City of Olympia, Washington

2019 Budget Summary
December 18, 2018

Dear City Council, Citizens, and Employees,

I am pleased to present the 2019 Operating Budget for the City of Olympia Washington. The Operating Budget is our most visible and significant tool for achieving our community vision – A Vibrant, Healthy, Beautiful Capital City. Being good stewards of taxpayer dollars means ensuring funds are committed to projects and programs that are financially sustainable and clearly carry out that vision.

The 2019 Operating Budget is $157 million reflecting a 4.7 percent increase over the 2018 adopted budget. The General Fund, which covers our core municipal services is $82.4 million, a 5.1 percent increase over the 2018 budget. Wages and benefits represent 82 percent (or $3.3 million) of the increase.

This budget stays within available resources while maintaining excellent city services. It also includes new funding and redirects some existing resources to address the growing urgency and impact of homelessness within our Capital City.

A New Way of Budgeting

This year, we introduced a new framework for budgeting. We are now intentionally reviewing how we are achieving our vision through strategic planning, performance management and continuous learning. It includes three phases:

- **Learning** using community indicators or performance measures to take an honest and fact-based look at how we are doing in achieving our community vision.
- **Engaging** by hosting conversations with, and listening to, community members to identify values and priorities based on responses received.
- **Investing** our resources to achieve our community vision, including financial resources and City staff time.

At their January 2018 Annual Retreat, the Olympia City Council reviewed the City's performance and confirmed our priorities for the year. Then in early spring, the Finance Committee hosted a Community Conversation where they listened closely to citizens' experiences and perspectives to help inform the City's budget investments. This work guided the development of both our 2019 Operating and Capital budgets.

2018 Homeless Crisis Required Focused Attention

In 2018, Olympia experienced a dramatic increase in the number of homeless individuals throughout the City and especially in the Downtown core. In May, the City Council declared a public health emergency and directed staff to identify immediate strategies and funding to address the impacts to homelessness. Every City Department directed their attention to addressing this emergency. By September, Council approved a funding plan to support several new strategies to assist with the immediate crisis. This could not have been accomplished without solid relationships with our non-profit partners, faith-based communities, and other governmental agencies.

The City created an interdepartmental Homelessness Coordination Action Team to effectively respond to the impacts of homelessness; hired a Homeless Coordinator through a unique City and Faith-Community Partnership with Evergreen Christian Church; applied and received a “Familiar Faces” grant to connect social services to vulnerable individuals, and purchased property for future permanent supportive housing.

New Public Safety Programs Launched

The 2017 passage of the Public Safety Levy Lid lift provided approximately $2.8 million to move forward with vital community programs and services in 2018. The Levy has supported Community Court, expanded Downtown Walking Patrol; a new Code Enforcement Officer; a Mental Health Crisis Response Team; Police Neighborhood Liaisons; and enhanced training for our Police Department such as de-escalation, crisis intervention, and fair and impartial policing. All of these programs were successfully launched in 2018 and will continue in 2019.

Voters Approved New Sales Tax to Address Homelessness

In February 2018, Olympia voters overwhelmingly approved a 0.1 percent increase in sales tax (the Home Fund) for housing and housing-related services, including mental and behavioral health programs and facilities. This new revenue source is estimated to generate $2.3 million, annually. Of the $2.3 million in Home Fund Sales Tax revenue, 35 percent (or $805,000) is allocated in the 2019 operating budget to operate, maintain and expand the existing sheltering systems and to hire a Home Fund Manager to oversee the program. The remaining 65 percent will be directed to our Capital Budget to fund future permanent supportive housing.
Utilities Costs Are Relatively Stable

City utilities are expected to provide uninterrupted public health services for our community. Our responsibilities include ensuring drinking water is clean and healthy, sewer infrastructure safely conveys waste to the LOTT treatment facility, solid waste is managed for reuse or disposal, flooding is minimized, and our urban natural resources are protected.

Given these core public health mandates, utilities are structured as municipal enterprise funds. They are financially self-supporting and are not dependent on general tax dollars. The utilities pay a share of various City overhead costs (building usage, insurance and administrative costs).

Consistent with national trends, City utility rates often increase in excess of inflation. Fortunately, our programs and infrastructure are in overall good shape compared to many other municipalities. With the few exceptions noted below, the 2019 costs to provide our core utility services is relatively flat.

