

CITY COUNCIL WORKSHOP MEETING AGENDA



City of Lake Stevens Vision Statement

By 2030, we are a sustainable community around the lake with a vibrant economy, unsurpassed infrastructure and exceptional quality of life.

January 21, 2025 - 6:00 PM

In Person: The Mill, Sawyers Room, 1808 Main Street, Lake Stevens

Via zoom: Join Meeting: [Zoom Link](#), Meeting ID: 89324322223

Call in at (253) 215-8782, Meeting ID 89324322223, Passcode: 464538

- 1. Call to Order**
- 2. City Department Report**
 - A. Public Works Strategic Plan and Climate Survey Staff Report Lori Erickson
 - B. Update Regarding Mill Spur Community Concerns Aaron Halverson
- 3. Joint City Council/Planning Commission Meeting**
 - A. 2025 Joint City Council/Planning Commission Meeting Russ Wright
- 4. Adjourn**

THE PUBLIC IS INVITED TO ATTEND

The City of Lake Stevens strives to provide accessible opportunities for individuals with disabilities. Please contact Human Resources, City of Lake Stevens ADA Coordinator, (425) 622-9400, at least five business days prior to any City meeting or event if any accommodations are needed. For TDD users, please use the state's toll-free relay service, (800) 833-6384, and ask the operator to dial the City of Lake Stevens City Hall number.

NOTICE: All proceedings of this meeting are audio recorded, except Executive Sessions.

CITY DEPARTMENT REPORT



Agenda Date: 1/21/2025

Contact Person/Department: Lori Erickson, Public Works

The Public Works Department implemented a 5-year, department-level Strategic Plan in 2024 with input and collaboration from staff. While the Strategic Plan was being deployed, a climate survey was conducted to assess and address workplace culture and improvement opportunities within the department. This presentation will describe why the department decided to work through these two bodies of work, the processes used with staff, and the key outcomes.

PW CLIMATE SURVEY 2024

PROCESS USED

- The survey was launched in February 2024
- Root Cause Analysis was conducted with small teams
- Common themes across teams were prioritized for improvement
- Ideas for how to make things better were brainstormed by small teams
- Common idea themes were identified and shared with the PW Leadership Team
- PW Leadership is dedicated to improvement

REMINDER FOR ALL!

Remember our Vision,
Mission and Values

QUESTIONS CREWS WORKED ON

Do you trust PW Leadership?
Do you feel recognized as a valuable employee?
Has the culture improved in PW over the last year?

1. Hold folks equally accountable to standards and policy
2. Trust that delegated decisions are made with positive intent and that short term fixes are not meant to be permanent
3. Don't sweat the small stuff, and mind how things are said
4. Promote internally more
5. "Just do it!" - Shift monthly meeting days so everyone can attend. Shift meetings and trainings to beginning or end of work day whenever possible

HOW TO IMPROVE

QUESTIONS ADMIN WORKED ON

Are you comfortable with holding your Supervisor accountable?
Are you comfortable holding your coworkers accountable?
Do you trust your coworkers?

1. Communicate needs, timelines and urgency clearly. Follow-ups are welcome and encouraged.
2. Provide more cross-training and job shadow opportunities
3. "Just do it!" - Engineering and Streets meet monthly for coordination and improved communication

HOW TO IMPROVE

NEXT STEPS

- Implement the ideas for improvement
- Run the survey again in Spring 2025
- Rinse and repeat the process and improve our culture!



One Community Around The Lake

Public Works Strategic Plan and Climate Survey

PRESENTED BY: LORI ERICKSON

JANUARY 21, 2025

Topics:

- Background
- What is a Department Level Strategic Plan?
- Process for Development and Deployment of the Strategic Plan
- The Focus Areas and Framework
- Why the Climate Survey?
- Process for Development and Implementation of the Climate Survey
- Climate Survey Outcomes
- Questions





Background – Why this body of work?

- Rapidly growing city and growing workforce
- Increasing needs and requests
- Limited resources
- A need to focus on improving service delivery and completing capital projects
- Opportunity to listen to employees and improve the culture

What is a Department Level Strategic Plan?

- For Public Works it's a 5-year strategic plan
- Helps the department to focus on the “big picture” and helps with resource alignment across divisions
- Based on the “Balanced Scorecard” strategic planning model
 - Holistic approach that balances focus on relationships, customer expectations, processes, staff development, financial stewardship, and the environment
 - Commonly used model across government agencies



What is a Department Level Strategic Plan? (Continued)

Includes:

- **Focus Areas** (What's important for the department and the organization?)
- **Goals** (What we want to achieve?)
- **Projects and Initiatives** (How will we reach our goals?)
- **Metrics** (The "Check" to see our progress)

