



CITY OF LAKE FOREST PARK CITY COUNCIL RETREAT

Saturday, March 01, 2025 at 9:00 AM

Meeting Location: In Person and Virtual / Zoom

**Shoreline Fire Department Station #51, 7220 NE 181st St,
Kenmore, WA 98028**

INSTRUCTIONS FOR ATTENDING THIS MEETING VIRTUALLY:

Join Zoom Webinar: <https://us06web.zoom.us/j/85258166603>
Call into Webinar: 253-215-8782 | Webinar ID: 852 5816 6603

AGENDA

1. CALL TO ORDER

2. ADOPTION OF AGENDA

3. RETREAT AGENDA

- A.** 9:00 - 9:15 a.m. Snacks and Chats
- 9:15 - 10:30 a.m. Summary of current city projects
- 10:30 -10:45 a.m. Break
- 10:45 - 11:00 a.m. Review and Discussion of 2025-26 Council Top Goals
- 11:00 - 11:45 a.m. Improve Mobility Infrastructure (merge goals 1, 5, 7, 8)
- 11:45 - 12:30 p.m. Financial Stability Plan (merge goals 2, 4)
- 12:30 - 1:00 p.m. Lunch
- 1:00 - 1:45 p.m. Increase Housing Availability (merge goals 3, 9)
- 1:45 - 2:15 p.m. Hire a Climate Plan Administrator (goal 6)
- 2:15 - 2:30 p.m. Break
- 2:30 - 3:00 p.m. Identify and reduce areas in the City that have frequent police & fire calls (goal 10)
- 3:00 - 3:30 p.m. Recap

4. ADJOURN

FUTURE SCHEDULE

- Thursday, March 13, 2025, 6:00 p.m. City Council Work Session – *hybrid meeting (City Hall and via Zoom)*
- Thursday, March 13, 2025, 7:00 p.m. City Council Regular Meeting – *hybrid meeting (City Hall and via Zoom)*
- Thursday, March 20, 2025, 6:00 p.m. Budget & Finance Committee Meeting – *hybrid meeting (City Hall and via Zoom)*
- Monday, March 25, 2025, 6:00 p.m. Committee of the Whole Meeting – *hybrid meeting (City Hall and via Zoom)*
- Thursday, March 27, 2025, 7:00 p.m. City Council Regular Meeting – *hybrid meeting (City Hall and via Zoom)*

This is a special meeting of the City Council. Action may only be taken on items listed on the agenda.

Any person requiring a disability accommodation should contact city hall at 206-368-5440 by 4:00 p.m. on the day of the meeting for more information.

MICHAEL R. PENDLETON Ph.D.

34225 BRIDGEVIEW DR. N.E.
KINGSTON, WASHINGTON 98346
Cell (360) 509-1333
e-mail: mpendleton@telebyte.com

**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.

Current Projects

Current Projects



SEWER LIFT
STATION – DESIGN
2025,
CONSTRUCTION
SPRING 2026



ROUNDBOUT –
FALL 2025



L90 – SPRING 2026



MATERIAL BINS –
SPRING 2025



STORMWATER
MASTER PLAN –
2026



GRADE SEPARATED
CROSSING 30%
DESIGN – 2025

Current Projects



NPDES –
PERMITTING; ILLICIT
DISCHARGES;
REPORTING TO
ECOLOGY



CITY HALL
UPGRADES; HVAC;
GENERATOR



LAKEFRONT PARK –
CONTINUED
DESIGN &
PERMITTING 2025;
CONSTRUCTION,
FUNDING
DEPENDENT 2026



SPEED & SAFETY
STUDIES –
POSSIBLE DESIGN
AND
INSTALLATIONS



ROAD OVERLAY
AND PATHWAY
PROJECT – FALL
2025



ROSE PROPERTY
GRANT PROCESS

Current Projects



BRT PERMIT
REVIEW



LEGISLATURE



MID-BIENNIAL
BUDGET



BROOKSIDE & LFP
ELEMENTARY
PATHWAY DESIGN -
2025



SEWER
EASEMENTS



BGT UPGRADES

Current Projects



BOARDS &
COMMISSIONS



NEMCO



PROFESSIONAL
SERVICES RFQ'S



SOLID WASTE
PROVIDER
PROCESS - 2026



LEVY PROCESS

Human Resources



Finance Department

Lindsey Vaughn, Finance Director



Filling financial gaps

2022 Actual	2023 Actual	2024 Actual	Description	2025/2026 Budget
General Fund -001				
	\$ 195,886.14	\$ 222,159.31	Sewer Utility Tax	\$ 800,187.00
	\$ 91,348.45	\$ 101,352.98	Surface Water Utility Tax	\$ 340,824.00
	\$ -	\$ -	Solid Waste Utility Tax	\$ 522,791.00

