

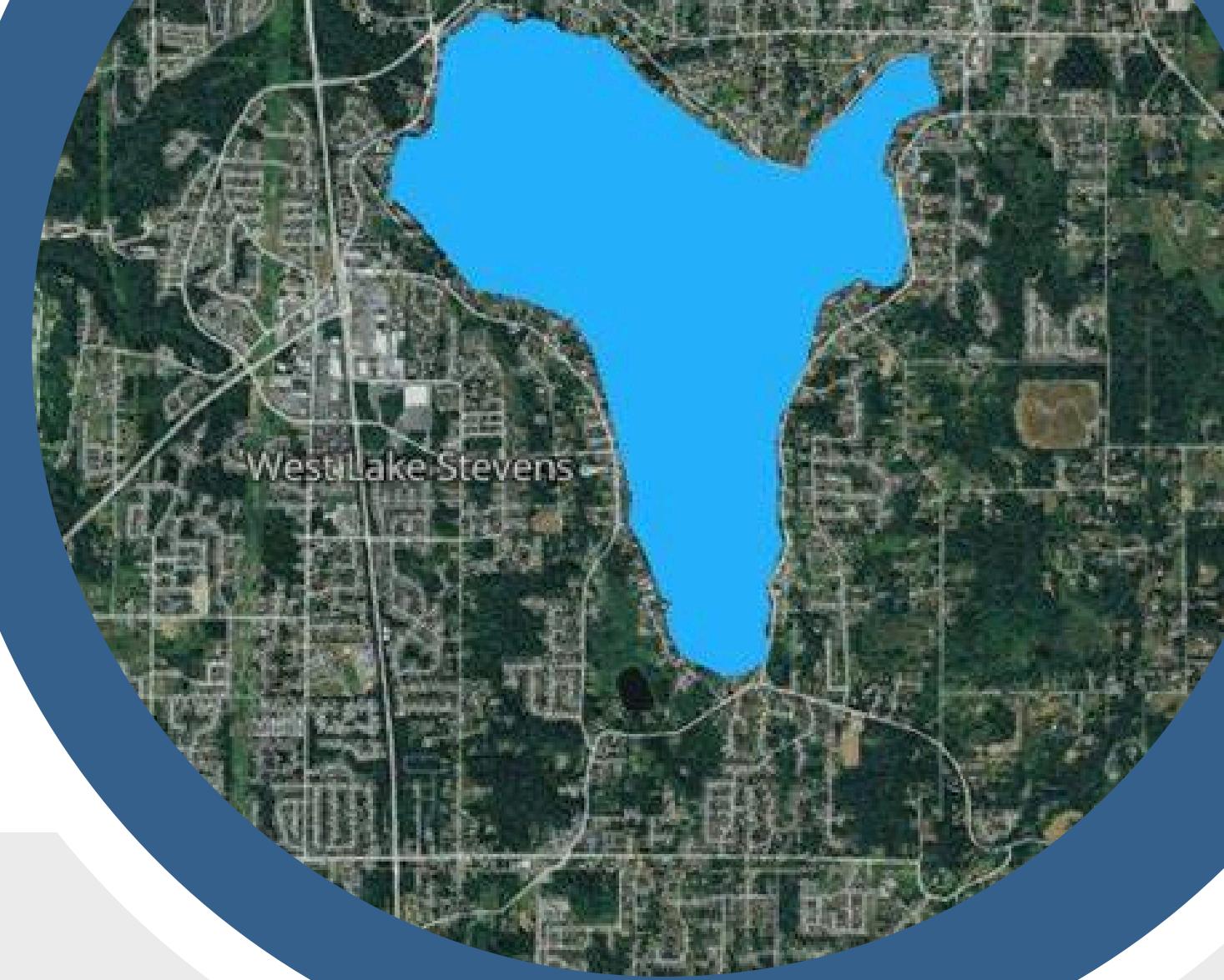


How Lake Stevens Leverages Strategic Planning to Focus on the BIG Picture



Agenda

- City Overview
- What launched us on this journey?
- APWA Accreditation
- City-Wide Strategic Planning
- Lessons Learned and Q&A



Who we are:



Brett Gailey
Mayor



Anya Warrington
HR Director



Aaron Halverson
Public Works Director



Lori Erickson
Public Works Analyst

What launched us on this journey?



