

5.0 PLAN IMPLEMENTATION

This chapter presents detailed information on implementing the required and recommended future activities presented in the Stormwater Management Program Evaluation (Chapter 3) and the stormwater capital projects and maintenance programs described in Capital Improvement Program and Maintenance Programs (Chapter 4). The major components of plan implementation include:

- Staffing needs for the required and recommended future activities
- Outside support for the required and recommended future activities
- Completion of capital projects that address existing stormwater issues
- Establishment of maintenance programs that address existing stormwater issues
- Interdepartmental and interagency collaboration
- Utility finances



5.1 Stormwater Management Program

Staffing Needs

Under the current level of staffing, Lacey stormwater staff are able to address stormwater problems that arise on a daily basis and troubleshoot specific issues that arise with development project reviews. However, these staffing levels are not adequate to perform activities that would enable continual improvement of Lacey's stormwater system or enhancement of Lacey's SWMP.

Current staffing levels will also not be adequate to meet the requirements of the 2024–2029 Phase II Permit and defined program elements and long-term goals during future years. The required and recommended future activities summarized in Table 5-1 will need additional staff time. Refer to Appendix F for a detailed estimate of staffing needs.



Catch Basin Inspection

Table 5-1. Required and Recommended Future Activities Needing Additional Staff Time.

Program Element	Activities
Flood Reduction ^a	<ul style="list-style-type: none"> • None
Surface Water Quality Improvement	<ul style="list-style-type: none"> • Budd Inlet Sampling Plan • Coordinate Collaborative Monitoring Activities
Groundwater Protection and Recharge	<ul style="list-style-type: none"> • Annual Inspections of Municipal UIC Wells • Integrate Municipal UIC Wells into IDDE Program • Map UIC Wells • Provide Comments During Site Review Process
Habitat Improvement	<ul style="list-style-type: none"> • Tree Canopy Goals
Public Participation (Education, Outreach, and Involvement)	<ul style="list-style-type: none"> • PCB Educational and Workshop Materials • Behavior Change Strategy • Educational Workshops • Adopt-a-Drain Program • Education and Outreach on SDM • Stewardship Events Collaboration • Riparian Area Restoration • Overburdened Communities Outreach Program • Yearly Open House • City Website Updates
Pollutant Source Control	<ul style="list-style-type: none"> • Lacey Municipal Code Review • Develop Post-Emergency Clean Up Procedure • Clean Up Procedure Coordination • Illicit Discharge Enforcement SOP • Staff Training - SwiftComply Software
Stormwater Planning, Administration, and Funding	<ul style="list-style-type: none"> • Woodland Creek SMAP • Future SMAP • LID Planning • Meet SMED Requirements

Table 5-1. Required and Recommended Future Activities Needing Additional Staff Time.

Program Element	Activities
Infrastructure Operations and Maintenance	<ul style="list-style-type: none"> • Geographics Information Systems (GIS) Schema • GIS Intern • Ditch Network Mapping • DNR Grant • Mapping SOP • Implement Private Stormwater O&M Program • Public Stormwater Operations and Maintenance • Update SOPs on Minimizing PCBs • Street Sweeping Operations and Maintenance Processes and Procedures Update • North Thurston Public Schools Coordination • Lacey Fire District 3 Coordination • Private Facility Maintenance Program for Major Maintenance Projects • Street Sweeper Rental • Decant Facility Retrofits Evaluation • Spot Checks Checklist • Vactor Truck • Catch Basin Grouting Program • Ditch and Culvert Maintenance Program • Staff Training - NaviLine Software
Development Practices	<ul style="list-style-type: none"> • Staff Training - SDM Updates • Stormwater Plan Review • Information Management System Revisions • Standardization of Processes and Procedures • Staff Training - Modeling Software

^a This program element is achieved through the Capital Improvement Program and Maintenance Programs (refer to Section 5.2).

In addition to the staffing requirements discussed in Chapter 3, Lacey will need staff to manage the construction management and project management aspects of the proposed stormwater capital projects. These costs are included in Appendix E.

