



**Sammamish Council Advance ... Moving Forward  
Hotel Murano January 19-21, 2017**

**Councilmembers present:**

Mayor Don Gerend  
Deputy Mayor Bob Keller  
Councilmember Tom Hornish  
Councilmember Kathy Huckabay  
Councilmember Christie Malchow  
Councilmember Tom Odell  
Councilmember Ramiro Valderrama

**Staff present:**

Lyman Howard, City Manager  
Jessi Bon, Deputy City Manager  
Beth Goldberg, Director of Administrative Services  
Jeff Thomas, Community Development Director  
Aaron Antin, Finance/IT Director  
Angie Feser, Parks & Recreation Director  
Steve Leniszewski, Public Works Director  
Mike Kenyon, City Attorney  
Jeff Clark, Fire Chief ESF&R  
Tim Larson, Communications Manager  
John Cunningham – Contract Public Works  
Glenn Akramoff – Contract Maintenance Director  
Debbie Beadle – Executive Assistant City Manager Office

Andrew Ballard – Marketing Solutions, Facilitator

***Friday, January 20th***

***Public Comments***

***Mary Wictor, 408 208<sup>th</sup> Ave NE, Sammamish, WA - 2017 Map Implementation Updates***

*Maps are great visual essential things, she noted the landside hazards and seismic hazard maps were missing from the 2015 Comprehensive Plan. The Steep Slopes map did appear but were unlabeled. Within the Stormwater Comprehensive Plan, it contains a very informative Erosion, Landslide double overlay map. In general, she suggested that Sammamish should work with King County and incorporate their data with Sammamish to bring all map details up to date. Once updated, all maps details should be shown on the website, they are very useful tools for the community.*

*Within the 2017 Work Plan items the issue of maps should be contained to ensure that all details have ease of access to the City of Sammamish especially for residential usage.*

*She also suggested that Sammamish take a look at the City of Bellevue website as they have a critical areas handbook that Sammamish should consider.*

### **Lyman Howard – GIS Status Update**

The Development Activity Map project has made great progress in the past few weeks and a Beta version has been tested and checked for accuracy by several staff. The project required a substantial amount of work 'fixing' some of the connections within our server on the back end.

This was made more complicated by the untimely departure of past IT leadership who possessed the institutional knowledge about how the connections worked. Now that we have worked through these obstacles with the help of FLOW Analytics (AWC vendor) and have a functional system, we are refining the platform and adding items such as aerial photos to the mix of layers that will be available. We will provide continual project updates as the work progresses.

Mayor Gerend opened the Retreat by conducting around the table introductions with comments from each attendee, followed by the introduction of Andrew Ballard, the Retreat Facilitator, from Marketing Solutions.

Per the Agenda

#### **1. Preliminaries**

- 1.1. Opening remarks – Introductions per Director/Attendee
- 1.2. Review agenda – Andrew Ballard walked through the Agenda
- 1.3. Roles & responsibilities- Boundaries, Interaction, Effective and Structure Discussion
  - Participants (agree on agenda)
    - Participate vs Dominate
    - Disagree vs. Disagreeable
  - Facilitator (authority based on agenda)
    - Keep us focused and on track (topics and time)
    - Limit side bars, keep conversation at strategic level
- 1.4. Nominal group technique
  - Process to keep things moving, majority rules discussion

***Conclusion from Facilitator as follows:***

#### **Policy Governance Discussion**

- > **Our target for Council Meetings is to conclude at 10pm**
- > **The owners of our City is the residents**
- > **Council policy decisions not understood or interpreted as intended**
- > **It's tough for Council to monitor the details of policy implementation**

- > **When changing code, need to know from staff unintended consequences and ramifications**
- > **Need communication feedback loop – Council to Staff, Staff to Council**
- > **Getting into the weeds makes it difficult to see the big picture**

Presidential Inauguration – 45 minutes' duration

## 2. Communications Exercise

### 2.1. Blocks

Game with Blocks Exercise (9 Each)