City of Lake Stevens, Public Works – 5-Year Strategic Plan 2023-2028



VISION STATEMENT: <i>The Lake Stevens Public Works Department is a trusted, safety-minded, and qualified group of dedicated public works professionals. As a team, we work tirelessly to set the standard for public works operations and maintenance.</i>			MISSION STATEMENT: <i>We serve the Lake Stevens community by providing consistent maintenance and operations for the City through professional public works services, organizational excellence, and community interaction.</i>		
Focus Area – What categories of work will drive our focus?	Goal(s) – The “What” What do we need to create, expand, develop, enhance, stabilize or be capable of in order to progress toward our Vision and Mission?	Key Initiatives – The “How” What sequence of actions will move us toward achieving this goal? <i>These key initiatives will be deployed more specifically through functions and teams.</i>	Metrics of Success – The “Check.” How do we know we're progressing toward our Mission and Vision in this focus area? What are our near- and long-term SMART targets? Where are we at currently?		
Track and Maintain Natural and Built Infrastructure	- Understand our infrastructure, including its condition, location, maintenance needs, and replacement cycle - Optimize the use of resources to deliver the desired levels of service	- Multi-Year Pavement Preservation Program - VUEWorks implementation and process improvement - Develop a plan to evaluate stormwater infrastructure conditions - As-Built GIS integration	Metric Name	Target	Actual (Last Updated)
			PCI for Road Network	PCI of 80%	75% (Oct 2023)
			GIS Field Checks with Attribute Analysis (How many known inaccuracies do we have?) of known data	< 50% (within a random sample of 10)	90% (maybe higher)
			Average Frequency of GIS Child Work Orders	15+ per week	3 (10/12/23)
			# Preventative Maintenance Recurring Work Orders vs. Reactive Work Orders (open)	80% PM: 20% Reactive	48% PM: 52% RA 127 PM ALL: 117 RA ALL (Oct 2023)
Improve the Natural Environment and Provide Accessible Infrastructure	- Prepare and maintain a 20-year Capital Facilities Plan w/6-year Capital Improvement Plan, TIP - Construct Capital projects that are accessible and safe for all - Construct Capital projects that improve the natural environment	- Implement the ADA Transition Plan and develop the program - Implement the Local Road Safety Plan - Evaluate the response of the environment with our infrastructure - Compliance with NPDES Permit regulatory requirements	Flow and water quality/rain gauge /Lake Level	Establish a target in 2024	No baseline yet
			ADA Compliant Ramps: Reduce non-compliant ramps by 5% each year	84% non-compliant by July 2024	89% are non-compliant (July 2023)
			Reduction of suspected serious injury accidents	2% or less per year	3% (Oct 2023)
			Meet all NPDES Req's	Reduce Notices of Non-Compliance (G20's) to Zero	4 (Oct 2023)
Ensure Responsible Stewardship of Public Funds to Deliver Reliable Public Works Services	- Utilize labor efficiently (labor vs. workload) - Quantify and justify what Public Works does and what is needed - Maximize the use of alternative funding sources - Efficiently spend tax dollars	- Transparent budget tracking process - Implementation of the PW Work Plan and utilize VUEWorks to prioritize the work - Develop a grant forecasting plan and tracking process that align with the Capital Improvement Plan - Improve the Contracting Process	Reduce the number of trips to supply stores (ACE, Home Depot, etc.) – Natasha from Springbrook (just need to know how many standard deliveries we get) - Natasha	10 or less/month	6 – June 2023 36 – May 2023 32 - April 2023
			% of alternative funding used for capital projects	30%	11% for 2023 (Dec 2023)
			The average time it takes to complete “as scheduled” work orders – should it be closed beyond the due date (Curtis)	30 days or less	8/1/24 – 11/1/2024 Facilities = 4.78 days Storm = 1.38 days Streets = 3.72 days
			Executed capital construction contract amount compared to final capital construction contract payment (includes change orders)	20% or less	Kim/Erik
Make Public Works a Great Place to Work and Empower a Skilled and Responsive Workforce	- Provide employees training to advance personal and strategic goals - Employees deliver quality work products efficiently and safely - Empowering employees to make decisions for how to effectively complete their work - Employees advance their careers through the City	- Safety Program - Develop a succession plan - Individual Work Plans supported by PW Training Program (by position) - Team Building with quarterly events - PW internal communication	# Internal Promotions (Lori)	20% of openings	4 promotions out of 6 = 67% - 2024
			# Employee-initiated training (NEOGOV) (Lori)	1 per employee per year (i.e., 20/40)	ALL OF US PULL THE DATA
			Median Tenure – Employee Retention (Lori)	>3 years	2.0 years as of 11/2024
			Cultural Climate Survey Question: Do you Trust PW Leadership?	Median of 4.0 (or higher)	3.0 as of Feb 2024
			Provide quarterly events department-wide (Natasha)	4 events (or more) per year	11 as of 11/1/2024



What was the process for developing and deploying the Public Works Strategic Plan?

