

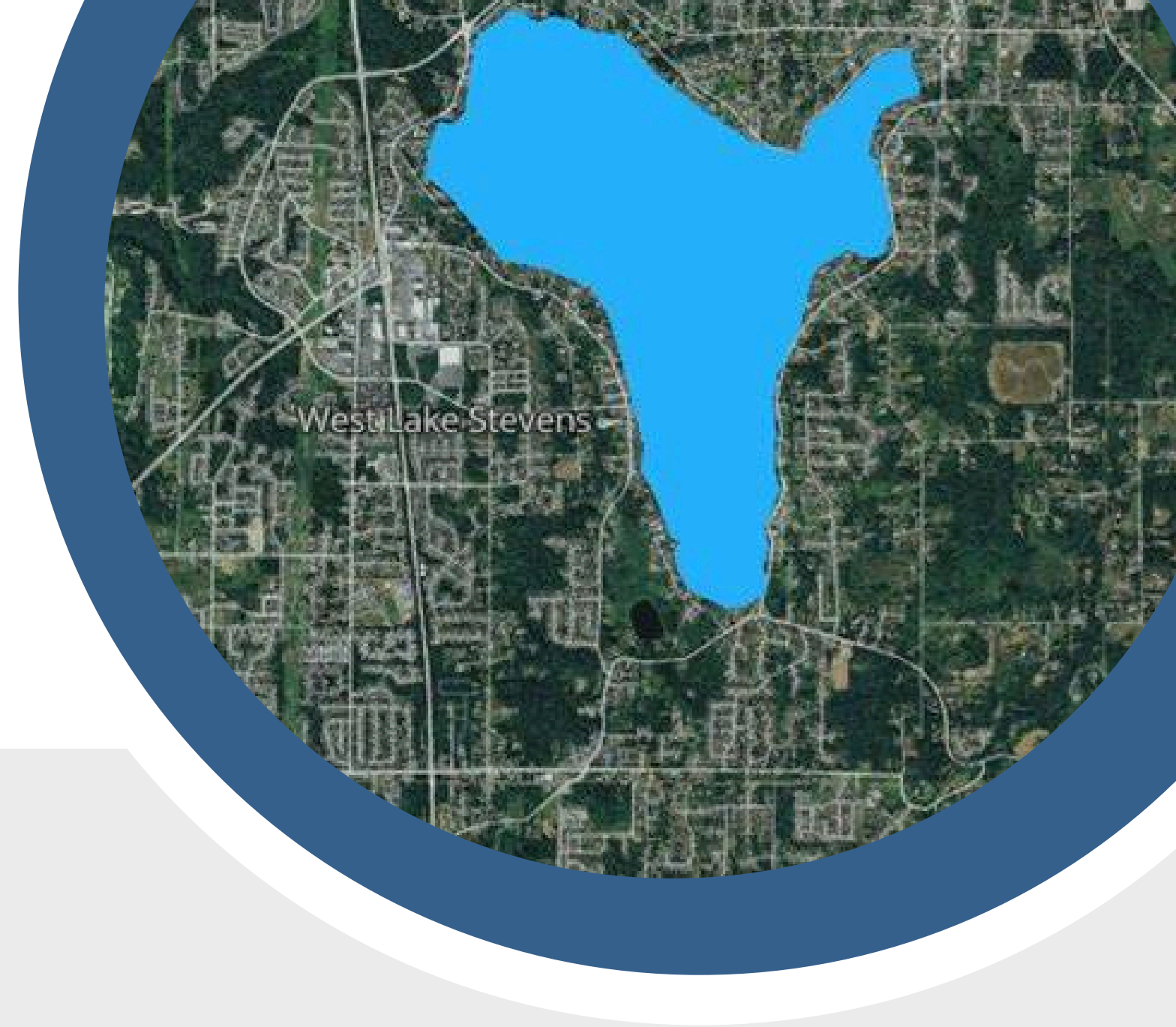


How Lake Stevens Leverages Strategic Planning to Focus on the BIG Picture



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?

Rapid Growth

Silos

Opportunity to
go for APWA
Accreditation

New Mayor,
new ideas and
projects

So much work
to do – how do
we focus and
prioritize?



How did we tackle APWA accreditation?