- Implemented Utility Taxes 2023 at 6%
 - Sewer Utility Fund
 - Surface Water Utility Fund
- Increased Utility Taxes from 6% to 10% to assist financial gap, effective 2025
- Implemented a Solid Waste Utility Tax at 10% - 2025

Filling financial gaps continued

2022 Actual	2023 Actual	2024 Actual	Description	2025/2026 Budget
Transportation Benefit District Fund - 104				
\$ -	\$ 118,484.18	\$ 205,954.40	TBD Sales Tax .1%	\$ 402,669.00
\$ 422,769.26	\$ 487,485.90	\$ 524,061.63	TBD Vehicle Fees-State	\$ 1,058,658.00

- Implemented increase of Vehicle Fee tabs in 2023
 - \$10
- Implemented Council Manic Sales Tax 0.1%
- Support road projects
- Now funding Roundabout debt loan payments to PWAA
 - Estimated around \$435,500 for 2025/2026

Survey Priorities

Council Retreat

Study Background

The City of Lake Forest Park is facing a \$1.5 million annual budget shortfall driven by rising costs for essential services such as public safety, and infrastructure maintenance. Limited by a 1% annual property tax revenue cap, the city has implemented cost-cutting measures but still faces tough decisions. Previous levy proposal of 2021 has not passed, highlighting the need to understand community concerns and priorities prior to introducing a temporary levy in 2025.

Study Objectives

Understand why previous levy efforts were unsuccessful.



Identify a levy structure and positioning that resonates with residents to address the budget shortfall.

Gauge community reactions to a temporary levy option as a potential solution.

Develop effective messaging and communication strategies for introducing a potential 2025 levy.

Methodology

Multi-methodology

- *Address-based paper survey with QR code and unique pin for online survey option*
- *Telephone survey option*
- *Post-notification post cards sent after the paper survey to encourage participation*
- *Paper surveys and post cards were sent to 5,395 households*
- *Online survey offered in both English and Spanish*

Data collected between: November 6th, 2024, and November 26th, 2024

- *526 (online) and 413 (mail-in and phone-in) surveys were collected.*
- *Respondents who are not registered to vote, not planning to register, and/or unlikely to vote in the next election were removed from the total respondent data set.*
- *Duplicate respondents (those responding both online and through mail) had their second entry deleted.*
- *A total of (918) surveys are included in the final data set.*

Response rate - 17.02%

Confidence interval of +/-2.95% (95% confidence level, assuming worst case scenario)

Summary Overview: Community Satisfaction



Overall, LFP residents value their community and appreciate what it has to offer.

- 4 in 5 believe things in Lake Forest Park are going in the right direction.
- However, many residents shared opinions on changes they would like to see to improve the community and its management.



Most **AGREE** that occasional property tax increases are essential for maintaining and improving city services into the future, and they are twice as likely to agree (than disagree) that an increase in their property tax could have a positive impact on the community and their quality of life, and make living in LFP more desirable.

That said, substantial numbers **DO NOT** feel the city clearly communicates reasons behind a property tax increase and how additional revenue will be used. Some doubt whether the city will use additional tax revenue responsibly for community projects.



They want to see the City **CUT COSTS** and explore **OTHER FUNDING** before considering a property tax increase.

- 3 in 4 support the idea of hiring a grant writer to help the city secure external funding.