2019 Utility Rate Increases:

<table>
<thead>
<tr>
<th>Utility</th>
<th>Rate Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drinking Water</td>
<td>0%</td>
</tr>
<tr>
<td>Wastewater</td>
<td>0%</td>
</tr>
<tr>
<td>Collections</td>
<td>0%</td>
</tr>
<tr>
<td>LOTT</td>
<td>3%</td>
</tr>
<tr>
<td>Storm &amp; Surface Water</td>
<td>5.1%</td>
</tr>
<tr>
<td>Waste ReSources</td>
<td>5.5%</td>
</tr>
<tr>
<td>Drop Box</td>
<td>5.5%</td>
</tr>
<tr>
<td>Residential</td>
<td>5.5%</td>
</tr>
<tr>
<td>Commercial</td>
<td>0%</td>
</tr>
<tr>
<td>Organics</td>
<td>0%</td>
</tr>
</tbody>
</table>

Both the Drinking Water and Wastewater Utilities are able to absorb the additional expenditures due to the projected 1.5 percent growth in new accounts. The Storm and Surface Water Utility responds to flood mitigation, water utility improvement, and aquatic habitat enhancement needs. This utility also funds the technical planning related to sea level rise which accounts for 2.7 percent of the 5.1 percent rate increase.

The Waste ReSources budget is up $831,367 (or 6.9 percent) over 2018. While organics and commercial garbage expenditures remain relatively flat, we project a historic loss of revenue in residential accounts due to the value of recycle commodities dropping to unprecedented levels since January 2018. The loss of recycling revenue creates a budget impact of more than $400,000. Uncertainty about commodity values is expected to continue for possibly 18 to 36 months.

2019 Budget Reflects the City’s Priorities

The General Fund budget includes modest additions that respond to the priorities of our Council and community. The budget adds a part-time prosecutor to meet the expanding needs of Community Court; increases a part-time position to full-time to enhance our work on Arts, Culture, and Heritage; and purchases vehicles for the three new Neighborhood Liaison police officers. Through efficiencies, Parks is transitioning a seasonal arborist to a 0.75 permanent position to directly respond to the increasing needs of our street tree maintenance program.

Revenue Outlook

Over the past several years, the City has benefited from a strong local and regional economy that has provided sufficient revenues to support key programs and services. Several local revenue indicators suggest that the economy is beginning to slow. Sales tax is below projections for 2018; private utility taxes have flattened out; and cable TV tax is rapidly declining. Certain expenses such as medical insurance continue to outpace revenues. The City is taking cautious measures to prepare for a budget deficit in the coming years. The City Council’s Finance Committee is discussing the establishment of a Budget Stabilization Reserve to complement our current General Fund Reserve. The purpose of the new reserve is to sustain service levels during an economic downturn.

Conclusion

A large number of policy and service delivery initiatives will make 2019 a busy year including our continued response to homelessness, participation in a regional climate change mitigation strategy, and developing a sea level rise funding plan.

The 2019 budget allows the City to continue to advance our goals of innovation, efficiency, and partnerships while delivering our vital core services. There are still hard choices ahead; however, this budget allows us to resolutely meet the needs of the Capital City of the State of Washington.

Respectfully Submitted,

Steven R. Hall
City Manager
Meet Your City Council

The seven members on Olympia’s City Council are elected to four year terms from the community as a whole (commonly called at-large elections), not from districts or wards. The positions are non-partisan. The terms are staggered, with positions ending for three members at one time and four members the next. Olympia City Council elections are part of the Thurston County general election held in odd-numbered years.

For more information on the City Council and the City of Olympia’s form of government, please visit our website at www.olympiawa.gov

Long-Term Financial Strategy - Key Financial Principles

- Make Trade-Offs
- Do It Well
- Focus Programs on Olympia Residents & Businesses
- Preserve Physical Infrastructure
- Use Unexpected One-Time Revenues for One-Time Costs or Reserves
- Invest in Employees
- Pursue Innovative Approaches to Service Delivery
- Contract In/Contract Out
- Maintain Capacity to Respond to Emerging Community Needs
- Pursue Entrepreneurial Initiatives
- Address Unfunded Liabilities
- Selectively Recover Costs
- Recognize the Connection between the Operating Budget and the Capital Budget
- Consider Alternative Service Delivery to Maximize Efficiency and Effectiveness

Long-Term Financial Strategy - Guidelines

What Should the City Do in the Following Year’s Budget When the Financial Forecast is Positive?

