



2020 Adopted Operating Budget

City of Olympia, Washington



The City Council wishes to acknowledge the many individuals who contributed time and expertise to the preparation and publication of the Operating Budget.

The annual Operating Budget is an important responsibility of a local government and was developed in compliance with Washington State Law as set forth in RCW 35A.33.

City of Olympia's 2020 Adopted Operating Budget

Prepared by the City of Olympia, WA · Administrative Services Department

P.O. Box 1967, Olympia, WA 98507-1967

The City is committed to the non-discriminatory treatment of all persons in employment and the delivery of services/resources.

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Information & Resources

City Council

Cheryl Selby, *Mayor*
Jessica Bateman, *Mayor Pro Tem*
Jim Cooper
Clark Gilman
Nathaniel Jones
Lisa Parshley
Renata Rollins

City Council Finance Committee

Jim Cooper, *Chair*
Jessica Bateman
Lisa Parshley

City Administration

Jay Burney,
Interim City Manager
Keith Stahley,
Interim Assistant City Manager
Mark Barber,
City Attorney
Kellie Purce-Braseth,
Strategic Communications Director
Debbie Sullivan,
Administrative Services Director
Leonard Bauer,
Interim Community Planning & Development Director
Mark John,
Fire Chief
Aaron Jelcick,
Interim Police Chief
Paul Simmons,
Parks, Arts & Recreation Director
Rich Hoey,
Public Works Director

Contact Information

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Information Resources

- **Capital Facilities Plan and 2020-2025 Financial Plan:** olympiawa.gov/budget
- **LOTT Clean Water Alliance:** lottcleanwater.org
- **Olympia Comprehensive Plan:** olympiawa.gov/compplan
- **Olympia Bicycle Master Plan:** olympiawa.gov/transportation
- **Parks, Arts and Recreation Plan:** olympiawa.gov/parksplan
- **Regional Climate Mitigation Plan:** olympiawa.gov/plans
- **Transportation Master Plan:** under development
- **Wastewater Management Plan:** olympiawa.gov/wastewater
- **Water System Plan:** olympiawa.gov/drinkingwater

A Message from Jay Burney, *Olympia City Manager*

December 17, 2019

City Council and Citizens of Olympia,

I am pleased to present the 2020 Operating Budget for the City of Olympia Washington. The City's budget is more than projected revenues and expenditures for a given year. It represents our commitment to achieving the community's vision of a Vibrant, Healthy, and Beautiful Capital City. The Olympia City Council adopted that ambitious 20-year vision in 2014, and the annual budgeting process is one of the most visible and significant ways the City achieves and articulates the vision.

The City is honored to operate on native Squaxin land. As such, we strive to be steadfast stewards of the land and taxpayer dollars. We ensure funds are committed to projects and programs that are financially sustainable and carry out Council priorities and our community's vision.

The 2020 operating budget appropriates \$186.9 million for expenditures. The General Fund, which covers basic core municipal services (i.e. Fire, Police and Parks) is \$85.9 million, a 4% increase over the 2019 budget. With the exception of new revenue provided by the State to invest in affordable housing (\$330,000), city service levels are maintained at the same level as 2019. The 2020 budget also includes expenditures to cover the following:

1. refinancing outstanding debt to take advantage of lower interest rates; as part of the refinance process, bond proceeds will be received to cover the debt; and
2. revenues collected through utility rates that will be transferred to the capital budget to support projects.

This budget maintains excellent city services while staying within available resources. While the proposed 2020 budget is balanced, our work to prepare the budget emphasizes the reality of tough financial times ahead. Major revenue sources for the City are declining or flattening. Long term, the City cannot sustain its current operations. Difficult decisions will be required in future years to ensure the City can support our community's vision.

Respectfully Submitted,



Jay Burney
Interim City Manager

Executive Summary

Executive Summary

Preparing the City's budget is more than projecting revenues and expenditures for a given year. The budget provides a financial plan that reflects the City Council and Community's priorities.

Budget Planning

Fifty years ago, the City adopted its first Comprehensive Plan. The policies and goals of this document guide how we will grow and develop over 20 years. In 2014, the City asked citizens to "Imagine Olympia," and the result was an updated Comprehensive Plan with a new vision that is bold, broad and ambitious.

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

- **Learning.** The City uses community indicators and performance measures to take an honest and fact-based look at how we are doing in achieving our community vision.
- **Engaging.** The City hosts conversations and provides engagement opportunities to listen to community members to affirm priorities based on that data.
- **Investing.** The priorities and performance inform the City on how we invest resources to achieve our community vision, including funding and City staff time.

At City Council's annual January retreat, they confirm our priorities for the year. Throughout the year, Finance Committee schedules monthly meetings to review financial policies, financial reports, and discuss programs and services that directly impact the annual budget. The Finance Committee's recommendations are forwarded to the full City Council for their review and discussion, prior to adoption of the budget in December.

Finance Committee also engages the public in the late spring to hear citizens' experiences and perspectives to help inform the City's budget investments. This work guides the development of both our 2020 Operating and Capital budgets.

2020 Revenue and Expenses

Over the past several years, the City has enjoyed a strong local and regional economy that has provided sufficient revenues to support key programs and services. In 2019, the City recognized declining revenues in the first and second quarters and adjusted expenditures accordingly.

As a result, the 2020 General Fund revenue is budgeted at a modest increase over actuals received in 2019. Unfortunately, City expenditures are increasing at a faster pace than General Fund Revenues due to uncontrollable expenses related to cost of living adjustment commitments with our represented employees, increasing utility costs, outside agency fees, and software maintenance agreements.

To maintain existing services and programs, the City balanced the 2020 operating budget using a small amount of 2019 expenditure savings coupled with a 1% increase in the Municipal Utility Tax. The City is working in earnest to address the declining revenues while minimizing tax increases.

Revenue Trends

Olympia is experiencing flattening and/or declining revenues. Our largest source of revenue is sales tax. Historically, the City has been the regional hub for retail sales; but with the rise of on-line shopping, fewer people are traveling to Olympia to shop.

Olympia continues to be the regional center for arts and entertainment. Although Business & Occupation tax is relatively flat, the service sector which includes restaurants and dining is increasing.

Another trend is the decline in private utility and cable TV tax. More and more people are disconnecting their telephone land lines and watching online programming. In 2020 the City is estimating a decrease of \$512,390 from Cable TV tax which helps support our Capital Budget and another \$56,185 in private utility tax which supports our Operating Budget.

New Budget Stabilization Reserve

In 2019, City Council established a Budget Stabilization Reserve to complement our current General Fund Reserve. This reserve is intended to cover revenue shortfalls resulting from an unexpected economic downturn or during a recession. This reserve is currently funded at 9.2% of the 2020 General Fund revenue. Although this reserve could be used to address the 2020 gap, we are maintaining this reserve for a future recession.

New Funding for Homelessness

In 2019, the Washington State Legislature approved a local option for cities to receive a portion of the State's existing sales and use tax (HB 1406). The revenue must be used to fund specific affordable housing programs and services. The 2020 budget reflects an additional \$330,000 in new revenue to cover this critical need.

Olympia Metropolitan District Revenue

The Olympia Metropolitan District is shifting approximately \$ 20,000 of their revenue from capital to operating. The City will use this additional operating revenue to fund the increased operation and maintenance expenses related to acquiring and developing new parks like the new Woodruff Sprayground Park and a recently acquired 10-acre parcel in Southeast Olympia.

Utility Costs Are 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).

Fortunately, our programs and infrastructure are in overall good shape compared to many other municipalities. With the few exceptions noted below, the 2020 costs to provide our core utility services track with inflation.

2020 Preliminary Utility Rate Increases:

Utility	Rate Adjustments*
Drinking Water	5.25%
Wastewater	
• Collections	-2.00%
• LOTT	3.00%
Storm & Surface Water	2.51%
Waste Resources	
• Drop Box	6.60%
• Residential	2.30%
• Commercial	2.30%
• Organics	2.30%

The Drinking Water Utility rates largely reflect inflationary cost increases over the past two years (the utility did not have a rate increase in 2019). The Drinking Water budget also includes a modest increase in capital depreciation funding. Due to higher than projected revenue in the Wastewater Utility, we are able to provide a 2 percent rate decrease.

The Storm and Surface Water Utility responds to flood mitigation, water utility improvement, and aquatic habitat enhancement needs. The rate increase of 2.51 percent is primarily due to inflationary cost increases.

The Waste ReSources budget and rates reflect further loss of recycle revenue due to unprecedented changes and instability in global recycling markets. Since January 2018, the City's net cost per ton to transport and process recyclables has quadrupled, resulting in a budget impact of over \$400,000 annually.

2020 Capital Improvement Plan

The 2020-2025 Capital Facility Plan totals \$155,071,210. The total cost of the 2020 Capital Budget is \$24,986,180. This is an increase of 16.71% over 2019. The 2020 increase is primarily utility projects: Drinking Water, Wastewater, and Storm and Surface Water. Projects include seismically retrofitting three reservoirs, rehabilitating old sewer lift stations, and designing new stormwater ponds.

2020 Budget Reflects the City's Priorities

The General Fund budget reflects the priorities of the Council and Community. In 2019, the City fully implemented programs and services related to two new funding sources approved by voters - the Home Fund and Public Safety Levy Lid Lift. These programs will continue in 2020 with an increased emphasis on building partnerships with our neighboring jurisdictions, faith community, and non-profit service providers.

Completion of the City's Homeless Response Plan, a Regional Climate Mitigation Plan, and Transportation Master Plan will make 2020 a busy year with increased expectations for new and/or expanded 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.

Budget Presentation Award

The Government Finance Officers' Association (GFOA) of the United States and Canada presented a Distinguished Budget Presentation Award to the City of Olympia, Washington for its annual budget for the fiscal year beginning January 1, 2019.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

The award is valid for a period of one year only. It is believed our current budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Olympia
Washington**

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morill

Executive Director

Reader's Guide

The City of Olympia's Operating Budget is designed to help readers understand the City's financial plan to provide municipal services and generate a clear picture of City operations to citizens and interested parties. This section is designed to help acquaint the reader with the budget document and provide an overview of the budget process, document arrangement, and other helpful resources. The budget has been divided into eight sections (department budgets defined as one section).

Introduction

The Introduction section contains the City Manager's budget message, which discusses the current state of the City, strategic direction, and major budget issues and recommendations. The budget message highlights major changes from the prior year's budget, discusses assumptions used to prepare the budget, and the City Manager's budget recommendations in further detail. This section also includes an overview of the City, its budget process and fund structure, use of revenues and expenditures, City mission, vision and values, and a Citywide staffing summary and organizational chart.

Policies and Guidelines

The Policies and Guidelines section consolidates the City's organizational goals and budgeting and financial policies. Also included is an overview of the City's performance measurement program, and a list of efficiencies and achievements made by the City.

Revenue

The Revenue section contains information regarding the City's primary sources of revenue across all funds and associated revenue statements. This section provides an explanation of Olympia's property tax system and a summary of the City's property tax revenues and assessed valuation. It also provides historical trend information regarding the City's major revenue sources within the General Fund and other funds.

Department Budgets

This document includes a separate section for each of the City's departments. Department budget sections begin with a narrative including the department's mission statement, a brief description, organizational chart, summary of operating expenditures and revenues, and identification of significant changes to the budget as compared to last year. Department narratives also include the department's line of business structure with descriptions, operational trends, budget summary and highlights, future challenges and opportunities, recent accomplishments, program staffing positions, and performance measures.

Non-Department

The Non-Departmental section includes information for the City's General Fund sub-funds and other Special funds that are not included in other department operational sections.

Debt Administration

The Debt Administration section provides detailed information about the City’s debt policies, debt capacity, and statements of indebtedness.

Supplementary Information

The Supplementary Information section contains statistical information about the City and Thurston County.

Capital Facilities Plan

The Capital Facilities Plan provides information on the City’s six-year capital improvement plan, including major construction and capital acquisition.

Olympia City Council

Olympia City Councilmembers are part-time City employees. They devote, on average, 15-25 hours per week to Council business. Most have full-time careers in addition to their City Council duties.

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 Olympia's form of government, please see the Appendix section of this document.



Cheryl Selby
Mayor



Jessica Bateman
Mayor Pro Tem



Jim Cooper



Clark Gilman



Nathaniel Jones



Lisa Parshley



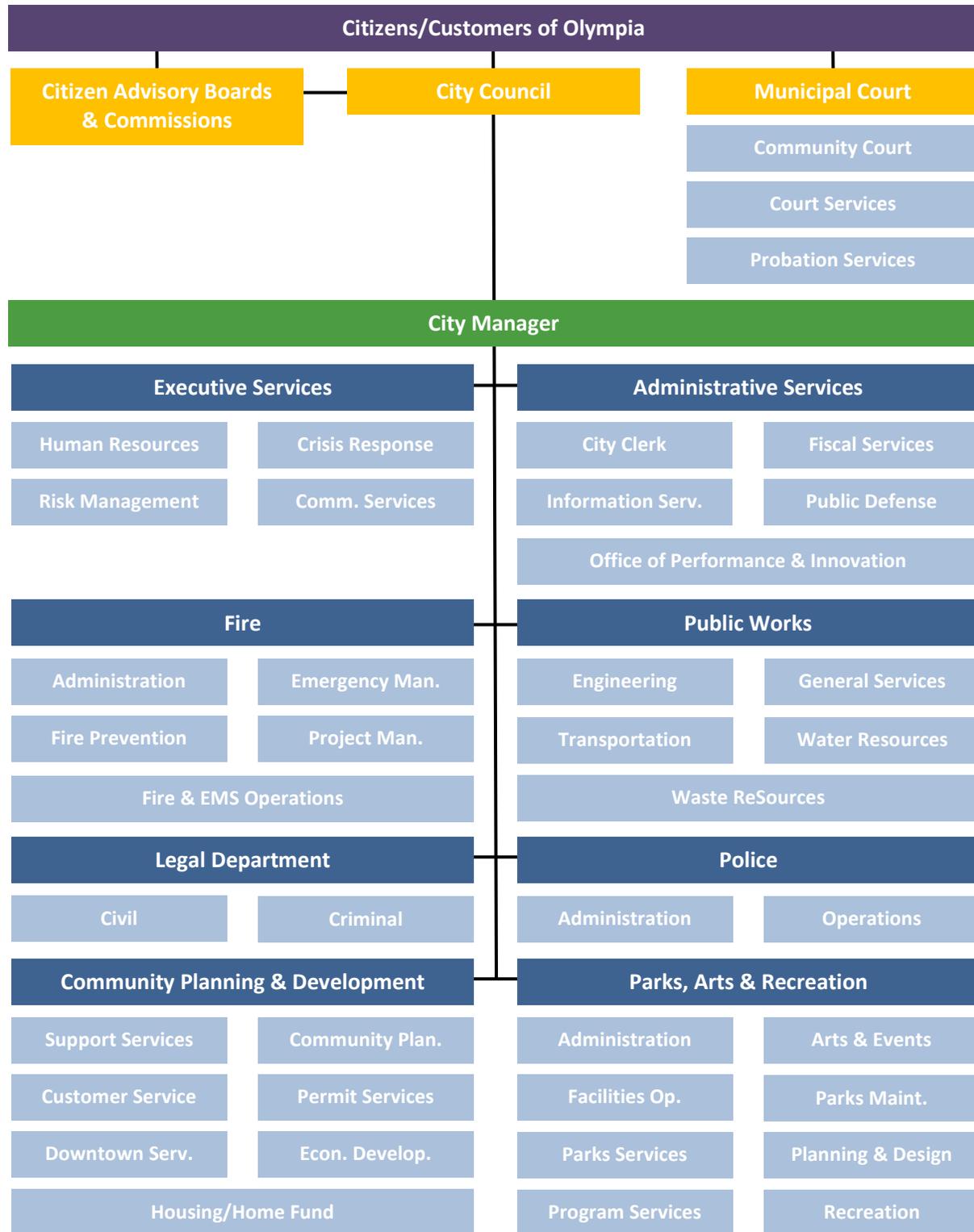
Renata Rollins

Citizen Advisory Boards and Commissions

The City recognizes the hard work and dedication of a number of Advisory Boards and Commissions.

- Arts Commission
- Bicycle/Pedestrian Advisory Committee
- Design Review Board
- Heritage Commission
- Lodging Tax Advisory Committee
- Parking and Business Improvement Area (PBIA) Board
- Metropolitan Park District (MPD) Advisory Committee
- Parks and Recreation Advisory Committee
- Planning Commission
- Utility Advisory Committee (UAC)

City as an Organization



About the City of Olympia

Olympia is Washington’s capital city and the county seat of Thurston County. It was incorporated in 1859, and serves as a cultural hub for the region.

Located at the southern tip of Puget Sound, at the fork of Budd Inlet’s two bays, the City of Olympia sits in easy reach of Seattle and the Olympic Mountains to the north, Mt. Rainier to the northeast, and Mt. Saint Helens to the south. The City experiences fair-weather summers and wet overcast winters. Rainfall is spread out over a large number of days. With about 52 clear days out of the year, Thurston County residents live under some form of cloud cover 86 percent of the year, with more than a trace of rain falling on almost half of the days of the year.

Two other cities adjacent to Olympia share the cultural hub of the area; Lacey to the north and Tumwater to the southeast. Lacey, Olympia, Tumwater and Thurston County jointly form a metropolitan area around the capital and cooperate on various regional initiatives such as the regional waste water treatment plant and animal control.

History

The peninsula, which is home to Olympia, was known as “Cheetwoot” (the black bear place) to the Coastal Salish tribe who occupied the site for many generations before the American settlement was established. Budd Inlet was a favorite shellfish gathering site for many Coastal Salish tribes, including the Nisqually, Duwamish, and Squaxin.

Olympia was named the capital city of Washington Territory on November 28, 1853, and was incorporated as a town on January 28, 1859.

Peter Puget and a crew from the British Vancouver Expedition visited the site in 1792. The U.S. Exploring Expedition under Lt. Charles Wilkes came to the site in 1841 and named the waterfront bay Budd Inlet, after Midshipman Thomas A. Budd, a member of that expedition.

The first American settlers, Levi Lathrop Smith and Edmund Sylvester, claimed the town site in 1846. The town was officially platted in 1850 by Sylvester. The Maine native laid out a town in a New England style with a town square, tree lined streets, land for schools, a Masonic Hall, and Capital grounds. The name of Olympia was selected by Isaac N. Ebey, a local resident, and reflected the view of the majestic Olympic Mountains.

Soon after the first Americans settled in Olympia in the mid-1840s, Chinese immigrants arrived in the City. Olympia’s first Chinatown was on 4th Avenue between Columbia and Main (Capitol Way) where several buildings housed a hand laundry, stores, and lodging for residents.

In 1854, Daniel Bigelow, an attorney, and his wife, Ann Elizabeth White Bigelow built their home in Olympia overlooking Budd Inlet (900 Glass Street). Today it is a museum and remains one of the oldest frame buildings in the State of Washington.

Olympia’s first firefighting unit, Barnes’ Hook and Ladder Brigade, was organized in the early 1850s. Columbia Number 1, the first fire engine company to be established in Washington Territory, was formed in Olympia in 1865.

Olympia residents elected the town's first Mayor in 1873—William Winlock Miller.

Form of Government

Olympia is a Council-Manager City as authorized by Washington State law, RCW 35A.13. Council-Manager is one of the two principle forms of government under which Washington cities and towns are formed. The other is the Mayor-Council form. According to the International City-County Management Association (ICMA), under the Council-Manager form, power is concentrated in the elected council, which hires a professional manager to implement its policies. The Mayor and Council, as a collegial body, are responsible for setting policy, approving the budget, and determining the tax rate. The manager serves as the Council's chief advisor. The Council provides legislative direction, while the manager, based on the Council's decisions, is responsible for day-to-day administrative operations of the City.

In Olympia, the City Council makes policy and serves as the legislative group responsible for approving City ordinances and establishing City policy. Councilmembers are part-time employees, although Olympia's Councilmembers estimate that, on average, they devote from 15- 25 hours per week to Council business. Councilmembers often hold full-time jobs in addition to their duties on the City Council.

Olympia's City Council positions are nonpartisan, are elected for four-year terms, and represent the community at-large rather than designated districts. The seven positions are staggered, with positions ending for three members at one time and four members the next.

The Mayor presides at all meetings of the Council and is recognized as the head of the City for ceremonial purposes and by the Governor for purposes of military law. The Council selects another member to serve a two-year term as Mayor Pro Tem. State law requires that Councilmembers reside within the City limits, be registered voters, and be 18 years of age or over.

Urban Cost of Living Index

According to the Thurston Regional Planning Council's (TRPC) cost-of-living data, the cost of living in the Olympia-Lacey-Tumwater area is 5 percent higher than the average of 259 other urban areas that participate in a Community and Economic Research Survey conducted by the Council for Community and Economic Research. The survey includes products and services in the categories of groceries, health care, housing, transportation, utilities and more.

Education

The Olympia-Lacey-Tumwater area has a variety of educational opportunities available to the students and adults of the community. These include both private and public primary, secondary, and higher education institutions.

Three school districts provide primary and secondary education to the community's students. These school districts offer a wide variety of services and opportunities for students, including the Head Start Program for preschoolers, advanced placement services for high school students, and numerous community-based learning experiences for all grade levels.

South Puget Sound Community College (SPSCC) is the largest institution of higher education in Thurston County. SPSCC currently serves more than 7,900 students, including degree-seeking

students, high school students, veterans, international students, and underemployed workers. The college offers day and evening classes, basic education, job skills training, and continuing education and personal enrichment courses. SPSCC has been named a top 50 community college by College Choice and has been listed several times as one of the nation's 150 best community colleges by the Aspen Institute's College Excellence Program.

The Evergreen State College is a public liberal arts college with a national reputation for innovation in teaching and learning. Founded in 1967, Evergreen opened its doors in 1971 and now enrolls around 3,300 students. While most of Evergreen's students are enrolled in undergraduate programs at the Olympia campus, the College also provides an evening and weekend studies program and three graduate programs (Environmental Studies, Public Administration, and Teaching). Evergreen has more than 60 fields of study to explore and 88 percent of graduates are employed or pursuing graduate/professional studies within one year of graduation.

Saint Martin's University is a private, Catholic Benedictine university and is the oldest institution of higher learning in Thurston County. It is one of 14 Benedictine colleges and universities in the U.S. and Canada and the only one west of the Rockies.

Established in 1895 by the Roman Catholic Benedictine Order, Saint Martin's is located on a 300-acre campus just north of Olympia in the City of Lacey. The school offers 27 undergraduate programs in the liberal arts and professions, seven graduate programs, and numerous pre-professional and certification programs. More than 1,600 students attend the University's main campus, about 370 students are enrolled in courses at extension campuses at the military's Joint Base Lewis-McChord, Centralia Community College, and Tacoma Community College.

Business and Industry

Olympia's early development focused primarily on its port and lumber-based industries, and later on oyster and dairy farming. During the mid-twentieth century, the decline of the timber industry resulted in the loss of many of the local mills and associated operations. During the 1970s, Olympia expanded as a center of state government offices and employees, military personnel, and their respective families.

In the late 1960s and early 1970s, the State Legislature approved and financed construction of the Evergreen State College. The four-year public institution became an economic and cultural fixture in Thurston County with faculty, staff, and students contributing to the local housing and retail sectors. On a smaller scale, South Puget Sound Community College and Saint Martin's University in nearby Lacey also drove the housing demand. In the late 1980s, Olympia's waterfront and downtown were revitalized, and an effort began to draw new businesses to the area.

Today Olympia is the employment epicenter for Thurston County. Most current census data indicates that there are approximately 104,000 jobs in Thurston County, with 54,000 of those existing inside the city limits of Olympia. The economy in Olympia today is predominately driven by three industries: public administration, healthcare, and retail trade. Public administration accounts for 32% of all jobs in Olympia, with Healthcare at 17% and retail trade at 8.8%. Over 84% of the primary jobs in Olympia are held by people that do not live in the city but rather commute in for employment. Over 60% of the primary jobs in Olympia pay over \$40,000 a year, compared to 54% in Thurston County and 55% in Washington State.

Public Transportation

Communities throughout the Thurston County region have adopted comprehensive strategies to meet the mobility needs of people, goods, and services well into the future. These strategies address all aspects of the region's transportation system, including streets and roads, public transportation, rail, bicycle and pedestrian facilities, and marine and aviation facilities.

Transportation alternatives—like public transportation, bike lanes, sidewalks, and rail—provide more people with feasible options for getting from Point A to Point B. These alternatives also improve the quality of life for neighborhoods, downtown core areas, and busy corridors linking important activity centers.

Utilities

Through a combination of public and private enterprises, Olympia offers first-rate utility services. The City of Olympia maintains an aggressive capital program to improve and maintain facilities for drinking water, stormwater, and wastewater utilities. The use of reclaimed water can be used by agencies and businesses for irrigation, commercial processes, decorative fountains and ponds, pressure washing, dust control, toilet flushing, groundwater recharge and streamflow, and wetland enhancement. The City also provides a Waste ReSources utility which offers a wide range of solid waste, recycling, and organic services. Natural gas and electricity is provided for most residents by Puget Sound Energy, and local telephone service is provided by several different providers with Century Link being the major provider.

Public Safety

The essential duty of any city government is the welfare and protection of the public. That bond of service is foundational to what the City of Olympia does across multiple departments in an increasing complex and challenging environment. Public safety is core to the Fire Department's charge to maintain its readiness to respond to individual emergencies at a moment's notices and its responsibility to plan and prepare for potential community-wide natural disasters. Public safety drives the Police Department's commitment to training staff in crisis intervention, procedural justice, de-escalation and fair and impartial policing and to ensuring those capabilities play out on the street as officers interact with the public.

Parks

The City of Olympia cultivates a sense of belonging and cohesiveness in the community by creating opportunities for citizens to share experiences. Citizens look forward to annual events such as the City-sponsored Arts Walk and Procession of the Species Parade. The City devotes resources and partners with private organizations for events such as the Capital Lakefair Festival and Parade, Dragon Boat Festival, Capital City Marathon, Pet Parade, Olympia Harbor Days, Toy Run Motorcycle Rally and more! For these particular events, the City provides event space and in-kind services.

The City also provides space for some our City's best-loved places. The City owns the buildings at the Farmers Market, Hands on Children's Museum, Olympia Timberland Regional Library, and the Washington Center for the Performing Arts – all places our citizens can go to learn new things, appreciate the arts, and gather with friends old and new.

Public Art

In 1990, the City of Olympia passed an ordinance setting aside one dollar per person and one percent of major City construction projects for public art. Projects range from small local artist projects in neighborhood parks to major installations and design teams. In 1998, the Olympia Arts Commission created a long-range plan for public art in Olympia. The vision for the future states:

We envision a public art program that is inspiring- thought provoking and functional, inclusive and diverse. We envision a public art program that is woven into the community and our daily lives-our neighborhoods, parks, buildings, infrastructure and public spaces. We invite all segments of our community to work with the City to sustain the current vitality of the arts and embrace new challenges.

Guided walking tours are available in the summer and the City's entire collection can be viewed online. For citizens and visitors who prefer a self-guided approach to art appreciation, the City offers walking maps marked with public art locations. Not all pieces are on display year-round.

Do We Make a Difference?

We believe so. Olympia residents know there is a feeling associated with living here – a palpable sense of belonging to something bigger, something important, something that is growing and changing to help direct our future in positive ways. The things we do to support our mission – *Working Together to Make a Difference* – make Olympia a great place to live, work, and play.

Olympia at a Glance

Population:
52,700

Average Price of a Home (2017):
\$331,023

Median Household Income (2018):
\$56,672

Percent of Renters:
54.8%

Public Works	
Miles of Drinking Water Pipe	320
Miles of Sewer Pipe	226
Miles of Streets	218
Miles of Bike Lanes	41
Solid Waste Going to Landfill	3.23lbs/capita/day
Tons of Yard & Food Waste Composted	6,221
Tons Recycled	5,500

Community Planning & Development	
Number of Neighborhood Associations	35
Average Number of New Housing Units Constructed Annually	371

Fire	
Number of Firefighters	78
Calls for Service	12,366
Number of Responding Units	8
Fire Stations	4
Utstein CPR Survival Rate	71%

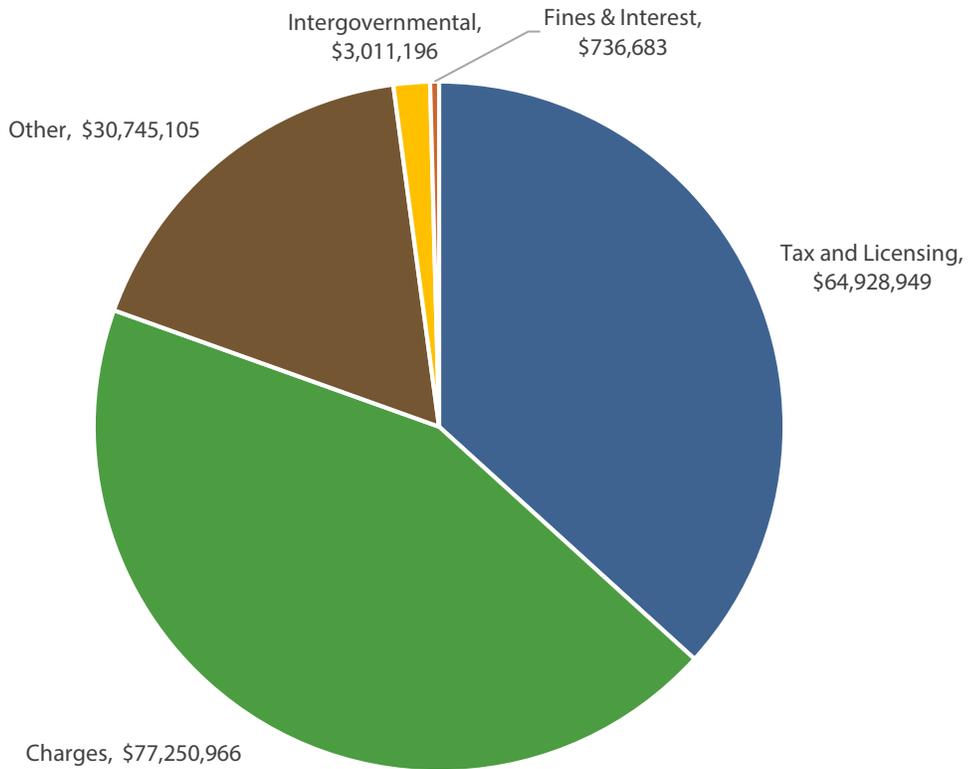
Parks	
Acres of Parks	1,352
Parks	49
Miles of Trails	23
Shoreline Miles	23
City-Owned Athletic Fields	12
Playgrounds	12

Police	
Calls for Service	50,595
Arrests made	3,007
Commissioned Officers	76
Community Engagement Hours	2,100
Bookings in Olympia's Municipal Jail	1,218

Overview of Revenue and Expenditures

Where Money Comes From

Total Operating Revenue - \$ 176,672,899

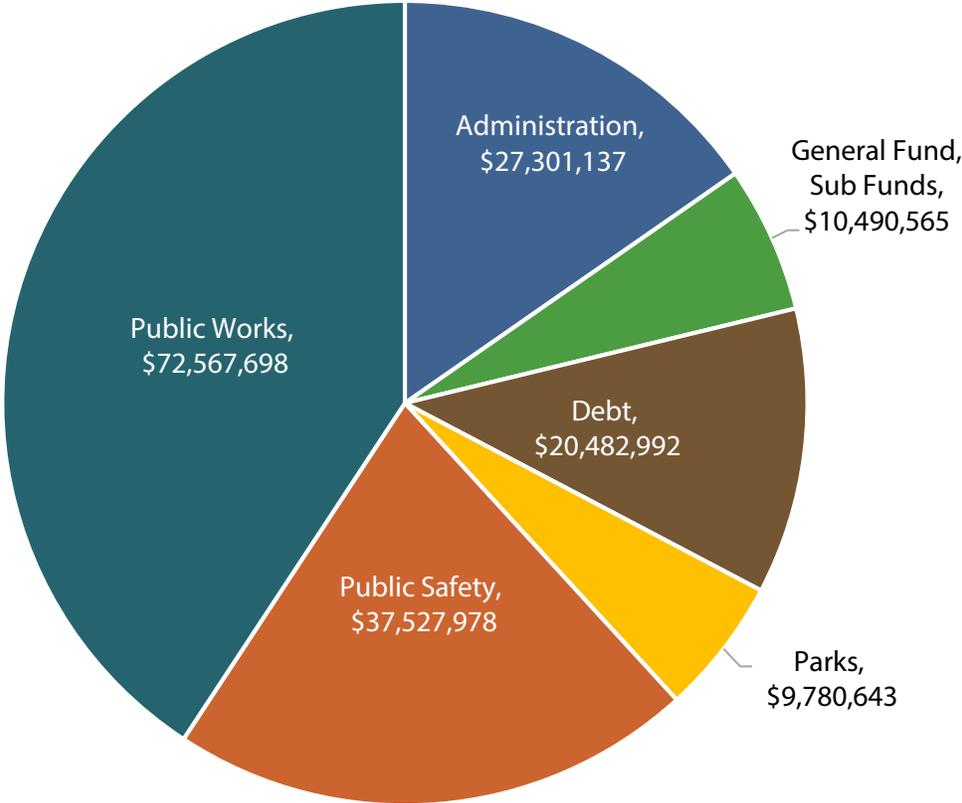


Tax and Licensing Revenue	
Property	\$ 19,930,665
Sales	\$ 23,592,629
Business & Occupation	\$ 17,510,348
Licenses and Permits	\$3,444,803
Other Taxes	\$450,504
TOTAL	\$64,928,949

Charges for Service Revenue	
Security (Persons & Property)	\$5,696,930
Wastewater	\$21,525,324
Drinking Water	\$15,439,450
Waste ReSources	\$13,409,519
General Government	\$10,075,478
Storm and Surface Water	\$5,698,256
Other	\$2,896,366
Equipment Rental	\$2,509,643
TOTAL	\$77,250,966

Where Money Goes

Total Operating Expenditures - \$ 178,151,013



Where the Money Goes: Total Operating Expenditures

	2020	% of Total
Administration	\$ 27,301,137	15%
General Fund Sub Funds	\$ 10,490,565	6%
Debt	\$ 20,482,992	12%
Parks	\$ 9,780,643	5%
Public Safety	\$ 37,527,978	21%
Public Works	\$ 72,567,698	41%
Total	\$ 178,151,013	100%

Comparative Summary of Operating Budget Revenue and Expenditures – All Operating Funds

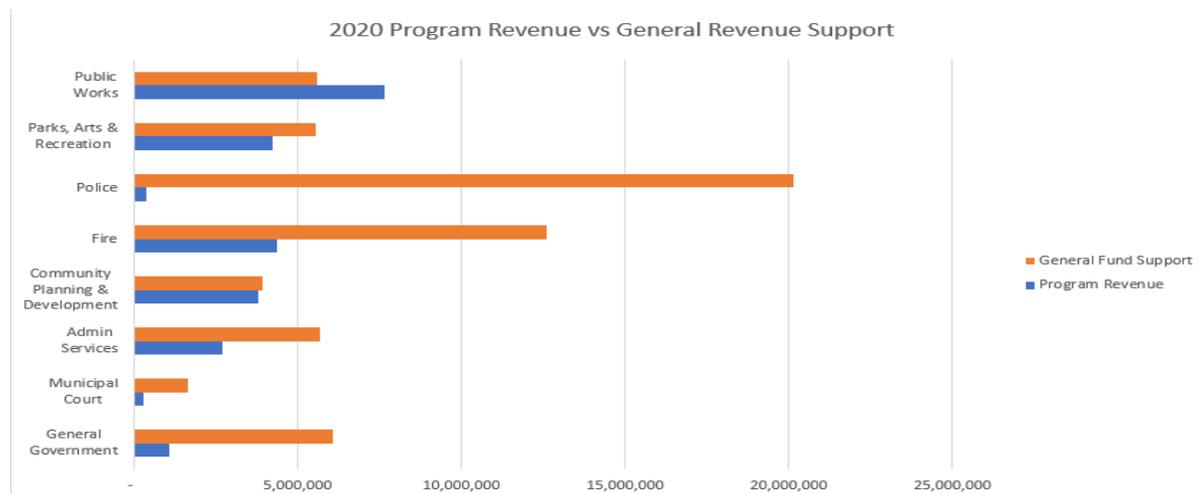
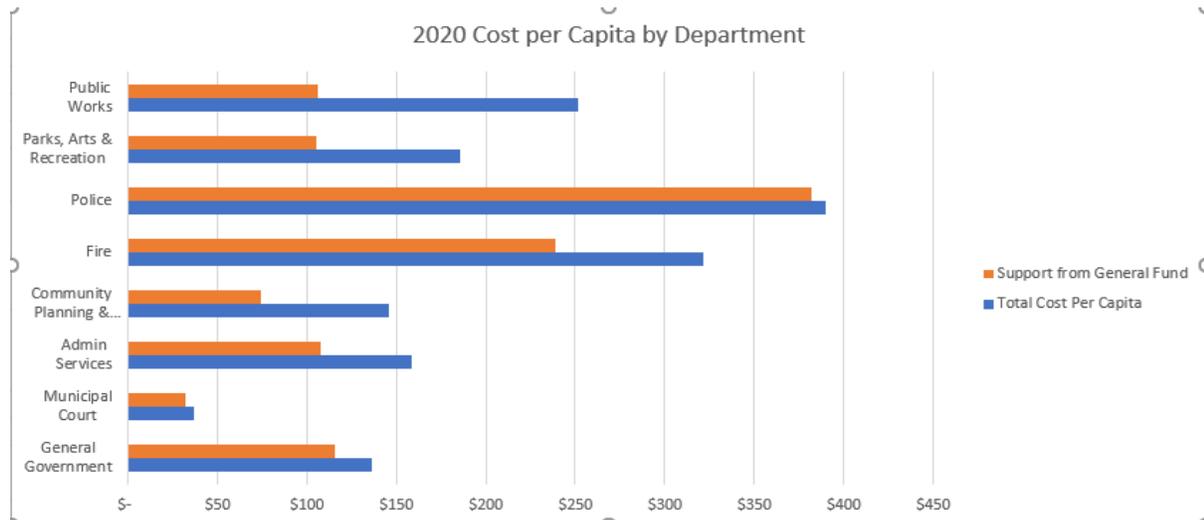
	ACTUAL 2017	ACTUAL 2018	ORIGINAL BUDGET 2019	ACTUAL 2019	BUDGET 2020	% CHANGE 2019 ORIGINAL TO 2020 BUDGET
REVENUES (BY TYPE)						
Taxes	\$53,941,084	\$57,085,853	\$59,792,610	\$51,038,225	\$61,484,146	1.1%
Licenses & Permits	3,660,352	3,562,120	3,858,180	3,797,798	3,444,803	-0.3%
Intergovernmental	4,173,094	4,434,925	2,973,023	3,064,982	3,011,196	0.0%
Charges for Services	67,160,160	70,247,598	72,576,388	72,295,871	77,250,966	3.0%
Fines & Penalties	838,342	851,045	708,650	623,322	736,683	0.0%
Operating Transfers In	14,250,507	12,301,613	11,153,840	12,273,937	12,425,907	0.8%
Other Revenue	4,722,873	5,184,957	4,064,939	50,245,792	18,319,198	9.2%
Total Revenues	\$148,746,412	\$153,668,110	\$155,127,630	\$193,339,927	\$176,672,899	13.8%
EXPENDITURES (BY FUNCTION)						
General Government	\$ 5,144,705	\$ 5,319,904	\$ 5,827,635	\$ 5,568,205	\$ 6,895,582	0.7%
Municipal Court	1,911,623	1,929,606	2,063,754	1,907,088	1,970,146	-0.1%
Administrative Services	7,163,345	7,324,031	7,957,207	7,580,875	8,399,490	0.3%
Comm/Planning & Development	6,614,269	7,507,188	7,398,030	7,627,558	7,718,537	0.2%
Fire Department	16,940,712	17,255,843	17,232,033	17,769,991	16,990,854	-0.2%
Police Department	16,556,865	18,411,690	19,808,524	19,251,418	20,537,124	0.5%
Parks, Arts & Rec. Department	7,721,334	8,614,568	8,852,012	9,193,590	9,780,643	0.6%
Public Works Department						0.0%
<i>General Fund</i>	11,563,016	11,590,886	12,982,444	12,249,090	13,132,983	0.1%
<i>Utilities</i>	46,975,243	48,689,216	52,503,309	57,231,861	56,640,538	2.6%
<i>Equipment Rental</i>	2,078,673	2,338,922	2,361,959	2,335,455	2,520,527	0.1%
Debt Service						0.0%
<i>General Obligation</i>	5,991,729	6,003,827	5,955,407	51,050,259	20,482,992	9.3%
<i>Revenue</i>	2,928,726	3,643,609	3,798,031	2,088,585	2,166,032	-1.0%
General Fund Contribution to Capital Improvement Funds	275,000	1,220,000	275,000	348,000	425,000	0.1%
General Fund - Sub Funds (1)	9,893,209	9,602,942	9,995,683	9,377,231	10,490,565	0.3%
Total Expenditures	\$141,758,448	\$149,452,232	\$157,011,028	\$203,579,206	\$178,151,013	13.5%
Net Revenue over / (under) Expenditures	\$ 6,987,965	\$ 4,215,878	\$ (1,883,398)	\$ (10,239,279)	\$ (1,478,114)	
(1) Sub-Funds appropriations are for special purposes and in general do not lapse at year end.						

Combining Summary of Operating Budget by Revenue Source & Budget Classification – All Operating Funds

REVENUES	2020 GENERAL FUND		2020 DEBT SERVICE		2020 PROPRIETARY FUNDS					TOTAL OPERATING FUNDS	
	REGULAR OPERATIONS	SUB-FUNDS	G.O. BOND	REVENUE BOND	DRINKING WATER UTILITY	WASTEWATER UTILITY	STORMWATER UTILITY	WASTE RESOURCES UTILITY	EQUIPMENT RENTAL	2020 BUDGET	2019 BUDGET
Taxes	\$ 57,084,603	\$ 985,000	\$ 3,414,543	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 61,484,146	\$ 59,792,610
Licenses and Permits	902,401	2,542,402	-	-	-	-	-	-	-	3,444,803	3,858,180
Intergovernmental	2,276,365	-	734,831	-	-	-	-	-	-	3,011,196	2,973,023
Charges for Services	16,785,151	1,883,623	-	-	15,439,450	21,525,324	5,698,256	13,409,519	2,509,643	77,250,966	72,664,188
Fines and Penalties	376,683	360,000	-	-	-	-	-	-	-	736,683	708,650
Operating Transfers In	5,981,184	1,945,073	2,333,618	2,166,032	-	-	-	-	-	12,425,907	11,153,840
Other Revenue	2,152,175	1,651,197	14,000,000	-	290,470	28,500	12,500	184,356	-	18,319,198	3,977,139
Total Revenues	\$ 85,558,562	\$ 9,367,295	\$ 20,482,992	\$ 2,166,032	\$ 15,729,920	\$ 21,553,824	\$ 5,710,756	\$ 13,593,875	\$ 2,509,643	\$ 176,672,899	\$ 155,127,630
EXPENDITURES											
Salaries and Wages	\$ 49,624,129	\$ 605,638	\$ -	\$ -	\$ 2,526,799	\$ 2,230,813	\$ 1,797,903	\$ 1,180,929	\$ 470,106	\$ 58,436,317	\$ 56,111,985
Personnel Benefits	16,127,873	238,209	-	-	1,179,315	1,091,721	691,114	526,416	216,095	20,070,743	19,583,365
Supplies	2,327,864	427,900	-	-	918,892	300,863	156,900	350,046	1,197,021	5,679,486	5,452,209
Other Services and Charges	9,936,884	4,403,929	-	-	1,193,487	5,104,411	372,680	448,707	116,625	21,576,723	20,512,456
Intergovernmental Services	1,339,500	-	-	-	2,443,751	1,650,475	908,472	16,596,564	100	22,938,862	21,976,757
Interfund Payments	5,294,004	1,003,422	-	-	2,352,387	2,595,160	1,340,705	1,215,151	520,580	14,321,409	13,236,140
Capital Outlay	24,500	-	-	-	-	-	-	-	-	24,500	24,500
Debt Service- Principal	-	-	16,886,598	1,644,890	1,501,485	-	-	96,759	-	20,129,732	5,993,153
Debt Service- Interest	-	54,695	3,596,394	521,142	336,722	-	-	6,357	-	4,515,310	4,114,274
Operating Transfers Out	1,175,605	3,756,772	-	-	2,804,263	383,040	1,081,457	1,256,794	-	10,457,931	10,017,423
Total Expenditures	\$ 85,850,359	\$ 10,490,565	\$ 20,482,992	\$ 2,166,032	\$ 15,257,101	\$ 13,356,483	\$ 6,349,231	\$ 21,677,723	\$ 2,520,527	\$ 178,151,013	\$ 157,022,262
Net Gain or (Use) of Fund Equity from Operation	\$ (291,797)	\$ (1,123,270)	\$ -	\$ -	\$ 472,819	\$ 8,197,341	\$ (638,475)	\$ (8,083,848)	\$ (10,884)	\$ (1,478,114)	\$ (1,894,632)
Estimated Fund Balance											
Available January 1, 2020	\$ 20,209,310	\$ 12,908,530	\$ 95,516	\$ (13,359,998)	\$ 36,744,484	\$ 42,399,987	\$ 23,088,695	\$ 2,255,928	\$ 499,958	\$ 120,466,585	
Budgeted Ending Fund Balance	\$ 19,917,513	\$ 11,785,260	\$ 95,516	\$ (13,359,998)	\$ 37,217,303	\$ 50,597,328	\$ 22,450,220	\$ (5,827,920)	\$ 489,074	\$ 118,988,471	
	-1%	-9%	0%	0%	1%	19%	-3%	-358%	-2%	-1%	
					Note #1	Note #2	Note #3				
Note #1	Reduction in transfer of Fund balance (rate revenue) to support Capital projects.										
Note #2	Fund balance (rate revenue) transfer to support Capital projects.										
Note #3	Tipping fees are up and the recycling revenue has significantly reduced.										

Combining Summary of Expenditures by Budget Classification – General Fund by Department

EXPENDITURES	General Government	Municipal Court	Special Accounts	Admin Services	Community Planning & Development	Fire	Police	Parks, Arts & Recreation	Public Works	Total Operating Funds 2020	Total Operating Funds 2019
Salaries	\$ 2,537,218	\$1,194,520	\$ 1,080,970	\$4,424,666	\$ 4,429,545	\$11,865,898	\$12,605,022	\$ 5,183,543	\$ 6,302,747	\$49,624,129	\$47,575,153
Personnel Benefits	876,623	485,597	31,000	1,734,810	1,647,314	3,156,789	3,746,399	1,780,640	2,668,701	16,127,873	16,004,460
Supplies	37,531	20,095	-	63,930	64,470	729,804	431,451	374,683	605,900	2,327,864	2,242,301
Other Services & Charges	514,117	196,491	551,582	1,988,355	817,335	600,409	1,996,110	1,593,936	1,678,549	9,936,884	9,322,614
Intergovernmental Services	-	-	558,720	-	107,000	3,900	614,080	52,780	3,020	1,339,500	1,337,192
Interfund Payments	110,659	73,443	54,986	187,729	648,811	634,054	1,144,062	768,531	1,671,729	5,294,004	4,779,969
Capital Outlays	-	-	-	-	-	-	-	-	-	24,500	24,500
Operating Transfers Out	-	-	817,176	-	4,062	-	-	2,030	352,337	1,175,605	1,110,450
Total Expenditures	\$ 4,076,148	\$1,970,146	\$ 3,094,434	\$8,399,490	\$ 7,718,537	\$16,990,854	\$20,537,124	\$ 9,780,643	\$13,282,983	\$85,850,359	\$82,396,639
Program Revenues	1,081,141	298,580	-	2,694,606	3,808,792	4,389,927	400,820	4,231,034	7,672,487	24,577,387	22,913,028
Support from General Revenues	2,995,007	1,671,566	3,094,434	5,704,884	3,909,745	12,600,927	20,136,304	5,549,609	5,610,496	61,272,972	59,483,611
Cost per Capita:											
Total	\$ 136	\$ 37 (w/Gen Gov)	\$ 159	\$ 146	\$ 322	\$ 390	\$ 186	\$ 252	\$ 1,629	\$ 1,564	
Support from General Revenues	\$ 116	\$ 32 (w/Gen Gov)	\$ 108	\$ 74	\$ 239	\$ 382	\$ 105	\$ 106	\$ 1,163	\$ 1,129	



Budget Process

Preparing the City's budget is more than projecting revenues and expenditures for a given year. The budget provides a financial plan that reflects the City Council and Community's priorities.

Fifty years ago, the City of Olympia adopted its first Comprehensive Plan. The policies and goals of this document guide how we will grow and develop over 20 years. In 2014, the City asked citizens to "Imagine Olympia," and the result was an updated Comprehensive Plan with a new vision that is bold, broad and ambitious.

The 2014 Comprehensive Plan called for the City to develop a strategy to implement the Comprehensive Plan Goals. We created an Action Plan, which Council accepted in 2016.

The Action Plan is organized into five focus areas:

1. Community, Safety & Health
2. Downtown
3. Economy
4. Environment
5. Neighborhoods

Each focus area identifies desired outcomes, strategies, and community indicators to help us track how we are doing.

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

- **Learning.** The City uses community indicators and performance measures to take an honest and fact-based look at how we are doing in achieving our community vision.
- **Engaging.** The City hosts conversations and provides engagement opportunities to listen to community members to affirm priorities based on that data.
- **Investing.** The priorities and performance inform the City on how we invest resources to achieve our community vision, including funding and City staff time.

The City's annual budgeting process is one of the most visible and significant ways we achieve and articulate the community vision. Being good stewards of taxpayer dollars means ensuring that funding is committed to projects and programs that are financially sustainable and clearly align with, and carry out, the community vision.

Priorities, Performance and Investment (PPI) Cycle



Priorities

Public Engagement

Our budget document is one of the most important ways we demonstrate our community's values and priorities, so we continue to develop effective and innovative approaches to engage with our citizens.

To inform the 2020 budget, we launched a virtual budget engagement process using *Engage Olympia*, an online platform that is modern, easy-to-use, and available 24/7. We also used new tools and story-telling methods to help citizens (no matter their experience level) learn how we budget in Olympia, including sharing several data stories and providing ready access to financial data in real-time.

Our survey on *Engage Olympia* asked participants to prioritize desired outcomes within each Action Plan Focus Area, rank how we're doing in achieving those outcomes, and share with us why they're important, and what success looks like.

A total of 471 surveys were received from 186 unique individuals. Highlighted below are the highest priority areas. Within these areas, respondents indicated they would like the City to achieve better outcomes.

Priorities

- Adequate food and shelter
 - Move people out of homelessness and into permanent housing
 - Ensure our community has housing to a serve a wide range of incomes
- Safe and Prepared Community
 - Ensure public spaces are safe and welcoming for all users
 - Prepare for climate change and sea level rise
 - Prepare for natural disasters
- Downtown is safe and welcoming for all
 - Ensure Downtown is a safe and desirable place to live, work, and visit
- Downtown is a vibrant, attractive urban destination
 - Add a wide variety of new businesses to fill vacant storefronts and bring people downtown
 - Attract and keep residents and employees who have a variety of income levels
 - Support the arts, cultural, and heritage community

- Neighborhoods are safe and welcoming places to live
 - Address and prevent crimes
 - Create more opportunities for people to walk and bike to services
- Olympia has stable, thriving economy
 - Create more diverse employment opportunities
 - Improve the Downtown environment for businesses
 - Attract living-wage jobs

What we heard from respondents confirmed that high priorities in 2019 continue to be areas that require further investment in 2020, such as addressing a lack of affordable housing and preparing for the future impacts of sea level rise.

In 2020, the City will invest in several new initiatives and continue to further develop existing programs and partnerships that address some of the highest priorities identified by respondents:

- **Housing Action Plan.** In 2020, the City will join with the cities of Tumwater and Lacey to develop a Housing Action Plan. The plan will identify current and specific information on the local housing market, especially the barriers and challenges to constructing housing, and targeted approaches to getting housing that can serve a wide variety of income levels.
- **Sea Level Rise.** On March 19, 2019, the Olympia City Council approved a Sea Level Rise Response Plan developed in partnership with Lacey-Olympia-Tumwater Thurston County (LOTT) Clean Water Alliance and the Port of Olympia. Work is underway on the Plan’s near-term projects, including first identifying how the three partner agencies will work together and fund projects in the Plan.
- **Arts, Cultures & Heritage (ArCH).** The City has established and is fostering the growth of a state-designated Creative District downtown as a first step in supporting and growing arts, culture, and heritage throughout the community. A Creative District is an area in which to pursue the locating of creative industries and related jobs, such as software developers, computer programmers, writers and authors, marketing professionals, and artists and performers.
- **Neighborhood Policing Unit.** In 2017, Olympia voters passed a Public Safety Levy that resulted in an additional \$2.7 million in funding in 2018. As a result, several new and enhanced programs will continue to improve the City’s ability to respond to neighborhood concerns, including a dedicated Neighborhood Policing Unit, an additional Code Enforcement Officer, and expanded Volunteer Police activities.
- **Economic Development.** As the employment epicenter for Thurston County, Olympia’s economy is predominately driven by three industries: public administration, healthcare, and retail trade. In 2020, the City will complete work on an Economic Ecosystem Study to develop a deeper understanding of what makes up Olympia’s economy, and the workforce that supports it. Completion of this study will allow the City to identify key strategies for ensuring a stable, thriving economy.

Performance

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 Focus Areas.

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.

The 2020 budget reflects an effort to standardize how City departments track and measure progress using performance measures. In 2019, the City's Performance Management Specialist worked with departments to review the performance metrics reported in the operating budget and revise them if necessary so they align with the community's indicators.

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 to allocate resources and investments which are focused on results and achieving the long-term community vision.

2019 Accomplishments by Focus Area: Neighborhoods

Neighborhoods

Outcomes

- Distinctive Places and Gathering Spaces
- Neighborhoods are Engaged in Community Decision Making
- Safe and Welcoming Places to Live
- Nearby goods and Services

Accomplishments

- Completed the Eastside Subarea Plan, the second subarea planning effort in the City.
- Completed the Neighborhood Identification Banner Program pilot project and approved the first neighborhood banners for the East Bay Drive Neighborhood Association.
- Council approved a conceptual plan for the first Olympia Art Crossing.
- Opened new Northeast Neighborhood Connector Trail.
- Constructed a sprayground at Woodruff Park.
- Fully staffed the Community Policing Program which includes walking patrol, neighborhood policing, crime prevention, and the volunteer program.
- Built the Ensign Road pathway and Fern Street sidewalks. These pedestrian projects address long-standing needs as expressed by local residents in these areas.
- Released a Request for Proposals for potential development of housing on city property on Boulevard Road south of Log Cabin Road.

2019 Accomplishments by Focus Area: Downtown**Downtown****Outcomes**

- A Safe and Welcoming Downtown for All
- A Mix of Urban Housing Options
- A Variety of Businesses
- Connections to Our Cultural and Historic Fabric
- Engaged Arts and Entertainment Experiences
- A Vibrant, Attractive, Urban Destination

Accomplishments

- Updated the Downtown Design Guidelines.
- Purchased property downtown for a future parking structure and began feasibility pre-work.
- Washington State Arts Commission designated downtown as a Creative District.
- Prepared Shared Parking Agreements for after-hours parking in Downtown.
- Brought the first-ever seasonal ice rink to Olympia with Oly on Ice. Over 20,000 people put on skates in this family-friendly, downtown offering.
- Installed a second shared compactor in the downtown area which has improved collection efficiency and has reduced loose litter.
- Constructed a new bulkhead for Percival Landing near Water and State Streets.
- Reviewed and permitted over 400 new housing units under construction downtown, as part of six mixed-use projects.
- Construction completed on Intercity Transit Center expansion, including new office building, additional bus driveway and three pedestrian plazas.
- An estimated 25,000 combined attendees participated in the fall & spring Arts Walk events – with a newly expanded two-day family activity area, event shuttle, and innovation awards; resulting in more engaged attendees on both days, more accessible event transportation options, and better promotion of downtown happenings.
- Installing 10 new traffic box wraps downtown featuring local artists – adding to the vibrancy of our streetscape.
- Completed design of the Legion Way street improvements, setting the stage for construction in 2020.
- Received a complete streets award of \$500,000 from the State Transportation Improvement Board. Funding will go towards three projects including two pedestrian crossing improvements downtown.

2019 Accomplishments by Focus Area: Economy

Economy

Outcomes

- Abundant Local Products and Services
- A Thriving Arts and Entertainment Industry
- Sustainable Quality Infrastructure
- A Stable Thriving Economy

Accomplishments

- Completed an Annexation Feasibility Report.
- Obtained Creative District designation from Washington State Arts Commission. This was identified as a targeted objective in the ArCH Plan.
- Obtained EPA Brownfield Assessment Grant.
- Successfully located South Puget Sound Community College into the Ben Moore's building.
- Four significant building vacancies were filled.
- Received \$2.318 million in grant funds for four capital projects: synthetic turf and lights at Stevens Field #2, a sprayground for Lions Park, a multi-modal trail in Grass Lake Nature Park, and purchased a portion of LBA Woods.
- Public Works designed and built over \$12 million dollars' worth of infrastructure.
- Staff secured \$2.9M in grant funds to design and construct capital projects. These will be applied to a wide range of multi-modal projects with construction spanning into 2023.
- Completed the Fones Road project scoping and pre-design work. Construction is planned for 2022/2023.
- All 96 of the City's traffic signals are currently being upgraded with new hardware and software. This will allow greater reliability and more dynamic functionality in the future.
- Olympia Fire was awarded a WSRB Class 2 rating; which directly lowers Commercial and Residential insurance rates.

2019 Accomplishments by Focus Area: Environment

Environment
<p>Outcomes</p> <ul style="list-style-type: none"> → Clean Water and Air → A Daily Connection to Nature → A Toxin-Free Community → Preserved, Quality Natural Areas
<p>Accomplishments</p> <ul style="list-style-type: none"> • Completed a Solar Panel Lease Agreement for Hands On Children’s Museum. • Implemented LED lighting upgrades to Percival Landing. • Replanted the remaining half of the green roof at Karen Fraser Woodland Trail restroom. • Recorded 8,000 Park Stewardship hours. • Saved \$63,000 in power and lighting through energy conservation. • Fleet Operations replaced three gas engine vehicles with three Electric Vehicles (EVs) and added a new LEAF for the Police Department, bringing the total of EVs to 11. These purchases reduce our contribution to greenhouse gas emissions. • Implementation of Transit Signal Priority Systems on Martin Way and Pacific Avenue is ongoing. This regional project allows buses to stay on schedule by having extended green lights at traffic signals. • Community water conservation exceeded the City's goal to reduce indoor water use by 100,000 gallons per day and outdoor use by 5 percent. • In March, 2019, City Council adopted the Olympia Sea Level Rise Plan. The two-year planning effort was in collaboration with LOTT Clean Water Alliance and the Port of Olympia. • Installed eleven Tideflex valves downtown to eliminate tidal surcharge into stormwater system to help adapt to sea level rise and protect downtown from flooding. • Designed the Harrison Avenue water quality and Neighborhood Green Infrastructure projects. • Completed the Wastewater Management Plan in 2019. • Constructed a S.T.E.P. system for Chambers Creek Village allowing 26 residential units adjacent Chambers Creek to be converted from septic systems to the City’s sewer system. • Constructed a sewer extension project on 5th Avenue near South Bay Road to convert up to 11 septic systems.

Accomplishments Continued (Environment)

- Expanded use of GIS Data Collector Application for Commercial Routing purposes to reduce contamination in the recycle stream, improve customer consistency and driver efficiency.
- Implemented Lid Lift/Cart tagging programs to reduce contamination in the recycle stream.
- Added “One-side of Road Collection” to one cul-de-sac (i.e. Creekwood Court) which reduces fuel use.
- Installed new odor control technology in southeast Olympia.
- Together with the City of Lacey completed construction of a wetland restoration project at the Deschutes Ranch property.

2019 Accomplishments by Focus Area: Community Health & Safety

A wide variety of services and programs throughout the City contribute to achieving our community's vision for the Community, Safety and Health focus area. Nearly every Department plays a role, including Police, Fire, Community Planning & Development, Public Works, Municipal Court, and Parks. To better highlight the primary contributions for each department, we have organized our accomplishments not only by Focus Area but by the individual outcomes.

Community Health & Safety	
Outcome	→ Inclusive, Respectful Civic Participation
Accomplishments	<ul style="list-style-type: none"> • Launched Engage Olympia, a new online community engagement tool. • Created on-line stories using performance data, financial data, and outcomes to highlight the City's investments. • Used "Engage Olympia" to learn citizens' top priorities regarding the 2020 budget. • Strengthened and increased the consistency of the communication with the community around homelessness. • Used a Participatory Leadership approach to engage the community in developing a Homeless Response Plan that reflects our community. The plan will include long-term strategies, actions, and measures of success. • Doubled participation in online voting for the Percival Plinth Project. • Maintained the City's 100% score on the Municipal Equality Index.
Outcome	→ Health and Wellness
Accomplishments	<ul style="list-style-type: none"> • Gathered donations for Camp Hope, which is an evidence-based summer camp for kids who have witnessed domestic violence. • Number of needles collected decreased and the ratio of loose to boxed needles improved. • Implemented an off-leash dog/dog waste public education campaign. • Acquired a new 10-acre neighborhood park in northwest Olympia. • Set record of park recreation program participants (over 12,000). • Expanded recreation program offerings to pre-teens and teens, taking advantage of early release school days and school breaks to engage this age group. Activities have included skateboarding, rock climbing and skim boarding activities.

Community Health & Safety Continued

Outcome

→ A Safe and Prepared Community

Accomplishments

- Drafted emergency response plans for all sewer lift stations.
- Participated in Target Zero program to reduce distracted driving.
- Lead a Fire Safety and Rescue Spectacular event at the Hands On Children's Museum which informed and entertained over 2,000 guests.
- Achieved a 71% Utstein Cardiac Arrest Resuscitation success results (66% over 5 years), which is the highest in the county.
- Olympia Community Court has served 337+ people and celebrated 143+ graduates and is now recognized as one of four mentor courts in the Nation by the Center for Court Innovation on behalf of the U.S. Department of Justice's Bureau of Justice Assistance.
- Modified Community Court policies and procedures to double the number of eligible offenses for Community Court participation.
- Added social service providers to the plethora of services offered under one roof at Community Court. New providers in 2019 include: Northwest Justice Project, YWCA, Family Education and Support Services, Cindy Franklin LLC, and Capital Recovery BUPE Clinic.
- Received a Washington Association of Sheriffs & Police Chiefs grant for \$100,000 to cover costs of community-based crisis response services.
- Probation Services began offering DV-MRT to those clients charged with domestic violence offenses in January 2019. Currently, there are three groups open to probation clients required to participate in domestic violence treatment. Since January, 19 men and 12 women entered into the 26-week program.
- Completed construction of LBA water tank which improves the City's ability to manage high fire and drought flows. When full, the tank can supply the entire water system without pumping and allows the utility to safely take other reservoirs offline for much needed repairs.
- Piloted low-cost pedestrian crossing improvements at several intersections using pavement markings and paint to enhance driver awareness of pedestrians using crosswalks and to help slow vehicle speeds.
- Completed Crime Prevention through Environmental Design evaluation of Priest Point Maintenance Facility and recommended changes to protect City assets.
- Maintained 100% compliance with all State and Federal Drinking water regulations.
- The McAllister corrosion control facility at the Meridian reservoir site came online in April 2018. Sampling conducted in 2019 demonstrated more than an 80 percent reduction in lead and copper throughout the water system in correlation with a reduction in acidity.

Community Health & Safety Continued

Outcome

→ A Safe and Prepared Community (Continued)

- Received a “WATERS” award from the federal Environmental Protection Agency for the McAllister Corrosion Control Treatment project.
- Public Works Drinking Water installed a pressure reducing valve at Henderson Park Lane and Otis Street to improve water supply and water quality.
- Installed a new water main in Kaiser Road to provide water service redundancy and reliability to the Evergreen State College and more than 500 residential customers.

Community Health & Safety Continued

Outcome

→ Adequate Food and Shelter

Accomplishments

- Received increased State funding for subsidized housing and mental health programs.
- Reviewed and approved numerous multi-family residential, single family residential subdivisions, and mixed use development projects which significantly increases the number of housing units.
- Opened the City’s first sanctioned homeless camp to provide safer and more stable camping options for more than 100 unsheltered people downtown, which allowed the City to close multiple unsanctioned camps downtown.
- Council approved the first Olympia Home Fund award (\$1.1 million) recommended by the Home Fund Advisory Committee for single adult supportive housing and shelter.
- Developed and opened 31 tiny homes at Plum Street Village.
- Community Development Block Grants (CDBG) allocated \$450,000 for housing, homeless, and economic development services.
- CDBG funded emergency tenant assistance through a loan repayment from the Angelus Apartments after evictions were issued to tenants as a result of new ownership and rehabilitation.
- Partnered with Evergreen Christian Community to fund a Homeless Response Coordinator and expanded partnerships with other faith-based organizations.
- City Council passed Missing Middle affordable housing regulations.
- Purchased property at 2828 Martin Way and sold it to the Low Income Housing Institute for the construction of affordable housing and facilities providing housing-related services and programs.

Looking at How We Perform our Work

The City is committed to delivering high quality, cost-effective services and programs. Every year employees throughout the City evaluate how they approach their work to improve the customer experience, improve efficiency and reduce costs.

Here are some examples of improvements made in 2019:

Improved Customer Experience
<ul style="list-style-type: none"> Migrated all of the City’s email archives into a single system. City staff can now search a single email repository when responding to public records requests. Previously, staff had to search as many as three systems.
<ul style="list-style-type: none"> Digitized the historic “City Records” document collection dating from 1859-1980. This collection includes land acquisition records, inter-city agreements with neighboring communities and tribes, and memorandums of understanding with state government agencies.
<ul style="list-style-type: none"> Made available online digital copies of all City Council historic Minutes, Ordinances and Resolutions. The records date from 1859-2018 and include 16,679 documents.
<ul style="list-style-type: none"> Deployed a Citywide Volunteer Management Solution.
<ul style="list-style-type: none"> Permits, files, and development plans previously on microfilm have been digitized.
<ul style="list-style-type: none"> Launched on-line submittal and payment process for civil engineering permit applications.
<ul style="list-style-type: none"> Completed a multi-year process of enabling all permit applications and fee payments to be made via an on-line portal.
<ul style="list-style-type: none"> Strengthened and increased the consistency of the communication with the community around homelessness.
<ul style="list-style-type: none"> Implemented new program – NeoGov – for on-boarding employees.
<ul style="list-style-type: none"> Used County/City warrant quash program – Courts’ within Thurston County can adjudicate eligible warrants of other courts within the County without having the customer go from one location to another. Olympia has quashed 11 warrants out of Thurston County District Court to date for 2019. Thurston County has quashed approximately 45 warrants out Olympia Municipal Court to date for 2019.
<ul style="list-style-type: none"> All 96 of the City’s traffic signals are currently being upgraded with new hardware and software. This will allow greater reliability and more dynamic functionality in the future.
<ul style="list-style-type: none"> Recycle Coach Web App has increased the number of subscribers to 2,441 users.

Improved Efficiency

- Developed the first dashboard to track and monitor the City's response to Homelessness to enhance learning and decision-making.
- Used Lean to evaluate a vacancy which resulted in reclassifying a vacant position to address a citywide need for expertise in procurement and contracting.
- Initiated Business & Occupation (B&O) and Licensing Process Improvement Project. The purpose of the project is to streamline both the licensing and payment of B&O taxes to improve the experience for businesses working in the City of Olympia and streamline the workflow.
- Information Services and Police tested and deployed new redaction software. Departments city-wide are reporting an initial time savings of between 35%-75% using the new tool.
- Initiated Information Services first Lean project which led to significant increases in the City's cloud security while reducing staff time spent on several routine tasks.
- Implemented a new Case Management Solution for Probation, Prosecution and Public Defense.
- Developed numerous GIS mobile applications and performance dashboards.
- Analyzed and updated CP&D organizational structure, workflow and job design to re-balance and align the work to meet the new and changing demands of the Department.
- Created a new process for dispatching calls and complaints for the Clean Team and the Downtown Ambassadors.
- An extensive organizational review and redesign in 2019 merged a number of staff to form one Housing workgroup that now collaborates on immediate homeless response and long-range housing strategies.
- Continued growth in the usage and number of new Pay-by-Phone parking accounts.
- Updated and improved the abandoned vehicle process workflow.
- Updated and streamlined the City's electronic newsletter system and processes by moving to the Mailchimp platform.
- Upgraded printers for Executive Office/Communications Services to make it possible for high quality printing to be done in house.
- Implemented a case management software solution for Prosecution and Public Defense.

Improved Efficiency Continued

- Reorganized court staffing and streamlined procedures based on one less FTE. The hard work and dedication of staff has made this change seamless as they continued to deliver excellent customer service and perform work exceptionally with little to no errors.
- Contract Administration staff improved the Task Order Process, which saved the equivalent of \$23,000 in labor costs. This allowed Contract Administration to support the increased capital project workload.
- Compared to the national standard of 9.45 injuries per 200,000 hours worked, we had fewer injuries at 6.25 injuries per 200,000 hours worked in 2018.
- Brought water main flushing in-house and required metered water for all construction projects, resulting in water loss reduction.
- Expanded use of GIS Data Collector Application for Commercial Routing purposes to reduce contamination in the recycle stream, improve customer consistency and driver efficiency.
- One-side of Road Collection added to one cul-de-sac (i.e. Creekwood Court).

Reduced Costs

- Re-negotiated contract with Thurston County Superior Court for annual juror list. Negotiated the contract at a lower fee – from \$500 to \$100 annually.
- Used the no-cost weekly warrant add/on calendar for Olympia warrants. The Court averages 3-5 cases weekly on the warrant add/on calendar.
- Purchased three Peterbilt refuse truck chassis through a cooperative purchasing group which saved slightly more than \$100,000.
- Public Works Dispatch staff reviewed and updated cell phone accounts, resulting in an annual savings of \$5,500.
- In the last two years, changes to the annual roadway striping process have been implemented. Extensive public communication has also been used to make the public aware of wet paint on the roadway. As a result, the number of claims against the City for wet paint on cars has nearly been eliminated.
- Use of the International Association of Professional Drivers (IAPD) training requirements has led to less accidents and increased collection efficiency.

Investments

Each year, the City's Operating Budget is developed over several months with input from City departments, City Council, and the community. The calendar for both the Operating and Capital budgets is presented below:

2020 Budget Calendar	
Jan – Mar	<ul style="list-style-type: none"> • Council sets priorities and goals • Community Indicators and Performance Measurements reviewed
Jun	<ul style="list-style-type: none"> • Launch Public Engagement Process
Jul	<ul style="list-style-type: none"> • Revenue forecasts updated • Expenditure assumptions established • City Manager provides budget direction to Executive Team • Departments prepare and submit budget, performance measurements, achievements, and future objectives
Aug	<ul style="list-style-type: none"> • Budget Review Team meets with Departments
Oct 29	<ul style="list-style-type: none"> • City Manager presents balanced budget to City Council • Public Hearing: CFP and 2020 – 2024 Financial Plan
Oct 30	<ul style="list-style-type: none"> • Preliminary Operating Budget available on City's website
Nov 12	<ul style="list-style-type: none"> • Council Budget Discussion: Impact Fees, Utility Rates, and general discussion
Nov 19	<ul style="list-style-type: none"> • Public Hearing: Operating and Capital Budget • Public Hearing: Ad Valorem Tax
Nov 26	<ul style="list-style-type: none"> • Council Discussion: Operating and Capital Budget Balancing • Ordinance Adoption: Ad Valorem Tax
Dec 10	<ul style="list-style-type: none"> • Approve Operating and Capital Budget
Dec 17	<ul style="list-style-type: none"> • Ordinance Adoption: Operating Budget, Capital Budget, CFP, Special Funds, Impact Fees, Utility Fees and Charges

This cycle doesn't end with the adoption of the budget. The budget cycle for the City Manager, Budget Review Team, Finance Committee, City Council, and our citizens is year-round in nature since we are continually affirming our priorities, tracking our performance and adjusting our investments to achieve the community's vision.

The City Council Finance Committee

The Finance Committee is comprised of three City Councilmembers. They are scheduled to meet monthly throughout the year to review financial policies, financial reports, and discussed programs and services that directly impact the annual budget. Finance Committee also engages the public in the late spring to hear citizens' experiences and perspectives to help inform the City's budget investments. This work guides the development of both our 2020 Operating and Capital budgets.

The Finance Committee's recommendations are forwarded to the full City Council for their review and discussion, prior to adoption of the budget in December.

In 2019, the Finance Committee was comprised of City Councilmembers:

- Jim Cooper, Committee Chair
- Lisa Parshley
- Jessica Bateman

Budget Adoption

The City of Olympia adopts a legally binding annual budget in accordance with Washington State Law as set forth in RCW 35A.33, which provides legal standards for preparing, presenting, adopting, implementing, and monitoring the budget. The City's Fiscal Year runs from January 1st through December 31st.

The City's budget is adopted at the fund level; therefore, expenditures may not legally exceed appropriations at that level of detail. Appropriated budgets are adopted for Operating Fund and lapse at year-end.

The City's budget is balanced. In the case of the Operating budget, this means that expenditures are generally funded from current revenues. In instances where expenditures may be funded from fund balance (reserves), such funding is from fund balance amounts which exceed any operating reserve requirement. It is the City's practice to generally use fund balance only to fund one-time items in governmental funds.

Reserve amounts above policy reserve guidelines, may be used on occasion to fund utility budgets. Generally, this is to level rates and avoid rate spikes.

The Capital Budget (Capital Facilities Plan, or CFP) is the estimated amount planned to be expended for capital items in the next six years. Capital items are fixed assets such as facilities and equipment that exceed \$50,000 with a life expectancy greater than five years. The CFP folds into the Operating Budget process and is balanced with anticipated additional revenue or reserves. The Capital Budget funds one-time items and not on-going capital expenditures.

Budgets for some special revenue funds and capital project funds are appropriated on a project basis, and the appropriations do not lapse at year-end, but continue until the completion of the project. These budgets are included in this document as referenced in the Introduction and Capital Facilities Projects sections.

Budgets for Proprietary Fund types (i.e., Utilities) are budgeted on an accrual basis.

Budget Amendments

The City Manager is authorized to transfer appropriations within a fund without Council approval. However, increases or decreases to the budget or transfers between funds require Council action. The budget is amended through ordinance which requires two readings prior to adoption. The Operating and Capital budgets are typically amended quarterly; however, it may be amended at any Council business meeting.

Financial Policies

Budgeting By Fund

The accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity. Consistent with generally accepted accounting principles, the City uses governmental, proprietary, and fiduciary funds. Each governmental and fiduciary fund is accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund balances, revenues, and expenditures. Proprietary and similar trust funds use the revenue, expenses, and equity accounts similar to businesses in the private sector.

Governmental Funds	Proprietary Funds	Fiduciary Funds
<ul style="list-style-type: none"> • General • Special Revenue • Debt Service • Capital Project 	<ul style="list-style-type: none"> • Enterprise • Internal Service 	<ul style="list-style-type: none"> • Trust • Agency
<p>City Funds</p> <ul style="list-style-type: none"> • General Fund • Special Acct Control Funds • Dev Fee Revenue Fund • Parking Fund • OPEB Trust Fund • Wash Center Endow Fund • Wash Center Ops Fund • Equip & Facility Rep Fund • HUD Fund • Impact Fee Fund • SEPA Mitigation Fund • Lodging Tax Fund • Park&Rec Sidewalk UT Tax Fund • Parking Business Imp Area Fund • Farmers Market Rep Fund • Hands on Childrens Museum Fund • Trans Benefit District Fund • Real Estate Excise Tax Fund • Olympia Metro Park District Fund • Home Fund Operating • All Debt Service Funds • Capital Improvement Fund • Home Fund Capital • Fire Equipment Reserve Fund 	<p>City Funds</p> <ul style="list-style-type: none"> • Water Utility O&M Fund • Sewer Utility O&M Fund • Solid Waste O&M Fund • Storm Water O&M Fund • Stormwater Mitigation Fund • Water Debt Service Funds • Sewer Debt Service Funds • Stormwater Debt Service Fund • Water Cap Imp Fund • Sewer Cap Imp Fund • Stormwater Cap Imp Fund • Waste ReSources Cap Imp Fund • Equip Rental Fund • Cap Rep Equip Rental Fund • Unemployment Comp Fund • Insurance Trust Fund • Workers Comp Fund 	<p>City Funds</p> <ul style="list-style-type: none"> • Firemens' Pension • Municipal Courts Trust Fund • Law Enf Records Mgmt Syst Fund

Governmental Funds

Governmental Funds are generally used to account for tax-supported activities. There are four different types of governmental funds: the general fund, special revenue funds, debt service funds, and capital project funds.

General

The General Fund is the City's primary operating fund. It accounts for all financial resources except those required to be accounted for in other funds and is generally considered to represent the ordinary operations of the City. It derives the majority of its revenues from property, sales, utility, business and occupation taxes, and state shared revenues.

In addition to the regular General Fund, the City has established sub-funds to account for: The Washington Center for the Performing Arts, Development Fee revenue, Parking operations, Equipment and Facilities Replacement Reserve for repairs and major maintenance, Municipal Arts, Other Post-Employment Benefits (OPEB), and the Special Accounts Control fund.

Special Revenue

Special Revenue funds account for proceeds of specific revenue sources that are restricted or committed for purposes other than debt service or capital projects. The use and limitations of each Special Revenue Fund are specified by City ordinance or federal and state statutes. Other restricted resources are accounted for in debt service and capital project funds.

Debt Service

Debt Services funds are used to account for the accumulation of resources for, and payment of, annual debt service (principle and interest) for general obligation bonds and other governmental debt. These funds are also used to account for the accumulation of resources for, and payments of, special assessment debt service for special assessment levies when the City is obligated in some manner for the payment.

Payments for general obligation bonds are backed by the full faith and credit of the City. The primary source of revenue to support debt service funds is property tax. Enterprise debt service payments are not included in this fund group but are included within the enterprise funds.

Capital Project

Capital Project funds are used to account for financial resources used for the acquisition or construction of major capital facilities other than those financed by proprietary and trust funds. Capital project funds are not included in the City's operating budget but are budgeted as part of the Capital Facility Plan. The Capital Facilities Plan (CFP) is included in the Capital Facilities Plan section of this document.

Proprietary Funds

Proprietary funds are used to account for the City's ongoing activities that are similar to those often found in the private sector. These funds are considered self-supporting in that the services rendered by them are generally financed through user charges or on a cost reimbursement basis. There are two types of proprietary funds: Enterprise funds and Internal services funds.

Enterprise Funds

Enterprise funds are funds in which the services provided to the public are financed and operated similar to those of a private business. The funds are self-supporting through user fees which are established, and periodically revised, to ensure revenues are adequate to meet all necessary expenses; capital projects, debt service and ongoing operations. Revenues in Enterprise Funds are restricted to support activities in the fund within which they were earned.

The City of Olympia has four enterprise funds, all utilities:

1. Drinking Water
2. Wastewater
3. Stormwater
4. Waste ReSources

Internal Service Funds

Internal Service funds are used to account for activities that provide goods or services to other City funds or departments on a cost reimbursement basis.

The City has five Internal Service Funds:

1. Equipment Rental (Fleet operations)
2. Capital Replacement Equipment Rental (Fleet capital)
3. Unemployment Compensation (self-insured)
4. Risk Management
5. Workers' Compensation (self-insured)

The **Equipment Rental and Capital Replacement Equipment Funds** provide repair and maintenance and equipment replacement (primarily vehicles) to the various departments. Charges for equipment cover operations, maintenance, and estimated replacement costs.

The **Unemployment Compensation Fund** is used to reimburse the State of Washington Department of Employment Security for unemployment claims filed by employees from the City of Olympia.

The **Risk Management Fund** is used to maintain the City's self-insurance program (liability and property), which can be used to pay for risk management items not included in the insurance pool with the Washington Cities Insurance Authority (WCIA).

The **Workers' Compensation Fund** is used to maintain the City's self-insurance program to pay for workers' compensation benefits.

Fiduciary Funds

Fiduciary funds are used to account for assets held by the City in a trustee or agency capacity for others and cannot be used to support the City's own programs. There are four types of fiduciary funds: agency, pension, private-purpose, and investment trust funds. Fiduciary funds are not budgeted or presented in the operating budget. The City has three Fiduciary Funds:

1. Firemens' Pension
2. Municipal Courts Trust
3. Law Enforcement Records Management System

Basis of Accounting and Budgeting

Basis of Accounting

The City's Comprehensive Annual Financial Report (CAFR) presents the financial position and results of operations for the City operations of various funds and component units. It is prepared using "generally accepted accounting principles" (GAAP).

- Under GAAP, the modified accrual basis of accounting is used for the governmental funds, General Fund, General Fund sub-funds, debt service funds, special revenue funds, and capital project funds. Under the modified accrual basis of accounting, revenues are recognized and recorded when they are measured and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City of Olympia considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures are generally recorded when a liability is incurred.

The modified accrual basis differs from the accrual basis in the following ways:

- Purchases of capital assets are considered expenditures.
 - Redemptions of long-term debt are considered expenditures when due.
 - Revenues are recorded only when they become both measurable and available to finance expenditures of the current period.
 - Inventories and prepaid items are reported as expenditures when purchased.
 - Interest on long-term debt is recorded as an expenditure when due.
 - Accumulated unpaid vacation, sick pay, and other employee benefits are considered expenditures when paid.
- Under GAAP, the accrual basis of accounting is used for proprietary fund types (enterprise and internal service funds) and fiduciary funds. Under the accrual basis of accounting, revenues are recognized when earned, and their expenses are recognized when they are incurred.

Basis of Budgeting

Similar to the Accounting Basis, the City of Olympia budgets using the modified accrual basis for the Governmental Fund types (i.e., the General Fund, General Fund subfunds), General Obligation Debt Service Funds, and Capital Funds. Budgets for the Internal Service and Enterprise funds are prepared using a full accrual basis.

The City's budget preparation conforms to GAAP by using a modified accrual basis for preparing the operating budgets for the Governmental Funds and using a full accrual basis for Proprietary Funds. Fiduciary funds are not budgeted. The basis of budget, however, differs from the basis of accounting as follows:

- The City's CAFR includes the Olympia Transportation Improvement District and the Olympia Metropolitan Park District as blended component entities. The Operating and Capital Improvement Project ordinance does not include estimated revenues and appropriations for the operation of these two authorities.

Financial Management Policies

The importance of sound financial management makes it desirable for a city to establish goals and targets for its financial operations so that policies will be consistent and complete, and performance can be monitored on an ongoing basis. Because a fiscally sound city government is in the best interest of the citizens of the City of Olympia, this Financial Management Policy Statement has been adopted as the guiding management principles which are to be applied in the management of the City's finances.

Budgeting Policy

Budget practice for the City will conform to the following policies:

- Budgets will be formulated and approved according to the following procedural guidelines:
 - The administration decides on programmatic need and recommends funding levels.
 - The Capital Facilities Plan (CFP) is submitted 90 days, and the operating budget presented 60 days, prior to the end of the fiscal year.
 - By State law, the Council must approve the operating budget with a capital budget element prior to the end of the fiscal year.
- The capital budget is submitted on a functional six-year basis, to be updated annually.
- The operating budget is presented at a fund level and shall be adopted annually.
- Performance monitoring of the operating budget will include:
 - Forecast statements for each budget program.
 - A “work measurement system” which compares the costs and benefits for each funded activity.
 - An accounting system which ensures that actual operating expenditures conform to the budget.
- Capital Budgeting Policies and Procedures:
 - Projects will be funded by a combination of bond proceeds, grants, leases, and operating funds, with a maximum of 80% funded by long-term debt.
 - Planning for capital projects will include a six-year plan titled Capital Facilities Plan, which must be updated annually and include a statement of projected costs and sources of funds.
 - Capital projects must meet the following criteria:
 - If debt-funded, the term of debt should not exceed the useful life of the project.
 - Capital projects should be built according to specifications which enable them to be self-sustaining whenever possible.

- Long-term debt should be funded through revenue bond issue whenever feasible to maximize the general obligation debt limitation.
- Six-year budget projections will be prepared and updated annually and will include any expected changes in revenues or expenditures.

Revenue Structure

The City currently receives revenues through Federal and State grants, local taxes, and fees. To achieve the most desirable flow of revenues, planning must be undertaken as follows:

Tax policy must try to avoid:

- Over-reliance on property taxes.
- Adverse effects of excessively heavy taxes.
- Disproportionate burdens levied on any particular taxpayer group.

Structuring of taxes should attempt to:

- Provide a stable and predictable stream of revenue to fund City programs.
- Make collection of revenues simple and reliable.
- Retain/promote business (industry).

When revenues are increased, the following administrative practices will be pursued:

- User fees on certain activities chosen so that low-income families do not bear heavy costs.
- Service fees on activities where either raising revenues or limiting demand would prove beneficial.
- A cash-management system which obtains maximum interest income within State guidelines.

Debt Management

The objectives of the City's Debt Management Policy will be:

- To smooth the use of debt so that debt service payments will be a predictable and manageable part of the operating budget.
- To raise capital at the lowest cost, consistent with the need to borrow. This will be accomplished by:
 - Keeping a high credit rating (while making attempts to strengthen credit rating).
 - Maintaining a good reputation in the credit markets by adjusting the capital program for regular entry to the bond market and by managing the annual budget responsibly.

Debt instruments the City can use are:

- Short-Term Debt:
 - Short-term debt will not be issued for operating purposes nor will it be rolled over (except for Bond Anticipation Notes --BANs) from one period to another.

- BANs can be issued with a maximum three-year maturity and can be rolled over when interest rates make short-term debt preferable. BANs cannot be used to extend the life of a bond.
- Tax Anticipation Notes (TANs) and Revenue Anticipation Notes (RANs) can be issued in amounts up to 60% of expected appropriations and must mature within the fiscal year.
- GANs (Grant Anticipation Notes) can be used when grant reimbursement for a project lags behind the payment schedule for large construction costs.
- Long-Term Debt:
 - Long-term debt will be used to maintain and develop municipal infrastructure when the economic life of a capital asset exceeds five years.
- Revenue bonds will generally be used for projects which are financially self-sustaining.
- General Obligation bonds can be used to finance public works, which benefit the community and have revenues insufficient to amortize the debt.
- General Obligation pledges can be used to back self-sustaining projects financed through revenue bonds when costs can be reduced, and the municipal credit rating is not put in jeopardy by this action.

Debt Issuance Policy will ensure that:

- An attempt to enter the market will be smooth or with regular volume and frequency, as much as possible.
- Advantage be taken of favorable market conditions.
- The timing of revenue bonds considers project, market, and General Obligation factors.
- The municipal credit rating is kept high.

The credit rating component of debt issuance will be strengthened by keeping assessments current.

Disclosure statements will be used to keep taxpayers and investors informed of the City's financial position. These include printed copies of:

- Annual Reports
- Operating Budget and Capital Facilities Plan
- Official Statements

Debt issues will be sold on a competitive basis (except when conditions make a negotiated sale preferable) and awarded to the bidder who produces the lowest interest cost. Revenue bonds can be issued through a negotiated sale when the issue is unusually large, the project is speculative or complex, the issue is refunding, or the market is unstable.

Accounting and Financial Reporting

The objectives of a System for Accounting and Financial Reporting are:

- To maintain the confidence of the Council, taxpayers, and investors by providing information which demonstrates that:
 - Money and property are handled responsibly, the current financial position is fully disclosed, and activities are operating at a maximum level of efficiency.
 - Financial performance conforms to all laws, ordinances, and procedures.

To maintain financial control in order that:

- Managers have an information system to use for policy setting, decision-making, and program supervision.
- Municipal activities can monitor their revenues, expenditures, and performance levels.
- Forecasts can be made of future operating and capital budgets, and of future initiatives in taxing policy.

The standards to be followed by the System of Accounting and Financial Reporting fall into the following areas:

- Accounting and Auditing:
 - Procedures will allow reporting per Washington State's Budget and Accounting Reporting System (BARS) and follow Generally Accepted Accounting Principles (GAAP).
 - Recording will be on a modified accrual basis for revenues and expenditures for governmental funds and on an accrual basis for proprietary and fiduciary funds.
 - New procedures will be developed whenever they can contribute to the quality of timely information flows.
- Financial Reporting:
 - BARS, Governmental Accounting Standards Board (GASB), and Government Finance Officers Association (GFOA) reporting principles will be followed.
 - Reports will be organized in pyramidal form: at the top, a streamlined Annual Report; then an overview of financial position; and results of operations categorized by fund accounts.
 - These reports will be used to promote the City's good financial profile.

- **Manuals:**
 - BARS manuals will codify procedures, be used by accounting personnel and City officials, and specify the source of data for each account. They will be maintained by the Fiscal Services line of business of the Administrative Services Department.
 - Policy and procedure manuals will be maintained with current information.

Investments

The City's investment policy applies to the investment of all City funds. The investment program is intended to provide safety, maximum returns and adequate liquidity to meet cash flow requirements. The minimum requirement for liquidity for operating funds is 10 percent of the annual operating budget.

The City may invest in any of the securities identified as eligible investments as defined by RCW 35A.40.050. In general, these include: Certificates of Deposit, United States Securities, Banker's Acceptances, Repurchase Agreements and Certificates, and Notes and Bonds of the State of Washington. Speculative investments are not allowed.

All investments shall be made through an informal bidding process. The policy shall be to assure no single institution or security is invested into, to such an extent that a delay of liquidation at maturity is likely to cause a current cash flow emergency.

Long Term Financial Strategy

The Long Term Financial Strategy is an approach to sustaining high quality services, setting priorities and making them happen. The purpose of the Long-term Financial Strategy is to look forward five to six years and provide guidance to the annual budget process. The following are the City's Key Financial Principles.

Make Trade-Offs

Do not initiate major new services without either:

- Ensuring that revenue to pay for the service can be sustained over time, or
- Making trade-offs of existing services.

Do It Well

If the City cannot deliver a service well, the service will not be provided at all.

Focus Programs on Olympia Residents and Businesses

However, do not exclude others from participating in these programs as well.

Preserve Physical Infrastructure

Give priority to maintaining existing infrastructure.

Use Unexpected One-Time Revenues for One-Time Costs or Reserves

One-time revenues or revenues above projections will be used strategically to fund prioritized capital projects. The City will also consider additional costs such as increased operations and maintenance.

Invest in Employees

The City will invest in employees and provide resources to maximize their productivity.

Pursue Innovative Approaches to Service Delivery

Continue to implement operational efficiencies and cost saving measures in achieving community values. Pursue partnerships and cost-sharing strategies with others.

Contract In/Contract Out

Consider alternative service delivery to maximize efficiency and effectiveness.

Maintain Capacity to Respond to Emerging Community Needs

Pursue Entrepreneurial Initiatives

Address Unfunded Liabilities

Selectively Recover Costs

On a selective basis, have those who use a service pay the full cost.

Recognize the Connection Between the Operating Budget and the Capital Budget

City Operating Revenue

Revenue Basics

What is City Revenue?

Revenue is the income the City uses to pay for all services provided. The City categorizes revenue sources in six categories as prescribed by the Washington State Auditor:

1. Taxes
2. Licenses & Permits
3. Intergovernmental
4. Charges for Goods & Services
5. Fines & Penalties
6. Miscellaneous

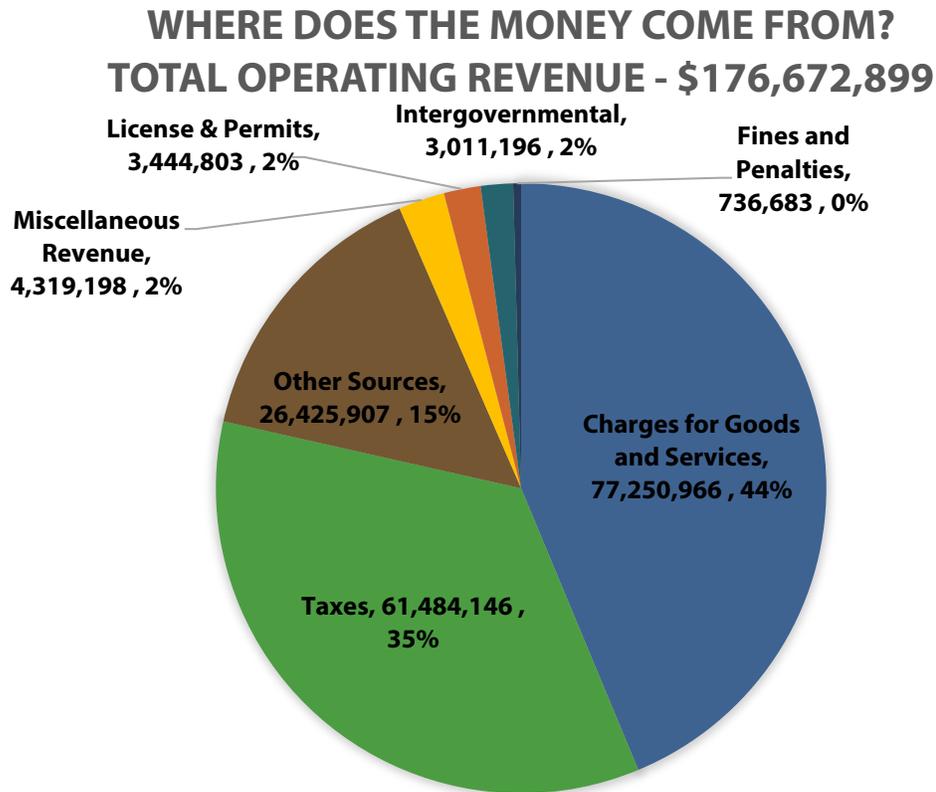
Olympia's revenue structure is primarily influenced by State statutes, as well as the City's size, geography, land use and the type and level of services provided. Other factors include legal, political and economic influences, historical precedent, national economic trends, federal and state laws, intergovernmental relations, citizen and City management preferences. In addition, the City's political policies towards new growth, social welfare and business competition are reflected in its revenue structure.

The revenue the City receives, both current and projected, establishes the basis to determine what services can be provided, as well as the level of those services.

Where Does the City's Operating Revenue Come From?

The majority of City revenue comes from two sources: 44% from charges for services and 35% from taxes. The remaining revenues come from other governments; the issuance of licenses and permits; and other miscellaneous sources such as interest, rents, and interfund transfers.

Revenue by Type



City Operating Revenue (By Type)	2020 Budget	% of Total
Charges for Services	\$77,250,966	44%
Taxes	\$ 61,484,146	35%
Other Sources*	\$ 26,425,907	15%
Miscellaneous Revenue**	\$4,319,198	2%
License & Permits	\$3,444,803	2%
Intergovernmental	\$3,011,196	2%
Fine & Penalties	\$736,683	Less than 1%
Total City Revenue	\$ 176,672,899	100%

*Interfund transfers, debt proceeds, sale of capital assets
**Interest, rents, donations

City Tax Revenue (By Type)	2020 Budget	% of Total
Sales	\$23,592,629	38%
Property	\$ 19,930,665	32%
Business & Occupation	17,510,348	29%
Admissions Tax	272,769	Less than 1%
Other Taxes	177,735	Less than 1%
Total Tax Revenue	\$ 61,484,146	100%

City Charge for Service Revenue (By Type)	2020 Budget	% of Total
Wastewater Utility	\$21,525,324	28%
Water Utility	15,439,450	20%
Waste ReSources Utility	13,409,519	17%
General Government	10,075,478	13%
Storm/Surface Water Utility	5,698,256	7%
Public Safety	5,696,930	7%
Equipment Rental	2,509,643	3%
Other	1,547,200	2%
Parks & Recreation	1,164,166	2%
Transportation	185,000	Less than 1%
Total Service Charge Revenue	\$77,250,966	100%

Revenue by Fund – Operating Funds

	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
GENERAL FUND - REGULAR OPERATIONS				
Property Tax	\$ 10,846,653	\$ 13,665,051	\$ 14,641,523	\$ 15,531,122
Sales Tax	21,770,889	21,863,252	22,946,360	23,592,629
Business Tax	6,508,189	6,892,556	6,975,900	7,105,756
Utility Tax, Private	4,958,580	4,652,543	5,111,380	4,458,656
Utility Tax, Municipal	4,999,928	5,145,979	5,380,986	6,084,649
Gambling Tax	134,512	128,272	125,000	134,056
Leasehold Tax	165,347	160,092	170,000	177,735
Licenses and Permits	943,836	1,049,629	946,450	902,401
Intergovernmental	3,480,697	3,696,134	2,288,023	2,276,365
Charges for Services	14,301,938	15,125,943	15,714,588	16,785,151
Fines and Penalties	447,577	473,999	348,650	376,683
Rents and Leases	1,579,761	1,606,105	1,729,215	1,630,167
Other Revenue	5,324,816	5,988,272	5,634,883	6,503,192
	\$ 75,462,723	\$ 80,447,827	\$ 82,012,958	\$ 85,558,562
GENERAL FUND - SUB FUNDS				
Taxes	\$ 1,085,000	\$ 1,111,000	\$ 975,300	\$ 985,000
Licenses and Permits	2,716,519	2,512,492	2,911,730	2,542,402
Intergovernmental	-	33,824	-	-
Charges for Services	1,535,533	1,759,728	1,741,542	1,883,623
Fines and Penalties	390,764	377,045	360,000	360,000
Rents and Leases	1,313,650	1,375,661	1,210,118	1,321,081
Other Revenue	2,606,730	2,539,021	2,099,213	2,275,189
	\$ 9,648,196	\$ 9,708,771	\$ 9,297,903	\$ 9,367,295
GENERAL OBLIGATION DEBT FUNDS				
Taxes	\$ 3,471,985	\$ 3,467,108	\$ 3,466,161	\$ 3,414,543
Intergovernmental	685,230	687,802	685,000	734,831
Transfers In and Other	1,828,225	1,863,937	1,795,848	16,333,618
	\$ 5,985,440	\$ 6,018,847	\$ 5,947,009	\$ 20,482,992
UTILITY FUNDS				
Charges for Services	\$ 49,274,913	\$ 51,089,629	\$ 52,850,917	\$ 56,072,549
Intergovernmental	7,165	17,166	-	-
Other Revenue	1,028,848	1,241,055	493,270	515,826
Operating Transfers In	5,190,870	2,753,938	2,168,432	2,166,032
	\$ 55,501,796	\$ 55,101,788	\$ 55,512,619	\$ 58,754,407
EQUIPMENT RENTAL FUND				
Charges for Services	\$ 2,144,768	\$ 2,384,025	\$ 2,357,141	\$ 2,509,643
Other Revenue	3,498	6,859	-	-
	\$ 2,148,266	\$ 2,390,884	\$ 2,357,141	\$ 2,509,643
TOTAL REVENUE	\$ 148,746,421	\$ 153,668,117	\$ 155,127,630	\$ 176,672,899

Revenue by Type – Operating Funds

	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
GENERAL FUND - REGULAR OPERATIONS				
Property Tax	\$ 10,846,653	\$ 13,665,051	\$ 14,641,523	\$ 15,531,122
Sales Tax	21,770,889	21,863,251	22,946,360	23,592,629
Business Tax	6,508,189	6,892,557	6,975,900	6,832,987
Utility Tax, Private	4,951,818	4,645,578	5,104,480	4,450,713
Utility Tax, Municipal	5,006,692	5,152,945	5,387,886	6,092,592
Gambling Tax	134,511	128,271	125,000	134,056
Leasehold Tax	165,347	160,092	170,000	177,735
Licenses and Permits	943,835	1,049,629	946,450	902,401
Intergovernmental	3,480,697	3,696,133	2,288,023	2,276,365
Charges for Services	14,301,937	15,125,942	15,714,588	16,785,151
Fines and Penalties	447,578	474,000	348,650	376,683
Rents and Leases	1,579,762	1,606,105	1,729,215	1,630,167
Other Revenue	5,324,813	5,988,271	5,634,883	794,777
	\$ 75,462,721	\$ 80,447,825	\$ 82,012,958	\$ 79,577,378
GENERAL FUND - SUB FUNDS				
Taxes	\$ 1,085,000	\$ 1,111,000	\$ 975,300	\$ 985,000
Licenses and Permits	2,716,518	2,512,491	2,911,730	2,542,402
Intergovernmental	-	33,824	-	-
Charges for Services	1,535,534	1,759,729	1,741,542	1,883,623
Fines and Penalties	390,764	377,045	360,000	360,000
Other Revenue	1,621,666	1,701,924	1,453,528	1,651,197
Operating Transfers In	2,298,712	2,212,758	1,855,803	-
	\$ 9,648,194	\$ 9,708,771	\$ 9,297,903	\$ 7,422,222
GENERAL OBLIGATION DEBT FUNDS				
Taxes	\$ 3,471,985	\$ 3,467,108	\$ 3,466,161	\$ 3,414,543
Intergovernmental	685,230	687,802	685,000	734,831
Other Revenue	14,642	19,291	-	-
Transfers In and Other	1,817,479	1,845,880	1,795,848	14,000,000
	\$ 5,989,336	\$ 6,020,081	\$ 5,947,009	\$ 18,149,374
UTILITY FUNDS				
Charges for Services	\$ 49,177,922	\$ 50,977,903	\$ 52,763,117	\$ 56,072,549
Intergovernmental	7,166	17,166	-	-
Other Revenue	1,125,837	1,372,579	581,070	515,826
Operating Transfers In	5,190,869	2,734,137	2,168,432	-
	\$ 55,501,794	\$ 55,101,785	\$ 55,512,619	\$ 56,588,375
EQUIPMENT RENTAL FUND				
Charges for Services	\$ 2,144,768	\$ 2,384,024	\$ 2,357,141	\$ 2,509,643
Other Revenue	3,497	6,859	-	-
	\$ 2,148,265	\$ 2,390,883	\$ 2,357,141	\$ 2,509,643
TOTAL REVENUE	\$ 148,750,310	\$ 153,669,345	\$ 155,127,630	\$ 164,246,992

General Fund – Program Revenue by Type

	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
GENERAL GOVERNMENT				
Charges for Services	749,535	892,230	936,658	1,024,207
Fines and Penalties	3,060	3,924	3,500	3,500
Intergovernmental	-	-	-	-
Operating Transfers In	30,000	30,000	45,807	53,434
	\$ 782,595	\$ 926,154	\$ 985,965	\$ 1,081,141
MUNICIPAL COURT				
Charges for Services	\$ 356,970	\$ 346,309	\$ 343,529	\$ 298,580
Intergovernmental	\$ 88,036	\$ 120,003	\$ 24,000	\$ 24,000
Operating Transfers In	10,000	10,000	10,000	-
	\$ 455,006	\$ 476,312	\$ 377,529	\$ 322,580
ADMINISTRATIVE SERVICES				
Charges for Services	\$ 1,892,905	\$ 2,142,847	\$ 2,212,671	\$ 2,395,086
Fines and Penalties	165,444	164,948	160,000	160,000
Intergovernmental	17,400	69,500	65,000	69,500
Licenses & Permits	450	550	-	300
Operating Transfers In	-	-	-	69,720
Other Revenue	49,148	27,102	69,000	-
	\$ 2,125,347	\$ 2,404,947	\$ 2,506,671	\$ 2,694,606
COMMUNITY PLANNING & DEVELOPMENT				
Charges for Services	\$ 303,684	\$ 306,168	\$ 286,527	\$ 255,229
Fines and Penalties	-	-	-	-
Intergovernmental	42,359	-	-	-
Licenses & Permits	6,650	6,300	1,250	3,750
Operating Transfers In	2,940,587	3,606,529	3,340,836	3,449,813
Other Revenue	-	79,399	-	100,000
	\$ 3,293,280	\$ 3,998,396	\$ 3,628,613	\$ 3,808,792

	ACTUAL 2017	ACTUAL 2018	BUDGET 2019	BUDGET 2020
FIRE DEPARTMENT				
Charges for Services	\$ 3,885,065	\$ 3,910,485	\$ 3,896,390	\$ 4,040,645
Intergovernmental	490,887	684,515	30,469	30,452
Licenses & Permits	138,417	112,994	125,000	125,000
Operating Transfers In	-	-	-	-
Other Revenue	204,450	217,782	193,830	193,830
	\$ 4,718,819	\$ 4,925,776	\$ 4,245,689	\$ 4,389,927
POLICE DEPARTMENT				
Charges for Services	\$ 274,449	\$ 276,114	\$ 263,914	\$ 299,820
Fines and Penalties	805	(732)	-	-
Intergovernmental	185,528	16,266	21,500	12,000
Licenses & Permits	7,366	175,945	79,000	79,000
Operating Transfers In	-	-	-	-
Other Revenue	59,843	21,092	6,000	10,000
	\$ 527,991	\$ 488,685	\$ 370,414	\$ 400,820
PARKS, ARTS, & RECREATION				
Charges for Services	\$ 1,106,180	\$ 1,331,187	\$ 1,224,806	\$ 1,459,166
Intergovernmental	22,294	19,443	20,000	20,000
Licenses & Permits	8,810	9,100	8,000	9,500
Operating Transfers In	1,621,113	1,751,744	1,817,000	2,347,860
Other Revenue	341,632	423,844	297,300	394,508
	\$ 3,100,029	\$ 3,535,318	\$ 3,367,106	\$ 4,231,034
PUBLIC WORKS				
Charges for Services	\$ 4,653,252	\$ 4,756,978	\$ 5,430,076	\$ 5,805,030
Intergovernmental	1,115,031	1,139,557	1,179,354	1,147,509
Operating Transfers In	110,499	110,566	120,114	130,077
Other Revenue	534,320	542,890	701,497	589,871
	\$ 6,413,102	\$ 6,549,991	\$ 7,431,041	\$ 7,672,487
TOTAL REVENUE	\$ 21,416,169	\$ 23,305,579	\$ 22,913,028	\$ 24,601,387

Property Taxes

Property Tax Basics

Property Taxes are the third largest tax source for City, and overall account for 11% of the City's total operating revenue. For 2020, property taxes are estimated to generate \$19.9million in Operating revenue.

In Washington, RCW 84.52 authorizes cities and other local governments to levy property taxes on properties within their taxing boundaries. The law is based on a budget-based system of property taxation. There are three main components to the property tax:

1. Levy amount (Levy)
2. Assessed Value (AV); and
3. Levy rate

Throughout the year, the Thurston County Assessor determines the assessed value (AV) of taxable existing properties and new construction within City boundaries. As part of the budget process, Olympia's City Council establishes the amount of property tax revenue needed to fund next year's budget (Levy). The Levy amount is the total amount to be collected from Olympia's taxpayers. By November 30th each year, the amount of taxes to be levied by all taxing districts are certified by the Assessor. The Assessor then calculates the Levy Rate necessary to raise the Levy revenue by dividing the total Levy amount by the AV of taxable properties in the City. By law, this number is expressed in terms of a dollar rate per \$1,000 of valuation. For example, a rate of \$0.00025 is expressed as \$0.25 per \$1,000 of assessed value.

The County Treasurer acts as the agent to bill and collect property taxes levied in the county for all taxing authorities. Taxes levied in November become due on January 1st and are billed in two equal installments due on April 30th and October 31st.

The Assessor establishes AVs at 100% of the fair market value, then adjusts those AVs each year based on market value changes. A physical verification of each property is made at least once every six years, and the estimated AV is then adjusted to reflect the physical verification.

Washington cities are authorized by law to levy up to \$3.60 per \$1,000 of assessed valuation for general governmental services. This amount does not include voter-approved special levies. The \$3.60 limit may be reduced for any of the following reasons:

- Since 2002, the Washington State Constitution has limited the total regular property taxes to 1% of assessed valuation, or \$10 per \$1,000 of assessed value, of which a city may levy up to \$3.60 per \$1,000 of assessed value. If the taxes of all districts exceed this amount, each is proportionately reduced until the total is at or below the 1% limit.
- Prior to 2001, Washington State law (RCW 84.55.010) limited the growth of regular property taxes to 6% per year, before adjustments for new construction and annexations.
- Growth of the regular property tax levy before new construction and annexations is currently limited to the lower of 1% or the implicit price deflator (IPD). If the IPD is less than 1%, the City may declare a substantial need with a super majority of the Council and levy 1%. The 1% percent limit may be exceeded with voter approval.

- The City may levy taxes below the legal limit. Special levies approved by the voters are not subject to the above limitations.

Library Districts are authorized to levy up to \$.50 per \$1,000 of assessed valuation. The City of Olympia is within the Timberland Regional Library District. The Library levy is deducted from the \$3.60 maximum available to cities. Any year in which the Library does not utilize its full \$.50 of levy, a city may assess the unused portion subject to the limitations listed above. In 2019, the Library levy rate was \$0.34 per \$1,000 AV.

Cities with a Firemen’s Pension Fund, such as the City of Olympia, may levy an additional \$.225 per \$1,000 of assessed valuation above the \$3.60 limit, less the Library levy.

How Does Property Tax Revenue Compare to Sales Tax Revenue?

While Sales Tax is the largest tax revenue source to the City, Property Tax revenue has grown at a quicker pace, then Sales Tax. In 2010, the City collected \$2 in sales tax for every \$1 in property taxes. In 2020, it is projected the City will collect about \$1.50 for every \$1 in property taxes.

**Property & Sales Tax Comparison for the
General Fund
Taxes Displayed in Millions**

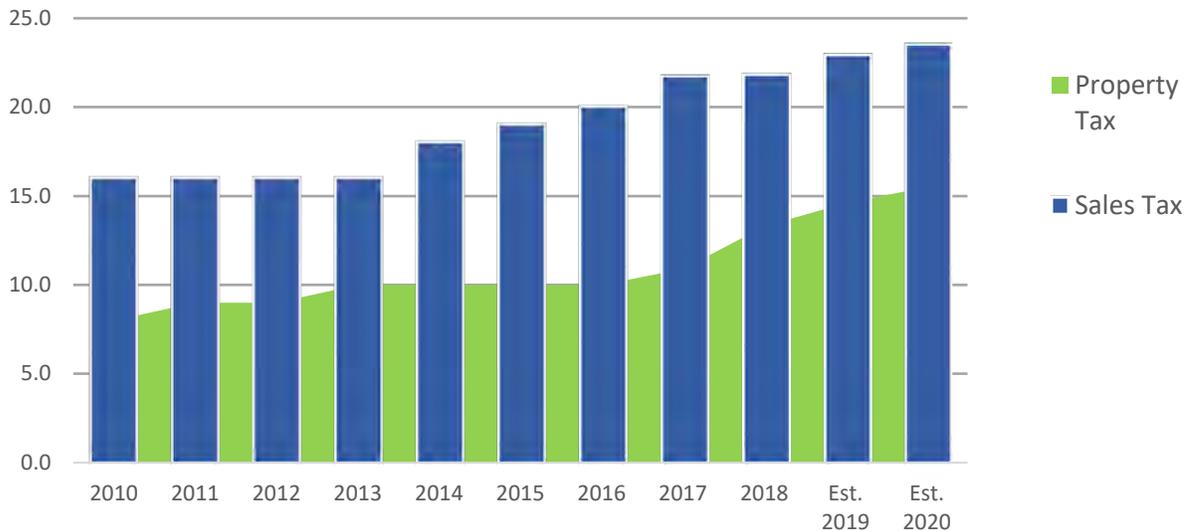
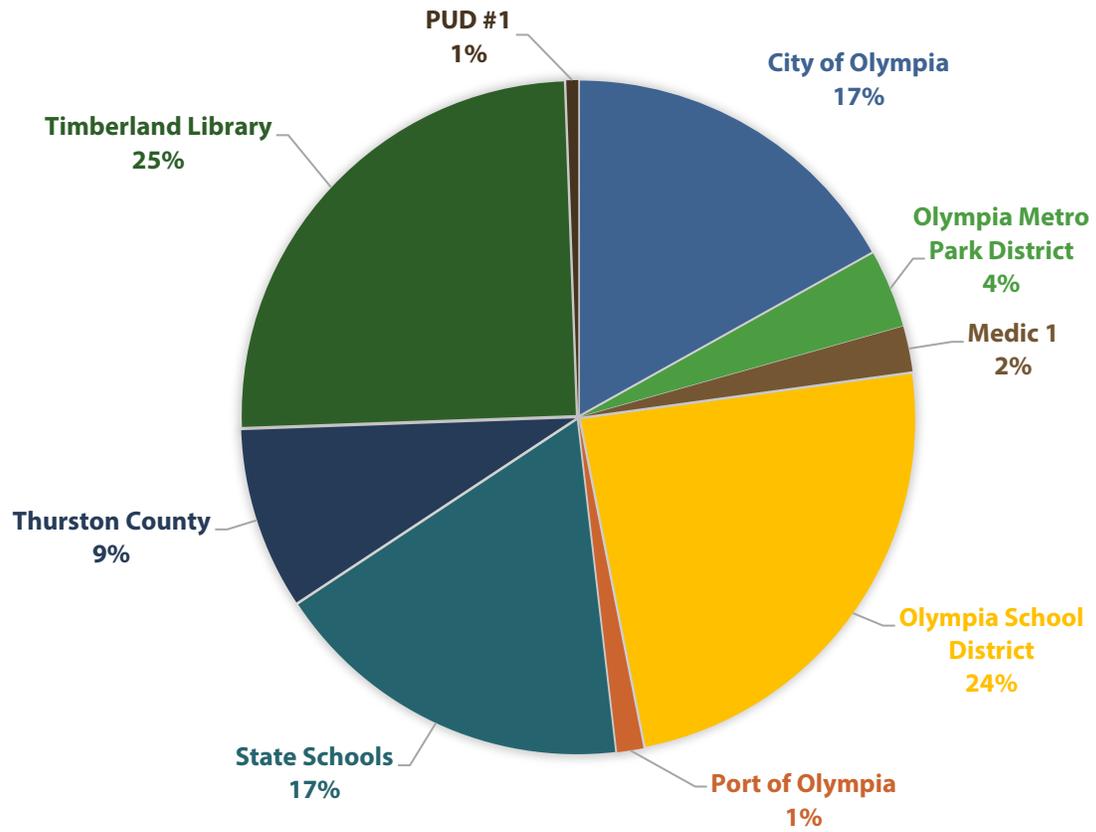


Chart Footnotes:

In 2010, \$1.9 million of property tax, previously budgeted within the General Fund, was reallocated to the New City Hall debt service fund.

In 2018, Olympia citizens voted to raise property taxes for Public Safety initiatives with an initial levy of \$2.8 million. In 2020, the City’s estimates the Public Safety component of Property Tax revenue will be \$3.25 million.