How did we tackle APWA accreditation?

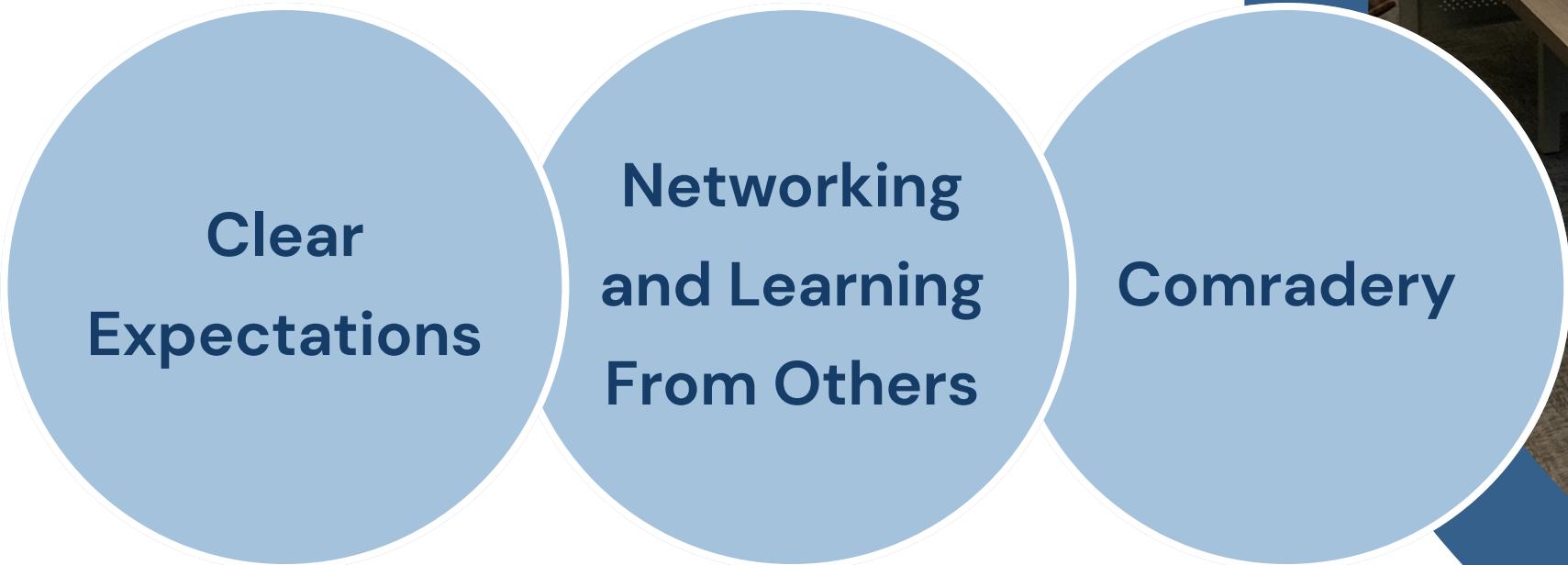
Internal
Project
Managers

PDCA and
Visual
Management

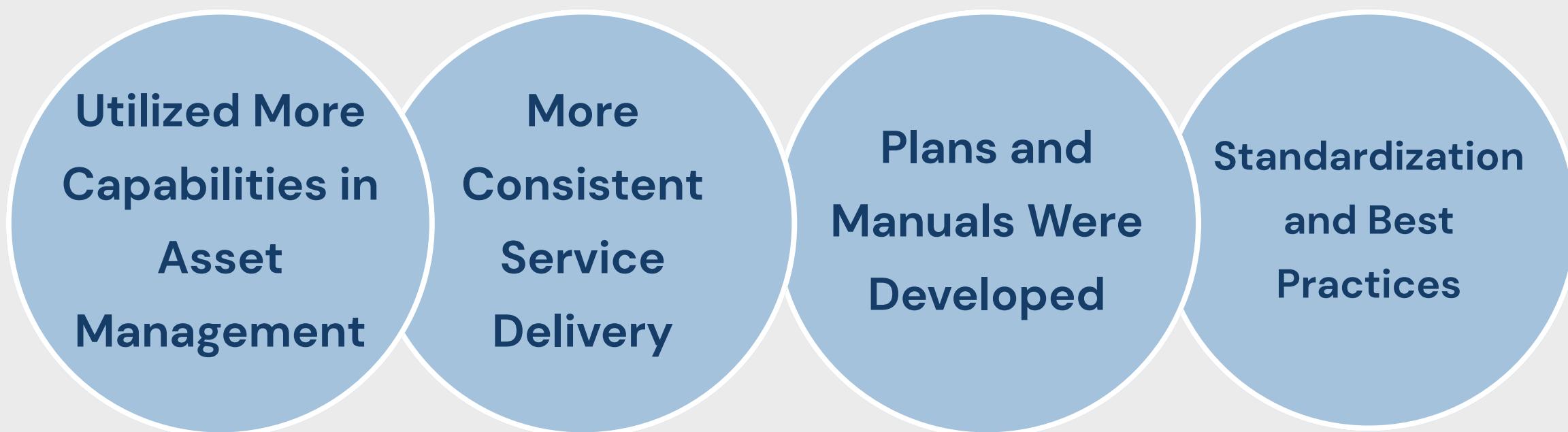
Stopped Re-
creating the
Wheel



What changed culturally?



What changed operationally?



Why did the City do Strategic Planning?

