. These objectives are the building blocks of the Strategic Plan. They are the specific outcomes that we must pursue in order to deliver on the policy goals.

SUCCESS MEASURES

Performance measures for each strategic priority area will measure progress toward the plan's objectives. These measures serve as key benchmarks to evaluate progress on strategic goals and objectives. The performance measures in this plan will be consistently tracked and reported to the community each year.

POTENTIAL ACTIONS

Objectives are achieved with the completion of related actions. For each objective in the Strategic Plan, staff has identified several potential actions to help achieve intended outcomes. Unlike the policy direction of the Strategic Plan goals and objectives, potential actions have not been formally approved by Council and will need to be prioritized and funded during the regular budget process.

OPPORTUNITIES

There is tremendous opportunity for Issaquah in each of the strategic priorities. A short statement of the potential each offers for our community today appears on the following pages.

BACKGROUND

The background statements share information on why these strategic priorities were selected. In some cases, the background includes evidence from community input, data or examples of work already underway.

IMPLEMENTATION FRAMEWORK

Tools for Success

City, Council, Community: Roles and Responsibilities

One of the City's primary goals in undertaking this strategic planning effort is to provide guidance for future decision-making as our community grows and changes. This deliberate, ongoing process for decision-making relies on clearly defined roles and responsibilities:

- **City Council** sets policy direction and approves an annual Strategic Work Plan and budget.
- **City Staff** manages implementation by developing detailed action proposals within the context of the City's budget, carrying out work plan items, and evaluating and reporting on performance.
- **Community members** express their level of satisfaction with the community and the City's delivery of outcomes anticipated by the Strategic Plan.

Strategic Work Plan, Critical Services Work Plan and Timely Opportunities

The City's prioritization of work will involve evaluating timely opportunities and developing two annually updated work plans: 1) a Strategic Work Plan, and 2) a Critical Services Work Plan.

The Strategic Work Plan will consist of prioritized actions that are in direct service of the Strategic Plan goals and objectives and are especially important for focus in the next five years. The Critical Services Work Plan will consist of City Administration-recommended actions to maintain and/or improve functions that are essential to the performance of City departments and the health, safety, and welfare of community members. In addition, because issues and new opportunities arise, the Plan recognizes the need to address more urgent actions. These "timely opportunities" should be few in number and important to address immediately but must be weighed against the ability to deliver strategic or critical services work.

Strategic Plan Prioritization Criteria

While all of the work identified in the Strategic Plan is important, it cannot be completed all at once. These criteria will be used to help prioritize the relative favorability of a particular strategic action, when the work will occur and what resources need to be allocated. The prioritization criteria include:

1. Level of Impact

What is the anticipated impact of the action in making progress toward the objective? Is it aligned to our Vision and Mission?

2. Control Over Outcome

How much control or influence over the intended outcome do we have?

3. Likelihood of Success

How difficult is the action to be achieved?

4. Cost in Time and Money

What is the total resource commitment for the proposed action?

5. Timing & Opportunity

Are there consequences of inaction or strong benefits of action at this point in time?

Strategic Work Plan

- Identified through Strategic Planning process
- Selected by annual Council-Staff prioritization
- Timing: Important in the next 5 years

Critical Services Work Plan

- Critical City functions
- Essential to the health, safety and welfare of community
- Mandates
- Timing: Always important

Timely Opportunities

- A few modest opportunities ("Nice to Have Easy Wins")
- Only consider after screening; evaluate impact to Strategic & Critical Services
- Timing: Important now

Description of Annual Schedule

An annual cycle (illustrated in the accompanying diagram) will guide a deliberate process for implementing the Strategic Plan.

Each year, a Strategy & Budget Workshop will bring Council and Senior Leadership together to discuss available resources and to develop initial direction on priorities for the Strategic and Critical Services Work Plans. Staff will then prepare proposals for Council evaluation and refinement during the Financial Workshop and the budget review process. Once complete, these proposals for actions become formally adopted into the budget as Strategic Work Plan or Critical Services Work Plan items and staff will commence implementation.

While implementation progresses, staff will work to evaluate performance on success measures which will also be tracked year-over-year. Results will be reported to the community annually with engagement activities for public input on Strategic Plan implementation.