Internal
Project
Managers

PDCA and
Visual
Management

Stopped Re-
creating the
Wheel



What changed culturally?

Clear
Expectations

Networking
and Learning
From Others

Comradery



What changed operationally?

Utilized More
Capabilities in
Asset
Management

More
Consistent
Service
Delivery

Plans and
Manuals Were
Developed

Standardization
and Best
Practices

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 (Other categories of work will align our focus?)	Goals – The “What” – What do we need to create, expand, diversify, enhance, establish, or be capable of to progress 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 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	• 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	• Emergency Management (CERT, EOC) • Traffic Calming and Cameras • Security Cameras (for facilities) • Enhance and Publicize Volunteer Opportunities • Security and Reduce Regulations • Maximize Use of the City Booth • PIDS Plan	Chief Bezio	Serious or Fatal Collisions (Definition 1 at the bottom of this dashboard)	Julie Ubert will build a report that can be pulled each quarter	3 instance (short term) 0 instances (by 2025)	4 instances		
			Tonya Woodridge	Quarterly Engagement Events a) 8 Community events b) 8 Parks Volunteer Hours c) City Booth Locations	Count of events held by quarterly (Q1, etc., public events) Pull from volunteer	Events Q1 - 6 Q2 - 13 Q3 - 21			
City of Lake Stevens, City-Wide 5-Year Strategic Plan 2025-2030									
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 • Continue to maintain and build out safe and accessible sidewalks, shared roadways, and connected trails	• 6 Year CIP • CIPES and Code Updates • TSP • ADA Transition Plan • Plan for Maintaining and Replacing Infrastructure	Erik Mangold	Non-class event	5 per plus				
			Erik Mangold	#ACT simple score	add score				
City of Lake Stevens, City-Wide 5-Year Strategic Plan 2025-2030									
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	• Zoning Analysis for Industrial Area • OneDay Communication • Assume Senior District • Sell City Properties • Fleet and Facilities Management Plan	Aaron Halverson	Preventative Maintenance Work Orders vs Reactive Work Orders (late to start)	Trend towards having more PMs over time			221 PMs vs 131 Reactive (January 2025)	
			Dina B.	Participation in Yearly Budget Survey (OneDay) (Online will follow up to make sure we can provide this survey and if we can, what are our standards?)	Online pushes out the survey to OneDay, then a report can be run after "summary of budget survey"	Double this in 2025, and an incremental increase of 10% each year	52 participants in 2024 for 2025 budget		
Organizational 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	• Artificial Intelligence (AI) • Personal Workshop for Community • Professional Network Resources • Sell City Properties • To the succession planning • Records Management • Improve Utilization Rate of Technology • Professional Development with Succession Planning • Wellness 360 (Physical Health and Wellbeing)	Barb Stevens	Reserve Balance	Barb runs a report based on revenue collected and compare to cash balance remaining for General Fund Operating	>10% of Revenue	Q3 2024 = 47%	Q3 2024 = 47%	
			Nick Poulos (FBO?)	Survey at end of Chat Bot: "Did you find everything you needed?"	Lauren Frederick / Anya Harrington	Learn Certification Levels	3 stars (or higher)		
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	• Regulatory Protection • Environmental Education Initiatives • NPDES and Subarea Planning • Lake Monitoring and Shoreline Erosion Monitoring • Property Acquisition and Gap in Amenities • Repair What We Have • Internal Recycling and Sustainability Program	Shannon Ferrant	# Acres of Green Space	Property Acquisition and Gap in Amenities Document the # of acres of open space (public, private, other) and measure the number of acres that are developed, plan to return to green THIS ONE			Preserve open space with development • Surface water erosion • acquire additional open spaces for restoration projects • increase the awareness of existing green/conservation locations	Target: 2024 - 2028 < 5463,275.39
			Shannon Ferrant	5 Spent on Watershed Management	Watershed management includes:	Baseline: 2019 - 2021	2025 - 2028		

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.

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

Updated Values

Simplified

Used with
Evaluations (and
soon with hiring)

Making These
Meaningful in
Various Ways

City of Lake Stevens Values



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

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

Deliver
Excellent
Service

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

Collaborate
with
Purpose

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

Embrace a
Strategic
Mindset

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

Practice
Engaged
Leadership

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



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