



Meeting Agenda

City Council

City Hall
601 4th Avenue E
Olympia, WA 98501

Information: 360.753.8244

Tuesday, May 2, 2017

7:00 PM

Council Chambers

1. ROLL CALL

1.A ANNOUNCEMENTS

1.B APPROVAL OF AGENDA

2. SPECIAL RECOGNITION

2.A [17-0483](#) Special Recognition - National Correctional Officers Week

2.B [17-0406](#) Special Recognition - Proclamation Recognizing Bicycle Commuter Month

Attachments: [Proclamation](#)

2.C [17-0464](#) Special Recognition - City of Olympia Awards and Recognitions

3. PUBLIC COMMUNICATION

(Estimated Time: 0-30 Minutes) (Sign-up Sheets are provided in the Foyer.)

During this portion of the meeting, citizens may address the City Council regarding items related to City business, including items on the Agenda. In order for the City Council to maintain impartiality and the appearance of fairness in upcoming matters and to comply with Public Disclosure Law for political campaigns, speakers will not be permitted to make public comments before the Council in these three areas: (1) on agenda items for which the City Council either held a Public Hearing in the last 45 days, or will hold a Public Hearing within 45 days, or (2) where the public testimony may implicate a matter on which the City Council will be required to act in a quasi-judicial capacity, or (3) where the speaker promotes or opposes a candidate for public office or a ballot measure.

Individual comments are limited to three (3) minutes or less. In order to hear as many people as possible during the 30-minutes set aside for Public Communication, the City Council will refrain from commenting on individual remarks until all public comment has been taken. The City Council will allow for additional public comment to be taken at the end of the meeting for those who signed up at the beginning of the meeting and did not get an opportunity to speak during the allotted 30-minutes.

COUNCIL RESPONSE TO PUBLIC COMMUNICATION (Optional)

4. CONSENT CALENDAR

(Items of a Routine Nature)

4.A [17-0490](#) Approval of April 25, 2017 City Council Meeting Minutes

Attachments: [Minutes](#)

- 4.B [17-0484](#) Approval of Appointment to the Utilities Advisory Committee to Fill a Vacancy

Attachments: [Application](#)

[Resume](#)

- 4.C [17-0388](#) Recognition and Endorsement of the Thurston Community Economic Alliance Strategic Plan

Attachments: [TC Economic Alliance Strategic Plan](#)

4. SECOND READINGS - None

4. FIRST READINGS

- 4.D [17-0485](#) Approval of Ordinance Amending Olympia Municipal Code Section 10.16.270, Penalties

Attachments: [Ordinance](#)

5. PUBLIC HEARING - None

6. OTHER BUSINESS

- 6.A [17-0366](#) Approval of 2017 Percival Plinth Project Sculpture Recommendations

Attachments: [Recommended Sculptures](#)

- 6.B [17-0486](#) Approval of Arts, Cultures and Heritage Program Scope of Work and Funding for an RFP

Attachments: [ARCH RFP](#)

[ARCH RFP Timeline](#)

- 6.C [17-0480](#) Approval to Conduct a Citizen Survey Concerning Public Safety and Affordable Housing Needs

Attachments: [Draft Survey Questions](#)

7. CONTINUED PUBLIC COMMUNICATION

(If needed for those who signed up earlier and did not get an opportunity to speak during the allotted 30 minutes)

8. REPORTS AND REFERRALS

8.A COUNCIL INTERGOVERNMENTAL/COMMITTEE REPORTS AND REFERRALS

8.B CITY MANAGER'S REPORT AND REFERRALS

9. ADJOURNMENT

The City of Olympia is committed to the non-discriminatory treatment of all persons in employment and the delivery of services and resources. If you require accommodation for your attendance at the City Council meeting, please contact the Council's Executive Assistant at 360.753.8244 at least 48 hours in advance of the meeting. For hearing impaired, please contact us by dialing the Washington State Relay Service at 7-1-1 or 1.800.833.6384.