This “plan, do, check and adjust” cycle will help to ensure that there is a focus on continuous improvement and that the actions, objectives and goals are in alignment with current conditions and community priorities.

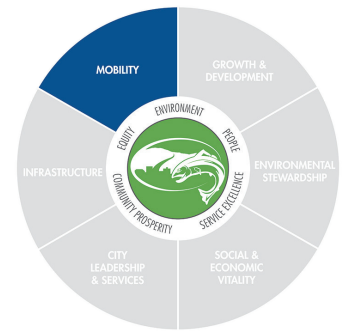
The majority of Strategic Plan actions are anticipated to be identified and selected through the annual Council and Staff prioritization. However, as new strategic policies or additions to the City’s budget develop outside of that process, items would be evaluated by Staff for the strength of their linkage to the Strategic Plan and consideration as “timely opportunities” (this process is described further in Appendix A, Process for Applying the Strategic Plan to New Additions).

It is anticipated that only small modifications would be incorporated on an annual basis, and as needed (likely only every five years), the City will more formally update the overall Strategic Plan.



MOBILITY

OUR GOAL: Getting around town is easier for people who live, work, and play here



OPPORTUNITY

After many years of rapid growth, traffic has become a significant issue affecting many aspects of life in Issaquah. Residents are frustrated by congested traffic on major streets and the challenges of getting around town. Facing continued, projected growth in and around Issaquah, a focus on mobility – whether by car, bike, bus, walking or future light rail – is imperative. Issaquah must promptly plan and implement transportation system improvements to improve circulation and help residents and businesses carry out their daily lives.

BACKGROUND

Most of Issaquah's facilities and services get high marks from the public in biennial surveys, but transportation doesn't fare so well. While most resident ratings were 70-90% positive, transportation (overall ease of getting around; ease of travel by car; ease of public parking) were less than 50% positive. Fewer than 1 in 5 respondents were satisfied with the way traffic flows on major streets. Transportation was one of the few issues where Issaquah's approval ratings were lower than in benchmark cities.

Issaquah is currently addressing transportation in a variety of ways, including:

- Ensuring developers pay their share with traffic impact fees
- Working with nearby communities on congestion issues that begin outside of Issaquah
- Developing partnerships to increase transit options
- Making spot improvements for bikes and pedestrians

- Securing grants for road improvements and mobility programs
- Beginning development of a Mobility Master Plan to coordinate near and long-term transportation strategies

Despite some actions that are underway, more could be done. Throughout much of the strategic planning process many participants called for significant changes to improve mobility.



OBJECTIVES

A plan for the transportation system is in place and funding is secured for major projects - (M01)

POTENTIAL ACTIONS

- Provide for the timely and successful adoption of the Mobility Master Plan.
- Assemble and analyze data to better understand regional travel behavior. Define pass-through traffic policy objectives.
- Develop and execute a long-term funding approach for larger capital projects and ongoing, sustainable management of assets.
- Prepare an annual mobility report card.

Near-term connections and efficiencies in the mobility system are completed - (M02)

POTENTIAL ACTIONS

- Implement a near-term action plan to complete smaller capital improvements and programs to maximize existing funding over the next 5 years.
- Establish partnerships with transit agencies and neighboring jurisdictions for new transit options, demand management and other innovative mobility options to address regional traffic.

The preferred location, timeline and vision for light rail integration is established - (M03)

POTENTIAL ACTIONS

- Develop a Citywide Transit Plan that includes lessons learned from case studies on station area planning.
- Engage with the community, WSDOT, and Sound Transit to determine the preferred location and corridor for light rail.
- Foster a partnership with Sound Transit to facilitate integration of City plans, land uses and zoning for future light rail.

