

2020 - 2021 City Work Plan

Report Period: Q2 - 2021

Action Description	Narrative	Lead Dept	Status
Goal Area: City Leadership & Services			
Objective: CL&S1 - The City is actively sustaining an equitable and welcoming city government, embracing diversity, and fostering meaningful, inclusive and varied civic engagement			
CS1a: Implement new and enhanced public outreach strategies, building upon a review of engagement efforts and updates to the City's toolkit on public engagement.	<p>Research new and innovative strategies and tools to engage with our community members. Test new strategies for community engagement and incorporate results into planning efforts and the City's toolkit.</p> <p>Ideas/actions include:</p> <ul style="list-style-type: none"> • Host neighborhood meetings • City Council meetings in neighborhoods (when possible) • Outreach on City's decision-making process (flow charts, visuals) • Update City's engagement toolkit to include a section on equity • Launch a new online survey tool • Translate more outreach materials in Spanish and Chinese 	Communications	On Track
CS1b: Working with the community, identify and remove barriers to accessing City programs and services.	<p>This action from the Strategic Plan has been merged with the Equity Framework project from the Police Accountability, Equity and Human Services Action Plan. In this project, the Administration will work with the internal Equity Team to develop a Racial Equity Framework that will assist the City in evaluating programs and services using an equity lens in decision-making. Staff began working on this in Q1 2021 with the intention of having a framework for City Council approval by the end of the year. An update on these efforts was provided at the February 23, 2021 and May 25, 2021 Study Sessions. The item was further discussed at the July 13, 2021 Study Session.</p>	Equity Team	On Track

Action Description	Narrative	Lead Dept	Status
CS1d: Create an equity and cultural competency initiative for City staff.	This action from the Strategic Plan has been merged with the development and implementation of the Citywide Equity Training Curriculum from the Police Accountability, Equity and Human Services Action Plan. This action has entailed developing and implementing a multi-course training curriculum for all City employees on issues of racial equity. The first web-based training from February to April is complete and included three topic areas – Unconscious Bias, Workplace Diversity, Inclusion and Sensitivity and Microaggressions in the Workplace. Training curriculum with a Diversity Equity and Inclusion consultant began on May 24, 2021 and is scheduled to be complete by the end of August 2021. All staff will have participated in a facilitated conversation on Deconstructing Our Bias. The Administration will present future training suggestions to the Council as part of the 2022 budget process.	Human Resources	On Track
Objective: CL&S2 - The City is utilizing high performing internal systems to effectively and efficiently serve the Issaquah community			
CS2a: Implement improvements to the employee experience, fostering development, organizational values and connection.	With the City's reopening, the Employee Experience Team will be revisiting work started in 2019-2020 focusing on the onboarding process for new hires, employee growth and development, meeting the needs of employees and supervisors post pandemic in a hybrid work environment and continuing to connect and have fun through historical cultural events. The Administration is working to bring the Summer Employee Recognition Event picnic, the Pumpkin Derby and the Employee Recognition banquet back to in-person events.	Human Resources	Minor Challenges
CS2c: Evaluate the condition and performance of current city facilities and options for improving service delivery.	A decision on the long-term plan for facilities which provide City hall services for Issaquah residents and businesses. The next steps will provide strategic direction in where to place near-term investments to improve service delivery. In 2021, the City is working with consultants to understand space requirements for the near-term return to work following the COVID-19 pandemic and then mid-term requirements for facilities as staff transition out of City Hall Northwest. This item was discussed at the April 26, 2021 City Council Study Session and work continues on the mid-term requirements for facilities.	Parks and Community Services	Minor Challenges
CS2d: Set Customer Service Standards to improve customer response, service delivery, and accountability.	This action would develop city-wide customer service standards and measurements and create a team of Customer Service Officers to conduct training throughout the organization. As a first step in 2020, Issaquah launched a new Customer Relationship Management system with targeted response times to enable tracking of metrics. Following a review of draft metrics, the City will finalize goals for responsiveness.	Communications	Minor Challenges

Action Description	Narrative	Lead Dept	Status
<p>CS2e: Update financial information to be accessible, clear and available on a regular basis.</p>	<p>To facilitate more clear and accessible financial information, the Finance Department has implemented a MUNIS reset that allows staff to conduct operations in the new chart of accounts with program-level information. In 2021, the department will continue the MUNIS reset with a focus on the payroll and online utility billing portions. In addition to MUNIS work, the department will prepare quarterly financial updates for the City Council, review purchasing policies and explore a shift of credit card fees to customers. A quarterly update was provided in the April 19, 2021 City Council meeting packet. The next update on MUNIS implementation is scheduled for the July 27, 2021 Council Study Session and a Revenue Forecast is scheduled for the August 2, 2021 Council meeting.</p>	<p>Finance</p>	<p>Minor Challenges</p>
<p>Objective: CL&Sx - Other Critical Services Items and Timely Opportunities</p>			
<p>Performance Measurement</p>	<p>Develop citywide performance measures and begin work to join Bloomberg Foundation "What Works Cities" initiative. The Performance Measurement Plan was adopted with the 2021 Budget on November 16, 2020. The first update on performance measures was provided as part of the quarterly update in the April 19, 2021 City Council meeting packet. The next update will be included in the July 19, 2021 Council meeting packet.</p>	<p>Finance</p>	<p>On Track</p>
<p>Strategic Plan Implementation Reporting</p>	<p>Develop regular measurement and reporting to Mayor, City Council and community. The Administration is providing updates through the quarterly work plan. As part of the May 17, 2021 City Council meeting, the Administration provided an update on the recap video and postcards sent to all residents to mark the two-year anniversary.</p>	<p>Executive</p>	<p>On Track</p>