City Council

Special Recognition - National Correctional Officers Week

Agenda Date: 5/2/2017
Agenda Item Number: 2.A
File Number: 17-0483

Type: recognition **Version:** 1 **Status:** Recognition

Title

Special Recognition - National Correctional Officers Week

Recommended Action

Committee Recommendation:

Not referred to a committee.

City Manager Recommendation:

Recognize the Olympia Police Department Corrections Officers

Report

Issue:

Whether to recognize National Correctional Officers Week and the City of Olympia Corrections Officers.

Staff Contact:

Laura Wohl, Police Department, 360.753.8214

Presenter(s):

Ronnie Roberts, Chief of Police

Background and Analysis:

In 1984, President Ronald Reagan issued Proclamation 5187 declaring a National *Correctional Officers Week to be observed the first full week of May. In 2017, National Correctional Officers Week is May 7-13.* President Reagan stated in his proclamation:

“Correctional officers have the difficult and often dangerous assignment of ensuring the custody, safety and well-being of the over 600,000 inmates in our Nation's prisons and jails. Their position is essential to the day-to-day operations of these institutions; without them it would be impossible to achieve the foremost institutional goals of security and control.”

Historically, correctional officers have been viewed as "guards," occupying isolated and misunderstood positions in prisons and jails. In recent years, the duties of these officers have

become increasingly complex and demanding. They are called upon to fill, simultaneously, custodial, supervisory and counseling roles. The professionalism, dedication and courage exhibited by these officers throughout the performance of these demanding and often conflicting roles deserve our utmost respect. The important work of correctional officers often does not receive the recognition from the public it deserves. It is appropriate that we honor the many contributions and accomplishments of these men and women who are a vital component of the field of corrections.

Attachments:

None



City Council

Special Recognition - Proclamation Recognizing Bicycle Commuter Month

Agenda Date: 5/2/2017
Agenda Item Number: 2.B
File Number: 17-0406

Type: recognition **Version:** 1 **Status:** Recognition

Title

Special Recognition - Proclamation Recognizing Bicycle Commuter Month

Recommended Action

Committee Recommendation:

Not referred to a committee

City Manager Recommendation:

Move to proclaim May as Bicycle Commuter Month

Report

Issue:

Whether to proclaim May as Bicycle Commuter Month

Staff Contact:

Michelle Swanson, AICP, Senior Program Specialist, Public Works | Transportation, 360.753.8575.

Presenter(s):

Duncan Green, Intercity Transit, Bicycle Commuter Challenge Coordinator

Background and Analysis:

The 30th Annual Thurston County Bicycle Commuter Challenge (BCC) happens in May. Duncan Green from Intercity Transit, which runs the BCC, will be on hand to receive the proclamation.

Last year, 1,175 people in Thurston County took part in the BCC. They biked a total of 108,017 miles to places like stores, work, and school. This prevented about 54 tons of greenhouse gases from entering the atmosphere, reduced wear and tear on our streets, and prevented toxins from going into the water.

Among those participating were 39 City employees and their children, who rode a total of 3,278 miles and prevented about 1.53 tons of greenhouse gas emissions.

In response to concerns raised during last year's BCC, the City is investing in the bike lane network

this year. These projects include:

- Extending the bike lane on Cooper Point/Auto Mall Road to Caton Way
- Patching the bike lanes on Martin Way, between Pacific Ave and Ensign Road

City staff will also work with the Bicycle and Pedestrian Advisory Committee (BPAC) to identify additional small-scale fixes to the bike lane network.

For 30 years, the BCC has introduced people to riding bicycles to run errands, visit friends, go to work, and go to school. Now, some of the original participants' children are riding in the BCC, continuing the tradition of demonstrating that the bicycle is a viable way of getting around.