SUCCESS MEASURES

TRAVEL MODE SHARE

Percentage share of car, transit, bike, and pedestrian travel

SYSTEM CONNECTIVITY

Percentage completion of identified bike, pedestrian and vehicle network gaps

SYSTEM ACCESS

Percentage of housing units within ¼ mile of transit service; Percentage of housing units within ¼ mile of regional non-motorized network

COMMUNITY SATISFACTION

Rating of the "overall ease of getting to the places you usually have to visit in Issaquah"

GROWTH & DEVELOPMENT

OUR GOAL: Growth is proactively managed, planned, and communicated in a responsible way that retains our strong sense of community and livability



OPPORTUNITY

Issaquah is in both an enviable and challenging position at the edge of the urban growth boundary. Our rapid growth is driven by the desirability of the community, the economic prosperity of the region and state policies such as the Growth Management Act. In the face of this growth, Issaquah has chosen to direct development to the valley floor to protect existing neighborhoods and our forested hillsides. As Issaquah continues to grow into a more urban place, the community must retain its character and provide more opportunities for jobs, entertainment, housing, and services to help ensure that livability remains a hallmark of the community.

BACKGROUND

Growth & Development is a top priority for Issaquah. During the community engagement, almost half of respondents named development as one of the greatest challenges for Issaquah in the near future. Participants fear that an unplanned influx of development would destroy Issaquah's "small-town" feel, rendering Issaquah indistinguishable from its more developed neighbors.

Between 2000 and 2010, Issaquah saw significant new construction (largely housing) on previously undeveloped sites. Most of these "greenfield" sites are gone but Issaquah is still growing.

Washington's growth management policies require Issaquah to accommodate a share of regional growth, and a limited supply of large, undeveloped sites creates a need for "in-fill" development on smaller sites along with the redevelopment of some low-density sites into more intensive uses.

Denser development continues to be the subject of great debate in the community. The City's recent development moratorium allowed time to create new standards (that have now been adopted) to better fit new development within our community and to provide for jobs, housing, amenities, and services.



OBJECTIVES

Neighborhoods retain their charm and distinctive character, pattern, and setting that includes both built and natural environments - (GD1)

POTENTIAL ACTIONS

- Update codes and standards to retain and protect essential characteristics in established neighborhoods.

Plans are implemented effectively with regular monitoring, community input, and forward-looking adjustments to improve livability and the balance of jobs and housing - (GD2)

POTENTIAL ACTIONS

- Conduct a review of progress towards growth targets.
- Establish interim targets for housing and jobs, and infrastructure goals, within Central Issaquah and the Regional Growth Center.
- Implement strategies and mechanisms to achieve balanced growth.
 - i. Biennial review and monitoring report; code modification
 - ii. Moratorium work items evaluation
 - iii. Regulations to implement Central Issaquah neighborhood visions
 - iv. Policy options to preserve non-residential uses
 - v. Hillside and steep slope protections
 - vi. Policy options to better focus residential development
- Enhance communication with the community about future plans including three-dimensional visualization of projects and plans.
- Proactively influence the next round of regional growth targets.

Infrastructure is planned in anticipation of future growth, leveraging development and incorporating innovative, sustainable, and resilient design - (GD3)

POTENTIAL ACTIONS

- Create a comprehensive Infrastructure Master Plan (public and private) to address development areas planned for growth.
- Update impact and mitigation fees to support growth-related investments.
- Prioritize projects to address the Central Issaquah Plan vision and address gaps.
- Explore concepts for development of a new north-south under/over crossing in conjunction with light rail planning.

Across the city there are a variety of public amenities, housing types, educational, and other services that contribute to a livable community - (GD4)

POTENTIAL ACTIONS

- Identify and implement code changes and activities to address neighborhood-based and community-wide gaps in amenities and services.
- Develop code amendments to address missing middle and other housing option needs.

SUCCESS MEASURES

BALANCED GROWTH

Percentage and ratio of jobs and housing relative to planned growth

COMMUNITY LIVABILITY

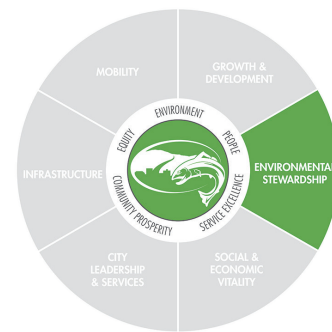
Residents' rating of aspects of community livability by neighborhood

INFRASTRUCTURE INVESTMENT

Growth-related infrastructure funded or built versus total identified; percent publicly and privately funded

ENVIRONMENTAL STEWARDSHIP

OUR GOAL: Environmental resources are proactively enhanced, protected, and stewarded



OPPORTUNITY

Issaquah is defined by its passion for, access to, and protection of the natural environment. Residents hold in high regard Issaquah's iconic natural setting and strong environmental values. Residents want to engage in protecting and improving the environment, as well as acquiring new lands for the public's benefit. Success will come from active stewardship by the community and its partners, coupled with thoughtful strategies, projects and policies.

