

PUBLIC WORKS STRATEGIC PLAN



TABLE OF CONTENTS

Message from Our Directors.....	1
Strategic Plan Framework.....	2
Values and Strategic Themes.....	3
Public Works Divisions.....	4
• Development Services.....	5
• Engineering.....	9
• Environmental Services.....	13
• Operations & Maintenance.....	17
• Traffic.....	22

MESSAGE FROM OUR DIRECTORS

It's an exciting time to be in Public Works and to get to be a part of helping shape the future of our community. Each day, what our team does makes a positive difference to the people who live, work and play within Federal Way. Public Works is an essential part of ensuring a vibrant, mobile, community that we can all take pride in. The purpose of this plan is to be a living document that identifies and vocalizes Public Work's desired strategic outcomes so we can continue to provide the level of services our community deserves and expects.

This Strategic Plan takes the goals established by the Mayor and City Council and reflects how we will carry them out within our Department. We did that by involving internal stakeholders, soliciting feedback, identifying our strengths and weaknesses, and then building a plan around our Public Work's mission, vision and goals. Within each Division, specific quantifiable and trackable objectives have been established.

Public Works has the opportunity, and responsibility, to make a positive difference. We do that every day with the knowledge, dedication and commitment to providing new and effective services with ever increasing efficiency. Through the requirements of that work, at times it is hard to pause and see the bigger picture. This document dovetails those efforts by providing strategic focus on our long-term goals, and then spelling out expectations to let us know when we have reached them.

This may be the first time our Public Works Department has written down a Strategic Plan, but it is based on the vision, goals, and daily work that each member of our team has been doing for years. It is not something new, but instead a new way to share our combined vision. We are proud of the work, drive, creativity, and flexibility that is pervasive throughout our organization. We challenge each of our employees to continue to foster and champion ideas that drive this department to successfully serving the public.



Lastly, we want to thank Stacey Curry, Emma Keese, Caleb Weiss, Mike Darrah, Lee Hedrick, and Samir Basmeh for all of their efforts in stepping up and driving the effort to collect input and develop this strategic plan. Without each of them, this wouldn't have come together.

EJ Walsh, PE
Public Works Director

Desiree Winkler, PE
Deputy Public Works Director

STRATEGIC PLAN FRAMEWORK

VALUES



Community Driven



Dedicated



Inclusive



Safe



Sustainable



Transparent

VISION

We enhance and maintain the quality of life, promote economic growth and sustainability, while increasing accessibility, safety, and mobility for all.

MISSION

Providing the highest quality of modern infrastructure and services, being responsible stewards of our environment, we create a safe community for all who live, work, and play in Federal Way.

STRATEGIC THEMES

Communication & Outreach



Diversity, Equity, & Inclusion



Innovation & Technology



Safety



Sustainable Development



Workforce



PUBLIC WORKS DIVISIONS

Development Services

Engineering

Environmental Services

Operations & Maintenance

Traffic

VALUES

Values define the fundamental behaviors that guide our actions to achieve our Vision and Mission, while building trust throughout our organization and community.



Community Driven

We collaborate with our community to address their requests and concerns.



Dedicated

We are committed to a work ethic that produces excellence and reliability to our community.



Inclusive

We cultivate a culture of acceptance, equity, and accessibility for all.



Safe

We ensure the safety of our work force, community, and environment through training, education, and daily tasks.



Sustainable

We embrace continual change and adapt to meet the needs of our community now and in the future.



Transparent

We strive to be open and accountable to our community.

“ All work will embody our values. ”

STRATEGIC THEMES

Strategic Themes are the guiding pillars of success. They bridge the gap between our division's objectives and our vision.



Communication & Outreach

Collaborate with the community through public engagement. Provide accessible education in multiple languages and create awareness about City services



Diversity, Equity, & Inclusion

Provide equitable access to services, information and infrastructure to the community.



Innovation & Technology

Encourage innovation and use of technology to provide continued improved services inside the office and outside in the field



Safety

Respond to community's concerns regarding infrastructure safety issues. Monitor and maintain the natural environment by minimizing impacts to public safety.



Sustainable Development

Create, improve, and maintain a clean natural and built environment. Promote sustainable economic growth.