Staff Positions

Staff positions needed for the required and recommended future activities in the 9-year planning horizon (2027 through 2035) are included in the figure to the right. The **red** bars represent the anticipated additional staffing need for all required and recommended future activities. The **yellow** bars represent the proposed staffing strategy, which includes the full-time equivalent (FTE) staff in 0.25 FTE increments, described in more detail below.

2027

- Hire 0.5 FTE Project Administrator to support stormwater capital projects.
- Hire 1 FTE Civil Engineer II – Public Works to manage stormwater capital projects and support stormwater plan review.
- Hire 0.5 FTE Wet-Season - Seasonal Journey Level Maintenance Technician for UIC Rule inspections and other needs.

2028

- Hire 0.5 FTE Water Resources Specialist for overburdened communities outreach.
- Hire 1 FTE Journey Level Maintenance Technician for stormwater operations & maintenance.
- Hire 1 FTE Senior Maintenance Technician for stormwater operations & maintenance.
- Hire 0.50 FTE Engineering Technician III for the private facility maintenance program for major maintenance projects.

2029

- Hire 0.25 FTE Journey Level Maintenance Technician for the catch basin grouting program.

2030

- Hire 0.25 FTE Senior Maintenance Technician for the ditch and culvert maintenance program.

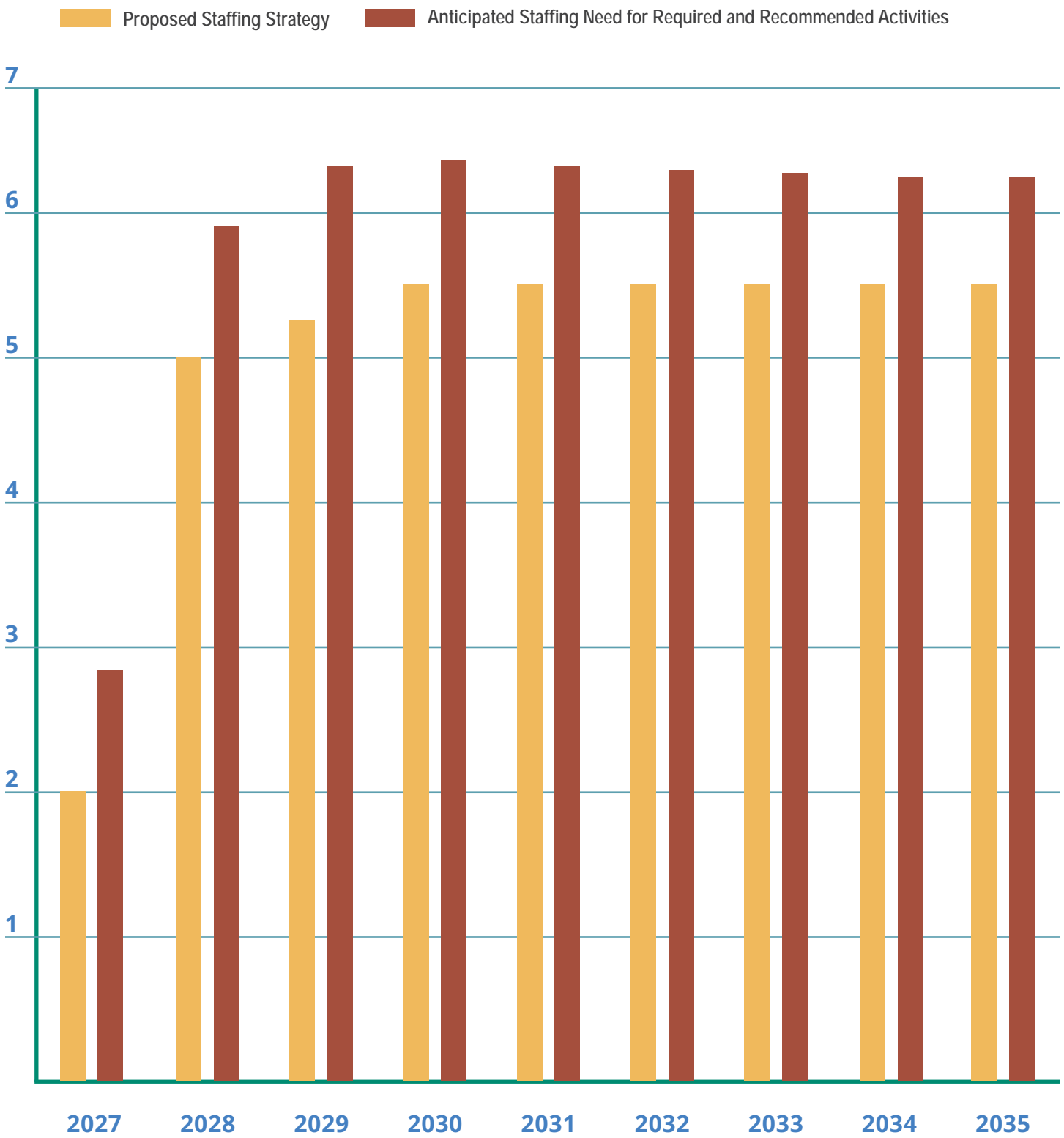
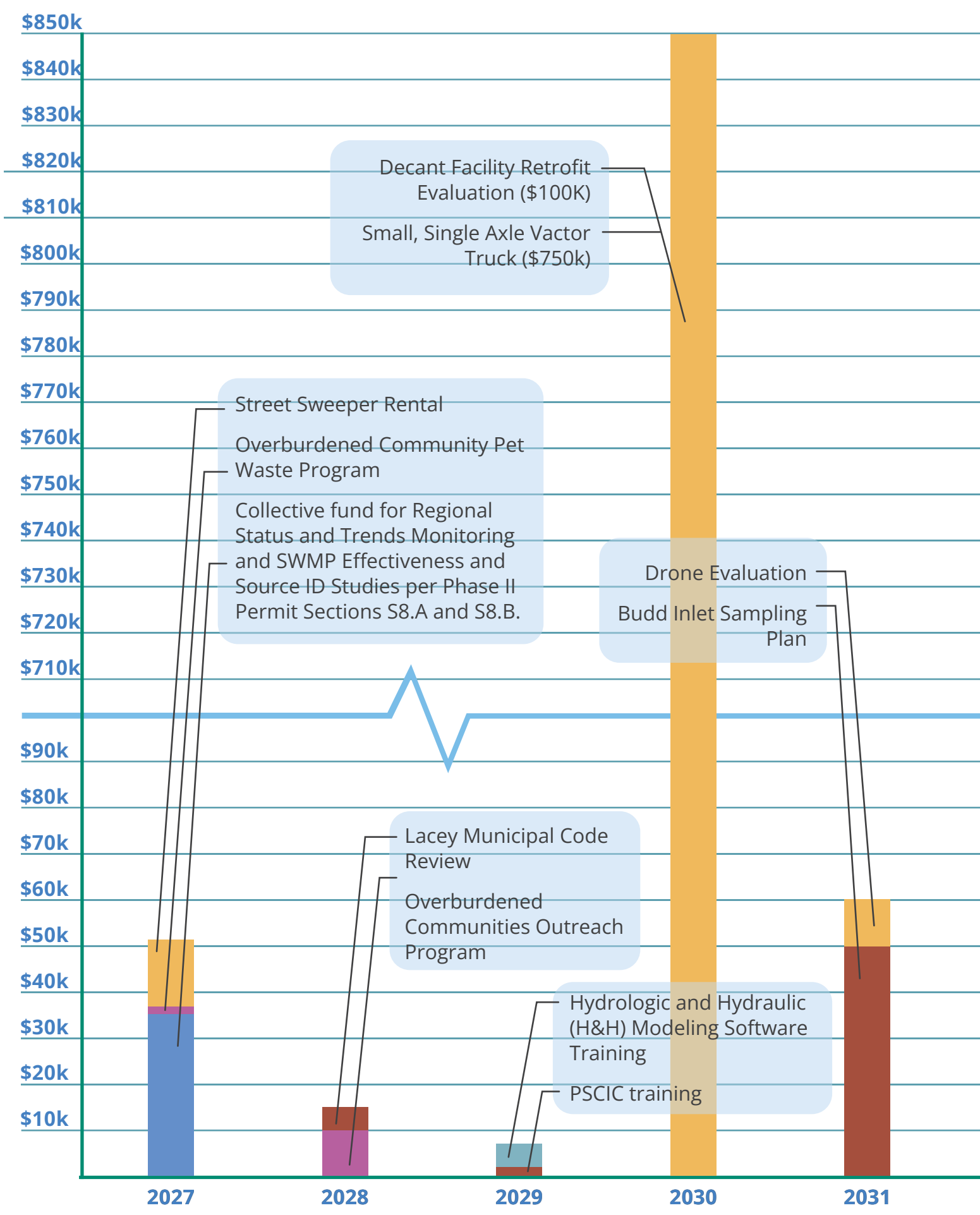


