

CITY OF MEDICAL LAKE
City Council Strategic Planning Retreat - Special Meeting

12pm – 4pm
June 10, 2026

MINUTES

Longhorn Barbecue
7611 W. Sunset Hwy
Spokane, WA 99224

NOTE: This is not a verbatim transcript. Minutes contain only a summary of the discussion. A recording of the meeting is on file and available from City Hall.

COUNCIL AND ADMINISTRATIVE PERSONNEL PRESENT

Councilmembers

Chad Pritchard
Lorin Ray-Abbott
Heath Wilbur
Don Kennedy
Ted Olson
Tony Harbolt

Administration & Staff

Terri Cooper, Mayor
Sonny Weathers, City Administrator
Scott Duncan, Public Works Director
Elisa Rodriguez, Senior Planner
Steve Cooper, WWTP Director
Koss Ronholt, Finance Director
Glen Horton, Parks & Recreation Director
Roxanne Wright, Administrative Clerk

SPECIAL SESSION – 12PM-4PM

1. WELCOME AND PROGRESS UPDATE

- A. Mr. Weathers welcomed everyone and laid out the plan for the meeting.

2. WORKSHOP DISCUSSIONS

A. STRATEGIC FRAMEWORK CHECKPOINT

- i. UPDATES TO THE HEALING WATERS STRATEGIC PLAN
- ii. Mr. Weathers provided everyone with printed presentation materials (see attached). Asked for input on how the city is aligned with the plan and if there are any gaps. Discussion followed. Suggestions of splash pad at Pioneer Park for toddlers/younger children. Improvements to older parts of town. Transparency has improved. Council involvement has improved, feels like they are steering not being led in a particular direction. Communication improved. Finance committee clearer now. Leadership and staff all work as a team.
- iii. Mr. Weathers reviewed the plan. What stands out most about progress since adoption? The physical appearance of town. People notice the attempts at revitalization. Used to be reactive now proactive, going for grants etc. Staff input: Mr. Ronholt - everything he does has to point to something – so helpful to have that now. Can pull the strategic plan for rationale. Plan provides justification to ask for help from outside agencies and higher government. Mr. Horton – having the guidance is helpful for directors. Partnerships with others in community, specifically MLSD. Mr. Cooper – he can share with employees and see where they fit in. Employees want to be involved and enjoy being a part of the bigger picture. So much more than just maintaining regulatory requirements. Strategic plan helps determine how to manage resources. Employees are excited to be part of something bigger. Working with council is a great partnership. Changes to fund allocations help department heads manage their facilities and needs. Mr. Duncan - departmentalization has helped get

more productivity from employees. They're more invested in the work because it's their department. Mr. Weathers – are we focused on the right areas? Infrastructure, parks, public safety? Councilmember Pritchard – more intermodal discussions for transportation between Airway Heights, Cheney, Medical Lake. Mayor asked department heads – if I could change something, what would it be? Encouraged them to ask employees this question. Mr. Weathers – what has been heard, what are the accomplishments that are the most meaningful? Councilmember Harbolt - parks, lighting on the path, ballfield, etc. Councilmember Wilbur - hears desire for a dog park. Possibly a "sniff spot" where citizens pay to bring their dogs? Discussed options and possible locations. Mr. Weathers – anything council would like reported regularly that isn't already being done? Councilmember Harbolt – the code enforcement officer needs our support as much as possible. Would like to see a matrix/spreadsheet with current cases and where they stand in the process. Discussion on receivership and abatement processes. Mr. Weathers – regarding budget, how confident are you in the process, any gaps? Councilmember Kennedy - very developed and thorough. Mr. Ronholt – some issues identified and will be working on them. Appreciates all the feedback. Councilmember Harbolt - appreciates that we're audit compliant. Never given full picture before. Appreciates transparency. Mr. Weathers – any gaps between what we say is important and what we actually allocate resources to? Confirmed that stormwater mitigation will be added. Mayor - utility rate study will be very important. Will make it easier to explain any increases. Mr. Weathers – what can be done to show progress? Project completion summaries. Councilmember Wilbur - our perception of us vs. the citizens is different. We see budget allocation, etc. Would like to see the city put reports out with specifics that citizens understand – common language. Also, celebrating completion of projects. Mayor – continue asking yourselves these questions as we move forward.