Workforce

Public Works strives to keep expanding and evolving an effective workforce that collaborates and communicates with all City Departments.

“ All work will advance our themes. ”

DIVISION PLAN

Effective implementation of the Strategic Plan requires translating our high-level Vision and Mission into actionable steps for each Division.

Public Works Division Plans identify specific quantifiable and trackable objectives and ways to mitigate potential pitfalls. By realizing the bigger picture, we provide new and effective services, which ultimately improves the lives of the community we serve.



DIVISION PLAN

DEVELOPMENT SERVICES

The Development Services Division of the Public Works Department manages the right of way permit processing and conducts construction inspections for all adopted developments submitted to the City for approval. The Development Services Division of the Public Works Department is committed to upholding the City of Federal Way's codes and development standards in a fair and consistent manner. Our goal is to accomplish this task by working closely with developers, contractors and property owners to provide them with a thorough and timely review of their projects and to provide guidance when needed to help bring projects to fruition.



OBJECTIVES

Response time on requests for Modifications:
 30 days in 2023 to 20 days in 2029



Development Standards to be updated/revise every two years



Development review check list to be updated/revise every two years



Annual permit fees to be updated every year



Sound Transit Operation Maintenance Facility projects to be reviewed/constructed/inspected



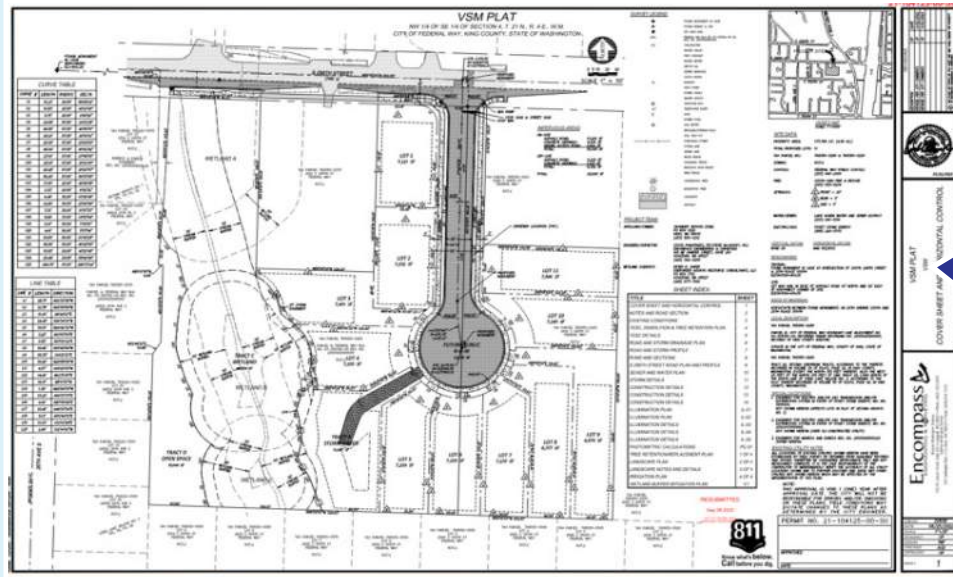
DEVELOPMENT SERVICES STRATEGIES:

- Review and update the Public Works Development Standards every two years.
- Encourage growth and promote growth within staff.
- Cross training between staff for professional growth.
- Anticipate a 25 percent less review time for right of way permits by working collaborative with other divisions.
- Anticipate a 25 percent less time of staff reviewing for plans by providing training to staff.
- Conduct more inhouse training for review/permitting/inspecting staff.
- Reduce the Modification request review by 25 percent in the next 5 years.
- Develop and revamp plan review checklist.
- Implement MyBuildingPermit.com to our system.