BACKGROUND

Residents of Issaquah regard the natural environment as one of the community's most valuable and defining characteristics. Visitors also flock from across the region to enjoy Issaquah's natural areas that provide habitat, recreation, views and essential ecological functions. Issaquah is well-known in the region for its leading sustainability practices, and more than 20% of the City's total acreage is preserved natural and open spaces.

The natural environment received overwhelmingly positive (90%) responses on the National Community Survey. During the development of the Strategic Plan, participants said they want to go beyond preserving and protecting to engaging as active stewards of the environment. Respondents to the survey also value the ease of access and proximity to natural areas and enjoy the community's many recreational opportunities.

The City plays an active role in protecting the environment both locally and regionally. The health of Issaquah's aquifer, streams

and salmon are important, and more than 70% of the water going into Lake Sammamish flows through the City. Restoration efforts for local salmon species are underway and the City's Parks and Recreation Department recently completed a Parks Strategic Plan detailing a clear vision for the City's park system and open spaces.

The impacts of climate will require thoughtful consideration of conservation practices and adaptive responses as the City continues to urbanize. Similarly, the management of the community's forests is increasingly important as forest health conditions are better understood.



OBJECTIVES

Our natural environment is protected and improved, in a consistent, responsible and sustainable manner - (ES1)

POTENTIAL ACTIONS

- Assess environmental plans and update codes, policies and standards to address gaps and vulnerabilities. Update and report on baseline conditions.
- Develop a Project Performance Review Protocol to assess projects following completion to evaluate and improve consistency of outcomes with policy intentions.
- Align environmental management approaches and implement training and education activities.

Community members are active partners in the stewardship of Issaquah's environment and in Issaquah's response to climate change- (ES2)

POTENTIAL ACTIONS

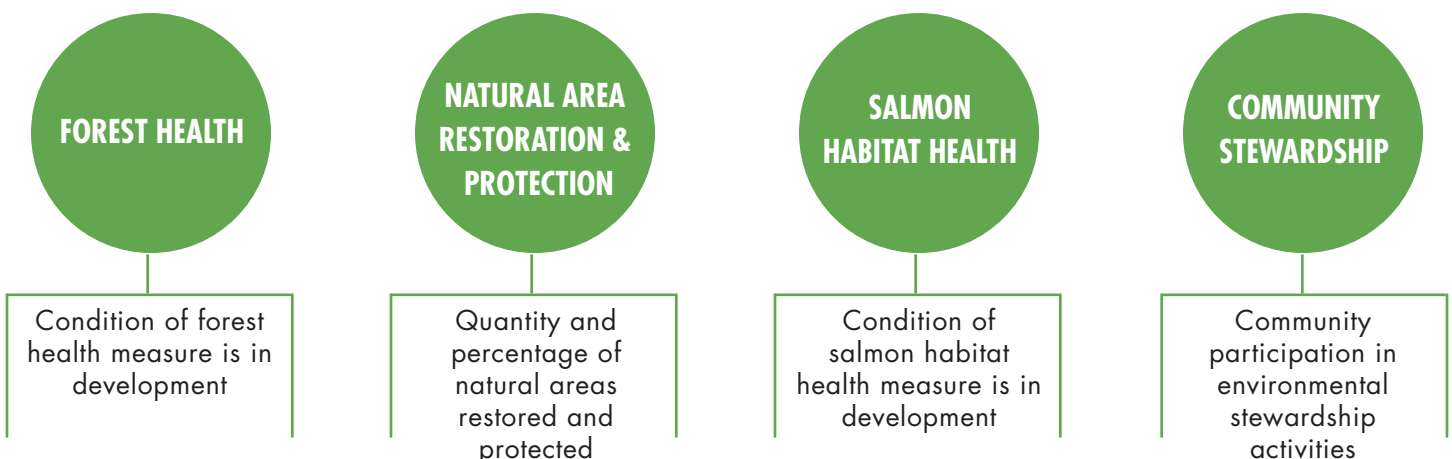
- Enhance environmental programs and partnerships to strengthen community knowledge and support widespread adoption of environmental stewardship activities by the community.
- Implement an outreach strategy to reach new residents and businesses in Issaquah.
- Increase meaningful volunteer opportunities to enhance natural areas in Issaquah.