- **Q1 2023** – Research conducted to determine format and best practices for facilitating in-house
- **Q1 2023** – Collaborated with employees throughout the department to draft the Strategic Focus Areas (picture at left)
- **Q2 2023** – Finalized the Strategic Focus Areas
- **Q2-Q3 2023** – Developed Goals, Initiatives and Projects
- **Q4 2023** – Created the 2024 Work Plan and started connecting annual employee work plans to the framework (strategic deployment)
- **Q1 2024** – Drafted and experimented with Metrics
- **Q2 2024** – Rolled out the Strategic Plan department-wide
- **Q1 2025** – Training on the strategic framework and introduction to the 2025 Work Plan

Public Works' Focus Areas:

Track and Maintain Natural and Built Infrastructure

Improve the Natural Environment and Provide Accessible Infrastructure

Ensure Responsible Stewardship of Public Funds to Deliver Reliable Public Works Services

Make Public Works a Great Place to Work and Empower a Skilled and Responsive Workforce

Foster Positive Relationships with the Public, Other City Departments and Other Agencies

Strategic Deployment Framework

1-Year Work Plan (10k Ft Level)

Public Works Strategic Plan - 2025 WORK PLAN													
Focus Areas	Strategic Planning Reference No.	2024-2025 Action Items (not listed in priority order)											
		Timeline											
Track and Maintain Natural and Built Infrastructure - ▲	3	Training Program (i.e., VueWorks, process training, safety, by position, etc.)	In-progress	▲									
	9	Contract Management (Including On-Call Contracts, Tracking, Improvement and Updates) (Implementation in 2025)	In-progress	▲									
	8	ADA Transition Plan Implementation (Implementation in 2025)	In-progress	▲									
	11	EDDS Updates (Carryover to 2025)	In-progress	▲									
	46	Title VI Plan and Program (Implementation in 2024)	In-progress	▲									
Improve the Natural Environment and Provide Accessible Infrastructure - ▲	20	TBD Program and Implementation Plan	In-progress	▲									
	44	Franchise Agreements (annual fees for utility's ROW) (Carryover to 2025)	In-progress	▲									
	18	Pavement Preservation Program 5-Year Plan (Completion by end of 2024)	In-progress	▲									
	26	Fleet Management Program	In-progress	▲									
	31	Stormwater TV Inspection Program (Carryover to 2025)	In-progress	▲									
Ensure Responsible Stewardship of Public Funds to Deliver Reliable Public Works Services - ▲	34	Lake Management Water Quality Program Development (2024 contract with the County and training/SOPs, take over in 2025)	In-progress	▲									
	43	GIS Asset Updates and Data Collection (Carryover to 2025)	In-progress	▲									
	2	PW Website Improvements	In-progress	▲									
	28	Culvert Inventory and Condition Assessment (contract it out) - Intern in 2025	Not Started										
	25	Facilities Maintenance Program	In-progress	▲									
Make Public Works a Great Place to Work and Empower a Skilled and Responsive Workforce - ▲	33	Lake Outlet Channel Restoration Master Plan (Est. completion in 2024)	In-progress	▲									
	30	Watershed Management Plan	In-progress	▲									
	17	Private Development/ Inspection Reports Process Improvement (roles and responsibilities, etc.)	In-progress	▲									
	47	Enhanced Maintenance Plan for Stormwater	Not Started										
	10	Capital Project Management (process improvement, templates, etc.)	In-progress	▲									
Foster Positive Relationships with the Public, Other City Departments and Other Agencies - ▲	16	Grants Tracking and Planning	In-progress	▲									
	39	Lake Stevens Flow Control Analysis for Downtown Redevelopment (NEED TO RESCORE)	In-progress	▲									

5-Year Strategic Plan (30k Ft Level)

City of Lake Stevens, Public Works – 5-Year Strategic Plan 2023-2028						
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1-Year Employee Work Plans (1k Ft Level)

2025 Field Staff Individual Work Plan Lake Stevens Public Works Department		2025 Field Staff Individual Work Plan Lake Stevens Public Works Department		2025 Field Staff Individual Work Plan Lake Stevens Public Works Department	
Position Title:		Position Title:		Position Title:	
As you develop your work plan, please consider it a framework for your team's department and the community. It is also critical that your work plan supports our strategic plan. The five focus areas created by the Public Works Team are below.		As you develop your work plan, please consider it a framework for your team's department and the community. It is also critical that your work plan supports our strategic plan. The five focus areas created by the Public Works Team are below.		As you develop your work plan, please consider it a framework for your team's department and the community. It is also critical that your work plan supports our strategic plan. The five focus areas created by the Public Works Team are below.	
Strategic Plan Focus Areas		Strategic Plan Focus Areas		Strategic Plan Focus Areas	
1. Track and Maintain Natural and Built Infrastructure		2. Improve the Natural Environment and Provide Accessible Infrastructure		3. Ensure Responsible Stewardship of Public Funds to Deliver Reliable Public Works Services	
4. Make Public Works a Great Place to Work and Empower a Skilled and Responsive Workforce		5. Foster Positive Relationships with the Public, Other City Departments and Other Agencies		6. Make Public Works a Great Place to Work and Empower a Skilled and Responsive Workforce	
Large Projects for 2025 – Every employee should be focused on accomplishing difference for the community or for our colleagues. Use the table below to be used to accomplish in your area or responsibility. Examples include developing organizing the division's tools or improving the procedure to remove root ball open several months. Add or delete rows as necessary.		Large Projects for 2025 – Every employee should be focused on accomplishing difference for the community or for our colleagues. Use the table below to be used to accomplish in your area or responsibility. Examples include developing organizing the division's tools or improving the procedure to remove root ball open several months. Add or delete rows as necessary.		Large Projects for 2025 – Every employee should be focused on accomplishing difference for the community or for our colleagues. Use the table below to be used to accomplish in your area or responsibility. Examples include developing organizing the division's tools or improving the procedure to remove root ball open several months. Add or delete rows as necessary.	
No.	Project Title	Description	Resources Needed	Budget Requested/Allocated	Comments
1.	Example: Culvertwork	Review the condition of culverts along near schools in the summer for replacement.	Time to review the condition, shovel, shovel, shovel	\$10,000 for materials, labor of shovel crew	
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Next Steps for the Public Works Strategic Plan