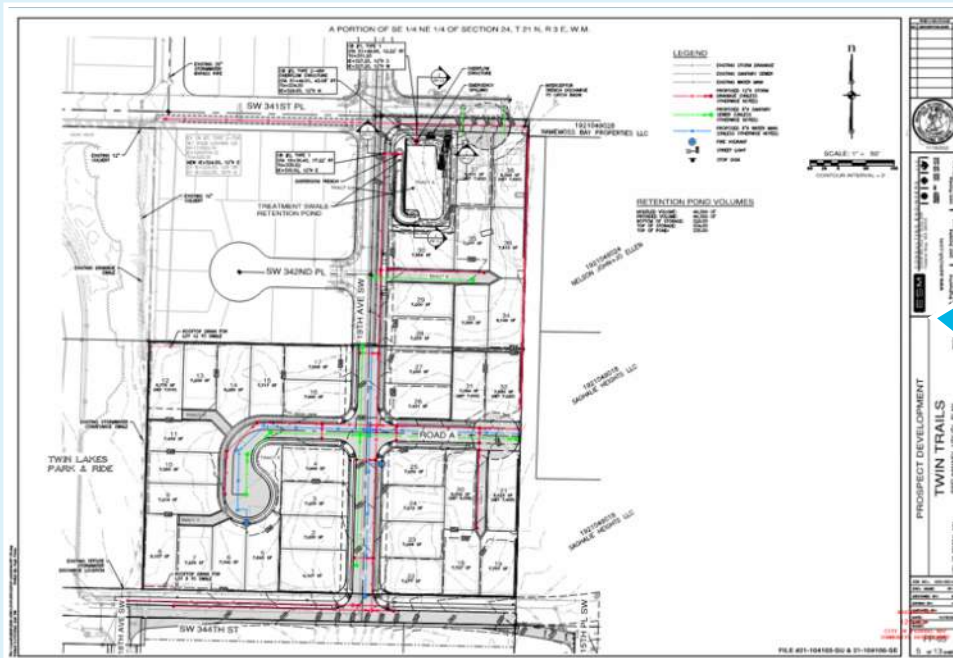
MITIGATING PITFALLS:

Some potential pitfalls for Development Services are time to review development plans and permit applications. One-way Development Services can mitigate this pitfall is to hire extra staff for engineering plans review.

Development Services is a successful Division because our staff does an amazing job every day. From Single Family applications to Multi-Family.



ISSUED
OVER 600
RIGHT OF WAY PERMITS



REVIEWED
20 PLAT
APPLICATIONS



REVIEWED
**393 SINGLE
FAMILY
PERMIT APPLICATIONS**

REVIEWED
**155 COMMERCIAL
BUILDING PERMITS**

DIVISION PLAN
ENGINEERING

The Engineering Division provides civil engineering services to the Public Works Department and also supports other departments within the City with their engineering needs. The Division provides administrative and managerial functions in overseeing the development of infrastructure projects and construction management of the capital projects. The Division also is responsible to develop and revise comprehensive capital improvement projects; Develop and implement short- and long-range programs; Coordinate work projects with other City departments, contractors, government agencies, organizations and the public as required; inspect work in progress; Assure projects are completed in compliance with codes, specifications, and standards. The Division also applies to various sources for related grants and administers these funds.



OBJECTIVES

Enhance community safety, health and livability through a connected system of pedestrian, bicycle and transit infrastructure that is part of a regional transportation network.



To manage the successful completion of transportation, stormwater and traffic projects within the available budget and on schedule.



Develop Workforce & Organizational Agility



Deliver 100% of our Projects to meet or exceed the required WSDOT criteria for administration, design & documentation



Achieve zero accidents and injuries during the construction of our projects



Coordinate with a broad range of partners to help meet Federal Way's transportation goals



ENGINEERING STRATEGIES:

- Design & Construct Public Conveyance Projects that introduces and enhances Efficient Transport, ADA Pedestrian Compliance, Bicycle Accessibility and Traffic Calming
- Provide enhanced and relevant staff training and actively pursue the retention of experienced staff.
- Continuing education and related training to not only stay in tune with advancements in our profession but to streamline organization.
- Reduce and eliminate project deficiencies with thorough review of site conditions, specifications and plans throughout the design process and active construction of all projects.
- The introduction of new management tools, software and data collection to promote efficiencies and eliminate redundancies.
- Review of current project delivery approaches and modify them for more accurate and efficient outcomes.
- Review administrative and design standards to perpetuate success and to correct deficiencies
- Attract qualified candidates by offering a desirable, positive and supportive work environment.
- Attract capable and competitive contractors with comprehensive design and standardized and predictable project management.
- Identifying staffing shortfalls and reimagine positions that encourage success and promote growth.
- Invest in our people and processes to enable them to thrive in this transformational environment.
- Anticipate community needs that align with potential funding sources and introduce projects specifically tailored to those available and anticipated funding sources.
- Introducing comprehensive Traffic Control using thorough review of all site conditions, traffic flow data and oversight.
- Identifying needs through information collaboration from other divisions, additional governing entities, community feedback, franchise utilities & project contractors.

