

# City of Federal Way Council Retreat

## Strategic Planning Report *February 3, 2018*

Prepared by



## Vision Statement

- > Federal Way will be the most inclusive, responsive and safe city in the region.

## SWOT Analysis

### *Strengths*

- > Our location (environment, e.g. water) (18)
- > Our citizens (13)
- > Our city staff (5)
- > Our parks, movie nights, infrastructure and amenities etc. (5)
- > Business community (5)
- > Our professional groups, associations and clubs (2)
- > Great neighborhoods (0)
- > Favorable tax structure (0)

### *Weaknesses*

- > Limited tax base/revenue streams (21)
- > Limited city staffing and retention (12)
- > Outreach and communications (5)
- > Lack of strategic partnerships (5)
- > Lack of partnerships with businesses (2)
- > Lack of career opportunities (1)
- > Lack of diversity of our businesses (1)
- > Lack of citizen engagement (1)

### *Opportunities*

- > Growth and advances in the medical and tech sectors (18)
- > Growing diversity in our citizens and businesses (10)
- > Open parcels of developable land (7)
- > A growing population of young professionals (7)
- > Importance of nonprofits and faith-based organizations (5)
- > Growing population of seniors (1)
- > Importance of labor parties (0)

## Threats

- > Increase in homelessness (16)
- > Quality-of-life: airport, traffic, crime and open spaces (9)
- > Addiction and mental health issues (9)
- > Lack of affordable housing inventory (eight)
- > Potential economic downturn (5)
- > Lack of higher education options within our city (3)
- > Negative perception of Federal Way (one)
- > Competing jurisdictions (0)

## Top Priority Council Goals

- 1. Increase sustainable revenue streams to fully fund the City budget and programs.**
  - a. Fully staff and retain
  - b. Continue lean principles and training
  - c. Establish green practices for all city properties
  - d. Multi-modal citizen communications
  - e. Public safety
    - i. Work with school districts on juvenile reform and justice
    - ii. Implement violence prevention steering committee recommendations
- 2. Enhance economic development activities to maximize opportunities in Federal Way.**
  - a. Skilled job training
  - b. Business expansion, attraction and retention
  - c. Develop Brooklake property
  - d. PAEC to achieve sustainability
  - e. Accessibility in terms of proximity of more parking
  - f. Zoning for a pedestrian friendly downtown
  - g. Citizen engagement on developing downtown and Weyerhaeuser property
  - h. Promoting tourism to Federal Way
  - i. Camp Kilworth resolution
  - j. Multi-model citizen communications
- 3. Develop a plan to reduce homelessness.**
  - a. Implement the Albuquerque program
  - b. Multi-model citizen communications

## Parking Lot

- > Develop a set of core values

## Next Steps

- > focus work on report outcomes.
- > published strategic plan on city website and through social media channels.
- > marketing solutions to email core values one sheet to Council and the mayor.