



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



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Agenda

- City Overview
- What launched us on this journey?
- APWA Accreditation
- City-Wide Strategic Planning
- Applying “voice of the customer” and PDCA throughout our processes
- Lessons Learned and Q&A



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Who we are:



Brett Gailey
Mayor



Anya Warrington
HR Director



Aaron Halverson
Public Works Director



Lori Erickson
Public Works Analyst

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About Lake Stevens

6 Miles East
of Everett

140
Employees

Population
41,540

11x
Annexations
Since 2002

45%
Population
Growth
Since
2010

Tapestry
Segment -
Young
Families with
Children



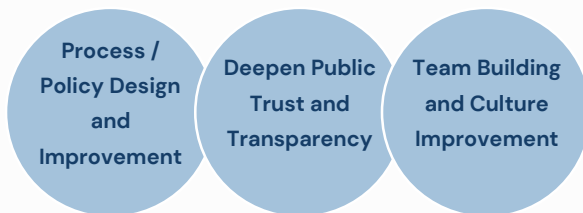
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What launched us on this journey?



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WHY was APWA accreditation important to us?



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How did we tackle APWA accreditation?

Internal Project Managers

PDCA and Visual Management

Stopped Re-creating the Wheel



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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

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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

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Does your city have a strategic plan?



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HOW DID WE APPROACH STRATEGIC PLANNING?



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5-Year Strategic Plan

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

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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

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How are we gathering and using "voice of the customer?"

Vision Revamp:
Community Engagement Workshops

Internal and External Surveys

Open Houses


ZenCity for Social Media Analysis

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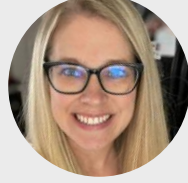


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Q&A




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

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