MITIGATING PITFALLS:

- Unforeseen project site conditions
- Lack of funding
- Lack of staff
- Design oversight or conflict
- Contractor Performance



237 ADA
CURB RAMPS UPGRADED



27.5
LANE MILES
OVERLAID



59
CAPITAL PROJECTS
PLANNED



0 VIOLATIONS
ASSOCIATED WITH
FEDERALLY FUNDED
PROJECT ADMINISTRATION



46 PROJECTS
FOCUSED ON
PUBLIC SAFETY

DIVISION PLAN

ENVIRONMENTAL SERVICES

The Environmental Services Division focuses on three major areas: outreach and education about Public Work Department services; solid waste and recycling; and surface water quality. We provide community events and workshops, manage the City’s solid waste and recycling collection services contract, and work to prevent pollution from entering Federal Way’s surface water system through proactive education and code enforcement.



OBJECTIVES

Proactively implement 2024–2029 Western Washington Phase II Municipal Stormwater Permit requirements and complete the annual reports on a timely manner.



Maximize Solid Waste & Recycling (SWR), Hazardous Waste Management Program (HWMP), Local Solid Waste Financial Assistance (LSWFA), and NPDES capacity grant funds to provide equitable education and services.



Comprehensive Garbage, Recyclables, and Compostable Collection Services Contract management.



Implement Pollution Prevention Assistance program.



Implement Annual Storming the Sound with Salmon program, in conjunction with Federal Way Public Schools (FWPS).



Revise and update 2021 Surface Water Comprehensive Plan.



Create a Water Quality Monitoring Quality Assurance Project Plan (QAPP) for our Citywide monitoring program.



ENVIRONMENTAL SERVICES STRATEGIES:

- Participate in at least 12 community events such as farmers markets annually to share information on stormwater, recycling, and other environmental topics.
- Work with community partners to host at least 10 events annually that help residents reduce, reuse, and recycle.
- Translate outreach materials into the top four non-English languages in Federal Way. If appropriate, translate into additional languages when focusing on specific communities.
- Respond to all illicit discharge reports within 24 business hours.
- Issue water quality violation letters within 48 business hours.
- Partner with at least six community organizations to provide environmental education during Storming the Sound with Salmon events.
- Partner with Federal Way Public Schools (FWPS) to provide rearing tanks, eggs, and materials to all schools participating in Storming the Sound with Salmon.
- Secure WA Fish and Wildlife permit for enough eggs for all Storming the Sound with Salmon rearing tanks located at schools and in the community.
- Inspect a minimum of 20% of at-risk Federal Way businesses annually for Pollution Prevention Assistance services and related source control, providing spill response education as needed.
- Anticipate a goal of 20% fewer illicit discharge reports as a result of Division's community education and annual business inspections.
- Work with businesses to strive for a goal of 90% of illicit discharges being voluntarily corrected without needing escalation to order to correct.
- Standardize Water Quality site inspection procedure to conduct PPA and Source Control visits simultaneously.
- Offer annual Stream Team training and train at least 10 volunteers annually.
- Host at least two annual curb marking events and install markers to at least 100 storm drains.
- Conduct 40 annual Spill Kit Outreach Program visits.
- Contact WM and residents to resolve any complaints made to the City within 48 hours.
- Perform quarterly tests on WM customer service system through phone, email, and MyWM App
- Hold WM accountable for any contract violations utilizing fines or other compensations.
- Track and analyze grant-funded purchases to confirm best use of grant dollars.
- Work collaboratively across our division to ensure timely submission of all grant reports.
- Engage in at least 3 annual workshops, seminars, or other group meetings to share ideas and strategies with other grant-funded municipalities..

