



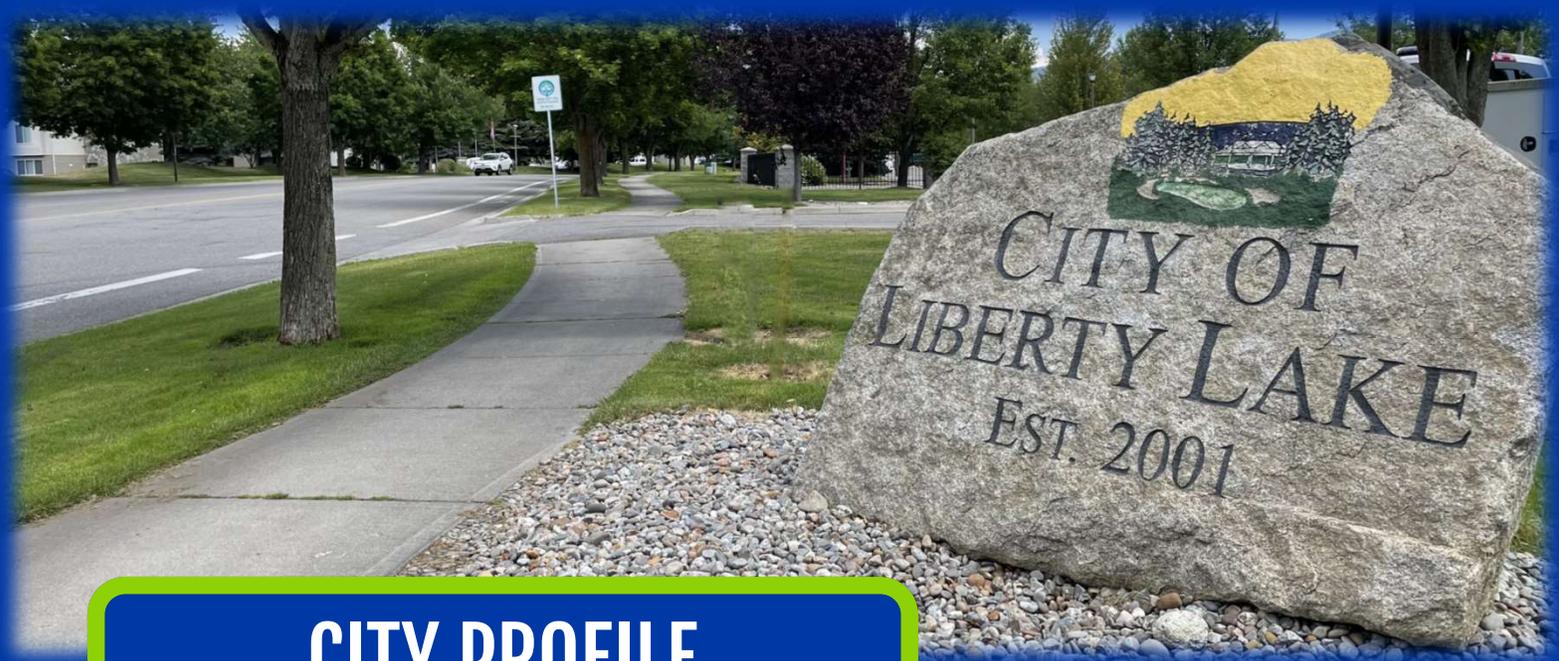
# CITY OF LIBERTY LAKE

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# STRATEGIC PLAN

2024-2028





# CITY PROFILE

**Incorporation:**  
August 31, 2001

**City Hall:**  
22170 E. Country Vista Dr.

**Form of Government:**  
Mayor-Council

**Elected Officials:**  
1 Mayor & 7 Council Members  
(all elected at-large)

**Classification:**  
Non-Charter Code City  
(RCW Title 35A, Section 01.020)

**Area:**  
6.34 square miles  
(2023 boundaries)

**Population:**  
13,150  
(Apr 1, 2023 OFM estimate)

**Population Density:**  
2,074/square mile

**Operating Budget:**  
\$17.9 million  
(2024 adopted)

**Total Budget:**  
\$24.2 million  
(2024 adopted)

**Workforce:**  
86 full time, 16 part time  
(2024 adopted)

- Departments:**
- Executive
  - Finance & Administration
  - Library
  - Parks & Recreation
  - Planning, Engineering, & Building Svcs.
  - Police
  - Public Works

- City Operated Amenities:**
- Orchard Park
  - Pavillion Park
  - Rocky Hill Park
  - Town Square Park
  - Trailhead Golf Course
  - 35 miles of trails





# CONTRIBUTORS

## Liberty Lake residents, businesses, and volunteers

- 652 participated in the community strategic plan survey
- 21 assisted by serving on the strategic plan focus group
- 34 assisted by serving in their roles as board/commission members