Prioritization and Focus

Get the Right Things Done by the Right People

Help Reduce Employee Burnout

Shared Understanding of Goals

Clarity on Projects and Initiatives



5-Year Strategic Plan

City of Lake Stevens, City-Wide 5-Year Strategic Plan 2025-2030																																																																						
City's Vision Statement: We are a thriving community that promotes a vibrant economy, preserves natural beauty, and supports an exceptional quality of life for all. City's Mission Statement: Provide a safe and desirable community with open communication and dedicated public service.																																																																						
Strategic Priority	Goals – The “What” – What do we need to create, expand, develop, enhance, stabilize, or be capable of doing to move us toward our Vision and Mission?	Initiatives and Projects – “The How” – How do we plan to reach our goals?	Key Performance Indicators – “The Check” – How do we know if the initiatives and projects are helping us achieve the goals?																																																																			
Measure Owner	Draft Measure Name	How Measured	Target	Baseline 2024	Actual (as of date)																																																																	
Community Vitality	<ul style="list-style-type: none"> Sustain and promote public safety Draw people to the community Promote a positive business environment/Community through efficient City processes Engage community groups and individuals to expand and improve services 	<ul style="list-style-type: none"> Emergency Management (CERT, etc.) Public Safety and Cameras Security Camera (for facilities) Enhance and Publicize Volunteer Opportunities Maximize and Reduce Regulations Maximize Use of the City Booth PRDCS Plan 	<table border="1"> <thead> <tr> <th>Measure Owner</th><th>Draft Measure Name</th><th>How Measured</th><th>Target</th><th>Baseline 2024</th><th>Actual (as of date)</th><th colspan="3"></th></tr> </thead> <tbody> <tr> <td>Chief Beazoo</td><td>Serious or Fatal Collisions (Definition 1 at the bottom of this section)</td><td>Julie Ubert will build a report that can be used to track and analyze the data.</td><td>1 Instance (short term)</td><td>4 Instances</td><td></td><td colspan="3"></td></tr> <tr> <td>Tonya Woldridge</td><td>Quarterly Engagement:</td><td> <ul style="list-style-type: none"> Count of events held by quarterly (Q1, etc., public events) # Parks Volunteer Hours C. City Booth Excursions </td><td>Events</td><td>Events</td><td> <ul style="list-style-type: none"> Q1 - 6 Q2 - 13 Q3 - 21 </td><td colspan="3"></td></tr> <tr> <td>Tonya Woldridge / Jaclyn Lewandowski</td><td>Non-class event</td><td> <ul style="list-style-type: none"> Promote diverse jobs and industries leading to a balanced economy Promote communication and coordinate financial collaboration with our community Balance financial decisions with long term goals </td><td colspan="2"> <ul style="list-style-type: none"> Zoning Analysis for Industrial Areas Code/Community Assume Sewer District Self Assessment Fleet and Facilities Management Plan </td><td>Olivia B</td><td colspan="3"> <p>Participation in Yearly Budget Survey (FY24) (Census)</p> <p>Follow up to make sure we can promote this survey (and if we can, what are our standards?)</p> </td><td>Q1 participants in 2025, and an incremental increase of 10% each year</td></tr> <tr> <td>Erik Mangold</td><td>\$ per plus a</td><td> <ul style="list-style-type: none"> Promote exceptional service as the top priority Build governmental excellence through internal and external communication Invest in employee professional development Promote problem-solving and thoughtful improvements of processes </td><td colspan="2"> <ul style="list-style-type: none"> Artificial Intelligence (AI) Permit Workshop for Community Professional Network Resources Who is in our network Strategic Plan/Execution planning Records Management Employee Utilization Rate of Technical Staff Professional Development with Succession Planning Wellness 360 (Holistic Health and Wellness) </td><td>Nick Podos (BDT)</td><td colspan="3"> <p>Survey at end of Chat Bot - "Did you find everything you needed?"