- Pair up by counting off, gather blocks set
- Place partition and empty bags of blocks
- Sender has 60-seconds to build a 3-D structure
- Receiver takes verbal instruction from sender to duplicate structure in 2 minutes (sender no use of hands/receiver no talking)
- Reverse roles and do the exercise again (30/90)

### 2.2. What did we learn

- Specific to details, right, left
- Picture is worth a 100 words
- Body Language, no hands, no head movements
- Slow down and speak clearly – pace and tone of voice
- Saw the mistake first time, learned and then made the adjustment second time
- Different vocal instructions, different communication styles, learning about each ways of delivering different styles, glossary. Understand the intention.
- Need communications feedback – don't assumed your communication is understood

*Conclusion from Facilitator as follows:*

### Headlines Dots Exercise for 2049 (City's 50<sup>th</sup> Anniversary)

- > **Most desired city in the US to live (41)**
- > **Sammamish... still unique (13)**
- > **Most attractive to people of all ages (12)**
- > **Sammamish is culturally diverse and sustainable (12)**
- > **Sammamish is known as the high-tech community (6)**
- > **Sammamish is recognized for environmental uniqueness (5)**
- > **All roads lead to Sammamish (5)**
- > **Gerend runs for City Council (5)**
- > **Largest return run of Kokanee salmon (4)**
- > **Sammamish has yet to reach cross over point (2)**

### 3. Review of 2017 Work Plan –

Future Council Meeting Study Session - Management Decision

### 4. Visioning – 2049

What is the significance of the year 2049?

Vision Exercise

Quality of a Well Crafted Vision Statement

- Time orientation: The year 2049 (50<sup>th</sup> Anniversary)
- Short and very easy to recall
- Communicates City's desired future

Developing a Vision

- Abandon current reality, create preferred future
- Think big, outside the box, don't worry about how it will be achieved
- Think about the legacy you will leave

Vision Statement Examples

- Year after year, Westin and its people will be regarded as the best and most sought after hotel and resort group in North America.
- Our vision is to be the global energy company most admired for its people, partnership and performance (Chevron).
- To be the world's most desired and successful premium car brand (Ford).

#### 4.1 Headlines Exercise

Brainstorm headlines in 2049 (vision)

- **Brainstorm** what the media will write about the City's amazing accomplishments – short phrases
- **Consolidate** list – delete/combined similar headlines
- **Prioritize**, vote based on the one you think would make the best headline
- **Frame** Final Vision Statement

Suggested Headlines for Sammamish:

- ~~Sammamish named best place in live~~
- Most desired city in the US to live, work and recreate
- Most attractive City to people of all ages
- Sammamish is culturally diverse and sustainable
- ~~Thrifty~~
- Environmental cultural diversity
- 50 years - Sammamish has yet to reach the cross over point
- ~~Most desired and successful city in the USA~~
- Gerend runs for City Council
- Sammamish has the largest return run of Kohanee
- Sammamish still unique
- All roads lead to Sammamish
- Sammamish is known as the high technology community.

*Conclusion from Facilitator as follows:*

### ***Vison Statement***

**Sammamish, nationally recognized as the most desired city to live, work and play.**

## **5. Council Meetings & Procedures**

### **5.1. Strengths & weaknesses**

*Conclusion from Facilitator as follows:*

#### **Strengths**

- > Listen attentively to public comment (engaging and welcoming)
- > Councilmembers come to meetings prepared
- > Staff open and transparent...provide great informative
- > Meetings live streamed, archived and accessible
- > Councilmembers courteous, have good decorum

#### **Weaknesses**

- > Duration...no time constraints (diminished effectiveness after 10pm)
- > Public comment period not regulated (repetitiveness of comments)
- > Difficult to get to decisions made
- > Pontification vs. discussion (deliberating, wordsmithing, repeating...all very time consuming)
- > Too many agenda items per meeting

### **5.2 Number of meetings**

*Conclusion from Facilitator as follows:*

#### **Number of Meetings**

- > Move back to four meetings
- > Would need to reduce committee meetings
- > An additional meeting alone won't solve the problem
- > Need to tackle weaknesses first
- > Long meetings are very hard on staff