- Quarterly checks on progress and metrics (Leadership Team Level)
- Review for potential updates/adjustments in Spring 2025
- This will be supported by analysis of workload on the employee work plans and need for balancing
- Check for alignment to the City-Wide Strategic Plan (to be presented in Spring 2025)
- Supervisors and Managers will check in regularly with employees on their Employee Work Plans

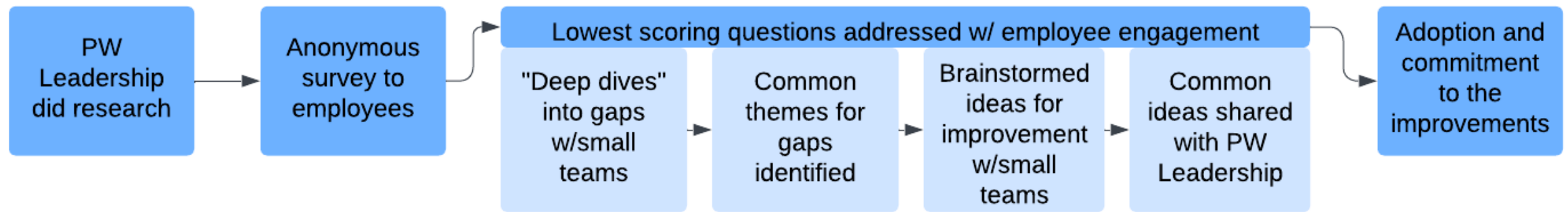
Why the Public Works Climate Survey?

- The Department experienced extensive change in a short period of time
 - We had to advance from a town to a city
 - Leadership
 - Workload and expectations
 - Relaunch of the Asset Management System
 - **Resulting in Decreased morale**
- Studies show that a happy or positive workplace culture leads to increased productivity, reduced stress levels, and more engaged employees
- Public Works Leadership Team wanted to understand what was working and what needed to improve
- It's part of our Strategic Plan too!



Pictured Left to Right: Scott VanOstrand (Facilities), Kevin Womack (Stormwater), Rex Ubert (Streets), and Justin Evans (Streets)

What was the process for conducting the Climate Survey?



We wanted:

- Real feedback and shared understanding
- Wanted the employees to feel heard and feel safe in sharing their thoughts
- To make the culture better for all

Climate Survey Results

PW CLIMATE SURVEY 2024

PROCESS USED

- The survey was launched in February 2024
- Root Cause Analysis was conducted with small teams
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- Common idea themes were identified and shared with the PW Leadership Team
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REMINDER FOR ALL!

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QUESTIONS CREWS WORKED ON

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Do you feel recognized as a valuable employee?
Has the culture improved in PW over the last year?

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3. Don't sweat the small stuff, and mind how things are said
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HOW TO IMPROVE

QUESTIONS ADMIN WORKED ON

Are you comfortable with holding your Supervisor accountable?
Are you comfortable holding your coworkers accountable?
Do you trust your coworkers?

1. Communicate needs, timelines and urgency clearly. Follow-ups are welcome and encouraged.
2. Provide more cross-training and job shadow opportunities
3. "Just do it!" - Engineering and Streets meet monthly for coordination and improved communication

HOW TO IMPROVE

NEXT STEPS

- Implement the ideas for improvement
- Run the survey again in Spring 2025
- Rinse and repeat the process and improve our culture!

- Addressed themes related to **trust** and **accountability**
- Committed to 8 countermeasures

Questions?



CITY DEPARTMENT REPORT



Agenda Date: 1/21/2025

Contact Person/Department: Aaron Halverson, Public Works

City staff hosted an in-person public meeting on November 6, 2024, to hear traffic, parking, and public safety concerns from the Mill Spur and North Cove community. The Public Works Director, Parks and Recreation Director, Police Chief, City Engineer, and Public Works Analyst were in attendance, along with a dozen residents or so. Concerns and ideas were discussed, including those listed on the attached Community Meeting Summary flyer. Staff met in December to evaluate the ideas, assign follow-up tasks, and discuss the next steps. The attached flyer was then created, printed and mailed to nearby residents.