The City has acquired strategic lands for park, trail, open space, critical areas, and natural resource protection to maximize community benefits - (ES3)

POTENTIAL ACTIONS

- Complete park, streamside, forest, floodplain and critical area studies to provide a comprehensive view of land acquisition goals and needs city-wide.
- Establish a dedicated funding source for priority land acquisitions and access improvements.
- Prioritize and proactively pursue strategic acquisitions that add inventory to fill missing links for park, trail, open space, critical areas, and natural resource protection.

SUCCESS MEASURES



SOCIAL & ECONOMIC VITALITY

OUR GOAL: An economically vital and diverse community is supported by robust businesses, affordable housing, and supportive services



OPPORTUNITY

Issaquah is well-known as a great place to live and a growing center for businesses. Residential growth has outpaced job creation, and rising costs make it hard for the people who work in Issaquah to afford housing in the community. Issaquah wants a diverse mix of businesses to provide a range of services that meet the needs of the community. Also important is increasing the availability of jobs that provide the ability to live here. We will strive to improve housing affordability and expand access to the services residents need, so that more people are able to live, work and thrive in the community.

BACKGROUND

Issaquah is a desirable city, with proximity to both urban and rural areas featuring many amenities. However, many who live in Issaquah do not work here and those who work here often cannot afford to live here. According to the US Census (2015), only about 1,600 residents both live and are employed in Issaquah.

Issaquah has a few large employers and many service jobs throughout the City. To allow people to both live and work in Issaquah, the City needs more employers who pay wages that are sufficient to afford local housing, as well as a broader range of housing options across the income spectrum. Solid job growth means retaining and attracting businesses to Issaquah. Growth in a diverse mix of businesses will improve the range of services available in the community.

In 2017, the City produced a Community Needs Assessment to help identify priority health and human services disparities within Issaquah. The Assessment identified

several themes including disparities by ethnicity, sex and income, housing instability, behavioral health needs and barriers to accessing services and resources. During the strategic planning process, community members identified housing affordability as a major issue, as well as a desire for more social services.

With greater opportunities to live, work, and find every-day needs in the community, jobs and housing are more balanced and the City becomes more complete - contributing toward a more livable, sustainable community.



OBJECTIVES

There is an increase in new and recovery of existing businesses that choose to locate and expand in Issaquah, especially those with wage levels that enable workers to also live in the community - (SE1)

POTENTIAL ACTIONS

- Conduct a study and propose tools that would give Issaquah a competitive advantage to recruit employers that fit the City vision.
- Develop an employer recruitment plan (e.g. major employers, marketing, and commercial space availability).
- Expand support for small business and start-up training and development.
- Conduct a review of City permitting to provide consistency and predictability for businesses.

Housing affordability better meets the needs of individuals and families across the income spectrum to live and work in the community - (SE2)