Where Property Tax Dollars Go



Assessed Property Tax Value

Assessment Year-Collection Year	Total Tax Collection	Total Assessed Value (includes New Construction)	New Construction	Total Change	Changes, Net of New Construction
2019-2020	\$19,027,909	\$7,741,414,390	\$104,345,957	8.30%	8.09%
2018-2019	\$18,028,951	\$7,142,358,174	\$76,843,810	6.76%	6.64%
2017-2018	\$17,397,569	\$6,690,364,182	\$64,546,920	5.17%	6.08%
2016-2017	\$14,420,080	\$6,361,555,378	\$115,732,498	9.96%	9.04%
2015-2016	\$13,933,700	\$5,785,389,448	\$57,461,280	2.01%	2.00%
2014-2015	\$13,598,436	\$5,671,256,103	\$55,820,209	6.74%	7.14%
2013-2014	\$13,115,489	\$5,313,341,232	\$72,174,035	5.00%	4.88%
2012-2013	\$12,947,164	\$5,060,434,532	\$63,045,263	-4.66%	-4.93%
2011-2012	\$12,597,003	\$5,308,051,162	\$51,343,632	-4.40%	-4.22%
2010-2011	\$12,275,205	\$5,552,078,378	\$63,972,556	-7.46%	-7.13%



Property Tax Use

Regular property taxes support the debt service of general non-voted bonds and the Firemen’s Pension Funds. The General Property Tax Levy is allocated as follows:

Regular Property Tax Levy Allocation	
General Fund support	\$ 15,531,122
4th/5th Ave Corridor & PWTF Loan	\$539,099
City Hall Bonds	\$1,684,687
Firemen’s Pension	\$288,000
LEOFF 1 Retiree Medical (non-budgeted)	\$985,000

In addition to the general levy, the 2020 budget includes \$1,190,757 in property taxes collected from the 2009 voter-approved bonds for the construction of a fire station, fire training center and purchase vehicles.

Example of Property Tax Paid on Medium Price Home in Olympia

Property Tax Paid – City of Olympia Tax			
	2019	2020	Change
Median Home Value	\$317,000	\$325,500	2.7%
Olympia Levy Rate			
Regular Levy	2.5486	2.4579	-9%
Voter Approved Fire Bonds	0.1677	0.1557	-1%
Total Levy Rate	2.7163	2.6136	-10%

Olympia Property Tax			
Regular Levy	\$808	\$800	-1.0%
Voter Approved Fire Bonds	\$53	\$51	-4.4%
Total Olympia Property Tax	\$861	\$851	-1.2%

Olympia Metropolitan Park District Rate			
	2019	2020	Change
Median Home Value	\$317,000	\$325,500	2.7%
Regular Levy	0.5498	.5507	.1%
Total OMPD Property Tax Paid	\$174	\$179	3.0%

Sales Tax – RCW

Sales Tax (RCW 82.14 and OMC 3.48) The total retail sales rate assessed in the City of Olympia is 9.3%. Of the 9.3%, the City's portion is 1.3%. In early 2018, City voters approved an additional 0.1% in sales tax for the City's new Home Fund. For 2020, this sales tax is projected to generate \$2.4 million in annual revenue and is used for capital and operational costs associated with homelessness. Of the remaining 1.2%, 1% is for general use, 0.1% is used for Public Safety, and a countywide 0.1% sales tax funds Criminal Justice activities. The county-wide tax is distributed with 10% to the county with the remaining 90% 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 1% of the tax collected for administration costs. Total overlapping sales tax within the City is 9.3%. Counties, which also have imposed the general use sales tax, receive 15% of the city portion of sales tax revenues collected in cities of that county. Thurston County has also imposed a sales tax of 1%. Amounts shown in this document are exclusive of the County portion.

Where Does the 9.3% in Sales Tax Go?

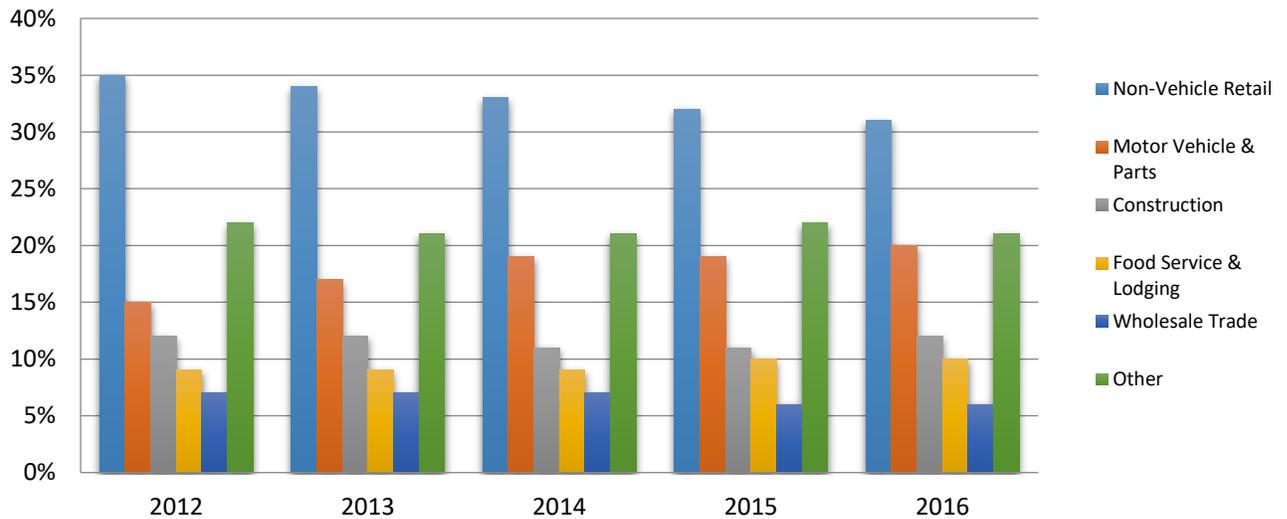
Distribution of the 9.3% for Jurisdiction*	
Jurisdiction	% Share
State	6.50%
Correction Facilities / Chemical Dependency	0.10%
911 Dispatch	0.10%
Jail Facilities	0.10%
Intercity Transit	1.20%
City of Olympia	
General Use	1.00%
Criminal Justice	0.10%
Public Safety	0.10%
Home Fund	0.10%
Total	9.3%

*Effective 4/1/2020, sales tax rate in Olympia will increase to 9.4%. This change is a result of a county-wide voter-approved initiative for an additional 0.10% to be used for improvement of emergency communication systems and facilities.

Historical Sales Tax Collection

Sales Tax Collections (2010 – 2020)					
Year	Regular Sales Tax Collections	% Change from Previous Year	Criminal Justice Sales Tax	Public Safety Sales Tax	Home Fund Sales Tax
Est. 2020	\$ 20,614,717	2.7%	\$ 1,101,549	\$ 1,740,363	\$ 2,731,506
Est. 2019	20,173,000	5.1%	1,008,650	1,714,710	2,300,000
2018	19,186,478	0.1%	993,400	1,652,292	1,163,391
2017	19,169,709	4.4%	922,096	1,632,762	
2016	18,361,859	7.2%	863,528	1,587,583	
2015	17,135,538	5.3%	794,758	1,352,476	
2014	16,270,126	4.9%	723,265	1,462,794	
2013	15,513,518	5.1%	583,664	837,848	
2012	14,766,803	-1.4%	652,767	N/A	
2011	14,981,567	-1.0%	650,194	N/A	
2010	15,126,628	5.3%	644,267	N/A	

Where Does Sales Tax Come From?



Business and Occupation Tax

RCW 35.102, 35.21.710, OMC 5.04

Business & Occupation taxes are imposed and collected directly by the City upon all business activity, except utilities, within the City. Extracting, manufacturing, wholesaling, retailing, public road construction and printing/publishing are taxed at 1/10 of one percent. All other activities are taxed at 2/10 of one percent of gross revenues.

The 2020 budget estimates Business & Occupation Tax to generate \$6.7 million or a .8% increase of the 2019 projection.

Business & Occupation Tax Collections		
Year	Collections	% Change from Previous Year
Est. 2020	\$ 6,782,987	0.8%
Est. 2019	6,725,900	2.6%
2018	6,547,226	6.1%
2017	6,172,210	6.9%
2016	5,902,924	4.3%
2015	5,533,477	16.6%
2014	4,784,237	9.3%
2013	4,528,289	0.014
*2012	4,317,451	-0.002
2011	4,262,397	N/A
2010	\$3,889,234	*

*In 2010, businesses reporting less than \$750,000 in taxable income were reclassified to file annually rather than quarterly. The 2010 annual returns were due at the end of January 2011.

Admissions Tax –RCW 35.21.280 and OMC 3.32

The Business Tax category includes admission taxes. Admissions tax is imposed at a rate of \$.01 per \$.20 of the price of admission. Events sponsored by nonprofit organizations organized for the betterment of the arts and school events are exempt from admissions tax.

The 2020 budget estimates Admissions Tax to generate \$272,769, or a 9.1% increase over the 2019 projection.

Admissions Tax Collections	
Year	Collections
Est. 2020	\$272,769
Est. 2019	250,000
2018	277,801
2017	227,526
2016	202,195
2015	194,111
2014	179,841
2013	185,637
2012	174,510
2011	180,930
2010	\$ 191,100

Utility Taxes and Franchise Fees

RCW 35.23.440, 35.21.870, 80.32.010, 82.16 and OMC 5.15, 5.84

Utility taxes are a tax imposed upon gross income of various utility services. Telecommunication, natural gas, and electric utilities are taxed at a rate of 9%. State statutes limits utility taxes on telephone, gas and electric power to a maximum of 6% without voter approval. In 2004, City of Olympia voters approved a 3% increase in this utility tax, increasing the total to 9%. Of the additional 3%, 2% is used for Parks and 1% for sidewalks and neighborhood pathways.

2020 utility taxes are based on current trends. Telephone usage has been decreasing due to changes in the communications industry and personal preferences, users choosing cellular options over the conventional landline service.

Included in the chart below is a 5% franchise fee imposed on telecable services. 60% of the fee supports the General Fund, and 40% is dedicated to support public education and government access.

Beginning in 2015, the 6% utility tax was applied to cable TV to support major maintenance in the Capital Facility Plan. The City also assessed a Utility Tax on City owned utilities. The tax is assessed on Drinking Water, Wastewater, Storm and Surface Water (including LOTT), and Waste ReSources utility revenues generated from customers within the City limits.

Allocation of Utility Tax (Electric, Gas, Telecommunications)		
Type of Utility	%	2020 Estimated Collections
Electric, Gas & Telephone		
Base Tax		
General use	4.50%	\$4,236,777
Park & bike lane maintenance	0.50%	444,756
Capital/Facilities and general use	1.00%	889,512
Voter approved 3%		5,571,045
Total Base Tax	6.00%	
Voted Tax		
Parks	2.00%	1,779,024
Sidewalk, recreation use	1.00%	889,512
Total Voted Tax	3.00%	2,668,536
Total Electric, Gas & Telephone Tax	9.00%	\$8,239,581
Cable TV Utility Tax: 6%		
Capital Facilities Plan	6.00%	864,610
Cable Communication Franchise Fee	5.00%	713,815
Total		\$ 9,818,006

Utility Taxes & Franchise Fees (General Use Portion Utility Tax – 4.5%)				
Year	Electric	Gas	Telephone	Telecable
Est. 2020	\$ 2,348,508	\$ 578,076	\$ 1,076,227	\$ 430,782
Est. 2019	2,470,250	690,300	1,425,000	470,000
2018	2,324,406	593,765	1,258,035	474,075
2017	2,388,291	666,849	1,395,763	510,770
2016	2,330,019	579,960	1,490,795	493,262
2015	2,138,363	624,906	1,476,183	477,938
2014	2,277,674	679,740	1,484,345	462,324
2013	2,234,737	664,579	1,555,878	446,375
2012	2,244,115	748,852	1,621,542	** 371,294
2011	2,264,341	* 773,078	1,714,237	440,285
2010	2,155,268	690,942	1,882,495	413,967

** 2012 Includes prior year allocation adjustments

Interfund Utility Taxes				
Year	Drinking Water Utility	Wastewater Utility	Stormwater Utility	Waste ReSources Utility
Est. 2020	\$ 1,748,902	\$ 2,470,956	\$ 660,983	\$ 1,475,747
Est. 2019	1,414,000	2,176,500	572,729	1,321,377
2018	1,392,600	1,981,627	541,146	, 1,230,606
2017	1,298,050	1,961,718	563,540	1,176,620
2016	884,286	1,852,242	492,188	1,071,248
2015	1,411,635	1,797,236	444,633	984,932
2014	1,265,660	1,695,640	456,469	915,620
2013	1,145,401	1,455,204	438,970	868,167
2012	1,110,498	1,419,166	417,865	869,749
2011	1,039,878	1,464,100	436,489	866,141
2010	929,738	984,812	349,675	757,870

Gambling Tax RCW 9.46

State law requires proceeds from gambling tax to primarily be used for law enforcement of gambling activities. There are limited exemptions and deductions for gambling tax on gambling activities related to churches, schools, and charitable or nonprofit organizations.

Gambling Taxes Collections	
Year	Collections
Est. 2020	\$134,056
Est. 2019	125,000
2018	128,271
2017	134,511
2016	122,684
2015	182,184
2014	117,966
2013	139,513
2012	129,732
2011	132,644
2010	\$220,000

Business License and Leasehold Excise Taxes

Business Licenses (RCW 19.02, 35.23.440 and OMC 5.02)

All businesses engaging in business in the City of Olympia, unless exempted by State law, are required to obtain a City business license. The City's business license process is managed by the State of Washington Business Licensing Service, which offers businesses a one-stop process to register at one time for business licenses in multiple jurisdictions. Currently, the City's business license is \$30 annually and is pro-rated to coincide with the State business license expiration. Starting in 2019, City of Olympia businesses not exceeding the newly adopted annual threshold of \$2,000, are required to register for a business license, however the \$30 business license fee is not charged. The 2020 estimate for Business Licensing revenue is \$255,256.

Leasehold Excise Taxes (RCW 82.29A.020 and OMC 3.36)

Leasehold excise tax is imposed at 4% of the rent paid by private parties on property owned by State or local governments. The tax is paid by the private parties in lieu of property tax. The total State and City leasehold tax rate is 12.84%. For 2020 the City projects \$177,735 to be collected from this tax.

Intergovernmental Revenues and Grants

Intergovernmental Revenue represents revenue three types: 1) revenue earned when the City charges other governments for services; 2) State Shared revenues, and grants. Intergovernmental revenues for utility services are included within Charges for Services in the charts and graphs.

State Shared Revenues

State-collected revenues shared with all cities in the State of Washington come from liquor receipts (profits and excise taxes), motor vehicle fuel, and marijuana excise taxes. Funds are allocated to Washington cities, who meet certain criteria, on a per-capita basis. The State imposes Motor Vehicle Fuel Tax on a per gallon basis for total gallons of fuel sold state-wide. The tax is then allocated back to cities based on population. Cities must use 2% of liquor shared revenues on alcoholism programs. The State's distribution of marijuana excise taxes is complex and based not only on per capita, but also the physical location sites of marijuana producers, processors and retailers within the City. The City also receives State shared distribution for criminal justice purposes based on crime statistics.

In addition to the State Shared Revenues highlighted in the chart to the right, the City also expects to receive \$145,000 in shared revenue for criminal justice purposes.

State Shared Revenue – Per Capita		
	2019	2020
Motor Vehicle Fuel Tax—Maintenance Usage	\$ 19.62	\$ 20.06
State Shared Liquor Revenues	\$ 13.63	\$ 13.51
Population	52,490	52,700

Year	*Motor Vehicle Fuel Tax - General Fund Use	State Shared Liquor Revenue	State Shared Marijuana Revenue
Est. 2020	\$ 859,155	719,854	\$103,453
Est. 2019	891,000	714,700	88,000
2018	850,527	700,081	140,761
2017	837,308	684,464	47,272
2016	820,871	677,543	51,888
2015	779,110	577,367	26,738
2014	723,423	523,569	-
2013	702,051	458,799	-
** 2012	676,096	638,932	-
2011	691,815	550,780	-

** Prior to 2011 all retail alcohol sales were conducted by the State and shared revenues were reduced in the years to follow. In 2015, the legislature restored city-shared liquor related revenues to pre-2013 percentage levels

Grants

The City receives various funding through Federal, State, and local grants. Grants supporting the general operations of the City include, but are not limited to, Planning programs, growth management, and criminal justice

Utility Charge for Services

RCW.35.67.190, 35.92.010, 90.03.500, 90.03.510 and OMC 4.24

The City provides a variety of services to maintain the health, sanitation, and public welfare of the City. The services include the provision of water, wastewater conveyance, storm drainage and surface water, and solid waste management. Each of these services are provided at a charge to the customer. The City bills customers bimonthly. *2020 proposed rate increases reflect Utility Advisory Committee (UAC) recommendation.

Drinking Water

Drinking Water

2019 Drinking Water Rates (monthly)								
	Tier 1		Tier 2		Tier 3		Tier 4	
	Water used/ccf	Charge per ccf						
Single Family & Duplex	0-400	\$1.88	401-900	\$3.15	901-1,400	\$ 5.03	1,401+	\$ 6.62
Multi-Family & Non-Residential	Nov-June	\$2.63	July-Oct	\$3.94				
Irrigation	Nov-June	\$2.63	July-Oct	\$7.77				

ccf = 100 cubic feet (about 750 gallons)
 These rates are in addition to Ready-to-Serve charges which range from \$12.98 (3/4" meter) to \$60.76 (12" meter).

Wastewater

The current wastewater rate is \$61.27 per month per Equivalent Residential Unit (ERU). Of this, \$39.80 is for the Regional Treatment System (LOTT) and \$21.47 is for the City Collection System. The Cities of Lacey and Tumwater contribute to the Regional System on the same basis. An ERU is defined as a separate, single family residence, or one per single family unit with respect to residential duplexes. Residential structures having more than two single family units are assessed at 70 percent of an ERU. Mobile homes are equal to one ERU. For customers other than residential users, an ERU is defined as 900 cubic feet of sewage measured at the source of either water consumption or sewage discharge.

Stormwater

Current rates for single family and duplex parcels are \$14.05 and \$28.10 per month respectively. Accounts other than single family and duplexes are billed \$13.75 per month, plus an amount for impervious surface based on date of development. Impervious surface charges are based on billing units of 2,528 feet of impervious surface. Development before January 1980, billed at \$13.63 per billing unit; January 1980—January 1990, billed at \$10.80 per billing unit; and development after January 1990, billed at \$5.17 per billing unit.

Waste ReSources (Solid Waste)

Current rates for basic 65-gallon service for single family households that participate in the recycling program is \$25.90 per month. Collection of garbage and recyclables occurs on alternating weeks.

Utility Rate Changes				
Utility Type	2017	2018	2019	2020
Drinking Water	6.9%	4.4%	0.0%	6.3%
Waste Water				
Collections	4.0%	0.0%	0.0%	0.2%
LOTT	2.0%	2.0%	3.0%	3.0%
Storm & Surface Water	6.3%	0.0%	5.1%	3.5%
Waste ReSources				
Drop Box	0.0%	4.0%	5.5%	6.6%
Residential	0.0%	6.0%	5.5%	2.3%
Commercial	0.0%	5.0%	0.0%	2.3%
Organics	6.5%	0.0%	0.0%	2.3%

Residential Utility Bill (typical bi-monthly, single family residential bill)				
	2017	2018	2019	2020
Drinking Water	51.00	56.20	56.20	60.32
Waste Water				
Collections	42.94	42.94	42.94	43.04
LOTT	75.76	77.28	79.60	82.00
Storm & Surface Water	26.74	26.74	28.10	29.10
Waste ReSources	46.32	49.10	51.80	53.52

Total	242.76	252.26	258.64	267.99
% increase	3.2%	3.9%	2.5%	3.6%
\$ increase	\$7.45	\$9.50	\$6.38	\$9.35

Other Charges for Services

Other than the Utilities the majority of other Charges for Services are generated by the following departments or services:

Fire Department-Related Charges for Services (OMC 16.32.045 and 56.1.2)

Medic 1 - The City of Olympia participates in a county-wide Medic 1 program. The program is funded by a county-wide EMS (Emergency Medical Service) levy that reimburses city and fire district departments for providing medic services. In 2020, Olympia Fire Department is projecting to receive approximately \$2,417,661 from Medic 1. This is estimated at 80% of the personnel costs of providing paramedics and full reimbursement of supplies and services.

State Property Fire Protection – The Olympia’s Fire Department provides fire protection services to a variety of State agencies in that call Olympia home. The 2020 budget includes an estimate of \$1,226,108 in revenue to be paid by the State of Washington for this fire protection of State buildings.

In 2011, the City began providing vehicle and equipment maintenance to other Fire Departments. The projected revenue in 2020 is \$978,841. The Fire Department also provides training facilities to other Fire Departments. Revenues from this source are estimated at \$193,830 for 2020.

For 2020, the City also projects to collect \$310,000 from fire inspection fees.

Park & Recreation Charges for Services

The City has a well-developed and attended series of recreation programs and activities classes that take place throughout the year. These include sport leagues and programs for both youth and adult, classes the provide opportunities to learn new skill or try something new, and the ever popular Oly on Ice – an ice rink set up in downtown during the winter season. Park & Recreation program generate just over \$1.4 million in revenue each year.

Police Department-Related Charges for Services (OMC 5.55 and 16.46)

External Police/Security Services: The City restricted City police officers from performing police or security-related work at an additional job outside the City. To support this community need, the City pays officers overtime for these services and then charges for the service provided. \$52,000 is projected for this revenue for 2020.

False Alarms: The City Police Department responds to various security alarms at residences and commercial locations. In the City’s effort to reduce unnecessary responses, a False Alarm program was established. The program offers education through false alarm classes and also charges a false alarm fee. A fee is charged for Revenues estimated from this source for 2020 are \$70,000.

Total estimated police program revenue is \$400,820, including the charges for police services referenced above.

For 2020, the City also projects to collect \$310,000 from fire inspection fees.

State Fire Protection

Olympia is home to the State Capitol and many State-owned facilities. As the state government properties are not subject to property taxes, the State instead provides a pay-in-lieu of taxes to support the fire protection Olympia's Fire Department provides. The State Patrol provides public safety service to the state facilities. For 2020, this revenue is projected at \$1.2 million.

General Government



Mission

Working together to make a difference

Vision

A vibrant, healthy, beautiful capital city

Description

General Government is made up of four distinct offices:

1. City Council – Legislative Office
2. City Manager - Executive Office
 - Strategic Communications
 - Legal
 - Human Resources

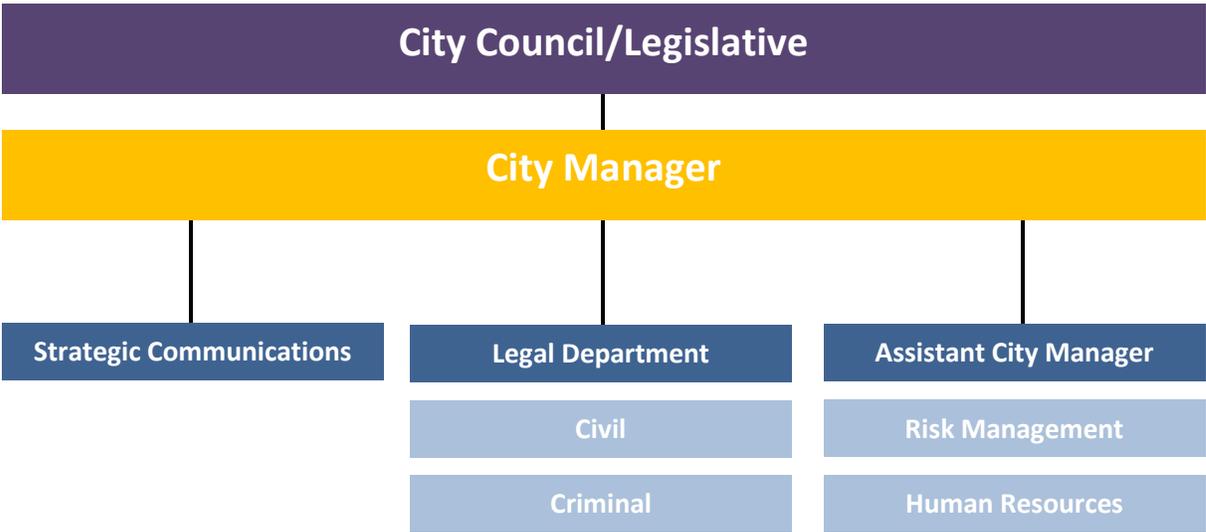
The role of City Council-Legislative Office is to adopt policies, plans, regulations, and budgets in order to deliver high quality municipal services, protect the health, safety, and welfare of City residents, and maintain the City's image as a great place to live.

The City Manager- Executive Office leads the City organization by implementing City Council policies, exercising fiscal prudence, providing legal support, coordinating work of various departments, facilitating responsible communication to citizens through community relations, and maintaining a positive image of City government.

Legal provides consultation, legal advice, and representation to the City of Olympia and the full City Council.

Department Recap	2018 Actual	2019 Budget	2020 Budget	Change
City Council/Legislative Office	\$279,674	\$325,723	\$364,575	\$38,852
City Manager/Executive Office	1,317,069	1,317,028	1,407,523	90,495
Human Resources	706,294	857,672	812,218	(45,454)
Legal/Civil & Criminal	1,408,300	1,470,571	1,491,832	21,261
Total Expenditures	\$3,711,336	\$3,970,994	\$ 4,076,148	\$ 105,154

Recap of Expenditures	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$3,070,601	\$3,397,948	\$3,413,841	\$15,893
Supplies	40,025	37,531	37,531	-
Services	522,235	447,867	514,117	66,250
Capital Outlay	-	-	-	-
Interfund Payments	78,475	87,648	110,659	23,011
Total Expenditures	\$3,711,336	\$3,970,994	\$ 4,076,148	\$ 105,154



City Council – Legislative Office

Description

The City Council is committed to implementing the Comprehensive Plan adopted in 2014. The Comprehensive Plan is organized around five Focus Areas -- Community Safety and Health; Downtown; Economy; Environment; and Neighborhoods. Other goals include addressing issues with housing affordability, growing homelessness and limited revenues. City Council is also committed to intergovernmental relations with the Port of Olympia, Thurston County, the cities of Lacey and Tumwater, and the local Native American tribes to address regional issues impacting the City of Olympia.

At Council's January 2019 retreat, they identified 2019 goals to advance the five Comprehensive Plan Focus Areas. The City Manager worked with staff to advance the following Council goals:

- Homelessness. Council expressed the desire for a regional response; wanting deeper community conversations; and the ability to better tell the story of the work being done to address this issue facing the community.
- Affordable Housing. Provide more affordable housing using a variety of tools including, but not limited to examining impact fees, inclusionary zoning, tax exemptions, eco-districts, block districts.
- Community Outreach. Improving community outreach strategies by expanding the ways to inform/engage the public and use different ways of creating dialogue with the community.

The Executive Office is comprised of the City Manager, Assistant City Manager, Communication Services, Risk Management, and Legal. This Office provides overall leadership to the City organization, direct management and coordination of high-profile special projects, and staff support to the Council as a whole.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$202,468	\$176,580	\$213,195	\$36,615
Supplies	70,301	141,716	12,841	(128,875)
Services	-	-	128,875	128,875
Interfund Payments	6,905	7,427	9,664	2,237
Total Expenditures	\$279,674	\$325,723	\$364,575	\$38,852

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Councilmembers	5.00	5.00	5.00	-
Mayor	1.00	1.00	1.00	-
Mayor Pro Tem	1.00	1.00	1.00	-
Total	7.00	7.00	7.00	-

Budget Overview

There are no significant changes to the 2020 budget for City Council – Legislative Office. The increase in budget over the 2019 budget are primarily related to increases in salaries and benefits for staff and City Council.

Trends, Challenges, and Opportunities

- The success of major issues depends on several factors, including the economic strength of the local community, trends in land and material costs, and successful partnerships with citizens, private sector groups, and other jurisdictions.
- The City's revenues are growing at a slower pace than expenditures. Significant policy decisions will be necessary to balance future budgets. Keeping focus on Council priorities and major work efforts will continue to be the emphasis of the Council and staff. Maintaining the City's programs and services in today's economy will be challenging without new revenues.
- As citizens and organizations bring forward new ideas and challenges for Council consideration, ongoing determinations will be made to see if these will benefit the residents of our community, if they coincide with the priorities of the City, and can be supported within the existing financial constraints.

City Manager – Executive Office

Description

The City Manager is appointed by, and accountable to, the City Council to implement the policy direction from the full Council, administer City operations; and communicate with the Council, the City organization, and the Community. The City Manager works with the City organization to implement Council's policy to advance the Comprehensive Plan which articulates the Community's vision. The City Manager provides policy advice to the City Council and is responsible for informing the Council about the City's finances and emerging issues. The Communication Service's budget is overall part of the General Government budget, where Legal is its own line of business with its own budget.

Communications Services supports the City Council and City staff with messaging and communication strategies around significant issues facing the City. The Strategic Communications Director serves as the City's liaison to community events, coordinates advisory committee recruitment and appointments, administers the City's cable television franchise, and reviews all documents related to City Council business meetings. The Strategic Communications Director also serves as staff liaison to the Council's General Government Committee, the Lodging Tax Advisory Committee, and Thurston Community Media. Communications Services provides digital communications services including website/social media, citywide brand management, communication/ marketing strategies, writing, editing, graphic design and photography services.

The Assistant City Manager is appointed by the City Manager. This position assists the City Manager on policy implementation, special projects, and oversees Risk Management and Human Resources.

Risk Management coordinates claims and manages the City's liabilities. The focus of Risk Management is to ensure that City-owned facilities and vehicles carry adequate property insurance and that City employees, officials, and City-sponsored programs have adequate liability coverage. Risk Management focuses on keeping accidents down and insurance premiums are cost effective. The program involves claims management, loss control, loss prevention training, and regular interactions with the Washington Cities Insurance Authority (WCIA). As the City's property and liability insurance provider, WCIA offer free supervisory and management training to all city employees to support risk management.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$1,101,643	\$ 1,109,014	\$1,159,477	\$50,463
Supplies	8,488	12,290	12,290	-
Services	179,503	167,000	198,786	31,786
Interfund Payments	27,435	28,724	36,970	8,246
Total Expenditures	\$1,317,069	\$1,317,028	\$ 1,407,523	\$ 90,495

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Assistant City Manager	1.00	1.00	1.00	-
City Manager	1.00	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	-
Program Specialist	4.00	4.00	4.00	-
Strategic Communications Director	1.00	1.00	1.00	-
Total	8.0	8.0	8.0	

Budget Overview

There are no significant changes to the 2020 budget for the City Manager's Office. Increases are related to staff salaries and benefits.

Trends, Challenges, and Opportunities

Implementing City Council priorities will continue to be the primary focus. Balancing the City budget, and funding and prioritizing capital needs continues to be the center of attention for the Executive Office. Areas of focus include the following:

- Local government revenues are flattening out, flexibility and creativity will continue to be necessary to maintain the highest possible level of programs and services.
- Meeting increasing service demands of the public.
- Aligning sufficient resources to address homelessness and housing affordability.
- Working strategically with regional partners on homelessness and housing affordability.
- Helping the City Council stay focused on key priorities.
- Telling our story in a way that reaches people who do not usually follow City government.
- Increasing public participation in the City's budget using Engage Olympia. Engage Olympia
- Focus on economic development.
- Continue building tribal relations.
- Supporting a healthy and vibrant downtown.
- Empowering employees to continually seek improvements and efficiencies.
- Coordinating and communicating Council priorities, Capital Facility Plan projects, and work plan/construction progress report.

- Developing mixed-use housing in the Downtown area and more affordable housing throughout the City.
- Risk Management continues to see challenges due to population growth, an expanded service area, aging infrastructure, and homelessness response. Work with our insurance carriers will focus on loss prevention through training, policy development and infrastructure maintenance.
- Redesigning and refining Communication Services processes from intake and beyond.
- Keeping up with ever-changing electronic and digital communication outreach tools; implementing and maintaining a mix of online and print communication.
- Auditing and refreshing the City brand and establishing a deeper brand identity throughout the City.
- Continue to develop the City's social media communication, including increasing skill and capacity for video production.

Human Resources

Description

Human Resources (HR) provides services to supervisors, managers and employees, which allows the City to have a capable, diverse staff delivering quality services to the community. HR includes traditional personnel functions as well as labor negotiations, disciplinary investigations, managing workers' compensation and unemployment claims, civil service recruitments, drug and alcohol testing, office ergonomic assessments, administration of the City's Wellness Program, Citywide American with Disabilities (ADA) coordination and providing support to the Law Enforcement Officers and Firefighter Retirees (LEOFF 1 members).

Successfully managing these programs creates a positive, healthy and productive work environment. HR also staffs the City's Civil Service Commission and the Law Enforcement Officer and Firefighter 1 (LEOFF 1) Disability Board.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$654,071	\$768,419	\$687,560	(\$80,859)
Supplies	1,840	3,200	3,200	-
Services	35,193	67,088	101,552	34,464
Interfund Payments	15,190	18,965	19,906	941
Total Expenditures	\$706,294	\$857,672	\$812,218	(\$45,454)

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Line of Business Director	1.00	1.00	-	(1.00)
Office Specialist I	0.25	0.25	0.25	-
Personnel Analyst	2.00	2.00	-	(2.00)
Personnel Assistant	1.00	1.00	-	(1.00)
Senior Personnel Analyst	1.00	1.00	- **	(1.00)
Benefit Specialist/Account Tech	1.00	1.00	-	(1.00)
Human Resources Director			1.00^	1.00
Human Resources Analyst	-	-	2.00^^	2.00
Human Resources Analyst, Senior	-	-	2.00*	2.00
Total	6.25	6.25	5.25	(1.00)

^ Reclassification of LOBD to Human Resources Director.

^^ Reclassification of Personnel Assistant & Benefit Specialist /Account Tech.

* Reclassification of Personnel Analyst to Human Resources Analyst, Senior.

** Reduction of 1.0 FTE due to HR reorganization.

Budget Overview

In 2019, the Human Resources reorganized. A Senior Personnel Analyst was eliminated, and the two Personnel Analysts were promoted to Senior Human Resources Analysts. The Personnel Assistant and the Benefits Specialist were promoted to Human Resources Analysts. These changes resulted in no net increase to labor and benefits. Therefore the 2020 is funded at the same level as 2019.

Trends, Challenges, and Opportunities

- Anticipated increases in medical insurance premiums continue to compel the City to reevaluate its benefit package to make sure it is sustainable.
- LEOFF 1 long-term care costs continue to be a concern as retirees age.
- 2020 anticipated City revenues may make labor negotiations more challenging.
- HR staff continues to provide training for supervisors on new and ongoing supervisory issues.
- Getting qualified candidates in the door and through the training process in the Police Department continues to present challenges for the Civil Service positions. In 2020, HR will continue its work with Olympia Police Department (OPD) and Civil Service to look for ways to create a more efficient process for identifying and recruiting qualified, diverse candidates.
- HR is tasked with coordinating the City's ADA Transition plan to comply with federal Law and the contract is now in place. HR is gathering assessments completed by multiple departments, to continue work on the physical structure part of the ADA.
- Workers' Compensation claims continue to challenge management staff and the City safety program to balance the physical nature of various jobs with the abilities of the employees, while trying to prevent job-related injuries.
- The City has been struggling to work with outdated technology for Finance and Human Resources. We are participating in the assessment and search for a new Human Resources Information System (HRIS) that will enhance the performance of both lines of business.
- Increased competition for skilled, experienced employees due to an improved economy and lower unemployment.
- Ensuring that the City remains an employer of choice by creating a work-life balance in addition to competitive salaries, benefits and overall employment practices (flex schedules, employee wellness programs, tele-working, infants-at-work etc.) in order to recruit great new employees and retain its best employees.
- Continuing to evaluate and potentially implement a City-wide leadership program.
- Continuing to implement and administer the collective bargaining agreements (CBA) arrived at in 2019 (AFSCME, IUOE, Teamsters), while negotiating new CBA's for 2020 with police, fire and the Police Guild.
- Facing the challenge of an aging workforce, as some of the City's most experienced employees are retiring and the challenge of replacing that experience.
- Continuing to help with hiring new and diverse police officers and firefighters through the Civil Service process. The Civil Service Commission continues to be a great partner, helping the City meet its needs in recruiting qualified candidates for these positions.
- Continuing to look for ways to improve workplace safety as measured by the number and severity of injured worker claims (worker compensation).

- Continue to work with the LEOFF 1 Board as it deals with an aging retired workforce: more specifically dealing with anticipated long-term care costs.
- Closely monitoring the Federal Family and Medical Leave Act (FMLA), the Americans with Disabilities Act (ADA) and the Age Discrimination in Employment Act (ADEA) to ensure compliance.
- Implementation of Washington State’s new Paid Family Leave Act and the associated Paid Family Medical Leave (PFML) Program.
- Continuing to monitor healthcare costs while ensuring that employee healthcare needs are met.
- Developing g wellness initiatives to continue to benefit the health and welfare of all City employees.

2019 Accomplishments

- Negotiated multi-year labor agreements with four unions (fire mechanics, American Federation of State, County and Municipal Employees (AFSCME), International Union of Operating Engineers (IUOE) and Teamsters.)
- Completed several disciplinary investigations.
- Continued the trend of decreased workers compensation costs.
- LEOFF health care transfer to NWFFT for fire mechanics.
- Completed part 3 of a 3-part comprehensive salary survey for all city positions (30 positions reviewed in 2018).
- Working towards zero vacancies in the OPD.
- Assisted with the completion of 5 promotional processes for OPD and OFD.
- Conducted new supervisor/lead training.
- Assisted with the City maintaining a 100% score on the Municipal Equality Index.
- Added employee on-boarding to the NEOGOV program.
- Successfully adopted and deployed Washington State’s Paid Family Medical Leave law.

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	Recruitment Events Attended	TBD	N/A	N/A	N/A	5
	# of worker compensation claims	2% annual reduction	59	51	30	28
	# of employees trained	95% attendance	N/A	N/A	N/A	TBD
Quality Measure	Municipal Equity Index	100%	100%	100%	100%	100%

2020 Objectives

- By creating budget capacity with the staffing reorganization, HR will look to use those funds to create a city-wide training program for supervisors, employees and the leadership team. One member of the HR team will be attending Lean training at the University of Washington to become a certified Green Belt to help assist HR and the City towards continued process improvement.
- Balance the physical nature of various jobs with the abilities of the employees, while trying to prevent job-related injuries.
- HR staff will continue to provide training for supervisors on new and ongoing supervisory issues.
- Ensuring the City remains an employer of choice by creating a work-life balance in addition to competitive salaries, benefits and overall employment practices (flex schedules, employee wellness programs, tele-working, infants-at-work etc.) in order to recruit great new employees and retain its best employees
- Increase City hiring of unrepresented populations by attending recruitment events and outreach.

Legal Services – Civil

Description

The Legal Department provides consultation, legal advice, and representation to the City of Olympia consistent with the City's priorities. It is comprised of two Lines of Business - Civil and Criminal.

The Civil Line of Business advises the City Council, City Manager and City departments on legal questions relating to laws, policies, and regulations applicable to the City. Duties include preparing and reviewing ordinances, resolutions, real estate documents, interlocal agreements, contracts, and related documents, and providing proactive advice to minimize litigation risk and exposure. The Civil Line of Business initiates or defends litigation when necessary. The Legal Department also evaluates and advises on proposed legislation, public disclosure issues, and public records act requests.

Examples of general work provided by the Civil Line of Business include:

- Numerous complex property acquisitions for Parks and Public Works projects
- Discussion regarding citizen initiatives
- Legal advice on tax ordinances
- Legal advice on Public Disclosure Commission rules and the Fair Campaign Practices Act
- Litigation matters
- Environmental cleanup of City-owned properties
- Land use appeals
- Development agreements and rezones
- Large capital projects
- Advice and review of public records requests and responses
- Code enforcement/public nuisance abatement actions
- Increasing and protecting Olympia's water supply
- Complex updates to the City Comprehensive Plan and development regulations
- Updates and interpretation of legislation and case law
- Policy review
- Advice on economic development

Program Cost Summary*	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$1,112,421	\$1,343,935	\$1,353,609	\$9,674
Supplies	11,126	9,200	9,200	-
Services	255,808	84,904	84,904	-
Interfund Payments	28,945	32,532	44,119	11,587
Total Expenditures	\$1,408,300	\$1,470,571	\$1,491,832	\$21,261

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
City Attorney	1.00	1.00	1.00	-
Deputy City Attorney	2.00	2.00	2.00	-
Paralegal I	1.00	1.00	1.00	-
Paralegal II	1.00	1.00	1.00	-
Total	5.00	5.00	5.00	-

* The Program Cost Summary includes expenditures for both the Civil and Criminal Lines of Business

Budget Overview

There are no significant changes to the 2020 budget for the Civil Line of Business.

Trends, Challenges, and Opportunities

- It is difficult to predict costs for outside legal counsel due to lawsuits brought against the City.
- The City's role in addressing the complex issues related to homelessness is still emerging. The Civil Line of Business has worked closely with the City Manager's office and City departments in supporting the City's efforts to address homelessness and housing affordability.
- The Civil Line of Business must respond to projects and timelines established by others, and major projects tend to consume large amounts of Legal Department staff time. After years of relatively slow land use permitting following the Great Recession, the surge in new land development has placed increased demands on legal representation and support related to controversial land use decisions, acquisitions, and divestments. Significant community interest in parks planning, acquisition and funding has increased the need for legal services.
- Continued high levels of contract activity in the Parks and Public Works Departments and agreements with other cities, the State, the Port, LOTT (local waste water treatment), Olympia School District, and Thurston County.
- The combination of increased levels of departmental activities and multiple major projects creates a strain on resources and impacts legal review times. As a result of population growth, homeless issues, and public safety concerns, there has been an increased demand for City legal services. The Civil Line of Business works closely with City departments to prioritize legal work requests and to ensure that legal advice and representation is provided in a timely and effective manner.
- Completion of major projects such as park acquisition and downtown redevelopment requires significant support from the Civil Line of Business.

- The responsibilities of the dedicated Police Legal Advisor impacts the time required to serve other departments. As Police Legal Advisor duties have continued to develop and evolve, additional resources will be required to fulfill the responsibilities necessary to serve the unique and vitally important legal needs of Olympia’s Police Department as it seeks to meet the community’s expectations of its police force and the requirements of constitutional policing in a modern, progressive, and urban environment.
- In addition to serving the City of Olympia, the Civil Line of Business also serves as Legal Counsel to the two separate taxing authorities: Olympia Transportation Benefit District (TBD) and the Olympia Metropolitan Park District (OMPD).

2019 Accomplishments

- Assisted with the purchase and sale of 2828 Martin Way real estate property to the Low-Income Housing Institute for the construction of affordable housing and facilities providing housing-related services and programs.
- Assisted with Solar Panel Lease Agreement for Hands On Children’s Museum.
- Assisted with Shared Parking Agreements for after-hours parking in the Downtown.
- Assisted with Interlocal Cooperation Agreement for Law Enforcement Mutual Aid and/or SWAT Deployment Between Thurston County Law Enforcement Agencies.
- Prevailed in lawsuit brought by Thurston County Sheriff’s office against the cities located within Thurston County to recover medical costs incurred by felons arrested by the cities’ police departments and booked into the County jail. This was a resounding victory for municipalities across Washington State, saving hundreds of thousands of dollars.

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	Legal Work Requests Received		410	374	425	N/A

Efficiency Measure	Professional Services Agreements Reviewed Within 2 Weeks	95%	93%	90%	95%	95%
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2020 Objectives

The Civil Line of Business maintains an electronic document and records management system, which was updated in 2019. Staff will be taking web-based trainings in 2020 to learn the latest system features in order to increase efficiencies and enhance our ability to manage and track legal cases, matters, and questions.

Legal Services – Criminal

Description

The Criminal Line of Business prosecutes accused misdemeanor offenders, who have been charged with crimes, in order to assure the guilty are held accountable, the public is protected from criminal conduct, and justice is appropriately served. The Criminal Line of Business regularly works in close collaboration with local and state-wide law enforcement partners and nonprofit organizations to assist crime victims and deter criminal activity. Prosecutors provide proactive and reactive legal advice to Police Department personnel and other municipal entities to ensure an individual's rights are protected and the quality of the agency's services rendered are exceptional and effective. Prosecutors, the Victim Assistance Coordinator, and the Paralegal also spend significant time assisting victims of domestic violence to ensure they fully understand the legal process, their rights are protected, and their voices are heard throughout the prosecution process.

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Assistant Prosecutor I	-	1.00 [^]	1.00	
Assistant Prosecutor II	1.00	1.00	1.00	-
Chief Prosecutor	1.00	1.00	1.00	-
Victim Assistance Coordinator	1.00	1.00	1.00	-
Paralegal 1	1.00	1.00	1.00	-
Total	4.00	5.00	5.00	
[^] Addition of FTE.				

Budget Overview

There are no significant changes to the 2020 budget for the Criminal Line of Business.

Trends, Challenges, and Opportunities

- Due to the nature of prosecution work, the Criminal Line of Business is unable to control the number of cases received or the number of customer contacts.
- The Victim Assistance Coordinator's (VAC) workload does not permit including victims of violent crimes on cases that are not domestic violence. The Prosecutor's office is not currently staffed to contact all victims in non-domestic violence cases. An internship program was implemented several years ago. However, funds used to pay for the internship program were reallocated in the 2019 Legal Department budget to fund an additional Assistant City Prosecutor.
- Since 2016, there has been a projected 107% increase in domestic violence cases filed.
- The VAC is required by RCW 7.69.030 to ensure victims, survivors, and witnesses are notified of court proceedings, case dispositions, and protection orders. The VAC also provides support during defense interviews and trial. One VAC staff person is not sufficient to carry out these obligations for all victims of crime.

- In order to save money and resources, over the last two years the Thurston County Prosecutor's Office has been sending felony level cases to Municipal Court. These are more complex cases and often require more litigation and witness coordination by the VAC and Paralegal.
- The Olympia Police Department transferred criminal history security duties to the Prosecutor's office in 2019. In order to meet security requirements, the Paralegal is now responsible for escorting all visitors and witnesses through the Prosecutor's office, managing the training schedule for staff, and overseeing destruction of sensitive materials. These new duties have often conflicted with other priority duties, including but not limited to, expedited processing of criminal cases where suspects are held in custody.
- An additional support staff would allow for faster and more efficient prosecution of crimes and aid to crime victims. In particular, Community Court participants would have more prompt access to social service providers.
- Additionally, the Prosecutor's Office is not staffed to account for the inevitable use of earned vacation and sick time by the VAC or Paralegal. When the VAC is out of the office, there is no support for victims in crisis and there is no assistance for victims and/or witnesses who need safety planning. When the Paralegal is out of the office, case processing is stalled, which means critical deadlines for charging, production of evidence, notifications to defense, and subpoena of witnesses may pass and place the prosecution of cases at risk.
- Implementation of a new document management system in 2019 has provided efficiencies by automating the manual document workflows previously in place. The system will not resolve the staff shortage for the duties and responsibilities that can't be handled by automation.

2019 Accomplishments

- The collaborative and innovative approach in Community Court has continued to be a success and is expanding. Community Court is geared to effectively provide needed services for lower level offenders, to reduce their risk of recidivism and better protect the community. In 2019, the Community Court policies and procedures were modified to double the number of eligible offenses for Community Court participation. Ultimately, the goal is to reach a greater number of criminal defendants and link them to social service providers.
- The addition of an Assistant City Prosecutor I in 2019 has: provided a stable, ongoing solution for handling the increasing criminal caseload more effectively and efficiently; allowed the Chief Prosecutor to commit the time required for the expanded Community Court workload; and provided for prosecutor participation in important police officer training sessions and community outreach meetings.
- Implemented a case management software solution for Criminal Line of Business.
- Coordinated efforts to gather donations for Camp Hope, which is an evidence-based summer camp for kids who have witnessed domestic violence.
- Collaborated with law enforcement agencies, prosecutors and advocates throughout Thurston County to revise and update the Domestic Violence Model Operating Procedures, which sets out best practices for domestic violence investigations.
- Collaborated with law enforcement agencies, prosecutors and advocates throughout Thurston County to create a standardized multi-jurisdictional strangulation and lethality assessment form for domestic violence investigations.

- Organized the Thurston County Best Practices conference, which educates criminal justice personnel on legal updates, investigative tools for domestic violence cases, and the latest research on lethality.

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Projected	2020 Goal
Output Measure	Criminal Complaints filed	N/A	897	968	1,048	n/a
	# Customer contacts by Paralegal (phone/in person)	N/A	3,493	3,692	3,876	n/a
	# Victim Contacts by Victim Assistance Coordinator	N/A	6,266	6,354	6,443	n/a

2020 Objectives

Refine implementation of the new case management software system to increase efficiency by automating the manual document workflows previously in place.

Administrative Services



Mission

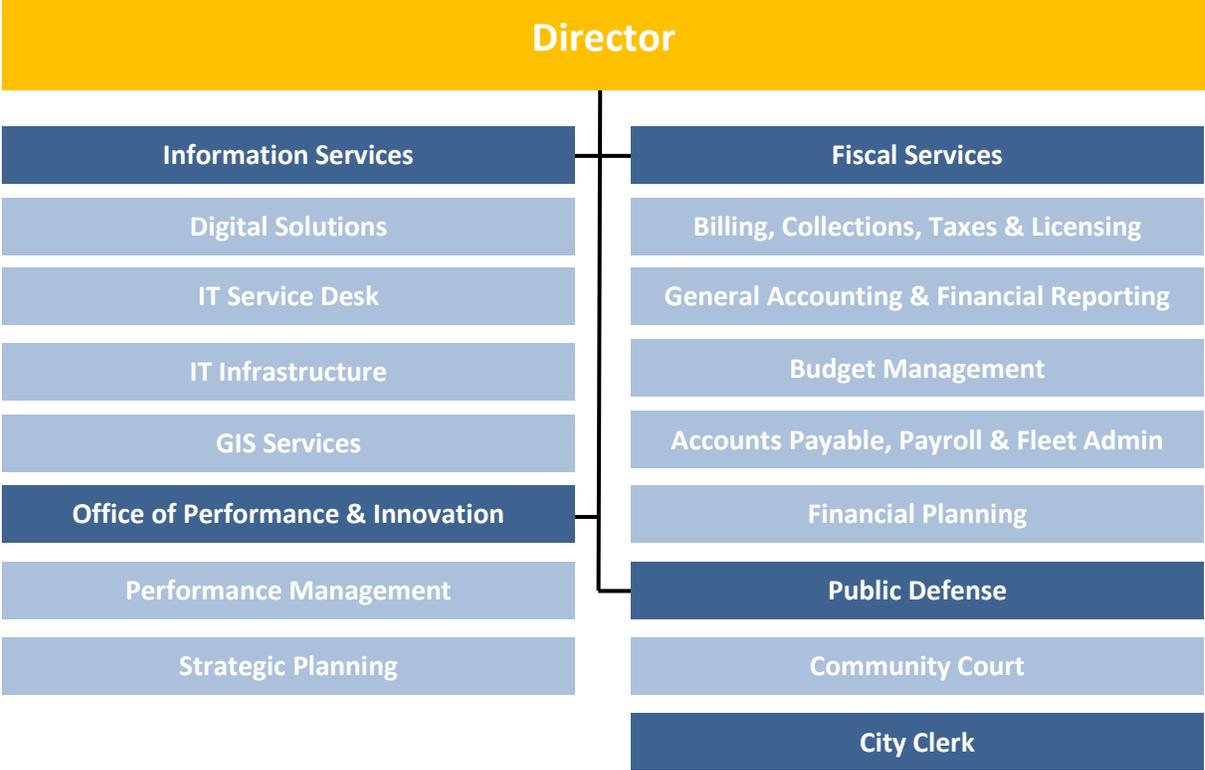
Administrative Services collaborates with other City Departments to effectively deliver strategic, innovative government solutions.

Description

Through the work of the Clerk's Office, Fiscal Services, Information Services, Public Defense Coordination, and the Office of Performance and Innovation, Administrative Services is committed to providing exceptional service to other City departments and the community. City departments rely on Administrative Services to not only take care of the day-to-day business operations of the City but to also provide employees with up-to-date technology and information so they can make informed, strategic decisions that advance the community's vision.

Department Recap	2018 Actual	2019 Budget	2020 Budget	Change
Director's & City Clerk's Office	\$856,117	\$1,035,757	\$1,183,496	\$147,739
Information Services	3,460,597	3,673,816	3,848,907	175,091
Fiscal Services	2,481,482	2,686,686	2,790,645	103,959
Public Defense	525,834	560,948	576,442	15,494
Total Expenditures	\$7,324,031	\$7,957,207	\$8,399,490	\$442,283

Recap of Expenditures	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$5,666,984	\$5,949,581	\$6,159,476	\$209,895
Supplies	91,127	64,245	63,930	(315)
Services	1,423,300	1,784,873	1,988,355	203,482
Capital Outlay	-	-	-	-
Interfund Payments	142,619	158,508	187,729	29,221
Total Expenditures	\$7,324,031	\$7,957,207	\$8,399,490	\$442,283



Director's Office

Description

The Director's Office of Administrative Services supports the City Council's Finance Committee, provides administrative support to the Department, and leads the Office of Performance and Innovation. The Office of Performance and Innovation is a relatively new program whose purpose is to offer in-house expertise in strategic planning, performance management, and process improvement to ensure implementation, tracking, and reporting on progress towards achieving the City's Comprehensive Plan's goals and outcomes. It is staffed by a Performance Management Specialist and a part-time Senior Planner.

Program Cost Summary*	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$730,939	\$871,641	\$1,014,500	\$142,859
Supplies	25,547	26,700	26,400	(300)
Services	83,146	115,175	115,475	300
Interfund Payments	16,485	22,241	27,121	4,880
Total Expenditures	\$856,117	\$1,035,757	\$1,183,496	\$147,739

*Budgets for the City Clerk and Office of Performance & Innovation programs are included in the Director's Office budget.

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
ASD Director	1.00	1.00	1.00	-
Information Specialist	0.50	0.50	-^	(0.50)
Performance Management Specialist	-	-	1.00***	1.00
Program Assistant	-	-	1.00**	1.00
Program Specialist	1.00	1.00	-**	(1.00)
Senior Planner	-	-	1.00	1.00
Senior Program Specialist	1.00	1.00	-***	(1.00)
Total	3.50	3.50	4.00	0.50

^Reclassification of Information Specialist to Contract & Procurement Specialist presented in the Records Program.
 * The Director's Office budget includes expenditures for the City Clerk's Office which is described in the next section.
 ** Reclassification of Program Specialist to Program Assistant.
 ***Reclassification of Senior Program Specialist to Performance Management Specialist.

Budget Overview

The Director's Office budget increase from 2019 to 2020 represents the standard personnel step increases, a COLA and a reorganization with three reclassifications and the addition of one position. Including a half-time Information Specialist being reclassified to a full-time Procurement and Contract Specialist (shown in the City Clerk section) and a Senior Planner transferred from CP&D to serve in the Office of Performance and Information.

Trends, Challenges, and Opportunities

- The Office of Performance and Innovation, launched in 2018, is gaining momentum and more Departments are requesting support to identify and evaluate performance metrics, lead Lean process improvement projects and design public engagement approaches on complex issues.
- In 2019, the Office of Performance and Innovation, along with staff from Information Services, piloted the use of OpenGov to track and report on non-financial performance data. Fully implementing this tool with citywide performance metrics that can be used by both City staff and the community may require shifting resources from existing projects.

2019 Recent Accomplishments

- Engage Olympia – Created on-line stories using performance data, financial data, and outcomes to highlight the City's investments. Facilitated a virtual conversation to engage citizens and listen to their top priorities. This information was used to inform the 2020 budget.
- Worked with Public Works, Parks, Administrative Services, Human Resources, and Legal to identify performance metrics and develop reporting routines.
- Developed and implemented, in participation with CPD, a Participatory Leadership approach to developing a Homeless Response Plan that reflects our community.
- Developed the Emergency Response to Homelessness Dashboard tracking and reporting tool.
- Hosted a Trauma-Informed training for City staff, City Council and key partners.
- Recognized by Puget Sound Energy for Excellence in Energy Management.
- Evaluated Deputy City Clerk vacancy. This project resulted in reclassifying a vacant position to accommodate a citywide need for expertise in procurement and contracting. The new position will provide training and consultation to city departments in an effort to improve quality, decrease review time and risk.
- Business & Occupation Tax and Licensing Process Improvement Project. The purpose of this project is to streamline both the licensing and payment of B & O taxes to improve the experience for businesses working in the City of Olympia. The goal is to streamline the workflow and improve the customer experience. This project will continue in 2020.

Performance Measures: Director's Office

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	# of Process Improvement projects		N/A	2	4	10
	# of public meetings or events held to engage community members		N/A	2	32	5

2020 Objectives

- Increase the number of Lean Six Sigma Green Belts trained citywide.
- Implement Lean Six Sigma communities of practice to support process improvement projects citywide.
- Continue to develop tools and techniques to engage with and receive substantive input to help guide City decision-making from citizens who are not typically involved in local government planning processes.

City Clerk's Office

Description

The City Clerk's Office was newly created in 2019. This Line of Business provides a broad range of services including:

- Managing and coordinating public records requests
- Providing records management consultation and training citywide
- Assisting staff with contracts and procurement
- Partnering with Information Services and Legal on a variety of issues including Privacy, Open Data, Use of Cloud Technologies, Information Security and Transparency

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
City Clerk	-	-	1.00 [^]	1.00
Contracts & Procurement Specialist	-	-	1.00 [*]	1.00
Information Specialist	2.50	2.50 [*]	2.00	(0.50)
Records Manager	1.00	1.00	- [^]	(1.00)
Total	3.50	3.50	4.00	0.50

[^]Reclassification of Records Manager to City Clerk.
^{*}Reclassification of Information Specialist to Contract & Procurement Specialist and Reorganization from Administration.

Budget Overview

The City Clerk's expenditures are included in the Director's Office budget in 2020.

Trends, Challenges, and Opportunities

- Compliance with the Public Records Act continues to be a challenging priority. 2019 saw many legislative changes to Washington State's Public Records Act that required updates to policies and procedures. More legislative changes are expected in 2020. The volume of public records requests continues to grow. Since 2016, requests have risen over 33 percent. The number of complex multi-department requests has doubled in the same time span.
- The program continues to look for ways to increase public records request response efficiency, including improvements in processes and use of software to automate tasks wherever possible.
- Protecting privacy and confidentiality continues to grow in importance for all government agencies and remains a focus for the program.

2019 Recent Accomplishments

- Migrated all of the City's email archives into a single system. City staff can now search a single email repository when responding to public records requests. Previously, staff had to search up to three systems.

- Digitized the historic “City Records” document collection dating from 1859-1980. This collection includes land acquisition records, inter-city agreements with neighboring communities and tribes, and memorandums of understanding with state government agencies.
- Made available online digital copies of all City Council historic minutes, ordinances and resolutions. The records date from 1859-2018 and include 16,679 documents.
- Partnered with Police Department to test to implement a new IT system to streamline the collecting, managing and sharing of digital evidence collected by police officers.
- Worked with City Departments to test and deploy new redaction software. Departments city-wide are reporting an initial time savings of 60% using the new tool.
- The City’s program had its first staff member certified as a Lean Six Sigma Green Belt. The program’s first Lean project led to significant increases in the City’s cloud security while reducing staff time spent on several routine tasks.
- Established the City’s first central contracts and procurement program to provide consultations and trainings, create guides, develop templates and improve processes.

Performance Measures: City Clerk’s Office

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	# of Public Records requests	NA	2,990	3,634	3,775	4,000

Quality Measure	Percent of requests completed within 5 days	85%	89%	80%	80%	80%
	# of claims alleging violation of the Public Records Act	0	0	0	1	0

Efficiency Measure	Average days to complete	5	4	5.4	6.1	5.5
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Cost Effectiveness Measure	Average cost per public Records request	\$150	\$130	\$148	\$150	\$150
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2020 Objectives

- Collaborate with Departments and Information Services to place frequently requested records online for the public to access.
- Continue partnering with Public Records Coordinators to find ways to improve Public Records Request processes.
- Develop additional training resources and provide further training opportunities to Public Records Coordinators to better ensure staff know how to stay in compliance with the Public Records Act.
- Provide consultations, trainings, and resources to make contracting easier for Departments while reducing City risk.

Information Services

Description

The Information Services line of business is a strategic partner providing innovative technology solutions to enable the City to better carry out its mission and serve its citizens. Our vision is to provide simple, secure access anywhere, anytime on any device.

To deliver on that vision, we prioritize our services and projects based on four focus areas and their underlying objectives.

- Improving our Citizen Experience
 - Efficient and Effective Delivery of City Services
 - Digital Engagement and Participation in Government
 - 24/7 Digital Access to Services and Information
 - Personalized Services and Information
 - Open Data
- Driving the Transition to a Digital Workplace
 - Modern Business Applications
 - Collaboration
 - Automation
 - Data Analytics
 - Personalized Services and Information
- Protecting the City's Information Assets
 - Layered Cyber Security
 - Intrusion Monitoring and Detection
 - Data Governance & Classification
 - Regulatory Compliance

- Maintaining Reliable Solutions
 - Modern Infrastructure
 - Redundant Systems
 - Scalable Design
 - Responsive Support (Service Desk)
 - Disaster Recovery and Business Continuity

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$2,785,091	\$2,834,711	\$2,831,522	\$(3,189)
Supplies	40,418	16,915	16,900	(15)
Services	562,209	746,519	908,861	162,342
Interfund Payments	72,879	75,671	91,624	15,953
Total Expenditures	\$3,460,597	\$3,673,816	\$3,848,907	\$175,091

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Computer Systems Technician	3.00	3.00	3.00	-
Enterprise Data Architect	0	0	1.00	1.00
GIS Analyst	1.00	1.00	1.00	-
IT Asset Mgmt Specialist	1.00	1.00	1.00	-
IT Support Specialist	1.00	1.00	1.00	-
Line of Business Director	1.00	1.00	1.00	-
Network Analyst	5.00	5.00	5.00	-
Service Desk Administrator	1.00	1.00	1.00	-
Supervisor IV	3.00	3.00	2.00	(1.00) *
Systems & Application Specialist	5.00	5.00	5.00	-
Total	21.00	21.00	21.00	-
*Position reclassified to Enterprise Data Architect				

Budget Overview

The 2020 budget continues Information Services' existing programs and services. Eleven technology services were added/expanded and four were retired/reduced. This resulted in an increase to our subscriptions and support contracts of approximately \$75,000.

Trends, Challenges, and Opportunities

The City recognizes that the use of information and communications technologies to support, enhance or extend public participation and civic engagement processes is critical to meeting citizen's expectations. Whether for citizens, employees, businesses or visitors we are replacing many of our traditional service models with digital alternatives to create a more convenient, consistent and personalized experience.

The City continues to expand its use of Cloud solutions, often referred to as subscription or hosted solutions. Information Services has adopted a "Cloud First" strategy, so that all new technology solution proposals require a hosted or Cloud solution be fully evaluated before on-premise solutions are considered. Cloud solutions provide numerous benefits including mobile and remote access, reduced capital investment, scalability, maintained compatibility with common technologies and increased vendor support. Cloud solutions also tend to incur higher operating expenses and highly detailed service level agreements and contracts.

The rapid move towards Cloud solutions creates challenges for the City's Cyber Security and Data Management architecture including customized data integration between vendors, high-speed internet connectivity, a variety of end user device options and consolidated identity management for our end users.

As a result, many of our project resources are currently focused on meeting the increasing demands for secure data transport and evolving our network infrastructure and security solutions to support these new architectures.

2019 Recent Accomplishments

Completion of 50 technology projects including the following highlights:

- Established the City's first private cloud hosting platform
- Implemented a new Case Management Solution for Probation, Prosecution and Public Defense
- Deployed a Citywide Volunteer Management Solution
- Developed numerous GIS mobile applications and performance dashboards
- Provided technical support for many of the efforts to address Homelessness including the development of the Homelessness dashboard
- Deployed OneDrive and Office Mobile as phase II of the Office 365 Citywide rollout
- Migrated to a new Parking Management Solution

Performance Measures: Information Services

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure Technology Support	Service Desk Tickets		7,850	8,803	8,103	8,200
	Technology Change Requests		370	485	431	500

Efficiency Measure Service Response	First Call Resolution	45%	41%	41%	42%	45%
	Critical Systems Down	4 Hours	91%	73%	78%	90%
	Critical with Work-Around	16 Hours	82%	74%	84%	90%
	Non-Critical	40 Hours	86%	84%	92%	90%
	Moves, Installations, Enhancements	80 Hours	93%	92%	92%	90%

Cost Effectiveness Measure Annual PC Life Cycle Rates	Average Device Rate	\$260	\$248	\$262	\$249	\$259
	Per User Software Rate	\$400	\$373	\$340	\$375	\$406

2020 Objectives

- Annual Software License Evaluation and Audit
- Network Infrastructure Review
- Automation of Request Processing and Workflow

Fiscal Services

Description

The mission of Fiscal Services is to safeguard City assets, support the City's long-term financial stability and enhance public and organizational trust through integrity of financial reporting and sound financial management practices.

Fiscal Services has the lead responsibility for all City financial activities. Services are categorized in the following focus areas:

1. **General Accounting** – manage financial reporting and processes related to cash, debt, general ledger, investment and project and grant accounting.
2. **Payables and Fleet Business Administration** – manages processes to pay City vendors and employees and all associated tax-related obligations. Manage the business administration component of the city-wide fleet program.
3. **Billing & Collections** – manage processes to bill City customers, payments, and receivable, including processes related to sales tax, business licenses, and business and occupation taxes.
4. **Budget** – manage processes to develop, produce and provide oversight of the City's Operating and Capital Facilities Plan budgets.
5. **Financial Planning** – provide financial advice and analysis to support City departments and management in considering new or changing operations and projects.

Objectives

- Develop proactive approach to customer service
 - Review and streamline current processes
 - Leverage technology to improve financial processes and reporting (OpenGov)
 - Provide quarterly customer department check-in meetings
- Enhance subject matter experts in financial field
 - Continue in-house training programs for all City employees
 - Maintain external training for all Fiscal Services team members
- Standardize processes
 - Review and update communications
 - Develop checklists for monthly and annual processes

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$2,008,341	\$2,077,197	\$2,148,152	\$70,955
Supplies	23,310	20,430	20,430	-
Services	398,696	533,445	558,445	25,000
Interfund Payments	51,135	55,614	63,618	8,004
Total Expenditures	\$2,481,482	\$2,686,686	\$2,790,645	\$103,959

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Accountant	6.00	6.00	6.00	-
Accounting Manager	-	-	3.00^	3.00
Accounting Technician	6.00	6.00	5.00**	(1.00)
Billing Specialist	2.00	2.00	2.00	-
Fiscal Services Director	-	-	1.00*	1.00
Line of Business Director	1.00	1.00	-.*	(1.00)
Office Specialist I	0.25	0.25	0.25	-
Payroll Specialist	-	-	1.00**	1.00
Senior Accountant	2.00	2.00	1.00^	(1.00)
Supervisor IV	2.00	2.00	-.^	(2.00)
Total	19.25	19.25	19.25	-

^Re-titled 2.0 FTE from Sup IV and 1.0 FTE reclassification from Senior Accountant to Accounting Manager.
*Re-titled Line of Business Director to Fiscal Services Director.
**Reclassification of 1.0 FTE Accounting Technician to Payroll Specialist.

Budget Overview

The 2020 budget maintains 2019 services and programs. Increases in wages and benefits along with increased fees from the State Auditor's Office to perform auditing services are the primary drivers for the 2020 increase.

Trends, Challenges, and Opportunities

- There are increasing requests for financial reporting to track performance and inform decision making. The City's 1980-era financial system is unable to accommodate these new data reporting needs. Replacing the current system with a present-day financial management and information system (FMIS) is estimated to cost between \$2 - \$3 million along with additional ongoing subscription fees of approximately \$300,000 per year. This is a top priority for Fiscal Services.

- The transition to a new FMIS City will involve the majority of the Fiscal Services Team. Resources will be necessary to augment or backfill ongoing operations during this multi-year project.
- In 2020, Fiscal Services will focus on streamlining and updating both the capital and operating budgeting processes. This will reduce rework and improve quality and financial reporting.
- The City has an opportunity to make even more financial information available to the public through OlyFinance our online portal. Work will continue in 2020 to enhance this tool.

2019 Recent Accomplishments

- Received GFOA Distinguished Budget Presentation Award for 2019 Budget
- Received the GFOA Award for Certification of Achievement in Financial Reporting for 2017 Comprehensive Annual Finance Report (CAFR)
- Received an unqualified audit from the State Auditor's Office. An "unqualified audit" report reflects the financial statements are presented in compliance with generally accepted accounting principles. It is the preferred outcome of a financial audit.
- Developed and implemented City Finance Boot Camp, an 8-series in-house training program to help de-mystify governmental accounting. The program took place over 8 months. Sessions were open to all City employees. The program had over 500 individual registrations. Twenty employees attended all 8 sessions and received graduation certificates.
- Recruited and hired 6 positions, 2 of which were in-house promotions.
- Developed new quarterly financial reports to keep City Manager, Directors, and Council Finance Committee updated on the City's financial position.
- Reorganized and transitioned an Accountant position to a Budget Analyst. The Analyst focuses on standardizing and analyzing budget development and management.
- Reclassified a Senior Accountant position to a Payables Manager. The position oversees Accounts Payable, Payroll and Fleet Business Administration. This change decreased the span of control for the General Accounting Manager and addressed requests from departments for more timely response to inquiries.
- Completed refunding for General Government debt for the 2009 bond issue that financed the new City Hall and Fire Station. The refunding resulted in a combined savings of approximately \$5.4 million over a 20-year and 10-year period, respectively.

Performance Measures: Fiscal Services

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Projected	2020 Goal
Workload Measure	# of Accounts Payable transactions	TBD	36,224	36,469	36,834	37,200
	# of Employees paid (includes temporary & seasonal)	TBD	615	644	661	681
	# of Business & Occupation Tax Accounts	TBD	10,428	10,962	11,000	11,110
	# of Utility Billing Accounts	TBD	20,749	20,982	21,136	21,350
	# of Water Shut offs	TBD	1,793	1,479	1,423	1,400

Efficiency Measure	# of days from invoice to payment date	15	25	22	20	18
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Cost Effectiveness Measure	% of available funds invested	TBD	89%	91%	82%	90%
	Expenditure budget per capita	TBD	\$3,659	\$3,676	\$3,813	TBD

2020 Objectives

- Leverage technology (OlyFinance and OpenGov) to improve financial processes and reporting
- Implement quarterly meetings for City Departments and Fiscal Service team members
- Continue to provide in-house financial training for all City departments
- Create standard operating procedures for month-end and year-end closing, grant management and capital project close-out
- Implement additional OpenGov modules to improve how the City develops and produces the Operating and Capital Facility Plan Budgets and accounts for the City's work force
- Working with GFOA, develop a request for proposal (RFP) to identify a new financial management information system
- Monitor interest rates for additional refunding opportunities on general obligation and revenue bonds to provide savings in the general government and enterprise funds

Public Defense

Description

Public Defense provides indigent defense services to defendants charged with a gross misdemeanor or misdemeanor crime in the City of Olympia.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$142,613	\$166,032	\$165,302	\$(730)
Supplies	1,852	200	200	-
Services	379,250	389,734	405,574	15,840
Interfund Payments	2,120	4,982	5,366	384
Total Expenditures	\$525,834	\$560,948	\$576,422	\$15,494

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Public Defense Coordinator	1.00	1.00	1.00	-
Social Services Worker-Project Funded	0.40	0.40	0.40	-
Total	1.40	1.40	1.40	-

Budget Overview

The 2020 budget continues Public Defense services and programs. The Public Defense Line of Business receives grant funding from the Washington State Office of Public Defense to cover contract expenses for Public Defenders and compensation for the Public Defense Social Worker.

Trends, Challenges, and Opportunities

- Trends
 - Public Defenders and the Social Services Worker appear on the Mental Health and Homeless Calendar two times per month. This calendar was implemented in fall of 2018 and allows more time for individual attention.
 - The Social Services Worker contacted over 630 defendants since Spring of 2018, providing information on social services to defendants and coordinating inpatient bed dates.
 - There is a general perception that a higher number of defendants are being released on the in-custody calendar if: 1) the defendant is willing to participate in community court; and/or 2) there is a release plan created by the social services worker.

- Challenges
 - General Professional Services-Investigator/Expert services requests often fluctuate. This category is somewhat unpredictable in that the number and complexity of criminal cases filed drives the need for professional services. Unlike, 2018, no grant funds were available for this category in 2019.. Grant funds from Washington State Office of Public Defense have been awarded to fund this category in 2020.
 - Other jurisdictions are paying more per case. In 2018 and 2019, Olympia paid \$248/case. In 2019, the nearby City of Lacey paid \$258/case. Thurston County Public Defense pays \$65/hour with a case maximum of \$325/case for misdemeanors without trial and \$650/case with trial, \$455/case for gross misdemeanors without trial and \$910 with trial. Olympia public defenders did not receive an increase per case in 2019. At the time, this was a targeted goal. To keep up with other local jurisdictions in 2020, Olympia now pays \$259/case.
 - The number of warrants issued at arraignment continues to affect public defense assignment numbers. If a higher number of defendants show at arraignment in the future, this could increase the amount of cases assigned to the public defenders and could affect the amount of time public defense has to dedicate in community court.
 - The increasing complexity of mental health issues adds time and challenges for Olympia's criminal caseload.

2019 Recent Accomplishments

- Maintained status quo in public defense case credits and the number of public defenders needed. By doing so, we have remained in compliance with the Washington State Supreme Court Standards for Indigent Defense capping case credits at 400 misdemeanors per public defender per year. This is possible in part due to Olympia's Policies and Procedures on Case Counting and Standards that went into effect February 2016, allowing public defenders to absorb case credits for probation violations.
- All public defenders have maintained case credits per their contractual maximums.
- Washington State Office of Public Defense awarded a \$1,245 grant for public defense training. As a result, the following trainings were attended: 1) Public Defender-Washington Defender Association Conference, Sun Mountain; and 2) Public Defenders, Seattle University School of Law CLE, and 3) The Defender Initiative 9th Annual Conference on Public Defense.
- Since being awarded a grant from Washington State Office of Public Defense, we have retained and utilized one .4 FTE Social Services Worker since spring of 2018.
- The Public Defense Social Services Worker addresses ways to release and stabilize Olympia's criminal defendants. The Social Services Worker meets with defendants on both the in and out of custody calendars; assists in creating concrete release plans for court, finds in-patient treatment beds; and helps connect the defendants with many social services, and assists with finding housing. The position also presents on the homeless/mental health calendar as a front of line resource.
- Olympia received one of ten scholarships from the National Association of Public Defenders in July 2019 for our Social Services Worker to attend the National Association of Public Defenders, "We the Defenders" conference in Seattle in Fall of 2019.

- Both South Public Sound Community College public defense interns requested to stay on past their Spring Internship to continue to assist public defense. Both interns stayed until December 2019 and have now moved on to full-time employment elsewhere.
- Public Defense continues to provide 2 public defenders in Community Court. Since its inception in 2016, Olympia Community Court has served over 356 people and celebrated more than 173 graduates. It is now recognized as one of four mentor courts in the Nation by the Center for Court Innovation on behalf of the U.S. Department of Justice’s Bureau of Justice Assistance.
- Public Defense Coordinator, Diane Whaley, was chosen to serve as the Washington Defender Association Division 2 area representative as an Officer for two years through mid-2021.
- Public Defense Coordinator, Diane Whaley, graduated from Thurston County Leadership in June 2019.

Performance Measures: Public Defense

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Quality Measure	Public Defender data reporting by 15 th of each month	100% compliance	100%	100%	100%	100%
Cost Effectiveness Measure	1440 case credits or less anticipated assigned to public defenders	1,440 case credits or less	1,142	1,266	1,428	1,400 or less

2020 Objectives

- Public Defense will continue to hold roundtable discussions for public defenders, the public defense Social Services Worker, and interns. This provides an opportunity to discuss legal issues, challenges, and current courthouse topics.
- Public Defense will continue to utilize a reporting system in order to review case credits and quality of public defense services. Adjustments will be made accordingly to keep things efficient.
- Public Defense will continue to have a .4 FTE Social Services Worker to assist public defenders and interact with defendants on the in and out of custody court calendars. The Social Services Worker provides information on a plethora of social services, creates release plans, assists with finding in-patient bed dates, and assists with housing issues.
- Public Defense will continue to seek out and apply for grants to provide educational opportunities for the public defenders and Social Services Worker.

Community Planning & Development



Mission

To protect and enhance our community's quality of life, sustainability, public safety, and economic vitality through our comprehensive plans, development regulations, parking services, economic development, and other programs. We achieve this mission through partnerships with our community and by delivering outstanding customer service.

Vision

Community Planning and Development staff are experts and innovators in our respective disciplines and are known throughout the community, the State of Washington, and our nation for our high-quality services and best practices.

Description

The Community Planning and Development (CP&D) Department serves our community by ensuring smart growth, safe development, protected environments, strong economy and vibrant neighborhoods. The Department is responsible for Long Range and Current planning, Engineering Plan Review and permitting, Urban Forestry, Historic Preservation, Inspection, Code Enforcement, Economic Development, Parking Services, Housing, Homelessness Response, Clean Team programs, Permitting, Records Management, and Parking Strategy, City Hall Customer Service, and Citywide Mail Services. Each program works hand-in-hand with other programs within the Department and across the City to enhance the quality of life for Olympia's citizens.

CP&D has grown dramatically over the past two years and has taken on complex work that is outside our normal operations and programs. Changing circumstances around homelessness and its impacts have had a huge impact on all of our operations. The department, particularly those directly in charge of the downtown programs were reeling from this challenge and the weight of this was felt across the Department. In the end, a new organizational structure rebalanced responsibilities and workloads.

As a result of the new organizational structure, some programs have moved to other lines of businesses.

- Records Management moved from Customer Services & Downtown Operations to Administrative Services
- Clean Team moved from Strategic Projects to Customer Services & Downtown Operations
- A Supervisor II moved from Strategic Projects to Economic Development
- The Homeless Response Coordinator moved from Strategic Projects to Housing
- The Homeless Response Associate Planner moved from Strategic Projects to Housing
- The Outreach Worker moved from Strategic Projects to Housing
- The Urban Forestry Program moved from Planning and Engineering and reports to the Deputy Director
- Business Operations moved from Planning and Engineering and reports to the Deputy Director
- Long Range Planning moved to Planning and Engineering and no longer reports to the Deputy Director

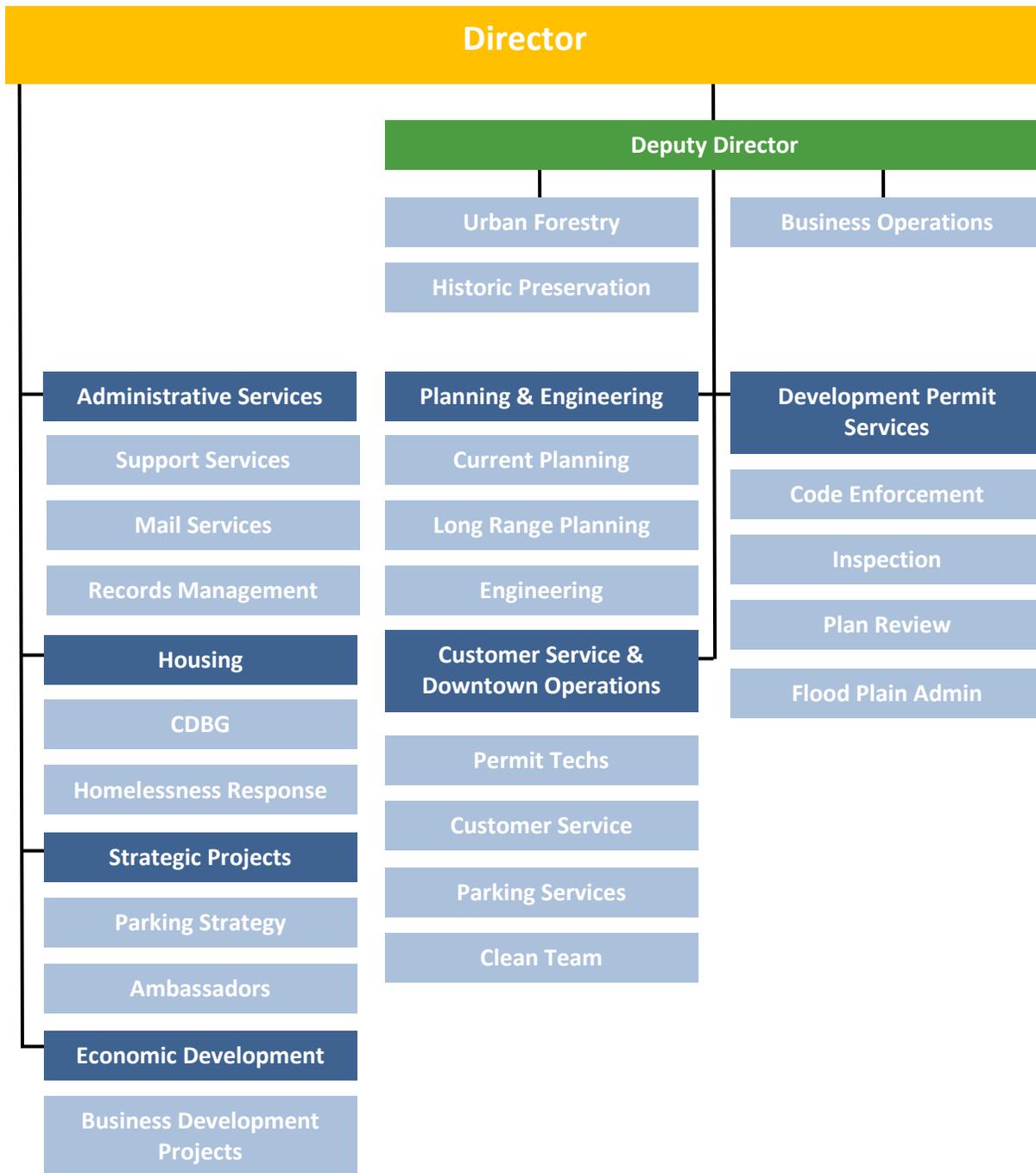
Other significant changes include:

- Re-classed OSIII and OSII positions to Program Assistants due to the volume and complexity of responsibilities and to create consistency and equality in workload distributions and assignments.
- Associate Line of Business Director (LOB) was re-classed to a Supervisor III to compensate for absorbing the duties of the LOB.

Department Recap	2018 Actual	2019 Budget	2020 Budget	Change
Administration	\$1,705,156	\$1,302,150	\$1,162,568	\$(139,582)
Customer Service & Downtown Operations	1,536,749	3,206,799	2,835,147	(371,652)
Development Permit Service	2,185,810	2,081,661	2,188,418	106,757
Economic Development	727,268	217,860	357,900	140,040
Housing	528,970	116,769	127,271	10,502
Planning and Engineering	2,359,930	1,982,269	2,268,823	286,554
Strategic Projects	-	-	311,971	311,971
Total Expenditures	\$9,043,883	\$8,907,508	\$9,252,098	\$344,590

Recap of Department Expenditures	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$6,149,531	\$6,632,349	\$66,920,706	\$288,357
Supplies	133,139	119,202	85,370	(33,832)
Services	1,577,006	928,737	1,037,285	108,548
Capital Outlay	-	-	-	-
Interfund Payments	1,267,587	1,227,220	1,208,737	(18,483)
Total Expenditures	\$9,127,263	\$8,907,508	\$9,252,098	\$344,590

Community Planning & Development (CPD) Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Administrative Services	20.81	8.75	8.75	-
Planning and Engineering	20.00	15.00	15.50	0.50
Customer Service and DT Operations / Clean Team	-	7.50	12.00	4.50
Rapid Response Clean Team – Project Funded	-	-	2.00	2.00
Development Permit Services	13.25	13.00	12.00	(1.00)
Economic Development	9.50	1.00	2.00	1.00
Housing	1.50	1.50	1.50	-
Homeless Response Coordinator – Project Funded	-	-	1.00	1.00
Parking Services	-	8.50	9.50	1.00
Strategic Projects (Downtown Programs)	4.00	10.50	3.00	(7.50)
Total CPD	69.06	65.75	67.25	1.50



Administrative Services

Description

The Administrative Services line of business is responsible for the leadership and business practices for the Department. Administrative Support to a professional staff of 73 FTEs, Housing, Community Development Block Grant (CDBG) financial and program support, Records Management and City-wide Mail Services. Strategic direction, performance management and financial management are the primary focus of this line of business.

Budget Overview

Due to the recent reorganization, this information is not available for the Preliminary budget and will be included in the Final Budget.

Trends, Challenges, and Opportunities

- Managing an increasing number of public disclosure requests.
- As the City transitions to more records being managed electronically, the number of paper files should be reduced. A public information portal to look up land records and permits should reduce the volume of public disclosure requests the Department receives.
- CP&D continues to grow and has increased over the past year, from 62 FTEs to 73.
- The high volume and complexity of homelessness tasks has been demanding and has impacted all operations within CP&D.
- Working with outside vendors continues to be challenging as they become familiar with our invoicing requirements.

2019 Accomplishments

- Department Managers learned skills and techniques to help tackle difficult conversations to improve our culture and our organizational environment.
- Analyzed and updated CP&D organizational structure, workflow and job design to re-balance and align the work to meet the new and changing demands of the Department.
- Permits, files, and development plans previously on microfilm have been digitized. Related plans on microfilm are currently being digitized by vendor. A critical next step will be to create a portal to facilitate public access to these records.

2020 Objectives

- Collaborate with Administrative Services Records Management Program to create a public portal for digital records.
- Review and streamline Support Services work processes to work more efficiently in order to use our resources to their fullest potential.

Performance Measures: **Administrative Services**

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	Public Disclosure Requests	TBD	503	488	520	580
	Permit and Land Use Records Managed	TBD	5,712	5,097	5,100	5,362
	Committee, Commission, and Board Meetings Supported	TBD	155	135	135	142

Recap of Department Expenditures	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$1,333,981	\$976,814	\$825,391	\$(151,423)
Supplies	7,293	9,176	7,750	(1,426)
Services	211,325	174,841	177,738	2,897
Capital Outlay	-	-	-	-
Interfund Payments	152,557	141,319	151,689	10,370
Total Expenditures	\$1,705,156	\$1,302,150	\$1,162,568	\$(139,582)

Customer Service & Downtown Operations

Description

The Customer Service & Downtown Operations Line of Business is new in 2020. This Line of Business is essentially the “face of the City.” It includes the Customer Service front counter staff at City Hall, Permit Technicians, Parking Services, and the Clean Team.

Budget Overview

Due to the recent reorganization, this information is not available for the Preliminary budget and will be included in the Final Budget.

Note: The Clean Team Program is currently under the Customer Service and Downtown Operations Line of Business but is funded from the Strategic Projects Line of Business.

Trends, Challenges, and Opportunities

- The effects of homelessness throughout the City has led to increased printed materials and training to properly equip front counter staff to answer questions.
- As the department continues to expand permits available online through the SmartGov portal, there will be an increase in the virtual counter support from the Permit Specialists while also staffing the physical counter during City Hall hours.
- Permit Technicians are studying for their International Code Council (ICC) Permit Specialist certification.
- Payments for citations, boot & tow fees and the tracking and reporting of boot & tows is transferring from Court Service to Parking Services.
- Continual and expanded safety training for all staff members regarding proper handling of sharps (used needles), biohazardous waste, handling and disposing of large items (couches, recliners, etc.) and crisis response and de-escalation due to the nature of interactions with the general public.
- Increased need for adequate supplies associated with the increase in complaints and garbage being generated due to homelessness.
- Continual opportunity to be a positive “face of the city” with increased presence outside of the Downtown core.
- Ongoing opportunities to foster relationships with the business communities, residents and visitors in the Downtown core and throughout the city.
- Downtown behaviors are contributing to the loss of parking revenue as camping in and around City parking lots continues. The Olympia & Franklin lot has been converted into a homelessness mitigation site and is no longer available for parking. New and increased costs such as hosted parking management software, upgraded technology such as License Plate Recognition (LPR) cameras, and private security in parking lots warrant considering parking rate increases for 2020. The City is entering a contract with Barnacle to efficiently immobilize scofflaw vehicles. Parking Services added one FTE to its enforcement staff. Pilot program(s) to find additional PayByPhone (PBP) options removing meters and adding a KIOSK for alternate payment.

- Results of the parking strategy implementation will affect parking services field operations day to day and the two must work together to successfully implement changes. Homelessness is a challenge that is seeping into on and off-street parking. Staff is tasked with enforcing rules and safety laws while maintaining compassion.
- Implementation of new parking enforcement software was delayed which caused enforcement challenges.
- The City embarked on interest-based facilitation with South Capitol Neighborhood Association and Department of Enterprise Services to develop a parking strategy for that neighborhood that addresses impact from the Capitol.

2019 Accomplishments

- Updated process for dispatching calls and complaints for the Clean Team.
- New group of Permit Technicians continued learning about land use, development engineering and building permitting. Management of the physical and virtual counters especially with the increase in permits submitted via the portal.
- Program Assistants expanded their duties and now manage multiple software and web-based programs.
- Clean Team received positive feedback from Downtown businesses for their customer service and quick response to complaints.
- Homelessness Response newsletter increased visibility of the Clean Team and the impact they're having on Downtown and the entire community.
- Increased number and usage of new accounts for Pay-By-Phone. Launched pilot program in the State & Franklin lot with 11 spaces reserved for hourly/daily parking.
- Updated and changed abandoned vehicle process workflow using Lean process improvement. This change in workflow process was also implemented in workflow for RVs and live aboard vehicles.
- Purchased property downtown for a future parking structure and began feasibility pre-work.
- Entered into an agreement with South Sound Towing for all Parking Services towing needs.
- Continued collaboration with Information Services to resolve hardware issues with the enforcement equipment.

2020 Objectives

- Implement new parking and permit management software that further streamlines the permitting and citation payment process.
- Expand the use of the SmartGov portal to achieve department goal of being virtually paperless.
- Continuous marketing, education and expansion of the parking and permitting portal and SmartGov portal.
- Use data gathered from the collector app to determine areas of significant impact to focus clean-up efforts and how to respond.
- Continue work and crossover with other Downtown Operations lines of business to efficiently address complaints and provide information to the department as related to homelessness response efforts.

- Implementation of new parking and permitting management software. This should lead to uninterrupted parking enforcement in Downtown.
- Ordinance changes in methods and thresholds for vehicles eligible for Boot & Tow.
- Increase use of License Plate Recognition (LPR) in city lots, timed areas, and meters.
- Ordinance change proposal to increase meter rates across Downtown. The projected additional revenue from meter increases is projected to generate \$325,000.
- Implementation of immobilization device, the Barnacle, which will significantly reduce staff time and the amount staff needed to immobilize vehicles eligible for boot & tow.
- Expand Pay-by-Phone in city lots.

Performance Measures: **Customer Service & Downtown Operations**

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	% of Calls Answered via CP&D Automatic Call Distribution (ACD) lines	TBD	N/A	N/A	83.2%	90%
	# of NuPark Portal transactions	TBD	N/A	N/A	4,216	7,600
	Calls Answered via CPD ACD lines	TBD	N/A	N/A	4,860	9,016
	Transactions in Naviline, SmartGov and NuPark at the Counters	TBD	N/A	N/A	6,486	10,568
	SmartGov Portal transactions	TBD	N/A	N/A	2,029	3,653
	Permit Applications Received (Counter & Portal)	TBD	N/A	N/A	3,231	5,818
	Garbage: Recycle, Compost, and Large Items	TBD	N/A	N/A	2,429	Reduce by 25%
	Sharps, Bio Hazards, Human Waste	TBD	N/A	N/A	1,468	Reduce by 25%
	Graffiti, Stickers/Flyer and Sidewalk Segments	TBD	N/A	N/A	4,490	Reduce by 25%
	# of Parking Citations Issued	TBD	N/A	N/A	14,616	Reduce by 25%
	# of Requested Officer Voids	TBD	N/A	N/A	1,041	<900
Quality Measure	Average hold times for CP&D ACD lines	TBD	N/A	N/A	0:00:17 secs	0:00:10 secs

Recap of Department Expenditures	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$730,603	\$2,323,477	\$2,056,186	\$(267,291)
Supplies	19,139	70,491	43,100	(27,391)
Services	226,882	197,179	245,450	48,271
Capital Outlay	-	-	-	-
Interfund Payments	560,125	615,652	490,411	(125,241)
Total Expenditures	\$1,536,749	\$3,206,799	\$2,835,147	\$(371,652)

Development Permit Services

Description

Development Permit Services works to protect life, the environment, and property. This group is responsible for private and public development construction documents and permit reviews and the inspections of buildings under these issued permits. Code Enforcement works in partnership with citizens to promote and maintain a safe and desirable living and working environment. We help maintain and improve the quality of our community by enforcing laws and codes targeted to solve specific problems within the community.

Budget Overview

Due to the recent reorganization, this information is not available for the Preliminary budget and will be included in the Final Budget.

Trends, Challenges, and Opportunities

- Commercial building projects continue to bring in strong revenue. Development revenues are expected to be similar to or slightly lower than in 2019 based on commercial projects in the pipeline. New single-family home construction has been down but will see an uptick in the coming two years as several small residential subdivisions are currently in the review process.
- Code Enforcement struggles with funding growing needs to address homeless encampment cleanups on public property as there is no ongoing dedicated source of funding for this work.
- Continued implementation of the Development Services Fund will require more frequent, detailed evaluation of revenues and costs. This will include annually evaluating changes in fees to more closely align with the policy of 85% cost recovery for development services. Correctly calibrating the technology fee will be key to adequately supporting customer demand and trends in the technology portion of the Fund.

2019 Accomplishments

- Recruited and hired two key leadership positions: Building Official and Senior Plans Examiner.
- Completed a multi-year process of enabling all permit applications and fee payments to be made via an on-line portal.

2020 Objectives

- In 2019, CP&D shifted an existing position to a new position as a Business Operations Specialist. The responsibilities will focus on performance measurement and drilling down with program managers to identify permit process improvements.
- Development Services is part of the City's unstaffed aerial system committee, investigating and recommending City use of unstaffed aerial units to increase efficiency of inspections and code enforcement investigations when appropriate.
- Increasing the use of photos and videos for more routine inspections will help improve customer service and efficiency.

Performance Measures: **Development Permit Services**

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	# of New Commercial/Multi-family permits	TBD	N/A	N/A	35	TBD
	# of Commercial/Multi-family Remodel permits	TTBD	156	120	124	TBD
	# of Single-family residential permits	TBD	92	41	29	TBD
Efficiency Measure	Average # of days to issue New Commercial/Multi-family permits	TBD	N/A	N/A	120	120
	Average # of days to issue Commercial/Multi-family Remodel	60	51	26	36	60

Recap of Department Expenditures	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$1,350,186	\$1,372,475	\$1,399,209	\$26,734
Supplies	21,275	25,350	23,600	(1,750)
Services	330,183	270,267	276,397	6,130
Capital Outlay	-	-	-	-
Interfund Payments	484,166	413,569	489,212	75,643
Total Expenditures	\$2,185,810	\$2,081,661	\$2,188,418	\$106,757

Economic Development

Description

Economic Development represents a balanced priority embedded in the City's Comprehensive Plan. This balance ensures that as we seek to preserve our environmental assets and meet the social needs of our community, we are focused on supporting a diverse employment base and the business and investment interests responding to local and regional market demands. The Economic Development Line of Business focuses on strengthening small businesses and retaining and expanding major employers by developing strong relationships with key community business stakeholders and economic development partners.

Budget Overview

Due to the recent reorganization, this information is not available for the Preliminary budget and will be included in the Final Budget.

NOTE: The Business Development Projects Program is currently under the Economic Development Line of Business but is funded from the Strategic Projects Line of Business.

Trends, Challenges, and Opportunities

- Sales Tax revenue declining due to the impact of online sales to brick and mortar retailers. The City of Olympia historically has accounted for over 40% of all retail sales in Thurston County. Historically, many shoppers from outside city limits made purchases inside the City limits due to the concentration of retailers on the Westside and Downtown. Direct delivery retail is shifting the retail sales tax distribution landscape negatively for Olympia.
- Single-family residential development has continued to decline thus adding to the pricing pressure associated with homeownership. Homeownership continues to be an important quality of life criteria to local mid and high wage earners. 2020 should see some relief to this issue as there are multiple subdivisions that could achieve final approval and initiate construction in the calendar year.
- There is the potential for multiple real property dispositions (sales) of City-owned property slated for 2020. Those properties include Boulevard, the Historic Downtown Fire Station, and the former landfill site on the Westside. The sales proceeds coupled with the higher utilization of the sites will provide a revenue opportunity for the City.
- Continued growth in the downtown urban core with 700 new residential units and 100,000 new commercial square feet added or in the process of development. This means a significant increase in people living and working downtown which could lead to an increase of service calls to the Clean Team and Ambassadors.

2019 Accomplishments

- Some significant building vacancies are being filled:
 - Former Alpine Experience now home to medical device manufacturer, NP Devices.
 - Former Mullenix Ford/Boone Ford site now home to Bobcat dealership.
 - Former El Sarape Restaurant becoming a Kaiser Permanente Clinic.
 - Toys R Us building and parking lot potentially becoming a Planet Fitness and Chick Fil-A.
- Numerous smaller downtown storefronts obtained new tenants.
- Continued expansion of the Medical industry sector with expansions and renovations by Capital Medical Center, Olympia Orthopedic, Kaiser Permanente, and numerous smaller clinics.
- Obtained Creative District designation from Washington State Arts Commission. This was identified as a targeted objective in the ArCH Plan.
- Obtained EPA Brownfield Assessment Grant.
- Successfully located South Puget Sound Community College into the Ben Moore's building.

2020 Objectives

- Continue work with the disposition of City-owned property assets such as Boulevard Road Property, Historic Downtown Fire Station, and former west side landfill site.
- Advance the 4th and Columbia Mixed Use/Parking Structure project.
- Advance the Olympia Economic Ecosystem Study leading to the development of a City of Olympia Economic Development Strategy.

Performance Measures:

Performance Measures for the Economic Development Program are under development and will be finalized in 2020.

Recap of Department Expenditures	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$628,589	\$161,342	\$275,895	\$114,553
Supplies	30,901	-	700	700
Services	48,997	52,650	74,470	21,820
Capital Outlay	-	-	-	-
Interfund Payments	18,782	3,868	6,835	2,967
Total Expenditures	\$727,269	\$217,860	\$357,900	\$140,040

Housing

Description

Housing is responsible for homeless response and long-range housing programs. Activities include Community Development Block Grant Program (CDBG), long range housing like the Home Fund, and shelter, health and safety response activities including Plum Street Village and the sanctioned homeless camping Mitigation Site.

Budget Overview

Due to the recent reorganization, this information is not available for the Preliminary budget and will be included in the Final Budget.

Trends, Challenges, and Opportunities

- Housing costs continue to rise faster than incomes, so these programs will continue to be highly sought after and over-subscribed.
- Declining tax revenue makes existing service levels challenging to maintain.
- Declining revenue may make existing staffing levels difficult to maintain in 2020.
- Staff have been working closely with Thurston County to align city program outcomes with the county Five-Year Plan to End Homelessness.
- Olympia and staff from other jurisdictions have started meeting regularly to support housing efforts related to the new Regional Housing Council.
- We hope to build 300 units of permanent supportive housing in Thurston County in five years. Interfaith Works and Family Support Center both have projects in the pipeline that would make progress toward that goal. We will need to partner closely with providers and funders to make that goal a reality.

2019 Accomplishments

- Opened the City's first sanctioned homeless camp (Franklin Mitigation Site) to provide safer and more stable camping options for more than 100 unsheltered people downtown – which allowed the city to close multiple unsanctioned camps downtown.
- The Home Fund Advisory Committee convened and recommended that Council make the first Olympia Home Fund award (\$1.1 million) for single adult supportive housing and shelter at 2828 Martin Way. Council approved that recommendation in June 2019 – which was the first award of its kind authorized under RCW 82.14.530.
- 31 units of tiny homes opened at Plum Street Village. That new program provides tiny homes to residents while they seek permanent housing and employment – or address other barriers to housing.
- Hope Village, a tiny home village for residents seeking permanent housing and employment, opened at Westminster Presbyterian Church.
- Coordinated the 2019 Point in Time Homeless Census for Thurston County.
- Community Development Block Grants (CDBG) allocated \$450,000 for housing, homeless, and economic development services.

- CDBG funded emergency tenant assistance through a loan repayment from the Angelus Apartments after evictions were issued to tenants as a result of new ownership and rehabilitation.
- An extensive organizational review and redesign in 2019 merged a number of staff to form one Housing workgroup that now collaborates on immediate homeless response and long-range housing strategies.

Performance Measures: Housing

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	Number of supportive housing units funded by the Home Fund.	60	N/A	N/A	65	60
	Placements into housing reported to Homeless Management Information Systems (HMIS) from Plum Street Village.	15	N/A	N/A	12	15

2020 Objectives

- Develop a program for distribution of new HB 1406 revenue.
- Revise second year of contracts at Plum Street Village and Franklin Mitigation Camp to improve program outcomes.
- Seek alignment of all housing contracts with County Five Year Plan to End Homelessness when feasible.
- Revisit Home Fund grant making process to prioritize supportive housing and improve alignment with other state and local funding sources for construction and long-term operations.
- Successfully transition CDBG staffing as current incumbent retires.
- Coordinate with Community Investment Partnership, Housing Action Team and other key partners to support the goal of building 300 supportive housing units in 5 years.

Recap of Department Expenditures	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$79,399	\$113,819	\$121,615	\$7,796
Supplies	109	-	100	100
Services	449,463	-	2,250	2,250
Capital Outlay	-	-	-	-
Interfund Payments	-	2,950	3,306	356
Total Expenditures	\$528,971	\$116,769	\$127,271	\$10,502

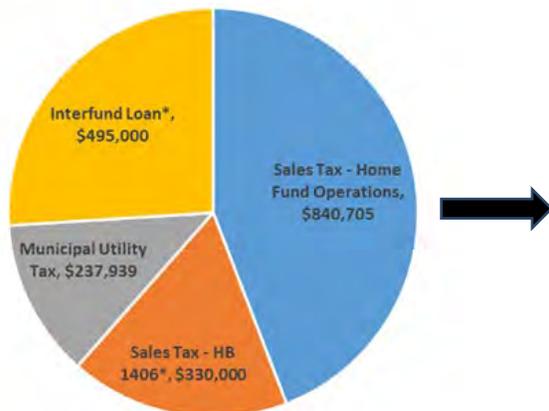
Housing Revenue Sources

Housing operating funds combine several revenue sources for affordable housing and homeless activities. Information on the Housing Capital budget is included in the 2020 Capital Facilities Plan.

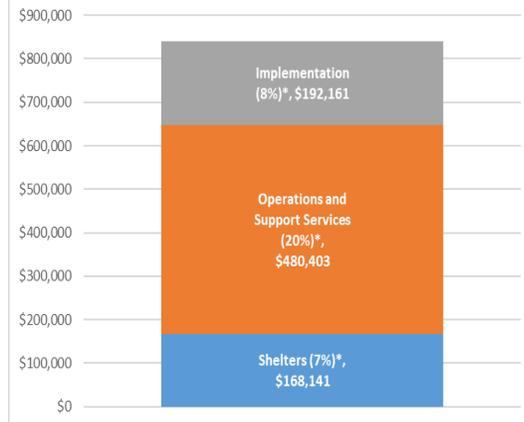
In 2020, the Housing Operating Fund is estimated to be \$1,903,644. Below are the four revenue sources:

1. Home Fund Sales Tax;
2. Utility Tax on Municipal Utilities;
3. HB 1406 Sales tax; and
4. Authority to use a 3-year interfund loan not to exceed \$1,485,000. Total 2020 resources are projected to be \$1,903,644.

2020 Home Fund Operation Resources
\$1,903,644



Use of Home Fund Sales Tax Allocated to Operations - \$840,705



Home Fund Operations Resources	2020
Sales Tax - Home Fund Oper.	\$840,705
Sales Tax - HB 1406*	330,000
Municipal Utility Tax	237,939
Interfund Loan*	495,000
Total	\$1,903,644

Use of Home Fund Sales Tax Allocated to Operations	2020
Shelters (7%)**	\$168,141
Operations and Support Services (20%)**	480,403
Implementation (8%)**	192,161
Total	\$840,705

*Represents revenue sources not included in Preliminary Budget; will be adjusted for Final Budget

**Percentages displayed in table per Olympia Home Fund Financial Plan and based on total Home Fund Sales Tax of \$2,402,015 million

Note: Home Fund Operating budget is included here for presentation purposes only. The budget is considered a "special fund" and therefore is not included in the combined totals for CP&D or the overall Operating Budget.

Home Fund 1/10 of 1% Sales Tax Resource

As permitted by RCW.82.14.530, in 2017, Olympia voters approved a measure to impose an additional sales tax of 0.1%. The proceeds are committed for the Olympia Home Fund to construct affordable and supportive house and housing-related purposes, including mental and behavioral health-related facilities, and costs for operations, maintenance delivery, and evaluation of mental health programs and services, or housing-related services. In 2020, the sales tax is projected to generate \$2.4 million; 65% of Home Fund dollars are dedicated to construction of affordable housing and shelter. The remaining 35% supports operations of homeless and housing programs.

Municipal Utility Tax

Starting in 2019, the Olympia City Council imposed an additional utility tax on the City's municipal utilities; water, wastewater, storm & surface water, and waste resources. For 2020, this tax is projected to generate \$271,939

Home Fund Sales Tax – House Bill 1406

In 2019, the Washington State Legislature passed House Bill 1406; a sales tax revenue sharing program allowing cities and counties to access a portion of state sales tax to make local investment in affordable and supportive housing through construction, operating assistance and rent. No new taxes are being assessed on Washington residents. For Olympia, the new tax is expected to generate approximately \$330,000 per year over the next 20 years. As the new tax was not in effect at publication, this new revenue source has not been included in the 2020 Preliminary Budget. When ordinances are passed, the final budget will be adjusted, accordingly.

Interfund Loan

In 2018, Olympia City Council approved the authority for the Home Fund to use an interfund loan not to exceed \$1,485,000 to augment program funding. The authority extends for three years.

Planning & Engineering

Description

Planning & Engineering is responsible for current and long-range land use planning, engineering plan review, environmental planning, urban forestry, neighborhood programs and historic preservation.

Budget Overview

Due to the recent reorganization, this information is not available for the Preliminary budget and will be included in the Final Budget.

Trends, Challenges, and Opportunities

- Applications for new multi-family and commercial development remain strong while applications for residential subdivisions have increased over past years. Significant projects receiving land use approval in 2019 included the Market Flats Mixed Use project downtown, Stoll Road Apartments, Woodbury Crossing Multifamily, Family Clinic on Legion Way, Intercity Transit Pattison Site Expansion, South Sound Village Cooperative Senior Housing, Copperleaf Phase 2 Residential and Olympia Pediatric Dentistry in the Briggs Village, Olympia Orthopedic and Capital Medical Center additions, Capital and Olympia High School Expansions, and Ernie's Trailers RV repair. Single family subdivision projects approved in 2019 include the 56-lot Wellington Heights and 24-lot Village at Cain Road preliminary plats. The 44-lot Village at Mill Pond Phase 2 final plat was also approved.
- Overall, 2019 development revenue continued to trend upward on the strength of the commercial and mixed-use projects. However, single family residential home permits have continued to decrease with just 29 permits in 2019, compared to 38 in 2018, 67 in 2017, and 213 permits in 2016.
- Engineering Plan Review continues to support a high volume of private and public development projects to ensure consistency with the City's adopted Engineering Design and Development Standards (EDDS). In addition to those mentioned above, the program continues to support Thurston County in reviewing a steadily high number of projects in Olympia's southeast urban growth area.
- The Urban Forestry program will continue to focus on evaluating land use applications for urban forestry and landscaping issues, address the most critical hazard trees through evaluation and mitigation, and lead the multi-department urban forestry coordination team to increase efficiencies in managing the City's urban forest.

2019 Accomplishments

- Filled a half time (0.5) Current Planner position.
- Land Use and Civil Engineering permit review and approval for numerous multi-family residential, single family residential subdivisions, and mixed-use development projects continues to significantly increase the number of housing units.
- Launched on-line submittal and payment process for civil engineering permit applications.
- Updated the Downtown Design Guidelines.

- Completed an Annexation Feasibility Report.
- Completed the Eastside Subarea Plan, the second subarea planning effort in the City.
- Work continued in 2019 to implement the Comprehensive Plan and Downtown Strategy. Major projects included ongoing implementation of the Action Plan, updates to the Downtown Design Guidelines and Joint Plan (with Thurston County) for Olympia’s urban growth area, short-term rental policies, interdepartmental coordination (sea level rise, EDDS, Capital Facilities Plan, Transportation Master Plan, Martin Way Corridor Plan) and a feasibility study of potential future annexations. Work will continue in 2020 on these projects in addition to an update to the Shoreline Master Program and work on neighborhood centers.

2020 Objectives

- Completing multi-year transition to on-line submittal and payment of permit applications and fees. In 2020, we expect to launch the online submittal process for land use review applications, further streamlining the permit review process and providing greater customer service.
- Review and streamline our development review process to work more efficiently and use our resources to their fullest potential.

Performance Measures: Planning & Engineering

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	Number of Commercial/Multi-Family Permits Issues	TBD	44	32	12	TBD
	Number of Permits for major design review	TBD	15	12	10	TBD
	Number of permits for preliminary long plats	TBD	2	1	1	TBD

Efficiency Measure	Days to complete review a Land Use Application	120	81	135	137	120
	Days to complete a short plat application review	120	67	53	64	90
	Days to complete a long plat application review	90	168	186	TBD	90

Recap of Department Expenditures	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$2,026,774	\$1,684,422	\$1,939,209	\$254,787
Supplies	13,968	14,185	9,920	(4,265)
Services	265,504	233,800	252,410	18,610
Capital Outlay	-	-	-	-
Interfund Payments	51,955	49,862	67,284	17,422
Total Expenditures	\$2,358,201	\$1,982,269	\$2,268,823	\$286,554

Strategic Projects

Description

The Strategic Projects Line of Business implements, supports, and creates alignment of projects that advance community/city/department vision and objectives. In 2020, this Line of Business will work closely with the Housing, Economic Development, and Parking LOBs to implement, track progress, and communicate with the public and partners about the City's Downtown Strategy, Parking Strategy, and Homeless Response Plan.

Budget Overview

Due to the recent reorganization, this information is not available for the Preliminary budget and will be included in the Final Budget.

NOTE: The Parking Strategy Program is currently under the Strategic Projects Line of Business but is funded from the Customer Services and Downtown Operations Line of Business/Parking Services Program.

Trends, Challenges, and Opportunities

- Over the past two years, due to rising numbers of people experiencing homelessness in our community, the Downtown Ambassadors have devoted more than 50% of their time to providing homeless outreach services. With the recent additions of a full time walking patrol, Crisis Response Unit and Familiar Faces program in the downtown, there is an opportunity for these teams to work together to optimize overall service delivery and rebalance the Ambassadors' role among homeless outreach, visitor outreach, and business support.
- The Olympia Downtown Alliance is facilitating a discussion with the downtown community about a possible property based Downtown Improvement District (DID). If approved as proposed, this private sector led and managed DID would contribute \$600,000-\$850,000 to clean and safe and promotional programs in the downtown. It is possible a new DID could also lead to dissolution of the City's Parking & Business Improvement Area (PBIA) (business based) assessment, which provides about \$100,000 per year; the most important budget impact would be the loss of the \$43,500 contribution to the City's Ambassador program that PBIA provides each year.

2019 Accomplishments

- Worked with the Office of Performance and Innovation to carry out the public process and development of Olympia's Homeless Response Plan, including long-term strategies, actions, measures of success and partnerships.
- The adoption of the Parking Strategy and purchase of downtown property for a future mixed use/parking structure are milestones in the Downtown Strategy implementation and help advance the community's vision for downtown.
- Parking Strategy was approved by Council and received support from the Land Use & Environment Committee for ordinance updates.

2020 Objectives

- Complete the major public process to develop a homeless response plan, including strategies, actions and measures of success.
- Cultivate and manage partnerships critical to carrying out Olympia’s Homeless Response Plan.
- Coordinate with other City departments/LOBs and community partners regarding downtown outreach functions.
- Coordinate and adjust social service outreach functions of the Downtown Ambassadors in relation to the Walking Patrol, Familiar Faces, ODA Guides and Crisis Response Unit to efficiently deploy resources to assist homeless residents, visitors, business owners, property owners and their employees.
- Develop the business support functions of the Ambassadors.
- Coordinate with the Downtown Alliance to optimize downtown ambassador and cleaning functions in the downtown.
- Ensure downtown business community has clarity about available services and how to access them.
- Provide analysis, public and stakeholder outreach and recommendations necessary to implement the Downtown Parking Strategy.
- Coordinate with the Housing LOB and Long-Range Planning Program to support development of a citywide housing action plan.
- Coordinate with the Economic Development division to:
 - Identify downtown retail strategy actions, including those that support small businesses development and adaptive reuse.
 - Identify and implement steps to foster a Creative District in downtown Olympia.
 - Update Economic Development goals and policies in the Comprehensive Plan and create an economic development strategy and action plan.
 - Develop an effective tracking system and plan to communicate with the City Council and public about implementation of the Downtown Strategy, Parking Strategy and Homeless Response Plan.

Performance Measures: Strategic Projects

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Efficiency Measure	% of time Downtown Ambassadors spend engaged in social service outreach relative to business support functions	50%	N/A	N/A	75%	TBD

Recap of Department Expenditures	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$-	\$-	\$303,201	\$303,201
Supplies	-	-	200	200
Services	-	-	8,570	8,570
Capital Outlay	-	-	-	-
Interfund Payments	-	-	-	-
Total Expenditures	\$-	\$-	\$311,971	\$311,971

Fire



Mission

Respond rapidly, with highly trained professionals to mitigate emergencies for our community. We are dedicated to reducing risk through prevention, fire and medical education, and disaster preparedness.

Vision

- To be good stewards of the resources entrusted to us
- To continually invest in safety and long-term well-being of our Firefighters
- To provide vital information, education, and training
- To leverage equipment and technology for increased efficiency
- To critically review and improve our service delivery

Description

The City of Olympia enjoys a Class 2 Fire Protection (insurance) rating as evaluated by the Washington Survey and Rating Bureau. This superior rating is the culmination of hard work in the Fire Department's performance. Olympia joins Seattle, Bellevue, City of Spokane Valley, and Federal Way as one of the five best-protected communities in the state.

Department Recap	2018 Actual	2019 Budget	2020 Budget	Change
Administration/Fleet	\$2,102,503	\$2,086,482	\$2,281,774	\$195,292
Fire Prevention	919,854	911,168	888,948	(22,220)
Operations/Training/Emerg Mgmt	14,226,739	14,234,383	13,820,132	(414,251)
Total Expenditures	\$17,249,096	\$17,232,033	\$16,990,854	\$(241,179)

Recap of Expenditures	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$15,325,462	\$15,416,693	\$15,022,687	\$(394,006)
Supplies	764,951	739,304	729,804	(9,500)
Services	717,261	582,146	604,309	22,163
Interfund Payments	441,422	493,890	634,054	140,164
Total Expenditures	\$17,249,096	\$17,232,033	\$16,990,854	\$(241,179)

Planning and Process Improvement

In our never-ending journey to better serve the citizens, the Department completed a new Strategic Plan as a way to ensure quality service delivery. The 2017–2022 Strategic Plan was initiated in mid-2017 with many objectives under the eight overarching goals already underway. This plan provides direction for high level development within the Department.