Figure 5-1. Staffing Needs.
 (Plan Implementation) page 73



Outside Support Needs

Outside support needed for the required and recommended future activities in the 9-year planning horizon (2027 through 2035) are included in the figure below. The bars represent the anticipated additional outside support need for all required and recommended future activities. The color of the bars represent the primary program element for each activity.

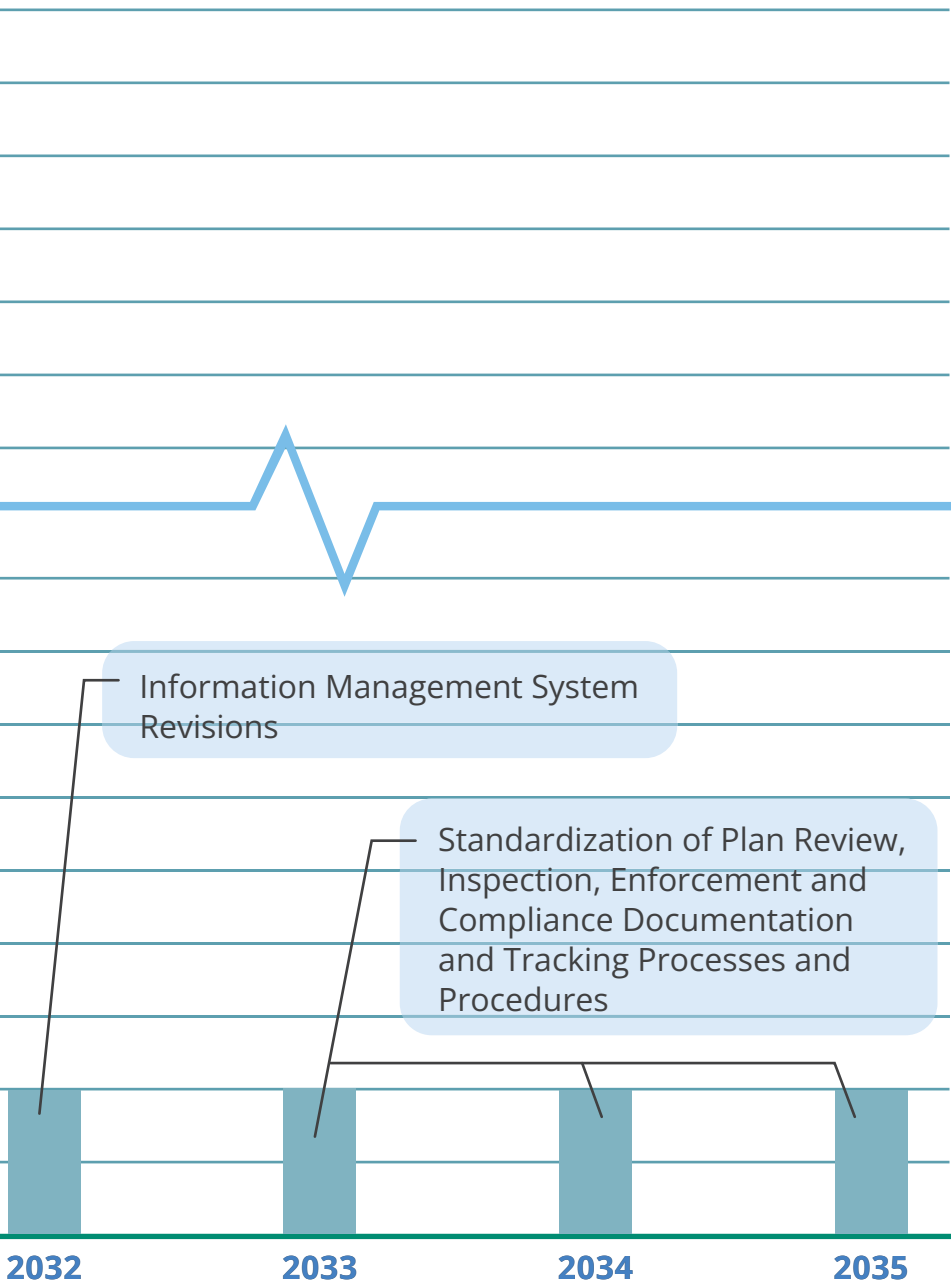


Figure 5-2. Outside Support.

5.2 Capital Improvement Program and Maintenance Programs

5.2.1 Capital Improvement Program

The proposed implementation scheduled for Lacey's stormwater Capital Improvement Program (CIP) is included in Table 5-2 below. This table was developed based on the stormwater capital project prioritization in Chapter 4 of this plan. The majority of the stormwater capital projects are from 2025, when the plan update started. However, some of the stormwater capital projects date back to 2013, when the projects were identified in the 2013 Stormwater Comprehensive Plan (Lacey 2013). These projects were previously deferred due to lower priority at the time, but the projects are still important and remain a priority for Lacey to complete. Each of these 2013 projects has since been reviewed and updated to reflect current conditions and priorities.



Table 5-2. Stormwater Capital Improvement Program Implementation Schedule.

# ^a	Project Name	2027	2028	2029	2030	2031	
25-13	Woodland Creek at Martin Way Stormwater Improvements Study	\$280,000					
25-2	Ruddell & 32nd Facility Retrofit		\$1,776,483	\$10,223,517			
25-13	Belair-Impala Stormwater Improvements		\$440,932	\$1,179,534	\$1,179,534		
13-17	Shady Lane Treatment Facility Improvements			\$333,721	\$1,366,279		
25-5	Hawks Ridge Drywell Replacement			\$652,246	\$3,547,754		