- Assess the situation
- Maintain adequate reserves
- Use one-time revenues only for one-time expenses
- Use recurring revenues for recurring costs or for one-time expenses
- Stay faithful to City goals over the long run
- Think carefully when considering revenue cuts
- Think long-term

What Should the City Do Every Year, Whether the Financial Forecast is Positive or Negative?

- Increase operating cost recovery
- Pursue cost sharing

What Should the City Do in the Following Year’s Budget When the Financial Forecast is Negative?

- Assess the situation
- Use reserves sparingly
- Reduce services
- Continue to think carefully when considering tax increases

What Should the Council Consider Before Increasing Taxes?

- Will the increase result in programs or services that will have a quantifiable public benefit?
- Is the tax source related and connected to the services that are to be supported by the new revenue?
- Is the increase fully justifiable in terms of need?
- Has every effort to educate citizens about the tax been taken in advance of the increase?
- Are the services that are intended to be supported by the new revenue supportable into the foreseeable future?

What should the Council Consider Before Asking Residents to Increase Taxes?

- Have efforts to educate residents about the tax been made?
- Has there been ample time for residents to debate and discuss the issue?
- Has the council taken the time to listen to residents’ concerns?
- Do our residents understand what the results will be following implementation of the new tax?
Where the Money Comes From
Total Operating Revenue
$155,127,630

- Tax and Licensing: $63,650,790 (41%)
- Charges: $72,664,188 (47%)
- Other: $15,130,979 (10%)

Where the Money Goes
Total Operating Expenditures
$157,022,262

- Public Works: $67,548,418 (43%)
- Public Safety: $37,040,557 (24%)
- Administration: $23,521,626 (15%)

Tax and Licensing:
- Sales: 36%
- Property: 30%
- Utility: 16%
- Business: 11%
- Licenses and Permits: 7%
- Other Taxes: <1%

Charges:
- Wastewater: 28%
- Drinking Water: 19%
- Waste Resources: 17%
- General Government: 13%
- Security (Persons and Property): 7%
- Storm and Surface Water: 8%
- Other: 5%
- Equipment Rental: 3%

Public Works:
- Utilities: 77%
- General Fund: 19%
- Equipment Rental: 4%

Administration:
- Admin. Services: 34%
- Comm. Planning and Dev.: 31%
- General Gov. (incl. Transfer to CIP): 26%
- Municipal Court: 9%
## Operating Funds

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Program Revenues</th>
<th>General Revenues*</th>
<th>% General Revenues</th>
<th>Reserves Use (Gain)</th>
</tr>
</thead>
</table>

### GENERAL FUND - Regular

**Public Safety**

- Court and Probation: $3,210,689
- Fire: $4,425,689
- Police and Jail: $370,414

**Community Services**

- Community Services and Planning: $7,493,880
- Parks, Arts and Recreation: $9,018,849
- Transportation Operations and Maint.: $6,342,546

**Support Operations**

- Council, Executive and Legal: $3,527,506
- General Administration: $9,166,880
- Engineering: $4,039,708
- Facilities, Operations and Maintenance: $2,356,024

Total General Fund - Regular: $82,396,639

### GENERAL FUND - Sub/Funds

**Arts Fund**: $59,000

**Development Fee Revenue Fund**: $3,953,252

**Facilities Repair and Maintenance**: $1,298,275

**Parking Fund**: $1,509,478

**Post Employment Benefits**: $1,375,000

**Special Accounts Control Fund**: $1,289,678

**Washington Center Capital**: $3,000

**Washington Center Operations**: $508,000

**DEBT SERVICE - General Obligation**: $5,955,407

Total Governmental Funds: $98,347,729

### BUSINESS TYPE ACTIVITIES

**Utilities**:

- Drinking Water: $14,751,872
- Wastewater: $20,856,629
- Stormwater: $5,595,703
- Waste ReSources: $12,939,938

**Debt Service - Bonds**: $2,168,432

Total Utility Funds: $56,312,574

**Fleet (Equipment Rental)**: $2,361,959

TOTAL OPERATING FUNDS: $157,022,262

### GENERAL REVENUES

**Taxes**

- General Fund, Regular: $55,351,149 (94.01%)
- Debt Service - General Obligation: $3,466,161
- Licenses and Permits: $733,200 (1.17%)