</p> <p>Lean Certification Levels</p> </td><td>3 stars (or higher)</td></tr> <tr> <td>Erik Mangold</td><td># Act Impa score add'l (beta)</td><td> <ul style="list-style-type: none"> Protect and improve natural habitats Make conscious decisions to promote climate sustainability Engage the public in public spaces Improve Lake Stevens watershed clarity and quality </td><td colspan="2"> <ul style="list-style-type: none"> Regulatory Protection Environmental Education Initiatives NPDES and Stormwater Planning Wetland Protection and Shoreline Erosion Monitoring Property Acquisition and Gaps in Amenities Reg. What We Have Internal Recycling and Sustainability Program </td><td>Shannon Farrant</td><td colspan="3"> <p># Acres of Green Space</p> <p>Property Acquisition and Gaps in Amenities</p> <p>Document the # of acres of open space (public, private, other) and measure the number of acres that are designated (can calculate in GIS) NEED TO COME BACK TO THIS ONE</p> </td><td> <ul style="list-style-type: none"> Preserve open space with development Surface water management Acquire additional open spaces for restoration projects Increase the ownership of existing park/trail locations </td></tr> <tr> <td></td><td></td><td> <ul style="list-style-type: none"> Shannon Farrant \$ Spent on Watershed Management </td><td colspan="2"> <ul style="list-style-type: none"> Watershed management includes </td><td></td><td colspan="3"> <p>Target: 2024 - 2028 < 2025</p> <p>Baseline: 2019 - 2023</p> </td><td></td></tr> </tbody> </table>	Measure Owner	Draft Measure Name	How Measured	Target	Baseline 2024	Actual (as of date)				Chief Beazoo	Serious or Fatal Collisions (Definition 1 at the bottom of this section)	Julie Ubert will build a report that can be used to track and analyze the data.	1 Instance (short term)	4 Instances					Tonya Woldridge	Quarterly Engagement:	<ul style="list-style-type: none"> Count of events held by quarterly (Q1, etc., public events) # Parks Volunteer Hours C. City Booth Excursions 	Events	Events	<ul style="list-style-type: none"> Q1 - 6 Q2 - 13 Q3 - 21 				Tonya Woldridge / Jaclyn Lewandowski	Non-class event	<ul style="list-style-type: none"> Promote diverse jobs and industries leading to a balanced economy Promote communication and coordinate financial collaboration with our community Balance financial decisions with long term goals 	<ul style="list-style-type: none"> Zoning Analysis for Industrial Areas Code/Community Assume Sewer District Self Assessment Fleet and Facilities Management Plan 		Olivia B	<p>Participation in Yearly Budget Survey (FY24) (Census)</p> <p>Follow up to make sure we can promote this survey (and if we can, what are our standards?)</p>			Q1 participants in 2025, and an incremental increase of 10% each year	Erik Mangold	\$ per plus a	<ul style="list-style-type: none"> Promote exceptional service as the top priority Build governmental excellence through internal and external communication Invest in employee professional development Promote problem-solving and thoughtful improvements of processes 	<ul style="list-style-type: none"> Artificial Intelligence (AI) Permit Workshop for Community Professional Network Resources Who is in our network Strategic Plan/Execution planning Records Management Employee Utilization Rate of Technical Staff Professional Development with Succession Planning Wellness 360 (Holistic Health and Wellness) 		Nick Podos (BDT)	<p>Survey at end of Chat Bot - "Did you find everything you needed?"</p> <p>Lean Certification Levels</p>			3 stars (or higher)	Erik Mangold	# Act Impa score add'l (beta)	<ul style="list-style-type: none"> Protect and improve natural habitats Make conscious decisions to promote climate sustainability Engage the public in public spaces Improve Lake Stevens watershed clarity and quality 	<ul style="list-style-type: none"> Regulatory Protection Environmental Education Initiatives NPDES and Stormwater Planning Wetland Protection and Shoreline Erosion Monitoring Property Acquisition and Gaps in Amenities Reg. What We Have Internal Recycling and Sustainability Program 		Shannon Farrant	<p># Acres of Green Space</p> <p>Property Acquisition and Gaps in Amenities</p> <p>Document the # of acres of open space (public, private, other) and measure the number of acres that are designated (can calculate in GIS) NEED TO COME BACK TO THIS ONE</p>			<ul style="list-style-type: none"> Preserve open space with development Surface water management Acquire additional open spaces for restoration projects Increase the ownership of existing park/trail locations 			<ul style="list-style-type: none"> Shannon Farrant \$ Spent on Watershed Management 	<ul style="list-style-type: none"> Watershed management includes 			<p>Target: 2024 - 2028 < 2025</p> <p>Baseline: 2019 - 2023</p>			