25-21	Glen Mary Drive Stormwater Improvements				\$50,525	\$269,475	
25-3	28th Court NE Pond Rehabilitation				\$183,215	\$1,016,785	
13-9	Clearbrook Drainage System					\$880,061	
25-6	Wedgewood Manor – Clearwater Court Flood Reduction						
25-12	Stormwater Lift Station 01 Improvements (SW LS-01)						
25-9	Lacey Street Stormwater Improvements						
25-11	Pattison Lake Drive SE Improvements						
25-X1	Stormwater Design Manual Update					\$150,000	
25-X2	Stormwater Strategic Plan Update						
	Total	\$280,000	\$2,217,415	\$12,389,018	\$6,327,306	\$2,316,322	

^a 25-x = New CIP Projects for 2025. All costs in 2026 dollars.

^b 13-x (“Carryover” status) = Unaddressed Projects from 2013 CIP List. Cost estimates updated in March 2026.

Table 5-2. Stormwater Capital Improvement Program Implementation Schedule.

# ^a	Project Name	2032	2033	2034	2035
25-13	Woodland Creek at Martin Way Stormwater Improvements Study				
25-2	Ruddell & 32nd Facility Retrofit				
25-13	Belair-Impala Stormwater Improvements				
13-17	Shady Lane Treatment Facility Improvements				
25-5	Hawks Ridge Drywell Replacement				
25-21	Glen Mary Drive Stormwater Improvements				
25-3	28th Court NE Pond Rehabilitation				
13-9	Clearbrook Drainage System	\$4,719,939			
25-6	Wedgewood Manor – Clearwater Court Flood Reduction	\$53,653	\$286,347		
25-12	Stormwater Lift Station 01 Improvements (SW LS-01)	\$384,948	\$1,915,052		
25-9	Lacey Street Stormwater Improvements			\$698,629	\$3,801,371
25-11	Pattison Lake Drive SE Improvements			\$24,456	\$135,544
25-X1	Stormwater Design Manual Update	\$50,000			
25-X2	Stormwater Strategic Plan Update			\$200,000	\$150,000
	Total	\$5,208,541	\$2,201,99	\$923,085	\$4,086,915

^c The projects listed in the 'out years' column have not been scheduled during the planning period and are not accounted for in the financial analysis.