Action Description	Narrative	Lead Dept	Status
City assessment of services	<p>In 2020, options initially included:</p> <ul style="list-style-type: none"> • Priority Based Budgeting • Community Planning & Development (CPD) Review • Public Works Review <p>Because of COVID-19 crisis, the assessment was included in the 2020 budget revision process. Staff examined:</p> <ul style="list-style-type: none"> • Police Department • Jail evaluation • Municipal Court contracts <p>The Jail evaluation was presented at the July 28, 2020 Study Session. The Police Department evaluation became part of the Police Accountability, Equity and Human Services Action Plan.</p> <p>Future assessments may include:</p> <ul style="list-style-type: none"> • Resources for Mobility Issues • Resources for sustainability issues (including natural resources management - trees, creeks, open space) • Resources for Communications/Neighborhood • Resources for all housing issues • City Attorney Request for Proposals (RFP) or bring In-House • Parks and Community Services • Eastside Fire and Rescue - costs and service integration 	Executive	On Track
City Boards and Commissions	<p>Review staffing of City Boards and Commissions. Develop and implement training programs for members of Board and Commissions. Evaluate effectiveness and portfolio of Boards and Commissions with emphasis on development related Boards and Commissions and Cable Television. The Administration conducted training for the Chairs of the City Boards and Commissions on June 22, 2021 and intends to move forward with other training programs as staffing allows.</p>	Executive	Major Challenges
Classification and compensation study	<p>Complete review of employee benefits and institute changes for 2021 fiscal year.</p>	Human Resources	Completed

Action Description	Narrative	Lead Dept	Status
Criminal Justice - Contract Services	Review contracts for court services and use of jail with nearby cities. The Administration presented this information at the July 28, 2020 Study Session. Adjusting rates for jail services became part of the 2021 budget work. The Police Department has sent new contracts out to the agencies for their own jurisdiction processes. Four amended contracts were adopted at the January 19, 2021 City Council meeting. One was adopted at the March 1, 2021 Council meeting and two more at the March 15, 2021. There are three remaining agreements to be approved this year.	Police Department	On Track
Support for Mayor/City Council Regional Boards Service	Staff will assign individuals to support Mayor/Council in their Board service.	Executive	On Track
City-State, Regional and County Relations	Created City Council - Issaquah School Board Committee. Examine ways for better regular communications with King County. Evaluate City's use of contract State legislative advocate. Develop regional agenda.	Executive	Minor Challenges
Public Records	Evaluate citywide records retention and description processes, outlining short-term and long-term strategies. An internal committee has been reconvened for cleaning up records across City shared networks. Other work includes the scoping and implementation of a new electronic records management software and preparation for any records affected by City facility moves.	City Clerk	On Track
Public Records Fee Update	Evaluate, recommend, and implement new public records fee structure. The action is on hold pending the software implementation for electronic billing and the policy work to implement customers paying credit card fees.	City Clerk	On Hold
Continue improvements to redesigned website	Improvements include: online utility billing and Customer Relationship Management software. See ClickFix – the new online Customer Relationship Management software for community members to report issues, request services or submit questions launched on September 1, 2020. Online utility billing will become available in 2021.	Communications	Minor Challenges
Municipal Bond Sale	Facilitate bond sale in support of City's capital plan.	Finance	Completed
Plan for and negotiate labor agreements	The agreement with Teamsters 117 representing Sergeants was approved at the June 21, 2021 City Council meeting. The agreement with Teamsters 117 representing Commanders was approved at the January 19, 2021 City Council meeting. Five of the City's six labor agreements are in place through 2022. Negotiations with IPSSA for a successor agreement to the 2021 contract extension will need to begin in Q3 2021.	Human Resources	On Track

Action Description	Narrative	Lead Dept	Status
Review and revise Human Resources policy documents	Conduct overhaul of personnel policy. Potential policies include: Personnel Policy Manual, Municipal Code, Issaquah Administrative Manual, and Civil Service rules. Following revisions, negotiate and implement revised policies and recommendations. While there have been one-off updates, including the Telework Policy on June 21, 2021 and the Employee Recognition Policy on July 19, 2021, staffing constraints have not allowed for a complete overhaul and this will likely be pushed to 2022 given current workload.	Human Resources	Minor Challenges
Implement new software to automate Municipal Court processes	Develop and implement an electronic document program that integrates with the content management solution, O-Court.	Municipal Court	Completed
Eastside Fire & Rescue Contract Issues	In 2020, the Administration requested that the EF&R Board review costs in the 2020 Budget and upcoming 2021 Budget. An update on the EF&R Governance model and 2021 Budget was presented at the October 29, 2020 Study Session. For 2021, cost allocation discussions will continue for the 2022 budget.	Executive	On Track
Review and Modifications of IPD Use of Force Policy	The current Police Department use of force policy will be evaluated compared to the #8CANTWAIT model policy and terms of model policy will be incorporated into IPD policy after consultation with the community. This item was presented at the June 15 and June 29, 2020 City Council meetings.	Executive	Completed
Police Department Reporting	The department will develop a monthly report that will be available to the public by email and posted on the City's website containing information on calls for service, types of calls responded, uses of force and other indicators. This monthly report will be augmented with additional reporting tools over time. The City began posting reporting in October 2020.	Police Department	Completed
City Council Equity Training	The City Council participated in an initial equity training class on August 27, 2020. After a request for additional training focused on use of a racial equity framework, the City Council participated in additional training at the March 23, 2021 Special City Council meeting. The July 13, 2021 Council Study Session also discussed the concepts and how to pilot an equity framework.	Executive	On Track
Police Accountability, Equity and Human Services Action Plan Reporting	The City will produce a quarterly report updating the implementation of this Action Plan through December 31, 2021. The report will be posted on the City's website. The first report was provided at the November 2, 2020 City Council meeting with the second report provided on February 23, 2021. The most recent update was provided at the May 25, 2021 City Council Study Session.	Executive	On Track