Measure Owner	Draft Measure Name	How Measured	Target	Baseline 2024	Actual (as of date)																																																																	
Chief Beazoo	Serious or Fatal Collisions (Definition 1 at the bottom of this section)	Julie Ubert will build a report that can be used to track and analyze the data.	1 Instance (short term)	4 Instances																																																																		
Tonya Woldridge	Quarterly Engagement:	<ul style="list-style-type: none"> Count of events held by quarterly (Q1, etc., public events) # Parks Volunteer Hours C. City Booth Excursions 	Events	Events	<ul style="list-style-type: none"> Q1 - 6 Q2 - 13 Q3 - 21 																																																																	
Tonya Woldridge / Jaclyn Lewandowski	Non-class event	<ul style="list-style-type: none"> Promote diverse jobs and industries leading to a balanced economy Promote communication and coordinate financial collaboration with our community Balance financial decisions with long term goals 	<ul style="list-style-type: none"> Zoning Analysis for Industrial Areas Code/Community Assume Sewer District Self Assessment Fleet and Facilities Management Plan 		Olivia B	<p>Participation in Yearly Budget Survey (FY24) (Census)</p> <p>Follow up to make sure we can promote this survey (and if we can, what are our standards?)</p>			Q1 participants in 2025, and an incremental increase of 10% each year																																																													
Erik Mangold	\$ per plus a	<ul style="list-style-type: none"> Promote exceptional service as the top priority Build governmental excellence through internal and external communication Invest in employee professional development Promote problem-solving and thoughtful improvements of processes 	<ul style="list-style-type: none"> Artificial Intelligence (AI) Permit Workshop for Community Professional Network Resources Who is in our network Strategic Plan/Execution planning Records Management Employee Utilization Rate of Technical Staff Professional Development with Succession Planning Wellness 360 (Holistic Health and Wellness) 		Nick Podos (BDT)	<p>Survey at end of Chat Bot - "Did you find everything you needed?"</p> <p>Lean Certification Levels</p>			3 stars (or higher)																																																													
Erik Mangold	# Act Impa score add'l (beta)	<ul style="list-style-type: none"> Protect and improve natural habitats Make conscious decisions to promote climate sustainability Engage the public in public spaces Improve Lake Stevens watershed clarity and quality 	<ul style="list-style-type: none"> Regulatory Protection Environmental Education Initiatives NPDES and Stormwater Planning Wetland Protection and Shoreline Erosion Monitoring Property Acquisition and Gaps in Amenities Reg. What We Have Internal Recycling and Sustainability Program 		Shannon Farrant	<p># Acres of Green Space</p> <p>Property Acquisition and Gaps in Amenities</p> <p>Document the # of acres of open space (public, private, other) and measure the number of acres that are designated (can calculate in GIS) NEED TO COME BACK TO THIS ONE</p>			<ul style="list-style-type: none"> Preserve open space with development Surface water management Acquire additional open spaces for restoration projects Increase the ownership of existing park/trail locations 																																																													
		<ul style="list-style-type: none"> Shannon Farrant \$ Spent on Watershed Management 	<ul style="list-style-type: none"> Watershed management includes 			<p>Target: 2024 - 2028 < 2025</p> <p>Baseline: 2019 - 2023</p>																																																																