Staff will continue to develop and advance potential solutions for consideration at a public hearing slated for March 2025. The next steps include budgeting and scheduling the implementation of the selected improvements, including additional public outreach and ongoing monitoring to ensure effectiveness. This phase is targeted for the Spring and Summer of 2025.

For additional questions or concerns, please contact Kim Klinkers, City Engineer, at kklinkers@lakestevenswa.gov.



COMMUNITY MEETING SUMMARY 11-6-2024

City Staff and Residents gathered to discuss concerns at Mill Spur and ideas to make things better



Residents Expressed Concerns



Speeding

Racing on Mill Spur and 17th, speeding out of boat launch



Blocking

Vehicles blocking road and driveways for pictures / videos



Loitering

Gathering afterhours, 4+ days per week



Noise

Burn outs in gravel lot, donuts on road and boat launch, engines revving, loud vehicles (music and rumbling)



Confrontations

Escalating behaviors and confrontations between neighbors and visiting vehicles



Police Avoidance

Vehicles leave when Officers are on the way

Resident Ideas



Traffic Calming

Speed bumps, removable speed bumps, or traffic calming devices



Signage

"No Idling" signs, "No Parking" with hours signs, "No Cruising" signs, "Fire Lanes" by church



Striping

Caution striping and directional arrows and at boat launch, loading and unloading zones



Hours & Time Limits

Limit the amount of time boats can be parked in the boat launch, limit parking hours



Government Call to Action

Close the gate / stop the loop, change the Right-of-Way, Parks and Police Enforcement



Contact Owners of Gravel Lot

Seek solutions like eco-blocks, etc.



WHAT HAPPENS NEXT?

1



City Staff Draft Solutions and Estimate Costs - December 2024

Cross-functional effort with Engineering, Police and Parks to evaluate ideas to address resident concerns.

2



Public Hearing Regarding Preferred Alternative - March 2025

City will present the preferred alternatives, and hold a public hearing.

3



Project Planning and Implementation

The City will finalize the project and implement the improvement(s). This will include additional public outreach, potential testing or pilots, and ongoing measurement to ensure improvement.



Thank you to the residents who brought this to our attention and who attended the committee meeting!



Have questions?
Please reach out to:

Kim Klinkers, City Engineer



kklinkers@lakestevenswa.gov



(425) 622-9445

CITY COUNCIL STAFF REPORT



Agenda Date: 1/21/2025

Subject: 2025 Joint City Council/Planning Commission Meeting

Contact Person/Department: Russ Wright, Community Development

Budget Impact: N/A

Legal Review: No

RECOMMENDATION(S)/ACTION REQUESTED:

Meet jointly with members of the Planning Commission to hold an open discussion between the two boards on priorities and communication.

SUMMARY/BACKGROUND:

Each year, staff develops a Long-Range Work Plan that is reviewed by the Planning Commission and approved by City Council resolution. The work plan includes items such as Comprehensive Plan amendments, development code updates, annexations and other planning projects. The draft 2025 work program is made up primarily of the Planning Commission's and department's (PCD's) proposed regulatory work items (**Attachment 1**). Dates identified in the work program are subject to change, depending on feedback from the Planning Commission and City Council that may result in additional research, workshops or committees.

Staff introduced the 2025 Work Plan to the Planning Commission at its [November 6, 2024 meeting](#) and to the City Council on [November 19, 2024](#). No substantive changes were proposed. The current schedule prioritizes projects based on completing carryover amendments, regulatory deadlines and staff resources for the year. The City Council is tentatively scheduled to adopt the 2025 work program by consent at their January 28, 2025 meeting.

The draft 2025 work plan includes the following items:

- Process Code update to streamline the processes identified in Chapter 14.16A and 14.16B and other chapters to meet new regulatory requirements, including permanent code language to replace [Interim Ordinance 1192](#), which must be completed by December 2025;
- Streets and Sidewalk, Parking, and Concurrency update of the city's codes and standards to reflect best practices for design and administration, promote multimodal traffic, ensure appropriate flexibility and promote sustainability;
- Housing Action Plan (HAP) Implementation to codify HAP and Housing Element goals and policies regarding mixed-use development, infill housing, temporary encampments, permanent supportive housing and emergency housing, and potential fee reductions for different housing types;
- Lake Stevens Industrial Center Implementation to develop new industrial zoning and design standards, which include will include public/owner outreach and participation and incorporate guidance from the 2023 Lake Stevens Industrial Center planning process;
- Critical Area Regulations (CAR) update to incorporate mandatory changes to Chapter 14.88 ensuring our critical areas regulations comply with approved state law (RCW 36.70A.172) and associated federal standards, including protection of critical aquifer recharge areas; and
- 2025 Comprehensive Plan Docket to include a revised Parks and Recreation and Open Space Element (due by December 2025), annual updates to the Capital Facilities Plan, and any citizen-initiated amendments ratified by Council following the [annual docketing](#) process.