Summary Overview: Support for a 6-Year Temporary Levy

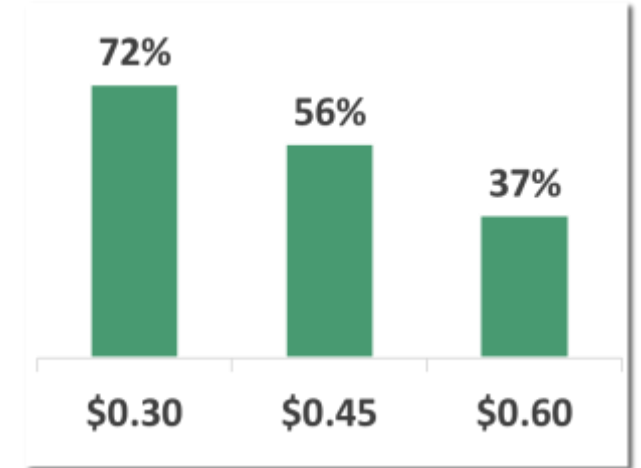


In total, 3 in 5 support the idea of a six-year LFP temporary levy and a quarter oppose it.

- 2021 Levy ‘Yes’ voters are more than three times as likely as ‘No’ voters to support the six-year levy.
- Support is higher among younger and middle-aged residents and higher income households.

SUPPORT FOR THE LEVY AT DIFFERENT RATES

- The potential for passing a temporary levy at a rate of \$0.30 to partially address the budget shortfall is *promising*, as more than seven in ten say they would support it.
- That support falls to just over half (56%) at the \$0.45 rate, requiring more effort to garner support in order to reach the sixty-percent threshold to pass.
- Just thirty-seven percent say they will support the levy at the \$0.60 rate.
- Two in ten (22%) say they will not support any temporary levy.



Summary Overview: Information Required for Support



Detailed information, clearly and transparently communicated, will be key to garnering support for the proposed temporary levy – among both those who support the idea as well as those who currently oppose it.

- SUPPORTERS of the Temporary Levy primarily want the city to provide them with details on its purpose, and specifics regarding what will be included in the spending plan – itemizing each project and its cost, location, rationale, and timeline.

“A very detailed breakdown of how it would shore up the budget and specifically what services would be maintained and what would be improved in each of the 6 years the levy is in place. A well written summary of the community benefits and why each was chosen.”



Plans for cost-cutting measures and other examples of belt-tightening will be essential to winning over those who currently oppose the idea of a temporary levy.

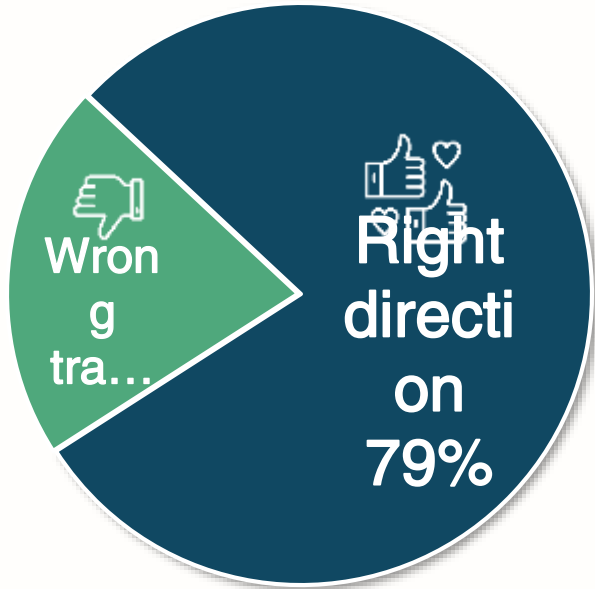
- In addition to an itemized spending plan, OPPOSERS of the proposed levy want the city to transparently provide information on what budget cuts have already been or will be made, details on the current budget and shortfalls, and information about other means for raising funds and cutting costs.

“Any private for-profit business facing revenue shortfall would immediately initiate cost reduction and improved efficiency measures. LFP has done neither. Get on it!”