MITIGATING PITFALLS:

The Environmental Services Division is collaborative, works with community organizations, and leverages outside grant funding to expand our impact. A potential pitfall is losing a partner but by working with multiple organizations and diversifying our funding sources we mitigate the potential impact.

Another potential issue is tracking and reporting. For example, when tracking water quality site visit results we must account for how increased preventative education may also lead to people better recognizing and reporting issues. We will use multiple ways of assessing effectiveness to account for these variables.



WE DIVERTED
66,000 LBS
OF MATERIAL FROM THE LANDFILL

THROUGH **15** REUSE,
REPAIR, &
RECYCLE
COMMUNITY EVENTS IN 2023

1,600 FEDERAL WAY FOURTH GRADERS
LEARNED ABOUT SALMON FROM
COMMUNITY ORGANIZATIONS
AND RELEASED

3,500 SALMON
FRY INTO BROOKE LAKE
OVER FOUR DAYS IN APRIL 2023





STAFF

LOCAL ENVIRONMENTAL TOPICS LIKE RECYCLING, WATER POLLUTION, AND GARDENING

12 COMMUNITY
EVENTS IN 2023

STOPPED POLLUTION

FROM ENTERING OUR WATERWAYS

INVESTIGATION OF OVER
100 ILLICIT
DISCHARGES TO OUR
STORM DRAIN SYSTEM IN 2023



DIVISION PLAN

OPERATIONS & MAINTENANCE

The Operations and Maintenance Division is committed to the efficient management and preservation of our community's infrastructure and environment. This division oversees a diverse range of responsibilities, including the maintenance of streets, ensuring they are safe and well-maintained for all users. It also focuses on enhancing the aesthetic appeal of our community through landscape management, litter control to keep our environment clean, and managing stormwater systems to prevent flooding and ensure effective drainage. Additionally, the division is responsible for maintaining a reliable and efficient fleet of vehicles used in delivering essential services. By prioritizing operations and maintenance in streets, landscape, litter control, fleet and stormwater management. This division plays a crucial role in creating a safe, clean, and sustainable community for all.



OBJECTIVES

Streets

Keep the city's roads and ROW clean, accessible and in good condition



Clear Litter from Right of Way (CLR)

Keep the city visually pleasing and clean of debris/litte



Landscape

Maintain city's ROW vegetation landscape in a visually aesthetic order.



SWM

Reduce/prevent flooding and improve water quality.



Fleet

Keep city vehicles and equipment in safe and operational order so that staff can provide essential services to the public.



OPERATIONS & MAINTENANCE STRATEGIES:

Streets:

- Crack Sealing (Per Lane Mile)
 - 2023: 4.07 (LM)
 - 2022: 5.69 (LM)
 - Get 100% of the crack sealing list completed.
- Sidewalk Grinds
 - 2023: 19/24 grinds completed
 - Get 75% of the grind list completed each year.
- Asphalt Patches
 - 2023: 13/27 patches completed
 - 2022: 28/29 completed
 - Get 75% of the patching list completed each year.
- Vegetation trimming
 - Get 75% of the trim list completed each year.
- Sidewalk Panel Replacements
 - Get 50% of the list completed each year.

SWM:

- Total Catch basins 13,000+ Citywide
 - Over 6,000 catch basins inspected annually.
 - Metric goal: clean all CB's that exceed minimum maintenance standards.
- Total 33 filter vaults citywide with a total of 330 cartridges
 - Replace at least 36% cartridges
 - Metric goal: Replace all cartridges within the current year's circuit cycle.
- Total 144 ponds & 48 bioswales
 - Metric goal: mow and maintain each pond 3x a year

- 61 “hot spots” inspected weekly during rainy season to prevent flooding
 - Metric goal: inspected weekly/monthly depending on weather conditions
- Overlay projects, rebuild/grout approx. 150 catch basin and manhole along with pipe repairs.
 - Metric goal: Repair stormwater infrastructure as needed prior to overlay projects.

CLR:

- Respond to 90% of the requests that come through SeeClickFix every year.
- Reach out to public for volunteers and increase public awareness and education.