Action Description	Narrative	Lead Dept	Status
Police Department Budget and Operations Review	<p>The Administration will conduct a review of the Police Department's budget and operations. Initial recommendations from this review will be included in the Proposed FY 2021 budget to be presented to the City Council in late September 2020. The review will continue through 2021 and additional recommendations are anticipated for the FY 2022 budget.</p> <p>This review will include all functions but will focus on how best to incorporate dedicated professional mental and behavioral health professionals into day to day department operations. In addition, other areas to be evaluated will include current community policing strategies, introduction of body cameras, review of equipment purchases and review of jail operations.</p> <p>The Administration will seek input from the public in a variety of ways on specific proposals as the review occurs. In addition, an employee committee at the Police Department will be formed to solicit suggestions for identifying and implementing identified initial changes proposed in FY 2021 and continuing through preparation of FY 2022 budget.</p>	Executive	On Track
Police Department Use of Force Review and Reporting	<p>The department will evaluate its existing use of force review policy and reporting of cases. Information would be shared regularly with the public. Staff has also created an internal review committee for use of force. An update on this item will be provided at the February 23, 2021 City Council Study Session.</p>	Police Department	Completed
Police Department Complaint Process – Informal and Formal	<p>The department will review its current informal and formal complaint processes and implement new systems to better track complaints and standardize investigative processes. The complaint process has been integrated into the City's website. This item may also be an opportunity to engage with a future Equity Board in Q4 2021.</p>	Police Department	On Track
Police Department Data Collection and Reporting	<p>The department will review its current processes for data collection and investigate ways to be better share this data in the future. Data will include types of calls for services and demographics of contacts with the community. The Administration is exploring existing data reporting tools, new requirements from 2021 legislation, and may have conversations with the future Equity Board in Q4 2021 around collecting demographic information.</p>	Police Department	On Track

Action Description	Narrative	Lead Dept	Status
Use of School Resources Officers	The City and Issaquah School District will evaluate current use of police officers in schools. Leadership from the School Board and City Council met on October 21, 2020. The district indicated a desire to continue School Resource Officer program as is. The City Council also discussed the program on November 2, 2020 and February 23, 2021. The Administration conducted a community survey and listening sessions to engage with the community in May 2021 and provided that information to the City Council at the June 15, 2021. The next update is scheduled for the August 2, 2021 Council Meeting.	Police Department	On Track
City Council/Police Department Information Sharing	The Administration worked with the City Council and Police administration to schedule opportunities for members of the City Council to learn more firsthand about Police Department (IPD) operations. City Council members met with IPD staff in several formats, including tours of the jail, "ride-alongs" with patrol officers and attendance at staff meetings. An update on this item occurred at the February 23, 2021 City Council Study Session. Ride-alongs have continued in the second quarter of 2021 and there will be more opportunities to connect with staff in the third quarter of 2021 as conditions permit.	Executive	On Track
Review Citywide Human Services Staffing/Contracting Resources	The Administration will review allocation of staff and contracting resources to support Human Services activities in its proposed FY 2021 budget. This would include review of existing resources in all departments (as well as support from Eastside Fire and Rescue) and identify any additions of reallocations moving forward.	Executive	Completed
Review of Police Department Policies for Discipline and Termination	The Human Resources Department will review department policies and make recommendations to the Administration on potential revisions. The Human Resources Department has had initial conversations with employee bargaining groups. This work will be influenced by new legislation from the 2021 State Legislative Session, which the Administration is currently reviewing. The impacts of new legislation were discussed at the June 15, 2021 Study Session and a report on impacts will be included in the July 19, 2021 City Council meeting packet.	Human Resources	On Track
Review of Police Department Training Programs	The Administration will review all current department training programs and report to the City Council and community with details of programs and recommendations for improvement. This work will be influenced by new legislation from the 2021 State Legislative Session. The Police Department is updating policies to meet new State laws and standards and staff will be trained on updates to use of force and police tactics.	Human Resources	On Track

Action Description	Narrative	Lead Dept	Status
Consider Police Review Community Board or Commission	The Administration will consider options for the creation of a board or commission comprised of community members charged with review of Police Department policies, procedures and/or complaints. The 2021 State Legislative session did not create any requirement for a community board. However, community members have been invited to join the King County Independent Force Investigation Team and there may be opportunities to discuss Police Department activities through a future Equity Board.	Executive	On Track
Creation of Police Department Data Dashboard	The Police Department will create a data dashboard presenting information on a variety of measurable outcomes. This work will require community engagement to determine needs and desires for the dashboard.	Police Department	Future Start Date
Review Schedule of All Police Department Local Fines and Fees as well as Asset Seizure Policies	The department will work with the Municipal Court to conduct a review of fines, fees, and asset seizure policies and then report to the City Council with recommendations for needed changes. An update on this item will be provided in Q3 2021.	Police Department	On Track
Review of Citywide Policies and Procedures using the Racial Equity Framework	The Administration will work with the Equity Team to develop a process to begin review of policies and procedures in all City departments using the Racial Equity Framework. Work on the Equity Framework began in Q4 2020. Once the Framework has been fully developed, it will be used to examine City policies and procedures. An update on these efforts was provided at the February 23, 2021 and May 25, 2021 Study Sessions. The item was further discussed at the July 13, 2021 Study Session.	Executive	On Track
Goal Area: Environmental Stewardship			
Objective: E1 - Our natural environment is protected and improved, in a consistent, responsible and sustainable manner			
ES1a: Assess environmental plans and update codes, policies and standards to address gaps and vulnerabilities. Update and report on baseline conditions.	This action would take a comprehensive look across City and other relevant agency environmental resource plans, development agreements, codes, programs and policies to identify gaps and vulnerabilities. Where available existing data would be used to help inform progress relative to baseline conditions. Consultant support is expected for this project along with an interdepartmental project team to review results and develop recommendations on environmental conditions and system performance. Scope is expected to include air, water and land. In 2021, the City will be conducting a review of environmental policies and goals and how they are reflected in the land use code as part of the Title 18 update. A consultant has been selected for the Title 18 update and work began in May. The Title 18 project has regular touchpoints with the Planning Policy Commission and an update will be provided at the September 14, 2021 City Council Study Session.	Community Planning & Development	On Track