City's Vision Statement

We are a thriving community that promotes a vibrant economy, preserves natural beauty, and supports an exceptional quality of life for all.



City's Mission Statement

GOALS

COMMUNITY VITALITY

- Sustain and promote public safety
- Draw people to the community
- Promote a positive business environment/ community through efficient City processes
- Engage community groups and individuals to expand and improve services

ACCESSIBLE AND OPTIMAL INFRASTRUCTURE

- Design thoughtful, forward-thinking, and creative infrastructure while balancing cost and efficiency
- Proactively maintain existing infrastructure while balancing the needs of new projects
- Provide infrastructure to optimize the greatest public impact
- Continue to maintain and build out safe and accessible sidewalks, shared roadways, and connected trails

FINANCIAL STEWARDSHIP AND ECONOMIC SUCCESS

- Promote diverse jobs and industries leading to a balanced economy
- Promote open communication and encourage financial collaboration with our community
- Balance financial decisions with long term goals

ORGANIZATION INNOVATION AND EXCELLENCE

- Promote exceptional service as the top priority
- Build governmental excellence through internal and external relationships
- Invest in employee professional development
- Promote problem-solving and thoughtful improvement of processes

ENVIRONMENTAL STEWARDSHIP

- Protect and improve natural habitats
- Make conscious decisions to promote climate sustainability
- Enhance access to public spaces
- Improve Lake Stevens watershed clarity and quality

City of Lake Stevens Values

Updated Values

Simplified

Used with
Evaluations (and
soon with hiring)

Making These
Meaningful in
Various Ways

City's Vision Statement:

We are a thriving community that promotes a vibrant economy, preserves natural beauty, and supports an exceptional quality of life for all.

City's Mission Statement:

Provide a safe and desirable community with open communication and dedicated public service.

All Employees

Act
with
Integrity

Deliver
Excellent
Service

Collaborate
with
Purpose

Embrace a
Strategic
Mindset

Practice
Engaged
Leadership

We commit to building trust through ethical behavior in our actions, ensuring our decisions are guided by:

- Using good judgment
- Upholding honesty and acting within the best interest of the City
- Consistently following policy and best practices

We strive to deliver outstanding service by:

- Solving problems with creativity and innovation
- Holding ourselves and each other accountable for results
- Maintaining respect and professionalism in all interactions

We build strong partnerships by:

- Communicating effectively and respectfully
- Fostering constructive relationships with all
- Acting with positive intent towards shared goals

All Managers and Supervisors

We cultivate critical thinking, ensuring our strategies are aligned with the city's vision by:

- Aligning actions with the City's long-term goals
- Encouraging innovative thinking to navigate change effectively
- Fostering a culture of continuous improvement and resilience

We lead by example, putting the needs of others first and empowering our teams to reach their full potential by:

- Prioritizing the growth and well-being of the organization
- Leading with empathy and humility
- Motivating and supporting others to develop their skills and capabilities

Q&A



Brett Gailey
Mayor

bgailey@lakestevenswa.gov



Anya Warrington
HR Director

awarrington@lakestevenswa.gov



Aaron Halverson
Public Works Director

Ahalverson@lakestevenswa.gov



Lori Erickson
Public Works Analyst

Lerickson@lakestevenswa.gov