5.2.2 Maintenance Programs

The proposed implementation scheduled for the maintenance programs is included in Table 5-3 below. Some of these maintenance programs are not anticipated to require additional outside funding support at the time of publication. Additional outside funding will be reevaluated as the program progresses and new information becomes available.

Table 5-3. Maintenance Programs Implementation Schedule.						
#^a	Project Name	2027	2028	2029	2030	
25-MP1	Private Facility Maintenance Program for Major Maintenance Projects ^b	\$0	\$0	\$0	\$0	
25-MP2	Catch Basin Grouting Program	\$0	\$0	\$0	\$100,000	
25-MP3	Ditch and Culvert Maintenance Program	\$0	\$0	\$0	\$0	
25-MP4	Stormwater Conveyance Condition Assessment and Rehabilitation/ Replacement Program	\$0	\$600,000	\$600,000	\$600,000	
25-MP5	Pond Maintenance Program ^b	\$0	\$0	\$0	\$0	
	Total	\$0	\$600,000	\$600,000	\$700,000	

^a 25-MPx = New Maintenance Program for 2025.
All costs in 2026 dollars.

^b This program is currently ongoing and is not anticipated to require additional outside funding support at the time of publication. Additional outside funding will be reevaluated as the program progresses and new information becomes available.



Donegal Pond Before and After Maintenance

Table 5-3. Maintenance Programs Implementation Schedule.

	# ^a	Project Name	2031	2032	2033	2034	2035	Out Year ^c
	25-MP1	Private Facility Maintenance Program for Major Maintenance Projects ^b	\$0	\$0	\$0	\$0	\$0	\$0
	25-MP2	Catch Basin Grouting Program	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
	25-MP3	Ditch and Culvert Maintenance Program	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
	25-MP4	Stormwater Conveyance Condition Assessment and Rehabilitation/ Replacement Program	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
	25-MP5	Pond Maintenance Program ^b	\$0	\$0	\$0	\$0	\$0	\$0
		Total	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000

^c The projects listed in the 'out years' column have not been scheduled during the planning period and are not accounted for in the financial analysis.

5.3 Adaptive Management

Lacey will adaptively manage the required and recommended future activities, stormwater capital projects, and maintenance programs discussed in Sections 5.1 and 5.2. As part of the adaptive management process, Lacey should take the following steps to ensure effective implementation of this plan:

Annually meet with all Operations Division (Public Works) staff to evaluate the risk of known problems and identify new problems.

Annually review the data contained in the Capital Improvement Program (CIP), Maintenance Programs, and Stormwater Management Program related chapters and appendices contained in the Stormwater Strategic Plan (SSP) and add any new information that is collected.

Annually add new potential projects and/or activities to the CIP and the Maintenance Programs during the Public Works CIP Prioritization Process using the Project Request and Rating Form.

Annually submit new projects and/or activities from the CIP, Maintenance Programs, and Stormwater Management Program into SWMP Annual Report in March accounting for Stormwater Management for Existing Development (SMED).

Maintain a stormwater problem and CIP project file, Maintenance Programs file, and Stormwater Management Program file with all information that will be useful for updating the SSP.

Review the CIP and Stormwater Management Program chapters when the SSP is updated.

Stream Team Volunteering Event



South Sound Global Rivers Environmental Education Network (GREEN)



5.4 Interdepartmental Collaboration

Lacey's Stormwater Management Program (SWMP) is led by Stormwater Section staff in the Water Resources Division of the Public Works Department. The Water Resources Division works closely with the following Lacey departments and divisions on the program elements and long-term goals (listed in no particular order):



Flood Reduction

- Engineering Division (Public Works Department)
- Operations Division (Public Works Department)
- Community and Economic Development Department



Surface Water Quality Improvement

- Parks, Culture & Recreation Department
- Parks and Facilities Maintenance Division (Public Works Department)
- Operations Division (Public Works Department)



Groundwater Protection and Recharge

- Engineering Division (Public Works Department)
- Water Utility Operations Division (Public Works Department)
- City Attorney's Office