Landscape:

- Anticipate no less than 25 mows & trims on approximately 18 project sites.
- Improvement of 45 ROW islands on HWY 99, 1st Ave., 320th through regular trimming and refined Herbicide/Pesticide application.
- Continued maintenance of ROW irrigation & upgrades to systems/areas that are currently inoperable. Irrigation consists of 28 metered areas with an average of 10-15 zones per meter.
- Incorporate more focus on hard edging and regular tree pruning in all ROW areas.

Fleet:

- Transition into EV
- Reduce contracted services

MITIGATING PITFALLS:

Operations and Maintenance division is currently taking a proactive approach on mitigating pitfalls by contracting services for sidewalk grinds, landscaping, vector service and street sweeping. Being able to hire contractors for these services helps the workload for our crews. Additional ways we are mitigating pitfalls is giving our staff opportunities on implementing new equipment and ways to complete work more efficiently through “Outside the Box”.



STREET CREW WAS
 ABLE TO COMPLETE
OVER 100
 POT HOLE REQUESTS SENT THROUGH
 EYES ON FEDERAL WAY IN 2023

STREETS COMPLETED
OVER 160
 REQUESTS FOR VEGETATION
 TRIMMING IN 2023



BEFORE



AFTER



IN 2023, CLR CREW WAS ABLE COMPLETE
1,663 LITTER REQUESTS
 SENT THROUGH EYES ON FEDERAL WAY



OVER
6,000 CB'S
WERE INSPECTED IN 2023

MORE THAN
1,000 CB'S
WERE CLEANED WITH
A VACTOR TRUCK



OVER
240,00LBS
OF TRASH AND DEBRIS
WAS TAKEN TO THE
TRANSFER STATION
IN 2023



SWM MOWS AND
MAINTAINS VEGETATION
3 TIMES
A YEAR ON
160 PONDS
AND BIOSWALES



OVER
600 YARDS
OF BARK WAS SPREAD
THROUGH ISLANDS
ON HWY 99 USING
BLOWER TRUCKS

OVER
80 YARDS
OF BARK WAS SPREAD
BY HAND IN TREE PITS
ON HWY 99



DIVISION PLAN
TRAFFIC

The Traffic Division continues to maintain and operate traffic control devices, review development for transportation impacts and identify appropriate mitigation measures, respond to citizen requests, support the Transportation Capital Improvement Program, and perform all transportation planning functions for the City.



OBJECTIVES

Respond to Citizen Requests and Neighborhood Traffic Safety concerns.



Develop transportation projects for the TIP and CIP, support design and construction.



Decrease use of SOVs at affected worksites through the CTR Program



Develop & Implement an Asset Management Plan & Program



Operation and Maintenance of signs, markings, traffic signals, and street lights.



Provide timely and accurate reviews for Development Review



TRAFFIC STRATEGIES:

- Respond to Citizen Requests and Neighborhood Traffic Safety concerns.
- Develop transportation projects for the TIP and CIP, and support design and construction.
- Provide timely and accurate reviews for Development Review
- Decrease use of SOVs at affected worksites through the CTR Program
- Develop & Implement an Asset Management Plan & Program/Software
- Operation and Maintenance of signs, markings, traffic signals, and street lights.

MITIGATING PITFALLS:

- If working with a resident and they don't understand funding and staffing constraints based off of requests, then we will provide data that is used in prioritization and policy decisions to provide cost-effective solutions.
- If we are creating new projects and the planning level cost estimates are too low, we will update our methodology
- If staff at CTR-affected worksites don't have good transit access from home, then we will offer increased incentives, and provide guidance on alternatives to transit
- If variations in traffic patterns complicate traffic signal coordination, then we will implement new technology to provide more data to develop more efficient signal timing
- If asset management plan is not followed, then work with staff to modify workflows.



HOME OF THE
**1ST RECTANGULAR
RAPID FLASHING
BEACON**
INSTALLATION IN STATE OF WA

HOME OF THE FIRST
**2-LANE
ROUNDBABOUT**
INSTALLATION IN STATE OF WA





THE CITY HAS
87 TRAFFIC SIGNALS,
WITH OUR NEW
ADAPTIVE PROGRAM.

THE CITY HAS OVER
OVER 1,850
STREET LIGHTS AND COUNTING!





CITY OF

Federal Way

Centered on Opportunity