Action Description	Narrative	Lead Dept	Status
Objective: E2 - Community members are active partners in the stewardship of Issaquah's environment			
ES2c: Increase meaningful volunteer opportunities to enhance natural areas in Issaquah.	Building on the work of the Green Issaquah Initiative and partnership with Forterra, a more focused and strategic volunteer program has been created. This includes a Volunteer Program with the Park Operations team to increase the city's capacity for stewardship as part of managing our public open space. The Green Issaquah Partnership Program held a virtual orientation meeting to discuss the program and ways for the community to get involved on October 28, 2020. A second meeting in January continued stewardship training for interested residents. 10 residents have participated as stewards and site visits to City parks have begun. Additional training occurred on April 27, 2021. The 20-year implementation guide for the program has been published and is available on the City website .	Parks and Community Services	On Track
Objective: E3 - The City has acquired strategic lands for park, trail, open space, critical areas, and natural resource protection to maximize community benefits			
ES3a: Review park, streamside, forest, floodplain and critical area studies to provide a comprehensive view of land acquisition goals and needs city-wide.	This project will review property needs identified in various City planning documents to prioritize City acquisitions and maximize community benefit. Analysis will include existing plans and in-progress plans. Staff will gather base information and use consultant services to synthesize information, create final mapping, and aid in developing prioritization criteria. After being on hold in 2020, staff from Parks and Community Services and Public Works will be conducting a mapping exercise to identify stormwater and trail acquisition needs and potential grant opportunities.	Parks and Community Services	Minor Challenges
Objective: Ex - Other Critical Services Items and Timely Opportunities			
Shoreline Master Plan	The Shoreline Master Program Periodic Update was adopted on August 3, 2020.	Community Planning & Development	Completed
Community Climate Action Plan	Initiate the development of climate strategy to meet adopted community targets. The strategy would address mitigation, sequestration and community preparedness for climate impacts. In 2020, staff worked with local groups on a 2-part virtual Community Climate Convening on July 20th and 30th and initiated work on a climate implementation strategy. The 2021 Budget includes funding to develop this strategy with consultant assistance, which began in April 2021. The adoption of the Action Plan is planned for Q4 2021 and will provide a list of future actions over the next five years.	Executive	On Track

Action Description	Narrative	Lead Dept	Status
Community sustainability summit	Convene with local and regional environmental groups to improve coordination, identify environmental issue areas and opportunities for collaboration. Community brainstorming meetings for a new environmental board were held on June 16 and June 30, 2020. Legislation to establish the board was adopted at the October 26, 2020 City Council meeting. The Environmental Board held its first meeting in January 2021.	Executive	Completed
Implement sustainable building strategies addressing city facilities and new development.	This activity follows prior work outlined in the Sustainable Building Action Strategy and seeks to improve environmental performance and reduce the climate impacts of development. Updates to Title 16 (buildings and construction code) in January 2021 will include the State Energy Code portion of the Building Code. Further work on the topics of energy, water, landscape, transportation, materials and environmental protection will be incorporated into the Title 18 Update in 2021.	Executive	On Track
Sustainable Living Partnership	This project seeks to enhance environmental programs and activities in the community. Staff members revised the work plan due to the COVID-19 crisis. Earth Day 2020 was celebrated virtually during the week of April 18th through website and social media campaigns in conjunction with several local organizations. The City celebrated "Earth Month" in April 2021 with a number of City and community events including rain barrel and compost bin giveaways, Earth walks, environmental awards, restoration and clean-up events and educational webinars. This item is now completed for 2021.	Executive	Completed
Electric Vehicle Infrastructure	Establish requirements for electric vehicle (EV) charging infrastructure, including EV readiness and provision of electric vehicle charging stations. This item was discussed at the February 9, 2021 City Council Study Session, discussed at the Environmental Board and Planning Policy Commission in March 2021 and adopted by the City Council on April 5, 2021. In addition to the adopted ordinance, the Administration has begun work on replacing existing City-owned charging stations.	Executive	On Track
Carbon Credit Program	The Carbon Credit program will provide revenue for the City for the carbon offset through protecting land or planting trees. The program was originally envisioned with a focus on the trees planted in our stewardship of City land and the City's 1 Million Trees grant. In Q2, the Administration identified a new opportunity to utilize the Bergsma land acquisition as part of this project and the program will pivot towards that with a City Council adoption likely by the end of 2021.	Parks and Community Services	Minor Challenges