**Charges for Service**: $1,120,017 (1.79%)

**Fines and Penalties**: $185,150 (0.30%)

**Other**: $762,714 (1.22%)

Total General Revenues: $62,566,091

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*General Revenues totals reflected by City service rather than separated by specific Line of Business or Department.*
## General Fund (Regular) Revenues

<table>
<thead>
<tr>
<th></th>
<th>2018 Budget</th>
<th>% of Budget</th>
<th>2019 Budget</th>
<th>% of Total</th>
<th>% Change 2018 to 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Tax (1)</td>
<td>$13,878,306</td>
<td>17.8%</td>
<td>$14,641,523</td>
<td>17.9%</td>
<td>5.5%</td>
</tr>
<tr>
<td>Sales Tax (2)</td>
<td>22,041,050</td>
<td>28.2%</td>
<td>22,946,360</td>
<td>28.0%</td>
<td>4.1%</td>
</tr>
<tr>
<td>B&amp;O Tax, and Licensing</td>
<td>6,853,000</td>
<td>8.8%</td>
<td>7,270,900</td>
<td>8.9%</td>
<td>6.1%</td>
</tr>
<tr>
<td>Utility Tax</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Utilities</td>
<td>$5,025,790</td>
<td>6.4%</td>
<td>$5,111,380</td>
<td>6.2%</td>
<td>1.7%</td>
</tr>
<tr>
<td>City Utilities</td>
<td>$5,060,830</td>
<td>6.5%</td>
<td>$5,380,986</td>
<td>6.6%</td>
<td>6.3%</td>
</tr>
<tr>
<td>State Shared Revenue</td>
<td>$2,016,640</td>
<td>2.6%</td>
<td>$2,137,700</td>
<td>2.6%</td>
<td>6.0%</td>
</tr>
<tr>
<td>State Fire Protection</td>
<td>$1,114,490</td>
<td>1.4%</td>
<td>$1,114,737</td>
<td>1.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Fines and Penalties</td>
<td>$491,500</td>
<td>0.6%</td>
<td>$348,650</td>
<td>0.4%</td>
<td>-29.1%</td>
</tr>
<tr>
<td>Engineering</td>
<td>$4,085,134</td>
<td>5.2%</td>
<td>$4,278,066</td>
<td>5.2%</td>
<td>4.7%</td>
</tr>
<tr>
<td>Administrative Indirect Overhead</td>
<td>$4,087,895</td>
<td>5.2%</td>
<td>$4,650,170</td>
<td>5.7%</td>
<td>13.8%</td>
</tr>
<tr>
<td>Community Planning and Development</td>
<td>$3,469,319</td>
<td>4.4%</td>
<td>$3,628,613</td>
<td>4.4%</td>
<td>4.6%</td>
</tr>
<tr>
<td>Fire</td>
<td>$3,868,053</td>
<td>4.9%</td>
<td>$4,245,898</td>
<td>5.2%</td>
<td>9.8%</td>
</tr>
<tr>
<td>Parks, Arts and Recreation</td>
<td>$3,174,642</td>
<td>4.1%</td>
<td>$3,367,106</td>
<td>4.1%</td>
<td>6.1%</td>
</tr>
<tr>
<td>Other</td>
<td>$3,018,033</td>
<td>3.9%</td>
<td>$2,891,078</td>
<td>3.5%</td>
<td>-4.2%</td>
</tr>
<tr>
<td></td>
<td><strong>$78,184,682</strong></td>
<td><strong>78.0%</strong></td>
<td><strong>$82,012,958</strong></td>
<td><strong>80.0%</strong></td>
<td></td>
</tr>
</tbody>
</table>

### Notes:

1. **Property Tax Allocation, regular levy**
   - General Fund (amount shown above) $13,878,306 74.3% $14,641,523 75.6%
   - Debt Service Funds $3,425,580 18.3% $3,466,161 17.9%
   - LEOFF 1 retiree medical (a) $1,111,000 5.9% $975,300 5.0%
   - Firemen’s Pension Fund (b) $266,307 1.5% $288,000 1.5%

   (a) LEOFF 1 refers to police and firefighters pension system which existed prior to October 1977. These employees receive post employment medical and dental benefits. Prior to the 2016 budget, the police portion was paid by the General Fund and the Firemen’s Pension Fund paid for the firefighters portion.