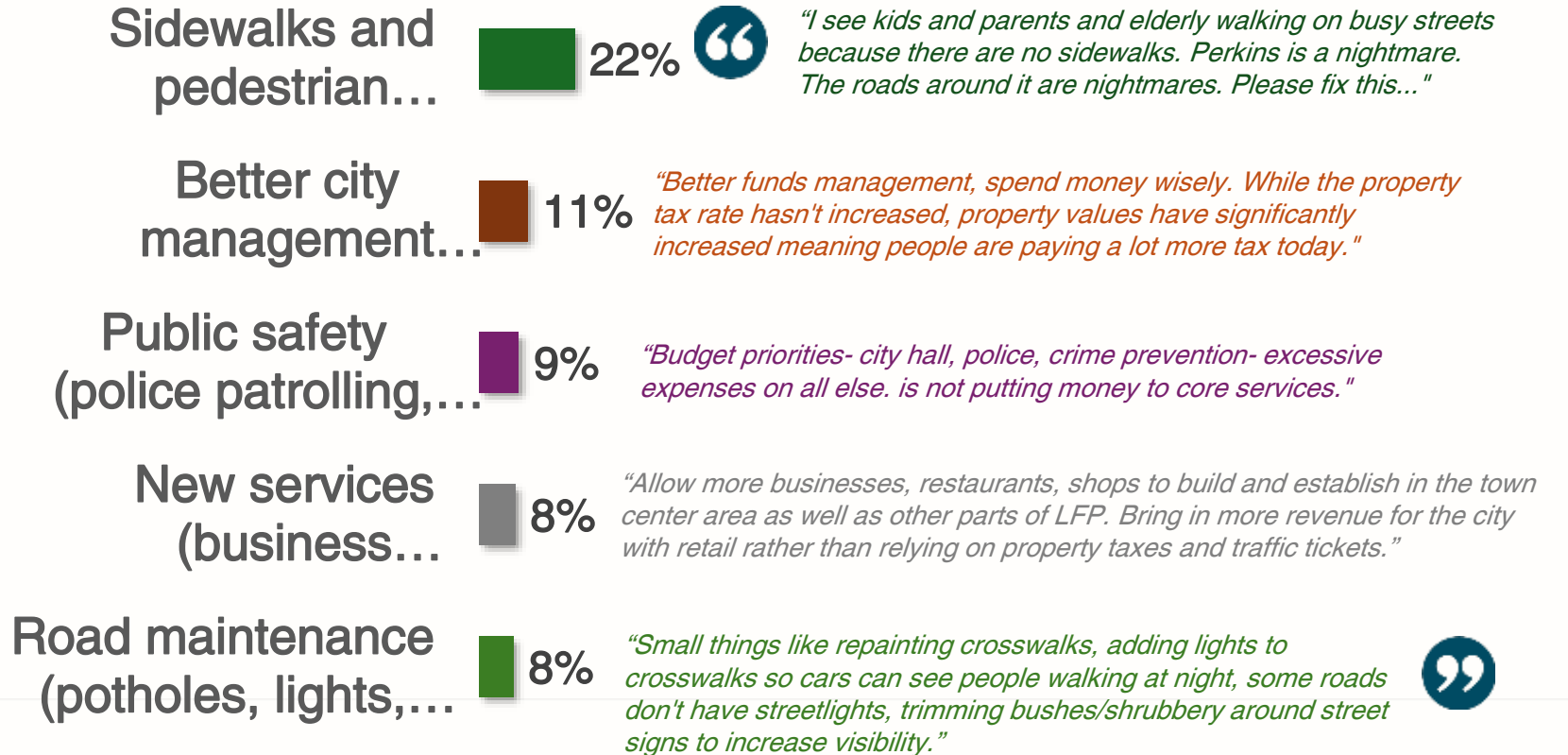
Four out of five believe things in Lake Forest Park are going in the right direction. Sidewalks/pedestrian safety leads as the top suggested improvement.

Things in Lake Forest Park...