### **5.3 Agendas & Time Management**

*Conclusion from Facilitator as follows:*

#### **Agendas & Time Management**

- > Reduce duplication and wordsmithing - **Approved**

- > Lack of continuity of topics cause re-work (loss of memory, momentum and efficiency)
- > Council frequently reworks Commission work products
- > Commission and Staff need “success statement” per issue (tollgate check-ins) - **Approved**
- > Follow existing rules (as Council) to respond to public comment - **Approved**
- > Consent agenda (council to seek answers before meeting) - **Approved**
- > Code, sometimes wordsmithing matters
- > Don’t continue public hearings (when possible open-close)
- > Some issues must be worked at Council meetings
- > Once decisions are made don’t revisit unless necessary - **Approved**
- > Reserve study sessions with no public comment or comments only on topic
- > Prioritize agenda items, add times - **Approved**
- > Dedicate one meetings per month to awards, proclamations, when appropriate - **Approved**

*Public Comments - Friday, January, 20<sup>th</sup>*

**Jolee Imperatori, PO Box 2604, Issaquah 98027**

*City Council Comments*

**Comments made as follows: -**

1. *City Council members should come to the meeting prepared, they tend to get into the weeds and spend a lot of time on something that has nothing to do with the agenda item.*
2. *City Council members should have limited time to spend on agenda items if they are prepared.*
3. *Each City Council member should have a set time to talk about each item, for example the US Senator has time limits why not Sammamish!*
4. *If a Council Member goes over on his/her time it is incumbent on the Mayor or others to keep it short.*
5. *Never go past 10:00pm, nothing good happens after 10:00pm*
6. *Remember you wanted this job, your decision greatly affects your constitutions. Be humble and thoughtful and remember you can’t go back to what was.*

### 5.3 Public comment period

Refer to Ad-Hoc group to recommend to City Council at a Study Session to define the Public Comment Period.

City Manager suggested that two City Council members and staff members decide on the issue and give the City Council options bringing forward a minimum of two and a maximum of three

options for the City council to decide upon. Best alternatives, not dismantle it, but make a decision. Each Ad-Hoc Committee to brings their own idea, discussed and make a vote.

The Ad-Hoc Committee would look at other jurisdictions to make the decision on the Public Comment process.

Volunteering: Lyman Howard, Kathy Huckabay, Tom Hornish – Timeframe Ad-Hoc Committee in less than a week.

***Conclusion from Facilitator as follows:***

**Public Comment Period**

- > **Hold town hall meetings for big subjects**
- > **Establish total and individual time limits**
- > **Have an online bulletin board for public comment**
- > **Groups have one representative**
- > **Organize comments by topic**
- > **Add a fourth meeting**
- > **Move this topic to an ad hoc Council/Staff Task Force for options recommendations**

5.4 Discussion Procedure/~~conduct~~

***Conclusion from Facilitator as follows:***

**Discussion Procedure**

- > **Don't continue reiteration and recycle**
- > **Focus, don't get off topic**
- > **War stories and rambling...need to move on**
- > **Clarify staff action**
- > **Limit Councilmembers' comments to two-times per issue during discussions –  
Approved for 6-month pilot**

5.5 Committee reports – Discussed in 6.4.

5.6 Meeting management – Discussed in 5.5

5.7 Move to .....

Going too long on an item... then we suggest we “Move to...”

Move to three basic options for example if your City Council meeting is taking too long or running over time:

Three ways to move to: -

- Move to one of the existing Committee
- Move to Ad-hoc Committee
- Move as a Future Agenda Item – Study Session or City Council Meeting

Check-point on times per topic for discussion will keep the meeting on track, the Major needs to be aware of this.

City Council needs to define specifics to staff on the move to additional data, missing information, what are the marching orders.

**Direction: Add timeframes to the Agenda so the meeting keeps to its priorities and is kept in control. Suggested time frame of three months for this new idea.**

***Conclusion from Facilitator as follows:***

**Move to...**

- > **Time stamped agendas - Approved**
- > **Council leader reminding in advance of topic time concluding - Approved**
- > **When (if) go past time, move to:**
  - **Committee**
  - **Future meeting**
  - **Ad hoc group**
  - **Reschedule later agenda item**

**Note: All of this has been Approved for 6-month pilot**

Back to:

### **5.3 Leadership/Agenda Meeting**

Not the same City Council member at each of the Mayor/City Manager Meetings, need to work to balance the schedule and provide equal opportunities to attend the meeting.