   (b) This Fund pays retirement benefits for firefighters hired prior to March 1970.

   In addition to the regular levy the City collects voter approved property tax which was used for fire purposes.

   - $1,195,930 $1,187,039

2. **Sales tax:**
   - Regular (non dedicated) $19,443,900 $20,173,000
   - Criminal Justice $894,420 $1,008,650
   - Public Safety $1,652,730 $1,714,710
   - Brokered Natural Gas $50,000 $50,000
Sales Tax (RCW 82.14 and OMC 3.48)

The City imposes a sales tax of 1.3 percent. In early 2018, City voters approved an additional 0.1 percent in sales tax for the City’s Home Fund. The new sales tax is projected to generate $2.3 million in annual revenue and will be used for capital and operational costs associated with homelessness. Of the remaining 1.2 percent, 1 percent is for general use, 0.1 percent is used for Public Safety, and a county wide 0.1 percent sales tax funds Criminal Justice activities. The county-wide tax is distributed 10 percent to the county with the remaining 90 percent distributed on a per capita basis between the county, cities and towns within the county. The tax is collected and distributed by the State of Washington, which retains one percent of the tax collected for administration costs. Total overlapping sales tax within the City is 8.9 percent. Counties, which also have imposed the general use sales tax, receive 15 percent of the city portion of sales tax revenues collected in cities of that county. Thurston County has also imposed a sales tax of one percent. Amounts shown in this document are exclusive of the County portion.
## General Fund (Regular) Expenses by Type and Expenses by Function

### Expenses by Type

<table>
<thead>
<tr>
<th>Expenses by Type</th>
<th>2018 Budget</th>
<th>% of Total</th>
<th>2019 Budget</th>
<th>% of Total</th>
<th>% Change 2018-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages (1)</td>
<td>$45,203,290</td>
<td>57.7%</td>
<td>$47,575,153</td>
<td>57.7%</td>
<td>5.2%</td>
</tr>
<tr>
<td>Benefits (2)</td>
<td>$15,082,025</td>
<td>19.2%</td>
<td>$16,004,460</td>
<td>19.4%</td>
<td>6.1%</td>
</tr>
<tr>
<td>Supplies</td>
<td>$2,060,200</td>
<td>2.6%</td>
<td>$2,242,301</td>
<td>2.7%</td>
<td>8.8%</td>
</tr>
<tr>
<td>Professional Services</td>
<td>$3,292,274</td>
<td>4.2%</td>
<td>$3,179,496</td>
<td>3.9%</td>
<td>-3.4%</td>
</tr>
<tr>
<td>Utility Costs</td>
<td>$1,509,152</td>
<td>1.9%</td>
<td>$1,556,322</td>
<td>1.9%</td>
<td>3.1%</td>
</tr>
<tr>
<td>Contracted Maintenance</td>
<td>$1,039,906</td>
<td>1.3%</td>
<td>$1,084,264</td>
<td>1.3%</td>
<td>4.3%</td>
</tr>
<tr>
<td>Vehicle Rents and Repairs</td>
<td>$1,802,136</td>
<td>2.3%</td>
<td>$1,857,516</td>
<td>2.3%</td>
<td>3.1%</td>
</tr>
<tr>
<td>Liability and Property Insurance</td>
<td>$1,425,430</td>
<td>1.8%</td>
<td>$1,649,199</td>
<td>2.0%</td>
<td>15.7%</td>
</tr>
<tr>
<td>Intergovernmental Payments</td>
<td>$1,374,096</td>
<td>1.8%</td>
<td>$1,337,192</td>
<td>1.6%</td>
<td>-2.7%</td>
</tr>
<tr>
<td>Transfers to Other Funds</td>
<td>$1,114,961</td>
<td>1.4%</td>
<td>$1,110,450</td>
<td>1.3%</td>
<td>-0.4%</td>
</tr>
<tr>
<td>Other</td>
<td>$4,493,783</td>
<td>5.8%</td>
<td>$4,800,286</td>
<td>5.8%</td>
<td>6.8%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$78,397,253</strong></td>
<td><strong>59.0%</strong></td>
<td><strong>$82,396,639</strong></td>
<td><strong>60.8%</strong></td>
<td><strong>5.2%</strong></td>
</tr>
</tbody>
</table>