Action Description	Narrative	Lead Dept	Status
Goal Area: Growth & Development			
Objective: G&D1 - Neighborhoods retain their charm and distinctive character, pattern, and setting that includes both built and natural environments			
GD1a: Update codes and standards to retain and protect essential characteristics in established neighborhoods	Engage with the community in specific neighborhoods to identify their essential characteristics and then develop codes and standards to preserve them. In 2021, the City will focus on the Olde Town neighborhood. This work includes the adoption of Single Family standards on February 1, 2021, and other standards tied to work on the Title 18 update. In the following years, staff anticipates working with an additional two neighborhoods per year as well as implementing and evaluating new codes.	Community Planning & Development	Minor Challenges
Objective: G&D2 - Plans are implemented effectively with regular monitoring, community input, and forward-looking adjustments to improve livability and the balance of jobs and housing			
GD2a: Conduct a review of progress towards growth targets.	This is the one of three actions related to Puget Sound Regional Council (PSRC) allocations (GD2b, GD2e). Council will be adopting new allocations for 2023-2043 in the fourth quarter of 2021. This review of progress toward growth targets will help inform the Council conversation on regional growth and the City's commitment to have sufficient capacity to accommodate Issaquah's local share. Draft numbers from King County were discussed at the March 9, 2021 Study Session. The City worked with King County on the housing and job targets and final numbers will be adopted with the Comprehensive Plan amendments in December 2021.	Community Planning & Development	On Track
GD2e: Proactively influence the next round of regional growth targets.	This is the third of three actions related to Puget Sound Regional Council (PSRC) allocations (GD2a, GD2b). The City plans to develop a recommendation regarding the housing and job growth targets as the focus for Issaquah's negotiation with King County and other jurisdictions. The outcome expected is a more transparent and proactive process for allocation of housing and job targets that can be understood by the Community. Draft numbers from King County were discussed at the March 9, 2021 Study Session. The City worked with King County on the housing and job targets and final numbers will be adopted with the Comprehensive Plan amendments in December 2021.	Community Planning & Development	On Track

Action Description	Narrative	Lead Dept	Status
Objective: G&D3 - Infrastructure is planned in anticipation of future growth, leveraging development and incorporating innovative, sustainable, and resilient design			
GD3a: Create a comprehensive Infrastructure Master Plan (public and private) to address development areas planned for growth.	The action would address preparation for future growth with a focus on the Central Issaquah area. The project would review existing plans (public and private), to identify gaps, determine what buildout is required to support growth, and when and where infrastructure needs to be prepared for growth. This action is on hold until the Storm and Surface Water Master Plan is complete since information from that plan will inform the Infrastructure Master Plan.	Public Works	On Hold
GD3b: Update impact and mitigation fees to support growth-related investments.	Impact and mitigation fees that more closely align with development-related impacts have been developed and adopted.	Community Planning & Development	Completed
Objective: G&D4 - Across the city there are a variety of public amenities, housing types, educational, and other services that contribute to a livable community			
GD4b: Develop code amendments to address missing middle and other housing options.	This action is intended to add more options for smaller and less expensive/more affordable housing types, filling the gaps between single family and larger multifamily complexes. The action is identified within the Housing Strategy Work Plan (Strategy 8). Staff will develop recommendations and work closely with stakeholders to ensure appropriate housing types are added to specific zones. Research on single room occupancy housing, cottage housing and micro-housing has been conducted in 2019. As part of the Title 18 Update, staff and consultants will conduct community engagement and propose policies and code to address "missing middle" housing for adoption in 2022. Work on the Title 18 Update is currently underway.	Community Planning & Development	On Track
Objective: G&Dx - Other Critical Services Items and Timely Opportunities			
Incorporate flow charts explaining project approval process.	Staff will develop policy for regular use of flow charts to include in development applications to better explain steps for project approval. Flow charts will be part of Title 18 work but this effort is planned to begin in Q3 2022.	Community Planning & Development	On Hold
Contractor Code of Conduct	Staff will develop Code of Conduct for private contractors working in Issaquah to improve the relationships between the community and those contractors.	Community Planning & Development	Major Challenges

Action Description	Narrative	Lead Dept	Status
Finish the overhaul of Municipal Code Title 18 (Land Use).	The 2021 budget includes \$500,000 for staff to contract with consultants to restart Title 18 update work. A request for proposals was issued in January 2021. Consultants were selected and the contract award was part of the April 19, 2021 consent agenda. The project is underway and currently focused on a gap analysis between current code and State requirements and best practices. The Planning Policy Commission will have regular touchpoints with the project and the next City Council Study Session is scheduled for September 14, 2021. Final adoption of code updates is expected in Q3 2022.	Community Planning & Development	On Track
Complete updated design manual for Olde Town Issaquah.	New guidelines for Single Family Duplex (SF-D) zoning are scheduled for adoption on February 1, 2021. Updated guidelines for Cultural Business District (CBD) and Multifamily (MF) zoning will be completed with the Title 18 update.	Community Planning & Development	On Track
Work on planning and development agreement for Lake Sammamish State Park.	State Parks staff are leading this project with Community Planning & Development (CPD) staff providing support. State Parks has hired an Environmental Impact Statement (EIS) consultant. Work on the EIS is ongoing and will continue into 2022.	Community Planning & Development	On Track
CPD Permitting Fee Review	Following the 2020 fee update that targeted cost recovery, Community Planning & Development (CPD) is reviewing fees to ensure fees are clear and up to date as well as conducting internal training to ensure uniformity in how fees are applied. As part of the 2022 Budget, CPD will examine if an administrative adjustment to fees to account for inflation will be necessary.	Community Planning & Development	On Track
Goal Area: Infrastructure			
Objective: INF1 -Plans and resources are in place to operate, maintain and replace infrastructure throughout its lifecycle			
IN1b: Plan for and budget operations and maintenance costs with all new capital, including both City developed and dedicated.	Create and implement a policy that will govern the identification of operations and maintenance (O&M) costs for capital assets that are dedicated to the City or purchased outside of the Capital Improvement Plan (CIP) process. The current CIP process identifies the O&M costs for new City-developed capital purchases. Staff will create a template for including O&M costs in agenda bills for Council consideration when accepting assets. The Administration intends to prepare this for Q3 2021.	Executive	On Track
IN1a: Develop and implement an organization-wide asset management policy and financial plan to ensure sound stewardship of City assets.	The 2021 Budget includes funding to start work on this action. In the first phase of work, staff will work with consultants to scope the program, identify gaps and needs, and then identify how to build out the program with appropriate software and internal processes. The work is expected to start in Q4 2021.	Public Works	On Track