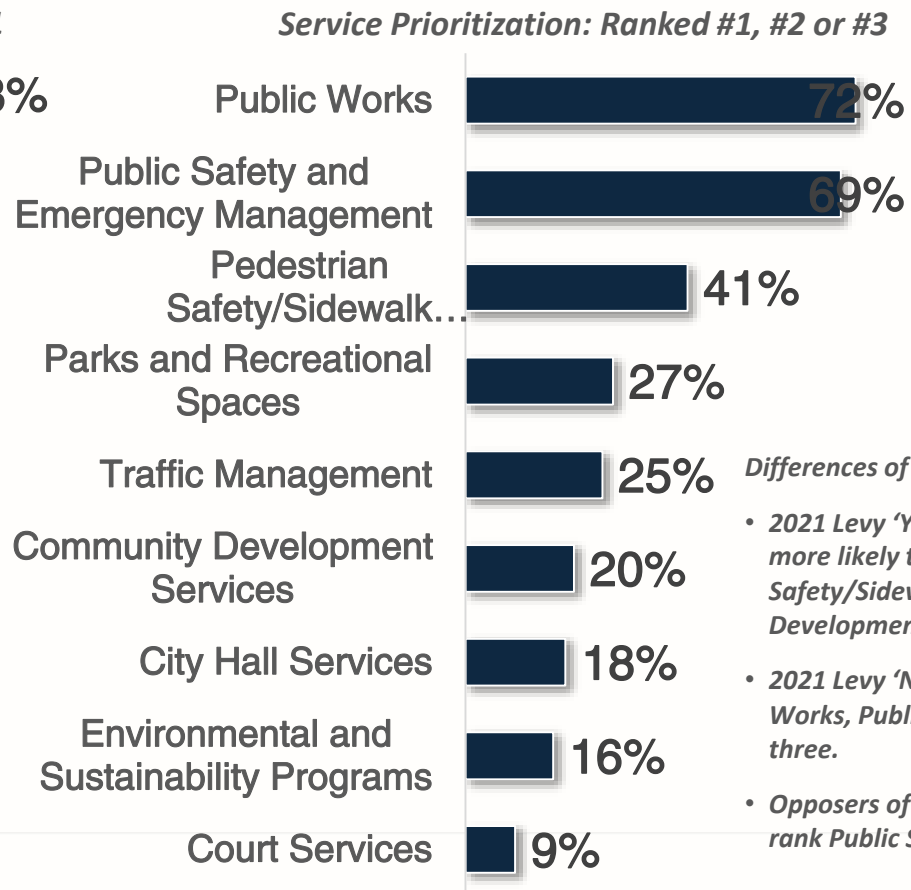
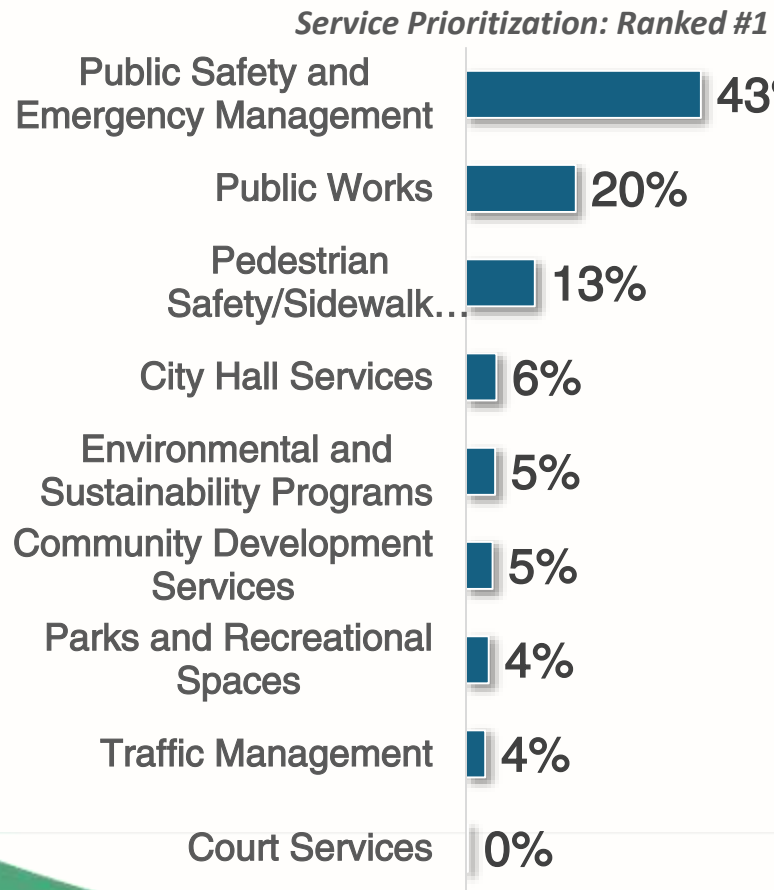
'Wrong track' opinions are significantly higher among those who voted 'no' on the 2021 levy (39%) and those opposed to the 6-Year temporary levy (50%).