Attachments:

Proclamation

PROCLAMATION

WHEREAS, transportation accounts for about a third of the energy use in Washington State, and about half of CO2 emissions from fossil fuel; and

WHEREAS, bicycling is one of the cleanest and most energy-efficient forms of transportation; and

WHEREAS, bicycling is a mode of transportation well suited to small cities like Olympia, where many of our trips are short; and

WHEREAS, bicycle commuting can help reduce congestion and offset costly transportation system expansion; and

WHEREAS, bicycle commuting makes people healthier, more productive, and reduces chronic diseases through physical activity, and

WHEREAS, the City of Olympia has an extensive bicycle network which includes a Bike Corridor, 32 miles of bicycle lanes and 10 miles of the regional trail system within City limits, and

WHEREAS, the City of Olympia continues to expand the bicycle network, and

WHEREAS, Intercity Transit, with many sponsors including the Capital Bicycling Club and 48 local and regional businesses, is hosting the 30th Annual Bicycle Commuter Contest during the month of May 2017.

NOW, THEREFORE, BE IT RESOLVED that in recognition of the 47th Earth Day and the 60th National Bike Month, the Olympia City Council hereby proclaims the month of May 2017 as

“BICYCLE COMMUTER MONTH”

in the City of Olympia and encourages all citizens to ride their bikes to work, school and on their errands during the month of May, and throughout the year.

SIGNED IN THE CITY OF OLYMPIA, WASHINGTON THIS 2nd DAY OF May, 2017.
OLYMPIA CITY COUNCIL

*Cheryl Selby
Mayor*



City Council

Special Recognition - City of Olympia Awards and Recognitions

Agenda Date: 5/2/2017
Agenda Item Number: 2.C
File Number: 17-0464

Type: recognition **Version:** 1 **Status:** Recognition

Title

Special Recognition - City of Olympia Awards and Recognitions

Recommended Action

Committee Recommendation:

Not referred to a committee.

City Manager Recommendation:

Recognize recent acknowledgments of City of Olympia achievements.

Report

Issue:

Whether to recognize recent achievements by the City of Olympia.

Staff Contact:

Kellie Purce Braseth, Strategic Communications Director, 360.753.8361

Presenter(s):

Kellie Purce Braseth, Strategic Communications Director

Background and Analysis:

The City of Olympia has been recognized by nationally for its livability:

- Olympia landed the 4th spot on Livability.com's *Top 100 Best Places to Live*, noting a thriving art scene and excellent schools.
- A recent print edition of Sunset Magazine recognized Olympia as "alive with the spirit of the Northwest, from cutting-edge food to artisanal crafts to live music."

Attachments:

No attachments.



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601 4th Avenue E.
Olympia, WA 98501
360-753-8244

City Council

Approval of April 25, 2017 City Council Meeting Minutes

Agenda Date: 5/2/2017
Agenda Item Number: 4.A
File Number: 17-0490

Type: minutes **Version:** 1 **Status:** Consent Calendar

Title

Approval of April 25, 2017 City Council Meeting Minutes



Meeting Minutes - Draft

City Council

City Hall
601 4th Avenue E
Olympia, WA 98501

Information: 360.753.8244

Tuesday, April 25, 2017

7:00 PM

Council Chambers

1. ROLL CALL

Present: 7 - Mayor Cheryl Selby, Mayor Pro Tem Nathaniel Jones, Councilmember Jessica Bateman, Councilmember Jim Cooper, Councilmember Clark Gilman, Councilmember Julie Hankins and Councilmember Jeannine Roe

1.A ANNOUNCEMENTS

Mayor Selby announced the City Council met earlier in an Executive Session.

1.B APPROVAL OF AGENDA

Mayor Selby noted several changes to the agenda: items 2.C and 4.P are postponed; item 4.E has an updated attachment.

The agenda was approved as amended.

2. SPECIAL RECOGNITION

2.A [17-0446](#) Special Recognition - Proclamation Recognizing Mental Health Awareness Month

Vice President of the Thurston-Mason Chapter of the National Alliance of Mental Illness (NAMI) Jami Lifka discussed Mental Health Awareness week.

Mayor Selby read the proclamation in honor of Mental Health Awareness Week.

The recognition was received.