POTENTIAL ACTIONS

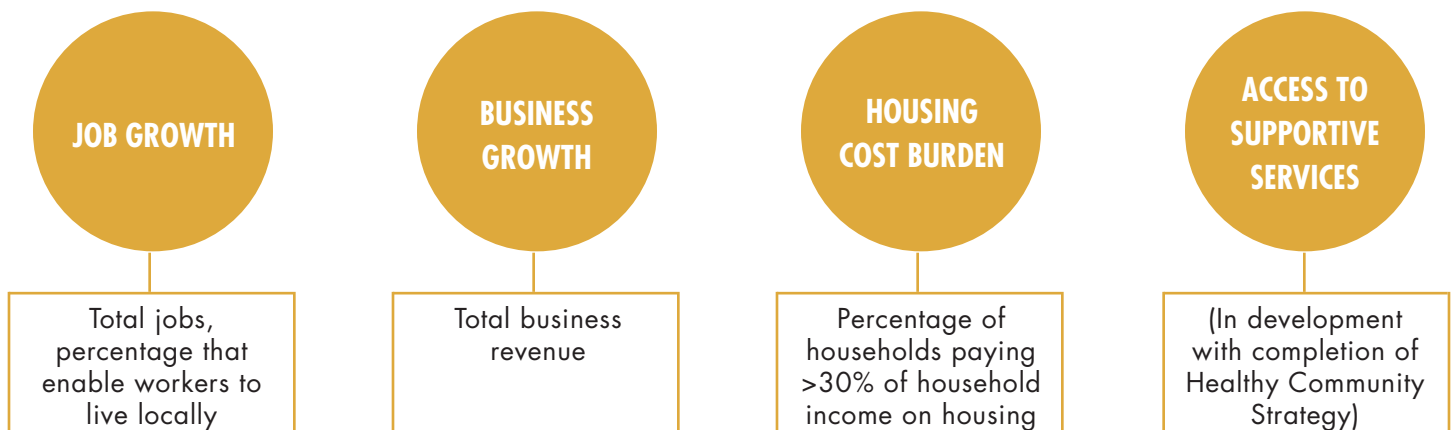
- Implement and enhance the Housing Strategy Work Plan.
- Work with faith-based and other organizations to evaluate partnerships for affordable housing development.
- Determine if City property assets should be used for affordable housing needs.

The City facilitates connecting residents to human services organizations to help the community thrive - (SE3)

POTENTIAL ACTIONS

- Implement campaigns to increase awareness, reduce language and cultural barriers, and expand transportation options to improve access to services available in Issaquah and the Eastside.
- Adopt and implement the Healthy Community Strategy.
- Facilitate non-profit organizations to locate or expand to provide needed services locally.

SUCCESS MEASURES



CITY LEADERSHIP & SERVICES

OUR GOAL: Leadership and accountability in the delivery of public services for our growing and diversifying community



OPPORTUNITY

As Issaquah grows and its residents become more diverse, the city government itself must continue to evolve. The community will be best served by ensuring that its desire for engagement, diversity and clear communication are well-integrated into City practices. In order to efficiently and effectively serve its residents, the City needs to invest in its internal systems and personnel. The City has an opportunity to support a more welcoming and connected community, and focus on continuous improvement of services for all.

BACKGROUND

The City strives to serve the community in a manner that is responsible and responsive to the many needs of its constituents. Over the last decade, the City as well as the Eastside more broadly, has seen substantial changes in demographics, with increasing ethnic diversity in particular.

National Community Survey results indicate residents are positive about City services in general (about 80% on topics including safety, recreation, utilities and others). However, ratings about broader attributes of government performance (ie: overall direction Issaquah is taking; overall confidence in Issaquah government; welcoming resident involvement) have been much lower, with about half of responses being positive. This suggests opportunities for improvement in how the City responds to and engages its residents.

The City has a lot of information available however, many may not be easily accessible to all constituents. With Issaquah's changing demographics and the need to understand residents' priorities, new methods for engagement are critical.

To support our diverse and growing community, it is important for City staff to be empowered to provide equitable and culturally relevant services. Innovation, continuous improvement and employee development are also vital components which will allow the City to grow its capabilities and improve services as it emerges as a larger, mid-size community in the region.

The City has opportunities to improve overall satisfaction and service delivery through enhanced collaboration with the community and improvement of internal processes. Progression in this goal will result in a government that is accountable to its constituents and delivers efficient, high-quality services.



OBJECTIVES

The City is actively sustaining an equitable and welcoming city government, embracing diversity, and fostering meaningful, inclusive and varied civic engagement - (CS1)

POTENTIAL ACTIONS

- Implement new and enhanced public outreach strategies, building upon a review of engagement efforts and updates to the City's toolkit on public engagement.
- Working with the community, identify and remove barriers to accessing City programs and services.
- Enhance oral and written communication standards to increase clarity, access and understanding of content for the public.
- Create an equity and cultural competency initiative for City staff.