### **Cristella Kaminskas**

Mayor

### **Phil Folyer**

Council Member Position 1  
Mayor Pro-Tem

### **Chris Cargill**

Council Member Position 2

### **Dan Dunne**

Council Member Position 3

### **Jed Spencer**

Council Member Position 4

### **Annie Kurtz**

Council Member Position 5

### **Tom Sahlberg**

Council Member Position 6

### **Wendy Van Orman**

Council Member Position 7

### **Mark McAvoy**

City Administrator

### **Jennifer Camp**

Operations & Maintenance Director

### **Kyle Dixon**

Finance & Administration Director

### **Jandy Humble**

Library Director

### **Lisa Key**

Planning, Engineering, & Building  
Services Director

### **Damon Simmons**

Police Chief

### **David Goehner**

Communications

Success does not happen by accident. In Liberty Lake we have a rich history of planning strategically for the future so the community can experience our shared vision. I'm grateful for everyone who collaborated with us over the past several months to create this plan.

--Mayor Cris Kaminskas



# PLANNING PROCESS

The strategic planning process helps capture and portray the city's purpose, beliefs, and methods for pursuing its vision of the future. The resulting plan identifies broad priorities and preferred results, but purposefully avoids defining specific tasks and actions. City staff is responsible for implementing the plan by planning and delivering services and projects each year as they are prioritized and budgeted by the City Council. Ultimately, the measure of accountability will be how effectively the city produces the preferred results, which will be measured and reported publicly each year for the duration of the plan.

The previous 5-year strategic plan was adopted in late 2018 and guided the city's strategic direction from 2019 through 2023. As the previous plan's sunset came into view, the city initiated a process to develop the next 5-year strategic plan. City staff mapped out an orderly and structured process to ensure the new strategic plan was developed in alignment with the community's vision and aspirations. Led by the City Administrator, Liberty Lake formally kicked off the 2024-2028 Strategic Plan development in March 2023.

To begin, the city's elected officials and senior staff convened a half day workshop to build a solid foundation for the planning process. The group conducted (1) mapping exercises designed to examine key influences from the past that have shaped Liberty Lake from its founding and forecast key influences that are likely to shape the city's future; (2) environmental context assessments to help define internal and external factors and trends impacting the city; and (3) an analysis to help define and prioritize desired outcomes.

The workshop produced more than 300 individual artifacts, which the staff recorded, analyzed, and organized into thematic categories. As planning entered the public engagement phase, the staff, aided by experts from our partners at Zencity, crafted the categorized artifacts into a community survey designed to gauge public sentiment on core values, community vision, future opportunities, and priorities. The city used every available platform to promote the planning process and the survey. More than 600 Liberty Lake residents, businesses, and visitors completed the survey between late April and early July 2023.

City staff compiled the survey data into a report for the Community Engagement Commission and the City Council. The report was also posted on the city's website and social media feeds and featured in the community newspaper.

To ensure a higher degree of validity in the results, the city formed a focus group to analyze the survey data and formulate suggested language for the new strategic plan's vision statement and strategic priorities. The focus group's suggestions were presented to the City Council in early August 2023.

As planning entered the final phase, the City Council convened a second workshop to form the aggregate inputs into a new strategic plan. Through the workshop, and several subsequent discussions, the council reached consensus on the core values, vision statement, strategic priorities, and key results in early November 2023.



# COMMUNITY SURVEY

Please rate each **core value** based on how relevant and important you believe it currently describes Liberty Lake<sup>1</sup>.

Core Value	Strongly Agree	Somewhat Agree
Quality of Life	79%	16%
Integrity	70%	18%
Family Centered Activities	63%	25%
Financial Sustainability	63%	23%
Community Investment	61%	26%
Civic Pride	51%	31%
Environmental Sustainability	47%	28%
Partnership	38%	35%

<sup>1</sup>No more than 7% of respondents selected either Strongly Disagree or Somewhat Disagree for any core value.

Please rate each **vision statement** based on how relevant and important you believe it currently describes Liberty Lake<sup>2</sup>.

Vision Statement	Strongly Agree	Somewhat Agree
The Liberty Lake community will maintain an environment that preserves and enhances natural surrounding through the harmony of planned architectural design and green space.	67%	23%
Our community will achieve its quality of life by creating a safe, friendly environment in which community involvement promotes recreational opportunities and civic pride.	68%	25%
Liberty Lake encourages and supports leading edge technology and a progressive business environment, which ensures a diverse, prosperous, and financially secure community.	44%	34%

<sup>2</sup>No more than 7% of respondents selected either Strongly Disagree or Somewhat Disagree for any vision statement.