Serving a Community During Crisis

The Olympia Fire Department's (OFD) mission is to serve the people in their time of need. The Fire Department is called upon for assistance in a variety of emergency and non-emergency situations. When someone's life is in danger due to fire or acute medical concerns, they call the Fire Department. Such 9-1-1 calls are responded to with compassion and professionalism.

Even when the emergency is determined not to be life-threatening, Fire Department members continue providing care and reassurance to help the citizen. Thurston County is among the communities with the highest survivability in the United States for cardiac arrest events that happen in the field. The City of Olympia, its citizens, and its first responders are a big part of this nationally recognized success.

Along with hiring and retaining talented and dedicated members, several other factors are critical when our members respond to citizens in distress. Quality training and reliable equipment are two vital elements in a successful outcome for all emergency events.

Quality Training

Training for Firefighters and Fire Officers is critical as they operate in complex, dangerous, dynamic, and emotionally charged environments. The Mark Noble Regional Fire Training Center prepares our Firefighters for the hazards of the job. Proper training makes the difference between life and death during emergency operations.

Olympia Fire Department's Mark Noble Regional Fire Training Center (MNRTC) is situated on an eight-acre parcel of land located in the southeast area of the City. This training facility is a state-of-the-art training complex that features technological advancements and innovative design to better address the needs of the fire service. More than 25 fire agencies have been trained over the last several years and we anticipate continued growth.

Reliable Equipment

The Department maintains and replaces equipment as needed to support our mission to prevent harm to people and property. For apparatus or "rolling stock," the Department generally follows a fleet replacement schedule for our fire engines and ladder truck of 15 years for frontline service and another 10 years for reserve apparatus.

Fleet maintenance is the key to reliability and longevity in our fleet. The Fire Department's Fleet Program has become a model for our fire service and emergency response neighbors. The Fleet Maintenance Team is comprised of one Chief Fire Master Mechanic, and four Master Mechanics, along with one Inventory Control Specialist. All five mechanics are certified in repairing fire apparatus and emergency vehicles. Fire and emergency medical response vehicles must perform at a very high level of reliability with complex electrical and mechanical systems working together. Certified Emergency Vehicle Technicians are the only level of mechanics that can provide this level of expertise. This specialized team of highly skilled mechanics has given us the ability to perform apparatus repairs for regional fire service customers while collecting adequate revenue to provide full-time mechanics, rent a building capable of working on multiple fire apparatuses simultaneously, and generate additional revenue to pay for increasing Department fleet maintenance expenses.

2020 Objectives

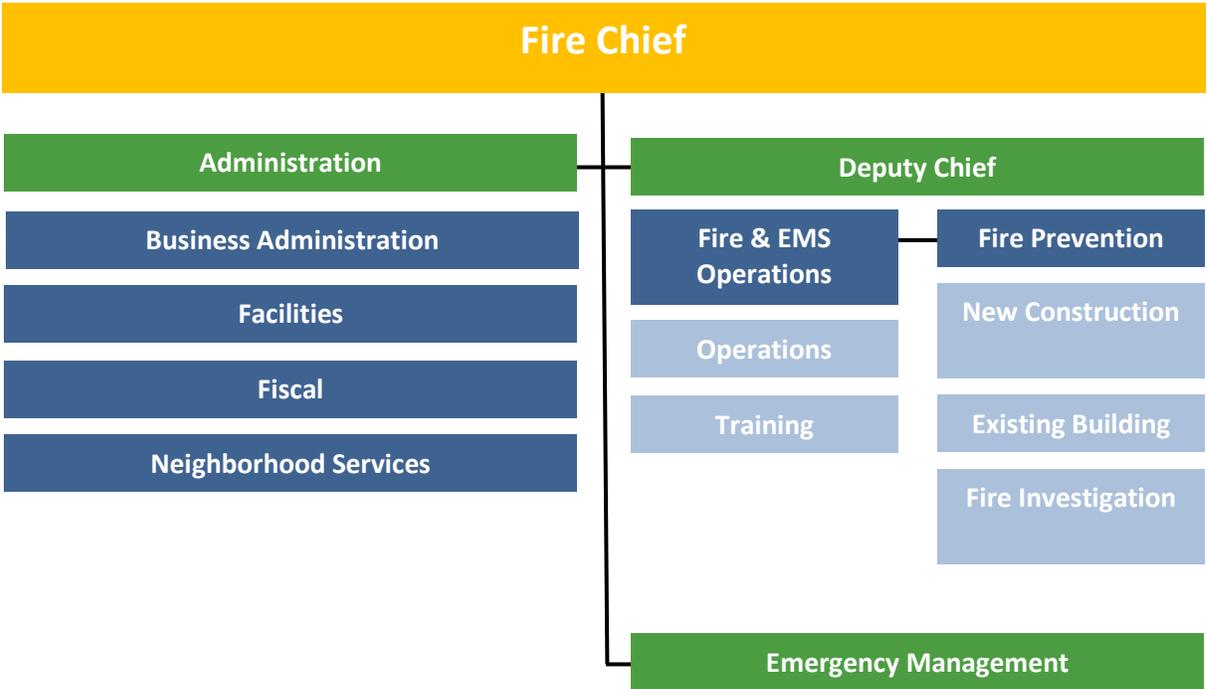
- Continued implementation and execution of the Fire Department's 2017-2022 Strategic Plan.
- Complete the implementation of the Fire Department's succession plan, by transferring institutional knowledge to the new Fire Chief while maintaining the positive culture of the Olympia Fire Department.
- Maintain the level of service as call volumes increase for Fire and EMS while tracking responses to non-emergency incidents for services and implementation of a non-traditional response resource.
- Continue to inspect, review, approve, and advocate for safer buildings, and educate the public to bring the community into a "Safety Partnership" with their Fire Department.

Performance Measures: **Fire**

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	# of business occupancies inspected to assure a fire safe community	3300 inspections, 500 plan reviews	3342 inspections, 588 plan reviews	3321 inspections, 536 plan reviews	2859 inspections, 675 plan reviews	3300 inspections, 525 plan reviews
	# of Fire Prevention and Safety community outreach events	125	130	135	83	125
	# of Emergency Preparedness community outreach events	30	18	35	35	30

Quality Measure	% of cardiac arrest patients resuscitated	>65%	83%	71%	>65%	>65%
	WSRB Fire Protection Rating	Class 2				

Efficiency Measure	Time to reach the scene of an emergency, 9 out of 10 times	10:00 or less	9:55 or less	10:15 or less	9:42 or less	10:00 or less
	% of total assessed value lost to fire	0.01%	0.01%	0.05%	0.01%	0.01%



Administration/Fleet

Description

The Administration Program of the Olympia Fire Department (OFD) provides all the administrative and support functions for the Department. This Program is responsible for coordination and management of the budget, project management, fleet, records management, and billing services for Medic One and the MNRFTC.

Emergencies do not follow a schedule; therefore, it is essential that support services are available when the need arises. The Administration Program mobilizes day or night to support response activities whenever there is a need, including greater alarm fires and disaster situations. Emergent apparatus repairs for OFD and our regional fleet maintenance customers are provided 24-hours a day, seven days a week, and 365 days per year.

Good fiscal management is the primary function of the Administration Program. Without effective management, the greater mission of the Fire Department cannot be achieved. The major areas of responsibility managed by Administration include:

- **Fiscal Systems:** Extends the City's fiscal accounting and reporting system to the Fire Department and coordinates billing for Medic One, Fire Prevention, contracts, and the rental of the MNRFTC. Revenues billed total over \$4,000,000.
- **Business Administration Systems:** Provides personnel, records, public records requests, and technology management services to Department members, the community, and other City Departments.
- **State of Washington Fire Protection service contract negotiation, and billing.**
- **Fleet Systems:** OFD Fleet Services maintains apparatus and vehicles for OFD, Thurston County Medic One, Tumwater Fire Department, Lacey Fire District 3, and five other Thurston County Fire Districts. The Fleet Program excels in providing maintenance and safe operations for the Department's and County's fire ground apparatus, equipment, staff cars, medic units, and major mechanical operating equipment.
- **Facilities Systems:** Provides and/or coordinates maintenance to all the Fire Department buildings, grounds, and systems to maintain a safe and healthy working environment for the members and community.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$1,272,459	\$1,296,676	\$1,429,274	\$132,598
Supplies	465,258	451,029	451,529	500
Services	332,467	303,530	305,038	1,508
Interfund Payments	32,319	35,247	95,933	60,686
Total Expenditures	\$2,102,503	\$2,086,482	\$2,281,774	\$195,292

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Administrative Secretary	2.00	2.00	2.00	-
Finance & Policy Coordinator	1.00	1.00	1.00	-
Fire Captain	0.50	0.50	0.50	-
Fire Chief	1.00	1.00	1.00	-
Inventory Control Specialist II	1.00	1.00	1.00	-
Operations Supervisor	1.00	1.00	1.00	-
Master Mechanic	3.00	3.00	4.00^	1.00
Total	9.50	9.50	10.50	1.00

^Addition of Master Mechanic.

Budget Overview

The Fire Fleet Program expanded in mid-2019 by adding an additional customer contract with West Thurston Regional Fire Authority. The increased customer revenue allowed for an additional 1 FTE Mechanic to the Program to cover the additional customer hours and needed OFD capacity to the shop. The 2020 budget reflects a full year of costs associated with the new FTE.

Trends, Challenges, and Opportunities

- The new Fleet Maintenance & Billing software, as well as the Fleet Business Administrator position and the updated accounting procedures, continues to enhance the Fire Fleet Business model. Fire Fleet has leveraged these additions to provide services throughout the county.
- Fire Fleet continues to see additional requests for service by other fire agencies. There appears to be as much work available as the Fleet team chooses to take on and has the capacity to manage.
- The cost of supplies and services necessary to support the mission of the Department continues to increase due to inflation and increased call volumes. Expanding requests for service not only impacts apparatus and members, but places additional demands on Fire Department systems and structures that support the response.
- Maintaining the Fire Station buildings is a challenge every year with no added budget capacity (parts and supplies) for scheduled maintenance, repairs, and upgrades.
- Uncovering and creating new funding is a recent trend in the fire service that will continue for the foreseeable future.

- Finding new revenue streams is challenging in today's economy. Any new revenue-producing endeavors must provide high quality service, enhanced safety, and sustainability. The Administrative Program looks for opportunities to maximize the use of personnel and property in a way that generates funds for the City. No other program within the Fire Department has this focus.

2019 Accomplishments

- The mission of the Department could not be achieved without strong Administrative support. When the Fire Operations or the Fire Prevention Program celebrate an accomplishment, the Administrative Program played a critical part in that accomplishment.
- Retirement celebration for Fire Chief Greg Wright (34 years of service).
- Finance and Policy Coordinator was loaned to the Administrative Services Department at budget time to help with budget input for all City Departments.
- The Fire Department maintained the WSRB Class 2 Fire Protection (insurance) rating; one of only five such Departments in the State.

2020 Objectives

- The Administrative Program intends to continue to provide the high level of service that our members and the community expect from their Fire Department.
- The Administrative Program will continue to manage the fiscal and personnel support of the whole Department, as well as revenues and expenditures.
- The direction of the new Fire Chief will shape the work of the Administrative Program in achieving those goals.

Fire Prevention

Description

The mission of the Fire Prevention Program is to prevent fires and provide fire education that will minimize loss of life, injuries, and property loss for the citizens and the responders.

- The Fire Prevention Program fulfills this critical public safety function by:
 - Inspecting commercial properties
 - Providing fire safety plan review for all new construction projects within the City
 - Supporting the Fire Operations Program by assuring fire safety practices are in-place for new and remodeled commercial construction. Results from investigations are used to educate Firefighters and the public about the specific causes of fires, so that the information can be applied to mitigate future fires, thus meeting the mission to minimize loss of life, injuries, and loss of property.
- The Fire Prevention Program participates with other City Departments in conducting land use development plan review, new construction plan review, fire sprinkler and fire alarm construction permits, special permit inspections, fire investigation, and hazardous materials compliance.
- The Fire Prevention Program conducts fire safety training with fire extinguishers and evacuation planning for specific occupancies (assemblies, high rises, etc.). The Program also provides fire education classes within area schools.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$856,569	\$816,715	\$791,544	\$(25,171)
Supplies	18,307	43,040	33,040	(10,000)
Services	25,208	29,456	39,456	10,000
Interfund Payments	19,770	21,957	24,908	2,951
Total Expenditures	\$919,854	\$911,168	\$888,948	\$(22,220)

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Assistant Fire Chief/Fire Marshal	1.00	1.00	1.00	-
Fire Captain	1.00	1.00	1.00	-
Fire Prevention Officer	3.00	3.00	3.00	-
Total	5.00	5.00	5.00	-

Budget Overview

The 2020 budget reflects a slight decrease in the cost of labor and benefits, but otherwise holds the line for other expenditures.

Trends, Challenges, and Opportunities

- In late 2016 and into 2018, new construction exploded in Olympia placing a heavy demand on the Fire Prevention staff. New construction continued to increase in 2019 and is expected to remain active in 2020, thus increasing the demand for plan reviews and commercial inspections. The 2020 budget reflects a slight decrease in the cost of labor and benefits, but otherwise holds the line for other expenditures.
- The Fire Prevention Program continues to work hard at preventing structure fires and limiting injuries from fires within the business community through inspections and educational classes in fire safety and fire extinguisher usage. Success of this effort is documented in the Department's Class 2 Fire Protection (insurance) rating.
- Public fire safety education is taught in the schools to second and fifth grade students, and for the community/neighborhoods to impact fire losses in residential properties. Large community-focused events on fire safety are being done twice a year.
- High demand for new construction permits is driving the workload of the division, especially the position of Captain/Assistant Fire Marshal, who reviews most new plan submissions.
- High demand for new construction and innovative designs for projects on the remaining buildable sites in Olympia is driving the time commitments of the Assistant Chief/Fire Marshal.
- Re-opening of business occupancies that were closed during the recession is increasing the number of inspections being performed by the Fire Prevention Officers (previously titled Fire Inspectors).
- The ability to meet training requirements continues to prove challenging. All opportunities for quality, affordable training in prevention, investigation, firefighting and EMS are used.
- The Department is working hard to meet the growing demands for public contact and education for events, and fire safety/extinguisher training, the Fire Prevention Program has been the lead in this outreach.
- The Fire Safety Open House and Community Safety Event allows Fire Prevention members to reach children and adults in the community at one time, each year usually in the summer and fall. School visits make up the rest of the outreach to children.

2019 Accomplishments

- The 2019 Fire Safety and Rescue Spectacular event at the Hands on Children's Museum informed and entertained over 2,000 guests, and contributed to the HOCM in receiving an additional 1,500 new memberships during the event.
- The important work of the Fire Prevention Program and the Residential Sprinkler Program directly impacted the Fire Department's ability to maintain the WSRB Class 2 Fire Protection (insurance) rating; one of only five such Departments in the State. Keeping fire loss low is obviously good for Community Safety and Health in the neighborhoods and the Downtown core, but it also supports the local economy and limits impact to the environment.

2020 Objectives

- Prevention of fire must be a focus of any modern fire agency. With increasing density of buildings and people in the City of Olympia, such prevention is especially necessary, but can be very challenging in our fast-paced mobile society. The Fire Prevention Program will continue to inspect, review, approve, and advocate for safer buildings. Additionally, the Program will “speak” fire safety to everyone who will listen, from child to adult, to bring them into a “Safety Partnership” with their Fire Department.
- The Fire Prevention Program intends to continue to provide the high level of service the community expects from their Fire Department. The new Fire Chief will help the Fire Prevention Program achieve their goals of supporting the community.

Operations/Training/Emergency Management

Description

- Fire and EMS Operations (Fire and Medical response), along with the Training Division strive to provide the highest level of protection for the citizens and responders of Olympia. Emergency response includes fire suppression and emergency medical services, as well as hazardous materials and other technical rescue services. The Program coordinates all interactions of the uniformed Fire Department members with the public in both emergency and non-emergency situations.
- The Training Program contracts with Lacey, Tumwater, and other Fire Departments to extend fire ground training to their members, as well as bring revenue to the City.
- Emergency Management, the preparation and coordination of disaster response, is also included in Operations.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$13,196,434	\$13,303,302	\$12,801,869	\$(501,433)
Supplies	281,386	245,235	245,235	-
Services	359,586	249,160	259,815	10,655
Interfund Payments	389,333	436,686	513,213	76,527
Total Expenditures	\$14,226,739	\$14,234,383	\$13,820,132	\$(414,251)

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Assistant Fire Chief	1.00	1.00	1.00	-
Battalion Chief	4.00	3.00	3.00	-
Battalion Chief - Day Shift	1.00	1.00	1.00	-
Deputy Fire Chief	1.00	1.00	1.00	-
Fire Captain	0.50	0.50	0.50	-
Fire Lieutenant	21.00	21.00	21.00	-
Fire Lieutenant-Day Shift	1.00	1.00	1.00	-
Firefighter Paramedic	14.00	14.00	14.00	-
Firefighter	42.00	43.00	37.00	(6.00)
Fire Captain - Medical Services Officer	1.00	1.00	1.00	-
Fire Paramedic Lieutenant	3.00	3.00	3.00	-
Senior Program Specialist	1.00	1.00	1.00	-
Total	90.50	90.50	84.50	(6.00)

^Safer Grant FF's absorbed through attrition after Grant ended 04/30/19.

Budget Overview

The overall 2020 budget is lower than 2019, as it has 6 less FTE Firefighter positions. Otherwise the budget holds the line while still allowing the Fire Department to provide the level of service the community has come to expect.

Trends, Challenges, and Opportunities

- The Downtown Aid Unit was closed when the SAFER Grant concluded in April 2019, and the 6 FTE Firefighter positions absorbed through attrition to retain the experienced staff and the training investment.
- The cost of supplies and services necessary to support the mission of the Department continues to increase due to inflation and increased call volumes. Expanding requests for service not only impacts our response apparatus, but places additional demands on Fire Department staff.
- The City's temporary and affordable housing locations are designated for some of the City's most vulnerable persons. By definition, the medical needs of the most vulnerable can be

significant. The medical call volume generated by the most vulnerable is unlikely to be significantly reduced by offering housing, or mental health programs. With the loss of the Downtown Aid Unit, approximately 750 calls a month have been redistributed to the Downtown engine and truck. These additional calls negatively impact our emergency response system's ability to handle simultaneous emergencies.

- Olympia Fire Department began using a new EMS data entry system for reporting. The new electronic patient care reporting system is completely integrated with the Thurston County Medic One platform, and all EMS agencies in the County. This system provides increased ability to plan for future EMS needs, and allows for the transfer of needed medical information for higher efficiency in care while protecting patient medical confidentiality.
- The WSRB Class 2 Fire Protection (insurance) rating report showed that the Olympia Fire Department moved from a Class 2 rating, but just a few points away from being a Class 3 (a poorer rating), to the middle of the Class 2 rating range, based on their point rating formula. This improvement was achieved through the diligent work done by the Department over the last 5 years, especially in the area of training. The current report shows areas where we are not performing at the highest level, and those comments provide a roadmap for upcoming efforts.

2019 Accomplishments

- Newborn baby success story: Fire Department members deliver one or two babies per year as part of their medical mission, but the Department is also active in child protection. Years ago, the Fire Department put up signs at all of our stations that newborns would be accepted; no questions asked. As a result, our members were trained very specifically in a process for accepting a newborn baby. Earlier this year, that scenario played out at Station O3, as a couple dropped off their less than 24 hour old newborn baby. OFD members handled the situation "by the book" and with compassion. The Firefighters acquired the needed information and instructed the couple how to get in contact if they changed their mind. The baby was transported to Providence St. Peter Hospital and was safe! A day later, the couple contacted the Fire Department about how to reclaim their child. As part of the reclaim process, the couple asked OFD members to write a letter describing how they had been so caring the day they dropped off the newborn. OFD is not privy to all involved in the child reclaiming process, but this newborn baby was safe, protected, and the parents treated compassionately, all based on a sign displayed outside our Stations and our members great service!
- Retirement celebrations for Firefighter Don Smith (25 years of service), Paramedic Firefighter Valerie Anderson (25 years of service), and Paramedic Lieutenant Mark Stewart (31 years of service).
- Maintained the WSRB Class 2 Fire Protection (insurance) rating; one of only five such Departments in the State.
- Achieved a 71% Utstein Cardiac Arrest Resuscitation success results (66% over 5 years), which is the highest in the county.

2020 Objectives

- Continued implementation and execution of the Fire Department's 2017 – 2022 Strategic Plan.
- Complete the implementation of the Fire Department's succession plan, by transferring institutional knowledge to the new Fire Chief while maintaining the positive culture of the Olympia Fire Department.

- Maintain the level of service as call volumes increase for Fire and EMS.
- Continue the analysis of Fire and EMS calls for response times, as well as the distribution of emergent and non-emergent demand, while identifying ways to maintain the current level of service in an efficient manner.
- Track responses to non-emergency incidents for services and implementation of a non-traditional response resource.

Municipal Court



Mission

The mission of the Olympia Municipal Court, as an independent and impartial branch of government, is to provide objective, accessible and timely resolution of all cases appropriately coming before the Court, the protection of the rights of all individuals, and the dignified and fair treatment of all parties. Olympia Municipal Court is a contributing partner working toward a safe and vital community.

Vision

The court will strive to be a leader in innovative and evidence-based programs that will reduce recidivism and change behaviors.

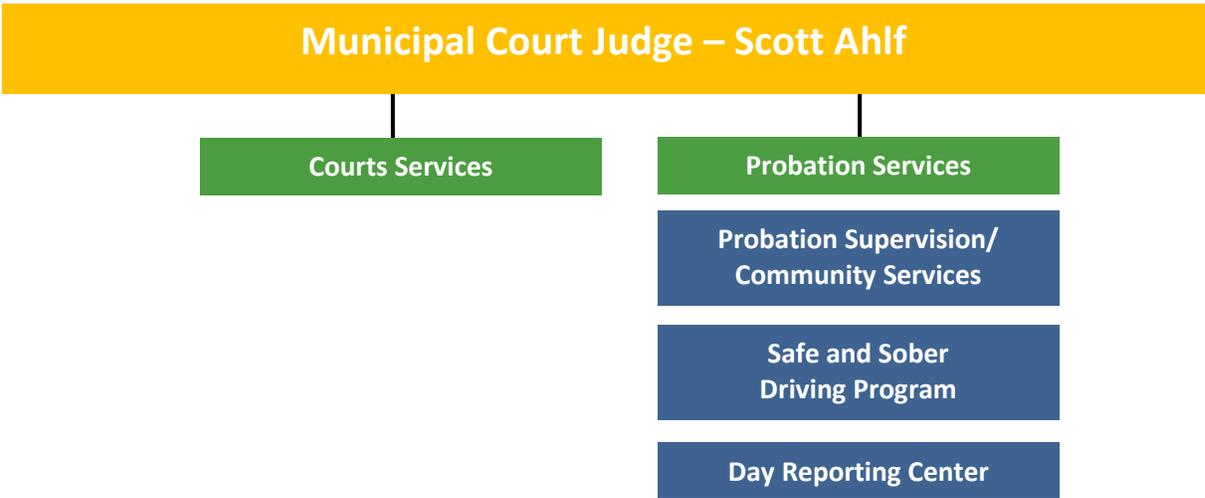
Description

The Olympia Municipal Court is a high-volume court, which hears cases involving misdemeanors, gross misdemeanors, traffic infractions, parking violations and City code violations. Our court is the initial contact with the legal system for many individuals. Court Services is primarily responsible for the day-to-day operations of court citation processing. This includes data entry, docketing and calendaring, case management/adjudication, receipting payments, fine distribution and compliance monitoring. It is the goal of this Court to require offenders to be accountable for their actions, and to work with these offenders to address the underlying issues relating to their offenses and reduce recidivism. The Courts' Probation Department continues to be a leader in the use of jail alternatives such as work crew, day jail, electronic home monitoring

(house arrest) and the use of alcohol sensing devices that inform the Court if someone is using alcohol in violation of a release condition, thereby posing a risk to the community.

Department Recap	2018 Actual	2019 Budget	2020 Budget	Change
Court Services	\$1,129,738	\$1,204,177	\$1,147,190	\$(56,987)
Community Court	121,074	135,414	97,976	(37,438)
Probation/Day Reporting	678,794	724,163	724,980	817
Total Expenditures	\$1,929,606	\$2,063,754	\$1,970,146	\$(93,608)

Recap of Expenditures	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$1,608,955	\$1,782,991	\$1,680,117	\$(102,874)
Supplies	44,231	20,095	20,095	-
Services	204,143	194,855	196,491	1,636
Capital Outlay	6,262	0	-	-
Interfund Payments	66,015	65,813	73,443	7,630
Total Expenditures	\$1,929,606	\$2,063,754	\$1,970,146	\$(93,608)



Community Court

Description

Community courts seek to respond to crime through a combined strategy of holding offenders accountable and offering to help defendants with a range of social needs. Community Court is a non-traditional approach that works to provide practical, targeted solutions rather than traditional punishment.

The Olympia Community Court opened its doors in January 2016. A community needs assessment has been conducted by various justice system and community stakeholders.

Working together with community partners specializing in housing, education, employment, chemical dependency, health care, licensing, mental health, transportation, LGBTQ and youth/family support services, the Olympia Community Court offers individuals a hand-up, with the goal of restoring the person and community.

Through a collaborative effort between Olympia Municipal Court, the Olympia City Prosecutor's Office, Olympia Public Defenders, the Olympia Police Department, and community organizations, Community Court seeks to break the cycle of crime, reduce recidivism, and reduce overall impact on the justice system involving offenders committing minor nonviolent offenses through case management and access to supportive services.

Olympia's Community Court gives selected low-level offenders the opportunity to have their cases either amended to an infraction, dismissed by entry of plea and a deferred sentence, or dismissed by entry into a stipulated order of continuance. If all conditions are met, the participant successfully graduates.

Many Community Court participants engage in work crew/community service. Most participants do a minimum of 2 days of work crew to give back to the community. The Community Court Garden provides an opportunity for community service.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$42,722	\$89,496	\$55,206	\$(34,290)
Supplies	25,149	1,670	1,670	-
Services	53,202	39,970	39,970	-
Capital	-			
Interfund Payments	-	4,278	1,130	(3,148)
Total Expenditures	\$121,074	\$135,414	\$97,976	\$(37,438)

Budget Overview

There are no significant changes to the 2020 budget for Community Court. Increases are related to staff salaries and benefits

Trends, Challenges, and Opportunities

- Olympia's Community Court is one of approximately 74 Community Courts in the nation
- Olympia's Community Court was chosen as one of four mentor courts in the nation by the Center for Court Innovation on behalf of the U.S. Department of Justice's Bureau of Justice Assistance in September of 2018. Olympia will continue to serve as a mentor court through June 30th, 2020. We have hosted 18 different jurisdictions and entities since becoming a mentor court.
- Community Court expanded its list of qualified criminal offenses from 14 to 28 in March of 2019.
- Any member of the community can walk into the Community Court Provider Building on a Wednesday morning for social services. A person does not have to be charged with a crime to get help.
- Olympia's Community Court partnered in 2019 with Thurston County Juvenile Detention to assist with the Community Court Garden. The Community Court Garden is generally tended to by Olympia's work crew.
- Community Court has 17 social service providers as of December 2019.
- In 2019, SPSCC interns began assisting with the program.
- The Community Court Provider building located at 909 8th Ave SE is a small venue to accommodate future growth for community court. With the expansion of providers and the number of eligible participants in 2019, space to accommodate everyone is a large factor. With the continued growth of the program, it will be difficult to accommodate everyone.
- Lack of available detox beds and inpatient bed dates have made it a real challenge to get participants connected in a timely manner to the resources they need for their addiction. As some of the inpatient facilities are out of town, transportation becomes an issue as many participants are without a license and vehicle.
- Lack of funding for housing continues to impact community court participants in that it can delay housing efforts.
- Currently, approximately 2/3 of criminal defendants eligible for community court do not show up for their arraignment and therefore are unaware that they even qualify for community court.
- Having an adequate amount of hours for case management. One part time case manager is currently employed by the city. Case management time has increased from 24 hours/week to 30 hours/week to keep up with the caseload.
- With the increased divide with our downtown population, adding a peacemaking component could provide an opportunity to decrease the tension and come up with alternative solutions.

2019 Accomplishments

- Olympia's Community Court was chosen as one of four mentor courts in the nation by the Center for Court Innovation on behalf of the U.S. Department of Justice's Bureau of Justice Assistance. Olympia will continue to serve as a mentor court through June 30th, 2020.
- The Community Court Garden engages participants on work crew to work in the garden and benefit from the harvest. The excess produce from the garden is taken to local shelters. As of recent, Pear Blossom Place is a chosen recipient.

- Additional social service providers in 2019 adds to the plethora of services offered under one roof at the Community Court Provider building. New providers in 2019 include: Northwest Justice Project, YWCA, Family Education and Support Services, Cindy Franklin LLC, and Capital Recovery BUPE Clinic.
- Judge Ahlf attended and spoke on a panel on behalf of Olympia’s Community Court in July of 2019 at the National Association of Drug Court Professionals Conference in Maryland. Olympia was chosen to speak by the Center for Court Innovation given our mentor court status.
- Community Court Executive/Public Defense Coordinator Diane Whaley and Chief Prosecutor Rocio Ferguson spoke in August of 2019 at the Community Partnership for Transition Solutions Summer Institute-Vision of Hope Conference at The Evergreen State College on the topic of Community Court.
- Since its inception in 2016, Olympia’s Community Court has served approximately 356 + people and celebrated 155 + graduates.
- Adding Capital Recovery BUPE Clinic as a provider has given us insight on medication assisted treatment, a much needed new component for the program.

Performance Measures: Community Court

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	# of graduates	225	51	43	16	75
	# of new participants	450	100	77	82	150
	# of service providers	17	11	12	17	20
Quality Measure	% of graduates who do not re-offend post-graduation	100%	N/A	77%	86%	100%
Cost-Effectiveness	Value of community service labor	\$97,200	\$12,452	\$14,410	\$9,624	\$32,400

2020 Objectives

- Use a hard start time for court.
- Use a non-compliance grid for more immediate sanctions and predictability.
- Decrease the amount of cases in which jurisdiction is extended.
- Continue to re-examine what is individual compliance for graduation.
- Continue to use an on-site modified Alcohol Drug Information School once/month.
- Continue to schedule mental health evaluations on site for those participants in which it is expected they may not make their off-site appointments.
- Continue to do drug and alcohol evaluations on site.
- Add more graduation mentors/volunteers.
- Continue to look at peacemaking as an option for participants.
- Create an advisory board.

Court Services

Description

The mission of the Olympia Municipal Court, as an independent and impartial branch of government, is to provide objective, accessible and timely resolution of all cases appropriately coming before the Court, the protection of the rights of all individuals, and the dignified and fair treatment of all parties. Olympia Municipal Court is a contributing partner working toward a safe and vital community. The Olympia Municipal Court is a high-volume court, which hears cases involving misdemeanors, gross misdemeanors, traffic infractions, parking violations and City code violations. Our court is the initial contact with the legal system for many individuals. Court Services is primarily responsible for the day-to-day operations of court citation processing. This includes data entry, docketing and calendaring, case management/adjudication, receipting payments, fine distribution and compliance monitoring. It is the goal of this Court to require offenders to be accountable for their actions, and to work with these offenders to address the underlying issues relating to their offenses and reduce recidivism. The Courts' Probation Department continues to be a leader in the use of jail alternatives such as work crew, day jail, electronic home monitoring (house arrest) and the use of alcohol sensing devices that inform the Court if someone is using alcohol in violation of a release condition, thereby posing a risk to the community.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$1,002,040	\$1,081,117	\$1,015,669	\$(65,448)
Supplies	11,329	7,800	7,800	-
Services	82,322	84,500	90,600	6,100
Capital	6,262	-	-	-
Interfund Payments	27,785	30,760	33,121	2,361
Total Expenditures	\$1,129,738	\$1,204,177	\$1,147,190	\$(56,987)

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Municipal Court Judge	1.00	1.00	1.00	-
Court Operations Supervisor	1.00	1.00	1.00	-
Case Manager	0.60	0.60	0.75*	0.15
Office Specialist II	2.00	2.00	1.00^^	(1.00)
Office Specialist III	4.00	4.00	4.00	-
Program & Planning Supervisor	1.00	1.00^	-	-
Olympia Municipal Court Director	-	-	1.00^	-
Total	9.60	9.60	8.60	(0.85)

^Reclassification to Olympia Municipal Court Director from Program & Planning Supervisor

^^ Reduction of 1.0 FTE.

*Increase FTE 0.15 from 0.60 to 0.75.

Budget Overview

There are no significant changes to the 2020 budget for Court Services. Increases are related to staff salaries and benefits. It is anticipated that the Court will receive \$25,000 for partial reimbursement of the Municipal Court Judge's salary for 2020 from the State through the Trial Court Improvement Fund.

Trends, Challenges, and Opportunities

- The court's case management system (JIS) is an outdated system from the 1980's. A plan was developed by IT in stages to implement a new system for all listed departments. Phase 1 – probation is complete. Phase 2 – prosecution and defense is in implementation stages. Phase 3 – court services is set for implementation in 2020. New legislative mandates make it very difficult to carry out sanctions and tracking. There is no public portal for JIS and thus access to justice becomes very difficult and time consuming for court staff. Having a common platform with probation, prosecution and defense will make movement of documents and tracking seamless. The Court can truly become a paperless court and the court process would be much more efficient. This comes with an added annual expense to the court budget.
- In early 2019, the Thurston County Commissioners voted on the location of a proposed new County/City Courthouse to be at the existing site of the City of Olympia Justice Center. This will go before voters in April of 2020. If approved by the voters, planning will begin for the temporary relocation of the Olympia court, prosecution, probation, and jail and the planning of a new County/City Justice Center.

2019 Accomplishments

- Re-negotiated contract with Thurston County Superior Court for annual juror list. Negotiated the contract at a lower fee – from \$500 to \$100 annually.
- Continued use of County/City warrant quash program – Courts' within Thurston County can adjudicate eligible warrants of other courts within the County without having the customer go from one location to another. Olympia has quashed 11 warrants out of Thurston County District Court to date for 2019. Thurston County has quashed approximately 45 warrants out Olympia Municipal Court to date for 2019.
- Continue use of the no cost weekly warrant add/on calendar for Olympia warrants. The Court averages 3-5 cases weekly on the warrant add/on calendar.
- 2019 was a transition year in that the Court reorganized staffing and streamlined procedures based on 1 less FTE. The hard work and dedication of staff made this change seamless as they continued to deliver excellent customer service and perform work exceptionally with little to no errors.

Performance Measures: **Court Services**

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	Criminal Cases Filed		1,192	1,294	1319	
	Infraction Cases Filed		1,361	1,465	1944	
	Parking Citations Filed		19,542	16,930	13,988	
	Hearings Held		6,124	6,328	6089	
	Parking Hearings Held		1,002	925	752	

Cost-Effectiveness Measure	Warrant Return Calendar-w/o booking	300	202	283	244	300
	Thurston County Warrant Returns-w/o booking	150	N/A	N/A	100	150
	Personal Recognizance Release Calendar	85%	69%	79%	80%	85%

2020 Objectives

- Obtain contact information from court customers to increase court attendance and reduce warrants.
- Implement a new case management system. Court will have a shared platform with prosecution, defense and probation which will help with the movement of documents among departments without the need of printing.
- A new case management system will provide a greater access to justice for customers of the court. Attorneys and customers can file documents electronically and receive documents electronically without delay.
- The Court and Parking Services will be re-organizing the parking process once the new parking software is implemented. Work will be redistributed, and the Court will no longer take payments on parking tickets. All payments will be collected through the City thus removing the need to remit funds from the Court bank account to the City's.
- The Court will evaluate implementing a text message reminder system. This will allow text messages to be sent to those customers of the court that sign up for the program to receive messages of upcoming court dates in hopes to reduce the number of warrants due to failing to appear.

Probation/Day Reporting

Description

Probation Services offers effective community supervision for misdemeanor offenders including pretrial and post disposition supervision, intensive supervision as well as active and bench supervision in the City of Olympia. Along with the correctional options programs offered as alternatives to incarceration, Probation Services continues to offer an array of treatment and counseling services to help motivate and guide clients out of the Court system. The Day Reporting Center (Options Program), comprised of intense probation programs and jail alternatives, continues to run successfully. Our goals include enhancing public safety while using alternatives to incarceration and allowing better management of jail costs to the City of Olympia.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$564,193	\$ 612,378	\$609,242	\$(3,136)
Supplies	7,753	10,625	10,625	-
Services	68,619	70,385	65,921	(4,464)
Interfund Payments	38,230	30,775	39,192	8,417
Total Expenditures	\$678,794	\$724,163	\$724,980	\$817

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Office Specialist III	1.00	1.00	1.00	-
Probation Officer II	-	2.00 [^]	2.00	-
Probation Work Crew Leader	2.00	1.00	1.00	-
Program Manager	-	1.00 ^{^^}	1.00	-
Senior Program Specialist-RPN	0.25	0.25	0.25	-
Jail Alternatives Officer	-	0.50 [*]	0.50	-
Total	3.25	5.75	5.75	-

[^]Reclassification from a Probations Officer I to Probations Officer II.

^{^^}Reclassification from Probation Services Supervisor to Program Manager.

^{*}Addition of 0.50 FTE.

Budget Overview

There are no significant changes to the 2020 budget for Probation/Day Reporting. Increases are related to staff salaries and benefits

Trends, Challenges, and Opportunities

Thurston County continues to struggle with maintaining certified domestic violence perpetrator treatment programs. In order for clients to have access to treatment in a timely manner, Probation Services staff attended training and are now certified to provide DV-MRT. This is a non-certified domestic violence program focusing on behavior change. Classes began in January.

The opiate crisis continues to be a challenge for our community. Probation clients struggling with this addiction are in need of both inpatient treatment beds and state funded outpatient treatment programs. In addition, affordable housing/sober living options are necessary for those in recovery to help maintain their sobriety. Unfortunately, locating housing can be difficult and is generally a factor when clients relapse. Closing the housing gap in our community would help to further advance the success of our clients.

2019 Accomplishments

- Probation Services began offering DV-Moral Reconciliation Therapy (MRT) to those clients charged with domestic violence offenses. Classes began in January 2019 and are offered weekly. Currently, there are three groups (2 men's and 1 women's group) open to OMC probation clients required to participate in domestic violence treatment. In January 2019, 31 men and 19 women entered into the 26-week program. Among the men participants, 11 have successfully completed the program and graduated and 9 have been discharged for failure to comply with program rules, the remaining 11 continue to attend group. Of the 19 women participating, 9 have successfully completed the program, 4 have been discharged for non-compliance and the remaining 6 continue to attend group.
- At this time the program is offered only to OMC probation clients. Other local jurisdictions have requested that we open the program to clients outside of OMC. This is an option that may be considered in 2020.
- Probation Services re-established the partnership with CP&D and Park Departments to provide watering services for newly planted street trees in 2020.
- The probation work crew maintained the Community Court garden which doubled in size in 2019.
- Probation Services partnered with Community Court by offering intake services for potential clients, an MRT program and work crew and community service options at no costs to their clients.
- Probation Services recently acquired a new case management system which has streamlined document creation and distribution. Working with IT Services, the other criminal justice partners (Court Services, Prosecution and Defense) will also be acquiring similar technology allowing our offices to provide all documents electronically and improve efficiency. Prosecution is scheduled to begin designing their system in summer 2019.

2020 Objectives

- Expand users for case management system to include Community Court case manager. This will allow that person direct access to any documents received and created. Currently documents are stored in e-probation system and forwarded to Community Court case manager who does not have user access.

- Transfer the Community Court Assessment Tool (CCAT), the risk and needs assessment to the new probation case management system. This will allow probation to complete that assessment within the system and provide the results directly to Community Court staff immediately after completion. This will eliminate printing and scanning the document in order to transfer electronically.

Performance Measures: Probation/Day Reporting

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	Active Probation Cases		200	200	212*	
	Inactive Probation Cases		450	450	465*	
	Deferred Prosecution Supervision		140	140	125*	
	Defendants on Warrant Status		1,300	1,300	1,851*	

Quality Measure	Successful Completion of DUI Alternative Program	100%	98%	100%	94%	100%
	Successful Completion of Jail Alternative Program	100%	91%	91%	87%	95%
	Defendants successfully completing Intensive Supervision		41	43	47	45

Cost-Effectiveness Measure	Defendants on Work Crew		72	118	142	100
	Defendants in Day Jail		20	29	19	25
	Defendants on Electronic Home Monitoring (EHM)		91	112	103	120
	EHM Jail Beds Saved		2,669	3,801	3,257	3,000
	Total Jail Beds Saved (EHM/Work Crew/Day Jail)		3,567	4,487	3,872	4,000

*these numbers reflect those retrieved from the new case management system. They may be slightly skewed as there were some issues with the conversion of data from the previous system.

Parks, Arts and Recreation



Mission

To enrich lives by connecting people with quality experiences.

Vision

Throughout our hiring, partnerships, services and community engagement we are: Respectful, Professional, Dedicated, Inclusive and Responsive.

Description

Olympia Parks, Arts and Recreation is a cornerstone to Olympia's high quality of life. Olympia's great parks, vibrant arts community, and variety of recreation programs enrich Olympians' lives and strengthen their connection to the community. One only has to walk to a neighborhood park, search for a new skill to learn, or catch the latest downtown Arts Walk to experience this. These facilities and programs promote active lifestyles, create a sense of place, and contribute to the local economy.

Department Recap	2018 Actual	2019 Budget	2020 Budget	Change
Administration*	\$955,875	\$1,233,207	\$1,118,713	\$(114,494)
Arts & Events	242,761	238,266	262,753	24,487
Facility Operations	1,349,339	1,154,338	1,454,577	300,239
Parks Maintenance	4,140,870	3,584,747	4,042,317	457,570
Stewardship	13,092	680,384	697,333	16,949
Planning & Design	587,396	591,802	618,446	26,644
Recreation	1,325,234	1,369,268	1,586,504	217,236
Grand Total	\$8,614,568	\$8,852,012	\$9,780,643	\$928,631

Recap of Expenditures	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$6,090,375	\$6,488,328	\$6,964,183	\$475,855
Supplies	357,361	312,306	374,683	62,377
Services	1,480,511	1,357,973	1,646,716	288,743
Capital Outlay	29,017	24,500	24,500	-
Interfund Payments	653,870	666,875	768,531	101,656
Interfund Transfers	2,030	2,030	2,030	-
Total Expenditures	\$8,613,164	\$8,852,012	\$9,780,643	\$928,631

2020 Objectives

Complete an assessment of current performance measures and reporting routines in coordination with Administrative Services Office of Performance and Innovation. The findings from this assessment will drive updates to future performance measures.

Parks, Arts and Recreation Revenue Sources and Operating Budget

	General Fund	Program Revenue	OMPD	Total
Revenue	\$5,549,609	\$1,883,174	\$2,347,860	\$9,780,643

Budget by Line of Business				
Administration	\$1,444,488	\$40	\$ -	\$1,444,528
Arts & Events	144,350	25,800	88,160	258,310
Facility Operations	966,530	362,858	108,707	1,438,095
Park Maintenance	2,477,560	149,300	1,197,725	3,824,585
Stewardship	(107,036)	-	793,937	686,901
Planning & Design	155,305	294,960	159,331	609,596
Recreation	468,412	1,050,216	-	1,518,628
Total Operations	\$5,549,609	\$1,883,174	\$2,347,860	\$9,780,643

General Fund

The Parks, Arts and Recreation Department (OPARD) receives 11% of the City’s General Fund revenues as per an Interlocal Agreement between the Olympia Metropolitan Park District and the City. The table to the right is the General Fund Tax Revenue to support the 2020 operating budget.

General Fund Revenue	2020 Estimate
Property Tax	\$1,332,352
Regular Sales Tax	\$2,278,619
B&O Tax	\$780,693
Private & City Utility Tax	\$1,157,945
Total	\$5,549,609

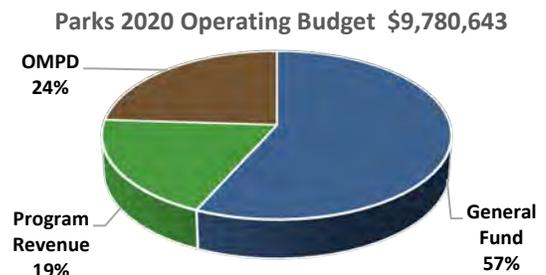
Olympia Metropolitan Park District (OMPD)

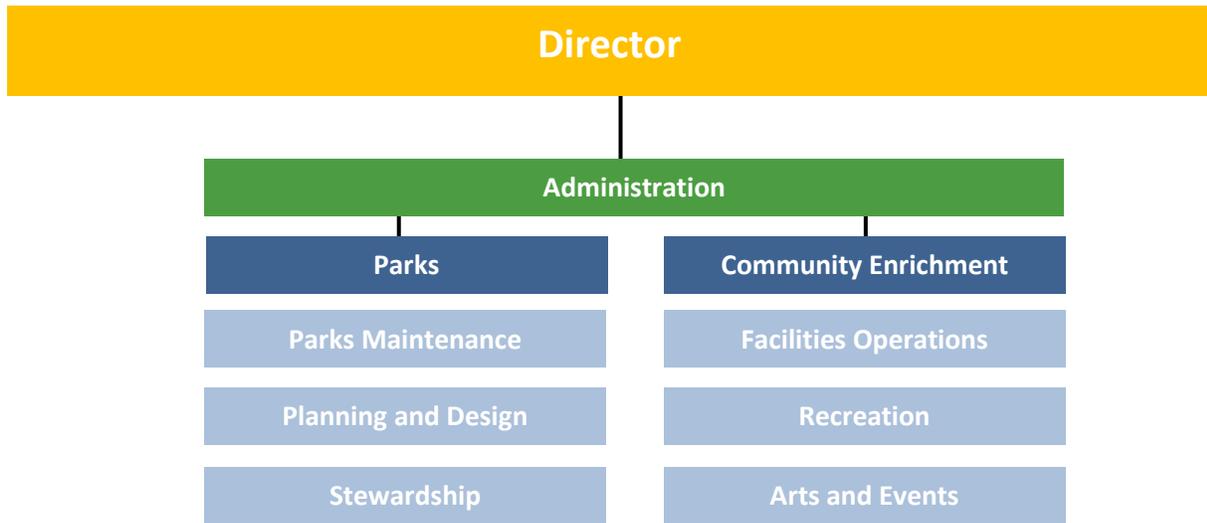
Olympia voters approved a Metropolitan Park District in 2016. The OMPD Board approves a budget and assesses property owners within the City of Olympia. The 2020 assessment is estimated to be \$0.54/\$1,000 Assessed Value. The table to the right is the total 2020 OMPD Budget.

OMPD Revenue	2020 Estimate
Operating Budget	\$ 2,347,860
Capital Facilities Plan	\$ 1,663,110
Debt Service	\$ 242,500
OMPD Admin. Costs	\$ 10,000
Total	\$4,263,470

Program Revenue

OPARD generates revenue from facility rentals and class fees. Program revenue makes up 19% of the overall operating budget.





Administration

Description

Administration provides department leadership in creating a workplace that promotes productivity, creativity, and accountability. Core services include emergency management, labor relations, communications, policy development and implementation, and budget development/oversight.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$502,734	\$557,617	\$ 559,951	\$ 2,334
Supplies	1,166	7,900	7,900	-
Services	223,838	415,935	272,821	(143,114)
Interfund Payments	228,137	251,755	278,041	26,286
Total Expenditures	\$955,875	\$1,233,207	\$ 1,118,713	(\$ 14,444)

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Assoc. Line of Business Director	2.00	2.00 [^]	-	(2.00)
Parks Arts & Rec Director	1.00	1.00	1.00	-
Director of Park Planning, & Maintenance	-	-	1.00 [^]	1.00
Director of Recreation, Arts, & Facilities	-	-	1.00 [^]	1.00
Total	3.00	3.00	3.00	-

[^]Reclassification from Associate Line of Business Director to Director of Park Planning, & Maintenance and Director of Recreation, Arts, & Facilities.

Budget Overview

The 2016 Parks, Arts and Recreation Plan provides a road map for budget decision-making. As community priorities evolve, it becomes increasingly more important to use the plan as a grounding tool, while remaining open and flexible to emerging opportunities.

In general, our success in terms of park land acquisition and facility development has outpaced our investment in park maintenance, which has created a need to re-evaluate our priorities and resource allocations moving forward as land acquisition and development continue, it is likely that future budgets will require a gradual shift from capital funds towards operating to ensure adequate maintenance resources.

Trends, Challenges, and Opportunities

The biggest challenge facing OPARD is striking a balance between expanding programs, facilities, and services while also increasing maintenance and program resources that are necessary to deliver high quality services.

As we invest in our park system and upgrade facilities, the increasing demand on services and facilities continues to rise. Although having more residents enjoying our parks and programs is a success, it also results in rising costs for service delivery. For several years our recreation program participation, shelter and facilities rentals, and ballfield usage have continued to grow. We have also experienced a strong community response to low-cost or free family activities being provided such as the seasonal Oly on Ice and the new Woodruff Sprayground. These are both examples of opportunities being realized, but also challenges being presented in terms of stretching staff capacity.

2019 Accomplishments

The Department as a whole continues to operate in an effective manner. Response to the community is consistent and professional, and that effort is rewarded with strong support of the community through our activities and services. The department is valued by our community, and that is something we are grateful for every day.

In 2019, we went through an in-depth process to evaluate staff levels and capacity of each line of business. This process included input from all levels within the department and resulted in making some adjustments within the structure of the Recreation and Facility Operations Line of Business, moving the Arts Line of Business to City Hall, and as a part of this budget process, added two additional Parks Maintenance Worker positions to help with our expanding facilities. This evaluation is a work in progress, and we'll need to continue to monitor service levels as new facilities are provided for the public.

Beyond staffing, the Washington Wildlife and Recreation Program allocation in the 2019-2021 State Capital Budget included funding for four different OPARD projects totaling \$2,318,000 in state funding. These funds are a direct result of the community's ability to provide a local match through voted funding measures, and ongoing efforts from the Planning Line of Business to pursue outside funding opportunities.

2020 Objectives

The department will continue to evaluate staffing levels to support the increased demand on our services as well as to meet the requirements to maintain safe, clean and enjoyable parks and facilities.

Two key projects will be led by our department in 2020; the Parks Plan update and the Yelm Highway Community Park Master Plan. These two projects will require strong and creative leadership to support staff as well as ensure our community feels valued and heard.

Arts and Events

Description

Olympia Arts and Events facilitates Arts Walk, Percival Plinth Project, Traffic Box Wraps and other arts programming each year, acquires and maintains the City's collection of public art, is engaged in the City's Arts, Cultures and Heritage (ArCH) planning team, and serves as staff to the Olympia Arts Commission.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$200,236	\$206,068	\$ 218,044	\$ 11,976
Supplies	1,624	1,170	1,170	-
Services	33,019	21,184	27,668	6,484
Interfund Payments	7,883	9,844	15,871	6,027
Total Expenditures	\$242,761	\$238,266	\$ 262,753	\$ 24,487

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Program Manager	1.00	1.00	1.00	-
Program Specialist	0.75	0.75	0.75	-
Total	1.75	1.75	1.75	-

Budget Overview

There are no significant changes to the 2020 budget for Arts and Events. Increases are related to staff salaries and benefits and a modest increase in the budget for Arts Walk.

Trends, Challenges, and Opportunities

Arts Walk revenue continues to be in slow, steady decline. While we have increased sponsorship, and changed the fee structure for food vendors, registration has not increased. New efforts in Arts Walk programming are re-invigorating the event, and we will continue to find ways to promote the value of business participation, while diversifying funding strategies.

Olympia's newly certified Creative District designation, and ArCH efforts offer great opportunity to support Arts, Cultures and Heritage in our community, and bring potential needs in staffing and funding.

2019 Accomplishments

- Arts Walk sponsorship (\$8,500) exceeded estimated revenue (\$6,000) in 2019, to help bridge the gap in registration decline
- Online Percival Plinth Project voting doubled participation
- “The Call of Duty” by Haiying Wu at Fire Station 4 replaced under warranty
- “Growing II” by Jesse Swickard, installed at Woodruff Park, as a gift of the artist
- Olympia granted the third certified Creative District designation in the State of Washington
- Concept plan for first Olympia Art Crossing approved by Council
- First year of the Grants to Arts Organizations program

2020 Objectives

- Increase accessibility of arts programming for emerging artists and artists of color.
- Create more efficiencies in programming to allow for continued growth. In 2019, online plinth voting shift resulted in a significant staff time savings, manual data entry went from 24.5 hours in 2018 to 8.5 hours in 2019. This was a 65% workload reduction for staff data entry time related to the project.
- Apply for grants to innovate Arts Walk programming.

Performance Measures: Arts & Events

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	Artworks in Public Collection	+3/year	112	121	125	128
Quality Measure	Condition Reports on Public Art Pieces that Result in a Positive Rating	80%	87%	95%	93%	>80%

Facility Operations and Support Services

Description

The Facility Operations Program is responsible for the scheduling and use of key public facilities in the Department. This includes room rentals at The Olympia Center, park shelters, transient moorage at Percival Landing, and the Harbor House at Percival Landing. In addition, the Program is responsible for scheduling games, tournaments, and practices on City and Olympia School District athletic fields. Staff also provides for the coordination of unique facility requests throughout the park system. Facility Operations provides support to community service partners that include Senior Services for South Sound, the Olympia Farmers Market, and the Sandman Foundation.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$914,380	\$938,890	\$ 947,744	\$ 8854
Supplies	38,989	42,155	44,766	2,611
Services	393,124	169,162	455,530	286,368
Interfund Payments	1,442	4,131	6,537	2,406
Total Expenditures	\$1,347,935	\$1,154,338	\$ 1,454,577	\$ 300,239

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Maintenance Worker I (Oly Center)	4.00	4.00	4.00	-
Maintenance Worker II	1.00	1.00	1.00	-
Program Specialist	0.65	0.65	0.30^	(0.10)
Public Service Representative	3.40	3.40	3.40	(0.25)
Supervisor II	1.00	1.00	1.00	-
Supervisor I	-	-	0.35^	0.35
Program Manager	-	-	0.50^^	0.50
Total	10.05	10.05	10.55	0.50

^Reclassification from Program Specialist to Supervisor I.

^^Reorganization .5 FTE from Recreation.

Budget Overview

The 2020 budget includes our seasonal ice rink, Oly on Ice. This is the first year this part of our services has been included in the operating budget, although by 2020 we will be in our third season. Oly on Ice is the primary driver for the increase in expenses and revenues.

In addition, community access to department facilities (through reservations) remains strong. The Olympia Center, Harbor House and park shelters are all realizing significant hour and revenue increases. Athletic facilities remain strong as well.

Trends, Challenges, and Opportunities

The community's appetite for value priced facility options is gaining momentum. Our department has two examples of impacts this creates. First, park shelters, while priced competitively with surrounding jurisdictions and using models from around Puget Sound, continue to see strong use. While this means more revenue, it also increases the set up and follow up responsibilities on our Parks Maintenance crew that has the job of making sure the facilities are clean and safe before and during each reservation. Second, The Olympia Center and Harbor House have experienced increased use between community rentals, recreation program expansion and the growth of Senior Services for South Sound. Continued growth into 2020 will require our department to look at high use pressure points and consider increasing staff FTE to meet the demands. In both cases, user generated revenues should be used to cover any staff enhancements required.

Oly on Ice, our seasonal ice rink, continues to be a popular holiday destination for the community as gate receipts nearly mirrored our initial season. Sponsors were strong, and that must continue to grow for this to be a sustainable event.

In 2020, we will begin construction on adding synthetic turf and lights to the second field at Stevens Field. This will be a benefit to leagues and tournaments that look for reliable, weather resistant fields for their events. As with any other expansion of use, it will increase staffing needs. Revenues generated from the facility should offset any increased staffing resources required.

2019 Accomplishments

- Oly on Ice returning for "year two" was a significant undertaking in sponsorship generation, marketing and operational upgrades.
- Facility reservation hours and revenues exceeded 2019 projections and shows the community trust in the services we provide for their diverse facility needs.

2020 Objectives

2020 will continue a 2019 emphasis on transitioning from a basic customer service model to a priority of hospitality. Rather than asking ourselves "what do we do for people" and "how well do we do it", we will take it to another level and get customer feedback on how our attention to their needs "makes them feel." Current research indicates this is a better measure to determine return rates from customers.

Performance Measures: **Facility Operations and Support Services**

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	Games annually scheduled on City fields	2% annual growth	1,989	1,818,	2,176	2,220
	Community use on Olympia School District fields (hours)	8,000	8,804	9,877	8,982	8,000
	Rentals at The Olympia Center and Harbor House (hours)	2% annual growth	4,821	6,059	7,270	7,270

Parks Maintenance and Operations

Description

The Parks Maintenance Program is responsible for keeping 49 parks totaling 1,352 acres safe, clean, and enjoyable. Maintenance responsibilities include park restrooms, picnic shelters, playground equipment, three ballfield complexes, Heritage Park Fountain, park trails, neighborhood parks, Percival Landing, undeveloped park sites, street trees, and school fields.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$2,993,266	\$2,654,123	\$ 2,884,038	\$ 229,915
Supplies	276,334	211,851	254,321	42,470
Services	452,026	388,147	490,213	102,066
Capital	29,017	24,500	24,500	-
Interfund Payments	390,228	306,126	389,245	83,119
Total Expenditures	\$4,140,870	\$3,584,747	\$ 4,042,317	\$ 457,570

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Electrician	1.00	1.00	1.00	-
Field Crew Leader	1.00	1.00	1.00	-
Lead Worker	3.00	3.00	3.00	-
Maintenance Worker I	4.00	4.00	4.00	-
Maintenance Worker II	9.00	9.00	10.00*	1.00
Program & Planning Supervisor	1.00^	-	-	-
Program Assistant	1.00	1.00	1.00	-
Supervisor III	2.00	1.00^^	1.00	-
Parks Operations and Maintenance Manager	-	1.00^	1.00	-
Maintenance Worker I Arborist	-	0.75	0.75	-
Program Aide	0.75^^	-	-	-
Program Specialist	1.00^^	-	-	-
Ranger II	2.00^^	-	-	-
Total	25.75	21.75	21.75	1.00

^Reclassification of Program & Planning Supervisor to Parks Operations and Maintenance Manager.

^^Reorganization moved to Stewardship Program.

*Addition of 1.0 FTE MWII through 2020 budget process approval

Budget Overview

The 2020 Parks Maintenance Operating Budget shows a modest increase from 2019. There is an added Maintenance Worker II position, increased funding for utilities, and funds to purchase smartphones for implementing a Computerized Maintenance Management System. These added resources will help Park Maintenance keep up with increasing maintenance demands including the Woodruff sprayground, proposed new dog parks, increased mowing demands, increased shelter reservations, and increased athletic field use.

Trends, Challenges, and Opportunities

- Rising utility costs for Water, Sewer, Garbage, Recycling, Stormwater and Sewer Treatment (LOTT).
- City Growth – as park use goes up, so do the impacts to maintenance.
- Park Acquisition and Development – Recent park development projects include a pump track and ice rink on the Isthmus and a new sprayground at Woodruff Park. Three new off-leash dog areas and the development of trails at Kaiser Woods are on the horizon. These amenities will require additional resources to operate and maintain.
- Green Maintenance Practices – limiting pesticide use, using alternative methods to control vegetation such as a weed burner, converting to LED lighting, reducing carbon output with electric equipment and vehicles and reducing vehicle idling times.
- Proactive maintenance – looking to add a work order system to achieve a higher degree of proactive and preventative maintenance thus extending the life of City assets.

2019 Accomplishments

- Supported the setup, take down and operations of the Ice Rink and Bicycle Pump Track.
- Hired Arborist for street tree maintenance.
- Implemented LED lighting upgrades to Percival Landing.
- Replanted the remaining half of the green roof at Karen Fraser Woodland Trail restroom.
- Completed Crime Prevention through Environmental Design evaluation of Priest Point Maintenance Facility and recommended changes to protect City assets.
- Evaluated several work order systems and asset management systems. Made recommendations to Leadership Team.
- Implemented upgrades to valves, cleaning system and electrical system of the Heritage Fountain.

2020 Objectives

Implement a Computerized Maintenance Management System that provides an efficient work order system, lifecycle management and future forecasting for parks and facilities.

Performance Measures: **Parks Maintenance and Operations**

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	Total Maintenance and Stewardship Hours	Increase as park inventory grows	41,822	50,760	50,800	52,360

Park Stewardship

Description

Park Stewardship includes the volunteer, park ranger, and environmental education programs. Staff in Stewardship work together to accomplish the goals of ensuring safe, clean accessible parks for all, managing natural resources through stewardship and creating meaningful experiences for park users. Through this program, the department is able to provide daily connections to nature, cultivate partnerships with a wide variety of organizations and maintain safety in parks.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$ -	\$591,032	\$ 602,481	\$ 11,449
Supplies	574	6,500	8,466	1,966
Services	12,000	12,960	12,960	-
Interfund Payments	518	69,892	73,426	3,534
Total Expenditures	\$13,092	\$680,384	\$ 697,333	\$ 16,949

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Program Aide	-	1.00 ^{^*}	1.00	-
Program Specialist	-	1.00 [^]	1.00	-
Ranger II	-	3.00 ^{^**}	3.00	-
Supervisor III	-	1.00 [^]	1.00	-
Total	-	6.0	6.0	-

[^]Reorganization moved to Stewardship Program.

^{*}Increase FTE by 0.25.

^{**}Removed 2.0 seasonal rangers, added 1.0 additional FTE.

Budget Overview

Overall, the 2020 Park Stewardship budget is very similar to 2019. This is the second year the program has had a distinct budget from the rest of Park Maintenance. The Program Aide position is being reclassified to a Program Assistant. The reclassification will sustain the current levels of service, which have grown in complexity and the need for technical knowledge. Funding for the reclassification will be made possible by eliminating the seasonal ranger position.

Trends, Challenges, and Opportunities

- Continuing area population growth will increase park usage and community demand for safety, environmental education and volunteer opportunities.
- Park property acquisition and development will increase the scope of responsibility for the park rangers.
- As the City's Homeless Response Strategy continues to develop shelter and housing, ranger presence at parks properties will be critical to discourage illegal encampments.

2019 Accomplishments

- Projected 8,000 Park Stewardship volunteer hours.
- Selection and hiring of third full-time ranger.
- Implemented Galaxy Digital volunteer management software.
- Number of needles collected decreased and the ratio of loose to boxed needles improved.
- Opened new Northeast Neighborhood Connector Trail.
- Successful application of REI grant to support mountain bike trail development.
- Implemented an off-leash dog/dog waste public education campaign.

2020 Objectives

- Increase program's community connection and visibility to encourage daily interaction with nature in parks and participation in natural resource management through volunteering
- Environmental restoration at former encampment locations
- Partner with Olympia Police Department to develop a Park Watch or similar volunteer program led by park rangers
- Implement strategic plan for management of invasive species by volunteers
- Expand interpretive programming to increase environmental education opportunities

Performance Measures: Park Stewardship

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Efficiency Measure	Number of Stewardship Volunteers	Maintain	2,498	2,536	2,400	2,400
	Stewardship volunteer work hours	Maintain	8,442	8,517	8,000	8,000

Planning and Design

Description

The Planning and Design Program is responsible for implementing the adopted Parks, Arts and Recreation Plan. This involves acquiring, planning, designing, and constructing a variety of parks and open spaces to meet citizens' recreation, leisure, and wellness needs.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$563,036	\$568,110	\$ 591,072	\$ 22,962
Supplies	649	2,100	2,100	-
Services	12,520	10,204	13,704	3,500
Interfund Payments	9,161	9,358	9,540	182
Interfund Transfers	2,030	2,030	2,030	-
Total Expenditures	\$587,396	\$591,802	\$ 618,446	\$ 26,644

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Associate Planner	0.75	0.75	0.75	-
Program & Planning Supervisor	1.00	1.00	1.00	-
Program Assistant	1.00	1.00	1.00	-
Project Engineer II	1.00	1.00	1.00	-
Senior Engineer	1.00	1.00	1.00	-
Total	4.75	4.75	4.75	-

Budget Overview

Overall, the Planning and Design program budget is very similar to 2019 with no changes to staffing levels. The Planning and Design Program plans, acquires, designs, and constructs Olympia's park lands and facilities. The program's core services are policy analysis, park master planning, land acquisition, land management, site and facility design, infrastructure inspection and assessment, contract management, and construction administration.

Trends, Challenges, and Opportunities

- Annual increases in software costs continue to be a challenge.
- The salaries of the two engineers who manage capital projects are paid primarily out of the capital projects that they manage. While this does not appear to be a challenge in the near term, should there be a longer-term trend away from capital projects there would be a salary gap to cover.

2019 Accomplishments

- Constructed a sprayground at Woodruff Park
- Constructed a new bulkhead for Percival Landing near Water and State Streets
- Acquired a new 10-acre neighborhood park in northwest Olympia
- Awarded \$2.318 million in grant funds for four capital projects: synthetic turf and lights at Stevens Field #2, a sprayground for Lions Park, a multi-modal trail in Grass Lake Nature Park, and purchased a portion of LBA Woods.

2020 Objectives

- Acquire land for at least one new neighborhood park.
- Invest \$750,000 into major maintenance projects in our parks.

Performance Measures: Planning and Design

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	Total park system acreage	1,392	1241.94	1342.06	1352.06	1357.06
	Percentage of land within ½ mile of a park entrance	100%	60.33%	61.88%	63.53%	65.75%
Quality Measure	Estimated cost of major maintenance needed	\$0	\$4.4M	\$6.9M	\$6.5M	\$6.1M

Recreation

Description

The Recreation Program provides a wide variety of programs for the community, including athletics, fitness and enrichment classes, outdoor adventures, youth camps and clinics, and teen camps/trips.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$916,724	\$972,488	\$ 1,131,884	\$ 159,396
Supplies	38,026	40,630	40,630	-
Services	353,984	340,381	395,619	55,238
Interfund Payments	\$16,500	15,769	18,371	\$2,602
Total Expenditures	\$1,325,234	\$1,369,268	\$ 1,586,504	\$ 217,236

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Lead Recreation Specialist	-	0.15 [^]	0.15	-
Program Specialist	3.10	3.10	3.20 ^{^^}	0.75
Recreation Specialist	3.42	3.27 [^]	2.52 [*]	(0.75)
Supervisor I	2.00	2.00 ^{**}	0.65 ^{^^}	-
Program Manager	-	-	1.50 ^{**}	(0.50)
Total	8.52	8.52	8.02	(0.50)

[^]Reclassification of 0.15 FTE Recreation Specialist to Lead Recreation Specialist.

^{^^}Reclassification of 0.75 FTE from Program Specialist and then 0.35 FTE expensed to Facility Operations.

^{*}Reclassification of 0.75 Recreation Specialist to Public Service Representative.

^{**}Reclassification 2.0 Supervisor I to Program Manager in mid-2019. .5 moved to Facility Ops

Budget Overview

The Recreation program underwent a restructuring to better align with the supervisory structure in the rest of the department. This resulted in no net gain of FTEs, but some FTEs were reallocated to meet the ongoing expansion of recreation offerings in our community.

Trends, Challenges, and Opportunities

The most obvious challenge will be meeting the needs of families during the summer months. Our camp programs have been overwhelmed with waitlists the past couple summers, despite adding one new full day camp site as well as increasing offerings for more specialized camps. It will be important to develop a strategy that allows us to build on our success in a sustainable way, paying close attention to the quality of our offerings (specifically as it relates to hiring quality seasonal staff).

2019 Accomplishments

- Set participation and revenue records in 2019.
- The Recreation Program expanded offerings to pre-teens and teens, taking advantage of early release school days and school breaks to engage this age group. Activities have included skateboarding, rock climbing and skim boarding activities; all of which have a unique appeal to this age group.

2020 Objectives

The recreation program continues to lean on best practices in the industry related to marketing, data collection and analysis, and increasing offerings of new programs.

Performance Measures: Recreation

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	Participation in recreation activities (hours)	2.8% annual growth	252,180	278,672	301,442	303,260

Quality Measure	New activity offerings	20%	10.2%	13.28%	13.59%	15%
	Participant repeat rate	45%	37.2%	38.6%	38.2%	40%
	Activity participants quality rating (1-5 scale)	4.5/5	4.62	4.61	4.25	4.5
	Customer service rating (1-5 scale)	4.5/5	4.67	4.72	4.76	4.5

Police



Mission

The mission of the Olympia Police Department is to consistently earn the trust of the residents and visitors in our community. We accomplish our mission through a team approach to proactive policing, corrections, community education and support services. We are recognized as compassionate, respectful, highly trained, innovative people who are dedicated to making a positive difference in the City of Olympia.

Vision

We are a professional law enforcement agency respected and trusted by our community. Our employees are empowered and challenged to solve problems at the lowest level in the organization. We honor and respect each other as valued members of the department. We are constantly learning through professional training and the opportunity to pursue a wide range of unique specialty assignments. We operate in a model of excellence, and our community shows pride in our efforts by providing the support and resources to deliver the best policing services to the City.

Description

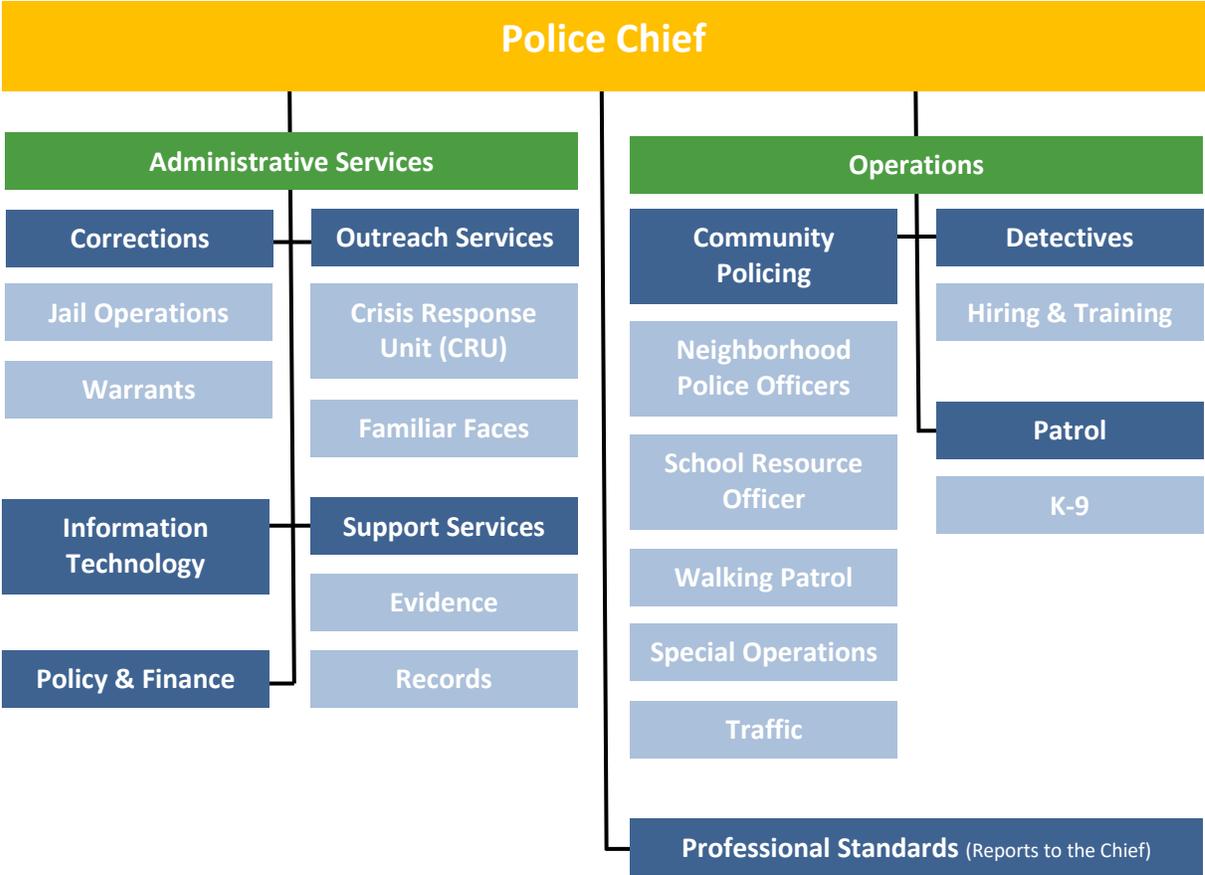
The City of Olympia Police Department (OPD) provides professional, innovative, and progressive criminal justice services to the Olympia community. In 2019, the Olympia Police Department worked toward accomplishing department goals to support the department mission and vision. In 2019, OPD continued creating opportunities for outreach in the community. The Department engaged with over 300 community groups, from neighborhood associations to local shelters. Staff at every

level of the Department built relationships with the public, attended events, meetings, and celebrations of all kinds. In addition, quality one-on-one interactions continue to further the Department's mission of building public trust. Throughout 2019, OPD continued to be a professional law enforcement agency respected and trusted by the community and provided OPD staff with contemporary and progressive law enforcement training. Recruiting, hiring and training of new staff is an important part of building a diverse and highly capable workforce that contributes to community health and safety and is in line with community values.

The Department is comprised of two Lines of Business: The Operations Line of Business and the Administrative Services Line of Business. The Office of the Chief oversees the entire Department and is responsible for the Department's Professional Standards program.

Department Recap	2018 Actual	2019 Budget	2020 Budget	Change
Administration Services	\$5,360,230	\$6,071,152	\$6,339,918	\$268,766
Operations	13,051,460	13,737,372	14,197,206	459,834
Total Expenditures	\$18,411,690	\$19,808,524	\$20,537,124	\$728,600

Recap of Expenditures	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$14,607,741	\$15,673,515	\$16,351,421	\$677,906
Supplies	906,720	406,650	431,451	24,801
Services	1,821,280	2,584,092	2,610,190	26,098
Capital	48,255	-	-	-
Interfund Payments	1,027,695	1,144,267	1,144,062	(205)
Total Expenditures	\$18,411,690	\$19,808,524	\$20,537,124	\$728,600



Administrative Services

Description

The Administrative Services Line of Business is responsible for the law enforcement records management, evidence, technology, outreach and crisis response, policy, corrections and Department finances. The Department's Corrections Services Line of Business is responsible for the care and custody of those accused and convicted of misdemeanor crimes. Corrections runs the Olympia City Jail, a 28-bed facility, and administers contracts with the Lewis County and Yakima County Jails for additional bed space. The Jail offers services to include medical, mental health, meal, Alcoholics Anonymous, and other services to provide care for inmates. Administrative Services oversees the community-based crisis response and peer support programs. The Crisis Response Unit (CRU) program was created after voters approved funding through the public safety levy to deliver non-enforcement response to individuals experiencing crisis. The Familiar Faces program is partially grant-funded, and partially City-funded program implemented through a partnership with Catholic Community Services that provides peer navigators to work with our community's highest utilizers of services to seek out non-enforcement solutions. In 2019, both programs were fully staffed and had intentional contacts with over 5,000 community members.

The Olympia Police Department Administrative Services Line of Business has 1 Support Administrator, 1 Corrections Lieutenant, 3 civilian managers, 3 limited-commission Corrections Sergeants, 9 limited-commission Corrections Officers, and 11 civilian staff. Together, the members of the Olympia Police Department deliver community-centered public safety.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$3,657,257	\$3,727,791	\$3,795,825	\$68,034
Supplies	279,051	153,040	167,440	14,400
Services	1,284,350	2,050,304	2,218,381	168,077
Capital	7,370	-	-	-
Interfund Payments	132,202	140,017	877,952	737,935
Total Expenditures	\$5,360,230	\$6,071,152	\$7,059,598	\$988,446

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Administrative Secretary	1.00	1.00	1.00	-
Computer Support Specialist	1.00	1.00	1.00	-
Corrections Lieutenant	1.00	1.00	1.00	-
Corrections Officers	9.00	9.00	9.00	-
Evidence Custodian	1.00	1.00	1.00	-
Finance & Policy Coordinator	1.00	1.00	1.00	-
Jail Sergeant	3.00	3.00	3.00	-
Lead Worker	1.00	1.00	1.00	-
Police Support Administrator	1.00	1.00	1.00	-
Program Assistant	6.00	6.00	6.00	-
Program Manager	1.00	1.00	1.00	-
Secretary	2.00	1.00 [^]	1.00	-
Supervisor IV (Records Manager)	1.00	1.00	1.00	-
Total	29.00	28.00	28.00	-

[^]Reorganization of 1.0 FTE Secretary to Operations.

Budget Overview

- There are no significant changes to the 2020 budget. Cost of personnel is up in the Administration Line of Business while cost of personnel is down in the Operations Line of Business because staff has realigned expenditures to more accurately reflect where services are rendered.
- OPD received grant funding through the Washington Association of Sheriffs and Police Chiefs for mental health support for vulnerable populations.
- OPD contracts with Lewis County Jail and Yakima County Jail to provide additional inmate bed space and create capacity to allow for proper classification and housing.
- OPD contracts with Catholic Community Services for peer navigators for the Familiar Faces Program and an MHP that is shared by the Jail and Familiar Faces program.
- OPD contracts with Healthcare Delivery Services for Medical Care for the Olympia City Jail inmates.

Trends, Challenges, and Opportunities

- OPD has the challenge of keeping up with the cost of changing technologies and equipment replacement to meet the evolving needs of the workforce and the community. Technology support is also an issue as the number and use of technology resources increases; the department is partnering with City Information Services to effectively manage the implementation of technology services in OPD.
- The Department struggles with aging and inadequate facilities including the jail; the building continues to experience physical deficiencies and requires regular repair impacting Facilities staff. The City Jail also lacks sufficient individual cells for offenders who need to be separated from the general population to ensure safety and proper short-term care. The City needs to address the critical issue of how it will meet its obligation to house misdemeanor prisoners in coming years as the jail is an essential piece of the puzzle as it relates to connecting individuals to resources and services, improving the livability of the City of Olympia.
- Cost increases in professional services, including contract beds, and medical services has presented budget challenges.
- Changes in State funding for mental health services in the jail has presented a challenge to OPD requiring the Department to secure a vendor and funding for a mental health provider to deliver mental health care to inmates housed in jail.
- An increase in the intake of evidence for criminal cases in the City of Olympia is resulting in an increased workload (intake, retrieval, return, and destruction).
- Enhancement of our community-based crisis response programs to meet the individual needs of our unique community.
- New laws for firearms have increased the workload for Records staff.
- OPD is working to secure a new vendor for alarm billing due to changes to the program administration.

2019 Accomplishments

- Full implementation of levy funded programs.
- Continued success engaging middle management in the budget process enhancing transparency, responsibility, and accountability for the OPD budget.
- Community based crisis response teams received the 2019 Association of Washington Cities Municipal Excellence Award.
- Secured additional resources for inmate housing.
- Awarded a WASPC grant for \$100,000 to cover costs of community-based crisis response services (Familiar Faces).
- Tempe, AZ Police Department visited to discuss our successful response to homelessness.
- Passed six successful state and federal audits.
- Partnered with Information Services to streamline management and oversight of technology services in OPD.
- Reduced cost of policy contract services by \$6,000 through negotiation and partnership with outside vendors.
- Participated in a taser buy-back program that increased revenue by \$6000.
- Reviewed revenue billing and increased revenue income for the year by \$24,555.

- Updated cell phone contracts, resulting in an annual savings of \$9,000.
- Partnered with Information Services to eliminate dual licensure on software products for MDT's resulting in an annual savings of \$7000.

Performance Measures: **Police Administrative Services**

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	Number of Familiar Faces Contacts	2,609	N/A	N/A	2,372	+10%
	Transition Visits in the Jail	50	N/A	41	4	+1250%
	Police Manual Output	158	N/A	N/A	8	+1975%
	Average Daily Population in the Jail	19	17	14.19	16.19	+17.3%
	CRU Referrals	367	N/A	N/A	334	+10%

2020 Objectives

- Addition of re-entry coordination for individuals re-entering the community from jail, treatment, or other areas.
- Increase grant opportunities and to provide non-enforcement solutions to individuals experiencing crisis in the community.
- Complete Department's 2020-2025 strategic plan to establish current and future goals.
- Increase community awareness of new programs.
- Partnership with City IT to manage technology services throughout OPD.
- Increase jail's use as a tool to enforce criminal behaviors in the City of Olympia
- Coordinated purchasing process implementation to improve standardization and cost savings.
- 50% completion of industry standard policy manual for Olympia Police Department

Operations

Description

The Operations Line of Business is responsible for the police patrol program, the detective unit, hiring and training, community policing, neighborhood officers, walking patrol, K9, school resource, and traffic officers.

The Olympia Police Department Operations Division has 1 Deputy Chief, 4 Lieutenants, 12 Sergeants, 58 commissioned Officers, 1 police Cadet and 6 civilian staff. Together, the members of the Olympia Police Department deliver community-centered public safety.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$10,950,483	\$11,945,724	\$12,555,596	\$609,872
Supplies	627,669	253,610	264,011	10,401
Services	536,930	533,788	391,809	(141,979)
Capital	40,885	-	-	-
Interfund Payments	895,493	1,004,250	985,790	(18,460)
Total Expenditures	\$13,051,460	\$13,737,372	\$14,197,206	\$459,834

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Commissioned Police Officers	76.00	76.00	76.00	-
Crime Analyst	1.00	1.00	1.00	-
Police Cadet	0.50	0.50	0.50	-
Program Assistant	2.00	2.00	2.00	-
Secretary	1.00	2.00^	2.00	-
Senior Program Specialist	1.00	1.00	1.00	-
Total	81.5	82.5	82.5	

^Reorganization of 1.0 FTE Secretary from Administration.

Budget Overview

- Changes in the 2020 budget are primarily related to increases in salaries and benefits.
- Reclassified a police officer position to an Administrative Sergeant position to focus on accountability with equipment acquisition, fleet services, scheduling and new officer training.

Trends, Challenges, and Opportunities

- Lack of options for those suffering from homelessness, mental illness and addiction. OPD works with a variety of social service providers to serve vulnerable and at-risk populations.

- Rapid changes in technology and national policing standards are impacting service delivery and tools used in policing.
- Hired eight new FTE's in 2019. This continues to be a large task for our Recruiting, Hiring and Training Program.
- Significant delay in police academy admission for new recruit officers hired to replace police officer vacancies.
- The Department struggles with aging and inadequate training facility and firing range. Training at this facility no longer occurs causing an additional expense of renting space. The training facility and range has exceeded its lifecycle and costs to mitigate lead contamination at the firing range are not feasible.
- Generational employment trends and changes in policing have significantly reduced the number of people pursuing the police profession. The department continues to find innovative and creative ways to recruit a diverse pool of applicants.
- Response to unplanned events in Olympia, especially in the downtown core, impacts regular staffing levels, overtime expenses, employee wellness, and the overall relationship with the community.
- The department obligations under I-940 are currently unfunded by the state. New training plans and procedures are being implemented.

2019 Accomplishments

- Community Policing Program is fully staffed. This includes Walking Patrol, Neighborhood Policing, Crime Prevention, and the Volunteer Program.
- Established a peer support program to enhance health and wellness for Department employees.
- Use of social media to connect with and inform community members.
- Sergeant Amy King received the Olympia Soroptimist 2019 Exceptional Woman Award.
- Officer Corey Johnson received the Kiwanis and American Legion Officer of the year award.
- Participated in Target Zero program to reduce distracted driving, generating \$9,600 in revenue to cover costs of the program.
- Increased collaboration with other City Departments to address community and neighborhood problems and enhance overall livability in the City of Olympia.
- Tempe, AZ Police Department visited to discuss our successful response to homelessness.
- Implemented technology to track and prioritize community engagement efforts
- OPD's case clearance rates higher than historical statewide averages:
 - Robbery – OPD 64.2% (2019), WA 31.1% (2018)
 - Aggravated Assault – OPD 83.9% (2019), WA 47.3% (2018)
 - Burglary – OPD 29.3% (2019), WA 12.5% (2018)
 - Auto Theft – OPD 13.7% (2019), WA 11.4% (2018)

Performance Measures: **Police Operations**

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	Social media followers	+5%	N/A	21,517	26,035	27,337
	Community Engagement	+5%	N/A	N/A	298	312
	Collisions occurring city-wide	-2%	1055	1080	1021	1000
	Direct referrals to Community Court	N/A	N/A	N/A	N/A	30
	Incidents of DUI collisions	-10%	43	57	51	45
	Aggravated assaults in the downtown core	-10%	43	57	51	45
	Burglaries occurring city-wide	-5%	374	325	267	254

2020 Objectives

- Show outcomes of enforcement and non-enforcement related contacts related to incidents that impact livability in downtown Olympia
- Create new strategic plan that addresses our current and future goals.
- Decrease the incidents of burglary.
- Reduce the number of collisions involving i
- Continue growing awareness of new programs.
- Strategic priorities set that support the Department's mission and the City's comprehensive plan.
- Contemporary training continues to be a focus and includes de-escalation, crisis response, and leadership skills.
- Continue implementing contemporary Hiring & Recruiting strategies.
- Integrate in-house crisis response resources into delivery of police services.
- Collaborate with therapeutic courts and community outreach services

Public Works



Mission

We build and maintain the foundation of our extraordinary Olympia.

Vision

A healthy environment. A thriving economy. A vibrant community.

Description

The Public Works Department serves our community by providing and maintaining foundational services — safe water, sewer, stormwater, solid waste collection, transportation, and sound public buildings. We strive to provide these services in a way that makes our community extraordinary — a place where people love to live, raise families, and do business. We do this by integrating sustainability into our work and providing services that benefit our local economy, environment, and citizens.

In 2020, the Public Works Department will continue to:

- Provide safe and reliable drinking water to more than 60,000 residents.
- Maintain and repair 16 City-owned buildings.
- Maintain a fleet of over 250 vehicles and various pieces of equipment.
- Provide solid waste, recycling, and organics disposal services to a population of over 52,000.

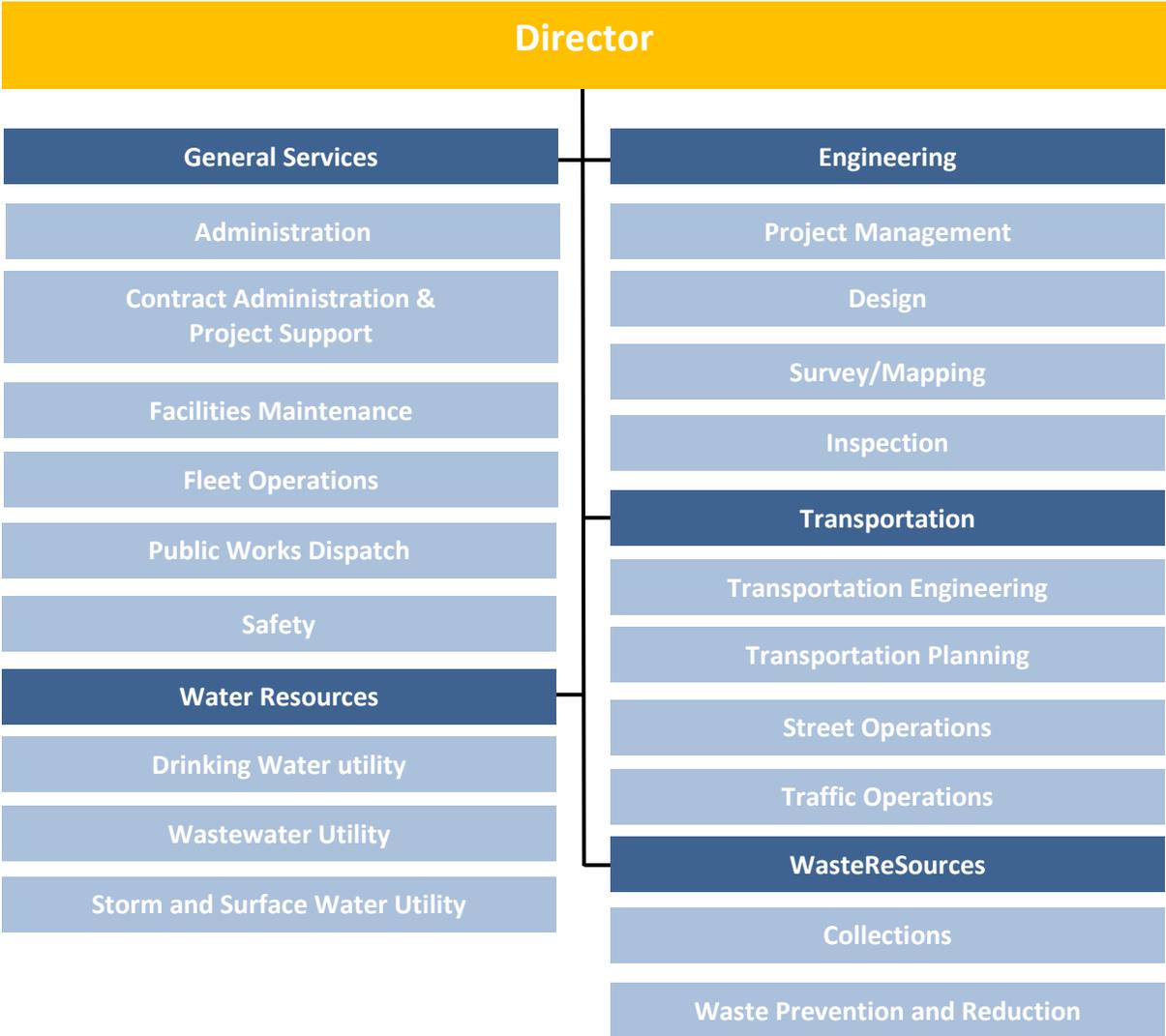
2020 Adopted Operating Budget

- Maintain 218 miles of streets, 41 miles of bike lanes, and several miles of sidewalks across the City.
- Ensure safe delivery of millions of gallons of wastewater per day to the LOTT treatment plant.
- Reduce flooding, improve water quality and protect/enhance our aquatic habitat in eight watershed basins.

Department Recap	2018 Actual	2019 Budget	2020 Budget	Change
Engineering	\$3,619,057	\$4,039,708	\$3,630,445	\$(409,263)
General Services	4,858,677	5,237,149	6,067,159	830,010
Transportation	5,466,466	6,067,546	6,105,906	38,360
Drinking Water Utility	15,332,955	14,751,872	15,257,101	505,229
Storm/Surface Water Utility	5,909,311	5,595,703	6,349,231	753,528
Wastewater Utility	20,947,766	20,856,629	21,677,723	821,094
Waste ReSources	12,032,142	12,939,938	13,356,483	416,545
Total Expenditures	\$68,166,374	\$69,488,545	\$72,424,048	\$2,955,503

Recap of Expenditures	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$17,613,743	\$20,132,319	\$20,882,659	\$750,340
Supplies	3,254,660	3,339,305	3,529,622	190,317
Services	14,494,884	16,035,671	16,310,902	424,916
LOTT Services	12,709,198	13,661,578	14,071,425	409,847
Capital Outlay	207,154	-	-	-
Debt Service	1,806,402	1,940,127	1,941,323	1,196
Interfund Payments	8,584,833	8,931,096	9,695,712	764,616
Interfund Transfers*	4,941,843	5,448,449	6,012,405	414,271
Total Expenditures	\$63,612,717	\$69,488,545	\$72,444,048	\$2,955,503

* Interfund transfers include transfers from the Operating utility funds to the capital funds to support capital projects.



Engineering

Description

Our mission is to design and build our community's vision.

Engineering provides project management, professional engineering, surveying and inspection services to Public Works and other City departments to support City utilities, facilities, and transportation systems, consistent with our community's vision.

The Engineering Line of Business is responsible for implementing the Public Works portion of the City's Annual Capital Facilities Plan (CFP), updating the Engineering Design and Development Standards (EDDS), providing support to Community Planning and Development on platting and private development projects, delivering projects identified in the CFP, enforcing erosion and sediment control regulations for new construction, inspecting private development construction in the right of way, utility locating, surveying, and mapping the City's infrastructure.

Engineering is made up of four programs: Project Management, Design, Survey/Mapping, and Inspection.

The Project Management program is responsible for the successful completion of projects identified in the City's CFP. Core services include:

- Scope, schedule, and budget management
- Ensuring compliance with local, state, and federal funding
- Ensuring compliance with local, state, and federal permitting requirements

The Design program is responsible for designing and constructing capital projects consistent with established standards. Core services include:

- Developing cost estimates
- Completing engineering studies
- Developing engineering plans and specifications
- Ensuring compliance with plans and specifications during construction

The Survey/Mapping program is responsible for survey, Geographic Information Systems (GIS) mapping, utility locating, real property and right of way acquisition, right of way vacations and easement acquisition.

The Inspection program is responsible for ensuring public work projects are constructed in accordance with applicable plans and specifications, enforcing erosion and sediment control regulations for new construction and inspecting private development construction in the right of way. Core services include:

- Inspecting and documenting work completed by the City's contractors
- Inspecting and documenting work completed by private development contractors
- Teaming with Project Engineers to ensure construction complies with applicable plans and specifications
- Enforcing erosion and sediment control regulations for new construction

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$3,236,415	\$3,645,640	\$3,220,053	\$(425,587)
Supplies	21,192	18,606	18,286	(320)
Services	204,484	172,648	172,968	320
Interfund Payments	181,232	199,767	216,091	16,324
Interfund Transfers	3,719	3,047	3,047	-
Total Expenditures	\$3,647,042	\$4,039,708	\$3,630,445	\$(409,263)

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
City Engineer	1.00	1.00	1.00	-
City Surveyor	1.00	1.00	1.00	-
Construction Inspector	4.00	4.00	4.00	-
Design & Construction Contract Specialist	3.00	3.00	- ^	(3.00)
Engineering & Planning Supervisor	1.00	1.00	1.00	-
Engineering Program Manager	1.00	1.00	1.00	-
Engineering Project Coordinator	1.00	1.00	1.00	-
Engineering Project Manager	1.00	1.00	2.00^^	1.00
Engineering Technician II	3.00	3.00	2.00	(1.00)
Lead Construction Inspector	1.00	1.00	1.00	-
Program Specialist	1.00	1.00	-^	(1.00)
Project Engineer I	3.00	3.00	2.00^^	(1.00)
Project Engineer II	4.00	4.00	4.00	-
Senior Engineer	1.00	1.00	1.00	-
Supervisor III	1.00	1.00	- ^	(1.00)
Survey/Mapping Coordinator	1.00	1.00	-+	(1.00)
Survey Coordinator	-	-	1.00*	1.00
Mapping Coordinator	-	-	1.00+	1.00
Total	28.00	28.00	23.00	(5.00)

^Reorganized positions to Contract Administration.

^^Reclassification of Project Engineer I to and Engineering Project Manager.

*Reclassification of Engineer Tech II to Survey Coordinator.

+Reclassification of Survey/Mapping Coordinator to Mapping Coordinator.

Budget Overview

The Contract Administration group, formerly incorporated in the Engineering budget, is being moved to General Services. As a result, the 2020 budget reflects an adjustment to labor, benefits and revenue.

Trends, Challenges and Opportunities

- Succession planning is a key focus. Approximately one-third of the Engineering complement of staff will be eligible to retire in the next three to five years. This has the potential to affect Engineering's ability to deliver capital projects in a timely fashion.
- Our observation is that the current job market may make it difficult to attract employees with the level of experience we will likely be seeking.
- As a result, salaries will likely be a future budget concern.

2019 Accomplishments

- Designed and built over \$12 million dollars' worth of infrastructure.
- Constructed sidewalks and pathways that provide safe, attractive walking options, encouraging people to walk rather than drive, contributing to cleaner air.

Performance Measures: Engineering

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Efficiency Measure	On-Time Project Delivery	85%	52%	67%	71%	80%
	On-Budget Project Delivery	90%	69%	56%	72%	80%

2020 Objectives

- Streamline the documentation process by implementing an updated software solution.
- Evaluate and improve project review and private development stormwater inspection and documentation using Lean methodology.
- Continued collaboration through Building Capital Projects Together! (BCPT!) in order to deliver projects on time and on budget.

General Services Administration

Description

General Services Administration includes the following programs: Contract and Project Management Support, Public Works Dispatch, Facilities Maintenance, Fleet Operations, and the Safety Program.

Contract and Project Management Support provides contract and procurement expertise. Staff ensures the City's bidding and procurement process is fair, competitive, and inclusive. They also assist the Engineering Line of Business in permitting, public communication, and documentation for City capital construction projects.

Public Works Dispatch enables our community to contact Public Works directly to report problems, inquire about utility services, and obtain general information about Public Works programs and projects.

Facilities Operations operates, maintains and is responsible for managing capital repair and replacement of 16 City-owned buildings.

Fleet Operations provides reliable, safe, well-maintained, and environmentally friendly vehicles and equipment to all City departments, with the exception of Fire. Highly qualified staff also perform preventive and corrective maintenance on City vehicles and equipment, coordinate the purchase and disposal of fleet assets, and manage the purchase and distribution of fuel and parts.

The Safety Program ensures a safe and healthy workplace for employees by promoting a culture of safety through education and technical assistance. The Safety Program provides services for all City employees, with the exception of Fire and Police. The Safety Program leads the effort in overseeing Public Works' Emergency Management preparedness.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$1,942,971	\$2,222,484	\$2,820,401	\$597,917
Supplies	1,221,374	1,169,292	1,299,898	130,606
Services	837,862	905,801	946,865	41,064
Capital	-	-	-	-
Interfund Payments	840,300	939,572	999,995	60,423
Interfund Transfers	1,778	-	-	-
Total Expenditures	\$4,844,285	\$5,237,149	\$6,067,159	\$830,010

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Deputy Public Works Director	1.00	1.00 [^]	-	(1.00)
Design & Construction Contract Specialist	-	-	3.00 ^{^^}	3.00
Director of Public Works	1.00	1.00	1.00	-
Electrician	1.00	1.00	1.00	-
Facilities Maintenance Worker I	2.00	2.00	2.00	-
Facilities Systems Technician	1.00	1.00	1.00	-
HVAC Technician	1.00	1.00	1.00	-
Inventory Control Specialist II	1.00	1.00	1.00	-
Lead Worker	1.00	1.00	1.00	-
Line of Business Director	-	1.00 [^]	1.00	1.00
Maintenance Worker II	2.00	2.00	2.00	-
Master Mechanic	3.00	3.00	3.00	-
Operations Supervisor	2.00	2.00	2.00	-
Program Assistant	2.00	2.00	2.00	-
Program Specialist	-	-	1.00 ^{^^}	1.00
Safety Officer	1.00	1.00	1.00	-
Senior Master Mechanic	1.00	1.00	1.00	-
Supervisor III	-	-	1.00 ^{^^}	1.00
Total	19.50	20.00	25.00	5.00
[^] Reclassification of Deputy Director to Line of Business Director. Deputy Public Works Director reorganized to Transportation. ^{^^} Reorganized positions from Engineering.				

Budget Overview

The 2020 operating budget reflects a separate budget for Contract and Project Management Support. In previous years, funding for this program was included in Engineering Line of Business budget.

Trends, Challenges and Opportunities

- Transition to a new vendor for after-hours dispatch service that will cost an additional \$5,400 annually but provide enhance services which will provide better customer service and may result in less overtime responding to afterhours emergencies.
- The lowest bidder on a new janitorial services contract is more than \$15,000 higher than our current base contract cost. The level of service for window and carpet cleaning will be affected.
- Partnering with Parks and Information Services in 2020 to transition from our current work order system to a new work order/asset management system. Existing funds are identified for the startup costs. However, new funds for the annual software renewal cost may be needed.
- Further evaluation of our fleet rate model will be occurring to ensure our fleet asset management fees are keeping up with future purchases, which may result in higher internal fleet rates to Departments.
- Actively pursuing a grant from the Department of Commerce to expand our electric vehicle infrastructure which will reduce our greenhouse gas emissions.
- Opportunity to collaborate with Operations Supervisors on the importance of reducing idle times to less than 10 minutes. This has the potential to reduce our greenhouse gas emissions by 2,658 metric tons, as well as save money on fuel.
- Working with the Police Department to purchase five hybrid police vehicles, which will have an estimated fuel savings of \$4,083 per year per vehicle, as well as further reduce our greenhouse gas emissions by an estimated 11.56 metric tons per year per vehicle.
- Public Works advanced our emergency preparedness initiative efforts by completing a radio inventory in vehicles, handhelds, base stations, and updating our radio standard operating procedure. Early in 2020, Incident Command System (ICS) training will be offered to those identified as being part of the Public Works Coordination Center who need the training.

2019 Accomplishments

- The Public Work Performance Team developed recommendations for dashboards and progress reports, which are helping us tell our story on how we are advancing the community's vision.
- Purchased three Peterbilt refuse truck chassis through a cooperative purchasing group which saved slightly more than \$100,000.
- Saved \$49,000 in power and light due to Public Work's commitment to energy conservation.
- Twenty-three (23) City employees took advantage of improving their home emergency preparedness by participating in a home preparedness event where they purchased emergency kits and items at a reduced cost.
- Contract Administration staff used Lean to improve the Task Order Process, which saved the equivalent of \$23,000 in labor. This allowed Contract Administration to support the increased capital project workload.

- Public Works Dispatch staff reviewed and updated cell phone accounts, which resulted in an annual savings of \$5,500.
- Facilities Maintenance Operations is fully staffed which will improve customer service, help focus on preventative maintenance which will ultimately improve our building condition rating.
- Fleet Operations replaced three gas engine vehicles with three Electric Vehicles (EVs) and added a new LEAF for the Police Department, bringing the total of EVs to 11. These purchases reduce our contribution to greenhouse gas emissions.
- Safety compliance was at an all-time high, with 98 percent compliance Citywide for required training and certifications, and 100 percent compliance in 7 out of 20 categories.
- Compared to the national standard of 9.45 injuries per 200,000 hours worked, we had fewer injuries at 6.25 injuries per 200,000 hours worked.

Performance Measures: General Services Administration

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	Number of reported Public Works injuries	0	16	7	19	0
Quality Measure	Building Condition Score	2.5	2.3	2.3	2.6	2.6
	Fleet Greenhouse gas emissions (excluding Fire)	TBD	1,855 CO2e	1,959 CO2e	1,960 CO2e	Reduce
Cost Effectiveness Measure	Annual energy consumption	5% annual reduction	9% Increase	3% Reduction	5% Reduction	5%

2020 Objectives

- Distribute monthly idling reports to supervisors to help reduce idling times.
- Replace five gas engine vehicles with five hybrids.
- Pursue grant funding for EV infrastructure.
- Begin developing a six-year Facilities Master Plan based on the 2019 Building Condition Assessment.
- Develop and execute an aggressive preventative maintenance work plan to extend the life of our current assets.
- Implement a new work order/asset management computer maintenance management system.
- Further Public Works Emergency Preparedness Initiative with training and conducting drills.
- Work with Information Services to evaluate our radio system infrastructure to understand coverage and hardware issues.

- Document and streamline our contract and procurement processes to save time and money.
- Maintain our high safety training and certification compliance rate by providing timely and relevant training, which will help maintain a low worker injury rate.
- Add Allerton Building Automation Controls to City Hall, which will improve the reliability and consistency of the HVAC system, resulting in less maintenance, reduce risk of failure, and improve energy efficiency.
- Conduct night walks at the four top energy using buildings to identify operational issues that could be wasting energy.
- Implement climate “early actions” to reduce energy consumption in City buildings. These actions were identified by an internal work group who is focused on reducing greenhouse gas emissions.
- Increase fleet fuel efficiencies by converting City vehicles to EVs, conducting an alternative fuels review of all new vehicles purchased, and completing a business case evaluation and decision-making process for the purchase of a new street sweeper (e.g. compressed natural gas vs. diesel vs. gas).
- Identify injury trends then identify training needs to prevent further injuries.
- Monitor monthly safety meeting minutes to proactively address future training needs.

Transportation

Description

The mission of the Transportation Line of Business is to make your trip safe, efficient, and inviting. There are four programs in Transportation – Traffic Operations, Street Operations, Engineering, and Planning. Together they build and maintain a multi-modal street network that provides access for people walking, biking, driving or riding the bus.

Traffic Operations maintains all traffic control devices, including street signs, pavement markings, traffic signals, and streetlights.

Street Operations maintains all street surfaces and adjacent rights-of way, including street repair, sidewalk repair, street and bike lane sweeping, and snow and ice removal.

Transportation Engineering improves the function of our streets by identifying and resolving design issues on our streets.

Transportation Planning develops plans, policies and programs that improve our street system and meet the goals and policies of the comprehensive plan.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$3,086,362	3,576,031	3,617,195	\$41,164
Supplies	443,487	447,497	484,737	37,240
Services	846,491	939,043	678,461	(260,582)
Capital	-	-	-	-
Interfund Payments	890,086	909,435	976,223	66,788
Interfund Transfers	200,040	195,540	349,290	153,750
Total Expenditures	\$5,466,466	6,067,546	6,105,906	\$38,360

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Associate Planner	-	-	1.00 [^]	-
Data Control Specialist	1.00	1.00	1.00	-
Deputy Public Works Director	-	1.00 ^{^^}	1.00	-
Engineering & Planning Supervisor	1.00	1.00 [*]	-	-
Engineering Designer	1.00	1.00 ^{**}	-	-
Engineering Technician II	1.00	1.00 ⁺	-	-
Field Crew Leader	1.00	1.00	1.00	-
Lead Worker	2.00	2.00	2.00	-
Line of Business Director	1.00 ^{^^}	-	-	-
Maintenance Worker II	9.00	9.00	9.00	-
Operations Supervisor	2.00	2.00	2.00	-
Program & Planning Supervisor	-	-	1.00 ⁺⁺	-
Program Assistant	1.00	1.00	1.00	-
Program Specialist	-	-	1.00 ^{**}	-
Project Engineer I	-	-	1.00 ^{^^^}	-
Project Engineer II	2.00	2.00 ^{^^^}	1.00	-
Senior Planner	1.00	1.00 ⁺⁺	-	-
Senior Program Specialist	1.00	1.00 [^]	-	-
Sign Technician	3.00	3.00	3.00	-
Sr. Traffic Signal Technician	1.00	1.00	1.00	-
Traffic Signal Technician	2.00	2.00	2.00	-
Transportation Data Coordinator	-	-	1.00 ⁺	-
Transportation Engineering Supervisor	-	-	1.00 [*]	-
Total	30.00	30.00	30.00	-

[^]Reclassification of Senior Program Specialist to Associate Planner.

^{^^} Reclassification of Line of Business Director to Deputy Director. Deputy Public Works Director reorganized to Transportation.

^{^^^}Reclassification of Project Engineer II to Project Engineer I.

^{*}Reclassification of Engineering & Planning Supervisor to Transportation Engineering Supervisor.

^{**}Reclassification of Engineering Designer to Program Specialist.

⁺Reclassification of Engineering Tech II to Transportation Data Coordinator.

⁺⁺Reclassification of Senior Planner to Program & Planning Supervisor.

Budget Overview

The 2020 budget maintains current levels of service with no new programs.

Trends, Challenges, and Opportunities

- To increase the timeliness of customer communication, changes to the public request system are in place and continue to be made. In collaboration with our operations staff, needed system improvements are identified and prioritized for more efficient implementation.
- In collaboration with Public Works Engineering, ongoing improvements are being made to more efficiently scope, design, and construct capital projects.
- Grant funds remain an important source of funding for priority capital projects.
- The condition of our street surfaces, the City's single largest asset, continues to be monitored. The most cost-effective solutions to repair our streets are determined each year within available funding. Evaluations indicate there is a major backlog of needed pavement preservation projects relative to funding levels.
- Rental of a conveyor grinder has sped-up the asphalt patching work that is done each summer. While it requires increased timing and coordination on behalf of the Streets Operations crew, renting has proven more effective than owning this piece of equipment and will continue in the future.
- Street Operations continues to increase the number of sidewalk repair locations, with a focus on the downtown area. Sidewalk repair has been recognized by the community as a priority as it eliminates trip hazards and improves the walkability of the City. Street Operations coordinates this work with the Risk Management and Urban Forestry programs. Grants have augmented City funds to complete sidewalk repairs.
- As signal systems are maintained or reconstructed, cameras are being used to replace in-pavement loops for signal detection. Cameras are more reliable and easier to maintain.
- Special events have a major impact on staff resources and take time from other needed maintenance work that can only be performed in the summer. They also result in the use of overtime pay, as most events fall outside of normally scheduled work hours. Discussions are ongoing about how to support special events while minimizing costs and addressing other priority summer work.
- Materials and staffing are challenged to maintain consistent levels of service as maintenance needs increase due to aging infrastructure, new development, and annexations.
- In the last two years, changes to the annual roadway striping process were implemented. Extensive public communication has also been used to make the public aware of wet paint on the roadway. As a result, the number of claims against the City for wet paint on cars has nearly been eliminated.

2019 Recent Accomplishments

- Staff secured \$2.9M in grant funds to design and construct capital projects. These will be applied to a wide range of multi-modal projects with construction spanning into 2023.
- Scoping and pre-design work were completed on the Fones Road project, which is now moving into design. Construction is planned for 2022/2023.
- Built the Ensign Road pathway and Fern Street sidewalks. These pedestrian projects address long-standing needs as expressed by local residents in these areas.

- Staff collaborated with Intercity Transit to establish new stops and intersection improvements downtown to support the new High-Performance Transit Service between west Olympia and Lacey.
- Snow and Ice Operations were successful in keeping our roads safe during the major snow event in February of 2019.

Performance Measures: Transportation

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Quality Measure	Complete Streets: Miles of Sidewalk and Bike Lane (Percent of major streets have sidewalk one side and bike lanes)	100%	46%	46%	46%	47%
	# of cycling and pedestrian collisions	Reduction	55	69	TBD	Reduce
Cost Effectiveness Measure	Pavement Condition Rating	75	66	67	67	Increase

2020 Objectives

- Complete the Transportation Master Plan (TMP) and update the transportation concurrency program. This will influence the Complete Streets performance measure.
- Seek grant funds for planned projects.
- Work with regional partners on a grant-funded study of the Martin Way Corridor, examining how to improve land use and transportation alignment.
- Work with Thurston Regional Planning Council on a grant-funded program to encourage teleworking and flexible schedules on the Capitol Campus. This is intended to address peak hour traffic congestion.
- Identify additional funding sources for underfunded programs such as pavement management. This will influence the Pavement Condition performance measure.
- Complete the Roadway Safety Plan which examines vehicle, pedestrian, and bicycle-involved collisions and identifies changes to street design to address risk factors on our streets. These actions will influence the Collision Trends for Bicyclists and Pedestrians performance measure.
- Explore replacement of aging equipment which is needed for overall operations and to improve snow and ice removal.
- Repair pavement at least one year in advance of major resurfacing and chip seal projects.
- Complete hardware and software upgrades to traffic signals and implement traffic signal priority to operate on Martin Way and Pacific Avenue.

Water Resources

Description

The Water Resources Line of Business includes Olympia’s Drinking Water, Wastewater, and Storm and Surface Water utilities. The mission of Water Resources is to provide and protect nature’s water for a healthy community.

Through a management structure focused on a long-term, holistic view of water, we provide services in a comprehensive and integrated way.

Key services include operations and maintenance of infrastructure, long-term planning, technical assistance, capital facility development, water quality monitoring, and public involvement and education. Residents, businesses, and institutions provide funding through monthly or bi-monthly utility rates.

The following sections provide more detail on the budgets, trends, 2019 accomplishments, performance measurements, and 2020 objectives for each utility.

Water Resources: Drinking Water Utility

Mission

To provide and protect healthy drinking water for the community.

Description

The Drinking Water Utility provides the public with safe and sustainable drinking water and reclaimed water. It ensures a sufficient drinking and firefighting water supply for our growing community. The utility serves as a steward of Olympia's water resources.

Program areas include operations and maintenance, water quality monitoring, cross-connection control, groundwater protection, water conservation, water source development, reclaimed water and capital facility development. The 2015-2020 Water System Plan, adopted by the Olympia City Council and approved by the State Department of Health in January 2016, guides the activities of the Drinking Water Utility.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$3,241,576	\$3,696,994	\$3,706,114	\$9,120
Supplies	799,269	900,295	918,892	18,597
Services	2,881,810	3,444,106	3,588,171	144,065
Capital	36,218	-	-	-
Debt Service	1,702,559	1,836,783	1,838,207	1,424
Interfund Payments	2,079,624	2,181,427	2,352,387	170,960
Interfund Transfers	2,534,637	2,692,267	2,853,330	161,063
Total Expenditures	\$13,275,692	\$14,751,872	\$15,257,101	\$505,229

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
AMR Meter Technician	2.00	2.00	2.00	-
Engineering & Planning Supervisor	0.34	0.34	0.34	-
GIS Specialist	-	0.25^^	0.25	
Inventory Control Specialist I	0.75	0.75	0.75	-
Lead Worker	2.00	2.00	2.00	-
Line of Business Director	0.52	0.52	0.52	-
Maintenance Technician	2.00	2.00	2.00	-
Maintenance Worker I	-	0.50^	0.50	
Maintenance Worker II	11.00	11.00	11.00	-
Office Specialist III	0.52*	-	-	
Operations Supervisor	1.50	1.50	1.50	-
Operations Supervisor-Water Purveyor	-	-	1.00**	1.00
Program & Planning Supervisor	1.00	1.00**	-	(1.00)
Program Assistant	0.52	1.04*	1.04	-
Program Manager	-	0.75+	0.75	-
Program Specialist	1.25	1.00^^	1.00	-
Project Engineer I	1.00	1.00	1.00	-
Project Engineer II	0.75	0.75	0.75	-
Remote Systems Technician	1.25	1.25	1.25	-
Senior Planner	0.34	0.34	0.34	-
Senior Program Specialist	1.75+	1.00	1.00	-
Water Monitoring Assistant	1.00	1.00	1.00	-
Water Quality Specialist	1.00	1.00	1.00	-
Total	30.49	30.99	30.99	-

^Addition of Maintenance Worker I, split between Drinking Water and Wastewater.

^^ Reclassification of Program Specialist to GIS Specialist.

*Reclassification of Office Specialist III to Program Assistant.

**Reclassification of Program & Planning Supervisor to Operations Supervisor – Water Purveyor.

+Reclassification of Senior Program Specialist to Program Manager.

Budget Overview

Staffing levels remain the same as 2019 levels. The 2020 budget includes modest increased expenses related to salaries, benefits, and other inflationary and overhead costs. The change in interfund transfers reflects the level of capital activity occurring in the capital funds.

Trends, Challenges, and Opportunities

- Operations has brought inspection and maintenance of pressure reducing valves and disinfection and flushing of new water mains in house.
- Funding for ongoing pipe replacements and tank coatings is increasingly challenging. The water system has more than 30 miles of asbestos cement pipe that have exceeded its 50-year estimated effective life.
- Our reliance on debt financing for projects impacts operating budgets and subsequently the capital program. Debt service is currently at 23 percent of revenue.
- Our growing use of telemetry and real-time management of the complex water distribution system is increasingly important and improving our efficiencies.
- The State Legislature recently increased the value for public works projects that City staff can construct from \$65,000 to \$116,155. This will greatly expand the utility's ability to cost-effectively construct small projects.