The City is utilizing high performing internal systems to effectively and efficiently serve the Issaquah community - (CS2)

POTENTIAL ACTIONS

- Implement improvements to the employee experience, fostering development, organizational values and connection.
- Standardize, streamline and simplify internal processes and operations to increase efficiencies and instill a continuous improvement philosophy.
- Evaluate the condition and performance of current City facilities and options for improving service delivery.
- Set Customer Service Standards to improve customer response, service delivery, and accountability.
- Update financial information to be accessible, clear, and available on a regular basis.

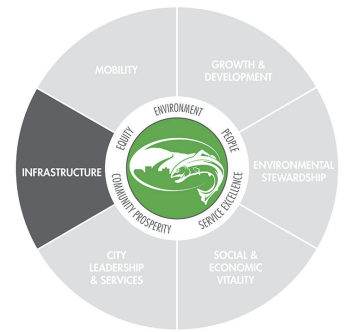
Public Safety resources meet our diverse community needs - (CS3)

SUCCESS MEASURES



INFRASTRUCTURE

OUR GOAL: An infrastructure system that is planned, designed, built and well-maintained supports current and future community needs



OPPORTUNITY

Issaquah's most critical services depend on infrastructure that is in good working order. For years, the City has leveraged growth and development to support expansion and upgrades to its streets, water and sewer systems, buildings and parks. As the City's infrastructure begins to age, this approach is not sustainable. Ongoing maintenance, expansion and replacement are all needed to ensure Issaquah can keep pace with its recent growth and planned future. Issaquah must implement a long-term infrastructure investment program to remain a desirable and vibrant city.

BACKGROUND

In general, Issaquah has kept up with its infrastructure needs including its roads, utilities, facilities and parks. With new development, the City has worked to ensure "growth pays for growth," and has leveraged development to meet the demands of a growing community. New requirements, regional growth, aging infrastructure and emergent issues highlight the City's need to shift its focus.

The City regularly assesses and responds to issues or concerns, but going forward, it will need to take an increasingly proactive role in infrastructure monitoring, preventative maintenance, repair and replacement. The City stands to benefit from a comprehensive approach to infrastructure planning - managing its entire portfolio of infrastructure assets, which provide the underpinnings of community vitality and support Issaquah's current and future conditions.



OBJECTIVES

Plans and resources are in place to operate, maintain and replace infrastructure throughout its lifecycle - (IN1)

POTENTIAL ACTIONS

- Develop and implement an organization-wide asset management policy and financial plan to ensure sound stewardship of City assets.
- Plan for and budget operations and maintenance costs with all new capital, including both City developed and dedicated.

SUCCESS MEASURES

ASSET MAINTENANCE DEFERRAL RATE

Quantity and value
of maintenance that
is deferred

SATISFACTION WITH QUALITY OF INFRASTRUCTURE

Community
satisfaction with
infrastructure
measures
(composite of
survey categories)





APPENDIX

Process for Applying the Strategic Plan to New Additions

The majority of Strategic Plan actions are anticipated to be identified and selected through an annual Council and Staff prioritization as described in the Annual Schedule. As a part of considerations for proposed new policies or additions to the City's budget outside of that process, items would be evaluated for their linkage to the Strategic Plan. This evaluation would include the strength of an item's connection to the Strategic Plan's objectives and whether it should be considered as a "timely opportunity" and would follow an evaluative process as outlined below.



Note: This process is meant to apply to Strategic Plan items, Timely Opportunities or items that don't fall into those categories and that are not being pursued as Critical Services.

** It is anticipated that most of the potential actions that are listed in the Plan will be discussed annually during the Strategic Plan Workplan development and budget deliberations.*

*** Proposed criteria for "Timely Opportunities": Opportunity cost is great; risks/loss of not pursuing at this time outweigh the pros of delaying; urgency is present; opportunity was unforeseen and cannot be planned into a future year; City's interest may be risk mitigation or leverage for future benefit*