Action Description	Narrative	Lead Dept	Status
Objective: INFx - Other Critical Services Items and Timely Opportunities			
Review city properties for potential surplus	Develop plan to evaluate properties. This item was discussed at the April 13, 2021 City Council Study Session. Adoption of a surplus property policy is expected in Q4 2021 or Q1 2022.	Parks and Community Services	Minor Challenges
2021 Capital Improvement Projects	Monitor and regularly report progress on program implementation. Review new outreach efforts for long term program development.	Executive	On Track
Water supply infrastructure and rates	Develop and present to City Council for approval plan to address future water supply needs and rates associated with future improvements and system costs. The Administration presented this item at the June 23, 2020 Study Session. The utility rates were presented and adopted at the August 3, 2020 Council meeting.	Public Works	Completed
Storm and Surface Water Master Plan	Staff is developing a storm and surface water master plan (SSWMP) to protect the water quality and habitat of local creeks, Lake Sammamish, and Puget Sound by investing in drainage infrastructure and riparian and stream habitat restoration. Previously, the City completed the Stormwater Management Plan in 2002, and a Stream and Riparian Areas Restoration Plan was completed in 2006. The SSWMP will provide an analysis of the existing conditions of the City's streams and drainage infrastructure within its various watersheds and provide a prioritized list of projects that will address water quality, riparian and stream habitat restoration, and localized flooding. This item was discussed at the May 11, 2021 City Council Study Session and is scheduled for the November 23, 2021 Council Study Session with adoption in Q1 2022.	Public Works	On Track
City Hall Facilities - Short and Medium Planning	City staff have worked with consultants for the short-term space planning regarding a return to office following the COVID-19 pandemic and City Hall reopened on July 6, 2021. This item was discussed at the April 26, 2021 Council Study Session. Future work will consider the medium-term facility needs as the City looks to move out of City Hall Northwest and move all non-police and court-related personnel out of City Hall.	Executive	On Track
Bridge Inspection and Load Calculations	The City will perform regularly scheduled inspections of bridges and confirm appropriate load rating calculations for each bridge.	Public Works	On Track

Action Description	Narrative	Lead Dept	Status
Goal Area: Mobility			
Objective: M1 - A plan for the transportation system is in place and funding is secured for major projects			
MO1a: Provide for the timely and successful adoption of the Mobility Master Plan (MMP)	The Plan contains the guiding principles, policies, programs and projects the City will use to achieve its long-term vision. Actions to analyze regional travel were completed during 2020. The final draft of the MMP policies was presented at the September 8, 2020 City Council meeting. The MMP policies were incorporated into the Comprehensive Plan Amendment process, which was presented to the Council at the November 10, 2020 Study Session. The Comprehensive Plan amendments were adopted at the December 7, 2020 City Council meeting. Final adoption of the remaining content from the MMP occurred at the March 15, 2021 City Council meeting.	Public Works	Completed
MO1b: Assemble and analyze data to better understand regional travel behavior. Define pass-through traffic policy objectives.	This effort was tied to the 2020 work on the Master Mobility Plan (MMP). Although the final adoption of the MMP is scheduled for March 2021, this portion of the work is complete.	Public Works	Completed
MO1c: Develop and execute a long-term funding approach for larger capital projects and ongoing, sustainable management of assets.	This action reviews capital financing approaches and several larger transportation projects. Public Works and the Finance Department updated the Capital Improvement Plan (CIP) and examined funding in Q1/Q2 2021. As was identified through the CIP development process, the City is in need of a longer-term financing plan for capital projects. The Mayor has begun work to form a Capital Financing Community Task Force as shared with the City Council at the May 11 Study Session. The charge of the Task Force will include review of options to fund projects included in the six-year CIP. The Task Force will hold public meetings to get direction from the community on project and funding priorities and will report back to the City Council with a recommendation in January 2022.	Public Works	On Track
Objective: M2 - Near-term connections and efficiencies in the mobility system are completed			
MO2a: Implement a near-term action plan to complete smaller capital improvements and programs to maximize existing funding over the next 5 years.	The Capital Improvement Plan contains funding for small scale capital projects such as sidewalks that would complete connections in the mobility system. In 2021, a project will be identified, designed in Q3 and constructed in Q4. This item was discussed at the February 9, 2021 and June 29, 2021 City Council Study Sessions. The item will also be discussed at the July 15, 2021 Transportation Advisory Board for feedback on project selection.	Public Works	On Track