Following their November 6 work session on the 2025 Work Program, the Planning Commission requested that staff work with commissioners to develop a set of substantive topics and priorities to help guide the discussion during this joint meeting with the City Council. Staff distributed a survey to commissioners asking them to evaluate their 2024 work program, identify their 2025 code priorities and recommend ways to improve communication and coordination with the City Council.

The survey results (**Attachment 2**) were discussed during the Planning Commission's [January 8, 2025](#) meeting ([meeting video here](#)), and a summary of results follows:

- Commissioners were satisfied with the comprehensive plan process, including breaking the material down into smaller pieces grouped by topic/chapter. Concerns remained if this type of information is being presented to the public in a clear, concise and easy to understand manner, with several commissioners citing the influx of residents who attended the public hearing and did not understand the scope or purpose of the proposed rezones.
- Commissioners' opinions varied on how to improve and expand public engagement, including utilizing partner agencies and organizations (school

district, non-profits, religious, etc.) to foster more direct communication and relying less on the website and social media.

- Housing implementation was the top code priority for the majority of commissioners (four). The 2025 work program currently shows housing implementation work occurring in the third and fourth quarters, but an earlier introduction/briefing may be warranted given the amount of interest from commissioners.
- Commissioners believe it would be helpful to their work program to clarify the City Council's goals and priorities, as well as to have a firm grasp on which amendments are statutory in nature (SB 5290 compliance, critical areas update, PROS Plan Update), and which are elective.
- Commissioners noted some frustration when their recommendations are modified, given the amount of time and thought they put into them. Several commissioners noted it may be helpful to get periodic updates from the Council liaison, which has occurred in the past.

The January 8 meeting included an open conversation between commissioners and staff to discuss the survey results and potential topics for the joint meeting. Expanded topics of discussion included:

1. While outside their general role/purview, several commissioners identified UGA expansions as a continuing priority in helping to meet the region's growth targets.
2. Communication and Role of Council liaison – there is a desire for the liaison to report council business that impacts the planning commission, such as a standing report to ensure direct communication and “transparency” between the two boards. Section 19.3 of the Council's adopted procedures – which states *“The liaisons role will be as an observer and not an active participant on the board or commission. The liaison may provide updates on City activities and the liaison may report to Council on actions and activities by their assigned board or commission”* - would support this request.
3. Clarifying the roles of the Planning Commission as an advisory body on land use planning topics and the City Council as the legislative body responsible for legislative and financial decisions. Staff will provide additional training in early 2025. Staff has provided Planning Commissioners the link to the [Short Course on Local Planning](#).
4. Planning Commissioners desire more information on capital projects, so that they are more prepared for questions from community members. Staff is looking for training opportunities, website resources and other efficient ways to report non-legislative topics.
5. Planning Commissioners emphasized the importance of transparency of City Council actions, including when considering their recommendations.

Director Wright will be moderating the January 21 discussion. As we commence the joint meeting, the City Council and Planning Commission should be prepared to discuss the following:

1. How to facilitate better communication flow between the council and Planning Commission, including:
 - a. What information should the Council liaison provide the Planning Commission at meetings?
 - b. Should the Planning Commission chair attend City Council meetings or hearings related to Planning Commission recommendations?
 2. Define how the Council's priorities align with the Planning Commission's, considering legislative deadlines, impacts to the community and staff resources.
 3. How staff can/should incorporate input and feedback from each body during the development of scopes of work for code amendments other long-range planning projects, in an effort to identify priorities and concerns early in the process and streamline code development and adoption.
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APPLICABLE CITY POLICIES:

LSMC 14.16A.360 and 14.16A.370 identify the general roles of the Planning Commission and City Council in the land use planning process.

ATTACHMENTS:

1. Attachment 1 - 2025 Long Range Work Program
2. Attachment 2 - PC Survey Questions and Responses



One Community Around the Lake

Lake Stevens 2025 Long Range Work Program – Project Status					
Amendment Type	1 st quarter	2 nd quarter	3 rd quarter	4 th quarter	Status / Notes
<i>Zoning Code and Comprehensive Plan Zoning Code Implementation Projects</i>					
1. Process Code Update - Phase II (Chapters 14.16A, 14.16B, etc.) <i>Adopt Interim Ordinance for SB 5290 timelines w/a work program to be adopted by City Council by December 2024.</i> <i>Comprehensive Process code update to include interim measures, design review and other elements to comply with HB 1293 compliance.</i>	PC/CC	PC/CC	PC/CC		Code updates to streamline the permit review process and design review code to include only “clear and objective standards” in accordance with new state law by January 1 and June 1, 2025.
2. Streets and Sidewalk, Parking, Concurrency, and Subarea Code • Chapter 14.38 LSMC • Chapter 14.56 LSMC • Chapter 14.72 LSMC • Chapter 14.110 LSMC • Chapter 14.112 LSMC • Engineering Design and Development Standards	PC/CC	PC/CC	PC/CC		Update street related codes to reflect transportation analysis, including multi-modal uses following the Comprehensive Plan. Concurrently, the city will update its EDDS.
3. LS Industrial Center Code Implementation (Various Sections) <i>Staff will issue a code interpretation on allowed uses and bulk regulations found in Chapters 14.40 and 14.48 to clarify revised land use and zoning map regulations as an interim step.</i> <i>Code update will start in 2nd quarter 2025 with consultant assistance.</i>		PC/CC	PC/CC	PC/CC	Code updates to implement Lake Stevens Industrial Center Analysis. Develop Industrial Zone and industrial center design standards. Public and Owner outreach and participation.
4. Housing Action Plan Implementation (Various Sections) <i>This amendment will consider the infill code / cottage housing, supportive / emergency housing, temporary encampments, mixed-use rules and related code updates.</i>			PC/CC	PC/CC	Update the city’s various housing; regulations to meet the requirements of HB 1220.