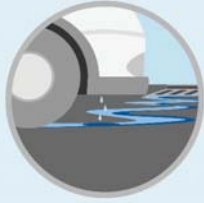
Habitat Improvement

- Parks, Culture & Recreation Department
- Communications Department
- City Attorney's Office



Public Participation (Education, Outreach, and Involvement)

- Parks, Culture & Recreation Department
- Communications Department
- Community and Economic Development Department
- City Attorney's Office



Pollutant Source Control

- Public Works Department
- Community and Economic Development Department
- Communications Department
- Police Department
- Joint Animal Services
- Finance Department
- Parks, Culture & Recreation Department



Infrastructure Operations and Maintenance

- Parks and Facilities Maintenance Division (Public Works Department)
- Operations Division (Public Works Department)
- Engineering Division (Public Works Department)
- Finance Department



Development Practices

- Engineering Division (Public Works Department)
- Operations Division (Public Works Department)
- Community and Economic Development Department



Stormwater Planning, Administration, and Funding

- Public Works Department
- Community and Economic Development Department
- Finance Department
- Communications Department

5.5 Interagency Collaboration

To address ongoing regional coordination needs, Lacey should continue to collaborate with regional partners and other local governments in shared drainage basins to protect groundwater and surface water quality and to manage and treat stormwater effectively. Lacey works closely with the following organizations on the program elements and long-term goals (listed in no particular order):



Flood Reduction

- Washington State Department of Transportation (WSDOT)
- Thurston County
- Thurston Regional Planning Council (TRPC)



Surface Water Quality Improvement

- Ecology
- WSDOT
- Thurston County
- Water Resource Inventory Area (WRIA) 13
- Nisqually Tribe
- Squaxin Island Tribe



Groundwater Protection and Recharge

- Ecology
- Washington State Department of Health
- Lacey, Olympia, Tumwater, Thurston County (LOTT) Clean Water Alliance
- TRPC
- Thurston County
- Other water utility and satellite management agencies



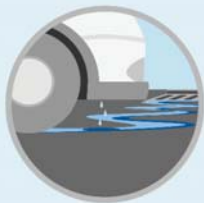
Habitat Improvement

- Nisqually Indian Tribe
- Nisqually River Education Project
- Nisqually River Council
- Squaxin Island Tribe
- WRIA 13 Lead Entity
- Capital Land Trust
- Oly Ecosystems
- Washington Department of Fish and Wildlife (WDFW)
- U.S. Fish and Wildlife Service (USFWS)
- Deschutes Estuary Restoration Team
- Deschutes Estuary Restoration Project with Ecology
- Cities of Olympia and Tumwater through Regional Environmental Education Partnership (REEP)
- Thurston County through REEP
- TRPC
- North Thurston Public Schools
- King County Department of Natural Resources (DNR)
- Pacific Shellfish Institute
- Thurston Conservation District
- PARC Foundation
- Washington Recreation and Conservation Office
- Pacific Education Institute
- LOTT Clean Water Alliance



Public Participation (Education, Outreach, and Involvement)

- Nisqually Indian Tribe
- Nisqually River Education Project
- Nisqually River Council
- Squaxin Island Tribe
- WRIA 13 Lead Entity
- Capital Land Trust
- Oly Ecosystems
- WDFW
- USFWS
- Deschutes Estuary Restoration Team
- Deschutes Estuary Restoration Project with Ecology
- Cities of Olympia and Tumwater through REEP
- Thurston County through REEP
- TRPC
- North Thurston Public Schools
- King County DNR
- Pacific Shellfish Institute
- Thurston Conservation District
- PARC Foundation
- Washington Recreation and Conservation Office
- Pacific Education Institute
- LOTT Clean Water Alliance



Pollutant Source Control

- Thurston County
- Ecology
- Other Municipalities
- Lacey Fire District 3
- Washington Stormwater Center
- LOTT Clean Water Alliance



Infrastructure Operations and Maintenance

- Thurston County
- WDFW
- LOTT Clean Water Alliance
- Ecology
- Libby Labs
- Republic Services
- Lacey Fire District 3



Development Practices

- Thurston County
- TRPC
- LOTT Clean Water Alliance



Stormwater Planning, Administration, and Funding

- Ecology
- Olympia
- Thurston County