1. Strategic Plan redline highlights – transitioning from robust plan into a performance driven system. Refining the plan. Council can monitor results more clearly. Mr. Weathers reviewed the highlights of the redlined plan. No action today, just taking suggestions. Discussed needed corrections and suggestions. Mr. Weathers explained departmental work plans. Designed as management, communication, and budgeting tools. Answering why does work matter (purpose), who delivers it (people), how is it done and measured (processes).

B. INTRODUCTION TO DEPARTMENTAL WORK PLANS (PURPOSE, PEOPLE, AND PROCESSES)

i. ADMINISTRATIVE SERVICES

1. Mr. Ronholt shared what he sees in these from a functional perspective. Fits how do we make it happen? Defining what capacity we have with current staff, comparing to what we want to accomplish. Would like input on what council would like to see to show progress. Councilmember Wilbur would like a monthly report on cybersecurity, if possible; just a basic "all's well". Mr. Ronholt - will figure out a way to communicate.

ii. PUBLIC WORKS

1. Mr. Duncan - Already seeing the benefits in all aspects. Improves transparency and accountability. Makes it easier to not make reactive decisions but are prepared when something does happen. Open to any questions, suggestions. Councilmember Pritchard - the distinction of knowing who to contact is helpful. Councilmember Wilbur – are any guidelines in place to show that a person has been cross trained?

Mr. Duncan – if somebody is on call, they're trained to know who to call if they don't have the answer.

iii. WASTEWATER TREATMENT PLANT

1. Mr. Cooper - Asset management has opened his eyes to how many assets the WWTP has. They are an accredited lab – if not maintained, cannot do all required testing. Reviewed staffing. Specialized in what they do. Wastewater is the most difficult. Councilmember Wilbur - can we provide testing for other facilities that don't have labs? Mr. Cooper – that is on the table, looking into it.

iv. PARKS AND RECREATION

1. Mr. Horton - Creates a clear, policy driven roadmap for the department. Biggest goal is expanding programs for all age groups and demographics in the city. Cardinal-Ready program kick off this summer. Getting kids ready for competitive high school sports. Offering basketball camp this summer, high school coach is volunteering. Parks staff will start taking care of the WWTP area. Parks master plan in process. Editing with parks advisory board. Once complete, will bring back to council. Survey sent out after every program.

v. COMMUNITY DEVELOPMENT

1. Mr. Weathers – building and planning and code enforcement. Moving toward for full-time code enforcement. Reviewed what building and planning department does. Spell out processes.

C. CAPITAL IMPROVEMENT PLANNING ALIGNMENT

i. 2026 CIP STATUS UPDATE

1. Mr. Weathers – waterfront park stage, quote from metals fabrication – donate steel, discount labor, needs to be engineered. Architect needed to draw up design before can be engineered. Still being developed.
2. Lefevre St. restriping – at WSDOT for review. Positive progress happening. Waiting on WSDOT before can go out to bid. Hope to finish by end of fall.
3. Route 902 bus stop improvements funded by STA.
4. Grant received for ADA access to Fox Hollow trail.
5. Backup generators – pads are in at Craig well, Lehne well, City Hall and Maintenance shop. Generator installed at shop, start up next week. Scheduled for the rest of them.
6. Discussed stormwater mitigation.
7. Update on UV disinfection program, service agreement with Esvelt (they designed the system). A resolution will be in next week's meeting.
8. Fiber to City Hall being pulled.
9. GIS mapping – added planning and public works. Can add points when a locate is done.
10. WWTP SCADA and PLC upgrade.
11. Discussed historic train depot. Martinus Rail will leave soon. Feasibility study will be done.

ii. 2027 ADJUSTMENTS

1. Mr. Weathers reviewed upcoming capital improvements and when costs will be appropriated. Mayor wants separate budget amendments for current, approved projects that just didn't get finished and any new projects.

D. A TWO-YEAR APPROACH TO BUDGETING

i. GRANTS AND APPROPRIATIONS

1. Discussed hesitations regarding approving a biennial budget, some risk involved. Like thinking more than one year at a time, so a hybrid option is a good choice. Hybrid option would mean not adopting a two-year budget but discussing what is coming in the year after. This makes budget discussion an ongoing process; approve current year budget, and support upcoming projects/budget. Better alignment with reality, most work happens on a multi-year timeline. Establish mid-cycle review. State operates in biennium. Makes sense to align with those things.

ii. LEGISLATIVE AGENDA

1. Mr. Weathers - Works best when the legislative agenda aligns with long-term goals. Discussed new source well for Medical Lake.