### Expenses by Function

<table>
<thead>
<tr>
<th>Expenses by Function</th>
<th>2018 Budget</th>
<th>% of Total</th>
<th>2019 Budget</th>
<th>% of Total</th>
<th>% Change 2018-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Administration</td>
<td>$11,224,724</td>
<td>15.6%</td>
<td>$11,928,201</td>
<td>14.5%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Special Accounts</td>
<td>$2,146,472</td>
<td>3.0%</td>
<td>$2,131,641</td>
<td>2.6%</td>
<td>-0.7%</td>
</tr>
<tr>
<td>Court</td>
<td>$2,013,831</td>
<td>2.8%</td>
<td>$2,063,754</td>
<td>2.5%</td>
<td>2.5%</td>
</tr>
<tr>
<td>CP&amp;D</td>
<td>$6,687,563</td>
<td>9.3%</td>
<td>$7,398,030</td>
<td>9.0%</td>
<td>10.6%</td>
</tr>
<tr>
<td>Fire</td>
<td>$16,338,687</td>
<td>22.7%</td>
<td>$17,232,033</td>
<td>20.9%</td>
<td>5.5%</td>
</tr>
<tr>
<td>Police (3)</td>
<td>$19,315,248</td>
<td>26.8%</td>
<td>$19,808,524</td>
<td>24.0%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Parks, Arts &amp; Recreation (1)</td>
<td>$8,350,834</td>
<td>11.6%</td>
<td>$8,852,012</td>
<td>10.7%</td>
<td>6.0%</td>
</tr>
<tr>
<td>Public Works</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>$673,292</td>
<td>0.9%</td>
<td>$697,447</td>
<td>0.8%</td>
<td>3.6%</td>
</tr>
<tr>
<td>Engineering</td>
<td>$3,728,778</td>
<td>5.2%</td>
<td>$4,039,708</td>
<td>4.9%</td>
<td>8.3%</td>
</tr>
<tr>
<td>Facilities</td>
<td>$2,097,916</td>
<td>2.9%</td>
<td>$2,177,743</td>
<td>2.6%</td>
<td>3.8%</td>
</tr>
<tr>
<td>Transportation</td>
<td>$5,819,908</td>
<td>8.1%</td>
<td>$6,067,546</td>
<td>7.4%</td>
<td>4.3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$72,068,737</strong></td>
<td><strong>59.0%</strong></td>
<td><strong>$82,396,639</strong></td>
<td><strong>60.8%</strong></td>
<td><strong>5.2%</strong></td>
</tr>
</tbody>
</table>

### Notes:

1. FTE Changes for 2019 Preliminary
   - 1.0 FTE Program Aide converted from .75 FTE - Parks
   - .75 FTE Arborist converted from seasonal arborist - Parks
   - 1.0 FTE Park Ranger II added and remove two seasonal Rangers - Parks
   - 1.0 FTE Entry Level Prosecutor added - Legal
   - 1.0 FTE Maintenance Worker I shared - Drinking Water and Wastewater

2. The budget includes funding for a 3.9% increase in medical and dental insurance.
Priorities, Performance, and Investments

Fifty years ago, the City of Olympia adopted its first Comprehensive Plan as the goal and policy document that guides how we will grow and develop over the next 20 years. In 2014, the City asked citizens to "Imagine Olympia," and the result was a new vision that is bold, broad and beautifully ambitious.

Since then, the City has put in place an annual framework to intentionally take steps to achieve that vision through strategic planning, performance management, and continuous learning. This framework is an annual Priorities, Performance, and Investment (PPI) cycle. It includes three main phases:

- **Learning.** Learning means using community indicators or performance measures to take an honest and fact-based look at how we are doing in achieving our community vision.
- **Engaging.** Engaging means to host conversations with and listen to community members to identify values and priorities based on that data.
- **Investing.** Our priorities, in turn, drive how we invest our resources to achieve our community vision, including funding and City staff time.