## What makes you feel most **SATISFIED** about living or working in Liberty Lake?

Quality of parks and open space	74%
Safe neighborhoods	74%
Low crime	68%
Appearance of the city	61%
Number of parks and open space	54%
Sense of community	52%
Well maintained roads and infrastructure	48%
Events	38%
Management of growth and development	23%
City's engagement with residents	21%
City's strong financial position	20%

## What makes you feel most **UNSATISFIED** about living or working in Liberty Lake?

Lack of amenities (pool, community ctr, etc.)	56%
Lack of a downtown or town center	44%
Management of growth and development	34%
Current level of business diversity	24%
State interference in local decisions	20%
Other	19%
Lack of city-sponsored recreation programs	19%
City taxes	18%
Availability/coverage of broadband	15%
Response to homelessness	15%
Crime	13%

## How would you rank these focus areas in order of importance?<sup>3</sup>

Public safety	76%
Planning and growth management	67%
Revenues and financial management	48%
Amenities and sense of place	45%
Public engagement and trust	42%
City facilities and Infrastructure	40%
Business retention or expansion	35%
Adapting to changing realities	33%
Housing availability and affordability	30%
High quality or equitable service delivery	21%
City brand and reputation	20%
Partnerships with other governments	20%
Transit or transportation	16%
Tourism promotion	7%

## Which of these opportunities are you most interested in seeing the city address?

Town Square master plan	58%
Infrastructure master plan	46%
More recreation options	43%
More business diversity	36%
Maintain existing infrastructure	35%
Promote community engagement	27%
Compete for fed/state resources	27%
Invest more in infrastructure	27%
Promote broadband	25%
Pay off Trailhead Clubhouse debt early	17%
Other	16%

<sup>3</sup>Percent of respondents who ranked focus area in the Top 5





# CORE VALUES

Our core values express who we are and what we stand for.

## WE VALUE

**Quality of Life**

**Integrity**

**Partnership**

**Community Centered Activities**

**Community Investment**

**Civic Pride**

**Financial and Environmental Stewardship**

**Healthy Local Businesses**

**Patriotism**

2024 – 2028 STRATEGIC PLAN



# VISION

Our vision is our purpose and expresses what we will become if we act and govern according to our core values. It also describes the benefits our residents, business, and visitors will realize over time.

## OUR VISION

**TOGETHER, we make a welcoming and flourishing community, united by the pursuit of enriching the quality of life for every resident, planning growth that respects our natural environment, and promoting a vibrant economy.**



# PRIORITIES

**1**

**QUALITY OF LIFE & CONNECTEDNESS**

**2**

**PUBLIC SAFETY & WELL BEING**

**3**

**ECONOMIC VITALITY & OPPORTUNITY**

**4**

**PLANNED GROWTH & INFRASTRUCTURE**

**5**

**PUBLIC SERVICE EXCELLENCE**

2024 – 2028 STRATEGIC PLAN



## QUALITY OF LIFE & CONNECTEDNESS

We prioritize building a community where everyone belongs, can easily connect with their neighbors and local government, and can access amenities and experiences that enrich their lives.

We will create more opportunities for community members to engage in civic life and celebrate our history and culture.

We will connect transportation networks so community members can travel freely and easily throughout the city using a variety of modes.

### KEY RESULTS

- 1.1 People feel better about their quality of life each year.
- 1.2 Participation in civic events is growing each year.



# 2

## PUBLIC SAFETY & WELL BEING

We prioritize keeping every member of the community safe and secure.

We will leverage community engagement, partnerships, data analytics, and technology to improve our first response capacity and reduce crime across the board.

We will work to ensure our city is well prepared to respond to and recover from emergencies and natural disasters.

## KEY RESULTS

- 2.1 People feel safer each year.
- 2.2 Crime rates are falling each year.
- 2.3 City is better prepared for emergencies/disasters each year.



3

## ECONOMIC VIBRANCY & OPPORTUNITY

We prioritize a vibrant local economy, where community members at all walks of life find abundant opportunities to conduct business, work, shop, and connect.

We will continue investing in essential infrastructure and service delivery so that businesses of all sizes and types can launch, grow, and thrive.

## KEY RESULTS

- 3.1 People feel better about their economic opportunities each year.
- 3.2 Businesses are launching and expanding each year.



# 4

## PLANNED GROWTH & INFRASTRUCTURE

We prioritize well planned growth and investment in public infrastructure to preserve our unique character while also providing a strong foundation for future generations.

We will engage the entire community in developing the next Comprehensive Plan and development code updates to ensure growth and investment reflects current and future needs.

We will consistently commit sufficient funds to build and preserve reliable, functional, and resilient public infrastructure.

## KEY RESULTS

- 4.1 Planned facilities keep pace with expected growth.
- 4.2 Infrastructure is preserved in good condition.
- 4.3 Comprehensive planning engagement is growing each year.



5

## PUBLIC SERVICE EXCELLENCE

We prioritize continuous improvement and innovation and will identify and develop partnerships that strengthen our effectiveness in delivering core services.

We will do what is necessary so that every community member can understand, engage, and actively contribute to fulfilling our strategic priorities.

We will operate with transparency and fiscal responsibility as we align the city's budget with the strategic plan.

## KEY RESULTS

- 5.1 People feel better about core service delivery each year.
- 5.2 Trust in city government is growing each year.
- 5.3 Alignment between budget and strategic plan is improving each year.

# Adopted November 2023

1. Revised December 2023 (City Profile, stats)
2. Revised May 2024 (Priorities, photo)
3. Revised August 2024 (Key Results, re-number)

For more information, contact:  
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[libertylakewa.gov](http://libertylakewa.gov)