3. CONCLUSION

- A. Meeting concluded at 4pm.

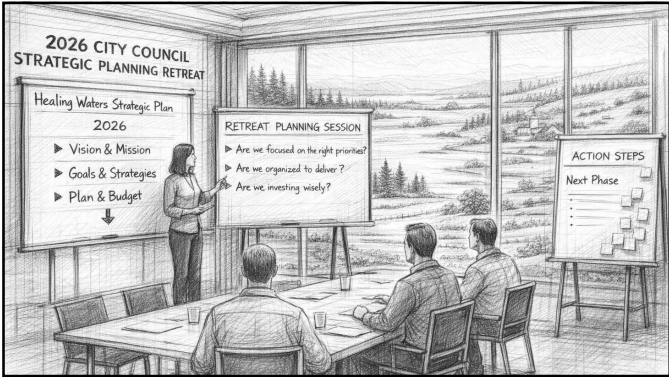


Terri Cooper, Mayor

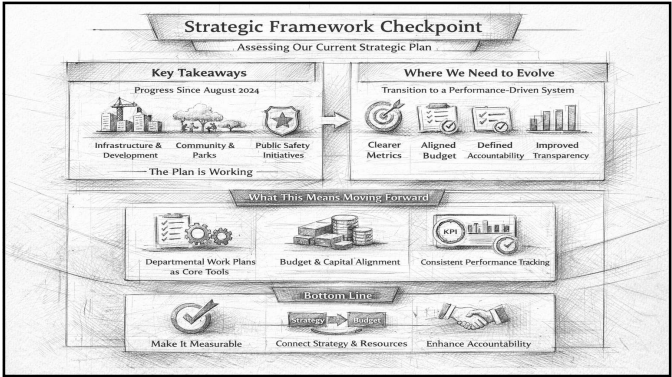


Koss Ronholt, Finance Director/City Clerk

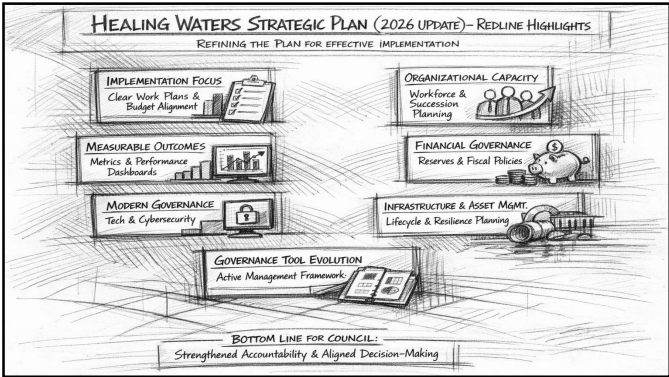
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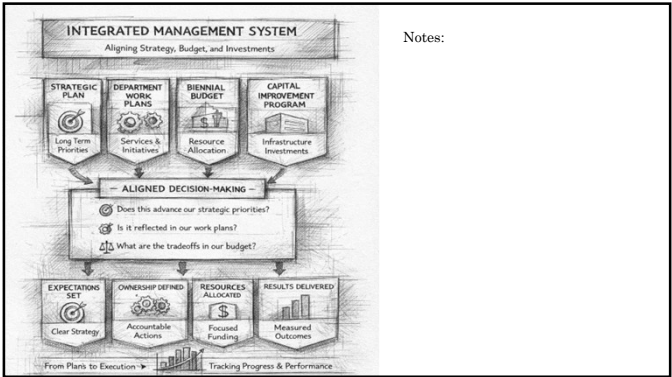
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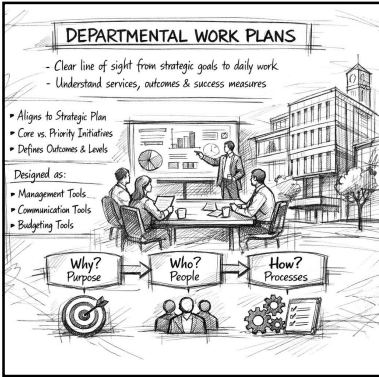