5. Critical Area Regulations (CAR) <i>Update Chapter 14.88 Critical Areas to ensure best available science is followed and adopt regulations for Critical Aquifer Resource Areas with consultant support.</i>			PC/CC	PC/CC	Mandatory update of Chapter 14.88 to ensure our regulations comply with approved state and federal standards for wetlands, fish and wildlife conservation areas, frequently flooded areas, geologically hazardous areas and critical aquifers
6. Park Impact Fees (Chapter 14.120) <i>Project will follow completion of revised Parks and Recreation Element of the Comprehensive Plan</i>					Staff will coordinate with the Parks and Recreation Department to update Parks Impact Fees in Chapter 14.120, including methodology and exemptions.
Comprehensive Plan					
7. 2025 Comprehensive Plan Docket <i>As part of the 2025 docket, revisions to the Capital Facilities Element will occur and a major update to the Parks, Recreation and Open Space Element will take place leading to a Parks, Recreation and Open Space Plan</i>	PC / CC	PC / CC	PC / CC	PC/CC	Process citizen and city-initiated docket requests, including updates and public engagement for the Parks and Recreation Element that must be adopted by December 2025.
8. Subarea Plan Update	PC / CC	PC / CC	PC / CC	PC / CC	Update the subarea plans (3) and remove the capital projects out of the plans.
9. Utilities Element / Sewer Plan Update. Place Holder.	TBD. Timeline likely 12-18 months, carrying forward into 2025.				Future task to revise public services element and potential code changes to the utilities chapter.



Annexations		
10. Explore Annexation of remaining portions of UGA	TBD - 2025	There are three remaining areas of UGA (SR 92, 12th St NE, and south of 20th St SE) which the city may consider for annexation.
11. Petition Placeholder	TBD	Process citizen-initiated annexations as requested
Miscellaneous		
12. Snohomish County Tomorrow / TAC / Alliance for Affordable Housing	Continue participation in SCT, TAC and AHA – report out to PC and Council on actions	
13. Economic Development Marketing Materials	Ongoing	
14. Sale and development of city properties	Ongoing	

*General Schedule – subject to change based on staffing and funding availability.

1st Quarter January through March

2nd Quarter April through June

3rd Quarter July through September

4th Quarter October through December

Planning Commission 2024 Review and 2025 Lookahead

1. The Comprehensive Plan Update dominated your 2024 work plan. How would you rate that process/project as a whole?

☐ Excellent

☐ Good

☐ Average

☐ Poor

☐ Very poor

2. What went well with the 2024 Comprehensive Plan Update?

3. How could staff have improved the Comprehensive Plan Update process/product and better supported the Planning Commission?

4. It can be difficult to engage the public on plan/code amendments and other long-range planning projects. Do you have thoughts on how the city can solicit input from a broader range of stakeholders and community members?

5. The 2025 work plan includes a number of important code amendments. How would you rank these topic areas in terms of interest/importance?

Process Code (LSMC 14.16A and 14.16B)

Critical Areas Ordinance Update (including Critical Aquifer Recharge Areas)

Housing Action Plan Implementation (Infill, Mixed-Use, Emergency Housing, PSH, etc.)

Streets, Sidewalk and Parking (LSMC 14.56 and 14.72)

Industrial Center (New consolidated industrial zone and regulations)

Park Impact Fees

6. What types of topics would you like to discuss with the City Council during the annual joint meeting to make that meeting more productive?