2019 Recent Accomplishments

- Maintained 100% compliance with all State and Federal Drinking water regulations.
- Completed the LBA water tank. The tank improves the City's ability to manage high fire and drought flows. When full, the tank has the ability to feed the entire water system without pumping and allows the utility to safely take other reservoirs offline for much needed repairs.
- Completed upgrades to the West Bay booster pump station.
- The McAllister corrosion control facility at the Meridian reservoir site came online in April 2018. Sampling conducted in 2019 demonstrated more than an 80 percent reduction in lead and copper throughout the water system in correlation with a reduction in water acidity.
- Completed construction of a wetland restoration project at the Deschutes Ranch. The project was the last construction project required as part of water rights mitigation for the McAllister Wellfield.
- Water conservation in our community continues to exceed expectations. We have met our goal of reducing indoor water use by 100,000 gallons per day and are currently on track to meet our goal of reducing outdoor use by 5 percent.
- Water loss in our system is under control. Bringing water main flushing in house and requiring metered water for all construction projects appears to have reduced our water loss concerns.
- After several years of acquisition and preparation, the Drinking Water Operations section fully implemented the Cityworks software for work orders and inventory.
- Operations installed a pressure reducing valve at Henderson Park Lane and Otis Street to improve water supply to the downtown pressure zone and improve water quality.
- Installed a new water main in Kaiser Road to provide water service redundancy and reliability to the Evergreen State College and more than 500 residential customers.

Performance Measures: Drinking Water Utility

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	Water Conserving Devices/Rebates Distributed	1,000	1,125	1,200	1,200	1,200
	Groundwater Protection Area Residences Reached with Information, Training & Technical Assistance	1,650	1,500	2,050	3,300	2,200
	Backflow Devices Tested/Inspected	3,000	3,020	3,300	3,300	3,400

Quality Measure	Water quality samples meeting standards	100%	100%	100%	100%	100%
	Compliance of high-risk connections with adequate backflow prevention	100%	100%	100%	100%	100%

Efficiency Measure	Reduce outdoor water use	-5%	+3.9%	+19%	-1%	-1%
	Reduce indoor water use	100,000 gallons per day	52,046	68,313	84,313	100,000

Cost Effectiveness Measure	Maintain water loss at below 10% of production (3-year average)	<10%	9.7%	9.1%	<10%	<10%
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2020 Objectives

- Maintain 100% compliance with all State and Federal Drinking water regulations.
- Continue water conservation efforts and water loss reductions.
- Operations will fulfill all new targets for valve exercising, hydrant inspections and flushing and meter replacement.
- Operations will construct at least one small public works project and three projects will be designed.
- Obtain a sole source designation for the McAllister Wellfield to help protect the aquifer from contamination and prioritize it for financial assistance.
- Complete seismic upgrades to the Fir Street and Elliott reservoirs to ensure our community has water in the event of a catastrophic earthquake. The City was approved for low-interest loans from the State to fund the retrofit projects.
- Conduct hazard assessments on locations that are not protected with backflow devices.

Water Resources: Storm and Surface Water Utility

Mission

To provide services that minimize flooding, improve water quality, and protect or enhance aquatic habitat.

Description

In its nearly 30-year history, the utility has played an important role in helping the City understand and reduce its impact on the local environment and advance its sustainability goals. Utility activities include operation and maintenance of pipe, pond and treatment facility infrastructure, long-term planning, infrastructure analysis, capital facility development, and technical assistance and restoration activities for aquatic habitats. In April 2018, the City Council adopted the Storm and Surface Water Plan which guides the activities of the Storm and Surface Water utility.

In 2019, staff shifted to implementing the new Plan, with an increased focus on protecting and improving water quality, as well as aquatic habitats. Evaluating the condition of aging pipe systems and investing capital funds on necessary replacement projects is also under way. Public education and outreach for local environmental concerns continues on a daily basis. Over the past several years, implementation of an aquatic habitat enhancement and protection strategy has shifted some resources within the utility.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$1,840,753	\$2,092,419	\$2,489,017	\$396,598
Supplies	152,231	152,231	156,900	4,669
Services	1,003,660	1,188,813	1,281,152	92,339
Capital	12,764	-	-	-
Debt Service	-	-	-	-
Interfund Payments	1,182,590	1,228,249	1,340,705	112,456
Interfund Transfers	936,650	933,991	1,081,457	147,466
Total Expenditures	\$5,128,648	\$5,595,703	\$6,349,231	\$753,528

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Associate Planner	2.00	2.00	2.00	-
Data Control Specialist	0.375	0.375	0.375	-
Engineering & Planning Supervisor	0.33	0.33	0.33	-
GIS Specialist	-	0.50^	0.50	-
Inventory Control Specialist I	0.125	0.125	0.125	-
Lead Worker	0.75	0.75	1.00^^	0.25
Line of Business Director	0.24	0.24	0.24	-
Maintenance Worker I	1.00	1.00***	1.00	-
Maintenance Worker II	4.50	5.00	3.50**	(1.50)
Office Specialist III	0.24*	-	-	-
Operations Supervisor	0.50	0.50	0.50	-
Program & Planning Supervisor	1.00	1.00	1.00	-
Program Assistant	0.24	0.48*	0.48	-
Program Specialist	1.50^	1.00	1.00	-
Project Engineer II	1.00	1.00	1.00	-
Senior Planner	0.33	0.33	0.33	-
Senior Program Specialist	5.00	5.00	5.00	-
Total	19.13	19.13	18.38	(1.25)

^Reclassification of Program Specialist to GIS Specialist.

^^Moved from Wastewater.

*Reclassification of Office Specialist III to Program Assistant.

**Moved to Wastewater.

***Addition of Maintenance Worker I, split between Drinking Water and Wastewater.

Budget Overview

The most significant budgetary change in the Storm and Surface Water utility is a shift of 1.25 FTE from the Storm and Surface Water utility to the Wastewater utility to more accurately reflect distribution of staffing. Interfund transfers are higher than previous years because the utility is transferring rate revenue reserved in the operating fund balance to the capital fund to support projects.

Trends, Challenges, and Opportunities

- We expect the Storm and Surface Water utility to remain stable and predictable in the years to come. Its needs are and will likely stay modest.
- We face challenges in managing stream and wetland health due to increasing urbanization. While acknowledging these impacts, stream quality in Olympia is relatively good for an urban area.
- Increased State and Federal stormwater regulations require additional work efforts.
- Implementing low impact development codes (adopted in 2016) require increased efforts from both private and public entities.
- Work to enhance high-priority aquatic habitats is underway and focuses on better land stewardship.
- Rapid urban growth in Olympia is pushing development into areas with challenging stormwater and environmental constraints. Careful analysis and regulation are needed to minimize impacts.
- State and regional efforts to improve water quality in Budd Inlet are underway with the Storm and Surface Water utility playing an important role.
- State and Federal mandates through the new 2019 NPDES Municipal Stormwater Permit for storm and surface water management continue to increase. Additional funding will not be necessary in 2020 but required studies and educational outreach may have funding implications in future years. The utility also regularly takes on new and emerging environmental issues for the City. We are lending natural resource technical assistance to various other departments including CP&D, Parks, and Executive.
- Pipe and maintenance hole condition rating of the stormwater pipe system indicates that many minor structural repairs are needed, but the overall integrity of the system is good. Approximately 75 percent of the publicly owned system has been televised.
- Storm and Surface Water is evaluating playing a greater role in vegetation management throughout the City. Budget implications will be kept neutral in 2020, but funding may be sought in 2021.
- Storm and Surface Water general facility charge (GFC) revenue (not factored in the operating budget) has diminished in the past three years. The GFCs are based on new impervious surface and the reduction is likely as a result of the lack of new impervious surface associated with redevelopment.
- The State legislature recently increased the value for public works projects that City staff can construct from \$65,000 to \$116,155. This will greatly expand the utility's ability to cost-effectively construct small projects.

2019 Recent Accomplishments

- City Council adopted the Olympia Sea Level Rise Plan. The two-year planning effort was a collaboration with the LOTT Clean Water Alliance and the Port of Olympia. The Plan provides comprehensive strategies for minimizing and preventing flooding to downtown. Adapting to sea level rise in both the near and long-term will help to protect critical infrastructure and valued community assets in the downtown area.
- Developed implementation plans for the 2018 Storm and Surface Water Plan.
- Completed all scheduled preventative maintenance.
- Fulfilled all NPDES Municipal Stormwater Permit requirements.
- Pipe televising and condition rating program identified needed repairs to our pipes. Stormwater operations and maintenance staff are increasingly poised to complete the repairs. 118 repairs were completed in 2018 and 119 repairs were completed in 2019. The ability to complete increasingly complex repairs saves both time and money.
- Installed 11 Tideflex valves downtown to eliminate tidal surcharge into stormwater system to reduce potential flooding and help adapt to sea level rise.
- Developed ditch maintenance program on 10-year cycle (10 percent to be inspected/maintained each year).
- Supported the coordination of erosion management with CP&D and Engineering through a LEAN process.
- Implemented and refined the habitat and stewardship program.
- Developed and delivered robust education and public outreach programming. Utility education and outreach staff continue to receive regional accolades for innovative communication strategies and products.
- Improved sediment management and documentation of sediment sources and the quantities recovered.
- Refined downtown flooding management. Developed combined catch basin protection plan and preventative maintenance/inspection standard operating procedures (SOP's) for downtown tide valves.
- Designed the Harrison Avenue water quality and Neighborhood Green Infrastructure projects.
- Worked with FEMA to correct special flood hazard area maps.
- Televised and condition rated 60,000 linear feet of storm drainage pipe.

Performance Measures: Storm & Surface Water Utility

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	Percent of private stormwater facilities in compliance (2005 and newer)	100%	100%	100%	100%	100%
	Number of catch basins inspected	3,500	3,500	3,500	3,500	3,500
	Number of participants attending educ./outreach events	3,500	3,500	3,500	3,500	3,500
	Number of private storm systems inspected	150	230	240	250	150
	Acres of vegetation managed	150	150	150	150	220
	Acres in Habitat Stewardship Program	300	300	325	350	375

Quality Measure	Tons of pollutant-laden sediment prevented from reaching surface water bodies	1,000	970	1,000	1,000	1,200
	Flood problems resolved in a timely manner	90% (minor – 1 year; major – 3 years)	100%	100%	95%	95%

2020 Objectives

- Complete all scheduled preventative maintenance.
- Fulfill all NPDES Municipal Stormwater Permit requirements.
- Implement and refine the habitat and stewardship program.
- Develop and deliver robust education and public outreach programming.
- Televise and condition rate at least 60,000 linear feet of storm drainage pipe.
- Receive grant funding from the Department of Ecology for a second street sweeper, along with operating costs to focus on water quality needs. The utility will need to provide the labor (1.0 FTE) to operate the sweeper.
- Implement Cityworks software – a new asset management / work order system.
- Construct the Harrison Avenue water quality and Neighborhood Green Infrastructure projects.
- Apply for and receive grant funding from the Department of Ecology for an additional water quality retrofit project.

Wastewater Utility

Mission

To collect and convey wastewater to treatment facilities in a manner that protects the health of both the public and our environment.

Description

All wastewater collected by the utility is conveyed downtown to LOTT Clean Water Alliance's (LOTT) Budd Inlet treatment facility. The City contracts with LOTT for this service. Olympia Wastewater utility activities include operation and maintenance of pipe and pumping infrastructure, long-term planning, infrastructure analysis, capital facility development, odor control, technical assistance, and septic system conversions to public sewer. The activities of the Wastewater utility are guided by the 2013-2018 Wastewater Management Plan. An updated Wastewater Management Plan will be adopted in early 2020.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$1,383,756	\$1,671,286	\$1,707,345	\$36,059
Supplies	301,381	350,521	350,046	(475)
Services	2,452,785	2,700,707	2,973,846	273,139
LOTT Services	12,709,198	13,661,578	14,071,425	409,847
Capital	15,169	-	-	-
Debt Service	103,843	103,344	103,116	(228)
Interfund Payments	1,070,358	1,123,003	1,215,151	92,148
Interfund Transfers	1,251,506	1,246,190	1,256,794	10,604
Total Expenditures	\$19,287,996	\$20,856,629	\$21,677,723	\$821,094

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Data Control Specialist	0.375	0.375	0.375	-
Engineering & Planning Supervisor	0.33	0.33	0.33	-
GIS Specialist	-	0.25^^	0.25	-
Inventory Control Specialist I	0.13	0.13	0.13	-
Lead Worker	1.25	1.25	1.00**	(0.25)
Line of Business Director	0.24	0.24	0.24	-
Maintenance Technician	2.00	2.00	2.00	-
Maintenance Worker I	1.00	1.50^	1.50	-
Maintenance Worker II	4.00	4.00	5.50+	1.50
Office Specialist III	0.24*	-	-	-
Operations Supervisor	1.00	1.00	1.00	-
Program Assistant	0.24	0.48*	0.48	-
Program Specialist	0.25^^	-	-	-
Project Engineer II	1.25	1.25	1.25	-
Remote Systems Technician	0.75	0.75	0.75	-
Senior Planner	0.33	0.33	0.33	-
Total	13.385	13.885	15.135	1.25

^Addition of Maintenance Worker I, split between Drinking Water and Wastewater.

^^Reclassification of Program Specialist to GIS Specialist.

*Reclassification of Office Specialist III to Program Assistant.

**Moved to Storm and Surface Water.

+Moved from Storm and Surface Water.

Budget Overview

The greatest change to the Wastewater utility budget is a shift of 1.25 FTE from the Storm and Surface Water utility to the Wastewater complement to more accurately reflect distribution of construction crew staffing. Interfund transfers are higher than previous years because the utility is transferring rate revenue reserved in the operating fund balance to the capital fund to support projects.

Trends, Challenges, and Opportunities

- The Wastewater Utility continues to work on sewer system cleaning and operations, condition rating, preventive maintenance, long range planning and capital improvements—with few changes in the last several years. The Wastewater utility is implementing refinements outlined in the 2013-2018 Wastewater Management Plan. Goals of the Plan support various community-wide efforts including reconstruction of aging pipe systems, pump station retrofits, system extensions, and on-site septic system conversions. We expect the Wastewater utility to remain stable and predictable in the years to come. Its needs are and will likely stay modest.
- The draft Wastewater Management Plan was completed in 2019 and will guide the utility once it is adopted in 2020.
- Condition rating of sewer pipe and maintenance holes is complete and highlights the need for numerous repairs and replacements. Thirty-two percent of the utility infrastructure was installed prior to 1960. Repairs are being completed in a timely manner before acute pipe failures occur.
- In response to needed pipe repairs, the City is maximizing the use of new trenchless repair technologies to line existing pipes without costly excavation of the street.
- On-site septic systems are being linked to water quality impacts in Budd and Henderson Inlets and other sensitive areas in the City and its Urban Growth Area (UGA). Importantly, the City's Neighborhood Sewer Extension Program prioritizes areas of the City known for water quality problems and helps homeowners convert from septic systems to the City sewer.
- Approximately 4,150 on-site septic systems are used within the City limits and UGA.
- Converting onsite septic systems to municipal sewer, a primary goal of the utility, picked up substantially in 2018 and continues in 2019. LOTT's connection charge rebate has had significant positive impacts on the number of conversions.
- The number of sewer spills and overflows continues to decline due to increased preventative maintenance by City crews and increased attention to the Fats, Oils, and Grease (FOG) prevention program.
- The Wastewater Utility is increasingly linked to the environmental protection work of the Storm and Surface Water and Drinking Water utilities.
- The Wastewater Operations section are finding better ways to do their work in multiple arenas. Staff continue to improve their technical abilities and efficiencies. Use of ESRI's Collector application for S.T.E.P. system, maintenance hole and lift station inspections has streamlined inspections and improved the ability to evaluate data for asset management.
- The State legislature recently increased the value for public works projects that City staff can construct from \$65,000 to \$116,155. This will greatly expand the utility's ability to cost-effectively construct small projects.

2019 Recent Accomplishments

- Completed the Draft Wastewater Management Plan. Council adoption of the plan is expected in the first quarter of 2020.
- Completed all scheduled preventative maintenance.
- Operations staff focus on time management and efficiencies. In 2019, we continued to focus on more efficient management of our many labor-intensive S.T.E.P. sewer systems.
- Pump Stations installed new controls and radio communications to refurbished nine multi-family residential S.T.E.P. systems.
- The number of septic conversions increased from eight per year to over twenty in 2018 and that rate was sustained through 2019.
- Constructed a S.T.E.P. system for Chambers Creek Village allowing 26 residential units adjacent to Chambers Creek to be converted from septic systems to the City's sewer system.
- Constructed a sewer extension project on 5th Avenue near South Bay Road to convert up to 11 septic systems.
- Refurbished the Ensign Road sewer lift station with a new generator and controls.
- Installed new odor control technology in southeast Olympia.
- Drafted emergency response plans for all sewer lift stations.
- Installed new tide gates at the Water Street lift station.

Performance Measures: Wastewater Utility

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	Number of septic systems converted to City sewer	20	8	26	22	24
Quality Measure	Sewer pipes rated in fair or better condition	90%	93%	93%	94%	94%
	City and Urban Growth Area (UGA) residents with gravity sewer service (excludes septic and STEP systems)	100%	70%	71%	72%	72%

2020 Objectives

- Staff will recommend City Council adoption of the updated Wastewater Management Plan.
- With the utility pipe system completely televised and condition rated, we are keeping up with repairs. We continue to televise our pipes to confirm that our system continues to be in good shape.
- Condition rating of the wastewater conveyance system is helping us move to more effective data driven decision-making. Information is linked to asset management and the capital facility planning process. We are rapidly completing repairs of any identified structural defects. 87 repairs were completed in 2018 and a similar number of repairs is anticipated in 2019. Implementation of Cityworks software will improve our abilities.
- Staff will select two additional neighborhood sewer extension projects based on environmental priorities and constructed for septic conversions.
- Completely replace the Old Port I sewer lift station.
- Construct upgrades to the Miller and Central sewer lift station.

Waste ReSources Utility

Mission

Lead and inspire our community towards a waste-free future. The strategic role of the utility is to create opportunities to eliminate waste.

Description

Waste ReSources accomplishes their mission by providing municipally operated solid waste collection, disposal and diversion services, including education and outreach to residents, businesses and visitors.

In June 2006, the Olympia City Council adopted a Zero Waste Resolution. It set forth a new direction for the Utility and has guided the development of its strategic plans ever since. The Utility is currently operating under a 6-year Waste Resources Management Plan covering the period of 2015-2020.

The Utility has two main programs: the Collections Program and the Waste Prevention and Reduction Programs.

The Collection Program provides garbage, recycling, and organics collection services to residents, businesses, and the public. It uses three different collection methods:

- Curbside collection of carts and containers for both residential and commercial customers.
- Drop box service for large quantity generators of garbage, recyclables, and organics.
- Self-haul of yard waste, metals, and traditional recycling materials to our Saturday drop-off site.

The City provides carts to residents for all three waste streams. Garbage service is mandatory at a minimum level. Recycling and organics collection are a subscribed service. Residents with these services can recycle plastic bottles and jugs, aluminum and tin cans, paper, and cardboard all in one recycling cart and all organics, such as food, select food soiled paper, yard debris, in another. The City provides glass drop off at 3 locations. Commercial customers have options for container size and collection frequency, ranging from half-yard containers to 30-yard drop boxes. The Saturday drop-off site is open March through November.

The Waste Prevention and Reduction Program provides planning, education and technical assistance to residents, businesses, City staff, and other users in our community. In congruence with our mission and strategic role, program staff are the visionaries, promoters, and technical advisors for our solid waste reduction programs. They work closely with Collections staff to ensure efficient collection and separation of solid waste and recyclables. They work directly with citizens, businesses, schools, organizations, and other program participants to look for opportunities to eliminate waste.

Waste Prevention and Reduction Program staff are responsible for presentations to businesses, events, schools, vendors, volunteers, resident and neighborhood groups, as well as classroom lectures and field trips to all Olympia School District third grade classes. Program staff is also responsible for designing and implementing creative solid waste reduction programs, such as the GrassCycling, Waste-Free Lawn care, and Zero Waste Event Recycling, Commercial Organics

Collection, and shared garbage compactor use. Program staff also work closely with Collections to reduce recycle and organics contamination and assist with operational efficiencies.

The Waste Prevention and Reduction Program is also responsible for the following:

- Education and assistance to residents and businesses working to have Zero Waste Events.
- Solid waste assessments and technical assistance for diversion and composting in businesses.
- Data collection and analysis.
- Financial analysis and projections throughout the year.
- Developing and implementing policies.
- Presentations and responses to Council and the Utility Advisory Committee.
- Planning and implementing new programs, as well as maintaining existing ones.
- Technical assistance to residents about solid waste reduction and recycling.
- Recycle transload, hauling, and processing contract management.
- Increasing the number of commercial organics customers.
- Outreach to bring businesses together to share one combined location for garbage, recycle and compost.

Program Cost Summary	2018 Actual	2019 Budget	2020 Budget	Change
Personnel Services	\$2,881,909	\$3,227,465	\$3,322,534	\$95,069
Supplies	315,726	300,863	300,863	-
Services	6,295,777	6,684,553	6,754,886	70,333
Capital	143,004	-	-	-
Interfund Payments	2,340,643	2,349,643	2,595,160	245,517
Interfund Transfers	13,514	377,414	383,040	5,626
Total Expenditures	\$11,990,572	\$12,939,938	\$13,356,483	\$416,545

Program Staffing	2018 Actual	2019 Budget	2020 Budget	Change
Accounting Technician	1.00	1.00^	-	(1.00)
Assoc. Line of Business Director	1.00	1.00	1.00	-
Billing Specialist	-	-	1.00^	1.00
Lead Worker	2.00	2.00	2.00	-
Maintenance Worker I	2.00	2.00	2.00	-
Maintenance Worker II	1.00	1.00	1.00	-
Operations Supervisor	1.00	1.00	1.00	-
Program Assistant	1.00	1.00	1.00	-
Program Specialist	1.00	1.00*	-	(1.00)
Refuse/Recycle Collector	17.00	17.00	17.00	-
Senior Planner	-	-	1.00^^	1.00
Senior Program Specialist	2.00	2.00^^	2.00*	-
Total	29.00	29.00	29.00	-

^Reclassification from Accounting Technician to Billing Specialist.

^^Reclassification from Senior Program Specialist to Senior Planner.

*Reclassification from Program Specialist to Senior Program Specialist.

Budget Overview

The top four expenditure categories in the Collections Program are:

- Labor (wages, salaries and benefits.)
- Disposal (per ton cost of disposing) for garbage, recycling and organic materials.
- Taxes (B&O, Municipal Utility Tax, Liability Insurance.)
- Equipment (maintenance, fuel, replacement.)

The Prevention and Reduction Program's main expenses are salaries and benefits.

Trends, Challenges and Opportunities

The following trends are major focus areas for the Collections Program:

- Residential recycle streams are seeing high levels of contamination, driving down recycle commodity values thus impacting City revenues. Through electronic routing, staff can now identify when and where that's taking place so planning staff can be notified and provide necessary outreach to resolve the issues.
- Collecting every other week, along with our practice of one-side road collection, still proves to be leading edge in collection efficiencies. We collect all three streams of materials (garbage, recycle, and organics) with the same truck and driver in every-other-week collection (four routes, four trucks, and four drivers.) However, we've seen increased traffic volumes throughout Olympia. Due to heavy traffic, certain areas require more time to navigate for collection. Through electronic routing, Waste ReSources is continually changing their routes to accommodate peak traffic times in order to collect when traffic is lighter.
- Residential organics customers continue to grow and so does their "set-out" rate. The weight of the organic material remains an issue. Organic material is dense and heavy (especially during the spring and summer), which causes our drivers to make frequent trips to the Thurston County Waste and Recovery Center (WARC) to ensure the trucks stay within their legal weight limits.
- Growth in multi-family and mixed-use in downtown requires working closely with Community Planning and Development and Developers to design efficient and effective waste collection areas.
- Growth in the commercial sector is pushing the capacity limits for the commercial front load collection trucks.
- Find new businesses, vendors, and markets to bring our collected recycling and compost to.
- Changes in accepted materials may lead to residents and businesses recycling less material.
- Commercial organics program has been slowed by Thurston County Solid Waste's decisions to limit composting to one facility. Thus, limiting the materials it accepts.

The following trends are major focus areas for the Prevention and Reduction Program:

- Recycling Markets continue to waver. As a result, the recycle acceptance list was evaluated. The evaluation, coupled with requests from our own recycle processor and transporter, to remove glass, has resulted in a change to the acceptance list Glass and poly-coated products such as juice boxes, milk cartons, and aseptic containers have been removed from comingled recycle.

Poly-coated materials are no longer accepted, and glass must be taken to glass drop-off site or put in the garbage. This will likely enhance commodity quality, thus making products more marketable, resulting in potentially higher returns on commodity revenues and save on processing costs.

- Steps to reduce garbage contamination in recycling streams are underway through a Department of Ecology Grant. This includes expanding our “lid lift” inspection program to improve data collection, educate the public to reduce contamination in the recycle stream. Reduced contamination makes recycling materials more marketable and saves money in both hauling and processing costs.
- Growing State and National awareness to keep food waste out of the garbage/landfill may lead to an increase in organics diversion.
- Ability to increase commercial organics collection without increased staffing and equipment.
- Successful use of shared garbage compactors in downtown Olympia. Including shared access to recycling and composting. This improves collection efficiency, customer participation and collection opportunities.
- Increased online packaging from recyclable cardboard boxes to non-recyclable plastics and mailing envelopes.

2019 Accomplishments

- International Association of Professional Drivers (IAPD) training requirements has led to less accidents and increased collection efficiency.
- Expanded use of GIS Data Collector Application for Commercial Routing purposes to reduce contamination in the recycle stream, improve customer consistency, and driver efficiency.
- Developed Standard Operating Procedures (Extra Bags, Locks/Access, Shared Compactor.)
- Installed a second shared compactor in the downtown area which has improved collection efficiency and has reduced loose litter.
- Second shared compactor offered recycling and composting to businesses that previously were not participating.
- City of Olympia Collectors competed in the Solid Waste Association of North America (SWANA) Conference Truck Road-E-O, which included written exams, pre/post trip testing, and a driver competition for 3 division classes, including Roll-Off, Front Load, and Automated Side Load. Staff placed first in all divisions and won overall top drivers of the conference. It validates the importance we (the City) place on our Driver Safety Training Program to reduce accidents/incidents (i.e. International Academy of Professional Drivers.)
- Implemented a Lid Lift/Cart tagging program to reduce contamination in the recycle stream.
- Finalized a cost of service study by service class to confirm full cost recovery through rates.
- Hired a consultant to develop 30% design of a new operations and maintenance facility on the Carpenter Road property, which will provide more accurate costs to construct, leading to a better understanding of potential rate impacts.
- One-side of Road Collection added to one cul-de-sac.
- Provided environmental education and outreach to 792 3rd graders at 11 schools.
- Increased the number of subscribers using the Recycle Coach Web App to 2,441 users.
- Analysis of recycle markets and removal of glass and poly-coated materials, including public outreach campaigns to remove those materials.

- Performed 32 commercial waste assessments for city businesses.
- Maintained robust commercial organics program despite changes in accepted materials list.
- Reviewed 50 event waste plans. Offered assistance ranging from verbal suggestions and ideas to onsite assistance with volunteers and vendors to reduce waste, recycle and compost.
- Facilitated assistance of loaner event clear stream containers to help with event waste reduction.

Performance Measures: Waste ReSources Utility

Type	Performance Measure	Target	2017 Actual	2018 Actual	2019 Actual	2020 Goal
Output Measure	Residential single-family recycling rate.	70%	55%	55%	54.9%	55%
Efficiency Measure	Tons of solid waste going to landfill (lbs./capita/day)	3.83	3.20	3.23	3.23	3.25

2020 Objectives

The Collections Program will focus on the following objectives:

- Continue development of Standard Operating Procedures (SOP’s).
- Electronic Routing (on-board routing software).
- Continue development of new routes in Commercial Collection to achieve efficiencies.
- Develop workflows, SOP’s, and provide training for staff.
- Fleet Purchases
- Spec and purchase several new garbage trucks as trucks reach end of life.
- Maintain adequate levels of collection containers, carts, dumpsters, and roll-offs.

The Prevention and Reduction program will be focusing on the following objectives:

- Continue to monitor recycle markets and respond as necessary.
- Continue educating residents about the change in the recycle acceptance list, to include the removal of glass and recycle options. Educate the public on rates and contamination reduction.
- Continue “Lid Lift”, cart tagging program and collect data in order to reduce contamination.
- Work on issues with Multi Family recycling contamination.
- Commercial Program Enhancement.
- City facilities waste assessments, outreach, and education.
- Shared compactor – Continue to monitor/manage the program and grow customer base when opportunities arise.
- Provide waste assessments to businesses.

- Work with newly hired consultant to design a new operations and maintenance facility on Carpenter Road. Goal is to achieve 30% design review to understand costs relative to potential future rate impacts to City customers.
- Increase commercial organics collection customers and tonnage.
- Update Chapter 13.12 Municipal Code language and consider the following topics:
 - One-side of Road Collection.
 - Shared compactor mandatory use and rates.
 - Develop Commercial Recycling rates.

Non-Departmental

General Fund Sub-Funds

The Governmental Accounting Standards Board (GASB) Statement 54, re-defined what funds qualify as Special Revenue Funds. As a result of that change, the City reassessed all Special Revenue funds. Those that no longer qualified as Special Revenue funds, but for which the City wanted to account for these activities separately from the regular General Fund operations, were converted to General Fund sub-funds. The funds presented in the table below represent those funds.

For financial reporting purposes, these funds are reported as part of the General Fund. For budget purposes, these Sub-Funds are presented separately from the regular operations of the General Fund. The Washington Center for the Performing Arts Sub-Fund is appropriated on an annual basis and its appropriations lapse at year end. The remaining Sub-Funds are project in nature and their appropriations do not lapse at year end.

	2020 BUDGET		
	EXPENSES	REVENUE	FUND EQUITY Use/(Gain)
Special Accounts Control Fund - - See Below for Detail	\$ 1,344,272	\$ 1,214,795	\$ 129,477
Development Fee Revenue	4,098,463	3,677,069	421,394
Parking Fund	1,533,561	1,510,840	22,721
Post Employment Benefits, LEOFF 1 retirees	1,375,000	1,005,000	370,000
Washington Center - Endowment Fund	10,500	10,500	-
Washington Center - Operating Fund	530,500	530,500	-
Municipal Arts Fund	59,544	59,544	-
Equipment and Facilities Replacement Fund	1,538,725	1,359,047	179,678
Total General Fund - Sub Funds	\$ 10,490,565	\$ 9,367,295	\$ 1,123,270
Special Accounts Control Fund: Detail			
Shared Leave	\$ -	\$ -	\$ -
GHB Building	-	-	-
Public Education and Government/Access Television	326,000	331,533	(5,533)
Health and Wellness Programs	50,000	43,200	6,800
Technology plan implementation and PC and PI Network Equipment	825,000	692,723	132,277
Building Demolition and Nuisance Abatement	7,316	-	7,316
Tree Account	45,000	45,000	-
Historic Preservation	-	-	-
Housing & Comm Dev	90,956	50,000	40,956
HUD and Rental Rehab	-	30,000	(30,000)
Seizure and Forfeiture	-	-	-
Firing Range	-	-	-
School Resource	-	-	-
Recreation Scholarship	-	500	(500)
Arts Program	-	-	-
Aerial Mapping	-	21,839	(21,839)
Total Special Account Control Fund	\$ 1,344,272	\$ 1,214,795	\$ 129,477

Special Accounts Fund - Sub-Fund

Special Accounts Control Fund is used to account for special accounts the City has deemed necessary to be segregated from other department non-operating or operating funds. The funds are described in the table above.

Development Fee Revenue Fund - Sub-Fund

The Development Fee Revenue Fund is used to account for fees collected from various building-type permits, zoning and subdivisions fees, inspection and plan check fees, fire and sprinkler permits and fees to review building plans. Fees collected in the Developer Fee Revenue Fund are used to reimburse the General Fund for expenditures of the Community Planning & Development Department for managing development services. RCW 19.27 and OMC 4.04, 4.36 and 4.38

Development Related Fees				
Year	Building Permits *	Fire Permits	Development Fees *	Zoning & Subdivisions *
Est. 2020	\$ 2,256,869	\$ 125,000	\$ 956,200	\$ 284,000
2019	2,629,449	91,409	1,160,402	225,579
2018	2,199,755	112,994	949,720	295,391
2017	2,379,338	138,417	954,172	192,658
2016	2,462,411	147,728	305,000	319,637
2015	2,542,172	127,641	498,214	236,198
2014	2,689,709	99,315	547,472	207,852
2013	2,556,924	61,572	477,611	196,542
2012	1,913,762	42,871	349,379	146,392
2011	2,663,268	75,476	339,483	275,598
2010	2,571,411	8,828	473,178	192,784

See Appendix for more information relating to building permits.

Parking Fund - Sub-Fund

The Parking Fund is used to account for fees collected from various parking revenue such as street parking, permits and fines. Parking funds are used for the operations and management of the City's Parking Program

Post Employee Benefits – LEOFF 1 Retiree Fund - Sub-Fund

The Post Employee Benefit Fund is used to account for funds used to pay benefits of the City retirees of the Law Enforcement Officers' and Firefighters' Retirement System Plan 1 as well as costs related to the actuarial analysis and administration of the fund.

Washington Center for the Performing Arts Funds - Sub-Funds

The City has two funds established for City-owned Washington Center for the Performing Arts; 1) an endowment fund; 2) an operating fund

The Endowment fund accounts for proceeds from the sale of various real estate parcels owned by the City. These real estate proceeds, and associated investment interest, are used for maintenance, operations, repair of Center. The Operating fund accounts for funds from the lodging tax fund and donations for the purpose of supporting the operations and manager of the Center.

Municipal Arts Fund - Sub-Fund

The Municipal Arts Fund accounts for funds used the purpose of selecting, acquisitioning and installing art works in public places. The program is funded by the City's designation of one dollar per person and one percent of major City construction projects be set aside for public art.

Equipment & Facilities Replacement Fund - Sub-Fund

The Equipment & Facilities Replacement Fund accounts for funds reserved for the purpose of major replacement and/or repair of city equipment and facilities other than equipment and facilities accounted for in other funds.

Municipal Arts Fund - Sub-Fund

The Municipal Arts Fund accounts for funds used the purpose of selecting, acquisitioning and installing art works in public places. The program is funded by the City's designation of one dollar per person and one percent of major City construction projects be set aside for public art.

Equipment & Facilities Replacement Fund - Sub-Fund

The Equipment & Facilities Replacement Fund accounts for funds reserved for the purpose of major replacement and/or repair of city equipment and facilities other than equipment and facilities accounted for in other funds.

Special Funds – Non-Operating

The City has established several Special Purpose Accounts and Funds which are not included in the various departments' operating budget sections. Appropriations of these accounts and funds do not lapse at year end but continue. Following the chart below is a brief description of the purpose of each of these funds. Note: The Olympia Metropolitan Park District and Transportation Benefits District are included in the table below, however they are presented as blended component units in the City's Comprehensive Annual Financial Report.

SPECIAL FUNDS: NON-OPERATING	2020 Budget		Projected Fund Equity Use/(Gain)
	EXPENDITURES	REVENUE	
HUD Funds	\$ 591,819	\$ 600,000	\$ (8,181)
Lodging Tax Fund	1,019,083	1,132,309	(113,226)
Parking Business Improvement Area Fund	98,500	100,000	(1,500)
Farmers Market Repair & Replacement Fund	-	-	-
Hands on Childrens Museum Fund	676,488	543,634	132,854
Fire Equipment Reserve Fund	200,000	200,000	-
Capital Replacement Equipment Rental	2,340,000	2,217,238	122,762
Home Fund	2,432,135	2,432,135	-
Olympia Metropoliatin Parks District	4,263,470	4,263,470	-
Transportation Benefit District	1,500,000	1,686,266	(186,266)
Unemployment Compensation Fund	85,000	112,500	(27,500)
Insurance Trust Fund	2,463,199	2,463,199	-
Workers Compensation Fund	1,654,500	1,450,500	204,000
Total Special Funds: Non-Operating	17,324,194	17,201,251	122,943

HUD Fund - Non-Operating Fund

The HUD fund accounts for funds received from the US Department of Housing and Urban Development, and the loan repayments and interest associated with the City's program that supports: 1) economic development; 2) housing rehabilitation; 3) land acquisition; 4) public facility and improvements; 4) public services.

Lodging Tax Fund - Non-Operating

The Lodging Tax is an excise, or sales tax authorized by State law in RCW 67.28 for Public Stadium, Convention, Arts and Tourism Facilities. In the City of Olympia, the total tax on lodging is 10.4%. Only a portion of the 10.4% comes to the City of Olympia. Olympia's share is equal to a 4% tax, with 2% allocated to The Washington Center for the Performing Arts. Per RCW 67.28.1815, the Lodging Tax can only be used for specific purposes:

- Tourism promotion
- Acquisition of tourism-related facilities
- Operation of tourism-related facilities, events and festivals

	2019	2020
Projected Recipients of Lodging Tax Funding *	Budget	Budget
Arbutus Folk School	\$ 7,000	\$ 7,000
Capital Lakefair	7,000	8,000
Gateway Rotary Club	6,339	10,000
Dixieland Jazz Society	30,000	32,500
Hands On Childrens Museum	66,361	68,923
Harbor Days	45,000	50,000
Harlequin Productions	20,000	30,000
Lake Run Organization	-	5,000
Olympia Downtown Asociation	4,000	13,500
Olympia Film Society	20,000	25,000
Olympia/Thurston, Visitor and Convention Bureau	100,000	100,000
Olympia & Beyond Sports Commission	15,000	15,000
Olympic Flight Museum	6,000	10,000
PARC Foundation	9,500	-
South Sound Reading Foundation	26,800	11,000
Senior Games	20,000	20,000
Washington Center Support	500,000	520,000
Wolf Haven	-	-
	\$883,000	\$ 925,923



*The difference between what is collected in Lodging Taxes and what is allocated to programs, remains in the Lodging Tax account balance.

Parking & Business Improvement Area Fund – Non-Operating

The Parking & Business Improvement Area (PBIA) is a business improvement district in downtown Olympia with oversight by the PBIA Advisory Board. The PBIA Board is not an independent business association, instead it is a City of Olympia advisory committee with board members elected annually by the PBIA ratepayers. The purpose of the Advisory Board is to develop an annual recommendation for the City Council about how to invest PBIA Funds collected from the Association members, and to serve as a communication link between downtown businesses (ratepayers) and the City of Olympia government.

The mission of the PBIA is to assist in creating a vibrant, dynamic business environment and enhancing the reality and perception of downtown by visitors, residents and business owners. PBIA’s activities fit within these six program areas:

- Clean and Safe
- Beautiful Streetscapes
- Downtown Marketing
- Parking
- Small Business Support and Resources
- Communications

P.B.I.A. (Parking and Business Improvement Area)	2019 Budget	2020 Budget
Administration	\$ 2,300	\$ 2,300
Clean and Safe	47,200	47,200
Streetscape Beautification	28,000	28,000
Marketing	21,000	21,000
Contingency	1,500	1,500
Total Parking and Business Improvement Area	\$ 100,000	\$ 100,000

Farmers Market Fund - Non-Operating

The Farmers Market Fund is used to account for major repairs and maintenance of the City-owned Farmers Market facility. Lease payments from the Market are used to help fund these repairs.

HOCM Fund - Non-Operating

The Hands of Children’s Museum (HOCM) Fund is used to account for funds received from the Capital Area Regional Public Facilities District. Funds are used for purposes related to the City-owned HOCM; debt services, capital and certain operational costs.

Fire Equipment Reserve Fund - Non-Operating

The Fire Equipment Reserve Fund is used for the purchase of emergency response equipment by the Fire Department including certain vehicles and equipment and major repairs and improvements.

Capital Replacement Equipment Rental Fund - Non-Operating

The Capital Replacement Equipment Rental Fund is used to account for funds reserved for the replacement or major repairs to the City’s future rolling vehicles and equipment, other than fire response vehicles and equipment.

Home Fund - Non-Operating

The Home Fund is used to account for funds received from a voter-approved sales tax, tax on municipal utilities, and property taxes received from the State. Funds are used for the City's response to homelessness, i.e. operations, delivery and evaluation of mental and behavioral health treatment.

Olympic Metropolitan Parks Fund - Non-Operating

The Olympia Metropolitan Parks District Fund is used to account for the property tax funds received from the Olympia Metropolitan Parks District (OMPD), a separate taxing authority. For accounting purposes, OMPD is a blended component unit. Property taxes received by the OMPD are used to provide capital acquisition and development of City parks and their operations.

Transportation Improvement District Fund - Non-Operating

The Transportation Benefit District Fund is used to account for the funds received from the Transportation Improvement District (TBD), a separate taxing authority. For accounting purposes, TBD is a blended component unit. Fund collected via a \$20 per vehicle registration fee are used to support the preservation, maintenance, capacity, safety and operation of the City streets. In 2019, Washington voters approved Initiative I-976 to reduce vehicle license fees to \$30, thereby eliminating the TBD \$20 registration fee. The Initiative was challenged by several cities in the state as unconstitutional and is currently tied up in litigation.

Unemployment Compensation Fund - Non-Operating

The Unemployment Compensation Fund is used to account for funding the City's unemployment compensation. The City is on a reimbursable plan with the State of Washington. The State determines and pays the benefits, then is reimbursed by the City. The fund is supported by interest earnings and charges to City departments.

Insurance Trust Fund - Non-Operating

The Insurance Trust Fund is to pay for purchases of insurance related to the risk management plan, pay claims against the City or damage to City property that falls under major insurance policy deductibles or that are self-insured, and for studies related to risk management and loss prevention.

Workers Compensation Fund - Non-Operating

The Workers Compensation Fund is to pay for worker's compensation claims, for obligations due to Washington State for workers compensation, for premiums for insurance or surety bonds, and to pay third party administer costs necessary to manage the program.

Debt Administration

As the demand for public sector investment and infrastructure continues to grow, the issuance of debt has become an increasingly important component of state and local government capital programs. While the issuance of debt is frequently an appropriate method of financing capital projects at the local level, it also entails careful monitoring of such issuances to ensure that an erosion of the government's credit quality does not result. The City of Olympia currently has an "Aa2" rating for its general obligation debt and an "Aa3" rating for its revenue debt from Moody's credit rating agency. From Standard & Poor's and Fitch's rating agencies the City has a consistent rating of AA for all debt.

The City's bond ratings reflect the investment community's faith in Olympia's financial management and its ability to repay outstanding debt. Higher-rated bonds indicate less risk to prospective buyers, translating to lower interest costs to the City. The ratings are from two 2019 refunding bond issues. The rating action reflects Moody's view of the credit strength of local government's obligations, which feature a full faith and credit pledge and are typically payable from all legally available funds.

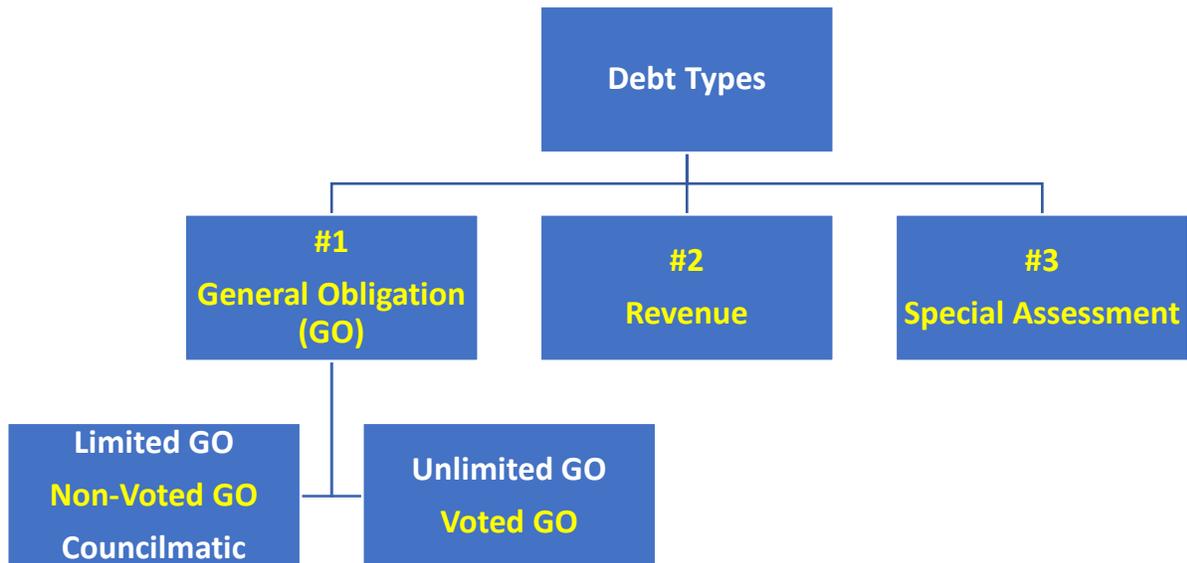
Two basic types of municipal debt are short-term and long-term debt. Short-term debt is generally used by municipalities to even out cash flows. Two basic forms of long-term debt are general obligation and revenue bonds. The difference between these two types of bonds is that general obligation issues are backed by the City's full faith and credit, generally taxes. Revenue bonds, the income of a specific utility or activity is pledged for repayment. Olympia has used both short and long-term types of debt in its operations, as well as general obligation and revenue debt.

In addition to issuing bonds, the City has several general obligation and revenue loans through various State of Washington programs such as the Public Works Trust Fund Loan for a sewer line project. The loans carry an interest rate lower than issuance of revenue bonds.

Credit Rating Scale			
Moody's	S&P	Fitch	Rating Description
Aaa	AAA	AAA	Prime
Aa1	AA+	AA+	High Grade
Aa2	AA	AA	
Aa3	AA-	AA-	
A1	A+	A+	Upper Medium Grad
A2	A	A	
A3	A-	A-	
Baa1	BBB+	BBB+	Lower Medium Grade
Baa2	BBB	BBB	
Baa3	BBB-	BBB-	
Ba1	BB+	BB+	Non-Investment Grade
Ba2	BB	BB	
Ba3	BB-	BB-	
B1	B+	B+	Highly Speculative
B2	B	B	
B3	B-	B-	
Caa1	CCC+	CCC+	Substantial Risks
Caa2	CCC	CCC	
Caa3	CCC-	CCC-	
Ca	CC	CC	Ext. Speculative
Ca	C	C	Default imminent
C	RD	DDD	In Default
-	SD	DD	
-	D	D	

Debt Types Terminology

Local governments have three distinct types of debt that can be issued to generate funding. The debt types are often referred to with different terms, which can lead to confusion. The chart below outlines the debt types. For the purposes of this document, the terms presented in yellow will be used to describe the City's debt types.



1. **General obligation (GO) debt** is borrowing that is secured by the full faith and credit of the local government issuing the debt. The entity, unconditionally, pledges its tax revenues to pay debt service (interest and principal) on the debt as it matures. If the debt is in the form of a bond, the bond owners have a legal claim on all the general income of the entity if a default occurs. In Washington State, limitations on GO indebtedness are provided for in the state statutes; [RCW 39.36](#). There are two sub-categories of GO debt:

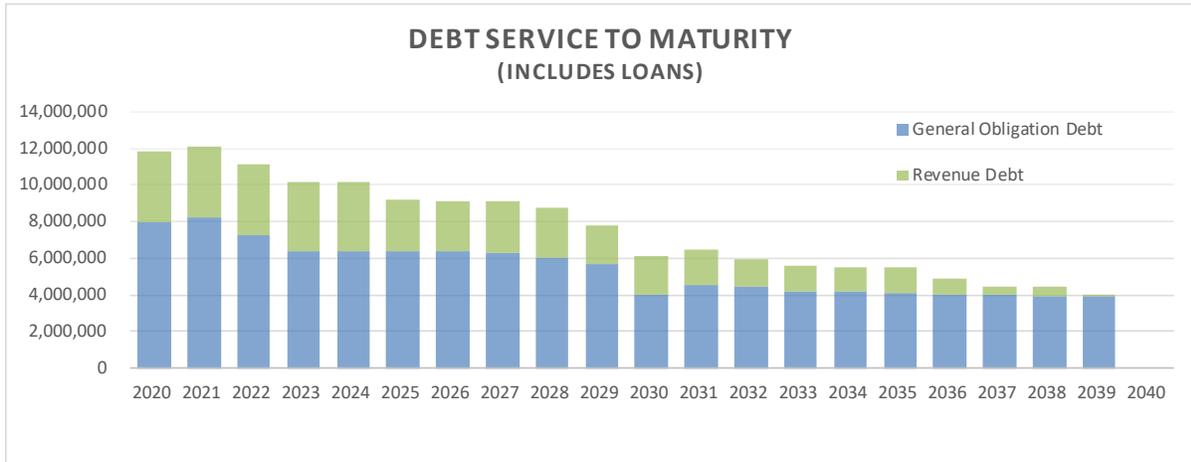
- **Limited tax general obligation (LTGO) debt** (also called non-voted GO debt or “councilmanic” bonds) may be issued by a vote of the legislative body. Because the voters have not been asked to approve a tax increase to pay for the principal and interest on this non-voted type of debt, general revenues must be pledged to pay for its debt service. It is important to note that non-voted GO debt does *not* provide any additional revenue to fund the debt service payments, so instead must be paid from existing revenue sources.
- **Unlimited tax general obligation (UTGO) bonds** (also called voted GO debt) must be approved by 60% of the voters, with a voter turnout equal to at least 40% of those who voted in the most recent general election. When the voters are being asked to approve the issuance of these bonds, they are simultaneously asked to approve an excess property tax levy which raises their property taxes to cover the debt service payments. Voted GO debt bonds can be used only for capital purposes and replacement of equipment is not a permitted use [RCW 84.52.056](#)

2. **Revenue debt** is different from GO debt in its method of repayment. Unlike GO debt, which relies on taxation, revenue debt is guaranteed by the specific revenues generated by the issuer. For example, the City's water utility can issue revenue debt using the revenues from customer water bills to guarantee the repayment of the debt.
3. **Special assessment debt** is debt repaid from assessments against those who directly benefit from the project the funds have been used to finance. For example, if a special assessment bond is issued to pay for sewer improvements that benefit a specific subset of the population, the City can develop an assessment roll for those properties benefitting from the improvement to repay the debt. An example of this would be a local sewer improvement district (LID). The City does not have any outstanding special assessment debt.

General Obligation (GO) Debt and Revenue Debt

The table below presents a summary of City debt, both principal and interest. It distinguishes between General Obligation debt and Revenue debt (payable from City-operated utilities).

General Obligation and Revenue Debt



Future Debt Planning

New projects identified in the 2020-2025 Capital Facilities Plan (CFP) are being planned with without requiring the issuance of debt for the 2020 budgetary year. The City prepares the plan using sources such as charges for services, taxes, growth and grant funding first, before planning on issuing debt. In the future, debt planning may be needed if resources change or funding comes in lower than anticipated. Pending interest rate analysis, the City anticipates completing refunding on two revenue bond issues in 2020.

The 2020-2025 CFP provides for the following projects:

Program Sections	CFP Projects 2020-2025 (in millions)	Anticipated New Debt Funding (in millions)
Parks	\$23.83	\$0.00
Transportation	\$49.56	\$0.00
Gen. Capital Facilities	\$ 45.57	\$0.00
Drinking Water	\$26.25	\$0.00
Waste Water	\$19.06	\$0.00
Stormwater	\$22.37	\$0.00
Total	\$ 186.64	\$0.00

The CFP has been shifting to an increase in cash funding of projects rather than the issuance of debt, therefore the City is building higher cash reserves and a greater reliance on state and federal grant resources to fund projects.

Debt Policies Summarized

Council and management have set policies to be sure the City meets its debt payments in a timely manner. The policies also state new debt will be issued only after careful consideration. Council incorporates these policies into the Financial and Management Policies. Briefly summarized, the policies include:

- Conservative revenue projections.
- Rate increases based on related cost of services provided and the impact of inflation on those services.
- Lease purchase of equipment and real property when practical and prudent.
- Accumulation of adequate reserves to protect the City from uncontrollable expenditures or unforeseen reductions in revenues.
- Issuance of debt only after rigorous review.

The City's overall financial health is positive. The Council and management, through the financial and management policies, emphasize continued effort toward maintaining and improving the City's financial performance.

Debt Limitation

State law limits bonded debt to 2.5 percent of assessed value of taxable property. Of this limit, up to 1.5 percent of assessed value of taxable property may be non-voter approved debt (Non-Voted or Councilmanic bonds). However, the amount of non-voted debt plus voter-approved debt may not exceed the 2.5 percent of assessed value limit.

Taxable Assessed Value (estimated)	\$ 7,741,414,390
General Indebtedness -Non-Voted Debt	
Legal Limit, 1.5% of property value:	\$ 116,121,216
G.O. Bond Liabilities	(91,105,266)
Remaining non-voted debt capacity	\$ 25,015,950
General Indebtedness- Voted Debt	
Legal Limit, 2.5% of property value	\$ 193,535,360
Outstanding voted debt	(8,830,000)
Outstanding non-voted debt	(91,105,266)
Remaining voted debt capacity	\$ 93,600,094

Note: Source of Taxable Assessed Value is Thurston County Assessor

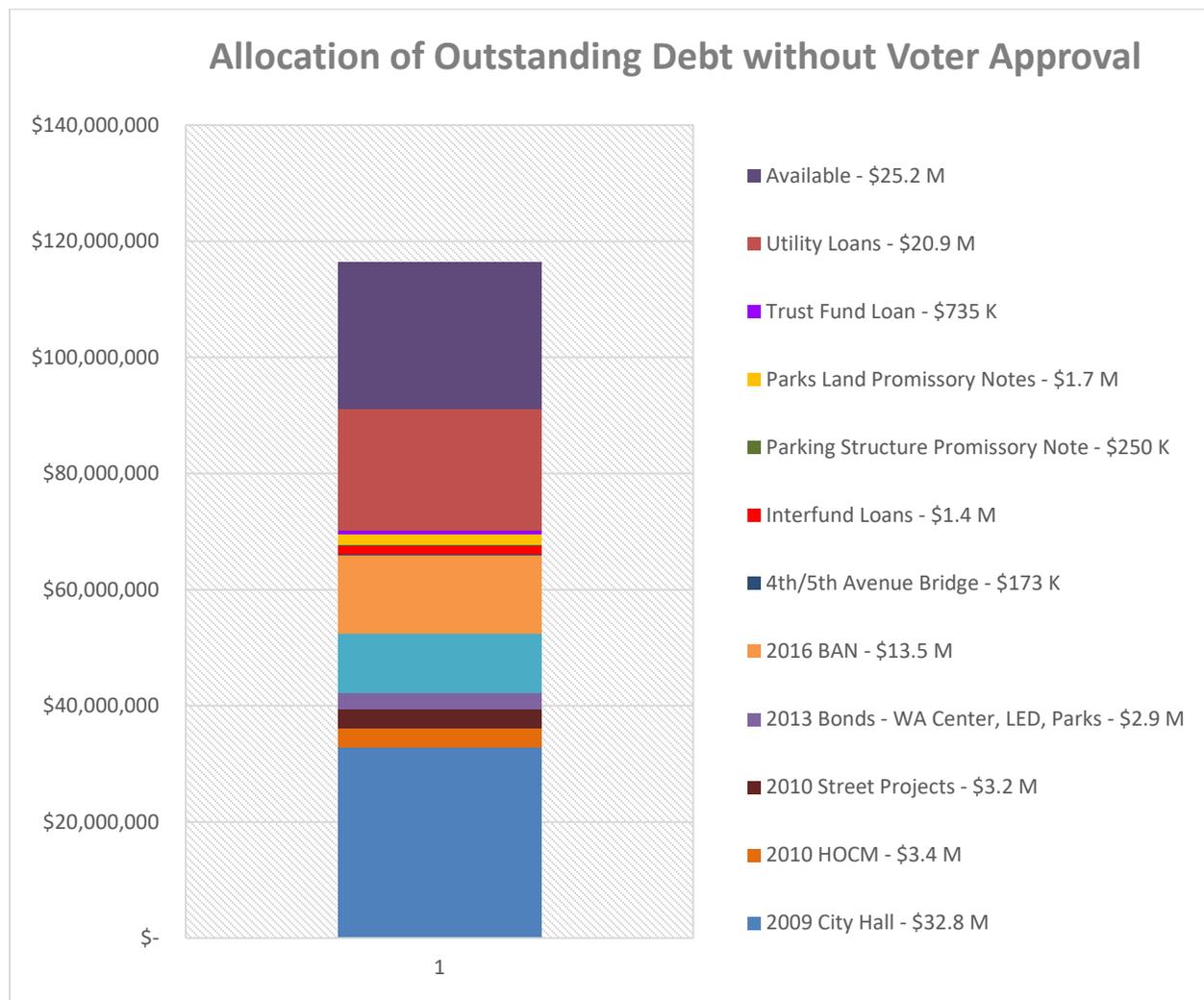
In addition to these limits, the City has debt authority with a vote of the people of 2.5 percent each for parks and utility purposes. Olympia has not used this authority.

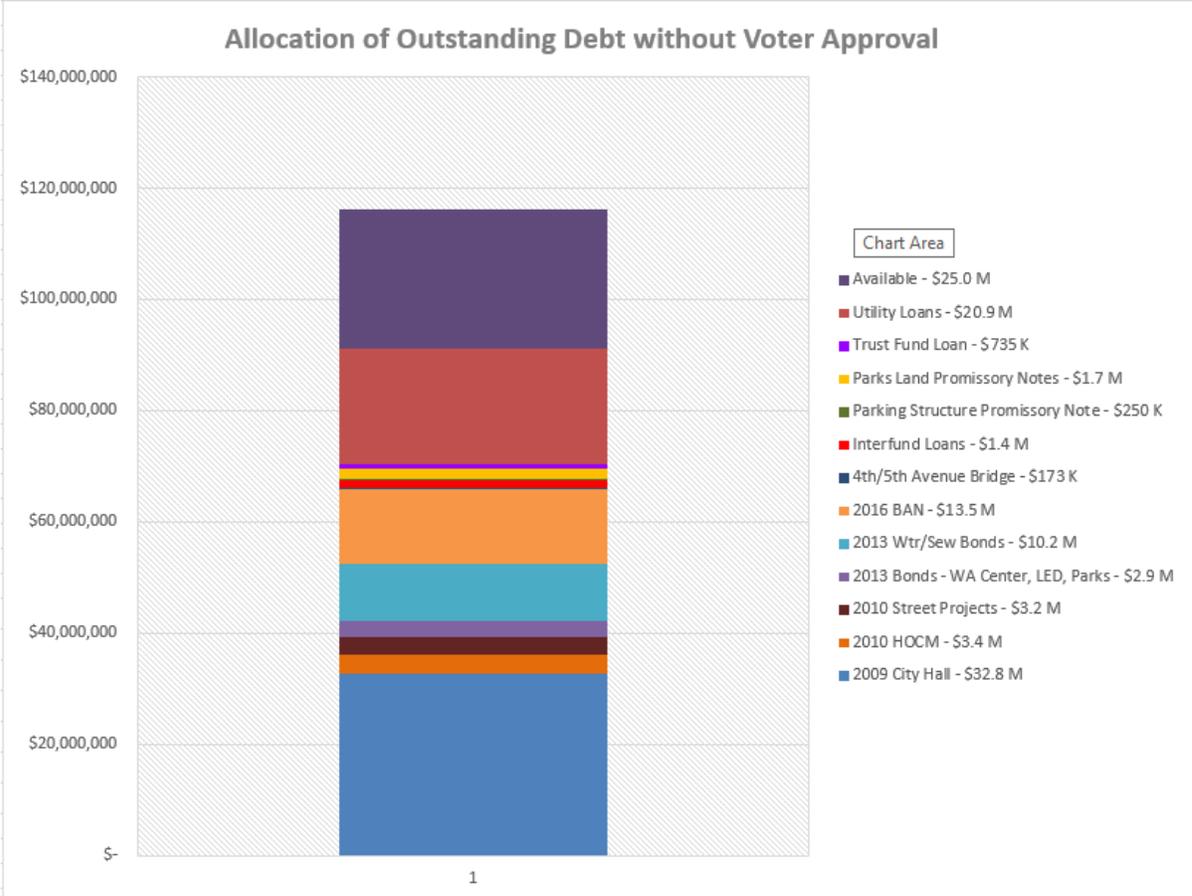
The goal of Olympia's debt policy is to maintain the ability to provide high quality, essential City services in a cost-effective manner. Council members weigh this goal against maintaining the ability

to borrow at the lowest possible rates. The City uses the following guidelines before financing projects with long-term debt:

- Management, staff and elected officials conservatively project the revenue sources to pay off the debt.
- The financing of the improvement will not exceed its useful life.
- The benefits of the improvement must outweigh its costs including the interest costs of financing.

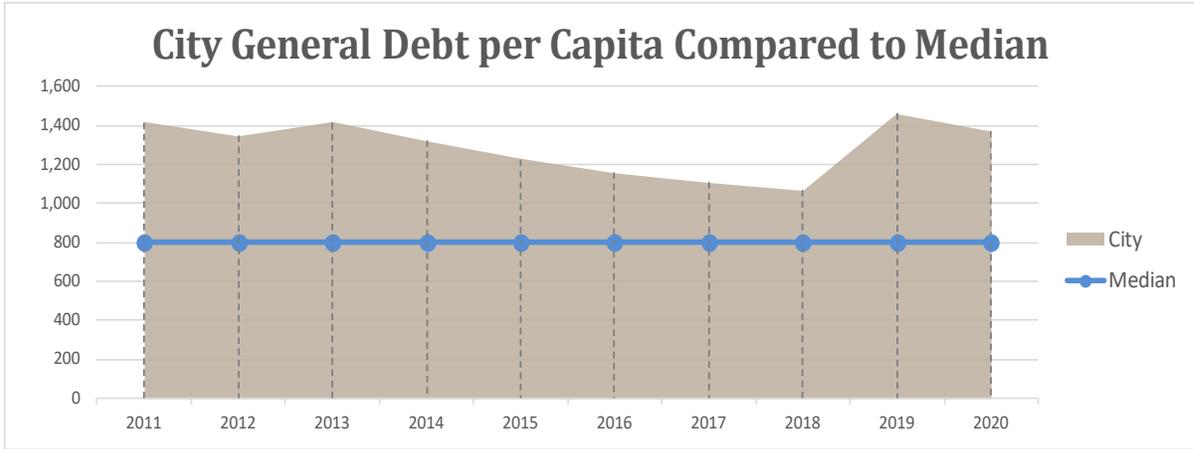
Typically, Olympia uses debt only to provide financing for essential and necessary capital projects. Through debt planning and the Capital Facilities Plan, the City integrates its capital projects. The services the City determines necessary to its residents and visitors form the basis for all capital projects.





Schedule of Debt Obligations

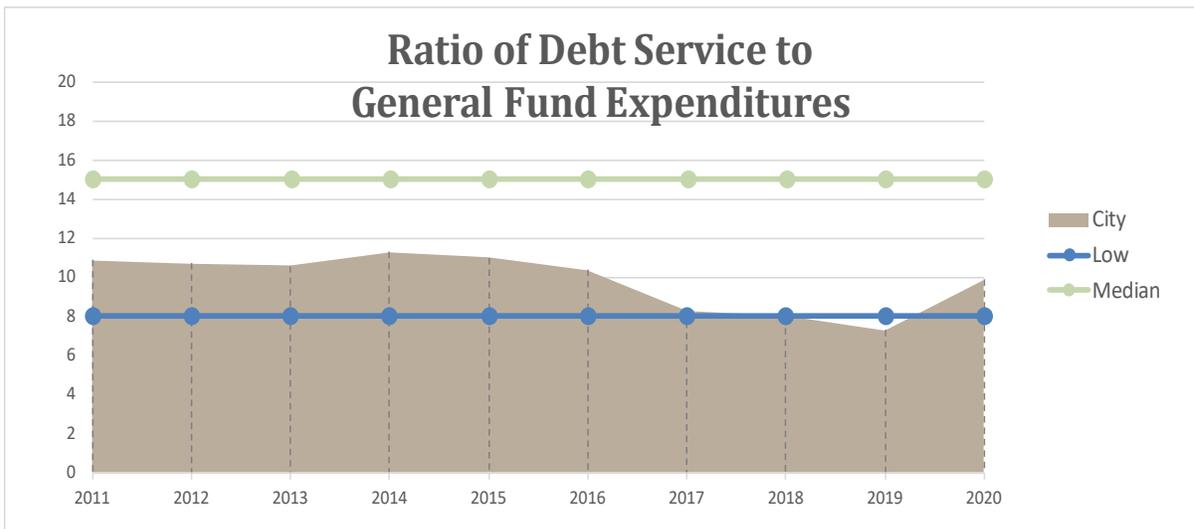
General Obligations	Payment From	Type (1)	Year Issued	Final Payment	Interest Rate	Total Issue	Outstanding 12-31-2019	Principal Payments 2020	Interest Payments 2020	Outstanding 12-31-2020
City Hall Construction	Debt Service Fund 225	LTGO	2009	2039	4.2%	\$ 35,210,000	\$ 32,810,000	\$ 320,000	\$ 2,099,518	\$ 32,490,000
Fire Station & Training Facility	Debt Service Fund 224	ULTGO	2009	2029	3.00 - 4.25%	16,180,000	9,630,000	800,000	390,756	8,830,000
Street Improvements	Debt Service Fund 226	LTGO	2010	2029	3.00 - 4.25%	5,865,000	3,515,000	295,000	143,613	3,220,000
Hands On Children's Museum	Debt Service Fund 228	LTGO	2010	2028	3.00 - 4.25%	5,670,000	3,675,000	315,000	142,088	3,360,000
WA Center, LED Conv., & Percival Landing	Debt Service Fund 229	LTGO	2013	2032	3.00-5.00%	6,345,000	3,385,000	535,000	140,775	2,850,000
Facility Energy Improvements	Debt Service Fund 227	LOCAL	2010	2020	0.0297	1,534,496	87,836	87,836	1,306	-
US HUD, Section 108 Loan	HUD Fund 107	US HUD	2010	2020	LIBOR + 0.2%	325,000	56,000	56,000	644	-
Parks Bond Anticipation Note	Debt Service Fund 230	LTGO	2016	2019	0.0135	14,000,000	14,000,000	14,000,000	673,000	-
Parks Land	VUT Fund 134	PROM	2017	2019	0	2,200,000	-	-	-	-
Parks Land	VUT Fund 134	PROM	2018	2022	0	10,702,224	2,700,000	1,000,000	-	1,700,000
Parking Property	Economic Development Account	PROM	2018	2021	0	700,000	400,000	150,000	-	250,000
Bridge/Corridor Street Improv.	Debt Service Fund 216	PWTF	2000/2001	2020/2021	0.5 - 1.00%	9,996,144	707,142	533,759	5,338	173,383
Home Fund Loan	Fund 318 Home Fund	INT	2018	2021	0.015	1,350,735	1,350,735	450,245	13,507	900,490
HUD Fund Loan	HUD Fund 107	INT	2018	2020	0	100,000	100,000	50,000	-	50,000
Total General Obligation							\$ 72,416,713	\$ 18,592,840	\$ 3,610,545	\$ 53,823,873
Utility Operations										
Combined Drinking Water & Waste Water:										
W/S Refunding & Construction	Drinking & Waste Water Utilities	Revenue	2013	2023	0.041	\$ 7,780,000	\$ 3,455,000	\$ 815,000	\$ 146,350	\$ 2,640,000
Drinking Water:										
Drinking Water - System Improv.	Drinking Water Utility	Revenue	2007	2027	4.00 - 4.13%	8,000,000	4,150,000	435,000	168,844	3,715,000
Fones Road Booster Pump Station **	Drinking Water Utility	DWSRF	2016	2038	0.015	1931982	1668872	104304.47	25033	1564567.53
McAllister Corrosion Control Facility ***	Drinking Water Utility	DWSRF	2016	2038	0.015	3,351,197	2,917,092	182,318	43,757	2,734,774
McAllister Well Development	Drinking Water Utility	DWSRF	2011	2034	0.015	10500907	7875678	525045	118135	7350633
Reservoir Development ****	Drinking Water Utility	DWSRF	2014	2037	0.015	9,385,804	8,390,930	466,163	125,864	7,924,767
Elliot Ave Reservoir Seismic Retrofit	Drinking Water Utility	DWSRF	2018	2038	0.015	1515000	14250	750	213.75	13500
Fir St Reservoir Seismic Retrofit	Drinking Water Utility	DWSRF	2018	2038	0.015	1,515,000	14,250	750	214	13,500
Waste Water (Sewer) :										
General System Improvements	Waste Water Utility	Revenue	2010	2030	2.00 - 4.375%	6,485,000	4,145,000	305,000	172,188	3,840,000
Septic to Sewer Conversion	Waste Water Utility	DOE	2012	2032	0.031	100,725	72,312	4,812	2,219	67,500
Sleater-Kinney Sewer Line	Waste Water Utility	PWTF	2009 -2010	2028	0.005	1,085,025	827,517	91,946	4,138	735,570
Storm Water:										
State Avenue Stormwater Retrofit	Storm Water Utility	DOE	2014	2035	0.023	626,081	537,611	28,124	12,263	509,487
Yauger Park retention improv.	Storm Water Utility	DOE	2010 - 2011	2031	0.029	1,219,756	752,115	61,766	21,496	690,349
Total Utility Operations							\$ 34,820,627	\$ 3,020,979	\$ 840,714	\$ 31,799,648
Total General Obligation & Revenue External Indebtedness							\$ 107,237,340	\$ 21,613,819	\$ 4,451,258	\$ 85,623,521
Notes:										
Type Acronym:	Definition:									
Revenue	Revenue Bonds									
PWTF	State of Washington, Public Works Trust Fund loan									
LTGO	Limited Tax General Obligation Bond (non-voter approved)									
ULTGO	Unlimited Tax General Obligation Bond (voter approved)									
LOCAL	State of Washington, Local Option Capital Asset Lending program. This is an obligation of the State of Washington in which the City participates.									
DOE	State of Washington, Department of Ecology.									
DWSRF	State of Washington, Drinking Water State Revolving Fund loan.									
US HUD	HUD Department section 108 loans									
PROM	Promissory Note held by Seller									
INT	Interfund Loan									
** The loan is a draw down as construction occurs. Annual debt service is determined based on balance of loan as of August 31st each year until fully drawn. Loan authorization is \$1,931,982 of which the City began drawing down in mid-2016. Repayments are being estimated based on estimated draws.										
*** The loan is a draw down as construction occurs. Annual debt service is determined based on balance of loan as of August 31st each year until fully drawn. Loan authorization is \$4,058,632 of which the City began drawing down in mid-2016. Repayments are being estimated based on estimated draws. Loan was transferred to the DOH, at which time the loan was reduced to \$3,351,197 to reflect unused funds.										
**** The loan is a draw down as construction occurs. Annual debt service is determined after all funds are received. Loan authorization is \$11,983,650 of which the City began drawing down in mid-2014. Loan was transferred to the DOH, at which time the loan was reduced to \$9,385,804 to reflect unused funds.										



Use of Ratios to Assess Credit Quality

	Low	Medium	Above Average	High
Measurements per Capita for Cities	<500	500 – 800	800 – 1,200	> 1,200

Source: Standard & Poor’s Corporation



Debt Service as a Percentage of Budget Guideline

Measurements	Low	Medium	High
State	0 – 2	2 – 6	> 6
County	0 – 7	7 – 12	> 12
Schools	0 - 10	10 – 20	> 15
Cities	0 - 8	8 - 15	> 15

Source: Standard & Poor’s Corporation

Debt Service Funds

	2018 Actual	2019 Budget	2020 Budget	Variance
Bridge/Corridor PWTf Loans (1)	\$ 548,038	\$ 546,084	\$ 539,099	\$ (6,985)
Fire Station & Training Facility (2)	1,191,156	1,191,557	1,190,757	(800)
City Hall Bonds (3)	2,418,718	2,421,918	2,419,518	(2,400)
Street Improvement Bonds (4)	435,613	434,813	438,613	3,800
Energy Project Debt (5)	178,281	178,282	89,142	(89,140)
Hands On Children's Museum (6)	435,355	444,188	457,088	12,900
2013 General Obligations Bonds (7)	675,275	671,065	675,775	4,710
Parks Bond Anticipation Note (8)	121,358	67,500	14,673,000	14,605,500
Water/Sewer Bonds (9)	2,032,448	2,033,548	2,042,382	8,834
Stormwater Debt Service (10)	123,649	123,650	123,650	-
Total	\$ 8,159,891	\$ 8,112,605	\$ 22,649,024	\$14,536,419

Note: All other debt is paid directly from various other funds and is included in the budget of those funds.

- (1) State of Washington Public Works Trust Fund loans to fund the 4th/5th Avenue Bridge and Corridor improvements. Final payment will be in 2020. These bonds are paid with general levy property tax.
- (2) Bonds issued to pay for construction of a Fire Station, Fire Training Facility, and Vehicle purchases. Final payment will be in 2029. These bonds are paid from voter-approved excess property tax levy.
- (3) Bonds issued to pay for construction of City Hall. Final payment will be in 2039. These bonds are paid with general levy property tax.
- (4) Bonds issued to pay for transportation system improvements. Final payment will be in 2029. These bonds are paid from the following revenues sources, in order: Transportation Impact Fees, State shared gas tax revenue, and general levy property tax.
- (5) Bonds issued by the State of Washington Local Option Capital Asset Lending program. The City has contracted with the State to pay the State the City's share of the bond issue. Final payment will be in 2020. The City obligation is paid with general levy property tax. Savings from energy savings are estimated to be about the same as the debt service on this debt.
- (6) Bonds issued to pay for the construction of a museum which will be managed and operated by the Hands On Children's Museum non-profit organization. Final payment will be in 2028. Debt service is paid from funds received from the Capital Area Regional Public Facilities District.
- (7) Bonds issued for improvements to the Washington Center for the Performing Arts, streetlight conversion to LED lighting, and redemption of Bond Anticipation Notes (BANs) issued in 2011 for the Percival Landing Project. Final payment will be in 2021 for the Parks portion, 2022 for the LED streetlight conversion, and 2032 for the Washington Center portion. The Parks portion is repaid from voter-approved utility tax, the LED Streetlight portion from power savings within

the General Fund, and the Washington Center portion from funds set aside for facilities major repair.

- (8) Bonds Anticipation Note issued to pay for the acquisition of parks land. The debt service is paid from funds received from Parks Impact Fees.
- (9) The budget on this schedule will vary from information on the Schedule of Debt Obligations. That schedule indicates actual payment made, where this schedule is on an accrual basis. 2007 Bonds issued to fund water improvements will be fully paid in 2027. Bonds issued in 2010 for sewer improvement will be fully paid in 2030. Bonds were issued in 2013 to refund the 2001 issue and finance the conversion of water meters to automatic reads. The bonds will be fully paid in 2023. The bonds are paid from water and sewer utility revenues.
- (10) This fund was created in 2014 to pay debt service of the Stormwater Utility on loans from the State of Washington. Final payment will be in 2031.

Supplementary Information

City Staffing

Labor and Benefits make up over 80% of the General Fund budget. The talent of our City employees makes it possible to deliver the high-quality programs and services our community has come to expect. The 2020 budget reflects a slight decrease in full-time employees. In 2019, the Fire Department's Downtown Aid Unit was discontinued due to the loss of a Federal Grant. The firefighters hired under this grant transitioned to regular assignments as vacancies opened up in the Department.

General Government	2018 Actual	2019 Budget	2020 Budget	Change
Executive Services	8.00	8.00	8.00	-
Human Resources	6.25	6.25	5.25	(1.00)
Legal Department	9.00	10.00	10.00	
Legislative Services	7.00	7.00	7.00	-
Total General Government	30.25	31.25	30.25	-

Administrative Services	2018 Actual	2019 Budget	2020 Budget	Change
Administration	3.50	3.50	4.00	0.50
City Clerk / Records	3.50	3.50	4.00	0.50
Fiscal Services	19.25	19.25	19.25	-
Indigent Defense	1.40	1.40	1.40	-
Information Technology Services	21.00	21.00	21.00	-
Total Administrative Services	48.65	48.65	49.65	1.00

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Community Planning & Development (CPD)	2018 Actual	2019 Budget	2020 Budget	Change
Administration	20.81	8.75	8.75	-
Planning and Engineering	20.00	15.00	15.50	0.50
Customer Service and DT Operations / Clean Team	-	7.50	12.00	4.50
Rapid Response Clean Team – Project Funded	-	-	2.00	2.00
Development Permit Services	13.25	13.00	12.0	(1.00)
Economic Development	9.50	1.00	2.00	1.00
Housing	1.50	1.50	1.50	
Homeless Response Coordinator – Project Funded	-	-	1.00	1.00
Parking Services	-	8.50	9.50	1.00
Strategic Projects (Downtown Programs)	4.00	10.50	3.00	(7.50)
Total CPD	69.06	65.75	67.25	1.50

Fire	2018 Actual	2019 Budget	2020 Budget	Change
Administrative	9.50	9.50	10.50	1.00
Fire/EMS Operations & Training	90.50	90.50	84.50	(6.00)
Fire Prevention	5.00	5.00	5.00	-
Total Fire Department	105.00	105.00	100.00	(5.00)

Municipal Court	2018 Actual	2019 Budget	2020 Budget	Change
Court Services	9.60	9.60	8.75	(0.85)
Probation Services/Day Reporting Center	3.25	5.75	5.75	-
Total Municipal Court	12.85	15.35	14.50	(0.85)

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Parks, Arts & Recreation	2018 Actual	2019 Budget	2020 Budget	Change
Administration	3.00	3.00	3.00	-
Arts & Events	1.75	1.75	1.75	-
Facility Operations	10.05	10.05	10.55	0.50
Parks Maintenance	25.75	21.75	22.75	1.00
Parks Planning & Design	4.75	4.75	4.75	-
Parks Stewardship	-	6.00	6.00	-
Recreation	8.52	8.52	8.02	(0.50)
Total Parks, Arts & Recreation	53.82	55.82	56.82	1.00

Police	2018 Actual	2019 Budget	2020 Budget	Change
Police Operations	81.50	82.50	82.50	-
Police Administration	29.00	28.00	28.00	-
Total Police Department	110.50	110.50	110.50	-

Public Works	2018 Actual	2019 Budget	2020 Budget	Change
Contracts Administration & Program Support	-	-	5.00	5.00
Director's Office & General Services	6.00	5.00	5.00	-
Engineering	28.00	28.00	23.00	(5.00)
Facilities Operations	9.00	9.00	9.00	-
Fleet Operations	5.50	6.00	6.00	-
Transportation	30.00	30.00	30.00	-
Waste Resources	29.00	29.00	29.00	-
Water Resources	63.50	65.01	64.51	(0.50)
Total Public Works	171.00	172.01	171.51	(0.50)

Total FTEs	601.13	603.33	600.48	(3.85)
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2019 Employee Classifications

The following represents 2019 employee classification and pay. 2020 pay grades will be updated once contract negotiations have been completed.

Position Title	Bargaining Unit	Pay Grade	Step 1	Step 2	Step 3	Step 4	Step 5	2018 Actual	2019 Budget	2020 Budget
Accountant		54	\$ 5,403	\$ 5,678	\$ 5,965	\$ 6,262	\$ 6,573	6.00	6.00	6.00
Accounting Manager		76	\$ 7,746	\$ 8,135	\$ 8,523	\$ 8,970	\$ 9,418	-	-	3.00
Accounting Technician		44	\$ 4,485	\$ 4,708	\$ 4,940	\$ 5,192	\$ 5,449	6.00	7.00	5.00
Administrative Secretary		50	\$ 5,095	\$ 5,352	\$ 5,619	\$ 5,903	\$ 6,196	3.00	3.00	3.00
Administrative Services Director		230					\$ 13,745	1.00	1.00	1.00
AMR Meter Technician	AFSCME	440	\$ 4,093	\$ 4,299	\$ 4,515	\$ 4,739	\$ 4,962	2.00	2.00	2.00
Assistant City Manager		237					\$ 13,551	1.00	1.00	1.00
Assistant Fire Chief	IAFF	796	\$ 10,066	\$ 10,568	\$ 11,096	\$ 11,653	\$ 12,241	2.00	2.00	2.00
Assistant Planner		52	\$ 5,297	\$ 5,567	\$ 5,848	\$ 6,139	\$ 6,444	1.00	-	-
Assistant Prosecutor I		66	\$ 6,726	\$ 7,065	\$ 7,420	\$ 7,788	\$ 8,177	-	-	1.00
Assistant Prosecutor II		72	\$ 7,340	\$ 7,704	\$ 8,091	\$ 8,491	\$ 8,921	1.00	1.00	1.00
Associate Line of Business Director		82	\$ 8,361	\$ 8,777	\$ 9,217	\$ 9,682	\$ 10,161	5.00	5.00	1.00
Associate Planner		60	\$ 6,120	\$ 6,423	\$ 6,747	\$ 7,079	\$ 7,433	5.75	6.75	7.25
Battalion Chief	IAFF	760			\$ 10,106	\$ 10,269	\$ 10,432	4.00	3.00	3.00
Battalion Chief - Day Shift		765			\$ 10,595	\$ 10,758	\$ 11,084	1.00	1.00	1.00
Benefit Specialist / Accounting Technician		50	\$ 5,095	\$ 5,352	\$ 5,619	\$ 5,903	\$ 6,196	1.00	1.00	-
Billing Specialist		52	\$ 5,297	\$ 5,567	\$ 5,848	\$ 6,139	\$ 6,444	2.00	2.00	3.00
Building Inspector	AFSCME	452	\$ 5,324	\$ 5,590	\$ 5,870	\$ 6,166	\$ 6,470	2.00	2.00	2.00
Building Inspector II	AFSCME	456	\$ 5,805	\$ 6,098	\$ 6,398	\$ 6,721	\$ 7,053	1.00	1.00	1.00
Building Official		82	\$ 8,361	\$ 8,777	\$ 9,217	\$ 9,682	\$ 10,161	-	-	1.00
Building Plans Examiner	AFSCME	458	\$ 5,980	\$ 6,282	\$ 6,591	\$ 6,923	\$ 7,265	2.00	2.00	2.00
Business Operations Specialist		60	\$ 6,120	\$ 6,423	\$ 6,747	\$ 7,079	\$ 7,433	-	-	1.00
Case Manager		38	\$ 3,875	\$ 4,066	\$ 4,269	\$ 4,485	\$ 4,709	0.60	0.60	0.75
Chief Prosecutor		76	\$ 7,746	\$ 8,135	\$ 8,523	\$ 8,970	\$ 9,418	1.00	1.00	1.00
City Attorney		236					\$ 14,086	1.00	1.00	1.00
City Clerk		68	\$ 6,932	\$ 7,279	\$ 7,645	\$ 8,024	\$ 8,425	-	-	1.00

Position Title	Bargaining Unit	Pay Grade	Step 1	Step 2	Step 3	Step 4	Step 5	2018 Actual	2019 Budget	2020 Budget
City Engineer		96	\$ 10,080	\$ 10,582	\$ 11,111	\$ 11,669	\$ 12,258	1.00	1.00	1.00
City Manager		500					\$ 14,514	1.00	1.00	1.00
City Surveyor		72	\$ 7,340	\$ 7,704	\$ 8,091	\$ 8,491	\$ 8,921	1.00	1.00	1.00
Clean Team Worker	AFSCME	430	\$ 3,075	\$ 3,228	\$ 3,389	\$ 3,557	\$ 3,732	4.50	4.50	4.50
Code Enforcement Officer (CP&D)	AFSCME	452	\$ 5,324	\$ 5,590	\$ 5,870	\$ 6,166	\$ 6,470	2.00	2.00	2.00
Computer Support Specialist	Teamsters	660	\$ 6,296	\$ 6,606	\$ 6,936	\$ 7,284	\$ 7,647	1.00	1.00	1.00
Computer Systems Technician		60	\$ 6,120	\$ 6,423	\$ 6,747	\$ 7,079	\$ 7,433	3.00	3.00	3.00
Construction Inspector		53	\$ 5,403	\$ 5,678	\$ 5,965	\$ 6,262	\$ 6,573	4.00	4.00	4.00
Contracts & Procurement Specialist		50	\$ 5,095	\$ 5,352	\$ 5,619	\$ 5,903	\$ 6,196	-	-	1.00
Corrections Lieutenant		76	\$ 7,746	\$ 8,135	\$ 8,523	\$ 8,970	\$ 9,418	1.00	1.00	1.00
Corrections Officer	Teamsters	650	\$ 5,138	\$ 5,392	\$ 5,662	\$ 5,947	\$ 6,245	9.00	9.00	9.00

Position Title	Bargaining Unit	Pay Grade	Step 1	Step 2	Step 3	Step 4	Step 5	2018 Actual	2019 Budget	2020 Budget
Councilmember		103	\$ 1,827					5.00	5.00	5.00
Court Operations Supervisor		52	\$ 5,297	\$ 5,567	\$ 5,848	\$ 6,139	\$ 6,444	1.00	1.00	1.00
CP&D Director		228					\$ 13,322	1.00	1.00	1.00
Crime Analyst	Teamsters	659	\$ 5,996	\$ 6,291	\$ 6,605	\$ 6,937	\$ 7,283	1.00	1.00	1.00
Data Control Specialist	AFSCME	444	\$ 4,507	\$ 4,728	\$ 4,963	\$ 5,213	\$ 5,054	1.75	1.75	1.75
Deputy City Attorney		88	\$ 8,973	\$ 9,421	\$ 9,890	\$ 10,382	\$ 10,904	2.00	2.00	2.00
Deputy CP&D Director		120	\$ 9,203	\$ 9,666	\$ 10,146	\$ 10,653	\$ 11,189	1.00	1.00	1.00
Deputy Fire Chief		97	\$ 10,481	\$ 11,004	\$ 11,554	\$ 12,133	\$ 12,747	1.00	1.00	1.00
Deputy Police Chief		93	\$ 12,994	\$ 13,613	\$ 14,232			1.00	1.00	1.00
Deputy Public Works Director		121	\$ 9,387	\$ 9,860	\$ 10,349	\$ 10,866	\$ 11,412	1.00	1.00	1.00
Design & Construction Contract Specialist		52	\$ 5,297	\$ 5,567	\$ 5,848	\$ 6,139	\$ 6,444	3.00	3.00	3.00
Director of Parks, Plan, & Maint		86	\$ 8,765	\$ 9,206	\$ 9,663	\$ 10,151	\$ 10,656	-	-	1.00
Director of Rec., Art, & Facility		86	\$ 8,765	\$ 9,206	\$ 9,663	\$ 10,151	\$ 10,656	-	-	1.00

2020 Adopted Operating Budget

Position Title	Bargaining Unit	Pay Grade	Step 1	Step 2	Step 3	Step 4	Step 5	2018 Actual	2019 Budget	2020 Budget
Downtown Ambassador		44	\$ 4,485	\$ 4,708	\$ 4,940	\$ 5,192	\$ 5,449	2.00	2.00	2.00
Economic Development Director		82	\$ 8,361	\$ 8,777	\$ 9,217	\$ 9,682	\$ 10,161	1.00	1.00	1.00
Electrical Plans Examiner	AFSCME	458	\$ 5,980	\$ 6,282	\$ 6,591	\$ 6,923	\$ 7,265	1.00	1.00	1.00
Electrician	AFSCME	454	\$ 5,528	\$ 5,808	\$ 6,094	\$ 6,401	\$ 6,717	2.00	2.00	2.00
Engineering & Planning Supervisor		78	\$ 8,030	\$ 8,431	\$ 8,852	\$ 9,296	\$ 9,759	3.00	3.00	2.00
Engineering Designer		54	\$ 5,403	\$ 5,678	\$ 5,965	\$ 6,262	\$ 6,573	1.00	1.00	-
Engineering Plans Examiner		58	\$ 5,912	\$ 6,194	\$ 6,520	\$ 6,846	\$ 7,188	3.00	3.00	2.00
Engineering Program Manager		78	\$ 8,030	\$ 8,431	\$ 8,852	\$ 9,296	\$ 9,759	1.00	1.00	1.00
Engineering Project Coordinator		66	\$ 6,726	\$ 7,065	\$ 7,420	\$ 7,788	\$ 8,177	1.00	1.00	1.00
Engineering Project Manager		72	\$ 7,340	\$ 7,704	\$ 8,091	\$ 8,491	\$ 8,921	1.00	1.00	2.00
Engineering Technician II		52	\$ 5,297	\$ 5,567	\$ 5,848	\$ 6,139	\$ 6,444	4.00	4.00	2.00
Evidence Custodian	Teamsters	652	\$ 5,350	\$ 5,620	\$ 5,900	\$ 6,199	\$ 6,505	1.00	1.00	1.00
Executive Assistant		58	\$ 5,912	\$ 6,194	\$ 6,520	\$ 6,846	\$ 7,188	1.00	1.00	1.00
Facilities Maintenance Worker I	AFSCME	438	\$ 3,888	\$ 4,082	\$ 4,287	\$ 4,501	\$ 4,726	2.00	2.00	2.00
Facilities Systems Technician	AFSCME	454	\$ 5,528	\$ 5,808	\$ 6,094	\$ 6,401	\$ 6,717	1.00	1.00	1.00
Field Crew Leader	AFSCME	449	\$ 4,946	\$ 5,191	\$ 5,453	\$ 5,726	\$ 6,013	3.00	3.00	3.00
Finance and Policy Coordinator		58	\$ 5,912	\$ 6,194	\$ 6,520	\$ 6,846	\$ 7,188	2.00	2.00	3.00
Fire Captain	IAFF	761			\$ 10,106	\$ 10,269	\$ 10,432	2.00	2.00	2.00
Fire Captain Medical Services Officer	IAFF	761			\$ 10,106	\$ 10,269	\$ 10,432	1.00	1.00	1.00
Fire Chief		232					\$ 14,048	1.00	1.00	1.00
Fire Lieutenant	IAFF	730				\$ 9,034	\$ 9,195	21.00	21.00	21.00

Position Title	Bargaining Unit	Pay Grade	Step 1	Step 2	Step 3	Step 4	Step 5	2018 Actual	2019 Budget	2020 Budget
Fire Lieutenant - Day Shift	IAFF	735				\$ 9,276	\$ 9,679	1.00	1.00	1.00
Fire Paramedic Lieutenant	IAFF	745				\$ 9,276	\$ 9,437	3.00	3.00	3.00
Fire Prevention Officer	IAFF	720	\$ 7,259	\$ 7,662	\$ 8,066	\$ 8,469	\$ 8,872	3.00	3.00	3.00
Firefighter	IAFF	710	\$ 6,453	\$ 6,856	\$ 7,259	\$ 7,662	\$ 8,066	42.00	43.00	37.00
Firefighter Paramedic	IAFF	725	\$ 7,259	\$ 7,662	\$ 8,066	\$ 8,469	\$ 8,872	14.00	14.00	14.00
Firefighter Paramedic Recruit	IAFF	705	\$ 6,453					-	-	-
Firefighter Recruit	IAFF	700	\$ 5,646					-	-	-
Fiscal Services Director		95	\$ 9,203	\$ 9,663	\$ 10,146	\$ 10,653	\$ 11,189	-	-	1.00
GIS Analyst		66						1.00	1.00	1.00
GIS Specialist		52	\$ 5,297	\$ 5,567	\$ 5,848	\$ 6,139	\$ 6,444	1.00	2.00	2.00
Home Fund Program Manager		72	\$ 7,340	\$ 7,704	\$ 8,091	\$ 8,491	\$ 8,921	1.00	1.00	1.00
Homeless Response Coordinator		56	\$ 5,708	\$ 5,996	\$ 6,297	\$ 6,606	\$ 6,938	1.00	1.00	1.00
Human Resources Analyst		59	\$ 6,015	\$ 6,302	\$ 6,634	\$ 6,965	\$ 7,314	-	-	2.00
Human Resources Analyst, Senior		76	\$ 7,746	\$ 8,135	\$ 8,523	\$ 8,970	\$ 9,418	-	-	2.00
Human Resources Director		222	\$ 9,641	\$ 10,127	\$ 10,629	\$ 11,166	\$ 11,721	-	-	1.00
HVAC Technician	AFSCME	454	\$ 5,528	\$ 5,808	\$ 6,094	\$ 6,401	\$ 6,717	1.00	1.00	1.00
Information Specialist		50	\$ 5,095	\$ 5,352	\$ 5,619	\$ 5,903	\$ 6,196	3.00	3.00	2.00
Inventory Control Specialist I	AFSCME	446	\$ 4,711	\$ 4,944	\$ 5,194	\$ 5,454	\$ 5,727	1.00	1.00	1.00
Inventory Control Specialist II	AFSCME	450	\$ 5,117	\$ 5,375	\$ 5,648	\$ 5,925	\$ 6,224	2.00	2.00	2.00
IT Asset Management Specialist		54	\$ 5,403	\$ 5,678	\$ 5,965	\$ 6,262	\$ 6,573	1.00	1.00	1.00
IT Support Specialist		51	\$ 5,292	\$ 5,554	\$ 5,832	\$ 6,125	\$ 6,432	1.00	1.00	1.00
Jail Alternatives Officer		44	\$ 4,485	\$ 4,708	\$ 4,940	\$ 5,192	\$ 5,449	-	0.50	0.50
Jail Sergeant	Teamsters	664	\$ 6,635	\$ 6,967	\$ 7,316	\$ 7,681	\$ 8,065	3.00	3.00	3.00
Lead Code Enforcement Officer	AFSCME	454	\$ 5,528	\$ 5,808	\$ 6,094	\$ 6,401	\$ 6,717	1.00	1.00	1.00
Lead Construction Inspector		58	\$ 5,912	\$ 6,194	\$ 6,520	\$ 6,846	\$ 7,188	1.00	1.00	1.00

2020 Adopted Operating Budget

Position Title	Bargaining Unit	Pay Grade	Step 1	Step 2	Step 3	Step 4	Step 5	2018 Actual	2019 Budget	2020 Budget
Lead Recreation Specialist		30	\$ 3,032	\$ 3,213	\$ 3,370	\$ 3,541	\$ 3,715	-	0.15	0.15
Lead Worker	AFSCME	454	\$ 5,528	\$ 5,808	\$ 6,094	\$ 6,401	\$ 6,717	14.00	16.00	13.00
Lead Worker	Teamsters	654	\$ 5,508	\$ 5,779	\$ 6,068	\$ 6,372	\$ 6,690	1.00	1.00	1.00
Lead Worker		54	\$ 5,403	\$ 5,678	\$ 5,965	\$ 6,262	\$ 6,573	1.00	1.00	-
Line of Business Director		86	\$ 8,765	\$ 9,206	\$ 9,663	\$ 10,151	\$ 10,656	5.00	5.00	3.00
Maintenance Technician	AFSCME	453	\$ 5,373	\$ 5,644	\$ 5,930	\$ 6,222	\$ 6,535	4.00	4.00	4.00
Maintenance Worker I	AFSCME	438	\$ 3,888	\$ 4,082	\$ 4,287	\$ 4,501	\$ 4,726	8.00	9.75	9.75
Maintenance Worker I (Oly Center)	AFSCME	438	\$ 3,888	\$ 4,082	\$ 4,287	\$ 4,501	\$ 4,726	4.00	4.00	4.00
Maintenance Worker II	AFSCME	446	\$ 4,711	\$ 4,944	\$ 5,194	\$ 5,454	\$ 5,727	42.00	42.00	43.00

Position Title	Bargaining Unit	Pay Grade	Step 1	Step 2	Step 3	Step 4	Step 5	2018 Actual	2019 Budget	2020 Budget
Mapping Coordinator		54	\$ 5,508	\$ 5,779	\$ 6,067	\$ 6,372	\$ 6,690	-	-	1.00
Master Mechanic	AFSCME	460	\$ 6,216	\$ 6,527	\$ 6,853	\$ 7,196	\$ 7,556	3.00	3.00	3.00
Master Mechanic - Fire	IAFF	707	\$ 6,148	\$ 6,455	\$ 6,778	\$ 7,117	\$ 7,473	3.00	3.00	4.00
Mayor		101	\$ 2,192					1.00	1.00	1.00
Mayor Pro-Tem		102	\$ 2,009					1.00	1.00	1.00
Municipal Court Judge		105	\$ 14,396					1.00	1.00	1.00
Network Analyst		66	\$ 6,726	\$ 7,065	\$ 7,420	\$ 7,788	\$ 8,177	5.00	5.00	5.00
Office Specialist I		36	\$ 3,669	\$ 3,854	\$ 4,046	\$ 4,250	\$ 4,460	0.75	0.75	0.75
Office Specialist II		40	\$ 4,079	\$ 4,281	\$ 4,496	\$ 4,719	\$ 4,956	3.56	3.50	1.50
Office Specialist III		44	\$ 4,485	\$ 4,708	\$ 4,940	\$ 5,192	\$ 5,449	7.25	7.00	5.50
Oly Municipal Court Director		86	\$ 8,765	\$ 9,206	\$ 9,663	\$ 10,151	\$ 10,656	-	-	1.00
Operations Supervisor	IUOE	364	\$ 6,935	\$ 7,281	\$ 7,645	\$ 8,025	\$ 8,431	5.00	6.00	5.00
Operations Supervisor - Drinking Water	IUOE	366	\$ 7,265	\$ 7,628	\$ 8,009	\$ 8,408	\$ 8,832	2.00	2.00	2.00
Operations Supervisor - Fire	IUOE	708	\$ 6,859	\$ 7,201	\$ 7,562	\$ 7,937	\$ 8,338	1.00	1.00	1.00
Operations Supervisor - Fleet	IUOE	365	\$ 7,108	\$ 7,463	\$ 7,836	\$ 8,226	\$ 8,641	-	-	1.00
Operations Supervisor-Water Purveyor	IUOE	367	\$ 7,483	\$ 7,857	\$ 8,250	\$ 8,660	\$ 9,097	-	-	1.00
Paralegal I		48	\$ 4,893	\$ 5,135	\$ 5,392	\$ 5,663	\$ 5,947	2.00	2.00	2.00

Position Title	Bargaining Unit	Pay Grade	Step 1	Step 2	Step 3	Step 4	Step 5	2018 Actual	2019 Budget	2020 Budget
Paralegal II		52	\$ 5,297	\$ 5,567	\$ 5,848	\$ 6,139	\$ 6,444	1.00	1.00	1.00
Park Ranger II	AFSCME	442	\$ 4,299	\$ 4,515	\$ 4,739	\$ 4,976	\$ 5,223	2.00	3.00	3.00
Parking Services Field Rep	AFSCME	440	\$ 4,093	\$ 4,299	\$ 4,515	\$ 4,739	\$ 4,962	5.00	5.00	6.00
Parks, Arts & Rec Director		224					\$ 13,018	1.00	1.00	1.00
Parks Operations & Maintenance Manager		76	\$ 7,746	\$ 8,135	\$ 8,523	\$ 8,970	\$ 9,418	1.00	1.00	1.00
Payroll Specialist		49	\$ 4,946	\$ 5,191	\$ 5,453	\$ 5,726	\$ 6,013	-	-	1.00
Performance Management Specialist		64	\$ 6,524	\$ 6,850	\$ 7,193	\$ 7,550	\$ 7,932	-	-	1.00
Permit Specialist		50	\$ 5,095	\$ 5,352	\$ 5,619	\$ 5,903	\$ 6,196	5.00	3.00	4.00
Personnel Analyst		59	\$ 6,015	\$ 6,302	\$ 6,634	\$ 6,965	\$ 7,314	2.00	2.00	-
Personnel Assistant		50	\$ 5,095	\$ 5,352	\$ 5,619	\$ 5,903	\$ 6,196	1.00	1.00	-
Police Cadet		26	\$ 2,651	\$ 2,783	\$ 2,924	\$ 3,063	\$ 3,221	0.50	0.50	0.50
Police Chief		238					\$ 15,246	1.00	1.00	1.00
Police Lieutenant		73				\$ 11,344	\$ 12,375	4.00	4.00	4.00
Police Officer	Police Guild	810	\$ 6,725	\$ 7,093	\$ 7,486	\$ 7,804	\$ 8,327	59.00	59.00	58.00
Police Sergeant	Sgt. Union	65				\$ 9,258	\$ 10,022			
	Sgt. Union	65				\$ 9,400	\$ 10,306	11.00	11.00	12.00
Police Support Administrator		73				\$ 11,344	\$ 12,375	1.00	1.00	1.00
Probation Officer I		52	\$ 5,297	\$ 5,567	\$ 5,848	\$ 6,139	\$ 6,444	2.00	-	-
Probation Officer II		58	\$ 5,912	\$ 6,194	\$ 6,520	\$ 6,846	\$ 7,188	-	2.00	2.00
Probation Services Supervisor		70	\$ 7,136	\$ 7,494	\$ 7,864	\$ 8,260	\$ 8,670	1.00	-	-
Probation Work Crew Leader		44	\$ 4,485	\$ 4,708	\$ 4,940	\$ 5,192	\$ 5,449	2.00	1.00	1.00

Position Title	Bargaining Unit	Pay Grade	Step 1	Step 2	Step 3	Step 4	Step 5	2018 Actual	2019 Budget	2020 Budget
Program & Planning Supervisor		72	\$ 7,340	\$ 7,704	\$ 8,091	\$ 8,491	\$ 5,352	8.50	7.00	6.00
Program Aide	AFSCME	438	\$ 3,888	\$ 4,082	\$ 4,287	\$ 4,501	\$ 4,726	0.75	1.00	1.00
Program Assistant		46	\$ 4,690	\$ 4,923	\$ 5,171	\$ 5,430	\$ 5,699	12.50	13.50	18.00
Program Assistant	Teamsters	646	\$ 4,689	\$ 4,923	\$ 5,171	\$ 5,430	\$ 5,699	8.00	8.00	8.00
Program Manager		64	\$ 6,524	\$ 6,850	\$ 7,193	\$ 7,550	\$ 7,932	3.00	4.75	6.75

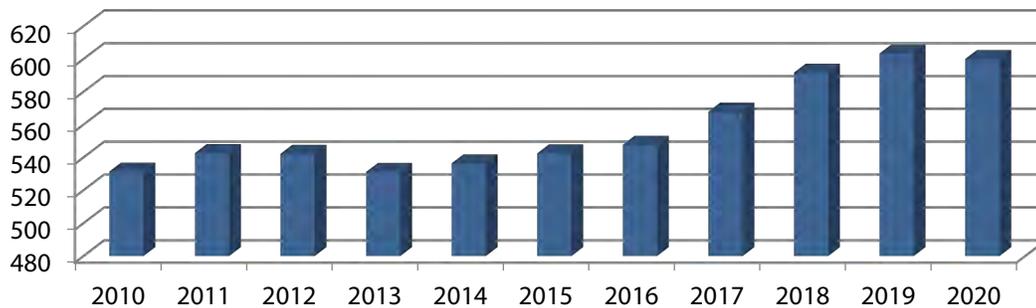
2020 Adopted Operating Budget

Position Title	Bargaining Unit	Pay Grade	Step 1	Step 2	Step 3	Step 4	Step 5	2018 Actual	2019 Budget	2020 Budget
Program Specialist		50	\$ 5,095	\$ 5,352	\$ 5,619	\$ 5,903	\$ 6,196	16.50	13.50	12.50
Program Specialist	AFSCME	450	\$ 5,117	\$ 5,375	\$ 5,648	\$ 5,925	\$ 6,224	-	1.00	1.00
Project Engineer I		64	\$ 6,524	\$ 6,850	\$ 7,193	\$ 7,550	\$ 7,932	4.00	4.00	4.00
Project Engineer II		68	\$ 6,932	\$ 7,279	\$ 7,645	\$ 8,024	\$ 8,425	10.00	10.00	9.00
Public Defense Coordinator		76	\$ 7,746	\$ 8,135	\$ 8,523	\$ 8,970	\$ 9,418	1.00	1.00	1.00
Public Service Representative		42	\$ 4,281	\$ 4,486	\$ 4,719	\$ 4,954	\$ 5,201	3.40	3.40	3.15
Public Works Director		234					\$ 14,032	1.00	1.00	1.00
Records Manager		64	\$ 6,524	\$ 6,850	\$ 7,193	\$ 7,550	\$ 7,932	1.00	1.00	-
Recreation Specialist		26	\$ 2,651	\$ 2,783	\$ 2,924	\$ 3,063	\$ 3,221	3.42	3.27	2.52
Refuse/Recycle Collector	AFSCME	446	\$ 4,711	\$ 4,944	\$ 5,194	\$ 5,454	\$ 5,727	17.00	17.00	17.00
Remote Systems Technician	AFSCME	456	\$ 5,805	\$ 6,098	\$ 6,398	\$ 6,721	\$ 7,053	2.00	2.00	2.00
Safety Officer		55	\$ 5,775	\$ 6,064	\$ 6,367	\$ 6,685	\$ 7,020	1.00	1.00	1.00
Secretary	Teamsters	646	\$ 4,689	\$ 4,923	\$ 5,171	\$ 5,430	\$ 5,699	3.00	3.00	3.00
Senior Accountant		62	\$ 6,320	\$ 6,639	\$ 6,970	\$ 7,319	\$ 7,683	2.00	2.00	1.00
Senior Engineer		74	\$ 7,544	\$ 7,918	\$ 8,317	\$ 8,733	\$ 9,170	2.00	2.00	2.00
Senior Master Mechanic	AFSCME	462	\$ 6,465	\$ 6,788	\$ 7,127	\$ 7,484	\$ 7,858	1.00	1.00	1.00
Senior Personnel Analyst		76	\$ 7,746	\$ 8,135	\$ 8,523	\$ 8,970	\$ 9,418	1.00	1.00	-
Senior Planner		64	\$ 6,524	\$ 6,850	\$ 7,193	\$ 7,550	\$ 7,932	6.00	6.00	7.00
Senior Plans Examiner	AFSCME	462	\$ 6,465	\$ 6,788	\$ 7,127	\$ 7,484	\$ 7,858	1.00	1.00	1.00
Senior Program Specialist		57	\$ 5,765	\$ 6,056	\$ 6,360	\$ 6,672	\$ 7,007	12.75	12.00	10.00
Senior Program Specialist	Teamsters	656	\$ 5,768	\$ 6,051	\$ 6,354	\$ 6,673	\$ 7,006	1.00	1.00	1.00
Senior Program Specialist-RPN		57	\$ 5,765	\$ 6,056	\$ 6,360	\$ 6,672	\$ 7,007	0.25	0.25	0.25
Senior Traffic Signal Technician	AFSCME	456	\$ 5,805	\$ 6,098	\$ 6,398	\$ 6,721	\$ 7,053	1.00	1.00	1.00
Service Desk Administrator		69	\$ 7,036	\$ 7,389	\$ 7,760	\$ 8,144	\$ 8,552	1.00	1.00	1.00
Sign Technician	AFSCME	448	\$ 4,920	\$ 5,161	\$ 5,420	\$ 5,689	\$ 5,972	3.00	3.00	3.00
Social Services Worker		44	\$ 4,485	\$ 4,708	\$ 4,940	\$ 5,192	\$ 5,449	0.40	0.40	0.40
Strategic Communications Director		220					\$ 11,188	1.00	1.00	1.00
Supervisor I		52	\$ 5,297	\$ 5,567	\$ 5,848	\$ 6,139	\$ 6,444	2.00	2.00	1.00
Supervisor II		57	\$ 5,765	\$ 6,056	\$ 6,360	\$ 6,672	\$ 7,007	3.00	2.00	4.00
Supervisor III		64	\$ 6,524	\$ 6,850	\$ 7,193	\$ 7,550	\$ 7,932	4.00	4.00	4.00

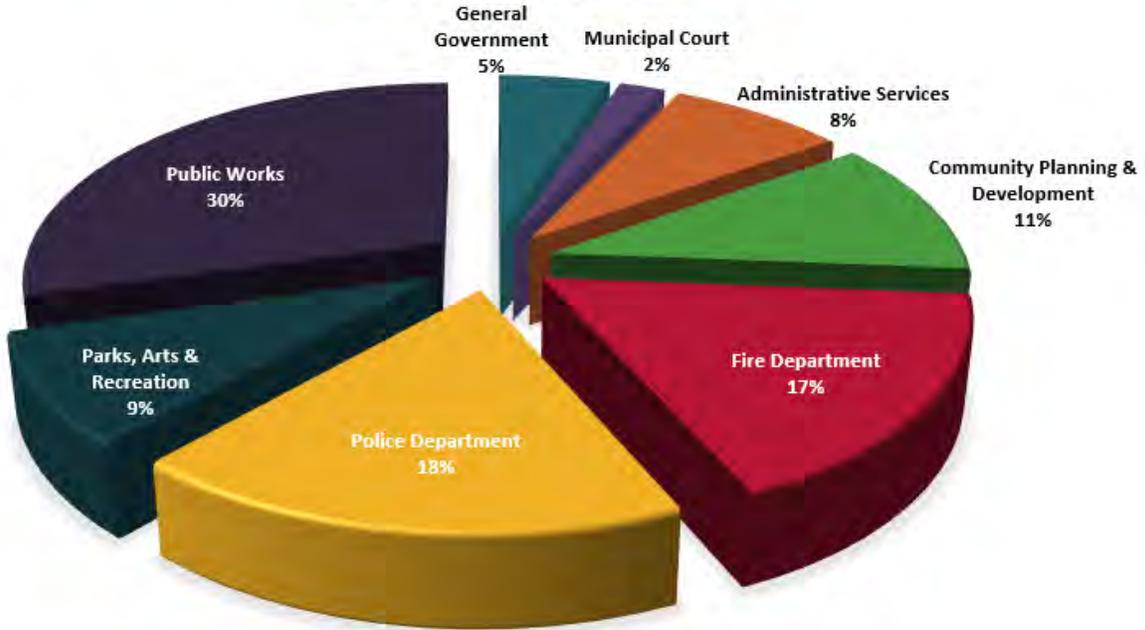
Position Title	Bargaining Unit	Pay Grade	Step 1	Step 2	Step 3	Step 4	Step 5	2018 Actual	2019 Budget	2020 Budget
Supervisor IV		76	\$ 7,746	\$ 8,135	\$ 8,523	\$ 8,970	\$ 9,418	6.00	6.00	5.00
Survey Coordinator		54	\$ 5,508	\$ 5,779	\$ 6,067	\$ 6,372	\$ 6,690	-	-	1.00
Survey/Mapping Coordinator		54	\$ 5,403	\$ 5,678	\$ 5,965	\$ 6,262	\$ 6,573	1.00	1.00	-
Systems & Application Specialist		66	\$ 6,726	\$ 7,065	\$ 7,420	\$ 7,788	\$ 8,177	5.00	5.00	5.00
Traffic Signal Technician	AFSCME	454	\$ 5,528	\$ 5,808	\$ 6,094	\$ 6,401	\$ 6,717	2.00	2.00	2.00
Transportation Data Coordinator		54	\$ 5,508	\$ 5,779	\$ 6,067	\$ 6,372	\$ 6,690	-	-	1.00
Transportation Engineering Supervisor		76	\$ 7,746	\$ 8,135	\$ 8,523	\$ 8,970	\$ 9,418	-	-	1.00
Victim Assistance Coordinator		50	\$ 5,095	\$ 5,352	\$ 5,619	\$ 5,903	\$ 6,196	1.00	1.00	1.00
Water Monitoring Assistant	AFSCME	444	\$ 4,507	\$ 4,728	\$ 4,963	\$ 5,213	\$ 5,054	1.00	1.00	1.00
Water Quality Specialist	AFSCME	454	\$ 5,528	\$ 5,808	\$ 6,094	\$ 6,401	\$ 6,717	1.00	1.00	1.00

Total FTEs in Budget	601.13	602.83	600.48
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City Employee Full Time Equivalent (FTE)



2020 PERSONNEL COMPLEMENT BY DEPARTMENT TOTAL 600.48 FTE



Budget Ordinance 7224

Ordinance No. 7224

AN ORDINANCE OF THE CITY OF OLYMPIA, WASHINGTON, ADOPTING THE CITY OF OLYMPIA'S 2020 OPERATING, SPECIAL, AND CAPITAL BUDGETS AND 2020-2025 CAPITAL FACILITIES PLAN; SETTING FORTH THE ESTIMATED REVENUES AND APPROPRIATIONS.

WHEREAS, the tax estimates and budget for the City of Olympia, Washington, for the 2020 calendar year have been prepared and filed as provided by the laws of the State of Washington; and

WHEREAS, the Olympia City Manager submitted to the City Council a recommended "Capital Facilities Plan," herein referred to as "CFP," for the fiscal years 2020 through 2025; and

WHEREAS, the preliminary budget was printed for distribution and notice published in the official paper of the City of Olympia, setting the time and place for hearing on the budget and stating that all taxpayers requesting a copy from the City Clerk would be furnished a copy of the preliminary budget to review; and

WHEREAS, the CFP projects the proposed locations and capacities of expanded or new capital facilities needed to serve growth projected in the City's comprehensive plan, along with a six-year plan that will finance such capital facilities and the anticipated capital expenditures required to construct them for said period; and

WHEREAS, the Olympia City Council held a public hearing on the preliminary budget on November 19, 2019, as required by law, and has considered the public testimony presented; and

WHEREAS, the Olympia School District's Capital Facilities Plan is being incorporated as a component of the City's CFP to allow for the collection of school impact fees; and

WHEREAS, the CFP element of the Comprehensive Plan Goals and Policies is included in the CFP; and

WHEREAS, the City Council has held public hearings and reviewed the recommended CFP along with the CFP Goals Policies and has made revisions thereto; and

WHEREAS, the revisions made by the City Council have been incorporated into the recommended CFP; and

WHEREAS, the CFP meets the requirements of the Washington State Growth Management Act, including RCW 36.70A.070(3);

NOW, THEREFORE, THE OLYMPIA CITY COUNCIL ORDAINS AS FOLLOWS:

Section 1. The 2020 Estimated Revenues and Appropriations for each Fund are as follows:

Operating Budget

FUND	USE OF FUND BALANCE	ESTIMATED REVENUE	APPROP.	ADDITION TO FUND BALANCE
General, Regular Operations	\$291,797	\$85,558,562	\$85,850,359	\$0
General, Special Sub-Funds				
Special Accounts	129,477	1,214,795	1,344,272	0
Development Fee Revenue	421,394	3,677,069	4,098,463	0
Parking	22,721	1,510,840	1,533,561	0
Post Employment Benefits	370,000	1,005,000	1,375,000	0
Washington Center Endowment	0	10,500	10,500	0
Washington Center Operating	0	530,500	530,500	0
Municipal Arts	0	59,544	59,544	0
Equipment & Facilities Reserve	179,678	1,359,047	1,538,725	0
Total General Fund	\$1,415,067	\$94,925,857	\$96,340,924	\$0
LID Control				0
LID Guarantee				0
4th/5th Avenue Corridor Bridge Loan	0	539,099	539,099	0
UTGO Bond Fund - 2009 Fire	0	1,190,757	1,190,757	0
City Hall Debt Fund - 2009	0	2,419,518	2,419,518	0
2010 LTGO Bond - Street Projects	0	438,613	438,613	0
L.O.C.A.L. Debt Fund - 2010	0	89,142	89,142	0
2010B LTGO Bonds - HOCM	0	457,088	457,088	0
2013 LTGO Bond Fund	0	675,775	675,775	0
2016 LTGO Parks BAN	0	14,673,000	14,673,000	0
Water Utility O&M	0	15,729,920	15,257,101	472,819
Sewer Utility O&M	123,899	21,553,824	21,677,723	0
Solid Waste Utility	0	13,593,875	13,356,483	237,392
Stormwater Utility	638,475	5,710,756	6,349,231	0
Water/Sewer Bonds	0	2,042,382	2,042,382	0
Stormwater Debt Fund	0	123,650	123,650	0
Water/Sewer Bond Reserve	0	0	0	0
Equipment Rental	10,884	2,509,643	2,520,527	0
Subtotal Other Operating Funds	\$773,258	\$81,747,042	\$81,810,089	\$710,211
Total Operating Budget	\$2,188,325	\$176,672,899	\$178,151,013	\$710,211

Special Funds Budget

FUND	USE OF FUND BALANCE	ESTIMATED REVENUE	APPROP.	ADDITION TO FUND BALANCE
HUD Fund	\$0	\$600,000	\$591,819	\$8,181
Lodging Tax Fund	0	1,132,309	1,019,083	113,226
Parking Business Improvement Area Fund	0	100,000	98,500	1,500
Farmers Market Repair and Replacement Fund	0	0	0	0
Hands On Children's Museum	132,854	543,634	676,488	0
Home Fund Operating Fund	0	2,432,135	2,432,135	0
Fire Equipment Replacement Fund	0	200,000	200,000	0
Equipment Rental Replacement Reserve Fund	122,762	2,217,238	2,340,000	0
Unemployment Compensation Fund	0	112,500	85,000	27,500
Insurance Trust Fund	0	2,463,199	2,463,199	0
Workers Compensation Fund	204,000	1,450,500	1,654,500	0
Total Special Funds Budget	\$459,616	\$11,251,515	\$11,560,724	\$150,407

Capital Budget

FUND	USE OF FUND BALANCE	ESTIMATED REVENUE	APPROP.	ADDITION TO FUND BALANCE
Impact Fee	\$2,141,104	\$467,191	\$2,608,295	\$0
SEPA Mitigation Fee Fund	0	0	0	0
Parks & Recreational Sidewalk, Utility Tax Fund	0	2,668,536	2,662,182	6,354
Real Estate Excise Tax Fund	0	2,274,752	1,500,000	774,752
Capital Improvement Fund	304,758	10,542,832	10,847,590	0
Olympia Home Fund Capital Fund	0	1,561,310	1,561,310	0
Water CIP Fund	1,551,706	6,221,294	7,773,000	0
Sewer CIP Fund	2,755,699	1,692,301	4,448,000	0
Waste ReSources CIP Fund	0	368,000	0	368,000
Storm Water CIP Fund	294,560	2,458,440	2,753,000	0
Storm Drainage Mitigation Fund	0	0	0	0
Total Capital Budget	\$7,047,827	\$28,254,656	\$34,153,377	\$1,149,106
Total City Budget	\$9,695,768	\$216,179,070	\$223,865,114	\$2,009,724

Section 2. Administration. The City Manager shall administer the budgets and in doing so may authorize adjustments within the funds set forth in Section 1 above, to the extent that such adjustments are consistent with the budget approved in Section 1 above.