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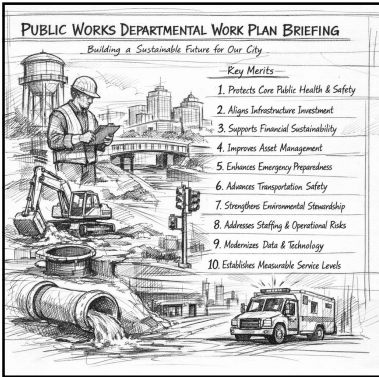
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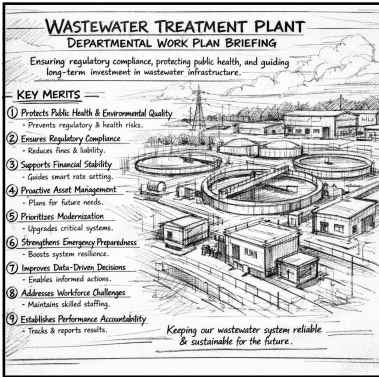
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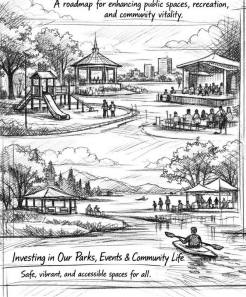
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PARKS AND RECREATION

DEPARTMENTAL WORK PLAN BRIEFING

A roadmap for enhancing public spaces, recreation, and community vitality.



Key Merits

- ① Enhances Quality of Life & Well-Being
- ② Strengthens Community Identity & Traditions
- ③ Supports Economic Activity & Tourism
- ④ Preserves & Protects Public Assets
- ⑤ Aligns with the Parks Master Plan
- ⑥ Expands Recreation Programs
- ⑦ Strengthens Events & Partnerships
- ⑧ Advances High-Visibility Projects
- ⑨ Improves Equity & Access
- ⑩ Establishes Measurable Performance

Investing in Our Parks, Events & Community Life
Safe, vibrant, and accessible spaces for all.

Notes:

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COMMUNITY DEVELOPMENT

DEPARTMENTAL WORK PLAN BRIEFING



Key Merits

- ① Ensures Safe & Compliant Development
- ② Guides Orderly, Predictable Growth
- ③ Supports Housing & Community Needs
- ④ Maintains Neighborhood Quality
- ⑤ Provides Legal & Transparent Processes
- ⑥ Aligns Growth with Infrastructure
- ⑦ Addresses Capacity & Operational Risks
- ⑧ Prioritizes High-Impact Planning
- ⑨ Improves Data-Driven Decisions
- ⑩ Establishes Performance & Accountability

Notes:

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Capital Improvement Planning Alignment



Capital Investments | **Alignment Path**

Infrastructure : Facilities : Parks
Where Strategy Meets Community Impact

Strategy → Work Plans → Service Levels → Capital Improvements

2026 Status Reflection

- What's Working?
- Current Challenges?
- Key Risks & Priorities?

Capital Prioritization Criteria

- Regulatory Needs
- Asset Condition
- Service Impact
- Financial Feasibility

Planning for 2027 & Beyond

- Top Priorities?
- Service Levels?
- Risk & Timing?

Key Outcomes

- Aligned with Strategic Goals
- Consistent Decision Framework
- Initial 2027 Priority Projects
- Integrated Budget Planning

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BIENNIAL BUDGET PLANNING STRATEGY

Thinking Beyond a Single-Year Budget Cycle for 2027–2028.

THE HYBRID APPROACH

Year 1
Adopted Budget
Full Authority & Execution

Year 2
Endorsed Plan
Revisited & Refined

IMPLEMENTATION STEPS

- Two-Year Work Plans
Sustain, Improve, Phase
- Budget by Year 1 & Year 2
Fund Now & Plan Ahead
- Multi-Year Capital Planning
Active & Future Projects
- Mid-Cycle Review
Adjust & Reconfirm

KEY BENEFITS FOR OUR CITY

- Better Alignment
- Improved Efficiency
- Strategic Focus

ACKNOWLEDGE THE RISKS

- Economic Uncertainty
- Forecasting Challenges
- Limited Capacity

Think Long-Term, Act with Flexibility

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