7. Are there specific ways that communication/coordination with the City Council can be improved?

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Microsoft Forms

Comp Plan Rating	What went well?	What could have been improved?	How to improve public engagement	Work plan priorities	Topics to discuss with Council	Improve Council coordination
Excellent	Breaking the larger plan into reasonably sized bites helped, as did Planning staff explaining the steps involved.	At the public hearings, it became evident that we needed to do a better job at communicating how the changes would and would not impact the public.	Direct connection via email or postcard to impacted areas.	1. Streets/Sidewalk/Parking 2. Industrial Center Zoning 3. Housing Implementation 4. Critical Areas Update 5. Process Code 6. Park Impact Fees	Goals for the year, and which are statutory in nature (ie: we have to get this done).	What are the goals of the Council? At times, it feels like the Planning Commission's view of the City and some Councilmember's views are in conflict. We only know this after the fact, when they amend PC recommendations at council.
Excellent	Breaking the update project into manageable segments by topic area made it possible to give each section adequate attention to detail. Also, Staff did a great job of incorporating Commission feedback in subsequent drafts.	I thought the Staff did an excellent job in this area - no notes.	The eternal question....always a challenge. The only thing I can think of that might be helpful in the future would perhaps be to offer a "Planning 101" opportunity to the public on an annual or bi-annual basis to so that stake holders have a better idea about what the work of the Planning Department / Commission is, and therefore a better opportunity to comment meaningfully to the correct body (e.g. Commission v. Council).	1. Housing Implementation 2. Streets/Sidewalk/Parking 3. Process Code 4. Critical Areas Update 5. Industrial Center Zoning 6. Park Impact Fees	The challenge of balancing housing density requirements and affordability with impacts to infrastructure and general issues of livability.	I always appreciate when Staff provides an update at our meetings about any action that Council takes regarding Commission recommendations.
Good	We had lots of time to go over each section as it was edited. We had opportunities for feedback and corrections.	Early in the process I specifically asked staff to make sure that affected homeowners received a notification that was worded in clear natural language which not only explained what the change means, but explains how this benefits the land owner. Unfortunately, the notifications were not clear and there was much confusion. Some were even worried that they would be forced out of their homes. Also, I was disappointed that the initially proposed zoning changes that were presented to the council, and approved. Were later changed as the last minute.	I think the city does an excellent job notifying the public about planning and code amendments. We had an event where a table was set up for each section of the document. Public feedback was received and we had good attendance. There were surveys, posted signs, etc. Anyone with any interest whatsoever has plenty of opportunity to give feedback.	1. Housing Implementation 2. Critical Areas Update 3. Streets/Sidewalk/Parking 4. Industrial Center Zoning 5. Process Code 6. Park Impact Fees	Expansion of the UGA boundary. The city applied for expansion last year and needs to continue those efforts with the county. We need to emphasize with them that we have met and exceeded our growth targets. Affordability in Lake Stevens is being severely affected by a lack of available land for development. Opening up more land for development is the most effective tool we have to help future generations afford to live here. Educating the public on the impact of recent zoning changes. The most drama we had as a planning commission this year was when landowners who received notice were worried they would be kicked out of their homes.	

Comp Plan Rating	What went well?	What could have been improved?	How to improve public engagement	Work plan priorities	Topics to discuss with Council	Improve Council coordination
Excellent	I appreciate that the material was broken up into manageable pieces. It was well organized and well executed.	Nothing. I think it was well done.	I think they city made a good effort to engage the community throughout the process. Not sure what else could have been done.	1. Housing Implementation 2. Streets/Sidewalk/Parking 3. Industrial Center Zoning 4. Critical Areas Update 5. Process Code 6. Park Impact Fees	I don't have anything in particular that I feel needs to be addressed in the annual joint meeting. I just feel that if we are going to have the meeting, that we need to have something substantive to do/say, and not just show up and look at each other for a few minutes. I'm eager to hear suggestions from the other PC members.	Overall, I think the communication/coordination with the CC is fine. We have the opportunity to engage as much or as little as we desire. I appreciate that a member of the CC is present at our meetings. Perhaps we could include a standing item on the agenda for CC member business. If desired, the attending CC member can share relevant information with the PC, keep us informed of things going on on the CC, etc.
Good	Breaking it down by category was helpful.	Allow extra time for review on some of the larger packets. Review and revisit prior questions posed by the commissioners and public. Bring back comments from Council for a more collaborative final outcome.	Don't rely on social media and open houses...perhaps use existing organizations i.e. civic, hoa,'s religious, etc. for outreach opportunities. Have staff available in office to answer specific questions rather than/in addition to email. Avoid language and acronyms unknown to the general public. Explain the process and any regulations or legislation mandating issues affecting the community. Be clear on the role of the Planning Commission.	1. Housing Implementation 2. Industrial Center Zoning 3. Streets/Sidewalk/Parking 4. Park Impact Fees 5. Critical Areas Update 6. Process Code	Communication between the commission and council is critical...I attend Council meetings often and hear items that should be related back to my colleagues to assist in future recommendations. As mentioned above, the interaction with the community can be helped by explaining the deliberation process, using language which is understandable (rather than code) and reaching people early and where they are rather than risking the spread of false information. The city website is cumbersome to find information regarding meetings, agendas and follow up. Perhaps focusing on ease of use would help in lessening frustration.	Better, any, communication between Council and the Commission would be beneficial. We used to be given short reports from Councilmember Petershagen which have stopped completely. There is a general lack of recognition surrounding our discussions and recommendations. In addition, not including a commissioner on the selection panel to appoint our newest member was completely flawed and disrespectful. To end on a positive note, our meeting minutes are vastly improved and helpful in reviewing past comments in preparation for upcoming meetings.
				1. Critical Areas Update 2. Streets/Sidewalk/Parking 3. Housing Implementation 4. Industrial Center Zoning 5. Park Impact Fees 6. Process Code		