Section 3. Salaries and Compensation. The salaries and compensation for the City of Olympia employees for the calendar year 2020 shall be as set forth in the "Supplementary Information" section of the 2020 Adopted Budget document, or as the same may be amended by the City Manager as part of their administration of the budget pursuant to Section 2 above.

Section 4. Benefit Cost Sharing. The City Manager is authorized to modify and establish benefit cost sharing for City employees; and such programs may be based, in part, on an employee's start date with the City.

Section 5. Capital Facilities Plan. That certain document entitled the "Capital Facilities Plan," covering the years 2020 through 2025, a copy of which will be on file with the Office of the Director of Administrative Services and available on the City's web site, is hereby adopted as the Capital Facilities Plan for the City of Olympia and is incorporated herein as though fully set forth.

Section 6. City Manager Authorization. Upon appropriation by the City Council of funds therefor, the City Manager shall be authorized to prepare plans and specifications to take bids, and to make expenditures for the projects set forth in the CFP during the year for which said projects are scheduled; provided, however, that any award of bids and execution of contracts for construction shall be approved as provided in OMC Chapter 3.16.

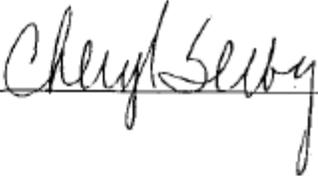
Section 7. Change in Funding Source and Construction Schedule. It is anticipated that the funding source and the construction schedule for projects identified in the CFP may be changed over the next year. Such changes shall not constitute an amendment to the Comprehensive Plan for purposes of RCW 36.70A130.

Section 8. Director of Administrative Services Authorization. The Director of Administrative Services is hereby authorized to bring forward into fiscal year 2020 all appropriations and allocations not otherwise closed, completed, or deleted from prior fiscal years' Capital and Special Fund budgets.

Section 9. Severability. The provisions of this Ordinance are declared separate and severable. If any provision of this Ordinance or its application to any person or circumstances is held invalid, the remainder of this Ordinance or application of the provision to other persons or circumstances shall be

Section 10. Ratification. Any act consistent with the authority and prior to the effective date of this Ordinance is hereby ratified and affirmed.

Section 11. Effective Date. This Ordinance shall take effect January, 1, 2020.


MAYOR

ATTEST:


CITY CLERK

APPROVED AS TO FORM:


CITY ATTORNEY

PASSED: December 17, 2019

APPROVED: December 17, 2019

PUBLISHED: December 20, 2019

Statistical Information About Olympia

The following statistical information has been compiled through a variety of sources such as the U.S. Census Bureau, Thurston Regional Planning Council, Washington State Superintendent of Public Instruction, and City records. It provides the reader with more in-depth information about the City of Olympia and the community we serve.

Population

Year	Olympia	Olympia (% Increase)	Thurston County	Thurston County (% Increase)
2019	52,770	0.5%	285,800	1.4%
2018	52,490	0.6%	281,700	1.7%
2017	52,160	1.1%	276,900	1.5%
2016	51,600	1.1%	272,690	1.9%
2015	51,020	2.7%	267,410	1.3%
2014	49,670	2.5%	264,000	1.5%
2013	48,480	2.1%	260,100	1.3%
2012	47,500	1.5%	256,800	1.1%
2011	46,780	0.6%	254,100	0.7%
2010	46,478	0.8%	252,264	1.2%
2009	46,109	-	249,336	100.0%

Source: TRPC's The Profile - Population, Housing & Employment data Tables (2010 US Census)

Households by Family Type

	2000	%	2010	%	2013-2017 Avg	%
Avg. Household Size (Olympia)	2.21		2.18			2.21

Thurston County – Total Households	81,625		100,650		106,229	
Married-Couple Families	43,352	53%	50,237	50%	54,467	51.3%
One Parent Families	11,599	14%	15,924	16%	15,919	15%
One-Person Families and Non-family Households	26,674	33%	34,489	34%	35,843	33.7%

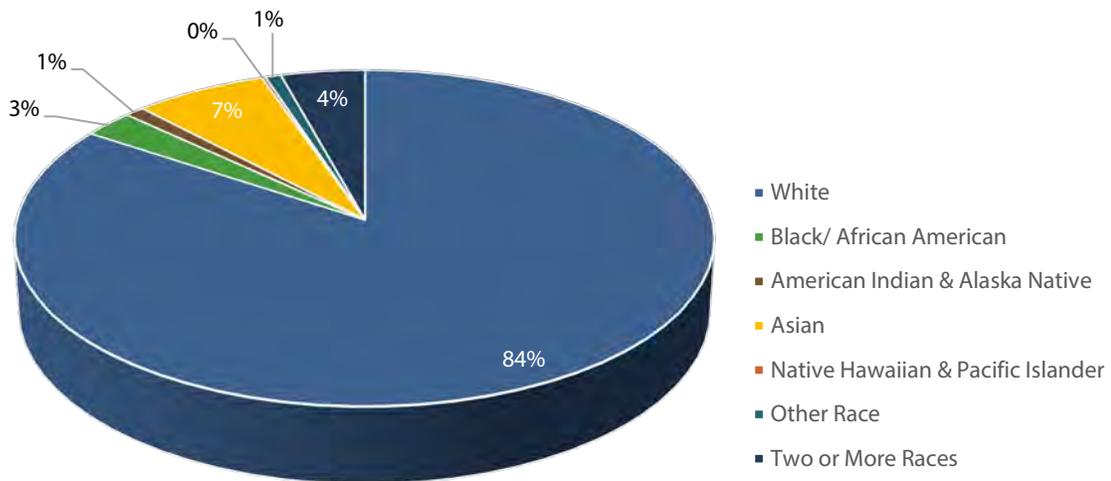
Source: TRPC's The Profile - Population, Housing & Employment data Tables (2010 US Census)

Population by Race (2013-2017 Average)

Race	Population %	Population
White	84%	42,066
Black/ African American	3%	1,310
American Indian & Alaska Native	1%	503
Asian	7%	3,399
Native Hawaiian & Pacific Islander	0%	109
Other Race	1%	389
Two or More Races	4%	2,152

Source: TRPC's The Profile - Population, Housing & Employment data Tables (2010 US Census)

Population by Race (2013-2017 Average)



City of Olympia Population by Age

Age Group	2010		2013-2017 Average	
	Total	%	Total	%
Under 5 years	2,513	5%	2,425	5%
5 to 9 years	2,430	5%	2,333	5%
10 to 17 years	4,121	9%	4,267	9%
18 to 34 years	12,403	27%	13,577	27%
35 to 49 years	9,130	20%	10,065	20%
50 to 64 years	9,422	20%	9,369	19%
65 years and over	6,459	14%	7,892	16%
Totals	46,478	100.0%	49,928	100.0%

Source: 2010 Census Summary File 1 (Table P12)

Source: 2013-2017 American Community Survey 5-Year Estimates (Table B01001)

Employment: Annual Average Thurston County

	2017	2018	2019
Civilian Labor Force	134,339	137,520	142,569
Employed Persons	128,365	131,842	134,984
Unemployed Persons	5,974	5,678	7,585

* Not Seasonally adjusted

* As of August 2019

Source: WA State Employment Security Department, Labor Market Info, Labor area summaries.

2018 Average Yearly Wages (Thurston County)

Industry	2018 Avg Yearly Wages
Accommodation and food services	\$20,735
Arts, entertainment, and recreation	\$21,846
Retail trade	\$32,515
Educational services	\$37,347
Agriculture, forestry, fishing and hunting	\$40,294
Administrative and waste services	\$40,664
Rental and leasing services	\$40,765
Other services, except public administration	\$43,766
Transportation and warehousing	\$44,523
Health care and social assistance	\$52,999
Manufacturing	\$55,086
Mining	\$58,915
Construction	\$60,355
Government	\$63,070
Wholesale trade	\$69,788
Finance and insurance	\$70,774
Professional and technical services	\$72,903
Management of companies and enterprises	\$75,051
Information	\$76,240
Utilities	\$104,407

**Categorized by North American Industry Classification System (NAICS)

Source: TRPC's The Profile - Employment by Sector

Employment: Unemployment Rates

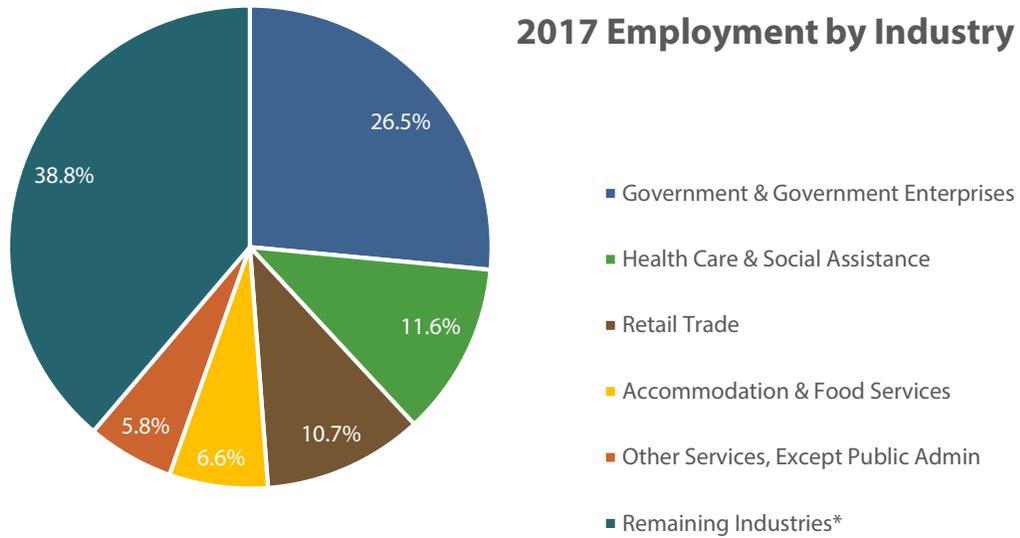
	2016	2017	2018	2019 Est.
Olympia	5.3%	4.8%	4.7%	4.5%
Thurston	5.6%	5.0%	4.8%	4.7%
WA State	5.7%	4.8%	4.5%	4.7%
United State	4.9%	4.4%	3.9%	4.0%

Source: U.S. Bureau of Labor Statistics: Local Area Unemployment Statistics

Average Employment by Industry (Thurston County – 2018)**

Industry	Percentage
Government & Government Enterprises	26.5%
Health Care & Social Assistance	11.6%
Retail Trade	10.7%
Accommodation & Food Services	6.6%
Other Services, Except Public Admin	5.8%
Remaining Industries*	38.8%

**Categorized by North American Industry Classification System (NAICS)
Source: TRPC’s The Profile - Employment by Sector



Median Household Income – Thurston County

2015	2016	2017	2018
\$61,676	\$63,286	\$68,765	\$74,718

Source: TRPC’s The Profile - Median Household Income

Poverty Rate – Thurston County

	1999	2008-2012 Avg	2013-2017 Avg
Thurston County	8.8%	11.1%	11.6%
Olympia	12.1%	15.6%	18.4%

Source: TRPC’s The Profile - Thurston County Poverty Rate
 Source: US Bureau of Census, American Community Survey

Home Ownership Olympia

	2010	2013-2017 Avg
Own Home	63.20%	45.20%
Rent/Other	36.80%	54.80%

Source: TRPC’s The Profile - Housing Ownership & Tenancy

Housing Average Sales Price

	2015	2016	2017	2018
Olympia	\$283,218	\$310,116	\$331,023	\$366,951
Thurston County	\$260,469	\$283,272	\$308,323	\$340,193

Source: U.S. Bureau of Labor Statistics: Local Area Unemployment Statistics

Apartment Rental Rates Thurston County

Year	1 Bedroom	2 Bedroom
2017	\$909	\$983
2018	\$979	\$1,048
2019	\$1,059	\$1,134

Source: The Profile, June, 2019

Building Permits Issued (Olympia)

	2017	2018	2019
Single Family	92	32	26
Multi Family	6	2	11
Commercial	50	10	26

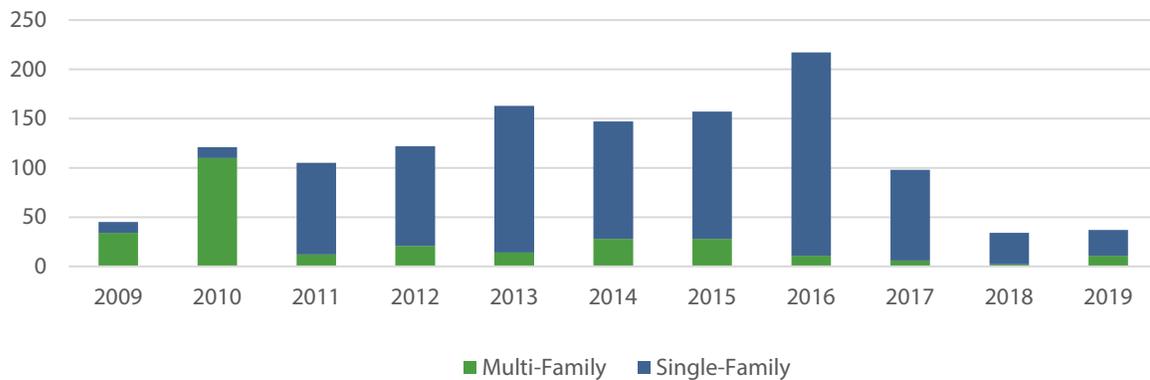
2019 numbers as of October 19, 2018 | Source: City of Olympia Permit Center

City of Olympia – Residential Building Permit Activity

Year	Multi-Family	Single-Family
2009		11
2010	110	11
2011	12	93
2012	21	101
2013	14	149
2014	28	119
2015	28	129
2016	11	206
2017	6	92
2018	2	32
2019	11	26

Source: City of Olympia Permit Center

City of Olympia - Residential Building Permit Activity



Thurston County College Enrollment

Year (Fall)	SPSCC	SMU	ESC	SPSCC	SMU	ESC
	Headcount			Full-time Equivalent Enrollment		
2008	8,361	1,228	4,696	4,404	1,063	4,616
2009	6,920	1,272	4,891	4,632	1,073	4,835
2010	6,807	1,335	4,833	4,699	1,122	4,779
2011	6,371	1,392	4,794	4,369	1,161	4,811
2012	6,308	1,416	4,509	4,214	1,163	4,536
2013	6,155	1,443	4,398	4,200	1,181	4,424
2014	6,158	1,437	4,219	4,162	1,124	4,216
2015	6,060	1,380	4,190	4,126	1,081	4,225
2016	6,041	1,355	4,089	4,199	1,163	4,094
2017	6,096	1,417	3,907	4,218	1,226	3,924
2018	5,997	1,487	3,327	4,254	1,323	3,339

SPSCC - South Sound Community College
 SMU - St Martin's University
 ESU - Evergreen State College
 Source: TRPC's The Profile - Higher Education Enrollment

Education Attainment 2013-2017

	High School Graduate or Higher	Bachelor's Degree or Higher
Olympia	93.3%	44.1%
Thurston County	93.8%	34.4%
Washington State	90.8%	34.5%
United State	87.3%	30.9%

Source: U.S. Census Bureau, Quick Facts

Top Property Taxpayers for Tax Year 2019

Taxpayer	Nature of Business	Assessed Value AV (1)	Percentage of Total AV (2)
Capital Mall	Retail	\$69,894,600	0.98%
Puget Sound Energy/Electric	Energy	59,773,920	0.84
MPT of Olympia, Capella	Healthcare	55,027,400	0.77
Ocean Front-Cambridge LLC	Property	37,771,100	0.53
Group Health Cooperative of Puget Sound	Healthcare	33,371,000	0.47
Vine Street Investors Conduit Seven LLC	Financial	31,656,700	0.44
Black Lake Apartments	Property	30,053,166	0.42
Breit ACG MF Woodland LLC	Property	28,635,400	0.4
Capital Mall Land LLC	Property	28,119,300	0.39
CAFARO Northwest Partnership	Property	26,603,500	0.37
Puget Sound Energy/Gas	Energy	25,885,277	0.36
MGP X Properties LLC	Property	25,797,400	0.36
DA Environs Apple Park LLC	Property	24,730,800	0.35
Bellwether #215 LLC	Property	23,378,900	0.33
Washington State Employees Credit Union	Banking	23,000,000	0.32
Total		\$523,698,463	7.34%

(1) Based on assessed value for taxes payable in 2019.

(2) Totals may not foot due to rounding.

Source: Thurston County Assessor's Office.

Glossary of Terms | A

Accrual Basis of Accounting

The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at that time or not).

American Federation of State, County, and Municipal Employees (AFSCME)

A bargaining unit covering Parks and Public Works maintenance employees and Parking Enforcement employees.

Agency Funds

A fund used to account for assets held by a government as an agent for individuals, private organizations, other governments, and/or other funds.

Allocation

To set aside or designate funds for specific purposes. An allocation does not authorize the expenditure of funds.

Appropriation

An authorization made by the legislative body of a government, which permits officials to incur obligations against, and to make expenditures of, governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Assessed Value (AV)

The fair market value of both real (land and building), and personal property as determined by the Thurston County Assessor's Office for the purpose of setting property taxes.

Assets

Property owned by a government, which has monetary value.

Audit

A systematic examination of resource utilization concluded in a written report. It is a test of management's internal accounting controls and is intended to: ascertain whether financial statements fairly present financial position and results of operations; test whether transactions have been legally performed; identify areas for possible improvements in accounting practices and procedures; ascertain whether transactions have been recorded accurately and consistently; and ascertain the stewardship of officials responsible for governmental resources.

Glossary of Terms | B - C

Balanced Budget

A budget where the revenues are equal to expenditures. More generally, it refers to a budget that has no budget deficit but could possibly have a budget surplus.

Baseline

The cost to repeat the current level of service. Baseline includes inflation costs. Baseline does not reflect an increased level of service.

Bond

A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date(s) along with periodic interest at a specified percentage of the principal (Interest rate).

Bond Anticipation Note (BAN)

Short-term interest-bearing notes issued in anticipation of bonds to be issued at a later date. The notes are retired from proceeds of the bond issue to which they are related.

Budget (Operating)

A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceilings under which a government and its departments operate.

Budget Calendar

The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.

Capital Budget

A plan of proposed major capital improvements, which are beyond the routine operation of the City, and the means of financing them. The capital budget is enacted as part of the complete annual budget including both operating and capital outlays. The capital budget is based on a Capital Facilities Plan (CFP).

Capital Facilities Plan (CFP)

A six-year plan for capital expenditures that identifies the expected beginning and ending date for each project, the amount to be expended in each year on each project, and the method of financing those expenditures. Only expenditures and revenues proposed for the first year of a project are incorporated into the annual operating budget as the Capital Budget.

Glossary of Terms | C

Capital Improvement

A project to create, expand or modify a capital facility. The project may include design, permitting, environmental analysis, land acquisition, construction, landscaping, site improvements, initial furnishings, and equipment. The project cost must exceed \$50,000.

Capital Improvement Plan (CIP) Fund

A fund used to pay for general municipal projects (excludes utilities). The money is derived from the real estate excise tax, interest, utility tax (1%) and the year-end cash surplus.

Capital Outlays (Expenditures)

Expenditures for the acquisition of, or addition to, fixed assets not included in the Capital Facilities Plan. The useful life of these expenditures must be two years or more with a value of at least \$5,000. Examples include construction projects, land acquisition, major renovations or repairs to existing grounds of facilities, and equipment purchases.

Capital Projects

Projects which purchase or construct capital assets. Typically, a capital project encompasses a purchase of land and/or the construction of a new building or facility, with a life expectancy of more than 10 years. It may also include major maintenance or renovation of a current asset.

Cash Basis

The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.

Collective Bargaining Agreement

A legal contract between employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, benefits, and matters affecting health and safety of employees).

Constrained Prioritization

Budget-setting process where priority setting survey is used to categorize general fund services into four quadrants. The highest priority services are assigned to Quadrant Level 1, the next important services to Level 2, etc. Only a specific number of services can be assigned to each level, thus creating a constrained prioritization process. Then it is decided whether the general fund budget for the different quadrants should be increased, maintained at the current level, or reduced.

Glossary of Terms | C - D

Consumer Price Index (CPI)

A statistical description of price levels provided by the United States Department of Labor. The index is used as a measure of change in the cost of living.

Contingency

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Cost of Living Adjustment (COLA)

An increase in salaries to offset the adverse effect of inflation on compensation.

Council Priorities

Each year the Olympia City Council develops target issues which are a set of priority topics to be addressed by the Council and staff during the upcoming year. Target issues may extend beyond the current operating budget. Also referred to as Council Emphasis Areas or Target Issues.

Debt Service

Payment of interest and repayment of principal to holders of a government's debt instruments.

Deficit

1. The excess of an entity's liabilities over its assets (see Fund Balance).
2. The excess of expenditures or expenses over revenues during a single accounting period.

Depreciation

1. Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence.
2. That portion of the cost of a capital asset, which is charged as an expense during a particular period.

Double Budgeting

The result of having funds or departments within a government purchase services from one another rather than from outside vendors. When internal purchasing occurs, both funds must budget the expenditures (one to buy the service and the other to add the resources to its budget so they have something to sell). This type of transaction results in inflated budget values because the same expenditure dollar is budgeted twice: once in each fund's budget. The revenue side of both funds is similarly inflated.

Glossary of Terms | E - F

Enterprise Fund

Funds used for services provided to the public on a user charge basis, similar to the operation of a commercial enterprise. Water and wastewater utilities are common examples of government enterprises.

Equipment Rental

The Equipment Rental Fund operates as a self-sufficient motor and equipment pool. Customer departments pay for the equipment used through charges billed monthly. These charges include a form of depreciation, which is accumulated as a sinking fund for future asset replacement, a factor for maintenance of the equipment, and charges for fuel (if applicable).

Expendable Trust Fund

Fund where the money in the fund (principal) and the interest may be spent as designated by the donor.

Expenditures

Where accounts are kept on the accrual or modified basis of accounting, the cost of goods received or services rendered, whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when cash payments for the above purposes are made.

Fiduciary Funds

Funds used to report assets held in a trustee or agency capacity for others and when therefore cannot be used to support the government's own programs. This includes pension trust funds, investment trust funds, private-purpose trust funds, and agency funds.

Fiscal Year

A twelve-monthly period designated as the operating year by an entity. For Olympia, the fiscal year is the same as the calendar year (also called budget year).

Full Faith and Credit

A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

Fund

A self-balancing set of accounts segregated for specific purposes in accordance with laws and regulations or special restrictions and limitations.

Glossary of Terms | F - I

Fund Balance

The excess of an entity's assets over its liabilities.

General Fund

This fund is used to pay the expenses and liabilities of the City's general services and programs for citizens that are not separately accounted for in special revenue funds.

General Obligation Bonds

When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are General Obligation (GO) Bonds. Sometimes the term is used to refer to bonds, which are to be repaid from taxes and other general revenues.

Government Finance Officers Association (GFOA)

Association that enhances and promotes the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

Governmental Funds

Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

Grant

A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.

Infrastructure

The underlying foundation, especially the basic installations and facilities, on which the continuance and growth of a jurisdiction depends (e.g., streets, roads, sewer, and water systems).

Insurance 1

Medical insurance plan offered to non-represented, AFSCME, IUOE, and Teamsters employees hired prior to January 1, 2013.

Glossary of Terms | I

Insurance 2

Medical insurance plan offered to non-represented, AFSCME, IUOE, and Teamsters employees hired on or after January 1, 2013.

Interdepartmental Charges

A revenue similar to program revenues by paid by other units of the City of Olympia.

Interfund Services/Revenue

The term “Interfund” refers to transactions between individual Funds of the City of Olympia (rather than transactions between the City and private companies,) other receiver must budget and pay for service received. The service provider will budget for the cost of providing the service and receive a revenue in the form of a payment from the service receiver. Interfund revenues can be either payment for intracity services or contributions of revenue from on City organization to another. Prime examples would be equipment rental charges, self-insurance premiums, and contributions for debt service obligations. As can be seen from this description, Interfund activities inflate both expenditures and revenues; this causes what we refer to as “double budgeting.” (The term Interfund is also referred to as intracity).

Internal Control

A plan of organization for purchasing, accounting, and other financial activities, that include, but is not limited to:

- Employees’ duties are assigned so that no single employee handles a financial action from beginning to end.
- Proper authorizations from specific responsible officials are obtained before key steps in the processing of a transaction are completed.
- Records and procedures are arranged appropriately to facilitate effective control

Internal Service Fund

Funds used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost reimbursement basis.

Investment

Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals or base payments.

International Union of Operating Engineers (IUOE)

Union covering Public Works operating supervisors.

Glossary of Terms | L - O

Lean

A production philosophy that considers the expenditure of resources in any aspect other than the direct creation of value for the end customer to be wasteful, and thus a target for elimination.

Liability

Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed or refunded at some future date.

LOTT Alliance

A nonprofit corporation established by an Interlocal cooperation agreement by the cities of Lacey, Olympia, Tumwater, and Thurston County. The Alliance is responsible for regional sewage treatment.

Major Fund

Funds would be classified as major if the following two conditions are met:

1. Total assets, liabilities, revenues or expenditures/expenses of the individual governmental or enterprise fund are at least 10 percent of the corresponding total of all funds of that category or of that type; AND
2. Total assets, liabilities, revenues or expenditures/expenses of the individual governmental or enterprise fund are at least 5 percent of the total for all governmental and enterprise funds combined.

Modified Accrual Basis

The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred, and revenues are recorded when received in cash except for material and/or available revenues, which should be accrued to reflect properly the taxes levied and revenue earned.

Non-expendable Trust Funds

Funds where only the interest earned on the principal may be spent as designated by the donor.

Object of Expenditure

Expenditure classifications based upon the types or categories of goods and services purchased. Typically objects of expenditure include:

1. Personnel services (salaries and wages)
2. Contracted services (utilities, maintenance contracts, travel)
3. Supplies and materials
4. Capital outlays

Glossary of Terms | O - P

Olympia Metropolitan Park District (OMPD)

A junior taxing district established by the voters in 2015 for the purpose of funding parks acquisition, maintenance, development and safety. The District may levy up to \$0.75 per \$1,000 of assessed property value.

Operating Budget

The annual appropriation to maintain the provision of City services to the public.

Operating Transfer In

Transfer (payment) from other funds, which are not related to rendering of services.

Optiview

The document management software used to image and organize the City's documents.

Permanent Fund

Permanent funds are required to be used to report resources that are legally restricted to the extent that only earnings (and not principal) may be used for purposes that support the reporting government programs.

Personnel Services

Includes total wages and benefits.

Program

A specific and distinguishable unit of work or service performed.

Program Enhancement

Programs, activities or personnel requested to improve or add to the current baseline services.

Program Revenue

These are revenues which are produced as a result of an activity of a program and are dependent upon the quantity of services provided to the public or governmental units (e.g., permits, charges for fire services, recreational activities), or revenues dedicated to a specific use (e.g., grants, taxes or debt funds).

Glossary of Terms | P - S

Proprietary Funds

Recipients of goods or services pay directly to these funds. Revenues are recorded at the time services are provided, and all expenses incurred in earning the revenues are recorded in the same period.

Real Estate Excise Tax (REET)

A tax upon the sale of all residential and commercial property within the City of Olympia a rate of ½ of 1% of the purchase price. This tax is restricted by state law to Transportation and Park capital projects.

Reclaimed Water

Recycled municipal wastewater that has been cleaned and treated in order to remove pollutants and contaminants so that the water can be safely reused for a variety of approved uses, such as irrigation.

Reserve

An account used to indicate that a portion of Fund Equity is legally restricted for a specific purpose or not available for appropriation and subsequent spending.

Revenue

The term designates an increase to a fund's assets that:

- Does not increase a liability (e.g., proceeds from a loan)
- Does not represent a repayment of an expenditure already made
- Does not represent a cancellation of certain liabilities
- Does not represent an increase in contributed capital (e.g., taxes, grants, fines)

Revenue Bonds

Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund.

Service Profiles

Specific quantitative measures of work performed within an activity or program (e.g., total miles of streets cleaned). Also, a specific quantitative measure of results obtained through a program or activity (e.g., reduced incidents of vandalism due to new street lighting program). Also referred to as Service Measures.

Glossary of Terms | S - Z

Special Revenue Funds

Funds that are dedicated for a specific purpose (e.g., roads, surface water, etc.), require an additional level of accountability, are collected in a separate account, and are not part of the General Fund.

Step Sewer System

Sewage treatment effluent pump systems are an alternative to the traditionally gravity flow sewage system.

Supplies and Services

All supplies and services such as office supplies, professional services, and intergovernmental services.

Tax Anticipation Note (TANs)

Notes issued in anticipation of taxes that are retired, usually from taxes collected (typically used by school districts).

Tax Rate Limit

The maximum legal rate at which a municipality may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes.

Teamsters

Chauffeurs, Teamsters, and Helpers Union covers Police Support employees and jail corrections staff.

Transfers

Interfund activity with and among the three fund categories (governmental, proprietary, and fiduciary).

Transportation Benefit District (TBD)

This is a quasi-municipal corporation and independent taxing district created for the sole purpose of acquiring, constructing, improving and funding transportation improvement within the City.

Warrant

An order drawn by a municipal officer(s) directing the treasurer of the municipality to pay a specified amount to the bearer, either after the current date or some future date.

Acronyms	
AEGIS	City's Police Information System
AFSCME	American Federation of State, County & Municipal Employees
ASE	Automated Service Excellence
AWC	Association of Washington Cities
BARS	Budget & Accounting Reporting System
CAFR	Comprehensive Annual Financial Report
CAMP	Capital Asset Management Program
CAPCOM	Thurston County Communications
CDBG	Community Development Block Grant
CFP	Capital Facilities Plan
CIP	Capital Improvement Plan
CIPP	Cured in Place Pipe
CNA	Coalition of Neighborhood Associations
COLA	Cost of Living Adjustment
CPTED	Crime Prevention Through Environmental Design
DRC	Day Reporting Center
DRS	Department of Retirement Systems
DUI	Driving Under the Influence
EDC	Economic Development Council
EDDS	Engineering and Development Design Standards
EHM	Electronic Home Monitoring
EMS	Emergency Medical Services
EOC	Emergency Operations Center
ERU	Equivalent Residential Unit
FDCARES	Fire Department Community Assistance Referrals & Education Service
FEMA	Federal Emergency Management Act
FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board

Acronyms	
GFC	General Facility Charge
GFOA	Government Finance Officers Association
GMA	Growth Management Act
GO	General Obligation
HUD	Housing and Urban Development
HVAC	Heating, Ventilation, and Air Conditioning
ISP	Intensive Supervisor Training
IT	Information Technology
IUOE	International Union of Operating Engineers
LEED	Leadership in Energy and Environmental Design
LED	Light Emitting Diode
LEOFF	Law Enforcement Officers and Fire Fighters
LERMS	Law Enforcement Records Management System
LID	Local Improvement District
LID	Low Impact Development
LOB	Line of Business
LOS	Level of Service
LOTT	Lacey, Olympia, Tumwater and Thurston County
LTFS	Long Term Financial Strategy
LTGO	Long Term General Obligation
MRT	Moral Reconation Therapy
MNRFTE	Mark Nobel Regional Fire Training Center
MOU	Memorandum of Understanding
MVET	Motor Vehicle Excise Tax
NLC	National League of Cities
NPDES	National Pollutant Discharge Elimination System
O&M	Operations and Maintenance
OFD	Olympia Fire Department
OMC	Olympia Municipal Code

Acronyms	
OMPD	Olympia Metropolitan Park District
OPD	Olympia Police Department
OSHA	Occupational Safety and Health Administration
PBIA	Parking and Business Improvement Area
PFD	Public Facilities District
PRAC	Parks and Recreation Advisory Committee
PREA	Prison Rape Elimination Act
PSE	Plans, Specs and Estimates
PWTF	Public Works Trust Fund
RCW	Revised Code of Washington
SAAS	Software as A Service
SAFER	Staffing for Adequate Fire and Emergency Response
SCBA	Self-Contained Breathing Apparatus
SEPA	State Environmental Policy Act
SRP	School Resource Officer
STEP	Septic Tank Effluent Pump
TBD	Transportation Benefit District
TCTV	Thurston Community Television
TRPC	Thurston Regional Planning Council
UGA	Urban Growth Area
VAC	Victims' Assistance Coordinator
VCB	Visitor Convention Bureau
WAC	Washington Administrative Code
WARC	Waste and Recovery Center
WCIA	Washington Cities Insurance Authority
WSDOT	Washington State Department of Transportation



*Parks, Arts and Recreation Capital Project:
Woodruff Park Sprayground*

Capital Facilities Plan

2020-2025 Financial Plan



Final Document · as of December 17, 2019
City of Olympia's Comprehensive Plan – Volume II

The City wishes to acknowledge the many individuals who contributed to the preparation of this document. In addition to the required review by the Planning Commission, the following advisory groups also provide technical review of the CFP:

- **Bicycle and Pedestrian Advisory Committee**
- **Parks and Recreation Advisory Committee**
- **Utility Advisory Committee**

The Capital Facilities Plan is Volume II of the Olympia Comprehensive Plan developed in compliance with the Washington State Growth Management Act.

City of Olympia's Comprehensive Plan – Volume II

Prepared by the City of Olympia · Administrative Services Department

P.O. Box 1967, Olympia, WA 98507-1967

The City is committed to the non-discriminatory treatment of all persons in employment and the delivery of services/resources.

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Information Resources

- **LOTT Clean Water Alliance:** lottcleanwater.org
- **Olympia Comprehensive Plan:** olympiawa.gov/complan
- **Olympia Bicycle Master Plan:** olympiawa.gov/transportation
- **Transportation Mobility Strategy:** olympiawa.gov/transportation
- **Water System Plan:** olympiawa.gov/drinkingwater

A Message from Jay Burney, *Olympia Interim City Manager*

December 17, 2019

City Council and Citizens of Olympia,

I am pleased to present the *Capital Facilities Plan and 2020-2025 Financial (CFP)*. This CFP demonstrates the City's commitment to the community's vision for a vibrant, healthy and beautiful Capital City. In 2014, the Olympia City Council adopted a new and ambitious community vision to guide how the City grows and develops over the next 20 years. This year's capital improvements move us even closer toward our vision.

The capital projects described in this year's CFP have been planned for years in advance. The CFP is the product of many separate but coordinated planning documents or Master Plans, each focusing on a specific type of facility (drinking water, wastewater, stormwater, parks, etc.). The City's Comprehensive Plan establishes the goals and policies, along with projected population growth and future land uses. Then various Master Plans are developed to identify the specific need, location, and timing of future projects.

I want to acknowledge the work and dedication of the City of Olympia's Planning Commission. The Planning Commission is responsible for reviewing the plan, holding a Public Hearing, and providing comments to the City Council.

In 2020-2025, our new and ongoing capital projects support the community's vision as embodied in the City's comprehensive plan. I am confident this CFP responsibly addresses and supports the infrastructure needs for Olympia. The projects strike an appropriate balance between building new projects and maintaining existing infrastructure. They incorporate creative and efficient solutions to complex challenges and advance the community's priorities.

Respectfully Submitted,



Jay Burney
Interim City Manager

Executive Summary

The 2020-2025 plan is a multi-year plan of capital projects with projected beginning and completion dates, estimated costs, and proposed methods of financing. The plan is reviewed and updated annually according to the availability of resources, changes in City policy and community needs, unexpected emergencies and events, and changes in cost and financial strategies.

It is important to understand that a multi-year Capital Facilities Plan does not represent a financial commitment beyond the current year. City Council approval does not automatically authorize funding. It does approve the program in concept and provides validity to the planning process. Appropriations are made in the Capital Budget, which is the first year of the capital program. Projects beyond the current year Capital Budget should not be viewed as a commitment to fund the project, but instead as an indication that given the information available at the time, the City plans to move forward with the project in the future.

Planning for Capital Facilities

The CFP is the element that makes the rest of the Comprehensive Plan come to life. By funding projects needed to maintain levels of service and for concurrency, the CFP helps shape the quality of life in Olympia. The requirement to fully finance the CFP provides a reality check for the vision of the Comprehensive Plan.

Planning for capital facilities is a complex task. First, it requires an understanding of future needs. Second, it must assess the various types of capital facilities that could be provided and identify the most effective and efficient array of facilities to support the needed services. Finally, it must address how these facilities will be financed.

Planning what is needed is the first step. Planning how to pay for what is needed is the second step. Only so much can and will be afforded. Securing the most effective array of facilities in light of limited resources and competing demands requires coordination of the planned facilities and their implementation. It also requires a thorough understanding of the fiscal capacity of the City to finance these facilities. Financial planning and implementation of capital facilities cannot be effectively carried out on an annual basis, since oftentimes the financing requires multi-year commitments of fiscal resources. As such, this plan is long-range in its scope.

The CFP assumes receipt of outside granting assistance, and if grants are not received, projects may be delayed or pushed out. The CFP is a planning document, not a budget for expenditures. Prioritization of the projects among programs is difficult; however, prioritization between programs is more difficult. Which is more important, parks maintenance or street maintenance? Therefore, the Council established the following general guidelines for prioritizing Capital projects:

- Maintenance or general repair of existing infrastructure
- A legal or statutory requirement
- A continuation of multi-year projects (contractual obligations, etc.)
- Implementation of legislative (Council) goals and objectives

- Ability to leverage outside sources such as grants, mitigation, impact fees, and low interest loans
- An acquisition or development of new facilities

2020-2025 CFP Overview

The capital projects described in this year's 6-year CFP have been planned for years in advance. The CFP is the product of many separate but coordinated planning documents, each focusing on a specific type of facility (drinking water, wastewater, stormwater, parks, etc.). The City's Comprehensive Plan establishes the goals and policies along with projected population growth. Then the various Master Plans are developed to identify the specific need, location, and timing of future projects.

The total cost of the 2020 CFP projects increased 16.71% over 2019. The 2020 increase is primarily utility projects: Drinking Water, Wastewater, and Storm and Surface Water as well as the addition of the recently passed Home Fund initiative which will increase the City's investment in permanent supportive housing.

The 2020-2025 CFP totals \$ 155, 071,210. This is a decrease of approximately 2.19% from the 2019 - 2024 plan. The overall decrease in the 2020-2025 CFP is mainly due removing the ongoing debt service in the total CFP calculations. Because debt service (principle and interest payments) is an operating cost, it is included in the City's Operating Budget. For 2020-2025, this includes debt service of previously funded capital projects; \$6 million for Parks and \$2.6 for Transportation, respectively.

Parks

The Olympia Metropolitan Park District (OMPD) generates revenue through a property tax for park land acquisition, development, and improvements. In 2020, 2% of the voter-approved utility tax and 1% of non-voted utility tax (on electric, gas and telephone utilities) is also dedicated to park land acquisition. In 2020, this Preliminary CFP anticipates using \$860,380 for new land acquisition and \$1,000,000 to make the third installment payment for the Yelm Highway Community Park.

The plan also includes funding for projects such as:

- Constructing park improvements at the new Yelm Highway Community Park (estimated Phase 1 completion 2025)
- Updating the Parks, Arts, and Recreation Master Plan
- Constructing a multi-use trail through Grass Lake Nature Park
- Designing a sprayground at Lions Park (estimated completion 2022)
- Funding future repairs at Percival Landing

Transportation

Transportation projects for 2020-2025 improve access and safety for all users of the transportation system. This year's CFP includes construction of street improvements on Legion Way downtown, pedestrian crossing improvements at 5th and Adams, and East Bay and Olympia Avenue, as well as beginning design of bike corridor improvement projects.

The transportation projects needed to serve anticipated new growth are outlined in this year's CFP. The six-year total is \$49.5 million for projects including: Fones Road; US 101 / West Olympia, Cain Road and North Street; Henderson Blvd. and Eskridge Blvd.; and Wiggins Rd and 37th Avenue. Although full funding is not secured, the projects along with the estimates are included so the City can collect impact fees and apply for state and federal grants.

Drinking Water Utilities

In the Drinking Water Utility, significant investments are planned in the future to develop adequate and redundant water sources and maintain water quality in compliance with Federal and State safe drinking water standards. In 2020, an Olympia Brewery Water Engineering Analysis will be completed to develop a new drinking water source in conjunction with Tumwater and Lacey.

Other Drinking Water Utility projects include replacing and rehabilitating aging infrastructure. To ensure essential water supplies in the event of an earthquake, the Elliot, Fir Street and Boulevard Road Reservoirs will be seismically retrofitted.

For each year of this CFP, the Utility plans to replace approximately half a mile of aging water pipe, mostly asbestos concrete and small diameter pipe. Larger pipe replacement projects will include replacing water mains with the reconstruction of Fones Road. The Utility will also begin design of the Eastside Street and Henderson Boulevard Water Main Extensions.

Reclaimed Water Filling Stations will also be installed at convenient locations for contractors to access for use on construction projects. This project will reduce the likelihood of cross connections occurring and increase the use of reclaimed water.

The Drinking Water Utility will also update their comprehensive plan as required by the State. The Water System Plan outlines capital improvements, program efforts, and financial strategies over a 20-year horizon. Projects identified in this plan will inform future CFPs.

Stormwater Utility

The Stormwater Utility is responsible for correcting flooding problems, protecting water quality, and enhancing aquatic habitat. This CFP includes improving fish passage at Schneider Creek, stabilizing eroding areas along Black Lake Ditch, designing storm ponds at 4th Avenue & Ascension, and rehabilitating several City-owned storm ponds.

Wastewater Utility

To reduce the risk of sewage releases, the Wastewater Utility has projects in three main categories: repair and replacement of aging and damaged pipes, rehabilitation of lift stations, and sewer extension projects to convert existing septic systems to the sanitary sewer.

To improve reliability and reduce the potential for sewage releases, the Wastewater Utility plans to rehabilitate at least one lift station every two years. Rehabilitation brings aging lift stations up to current standards, typically by increasing pumping capacity, providing backup power generators, and providing emergency bypass pumping capabilities. Specific projects include rehabilitating the Miller and Ann, and Old Port lift stations.

The Wastewater Utility also has a program to extend sewer infrastructure to convert customers from individual septic systems to sanitary sewer service. With more than 4,100 septic systems in the Utility's service area, focus is placed on areas with failing septic systems and areas where septic systems pose a risk to surface water or groundwater.

It is an ongoing challenge to provide a full range of utility services at the level our citizens' demand without causing affordability challenges for some customers. We appreciate the citizens who serve on the Utilities Advisory Committee (UAC) and work with us to ensure our rates remain affordable and in balance with the investments needed to deliver quality services.

General Capital Facilities

General government facilities are designed to meet a broad spectrum of needs; including, City-owned buildings, the Americans with Disabilities Act (ADA) Program, Home Fund Capital Projects, Economic Development Projects, and Street Tree Maintenance.

An updated building condition assessment was completed in 2019. Based on this new report, the City's future facility repair and replacement costs are estimated to exceed \$5 million per year over the next six years. This CFP allocates \$1.09 million to address some of the most critical repairs. Savings from the 2019 operating budget will be needed to meet our obligation.

In 2018, voters approved raising the sales tax one tenth of one percent for housing and housing-related services. 65% of the new sales tax revenue is being used to increase housing supply. This CFP provides just over \$1 million in funding, through a competitive process, to a non-profit or other qualified applicant. The purpose is to leverage these funds so the applicant can successfully receive county, state, or federal grant dollars to construct affordable housing in our community.

Revenues

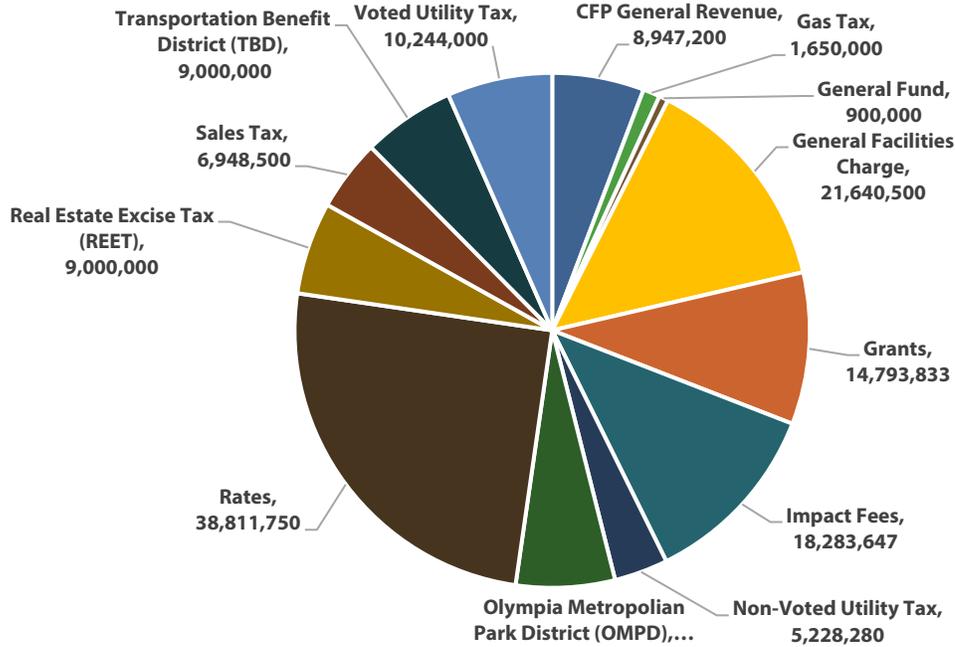
The 2020–2025 Preliminary CFP continues to benefit from the new revenues the City is receiving from the Olympia Metropolitan Park District (OMPD) which started in 2017. Parks is planning to invest over \$9.6 million of OMPD funds in capital projects over the next six-years. The CFP also calls for the 2% Voted Utility Tax and 1% of the Non-Voted Utility Tax to cover costs of purchasing new park properties and provide debt service on previously issued bonds. It will also generate funds for future Councils to approve emerging park opportunities.

Olympia's housing market is trending upward. As a result, the 2020 revenue estimate for Real Estate Excise tax is up 6% over 2019 projections. For 2020, REET is projected at \$2.12 million. Of that, \$1.5 million is being budgeted for capital transportation projects in 2020. Estimates for the 2020 Transportation Benefit District (TBD) revenue, funded through vehicle license tabs, remains similar to 2019 estimates. For 2020, revenue is projected to be approximately \$1.7 million. These revenues are essential to support the backlog of necessary street repairs on Olympia's roadways. In November this year, a state-wide initiative (I-976) will ask voters to consider reducing vehicle license tabs to \$30 per year. If the initiative passes, it will eliminate this funding source.

In 2015, the City started collecting 6% utility tax on cable TV. The revenue is used to address major maintenance on City-owned Buildings, ADA improvements, and Hazard Trees. In 2016 and 2017, the new tax generated over \$1 million annually. However, with viewers now finding more and more

alternatives to cable TV, this revenue source began trending downward in 2018. In 2020, cable utility tax is projected at just under \$860,000.

2020-2025 CFP Project Funding by Source: \$155,071,210



	Year 2020	Years 2021-2025	Total
CFP General Revenue	\$1,297,200	\$7,650,000	\$8,947,200
Gas Tax	\$275,000	\$1,375,000	\$1,650,000
General Fund Contribution	\$150,000	\$750,000	\$900,000
General Facilities Charge	\$2,844,500	\$18,796,000	\$21,640,500
Grants	\$991,750	\$13,802,083	\$14,793,833
Impact Fees	\$1,661,600	\$16,622,047	\$18,283,647
Non-Voted Utility Tax	\$871,380	\$4,356,900	\$5,228,280
Olympia Home Fund - Capital	\$1,024,500	\$5,924,000	\$6,948,500
Olympia Metropolitan Park District	\$1,588,500	\$8,035,000	\$9,623,500
Rates	\$9,317,750	\$29,494,000	\$38,811,750
Real Estate Excise Tax (REET)	\$1,500,000	\$7,500,000	\$9,000,000
Transportation Benefit District	\$1,500,000	\$7,500,000	\$9,000,000
Voted Utility Tax	\$1,964,000	\$8,280,000	\$10,244,000
Total	\$24,986,180	\$130,085,030	\$155,071,210

Revenue Sources Available for the 2020-2025 Planning Period

- Utility Projects**
 City Drinking Water, Wastewater, Storm and Surface Water, and Waste ReSources utilities are operated like businesses and must be self-sustaining. They do not receive support from the City’s General Fund. Utility capital projects are funded through a combination of general facility charges, rates, developer improvements, and revenue bonds. In addition, state and federal grants also play an important role in funding utility projects. There are currently no capital projects planned for the Waste ReSources utility.
- Non-Utility Projects**
 Parks, Transportation, and General Capital Facilities projects are funded with general revenue, grants, cost sharing with neighboring jurisdictions (on shared projects), local improvement districts (LIDs), Transportation Benefit District fees, developer contributions, impact fees, the Real Estate Excise Tax (REET) (0.5%), and the Utility Tax. The City is at the statutory limit (6%) for utility taxes, which may be imposed by the Council without a public vote. Of that 6%, currently, 1% goes directly to the Capital Facilities Plan for general plan support. Another 0.5% goes to the General Fund for park maintenance on capital projects. In addition, in September 2004, the voters approved a 3% increase in the Utility Tax above the 6% limit, bringing the total Utility Tax assessed to 9%. Of the 3% voter approved increase, 2% is for Parks and 1% for Pathways/Sidewalks.

6% Non-Voted Utility Tax	3% Voter Approved Utility Tax
4.5% General Fund	2.0% Parks
0.5% Parks and Maintenance	1.0% Sidewalks
1.0% Capital Facilities	

Voter-Approved Debt

State law limits bonded debt to 2.5% of Assessed Value (AV) of taxable property. The amount of non-voted plus voter-approved may not exceed the 2.5% of assessed value limit.

The City has a total of \$357 million in capacity for voter-approved bonds (paid back through an excess property tax levy). This is comprised of \$178.7 million in General Purpose capacity and \$178.7 million in Open Space, Park & Capital Facilities capacity. A total of \$298.2 million remains available; \$119.5 million and \$178.7 million, respectively. The City’s General Purpose available voted debt capacity would be reduce by any new issued non-voted debt capacity.

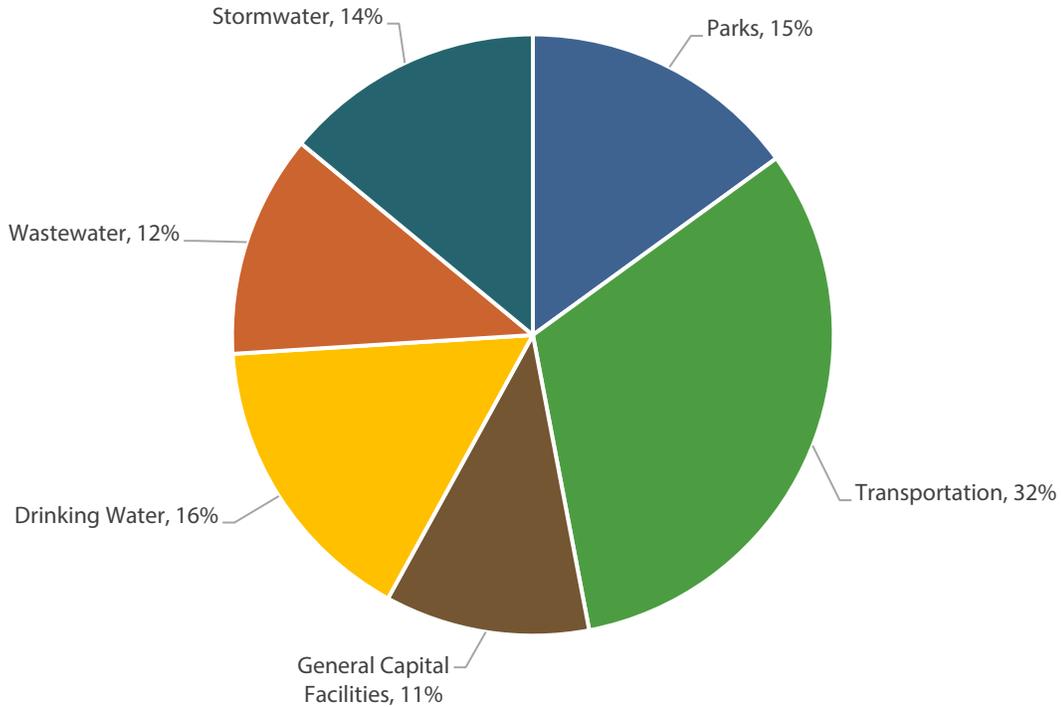
Non-Voted Debt

As of August 1, 2019, the City has \$107.2 million in non-voted general obligation bonding capacity (councilmanic) and presently has \$58.4 million of that amount uncommitted and available to use to finance projects. The City Council deliberates carefully before authorizing this method of financing as the City’s existing operating revenues must be used for repayment.

Capital Costs of Proposed Projects in the 2020-2025 Financial Plan

Capital project costs for the City’s 2020 - 2025 six-year capital facilities planning period total \$155,071,210. The chart below illustrates the percentage of the plan’s six-year capital costs attributed to each program category. The table that follows illustrates planned capital costs by program category and the planned year of expenditure.

2020-2025 CPD Project Funding by Source: \$155,071,210



	Year 2020	Years 2021-2025	Total	Total %	2020%
Parks	\$4,455,880	\$19,296,900	\$23,752,780	15%	18%
Transportation	\$5,054,600	\$44,501,130	\$49,555,730	32%	20%
Gen. Capital Facilities	\$2,321,700	\$13,574,000	\$15,895,700	11%	9%
Drinking Water	\$5,953,000	\$18,480,000	\$24,433,000	16%	24%
Wastewater	\$4,448,000	\$14,613,000	\$19,061,000	12%	18%
Stormwater	\$2,753,000	\$19,620,000	\$22,373,000	14%	11%
Total	\$24,986,180	\$130,085,030	\$155,071,210	100%	100%

Readers Guide

Executive Summary

Provides a summary of project costs and funding sources included in the 2019-2024 six-year planning window.

Section 1: Introduction

Overview of the Capital Facilities Planning

Defines the purpose of the CFP, statutory requirements, and methodologies used to develop the CFP in its entirety.

Comprehensive Plan Goals and Policies

Identify the policy direction for how capital facilities will be provided in the City at adopted LOS standards and for projected growth.

Frequently asked questions

Designed to answer the most commonly asked questions about the Capital Facilities Plan, as well as assist the reader in better understanding elements of the Plan.

Section 2: Financial

Long Term Financial Strategies

Key financial principles the City uses when making financial decisions.

Funding Sources/Dedicated Revenues

Identifies the revenue sources used by the City to finance capital projects. Charted trends on collection of impact fees, Real Estate Excise Taxes and Utility Taxes are provided in this section.

Debt Limitations

Explains the amount of money the City of Olympia can legally borrow. This is important because some capital projects are financed with debt resources.

Project Funding Summary

Explains the amount of money the City of Olympia can legally borrow. This is important because some capital projects are financed with debt resources.

Section 3: Project

New and Completed Projects

Provides a brief description of all new capital projects and the expected end result of the project. This provides the Council and citizens a way to see how their money is being spent.

Section 4: Program

These seven sections include the specific projects proposed for the 2020-2025 six-year financial plan. All sections include:

- Introductory Narrative
- Individual Program Information
- Program financial summary table summarizing proposed costs
- Funding sources
- Future operation and maintenance costs

Parks, Arts and Recreation

Transportation

Transportation with Impacts Fee

General Capital Facilities

Drinking Water

Wastewater

Storm and Surface Water

Section 5: Miscellaneous Reports

Financial Status Reports for all active CFP projects

Those currently listed in the CFP and those no longer requiring additional funding.

Schedule of collection and usage of impact fees

Public facilities inventory

Section 6: Glossary

Glossary of terms

Acronyms

Section 7: Olympia School District CFP

The Olympia School District CFP is included in this document because the City charges and collects impact fees on their behalf. Once collected, fees are forwarded onto the District. Any questions regarding their projects or their impact fees should be directed to the Olympia School District.

An Overview of Capital Facilities Planning

In 2016, the Council accepted the City's first Action Plan. The Action Plan is organized into five focus areas: Community, Health, and Safety; Downtown; Economy; Environment; and Neighborhoods. Each focus area includes strategies and actions to achieve the desired outcomes in the 20-year Comprehensive Plan vision and indicators for tracking and reporting on progress towards that vision.

What Are Capital Facilities and Why Do We Need to Plan for Them?

Capital facilities are all around us. They are the public facilities we all use on a daily basis – streets, parks, public buildings like the Timberland Regional Library and Olympia Center. They also include our public water systems that bring us pure drinking water, and the sanitary sewer systems that collect our wastewater for treatment and safe disposal. Even if you don't live in the City, you use capital facilities every time you drive, eat, shop, work, or play here. While a CFP does not cover day-to-day maintenance, it does include major renovation and repair projects when our public facilities are damaged or deteriorated to the point that they need to be rebuilt.

The planning period of the CFP is twenty years, the first six years are known as the 6-Year Financial Plan. Expenditures proposed for the first year of the program are incorporated into the Annual Budget as the Capital Budget (adopted in December of each year).

One of the most important aspects of the CFP process is that it is continually reviewed, evaluated and updated. New information and evolving priorities require continual review. Each time the review is carried out, it must be done comprehensively and through a public process.

All of these facilities are planned for years in advance to assure they are available and adequate to serve our community. This type of planning involves determining when and where facilities will be needed, how much they will cost, and how they will be paid for. It is important to note that the CFP is a planning document. It includes timeline estimates based on changing dynamics related to growth projections, project schedules, or other assumptions.

To help identify which projects are needed, when, and where, the City adopts master plans for the four utilities and Parks, Arts, and Recreation. The master plans provide more detail about the types of facilities needed. The projects listed in these master plans are prioritized. Ideally the timeframe, location, and project cost estimates are provided. Projects identified in the master plans inform the CFP six-year financial plan for capital investments.

- Parks, Arts and Recreation Plan
- Storm and Surface Water Plan
- Transportation Master Plan (under development)
- Waste ReSources Management Plan
- Wastewater Management Plan
- Water System Plan

These master plans are informed by the Comprehensive Plan in several meaningful ways. For example, the Comprehensive Plan identifies the projected population growth anticipated and the Future Land Use Map shows where certain land uses will be located over time. Additionally, level of service standards are adopted and those define the quality of services the community expects the City to provide.

The State Growth Management Act (GMA) and Its Effect on the Capital Facilities Planning Process

The GMA requires that comprehensive plans guide growth and development so they are consistent with the 13 State planning goals, plus a shoreline goal. These goals must be balanced locally.

The GMA requires that Olympia and most other jurisdictions write, adopt, and implement local comprehensive plans that guide development activity within their jurisdictions and associated Urban Growth Areas (UGA) over the next 20 years.

Each jurisdiction is required to coordinate its comprehensive plan with the plans of neighboring jurisdictions, and unincorporated areas located within designated Urban Growth Areas (UGAs) must be planned through a joint process involving both the City and the County.

Consistency with the Remainder of Olympia’s Comprehensive Plan

All chapters within the Comprehensive Plan must be “internally consistent”, meaning all of the chapters must be consistent and support each other. When it comes to the CFP, it must show how the City will provide the capital facilities needed to implement the city’s vision for the future at the adopted levels of service. The consistency requirement extends to the capital budget, which means the city must budget to build the needed capital facilities.

Concurrency and Levels-of-Service Requirements

The Growth Management Act requires jurisdictions to have capital facilities in place and readily available when new development occurs or as service area population grows. This concept is known as concurrency. Specifically, this means that:

- All public facilities necessary to serve new development and/or a growing service area population must be in place when it is needed. If not, a financial commitment must be made to provide the facilities within six years of the time they are needed; and
- There must be enough facilities to serve the population and/or new development. The facilities must meet an estimated minimum standard. These standards are set at the local level and they are referred to as “Levels of Service.”

Levels-of-service is how you measure capacity. For example: acres of park land per capita, vehicle capacity of intersections, or water pressure per square inch. Local standards are influenced by citizen input, City Council and Planning Commission recommendations, national standards, federal and state mandates, and the standards of neighboring jurisdictions.

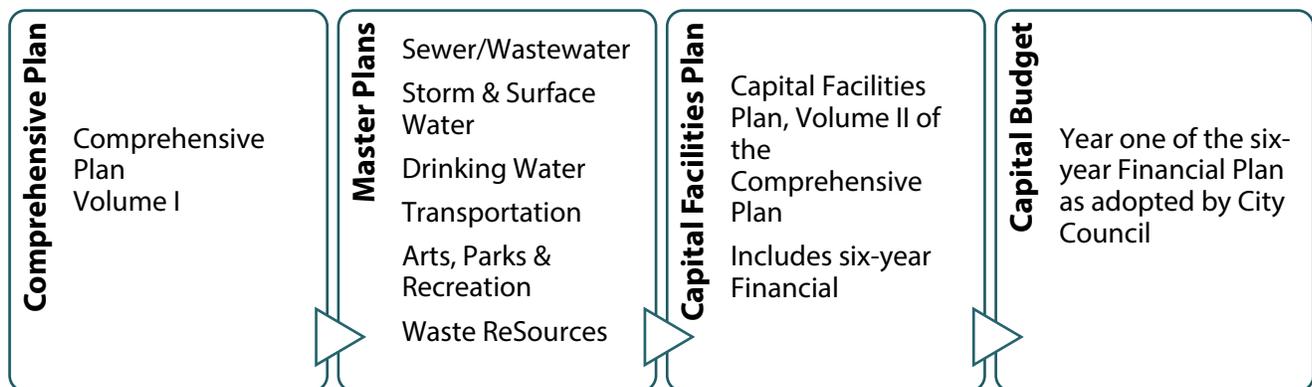
If a jurisdiction is unable to provide or finance capital facilities that meet the minimum level-of-service requirements, it must either: (a) adopt and enforce ordinances which prohibit approval of proposed development if the development, or (b) lower established standards for levels of service. Transportation facilities are reviewed a little bit differently than other public facilities. The GMA requires that transportation improvements or strategies to address the impacts of proposed development projects need to be made concurrently with land development. “Concurrent with the development” is defined by the GMA to mean that any needed “improvements or strategies are in place at the time of development, or that a financial commitment is in place to complete the improvements or strategies within six years.”

Jurisdictions may include concurrency requirements for other types of facilities besides transportation if it is identified in the Comprehensive Plan and concurrency ordinances are adopted for those facilities. Otherwise, the City is required to reassess its level of service standards at least every eight years during the periodic update of the Comprehensive Plan.

Determining Where, When and How Capital Facilities Will Be Built

In planning for future capital facilities, several factors are considered. Many are unique to the type of facility being planned. The process used to determine the location of a new park is very different than the process to locate a new sewer line. This capital facilities plan is the product of many separate but coordinated planning documents, each focusing on a specific type of facility. Future sewer requirements are addressed via a sewer plan, parks facilities through a parks and recreation plan, urban trail facilities through an urban trails plan, etc. Related plans can also be regional in nature, such as the Regional Urban Trails Plan, Regional Transportation Plan, Sustainable Thurston, and the Regional Climate Mitigation Plan (under development).

Some capital facilities projects are not included in the Comprehensive Plan because they do not fall into one of the standard growth management chapters. Nonetheless, many of the projects are vital to the quality of life in Olympia. The Farmers Market and City Hall are examples of this. In addition, recommendations from the public, advisory boards, and the Olympia Planning Commission are considered when determining types and locations of projects. Illustration 2.2 shows how the City’s Comprehensive Plan directly impacts the other plans, and ultimately the CFP. The various elements of the Comprehensive Plan affect the type and capacities of capital facilities required.



How Citizens Can Get Involved in the Capital Facilities Plan

The City of Olympia strives to create a CFP which truly responds to the needs of our community. The City encourages citizens, community groups, businesses, and other stakeholders to work with staff and the Olympia Planning Commission to merge their suggestions into the various Master Plans. Projects and policies are continually monitored and modified in the long-term plans, like the Comprehensive Plan or the Master Plans. These updates usually include a public process with input from associated City boards and commissions. See the Capital Facilities Plan Calendar of Events on our website for public hearing dates.

Population Forecasts for Olympia's Urban Growth Area (UGA)

Comprehensive Plans and CFPs must address projected population growth within a jurisdiction's UGA. The Thurston Regional Planning Council (TRPC) anticipates Olympia will grow roughly 25 percent between 2015 and 2035, or from a 51,020 to 68,460 persons. The fastest growing parts of the City will continue to be the West and Southeast areas.

Joint Projects and Projects by Other Jurisdictions

Several of the projects listed within this document will be coordinated with other jurisdictions or agencies. A stormwater project, for instance, may address a drainage problem that ignores City or UGA boundaries. A transportation project may involve upgrading a roadway that crosses the City Limits. On these type of projects, joint planning and financing arrangements are made and detailed on the individual project's worksheet.

For example, Thurston County has several "county only" parks or transportation projects planned within Olympia's unincorporated UGA. Under the joint planning agreement established between the City and Thurston County, initial financing and construction of these projects falls under County coordination. For more detail, please refer to the Thurston County CFP.

Capital Facilities Not Provided by the City

The GMA also requires that jurisdictions plan for and coordinate with other entities, such as schools, solid waste providers, and regional wastewater treatment. These facilities are planned for and provided throughout the UGA by the various school districts, the Thurston County Department of Solid Waste, and the LOTT Alliance.

The City of Olympia charges school impact fees on behalf of the Olympia School District. The District's CFP is included at the end of this document. The LOTT Wastewater Alliance functions as a regional agency providing wholesale wastewater resource treatment and management services in the public's interest. Therefore, the LOTT Alliance capital facilities are not included in this document.

What is Not Included in This CFP Document?

This Capital Facilities Plan does not include information on previously funded capital projects that are still in progress. If the project is currently active and requires additional funding in the future, it is included in this plan.

Routine maintenance operations are included in the City's operating budget. When new or upgraded facilities are planned, it is important to consider the impact the facilities will have to the operating budget. For example, developing a new park will require construction of improvements such as sidewalks, access and parking, lighting, restrooms, play equipment, and fields and lawn areas, which are funded through the capital budget. The new park will also require on-going maintenance and other expenses like lawn mowing, utility expenses, and minor repairs. These type of expenses are funded through the operating budget.

Limitation of Funding Sources

Capital facilities require substantial financial investments. It is important to note that most of the funding sources can only be used on specific types of projects. For example, monies from the water utility cannot be used to build new play equipment in a City park.

Planning Cycles

The City is required to update its Comprehensive Plan at least every eight years. Several of the Master Plans are required to be updated on differing cycles. Balancing these rotating schedules can be challenging. As each plan is updated, it is reviewed for consistency with the other plans, to ensure the city is working to provide the facilities needed to implement the Comprehensive Plan at the adopted levels of service standards.

The bottom line is that the City is working to ensure the capital facilities our community depends on are planned and provided for, understands how much these will cost, and has identified how they will be financed.

Key Terms

Capital Facilities Plan (CFP)

A 20-year plan to implement the comprehensive plan vision, showing how the city will provide urban governmental services at adopted levels of service standards for the existing and projected population growth in the City and Urban Growth Area. It includes projected timing, location, costs, and funding sources for capital projects. The CFP identifies which capital facilities are necessary to support development/growth. Projects in the CFP are directly related to the applicable master plan or functional plans, such as the Parks, Arts and Recreation Plan, the Storm and Surface Water Plan, and other similar plans. The CFP is an element of the Comprehensive Plan, which is required to be internally consistent with the other chapters of the plan and the City budget.

Six-year Financial Plan

A six-year financially constrained plan of identified projects, anticipated costs, and proposed funding sources that is part of the Capital Facilities Plan.

Capital Improvement

A project to create, expand or modify a capital facility. The project may include design, permitting, environmental analysis, land acquisition, construction, landscaping, site improvements, initial furnishings, and equipment.

Capital Budget

The approved annual budget for capital facilities, as adopted by the City Council. The Capital Budget is “Year one” of the Capital Investment Strategy.

Capital Facilities

A structure, improvement, piece of equipment or other major asset such as land that has a useful life of at least five years. Capital facilities are provided by or for public purposes and services including, but not limited to, the following:

- Bikeway and Disability Access Ramps
- Detention Facilities
- Drinking Water
- Fire and Rescue
- Government Offices
- Law Enforcement
- Libraries
- Open Space
- Parks (Neighborhood and Community)
- Public Health
- Recreational Facilities
- Roads
- Sanitary Sewer
- Sidewalks
- Solid Waste Collection and Disposal
- Stormwater Facilities
- Street Lighting Systems
- Traffic Signals

Additional terms are defined in the Glossary.

CFP Comprehensive Plan Goals and Policies

The CFP is a required element of our 20-year Comprehensive Plan. The following are long-term goals and policies to guide the CFP:

- **Goal 1**

The Capital Facilities Plan provides the public facilities needed to promote orderly compact urban growth, protect investments, maximize use of existing facilities, encourage economic development and redevelopment, promote private investment, increase public wellbeing and safety, and implement the Comprehensive Plan.

- **Policy 1.1**

Annually review, update and amend a six-year Capital Facilities Plan that:

- Is subject to annual review and adoption, respectively, by the Planning Commission and City Council.
- Is consistent with the Comprehensive Plan, master plans and adopted investment strategies.
- Defines the scope and location of capital projects or equipment.
- States why each project is needed and its relationship to established levels of service.
- Includes project construction costs, timing, funding sources, and projected operations and maintenance impacts.
- Serves as the City's plan for capital project development.
- Includes an inventory of existing capital facilities and a forecast of capital facility needs.
- Monitors the progress of capital facilities planning with respect to rates of growth, development trends, changing priorities, and budget and financial considerations.
- Considers needs and priorities beyond the six-year time horizon.
- Is coordinated with Thurston County and the Olympia School District if school impact fees are being charged.

- **Policy 1.2**

Encourage active citizen participation throughout the process of developing and adopting the Capital Facilities Plan. Provide the public with adequate time to review and respond to the Plan and related proposals.

- **Policy 1.3**

Support joint development and use of facilities such as parks and museums, and protection of shared resources such as critical areas and open space.

- **Policy 1.4**

Coordinate with other capital facilities service providers to keep each other current, maximize cost savings, and schedule and upgrade facilities efficiently.

→ **Policy 1.5**

Evaluate and prioritize proposed capital improvement projects using the following long-term financial strategy principles and guidelines:

- a. Do projects well or not at all.
- b. Focus programs on Olympia residents and businesses.
- c. Preserve and maintain physical infrastructure.
- d. Use an asset management approach to the City's real estate holdings.
- e. Use unexpected one-time revenues for one-time costs or reserves.
- f. Pursue innovative approaches.
- g. Maintain capacity to respond to emerging community needs.
- h. Address unfunded mandates.
- i. Selectively recover costs.
- j. Recognize the connection between the operating and capital budgets.
- k. Utilize partnerships wherever possible.
- l. Stay faithful to City goals over the long run.
- m. Think long-term.

→ **Policy 1.6**

Ensure that capital improvement projects are:

- a. Financially feasible.
- b. Consistent with planned growth patterns provided in the Comprehensive Plan.
- c. Consistent with State and Federal law.
- d. Compatible with plans of state agencies.
- e. Sustainable within the operating budget.

→ **Policy 1.7**

Give priority consideration to projects that:

- a. Are required to meet State or Federal law.
- b. Implement the Comprehensive Plan.
- c. Are needed to meet concurrency requirements for growth management.
- d. Are already initiated and to be completed in subsequent phases.
- e. Renovate existing facilities to remove deficiencies or allow their full use, preserve the community's prior investment or reduce maintenance and operating costs.
- f. Replace worn-out or obsolete facilities.
- g. Promote social, economic, and environmental revitalization of commercial, industrial, and residential areas in Olympia and its Growth Area.
- h. Are substantially funded through grants or other outside funding.
- i. Address public hazards.

- **Policy 1.8**
Adopt each update of this Capital Facilities Plan as part of the Comprehensive Plan.
- **Policy 1.9**
Adopt by reference updates of the Olympia School District Capital Facilities Plan as part of this Capital Facilities element. Identify and recommend to the District that it revise any elements of the School District’s plan that are inconsistent with the Comprehensive Plan.
- **Policy 1.10**
Monitor the progress of the Capital Facilities Plan on an ongoing basis.
- **Policy 1.11**
Recognize the year in which a project is carried out, or the exact amounts of expenditures by year for individual facilities, may vary from that stated in the Capital Facilities Plan due to:
 - a. Unanticipated revenues or revenues that become available to the City with conditions about when they may be used.
 - b. Change in the timing of a facility to serve new development that occurs in an earlier or later year than had been anticipated in the Capital Facilities Plan.
 - c. The nature of the Capital Facilities Plan as a multi-year planning document. The first year or years of the Plan are consistent with the budget adopted for that financial period. Projections for remaining years in the Plan may be changed before being adopted into a future budget.
- **Goal 2**
As urbanization occurs, the capital facilities needed to direct and serve future development and redevelopment are provided for Olympia and its Urban Growth Area.
 - **Policy 2.1**
Provide the capital facilities needed to adequately serve the future growth anticipated by the Comprehensive Plan, within projected funding capabilities.
 - **Policy 2.2**
Plan and coordinate the location of public facilities and utilities to accommodate growth in advance of need, and in accordance with the following standards:
 - a. Coordinate urban services, planning, and standards by identifying, in advance of development, sites for schools, parks, fire and police stations, major stormwater facilities, greenbelts, and open space consistent with goals and policies promoting compact growth in the Comprehensive Plan. Acquire sites for these facilities in a timely manner and as early as possible in the overall development of the area.
 - b. Assure adequate capacity in all modes of transportation, public and private utilities, municipal services, parks, and schools.
 - c. Protect groundwater from contamination and maintain groundwater in adequate supply by identifying and reserving future supplies well in advance of need.

- **Policy 2.3**
Use the type, location, and phasing of public facilities and utilities to direct urban development and redevelopment consistent with the Comprehensive Plan. Consider the level of key facilities that can be provided when planning for various densities and types of urban land use.
- **Policy 2.4**
Ensure adequate levels of public facilities and services are provided prior to or concurrent with land development within the Olympia Urban Growth Area.
- **Policy 2.5**
When planning for public facilities, consider expected future economic activity.
- **Policy 2.6**
Maintain a process for identifying and siting essential public facilities consistent with state law and County wide Planning Policies.

- **Goal 3**

The City prudently manages its fiscal resources to provide needed capital facilities.

- **Policy 3.1**
Ensure a balanced approach to allocating financial resources among: (1) maintaining existing facilities, (2) eliminating existing capital facility deficiencies, and (3) providing new or expanding facilities to serve development and encourage redevelopment.
- **Policy 3.2**
Use the Capital Facilities Plan to integrate all of the community's capital project resources (grants, bonds, city funds, donations, impact fees, and any other available funding).
- **Policy 3.3**
Allow developers who install infrastructure with excess capacity to use latecomers agreements wherever reasonable.
- **Policy 3.4**
Pursue funding strategies that derive revenues from growth that can be used to provide capital facilities to serve that growth. These strategies include, but are not limited to:
 - a. Collecting impact fees for transportation, parks and open space, and schools.
 - b. Allocating sewer and water connection fees primarily to capital improvements related to urban expansion.
 - c. Developing and implementing other appropriate funding mechanisms to ensure new development's fair share contribution to public facilities.

- **Policy 3.5**
Assess the additional operations and maintenance costs associated with acquisition or development of new capital facilities. If accommodating these costs places a financial burden on the operating budget, consider adjusting the capital plans.
- **Policy 3.6**
Achieve more efficient use of capital funds through joint use of facilities and services by utilizing measures such as inter-local agreements, regional authorities, and negotiated use of privately and publicly owned land.
- **Policy 3.7**
Consider potential new revenue sources for funding capital facilities, such as:
 - a. Growth-induced tax revenues.
 - b. Additional voter-approved revenue.
 - c. Regional tax base sharing.
 - d. Regional cost sharing for urban infrastructure.
 - e. County wide bonds.
 - f. Local Improvement Districts.
- **Policy 3.8**
Choose among the following available contingency strategies should the City be faced with capital facility funding shortfalls:
 - a. Increase general revenues, rates, or user fees; change funding source(s).
 - b. Decrease level of service standards in the Comprehensive Plan and reprioritize projects to focus on those related to concurrency.
 - c. Change project scope to decrease the cost of selected facilities or delay construction.
 - d. Decrease the demand for the public services or facilities by placing a moratorium on development, developing only in served areas until funding is available, or changing project timing and/or phasing.
 - e. Encourage private funding of needed capital project; develop partnerships with Lacey, Tumwater and Thurston County (the metropolitan service area approach to services, facilities or funding); coordinate regional funding efforts; privatize services; mitigate under the State Environmental Protection Act (SEPA); issue long-term debt (bonds); use Local Improvement Districts (LID's); or sell unneeded City-owned assets.
- **Policy 3.9**
Secure grants or private funds, when available, to finance capital facility projects when consistent with the Comprehensive Plan.
- **Policy 3.10**
Reassess the Land Use Element of the Comprehensive Plan if probable funding for capital facilities falls short of needs.

- **Goal 4**

Public facilities constructed in Olympia and its Growth Area meet appropriate safety, construction, durability and sustainability standards.

- **Policy 4.1**

Adhere to Olympia's Engineering Development and Design Standards when constructing utility and transportation related facilities.

- **Policy 4.2**

Regularly update the Engineering Development and Design Standards.

- **Policy 4.3**

Ensure that the Engineering Development and Design Standards are consistent with the Comprehensive Plan.

- **Policy 4.4**

Apply value engineering approaches on major projects in order to efficiently use resources and meet community needs.

Frequently Asked Questions

What is a Capital project?

A structure, improvement, piece of equipment, or other major asset, including land, that has a useful life of at least five years. Examples of capital projects include public streets, City parks and recreation facilities, public buildings such as libraries, fire stations and, community centers, public water systems and sanitary sewer systems. While capital projects do not cover day-to-day maintenance, it can include major repairs or reconstruction like a roof repair on a City-owned building.

There are a lot of projects in the CFP. How does the City decide which projects are a priority?

The projects in the CFP are identified because they meet the goals of the 20-year Comprehensive Plan and are reflected in the applicable master plan. The City uses several criteria to prioritize, including:

- Public health and safety
- Regulatory requirements
- Available funding, including State and Federal grants
- Council and Community priorities
- Public health and safety

It seems likely that a capital project may affect future operating budgets. Does this have an impact on whether or not a project will be approved and funded?

Yes. It is important that on-going maintenance needs are considered for capital improvements, as these annual expenses impact the City's operating budget.

Can money from the various funds be used on any capital facility?

No. Certain funding sources have restrictions on how they can be used. For example, revenue collected from the Olympia Metropolitan Park Fund can only be used to fund Park projects.

What is the Utility Tax and what projects does it fund?

The City Council has authority to approve, without voter approval, up to a 6% utility tax on private utilities. Five percent of the utility tax collected goes to the General Fund Operating Budget and 1% goes to fund Capital Projects.

In addition, in 2004 the City presented Olympia residents with a ballot measure to raise the utility tax to from 6% to 9%. This Voted Utility Tax was approved and provides an additional 2% funding for Parks and 1% funding for Transportation to fund pathways and sidewalks.

Once a project has been approved and funded, can any part of the money be used for another project?

Yes. The City Council can, by simple majority, vote to appropriate funds to a different project. However, they are limited by the funding source and any restrictions. For example, utility funds cannot be used to build park improvement projects. In most cases, this happens when the City needs money to match a State or Federal grant. Leveraging State and Federal grants helps the City implement more capital projects for the community.

If a project was identified in the CFP and funded, will it continue to be listed until the project is completed?

It depends. If the project is in-progress and fully funded, it won't be listed in future CFPs. If the project is in progress and continues to need funding, it will be listed. For example, some projects require funding for design. Once the design is funded and complete, the project continues to be in the CFP because money is needed for construction.

Individual project financial information seems to indicate that a specific dollar amount can be expected to be spent on the project over the next six years. Is this a correct interpretation?

No. The planning period for a CFP project is 20 years. Only expenditures and revenues proposed for the first year of the program are incorporated into the Annual Capital Budget (adopted in December of each year). It is important to note that the CFP is a planning document that includes timeline estimates based on changing dynamics related to growth projections, project schedules, new information, evolving priorities, or other assumptions. The Capital Facilities Plan is reviewed and amended annually to verify the availability of fiscal resources. Therefore, project cost estimates and timelines may change.

What happens if a project does not receive the anticipated funding over the next six years?

To address a funding shortfall, the City may delay the project, re-scope or phase the project to help reduce the cost, lower the adopted level of service standards, or reassess the land use element of the Comprehensive Plan. Such decisions are made in a public process.

Are all projects in the listed in CFP completed within six years?

No. The Capital Facilities Plan is a financial plan. The City uses it to verify that resources are available to build the facilities needed to achieve our 20-year comprehensive plan vision. Capital facilities fluctuate based on population growth, existing deficiencies, major facility maintenance and repair needs, internal operations, and Council and Community priorities. The plan is reviewed and updated annually.

What is the difference between State Environmental Policy Act (SEPA) mitigation fees and Olympia impact fees?

SEPA mitigation fees may be required for new, major developments to cover their direct impact on the natural or built environment. The specific impacts are identified in an environmental analysis completed for the project. Transportation and parks SEPA mitigation fees for developments proposed within the Urban Growth Area are the most common sources. These fees are collected from specific development projects in or outside of the City that are likely to have an impact on facilities in the City of Olympia, and the funds can only be spent on the identified projects need to address impacts from the project.

Olympia’s impact fees are charged to new development only within the City limits. The City is able to spend these fees on “system improvements” for transportation or park projects. System improvements can include physical or operational changes to existing streets, as well as new street connections that are built in one location to benefit projected needs at another location. Funds collected can only be used for projects that are specifically identified as part of the impact fee calculation. Olympia does collect impact fees on behalf of the Olympia School District based on the District’s Capital Facilities Plan and forwards the fees onto the District.

Can the City collect impact fees in the Urban Growth Area?

No, the City of Olympia may not collect impact fees for projects in the Urban Growth Area.

When Olympia annexes an area where the County has a County-funded project underway, does the City assume responsibility for the project and associated project costs?

When an annexation includes capital projects that will add to Olympia’s asset base, the City may negotiate related project costs as part of an Interlocal agreement between the City and the County.

Calendar of Events

Event	Month
Propose CFP Projects due from departments	May
Present Preliminary CFP to Council	August 13
Planning Commission Public Hearing on Preliminary CFP (City and School District)	September 16
City Council Public Hearing and Discussion on Preliminary CFP	October 29
First Reading on Capital Budget	December 10
Second and Final Reading of Operating and Capital Budgets	December 17

Annual Capital Facilities Plan/Capital Budget Development and Review Process

Project Steps	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Prioritize CFP Projects based on Master Plans												
Estimate Revenues by Funding Source												
Advisory Committees Review Projects												
Distribute Preliminary CFP and 6 Year Financial Plan												
Public Involvement and Communication												
City Council Adopts CFP 6-year Financial Plan & Capital Budget												
Public Involvement and Communication	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
City Internet												
Public Hearing												
Media Release												
Public Meeting												
Stakeholders	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
City Council												
City Council Finance Committee												
Planning Commission												
Utility Advisory Committee												
Bicycle and Pedestrian Advisory Committee												
Parks and Recreation Advisory Committee												
Media												

Long Term Financial Strategy

The Long Term Financial Strategy is an approach to sustaining high quality services, setting priorities and making them happen. The purpose of the Long-term Financial Strategy is to look forward five to six years and provide guidance to the annual budget process.

Key Financial Principles

Make Trade-Offs

Do not initiate major new services without either:

- Ensuring that revenue to pay for the service can be sustained over time, or
- Making trade-offs of existing services.

Do It Well

If the City cannot deliver a service well, the service will not be provided at all.

Focus Programs on Olympia Residents and Businesses

However, do not exclude others from participating in these programs as well.

Preserve Physical Infrastructure

Give priority to maintaining existing infrastructure.

Use Unexpected One-Time Revenues for One-Time Costs or Reserves

One-time revenues or revenues above projections will be used strategically to fund prioritized capital projects. The City will also consider additional costs such as increased operations and maintenance.

Invest in Employees

The City will invest in employees and provide resources to maximize their productivity.

Pursue Innovative Approaches to Service Delivery

Continue to implement operational efficiencies and cost saving measures in achieving community values. Pursue partnerships and cost sharing strategies with others.

Contract In/Contract Out

Consider alternative service delivery to maximize efficiency and effectiveness.

Maintain Capacity to Respond to Emerging Community Needs

Pursue Entrepreneurial Initiatives

Address Unfunded Liabilities

Selectively Recover Costs

On a selective basis, have those who use a service pay the full cost.

Recognize the Connection Between the Operating Budget and the Capital Budget

Continuous Improvement

At All Times, Maximize Efficiencies While Achieving Community Values

Involve Citizens in Financial Decisions

Update the Long Term Financial Strategy Annually

Guidelines

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

- Increase operating cost recovery (user fees)
- Pursue cost sharing

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

- Assess the situation
- Maintain adequate reserves (10% General Fund)
- 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 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?

Debt Limitations

Olympia issues debt only to provide financing for essential and necessary capital projects. Through debt planning and the Capital Facilities Plan, the City integrates its capital projects. The services that the City determines necessary to its residents and visitors form the basis for all capital projects.

The goal of Olympia's debt policy is to maintain the ability to provide high quality essential City services in a cost effective manner. Councilmembers weigh this goal against maintaining the ability to borrow at the lowest possible rates. The City uses the following guidelines before financing projects with long-term debt:

- Management staff and elected officials conservatively project the revenue sources to pay off the debt.
- The term of the debt will not exceed the useful life of the project.
- The benefits of the improvement must outweigh its costs, including the interest costs of financing.

State law limits bonded debt to 2.5% of assessed value of taxable property. Of this limit, up to 1.5% of assessed value of taxable property may be non-voter approved debt (councilmanic bonds). However, the amount of non-voted, plus voter-approved, may not exceed the 2.5% of assessed value limit.

January 1, 2019

Taxable Assessed Value as of January 1, 2019	
	\$ 7,147,962,073
General Indebtedness <u>without</u> a Vote of the People:	
Legal Limit, 1.5% of Property Value:	\$107,219,431
G.O. Bond Liabilities	(\$48,770,000)
Remaining Non-Voted Debt Capacity	\$58,449,431

General Indebtedness <u>with</u> a Vote of the People:	
Legal Limit, 2.5% of Property Value:	\$ 178,699,052
Outstanding Voted Debt	(\$10,400,000)
Outstanding Non-voted Debt	(\$58,449,431)
Remaining Voted Debt Capacity	\$ 119,529,052

In addition to the above limits, the City has debt authority with a vote of the people of 2.5% each for parks and utility purposes. Olympia has not accessed this authority.

Funding Sources

In an attempt to stretch the money as far as it will go, the CFP incorporates many different funding sources. Those sources may include current revenues, bonds backed by taxes or utility revenues, state and federal grants, special assessments on benefiting properties, as well as donations. A complete list of funding sources for the 2020-2025 is:

CFP Funding Sources

Current Revenue

- Wastewater Rates
- Drinking Water Rates
- Storm & Surface Water Rates
- General Facilities Charges
- Non-Voted Utility Tax (1%)
- Voted Utility Tax (3%)
- Motor Vehicle Fuel Tax
- Interest
- Real Estate Excise Tax (REET) (0.5%)*(REET funds must be spent on Parks or Transportation.)
- Cable TV Tax (6%)
- Public Facilities District Reserves
- Maintenance Center Rental Rates

Debt

- The City has \$119.5 million of available debt capacity. Of this, \$58.5 million may be issued by the Council without a vote of the people.
- Loans from State of Washington agencies
- Utility Revenue Bonds

Grants

- Federal Surface Transportation Program Funds
- State Transportation Improvement Board Funds
- Federal Community Development Block Grant
- Federal Highways Administration
- Washington State Department of Transportation
- State Recreation Conservation Office

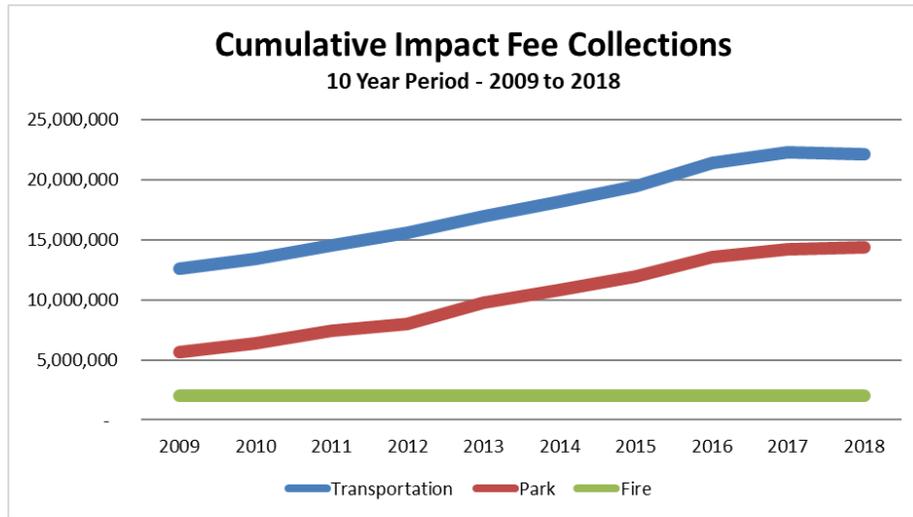
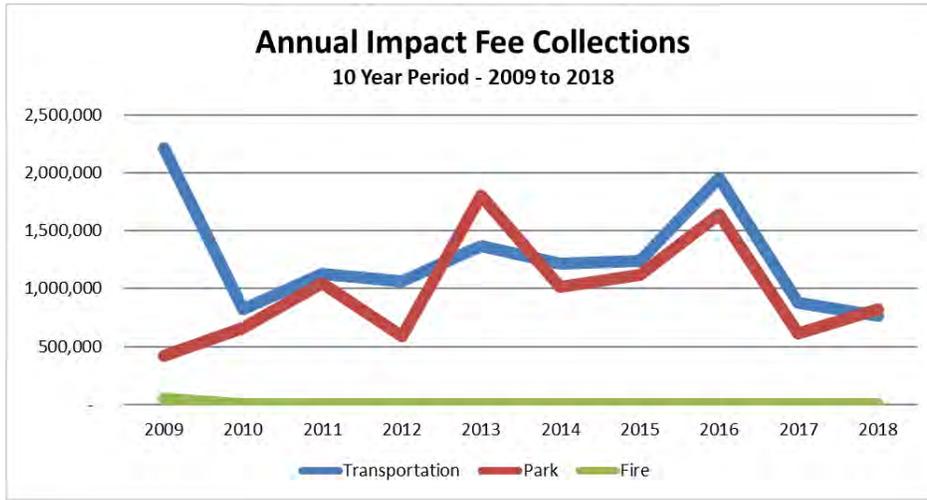
Other

- Impact Fees (OMC 15.16)
- Transportation Benefit District (TBD) fees (OMC 3.04.128)
- SEPA Mitigation Fees (3.04.130)
- Olympia Metropolitan Park District (OMPD)
- Olympia Home Fund – Capital – (OMC 3.04.318)
- Economic Development Program

Revenues Dedicated to the CFP

Impact Fee Revenue

Impact Fees are one-time charges imposed on development activity to raise revenue for the construction or expansion of public facilities needed to serve new growth and development. Impact fees are assessed and dedicated primarily for the provision of additional roads and streets, parks, schools, and fire protection facilities. Currently the City does not collect Fire Impact Fees.



Impact Fee Rates for Single Family Home

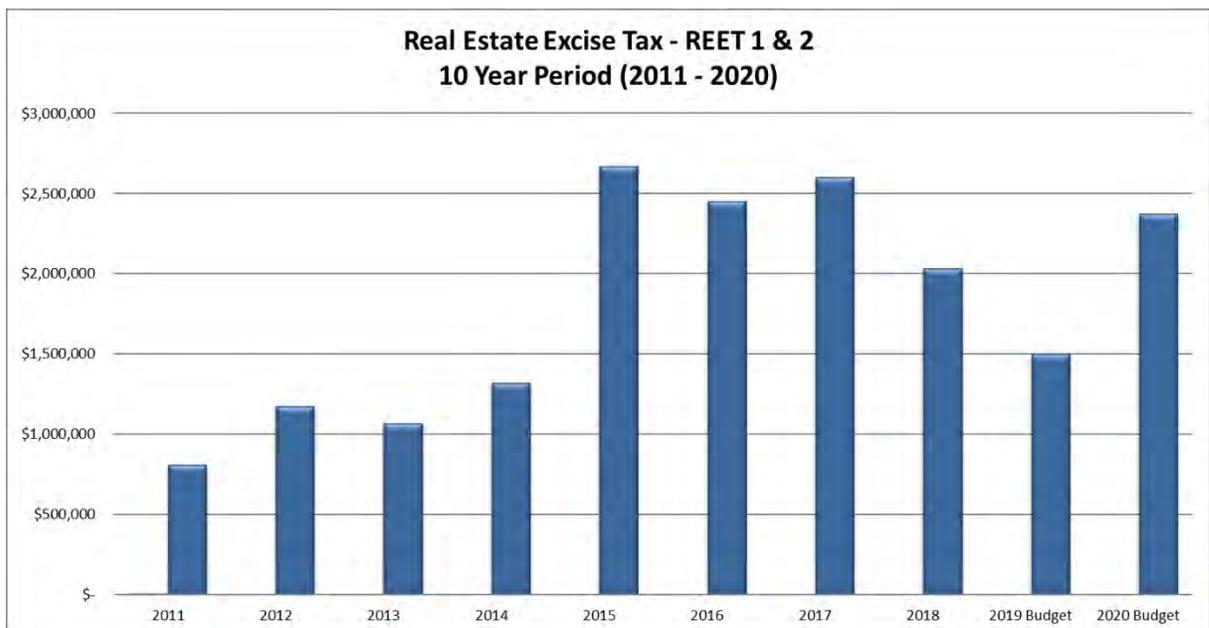
City										
Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Parks	\$4,012	\$4,941	\$5,068	\$4,950	\$5,090	\$5,334	\$5,437	\$5,446	\$5,581	\$5,581
Transportation	\$2,775	\$2,716	\$2,592	\$2,608	\$2,654	\$2,688	\$2,913	\$3,498	\$3,450	\$3,213

Schools										
Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Single Family	\$2,753	\$659	\$2,969	\$5,179	\$5,895	\$4,978	\$5,298	\$5,298	\$5,350	\$4,972
Multi Family	\$1,156	\$1,152	\$235	\$ 0	\$1,749	\$1,676	\$2,498	\$2,520	\$2,621	\$2,575

Real Estate Excise Tax (REET) Revenue

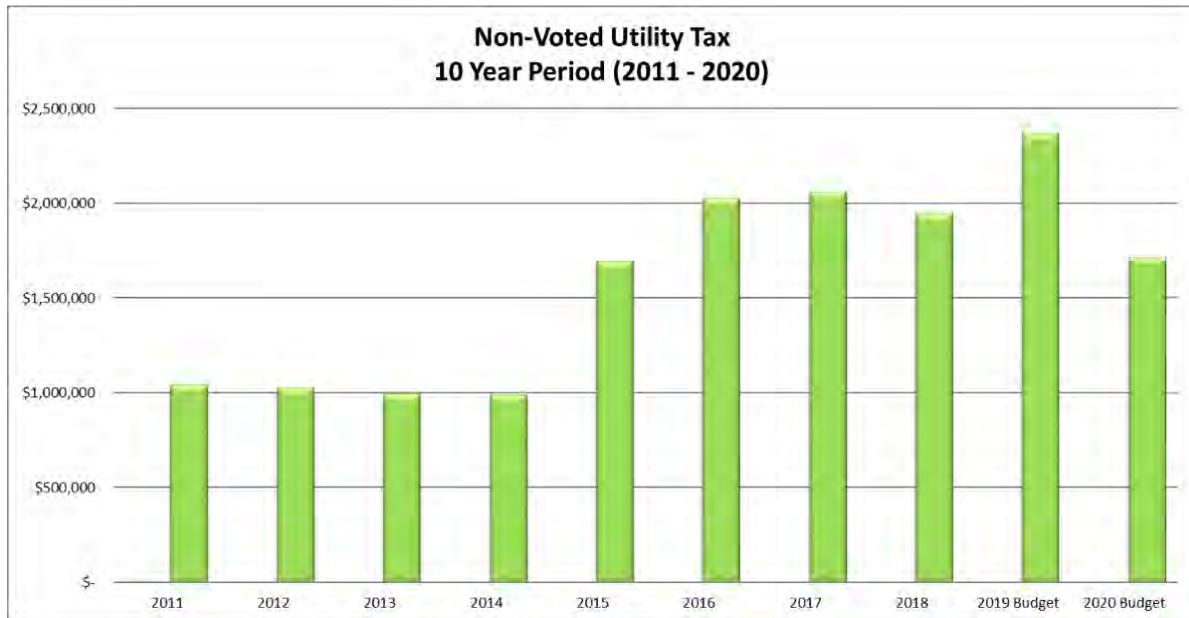
REET is a tax upon the sale of all residential and commercial property that occurs within the City of Olympia. It is collected in two parts; each part equates to one-quarter of 1% of the purchase price of the property sale. The tax is restricted by state law (see below), and Olympia allocates this revenue to fund transportation capital projects.

- **REET 1:** RCW 82.46.010 requires REET 1 must be spent solely on capital projects listed in capital facilities plan (CFP) element of the Comprehensive Plan. REET 1 capital projects are defined as: transportation, drinking and waste water, parks and recreational, law enforcement, fire protection, trails, libraries, administrative, and judicial facilities.
- **REET 2:** RCW 82.46.035 requires REET 2 be spent on capital projects defined as: transportation, drinking and wastewater, and parks public works projects. Acquisition of land for parks is not an outright permitted use of REET II, although it is a permitted use for transportation, drinking and wastewater projects.



Utility Tax Revenue

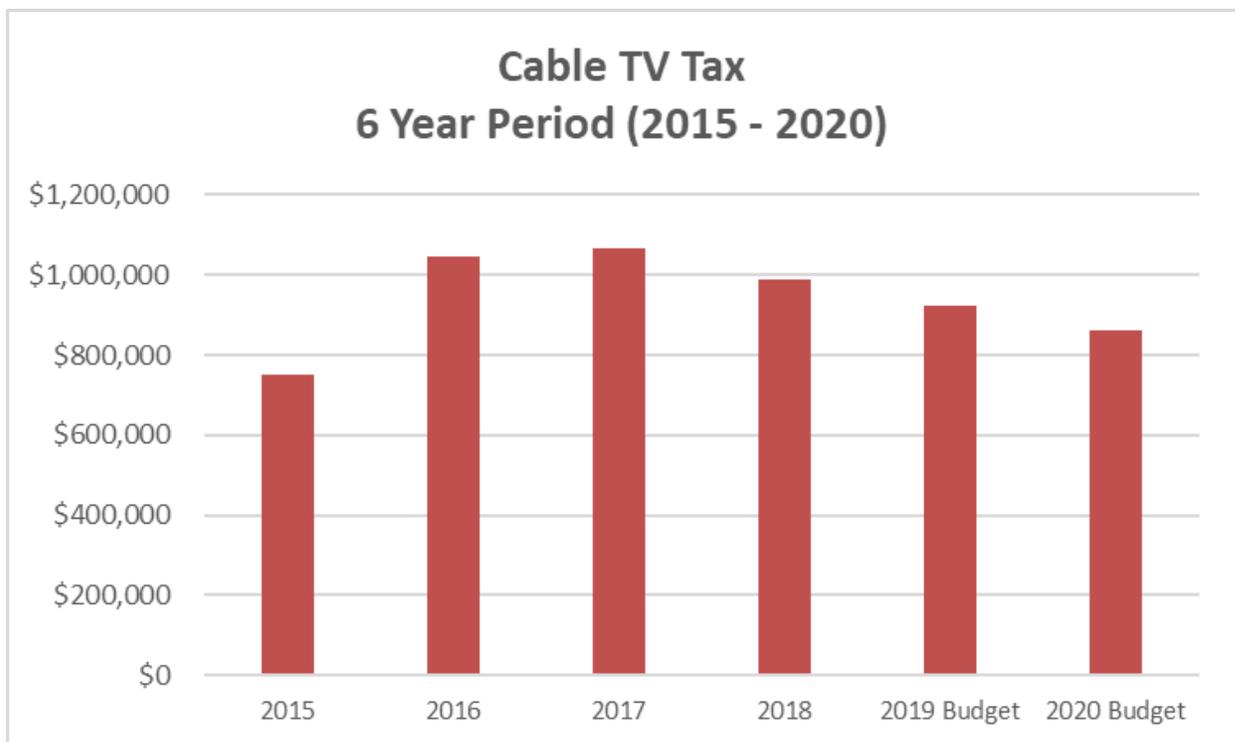
Of the six percent Non-Voted Utility Tax upon electric, natural gas and telecommunications utilities, one-sixth (1% tax) is allocated by Council policy to the CFP. In addition, all of the non-voted utility tax on cable TV is dedicated to the CFP. The chart below presents gross revenues. This tax is a general revenue and can be used for any purpose determined by the Council.



Cable TV Tax Revenue

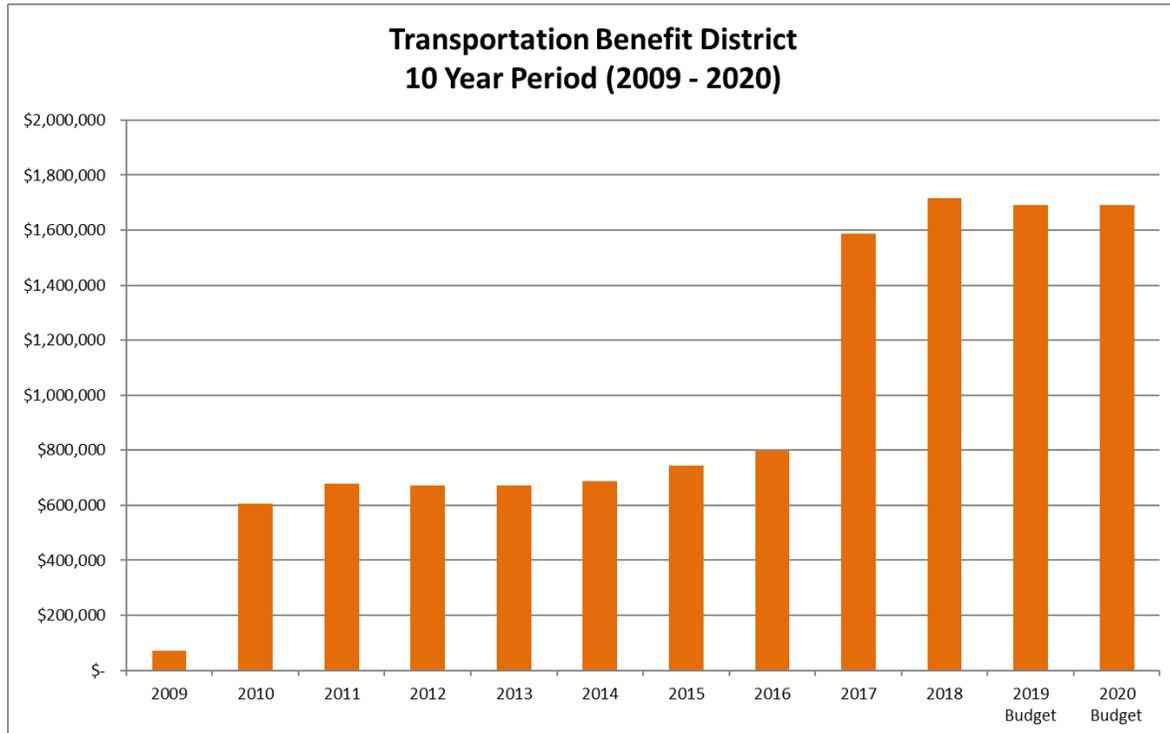
The City began assessing the 6% utility tax on cable TV revenues in 2015. The revenue is used to fund major maintenance on City-owned buildings, ADA improvements, and the Hazard Trees program. In 2016 and 2017, the new tax generated over \$1 million, annually. After peaking in 2017, the tax is now trending downward, with a 6 – 7% drop each year. In 2020, the tax is projected at just over \$859,000.

It should be noted that Cable TV tax applies only to the TV component of the cable revenue, not the internet service. As technology has improved, particularly over just the last three years, consumers are being offered a wider range of alternatives such as streaming video services, and a growing number of viewers are opting to “cut the cord,” and discontinue using cable as a means of providing TV access. In addition, starting last year, wireless telephone providers began offering 5G (fifth generation cellular networks) service to several cities in the U.S. This new technology will allow for faster transfers of data via the mobile internet infrastructure with speeds significantly faster than cable. Users will be able to download entire movies within seconds, making it another popular alternative to cable TV. While, any new service takes time to be tested by consumers and considered mainstream, all indicators point to the Cable TV Utility tax revenue continuing its downward trend.



Transportation Benefit District (TBD) Revenue

In December 2008, the City Council adopted an ordinance creating the Olympia Transportation Benefit District (TBD). The chart below presents gross revenues. Each year approximately \$10,000 is appropriated for operating expenses (audit, insurance, etc.) The net funds are dedicated the CFP for transportation projects. In 2017, the fee increased from \$20 to \$40 per vehicle.



Summary of 2020 Projects by Focus Area

In 2014, the Olympia City Council adopted a new community vision to guide how the City grows and develops over the next 20 years. We have taken that vision and identified five focus areas that help us organize, track, and share our progress: Community, Safety, and Health; Downtown; Economy; Environment; and Neighborhoods.

The construction, renovation, and repair of capital facilities is a critical and highly visible way in which we invest in achieving our community vision. Listed below by focus area are the projects the City has made a financial commitment for planning, designing, or constructing in the next year.

Community, Safety, and Health

- Inclusive, Respectful Civic Participation
- A Safe and Prepared Community
- Health and Wellness
- Adequate Food and Shelter
- A Quality Education

2020 CFP Projects Supporting this Focus Area

Parks

- ADA Upgrades at LBA, Lions, and Friendly Grove Parks
- Improvements at Yelm Highway Community Park
- Update the Parks, Arts, and Recreation Master Plan

General Capital Facilities

- Fund Permanent Supportive Housing Projects
- Mitigate hazard trees on City-owned property

Drinking Water

- Complete Seismic Upgrades at Elliott Avenue & Fir Street Reservoirs
- Rehabilitate and Complete Seismic Upgrades at Boulevard Road Reservoir
- Fund the Water Master Plan Update

Downtown

- A Vibrant, Attractive Urban Destination
- A Safe and Welcoming Downtown for All
- A Mix of Urban Housing Options
- A Variety of Businesses
- Connections to Our Cultural and Historic Fabric
- Engaging Arts and Entertainment Experiences

2020 CFP Projects Supporting this Focus Area

Parks

- Fund Major Maintenance and Reconstruction for Percival Landing

Transportation

- Downtown Pedestrian Crossing Improvements: 5th & Adams, East Bay Dr. & Olympia Ave.
- Design Bike Improvements from Sylvester Park to I-5
- Construct Legion Way Improvements
- Design Franklin Street Improvements

General

- 4th and Columbia Mixed Use Project Feasibility

Economy

- Abundant Local Products and Services
- A Thriving Arts and Entertainment Industry
- Sustainable Quality Infrastructure
- A Stable Thriving Economy

2020 CFP Projects Supporting this Focus Area

Transportation

- Design Fones Road Improvements
- Design US 101/West Olympia Access Project

General Capital Facilities

- Repair and Replace Siding at the Hands on Children's Museum
- Complete a Seismic Evaluation at the Washington Center for the Performing Arts

Drinking Water

- Replace AC Water Pipes at: 7th Avenue, Boundary, Fir and Giles Streets
- Design Fones Road Waterline Improvements
- Complete a Joint Olympia Brewery Engineering Study for New Water Source

Wastewater

- Upgrade Lift Stations at Old Port 1 & Miller/Central

Environment

- Clean Water and Air
- A Daily Connection to Nature
- Preserved, Quality Natural Areas
- A Toxin-Free Community
- A Waste-Free Community

2020 CFP Projects Supporting this Focus Area

Parks

- Construct a multi-use trail through Grass Lake Nature Park

Wastewater

- Fund sewer extensions to support on-site septic conversions

Stormwater

- Design Storm Pond at 4th Avenue & Ascension
- Rehabilitate several City-Owned Storm Ponds
- Retrofit streets for water quality treatment

Neighborhoods

- Distinctive Places and Gathering Spaces
- Nearby Goods and Services
- Neighborhoods that are Engaged in Community Decision Making
- Safe and Welcoming Places to Live

2020 CFP Projects Supporting this Focus Area

Parks

- Replace playground equipment at Friendly Grove Park
- Design a Sprayground at Lions Park
- Acquire New Park Land

Transportation

- Design Bike Improvements at Thomas/Plymouth/Decatur Street
- Design Protected Bike Lanes at Division & 28th and Lakeridge Drive
- Design Elliott Avenue Sidewalk from Division to Crestline
- Construct Improvements at Cain Road & North Street Intersection
- Construct Intersection Improvements at Henderson Blvd. & Eskridge
- Fund Future Intersection Improvements at Wiggins Rd and 37th Ave.

New Projects

Parks, Arts, and Recreation

2022 Parks, Arts and Recreation Plan Development

- **Project Description:**
Update the Parks, Arts and Recreation Plan in order to remain eligible for WA State Recreation and Conservation Office (RCO) grant funding.
- **Anticipated Result:**
Updated 2022 Parks, Arts and Recreation Plan.

Friendly Grove Park Playground Replacement (CAMP)

- **Project Description:**
The current playground is 17 years old and needs to be replaced. This project will install new play equipment and surfacing.
- **Anticipated Result:**
A new playground that meets current playground safety and ADA standards.

Grass Lake Nature Park 14th Avenue Trail Improvements

- **Project Description:**
Construct a new soft surface walking trail near Road 65 and 14th Avenue Intersection.
- **Anticipated Result:**
New trail entrance into Grass Lake Nature Park.

Yauger Park Ballfield Backstop Replacements (CAMP)

- **Project Description:**
The backstops at Yauger Park are over 30 years old. This project will fund the design of new backstops for the four ballfields and construction is anticipated to occur in 2021.
- **Anticipated Result:**
Design drawings for new backstops for each of the four ballfields at Yauger Park.

Transportation

2020 funding for Transportation being allocated to existing projects previously identified in the CFP. New projects will be identified in the upcoming Transportation Master Plan.

General Capital Facilities

Olympia Home Fund – Capital

- **Project Description:**
This project will provide funding through a competitive process to a non-profit or other qualified applicant to construct permanent supportive housing or other qualified affordable housing facilities.
- **Anticipated Result:**
Increase success of receiving county, state, and federal grant dollars to construct affordable housing in our community.

Drinking Water

Boulevard Road Reservoir Rehabilitation Construction

- **Project Description:**
This project will rehabilitate the Boulevard Road Reservoir to address deficiencies in interior/exterior coating systems and structural components, as well as complete recommended seismic retrofits.
- **Anticipated Result:**
This project will result in prolonged service life of the Boulevard Road Reservoir and enhance drinking water system reliability.

Hoffman Court Reservoir Rehabilitation Construction

- **Project Description:**
This project will rehabilitate the Hoffman Court Reservoir to address deficiencies in interior/exterior coating systems and structural components, as well as complete recommended seismic retrofits.
- **Anticipated Result:**
This project will result in prolonged service life of the Hoffman Court Reservoir and enhance drinking water system reliability.

Olympia Brewery Wellfield Activities

- **Project Description:**
This project continues work to develop this new water source in conjunction with Tumwater and Lacey.
- **Anticipated Result:**
This project will develop a Wellhead Protection Plan and Water Rights Re-Perfection Strategy, as well as decommission existing tanks and wells.

Percival Creek Water Main

- **Project Description:**
This project will replace an existing AC water main from Evergreen Park Lane to 15th Avenue SW across Percival Creek Canyon.
- **Anticipated Result:**
Installing a new force main from Evergreen Park Lane to 15th Avenue SW will improve system reliability in the area.

Reservoir Cleaning Inspection and Evaluation

- **Project Description:**
This project will provide for cleaning, inspection, and evaluation services for the City's drinking water reservoirs.
- **Anticipated Result:**
This project will result in prolong service life of the City's reservoirs and enhance drinking water system reliability.

Wastewater

AC Forced Main Upgrades Phase 1

- **Project Description:**
The project will fund the initial phase of pipe installations to replace asbestos cement sewer force mains.
- **Anticipated Result:**
Reduce risk of spills by replacing aging asbestos cement sewer force mains.

Gravity Sewer Extensions

- **Project Description:**
The project will explore options to encourage construction of regional sewer infrastructure in areas where development densities may not favor development-driven infrastructure projects.
- **Anticipated Result:**
Encourage construction of new regional sewer infrastructure to expand the City's sewer service area.