- Limit the 3<sup>rd</sup> person priority to one meeting per month for each Council Member unless there is an unfilled opening.
- Email the City Council each week who is attending. Transparent and need to communicate.

Action Point: Communication with Debbie Beadle via email or telephone.

***Conclusion from Facilitator as follows:***

**Leadership Meetings**

- > **Limit the third person attendee to once per month – Approved**
- > **Need to share the attendee calendar with all council members - Approved**

## **6. Council Committees**

### **6.1 Strengths and weaknesses**

*Conclusion from Facilitator as follows:*

**Strengths**

- > Council involved and present to help staff
- > Able to do a deep dive on policy issues
- > Leveraging knowledge of Council members/information (education exchange)
- > Council committee topics cross-over with other committees

**Weaknesses**

- > Takes a lot of staff/consulting time costly
- > Duration, inefficiencies, too far into the weeds
- > Sometimes politics comes into play
- > Frequently crosses over into staff/administration work
- > Lack of rules, procedure, standards, causes blurred lines and too much staff work

6.2 Purpose— Remedies

***Remedies***

- > Develop process to make life better (for both Council & Staff) Note: this is a goal
- > Reduce/consolidate Committees
- > Determine which Committees remain as stand alone
- > Develop a charter for each Committee
- > Draft Committee reports in Council packets
- > Council, Committee, Commission organization chart
- > Determine issues, e.g. moving transportation up to Council level
- > Staff needs more turn-time between Committee and Council Meetings
- > Combine quarterly department reports with Committee meetings reports
- > Keep Committee meetings at policy level
- > Don't duplicate Commission work
- > Move to ad hoc to develop clarifying Charters – Bob, Don, Jessie – **Approved**

6.3 Interdependencies – Included within above discussion

6.4 Reporting - Included within above discussion

Council Committees

Move to....

- Finance Committee - Move to Quarterly
- Transportation Committee - Move to Study Session then Ad-Hoc
- Public Safety – Move to Quarterly
- Utility District – Ad-Hoc if needed
- Stormwater Finance/All – Move to Study Session
- Communication – Move to Quarterly
- Transit – Move to Study Session
- Health & Service – Going Away

**Discussion on Meetings per Month**

**Four meetings a month for a six-month period. Vote approved.**

Discussion on options around the table commenced with each Council member and staff

- Four meetings within three-week period with one week off.
- Two Council Meeting – Two Study Sessions

**Timing:**

Three Meeting at 6:30pm

**One meeting at 4:30pm finishes by 6:30pm – Study Session – Vote Approved - No Food**

**Confirmed and Approved**

- **First Monday Study Session 4:30pm – 6:30pm – No food**
- **Next Three Meeting on Tuesday as normal 6:30pm times.**

**7. Wrap Up**

- 7.1. Feedback
- 7.2. Closing remarks

Feedback:

- Better job of communicating in order to meet the work plan objectives.
- Council was not clear about Retreat Agenda.
- We need to better communicate.

***Saturday, January 21<sup>st</sup>***

***Public Comments -Saturday, January, 21<sup>h</sup>***

***Scott Hamilton, Bainbridge Island ex Sammamish Resident***

***Comments made as follows: -***

*He listened intensively yesterday to the Public comment issued but advises the City Council that they had brought the issues upon themselves and yet they still continue to blame the public.*

*For example:*

*Tamarack – 10/12 years and yet there is no solution, property owners continue to give the same public comment details over and over.*

*Lake Trail – Very difficult issue for property owners. The Bicycle Club, Trail Advocates, King County Design are not your issues you need to listen to. You need to listen to the property owners with intense passions with the real problems on both side and make a decision. He has viewed several emails from City Council Members encouraging residents to make public comment and yet there are still no further solutions to the problem.*