Action Description	Narrative	Lead Dept	Status
Objective: M3 - The preferred location and vision for light rail integration is established			
MO3a: Develop a Citywide Transit Plan that includes lessons learned from case studies on station area planning.	This action will identify minor and major investments the City should prioritize to improve the speed and reliability of transit service in the City. It will also identify programs and partnerships that assist in filling gaps in the transit service network (providing additional options for neighborhoods with no transit service currently). The development of this project will include planning efforts related to light rail, however, the final alignment and station locations will need to be decided in a separate effort in coordination with Sound Transit, King County Metro, and Washington State Department of Transportation (WSDOT). This action is on hold until King County Metro and Sound Transit have completed a transit assessment and updated their long-term financial plan, which is expected to be completed by Q3 2021.	Public Works	On Hold
MO3b: Engage with the community, WSDOT, and Sound Transit to determine the preferred location and corridor for light rail.	Staff will continue to develop relationships with Washington State Department of Transportation (WSDOT) and Sound Transit to discuss the preferred location and corridor for light rail integration. This action is on hold until King County Metro and Sound Transit have completed a transit assessment and updated their long-term financial plan, which is expected to be completed by Q3 2021.	Public Works	On Hold
MO3c: Foster a partnership with Sound Transit to facilitate integration of City plans, land uses and zoning for future light rail.	Staff will partner with Sound Transit to facilitate integration of City plans, land uses and zoning for future light rail. Sound Transit Staff are focused on short-term projects only at this time.	Public Works	On Hold
Objective: Mx - Other Critical Services Items and Timely Opportunities			
King County Metro Squak-Talus Community Connections Partnership	Facilitate implementation of the Squak and Talus Community Connections pilot project. The original project was cancelled due to COVID-19 impacts on funding for King County Metro. After discussion at the June 29, 2021 City Council Study Session, the Administration is exploring the option for the City to invest in a two-year pilot of one of the flexible service options that were previously explored by the Community Connections project team. This program includes any previously explored feeder programs that connect people to transit centers and would likely begin in late 2022 or early 2023.	Public Works	Major Challenges
Regional employers transit group	Staff will reconstitute group to one that meets quarterly on regional issues to assist in developing pathways for Business/Employer options. This item was discussed at the February 9, 2021 and June 29, 2021 City Council Study Sessions. Work has resumed and will increase as commuting levels begin returning to pre-pandemic levels.	Public Works	On Track

Action Description	Narrative	Lead Dept	Status
Traffic signal management	Staff to develop initiative to better manage current signal network and devise plan for future improvements. This project was originally placed on hold until post-COVID-19 traffic patterns have been re-established. This item was discussed at the June 29, 2021 City Council Study Session and a decision on staffing and program funding will be part of 2022 budget deliberations.	Public Works	On Hold
Police traffic management / Traffic Sergeant	Police Department is working to identify Traffic Sergeant position within Fiscal Year (FY) 2021 budget but expects to revisit this in greater detail for the 2022 budget. This item was discussed at the February 9, 2021 City Council Study Session.	Executive	On Hold
Street Standards Update	Update to concepts and standards found in Street Standards, Complete Streets, Traffic Calming, and Pedestrian Crossing Guidelines. The Complete Streets topic was discussed at the February 9, 2021 City Council Study Session and updates were adopted at the May 17, 2021 City Council meeting. Work on other facets of Street Standards will continue through 2021 and into 2022.	Public Works	On Track
Goal Area: Social & Economic Vitality			
Objective: S&EV1 - There is an increase in new and existing businesses that chose to locate and expand in Issaquah, especially those with wage levels that enable workers to also live in the community			
SE1a: Conduct a study and propose tools that would give Issaquah a competitive advantage to recruit employers that fit the City vision.	Economic Development staff will work with Greater Seattle Partners (regional recruitment organization) to highlight Issaquah opportunities. In addition, staff will work with Issaquah business partners to proactively contact and respond to businesses and developers.	Executive	Minor Challenges
SE1c: Expand support for small business and start-up training and development.	Staff members will work with other Eastside cities through (re)Startup 425 and Business Impact NW to connect businesses and nonprofits to resources and provide financial technical assistance. Staff will also support the recovery plan from the Recovery Task Force. Finally, staff will create and implement an additional technical assistance program for low-and moderate-income entrepreneurs with new 2021 King County Community Development Block Grant (CDBG) funding. The CDBG funding is expected to be received in the fall of 2021.	Executive	Minor Challenges

Action Description	Narrative	Lead Dept	Status
Objective: S&EV2 - Housing affordability better meets the needs of individuals and families across the income spectrum to live and work in the community			
SE2a: Implement and enhance the Housing Strategy Work Plan.	Inventories and development of actions for Strategy 9 (special needs housing and services) is on hold in conjunction with the Healthy Community Strategy. For Strategy 3 (affordable market rate multifamily housing), an inventory was completed in 2020. Staff Work on Strategy 2 (mitigate teardowns in established neighborhoods) and Strategy 8 (housing type diversity) will start in 2021 in conjunction with the Title 18 update. Affordable Housing updates were provided at the October 13, 2020 and March 9, 2021 City Council Study Sessions.	Community Planning & Development	Major Challenges
SE2c: Determine if City property assets should be used for affordable housing needs.	Create a policy and process to help govern decision making regarding the use of city property to accommodate affordable housing. A policy for the surplus of city-owned properties was discussed at the April 13, 2021 City Council Study Session. The Administration will return to the Council in Q4 2021 or Q1 2022 for adoption.	Parks and Community Services	On Track
Objective: S&EV3 - Services and resources reduce inequities in health and wellbeing in the community			
SE3b: Adopt and implement the Healthy Community Strategy (restructured in 2021 as a Human Services Strategic Plan)	The work completed on the Healthy Community Strategy was restructured in the 2021 Workplan into a staff led Human Services Strategic Plan that began in Q3 2021. The work conducted on the Healthy Community Strategy, including Housing Strategy 9, and policy conversation on Homelessness will be included in this plan. Current work includes a needs assessment that will inform the future strategic plan.	Parks and Community Services	On Track
SE3c: Facilitate non-profit organizations to locate or expand to provide needed services locally.	Staff members are revising the work plan and developing new approaches to support non-profits delivering social services given the COVID-19 crisis. Future work on this project is dependent on Eastside Fire & Rescue's transition to a new location and the Issaquah Food & Clothing Bank's move to a new location that would provide space for additional non-profits/hub. The State capital budget contains \$1 million to support this project.	Parks and Community Services	Minor Challenges