Miller and Ann Lift Station Upgrade Construction

- **Project Description:**
This project will upgrade the existing lift station to correct deficiencies.

Miller and Ann Lift Station Upgrade Design

- **Project Description:**
This project will design upgrades to address deficiencies at the existing lift station.
- **Anticipated Result:**
Provide a design for lift station upgrades to enhance system reliability for current and future flows.

Rossmoor Lift Station Upgrade Construction

- **Project Description:**
This project will upgrade the existing lift station to correct deficiencies.
- **Anticipated Result:**
Install lift station upgrades to enhance system reliability for current and future flows.

Rossmoor Lift Station Upgrade Design

- **Project Description:**
This project will design upgrades to address deficiencies at the existing lift station.
- **Anticipated Result:**
Provide a design for lift station upgrades to enhance system reliability for current and future flows.

STEP (Septic Tank Effluent Pumping) Rehabilitation

- **Project Description:**
This project will correct deficiencies in City-owned STEP systems.
- **Anticipated Result:**
Rehabilitating STEP systems will reduce operating costs and minimize unscheduled service interruptions due to faulty equipment.

Storm and Surface Water

Ascension and 4th Avenue Pond

- **Project Description:**
This project will construct a stormwater detention pond on City-owned land between 4th Avenue and Ascension.
- **Anticipated Result:**
This is a stormwater retrofit project that will provide flow control to reduce flooding of downstream stormwater conveyance systems and improve conditions in Schneider Creek.

Black Lake Ditch Bank Stabilization

- **Project Description:**
This project would remove a failing log crib-wall and establish a stable slope along the bank of Black Lake Ditch downstream of the RW Johnson Road crossing.
- **Anticipated Result:**
Establish a stable slope that will not collapse into the stream channel.

Cooper Point Road and Black Lake Boulevard Storm Conveyance

- **Project Description:**
This is a study of alternatives to increase capacity of an extensive westside stormwater conveyance system serving approximately 700 acres of development.
- **Anticipated Result:**
Reduce the frequency and severity of flooding at the intersection of Cooper Point Road and Black Lake Boulevard, which is a vital route for emergency vehicles.

Harrison Avenue Water Quality Retrofit

- **Project Description:**
This project will construct a water quality treatment facility to treat runoff from approximately 26 acres of West Olympia that is mostly zoned as a High-Density Corridor.
- **Anticipated Result:**
Reduce the pollutant loading to and improve water quality of Budd Inlet.

Neighborhood LID (Low Impact Development)

- **Project Description:**
This project will evaluate several locations for the feasibility of providing a stormwater retrofit using low impact development (LID) best management practices such as bio-retention and rain gardens
- **Anticipated Result:**
The design of a project or projects that will improve water quality and serve as a demonstration project for LID.

Sea Level Rise Mitigation

- **Project Description:**
This project will implement physical and informational strategies identified in the Olympia Seal Level Rise Response Plan.
- **Anticipated Result:**
The City will incrementally build resilience to sea level rise.

Schneider Creek Fish Passage

- **Project Description:**
This project would provide fish passage from Budd Inlet to Schneider Creek under West Bay Drive and a parking lot; and establish a sediment removal forebay.
- **Anticipated Result:**
Provide fish passage from Budd Inlet to Schneider Creek.

Parks, Arts and Recreation Capital Projects



The 2020-2025 Financial Plan for Parks, Arts and Recreation is based on the Capital Investment Strategy adopted as part of the 2016 Parks, Arts and Recreation Plan. This strategy includes proposed projects and funding sources reviewed by the community and approved by City Council. Pulling projects from this road map of investment is a crucial first step in developing the capital budget.

Another critical step is to review the current project inventory in the Capital Asset Management Program (CAMP). Annually, one-third of the park system infrastructure is inspected, and the condition of facilities is scored. Based on the scoring, projects are then submitted for funding in the CFP.

Capital Project Funding Sources

Park capital projects are funded primarily by six sources:

1. Park impact fees
2. State Environmental Policy Act (SEPA) mitigation fees
3. Non-voted utility tax
4. Voted utility tax revenue from the Parks and Pathways Funding Measure
5. Olympia Metropolitan Park District (OMPD)
6. Grants

The general direction in the CFP is that new park development is funded through park impact fees, SEPA mitigation fees, Metropolitan Park District Funds, and grants. Land acquisition is funded primarily through the voted utility tax and non-voted utility tax.

Major maintenance and ADA upgrades are funded through the Metropolitan Park District. Percival Landing annual inspections and maintenance reserves are also funded via the Metropolitan Park District.

Base Programs

The Parks, Arts and Recreation Chapter of the Capital Facilities Plan consists of eight program categories:

1. ADA Facility Upgrades
2. Capital Asset Management Program
3. Community Park Development
4. Neighborhood Park Development
5. Open Space Acquisition and Development
6. Percival Landing Major Maintenance and Reconstruction
7. Park Land Acquisition
8. Small Capital Projects

Levels of Service Standards

Levels of Service Standards are the ratio of developed park land per 1,000 residents. This is how the City evaluates whether we need to acquire more park land or build more recreation facilities. The Capital Facilities Plan identifies the means by which the City finances new park acquisition and development. Park land acquisition and development is funded by a variety of sources, including the voted utility tax, OMPD revenue, park impact fees, SEPA mitigation fees, grants, and donations.

The following table presents the existing and target levels of service standards from the 2016 Parks, Arts and Recreation (PAR) Plan. It shows that additional park land and development are needed if the target levels of service standards are to be met. In the category of Open Space, the existing ratio of parks to population is slightly higher than the target ratio. While this would appear to indicate no additional open space acquisition would be needed, this is not the case; substantial population growth is projected during the plan's 20-year horizon. In order to meet the target level of service standard, the open space inventory will need to be substantially increased.

Existing & Target Levels of Service Standards for Parks*

2016 Parks, Arts & Recreation Plan			
Park Type	Existing Developed Acres	Existing Ratio Acres/1,000	Target Ratio Acres/1,000
Neighborhood Parks	44.63	.71	1.09
Community Parks	144.45	2.30	3.00
Open Space	723.15	11.49	11.19
*For levels of service standard calculations, only developed parks are included.			

Debt Service

In 2011, the City of Olympia issued a Bond Anticipation Note (BAN) in the amount of \$2,500,000 to partially fund the \$14.5 million Percival Landing Phase 1 Reconstruction Project. In 2013, \$1,670,000 in bonds were issued to refinance the BAN. Final payment of the 2013 bonds will be in 2021.

In 2019, the City refinanced the \$10 million 2016 BAN and issued an additional \$4 million for land acquisition. The City will make interest only payments twice a year. In 2020, the City anticipates refinancing the BAN into a long-term bond. To date, the City has used the BAN funds to purchase 132.89 acres known as LBA Woods, 69 acres known as Kaiser Woods, 1.61 acres known as West Bay Woods and 83 acres known as the Yelm Highway parcel. This effort has been critical in helping the City continue working towards the goal of acquiring 500 new acres of park land. To date, the City has acquired 447 acres towards this 20-year goal, which was established as a component of the 2004 voted utility tax ballot measure.

The costs identified in the two tables below represent debt service for those previous capital projects and/or acquisitions that were financed with debt. Debt service is an operational cost and is included in the City's Operating Budget. The debt service information is presented here in the CFP for informational purposes only.

Park Debt Service Costs - Property	2020	2021 - 2025	Total
2013 Bond – Percival Landing	\$242,500	\$241,500	\$484,000
2019 Bond – Bond Anticipation Note (BAN)	183,000	\$ 0	183,000
2020 Bond – Refinance BAN	\$490,000	\$4,900,000	\$5,390,000
Total	\$915,500	\$5,141,500	\$ 6,057,000

Funding for Debt Service Costs	2020	2021 - 2025	Total
Voted Utility Tax	\$673,000	\$4,900,000	\$ 5,573,000
OMPD Fund	\$242,500	\$241,500	\$484,000
Total	\$915,500	\$5,141,500	\$ 6,057,000

Debt Services Update: In December 2019, the City issued \$ 53 million in Limited-Term General Obligation (LTGO) bonds. \$16 million of the issue is for Parks purposes; \$14 million will refinance the 2019 BAN referenced above, and an additional \$2 million is dedicated to future Park property acquisition and/or capital development. The tables above reflect the budget shown in the 2020 Capital Ordinance. Due to the timing of the bond issue, the Ordinance was not updated with new debt services information.

ADA Facility Upgrades (Program #0137)

Where is this project happening?

Southeast Olympia

Are there other CFP projects that impact this project?

N/A

Description

Many of Olympia's parks and associated facilities were constructed before the Americans with Disabilities Act (ADA) passed in 1990. In 2017, the City conducted an ADA assessment of its parks system. The assessment identified the various components within the parks that do not comply with current ADA regulations. The assessment reviewed all the park facilities, parking and access pathways and identified the modifications necessary to bring the components into compliance with ADA. These upgrades were prioritized, and a six-year improvement plan was developed.

Project List

- **Upper Ballfield ADA Path Construction:** Replace existing wood stairs with new concrete ADA accessible ramp to access the upper baseball fields at LBA Park. This project is funded over three years (2018-2020).

Why is this project a priority?

ADA regulations prohibit discrimination against individuals on the basis of disability and require local governments to make their facilities accessible for all. These requirements focus on providing accessibility by addressing and eliminating structural barriers associated with park facilities.

Is there a level of service standard or measurable outcome?

N/A

What Comprehensive Plan goals and policies does this project address?

This CFP reflects the goals and policies of the 2016 Parks, Arts and Recreation Plan and the following policy of the Olympia Comprehensive Plan:

- **Policy Public Health, Parks, Arts and Recreation 10.1**
Enhance recreation opportunities for the Olympia area's physically and mentally disabled populations.

ADA Facility Upgrades

Capital Cost:			
	Year 2020	Years 2021-2025	Total
ADA Facility Upgrades	\$200,000	\$1,000,000	\$1,200,000
Total	\$200,000	\$1,000,000	\$1,200,000
Funding Sources:			
OMPD Funds	\$200,000	\$1,000,000	\$1,200,000
Total	\$200,000	\$1,000,000	\$1,200,000
Annual Operations and Maintenance:			
Estimated Costs	Since this project is not adding new facilities but rather upgrading existing facilities, it is not anticipated that there will be additional maintenance costs.		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Parks, Arts and Recreation		
Quadrant Location	Citywide		

Community Park Development (Program #0310)

Where is this project happening?

Various locations Citywide

Are there other CFP projects that impact this project?

N/A

Description

Community parks are places for large-scale community use. Community parks include facilities such as athletic fields, picnic shelters, tennis courts, water access and other facilities.

Project List

In 2020, funding is requested for the following projects:

- **Yelm Highway Community Park Construction (Phase 1)**
This project will set aside funds for future construction of Phase 1 improvements at the park. Phase 1 improvements could include construction of soccer fields, parking areas, restrooms, and other compatible improvements such as a playground, dog park and/or community garden. Grants will also be pursued to help fund this project. The Master Plan process is underway, and we anticipate breaking ground in 2024.
- **2022 Parks, Arts & Recreation Plan Development**
This project helps fund development of the 2022 Parks, Arts and Recreation Plan. Required to be updated every six years, the Parks Plan is a State requirement for grant eligibility. A major component of the plan includes development of a Capital Investment Strategy that outlines capital projects and their estimated costs, funding sources, and timelines.

Is there a level of service standard or measurable outcome?

Target level of service standard (2016 Parks, Arts and Recreation Plan): 3.00 acres/1,000 population

Existing Ratio (2016 Parks, Arts and Recreation Plan): 2.30 acres/1,000 population

What Comprehensive Plan goals and policies does this project address?

This CFP reflects the goals and policies of the 2016 Parks, Arts and Recreation Plan and the following policies of the Olympia Comprehensive Plan:

- **Policy Public Health, Parks, Arts and Recreation 1.3**
Be responsive to emerging needs for programs, facilities, and community events.
- **Policy Public Health, Parks, Arts and Recreation 2.5**
Search for opportunities for mixed-use facilities and public/private partnerships.

→ **Policy Public Health, Parks, Arts and Recreation 9.2**

Provide programs and facilities that stimulate creative and competitive play for all ages.

Community Park Development

Capital Cost:	Year 2020	Years 2021-2025	Total
Yelm Highway Community Park Construction (Phase I)	\$607,000	\$4,150,000	\$4,757,000
2022 Parks, Arts and Recreation Plan	\$100,000	\$ 0	\$100,000
Ward Lake Park Phase I Development	\$ 0	\$500,000	\$500,000
Total	\$707,000	\$4,650,000	\$5,357,000
Funding Sources:			
Impact Fees	\$607,000	\$2,150,000	\$2,757,000
OMPD Funds	\$100,000	\$2,500,000	\$2,600,000
Total	\$707,000	\$4,650,000	\$5,357,000
Annual Operations and Maintenance:			
Estimated Costs	Unknown at this time		
Estimated Revenues	Unknown at this time		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Parks, Arts and Recreation		
Quadrant Location	SE Olympia, Citywide		

Capital Asset Management Program (CAMP) (Program #0132)

Where is this project happening?

Various locations Citywide

Are there other CFP projects that impact this project?

- Citywide Asset Management Program

Description

Sustaining a maintenance fund for parks is as important as building new facilities. It is critical that future maintenance requirements are identified and funded concurrently with new construction so that the community is assured uninterrupted access to its inventory of public recreation facilities.

The Capital Asset Management Program (CAMP) incorporates a systematic inspection and criteria-based prioritization process for fixing park infrastructure. One-third of all park infrastructure is inspected annually by a City staff engineer and Park maintenance staff person.

With voter approval of the Olympia Metropolitan Park District and the Parks, Arts and Recreation Plan, funding for CAMP is targeted at \$750,000 per year. This stable and predictable funding source provides the foundation to schedule and make repairs. With new repair needs identified every year, the steady revenue source will improve the park Facility Condition Index (FCI) over time.

CAMP projects identified for 2020 are:

- Friendly Grove Playground Replacement
- Priest Point Park Maintenance Facility Repairs
- Yauger Park Asphalt Repair
- Trail Repairs
- Exterior Painting Projects
- Burri Park Basketball Court Repair

Why is this project a priority?

CAMP is the maintenance backbone of Olympia's park system. Funding maintenance is not glamorous, but it is essential to responsibly maintain public assets. CAMP is necessary to ensure that existing park facilities are rehabilitated and replaced as needed to maintain the park amenities citizens expect. This program supports sustainability by extending the life of our park facilities. Deferred maintenance can result in unsafe conditions, closed facilities or additional maintenance costs.

Is there a level of service standard or measurable outcome?

N/A

What Comprehensive Plan goals and policies does this project address?

This CFP reflects the goals and policies of the 2016 Parks, Arts and Recreation Plan and the Olympia Comprehensive Plan.

- **Goal Public Health, Parks, Arts and Recreation 6**
Olympia’s parks, arts and recreation system investments are protected.
 - **Policy Public Health, Parks, Arts and Recreation 6.1**
Continue to implement and refine the Citywide Asset Management Program to make sure the City’s public facilities remain functional and safe for as long as they were designed for.
 - **Policy Public Health, Parks, Arts and Recreation 6.5**
Establish a strategy for funding maintenance and operation of new park facilities before they are developed.

Capital Asset Management Program (CAMP)

Capital Cost:	Year 2020	Years 2021-2025	Total
CAMP Major Maintenance Projects	\$750,000	\$3,750,000	\$4,500,000
Total	\$750,000	\$3,750,000	\$4,500,000
Funding Sources:			
OMPD Funds	\$750,000	\$3,750,000	\$4,500,000
Total	\$750,000	\$3,750,000	\$4,500,000
Annual Operations and Maintenance:			
Estimated Costs	None		
Estimated Revenues	None		
Anticipated Savings Due to Project	Unknown		
Department Responsible for Operations	Parks, Arts and Recreation		
Quadrant Location	Citywide		

Neighborhood Park Development (Program #0111)

Where is this project happening?

East Olympia

Are there other CFP projects that impact this project?

N/A

Description

Neighborhood parks are an integral part of implementing the urban design strategy for Olympia's neighborhoods. Neighborhood parks are a common gathering place for families and children and are a high priority for expanding Olympia's park system.

Project List

In 2020, funding is requested for the following project:

- **Lions Park Sprayground**

A sprayground is a recreation area for water play that has little or no standing water. It includes ground nozzles and above ground features that spray water. They eliminate the need for lifeguards because there is little risk of drowning and they require less maintenance than a pool. Adding a sprayground amenity to a neighborhood park will help address the recreation trend for water play features for children. Lions Park has been selected as the location for a second sprayground in Olympia. Funding for this project includes planning, design and construction. A \$500,000 State Recreation and Conservation Office (RCO) grant was awarded for this project.

Is there a level of service standard or measurable outcome?

Target level of service standard (2016 Parks, Arts and Recreation Plan): 0.71 acres/1,000 population

Existing Ratio (2016 Parks, Arts and Recreation Plan): 1.09 acres/1,000 population

What Comprehensive Plan goals and policies does this project address?

This CFP reflects the goals and policies of the 2016 Parks, Arts and Recreation Plan and the following goals and policies of the Olympia Comprehensive Plan:

- **Goal Public Health, Parks, Arts and Recreation 1**

Unique facilities, public art, events, and recreational programming encourage social interaction, foster community building, and enhance the visual character and livability of Olympia.

- **Policy Public Health, Parks, Arts and Recreation 1.3**

Be responsive to emerging needs for programs, facilities, and community events.

- **Policy Public Health, Parks, Arts and Recreation 10.6**

Provide convenient, safe, active, outdoor recreation experiences suited for families.

Neighborhood Park Development

Capital Cost:	Year 2020	Years 2021-2025	Total
Lions Park Sprayground	\$ 540,500	\$ 0	\$ 540,500
Neighborhood Park Development	\$ 0	\$550,000	\$550,000
Total	\$ 540,500	\$550,000	\$ 1,090,500
Funding Sources:			
Impact Fees	\$160,000	\$550,000	\$710,000
OMPD Funds	\$ 380,500	\$ 0	\$ 380,500
Total	\$ 540, 500	\$550,000	\$ 1,090,500
Annual Operations and Maintenance:			
Estimated Costs	Unknown at this time		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Parks, Arts and Recreation		
Quadrant Location	East Olympia		

Open Space Acquisition and Development (Program #0114)

Where is this project happening?

West Olympia

Are there other CFP projects that impact this project?

N/A

Description

Open space is property acquired to protect the special natural character of Olympia's landscape. Open Space includes trail corridors, forests, streams, wetlands and other natural features. Facility development includes trails and trailhead facilities that may include parking, restrooms, information kiosks and environmental education and interpretation facilities.

Project List

In 2020, funding is requested for the following project:

- Grass Lake Nature Park Trail Construction**
 A State Recreation and Conservation Office grant was awarded for this project. This project will construct an asphalt multi-use trail through Grass Lake Nature Park from Kaiser Road to a gravel City of Olympia maintenance road that leads to Harrison Avenue. The project will include a trailhead on Kaiser Road to encourage and enhance access to this 172-acre park. This trail construction will be the first segment of the Capitol to Capitol Trail which is envisioned to connect Capitol Forest with the Washington State Capitol Campus.

Is there a level of service standard or measurable outcome?

Target level of service standard (2016 Parks, Arts and Recreation Plan): 11.19 acres/1,000 population

Existing Ratio (2016 Parks, Arts and Recreation Plan): 11.49 acres/1,000 population

What Comprehensive Plan goals and policies does this project address?

This CFP reflects the goals and policies of the 2016 Parks, Arts and Recreation Plan and the following goals and policies of the Olympia Comprehensive Plan:

- Goal Public Health, Parks, Arts and Recreation 4**
 An urban trails system interconnects parks, schools, neighborhoods, open spaces, historical settings, neighboring jurisdictions' trails systems, important public facilities, and employment centers via both on- and off-street trails.

→ **Policy Public Health, Parks, Arts and Recreation 4.1**

Coordinate with adjacent jurisdictions and State agencies to build a regional trail network and coordinated trail signage program that is consistent with the *Thurston Regional Trails Plan*.

Open Space Acquisition and Development

Capital Cost:	Year 2020	Years 2021-2025	Total
Grass Lake Nature Park Trail Construction	\$215,000	\$ 0	\$215,000
Yauger Park Trail to Grass Lake Nature Park	\$ 0	\$800,000	\$800,000
Total	\$215,000	\$800,000	\$1,015,000
Funding Sources:			
Impact Fees	\$215,000	\$800,000	\$1,015,000
Total	\$215,000	\$800,000	\$1,015,000
Annual Operations and Maintenance:			
Estimated Costs	Approximately \$20,000 per year per mile of trail		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Parks, Arts and Recreation		
Quadrant Location	West Olympia		

Park Land Acquisition (Program #0135)

Where is this project happening?

Various locations Citywide

Are there other CFP projects that impact this project?

N/A

Description

The 2016 Parks, Arts & Recreation Plan identified acquisition of additional areas for Community Parks, Neighborhood Parks, and Open Space as important steps to providing adequate park and recreation spaces for a growing Olympia. Land acquisition funds are also used for pre-purchase investigations, as well as minimal actions necessary to make the property safe for public access and to protect sensitive areas on the property.

In 2020, the third installment payment (\$1,000,000) for the Yelm Highway Community Park property will be paid. The remaining installment payments are \$1,000,000 in 2021 and \$700,000 in 2022.

As directed in the 2016 Parks, Arts Recreation plan, OPARD has been very effective in using a combination of long-term debt, cash, donations and grants to acquire 447 acres of new park land. These properties will play a critical role in meeting the needs of a growing population and will provide new opportunities for neighborhood parks, community parks, and open space. The benefit of using long-term debt is that we are able to preserve the land now, while it is still available. The draw-back of this approach is that the City will be using nearly half of the voted utility tax for parks to pay the debt service for the next 20 years. More information on land acquisition debt, can be found in the introduction section of the Parks chapter.

The park land acquisition program uses the 1% Non-voted Utility Tax and the 2% Voted Utility Taxes as primary funding sources.

Why is this project a priority?

Additional park land is needed to meet the target outcome ratios established for parks.

Is there a level of service standard or measurable outcome?

A goal was set in the 2004 voted utility tax ballot measure to acquire 500 acres of park land within twenty years. To date, we have purchased 447 acres.

What Comprehensive Plan goals and policies does this project address?

This CFP reflects the goals and policies of the 2016 Parks, Arts and Recreation Plan and the following policies of the Olympia Comprehensive Plan:

- **Policy Public Health, Parks, Arts and Recreation 3.1**
Provide parks in close proximity to all residents.

- **Policy Public Health, Parks, Arts and Recreation 3.4**
Identify and acquire future park and open space sites in the Urban Growth Area.
- **Policy Public Health, Parks, Arts and Recreation 7.2**
Provide urban green spaces that are in people’s immediate vicinity and can be enjoyed or viewed from a variety of perspectives.
- **Policy Natural Environment 1.4**
Conserve and restore natural systems, such as wetlands and stands of mature trees, to contribute to solving environmental issues.
- **Policy Natural Environment 2.1**
Acquire and preserve land by a set of priorities that considers environmental benefits, such as stormwater management, wildlife habitat, or access to recreation opportunities.

Park Land Acquisition

Capital Cost:	Year 2020	Years 2021-2025	Total
Yelm Highway Community Park Installment Payment	\$1,000,000	\$1,700,000	\$2,700,000
Land Acquisition	\$860,380	\$6,061,900	\$6,922,280
Total	\$1,860,380	\$7,761,900	\$9,622,280
Funding Sources:			
Voted Utility Tax	\$1,014,000	\$3,530,000	\$4,544,000
Non-Voted Utility Tax	\$846,380	\$4,231,900	\$5,078,280
Total	\$1,860,380	\$7,761,900	\$9,622,280
Annual Operations and Maintenance:			
Estimated Costs	Unknown		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Parks, Arts and Recreation		
Quadrant Location	Citywide		

Percival Landing Major Maintenance and Reconstruction (Program #0136)

Where is this project happening?

Port Plaza southward along the shoreline of Budd Inlet to its southern terminus at the 4th Avenue Bridge

Are there other CFP projects that impact this project?

N/A

Description

Percival Landing is one of the most popular destinations in the region, drawing a wide range of visitors to the waterfront and downtown. Percival Landing was constructed in three phases in the 1970s and 1980s and is exhibiting the effects of years of exposure to the harsh marine environment.

In 2004, the City began managing Percival Landing in two ways. The first is to maintain the boardwalk in a safe manner, until it can be replaced, and the second is to plan for its complete replacement.

To maintain the Landing, walk-through assessments of the Landing are conducted on an annual basis and every five years a complete assessment is performed. The five-year, in-depth assessments identify deficiencies needing repair and form the scope of work for the Percival Landing repair projects. The annual assessments monitor the Landing to make sure it is safe and operational.

Efforts to replace Percival Landing began in 2004. In 2007, a concept plan was completed for the entire length of Percival Landing. Phase I rehabilitation was the first section of the Landing to be replaced. Phase I was dedicated in August 2011 and extends from Water Street to Thurston Avenue. In 2019, a new bulkhead was installed in the area near 4th Avenue and Water Street. Also, the Sea Level Rise Response Plan was completed in 2019 and will have significant impacts on rebuilding Percival Landing, which will likely spur a need to redesign the future reconstruction of Percival Landing.

Project List

There are no projects planned in 2020 for Percival Landing Replacement. An annual walk-through assessment will be performed in 2020. Maintenance reserve allocates funds on an annual basis to make repairs to Percival Landing as defined in the five-year, in-depth assessments. These funds will be added to the funds we have collected in 2016, 2017, 2018, and 2019 to make repairs in 2020.

Is there a level of service standard or measurable outcome?

The repair and replacement of the Percival Landing boardwalk is necessary to ensure public safety and will not affect the target outcome ratios.

What Comprehensive Plan goals and policies does this project address?

This CFP reflects the goals and policies of the 2016 Parks, Arts and Recreation Plan and the following goals and policies of the Olympia Comprehensive Plan:

- **Goal Public Health, Parks, Arts and Recreation 5**
A lively public waterfront contributes to a vibrant Olympia.
 - **Policy Public Health, Parks, Arts and Recreation 5.1**
Complete Percival Landing reconstruction and West Bay Park construction.

Percival Landing Major Maintenance and Reconstruction

Capital Cost:	Year 2020	Years 2021-2025	Total
Annual Inspection	\$8,000	\$80,000	\$88,000
Maintenance Reserve	\$ 224,610	\$705,000	\$ 929,610
Total	\$ 232,610	\$785,000	\$ 1,017,610
Funding Sources:			
OMPD Funds	\$232,610	\$785,000	\$ 1,017,610
Total	\$232,610	\$785,000	\$ 1,017,610
Annual Operations and Maintenance:			
Estimated Costs	Unknown		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Parks, Arts and Recreation		
Quadrant Location	Downtown		

Small Capital Projects (Program #0134)

Where is this project happening?

Various locations Citywide

Are there other CFP projects that impact this project?

N/A

Description

The Small Capital Projects Program enables the Department to construct citizen-requested, small capital park improvement projects annually. The typical funding request for the program is \$25,000 annually, funded by Park Impact fees and SEPA mitigation funds.

Project List

In 2020, this program will fund new soft surface walking trails in Grass Lake Nature Park near the Road Sixty-five intersection with the north side of the park. This work will coincide with new crossing improvements at 14th Avenue and Road Sixty-five.

Why is this project a priority?

Throughout the year, the Parks, Arts and Recreation Department receives citizen requests for minor park enhancements. By adding a small piece of play equipment, a basketball half-court or other small improvements, the Department can respond to operational needs and community requests and increase the use and enjoyment of parks.

Is there a level of service standard or measurable outcome?

N/A

What Comprehensive Plan goals and policies does this project address?

This CFP reflects the goals and policies of the 2016 Parks, Arts and Recreation Plan and the following policies of the Olympia Comprehensive Plan:

- **Policy Public Health, Parks, Arts and Recreation 1.3**
Be responsive to emerging needs for programs, facilities, and community events.
- **Policy Public Health, Parks, Arts and Recreation 2.1**
Seek non-profit organization and citizen partnerships, sponsorships, grants, and private donations for park and facility acquisition, development, operation, programming, and events.

- **Policy Public Health, Parks, Arts and Recreation 2.2**
Use creative problem-solving and cost-effective approaches to development, operations, and programming.

Small Capital Projects

Capital Cost:	Year 2020	Years 2021-2025	Total
Grass Lake Nature Park 14th Ave Trail Connection	\$25,000	\$ 0	\$25,000
Total	\$25,000	\$ 0	\$25,000
Funding Sources:			
Impact Fees	\$25,000	\$ 0	\$25,000
Total	\$25,000	\$ 0	\$25,000
Annual Operations and Maintenance:			
Estimated Costs	Unknown		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Parks, Arts and Recreation		
Quadrant Location	Citywide		

Transportation Projects



The CFP brings the vision of the Olympia Comprehensive Plan to reality. The Comprehensive Plan is the blueprint for the development of our transportation system. The goals and policies emphasize building complete streets to support walking, biking, and transit use, as well as automobile and freight movement.

Types of Projects

Our transportation system is comprised of more than 526 lane miles of streets, along with signs, markings, signals, streetlights, roundabouts, bike lanes, sidewalks, and trees. A project is included in this plan because it either maintains the condition of a street or improves the function and safety of a street.

How Projects are Added to the CFP

Projects are listed either individually or as a set of priorities in a program. Projects are identified through planning efforts or engineering studies. A project can be added to the CFP because it is a priority defined in a plan, or it is needed based on a specific evaluation. Some of the ways a project becomes part of the CFP are as follows:

- **Plans:** Plans are developed to identify and quantify a specific need in our system, such as bike lanes and sidewalks. Plans like the Sidewalk Program (2004) and Bicycle Master Plan (2009) define projects which are then added to the CFP. The City is developing a Transportation Master Plan. This plan will include long-term prioritized project lists for bicycle, pedestrian, transit, and motor vehicle projects. Future CFP's will reflect the projects identified in this master plan.
- **Studies:** Corridor or district studies evaluate issues and identify solutions and opportunities in a specific area. Projects that result from these area-specific evaluations are added to the CFP.
- **Advisory Boards:** The Olympia Planning Commission and the Bicycle and Pedestrian Advisory Committee provide input in the development of plans and studies, and annually provide input in the annual CFP update.
- **Citizen requests:** Throughout the year, City staff, the Council, and advisory committees receive comments about needs and priorities in our transportation system. These are evaluated when drafting the CFP.
- **Pavement ratings:** The condition of street pavement is surveyed every other year. Damaged streets are listed for repairs. Streets with some wear are resurfaced with low-cost treatments to prevent further damage and to offset the need for costly reconstruction. Other streets need major reconstruction.

Coordination for Efficiency

Within the Transportation Section programs, projects are combined for construction efficiencies. For example, bike lanes and or bulb-outs may be added when a street is resurfaced. Transportation work is also coordinated with utility work. When we plan to rebuild a road, we take the opportunity to upgrade sewer and water lines under the pavement or find a better way to manage the stormwater that flows off the pavement.

Transportation Funding

Transportation projects in the CFP are funded by the General Fund, as well as grants, Transportation Benefit District (TBD) fees, and other types of specific taxes. (e.g. Utility, Gas Tax, and Real Estate Excise Taxes (REET)).

The single largest transportation-related expense in the CFP is pavement repair and reconstruction. If the life of a street's pavement can be preserved with a low-cost treatment now, we can defer costly resurfacing to a later date. Keeping our pavement conditions from deteriorating will lead to future budget savings. Street repair and reconstruction is typically funded with revenues from the gas tax, TBD fees, REET, and grants.

Another area of significant funding is for sidewalk construction. In 2004, Olympia voters approved the Parks and Recreation Facilities funding measure. The funding measure, referred to as "Parks and Pathways," is the primary source of funds for sidewalks — about one million dollars annually. This revenue comes from the private utility tax levied on utilities, such as cell phone and natural gas.

Access and Safety Improvements (Program #0633)

Where is this project happening?

Various locations Citywide

Are there other CFP projects that impact this project?

- Sidewalks and Pathways
- Street Repair and Reconstruction

Description

The purpose of this program is to improve accessibility and safety for all users of the transportation system:

- Safety projects improve safety performance on high-collision street sections or intersections. Design treatments or “countermeasures” will be determined based on an analysis of the collisions.
- Pedestrian crossing improvements help pedestrians cross major streets. Improvements may include bulb-outs, crossing islands, and/or flashing crosswalk beacons, among other treatments.
- Street accessibility projects remove barriers on walkways for persons with disabilities. Projects may include curb access ramps or audible pedestrian signals

Project List

- **Safety Projects**
Wiggins Road roadway and storm drainage improvements. This project will modify the shoulder of this street to improve transportation safety as well as stormwater flow. Estimated cost: \$1,500,000. Intersection improvements as warranted.
- **Pedestrian Crossing Improvements**
Future enhanced crossings will be determined through the upcoming Transportation Master Plan.
- **Street accessibility Projects** (a long-term list is maintained by staff)
Future curb access ramp and audible signal projects will be determined through the upcoming Transportation Master Plan.

Why is this project a priority?

Safety projects are identified through collision analysis and other evaluations.

Pedestrian crossing improvements are needed to make walking safer and more inviting.

Street accessibility projects are needed to provide access to people with disabilities and to comply with Federal Accessibility Standards.

Is there a level of service standard or measurable outcome?

Under development

What Comprehensive Plan goals and policies does this project address?

This CFP reflects the following goals and policies of the Olympia Comprehensive Plan.

- **Goal Transportation 1**

All streets are safe and inviting for pedestrians and bicyclists. Streets are designed to be human scale, but also can accommodate motor vehicles, and encourage safe driving.

- **Policy Transportation 1.6**

Build intersections that are safe for pedestrians, bicyclists, and motor vehicles. Use minimum dimensions (narrow lanes and crossings) for a human-scale environment, while maintaining vehicle access and safety.

- **Goal Transportation 23**

Pedestrian crossing improvements remove barriers for walkers on major streets, especially wide streets with high vehicle volumes.

- **Policy Transportation 23.1**

Build new streets and retrofit existing streets with crossing islands and “bulb-outs” to increase pedestrian safety.

- **Policy Transportation 23.2**

Raise driver awareness of pedestrians at crosswalks on wide, high-volume streets using blinking lights, flags, signs, markings, and other techniques.

- **Policy Transportation 23.3**

Add safe, mid-block crossings for pedestrians to new and existing streets. This is especially important on major streets that have long distances between stoplights and those with high-frequency transit service.

- **Policy Transportation 23.6**

Consider the needs of the elderly and disabled in all crosswalk design and signal timing.

Access and Safety Improvements

Capital Cost:	Year 2020	Years 2021-2025	Total
Safety	\$ 0	\$ 0	\$ 0
Pedestrian Crossing Improvements	\$100,000	\$500,000	\$600,000
Street Accessibility	\$100,000	\$500,000	\$600,000
Total	\$200,000	\$1,000,000	\$1,200,000
Funding Sources:			
REET	\$200,000	\$1,000,000	\$1,200,000
Total	\$200,000	\$1,000,000	\$1,200,000
Annual Operations and Maintenance:			
Estimated Costs	These costs are included in the existing Public Works Transportation operating budgets. Until asset management programs are in place, specific costs are not available.		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

Bike Improvements (Program #0200)

Where is this project happening?

Various locations Citywide

Links to Other Projects or Facilities

- Street Repair and Reconstruction

Description

The purpose of this program is to complete elements of the bicycle network:

- Bike Corridors – low volume neighborhood streets improved for bicycle travel
- Bike lanes and enhanced bike lanes - five-foot bike lanes and on major streets, sometimes enhanced with a buffer or barrier
- Other improvements – gaps and spot improvements in the bike network

Projects

Bike Corridor projects:

- Southeast to Downtown Route: Sylvester Park to the I-5 bike path
- Westside Route: Thomas/Plymouth/Decatur

Gaps and spot improvement projects:

- Lakeridge Drive re-striping for enhanced bike lane. Estimated cost: \$300,000
- Division Street and 28th Avenue widening for bike lanes. Estimated cost: \$700,000

Why is this project a priority?

A bike lane network on major streets provides bicyclists direct access to destinations. Bike corridors and enhanced bike lanes are part of a network of low-stress streets that serve bicyclists of all ages and abilities.

Is there a level of service standard or measurable outcome?

We are monitoring the percentage of arterials and major collectors that are “complete streets,” providing bike lanes and sidewalks. Currently 59 percent of these streets have bike lanes.

What Comprehensive Plan goals and policies does this project address?

This CFP reflects the goals and policies of the 2009 Bicycle Master Plan and the Olympia Comprehensive Plan.

- **Goal Transportation 25**

Bicycling is safe and inviting, and many people use their bikes to both travel and stay active.

- **Policy Transportation 25.1**

Retrofit streets to provide safe and inviting bicycle facilities. Use the Bicycle Master Plan (2009) to guide facilities development but look for other opportunities to provide bicycle facilities where possible.

- **Goal Transportation 1**

All streets are safe and inviting for pedestrians and bicyclists. Streets are designed to be human scale, but also can accommodate motor vehicles, and encourage safe driving.

- **Policy Transportation 1.1**

Retrofit major streets to be human scale and include features to make walking, biking, and transit use safe and inviting.

- **Goal Transportation 2**

As new streets are built and existing streets are reconstructed, add multimodal features as specified in the City of Olympia Engineering Design and Development Standards.

- **Policy Transportation 2.1**

Build arterial streets to serve as primary routes connecting urban centers and the regional transportation network. Include bike lanes, sidewalks, planter strips, pedestrian-crossing features, and other amenities that support pedestrian comfort and safety.

- **Policy Transportation 2.2**

Build major collector streets to connect arterials to residential and commercial areas. Include bike lanes, sidewalks, planter strips, and pedestrian-crossing features.

Bike Improvements

Capital Cost:			
	Year 2020	Years 2021-2025	Total
Bike Corridors	\$100,000	\$500,000	\$600,000
Other Improvements	\$100,000	\$500,000	\$600,000
Total	\$200,000	\$1,000,000	\$1,200,000
Funding Sources:			
REET	\$200,000	\$1,000,000	\$1,200,000
Total	\$200,000	\$1,000,000	\$1,200,000
Annual Operations and Maintenance:			
Estimated Costs	Bike facility maintenance is incorporated in annual street sweeping program costs. Until asset management programs are in place, specific costs for bike facilities are not available.		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

Pre-Design and Planning (Program #9903)

Where is this project happening?

Various locations Citywide

Are there other CFP projects that impact this project?

- Predesign work for multiple projects

Description

Develop scope, schedule, and budget for multiple planned transportation projects.

Project List

The project list will be developed annually based on master plans and other program priorities.

Why is this project a priority?

By doing early project development, we can more efficiently scope and plan for capital projects before resources are allocated and design is initiated.

Is there a level of service standard or measurable outcome?

N/A

What Comprehensive Plan goals and policies does this project address?

This CFP reflects the goals and policies of the Olympia Comprehensive Plan.

- **Goal Transportation 2**
As new streets are built and existing streets are reconstructed, add multimodal features as specified in the City of Olympia Engineering Design and Development Standards.
- **Goal Transportation 9**
The impacts of new land-use development on the transportation system are mitigated appropriately.
- **Goal Transportation 12**
The transportation system provides attractive walking, biking, and transit options so that land use densities can increase without creating more traffic congestion.
- **Goal Transportation 28**
Transportation facilities and services are funded to advance the goals of the City and the region.

Pre-Design and Planning

Capital Cost:	Year 2020	Years 2021-2025	Total
Pre-Design and Planning	\$ 0	\$250,000	\$250,000
Total	\$ 0	\$250,000	\$250,000
Funding Sources:			
Gas Tax	\$ 0	\$250,000	\$250,000
TOTAL	\$ 0	\$250,000	\$250,000
Annual Operations and Maintenance:			
Estimated Costs	None		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

Sidewalks and Pathways (Program #0626)

Where is this project happening?

Various Locations Citywide

Links to Other Projects or Facilities

- Accessibility and Safety Improvements
- Fones Road Project

Description

The purpose of this program is to:

- Maintain and repair sidewalks and pathways.
- Construct pathways for pedestrians and bicyclists. Pathways are non-motorized short-cuts that link streets to parks, schools, trails, and other streets.
- Construct new sidewalks based upon the 2004 Sidewalk Program. The program focuses on building sidewalks on at least one side of arterials, major collectors, and neighborhood collectors.

The Transportation Master Plan, which is under development, will provide new prioritization systems and project lists for sidewalks and pathways.

Project List

Sidewalk and pathway repair and maintenance will be identified annually. A multi-year project to repair porous concrete throughout the City is needed.

Pathways are determined on an annual basis.

Sidewalk construction is planned on these streets:

- Elliott Avenue from Division Street to Crestline Boulevard
- Boulevard Road from 15th Avenue to 22nd Avenue
- Fones Road from Pacific Avenue to 18th Avenue (part of larger roadway reconstruction project)
- Eastside Street/22nd Avenue from Fir Street to I-5.

Why is this project a priority?

Sidewalk and pathway repair and maintenance is needed to ensure the safety and function of these facilities. Pathways provide bicyclists and pedestrians more safe and direct off-street routes within neighborhoods. By completing sidewalks on major streets, people are safer and more comfortable walking for transportation and recreation.

Is there a level of service standard or measurable outcome?

We are monitoring the percentage of arterials and major collectors that are “complete streets,” providing sidewalks and bike lanes. Currently 76% of these streets have sidewalks on at least one side. Our target is 100%.

What Comprehensive Plan goals and policies does this project address?

This CFP reflects the goals and policies of the 2004 Sidewalk Program and the Olympia Comprehensive Plan.

- **Goal Transportation 6**
Pathways enhance the transportation network by providing direct and formal off-street routes for bicyclists and pedestrians.
 - **Policy Transportation 6.1**
Establish and improve pathways in existing built areas.

- **Goal Transportation 21**
Walking is safe and inviting, and more people walk for transportation.
 - **Policy Transportation 21.3**
Build new streets and retrofit existing streets to be more inviting for walking with sidewalks, crossing improvements, and streetscape enhancements.

- **Goal Transportation 22**
Sidewalks make streets safe and inviting for walking.
 - **Policy Transportation 22.2**
Focus City sidewalk construction on major streets, where heavy traffic volumes and speeds make it difficult for walkers to share space with motor vehicles. Prioritize sidewalk construction projects based upon street conditions, transit routes, and the proximity to destinations such as schools.

Sidewalks and Pathways

Capital Cost:	Year 2020	Years 2021-2025	Total
Maintenance	\$250,000	\$1,250,000	\$1,500,000
Pathways	\$175,000	\$875,000	\$1,050,000
Sidewalks	\$700,000	\$3,500,000	\$4,200,000
Total	\$1,125,000	\$5,625,000	\$6,750,000
Funding Sources:			
Gas Tax - Sidewalk	\$ 0	\$ 0	\$ 0
General Fund Operating	\$150,000	\$750,000	\$900,000
Voted Utility Tax – Sidewalks	\$950,000	\$4,750,000	\$5,700,000
Voted Utility Tax - Parks	\$25,000	\$125,000	\$150,000
Total	\$1,125,000	\$5,625,000	\$6,750,000
Annual Operations and Maintenance:			
Estimated Costs	\$50,000 per year has been identified for sidewalk repair and pathway maintenance.		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

Street Repair and Reconstruction (Program #0599)

Where is this project happening?

Various locations Citywide

Are there other CFP projects that impact this project?

- Bike Program

Description

This program addresses:

- Major reconstruction projects address streets with pavement in the worst condition. These reconstruction projects may add bicycle and pedestrian facilities at the time the street is reconstructed.
- Repair and preservation projects preserve the condition of our streets by sealing cracks and resurfacing with a chip seal. Other repair work may address striping, guardrails, railings, signals, and lighting.

Project List

Major reconstruction projects will require grant funds and other funding sources:

- Legion Way from Water Street to Franklin Street. Construction in 2020.
Estimated cost: \$2 Million
- Franklin Street from Legion Way to State Avenue. Construction in 2021.
Estimated cost: \$4.7 Million
- Capitol Way from Legion Way to State Avenue.
- Washington Street from Legion Way to Olympia Avenue.
- Mottman Road from Mottman Court to South Puget Sound Community College
Estimated Cost: \$5,714,500 (Legislative Transportation Funding anticipated 2023-2027)

Repair and preservation work is identified annually based upon pavement condition ratings.

Why is this project a priority?

The City uses a pavement condition rating system to evaluate the condition of our street surfaces. Depending upon the level of deterioration, a project may require minor preservation work or full reconstruction. The emphasis in this program is to preserve the condition of a street before it deteriorates to a point that more costly full reconstruction is needed.

Currently our backlog of deferred maintenance is approximately \$48,000,000. Addressing this backlog would bring the streets in our system that are in poor condition up to fair and good condition.

Is there a level of service standard or measurable outcome?

The pavement condition is rated on every street in the City, ranging from 0-100 (with 0 being the worst and 100 being the best). A segment of street with a rating of 49 or below is poor; 50-69 is fair, and; 70-100 is good. The average pavement condition-rating target is 75. The current system rating is 66.

What Comprehensive Plan goals and policies does this project address?

This CFP reflects the goals and policies of the Olympia Comprehensive Plan.

• Goal Transportation 29

The transportation system is maintained at the lowest life-cycle cost to maximize the City's investment in its infrastructure.

→ Policy Transportation 29.1

Schedule regular maintenance of the City's transportation system for efficiency and greater predictability, and to reduce long-term cost.

→ Policy Transportation 29.2

Protect street pavement by resurfacing streets with low-cost treatments before they deteriorate to a point that requires major reconstruction.

→ Policy Transportation 25.1

Retrofit streets to provide safe and inviting bicycle facilities. Use the Bicycle Master Plan (2009) to guide facilities development but look for other opportunities to provide bicycle facilities where possible.

Street Repair and Reconstruction

Capital Cost:			
	Year 2020	Years 2021-2025	Total
Repair and Preservation	\$1,500,000	\$7,500,000	\$9,000,000
Major Reconstruction	\$1,375,000	\$6,625,000	\$8,000,000
Total	\$2,875,000	\$14,125,000	\$17,000,000
Funding Sources:			
Gas Tax	\$275,000	\$1,125,000	\$1,400,000
REET	\$1,100,000	\$5,500,000	\$6,600,000
Transportation Benefit District (TBD)	\$1,500,000	\$7,500,000	\$9,000,000
Total	\$2,875,000	\$14,125,000	\$17,000,000
Annual Operations and Maintenance:			
Estimated Costs	This project helps minimize the need for additional maintenance funds.		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

Transportation Projects with Impact Fees



Background

Transportation projects funded with Impact Fees are projects needed to serve anticipated new growth, consistent with the 2040 Regional Transportation Plan, the Olympia Comprehensive Plan, and the requirements of the Washington State Growth Management Act (GMA).

Projects Needed to Serve New Growth

The GMA requires the City to plan for its share of growth over a 20-year period. Growth projections for Thurston County and the City are developed by the Thurston Regional Planning Council (TRPC). This growth projection is the foundation for much of the Comprehensive Plan. Long-range (20-year) transportation system needs are identified in the Comprehensive Plan and are based on these growth projections. For this CFP, the 20-year growth forecast is adjusted by TRPC to reflect anticipated growth over the next six-year period. The regional transportation model is then updated to reflect this six-year growth increment to identify new transportation projects. The current six-year growth increment expects an additional 6,241 new vehicle trips in the afternoon peak hours (4-6 p.m.) each day on the City's street system. Therefore, the City must plan to address the impacts of these new trips by identifying new transportation projects.

The GMA also requires local governments to establish Transportation Level of Service (LOS) standards. These LOS standards describe acceptable levels of congestion. The City's LOS threshold is based on a two-hour peak traffic period.

Transportation LOS Standards		
Downtown	LOS E	A point at which traffic flow can be expected to be delayed through two full cycles at a signalized intersection.
Urban Corridors	LOS E	
Other City Streets	LOS D	A point at which traffic flow can be expected to be delayed through at least one full cycle at signalized intersections.
Urban Growth Areas	LOS D	

The City has identified several locations that will accept higher levels of delay and these are identified in the Transportation Chapter of the Comprehensive Plan.

These LOS standards serve as a gauge for judging the performance of the transportation system. Transportation projects that meet our LOS standards today but are expected to fall below the LOS standards within the next six years, are the projects we need to build to accommodate the new growth.

Project List

This project list will help serve the forecasted growth from new development:

1. Henderson Boulevard and Eskridge Boulevard Intersection Improvements
2. Fones Road Improvements from Pacific Avenue to 17th Avenue
3. US 101 / West Olympia Access Project Design, Permitting, and Right-of-Way
4. Cain Road and North Street Intersection Improvements
5. Wiggins Road and Herman Road Intersection Improvements

While the forecast is for a six-year period, the needs and timelines will depend upon growth. If new development occurs faster than projections, the timelines for the projects will need to be accelerated. If the development occurs slower than projections, then all the identified projects will not be needed within the current six-year planning period. Impact fees are not collected, and projects are delayed.

Each year the City does an evaluation to determine the amount of development that has occurred in order to ensure transportation system improvements are keeping pace with the rate of actual development.

Developing a Funding Strategy

The projects above total \$26.7 million. Of this, \$17.3 million will be collected through Transportation Impact Fees. Transportation Impact Fees are paid by new development to address the impacts of new trips on the transportation system. Because some of these future trips originate outside of the City, only a portion of the project costs are collected through impact fees. The remaining \$9.4 million will be funded through a combination of State and/or Federal Transportation Grants, and City funds.

Updating Transportation Impact Fees

Each year, impact fees are updated by first calculating a cost per new trip. The total project costs assigned to impact fees (\$17.3 million), is divided by the number of new trips expected (6,241), arriving at a cost per trip of \$2,767. To this an administrative fee of \$20 is added, resulting in a final cost per trip of \$2,787.

Each type of new development is assigned a number of trips based on its size and type (various residential and commercial categories). A final impact fee is calculated by multiplying the per-trip cost by the number of trips associated with the new development.

Debt Service

In May 2009, the Council agreed to fund a stimulus package for Harrison Avenue, Harrison Avenue - 500' Extension, Boulevard and Log Cabin roundabout, and 18th Avenue from Hoffman Road to Fones Road. Funding was also needed to pay for a portion of the City's Yelm Highway project. In 2010, the City issued councilmanic debt for approximately \$6 million to complete major street capacity projects identified through the City's Concurrency Review. The projects were completed in 2010 at a cost of \$18,861,000. The bonds were issued for a 20-year term with the annual debt service payment being funded with impact fees. Debt service is an operational costs and is therefore included in the City's Operating Budget. For 2020, the annual debt services is \$438,613. The debt service information presented here in the CFP is for informational purposes only.

Cain Road and North Street Intersection Improvements (Program #0631)

Where is this project happening?

Intersection of North Street and Cain Road

Are there other CFP projects that impact this project?

N/A

Description

Installation of a compact roundabout and sidewalk modification at intersection.

Why is this project a priority?

Installation of a compact roundabout improves motor vehicle safety and flow, particularly during periods of peak traffic. Traffic levels at this intersection will exceed the current LOS standard within the next six years. This improvement will bring the intersection back within the established LOS.

Is there a level of service standard or measurable outcome?

LOS D

Project Type: Capacity project. Deficient within six years.

What Comprehensive Plan goals and policies does this project address?

This CFP reflects the goals and policies of the Olympia Comprehensive Plan.

- **Policy Transportation 1.6**
Build intersections that are safe for pedestrians, bicyclists, and motor vehicles. Use minimum dimensions (narrow lanes and crossings) for a human-scale environment, while maintaining vehicle access and safety.
- **Policy Transportation 28.1**
Make it a high funding priority to enhance the operational efficiency of the City's transportation system.

Cain Road and North Street Intersection Improvements

Capital Cost:			
	Year 2020	Years 2021-2025	Total
Design and Construction	\$ 0	\$444,613	\$444,613
Total	\$ 0	\$444,613	\$444,613
Funding Sources:			
Grant	\$ 0	\$180,513	\$180,513
Impact Fees	\$ 0	\$264,100	\$264,100
Total	\$ 0	\$444,613	\$444,613
Annual Operations and Maintenance:			
Estimated Costs	\$15,000 per lane mile or \$2,550 Annually		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Public Works		
Quadrant Location	South		

Fones Road—Transportation (Program #0623)

Where is this project happening?

Fones Road from Pacific Avenue on the north to 17th Avenue SE on the south.

Are there other CFP projects that impact this project?

- Sidewalks and Pathways Program

Description

Multi-modal improvements to this corridor are planned, including:

- Lane reconfiguration, roundabout, and traffic signal modifications to address vehicle flow, safety, and truck access to industrial sites.
- Safe and inviting bicycle and pedestrian facilities, such as protected bike lanes, sidewalks and safe crossings, landscaping, and street lighting.

Pre-design work is complete. Full project design work began in 2019 with construction anticipated to begin in 2022/2023.

The project will also include, paving, signs, striping, utility undergrounding, and stormwater improvements.

Why is this project a priority?

Improvements are needed to address bicycle and pedestrian access and safety as well as vehicle flow and safety.

Is there a level of service standard or measurable outcome?

LOS D

What Comprehensive Plan goals and policies does this project address?

This CFP reflects the goals and policies of the 2040 Regional Transportation Plan and the Olympia Comprehensive Plan.

- **Goal Transportation 9**
The impacts of new land-use development on the transportation system are mitigated appropriately.
 - **Policy Transportation 9.2**
Require new development to construct improvements or contribute funds towards measures that will improve the function and safety of the streets, such as installing bike and pedestrian improvements, turn pockets or special lanes for buses, or roundabouts, or modifying traffic signals.

- **Goal Transportation 28**

Transportation facilities and services are funded to advance the goals of the City and the region.

- **Policy Transportation 28.1**

Make it a high funding priority to enhance the operational efficiency of the City's transportation system.

Fones Road - Transportation

Capital Cost:	Year 2020	Years 2021-2025	Total
Design and Construction	\$600,000	\$14,594,026	\$15,194,026
Total	\$600,000	\$14,594,026	\$15,194,026
Funding Sources:			
Grant	\$ 0	\$6,168,791	\$6,168,791
Impact Fees	\$600,000	\$8,425,235	\$9,025,235
TOTAL	\$600,000	\$14,594,026	\$15,194,026
Annual Operations and Maintenance:			
Estimated Costs	\$15,000 per lane mile or \$12,000 annually		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Public Works		
Quadrant Location	South		

Henderson Blvd and Eskridge Blvd Intersection Improvements (Program #0630)

Where is this project happening?

Intersection of Henderson Boulevard and Eskridge Boulevard

Are there other CFP projects that impact this project?

N/A

Description

Install a compact roundabout and make sidewalk modifications at intersection. Roundabout construction would include sidewalk, street lighting, bike lanes, and landscaping within project limits. The City intends to begin construction in 2019. The total project cost is \$1.1 million and \$54,600 remains to be appropriated to the project.

Why is this project a priority?

A compact roundabout provides better traffic flow during peak periods, reduces the potential for collisions, lowers speeds, and improves pedestrian safety. In the latest annual concurrency review, traffic levels at this intersection will exceed the current LOS standard within the next six years. This improvement will bring the intersection back within the established LOS.

Is there a level of service standard or measurable outcome?

LOS D

Project Type: Capacity Project. Capacity deficient within six years.

What Comprehensive Plan goals and policies does this project address?

This project implements the following Olympia Comprehensive Plan goals and policies:

- **Policy Transportation 8.5**
Consider roundabouts instead of signals at intersections to maintain traffic flow.
- **Goal Transportation 9**
The impacts of new land-use development on the transportation system are mitigated appropriately.

- **Goal Transportation 28**

Transportation facilities and services are funded to advance the goals of the City and the region.

- **Policy Transportation 28.1**

Make it a high funding priority to enhance the operational efficiency of the City's transportation system. Henderson Blvd and Eskridge Blvd Intersection Improvements

Henderson Blvd and Eskridge Blvd Intersection Improvements

Capital Cost:	Year 2020	Years 2021-2025	Total
Construction	\$54,600	\$ 0	\$54,600
Total	\$54,600	\$ 0	\$54,600
Funding Sources:			
Impact Fees	\$54,600	\$ 0	\$54,600
Total	\$54,600	\$ 0	\$54,600
Annual Operations and Maintenance:			
Estimated Costs	\$20,630 per lane mile or \$4,750 annually.		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Public Works		
Quadrant Location	South		

Wiggins Road and Herman Road Intersection Improvements (Program #0629)

Where is this project happening?

Intersection of Wiggins Road and 37th Avenue

Are there other CFP projects that impact this project?

- Access and Safety Program

Description

Install a traffic signal within existing intersection configuration.

Why is this project a priority?

A traffic signal provides better traffic flow during peak periods, reduces the frequency of accidents, and improves the LOS during off peak hours. In the latest annual concurrency review, traffic levels at this intersection will exceed the current LOS standard within the next six years. This improvement will bring the intersection back within the established LOS.

If and when widening is needed at this intersection, a roundabout would be considered. Roundabout construction would include sidewalk, street lighting, bike lanes, and landscaping within project limits.

Is there a level of service standard or measurable outcome?

LOS D

Project Type: Capacity project. Deficient within six years.

What Comprehensive Plan goals and policies does this project address?

This project implements the following Olympia Comprehensive Plan goals and policies:

- **Policy Transportation 8.5**
Consider roundabouts instead of signals at intersections to maintain traffic flow.
- **Goal Transportation 9**
The impacts of new land-use development on the transportation system are mitigated appropriately.

- **Goal Transportation 28**

Transportation facilities and services are funded to advance the goals of the City and the region.

- **Policy Transportation 28.1**

Make it a high funding priority to enhance the operational efficiency of the City's transportation system.

Wiggins Road and Herman Road Intersection Improvements

Capital Cost:	Year 2020	Years 2021-2025	Total
Design and Construction	\$ 0	\$510,183	\$510,183
Total	\$ 0	\$510,183	\$510,183
Funding Sources:			
Grant	\$ 0	\$207,135	\$207,135
Impact Fees	\$ 0	\$303,048	\$303,048
Total	\$ 0	\$510,183	\$510,183
Annual Operations and Maintenance:			
Estimated Costs	\$15,000 per lane mile or \$2,550.		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Public Works		
Quadrant Location	South		

US 101/West Olympia Access Project (Program #0627)

Where is this project happening?

US 101 at Kaiser Road and the extension of Yauger Way from the Black Lake Boulevard and US 101 Interchange

Are there other CFP projects that impact this project?

N/A

Description

The initial funding for this project will complete the design, environmental permit and mitigation work, and right-of-way acquisition. The project will construct a new westbound off-ramp from US 101 to Kaiser Road and an eastbound on-ramp from Kaiser Road to US 101. The project will also construct a new westbound off-ramp from US 101 to Yauger Way via an at-grade connection through the existing interchange at US 101 and Black Lake Boulevard. Auxiliary lanes (one eastbound and one westbound) on US 101 will be constructed between Black Lake Boulevard and the new Kaiser Road ramps to facilitate vehicle merging.

Why is this project a priority?

The intersection of Black Lake Boulevard and Cooper Point Road as well as the Black Lake Boulevard and US 101 Interchange are showing the strain of sustained residential and economic growth. Traffic delays during the evening peak period are approaching unacceptable levels and mobility for other travel modes in the area is impacted. There is a need for improved access to US 101 to support planned community growth and maintain emergency access, while providing safe and acceptable levels of service on both the Local and State transportation system.

Additional information on the project can be found on the City's website.

Is there a level of service standard or measurable outcome?

LOS E

Project Type: Capacity project. Deficient within six years without improvements. Meets LOS standard when project is complete.

What Comprehensive Plan goals and policies does this project address?

This CFP reflects the goals and policies of the 2040 Regional Transportation Plan and the Olympia Comprehensive Plan.

- **Goal Transportation 9**

The impacts of new land-use development on the transportation system are mitigated appropriately.

- **Goal Transportation 28**

Transportation facilities and services are funded to advance the goals of the City and the region.

- **Policy Transportation 28.1**

Make it a high funding priority to enhance the operational efficiency of the City's transportation system.

US 101/West Olympia Access Project

Capital Cost:	Year 2020	Years 2021-2025	Total
Design and Right-of-Way	\$ 0	\$6,952,308	\$6,952,308
Total	\$ 0	\$6,952,308	\$6,952,308
Funding Sources:			
Grant	\$ 0	\$2,822,644	\$2,822,644
Impact Fees	\$ 0	\$4,129,664	\$4,129,664
Total	\$ 0	\$6,952,308	\$6,952,308
Annual Operations and Maintenance:			
Estimated Costs	Grant		
Estimated Revenues	Impact Fees		
Anticipated Savings Due to Project	Total		
Department Responsible for Operations	Grant		
Quadrant Location	Impact Fees		

General Capital Facilities Projects



General government facilities are designed to meet a broad spectrum of needs. This Chapter includes projects related to City-owned buildings, the Americans with Disabilities Act (ADA) Program, Home Fund Capital Projects, Economic Development Projects, and Street Tree Maintenance.

General Government facilities are unique. These projects require large capital investments. The need is determined either through a professional condition assessment which includes a lifecycle analysis or community need. Specific Levels of Service are not defined. Although, several projects may not be explicitly included in the City's Comprehensive Plan, it is important to include them in this document because of the amount of the investment along with the vital role they play in ensuring our community's quality of life.

The projects included in this chapter address project feasibility assessments, accessibility improvements at city-owned facilities, major maintenance and repair for the City-owned buildings, housing for those experiencing homelessness, and hazard tree abatement.

Building Repair and Replacement (Fund #029)

Where is this project happening?

- City Hall
- Court Services
- Family Support Center
- Hands on Children’s Museum
- Lee Creighton Justice Center
- Maintenance Center-Public Works
- Mark Noble Regional Fire Training Center
- Olympia Fire – Command Training Center
- Olympia Fire – Main
- Olympia Fire – 2
- Olympia Fire – 3
- Olympia Fire – 4
- Olympia Police – Firing Range
- The Olympia Center
- Timberland Regional Library
- Washington Center for the Performing Arts

Are there other CFP projects that impact this project?

N/A

Description

This program covers major maintenance to building interior and exterior, as well as equipment replacement at the 16 locations listed above. In 2020, the annual debt service for the Washington Center Exterior Repair will be \$236,525 which comes from this program’s funding. Funds in the amount of \$50,000 for unforeseen emergencies also comes from the CFP program. Below is a list of planned projects for 2020:

Building	Project	Estimated Cost
Hands on Children’s Museum	Siding replacement/repair	\$187,200
Justice Center	Jail visitation room	\$50,000
	Jail fire alarm	\$300,000
Maintenance Center	Fleet crane and vehicle lift	\$ 110,000
OFD Main	HVAC renewal	\$75,000
	Shower pan leak	\$60,000
Olympia Center	HVAC renewal	\$75,000
Washington Center	Seismic evaluation	\$90,000
All	Computerized Maintenance System	\$50,000
Total		\$997,200

Why is this project a priority?

An update to the 2013 building condition assessment was done in 2019. The purpose was to evaluate the state of the major systems and equipment, identify repair and replacement needs, prioritize high and medium identified needs, and develop planning level cost estimates. Based on the final 2019 report, the City's facility repair and replacement average estimated cost is \$3.6 million per year over the next six years, which leaves a funding gap of \$ 21.4 million.

Is there a level of service standard or measurable outcome?

N/A

What Comprehensive Plan goals and policies does this project address?

Although not included specifically in the Comprehensive Plan, the City's Long Term Financial Strategy (LTFS) states that we should maintain what we have before we add new.

General Revenues to Support General Facilities

In the past several years, General Facilities projects were supported primarily by Cable TV tax and an annual contribution from the General Fund. For 2020, Cable TV tax revenue continues as a funding source, but is trending 7% below the previous year's revenue. There will be no contribution from the General Fund. Public Facility District revenues will be used fund projects on the Hands On Children Museum. Maintenance Center rental rates will support the Maintenance Center projects and Interest revenue will help support projects. Below is a list revenue sources for 2020:

CFP General Revenue Sources	2020 Revenues
Cable TV Tax (6%)	\$860,000
General Fund Contribution	\$0
Interest	\$ 106,606
PFD Reserves*	\$ 187,200
Maintenance Center Rental Rates*	\$143,394
Total	\$ 1,297,200
*These revenues support specific projects within the Building Repair and Replacement Program; i.e. Hands on Children's Museum and Maintenance Center.	

Building Repair and Replacement

Capital Cost:			
	Year 2020	Years 2021-2025	Total
Major Maintenance	\$ 997,200	\$7,000,000	\$ 7,990,394
Total	\$ 997,200	\$7,000,000	\$ 7,990,394
Funding Sources:			
CFP General Revenue	\$ 997,200	\$7,000,000	\$ 7,990,394
Total	\$ 997,200	\$7,000,000	\$ 7,990,394
Annual Operations and Maintenance:			
Estimated Costs	None		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

Lee Creighton Justice Center Reconstruction (Program #8011)

Where is this project happening?

Lee Creighton Justice Center Campus (900 Plum Street)

Are there other CFP projects that impact this project?

- Not at this time

Description

This program covers the facility planning, design and construction of a newly reconstructed Justice Center facility on City property at 900 Plum Street. The current Lee Creighton Justice Center is home to Olympia’s Justice System. Key programs and services include municipal court, community court, jury services, probation services, municipal holding facility, city prosecutor, public defense, victim assistance and the DUI victim impact panel.

The current Justice Center facility was constructed in 1965 and needs a major reconstruction. A 2019 Building Condition Assessment concluded that “full replacement of the facility” was recommended based on the age of the facility, and the extent and cost of deficiencies noted.

During 2020, the City will complete a feasibility study and preliminary design of a reconstructed Justice Center. The preliminary design will consider the programming needs and site constraints, and outline a cost estimate and schedule to build a new Justice Center. Two options will be evaluated: (1) Co-locating with Thurston County in a Regional Courthouse and (2) Building a new City-owned Justice Center at the existing location.

Funding for this project in 2020 will come from Fund 29 – Building Repair and Replacement.

Why is this project a priority?

The Lee Creighton Justice Center is the home of Olympia’s Justice System – vital to the health, safety and well-being of the community. Safe and accessible public facilities are foundational to serving the public’s public safety and justice needs. Failure to address the failing facility infrastructure at the Justice Center could restrict or eliminate the ability provide the services currently housed there.

Is there a level of service standard or measurable outcome?

N/A

What Comprehensive Plan goals and policies does this project address?

- **Goal Public Services 21**
City of Olympia is a model sustainable city.
 - **Policy Public Services 21.1**
Use energy-efficient designs and environmentally responsible materials and techniques in City facilities and construction projects. Work to reduce energy usage in existing City facilities.

- **Goal Land Use and Urban Design 1**
Land use patterns, densities and site designs are sustainable and support decreasing automobile reliance.
 - **Policy Land Use 1.2**
Focus development in locations that will enhance the community and have capacity and efficient supporting services, and where adverse environmental impacts can be avoided or minimized.

- **Goal Land Use and Urban Design 9**
Built and natural environmental designs discourage criminal behavior.
 - **Policy Land Use 9.2**
Modify public facilities and properties to enhance crime prevention.

- **Goal Economy 4**
The City achieves maximum economic, environmental and social benefit from public infrastructure.
 - **Policy Economy 4.1**
Plan our investments in infrastructure with the goal of balancing economic, environmental and social needs, supporting a variety of potential economic sectors, and creating a pattern of development we can sustain into the future.

 - **Policy Economy 4.3**
Make decisions to invest in public infrastructure projects after analysis determining their total costs over their estimated useful lives, and their benefit to environmental, economic and social systems.

Lee Creighton Justice Center Reconstruction

Capital Cost:			
	Year 2020	Years 2021-2025	Total
Lee Creighton Justice Center	\$ 100,000	\$ 25,000,000	\$ 25,100,000
TOTAL	\$ 100,000	\$ 25,000,000	\$ 25,100,000
Funding Sources:			
Building Repair and Replacement (Fund 29) CFP General Revenue	\$ 100,000	\$ 0	\$100,000
TOTAL	\$ 100,000	\$ 0	\$ 100,000
Annual Operations and Maintenance:			
Estimated Costs	TBD		
Estimated Revenues	TBD		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

Parks and Public Works Maintenance Center Reconstruction (Program #8081)

Where is this project happening?

Current Public Works Maintenance Center site at 1401 Eastside Street

Are there other CFP projects that impact this project?

- Waste ReSources Maintenance Facility Construction

Description

This program covers the facility planning, design and reconstruction of the City's Maintenance Center at 1401 Eastside Street. Due to undersized and aging maintenance facilities for both the Public Works (current Maintenance Center) and Parks Departments (Priest Point Park), this project will construct a facility on the current Maintenance Center site that is capable of housing the operation and maintenance functions of both departments.

The current Maintenance Center facility was constructed in 1976 and is in need of major reconstruction. A 2019 Building Condition Assessment concluded that "full replacement of the facility" was recommended based on the age of the facility, as well as the extent and cost of deficiencies noted. The facility is also over capacity and unable to handle expansion of staff and equipment as the City continues to grow.

The current Parks Maintenance Facility at Priest Point Parks was constructed in the 1940s, and is also in need of major reconstruction. The facility is similarly over capacity and unable to handle expansion of staff and equipment as the City and the Metropolitan Parks District needs grow.

In 2017, the City completed a maintenance center feasibility study that evaluated the needs of both Public Works and Parks and evaluated potential property for a newly constructed facility. The study concluded that the existing Maintenance Center site was the preferred location for a combined facility. Due to limited space, however, the study also concluded that the Waste ReSources Utility should be moved to a new maintenance facility located on Carpenter Road within a few miles of the Thurston County Waste and Recovery Center. Relocating Waste ReSources was identified as a first phase and key to freeing up space for a future combined maintenance facility for Parks and the remainder of Public Works.

Why is this project a priority?

A safe, functional and accessible maintenance facility is vital to the operations functions of both Public Works and Parks. The facilities are accessed 24 hours a day, seven days a week and serve as a critical bases of operations during small and large-scale emergencies. Failure to address the failing facility infrastructure at the Maintenance Center and Priest Point Park could severely restrict or eliminate the ability provide the critical services currently housed there.

Is there a level of service standard or measurable outcome?

N/A

What Comprehensive Plan goals and policies does this project address?

- **Goal Public Services 21**

City of Olympia is a model sustainable city.

- **Policy Public Services 21.1**

Use energy-efficient designs and environmentally responsible materials and techniques in City facilities and construction projects. Work to reduce energy usage in existing City facilities.

- **Goal Land Use and Urban Design 1**

Land use patterns, densities and site designs are sustainable and support decreasing automobile reliance.

- **Policy Land Use 1.2**

Focus development in locations that will enhance the community and have capacity and efficient supporting services, and where adverse environmental impacts can be avoided or minimized.

- **Goal Land Use and Urban Design 9**

Built and natural environmental designs discourage criminal behavior.

- **Policy Land Use 9.2**

Modify public facilities and properties to enhance crime prevention.

- **Goal Economy 4**

The City achieves maximum economic, environmental and social benefit from public infrastructure.

- **Policy Economy 4.1**

Plan our investments in infrastructure with the goal of balancing economic, environmental and social needs, supporting a variety of potential economic sectors, and creating a pattern of development we can sustain into the future.

- **Policy Economy 4.3**

Make decisions to invest in public infrastructure projects after analysis determining their total costs over their estimated useful lives, and their benefit to environmental, economic and social systems.

Parks and Public Works Maintenance Center Reconstruction

Capital Cost:	Year 2020	Years 2021-2025	Total
Parks/PW Maintenance Center	\$ 0	\$ 0	\$ 0
TOTAL	\$ 0	\$ 0	\$ 0
Funding Sources:			
Existing Fund Balance	\$ 0	\$ 0	\$ 0
TOTAL	\$ 0	\$ 0	\$ 0
Annual Operations and Maintenance:			
Estimated Costs	TBD		
Estimated Revenues	TBD		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Public Works and Parks		
Quadrant Location	Citywide		

Waste ReSources Maintenance Facility Construction (Program #9704)

Where is this project happening?

City-owned property (former OPD firing range) on Carpenter Road in unincorporated Thurston County

Are there other CFP projects that impact this project?

- Parks and Public Works Maintenance Center Construction

Description

This program covers the facility planning, design and construction of a maintenance facility for the City's Waste ReSources Utility. The facility will be located on Carpenter Road within a few miles of the Thurston County Waste and Recovery Center.

The Waste ReSources Utility Operations is currently housed at the Public Works Maintenance Center at 1401 Eastside Street. The Maintenance Center facility was originally constructed in 1976 as a Public Works/Intercity Transit Maintenance Facility. Since that time Public Works operations and maintenance programs have continued to occupy the facility. It is accessed 24 hours a day, seven days a week and serves as a critical base of operations during small and large-scale emergencies.

Currently the building and major systems of the Maintenance Center are at or near the end of their useful lives, and the facility is no longer able to handle expansion of staff and equipment as the City grows. Due to undersized and aging maintenance facilities for both Public Works (current Maintenance Center) and Parks (Priest Point Park), the City Council has expressed interest in constructing a new facility that would house the operation and maintenance functions of both departments.

Due to lack of available space on the existing Maintenance Center property, a 2017 Maintenance Center Feasibility Study concluded that the Waste ReSources Utility could be moved and still efficiently operate from a separate facility. The preferred location was determined to be on city-owned property on Carpenter Road in unincorporated Thurston County. This property is within a few miles of the Thurston County Waste and Recovery Center and well located for our solid waste operations.

In 2019, City Council approved a preliminary design contract for a new Waste ReSources Maintenance Facility at the Carpenter Road location. This preliminary design work, including a cost estimate, will be completed in 2020. Funding for the project comes from the Waste ReSources Utility Capital Fund (Fund 463).

Why is this project a priority?

A safe, functional and accessible facility is vital to the operations and maintenance functions of the Waste ReSources Utility. Failure to address the failing facility infrastructure through construction of a new or renovated facility could restrict or eliminate the ability of Waste ReSources to provide safe and efficient service to the community.

Is there a level of service standard or measurable outcome?

N/A

What Comprehensive Plan goals and policies does this project address?

- **Goal Public Services 21**

City of Olympia is a model sustainable city.

- **Policy Public Services 21.1**

- Use energy-efficient designs and environmentally responsible materials and techniques in City facilities and construction projects. Work to reduce energy usage in existing City facilities.

- **Goal Land Use and Urban Design 1**

Land use patterns, densities and site designs are sustainable and support decreasing automobile reliance.

- **Policy Land Use 1.2**

- Focus development in locations that will enhance the community and have capacity and efficient supporting services, and where adverse environmental impacts can be avoided or minimized.

- **Goal Land Use and Urban Design 9**

Built and natural environmental designs discourage criminal behavior.

- **Policy Land Use 9.2**

- Modify public facilities and properties to enhance crime prevention.

- **Goal Economy 4**

The City achieves maximum economic, environmental and social benefit from public infrastructure.

- **Policy Economy 4.1**

- Plan our investments in infrastructure with the goal of balancing economic, environmental and social needs, supporting a variety of potential economic sectors, and creating a pattern of development we can sustain into the future.

- **Policy Economy 4.3**

- Make decisions to invest in public infrastructure projects after analysis determining their total costs over their estimated useful lives, and their benefit to environmental, economic and social systems.

Waste ReSources Maintenance Facility Construction

Capital Cost:			
	Year 2020	Years 2021-2025	Total
Waste ReSources Maintenance Facility	\$ -	\$ 2,208,000	\$ 2,208,000
TOTAL	\$ -	\$ 2,208,000	\$ 2,208,000
Funding Sources:			
Rates	\$ -	\$ 2,208,000	\$2,208,000
TOTAL	\$ -	\$ 2,208,000	\$ 2,208,000
Annual Operations and Maintenance:			
Estimated Costs	TBD		
Estimated Revenues	TBD		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

West Olympia Commercial Property (Program 0211)

Where is this project happening?

1305 Cooper Point Rd SW Olympia, WA 98502

Are there other CFP projects that impact this project?

No

Description

Since October 2017, under an Agreed Order with the Department of Ecology, the City has completed a remedial investigation and an interim action plan for the former West Olympia Landfill site. Although more work remains to complete Ecology's requirements for site development, the property can now be marketed for sale. Therefore, in 2020 the City plans to retain a marketing broker to identify a development partner to purchase the property and initiate Ecology approved site cleanup actions. Most likely clean up activity and expense will occur when the site is being developed. Site development and site cleanup would be most likely to occur in 2021-2022.

Total estimated cleanup costs are \$3,800,000 with some of the cleanup expense being shared by both the City and the future developer. It is estimated that the City's clean up expense would be around \$2,400,000. This would be a onetime expense.

Funding would come from Economic Development Capital Program. The sales proceeds should exceed city portion of clean up expense. The City does not have a current appraisal determining

Why is this project a priority?

In 2013 the City initiated an economic development planning process to provide an assessment of the broader real estate market. This process resulted in the preparation of the "Investment Strategy: Olympia's Opportunity Areas". This report identified six specific areas to focus for redevelopment opportunity. The westside commercial property, formerly identified as the Olympia Landfill, was one of the six identified sites. This report is routinely referenced in the Economy chapter of Comprehensive Plan

The property was first investigated for commercial development in the mid-1980s. Since the discovery of low levels of environmental contamination at that time, the vacant site has remained an underutilized brownfield site.

Remediating and developing the property will restore the site to active use, providing revenue in the form of sales proceeds from eventual disposition of the property plus Sales Tax and B&O Tax from future commercial uses onsite.

Is there a level of service standard or measurable outcome?

Completing Ecology's Model Toxics Cleanup Act (MTCA) program requirement.

What Comprehensive Plan goals and policies does this project address?

- Goal Economy 4
The City achieves maximum economic, environmental and social benefit from public infrastructure.
 - Policy Economy 4.6
Collaboration with other partners maximizes economic opportunity.

West Olympia Commercial Property

Capital Cost:	Year 2020	Years 2021-2025	Total
Design and Construction	\$ 0	\$2,400,000	\$2,400,000
Total	\$ 0	\$2,400,000	\$2,400,000
Funding Sources:			
Economic Development Fund	\$ 0	\$2,400,000	\$2,400,000
TOTAL	\$ 0	\$2,400,000	\$2,400,000
Annual Operations and Maintenance: Ongoing expense undetermined.			

4th and Columbia Mixed Use Project Feasibility (Program #0211)

Where is this project happening?

4th and Columbia

Are there other CFP projects that impact this project?

- 112 and 116 4th Ave Property Acquisition

Description

This program covers the feasibility analysis, stakeholder involvement, architectural modeling, and private partner solicitation for a perspective mixed use development on City owned property at the corner of 4th and Columbia. In its current state the property is predominately being used as surface parking.

The project will have feasibility expenses for site characterization such as environmental review, soil testing, geotech analysis, and land survey as well as financial feasibility which includes financial analysis and proforma modeling.

Stakeholder involvement would encompass public outreach and participation, communications, and partner engagement. Some specific partners to engage will be the Heritage Commission and business representatives to the PBIA.

Architectural modeling would include preliminary design work and cost projections.

Private partner solicitation relates to Request for Proposal drafting, marketing, and selection guidance for any private sector component to the project.

Funding for this project was appropriated in 2019. No new funding is required for 2020.

Why is this project a priority?

The Downtown Strategy goal LU.7 specifically states that city owned surface parking lots be examined for redevelopment to higher and better uses. Additionally, Comprehensive Plan goal PL11.5 discusses the support of parking structures downtown and along urban corridors.

Is there a level of service standard or measurable outcome?

N/A

What Comprehensive Plan goals and policies does this project address?

- **(Downtown Strategy) Goal Land Use 7**
Explore how City-owned properties could be redeveloped through public/private partnerships to meet public goals.
 - **(Comprehensive Plan) Policy Land Use and Urban Design 11.5**
Encourage the efficient use and design of commercial parking areas; reduce parking space requirements (but avoid significant overflow into residential areas); support parking structures, especially downtown and in urban corridors; and designate streets for on-street parking where safe.

4th and Columbia Mixed Use Project Feasibility

Capital Cost:	Year 2020	Years 2021-2025	Total
4th and Columbia Feasibility	\$ 0	\$ 0	\$ 0
TOTAL	\$ 0	\$ 0	\$ 0
Funding Sources:			
Economic Development Program #0211	\$ 0	\$ 0	\$ 0
TOTAL	\$ 0	\$ 0	\$ 0
Annual Operations and Maintenance:			
Estimated Costs	None		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

ADA Program (Program #8117)

Where is this project happening?

Various City-owned buildings and facilities

Are there other CFP projects that impact this project?

- Transportation and Parks currently includes ADA modifications in their programs. This project focuses on non-transportation or Parks related projects

Description

Modification of existing buildings/facilities to ensure accessibility.

Why is this project a priority?

Compliance with American with Disabilities Act (ADA) provides accessibility to City buildings and facilities.

Is there a level of service standard or measurable outcome?

N/A

What Comprehensive Plan goals and policies does this project address?

This CFP reflects the goals and policies of the Olympia Comprehensive Plan:

ADA Program

Capital Cost:	Year 2020	Years 2021-2025	Total
ADA Projects	\$150,000	\$ 0	\$150,000
Total	\$150,000	\$ 0	\$150,000
Funding Sources:			
CFP General Revenues	\$150,000	\$ 0	\$150,000
Total	\$150,000	\$ 0	\$150,000
Annual Operations and Maintenance:			
Estimated Costs	None		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Public Works and Parks		
Quadrant Location	Citywide		

Olympia Home Fund (Fund 318)

Where is this project happening?

2828 Martin Way

Other affordable housing projects or property acquisition will be determined in future years.

Are there other CFP projects that impact this project?

Projects to be determined

Description

The Home Fund was established in 2018 through an initiative adding one tenth of one percent to the sales tax rate. It is anticipated that the fund will generate approximately \$2.3 million per year for the construction and operation of supportive housing for Olympia's most vulnerable homeless residents.

A Home Fund Advisory Board was established by Council in March 2019. That advisory group will review applications and make recommendations for capital awards, annually. Council approved their first award recommendation, for 60 units of supportive housing and a 60-bed low-barrier shelter on Martin Way, in June of 2019. The Low Income Housing Alliance will lead the development of that project and Interfaith Works will operate the shelter and provide staffing for the supportive housing.

Debt Service

In addition, to the Capital Awards projects, the Home Fund sales tax revenue also supports the ongoing debt service costs for the original purchase of the Martin Way property. Debt services is not a capital expenditure and therefore is presented in the City's Operational Budget. In 2020, this debt service will be \$481,000.

Why is this project a priority?

The Olympia Home Fund was established to assist with the construction of supportive housing for Olympia's most vulnerable homeless citizens.

Is there a level of service standard or measurable outcome?

Homelessness is eliminated in the City of Olympia

What Comprehensive Plan goals and policies does this project address?

- **Goal Public Services 3**
Affordable Housing is available for all income levels throughout the community.
- **Goal Public Services 5**
Special needs populations, such as people with developmental disabilities, the homeless, the frail elderly, and others who have difficulty securing housing, have adequate, safe, and affordable housing.

Olympia Home Fund

Debt Service Cost	Year 2020	Years 2021-2025	Total
Capital Awards (TBD)	\$ 1,082,558	\$5,924,000	\$ 7,006,558
Environment Study (Martin Way)	\$15,000	\$ 0	\$15,000
Total	\$ 1,097,558	\$5,924,000	\$ 7,021,558
Funding Sources:			
Home Fund Sales Tax Revenue	\$ 1,097,558	\$5,924,000	\$ 7,021,558
Total	\$ 1,097,558	\$5,924,000	\$ 7,021,558
Annual Operations and Maintenance:			
Estimated Costs	Home Fund dollars will be used to fund both capital and operating expenses. No less than 60% of the fund can be used for capital costs per the RCW and the City's adopted Administrative and Financial Plan anticipates that 65% of the funding will be used to increase housing supply, 7% will be used to expand shelter options, 20% will be used for operations and supportive services and 8% will be used to support implementation.		
Estimated Revenues	\$2,402,015 annually for capital and operating. The City anticipates that many Home Fund dollars will be leveraged with county, state and federal dollars to make our projects more competitive for state and federal resources.		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Community Planning and Development		
Quadrant Location	Countywide		

Hazard Tree Abatement (Program #0219)

Where is this project happening?

City owned properties

Are there other CFP projects that impact this project?

N/A

Description

This program addresses trees on City-owned properties assessed by a qualified professional as being an imminent hazard to people or property. Properties for which this program is used are generally City properties that do not have other maintenance funds.

Why is this project a priority?

Minimize damage to people and property by hazardous trees.

Is there a level of service standard or measurable outcome?

N/A

What Comprehensive Plan goals and policies does this project address?

- **Goal Natural Environment 3:**
A healthy and diverse urban forest is protected, expanded, and valued for its contribution to the environment and the community.

Hazard Tree Abatement Fund

Capital Cost:			
	Year 2020	Years 2021-2025	Total
Major Maintenance	\$50,000	\$650,000	\$700,000
Total	\$50,000	\$650,000	\$700,000
Funding Sources:			
CFP General Revenue	\$50,000	\$650,000	\$700,000
Total	\$50,000	\$650,000	\$700,000
Annual Operations and Maintenance:			
Estimated Costs	None		
Estimated Revenues	None		
Anticipated Savings Due to Project	Save on any accidents or problems due to hazardous trees		
Department Responsible for Operations	Community Planning and Development		
Quadrant Location	Citywide		

Drinking Water Projects



The mission of the Drinking Water Utility is to ensure a safe and sustainable supply of drinking water for the community. Four key influencing factors drive the development of the nine water capital project programs identified in the Capital Facilities Plan:

- **Regulation/Compliance.**
Achieve legal compliance with the Federal Safe Drinking Water Act (SDWA), Washington State Department of Health (DOH) regulations, and the Uniform Fire Code (UFC) fireflow criteria.
- **Adopted Sustainability Philosophy.**
Manage the water in sustainable ways and develop integrated solutions that solve more than one problem at a time.
- **Growth.**
Accommodate growth as defined by Olympia's Comprehensive Plan and continue to provide and improve service to existing customers.
- **Operational and System Delivery Strategies.**
Manage water as a limited resource, meet water regulation objectives using approaches that limit human influence on the naturally good quality of water Olympia has, and implement system changes for cost-effective delivery.

Drinking Water capital facilities are designed and built to provide citizens with safe and sustainable drinking water. Drinking Water capital program activities acknowledge the importance of managing the water as a limited, precious resource that needs to be protected, conserved, and managed responsibly.

The 2015-2020 Water System Plan serves as the basis for the development of the Drinking Water Capital Facilities Plan. The projects contained in the CFP are funded annually through Drinking Water Utility rates and General Facilities Charges (GFCs). Low interest state loans and grants are pursued as available. The 2015-2020 Water System Plan includes a financial strategy for planned capital improvements that involves a combination of cash and debt financing.

Growth-Related Projects

Projects that fall under this category are associated with work needed to accommodate new development and are funded by GFC revenue. When a project serves both new and existing development, a portion of the project cost will also be funded through Drinking Water Utility rates.

Project	% Growth Related
Distribution System Oversizing	100%
Briggs Well Construction	100%
Briggs Well Design	100%
Eastside St & Henderson Blvd Water Main Ext. Design	25%
Eastside St & Henderson Blvd Water Main Ext. Construction	25%
Fones Road Water Main Construction	25%
Hoffman Well Treatment Design	100%

Level of Service (LOS) Determinations

- **Level of Service I**

The first level of service (LOS I) involves maintaining the current system as-is and addressing the need to remain in regulatory compliance for water quality and quantity requirements.

→ Meet minimal standards for water pressure (30 psi) and UFC fireflow criteria.

→ Addressing new State and Federal Safe Drinking Water Act requirements.

→ Addressing existing system deficiencies due to growth or infrastructure failure.

- **Level of Service II**

The second level of service (LOS II) focuses on more proactive system maintenance and anticipating future regulatory needs.

→ Anticipates future water quality regulations and develops facilities that will accommodate the increased requirements prior to the system becoming deficient.

→ Goes beyond the required minimum of 30 psi average water pressure for residents and strives to improve the minimum to 40 psi. The higher standard is the most cost-effective approach to anticipating and meeting system growth needs. LOS II also strives to eventually eliminate areas within the system that do not meet UFC fireflow criteria.

- **Level of Service III**

The final level of service (LOS III) recognizes Olympia's commitment to sustainability and to the approach of managing water as a limited resource. LOS III projects and programs address DOH regulations to a further extent, with the underlying driver to be a responsible water steward and purveyor.

→ To comply with DOH regulations, there must be some form of conservation activity within an adopted Water Plan. The degree to which the City of Olympia approaches a conservation program is a component of managing a limited resource.

Capital Facilities Projects by Level of Service

LOS I

- **Asphalt Overlay Adjustments**

LOS II

- **Small Diameter Water Pipe Replacement**
- **Transmission and Distribution Projects**
- **Water Source Development and Protection**
- **Water System Planning**
- **Water Storage Systems**

LOS III

- **Groundwater Protection/Land Acquisition**
- **Infrastructure Pre-Design and Planning**
- **Reclaimed Water**

Level of Service Standards

Municipal utilities in the United States and elsewhere commonly use LOS standards to evaluate whether the physical systems or operations are functioning to an adequate level. LOS can be defined in terms of the customer's experience of utility service and/or technical standards based on the professional expertise of Utility staff.

These LOS standards can help guide investments in maintenance and repair and replacement. New assets can be used to establish design criteria and prioritize needs. Using a structured decision process that incorporates LOS standards can help a utility achieve desired service outcomes while minimizing life-cycle costs.

The Drinking Water Utility has developed a set of formal LOS standards. Utility staff used the following criteria in selecting LOS:

- Specific goal or expectation
- Customer and community focus
- Quantifiable and measurable
- Relatively simple to understand and apply
- Available budget constraints for maintenance, repair and replacement

The selected LOS standards are in the following areas:

- System performance (including service interruption due to breakage, pressure, system reliability)
- Sustainability (energy efficiency)
- Customer service (response to water quality and service- related complaints)

These LOS standards have been incorporated in the development of this Capital Facilities Plan. Since regulatory compliance is considered a given, these LOS standards address issues of concern for customers beyond regulatory minimums and those that have an influence on decisions regarding infrastructure investments.

The LOS standards are:

System Performance

- Service interruption due to line breaks. During a three-year period, no customer will experience more than two service interruptions due to a line break; such service interruptions will average four hours or less.
- Pressure. Water will be delivered to new construction at a minimum pressure of 40 psi at the service meter.
- System reliability with largest water source off-line. Utility will meet wintertime demands (inside use only) with the loss of our largest water source (McAllister Wellfield). This would require complete curtailment of all outside and non-essential water use but would maintain service for critical needs such as drinking, cooking, sanitation and firefighting.

Sustainability

- Energy efficiency. All pumps are rated 80% efficient or higher, unless it is not cost-effective to do so (i.e., the value of energy savings would not pay back the cost of the improvement within five years).

Customer Service

- The Utility responds to main breaks within 15 minutes during business hours and within one hour outside business hours.
- The Utility responds to low pressure and water quality complaints by the end of the following business day.

Annual Operations and Maintenance

The water supplied to Olympia flows through concrete, cast iron, galvanized, asbestos cement (AC), ductile iron, and PVC pipe. These lines, in general, have a life expectancy of at least 50 years. New water lines are typically replaced with ductile iron, ductile iron cement lined, or high density polyethylene (HDPE) pipes. Currently, most maintenance work involves repairs to the older asbestos cement water lines and non-ductile iron connections, and valves within the City. Breaks within these lines are usually caused by age, geological shifts within the ground or from construction work. Replacing these aging facilities will help to reduce operations and maintenance costs.

The annual operations and maintenance costs for both potable water and reclaimed water represent an overall average that is subject to change due to unique circumstances that may be encountered at each location. For new infrastructure, initial operations, and maintenance costs for repairs, replacements, and cleaning are minimal. As the infrastructure ages, maintenance costs will increase.

Annual Operations and Maintenance Costs	
Repair service leak (3/4"–1")	\$ 1,200 per repair
Install service (meter) on a 3/4" –1" line	\$ 2,500 per install
Install small main (2" line)	\$ 130 per linear foot
Install 6" or larger main	\$ 180 per linear foot
Main line valve installation and replacement	\$ 6,000 per install
Main line (2"–8" line) leak repair	\$ 4,500 per repair
Fire hydrant installation or replacement	\$ 6,000 per install
Fire hydrant repair	\$ 1,000 per repair
Reservoir maintenance (e.g. Meridian)	\$ 37,500 annually
Pump station maintenance	\$ 57,000 per station

Project Components Commonly Used in Drinking Water Projects	
Hydrants	Connection or placement of new hydrants as necessary.
Hydraulic Modeling	Use of a mathematical model to determine the size of a water line based on the volume of water passing through the line.
Groundwater Protection Plans	Update and develop groundwater protection plans to ensure that drinking water supplies are protected from potential contamination from activities in the surrounding areas.
Intersections at Grade	Where a road or street meets or crosses at a common grade or elevation with another road or street.
Reservoirs	Storage facility for water based on life-cycle costing and evaluation of options.
Valves	Mechanical devices by which the flow of water may be started, stopped, or regulated as necessary.
Vaults	Structures that provide access to underground valves and pumps with the connection of new water pipes.
Water Lines	Water supply pipe that connects the water storage source to lines located at the street.
Water Quality and Treatment	Use various technologies to ensure safety of the City's water storage systems.
Water Rights	Legal authorization to put water to beneficial use.
Water System Structures and Equipment	In conjunction with reservoirs, including booster pump stations. Includes castings, maintenance holes, inlets, and covers.
Watershed Remodeling and Plan	Maintain updated documents presenting the findings and recommendations for a Watershed Management Program.
Wells	Drill and develop new wells as needed to ensure adequate future water supplies.

Asphalt Overlay Adjustments—Water (Program #9021)

Where is this project happening?

Various locations Citywide

Are there other CFP projects that impact this project?

- Street Repair and Reconstruction Projects—Transportation section
- Asphalt Overlay Adjustments—Wastewater section

Description

Make necessary adjustments to raise water system components to street level in conjunction with the annual asphalt overlay/ street reconstruction process. This is a pass-through amount that is used by the Transportation Street Repair and Reconstruction Project for water facilities.

Why is this project a priority?

Asphalt overlay and street reconstruction projects require the adjustment of water system structures and equipment (e.g., castings, maintenance holes, inlets, and covers) during construction as part of the paving process.

Is there a level of service standard or measurable outcome?

LOS I – See program overview for LOS definitions.

What Comprehensive Plan goals and policies does this project address?

This CFP reflects the goals and policies of the Olympia Comprehensive Plan.

- **Goal Utilities 3**
Utilities are developed and managed efficiently and effectively.
 - **Policy Utilities 3.1**
Utilities are developed and managed efficiently and effectively.
 - **Policy Utilities 7.7**
Develop and maintain adequate storage, transmission, and distribution facilities.

Asphalt Overlay Adjustments - Water

Capital Cost:	Year 2020	Years 2021-2025	Total
Construction	\$14,000	\$70,000	\$84,000
Total	\$14,000	\$70,000	\$84,000
Funding Sources:			
Rates	\$14,000	\$70,000	\$84,000
Total	\$14,000	\$70,000	\$84,000
Annual Operations and Maintenance:			
None			

Infrastructure Pre-Design and Planning—Water (Program #9903)

Where is this project happening?

City water service area

Are there other CFP projects that impact this project?

N/A

Description

Perform pre-design evaluation and analysis of water project alternatives in order to recommend projects identified in the Water System Plan and support other City project planning requirements that occur outside of the annual CFP process.

Project List

Year	Project Description	Cost Estimated
2020-2025	Pre-Design and Planning	\$1,500,000

Why is this project a priority?

The City's Water System Plan and six-year Financial Plan identify projects from a planning level perspective based on detected deficiencies in a specific portion of the system. They also include planning level cost estimates done at the time the plan was developed and may not include enough detail in the scope to accurately assess project costs. This program evaluates these projects prior to their appropriation in the annual Capital Facilities Plan update. It ensures accurate scope of work and cost estimates and a full evaluation of project alternatives. Other uses for this information include project scheduling, assessment of rate impacts, and cash flow planning.

Is there a level of service standard or measurable outcome?

LOS III – See program overview for LOS definitions.

What Comprehensive Plan goals and policies does this project address?

This project reflects the following goals and policies of the Olympia Comprehensive Plan.

- Goal Utilities 7**
 The drinking water system is reliable and is operated and maintained so that high quality drinking water is delivered to customers.

- **Policy Utilities 7.3**
Design Olympia’s water supply system to achieve the most favorable and practical fire insurance rating, consistent with adopted service levels.
- **Policy Utilities 7.7**
Develop and maintain adequate storage, transmission, and distribution facilities.

Infrastructure Pre-Design and Planning - Water

Capital Cost:			
	Year 2020	Years 2021-2025	Total
Engineering	\$250,000	\$1,250,000	\$1,500,000
Total	\$250,000	\$1,250,000	\$1,500,000
Funding Sources:			
Rates	\$250,000	\$1,250,000	\$1,500,000
Total	\$250,000	\$1,250,000	\$1,500,000
Annual Operations and Maintenance:			
Estimated Costs	None		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

Reclaimed Water—Water (Program #9710)

Where is this project happening?

Various Locations Citywide. See Project List.

Are there other CFP projects that impact this project?

N/A

Description

This program is targeted towards delivery of reclaimed water. Reclaimed water is delivered through a separate distribution system that consists of purple colored pipes, connections, and distribution points for easy identification. Reclaimed water is recycled municipal wastewater that has been cleaned and treated in order to remove pollutants and contaminants so that the water can be safely reused for a variety of approved uses, such as irrigation.

Project List

Year	Project Description	Cost Estimated
2020	Other Projects to be determined	\$134,000
2021	Reclaimed Water Filling Stations. Install reclaimed water filling stations at convenient locations for contractors to use on construction projects. This project will reduce the likelihood of cross connections occurring and increase the use of reclaimed water.	\$134,000

Why is this project a priority?

Given that sources of potable water are limited, State law and Olympia's Water System Plan strongly encourage the use of reclaimed water as a resource to help meet current and future water needs. The LOTT Sewer Plan calls for the use of reclaimed water by each of the LOTT partner cities. LOTT is now producing reclaimed water at its Budd Inlet Reclaimed Water Plant and Martin Way Reclaimed Water Plant to help meet Federal and State water quality discharge standards to protect Budd Inlet. Water treated at the Budd Inlet Reclaimed Water Plant is now being used for irrigation at the Port of Olympia, the City's Percival Landing Park, and the State's Heritage and Marathon Parks.

Is there a level of service standard or measurable outcome?

LOS III – See program overview for LOS definitions.

What Comprehensive Plan goals and policies does this project address?

This project reflects the following goals and policies of the Olympia Comprehensive Plan.

- **Goal Utilities 4**

Use Olympia’s water resources efficiently to meet the needs of the community, reduce demand on facilities, and protect the natural environment.

- **Policy Utilities 4.1**

Encourage and allow re-use techniques, including rainwater collection, greywater systems, and use of Class A reclaimed water as alternatives to use of potable water, in order to enhance stream flows or recharge aquifers, while also protecting water quality.

- **Policy Utilities 4.6**

Advance the use of reclaimed water as defined in Council-adopted policies.

Reclaimed Water - Water

Capital Cost:	Year 2020	Years 2021-2025	Total
Construction	\$107,000	\$107,000	\$214,000
Design and Engineering	\$27,000	\$ 27,000	\$53,800
Total	\$134,000	\$ 134,000	\$267,800
Funding Sources:			
Rates	\$134,000	\$134,000	\$268,000
Total	\$134,000	\$134,000	\$268,000
Annual Operations and Maintenance:			
Estimated Costs	None		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

Small Diameter Water Pipe Replacement (Program #9408)

Where is this project happening?

Various locations based on the Utility's Small Diameter Water Pipe Upgrade Plan. Projects selected are based on service complaints, and operation and maintenance records of leaks and main breaks.

Are there other CFP projects that impact this project?

N/A

Description

Replace small diameter substandard water pipes within the existing system. Project components may include hydraulic modeling, valves, vaults, and water lines.

Project List

Location Street	From	To
7th Avenue	Central Street	Boundary Street
Boundary Street	9th Avenue	8th Avenue
Fir Street	4th Avenue	State Avenue
Giles Street	Thomas Street	Division Street
Percival Street	Harrison Avenue	Jackson Avenue
Puget Street	4th Avenue	State Avenue
Union Avenue	Central Street	Fir Street
7th Avenue	Boundary Street	Central Street
Thurston Avenue	Tullis Street	Puget Street
Amhurst Street	18th Avenue	20th Avenue
Brown Street	18th Avenue	22nd Avenue
Location Street	From	To
Eastside Circle	To End	To End
End of Rogers Court	South of 11th Court	End of Street
McCormick Street	13th Avenue	Union Avenue
13th Avenue	Fir Street	Fairview Street
Fir Street	14th Avenue	13th Avenue
Evergreen Park Lane	At Cul-de-sac	At Cul-de-sac
Water Street	22nd Avenue	24th Avenue

Why is this project a priority?

The City is responsible for providing domestic and firefighting water flows at minimum pressures as established by the Department of Health. This program implements the improvements outlined in the 2015-2020 Water System Plan. The Plan identifies location, size, and timing of major and minor water main distribution line improvements. The Plan also identifies deficient areas that require looping or upgrading to improve flows and pressures. This project provides improvements to the basic system to assure adequate pressure and flow for domestic and firefighting situations. Maintenance records and service complaints are used to identify the lines needing replacement.

Is there a level of service standard or measurable outcome?

LOS II – See program overview of LOS definitions.

What Comprehensive Plan goals and policies does this project address?

This CFP reflects the goals and policies of the Olympia Comprehensive Plan.

- **Goal Utilities 7**

The drinking water system is reliable and is operated and maintained so that high quality drinking water is delivered to customers.

- **Policy Utilities 7.3**

Design Olympia's water supply system to achieve the most favorable and practical fire insurance rating, consistent with adopted service levels.

- **Policy Utilities 7.7**

Develop and maintain adequate storage, transmission, and distribution facilities.

Small Diameter Water Pipe Replacement

Capital Cost:			
	Year 2020	Years 2021-2025	Total
Construction	\$ 0	\$1,600,800	\$1,600,800
Design and Engineering	\$ 0	\$400,200	\$400,200
Total	\$ 0	\$2,001,000	\$2,001,000
Funding Sources:			
Rates	\$ 0	\$2,001,000	\$2,001,000
Total	\$ 0	\$2,001,000	\$2,001,000
Annual Operations and Maintenance:			
Estimated Costs	None		
Estimated Revenues	None		
Anticipated Savings Due to Project	Decreases cost of line breaks — estimated at \$2,000 per repair. Some main breaks also require extensive road restoration costs.		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

Transmission and Distribution Projects—Water (Program #9609)

Where is this project happening?

Various locations within the existing system as service complaints and operation and maintenance records indicate. See Project List.

Are there other CFP projects that impact this project?

- Sewer Pipe Extensions—Sewer Program
- Fones Road—Transportation Impact Fee section
- Thurston County CFP

Description

This program includes projects necessary to rehabilitate and replace existing transmission and distribution facilities, including water mains, valves, fire hydrants, service meters, and booster pump stations. These projects are targeted to respond to identified capacity problems (related to flow, pressure, firefighting) as well as to replace infrastructure that is beyond its useful life. This program also includes installing new transmission mains to connect new key facilities to the system.

Projects are often coordinated with other public works projects (e.g., road improvements), to take advantage of cost efficiencies and to minimize inconvenience to citizens. Specific components covered under this program include hydrants, hydraulic modeling, valves, vaults, water lines, and water system structures and equipment.

Project List

Year	Project Description	Cost Estimate
2020	Water Meter Replacement Program. This project will provide for a systematic replacement of water meters and AMR radios.	\$312,000
2020-2022	Fones Road Water Main Construction (N:C7). This project installs a new water main to replace an existing AC water main in Fones Road from Pacific Avenue to 18th Avenue, to be coordinated with a planned roadway reconstruction. This project is partially funded by GFCs.	\$2,819,000
2020-2025	Asset Management Program. This project will begin the process to provide an asset management plan to replace, rehabilitate, and maintain the City's water system to ensure it is reliable.	\$300,000

Year	Project Description	Cost Estimate
2020, 2022, and 2024	Cross Country Mains. This project will identify water mains that are located outside of roadways and cross through neighborhoods. The project will determine if the water mains have easements and if they should be relocated to areas that have easier access for maintenance.	\$75,000
2020-2025	Distribution System Oversizing. This project funds oversizing of distribution pipeline projects associated with development-related improvement to provide additional capacity to meet anticipated future needs that may be greater than at the time of development. This project is funded by GFCs.	\$210,000
2020-2025	Security and Remote Systems Program. This project will provide enhancements to the security and remote monitoring systems of Drinking Water Utility sites.	\$300,000
2021, 2023, and 2025	Aging Pipe Replacement. This is an annual project to replace substandard pipe throughout the City. Each year based on maintenance records and asset scores, the City will choose which pipes to replace based on age and material. The primary focus is on Asbestos Cement (AC) pipe. Currently 40% of the City's water system is comprised of AC pipe which is prone to leaking and breaks.	\$2,001,000
2021, 2023, and 2025	Corrosion Control Aeration Tower Condition Assessment and Upgrades. The City has three corrosion control towers that will need periodic large-scale maintenance that is beyond the normal day-to-day maintenance. This project will assess the work that is needed and perform the upgrades.	\$105,000
2021, 2023, and 2025	Distribution and Transmission Main Condition Assessment. This project is a part of the asset management program to assess the condition and reliability of the distribution mains to prioritize repair or replacement.	\$450,000

Year	Project Description	Cost Estimate
2024	Eastside Street and Henderson Boulevard Water Main Extension Design. This project will design a new 16-inch water main to replace an existing 10-inch pipe that presents a bottleneck in the Zone 264 distribution system. The replacement line will connect to an existing 16-inch main at Eastside Street, where it originates as a tap off of the 36-inch transmission main near the Fir Street Storage Tanks. The new line will then extend approximately 3,500 feet through the City's Maintenance Center property and across Henderson Boulevard, terminating at an existing 12-inch main that feeds a portion of Zone 264 west of Henderson. This project is partially funded by GFCs.	\$347,000
2025	Eastside Street and Henderson Boulevard Water Main Extension Construction. This project will construct a new 16-inch water main to replace an existing 10-inch pipe that presents a bottleneck in the Zone 264 distribution system.	\$1,383,000
2020	Other Projects to be Determined	\$1,819,000

Why is this project a priority?

This program will ensure that existing distribution and transmission facilities are rehabilitated and replaced as needed in order to continue to secure a safe and sustainable water supply. Priority projects are targeted to those areas of the water system that fall short of meeting DOH standards for water pressure and UFC fire flow criteria or have ongoing maintenance problems (e.g., a history of repeated main breaks). This program also provides funding for installing new transmission mains to connect new critical source and storage facilities to the water system.

Is there a level of service standard or measurable outcome?

LOS II – See program overview of LOS definitions.

What Comprehensive Plan goals and policies does this project address?

This Project reflects the following goals and policies of the Olympia Comprehensive Plan.

- **Goal Utilities 7**

The drinking water system is reliable and is operated and maintained so that high quality drinking water is delivered to customers.

- **Policy Utilities 7.3**
Design Olympia’s water supply system to achieve the most favorable and practical fire insurance rating, consistent with adopted service levels.
- **Policy Utilities 7.4**
Continue and improve maintenance management, including preventive maintenance, repairs and replacements.
- **Policy Utilities 7.6**
Continue to improve operations and maintenance program management, including safety, asset management and meter replacement.
- **Policy Utilities 7.7**
Develop and maintain adequate storage, transmission and distribution facilities.

Transmission and Distribution Projects - Water

Capital Cost:	Year 2020	Years 2021-2025	Total
Construction	\$ 2,143,600	\$5,761,800	\$ 7,905,400
Design and Engineering	\$ 647,400	\$1,568,200	\$ 2,215,600
Total	\$2,791,000	\$7,330,000	\$ 10,121,000
Funding Sources:			
General Facilities Charges	\$615,000	\$1,187,000	\$1,802,000
Rates	\$2,176,000	\$6,143,000	\$8,319,000
Total	\$2,791,000	\$7,330,000	\$10,121,000
Annual Operations and Maintenance:			
Estimated Costs	Minimal maintenance on new transmission main		
Estimated Revenues	None		
Anticipated Savings Due to Project	Decreases cost of line breaks—estimated at \$3,500 per repair. Some main breaks also require extensive road restoration costs.		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

Water Source Development and Protection (Program #9700)

Where is this project happening?

Various location Citywide.

Are there other CFP projects that impact this project?

N/A

Description

The overall goal of this program is to develop and maintain a water source system that provides adequate water source and water quality in compliance with Federal and State safe drinking water standards. Specific project types include water source reliability, water quality and treatment, water system structures, and equipment.

Project List

Year	Project Description	Cost Estimate
2020	Olympia Brewery Water Engineering Analysis. This project continues work to develop this new source in conjunction with Tumwater and Lacey. This project will develop a Wellhead Protection Plan and Water Rights Re-Perfection Strategy, as well as decommission existing tanks and wells. This project is funded by GFCs.	\$400,000
2020-2025	McAllister Mitigation (Smith Property Restoration). This is an annual project to restore the Smith farm located near the Deschutes River as part of the mitigation plan related to the operations of the new McAllister Wellfield. Reforestation of a riparian zone along the Deschutes River will improve fish habitat. This project is partially funded by GFCs.	\$ 217,000
2020-2025	McAllister Wellfield Mitigation (Woodland Creek Infiltration Facility) O&M Costs. This is a joint project with Lacey. Olympia will participate in the operations and maintenance costs as part of the mitigation for the McAllister Wellfield project. This project is partially funded by GFCs.	\$78,000
2022	Hoffman Well Treatment Design. This project will design hypo-chlorination and iron/manganese removal treatment facilities for the Hoffman Well 3, needed to provide high quality water from this source. This project is funded by GFCs.	\$720,000

Year	Project Description	Cost Estimate
2023	Briggs Well Design. The City previously purchased and transferred water rights to the Briggs well. This project will design a new groundwater supply well in the Briggs Urban Village Area to supply Zone 338 with an additional anticipated 1,100 gallons per minute of source capacity, enhancing supply redundancy and reliability for Zones 417 and 338. Drilling was originally scheduled for 2008, but the project was delayed primarily due to the need for costly iron and manganese treatment. The City obtained approval to extend the water rights development schedule until 2019 and hopes to negotiate additional extensions as needed. This project is funded by GFCs.	\$720,000
2023	Hoffman Well Treatment Construction. This project will construct hypo-chlorination and iron/ manganese removal treatment facilities for the Hoffman Well 3, needed to provide high quality water from this source. This project is funded by GFCs.	\$2,880,000
2024	Briggs Well Construction. This project will construct a new groundwater supply well, and associated iron and manganese treatment facilities, in the Briggs Urban Village Area. This project is partially funded by GFCs	\$2,880,000

Why is this project a priority?

The Safe Drinking Water Act (SDWA) of 1974 signaled the beginning of a new age in public water supply. The detection of organic contaminants in drinking water throughout the United States spurred the passage of the SDWA.

The 2015–2020 Water System Plan calls for additional source water quality treatment in various areas of the City to meet State drinking water requirements.

Is there a level of service standard or measurable outcome?

LOS II – See program overview of LOS definitions.

What Comprehensive Plan goals and policies does this project address?

This Project reflects the following goals and policies of the Olympia Comprehensive Plan.

- **Goal Utilities 5**

Adequate supplies of clean drinking water are available for current and future generations and instream flows and aquifer capacity are protected.

- **Policy Utilities 5.1**

Reserve water supply rights for at least 50 years in advance of need, so that supplies can be protected from contamination and they are not committed to lower priority uses.

- **Policy Utilities 5.2**

Develop and maintain multiple, geographically dispersed sources of water supply to increase the reliability of the system.

- **Goal Utilities 7**

The drinking water system is reliable and is operated and maintained so that high quality drinking water is delivered to customers.

- **Policy Utilities 7.2**

Maintain 100 percent compliance with all state and federal requirements, and continually improve our water quality management program.

- **Policy Utilities 7.3**

Design Olympia's water supply system to achieve the most favorable and practical fire insurance rating, consistent with adopted service levels.

- **Policy Utilities 7.7**

Develop and maintain adequate storage, transmission, and distribution facilities

Water Source Development and Protection

Capital Cost:	Year 2020	Years 2021-2025	Total
Construction	\$340,000	\$5,956,000	\$6,296,000
Design and Engineering	\$110,000	\$1,489,000	\$1,599,000
Total	\$450,000	\$7,445,000	\$7,895,000
Funding Sources:			
General Facilities Charges	\$425,000	\$7,323,000	\$7,748,000
Rates	\$25,000	\$122,000	\$147,000
Total	\$450,000	\$7,445,000	\$7,895,000
Annual Operations and Maintenance:			
Estimated Costs	None		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

Water Storage Systems (Program #9610)

Where is this project happening?

Various location Citywide.

Are there other CFP projects that impact this project?

N/A

Description

The overall goal of this project is to develop and maintain a water reservoir system that provides adequate water storage and “chlorine contact time” in compliance with Federal and State safe drinking water standards. It would also ensure that storage reservoirs are sized sufficiently to have reserve water for firefighting. Specific project types include reservoirs, water lines, seismic upgrades, water quality and treatment, water system structures, and equipment.

Project List

Year	Project Description	Cost Estimate
2020	Elliott Reservoir Seismic Retrofit Construction. This project will complete recommended seismic retrofits to the Elliot Reservoir. Improvements will include interior column wrapping, dowels to tie roof slab to perimeter walls, and perimeter retaining wall.	\$963,000
2020	Fir Street #1 and #2 Reservoirs Seismic Retrofit Construction. — This project will complete recommended seismic retrofits to Fir Street Reservoirs. Improvements will include the addition of perimeter walls with reinforcing cables, the addition of collars on the interior columns, and upgrades to the McCormick Valve house.	\$798,000
2020	Boulevard Road Reservoir Rehabilitation Construction. This project will rehabilitate the Boulevard Road Reservoir to address deficiencies in interior/exterior coating systems and structural components, as well as complete recommended seismic retrofits. The project will prolong service life and enhance system reliability.	\$1,923,000

Year	Project Description	Cost Estimate
2020-2025	2020 – 2025 Reservoir Cleaning, Inspection and Evaluation. This project will provide for cleaning, inspection, and evaluation services for the City’s drinking water reservoirs.	\$300,000
2021	Hoffman Court Reservoir Rehabilitation Construction. This project will rehabilitate the Hoffman Court Reservoir to address deficiencies in interior/exterior coating systems and structural components, as well as complete recommended seismic retrofits. The project will prolong service life and enhance system reliability.	*TBD*

Why is this project a priority?

The Safe Drinking Water Act (SDWA) of 1974 signaled the beginning of a new age in public water supply. The detection of organic contaminants in drinking water throughout the United States spurred the passage of the SDWA.

One of the federally mandated standards of the SDWA is adequate “chlorine contact time.” When added to drinking water, chlorine is a disinfecting agent. The chlorine needs time, however, to react with the water to provide adequate disinfection. Water reservoirs provide the safest and most effective method to ensure that chlorine levels and contact times are adequate to meet disinfection levels. Reservoirs also provide water storage to allow for proper domestic and firefighting flows.

The 2015-2020 Water System Plan calls for additional storage in the southeast area of the City to meet State drinking water requirements. This new reservoir in the 417 Zone will provide adequate storage for at least the next 25 years.