*The City Council raised the issue of a moratorium and listened to two hours of public comment. This situation was handled badly. Not vetted with staff, not vetted with full council members in advance. One Council member immediately contacted Murray Franklyn and the Masters Building Association and asked them to attend City Council Meetings. Action upon action this was an incredible bad idea.*

*48<sup>th</sup> Street Barricade 10/12 years – Public comment, public comment, and further public comment and still after all these years still waiting for a solution.*

*Sahalee Way Widening – Rushed it through in 2015 for the purpose of a Council member running for re-election so he/she could have something to boost about. The project continued in 2016 then the City Council suddenly decide “no”. Another example of wasted time again with no solutions!*

*YMCA Pine Lake Property another issued that has been mismanaged.*

*Before you look at solutions to limit public comment you first need to look at the root cause of these six issues that were mismanaged. The consequences are not the result of whining citizens that have nothing better to do. If you want to solve the problem, solve the problem by getting your job done on a timely basis don't take years to do this. You are kicking the can too often down the road so you get people coming out upset about the inaction of the City Council.*

*This is a result of your own issues, outside these issues you do not have a problem with Public comment.*

*Seven years ago at the Planning Commission there was a 7:0 vote to establish Town Hall Meeting, yet you are only finally talking about making these meetings happen. .... Think about these things at your Ad-Hoc Meetings.*

***Mary Wictor, 408<sup>th</sup> Avenue NE, Sammamish, WA 98074***

*Thank you for establishing the Ad-Hoc Committee meetings with regard to public comment, this was a very valuable and appreciative move forward for the citizens of Sammamish.*

2016 was a big year for the Sammamish Stormwater NPDES Level 2 update which was being updated from 2001. Mary discussed the Stormwater NPDES update and in October the City Council has a resolution about Public/private storm water responsibilities that should be codified by January 3th, but was delayed until February 7. Now it only appears as a parked item on the 2017 calendar.

Zackuse Creek work on private lands, she asked this item be placed on the City Council calendar as soon as possible.

The City does have problems with stormwater and must have adequate funding and ways to deal with these issues. Within the recent cold spells/freezing conditions, storm water run-off was constantly flowing through the Tamarack areas it didn't even freeze because the water was so high. Anything stormwater related needs urgent attention and to go in front of the City Council, the City has known about these issues for the last ten years... and yet we still lack time to deal with this important situation.

## 1. Long-Range Financial Situation - Powerpoint Presentation

### 1.1 Outlook

Aaron Antin presented the Long Range Financial Situation.

#### **Commitments (Finance) moving forward:**

##### **2017 Studies**

- Updated on the interim Financial Condition/CIP
- Stormwater Fee Issue Study by July
- Raise the utility tax by \$2 million dollars what would be the deficit
- Revised Capital Plans for the City regarding timing issues
- How will we pay for forecasted planned projects
- Possible saving from contracting out Stormwater Fees

**July Financial Retreat:** Vote as Confirmed.

- > **Other: Conduct a Town Hall meeting and other outreach for additional public comment on preferred sources of revenue**

**Conclusion from Facilitator as follows:**

#### **Commitments (Finance)**

##### **2017 Studies:**

- > **Provide updated financial picture going forward**
- > **Storm water fee issues by November**
- > **How much debt could be carried assuming a \$2 million annual cost**
- > **Revisit capital plan timing**

## July Retreat: Yes

- > **Look at franchise fee, water district (in lieu of utility tax)**
- > **Investigate possible savings from contracting storm water**

## 2. (Item 4 – Agenda) Transportation Master Plan

### 2.1 Consultant RFP discussion

Steve Lewsinski presented the Transportation Master Plan

- Budget has been approved
- Unanimous approval of the Transportation Commission
- Only looking for approval on the RFP
- Needs thumbs up on framework

Action Requested: - Need City Council approval to move forward at this stage with RFP only.