Planning and Budget Cycle

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April - Sept</th>
<th>October</th>
<th>November</th>
<th>December</th>
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<tr>
<td>Community Indicators View Budget PPI</td>
<td>Annual Report to the Community</td>
<td>Community Conversations</td>
<td>Planning Commission Public Hearing Capital Facilities Plan</td>
<td>City Council Public Hearing Capital Facilities Plan</td>
<td>City Council Public Hearing Operating &amp; Capital Budget, Taxes, Rates, and Fees</td>
<td>End of Year Accomplishments</td>
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<td>City Council Annual Retreat</td>
<td>City Council Tell Our Story</td>
<td>City Council Update City Priorities</td>
<td>Committees &amp; Commissions Review</td>
<td>City Council Preliminary Operating Budget, Utility Rates, Impact Fees, &amp; Taxes</td>
<td>City Council Balance Budget</td>
<td>City Council Adopt Budget</td>
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Learn & Engage

Invest

Priorities

**Establishing Priorities—Action Plan**

Included in the updated Comprehensive Plan was language that called for a new kind of plan—a strategy to implement the Comprehensive Plan goals. In response, Council accepted in 2016 the City’s first Action Plan.

The Action Plan includes desired outcomes (or goals), strategies, actions, and community indicators to help us track how we are doing in achieving the Comprehensive Plan goals and policies, and is organized into five focus areas: Community, Safety, & Health; Downtown; Economy; Environment; and Neighborhoods.

The Action Plan is a dynamic document that continues to be updated as the City and community plans are updated, so it will consistently reflect priority actions for achieving our community vision.
Measuring Success

An important part of guiding and prioritizing City work and initiatives is evaluating progress toward our community goals. Measuring progress helps the City assess whether or not current policies and practices are effective and where to focus efforts, resources and investments to improve.

The City uses community indicators and a dashboard to provide a high level, at-a-glance indication of the health of our community. The community indicator dashboard is similar to a dashboard on your car. The information shows when things are working properly and alerts when something needs attention. The community indicators are designed to track and share progress being made towards Olympia’s long-term vision in each of the five Action Areas.

Performance Metrics

Each City department develops performance metrics. Performance metrics help capture internal performance in key areas and show how they relate to the overall impact on Olympia’s community indicators. Departments use performance metrics to measure progress over time, make key decisions and adjust strategies and actions to meet established targets. Departments also use performance metrics to analyze deficiencies and identify areas ripe for improvement. Performance metrics are used for the management of day-to-day operations, as well as tracking and reporting the results of long-term strategies.

Data Informed Decision Making

Each department is dedicated to achieving the community’s vision. Through analysis of performance metrics, each department identifies areas that are not performing sufficiently to meet goals and targets and move the needle on the community indicators. This analysis allows departments to hone in on underperforming areas, develop new strategies and actions and prioritize investments in these areas. City departments are able to make decisions on strategies and actions allocate resources and investments which are focused on results and achieving the long-term community vision.

Investments

The City’s annual budgeting process, is one of the most visible and significant tools the City has for achieving and articulating the community vision. Being good stewards of taxpayer dollars means ensuring that funds are committed to projects and programs that are financially sustainable and clearly align with and carry out the community vision. Updates to this year’s budget document help demonstrate how budget funds are helping implement one or more of the Action Plan focus areas.

Community Conversation on Budget Priorities

On April 14th 2018, the City Council Finance Committee hosted the City’s first Community Conversation on Budget Priorities. Thirty-five invited citizens shared their thoughts and ideas, and that input was translated into ten top priorities to be considered by the City Council during the budget process. As Councilmember Parshley reflected back to participants at the end of the conversation, “this is just the beginning… what you said today will echo as we build this budget. Your voices will shape those decisions.”
The full version of the 2019 Budget, in addition to the 2019-2024 Capital Facilities Plan, may be viewed online at: olympiawa.gov/budget

**City of Olympia Buildings**

**City Hall Complex**  
601 4th Ave 98501  
PO Box 1967 98507-1967

**Fire Stations & Fire Training Center**  
#1 100 Eastside St NE 98506  
#2 330 Kenyon St NW 98502  
#3 2525 22nd Ave SE 98501  
#4 3525 Stoll Rd SE 98501  
Mark Noble Regional Fire Training Center-1305 Fones Rd 98501

**Lee Creighton Justice Center**  
900 Plum St SE 98501

**The Olympia Center**  
222 Columbia St NW 98501

**Priest Point Park**  
2600 East Bay Dr NE 98506

**Public Works Maintenance Center**  
1401 Eastside St SE 98501

**City of Olympia Phone Numbers**

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<td>Administrative Services</td>
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www.olympiawa.gov