Updated evaluations of the Fir Street and Elliot reservoirs completed in 2011 call for seismic upgrades to improve the structural integrity of the reservoirs.

Is there a level of service standard or measurable outcome?

LOS II – See program overview of LOS definitions.

What Comprehensive Plan goals and policies does this project address?

This Project reflects the following goals and policies of the Olympia Comprehensive Plan.

- **Goal Utilities 7**

The drinking water system is reliable and is operated and maintained so that high quality drinking water is delivered to customers.

→ **Policy Utilities 7.3**

Design Olympia's water supply system to achieve the most favorable and practical fire insurance rating, consistent with adopted service levels.

Water Storage Systems

Capital Cost:	Year 2020	Years 2021-2025	Total
Construction	\$3,694,000	\$50,000	\$3,744,000
Design and Engineering	\$40,000	\$200,000	\$240,000
Total	\$3,734,000	\$250,000	\$3,984,000
Funding Sources:			
Rates	\$3,734,000	\$250,000	\$3,984,000
Total	\$3,734,000	\$250,000	\$3,984,000
Annual Operations and Maintenance:			
Estimated Costs	\$50,000 in addition, Log Cabin Reservoir requires \$3,300 annually.		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Public Works		
Quadrant Location	South and West		

Water System Planning (Program #9606)

Where is this project happening?

N/A (Planning Activities).

Are there other CFP projects that impact this project?

N/A

Description

Various types of planning efforts are needed on an on-going basis to ensure that the Utility is able to meet future growth needs, maintain regulatory compliance, and invest money wisely in infrastructure. Planning efforts under this program are targeted towards the comprehensive Water System Plan, updated every six years per State requirements. Work on the 2015-2020 Water System Plan began in 2013 and the plan was adopted in 2015. Other smaller-scale planning efforts to evaluate project alternatives may also be conducted under this program. This program is partially funded by GFCs.

Project List

Year	Project Description	Cost Estimate
2020	Update of six-year water system plan. This project is partially funded by GFCs	\$400,000

Why is this project a priority?

Under State drinking water requirements, the City must complete a comprehensive Water System Plan update every six years. The Water System Plan outlines capital improvements, program efforts, and financial strategies that are necessary to ensure that the Water Utility can meet growth demands, be in regulatory compliance and maintain existing facilities over a 20-year horizon. For the first time, the 2015-2020 Water System Plan also included a 50-year planning horizon for water demand and water supply.

Is there a level of service standard or measurable outcome?

LOS II – See program overview of LOS definitions.

What Comprehensive Plan goals and policies does this project address?

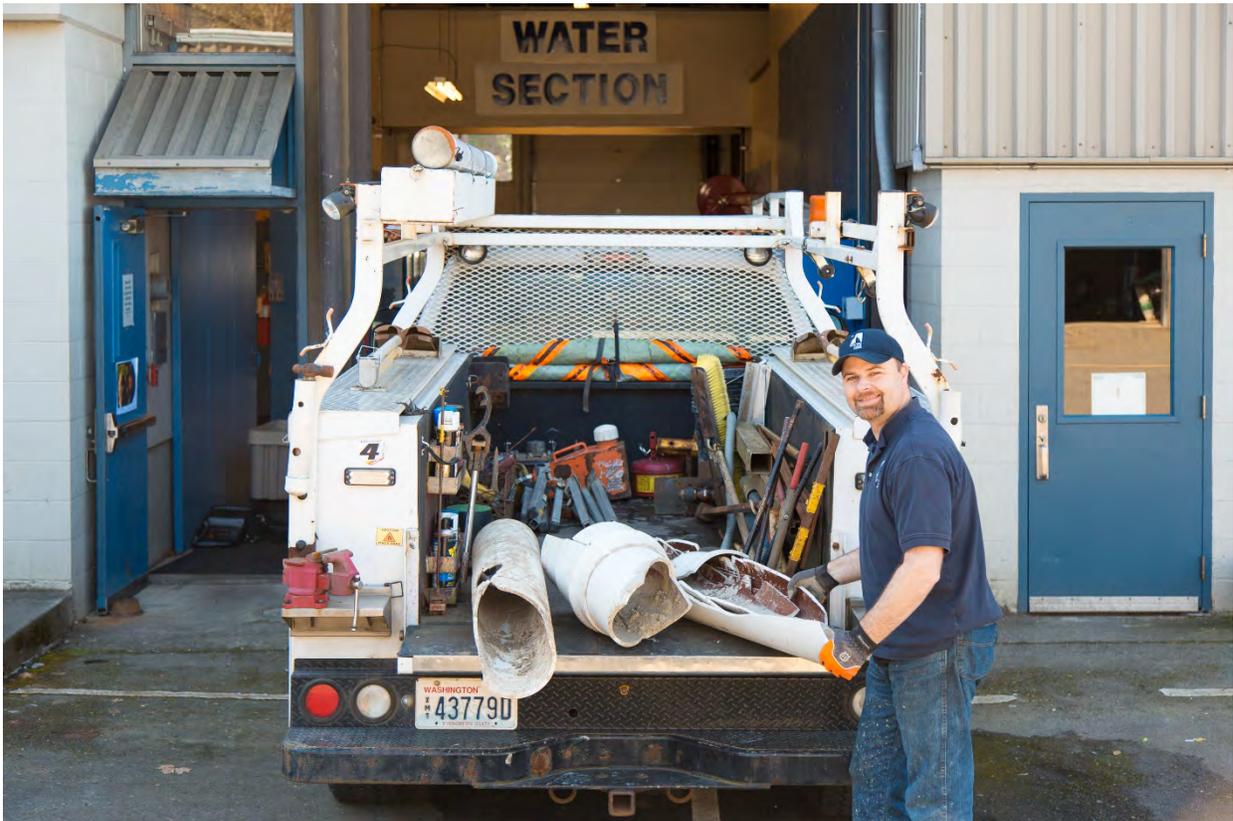
This program implements the following Olympia Comprehensive Plan goals and policies:

- **Policy Utilities 3.2**
Regularly revise the Olympia Municipal Code and Engineering Development and Design Standards to give detailed guidance on how utility services should be delivered and paid for in accordance with the principles established in this Comprehensive Plan.
- **Policy Utilities 3.3**
Update all utility master plans regularly and in accordance with state law.
- **Policy Utilities 7.1**
Maintain and update the Water System Plan, Engineering Design and Development Standards and Olympia Municipal Code to ensure drinking water utility facilities meet the requirements of the Growth Management Act, North Thurston County Coordinated Water System Plan, Washington State Department of Health, and Olympia Fire Code.

Water System Planning

Capital Cost:	Year 2020	Years 2021-2025	Total
Pre-design and Planning	\$400,000	\$ 0	\$400,000
Total	\$400,000	\$ 0	\$400,000
Funding Sources:			
General Facilities Charges	\$200,000	\$ 0	\$200,000
Rates	\$200,000	\$ 0	\$200,000
Total	\$400,000	\$ 0	\$400,000
Annual Operations and Maintenance:			
Estimated Costs	None		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

Wastewater Projects



Effective wastewater system management is essential to public and environmental health. The challenges of effective management continue as the Olympia area population grows, land use densities increase, and development occurs in outlying areas distant from the LOTT Clean Water Alliance treatment facility. Responding to these challenges necessitates proactive management of our public and private wastewater infrastructure.

Capital facility funding is important to the heavily infrastructure-dependent Wastewater Utility. The public system maintained by Olympia is comprised of approximately 187 miles of gravity pipe and 31 regional lift stations. The Utility is also responsible for the operation and maintenance of approximately 1,775 residential and 25 commercial Septic Tank Effluent Pumping (STEP) sewer systems that use individual effluent pumps at residences and 27.5 miles of associated STEP pressure mains. Additionally, the continued use of over 4,225 septic systems in Olympia and its Urban Growth Area creates long-term public health and water quality concerns. Conversion of septic systems to the municipal system is encouraged.

The pipes making up the wastewater infrastructure vary in age, materials, and structural integrity. Ongoing work to systematically televise and evaluate the condition of the individual pipes helps prioritize repair and replacement needs. Considerable work has been completed in recent years. However, this work effort will continue in the years to come with subsequent inclusion of repair and replacement projects in the CFP.

The Olympia City Council adopted the most recent Wastewater Management Plan in 2019. The Plan supports the continuation and refinement of current practices; the repair and replacement of existing pipes and pumps, extensions of major trunk lines, and conversions of onsite sewage systems to public sewer service. This plan evaluates wastewater needs for a 20-year planning horizon. It also provides for the review of existing policies related to the use of onsite sewage systems and STEP systems. The plan will be revised for 2025 as the plan is on a six-year revision cycle.

The projects contained in the Wastewater CFP are funded annually through Utility rates and General Facilities Charges. State low-interest loans and grants are pursued as needed. The 2019 Wastewater Management Plan includes a financial strategy that relies primarily on cash financing of capital projects.

There are currently no projects identified in the CFP under the pipe capacity upgrade program of the Wastewater Program. Sewer pipe capacities were evaluated in development of the Wastewater Management Plan. The Wastewater Utility anticipates incorporating capacity upgrade projects into future CFPs.

Growth-Related Projects

Projects that fall under this category are associated with work accommodating customer base expansion and are therefore funded by General Facility Charges (GFC) revenue. When an upgrade project serves both new and existing development, a portion of the project cost is funded by GFCs. This CFP identifies numerous lift station upgrades and sewer extensions that are appropriate for GFC funding. These projects will often accommodate both existing and future needs:

Project	% Growth Related
Miller and Central Lift Station Upgrade	50%
Miller and Ann Lift Station Upgrade	50%
Rossmoor Lift Station Upgrade	50%
Old Port II Lift Station Upgrade	75%
Roosevelt and Yew Lift Station Upgrade	75%
% Expansion Related	
Gravity sewer extensions	100%
Neighborhood sewer extensions	100%

Asphalt Overlay Adjustments—Sewer (Program #9021)

Where is this project happening?

Citywide as determined by the Transportation Program's six-year Transportation Improvement Program (TIP)

Are there other CFP projects that impact this project?

- Street Repair and Reconstruction Projects—Transportation Section
- Asphalt Overlay Adjustments—Drinking Water and Storm and Surface Water Sections

Description

The work of the City's annual overlay and street reconstruction projects includes replacing and adjusting wastewater utility castings within streets. These wastewater funds are passed through to transportation street repair and reconstruction projects for incidental wastewater upgrades.

Why is this project a priority?

Asphalt overlay and street reconstruction projects often require the adjustment/replacement of wastewater system structures (e.g., maintenance hole frames and lids) as part of the paving process. The goal of this work is to replace damaged castings and to ensure that all castings are adjusted to the new pavement level.

What Comprehensive Plan goals and policies does this project address?

This CFP reflects the goals and policies of the Olympia Comprehensive Plan.

- **Goal Utilities 3**
Utilities are developed and managed efficiently and effectively.
 - **Policy Utilities 3.1**
Utilities are developed and managed efficiently and effectively.

Asphalt Overlay Adjustments - Sewer

Capital Cost:			
	Year 2020	Years 2021-2025	Total
Construction	\$ 0	\$28,000	\$28,000
Total	\$ 0	\$28,000	\$28,000
Funding Sources:			
Rates	\$ 0	\$28,000	\$28,000
Total	\$ 0	\$28,000	\$28,000
Annual Operations and Maintenance:			
Estimated Costs	Minimal		
Estimated Revenues	None		
Anticipated Savings Due to Project	Efficient upgrades to existing infrastructure		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

Infrastructure Pre-Design and Planning—Sewer (Program #9903)

Where is this project happening?

City sewer service area

Are there other CFP projects that impact this project?

Not defined at this time

Description

These funds support pre-design conceptual evaluation of wastewater projects and potential alternatives in order to refine complex projects prior to launching full permitting and design. Additionally, the funds are used to expediently respond to emergencies and other unanticipated needs.

Project List

Year	Project Description	Cost Estimated
2020-2025	Pre-Design and Planning. Develops project scopes and cost estimates. Responds to emergencies.	\$1,500,000

Why is this project a priority?

The City's Wastewater Management Plan and six-year Financial Plan identify projects from a planning-level perspective based on detected deficiencies in specific portions of the system. They also include planning-level cost estimates completed at the time the Plan was developed. These estimates may not include enough detail in the scope to accurately assess project costs. This program evaluates complex projects prior to full initiation of design and permitting. It ensures accurate scope of work, cost estimates and a full evaluation of project alternatives. Other uses for this information include timely staff response to unanticipated public or environmental risks while long-term funding is secured.

Is there a level of service standard or measurable outcome?

Not listed

What Comprehensive Plan goals and policies does this project address?

This Program reflects the following goals and policies of the Olympia Comprehensive Plan.

- **Goal Utilities 8**

The City and its growth area are served by a City-owned wastewater collection and transmission system that is designed to minimize leakage, overflows, infiltration and inflows so as to provide sufficient capacity for projected demand.

- **Policy Utilities 8.8**

Evaluate the structural integrity of aging wastewater facilities, and repair and maintain as needed.

Infrastructure Pre-Design and Planning - Sewer

Capital Cost:	Year 2020	Years 2021-2025	Total
Pre-Design and Planning	\$250,000	\$1,250,000	\$1,500,000
Total	\$250,000	\$1,250,000	\$1,500,000
Funding Sources:			
Rates	\$250,000	\$1,250,000	\$1,500,000
Total	\$250,000	\$1,250,000	\$1,500,000
Annual Operations and Maintenance:			
Estimated Costs	None		
Estimated Revenues	None		
Anticipated Savings Due to Project	Project Specific Savings		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

Lift Stations—Sewer (Program #9806)

Where is this project happening?

Various Locations Citywide. See Project List.

Are there other CFP projects that impact this project?

N/A

Description

Aging pumps and associated systems in our lift stations need to be upgraded or reconstructed in order to provide dependable service while meeting increasing wastewater flows. Projects may include providing needed increased pumping capacity, installing new force mains, providing backup power generators, and upgrading facilities to current Department of Ecology sewage pumping system standards.

Project List

Year	Project Description	Cost Estimated
2020	Old Port 1 Lift Station Upgrade Construction. Upgrade existing lift station and install new force main to enhance system reliability for existing and future flows.	\$1,607,000
2020	Miller and Central Lift Station Upgrade Construction. Upgrade existing lift station and install new force main for existing and future flows. This project is partially funded by GFCs.	\$940,000
2020	Miller and Ann Lift Station Upgrade Design. Design of upgrades to the existing lift station to enhance system reliability for current and future flows. This project is partially funded by GFCs.	\$110,000
2021	Miller and Ann Lift Station Upgrade Construction. Upgrade existing lift station for existing and future flows. This project is partially funded by GFCs.	\$455,000
2021	Rossmoor Lift Station Upgrade Design. Design of upgrades to the existing lift station and new force main to enhance system reliability for current and future flows. This project is partially funded by GFCs.	\$228,000
2022	Rossmoor Lift Station Upgrade Construction. Upgrade existing lift station and install new force main to enhance system reliability for current and future flows. This project is partially funded by GFCs.	\$948,000

Year	Project Description	Cost Estimated
2023	Old Port II Lift Station Upgrade Design. Design of upgrades to the existing lift station and new force main to enhance system reliability for current and future flows. This project is partially funded by GFCs.	\$354,000
2024	Old Port II Lift Station Upgrade Construction. Upgrade the existing lift station and install new force main for existing and future flows. This project is partially funded by GFCs.	\$1,475,000
2025	Roosevelt and Yew Lift Station Upgrade Design. Design of upgrades to the existing lift station and new force main to enhance system reliability for current and future flows. This project is partially funded by GFCs.	\$292,000

Why is this project a priority?

Pumps are an integral element of our sewer infrastructure. Lift stations pose critical risks for spills and associated public and environmental health impacts. Unlike gravity sewer pipes, pump stations are complex mechanical and electrical systems susceptible to chronic or acute failure. The lift stations must operate well in order to prevent sewer overflows.

Is there a level of service standard or measurable outcome?

None listed

What Comprehensive Plan goals and policies does this project address?

This Program reflects the following goals and policies of the Olympia Comprehensive Plan.

- **Goal Utility 8**

The City and its growth area are served by a City-owned wastewater collection and transmission system that is designed to minimize leakage, overflows, infiltration and inflows so as to provide sufficient capacity for projected demand.

→ **Policy Utility 8.1**

Extend the wastewater gravity collection system through both public and private development projects.

→ **Policy Utility 8.8**

Evaluate the structural integrity of aging wastewater facilities and repair and maintain as needed.

Lift Stations - Sewer

Capital Cost:	Year 2020	Years 2021-2025	Total
Construction	\$2,547,000	\$2,878,000	\$5,425,000
Design and Engineering	\$110,000	\$874,000	\$984,000
Total	\$2,657,000	\$3,752,000	\$6,409,000
Funding Sources:			
General Facilities Charges	\$525,000	\$2,406,000	\$2,931,000
Rates	\$2,132,000	\$1,346,000	\$3,478,000
Total	\$2,657,000	\$3,752,000	\$6,409,000
Annual Operations and Maintenance:			
Estimated Costs	Not yet determined		
Estimated Revenues	Several projects support future growth		
Anticipated Savings Due to Project	Projects decrease likelihood of system failure		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

Onsite Sewer System Conversions—Sewer (Program #9813)

Where is this project happening?

Various locations Citywide.

Are there other CFP projects that impact this project?

N/A

Description

Supporting the conversion of existing onsite sewage systems to municipal sewer services is a City priority. Efforts to pursue conversions rely on both mandatory regulations and financial incentives. This program provides funding for both minor sewer extensions typically along a short section of street and coordinated neighborhood sewer extensions covering larger areas.

Project List

Year	Project Description	Cost Estimated
2020-2025	Neighborhood Sewer Extensions. This project funds extensions of public sewer pipes into neighborhoods. This project is funded by GFCs.	\$2,556,000

Why is this project a priority?

In increasingly densely developed urban settings, onsite septic systems pose long-term threats to public and environmental health. City goals and policies provide various resources, including CFP funding, for the conversion to municipal sewer.

Is there a level of service standard or measurable outcome?

None Listed.

What Comprehensive Plan goals and policies does this project address?

This CFP reflects the goals and policies of the Olympia Comprehensive Plan.

This Program reflects the following goals and policies of the Olympia Comprehensive Plan.

- **Goal Utility 8**

The City and its growth area are served by a City-owned wastewater collection and transmission system that is designed to minimize leakage, overflows, infiltration and inflows so as to provide sufficient capacity for projected demand.

→ **Policy Utility 8.1**

Extend the wastewater gravity collection system through both public and private development projects.

→ **Policy Utility 8.4**

Encourage septic system owners to connect to the City wastewater system by offering incentives, cost-recovery mechanisms, pipe extensions, and other tools.

Onsite Sewer System Conversions - Sewer

Capital Cost:	Year 2020	Years 2021-2025	Total
Construction	\$341,000	\$1,704,000	\$2,045,000
Design and Engineering	\$85,000	\$426,000	\$511,000
Total	\$426,000	\$2,130,000	\$2,556,000
Funding Sources:			
General Facilities Charges	\$426,000	\$2,130,000	\$2,556,000
Total	\$426,000	\$2,130,000	\$2,556,000
Annual Operations and Maintenance:			
Estimated Costs	Not yet determined		
Estimated Revenues	Supports new wastewater customer through conversion program		
Anticipated Savings Due to Project	Facilitates gradual expansion of sewer system		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

Pipe Extensions (Program #9809)

Where is this project happening?

Various locations

Description

Supporting efforts to encourage construction of regional sewer infrastructure. This program also funds the replacement of aging asbestos cement sewer force mains.

Project List

Year	Project Description	Cost Estimated
2025	Gravity Sewer Extensions. The project will explore options to encourage construction of regional sewer infrastructure in areas where development densities may not favor development-driven infrastructure projects. This project is funded by GFCs.	\$575,000
2025	AC Force Main Upgrades, Phase 1. The project will fund the initial phase of pipe installations to replace asbestos cement sewer force mains.	\$1,035,000

Why is this project a priority?

Private development typically drives expansion of the City's sewer system. However, this type of growth may not occur in areas where development densities are not as favorable. This program will provide funding to explore options for sewer extensions into these areas. It will provide needed funds for AC force main replacement projects.

Is there a level of service standard or measurable outcome?

None Listed.

What Comprehensive Plan goals and policies does this project address?

This Program reflects the following goals and policies of the Olympia Comprehensive Plan.

- **Goal Utility 8**

The City and its growth area are served by a City-owned wastewater collection and transmission system that is designed to minimize leakage, overflows, infiltration and inflows so as to provide sufficient capacity for projected demand.

→ **Policy Utility 8.1**

Extend the wastewater gravity collection system through both public and private development projects.

→ **Policy Utility 8.8**

Evaluate the structural integrity of aging wastewater facilities and repair and maintain as needed.

Pipe Extensions

Capital Cost:	Year 2020	Years 2021-2025	Total
Construction	\$ 0	\$1,288,000	\$1,288,000
Design and Engineering	\$ 0	\$322,000	\$322,000
Total	\$ 0	\$1,610,000	\$1,610,000
Funding Sources:			
General Facilities Charges	\$ 0	\$575,000	\$575,000
Rates	\$ 0	\$1,035,000	\$1,035,000
Total	\$ 0	\$1,610,000	\$1,610,000
Annual Operations and Maintenance:			
Estimated Costs	Not yet determined		
Estimated Revenues	Supports new wastewater customers through conversion program.		
Anticipated Savings Due to Project	Facilitates gradual expansion of sewer system.		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

Replacement and Repairs—Sewer (Program #9703)

Where is this project happening?

City sewer service area

Are there other CFP projects that impact this project?

N/A

Description

Provide funds for scheduled repairs, as well as unexpected repairs, replacements and rehabilitation of existing pipe systems and maintenance holes. When possible, trenchless technologies are used to minimize disruptions and costs.

Project List

Year	Project Description	Cost Estimated
2020-2025	Allocation of prioritized repairs—Citywide. Funds major pipe repairs and replacements.	\$3,558,000
2020-2025	Asphalt for Sewer Repairs. Asphalt for roadway restoration after sewer repairs.	\$174,000
2020-2025	STEP Rehabilitation. Corrects deficiencies in aging City-owned STEP systems.	\$1,398,000
2020-2025	Side Sewer Repairs. This project will repair City-owned sewer laterals in the right of way.	\$180,000
2020-2025	Spot Repairs. Repairs and replaces small sections of sewer pipe.	\$804,000
2021 & 2024	Maintenance hole Repair and Replacement. Address structural deficiencies, leaks, and/or corrosion needs.	\$268,000

Why is this project a priority?

This program provides improvements to the sewer pipe system to assure adequate service and prevent catastrophic system failure and sewage release. An annual list of priority projects is developed based on the results of televising inspections of the sewer lines and implementation of the condition rating program. Planned repairs include major prioritized work, minor spot repairs, maintenance hole repairs, and maintenance hole lining to address corrosion in maintenance holes associated with STEP system effluent gases. Reducing maintenance needs is also a priority.

Is there a level of service standard or measurable outcome?

N/A

Comprehensive Plan and Functional Plan(s) Citations

This program reflects the following goals and policies of the Olympia Comprehensive Plan.

- **Goal Utilities 8**

The City and its growth area are served by a City-owned wastewater collection and transmission system that is designed to minimize leakage, overflows, infiltration and inflows so as to provide sufficient capacity for projected demand.

- **Policy Utilities 8.8**

Evaluate the structural integrity of aging wastewater facilities and repair and maintain as needed.

- **Goal Utilities 9**

The Utility will facilitate the implementation and use of new technology and management systems.

Replacement and Repairs - Sewer

Capital Cost:	Year 2020	Years 2021-2025	Total
Construction	\$868,000	\$4,552,000	\$5,420,000
Design and Engineering	\$151,000	\$811,000	\$962,000
Total	\$1,019,000	\$5,363,000	\$6,382,000
Funding Sources:			
Rates	\$1,019,000	\$5,363,000	\$6,382,000
Total	\$1,019,000	\$5,363,000	\$6,382,000
Annual Operations and Maintenance:			
Estimated Costs	Not yet determined.		
Estimated Revenues	None		
Anticipated Savings Due to Project	Decreases maintenance and emergency response costs by reducing likelihood of system failure, sewage release and emergency repair		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

Sewer System Planning—Sewer (Program #9808)

Where is this project happening?

Within the City's urban growth area

Are there other CFP projects that impact this project?

N/A

Description

Planning and evaluation efforts necessary to address long-term infrastructure and program needs.

Project List

Year	Project Description	Cost Estimated
2020-2025	Asset Management Implementation. This project provides for the Utility's initial implementation and ongoing management of City Works asset management software system.	\$174,000
2020-2025	Sewer System Televising and Condition Rating Program. The ongoing work effort provides pipe condition monitoring support to planning and operations staff. Repair and replacement projects stem from the condition rating program.	\$174,000
2020-2025	Sewer Force Main Condition Assessment Program. This project provides ongoing funding for collection of force main condition assessment data to support planning of future force main rehabilitation and/or replacement projects.	\$228,000

Why is this project a priority?

Funds are contributed annually for investigation of pipe structural conditions and overall troubleshooting. This work supports repairs of existing infrastructure.

Is there a level of service standard or measurable outcome?

N/A

What Comprehensive Plan goals and policies does this project address?

This program reflects the following goals and policies of the Olympia Comprehensive Plan.

- **Goal Utilities 8**
 The City and its growth area are served by a City-owned wastewater collection and transmission system that is designed to minimize leakage, overflows, infiltration and inflows so as to provide sufficient capacity for projected demand.
 - **Policy Utilities 8.8**
 Evaluate the structural integrity of aging wastewater facilities and repair and maintain as needed.

- **Goal Utilities 9**
 The Utility will facilitate the implementation and use of new technology and management systems.

Sewer System Planning - Sewer

Capital Cost:	Year 2020	Years 2021-2025	Total
Construction	\$60,000	\$302,000	\$362,000
Design and Engineering	\$36,000	\$178,000	\$214,000
Total	\$96,000	\$480,000	\$576,000
Funding Sources:			
Rates	\$96,000	\$480,000	\$576,000
Total	\$96,000	\$480,000	\$576,000
Annual Operations and Maintenance:			
Estimated Costs	None		
Estimated Revenues	None		
Anticipated Savings Due to Project	Decreases maintenance and emergency response costs by reducing likelihood of system failure, sewage release and emergency repair		
Department Responsible for Operations	Public Works		
Quadrant Location	South and West		

Stormwater Projects



Storm and surface water management is a key environmental service provided by the City. Capital projects funded by the Storm and Surface Water Utility reflect a local responsibility to correct flooding problems, protect water quality, and enhance aquatic habitat in local creeks, wetlands, and marine waters. Typical projects include:

- Stormwater pipe systems
- Regional stormwater storage ponds
- Neighborhood stormwater treatment facilities
- Storm and surface water planning
- Culvert replacements
- Stream bank stabilization
- Forest and wetland revegetation
- Demonstration projects using new technologies
- Environmental land purchase and stewardship

The effectiveness of the City's stormwater system at managing flooding and protecting the natural environment varies depending on location. Private developments and City capital projects constructed prior to the mid-1980s were required to provide modest stormwater conveyance capacity, no water quality treatment, and very minimal storage of runoff in constructed ponds.

Numerous complex flooding problems and irreversible habitat loss were caused by these early developments. Until recently, the majority of stormwater project funding has been spent addressing these historical concerns. Community expectations and regulations for managing stormwater have improved dramatically in recent years, resulting in a more holistic look at stormwater management.

The Storm and Surface Water program's success at resolving flooding problems during the last fifteen years has provided the City an opportunity to focus on water quality improvement, habitat protection, and scheduled replacement of aging pipe systems. The 2018 Storm and Surface Water Plan emphasizes the role of the Utility in environmental protection. The Plan provides guidance on Utility goals, implementation strategies, and expected outcomes. Capital projects, in concert with other elements of the Storm and Surface Water program, help meet these Utility goals:

Flooding

Reduce the frequency and severity of flooding so hazards are eliminated, except during major storm events. The Utility will minimize potential flooding associated with new development through regulations for onsite stormwater systems. Flooding arising from existing inadequate public infrastructure will be addressed in a timely manner.

Water Quality

Improve water quality Citywide, while focusing infrastructure upgrades to reduce stormwater contaminant loads from untreated areas of the City. Improving water quality in Budd Inlet by retrofitting older high-traffic arterials and adjacent areas for stormwater treatment is a high priority.

Aquatic Habitat

Improve aquatic habitat functions Citywide, while focusing on protecting intact habitat, improving Budd Inlet, and managing riparian area vegetation. The relationship between aquatic habitat conditions and land-use impacts in urbanizing basins is scientifically complex and managerially challenging. Efforts include protecting high quality habitats while providing tangible improvements to other systems. Work to better quantify opportunities for land acquisition and stewardship is underway. This work will help prioritize future efforts.

Several new capital needs are facing the Utility including new State and Federal regulations and long-term infrastructure replacement. Regulations stemming from the Federal Clean Water Act (e.g., Total Maximum Daily Loads, National Pollution Discharge Elimination System) have led to new areas of water quality work. Equally significant from a financial perspective is the acknowledgement that numerous major stormwater conveyance systems are reaching, or have exceeded, their life expectancy. Efforts are underway to evaluate and document aging pipe systems. Prioritized pipe repairs and upgrades have become a regular component of the CFP.

The projects contained in the Plan are financed annually through Storm and Surface Water Utility rates and General Facilities Charges. Loans and grants are used, especially for water quality projects. Debt financing has been only nominally used by the Utility.

Growth-Related Projects

Projects that fall under this category are associated with work to accommodate new development and are funded by General Facility Charge revenue. When a project serves both new and existing development, a portion of the project cost will also be funded through Stormwater Utility rates.

Aquatic Habitat Improvements—Stormwater (Program #9024)

Where is this project happening?

Various Locations Citywide)

Are there other CFP projects that impact this project?

- Water Quality Improvements—Storm and Surface Water Section
- Open Space Expansion—Parks, Arts and Recreation Section

Description

Implement habitat restoration strategies that protect and enhance aquatic and associated terrestrial habitat in Olympia. This work involves removing invasive species and planting native trees and shrubs to enhance riparian buffers along local streams across the City. Collaboration with Olympia Parks, neighborhoods, private landowners and local community organizations allows the Utility to target properties containing aquatic resources and adjacent forested buffer areas across the landscape. This project hires a Washington Conservation Corps (WCC) crew each year to implement restoration and enhancement projects on high priority properties and funds acquisition, easements, and/or incentives to protect important aquatic habitats citywide.

Project List

Year	Project Description	Cost Estimated
2020	Schneider Creek Fish Passage – This project will design and permit a fish passable solution to allow fish from Budd Inlet to Schneider Creek under West Bay Drive and a parking lot; and establish a sediment removal forebay.	\$249,000
2020-2025	Habitat Improvement – This project will protect and enhance aquatic and associated terrestrial habitat by implementing stewardship strategies as identified and prioritized in the Habitat and Stewardship Strategy developed by the Storm and Surface Water Utility.	\$1,638,000
2023-2025	Ellis Creek Fish Passage - This project will design and construct a fish passable replacement for the East Bay Drive culvert crossing of Ellis Creek.	\$2,028,000

Year	Project Description	Cost Estimated
2023-2025	Mission Creek Fish Passage - This project will design a fish passable replacement for the East Bay Drive culvert crossing of Mission Creek.	\$108,000
2024-2025	Indian Creek/Frederick Street SE Fish Passage – This project will replace a failing culvert on Indian Creek with a fish passable culvert at the 1400 block of Frederick Street SE.	\$189,000

Why is this project a priority?

The quality of aquatic habitat within Olympia continues to be challenged as land is developed for urban uses. The Storm and Surface Water Utility has a responsibility to help manage and enhance our aquatic habitats. The Planning Commission and Utility Advisory Committee have recently encouraged the Utility to increase emphasis on, and funding for, aquatic habitat land acquisition and stewardship.

What Comprehensive Plan goals and policies does this project address?

This program implements the following Olympia Comprehensive Plan goals and policies:

- **Goal Natural Environment 6**

Healthy aquatic habitat is protected and restored.

- **Policy Natural Environment 6.1**

Restore and manage vegetation next to streams, with an emphasis on native vegetation, to greatly improve or provide new fish and wildlife habitat.

- **Policy Natural Environment 6.3**

Establish and monitor water quality and aquatic habitat health indicators based on the best scientific information available.

- **Policy Natural Environment 6.6**

Preserve and restore the aquatic habitat of Budd Inlet and other local marine waters.

- **Policy Natural Environment 6.7**

Partner with other regional agencies and community groups to restore aquatic habitat through coordinated planning, funding, and implementation.

Aquatic Habitat Improvements - Stormwater

Capital Cost:			
	Year 2020	Years 2021-2025	Total
Construction	\$204,000	\$2,687,000	\$2,891,000
Planning and Design	\$318,000	\$1,003,000	\$1,321,000
Total	\$522,000	\$3,690,000	\$4,212,000
Funding Sources:			
Rates	\$522,000	\$3,690,000	\$4,212,000
Total	\$522,000	\$3,690,000	\$4,212,000
Annual Operations and Maintenance:			
Estimated Costs	None		
Estimated Revenues	None		
Anticipated Savings Due to Project	Not Determined		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

Flood Mitigation—Stormwater (Program#9028)

Where is this project happening?

Various Locations Citywide (see project list)

Are there other CFP projects that impact this project?

- Infrastructure Pre-design and Planning—Storm and Surface Water Section

Description

Stormwater pipe systems collect and convey runoff to appropriate locations in order to prevent or mitigate flooding. Some projects identified in the program anticipate or correct flooding; others provide for the timely replacement of old, problematic pipe systems.

The replacement of aging and deteriorating pipe systems is an increasingly important financial responsibility of the Utility. Problematic pipes are identified through ongoing Citywide pipe televising and condition rating programs. Several pipes have been identified that are currently failing or are expected to fail within five years. Some of the problems involve long sections of pipes; others involve only isolated spot repairs. These pipes are prioritized and repaired.

Project List

The following project list and priorities are subject to change. Priority is based on a condition rating system.

Year	Project Description	Cost Estimated
2020-2021	Ascension and 4th Avenue Pond Construction. This project will construct a stormwater facility on City-owned land between 4th and Ascension Avenues. It will provide flow control and water quality treatment to flows generated from existing developed areas that discharge to the downstream stormwater conveyance system in the Schneider Creek basin.	\$267,000
2020-2025	City-Owned Stormwater Pond Rehabilitation. These projects rehabilitate City-owned stormwater facilities including removing sediments, amending soils, establishing attractive low maintenance landscaping, and modifying the structures within the facility as needed. Rehabilitation involves more work than is typically performed during routine maintenance and is intended to enhance the function of the facility. This project will provide for the rehabilitation of one facility per year, on average.	\$324,000

Year	Project Description	Cost Estimated
2020-2025	Condition Rating of Existing Conveyance. Television inspection and condition rating is provided for existing stormwater conveyance systems. Condition rating outcomes are used to determine replacement and repair schedules. There are approximately 172 miles of storm sewer owned and operated by the Storm and Surface Water Utility.	\$576,000
2020-2025	Conveyance Spot Repairs (Pipe Replacement). This project provides for relatively minor spot repairs to the stormwater conveyance system at locations prioritized by the condition-rating database. Repairs to the worst portions of the storm sewer system are typically accomplished within two years of problem identification.	\$512,000
2020-2025	Sea Level Rise Adaptation. This project will implement physical and informational adaptation strategies identified in the Olympia Sea Level Rise Response Plan.	\$811,000
2020-2025	Downtown Flood Mitigation. Olympia's downtown is currently vulnerable to tidal flooding. In the years to come, the problem could be exacerbated by sea level rise. This project will install tide gates on key stormwater out falls to Budd Inlet thereby preventing tides from flowing up the pipes and discharging to low lying downtown streets.	\$398,000
2021	Ken Lake Flood Conveyance Design. This project will design a stormwater conveyance system which will reduce historical overland flooding associated with the Gruen Swale and Stonewall Swale tributary to Ken Lake. This project is partially funded by GFCs.	\$199,000
2021-2023	Wiggins Road Conveyance Modifications. In coordination with the Transportation line of business, this project will reconstruct the stormwater conveyance system along Wiggins Road south of Morse-Merryman Road. This project will improve safety and conveyance capacity.	\$877,000
2022	Ken Lake Flood Conveyance Construction. This project will construct the stormwater conveyance system identified and designed in the prior year design phase. This project is partially funded by GFCs.	\$530,000

Year	Project Description	Cost Estimated
2024	Cooper Point and Black Lake Conveyance Construction. This project will construct the conveyance improvements to the stormwater system between Yaeger Park and State Route 101. Specific construction goals will be identified in prior year analysis and design. This project is partially funded by General Facility Charges (GFCs). This project is subject to loan funding.	\$4,813,000
2024	Pacific Avenue at Chambers Street Pipe Replacement. Replace failing pipe located under a busy arterial.	\$465,000

Why is this project a priority?

The stormwater infrastructure needs repairs and upgrades to prevent flooding and to update aging components. This program replaces parts of the existing system based on televising and a condition pipe rating system. Flooding problems have been reduced in recent years through capital development. However, some regional and localized problems still exist.

Is there a level of service standard or measurable outcome?

Not listed

What Comprehensive Plan goals and policies does this project address?

This program implements the following Olympia Comprehensive Plan goals and policies:

- **Goal Utilities 10**
The frequency and severity of flooding are reduced, and hazards are eliminated, except during major storm events.
 - **Policy Utilities 10.1**
Improve stormwater systems in areas that are vulnerable to flooding.
 - **Policy Utilities 10.3**
Evaluate the structural integrity of aging stormwater pipes and repair as needed.
 - **Policy Utilities 10.6**
Ensure that private pipe and pond systems are maintained.

Flood Mitigation - Stormwater

Capital Cost:	Year 2020	Years 2021-2025	Total
Construction	\$442,000	\$7,877,000	\$8,319,000
Design and Engineering	\$309,000	\$1,144,000	\$1,453,000
Total	\$751,000	\$9,021,000	\$9,772,000
Funding Sources:			
General Facilities Charges	\$654,000	\$5,175,000	\$5,829,000
Rates	\$97,000	\$3,846,000	\$3,943,000
Total	\$751,000	\$9,021,000	\$9,772,000
Annual Operations and Maintenance:			
Estimated Costs	Not yet determined		
Estimated Revenues	None		
Anticipated Savings Due to Project	Decreases likelihood of system failure		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

Infrastructure Pre-design & Planning—Stormwater (Program #9903)

Where is this project happening?

Various Locations Citywide. See Project List.

Are there other CFP projects that impact this project?

- Flood Mitigation and Collection—Storm and Surface Water Section

Description

This program provides funds for specific pre-design and planning efforts associated with the stormwater system construction, including emergency projects. Additional funding is provided under the program for pervious pavement contingency/repair work. Funding for pre-design is not needed at the present time but could be requested in future CFPs.

Project List

Year	Project Description	Cost Estimated
2020-2025	Infrastructure Predesign and Planning. This project provides the means for the Storm and Surface Water utility to contract with consultants for professional services such as soils and geotechnical investigations, hydraulic modeling and computer simulations of the storm network, and project feasibility analyses for capital projects.	\$324,000
2020-2025	Pervious Pavement Contingency Fund. This project provides a means for the City to manage one of its key innovative technologies, pervious pavement in sidewalks. In the long run, the technology is seen as an effective means for managing stormwater runoff. However, in the short-term, some level of problems or failures can be expected. The contingency fund is jointly funded by the General Fund and Stormwater Utility as pervious pavement projects are built. The fund builds over time and is used to repair or mitigate the impacts of a potential failure of pervious pavement projects.	\$162,000

Year	Project Description	Cost Estimated
2020-2025	Asset Management Program. This project will develop an asset management plan to maintain, rehabilitate, and replace the City’s aging stormwater infrastructure to ensure reliability.	\$455,000
2021	Drainage Design and Erosion Control Manual updates. This project will update the City’s Drainage Design and Erosion Control Manual to be the technical equivalent of the Washington State Department of Ecology’s stormwater manual following their update.	\$65,000
2021	Storm and Surface Water Utility Master Plan Update. This project will update the Storm and Surface Water Utility Master Plan.	\$162,000

Why is this project a priority?

New technologies for stormwater management are needed. This program supports applied research in the area of pervious pavement. The work is supported by City policy decisions.

Other potential projects in this program evaluate future projects prior to their appropriation in the annual Capital Facilities Plan to ensure accurate scope of work, cost estimates, and a full evaluation of project alternatives. Initial work on emergencies and other unanticipated needs can be funded at a limited level under this program.

Is there a level of service standard or measurable outcome?

None listed

What Comprehensive Plan goals and policies does this project address?

This program reflects the following goals and policies of the Olympia Comprehensive Plan.

- **Goal Natural Environment 4**
The waters and natural processes of Budd Inlet and other marine waters are protected from degrading impacts and significantly improved through upland and shoreline preservation and restoration.
 - **Policy Utilities 3.9**
Ensure consistent maintenance, asset management, and emergency management practices for all utilities.

Infrastructure Pre-Design & Planning - Stormwater

Capital Cost:			
	Year 2020	Years 2021-2025	Total
Pre-design and Planning	\$157,000	\$1,011,000	\$1,168,000
Total	\$157,000	\$1,011,000	\$1,168,000
Funding Sources:			
Rates	\$157,000	\$1,011,000	\$1,168,000
Total	\$157,000	\$1,011,000	\$1,168,000
Annual Operations and Maintenance:			
Estimated Costs	None		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

Water Quality Improvements (Program #9027)

Where is this project happening?

Various locations Citywide. See project list.

Are there other CFP projects that impact this project?

N/A

Description

Continue to improve water quality in Olympia's creeks, wetlands, lakes, and marine environments through projects that treat contaminated stormwater runoff. Projects are identified and prioritized based on Citywide needs. Water quality projects are subject to grant and/or loan funding.

Project List

Year	Project Description	Cost Estimated
2020	Harrison Avenue Water Quality Retrofit. This project will construct a water quality treatment facility to treat runoff from approximately 26 acres of West Olympia that is mostly zoned as a High-Density Corridor.	\$435,000
2020	Capitol Way Water Quality Retrofit. The project would construct a water quality treatment facility to treat runoff from an area roughly bounded by Capitol Way, Adams Street, 7th Avenue, and Union Avenue. The drainage basin is tributary to Capitol Lake and comprises approximately 20 fully developed acres.	\$693,000*
2020-2021	Neighborhood LID Design Grant. This project will evaluate location for the feasibility of providing a stormwater retrofit using low impact development (LID) best management practices such as bioretention and rain gardens.	\$124,000
2020-2021	Brawne Avenue Basin Water Quality Retrofit. This project will design and construct a stormwater treatment facility for currently untreated runoff discharged to Budd Inlet from portions of the Northwest neighborhood.	\$865,000*
2020-2025	Expanded Street Sweeping Program. This project will use grant funding (25% match) to purchase and operate a second street sweeper to focus on removing sediment before it enters the City's stormwater conveyance system.	\$1,393,000

Year	Project Description	Cost Estimated
2021	Martin Way at Mary Elder Water Quality Retrofit (E:C7). The project would construct water quality facilities providing treatment of stormwater runoff on Martin Way from Mary Elder Road to Sleater-Kinney Road. Martin Way is an arterial roadway located in a High-Density Corridor zone. Polluted street runoff from over eight acres of street right-of-way currently flows untreated to Woodard Creek just west of Mary Elder Road.	\$595,000*
2022	Plum Street Water Quality Retrofit (DT:D5). The project would construct water quality facilities providing treatment of stormwater runoff from Plum Street and areas east to Quince Street, zoned Downtown Business, Professional Office, High Density Commercial Service, and Residential Mixed Use. The Plum Street arterial and adjacent areas are tributary to Moxlie Creek and comprise approximately 42 acres of untreated high use area.	\$ 865,000*
2023	Evergreen Park Drive Treatment Facility (W:D4). This project would create a stormwater treatment facility for currently untreated runoff from Evergreen Park Drive. The project will evaluate different treatment technologies and locations for the project. It shall also evaluate providing water quality treatment for water that currently discharges directly to Capital Lake or to Percival Cove.	\$595,000*
2024	East Bay Drive Water Quality Retrofit (TBD).	\$649,000*
2024-2025	South Capitol Combined Sewer/Storm Separation with LID. (TBD). Design work, estimated at \$217,000 will begin in 2024.	\$433,000*
2024-2027	West Bay Drive Water Quality Retrofit. (TBD). Design work estimated at \$50,000 will begin in 2024.	\$250,000*
2025	Downtown Outfall Consolidation. (TBD)	\$324,000*
* These projects, if qualified, will be 75% funded with available stormwater grants and loans.		

Why is this project a priority?

Managing water quality problems associated with stormwater runoff is a primary responsibility of the Storm and Surface Water Utility. Increasingly stringent Federal and State requirements (e.g., National Pollutant Discharge Elimination System) necessitate increased efforts to manage water quality. Street sweeping is a cost-effective strategy for reducing the amount of sediment in treatment facilities and catch basins and the amount of pollution in local streams and Budd Inlet.

Is there a level of service standard or measurable outcome?

None Listed.

What Comprehensive Plan goals and policies does this project address?

This CFP reflects the goals and policies of the Olympia Comprehensive Plan.

- **Goal Natural Environment 4**
The waters and natural processes of Budd Inlet and other marine waters are protected from degrading impacts and significantly improved through upland and shoreline preservation and restoration.
- **Goal Natural Environment 5**
Ground and surface waters are protected from land uses and activities that harm water quality and quantity.
 - **Policy Natural Environment 5.3**
Retrofit existing infrastructure for stormwater treatment in areas with little or no treatment.

Water Quality Improvements

Capital Cost:	Year 2020	Years 2021-2025	Total
Construction	\$916,000	\$3,724,000	\$4,640,000
Design and Engineering	\$407,000	\$2,174,000	\$2,581,000
Total	\$1,323,000	\$5,898,000	\$7,221,000
Funding Sources:			
Rates	\$331,250	\$1,475,000	\$1,806,250
Stormwater Utility Grant	\$991,750	\$4,423,000	\$5,414,750
Total	\$1,323,000	\$5,898,000	\$7,221,000
Annual Operations and Maintenance:			
Estimated Costs	<ul style="list-style-type: none"> • Martin Way Treatment Facility \$1,200 annually • Union Avenue Treatment Facility \$1,000 annually • The following costs will depend on the selected treatment technology • Brawne Avenue Treatment Facility \$1,000 to \$7,000 annually • Capitol Way Treatment Facility \$1,200 to \$8,000 annually • Plum Street Treatment Facility \$2,800 to \$6,400 annually 		
Estimated Revenues	None		
Anticipated Savings Due to Project	None		
Department Responsible for Operations	Public Works		
Quadrant Location	Citywide		

Active Status Project Report as of May 31, 2019

General Government CIP Fund (317) – General Government

		Budget 12/31/18	2019 Additions & Adjustments	Total Budget	Pre-2019 Costs	2019 Costs	Total Cost	Balance
0001	Transfers to Other Funds	\$ 18,231,116	\$ 1,400,000	\$ 19,631,116	\$ 18,231,116	\$ 583,331	\$ 18,814,447	\$ 816,669
0209	Streetscape	362,048	-	361,458	361,458	-	361,458	-
0211	Economic Development CFP Projects	4,447,370	3,261,079	5,418,410	2,157,331	919,027	3,076,358	2,342,052
0214	Neighborhood Street Trees	115,052	-	115,052	115,052	-	115,052	-
0216	2001 Downtown Enhancements	117,159	-	114,962	114,962	-	114,962	-
0217	Artesian Well	68,000	-	67,837	67,837	-	67,837	-
0219	Urban Forestry & Street Trees	983,079	-	928,183	928,183	1,075	929,258	(1,075)
0221	Climate Change	250,000	-	215,855	215,855	-	215,855	-
0222	Fire Training Center-Garage	156,565	-	156,565	156,564	-	156,564	1
0223	Shoreline Restoration	265,000	-	134,318	134,318	-	134,318	-
0305	Library Improvements, 1999 +	37,848	-	37,848	37,848	-	37,848	-
0901	ADA Compliance	623,000	150,000	439,995	289,995	40,267	330,262	109,733
Subtotal General Government		\$ 25,656,237	\$ 4,811,079	\$ 27,621,599	\$ 22,810,519	\$ 1,543,700	\$ 24,354,219	\$ 3,267,380

Active Status Project Report as of May 31, 2019

General Government CIP Fund (317) – Parks

		Budget 12/31/18	2019 Additions & Adjustments	Total Budget	Pre-2019 Costs	2019 Costs	Total Cost	Balance
0111	Neigh Park Acq./Develop.	\$ 3,615,512	\$ 401,134	\$ 3,279,070	\$ 2,877,936	\$ 616,456	\$ 3,494,392	\$ (215,322)
0114	Open Space	9,667,855	817,437	7,416,126	6,598,689	30,476	6,629,165	786,961
0115	Parks/Open Space Planning	72,954	-	72,954	72,954	-	72,954	-
0118	Ballfield Expansion	923,624	-	923,624	923,623	-	923,623	1
0129	Parks Project Funding	341,317	-	341,317	341,319	-	341,319	(2)
0130	Special Use Parks	18,399,392	-	18,399,392	18,399,391	-	18,399,391	1
0132	Major Maintenance Program	5,354,998	750,000	4,784,114	4,034,114	550,314	4,584,428	199,686
0133	Comm. Park Partnership	4,075,072	-	4,075,072	4,075,072	-	4,075,072	-
0134	Small Park Capital Projects	82,242	-	41,534	41,533	-	41,533	1
0135	Park Acquisition Account	19,851,098	16,242,928	33,290,989	17,048,061	15,099,786	32,147,847	1,143,142
0136	Percival Maintenance and Reconstruction	2,957,488	158,000	516,044	358,044	618,079	976,123	(460,079)
0137	Parks DAD Upgrades	149,000	200,000	202,032	2,032	2,451	4,483	197,549
0310	Community Parks	4,115,432	1,593,108	4,206,656	2,613,548	69,495	2,683,043	1,523,613
0406	Urban Trails	1,006,097	-	1,006,097	1,006,097	-	1,006,097	-
0504	Yauger Park	9,679	-	9,679	9,679	-	9,679	-
	Subtotal Parks	\$ 70,621,760	\$ 20,162,607	\$ 78,564,700	\$ 58,402,092	\$ 16,987,057	\$ 75,389,149	\$ 3,175,551

Active Status Project Report as of May 31, 2019

General Government CIP Fund (317) – Transportation

		Budget 12/31/18	2019 Additions & Adjustments	Total Budget	Pre-2019 Costs	2019 Costs	Total Cost	Balance
0122	Pedestrian Crossings	\$ 2,815,474	\$ 3,502	\$ 2,712,619	\$ 2,709,117	\$ -	\$ 2,709,117	\$ 3,502
0200	Bike Improvements	2,629,602	273,300	2,683,579	2,410,279	1,414	2,411,693	271,886
0208	Sidewalk Improvements	3,620,039	-	3,620,039	3,620,039	-	3,620,039	-
0442	Mud Bay / Harrison & Kaiser	13,953,283	-	13,935,448	13,935,448	-	13,935,448	-
0599	Street Repairs & Reconstruction	41,835,959	3,493,924	38,743,777	35,249,853	1,068,943	36,318,796	2,424,981
0616	Log Cabin Road Extension	660,271	-	660,271	660,270	-	660,270	1
0619	18th Ave/Elizabeth/14th Ave	12,908,147	-	12,902,388	12,902,388	-	12,902,388	-
0621	Street Lighting Improvement	3,255,162	(50,000)	3,002,836	3,052,836	-	3,052,836	(50,000)
0622	Olympia Avenue	25,000	-	-	-	-	-	-
0623	Fones Road	1,182,396	41,456	1,034,015	992,559	50,019	1,042,578	(8,563)
0626	Sidewalks & Pathways	12,147,167	1,170,400	9,779,065	8,608,665	456,968	9,065,633	713,432
0627	Yauger Way Interchange	2,092,211	692	1,853,875	1,853,182	-	1,853,182	693
0628	Boulevard Road	17,070,039	834,151	15,493,004	14,658,853	186,591	14,845,444	647,560
0629	Wiggins & 37th	244,333	9,484	9,484	-	-	-	9,484
0630	Henderson & Eskridge	125,639	879,761	879,761	-	70,971	70,971	808,790
0631	Cain Road & North Street	20,012	375	375	-	-	-	375
0633	Access & Safety Improvement	879,045	200,000	760,608	560,608	17,901	578,509	182,099
0634	Pre-Design & Planning	400,000	50,000	193,013	143,012	33,016	176,028	16,985
9309	Signal Improvements	1,178,750	408,978	777,535	368,557	319,511	688,068	89,467
Subtotal Transportation		\$ 117,042,529	\$ 7,316,023	\$ 109,041,692	\$ 101,725,666	\$ 2,205,334	\$103,931,000	\$ 5,110,692

Active Status Project Report as of May 31, 2019

Parks and Recreation Sidewalk Utility Tax Fund (134) – Capital and Non Capital

		Budget 12/31/18	2019 Additions & Adjustments	Total Budget	Pre-2019 Costs	2019 Costs	Total Cost	Balance
0000	Operating Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0001	Transfer to Bond Redemption Fund	12,974,172	770,000	13,745,530	12,975,530	66,575	13,042,105	703,425
0111	Neighborhood Parks	1,013,305	-	1,013,305	1,013,304	-	1,013,304	1
0114	Open Space	394,205	(6,058)	324,351	330,409	-	330,409	(6,058)
0129	Parks Project Funding/GGCIP	58,441	-	58,441	58,441	-	58,441	-
0130	Special Use Parks	2,438,411	-	2,438,411	2,438,411	-	2,438,411	-
0132	Parks projects/Major maint. program	111,056	-	111,056	111,056	-	111,056	-
0133	Comm. Park Partnership	1,205,816	-	1,205,816	1,205,816	-	1,205,816	-
0135	Capital Improvement Fund 317	4,035,000	1,185,000	4,533,336	3,348,336	1,087,493	4,435,829	97,507
0136	Percival Maintenance & Reconstruction	369,180	-	91,628	91,628	13,511	105,139	(13,511)
0310	Community Parks	75,455	6,058	81,513	75,455	-	75,455	6,058
0626	Recreational Walking Facilities	14,708,281	1,015,000	12,922,010	11,907,010	556,870	12,463,880	458,130
	Capital Total	\$ 37,383,322	\$ 2,970,000	\$ 36,525,397	\$ 33,555,396	\$ 1,724,449	\$ 35,279,845	\$ 1,245,552
7301	Parks Maintenance	\$ 3,179,396	\$ -	\$ 3,179,396	\$ 3,179,396	\$ -	\$ 3,179,396	\$ -
7302	Parks Planning	1,900,661	-	1,900,661	1,900,661	-	1,900,661	-
7303	Park Stewardship	827	(16)	811	811	-	811	-
	Non-Capital Total	5,080,884	(16)	5,080,868	5,080,868	-	5,080,868	-
	Total Fund 134 (Capital and Non-Capital)	\$ 42,464,206	\$ 2,969,984	\$ 41,606,265	\$ 38,636,264	\$ 1,724,449	\$ 40,360,713	\$ 1,245,552

Active Status Project Report as of May 31, 2019

Equipment and Facility Replacement Reserve Fund (029)

		Budget 12/31/18	2019 Additions & Adjustments	Total Budget	Pre-2019 Costs	2019 Costs	Total Cost	Balance
7501	Cultural Arts Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7502	Public Arts Maintenance	-	-	-	-	-	-	-
8001	Major Repair Contingency	369,086	-	-	-	-	-	-
8002	General Energy	61,405	-	33,348	33,348	1,440	34,788	(1,440)
8011	City Hall - Old (Plum St)	1,712,679	460,000	582,678	122,678	18,853	141,531	441,147
8012	Council/Court Chambers	-	-	-	-	-	-	-
8013	City Hall, Annex	2,716	-	2,716	2,716	-	2,716	-
8014	City Hall – New (4th Ave)	77,619	130,000	168,381	38,381	-	38,381	130,000
8021	Family Support Center	255,126	-	12,883	12,883	1,186	14,069	(1,186)
8022	Library	22,132	150,000	150,000	-	-	-	150,000
8023	Washington Center	1,813,286	308,275	2,088,895	1,780,620	-	1,780,620	308,275
8051	OFD Main	433,665	150,000	533,989	383,989	169	384,158	149,831
8052	OFD Station 2 (west)	-	-	-	-	-	-	-
8061	OPD West	310,124	-	203,573	203,573	-	203,573	-
8062	Firing Range	-	-	-	-	-	-	-
8071	Olympia Center	5,546	50,000	50,000	-	-	-	50,000
8081	Maintenance Center	590,713	-	275,162	275,162	34,577	309,739	(34,577)
8117	PW Facilities Operations	65,500	150,000	182,866	32,865	10,158	43,023	139,843
8212	Engineering	237,949	-	3,268	3,268	23,433	26,701	(23,433)
8406	Maintenance & Custodial	-	-	-	-	-	-	-
Total Fund 029		\$ 5,957,546	\$ 1,398,275	\$ 4,287,759	\$ 2,889,483	\$ 89,816	\$ 2,979,299	\$ 1,308,460

Active Status Project Report as of May 31, 2019

Utility and Other Public Works CIP Funds – Water CIP Fund (461)

		Budget 12/31/18	2019 Additions & Adjustments	Total Budget	Pre-2019 Costs	2019 Costs	Total Cost	Balance
908	W/S Bond Reserve Fund	\$ 623,854	\$ -	\$ 623,854	\$ 623,854	\$ -	\$ 623,854	\$ -
8081	Facility Major Repair & Maintenance	100,000	-	36,326	36,326	-	36,326	-
9014	Emergency Preparedness	1,109,525	-	1,083,171	1,083,171	-	1,083,171	-
9021	Upgrades, Overlays, ext. & Oversize	587,969	12,000	578,059	566,059	3,043	569,102	8,957
9408	Water Upgrades (small pipe)	6,263,223	580,000	6,526,759	5,946,759	-	5,946,759	580,000
9609	Distribution System Improvements	34,490,255	2,667,000	29,346,193	26,679,192	636,667	27,315,859	2,030,334
9610	Storage	37,047,468	5,874,569	30,290,500	24,415,931	184,366	24,600,297	5,690,203
9700	Source of Supply	28,498,575	42,000	26,162,465	26,120,465	68,134	26,188,599	(26,134)
9701	McAllister Water Protection	4,444,560	-	3,039,132	3,039,132	-	3,039,132	-
9710	Reclaimed Water Pipe	750,000	-	709,567	709,567	-	709,567	-
9903	Pre-design & Planning	625,656	24,000	503,273	479,273	12,083	491,356	11,917
9906	Water System & Comp Planning	1,875,249	-	1,875,234	1,875,234	-	1,875,234	-
9909	Contingency	13,586	-	-	-	-	-	-
Total Fund 461		\$ 116,429,920	\$ 9,199,569	\$ 100,774,533	\$ 91,574,963	\$ 904,293	\$ 92,479,256	\$ 8,295,277

Active Status Project Report as of May 31, 2019

Utility and Other Public Works CIP Funds – Sewer CIP Fund (462)

		Budget 12/31/18	2019 Additions & Adjustments	Total Budget	Pre-2019 Costs	2019 Costs	Total Cost	Balance
9021	Upgrades w/ Street Reconstruction	\$ 563,575	\$ 12,000	\$ 364,099	\$ 352,099	\$ 1,728	\$ 353,827	\$ 10,272
9703	Transmission & Collection Projects (1)	17,045,592	807,000	15,266,054	14,459,055	819,648	15,278,703	(12,649)
9801	Westside I&I Reduction	7,684,744	-	7,539,824	7,539,824	-	7,539,824	-
9806	Lift Station Assessment & Upgrades	10,773,143	933,000	10,097,948	9,164,948	79,816	9,244,764	853,184
9808	Sewer System Planning	1,088,020	128,000	1,077,334	949,334	-	949,334	128,000
9809	Pipe Extensions	7,466,000	-	5,892,949	5,892,948	-	5,892,948	1
9810	Pipe Capacity Upgrades	3,926,453	-	3,926,404	3,926,405	-	3,926,405	(1)
9813	On-site Sewage System Conversion	2,179,853	370,000	1,295,078	925,078	192,725	1,117,803	177,275
9903	Pre-design & Planning	605,455	44,000	538,409	494,409	33,104	527,513	10,896
	Total Fund 462	\$ 51,332,835	\$ 2,294,000	\$ 45,998,099	\$ 43,704,100	\$ 1,127,021	\$ 44,831,121	\$ 1,166,978

Active Status Project Report as of May 31, 2019

Utility and Other Public Works CIP Funds – Storm and Surface Water CIP Fund (434)

		Budget 12/31/18	2019 Additions & Adjustments	Total Budget	Pre-2019 Costs	2019 Costs	Total Cost	Balance
9001	Transfers Out	\$ 3,719,000	\$ 150,000	\$ 3,053,328	\$ 2,903,328	\$ 70,779	\$ 2,974,107	\$ 79,221
9017	Habitat Land Acquisition	1,151,045	-	1,151,045	1,151,045	-	1,151,045	-
9024	Aquatic Habitat Improvements	5,461,025	273,000	4,125,449	3,852,449	37,932	3,890,381	235,068
9026	Stormwater Fee-In-Lieu Projects	150,000	-	146,412	146,412	-	146,412	-
9027	Stormwater Quality Improvements	6,664,361	1,134,250	4,993,183	3,858,933	18,155	3,877,088	1,116,095
9028	Flood Mitigation & Collections Projects	13,261,879	996,000	11,990,290	10,994,290	100,745	11,095,035	895,255
9811	Emission Reduction & Alt. Power	25,000	-	-	-	-	-	-
9903	Pre-design and planning	1,855,140	586,305	1,694,720	1,108,415	95,887	1,204,302	490,418
9904	Stormwater Plans & Studies	517,048	-	414,332	414,332	-	414,332	-
	Total Fund 434	\$ 32,804,498	\$ 3,139,555	\$ 27,568,759	\$ 24,429,204	\$ 323,498	\$ 24,752,702	\$ 2,816,057

Impact Fees (Collection and Usage) Through March 31, 2019

2019 Amount	Fire	Transp.	Transp. Admin. Fee	Neighborhood Parks	Community Parks	Open Space	Ball Parks	Tennis Courts	Urban Trails	Special Use and Unallocated	Total City
Jan	\$ -	\$6,853.32	\$46.68	\$1,780.00	\$6,766.00	\$2,616.00	\$ -	\$ -	\$ -	\$ -	\$18,062.00
Feb	-	-	23.34	890.00	3,383.00	-	-	-	-	-	4,296.34
Mar	-	92,737.53	89.13	23,674.00	89,926.00	36,094.00	-	-	-	-	\$242,520.66
Apr	-	-	-	-	-	-	-	-	-	-	-
May	-	-	-	-	-	-	-	-	-	-	-
Jun	-	-	-	-	-	-	-	-	-	-	-
Jul	-	-	-	-	-	-	-	-	-	-	-
Aug	-	-	-	-	-	-	-	-	-	-	-
Sep	-	-	-	-	-	-	-	-	-	-	-
Oct	-	-	-	-	-	-	-	-	-	-	-
Nov	-	-	-	-	-	-	-	-	-	-	-
Dec	-	-	-	-	-	-	-	-	-	-	-
YTD Total	\$ -	\$99,590.85	\$159.15	\$26,344.00	\$100,075.00	\$38,710.00	\$ -	\$ -	\$ -	\$ -	\$264,879.00

By Year (cash basis)											
1992-2004	1,432,296.67	6,420,716.52	-	399,101.84	257,771.10	2,159,064.05	724,903.27	70,082.32	268,726.86	-	11,732,662.63
2005	215,846.89	1,270,880.59	-	28,694.00	n/a	335,742.00	80,707.00	8,873.00	44,315.00	-	1,985,058.48
2006	153,028.74	1,086,086.47	-	27,569.00	n/a	322,449.00	77,458.00	8,517.00	42,683.00	-	1,717,791.21

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2020 Capital Facilities Plan

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By Year (cash basis)	Fire	Transp.	Transp. Admin. Fee	Neighborhood Parks	Community Parks	Open Space	Ball Parks	Tennis Courts	Urban Trails	Special Use and Unallocated	Total City
2007	83,416.36	470,652.52	-	16,474.00	n/a	191,883.00	45,862.00	5,001.00	25,886.00	SpecialUse	839,174.88
2008	95,678.52	1,128,246.29	-	12,329.00	12,932.00	68,360.00	12,155.00	1,329.00	6,811.00	14,151.00	1,351,991.81
2009	53,060.26	2,212,795.16	-	61,426.90	103,980.90	140,091.40	299.00	33.00	163.00	114,925.30	2,686,774.92
2010	639.50	821,416.59	-	106,335.00	176,897.00	196,271.00	-	-	-	184,936.00	1,486,495.09
2011	-	1,124,036.17	-	158,551.00	270,122.00	324,904.00	-	-	-	289,306.00	2,166,919.17
2012	-	1,065,527.73	-	92,875.00	156,379.00	173,983.00	-	-	-	163,461.00	1,652,225.73
2013	-	1,371,693.48	-	288,670.72	1,049,649.40	432,987.58	-	-	-	37,305.50	3,180,306.68
2014	-	1,214,136.15	-	161,956.67	513,477.67	257,151.66	-	-	-	85,447.00	2,232,169.15
2015	-	1,241,584.16	-	178,022.00	676,853.00	261,943.00	-	-	-	467.00	2,358,869.16
2016	-	1,950,920.17	-	261,698.00	993,861.00	387,653.00	-	-	-	-	3,594,132.17
2017	-	876,571.93	3,496.87	98,875.00	375,545.00	141,744.00	-	-	-	-	1,496,232.80
2018	-	757,106.34	7,624.90	131,073.00	496,990.00	192,730.00	-	-	-	852.00	1,586,376.24
2019 (ytd)	-	99,590.85	159.15	26,344.00	100,075.00	38,710.00	-	-	-	-	264,879.00
Total Since Nov 1992	2,033,966.94	23,111,961.12	11,280.92	2,049,995.13	5,184,533.07	5,625,666.69	941,384.27	93,835.32	388,584.86	890,850.80	40,332,059.12
Court Ordered Refunds (fee Portion)	-	(278,075.00)	-	(62,571.00)	-	(174,169.00)	(84,087.00)	(7,857.00)	(25,707.00)	-	(632,466.00)

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Use of Impact Fees (-) = Usage	Fire	Transp.	Transp. Admin. Fee	Neighborhood Parks	Community Parks	Open Space	Ball Parks	Tennis Courts	Urban Trails	Special Use and Unallocated	Total City
1993-2004	(720,493.45)	(5,104,777.21)	-	(360,127.48)	(263,275.66)	(1,342,702.69)	459,015.24)	(47,375.93)	136,671.04)	-	(8,434,438.70)
2005	(48,373.96)	(179,571.00)	-	(27,470.66)	-	(37,929.17)	(2,851.64)	-	(14,037.30)	-	(310,233.73)
2006	(4,300.00)	(321,895.33)	-	(421.92)	-	(263,541.38)	(212.41)	-	(18,336.71)	-	(608,707.75)
2007	(46,048.47)	(73,825.78)	-	73.64	-	(873,335.58)	(136.28)	-	(34,496.85)	-	(1,027,769.32)
2008	(646,836.58)	(69,820.75)	-	-	-	(119,644.00)	(1,548.30)	(237.70)	(100,929.99)	-	(939,017.32)
2009	(675,429.69)	(1,063,672.29)	-	(8,227.53)	-	-	-	-	(32,722.70)	-	(1,780,052.21)
2010	(225,581.85)	(3,726,909.86)	-	(84,348.27)	-	(253,191.65)	(76,215.12)	-	(21,201.06)	(119,200.00)	(4,506,647.81)
2011	-	(2,221,697.25)	-	(27,780.98)	(95,000.00)	(515,493.83)	(357,550.12)	(58,131.63)	-	(91,010.92)	(3,366,664.73)
2012	-	(1,204,602.69)	-	(15,278.50)	-	(80,042.21)	(1,138.60)	(33.73)	(9,319.78)	(165.77)	(1,310,581.28)
2013	-	(149,993.94)	-	(120,145.47)	(626,759.87)	-	-	-	(9,749.21)	(289,000.00)	(1,195,648.49)
2014	-	(1,606,447.26)	-	(44,413.92)	(293,336.52)	-	-	-	(4,663.69)	(25,000.00)	(1,973,861.39)
2015	-	(601,309.91)	-	(43,555.41)	(58,414.71)	(177,998.82)	-	-	(13,033.12)	(16,431.45)	(910,743.42)
2016	-	(1,041,789.19)	-	(54,436.97)	(403,424.95)	(299,874.07)	-	-	(0.27)	-	(1,799,525.45)
2017	-	(1,198,547.84)	-	(15,990.52)	(113,791.43)	(57,187.22)	(158,676.35)	-	(14,782.20)	(200,190.02)	(1,759,165.58)
2018	-	(2,835,763.15)	-	(362,119.63)	(408,568.43)	(234,837.31)	-	-	-	(69,546.63)	(3,910,835.15)
2019 (ytd)	-	(2,221,697.25)	-	(35,221.47)	(1,285.76)	(1,102.22)	-	-	-	-	63,465.97
Total Usage	(2,367,064.00)	(21,299,548.03)	-	(1,199,465.09)	(2,263,857.33)	(4,256,880.15)	(1,057,344.06)	(105,778.99)	(409,943.92)	(810,544.79)	(33,770,426.36)

Note: usage is as of process date, if accounting month not closed amount may vary.

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	Fire	Transp.	Transp. Admin. Fee	Neighborhood Parks	Community Parks	Open Space	Ball Parks	Tennis Courts	Urban Trails	Special Use and Unallocated	Total City
Balance	(333,097.06)	1,534,338.09	11,280.92	787,959.04	2,920,675.74	1,194,617.54	(200,046.79)	(19,800.67)	(47,066.06)	80,306.01	5,929,166.76
March 2019											
Interest (Net of refunded interest)											
Interest	333,097.06	1,137,091.21	-	67,294.69	109,506.17	516,067.79	200,046.79	19,800.67	47,308.04	10,303.32	2,440,515.74
Fund Bal. w/ interest	-	2,671,429.30	11,280.92	855,253.73	3,030,181.91	1,710,685.33	-	-	241.98	90,609.33	8,369,682.50
Difference from GMBA Fund Bal.	-	-	-	0.01	(0.07)	-	-	-	-	-	-
	-	3,320,694.13	-	780,320.61	2,747,545.33	1,588,603.36	(0.35)	-	(0.49)	82,178.90	8,519,341.49
Balance Available for Appropriations	-	(649,264.83)	11,280.92	74,933.12	282,636.58	122,081.97	0.35	-	242.47	8,430.43	(149,658.99)

City of Olympia - Public Facilities Inventory

The Growth Management Act requires a jurisdiction's Capital Facilities Plan (CFP) to identify what existing capital facilities are owned, their locations, and capacity. The physical locations of water facilities are kept confidential. This confidentiality is in accordance with City policy to keep the City's water systems secure and protected.

Facility	Location	Date Acquired	Historical or Purchase Cost	Acres / Capacity	Present Condition	Improvements Required	Year Needed	Estimated Cost of Improvement
Olympia Parks	Citywide	Varies	\$67,792,224	1,342.06 Ac	Varies	See Below	See Below	See Below
8th Avenue Park	3000 8th Ave NE	2006	\$580,392	3.99	Undeveloped			
Artesian Commons	415 4th Ave	2013		0.2	Good			
Restroom		2017	\$355,000		Excellent			
Bigelow Park	1220 Bigelow Ave NE	1943	Unknown	1.89				
Shelter/RR (2 unisex)		1949	Unknown		Fair	Replacement	2021	\$330,000
Playground		2005	\$256,500		Good			
Bigelow Springs Open Space	930 Bigelow Ave NE	1994	Unknown	1.3	Good			
Burri Park	2415 Burbank Ave NW	1997	\$230,000	2.32				
Interim Use Improvements		2009	\$25,500		Good			
Chambers Lake Parcel	4808 Herman Rd SE	2003	\$476,000	47.09	Undeveloped			
Cooper Crest Open Space	3600 20th Ave NW	2003	\$232,484	13.37	Good			
Decatur Woods Park	1015 Decatur St SW	1988	\$33,853	6.27				
Restroom (1 unisex)		2004	\$75,000		Excellent			
Shelter		2004	\$25,000		Excellent			
Playground		2004	\$114,000		Good			
East Bay Waterfront Park	313 East Bay Dr NE	1994	Lease	1.86				
East Bay View	613 East Bay Dr NE	2000	N/A		Good			
Edison St Parcel	1400 Block Edison St SE	1997	\$95,974	4.52	Undeveloped			
Evergreen Park	1445 Evergreen Park Dr SW	2008	\$73,867	3.99				
Interim Use Improvements		2008	\$17,000		Good			

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Facility	Location	Date Acquired	Historical or Purchase Cost	Acres / Capacity	Present Condition	Improvements Required	Year Needed	Estimated Cost of Improvement
Olympia Parks	Citywide	Varies	\$67,792,224	1,342.06 Ac	Varies	See Below	See Below	See Below
Friendly Grove Park	2316 Friendly Grove Dr NE	2002	\$240,000	14.48				
Shelter/RR		2002	\$170,300		Good			
Playground		2002	\$59,000		Good	Replacement	2020	\$370,000
Tennis Court		2002	\$53,000		Excellent			
Basketball		2002	\$11,000		Good			
Skate Court		2002	\$23,000		Good			
Garfield Nature Trail	701 West Bay Dr NW	1900	Unknown	7.41	Good			
Grass Lake Nature Park	814 Kaiser Rd NW	1990	\$1,800,000	195.34	Undeveloped	Trail Development	2021	\$2,600,000
Harrison Avenue Parcel	3420 Harrison Avenue NW	2011	\$300,334	24	Undeveloped			
Harry Fain's Legion Park	1115 20th Ave SE	1933	Unknown	1.34				
Playground		2005	\$181,250		Good			
Hawthorne Open Space	1870 Yew Ave NE	2016	\$60,880	2.98	Undeveloped			
Heritage Park	330 5th Ave SE	1996	\$1,400,000	1.18				
Fountain		1996	\$610,000		Good			
Isthmus Parcels	505/529 4th Ave W		\$3,100,000	2.34	Good			
Interim Use Improvements		2018	\$500,000					
Kaiser Woods	4300 Park Dr SW	2016	\$1,014,360	67.68	Undeveloped	Bike Park	2020	\$300,000
Kettle View Park	1250 Eagle Bend Dr SE	2007	\$204,836	4.8				
Restroom (1 unisex)		2011	\$216,000		Excellent			
Playground		2011	\$100,000		Excellent			
Tennis Court		2011	\$60,000		Excellent			
Shelter		2013	\$100,000		Excellent			

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Facility	Location	Date Acquired	Historical or Purchase Cost	Acres / Capacity	Present Condition	Improvements Required	Year Needed	Estimated Cost of Improvement
Olympia Parks	Citywide	Varies	\$67,792,224	1,342.06 Ac	Varies	See Below	See Below	See Below
LBA Park	3333 Morse Merryman Rd SE	1974/2016/2017	\$11,561,137	153.74				
Concessions/RR		1974			Fair			
Kitchen		1974			Good			
Lower RR		1974			Good	ADA Upgrades	2020	\$45,000
Maintenance Buildings		1974			Good			
Shelter/RR		1974			Fair			
Playground		2011	\$230,000		Excellent			
Fields (6)					Good			
Tennis					Good			
Lilly Road Parcel	1100 Lilly Rd NE	2018	\$426,000	4.89	Undeveloped			
Lions Park	800 Wilson St SE	1946	Unknown	3.72		Sprayground/ Park Improve.	2020	\$1,600,000
Shelter		2012	\$274,000		Excellent			
Restroom (2 unisex)		2012	\$100,000		Excellent			
Playground		2011	\$130,000		Excellent			
Basketball		2010	\$11,500		Excellent			
Fields					Fair			
Tennis Court (2)					Fair			
Log Cabin Parcel	2220 Log Cabin Rd SE	2010	\$673,000	2.35	Undeveloped			
Madison Scenic Park	1600 10th Ave SE	1989	\$144,000	2.21				
Trail		2013	\$9,000		Excellent			
Margaret McKenny Park	3111 21st Ave SE	1999	\$199,203	4.16				
Playground		2018	\$260,000		Excellent			

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Facility	Location	Date Acquired	Historical or Purchase Cost	Acres / Capacity	Present Condition	Improvements Required	Year Needed	Estimated Cost of Improvement
Olympia Parks	Citywide	Varies	\$67,792,224	1,342.06 Ac	Varies	See Below	See Below	See Below
McGrath Woods Park	2300 Cain Rd SE	1998	\$202,272	4				
Interim Use Improvements		2009	\$32,000		Good			
McRostie Parcel	1415 19th Ave SE	1997	N/A	0.23	Undeveloped			
Mission Creek Nature Park	1700 San Francisco Ave SE	1996	\$250,000	36.83				
Interim Use Improvements		2009	\$24,000		Good			
Karen Fraser Woodland Trail	1600 Eastside St SE	2017/2018	\$886,245	66.45	Good			
Restroom		2007	\$142,000		Excellent			
Olympic Park	1300 Block Olympic Dr NE	1925		0.6	Undeveloped			
Percival Landing	300 4th Ave W	1970	Unknown	3.38				
D & E Floats		1970			Poor			
North Boardwalk		1970			Fair			
W Restroom (4 unisex)		1988			Fair			
West Boardwalk		1988			Fair			
Harbor House (2 unisex)		2011	\$900,000		Excellent			
NE Pavilion		2011	\$200,000		Excellent			
SE Pavilion		2011	\$200,000		Excellent			
Phase I		2011	\$10,000,000		Excellent			
F Float		2015	\$500,000		Excellent			
Bulkhead		2019	\$3,000,000		Excellent			

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Facility	Location	Date Acquired	Historical or Purchase Cost	Acres / Capacity	Present Condition	Improvements Required	Year Needed	Estimated Cost of Improvement
Olympia Parks	Citywide	Varies	\$67,792,224	1,342.06 Ac	Varies	See Below	See Below	See Below
Priest Point Park	2600 East Bay Dr NE	1906	Unknown	313.5				
Carpenter Shop		1940s			Poor	Repair	2020	\$25,000
Equip Storage		2004			Good			
Equip Repair		1980s			Fair			
Office/Tool		1940			Poor			
Restroom 1		1968			Good			
Restroom 2		2019	\$350,000		Excellent			
Restroom 3		1952			Good			
Shelter 1 (Rose Garden)		2016	\$300,000		Excellent			
Shelter 2		2019	\$170,000		Excellent			
Shelter 3		2008	\$87,000		Excellent			
Shelter 4		2015	\$100,000		Excellent			
Shelter 5		1960			Fair			
Shelter 6					Fair			
Shelter 7					Fair			
VIP Building		1950			Fair			
Playground		2008	\$124,000		Good			
Basketball					Good			
E Trails					Good			
W Trails					Good			
South Capitol Lots	2015 Water St SW	1994	Unknown	0.92	Undeveloped			
Springwood Dr Parcel	1500 Springwood Dr NE	2015	\$0	3.2	Undeveloped			

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Facility	Location	Date Acquired	Historical or Purchase Cost	Acres / Capacity	Present Condition	Improvements Required	Year Needed	Estimated Cost of Improvement
Olympia Parks	Citywide	Varies	\$67,792,224	1,342.06 Ac	Varies	See Below	See Below	See Below
Stevens Field	2300 Washington St SE	1963	Unknown	7.84				
Concession		1986			Good			
Field 1		2018	\$785,000		Excellent			
Field 2					Good	New Synthetic Turf/Lighting	2021	\$1,187,000
Storage/RR		1950s			Fair			
Shelters (3)		1990			Poor			
Tennis (2)					Good			
Sunrise Park	505 Bing St NW	1988	Unknown	5.74				
Restroom (1 unisex)		2011	\$216,000		Excellent			
Playground		2015	\$100,000		Excellent			
Basketball		1994			Good			
Community Garden		2011	\$40,000		Excellent			
Trillium Open Space	900 Governor Stevens Ave SE	1989	Unknown	4.53	Good			
Ward Lake Parcel	2008 Yelm Hwy SE	2007	\$3,575,958	9.14	Undeveloped			
Watershed Park	2500 Henderson Blvd SE	1955	Unknown	153.03	Good			
West Bay Park	700 West Bay Dr NW	2006	\$6,600,000	17.04	Excellent			
West Bay Woods	1200 Hays Ave NW	2016	\$98,238	1.14	Undeveloped			
Parcels	West Bay Dr/Farwell Ave	2017	\$194,250	1.61	Undeveloped			
Wildwood Glen Parcel	2600 Hillside Dr SE	1999	\$86,390	2.38	Undeveloped			

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Facility	Location	Date Acquired	Historical or Purchase Cost	Acres / Capacity	Present Condition	Improvements Required	Year Needed	Estimated Cost of Improvement
Olympia Parks	Citywide	Varies	\$67,792,224	1,342.06 Ac	Varies	See Below	See Below	See Below
Woodruff Park	1500 Harrison Dr NW	1892	\$1	2.46				
Sprayground		2019			Excellent			
Storage/RR		1950			Excellent			
Tennis		1950			Fair	Replace/Add Pickleball Courts	2020	\$750,000
Basketball		1950			Fair			
Volleyball		1950			Fair			
Yashiro Japanese Garden	1010 Plum St SE	1990	Unknown	0.74	Good			
Yauger Park	3100 Capital Mall Dr SW	1978	Unknown	39.77				
Concessions/RR		1982			Excellent			
Kitchen/Shelter		1982			Fair			
Athletic Fields		1982			Good			
Skate Court		2000	\$392,000		Good			
Playground		2011	\$267,000		Excellent			
Community Garden		2011	\$40,000		Excellent			
Yelm Highway Parcels	3535 Yelm Hwy SE	2000/2018	\$11,117,500	86.55	Undeveloped			

Other Jurisdictions' Community Parks				49.86 Ac				
Capitol Campus (Landscaped areas)	416 Sid Snyder Avenue SW			20				
Centennial Park	200 Block Union Ave SE			0.8				
Heritage Park	501 5th Ave SW			24				
Marathon Park	Deschutes Parkway SW			2.1				
Port Plaza	700 Block Columbia St NW			1.2				

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Facility	Location	Date Acquired	Historical or Purchase Cost	Acres / Capacity	Present Condition	Improvements Required	Year Needed	Estimated Cost of Improvement
Olympia Parks	Citywide	Varies	\$67,792,224	1,342.06 Ac	Varies	See Below	See Below	See Below
Sylvester Park	600 Capitol Way S			1.3				
Ward Lake Fishing Access	4135 Ward Lake Ct SE			0.46				
Other Jurisdictions' Open Space				8.64 Acres				
Chambers Lake Trailhead	3725 14th Ave SE			1.71				
I-5 Trail Corridor	Adjacent to I-5 from Capitol Campus to Lacey City Hall	4.21						
Percival Canyon/West Bay Link	701 4th Ave W			2.72				
Water Pipe								
Water Pipe, 8" and larger, all material types 1,064,200 l.f. (202 miles)	Citywide	Varies			Varies	Maintenance & Repair	Annual	
11 Water Tanks/Reservoirs	Citywide	Varies		31 M gal total cap.	Good			
6 Booster Stations	Citywide	Varies		3.10 Mgd	Excellent - Fair			
Water Pipe								
9 Springs/Wells		Varies		22 Mgd	Good			

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Facility	Location	Date Acquired	Historical or Purchase Cost	Acres / Capacity	Present Condition	Improvements Required	Year Needed	Estimated Cost of Improvement
Pipes - Stormwater								
172 miles of storm pipe	Citywide	Varies		Conveyance	Varies	Spot Repairs	Annual	
Maintenance holes and Catch Basins - Stormwater								
Approx. 8,900 catch basins and maintenance holes	Citywide	Varies		Collection/Conveyance	Varies	Spot Repairs and Cleaning	Annual	
Management Sites Stormwater			\$9,005,000					
5th Avenue Pond	5th Avenue/Olympic Way	2004		Treatment, Storage	Good	None	Not Scheduled	
9th Ave/Milroy Pond	1901 9th Ave	2003		Treatment, Storage	Good	Vegetation Management	Annual	
12th Ave/Cushing Pond	12th Ave/Cushing	2004		Treatment, Storage	Good	None	Annual	
13th Ave/ Plymouth Pond	13th/ Plymouth St SW	1980s		Storage	Good	Vegetation Management	Annual	
14th/Lybarger Pond	14th/Lybarger St	Late 1990s		Storage	Fair	Additional planting, maintenance	Annual	
18th/Fones Pond	18th/Fones Rd	2007	\$375,000	Treatment, Storage	Good	Vegetation Management	Annual	
18th Avenue/ Ellis Street Pond	Between 18th Avenue SE and Ellis Street	2013	\$250,000	Storage, Treatment	Good	Vegetation maintenance,	Annual	
18th Avenue/ Craig Street Pond	Between 18th Avenue SE 3100 Block	2013	\$500,000	Storage, Treatment	Good	Vegetation maintenance,	Annual	
21st/Black Lake Blvd Ponds	21st/Black Lake Blvd	1990		Storage	Good	Vegetation Management	Annual	

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2020 Capital Facilities Plan

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Facility	Location	Date Acquired	Historical or Purchase Cost	Acres / Capacity	Present Condition	Improvements Required	Year Needed	Estimated Cost of Improvement
Management Sites Stormwater			\$9,005,000					
21st/Fir Pond	21st/Fir St SE	1990s		Storage	Fair	Vegetation Management	Annual	
Bayhill Pond	Harrison Ave/Kaiser Rd	2004		Storage, Infiltration	Poor	Vegetation Management	Annual	
Black Lake Meadows	Percival Basin	1995		Storage, Treatment	Good	Vegetation Management	Annual	
“Boone Lake”/Automall Pond	Cooper Pt/Behind Truck Ranch	1980s		Storage, Infiltration	Good	Vegetation Management. Improve Outlet Access	Annual	
Boulevard Rd/Log Cabin Rd Roundabout Pond	Boulevard Rd/Log Cabin Rd	2010	\$180,000	Storage, Infiltration	Good	Vegetation Management	Annual	
Boulevard Rd/22nd Avenue Roundabout Pond	Boulevard Rd/22nd Ave	2014		Treatment, Storage	Good		Annual	
“C6”/Automall Pond	Cooper Pt./Behind Volvo	1996	\$200,000	Storage	Fair	Vegetation Management, Improve Outlet Access	Not Scheduled	
Capital High School	Percival Basin			Treatment, Storage	Good	Vegetation Management	Annual	
Cedars Kettle	Log Cabin/Cain Road SE	1997	\$400,000	Infiltration	Good	Vegetation Management	Annual	
Cedars Wetpond	Cedar Park Loop	1997		Infiltration	Good	Vegetation Management	Annual	
Division and Farwell Pond	Division St/Farwell Ave	2008		Treatment, Storage	Fair	Vegetation Management	Annual	
Fern St Pond	13th/Fern St SW	1980s		Storage	Good	Soil augmentation, native shrubs	Annual	

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Facility	Location	Date Acquired	Historical or Purchase Cost	Acres / Capacity	Present Condition	Improvements Required	Year Needed	Estimated Cost of Improvement
Management Sites Stormwater			\$9,005,000					
Frederick/Thurston	Frederick/Thurston Ave			Infiltration	Good	Vegetation Management	Annual	
Harrison Ave and Kaiser Road Pond	Harrison Ave/Kaiser Rd	2011	\$200,000	Treatment, Storage, Infiltration	Good	Vegetation maintenance	Annual	
Hoffman Road Infiltration Gallery	30th/Hoffman Rd SE	1990s		Infiltration	Good	Cleaning maintenance	Annual	
Indian Creek Treatment Facility	Frederick St/Wheeler Avenue	2001	\$400,000	Water Quality Treatment	Good	Sediment removal all cells, vegetation, trail and wall maintenance	Annual	
Joy Ave and Quince St Pond	Joy Ave/Quince St		\$150,000	Treatment	Good	Vegetation Management	Annual	
Log Cabin Rd Water Tank Pond	East of Log Cabin/Boulevard Rd	2011	\$200,000	Treatment, Storage, Infiltration	Good	Vegetation Management	Annual	
Mud Bay Road Pond	Harrison Ave/Cooper Pt Road NW	2001		Storage/ Treatment	Poor	Compliance with permits, vegetation maintenance	Annual	
North Percival Constructed Wetland	21st/Black Lake Blvd	1995	\$2,300,000	Storage/ Treatment	Good	Vegetation/ Public Use Management	Annual	
Oak/Fairview Pond	Oak Avenue/Fairview Street	1990s		Storage	Good	Vegetation Management	Annual	

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2020 Capital Facilities Plan

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Facility	Location	Date Acquired	Historical or Purchase Cost	Acres / Capacity	Present Condition	Improvements Required	Year Needed	Estimated Cost of Improvement
Management Sites Stormwater			\$9,005,000					
Pacific Avenue Treatment Facility	Pacific Avenue at Indian Creek	2014	\$650,000	Water Quality Treatment	Good	Vegetation maintenance, hydrodynamic separator cleaning, Storm filter replacement	Annual	
Sleater-Kinney Pond	15th/Sleater-Kinney Road	2002	\$300,000	Storage/ Treatment	Good	Vegetation Management	Annual	
Stan Hope Pond	Stanhope/Landau, NE	1980		Treatment, Infiltration	Good	Vegetation Management	Annual	
Taylor Wetlands Pond	North of Fones Rd (Home Depot)	2003	\$400,000	Treatment, Storage, Infiltration	Good	Vegetation Management	Annual	
Yauger Park Regional Pond	Cooper Pt./Capital Mall Dr.	1983 (Upgraded 2011)	\$2,500,000	Treatment, Storage	Good	Vegetation management, plant establishment	Annual	
Low Impact Development Facilities - Stormwater			\$30,000					
11th Avenue Bio Swale	11th Avenue SW/Plymouth Street	2006		Treatment, Infiltration, Conveyance	Fair	Vegetation Management	Annual	
Decatur Bio Swale	Decatur St /9th Ave	2009	\$30,000	Treatment	Good	Vegetation Management	Annual	
Division/Bowman Rain Garden	Division St/Bowman Ave	2008		Treatment, Storage	Good	Vegetation Management	Annual	

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Facility	Location	Date Acquired	Historical or Purchase Cost	Acres / Capacity	Present Condition	Improvements Required	Year Needed	Estimated Cost of Improvement
Low Impact Development Facilities - Stormwater			\$30,000					
Hoadly Rain Garden	Hoadly Street/Governor Stevens Avenue			Treatment, Storage, Infiltration	Fair	Vegetation Management	Annual	
Oak/Fir Rain Garden	Oak Avenue/Fir Street	2011		Treatment, Infiltration	Good	Vegetation Management	Annual	
Yelm Highway Bio-Infiltration Swales	Yelm Hwy/Henderson			Treatment, Infiltration	Good	Vegetation Management	Annual	
Treatment Vaults - Stormwater			\$1,060,000					
4th Ave Bridge Treatment Facility	4th Ave Bridge	2004		Water Quality Treatment	Good	Filter Replacement	Bi-Annual	
4th Ave East Treatment Facility	4th Ave/Quince St	2015		Water Quality Treatment	Good	Sediment Removal	Annual	
City Hall Treatment	City Hall	2011	\$40,000	Treatment	Good	Sediment Removal, Filter Replacement	Annual	
Decatur Storm Filter	Decatur St /9th Ave	2009	\$20,000	Water Quality Treatment	Good	Filter replacement and cleaning	Annual	
Fire Station Headquarters Street Treatment	Puget St/4th Ave E			Water Quality Treatment	Good	Filter replacement and cleaning		
Giles Avenue Treatment Vault	Giles Ave/Division St NW	2004	\$300,000	Water Quality Treatment	Good	Sediment removal, primary cell and filter vault	Annual	

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2020 Capital Facilities Plan

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Facility	Location	Date Acquired	Historical or Purchase Cost	Acres / Capacity	Present Condition	Improvements Required	Year Needed	Estimated Cost of Improvement
Treatment Vaults - Stormwater			\$1,060,000					
Hands on Children's Museum	Marine Drive	2011		Water Quality Treatment	Good	Filter replacement and cleaning	Annual	
Harrison Avenue Treatment	Three vaults on Harrison Avenue west of Kaiser road	2011	\$50,000	Water Quality Treatment	Good	Mulch replacement	Annual	
San Francisco Ave Treatment	San Francisco Ave/Rose St	2009						
Sleater-Kinney / San Mar Treatment	San Mar to Martin Way (Under West Sidewalk)	2003		Treatment	Good	Maintenance cleaning	Annual	
State Avenue Treatment	State Ave, from Plum to Central Street	2015		Water Quality Treatment	New	None	Annual	
West Bay Drive Treatment	West Bay Drive Sidewalk	2015		Water Quality Treatment	New	None	Annual	
Pacific Avenue Treatment Facility	Pacific Avenue at Indian Creek	2014	\$650,000	Water Quality Treatment	Good	Vegetation maintenance, hydrodynamic separator cleaning, Storm filter replace.	Annual	
Percival Landing Treatment Vault	Olympia Ave / Columbia St	2011		Water Quality Treatment	Good	Filter replacement and cleaning	Annual	
Property Maintained - Stormwater Natural Resources Areas								
Schneider Creek Check Dams	Ellion St/Orchard Dr				Poor	Remove/ Replace	Not Scheduled	

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Facility	Location	Date Acquired	Historical or Purchase Cost	Acres / Capacity	Present Condition	Improvements Required	Year Needed	Estimated Cost of Improvement
Wastewater Conveyance System								
Wastewater Pipes – Gravity - 187 total linear miles	Citywide	Varies			Good (150 miles) Fair (23 miles) Poor (13 miles) Unknown (1 mile)	Priority Repairs	Annual	\$365,000
Wastewater Pipes – Force Main - 10 total linear miles	Citywide	Varies				Long-term force main upgrades	2024-2029	\$1,800,000
Wastewater STEP Systems 1,730 residential and 20 commercial	Citywide	Varies				Residential STEP Equipment Upgrades	Ongoing, as feasible	\$450,000
Wastewater STEP Pressure Mains - 28 total linear miles	Citywide	Varies						
Wastewater Structures (manholes, cleanouts, etc.)	Citywide	Varies				Maintenance hole repair and replacements	2021-2024	\$232,000
Other Jurisdictions Wastewater and Reclaimed Water Facilities (owned by LOTT Clean Water Alliance)								
Capitol Lake Pump Station	Deschutes Parkway			24mgd				
Budd Inlet Treatment Plan	500 Adams St NE			Can process up to 22mgd of wastewater; Can produce up to 1.5 mgd of reclaimed water				

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2020 Capital Facilities Plan

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Facility	Location	Date Acquired	Historical or Purchase Cost	Acres / Capacity	Present Condition	Improvements Required	Year Needed	Estimated Cost of Improvement
Other Jurisdictions Wastewater and Reclaimed Water Facilities (owned by LOTT Clean Water Alliance)								
Major Interceptor Sewer Lines	Along Martin Way and Capitol Way; Indian and Percival Creeks; Black Lake and Cooper Pt Roads; around Capital Lake			16 miles				
Reclaimed Water Transmission Lines	Downtown area			4,000 feet				
Creeks								
Indian/Moxie Creek	Various Locations					Water Quality/Habitat Improvements	Ongoing	
Percival Creek	Between Percival Cove & Hwy 101					Water Quality/Habitat Improvements	Ongoing	
Schneider Creek	Various Locations					Water Quality/Habitat Improvements	Ongoing	
Woodard Creek	Various Locations					Water Quality/Habitat Improvements	Ongoing	
Parking Lots								
Columbia St & 4th Ave Parking Lot	122 4th Ave W		\$286,150	.17 Ac	Fair	Drainage, repavement, striping	Not scheduled	

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Facility	Location	Date Acquired	Historical or Purchase Cost	Acres / Capacity	Present Condition	Improvements Required	Year Needed	Estimated Cost of Improvement
Parking Lots								
Olympia Ave at Franklin St Parking Lot	303 Franklin St NE		\$369,340	.33 Ac	Fair	Drainage, repavement, striping	Not scheduled	
State Ave and Washington St Parking Lot	205 State Ave NE		\$457,600	.33 Ac	Poor	Drainage, repavement, striping	Not scheduled	
Former Senior Center Gravel Parking Lot at State and 4th	114 Columbia St NW		\$275,950	.17 Ac	Poor	Paving	Not scheduled	
	116 Columbia St NW		\$288,150	.17 Ac				
State and Capital Parking Lot	107 State Ave NE		\$269,600	.16 Ac	Fair	repavement, striping	Not scheduled	

Facilities		Year Built	\$97,425,300			This Section below is currently being updated as part of the Building Condition Assessment Report		
City Hall	601 4th Ave E	2011	\$35,650,000		Excellent			
Community Center/ Olympia Center	222 N Columbia	1987	\$5,301,000		Good			
Court Services Building	909 8th Ave	1975	\$143,000		Fair			
Family Support Center	201/211 N Capitol Way	1940	\$1,443,600		Good			
Farmers Market	Capitol Way	1996	\$1,000,000		Good			
Fire Station No. 1	100 Eastside St NE	1993	\$4,403,900		Good			
Fire Station No. 2	330 Kenyon St NW	1991	\$1,233,500		Good			
Fire Station No. 3	2525 22nd Ave SE	1992	\$416,700		Good			

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Facility	Location	Date Acquired	Historical or Purchase Cost	Acres / Capacity	Present Condition	Improvements Required	Year Needed	Estimated Cost of Improvement
Parking Lots								
Fire Station No. 4	3525 Stoll Rd SE	2011	\$7,095,700		Excellent			
Hands on Children’s Museum	401 Jefferson St SE	2012	\$18,500,000		Excellent			
Lee Creighton Justice Center	900 Plum St SE	1967	\$2,432,300		Fair			
Maintenance Center Complex	1401 Eastside St	1976	\$3,849,300		Fair			
Mark Noble Regional Fire Training Center	1305 Fones Rd	2013	\$8,720,800		Excellent			
Old Fire Station Training Center	2200 Boulevard Rd SE	1962	\$65,000		Good			
Police Firing Range	6530 Martin Way E	1987	\$245,000		Good			
The Washington Center	512 Washington St	1985	\$4,181,700		Good			
Olympia Timberland Library	313 8th Ave SE	1981	\$2,743,800		Good			

Facilities Owned by Other Public Entities Within the City of Olympia								
Olympia School District	See the Olympia School District’s Capital Facilities Plan for a facilities inventory list, capacities and map (part of Olympia’s Adopted CFP).							
Port of Olympia	See Port of Olympia Comprehensive Scheme of Harbor Improvements for a Budd Inlet District Map. (http://www.portolympia.com/index.aspx?nid=235)							

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Facility	Location	Date Acquired	Historical or Purchase Cost	Acres / Capacity	Present Condition	Improvements Required	Year Needed	Estimated Cost of Improvement
Facilities Owned by Other Public Entities Within the City of Olympia								
South Puget Sound Community College Campus	2011 Mottman Road SW. See SPSCC website for a campus map. (http://spscc.ctc.edu/)		Varies (Olympia campus is about 102 acres; with about 86.5 acres in City of Olympia jurisdiction)					
State of Washington	See campus map on State of Washington Department of Enterprise Services website. (http://des.wa.gov/Pages/default.aspx)							
Thurston County	See inventory list in Thurston County Capital Facilities Plan. (http://www.co.thurston.wa.us/planning/comp_plan/comp_plan_document.htm)							

Bridges			\$39,000,000					
Olympia-Yashiro Friendship Bridge	4th Ave Bridge	1919, Replaced 2004	\$39,000,000		Good			
5th Avenue Bridge	5th Ave	1958, Rebuilt 2004			Good			
Priest Point Park Bridge	2700 Block East Bay Dr	1972			Good			
Percival Creek Bridge	Cooper Point Dr/AutoMall Dr at Evergreen Park Dr SW	1986			Good			
R.W. Johnson Road Culvert	R.W. Johnson Blvd, 700' N of Mottman Rd	2003			Good	Bank Stabilization		

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Facility	Location	Date Acquired	Historical or Purchase Cost	Acres / Capacity	Present Condition	Improvements Required	Year Needed	Estimated Cost of Improvement
Streets								
Arterial Classification- 106 lane miles	Citywide	Varies		Average system condition rating is 66. Target condition rating is 75.		\$48 million (in 2012 dollars)		
Collector Classification- 124 lane miles	Citywide	Varies						
Neighborhood Collector Classification- 42 lane miles	Citywide	Varies						
Local Access Classification- 236 lane miles	Citywide	Varies						
Urban Collector- 17 lane miles	Citywide	Varies						
Wellhead Protection								
Klabo		1998	\$1,000,000	10 Acres				
McAllister Wellfield Vicinity		2003	\$154,788	10 Acres	Unimproved			
Miscellaneous								
Chambers Ditch (Maintained by Chambers Drainage Ditch District)	Southeast, from outlet of Chambers Lake to Yelm Highway	Stormwater Conveyance	\$3,743,000	13.08 Acres				
Old City Dump/Top Foods	NW of Top Foods		\$3,586,800	12.34 Ac				
Old Gravel Pit	800' East of Kenyon St & 4th Ave		\$128,000	.35 Ac				
Woodland Park Parcel (Acquired through LID delinquency)	2710 Aztec Dr NW	2010	\$28,200	.39 Ac	Undeveloped			

Glossary of Terms & Acronyms

Allocation

To set aside or designate funds for specific purposes. An allocation does not authorize the expenditure of funds.

Appropriation:

An authorization made by the City Council for expenditures against the City's Annual Budget. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Appropriation Ordinance:

An official enactment by the legislative body establishing the legal authority for officials to obligate and expend resources.

Arterial Street Funds (ASF):

State grants received for the dedicated purpose of improvements to arterials. The source of funding is the state gas tax.

Assessed Value (AV):

The fair market value of both real (land and building) and personal property as determined by the Thurston County Assessor's Office for the purpose of setting property taxes.

Assets:

Property owned by a government which has monetary value.

Bond:

A written promise to pay (debt) a specified sum of money (principal or face value) at a specified future date (the maturity date(s)) along with periodic interest paid at a specified percentage of the principal (interest rate).

Bond Anticipation Notes: (BANs)

Short-term interest-bearing notes issued in anticipation of bonds to be issued at a later date. The notes are retired from proceeds of the bond issue to which they are related.

Budget (Operating):

A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceilings under which a government and its departments operate.

Bulb out:

An extension of the curb that juts out into the roadway, approximately seven feet wide (the width of a parking space).

Capital Budget:

A plan of proposed capital expenditures and the means of financing them. The capital budget may be enacted as part of the complete annual budget including both operating and capital outlays. The capital budget is based on a Capital Facilities Plan (CFP).

Capital Expenditure:

Expenditure resulting in the acquisition of or addition to the City’s general fixed assets.

Capital Facilities:

A structure, improvement, piece of equipment or other major asset, including land that has a useful life of at least five years. Capital facilities are provided by or for public purposes and services including, but not limited to, the following:

- Bikeway and Disability Access Ramps
- Detention Facilities
- Drinking Water
- Fire and Rescue
- Government Offices
- Law Enforcement
- Libraries
- Open Space
- Parks (Neighborhood and Community)
- Public Health
- Recreational Facilities
- Roads
- Sanitary Sewer
- Sidewalks, Bikeway, and Disability Access Ramps
- Solid Waste Collection and Disposal
- Stormwater Facilities
- Street Lighting Systems
- Traffic Signals

Capital Facilities Plan:

A twenty-year plan to implement the comprehensive plan vision, showing how the City will provide urban governmental services at adopted levels of service standards for the existing and projected population growth in the City and Urban Growth Area. It includes projected timing, location, costs, and funding sources for capital projects. The CFP identifies which capital facilities are necessary to support development/growth. Projects in the CFP are directly related to the applicable master plan or functional plans, such as the Parks, Arts and Recreation Plan, the Storm and Surface Water Plan, and other similar plans. The CFP is an element of the Comprehensive Plan, which is required to be internally consistent with the other chapters of the plan and the City budget.

Capital Improvement:

A project to create, expand or modify a capital facility. The project may include design, permitting, environmental analysis, land acquisition, construction, landscaping, site improvements, initial furnishings, and equipment.

Capital Improvement Plan (CIP) Fund:

A fund used to pay for general municipal projects (excludes utilities). The money is derived from the real estate excise tax, interest, utility tax (1%), and the year-end cash surplus.

CFP General Fund Revenues:

These revenues include 1% non-voted utility tax on gas, electric and telephone utilities plus 6% utility tax on Cable TV. In addition to the utility tax, CIP revenues include REET, interest, and contributions from the General Fund.

Concurrency:

In growth management terms, capital facilities must be finished and in place at the time or within a reasonable time period following the impact of development.

Councilmanic:

Debt that is incurred by the City Council. A vote of the people is not required. The funds to repay the debt must come from the City's general revenues.

Debt Capacity:

The amount of money a jurisdiction can legally afford to borrow.

Debt Service:

Payment of interest and principal to holders of a government's debt instruments.

Development Orders and Permits:

Any active order or permit granting, denying, or granting with conditions an application for a land development approval including, but not limited to impact fees, inventory, and real estate excise tax.

Federal Aid to Urban Systems (FAUS):

A grant received for improvements to the City's transportation network.

Fund Balance:

The excess of an entity's assets over its liabilities. The City's policy is to maintain a fund balance of at least 10% of the operating revenues in all funds. This term may also be referred to as Retained Earnings in the Utility funds or yearend surplus in the General Fund.

Gas Tax:

Money received by the City from the State Gas Tax. The funds may only be used for improvements to arterials.

General Facility Charges (GFC):

Payment of monies imposed for development activity as a condition of granting development approval in order to pay for utilities needed to serve new development.

Grant:

A funding source provided by the State or Federal government.

Impact Fees:

A payment of money imposed for development activity as a condition of granting development approval in order to pay for the public facilities needed to serve new growth and development. By state law, impact fees may be collected and spent on roads and streets, parks, schools, and fire protection facilities.

Increased Rates (INCRATES):

Sufficient funds do not exist for the project to occur without a rate increase.

Interim Use and Management Plan (IUMP): The portion of the Parks Plan that reflects parks/parcels that need minimal property development of the property so that it can be used until the property is further developed for full use by the public.

Inventory:

A listing of City of Olympia’s public facilities including location, condition, and future replacement date.

Level of Service:

A quantifiable measure of the amount of public facility that is provided. Typically, measures of levels of service are expressed as ratios of facility capacity to demand (i.e., actual or potential users).

Local Improvement Districts: (LID)

A mechanism to pay for improvements (i.e., streets, sidewalks, utilities) that directly benefit the property owner.

Neighborhood Traffic Management Program: (NTMP)

A program to reduce the speed/traffic in neighborhoods. The plan includes the use of traffic circles or islands, speed bumps, improved signage or restriping.

Operation and Maintenance (O&M)

Operation and maintenance expense.

Pervious or Porous Pavement:

A permeable pavement surface with a stone reservoir underneath. The reservoir temporarily stores surface runoff before infiltrating it into the subsoil. Runoff is thereby infiltrated directly into the soil and receives some water quality treatment.

Public Works Trust Fund (PWTF) Loans:

Low interest loans from the State of Washington for “public works” projects.

Rates:

The existing rate of the various utilities sufficient to pay for the cost of projects.

Repairs and Maintenance: (General)

Building/facility repairs/maintenance up to \$50,000, and with a life expectancy of less than five years. General repairs and maintenance are paid from the City Operating Budget.

Repairs and Maintenance: (Major)

Building/facility repairs/maintenance up to \$50,000 or more with a life expectancy of five years or more. Major repairs and maintenance are paid from the Capital Budget.

Real Estate Excise Tax (REET):

The City of Olympia charges 1/2% tax on all real estate transactions to fund capital improvements.

SEPA Mitigation Fees:

Fees charged to “long plats” or new major developments for their direct impact on the system. SEPA mitigation measures must be related to a specific adverse impact identified in the environmental analysis of a project. The impact may be to the natural or built environment, including public facilities.

Septic Tank Effluent Pump (STEP):

This is an alternative to gravity flow sewage systems. The Council eliminated the use of future STEP systems in 2005.

Six-year Financial Plan:

A six-year financially constrained plan of identified projects, anticipated costs, and proposed funding sources that is part of the Capital Facilities Plan.

Site Stabilization Plan (SSP):

The portion of the Parks Plan that reflects parks/parcels that need additional work to increase safety by putting up fences, gates, or removing debris, etc.

Transportation Benefit District (TBD):

The Olympia City Council makes up the TBD Board, enacted by City Council in 2008. Each vehicle registered within the City of Olympia at the time of renewal is assessed \$40 for transportation improvements in Olympia. The TBD Board currently contracts with the City to fund transportation projects.

Utility Tax:

The City of Olympia charges the statutory limit of 6% on private utilities (electric, gas, telephone and Cable TV). 1% of the amount on gas electric and telephone goes to the Financial Plan. The total 6% tax on Cable TV goes to major maintenance. In 2004, voters approved an additional 3% increase in this tax, for a total of 9%. Of the 3%, 2% is for Parks and 1% is for recreational sidewalks.

Voted:

Voted debt requires the citizens' vote for approval to increase property taxes to pay for the project.

Acronyms	
AC	Asbestos Cement
ADA	Americans with Disabilities Act
AV	Assessed Value
CAMP	Capital Asset Management Program
CFP	Capital Facilities Plan
CIP	Capital Improvement Program
DFW	Department of Fish and Wildlife
DOE	Department of Energy
DOH	Department of Health
EDDS	Engineering Design and Development Standards
EMS	Emergency Medical Services
ENV	Environmental
FF&E	Furniture, Fixtures and Equipment
GFC	General Facilities Charge
GHG	Green House Gases

Acronyms	
GMA	State of Washington Growth Management Act
GMP	Guaranteed Maximum Price
GO	General Obligation
GTEC	Growth and Transportation Efficiency Centers
HES	Hazard Elimination Safety
HOCM	Hands on Children’s Museum
I&I	Inflow and Infiltration
IAC	Interagency Committee for Outdoor Recreation
IPM	Integrated Pest Management
IUMP	Interim Use and Management Plan
LBA	Little Baseball Association
LED	Light Emitting Diodes
LEED	Leadership in Energy and Environmental Design
LID	Local Improvement District
LOS	Level of Service
LOTT	Lacey, Olympia, Tumwater, Thurston County
LTFS	Long Term Financial Strategy
NPDES	National Pollutant Discharge Elimination System
NTMP	Neighborhood Traffic Management Program
O&M	Operations and Maintenance
OPARD	Olympia Parks, Arts and Recreation Department
OMPD	Olympia Metropolitan Park District
OWT	Olympia Woodland Trail
PFD	Public Facilities District
PMMP	Parks Major Maintenance Program
PSI	Pounds per Square Inch
PWTF	Public Works Trust Fund
RCO	Recreation and Conservation Office
REET	Real Estate Excise Tax

Acronyms	
RFP	Request for Proposal
SDWA	Federal Safe Drinking Water Act
SEPA	State Environmental Policy Act
SPSCC	South Puget Sound Community College
SSP	Site Stabilization Plan
STEP	Septic Tank Effluent Pump
TBD	Transportation Benefit District
TIP	Transportation Improvement Program
TOR	Target Outcome Ratios
TRPC	Thurston Regional Planning Council
TSP	Transit Signal Priority
UBIT	Under Bridge Inspection Truck
UFC	Uniform Fire Code
UGA	Urban Growth Area
UGMA	Urban Growth Management Area
WWRF	Washington Wildlife Recreation Fund
WWRP	Washington Wildlife and Recreation Program

Olympia School District
Capital Facilities Plan,
DRAFT
2020-2025

7-31-2019

Executive Summary

The Olympia School District's 2020-2025 Capital Facilities Plan (CFP) has been prepared as the district's principal six-year facility planning document in compliance with the requirements of the Washington State Growth Management Act. This plan is developed based on the district's recent long range facilities master plan work, which looked at conditions of the district facilities, projected enrollment growth, utilization of current schools and the capacity of the district to meet these needs from 2010 to 2025. This report is the result of a volunteer Facilities Advisory Committee (FAC) who worked with the district and a consulting team for nearly six months. In addition to this 2011 Master Plan and the updates that are underway, the district may prepare other facility planning documents consistent with board policies, to consider other needs of the district as may be required.

This CFP consists of four elements:

1. An inventory of existing capital facilities owned by the Olympia School District including the location and student capacity of each facility.
2. A forecast of future needs comparing student enrollment projections against permanent facility student capacities. The basis of the enrollment forecast was developed by demographer Dr. W. Les Kendrick. The student generation rate used to calculate the impact fee for this plan was developed by demographer Michael McCormick.
3. The proposed locations and capacities of new and expanded facilities anticipated to be constructed or remodeled over the next six years and beyond.
4. A financing plan for the new and expanded facilities anticipated to be constructed over the next six years. This plan outlines the source of funding for these projects including state revenues, local bond revenue, local levy revenue, impact fees, mitigation fees, and other revenues.

This CFP contains updates to plans that address how the district will respond to state policies to reduce class size. The Legislature has recently enacted legislation that targets class size reduction by the 2019-20 school year (SY). The Supreme Court has mandated implementation of this legislation, and an initiative of the people (I-1351) was enacted and then amended by the Legislature; all of these policy increments significantly impact school housing needs. All of these policy increments have included conversion of half-day kindergarten to full-day kindergarten as state policy; it is now fully implemented.

The 2011 Master Plan and updates contain multiple projects to expand the district's facility capacity and major modernizations. Specifically, the plan included major modernizations for Garfield (with expanded capacity), Centennial, McLane, and Roosevelt Elementary Schools; limited modernization for Jefferson

Middle School; and modernizations for Capital High School. The plan called for the construction of a new building, with expanded capacity, for the Olympia Regional Learning Academy. The plan called for the construction of a new elementary/intermediate school (serving grades 5-8) on the east side of the district. In the 2015 Master Plan update to the 2011 Master Plan, this new intermediated school project will not move forward. The district will expand capacity at five elementary schools via mini-buildings of permanent construction consisting of 10 classrooms each. In addition, in order to nearly double Avanti High School enrolment, Avanti is scheduled to expand to use the entire Knox building; the administration would move to a different building. At Olympia High School, the district would reduce reliance on 10 portables by building a new permanent building of about 22 classrooms. Finally, the plan includes a substantial investment in systems modernizations and major repairs at facilities across the district.

This 2020-2025 Capital Facilities Plan (CFP) is intended to guide the district in providing new capital facilities to serve projected increases in student enrollment as well as assisting the district to identify the need and time frame for significant facility repair and modernization projects. The CFP will be reviewed on an annual basis and revised accordingly based on the updated enrollment and project financing information available

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DRAFT Capital Facilities Plan

2020-2025

Olympia School
District, July 31, 2019

I. School Capacity, Methodology and Levels of Service

The primary function of calculating school capacities is to allow observations and comparisons of the amount of space in schools across the Olympia School District (OSD) and plan for growth in the number of students anticipated at each school. This information is used to make decisions on issues such as locations of specialty program offerings, enrollment boundaries, portable classroom units, new construction and the like.

School capacities are a general function of the number of classroom spaces, the number of students assigned to each classroom, how often classrooms are used, and the extent of support facilities available for students, staff, parents and the community. The first two parameters listed above provide a relatively straightforward calculation, the third parameter listed is relevant only to middle and high schools, and the fourth parameter is often a more general series of checks and balances.