Discussed: -

- Recommendations from the Council on a policy level.
- Interaction with local jurisdictions
- Sound Transit Board ST3
- Safety Issues
- Scope of the RFP is the point of discussion; we need to get the RFP out of the door.
- Information to the Community

**Thumbs up - Transportation moving forward with the RFP – Approved.**

*Conclusion from Facilitator as follows:*

### Transportation RFP

- > **Budget has been approved**
- > **Unanimous approval by Committee**
- > **Only looking for final direction on RFP**
- > **Need thumbs up on framework - Approved**

## 3. (Item 2.1 Agenda) Council-Staff Communications

### 3.1 Strengths

*Conclusion from Facilitator as follows:*

### Strengths

- > **Staff willingness to help, professional information**
- > **Receptiveness to vetting, e.g. presenting alternative ideas**
- > **Staff recognition of interplay with citizens**
- > **Council is respectful of interacting with staff**
- > **Good relationship building of recently**

### 3.1 Weaknesses

#### Weaknesses

- > Staff overextended based on requests
- > Some Council request are operations vs. policy related
- > Council requests not going through proper channels
- > Email volume (urgency) is too taxing (for Council, Staff & City Manager)
- > Email etiquette and procedure regarding CCing

### 3.2 (Item 2.2 Agenda) Email & in-person procedures

*Conclusion from Facilitator as follows:*

#### Email & In-Person Council – Staff Communications

- > Use “High Importance” only when urgent
- > Determine who will give answer
- > When Council hears from Citizens hand to staff
  - Website citizen contact form submissions go to all Council members
  - First Council member reply answers for the entire Council
  - If “administrative” CC Staff for follow up
  - If citizen inquiry is “policy” related multiple Council responses are OK
- > Staff has a 24-hour rules in getting back to citizen inquiries
- > Develop a protocol on “urgency” correspondence

### 4. (Agenda Item 3) Council Social Media Policies

*Conclusion from Facilitator as follows:*

#### Council Social Media Policies

- > Social Media assists in monitoring and interpreting what citizens are thinking
- > Good for Council to engage with citizens
- > There are public information retention issues on non-city sponsored sites
- > Staff is backing up City social media sites
- > Council can “screenshot” their responses
- > Steer social media conversation to City email
- > We need to look at social media policy holistically
- > Until policies are developed we all need to use email to back-up important/sensitive conversations

## 5. Wrap Up

*Conclusion from Facilitator as follows:*

### Next Steps

- > Public Comment Ad Hoc Committee (Tom, Kathy & Lyman) – recommendations report to Council by the end of February 2017
- > Committees Ad Hoc Committee (Don, Bob & Jessie) – recommendations report to Council by the end of February 2017
- > Andrew to deliver report by 1/27/17
- > Committee assignments:
  - Lyman will send out grid by 1/23/17
  - Council will all respond by 1/27/17
- > Council will start meeting four times per month starting on March 6<sup>th</sup>, 2017 with a tollgate review on 9/19/17
  - 3 weeks on, one week off
  - 2 Council Meetings, 2 Study Sessions
  - 3 x 6:30pm starts on Tuesdays, 1 x 4:30 to 6:30pm on 1<sup>st</sup> Monday (study session)

### Parking Lot

- > There is a negative perception of Council by public that they don't listen
- > Maybe because they don't always get what they want

*Retreat Evaluation from Facilitator: -*

### *Pros*

- > Focus on governance
- > Great open conversation between Council and Staff
- > Time stamp worked
- > We made decisions, no can kicking
- > Social time with Staff and Council
- > Facilitator kept us on track
- > Great outcomes, e.g. efficiencies
- > Everyone open to feedback
- > Retreat date set well in advance
- > Good example of an efficient meeting

## **Cons**

- > **Because Council wasn't informed, not prepared**
- > **Same pre-prep for staff as for Council**
- > **Send interview report to Council before retreat**
- > **Inauguration fiasco**
- > **Agenda conversation development time compressed**
- > **Council was not clear about agenda, we need to do a better job communicating**

Mayor Gerend and City Manager Lyman Howard closed the Retreat by thanking City Council Members/staff and Andrew Ballard for a very successful Retreat. They both looked forward to seeing the discussion implemented over the previous two days into future meetings/discussion.

*Adjourn Noon*

*Saturday January 21, 2017*