Action Description	Narrative	Lead Dept	Status
Objective: S&EVx - Other Critical Services Items and Timely Opportunities			
Transit-oriented Development (TOD) / Opportunity Center (OC)	The City, its development partners, and Lumen (formerly Century Link) continue work to purchase parcel for project and begin project design. Lumen is working on plans to relocate operations from the TOD site. At one point in this project, a portion of the Issaquah Valley RV Park was considered for their relocation site, but this is no longer the case. The closing on the property may occur in Q4 2021.	Executive	Minor Challenges
Senior discounts / Low income outreach program	The Rebate Program is scheduled to continue in 2021 with increased promotion and, if COVID-19 guidelines allow, with a community sign-up event; applications are now open .	Communications	On Track
Homelessness (integrated with Human Services Strategic Plan)	Develop integrated approach and workplan for both affordable housing and homelessness. The pilot Outreach program for individuals experiencing homelessness was launched in January. One of the biggest challenges experienced by our community partners at Issaquah Food & Clothing Bank has been around staff recruitment. The program has functioned without a full-time staff for most of the time since program initiation. Functions of the program have been covered by other staff who provided response as capacity allowed. We are currently working with our partners at the Issaquah Food & Clothing Bank to identify an option moving forward. Meanwhile, to help increase outreach capacity and consistency, the City's Behavioral Health Coordinator and the Parks Ranger will help support outreach services for the remainder of the first year of this program. The creation of a Comprehensive Plan to address Homelessness will be informed by the Pilot Project and it will be integrated within the Regional efforts on Homelessness and within the Human Services Strategic Plan.	Parks and Community Services	On Track

Action Description	Narrative	Lead Dept	Status
Community Equity and Diversity Initiatives	Develop plans to join community partners in equity and diversity initiatives. Multiple community initiatives currently under way, locally and regionally, in which Human Services staff are actively participating: Issaquah Equity and Inclusion Community Group, Governing for Racial Equity and Inclusion (GREI), etc. In addition, the Human Services Commission has been tasked under the Police Accountability, Equity and Human Services Action Plan that was endorsed by the City Council on August 10, 2020 to evaluate current residents' reviews of the City's equity and human services initiatives. In Q1 2021, the Human Services Commission hosted community engagements to review the residents' role in the City's Equity initiatives and obtain input on the creation of an Equity Board. This item was discussed at Council Study Sessions on February 23, May 25, and July 13, 2021.	Parks and Community Services	On Track
Economic Development Plan	Staff members have supported the Economic Recovery Plan from the Task Force. 2021 Workplan items include working with business community to address recovery needs (such as creation of new technical assistance program), coordinate with property managers to help fill vacancies, outreach to virtual workers to connect with amenities, enhance online data resources to assist start-up and entrepreneurs to begin and expand business in Issaquah and support workforce recruitment and retraining of out of work residents.	Executive	Minor Challenges
Wayfinding / Entry Signage	Develop a wholistic and creative brand for Issaquah and a wayfinding plan that supports, executes and delivers that brand and encourages circulation, sense of place and an enhanced user experience. The project Steering Committee met in Q1 2021 to revisit signage design concepts. In addition, the City received a \$26,000 grant from Washington State Arts Commission (ArtsWA) for Creative District specific signage within the larger Wayfinding project. An artist has been contracted to enhance the design concepts and community outreach occurred in May 2021.	Parks and Community Services	On Track
Special Events Plan	<ul style="list-style-type: none"> • Downtown Streatery / Al Fresco on Front • 4th of July • Chalk Art Festival • SalmonDays • Holiday Lighting in Olde Town <p>Staff members are determining appropriate efforts and coordinating with community partners to implement.</p>	Executive	Minor Challenges

Action Description	Narrative	Lead Dept	Status
Creative District Initiative	Support arts, culture and creative small businesses through the Washington State Certified Creative District program. The City received designation in Q2 2020 and has recruited an advisory board to guide projects and programs to build economic vitality and tourism for the creative sector within the district. An assessment of cultural spaces and community needs is currently underway.	Parks and Community Services	On Track
COVID-19 Vaccinations	As part of the Mayor's Recovery Task Force, the City supported COVID-19 vaccination efforts. This included the Issaquah Community Vaccination Partnership, supporting Eastside Fire and Rescue mobile vaccinations and facilitating a potential mass vaccination center. The mass vaccination site, named the Snoqualmie Tribe Vaccine Partnership, opened on April 12, 2021 and closed on June 12, 2021.	Executive	Completed
Issaquah Fit and Fun Outside	Based on recommendations from the Mayor's Recovery Task Force, the City Council allocated \$40,000 on February 16, 2021 to encourage outdoor activities for the community. This programming will include outdoor fitness stations, additional uses for tennis courts, promoting various scavenger hunts or geocaching opportunities within City parks, and Walk and Learn tours on City trails. In Q2 2021, tennis court restriping (adding Pickleball) occurred at three city park locations. In Q3 2021, fitness stations will be installed at Veterans Memorial Park and Walk & Learn Tours will begin.	Parks and Community Services	On Track
Assistance for Shelter	As part of the Mayor's Recovery Task Force, the City will support assistance for shelter during the COVID-19 pandemic. This includes providing support and resources to community members regarding rental assistance, legal assistance, mediation services and providing support for emergency housing for those in need of it.	Parks and Community Services	On Track
Pandemic Business Assistance Grants	As part of the Mayor's Recovery Task Force, the City has provided direct financial assistance to local businesses. The City Council approved the fifth round of funding on February 16, 2021 that allocated \$250,000. In total, \$1.55 million has been allocated for this effort.	Executive	On Track