The district's historical guideline for the maximum number of students in elementary school classrooms is as follows. The table below also identifies the guideline of the new initiative and the square footage guideline used for costing construction:

Class Size Guidelines	OSD Historical Guidelines	2014 I-1351 Voter Approved (Not funded by Legislature):	Square Footage Guideline:	ESHB 2242 Enacted in 2017:
Kindergarten	23 students	17 students	25-28 students	17 students
Grades 1-2	23 students	17 students	25-28 students	17 students
Grades 3	25 students	17 students	28 students	17 students
Grades 4-5	27 students	25 students	28 students	27 students

As the district constructs new classrooms, the class size square footage guideline is tentatively set to accommodate 25-28 students. Occasionally, class sizes must exceed the guideline, and be in overload status. The district funds extra staffing supports for these classrooms when they are in overload status. In most cases, the district needs to retain flexibility to a) place a 4th or 5th grade into any physical classroom; and b) size the classroom square footage to contain a classroom in overload status where needed. In addition, there is the possibility that class sizes would be amended at a later time to increase. Further, state policy makers have delayed Initiative 1351 implementation and there appears to be little intent to implement the initiative. For

these reasons, the district is maintaining its historical practice of constructing classrooms to hold 28 students comfortably. This is consistent with the newly enacted finance system for K-12 public education, in that the 2017 Legislature has retained the class size for 4th and 5th grade at 27 students.

Typically, OSD schools include a combination of general education classrooms, special education classrooms, and classrooms dedicated to supportive activities, as well as classrooms dedicated to enrichment programmes such as art, music, language and physical education. Some programs, such as special education serve fewer students but require regular-sized classrooms. An increased need for these programs at a given school can reduce that school's total capacity. In other words, the more regular sized classrooms that are occupied by smaller numbers of students, the lower the school capacity calculation will be. Any school's capacity, primarily at elementary level, is directly related to the programs offered at any given time.

Special education classroom use at elementary level includes supporting the Infant/Toddler Preschool Program, Integrated Kindergarten Program, DLC Program (Developmental Learning Classroom, which serves students with moderate cognitive delays), Life Skills Program (students with significant cognitive delays), LEAP Program (Learning to Engage, be Aware and Play program for students with significant behavior disabilities) and the ASD Program (Students with Autism Spectrum Disorders.) At middle and/ or high level, special education classroom use includes supporting the DLC Program, Life skills Program, HOPE Program (Help Our People Excel for students with significant behavior disabilities) and the ASD Program.

Classrooms dedicated to specific supportive activities include serving IEP's (Individual Education Plan), OT/PT services (Occupational and Physical Therapy), speech and language services, ELL services (English Language Learner), ALPS services (the district's program for highly capable 4th and 5th graders), as well as non-specific academic support for struggling students (primarily Title I of the No Child Left Behind Act.)

Of note, the district has a practice of limiting school size to create appropriately-sized learning communities by limiting elementary school size to about 500 students, middle school size to about 800 students, and high school size about 1,800 students. These limits represent a guide, but not an absolute policy limit and in this CFP update the guideline is adjusted slightly. The district's 2015 review and update of the 2011 Master Plan included the FAC's recommendation that exceeding these sizes was desirable if the school still functioned well, and that a guideline should be exceeded when it made sense to do so. Therefore the plans for future enrollment growth are based on this advice and some schools are intended to grow past these sizes.

Methodology for Calculating Building Capacity

Elementary School

For the purpose of creating an annual CFP, student capacity at individual elementary schools is calculated by using each school's current room assignments. (E.g. How many general education classrooms are being used, and what grade level is being taught? How many different special education classrooms are being used? How many classrooms are dedicated to supportive activities like the PATS Program, ELL students, etc.?)

Throughout the district's elementary schools, special programs are located according to a combination of criteria including the proximity of students who access these special programs, the efficiency of staffing resources, and available space in individual schools. Since the location of special programs can shift from year to year, the student capacities can also grow or retract depending on where the programs are housed. This fluctuation is captured in what is termed the "Program Capacity" of each school. That is to say that "Program Capacity" is calculated based on the programs offered at a given school each year, instead of a simple accounting of the number of classroom spaces (See Table A.)

Middle and High Schools

Capacity at middle school and high school levels are based on the number of "teaching stations" that include general-use classrooms and specialized spaces, such as music rooms, computer rooms, physical education space, industrial arts space, and special education and/ or classrooms dedicated to supportive activities. In contrast to elementary schools, secondary students simultaneously occupy these spaces to receive instruction. As a result, the district measures the secondary school level of service based on a desired average class size and the total number of teaching stations per building. The capacities of each secondary school are shown on Table B.

Building capacity is also governed by a number of factors including guidelines for maximum class size, student demands for specialized classrooms (which draw fewer students than the guidelines allow), scheduling conflicts for student programs, number of work stations in laboratory settings, and the need for teachers to have a work space during their planning period. Together these limitations affect the overall utilization rate for the district's secondary schools.

This rate, in terms of a percentage, is applied to the number of teaching stations multiplied by the average number of students per classroom in calculating the effective capacity of each building. The levels of service for both middle and high school equates to an average class loading of 28 students based upon an 80% utilization factor. The only exception is Avanti High School, the district's alternative high school program, which does not consist of any specialized classroom space and has relatively small enrollment, so a full 100% utilization factor was used to calculate this school's capacity.

The master plan includes estimates for both current and maximum utilization. In this CFP we have used the current utilization capacity level because it represents the ideal OSD configurations of programs and services at this time. It is important to note that there is very little added capacity generated by employing the maximum utilization standard.

Level of Service Variables

Several factors may impact the district's standard Level of Service(LOS) in the future including program demands, state and federal funding, collective bargaining agreements, legislative actions, and available local funding. These factors will be reviewed annually to determine if adjustments to the district's LOS are warranted. The district is experiencing growth in its special education preschool population and is exploring opportunities to provide other additional or expanded programs to students in grades K-12. This review may result in a change to the standard LOS in future Capital Facilities Plans.

Alternative Learning

The district hosts the Olympia Regional Learning Academy (ORLA), which serves students from both within and outside of the district's boundaries. The program, which began in 2006, now serves approximately 440 students. Each year since 2006 the proportion of students from within the Olympia School District has increased. Therefore, over time, the program will have a growing positive impact on available capacity within traditional district schools. As more students from within district schools migrate to ORLA, they free up capacity to absorb projected growth.

The Olympia School District is also committed to serving as this regional hub for alternative education and services to families for non-traditional education. The program is providing education via on-line learning, home-school connect (education for students that are home-schooled), and Montessori elementary education.

Finally, Olympia School District is committed to providing families with alternatives to the traditional public education, keeping up with the growing demand for these alternatives, and to providing ORLA students and families with a safe facility conducive to learning.

Elementary School Technology

In capacity analyses, the district has assumed that current computer labs will be converted to classrooms. The ease of use, price, and industry trend regarding mobile computing afford the district the opportunity to eliminate six classrooms/ portables from a computer lab design into a classroom.

Preschool Facilities

The district houses 10 special needs preschool classrooms across the district. Recently the district has been leasing space from a church due to a lack of classroom space. The CFP addresses the need to house these classrooms in district facilities. For the 2017-18 SY, all preschool classrooms are housed in public schools; 2 classrooms have been moved from leased space to schools.

Table A

*Elementary School Capacities (Current Utilization Standard and Current Class Size)***Olympia School District Capacity; 2015 Master Plan with Selected Updates**

Elementary Schools*	September 2018 Headcount K-5	Building Capacity	Portable Capacity	Total Capacity	Notes
Boston Harbor	177	176	42	218	---
Brown, LP	372	360	42	402	---
Centennial	516	764	63	827	Mini-building included.
Garfield	366	449	58	507	---
Hansen	468	827	42	869	Mini-building included.
Lincoln	291	273	0	273	---
Madison	230	252	42	294	---
McKenny	350	402	84	486	---
McLane	341	738	42	780	Mini-building included.
Pioneer	457	759	0	759	Mini-building included.
Roosevelt	404	751	0	751	Mini-building included.
Totals	3,972	5,751	415	6,166	---
West Side Totals	1,547	2,374	184	2,558	(LPBES, GES, HES, McLES)
East Side Totals	2,425	3,377	231	3,608	(BHES, CES, LES, MES, McKES, PES, RES)

*Including some of the capacity used for preschools.

Table B

Middle and High School Capacities (Current Utilization Standard and Current Class Size)

Olympia School District Capacity; 2015 Master Plan with Selected Updates

Middle Schools	September 2018 Headcount K-5	Building Capacity	Portable Capacity	Total Capacity	Notes
Jefferson	471	600	23	623	Portable is devoted to Boys/Girls Club.
Marshall	416	515	0	515	---
Reeves	438	559	23	582	---
Washington	799	797	23	820	---
Totals	2,124	2,471	69	2,540	---
High Schools	September 2018 Headcount K-5	Building Capacity	Portable Capacity	Total Capacity	Notes
Avanti	169	200	0	200	---
Capital	1,336	1,452	46	1,498	---
Olympia High School	1,782	1,665	185	1,850	---
Totals	3,287	3,317	231	3,548	---
ORLA	September 2018 Headcount K-5	Building Capacity	Portable Capacity	Total Capacity	Notes
ORLA	629	700	0	700	Capacity is calculated as an elementary school (100% utilization); 25 students per classroom.
Total Capacity	10,012	12,239	715	12,954	---

Note: Utilization factor for middle and high schools is 80%. Utilization factor for ORLA is 100%.

Olympia School District Building Locations

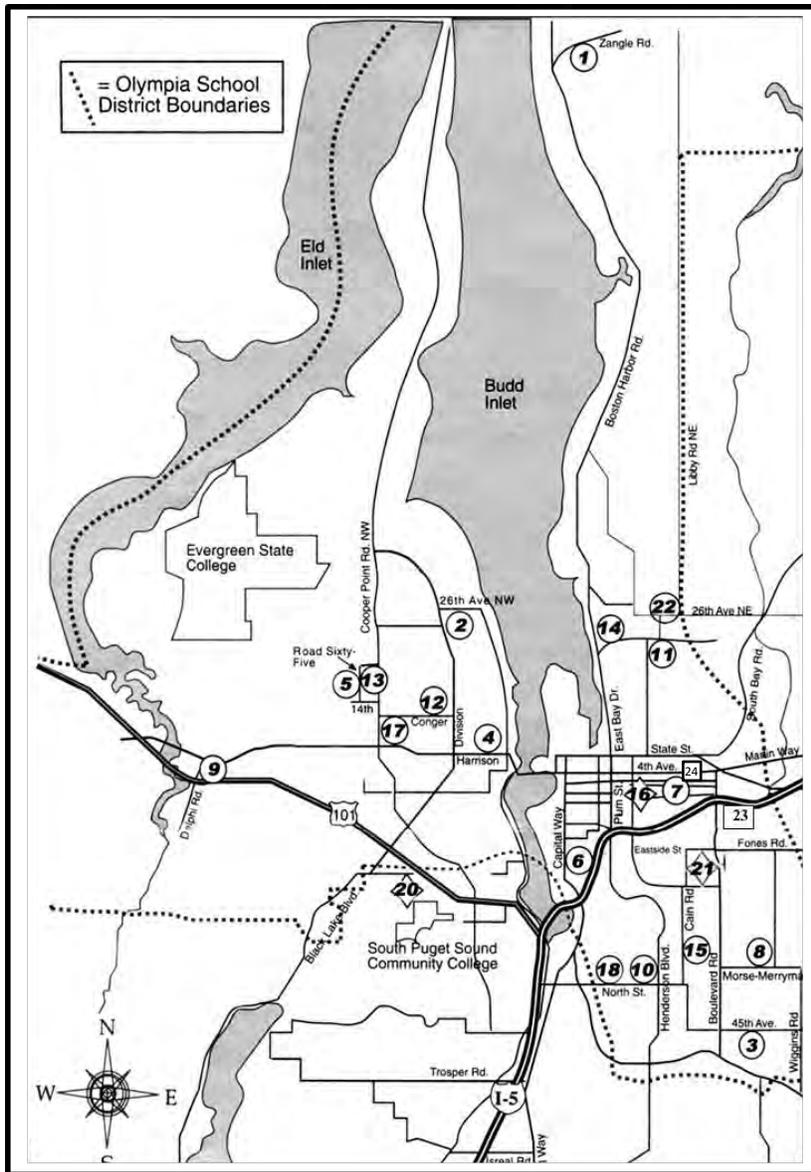


Figure 1: Map of School District Building Locations

Key

Elementary Schools

1. Boston Harbor
2. L.P. Brown
3. Centennial
4. Garfield
5. Hansen
6. Lincoln
7. Madison
8. McKenny
9. McLane
10. Pioneer
11. Roosevelt

Middle Schools

12. Jefferson
13. Marshall
14. Reeves
15. Washington

High Schools

16. Avanti
17. Capital
18. Olympia

Other Facilities

19. New Market Voc. Skills Ctr.
20. Transportation
21. Support Service Center
22. John Rogers
23. Olympia Regional Learning Academy
24. Knox 111 Administrative Bldg.

Figure 2: Legend of Olympia School District buildings with each school referenced on the map in Figure 1.

II Forecast of Future Facility Needs

Olympia School District Enrollment Projections

The following enrollment projection summary was prepared by Dr. William ‘Les’ Kendrick. The district updates enrollment projections every five years; this summary was prepared in 2015.

Summary Prepared by Demographer, Dr. Les Kendrick

Enrollment in the Olympia School District has trended up over the past three years. This is in sharp contrast to the relatively flat enrollment trend that was in place for much of the past decade. Over the past three years we have seen improvements in the local and regional real estate market, and the entering kindergarten classes have been larger as the bigger birth cohorts from 2007 to 2009 have become eligible for school. These trends have contributed to the recent net gains in enrollment. The question is, will these trends continue or do we expect a return to a flat or declining pattern over the next decade?

In a report completed in 2011, a demographer predicted Olympia would begin to see a general upward trend in enrollment between 2011 and 2025, due to larger birth cohorts entering the schools and projected population and housing growth within the district boundary area. For the most part this pattern has held true, though the official enrollment in October 2014 was approximately 150 students below the medium range projection completed in March 2011. The purpose of this report is to update the enrollment projections and extend them out to 2030.

The first part of this analysis provides general narrative describing the recent enrollment and demographic trends with a discussion of what is likely to happen in the future. The next part of the analysis is divided into sections which highlight specific demographic trends and their effect on enrollment. Each section begins with a set of bulleted highlights which emphasize the important information and conclusions to keep in mind when viewing the accompanying charts and tables.

Following this discussion, the detailed forecasts by grade level for the district are included. This section provides a variety of alternative forecasts including low, medium, and high range options that emphasize the uncertainty we encounter when trying to predict the future. The medium range forecast is recommended at this time, though it is important to give at least some consideration to the low and high alternatives in order to determine what actions might be taken if enrollment were to trend close to these options.

The final section presents enrollment projections by school. These projections are balanced to the medium range district forecast and are designed to assist with facilities planning, boundary adjustments, or other matters that are relevant in school district planning.

Finally, it is worth noting that sometimes there will be unpredictable changes in the local or regional environment (dramatic changes in the economy, the housing market, or even natural disasters that can lead to enrollment trends that diverge widely from the estimates presented here. For this reason, the district will update the long range projections periodically to take advantage of new information; typically, a new update is prepared every 5 years.

Enrollment Trends – Past, Present, and Future

As noted in the introduction, enrollment in the Olympia School District has trended up in the past three years. Olympia's share of the county K-12 public school enrollment has also increased during this time period. Between 2000 and 2010 the district's share of the County K-12 enrollment declined from 24.3% in October 2000, to 22.7% by October 2010. The North Thurston and Yelm school districts saw big gains in their K-12 population between 2000 and 2010, consistent with their overall gain in the general population. Since 2010, however, Olympia's share of the K-12 public school market has increased to 23.1%.

Shifts and changes in school age populations over time are not unusual as housing development, local economic changes, and family preferences can lead to shifts and changes from year to year. Over the next decade, however, it is likely that most, if not all, of the school districts in the County will see some gain in their enrollment as the larger birth cohorts from recent years become eligible for school. Since 2007, Thurston County has seen an average of about 3000 births per year, with recent years trending even higher. This compares to an average of 2500 births a year that we saw between 1997 and 2006. As these larger birth cohorts have begun to reach school age (kids born in 2007 would be eligible for school in 2012) overall kindergarten enrollment in Thurston County has increased. In Olympia specifically, the 2014 kindergarten class was larger than any class from the previous 13 years

Looking ahead, births are expected to continue to trend up some at least through 2025, with births in the county remaining above 3000 for the foreseeable future. This trend is partly generational, as the grandchildren of the baby boomers reach school age, and partially due to a good State economy that continues to attract young adults who already have children or might be expected to have children in the future. The forecast from the State for Thurston County predicts that there will be more women in the population between the ages of 20 and 45 over the next decade than we have seen in the previous decade. As a result, we expect larger birth cohorts with accompanying gains in K-12 enrollment. This trend is also evident in the counties near Seattle (King, Pierce, Kitsap, and Snohomish). More births throughout the region mean that there will be more families with school-age children buying houses over the next decade.

In addition to birth trends, the real estate market is improving. According to a recently completed report by Mike McCormick, the Olympia School District saw a net gain of over 1,000 new single family units and over 600 multi-family units between 2009 and 2013. These numbers are substantially higher than results of the 2011 analysis.

New housing development typically brings more families with children into the district. According to the McCormick analysis, Olympia saw a gain of about 50 students for every 100 new single family homes that were built, and about 23 students for every 100 new multi-family units. These gains are in line with the averages seen in the Puget Sound area where there is typically an average gain of about 50 students per 100 new single family homes and 20-25 students for every 100 new multi-family units. These are averages, of course, and the numbers can vary widely across districts.

The McCormick results are also consistent with estimates from the Office of Financial Management (OFM) for the State of Washington. OFM reports that just under 1,800 housing units have been added to the district's housing stock since the 2010 Census (2010 to 2014). If this pace were to continue, the district would see over 4000 units added to the housing stock between 2010 and 2020.

There are reasons to project that the pace of new home development could be even greater. The OSD tracking of current housing projects shows that there are just over 3200 units (approximately 1,700 single family units and 1,500 multi-family units) that are in various stages of planning. Some of the units have been recently completed and others are moving at a very slow pace, so it is difficult to predict how many will be completed by 2020¹. Assuming complete build-out by 2020, this would add an additional 3,200 units to those already completed, resulting in a net gain of approximately 5,000 housing units between 2010 and 2020. This is reasonably close to the housing forecasts produced by the Thurston Regional Planning Council (TRPC), though the latter forecast also predicts that the average household size in Olympia will continue to drop over time, resulting in fewer residents per house (and perhaps fewer students per house as well). Since the 2015 analysis of new homes/ units, 1 major potential housing development has been sold as a park and another potential housing development has been downsized. These changes will significantly decrease pressure on McKenny Elementary School, Washington Middle School and Olympia High School.

Housing estimates are one factor that can be used when predicting future enrollment. Information about housing developments that are currently in the pipeline (i.e., projects that we know are on the books) can be used to help us forecast enrollment over the next five to six-year period. Beyond that point we either need housing forecasts (which are available from the TRPC) or more general estimates of population growth and even K-12 population growth that we can use to help calibrate and refine our long range forecasts.

Addressing population growth specifically, various estimates suggest that the Olympia School District will grow at about the same rate as the overall county over the next ten to fifteen years. In addition, due to the larger birth cohorts referenced earlier, the Office of Financial Management (OFM) is predicting continued gains in the Age 5-19 population between now and 2030 in its medium range forecast for the County. Given the projected growth in housing and population, and the trends in births, the projections assume that enrollment in Olympia and the County will continue to grow between now and 2025 at a healthy pace, with a slowing growth trend between 2025 and 2030. The latter trend occurs because as we go out further, graduating 12th grade classes get larger (as the large kindergarten classes from recent years roll up through the grades.) Between 2025 and 2030, some of the gains from the large kindergarten classes begin to be offset by the size of each year's exiting 12th grade class. In addition, the projections include a slight decline in the size of the birth cohorts that will be entering school during this time period.

There is, as always, some uncertainty in predicting the future. The hardest factor to predict is the net gain or loss in the population that occurs from people moving into or out of an area. These changes, referred to a "migration", can shift due to changes in the local, regional or State economy. In addition, large shifts in the military population in an area can also lead to unexpected changes in migration.

As a result of this uncertainty alternative forecasts were developed. First, a series of forecasts, using different methods, were produced; these lend support to the medium range option recommended in the final section. And, in addition to the final medium range forecast, low and high alternatives that show what might happen if housing and population growth (especially K-12 population growth) were to be lower or higher than what assumed in the medium model.

¹ This includes only those projects that are not yet complete or were recently completed in 2014.

Accumulated over time, these differences show alternative scenarios for future enrollment. Although the medium range forecast is consistent with our expectations about births, population, and housing development, it is important to consider the low and high alternatives, since the unexpected does sometimes happen.

It should also be noted that the recommended forecast in this report is somewhat lower than the recommended forecast from 2011. This reflects the fact that the current birth forecasts, while still predicting gains compared to the previous decade, are lower than the forecasts from 2011. This difference reflects recent changes in fertility rates (the number of children born to women in their child-bearing years) and updated forecasts of the female population for Thurston County that were completed after 2011. It also reflects the latest kindergarten trends which show Olympia enrolling a smaller proportion of the County kindergarten population.

The current forecast also takes account of the latest forecast of the Thurston County population by age group, obtained from the Office of Financial Management (OFM). As a result of this information and the data on births and kindergarten enrollment, the present forecast is lower than the one completed in 2011.

Final Forecasts by Grade

A final low, medium and high range forecast by grade level was produced for the district. The medium forecast is recommended at this time.

- **Medium Range Forecast:** This forecast assumes the addition of approximately 476 new housing units annually and population growth of about 1.3% a year between now and 2030. It also assumes some overall growth in the school age population based on the expected rise in births and the forecast of the Age 5-19 County population (OFM Medium Range Forecast).
- **Low Range Forecast:** This forecast assumes that the K-12 population will grow at a rate that is about 1% less on an annual basis than the growth projected in the medium range forecast.
- **High Range Forecast:** This forecast assumes that the K-12 population will grow at a rate that is about 1% more on an annual basis than the growth projected in the medium range forecast.

Considerations regarding the Forecast

Although multiple models lend credibility to our medium range forecast, there is always a possibility that our forecast of future trends (births, population, and housing) could turn out to be wrong. This is the reason for the low and high alternatives.

There are several key indicators to keep in mind when looking at future enrollment trends. These indicators are helpful for knowing when enrollment might start trending higher or lower than expected.

- **Births** – If births between 2015 and 2025 are higher or lower than our present forecasts, we can expect a corresponding increase or decrease in the overall enrollment.
- Also, it is useful to track the district's share of the county kindergarten enrollment. If it continues to decline as in recent years, or trends up more dramatically, this too will have a corresponding effect on long term enrollment growth.

- Migration – There has been a lot of discussion in recent years of young families opting for a more urban lifestyle in cities. This is certainly true of recent trends in Seattle where the K-12 enrollment has gone up dramatically as the number of families opting to stay in the City and attend city schools has increased. Similar trends can also be seen in the Bellevue School District. In Olympia, one should take note if there is more enrollment growth in the more urban areas of the district or, alternatively, less growth in outlying districts like Yelm that saw tremendous population and housing growth between the 2000 and 2010 Census. These trends, if present, might indicate that enrollment will trend higher than we are predicting in our medium range model.

Figure 3: Low, Medium and High Range Forecasts 2015- 2030

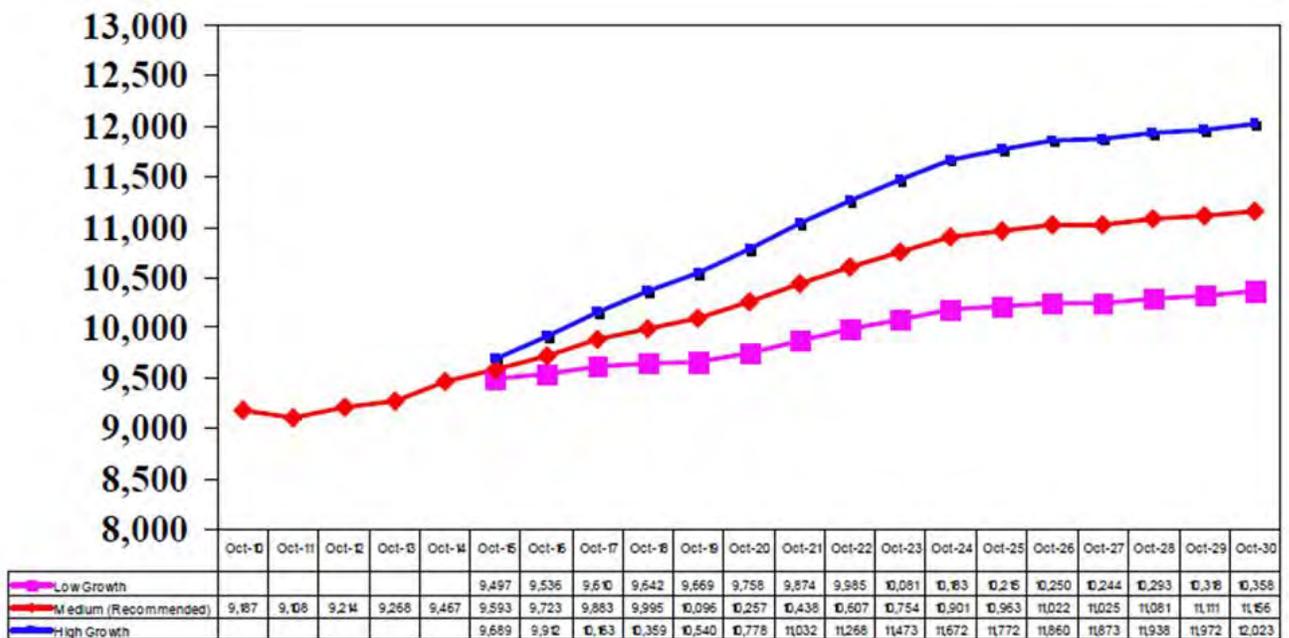


Figure 3: identifies the low, medium and high range enrollment forecasts for 2015-2030.

Figure 3 is based on Birth Trends and Forecasts, Grade-to-Grade growth and an adjustment for projected future changes in housing growth and growth in the Age 5-19 population.

The table below displays the 10-year enrollment forecast, by grade level.

Table 1

Table 1: Table C identifies the enrollment forecast by year by grade, years 2015-2030.

Grade	Oct '14	Oct '15	Oct '16	Oct '17	Oct '18	Oct '19	Oct '20	Oct '21	Oct '22	Oct '23	Oct '24	Oct '25
K	---	634	656	658	669	661	671	716	722	727	733	704
1	---	710	673	697	699	711	702	712	760	766	772	777
2	---	688	728	689	714	715	728	718	728	778	784	790
3	---	727	703	743	704	729	731	743	733	743	794	800
4	---	700	746	722	763	723	748	750	762	752	762	814
5	---	723	722	769	744	786	745	770	772	785	774	785
6	---	686	715	713	760	735	777	738	763	764	777	767
7	---	701	708	738	737	785	759	804	764	790	791	804
8	---	672	714	721	752	750	799	775	821	779	806	807
9	---	884	833	885	894	931	929	992	961	1,019	967	1,000
10	---	878	889	837	889	898	935	936	999	968	1,026	974
11	---	782	845	855	806	856	864	902	902	963	934	898
12	---	807	792	856	867	816	867	882	921	921	983	953
Total	9,467	9,593	9,723	9,883	9,995	10,096	10,257	10,438	10,607	10,754	10,901	10,963
Change	---	126	130	161	112	101	160	181	170	147	147	62
% of Change	---	1.33%	1.36%	1.66%	1.13%	1.01%	1.58%	1.76%	1.63%	1.39%	1.37%	0.57%

Table 1 displays the 10-year enrollment forecast, by grade level.

Figure 4 depicts the number of new students expected at the elementary level for each of the 3 enrollment projections: low, medium and high. Based on the medium protection, in 10 years the district will need to be housing an additional 567 elementary-age students.

Chart 4: Elementary School Cumulative Enrollment Change; Low, Medium and High Projections

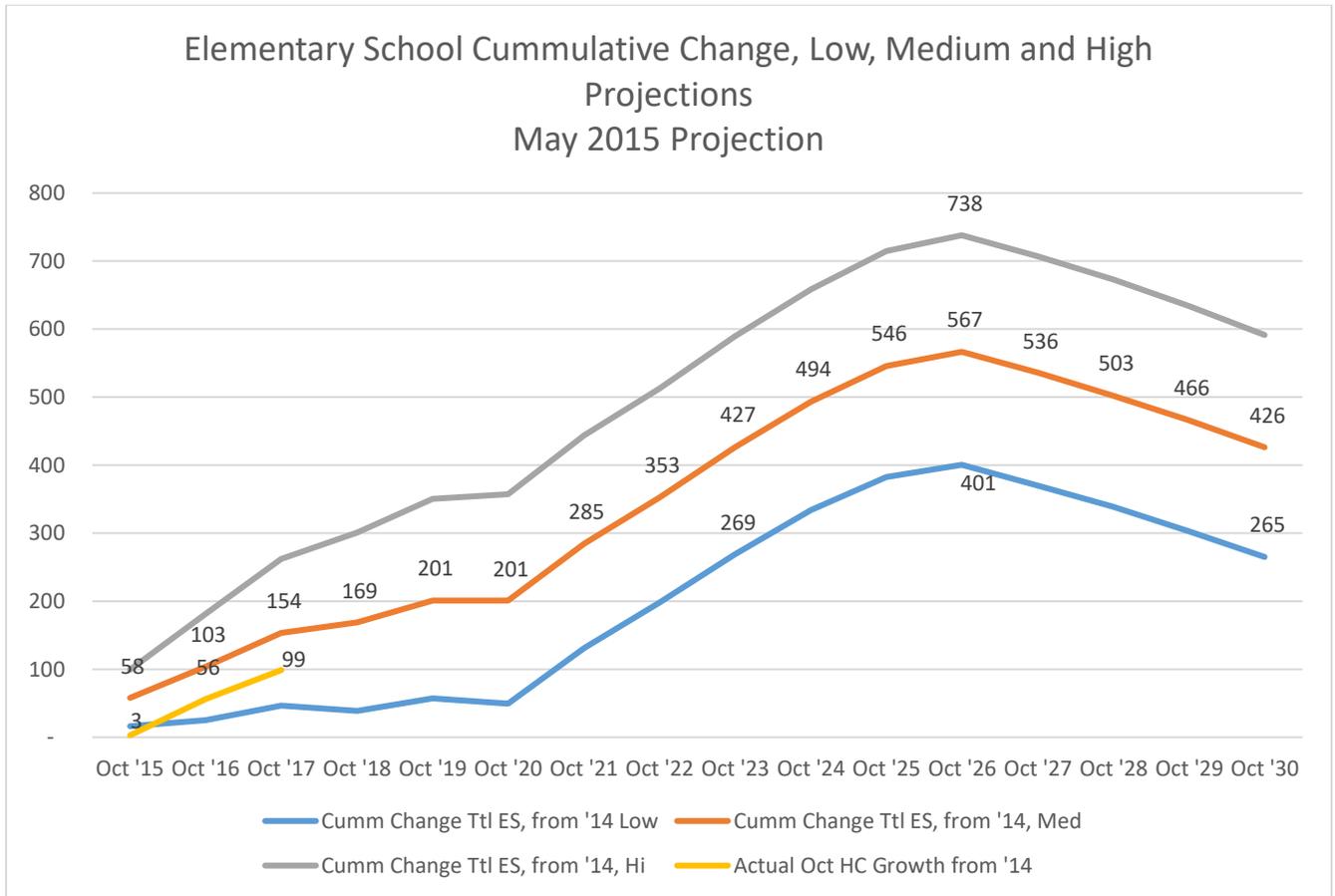


Figure 4 depicts the number of new students expected at the elementary level for each of the 3 enrollment projections: low, medium, and high. Based on the medium projection, in 10 years the district will be housing an additional 567 elementary-age students.

Figure 5 depicts the number of new students expected at the middle school level for each of the 3 enrollment projections: low, medium and high. Based on the medium projection, in 10 years the district will need to be housing an additional 322 middle school-age students.

Figure 5: Middle School Cumulative Enrollment Change; Low, Medium and High Projections

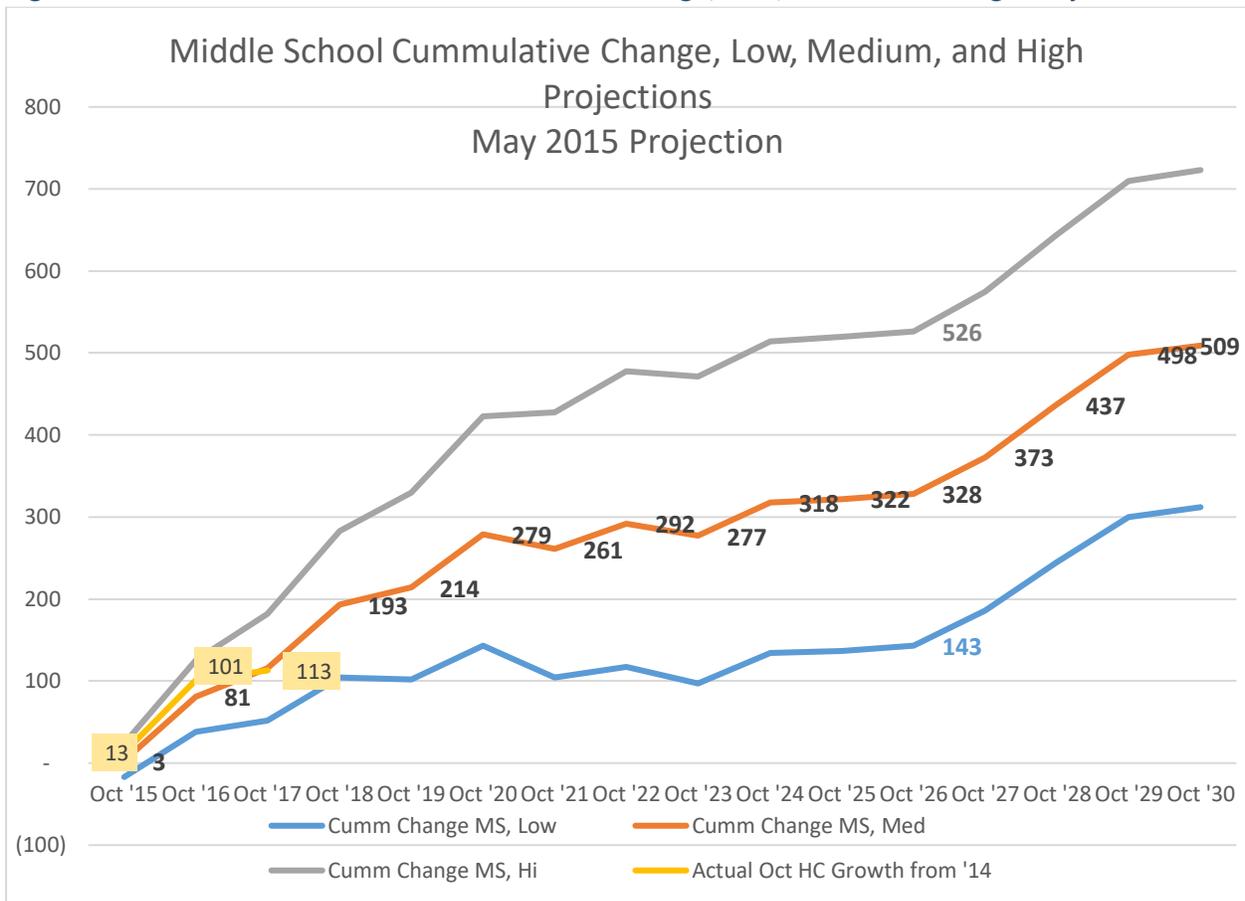


Figure 5 depicts the number of new students expected at the middle school level for each of the 3 enrollment projections: low, medium, and high. Based on the medium projection, in 10 years the district will need housing for an additional 322 middle school-age students.

Figure 6 depicts the number of new students expected at the high school level for each of the 3 enrollment projections: low, medium and high. Based on the medium projection, in 10 years the district will need to be housing an additional 629 high school-age students.

Figure 6: High School Cumulative Enrollment Change; Low, Medium and High Projections

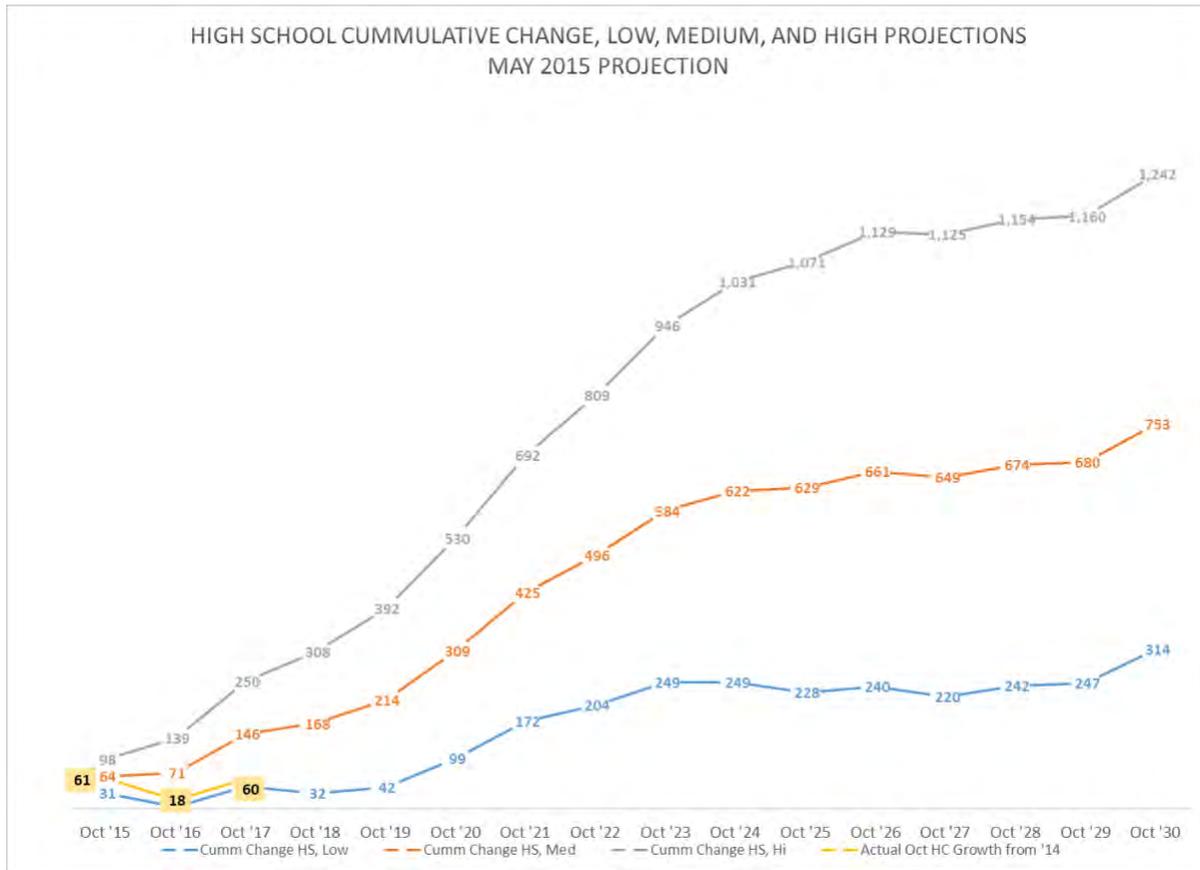


Figure 6 depicts the number of new students expected at the high school level for each of the 3 enrollment projections: low, medium, and high. Based on the medium projection, in 10 years the district will need to be housing an additional 629 high school-age students.

School Forecasts

Forecasts were also created for schools. This involved allocating the district medium range projection to schools based on assumptions of differing growth rates in different service areas. Two sources of information were used for this forecast. First, housing development information by service area, provided by the Olympia School District, was used to forecast school enrollments between 2015 and 2020. (See next section for Student Generation Rate study results.) The average enrollment trends by grade were extrapolated into the future for each school. The numbers were then adjusted to account for additional growth or change due to new

home construction. For the period between 2020 and 2030 adjustments to the school trends were based on housing forecasts by service area obtained from the Thurston Regional Planning Council.

For secondary schools, the entry grade enrollment forecasts (grade 6 and 9) were based on enrollment trends and housing, as well as estimates of how students feed from elementary into middle school and middle into high school. For alternative schools and programs, it was assumed that their share of future enrollment would be consistent with recent trends. This means that ORLA, for example, would increase its enrollment over time, consistent with the overall growth in the district’s enrollment.

In all cases, the final numbers were balanced to the district medium projection which is assumed to be most accurate. This analysis by school allows the district to look at differential growth rates for different parts of the district and plan accordingly. Summary projections by school are provided below.

Although the school projections are carried out to 2030, is very likely that changes in demographics, program adjustments, and even district policy changes will lead to strong deviations from the projected numbers that far out. Because school service area projections are based on small numbers (30–50 per grade level in some cases) they are subject to greater distortion than district-level projections (especially over a longer range time period) and higher error rates. Estimates beyond five years should be used with caution.

Instead of focusing on the exact projection number for the period between 2020 and 2030, it is recommended that the focus be on the comparative general trend for each school. Is it going up more severely than other schools, down more severely, or staying about the same during this time frame?

Table 2:

Projection Summary by School (October Headcount 0215-2030) Medium Range Forecast

School	Oct'15	Oct'16	Oct'17	Oct'18	Oct'19	Oct'20	Oct'21	Oct'22	Oct'23	Oct'24	Oct'25	Oct'26	Oct'27	Oct'28	Oct'29	Oct'30
Boston Harbor	130	122	117	115	122	122	125	129	133	136	139	141	140	139	138	137
Centennial	526	525	519	516	528	530	540	544	550	555	560	562	557	553	549	544
Garfield	327	332	332	335	333	336	343	350	357	363	367	367	365	362	359	356
Hansen	485	491	497	500	492	498	508	508	509	512	513	512	507	503	500	495
Lincoln	300	293	293	302	308	310	316	322	328	334	338	339	337	335	333	330
LPBrown	301	319	330	329	329	324	330	335	340	345	349	353	354	353	352	350
Madison	271	289	298	293	296	281	286	290	294	298	301	303	300	298	296	293
McKenny	361	359	370	370	368	372	379	401	422	439	453	457	454	448	442	437
McLane	351	371	367	381	392	396	404	401	400	401	400	399	396	393	390	386
Pioneer	459	465	481	491	498	504	513	510	510	510	510	509	503	499	494	489
Roosevelt	406	399	410	401	400	394	402	419	434	447	457	465	466	464	462	459
Jefferson	402	375	367	383	414	434	429	426	421	428	430	432	443	456	468	472
Marshall	387	384	387	408	428	422	430	428	431	433	426	420	420	425	430	429
Reeves	391	402	420	443	437	476	452	465	445	456	462	470	485	504	522	528
Washington	760	831	850	859	836	844	847	867	877	894	897	899	916	939	960	962
AHS	144	149	142	151	151	155	163	169	168	173	172	175	173	175	175	177
CHS	1,350	1,400	1,459	1,435	1,430	1,452	1,462	1,523	1,581	1,585	1,594	1,589	1,583	1,587	1,579	1,598
OHS	1,802	1,755	1,754	1,772	1,809	1,869	1,963	1,965	1,992	2,023	2,019	2,054	2,050	2,069	2,082	2,131
ORLA	265	266	269	271	273	276	280	284	288	292	295	296	296	297	298	299
ORLA B	175	198	221	239	252	262	266	270	275	278	280	281	281	282	283	284
Total	9,593	9,723	9,883	9,995	10,096	10,257	10,438	10,607	10,754	10,901	10,963	11,022	11,025	11,081	11,111	11,156

Student Generation Rates Used to Generate School Forecasts and Calculate Impact Fees

Enrollment forecasts for each school involved allocating the district medium projection to schools based on assumptions of differing growth rates in different service areas. Two sources of information were used for this forecast of student data. First, housing development information by service area, provided by the City and County. Second, student generation rates are based on City and County permits and OSD in-district enrollment data, 2013-2017². The student generation rates are applied to future housing development information to identify where the growth will occur.

The process of creating the student generation rates involved comparing the addresses of all students with the addresses of each residential development in the prior 5 completed years. Those which matched were aggregated to show the number of students in each of the grade groupings for each type of residential development. A total of 905 single family residential units were counted between 2013 and 2017 within the school district boundary. There are a total of 519 students from these units. A total of 757 multiple family units were counted. There are 162 students associated with these units.³

Based on this information, the resulting student generation rates are as follows:

Student Generation Rates

(Olympia only, not including Griffin; based on cumulative file 2013-2017 permits)

School Type	Single-Family	Multi-Family
Elementary Schools (K-5)	0.304	0.100
Middle Schools (6-8)	0.127	0.059
High Schools (9-12)	0.143	0.054
Total	0.573	0.214
Change from August 2009 Study	3.5% Decrease	8.5% Decrease

Based on this data, the district enrolls about 57 students for every 100 single family homes permitted over a five-year period. The rate is highest in the most mature developments. The rates are lowest in the most recent years because it is likely that the district has not yet seen all the students.

Again using the above data, the district enrolls about 21 students for every 100 multi-family units, but the rate varies considerably from year to year (most likely due to the type of development- rental, condo, townhome, and the number of bedrooms of each). Utilizing the five-year average is probably best practice because it includes enough units and types to provide a reliable measure of growth from multi-family homes.

² Student generation rate study was conducted by Casey Bradfield, 3 Square Blocks, January 2019.

³ Bradfield, January 2019.

Class Size Reduction Assumptions

Elementary School

Elementary school class size represents a major set of assumptions to project adequacy of classroom space. In 2017, the permanently Legislature nullified implementation of Initiative 1351 at most grade levels. However, the Legislature reduced class size in kindergarten through the third grade by enacting ESHB 2242 in 2017. The Legislature did not decrease class size in grades 4 and 5.

One additional nuance to the class size planning effort is that the text of I-1351 and the Legislative implementation guidance includes specialist teachers in the calculation of class size. Therefore, to reach a K-3 class size of 17, a school district will meet requirements by pairing 1.1 teachers (1 full-time classroom and .05 PE and .05 music) with 19 students. All projections in this document assume that specialist teachers are contributing to the class size accountability tests.

The legislature has universally funded full day kindergarten(FDK) since fall 2016. Therefore, full day kindergarten (FDK) is also a major factor to the classroom space equation.

An additional assumption in this analysis is that all computer labs will be disbanded and replaced with mobile computer labs. This conserves several classrooms across the district and is consistent with best-resource practices.

Middle School

Analysis of the need for new classrooms is based on the following assumptions:

- The district will continue to fund 1 teacher per 28 students. (The state funds 6th grade at a class size of 1 teacher per 27 students and 7th and 8th grade at 1 teacher per 28.53 students.)
- The district will build classrooms to accommodate 30-32 students so as to ensure viability over the 30-year life of new construction and flexibility regardless of shifts in funding and class offerings.
- The district will assume that each classroom is “empty” for 1 period per day so the teacher can plan with his/her equipment rather than be forced to plan away from the classroom because the space is used for another classroom offering. (80% utilization rate.)
- For any major project, the district will maximize classrooms in order to accommodate potential class size reduction at grades 6-8. However, the district will not undertake a construction project for the sole reason of reducing class size; legislative policy is unpredictable and actions thus far indicate minimal commitment to secondary-grade class size reduction.

High School

Analysis of the need for new classrooms is based on the following assumptions:

- The district allocates 1 teacher for every 28-29 students; this is consistent with the state allocation of 1 teacher for every 28.7 students.
- The district will build classrooms to accommodate 30-32 students so as to ensure viability over the 30-year life of new construction and flexibility regardless of shifts in funding and class offerings.

- The district will meet or exceed the state requirement that students obtain 3 laboratory science credits (instead of the historical 2 credits), and therefore construct enough science labs to serve students for three of their four high school years.
- The district will raise retention rates toward graduation.
- The district will assume that each classroom is 'empty' for 1 period so that the teacher can plan with his/her equipment rather than be forced to plan away from the classroom because the space is used for another classroom offering. (80% utilization rate.)
- For any major project, the district will maximize classrooms in order to accommodate potential class size reduction at grades 9-12. However, the district will not undertake a construction project for the sole reason of reducing class size; legislative policy is unpredictable and actions thus far indicate minimal commitment to secondary-grade class size reduction.

Need for New Classrooms

In summary, the combination of enrollment projections (based on updated student generation rates and developments underway) and class size reduction, the district will need new classroom seats or student classroom capacity.

Elementary

Figure 7 on the next page depicts that, if class size is reduced to 19 students per classroom (17 students per teacher), in all grades K-3, the district will have an immediate need for additional classrooms. The seating capacity deficit, based on the medium projection, totals 415 students by October 2020.

Figure 8 depicts that if class size is reduced to 19 students per classroom (17 students per teacher) for grades K-3 only (grades 4-5 remain at traditional levels), and the district builds 5 mini-buildings of 10 classrooms each, the district has adequate capacity at the elementary level through 2030. This is the class size scenario enacted by the Legislature in House Bill 2242 on June 30, 2017 (six months after construction of the 5 mini-buildings was undertaken).

Figure 7: Seating Capacity by Year for Elementary schools, Historical Class Size, Historical Capacity

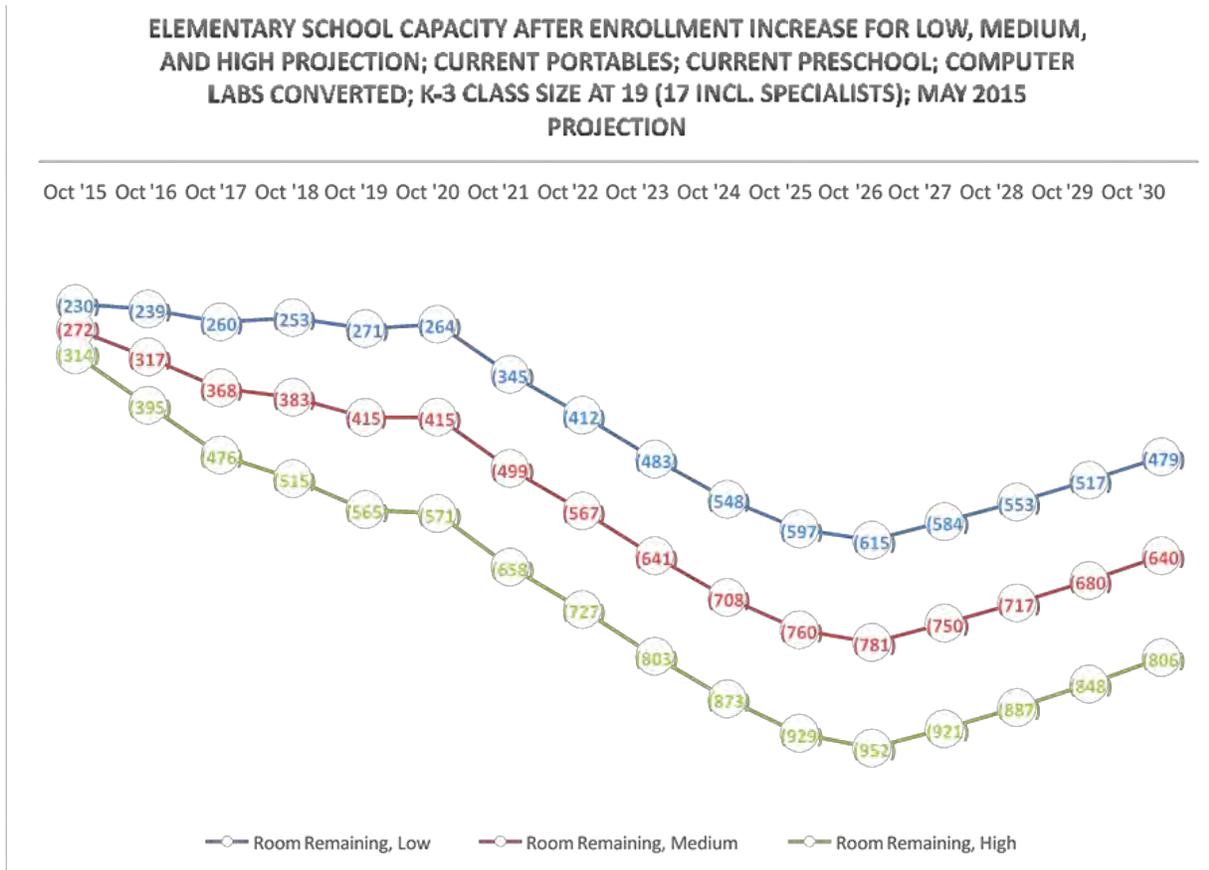


Figure 7 on the next page depicts that, if class size is reduced to 19 students per classroom (17 students per teacher), in all grades K-3, the district will have an immediate need for additional classrooms. The seating capacity deficit, based on the medium projection, totals 415 students by October 2020.

Figure 8: Seating Capacity (Room Remaining) by year for Elementary Schools, New Capacity via Capital Construction

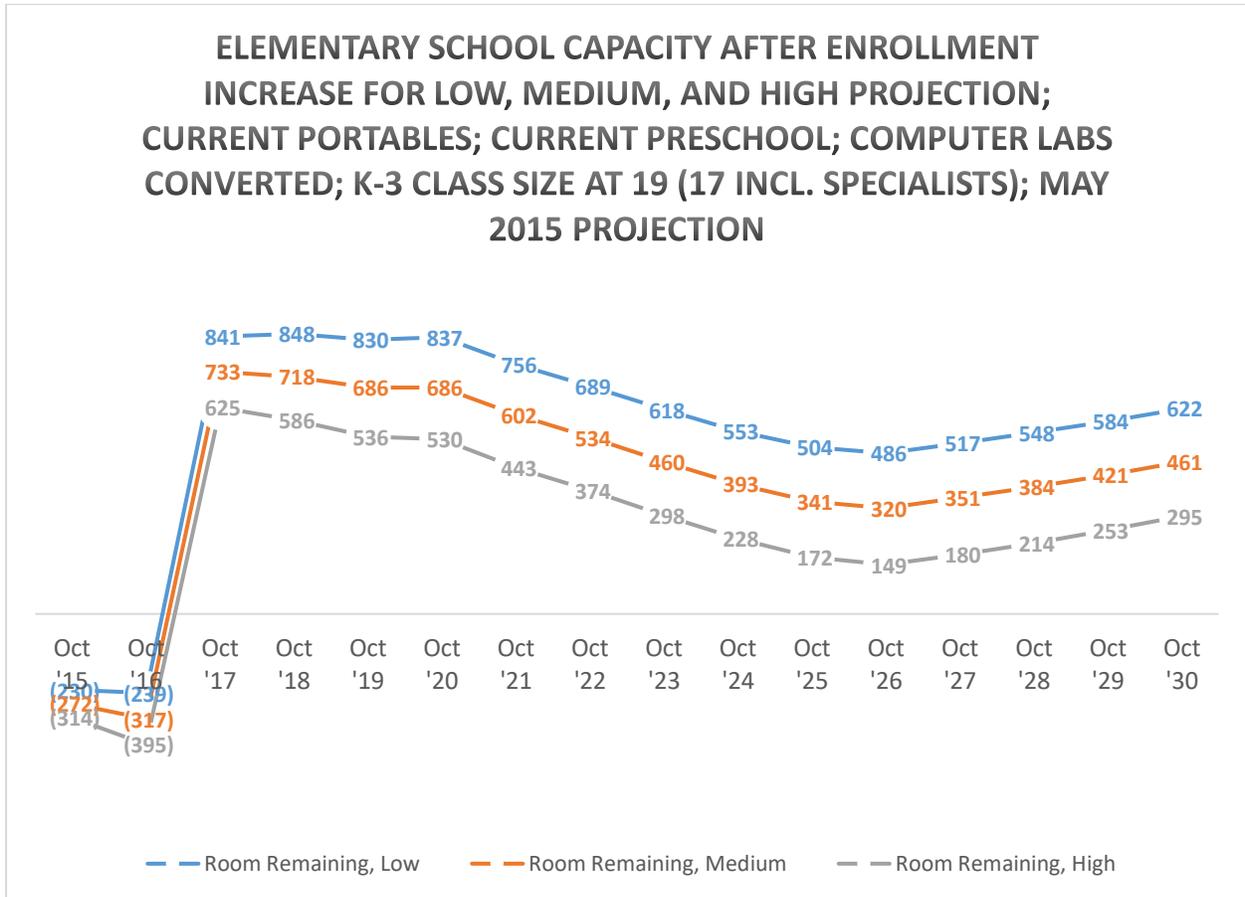


Figure 8 depicts that if class size is reduced to 19 students per classroom (17 students per teacher) for grades K-3 only (grades 4-5 remain at traditional levels), and the district builds 5 mini-buildings of 10 classrooms each, the district has adequate capacity at the elementary level through 2030.

Figure 9: Seating Capacity by Year by Middle School

At the middle school level, seating capacity is sufficient at 3 of 4 middle schools. The deficit at Washington Middle School is highly dependent on development of two housing complexes: Bentrige and Ashton Woods. Enrollment is being watched carefully for impact of new housing developments and out-of-district enrollment.

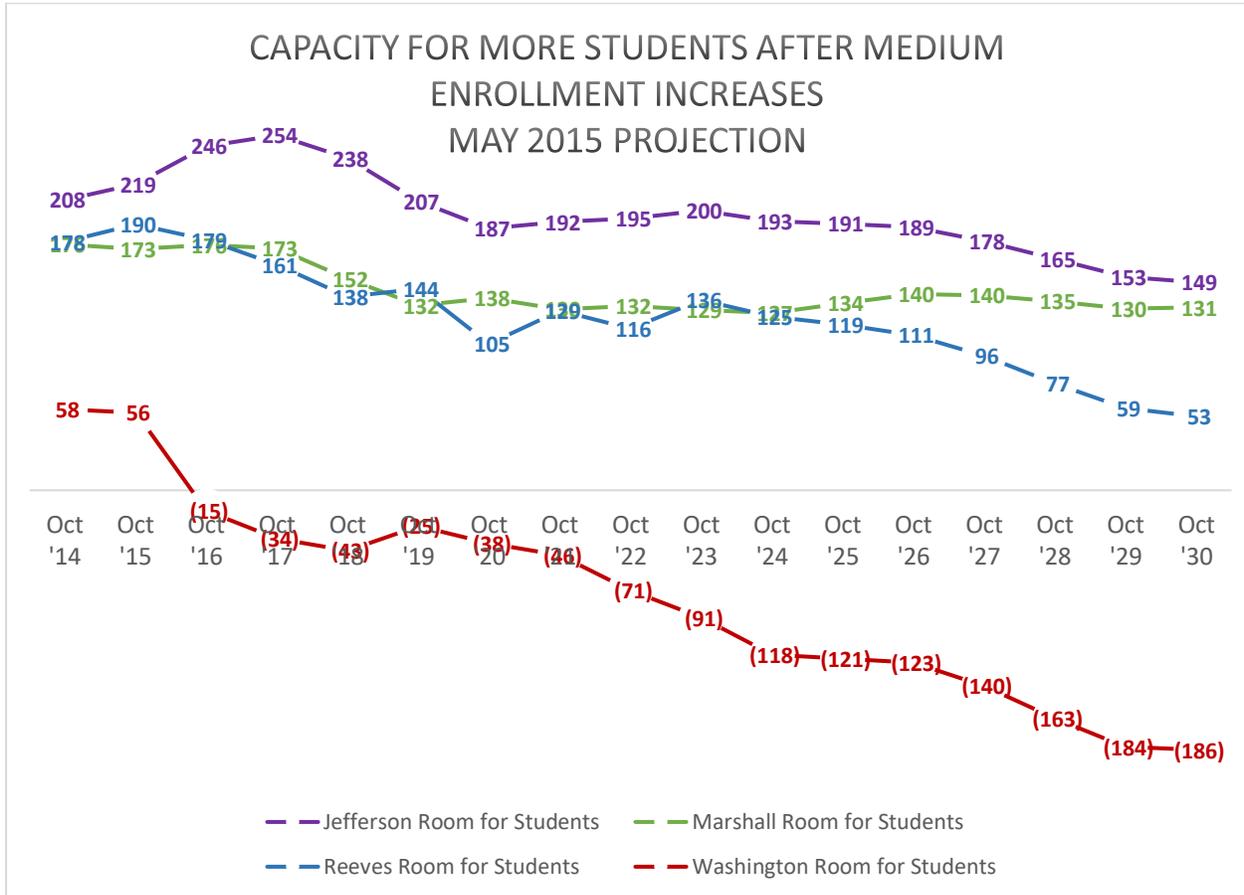


Figure 9 depicts seating capacity by year at each middle school. Seating capacity is sufficient at 3 of 4 middle schools. Enrollment at the 4th school is being watched carefully based on new housing developments that may or may not be developed.

Figure 10: Seating Capacity by Year by High School

At the high school level, seating capacity is sufficient through October 2020 at Olympia High school and sufficient through October 2023 at Capital High School.

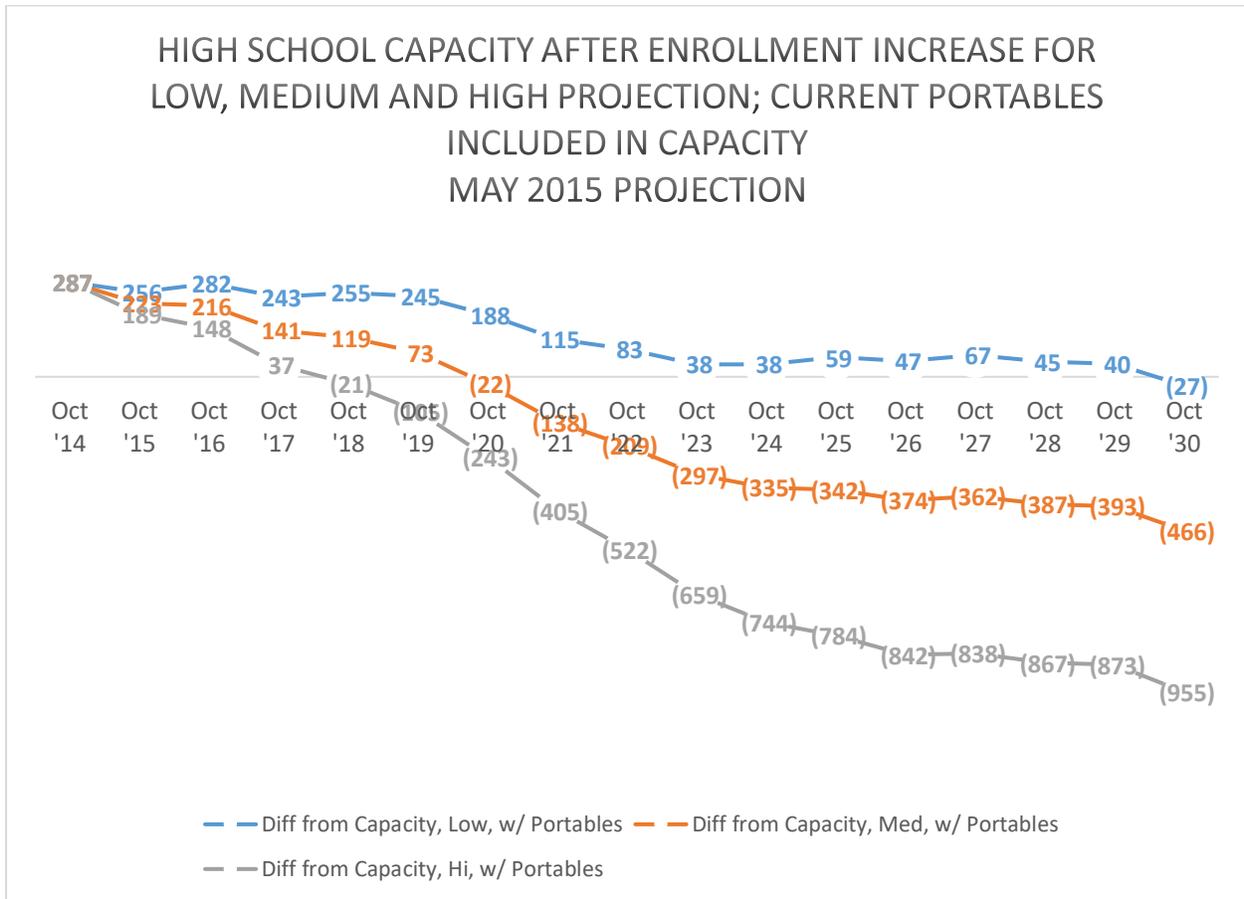


Figure 10 depicts seating capacity by year at the high school level. At the medium projection, the district would begin have a negative balancing in seating capacity in 2021.

III Six-Year Facilities and Construction Plan

History and Background

In September of 2010 Olympia School District initiated a Long Range Facilities Master Planning endeavor to look 15 years ahead at trends in education for the 21st century. Conditions of district facilities, projected enrollment growth, utilization of current schools and the capacity of the district to meet these future needs were considered. The 15 year planning horizon enabled the district to take a broad view of the needs of the community, what the district is doing well, the challenges the district should anticipate and some solutions to get started on.

The Planning Advisory Committee (PAC), consisting of parents and interested community citizens, was convened in October of 2010 and met regularly through July 2011. They made

their presentation of development recommendations to the Olympia School Board on August 8th, 2011.

2011 Master Plan Recommendations

The following master plan development recommendations were identified to best meet needs over the first half of the 15 year planning horizon:

- Build a New Centennial Elementary/ Intermediate School on the Muirhead Property.
- Renovate Garfield ES and build a new gym due to deteriorating conditions. (Completed)
- Full Modernization of three “Prototype” Schools; Centennial, McLane & Roosevelt ES.
- Build a New Facility for Olympia Regional Learning Academy (ORLA). (Completed)
- Expand Avanti High School into the entire Knox Building, relocate District Administration.
- Replace 10 portables at Olympia HS with a Permanent Building.
- Capital HS renovation of components not remodeled to date and Improvements to support Advanced Programs.
- Remodel a portion of Jefferson MS to support the new advanced math and science programing. (Completed)
- Small works and minor repairs for remaining schools. (Substantially Completed)

Each of these development recommendations represent single or multiple projects that bundled together would constitute a capital bond package. In 2012 voters approved a capital bond package for the first Phase of the Master Plan.

In 2015 the district undertook an update to the 2011 Master Plan in order to more thoroughly plan for Phase II.

2015 Planning for Phase II of Master Plan

The district formed a citizen’s Facilities Advisory Committee (FAC). Sixteen members of the community devoted time over 6 months to review enrollment projections and plan for enrollment growth, review field condition studies, review and score small works project requests, and ultimately make recommendations for the next phase of construction and small works.

The district contracted with experts for several updates:

- An analysis of play field conditions to determine how to ensure safe play by students and the community.
- Enrollment projections (discussed previously).
- Seismic analysis of each school to ensure that any needed seismic upgrades were built into the construction plan.
- A Site Study and Survey update for each school, a state-required analysis of major mechanical systems.

District staff analyzed space utilization and readiness for class size reduction.

In addition, school administrators generated a Facilities Condition Assessment which comprised items that each administrator felt must be addressed at their school. These items were analyzed to eliminate duplicates, identify items that were maintenance requirements (not new construction), and bundle items that were associated with a major remodel of the facility. Remaining items totaled about 120 small works items. These items were analyzed for scope and cost, and were then scored using a rubric to rank urgency for investment. (The scoring

rubric rates the condition, consequence of not addressing, educational impact of not addressing, and impact on capacity of the facility.) Finally, the Facilities Advisory Committee ranked each item on a 1-3 scale (1- most important for investment).

The following describes the administrative recommendations which are largely based on the recommendations of the FAC. Where the administration recommendation varies from the FAC recommendation, this variation is noted.

Overview of Phase II Master Plan Update Recommendations (2015)

(Recommendations are updated for 2016 changes to mini-building plans.)

1. Do not construct an Intermediate School adjacent to Centennial Elementary School.
2. Complete renovation of the remaining 26-year-old Prototype Schools: Centennial, McLane and Roosevelt Elementary Schools. (Garfield renovation is completed.)
3. Reduce class size and accommodate enrollment growth by expanding the number of elementary classrooms across the school district with six permanently constructed mini-buildings on the grounds of current schools (sometimes referred to as pods of classrooms).
4. Build a new building on the Olympia High School grounds to reduce reliance on portables and accommodate enrollment growth.
5. Renovate portions of Capital High School.
6. Build a sufficient theater for Capital High School.
7. Expand Avanti High School to create an alternative arts-based school and relieve enrollment pressure from Olympia and Capital High Schools. This requires moving the district administration office to another site.
8. Renovate playfields to improve safety and playability hours.
9. Invest in electronic key systems to limit access to schools and to instigate lockdowns.
10. Address critical small works and HVAC or energy-improvement projects.

1. Do Not Construct an Intermediate School Adjacent to Centennial ES

In 2011 the master Plan included a new school built on the Muirhead property. The recommendation was based on projected enrollment on the Eastside that would compromise the education quality. At this time, the school is **not** recommended for construction. Two factors contribute to the updated recommendation. First, enrollment growth has proceeded more slowly than projected. Two housing developments on the Eastside are delayed for construction, one is scaled down in size, and one may not proceed at all. Second, based on a species being listed as Endangered by the U.S. Fish and Wildlife Department, the district must develop a Habitat Conservation Plan (HCP) to mitigate the negative impact on the pocket gopher as a result of construction. The HCP is reliant on a larger county-wide effort to identify mitigation options. The district continues to make progress to gain approval by the U.S. Fish and Wildlife Department to construct on the site.

The delay due to a need for an HCP is fortuitous, as enrollment patterns do not warrant building of the school at this time.

The Muirhead land must likely be used for a school in the upcoming decades, and will be preserved for this purpose. However, in the meantime, the land can be used for its original purpose- agriculture. The district's farm-to-table program is housed on this site and will remain here for the near future.

Voters approved the resources for this construction in 2012. The resources have been retained and set-aside. The district will request voter approval on an updated construction request, and if approved, will devote the resources to Phase II of the Master Plan accordingly.

2. Complete the Remodel of Prototype Schools: Centennial, Garfield, McLane & Roosevelt Elementary Schools (Garfield was completed in 2014)

The four “prototype” schools built in the late 1980’s have some of the worst building condition ratings in the District. The 2009 facility condition survey and interviews with leaders of the schools identified problems with heating and cooling, inconsistent technology, poor air quality, parking and drop off/ pick up issues, poor drainage in the playfields, security at the front door and the multiple other entries, movable walls between classrooms that do not work, a shortage of office space for specialists, teacher meeting space that is used for instruction, security at the perimeter of the site, storage and crowded circulation through the school. We have also learned about the frequent use of the pod’s shared area outside the classrooms; while it’s heavily used, there isn’t quiet space for small group or individual activities. These schools also lack a stage in the multipurpose room. The 2010 Capital levy made improvements to some of these conditions, but a comprehensive modernization of these schools is required to extend their useful life another 20-30 years and make improvements to meet contemporary educational needs.

The 2011 Master Plan proposed a comprehensive modernization of Garfield, Centennial, McLane and Roosevelt Elementary Schools to improve all of these conditions. The renovation of Garfield is now complete. The intent of the remaining projects is to do so as much as is feasible within the footprint of the school; the buildings are not well configured for additions. The exterior finishes of the schools will be refurbished; exterior windows and doors replaced as needed. Interior spaces will be reconfigured to enhance security, efficiency and meet a greater range of diverse needs than when the schools were first designed. Major building systems will be replaced and updated. Site improvements would also be made.

The modernization and replacement projects should also consider aspects of the future educational vision outlined in the master plan, such as these:

- Accommodate more collaborative hands on projects, so children learn how to work in teams and respect others
- Work with personal mobile technology that individualizes their learning
- Creating settings for students to work independently
- Meeting the needs of a diverse range of learning styles and abilities
- Places for students to make presentations and display their work
- Teacher planning and collaboration
- Fostering media literacy among students and teachers
- Make the building more conducive to community use, while reducing the impact on education and security
- Support for music, art and science

3. Invest in New Classrooms to Reduce Class Size and Respond to Enrollment Growth

The Washington State Legislature has now reduced K-3 class size by about 30% from 23 students to 17 students. Class sizes of other grade levels have not been decreased, but some special programs have been decreased: Career and Technical Education (CTE) courses and laboratory sciences. The largest impact will be on elementary schools of course; but middle and

high schools will have increased need for classrooms (science laboratories and CTE) as a result of the changes.

Table 3 displays the changing outlook of classroom surplus and deficit based on legislative changes.

A	B	C	D
Elementary School Scenario	Historical K-5 Class Size	I-1351 and 2014 Legislative Intent (Basis for Mini-Buildings Construction)	Enacted HB 2242 With Final Class Size and Addition of 5 of 6 Mini-Buildings
Elementary Classroom Capacity, No Portables	4,638	4,097	5,489
Projected Elementary Students In 2025	4,670	4,670	4,670
Classroom Capacity Surplus/ Deficit	1.5 Classroom Deficit	27 Classroom Deficit	39 Classroom Surplus

As the district considered options to respond to the deficit driven by Initiative 1351 and expressed Legislative intent, there were three main options: 1) Add portables to school grounds; 2) Build a new elementary school and change all boundaries to pull students into the new school and reduce enrollment at all other schools (only Boston Harbor boundaries would be unchanged); 3) Add mini buildings of classrooms at schools across the school district. Table F on the following page displays the pros and cons of each of these options.

Table 4: Benefits and Drawbacks of Investments in Portables, a New Building, or Mini-buildings (Green identifies a benefit of the option; yellow identifies a concern of the option.)

Portable	New Building	Mini-Buildings or Pod of Classrooms
Yellow--Land Intensive: Requires more vacant land for corridors between portables at each school site (corridor land)	Yellow--Requires vacant land near center of district	Green--Requires vacant land OR must replace portables and build enough classrooms to both replace portables and expand capacity, BUT at 2 stories are space efficient and requires less "corridor" land than portables
Green--Cheapest option	Yellow--Expensive (\$35 million plus cost of land)	Green--Less expensive than a new school because not buying new land
Green--Can be distributed across the district, does not require boundary revisions	Yellow--Requires re-drawing most boundaries	Green--Can be distributed across the district, does not require boundary revisions
Yellow--Least attractive	Green--New building can be designed with full esthetic license	Green--Nice looking (can be built to match school)
Green--Variable number of portables can be added (as few or as many as required)	Green--Can build variable number of classrooms(as few or as many as required)	Yellow--Set number of classrooms not as variable as portables but more flexible than a new school
Yellow--Does not reduce strain on administrative space	Green--Reduces strain on administrative space of current schools by drawing away excess enrollment	Green--Reduces strain on administrative space if designed accordingly

The administration concurs with the FAC: the district should be less reliant on portables, build mini-buildings instead of portables, and add mini-buildings to conserve resources and largely retain current boundaries.

Based on these options and specific growth and class size reduction readiness, the district makes the following set of Westside and Eastside observations in Table 5 and Table 6 on the following pages. These observations are based on the initial planning for lower class sizes represented by Table 3, column B.

Table 5: Westside Observations regarding Elementary Capacity

School-by-School Planning	OK in 2016? (w/ Reduced Class Size)	OK in 2020? (w/ Reduced Class Size)	OK in 2025? (w/ Reduced Class Size)	Number New Classrooms by 2025	Mini-Building That Fits?
McLane (Remodel Planned in 2018-2019)	No, Team Teaching Required	No, Team Teaching or New Rooms Required	Same as 2020	3 New + 2 Replace Portable (RP) + Music + 1 Special Needs (SN)	Mini-building of 11 classrooms will fit w/o impinging on play area or fire lane
Hansen (No Remodel Pending)	Yes, with Team Teaching.	Yes, with Team Teaching.	Same as 2020	1 New	Mini-building of 11 classrooms will fit.
Garfield (Remodel Completed)	Yes	Yes	Yes	0	NA
LP Brown (No Remodel Pending)	Yes, with minor Team Teaching, or 1 classroom is needed for no Team Teaching.	Yes, with minor Team Teaching, or 1 classroom is needed for no Team Teaching.	Yes, with minor Team Teaching, or 2 classrooms are needed for no Team Teaching	0 classrooms if special needs classrooms can be moved to another school	NA

Table 6: Eastside Observations regarding Elementary Capacity

School-by-School Planning	Ok in 2016? (w/ Reduced Class Size)	OK in 2020? (w/ Reduced Class Size)	OK in 2025? (w/ Reduced Class Size)	Number New Classrooms by 2025	Mini-Building That Fits?
McKenny (No Remodel Planned)	Yes	No; Need Team Teaching or 1 New Classroom	No; Need Team Teaching or 8 New Classrooms	8 New+ 1SN + Music	Mini-building of 11 classrooms will fit. Need is highly dependent on 2 housing developments
Pioneer (No Remodel Pending)	No; Team Teaching Required	No; Team Teaching or New Rooms Required	Same as 2020	5 New + 2 RP* +Music + 1 SN	Mini-building of 11 classrooms will fit
Lincoln No Remodel Pending)	No; Team Teaching Required	No; Team Teaching or New Rooms Required	Same as 2020	3 New or Policy Options	Mini-building of 7 classrooms will not fit. A building of fewer class-rooms is cost prohibitive. Pursue policy options.
Madison (No Remodel Pending)	No; Move Preschool or Team Teach	Same as 2016	Same as 2016	3 New or Policy Options	Mini-building of 7 classrooms will not fit. A building of fewer classrooms is cost prohibitive. Pursue policy options
Roosevelt (remodel Pending)	No; Team teaching Required	No; Teaching or New Rooms Required	Same as 2020	5 New + 1 SN +2 RP + Music	Mini-building of 11 classrooms will fit
Centennial (Remodel Pending)	No; Team Teaching Required	No; Team Teaching or New Rooms Required	Same as 2020	5 New + 1 SN+ 2RP + Music	Mini-building of 11 classrooms will fit ⁴
B Harbor (No Remodel Pending)	Yes	Yes	Yes	----	NA

⁴ Originally Centennial and Pioneer were identified as being able to accommodate a 7 – classroom building. We have since identified that these schools can accommodate a 10 classroom building, and have constructed these larger buildings.

Table 7, displays the original recommendations for elementary construction given the above observations, the combination of enrollment growth, need for classrooms to respond to 2014 class size reductions, and available space on the school grounds to build a mini-building. While much has changed about the outlook and need for classroom space, the table is included to identify the basis for construction decisions.

Table 7: Classroom Construction Recommendations

School	# Classrooms Needed by 2025	# Built	Classrooms/ Mini-building	Potential Cost
Lincoln, Mini-building Not Recommended	3	0	Building complexities and high cost; pursue policy options and team teaching	\$0
Madison, Mini-building Not Recommended	3	0	Building complexities and high cost; pursue policy options and team teaching	\$0
LP Brown, Mini-building Not Recommended	2	0	Building complexities and high cost; pursue policy options and team teaching	\$0
McKenny, Mini-building On Hold	9+1 SN (special needs)	10 New	1 Mini of 11 On Hold for Housing Development Changes	\$6.5 M On Hold
McLane, Recommended Mini-building	3+1M (music) + 1 SN	5 New + 2 PR (replace portable)	1 Mini of 10	\$6.5 M
Hansen, Recommended Mini-building	3+ 1 M	4 New + 4 PR	1 Mini of 10	\$6.5 M
Pioneer, Recommended Mini-building	5 + 1 M + 1 SN	7 New + 2 PR	1 Mini of 10	\$6.5 M
Roosevelt, Recommended Mini-building	4 +1 M +1 SN	6 New + 2 PR	1 Mini of 10	\$6.5 M
Centennial, Recommended Mini-building	5 + 1 M + 1 SN	7 New + 2 PR	1 Mini of 10	\$6.5 M
Subtotal, Recommended Mini-building	25 + 4 SN =29	29 + 12 PR=41	50	\$32.5M
McKenny, Washington, Reeves or preschool, Mini-building On Hold	9 + 1 SN	10 New	1 Mini of 10	\$7.7 M
Total Construction Financing Request	----	---	---	\$40.2 M

In addition, the administration recommends financing for one additional mini-building that can be deployed at McKenny or Washington, or Reeves, if needed to address the construction of two housing developments or to build a preschool center, which frees-up classrooms through-out the district. This will cost \$7.7 million; for a total investment in classrooms via the mini-building or option of \$40.2 million, in 2015 dollars. Escalation of costs is likely if the mini-buildings are constructed over time, the district will endeavor to shorten the construction timeframe of the first five buildings.

The mini-building structure that is identified for five to six elementary schools, accomplishes several improvements: portables are replaced with a permanent structure and can therefore better control the environment (heating/ cooling), are footprint efficient, and are more appealing.

The structures will cost \$6.5 million for construction and provide classrooms space for 189⁵ students assuming 9 classrooms, two large-group work-spaces between classrooms, 1 small office area, and 1 large music room (and stairs and an elevator). The mini-building includes restrooms, of course.

Importantly, the classrooms are expected to accommodate a class size of 25-28 in designing the mini-buildings (about 900 square feet). This is the appropriate size for 4th and 5th grade classrooms. The district needs to ensure that 4th and 5th grade classes can be placed in most classrooms, the building would likely serve 4th and 5th grade classes, and the building is a 30-year structure that must be designed to accommodate future state policy decisions regarding class size. (21 students per classroom is assumed to calculate classroom capacity of a school overall, as some classrooms will server fewer than 28 students. However, building occupancy standards typically exceeds this number and a larger number for calculating capacity is possible.)

Also, the original recommendation of the FAC was to build mini-buildings of 7 classrooms each at Pioneer and Centennial. The district ultimately built larger buildings at Pioneer and Centennial (10 classrooms instead of 7) based on new information that the building site can accommodate a larger building. Based on original class size estimates (I-1351) both Centennial and Pioneer need 8 and 9 classrooms respectively; so a 7 classroom building was always smaller than was needed. At Centennial we originally anticipated needing to remove two portables in order to build the mini-building. At this time, the district must only remove 1 portable. Ultimately the district can remove more, but as a policy decision, not as a requirement to build.

The new larger buildings ultimately cost \$1.3 million more than was budgeted. The district absorbed this cost via savings in the 3 elementary remodel projects.

4. Olympia High School: [Reduce Reliance on Portables with a Permanent Building](#)

While there are still many physical improvements that need to be made at Olympia High School (HS), one of the greatest needs that the Planning Advisory Committee (PAC) identified in 2010 is the replacement of 10 portables with permanent space. District informal guidelines targets 1,800 students as the desired maximum enrollment that Olympia HS should serve. These 10 portables, while temporary capacity, are part of the high school's capacity for that many

⁵ The mini-buildings are calculated to serve 189 students assuming 21 students per classroom, the district standard calculator of classroom space. However, the buildings can comfortably and safely accommodate 252 students at 28 students per classroom.

students. The PAC's recommendation was that these portables should be replaced with a new permanent building and they considered some options with respect to the kinds of spaces that new permanent area should include:

- a) Replicate the uses of the current portables in new permanent space.
- b) Build new area that operates somewhat separate from the comprehensive HS to offer a new model.
- c) Build new area that is complimentary to the comprehensive high school, but a distinction from current educational model (if the current educational model has a high proportion of classrooms to specialized spaces), build new area with primarily specialized space following some of the themes the PAC considered for future learning environments, including:
 - Demonstrate a place for 21st century learning.
 - Retain students who are leaving for alternative programs at college or skills centers.
 - Partner with colleges to deliver advanced services.
 - Create a culture that equalizes the disparity between advanced students and those still needing remediation without holding either group back.
 - Create a social, networked and collaborative learning environment, assisted by assisted by personal mobile technology.
 - A place where students spend less of their time in classes, the rest in small group and individual project work that contributes to earning course credits.
 - All grades, multi grade classes.
 - Art and science blend.
 - Convert traditional shops to more contemporary educational programs, environmental science, CAD/CNC manufacturing, health careers, biotechnology, material science, green economy/ energy & waste, etc.
 - More informal learning space for work done on computers by small teams and individuals.
 - Collaborative planning spaces, small conference rooms with smart boards.
 - A higher percentage of specialized spaces to classroom/ seminar spaces.
 - Focus on labs (research), studios (create) and shops (build) learn core subjects through projects in these spaces. (cross-credit for core subjects).
 - Blend with the tech center building and curriculum.
 - Consider the integration of specialized "elective" spaces with general education. All teachers contribute to integrated curriculum.
 - Provide a greater proportion of area in the school for individual and small group project work.
 - Support deep exploration of subjects and crafting rich material and media, support inquiry and creativity.

Music and science Programs are strong draws to Olympia High School, which also offers an AP curriculum. Conversation with school leaders found support for the idea of including more specialized spaces in the new building. Some of the suggested programs include:

- More science, green building, energy systems, environmental sciences.
- Material sciences and engineering.
- Art/ technology integration, music, dance, recording.
- Stage theater, digital entertainment.
- Need place for workshops, presentations, poetry out loud.

An idea that garnered support was to combine the development of a new building with the spaces in the school's Tech Building, a relatively new building on campus, detached from the rest of the school. The Tech Building serves sports medicine, health career technician, biotechnology and microbiology. It also has a wood shop that is used only two periods per day and an auto shop that is not used all day so alternative uses of those spaces should be considered.

Enrollment projections show that Olympia High School will exceed 1,800 students by more than 400 students later in the 15 year planning horizon. A new building could serve alternative schedules. Morning and afternoon sessions would double the number of students served by the building. A hybrid online arrangement could serve more students in the Olympia HS enrollment are without needing to serve more than 1,800 students on site at any given time.

If the combination of the Tech Building and this new addition was operated somewhat autonomously from the comprehensive high school, alternative education models could be implemented that would draw disaffected students back into learning in ways that engage them through more "hands on" experiential education.

2020 Update: The district has ultimately designed the addition of 21 classrooms at OHS distributed in 3 areas of the campus: a classroom addition in the space between Hall 4 and the cafeteria; a classroom addition in between Hall 2 and the Industrial Arts building; and, a classroom addition adjacent to the cafeteria and commons. This series of additions will give the campus more security by eliminating "walk-throughs" of the campus, house the new science labs near the current science wing, locate a new music classroom near the other music classrooms, and add classrooms near the commons permitting a restructuring of access to the school by incorporating a vestibule.

5. Capital High School Modernization and STEM Pathway

Capital High School has received three major phases of improvements over the last 15 years, but more improvements remain, particularly on the exterior of the building. The majority of the finishes on the exterior are from the original construction in 1975, 40 years ago. Most of the interior spaces and systems have seen improvements made, but some changes for contemporary educational considerations can still bring improvement.

One of the primary educational considerations the Planning Advisory Committee (PAC) explored is driven by the creation of the new Jefferson Advanced Math and Science (JAMS) program, which is centered around Science, Technology, Engineering and Math (STEM) programs, and the need to provide a continuing pathway for STEM students in that program

who will later attend Capital HS. Relatively small improvements can be made to Capital HS that relate to STEM education and also support Capital High School's International Baccalaureate (IB) focus as well.

The conversations with the PAC and leaders in the school focused on 21st century skills like creative problem solving, teamwork and communication. Proficiency with ever changing computer networking and communication/ media technologies were also discussed.

Offering an advanced program at the middle school was the impetus for the new JAMS program. Career and Technical Education (CTE) is changing at Capital HS to support STEM education and accommodate the students coming from Jefferson. Math and science at Capital HS would benefit from more integration. Contemporary CTE programs are transforming traditional shop programs like wood and metal shop into engineering, manufacturing and green building technologies. Employers are looking for graduates who can think critically and problem solve; mapping out the steps in a process and knowing how to receive a part, make their contribution and hand it off to the next step in fabrication. Employers want good people skills; collaborating and communicating well with others. Increasingly these skills will be applied working with colleagues in other countries and cultures. Global awareness will be important. JAMS at the middle school level, and STEM and IB at high school can be a good fit in this way.

The JAMS curriculum is a pathway into IB. The school is adjusting existing programs to accommodate IB programs. The JAMS program supports the Capital HS IB program through the advanced nature of the curriculum. 60 students are currently enrolled in IB and it was recently affirmed as a program the district would continue to support. The advanced nature of the JAMS program could increase enrollment in the Capital HS IB program. Leaders in the school intend that all students need to be part of this science/ math focus.

Capital High School is intentional about connecting to employers and to people from other cultures through distance learning. The district is working with Intel as a partner, bringing engineers in and having students move out to their site for visits and internships. Currently there is video conferencing in the Video Production Studio space. College courses can be brought into the high school, concentrating on courses that are a pathway to higher education. The district is already partnering with universities on their engineering and humanities programs to provide university credits.

The development recommendation for Capital High School is to remodel the classroom pods to re-create the learning purpose in the center of each pod. The more mobile learning assistive technologies like laptops and tablet computers, with full time access to a network of information and people to collaborate with are changing the way students can engage with the course material, their teachers and their peers. Further development is also recommended in the shops and adjacent media/ technology studios. The building area of these interior renovations is estimated to be 10% of the total building area.

Extensive renovation of the original exterior walls, windows, doors and roof areas that have not been recently improved is the other major component of this development recommendation.

[6. Build a Theater sized for the Student-body of Capital High School](#)

In 2000 when Capital High School was partially remodeled, construction costs were escalating and a decision had to be made to address a too-small cafeteria and commons area. At the time, the available solution was to reduce the theater by 200 seats. As the school has grown,

and will grow further in the next 10 years, the reduced-size theater is now too small for the school. The theater cannot hold even one class of CHS students, and can barely hold an evening performance for the Jefferson or Marshall Middle School orchestra, choir or band.

Remodeling the current theater was designed and priced. The cost of the remodel is as much as building a new theater and the remodeled theater would have several deficiencies. In order to remodel the theater, the roof would need to be raised and the commons reduced.)

Therefore, the administration is recommending the construction of a new theater on the south side of the gyms. The new theater will have 500 seats, 200 more than the current theater.

7. Avanti High School

Through the master plan process in 2010 and 2015, the district affirmed the importance of Avanti High School and directed that the master plan includes options for the future of the school. Avanti has changed its intent in recent years to provide an arts-based curriculum delivery with an entrepreneurial focus. Enrollment will be increased to 250 students with greater outreach to middle school students in the district who may choose Avanti as an alternative to the comprehensive high schools, Olympia and Capital High Schools. The school appreciates its current location, close proximity to the arts and business community downtown and the partnership with Madison Elementary School.

The six main classrooms in the building are not well suited to the Avanti curriculum as it is developing, and hinder the growth of the school. The settings in the school should better reflect the disciplines being taught through “hands on” learning. The school integrates the arts as a way to learn academic basics. Avanti creates a different learning culture through personalizing education, focuses on depth over breadth, and teaches good habits of the heart and mind. Students come together in seminars, so space is needed for “town hall” communication sessions. The auditorium does not work well for the town hall sessions as it is designed for presentations of information to an audience and the seating impedes audience participation—the school needs more options.

Recently Avanti has expanded by two classrooms and Knox Administrative space has been reduced.

To implement the Avanti expansion, the administration offices and warehouse will be moved to a recently purchased location, now referred to as the Knox 111 building on Bethel Street.

Ten learning settings were identified as an appropriate compliment of spaces with the intent for them all to support teaching visual and performing arts:

1. Drama (writing plays, production)
2. Music/ recording studio (writing songs)
3. Dance (math/ rhythm)
4. Painting/ drawing
5. Three dimensional art (physical & digital media, game design)
6. Photography/ video/ digital media (also support science & humanities)
7. Language Arts
8. Humanities
9. Math
10. Science

Additional support spaces: special needs, library, independent study, food service, collaborative study areas, administration/ counselors, community partnerships.

This development recommendation proposes that Avanti High School move into the entire Knox Building, including the district warehouse space. Light renovation of the buildings would create appropriate space of the kind and quality that the curriculum and culture of the school need.

The long-term growth of Avanti High School is seen as a way, over time, to relieve the pressure of projected enrollment growth at Olympia High School.

The 2015 Facility Advisory Committee also supported the expansion of Avanti, regardless of whether or not the school would ultimately reduce enrollment pressure at Olympia or Capital High Schools.

The 2015 Master Plan assumption is to budget \$9.9 million to remodel the 2nd and 3rd floors of the Avanti building, expanding Avanti by about 12 classrooms. At this time the recommendation does not include a remodel of the current warehouse, as this is cost prohibitive. If fewer upgrades are necessary in the main building, then the district will consider updating the warehouse for more career and technical education options.

8. Renovate Playfields to Improve Safety and Playability

Based on FAC support for improved fields and playgrounds, the district is recommending the installation of 2 turf fields and renovation of an additional 8 fields. The cost is estimated at \$6.9 million. Specifically, the district recommends the following improvements:

- a) North Street field at OHS: renovate the field with installation of new sod. [As of 2019, the district is proceeding with plans to install a turf field (with low level lighting and minor fencing, instead of sod.)]
- b) Henderson Street field at OHS: install a synthetic turf field, low level lighting and minor fencing. [As of 2019, the district is proceeding with no plans to install turf.]
- c) Football/ soccer field at CHS: install a synthetic turf field, low level lighting and minor fencing.⁶ [Completed in 2018.]
- d) Jefferson, Marshall and Reeves field: renovate the field with sod.
- e) Lincoln: renovate the playfield with seed and improve the playground. [Completed.]
- f) Centennial, McLane and Roosevelt: renovate the fields with seed (after remodel of the buildings). [Roosevelt was completed in 2018.]

⁶ The administrative recommendation for turf fields includes low-level lighting and fencing for each; lighting/ fencing is included to extend play hours to off-set the higher expense of a turf field. The CHS football and Henderson turf field with lighting and fencing will cost \$3.3 million. If the hours cannot be extended with lighting, the original administrative recommendation was to renovate the Capital football and Henderson fields with improved drainage and new sod, instead of turf, and use the remaining resources to renovate the Capital soccer, Washington, Jefferson and Marshall fields (drainage/ sod) and running tracks. This alternative increases the hours-of- play available generally in the community as these fields are generally considered less “playable” in their current state. Improved drainage and new sod at the Henderson field, Washington, and CHS football and soccer fields, and drainage, sod and improve running tracks at Jefferson and Marshall fields would cost \$3 million; roughly the same as the two turf fields.

9. Invest in Electronic Key Systems to Limit Access to Schools and Instigate Lockdowns

The district is recommending the investment of \$2 million in key systems across the district, targeting schools that have not been upgraded as part of a remodel.

10. Address Critical Small Works and HVAC or Energy- Improvement Projects

The district will pursue state of Washington energy grants for a portion of a total investment of \$8.5 million.

In addition, the small works roster is summarized below. The roster represents the facilities projects that must be undertaken in the near future. While we have attempted to plan for a six year small- works list, new items may be identified during the life of the CFP.

Improve and upgrade:

- Parking lots and paving at five schools.
- Drainage controls, and/ or repair foundations at five schools/ sites.
- Electrical service and new fire or intrusion alarm systems at four schools, security cameras at multiple schools, access controls at multiple schools and perimeter fencing at five schools.
- Roofing at three schools, install roof tie-off safety equipment at multiple sites, and caulk and or paint and renovate siding at four sites.
- Gutter systems at two schools.
- Interior and classroom capital improvements at twelve sites.
- Wiring and electrical systems at two sites.

In addition, the district Board of Directors will determine the next steps for the John Rogers building. This building has been in service for 50 years and requires significant upgrades. In the upcoming six- year period the district will either demolish the building (and seed the field), or perform small repairs to decommission the building for possible use at a later time. [As of 2019, the district is implementing plans to demolish the building.]

Utilization of Portables as Necessary

The CFP continues to include expenditures for portables, as these represent a foundation investment where enrollment is faster than expected. Portables are considered to be a last-resort and are utilized where other options are not possible.

Capital Facilities Plan(CFP) Project Revisions for Class Size Reductions

Table 8 below describes several components of the CFP analysis. First, the table describes the recommended construction built into the district's facilities plan. The second column identifies if the project is included in the Impact Fee Calculation. The third column identifies the reason the project is included or not.

Table 8: CFP Considerations

Project	Included in 2019 Impact Fee?	Reason
Centennial Elementary	Yes	This project adds seating capacity for 189 students
Roosevelt Elementary	No	This project is complete.

McLane Elementary	Yes	This project adds seating capacity for 189 students
Hansen Elementary	No	This project is complete.
Pioneer Elementary	No	This project is complete.
#6 th Mini-Building	Yes	This project is possible within the 6 year horizon of the Capital Facilities Plan.
Olympia High School	Yes	This project will add capacity to accommodate additional growth of 235 students
Portables	No	The plan includes the cost of 5 portables but these are a second priority to mini-buildings
Capital High School Modernization	Yes	This project will add capacity for 112 students.
Avanti High School	Yes	This project will add capacity for 100 students.

Cost of Converting Portables to Permanent Construction

Further, the value of converting a portable into permanent construction is included in full in the calculation of the impact fee. This bears further explanation. The impact fee calculation is based on construction costs (costs that are within the timeframe of the CFP) associated with growth, divided by the number of growth/ seats/ students. So, if the CFP includes a plan to construct a \$10 million structure to house 100 students, and 90 students are generated by new housing/ developments, then the per student cost of construction to accommodate growth is \$90,000 $((\$10,000,000 / 100) * (90/100) = \$90,000)$. This is the amount that is included in the calculation of the impact fee. Even if the new building replaces 50 portable seats, the calculation is the same: what is the cost of planned construction, and what proportion is associated with seats needed to accommodate growth, and therefore, what is the per growth seat cost of construction regardless of prior use of portables?

The number of students expected to be driven by growth is the key factor (90 in this example). The student growth must be based on upcoming growth and cannot be based on prior growth (from the example above, it could not be based on 50 + 90). It is important to note that, regardless of the number of portables being converted, a proportional cost of a \$6.5 million mini-building is included based on expected growth; portable conversion is not deducted from the calculation.

IV Finance Plan

Impact Fees

Impact fees are utilized to assist in funding capital improvement projects required to serve new development. For example, local bond monies from the 1990 authority and impact fees were used to plan, design, and construct Hansen Elementary School and Marshall Middle School. The district paid part of the costs of these new schools with a portion of the impact fees collected. Using impact fees in this manner delays the need for future bond issues and/ or reduces debt service on outstanding bonds. Thurston County, the City of Olympia and the City of Tumwater all collect school impact fees on behalf of the district.

Impact fees must be reasonably related to new development and the need for public facilities. While some public services use service areas or zones to demonstrate benefit to development, there are four reasons why the use of zones is inappropriate for school impact fees: 1) the construction of a new school benefits residential developments outside the immediate service area because the new school relieves overcrowding in other schools; 2) some facilities and programs of the district are used by students throughout the district (Special Education, Options and ALPS programs); 3) school busing is provide for a variety of reasons including special education students traveling to centralized facilities and transportation of students for safety or due to distance from schools; 4) a uniform system of free public schools throughout the district is a desirable public policy objective.

The use of zones of any kind, whether municipal, school attendance boundaries, or some other method, conflict with the ability of the school board to provide reasonable comparability in public school facilities. Based on this analysis, the district impact fee policy shall be adopted and administered on a district-wide basis.

Current impact fee rates, current student generation rates, and the number of additional single and multi-family housing units projected over the next six-year period are sources of information the district uses to project the fees to be collected.

These fees are then allocated for capacity-related projects as recommended by a citizens' facilities advisory committee and approved by the Board of Directors.

The fee calculation is prescribed by law:

- The calculation is designed to identify the cost of the new classrooms space for new students associated with new development.
- The cost of constructing classrooms for current students is not included in the impact fee calculation.
- The calculation includes site acquisition costs, school construction costs, and any costs for temporary facilities.
 - $\text{Facility Cost} / \text{Facility Capacity} = \text{Cost per Seat} / \text{Student Generation Rate} = \text{Cost per Single Family Home (or Cost Per Multi-Family Home)}$.
 - The Cost Per Single Family home is then discounted for 1) any state construction funding the district receives and 2) a credit for the taxes that the home will generate for the upcoming 10 years.
 - As an example, a \$15,000,000 facility, and a .20 single-family home student generation rate is calculated as such: $\$15,000,000 / 500 = \$30,000 * .20 = \$6,000$. This \$6,000 is then reduced by state construction funds (\$9 per home in 2015) and a 10-year tax credit (\$1,912 in 2015). This leaves a single family home rate of \$4,079 (*example amount only*).
 - The Olympia School District Board of Directors would then reduce the \$4,079 by a "discount rate". This is the margin that districts use to ensure that they do not collect too much impact fee (and possibly pay back part of the fees if construction costs are reduced or state construction funding is increased.) The Olympia School District has typically used a discount rate of 15%, which would leave a single family home impact fee of \$3,467 or $(\$4079 * .85)$.

The prescribed calculation, the district's construction plan in the CFP planning horizon, expected state revenue and expected taxes credited to new housing developments yield an impact fee as follows:

Single Family: \$4,972

Multi-family: \$2,575

Importantly, for 2020, the Olympia School District Board of Directors is considering the application of the districtwide impact fee on downtown building. The Board will take action in fall 2019 on this matter specifically, but at this time this plan draft assumes such a policy is adopted.

Table K on the following page identifies the historical impact fees, projected 2020 impact fees are a place-holder until the new fees are fully re-calculated. The fees include the assumption that the downtown fee will no longer be set at \$0. Instead the downtown fees for single family homes will be the same as the rest of the district; the downtown fees for multi-family homes will be the same as the rest of the district. Most fees paid in the downtown area will be on multi-family homes, and so is displayed as \$2,575.

Table 9: Historical Impact Fees with Projected 2020 Fee

Year	Discount Percentage	Single Family Home Fee	Multi-Family Home fee	Downtown Residence Fee	Mobile Home Fee
1992	67	\$894	\$746	---	\$791
1993	67	\$1,703	\$746	---	\$791
1994	55	\$1,717	\$742	---	\$1,385
1995	70	\$1,754	\$661	---	\$1033
1996	52	\$1,725	\$661	---	\$1,176
1997	51	\$1,729	\$558	---	---
1998	56	\$1,718	\$532	---	---
1999	50 & 70	\$2,949	\$1,874	---	---
2000	50 & 70	\$2949	\$1874	---	---
2001	50 & 70	\$2949	\$1,874	\$841	---
2002	50 & 70	\$2,949	\$1,874	\$841	---
2003	50 & 70	\$2,949	\$1,874	\$841	---
2004	50 & 70	\$2,949	\$1,874	\$841	---
2005	40 & 60	\$4,336	\$3,183	\$957	---
2006	45 & 60	\$4,336	\$3,183	\$957	---
2007	15	\$5,042	\$1,833	\$874	---
2008	15	\$5042	\$1,833	\$0	---
2009	15	\$4,193	\$1,770	\$0	---
2010	15	\$2,735	\$1,156	\$0	---
2011	15	\$659	\$1,152	\$0	---
2012	15	\$2,969	\$235	\$0	---
2013	15	\$5,179	\$0	\$0	---
2014	15	\$5,895	\$1,749	\$0	---
2015	15	\$4,978	\$1,676	\$0	---
2016	15	\$5,240	\$2,498	\$0	---
2017	15	\$5,298	\$2,520	\$0	---
2018	15	\$5,350	\$2,621	\$0	---
2019	15	\$4,972	\$2,575	\$0	---
2020 Estimated	15	\$4,972	\$2,575	Same as District Assume \$2,575	---
Prior 10-Year Average		\$4,315	\$1,632	---	---
10-Year Average, Including 2020		\$4,551	\$1,760	---	---

Eligibility for State Funding Assistance

The district will always apply to the state for state construction funding assistance, and attempt to maximize this support. Based on eligibility criteria, and experience obtaining funding for the remodel of Garfield Elementary, we estimate that the district will qualify for at least \$12 million for the remodel of Centennial, McLane and Roosevelt Elementary Schools. This is a conservative estimate, as the district qualified for about \$6 million for the Garfield remodel.

Bond Revenue

The primary source of school construction funding is voter-approved bonds. Bonds are typically used for site acquisition, construction of new schools, modernization of existing facilities and other capital improvement projects. A 60% super-majority voter approval is required to pass a bond. Bonds are then retired through the collection of local property taxes. Proceeds from bond sales are limited by bond covenants and must be used for the purposes for which bonds are issued. They cannot be converted to a non-capital or operating use. As described earlier, the vast majority of the funding for all district capital improvements since 2003 has been local bonds.

The projects contained in this plan exceed available resources in the capital fund, and anticipated School Impact and Mitigation Fee revenue. The Board of Directors sold bonds in June 2012 allowing an additional \$82 million in available revenue for construction projects.

Voters have approved \$161 million in bond sales to finance Phase II of the Master Plan. Of this amount, \$55 million have been sold; \$72 million were sold in 2018; and \$34 million will be sold in 2020.

Current Balance in Capital Fund

The finance plan for this schedule of construction is heavily dependent on the current balance in the district's Capital Fund. First, funds from the 2012 voter approved bond, about \$28 million in bond resources, have been preserved to devote to the finance plan of Phase II of the Master Plan. Second, the district successfully qualified for state construction assistance of \$10 million for the construction of ORLA and remodel of Garfield. These resources are reserved. The balance of resources is a combination of impact fees, mitigation fees, and a small amount of capital levy funds.

Finance Plan Summary

Table L, on the following page, represents preliminary estimates of revenue associated with each group of projects.

Table 10: Financial Summary

Item Description	Project Amount
1. New Classrooms (Minis at Pioneer, Hansen, Centennial, Roosevelt, McLane, + 1 additional)	\$37,063,000
2. Phase II of 2011 Master Plan (Multiple Items Above)	\$136,559,394
3. Capital High School Theater	\$12,665,000
4. Small Works Projects, Categorized as Immediate Need	\$10,733,848
5. John Rogers Demolition and Re-seed	\$520,000
6. Security- Access Control Systems	\$2,000,000
7. Heating/ Ventilation Improvements and Energy Savings	\$8,484,000
8. Field and Playground Renovations	\$6,873,845
Subtotal of Planned Investments	\$214,899,087
Existing Resources (Capital Fund Balance)	Minus \$42,200,000
Estimated New State Construction Funding	Minus \$12,000,000
New Construction Bond Authority Approved by Voters in 2016	Equals\$ 160,699,087

Appendix A – Inventory of Unused District Property

Future School Sites

The following is a list of potential future school sites currently owned by the district. Construction of school facilities on these sites is not included in the six-year planning and construction plan

- **Mud Bay Road Site**
This site is a 16.0-acre parcel adjacent to Mud Bay Road and Highway 101 interchange. The site is currently undeveloped. Future plans include the construction of a new school depending on growth in the student enrollment of adjoining school service areas.
- **Muirhead Site**
This is a 14.92-acre undeveloped site directly adjacent to Centennial Elementary School, purchased in 2006. The district currently utilizes this property for an Olympia High School farm and science program. Further development of this property involves approval of a formal plan to mitigate negative impact on an endangered species, the prairie Pocket Gopher.

Other District Owned Property

- **Henderson Street and North Street (Tree Farm) Site**
This site is a 2.25-acre parcel across Henderson Street from Pioneer Elementary School and Ingersoll Stadium. The site is currently undeveloped. Previously, the site was used as a tree farm by Olympia High School's vocational program.

Future Site Acquisition

The district is seeking additional properties for use as future school sites. Construction of school facilities for these sites is not included in the six-year planning and construction plan.

The district has identified the following priorities for acquisition:

- New west side elementary school site – approximately 10-acres
- New east side elementary school site – approximately 10-acres

Elementary School Modernization

Grades K-5

Project Name:

Centennial Elementary School Modernization

Location:

2637 45th Ave SE, Olympia

Site:

11.8-acres

Capacity:

357 students (189 seats new student capacity)

Square Footage:

45,345 s.f.

Cost:

Total project \$27.9 million, including a \$6.3 million mini-building of 10 classrooms and \$800,000 field renovation.

Project Description:

Major modernization of existing school facility. Modernization work will include all new interior finishes and fixtures, furniture and equipment, as well as exterior finishes.

Status:

Subject to bond approval, the district anticipates this facility will be available in 2019.

Elementary School Modernization

Grades K-5

Project Name:

McLane Elementary School Modernization

Location:

200 Delphi Road SW, Olympia

Site:

8.2-acres

Capacity:

310 students (189 seats new student capacity)

(New Lower Utilization Standard)

Square Footage:

45,715 S.f.

Cost:

Total project: \$23.5 million, including a \$6.3 million mini-building of 10 classrooms and a \$700,000 field renovation.

Project Description:

Major modernization of existing school facility. Modernization work will include all new interior finishes and fixtures, furniture and equipment, as well as exterior finishes.

Status:

Subject to bond approval, the district anticipates this facility will be available in 2019.

Elementary School Modernization

Grades K-5

Project Name:

Roosevelt Elementary School Modernization

Location:

1417 San Francisco Ave NE, Olympia

Site:

6.4 acres

Capacity:

386 students (189 new student capacity)

(New Lower Utilization Standard)

Square Footage:

47,616 s.f.

Cost:

Total project: \$22.4 million, including a \$6.3 million mini-building of 10 classrooms and \$800,000 field renovation.

Project Description:

Major modernization of existing school facility. Modernization work will include all new interior finishes and fixtures, furniture and equipment, as well as exterior finishes.

Status:

Subject to bond approval, the district anticipates this facility will be available in 2020.

High School Modernization

Grades 9-12

Project Name:

Capital High School modernization

Location:

2707 Conger Ave NW, Olympia

Site:

40-acres

Capacity:

1,496 students (new student capacity not yet determined)

(current Utilization Standard)

Square Footage:

254,772 s.f.

Cost: Total project: \$20.6 million

Project Description:

Modify classroom pod areas and other portions of the existing school in order to support educational trends and students matriculating from the Jefferson Advanced Math and Science program. Replace older failing exterior finishes and roofing.

Status:

Subject to bond approval, the district anticipates this facility will be available in 2021.

High School Addition

Grades 9-12

Project Name:

Olympia High School Addition/ portable replacement

Location:

1302 North Street SE, Olympia

Site:

40-acres

Capacity:

will limit to 1811 students, adds 280 permanent seats. Which is 70 (Current Utilization Standard) new seating/ student capacity

Square Footage:

233,960 s.f.

Cost:

Total project: \$24.3 million

Project Description:

Provide additional permanent building area to replace ten portable classrooms. Support educational trends with these new spaces.

Status:

Subject to bond approval, the district anticipates this facility will be available in 2020.

Elementary School Expansion

Grades K-5

Project Name:

Pioneer and Hansen Elementary Schools

Capacity:

Replace portables with new two-story structures at each school.

Adds 189 student seats to each school to address new capacity of 82 students needed at Pioneer and 67 students needed at Hansen.

Cost:

Each structure will cost \$6.3 million. Pioneer costs associated with growth and therefore, impact fees total \$2.1 million; Hansen growth costs total \$700,000.

Status:

Subject to bond approval, the district anticipates this facility will be available in 2019.

High School Addition/ Admin. Center

Grades 9-12

Project Name: Avanti High School Addition and Modernization & Re-location of district Administrative Center

Location:

Avanti HS: 1113 Legion Way SE, Olympia (Currently located on 1st floor of district Administrative Center.)

District Administrative Center: Newly purchased The Olympian Building.

Site: Avanti HS: 7.5-acres

Capacity: Avanti HS: will limit to 250 students
(current Utilization Standard)

District Administrative Center: To be determined

Square Footage: Avanti HS: 78,000 s.f.

District Administrative Center: To be determined

Cost: Avanti HS: Total project: \$9.9 million

District Administrative Center: Estimated \$7.8 million

Project Descriptions: Avanti HS:

Expand Avanti High School by allowing the school to occupy all three floors of the District Administrative Center. Expanding the school will allow additional programs and teaching and learning options that might not be available at the comprehensive high schools.

District Administrative Center: Provide a new location for administrative offices somewhere in the downtown vicinity.

Status: Subject to bond approval, the district anticipates this facility will be available in 2020.

Appendix C- Figures 11 and 12: Single Family and Multi- Family Residences Impact Fee Calculations for 2019

Rates for 2020 are being calculated and will be incorporated into future versions of the plan.

SCHOOL IMPACT FEE CALCULATIONS							
DISTRICT	Olympia School District						
YEAR	2019 - SF and MF Residence						
School Site Acquisition Cost:							
((AcresxCost per Acre)/Facility Capacity)xStudent Generation Factor							
				Student	Student		
	Facility	Cost/	Facility	Factor	Factor	Cost/	Cost/
	Acreage	Acre	Capacity	SFR	MFR	SFR	MFR
Elementar	10.00	\$ -	400	0.309	0.119	\$0	\$0
Middle	20.00	\$ -	600	0.127	0.059	\$0	\$0
High	40.00	\$ -	1,000	0.158	0.057	\$0	\$0
					TOTAL	\$0	\$0
School Construction Cost:							
((Facility Cost/Facility Capacity)xStudent Generation Factor)x(permanent/Total Sq Ft)							
				Student	Student		
	%Perm/	Facility	Facility	Factor	Factor	Cost/	Cost/
	Total Sq.Ft.	Cost	Capacity	SFR	MFR	SFR	MFR
Elementar	94.5%	\$ 15,316,209	525	0.309	0.119	\$8,519	\$3,281
Middle	94.5%	\$ -	1	0.127	0.059	\$0	\$0
High	94.5%	\$ 30,980,600	447	0.096	0.039	\$6,288	\$2,554
					TOTAL	\$14,806	\$5,835
Temporary Facility Cost:							
((Facility Cost/Facility Capacity)xStudent Generation Factor)x(Temporary/Total Square Feet)							
				Student	Student	Cost/	Cost/
	%Temp/	Facility	Facility	Factor	Factor	SFR	MFR
	Total Sq.Ft.	Cost	Size	SFR	MFR		
Elementar	5.50%	\$ 250,000	25	0.309	0.119	\$170	\$65
Middle	5.50%	\$ 250,000	25	0.127	0.059	\$70	\$32
High	5.50%	\$ 250,000	25	0.096	0.039	\$53	\$21
						\$293	\$119
State Matching Credit:							
Boeckh Index X SPI Square Footage X District Match % X Student Factor							
				Student	Student		
	Boeckh	SPI	District	Factor	Factor	Cost/	Cost/
	Index	Footage	Match %	SFR	MFR	SFR	MFR
Elementar	\$225.98	90	57.39%	0.309	0.119	\$3,607	\$1,389
Middle	\$225.98	117		0.127	0.059	\$0	\$0
High	\$225.98	130		0.158	0.057	\$0	\$0
						\$3,607	\$1,389
Tax Payment Credit:							
						SFR	MFR
Average Assessed Value						\$336,667	\$91,618

Figure 11 is a picture of the legal calculation of the impact fee, part A.

Capital Bond Interest Rate				2.95%	2.95%
Net Present Value of Average Dwelling				\$2,879,176	\$783,522
Years Amortized				10	10
Property Tax Levy Rate				\$1,9600	\$1,9600
	Present Value of Revenue Stream			\$5,643	\$1,536
	Fee Summary:		Single	Multi-	
			Family	Family	
	Site Acquisition Costs		\$0	\$0	
	Permanent Facility Cost		\$14,806	\$5,835	
	Temporary Facility Cost		\$293	\$119	
	State Match Credit		(\$3,607)	(\$1,389)	
	Tax Payment Credit		(\$5,643)	(\$1,536)	
	FEE (AS CALCULATED)		\$5,849	\$3,030	
	FEE (AS DISCOUNTED 15%)		\$4,972	\$2,575	

Figure 12 is a picture of the legal calculation of the impact fee, part B.