Suggestions for Improvement (Top Mentions)





Public Safety/Emergency Management stands apart as the #1 prioritized service, followed by Public Works and, more distantly, Pedestrian Safety.



Differences of note...

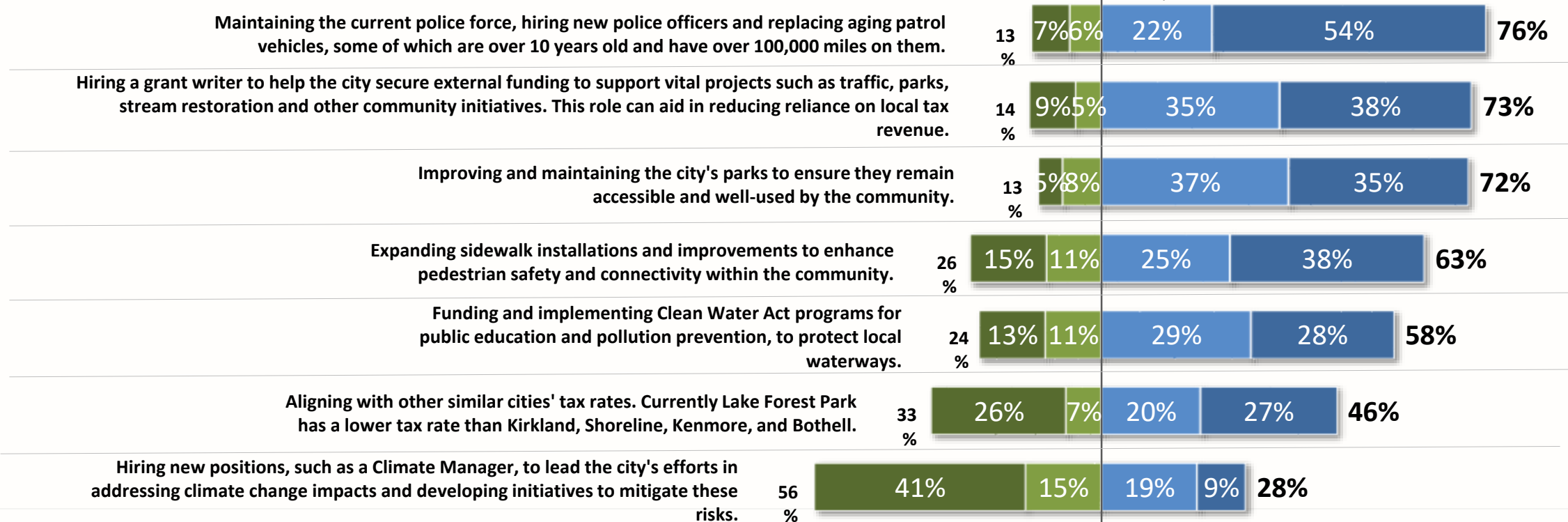
- 2021 Levy 'Yes' voters and Supporters of the proposed 6-Year Levy are more likely than their counterparts to rank Pedestrian Safety/Sidewalks/Bimodal, Parks and Rec Spaces, and Community Development among their top three.
- 2021 Levy 'No' voters are more likely than 'Yes' voters to rank Public Works, Public Safety, Traffic Management, and Court Services in their top three.
- Opposers of the proposed 6-Year Levy are more likely than Supporters to rank Public Safety and Traffic Management in their top three.



Given the budget shortfall, most residents, in total, would prioritize addressing policing needs, hiring a grant writer to secure external funding, and improving/maintaining the city’s parks.

Priorities for Addressing Budget Shortfall – Among TOTAL

■ Unimportant ■ Somewhat Unimportant ■ Somewhat Important ■ Important



Only ratings of important (4-5) or unimportant (1-2) are shown. (Ratings of neutral (3) are not shown.)
The **bold** percentages represents the corresponding net total Important / Unimportant.