2.B [17-0456](#) Special Recognition - Upcoming City Efforts to Celebrate the Arts

Arts Program Manager Stephanie Johnson discussed events related to the upcoming spring Arts Walk.

Program Manager Anna Schlecht introduced interns Amanda Wagaman and Hazel Petrinovich and GIS Specialist Woody Shaufler who discussed the newly created Olympia mural map. The map catalogs over 70 murals located in downtown Olympia.

The Council asked clarifying questions and thanked everyone for their work.

The recognition was received.

- 2.C [17-0464](#) Special Recognition - City of Olympia Awards and Recognitions

The recognition was postponed.

3. PUBLIC COMMUNICATION

The following people spoke: Dave Wasson, Renata Rollins, Marvin Bennett (Unkle Marv), James Joy, Mason Rolph, Simon Fierst thanked, Jenna Mason, Steve Hyer Sr., Alex Daye, Tye Gundel, Mike McCormick and Faith Addicott.

COUNCIL RESPONSE TO PUBLIC COMMUNICATION (Optional)

Councilmember Roe discussed a referral to General Government Committee to discuss the Spaceworks concept currently being implemented in Tacoma.

4. CONSENT CALENDAR

Councilmembers asked for items 4.D, 4.E, 4.G, 4.H, 4.I to be briefly discussed.

In relation to item 4.D, Councilmember Roe thanked Katherine Williams for joining the Arts Commission.

Public Works Director Rich Hoey gave a brief overview of items 4.E, 4.G, 4.H and 4.I.

Councilmembers asked clarifying questions.

- 4.A [17-0421](#) Approval of April 11, 2017 City Council Meeting Minutes

The minutes were approved.

- 4.B [17-0463](#) Bills and Payroll Certification

Payroll check numbers 89966 through 90006 and Direct Deposit transmissions:
Total: \$2,098,777.43; Claim check numbers 3685255 through 3686282: Total:
\$4,805,416.86.

The decision was approved.

- 4.C [17-0460](#) Approval of Use of Asset Forfeiture Funds

The decision was approved.

- 4.D [17-0454](#) Approval of Appointment to the Arts Commission to Fill a Vacancy

The decision was approved.

- 4.E [17-0426](#) Approval of Resolution Approving and Authorizing Signature of all Documents Necessary to Receive Federal Grant Funds for the Pedestrian Flashing Beacon Installation Project

The resolution was approved.

- 4.F [17-0434](#) Approval of Labor Contract with the International Association of Fire Fighters, Local #468, Including Assistant Chiefs

The contract was approved.

- 4.G [17-0435](#) Approval of Resolution Approving and Authorizing Signature of all Documents Necessary to Receive Federal Grant Funds for the Pacific Avenue Pedestrian Crossing Improvement Project

The resolution was approved.

- 4.H [17-0442](#) Approval of Resolution Approving and Authorizing Signature of all Documents Necessary to Receive Federal Grant Funds for the Boulevard Road-Morse Merryman Roundabout Project

The resolution was approved.

- 4.I [17-0465](#) Approval of Resolution Approving and Authorizing Signature of All Documents Necessary to enter into an Agreement with Puget Sound Energy Green Direct Program

The resolution was approved.

4. SECOND READINGS

- 4.J [17-0256](#) Approval of an Ordinance Revising Boundary Line Adjustments

The ordinance was approved on second reading.

- 4.K [17-0358](#) Approval of an Ordinance Amending Authority in the Event of an Emergency

The ordinance was approved on second reading.

- 4.L [17-0370](#) Approval of an Ordinance Appropriating 2016 Year-End Funds

The ordinance was approved on second reading.

- 4.M [17-0392](#) Approval of an Ordinance Amending Municipal Code to Reflect the City's Current Form of Government

The ordinance was approved on second reading.

- 4.N [17-0393](#) Approval of Ordinance to Clarify the Process for Initiative and Referendum

The ordinance was approved on second reading.

- 4.O** [17-0352](#) Approval of an Ordinance Revising Percival Landing Moorage Fees

The ordinance was approved on second reading.

- 4.P** [17-0157](#) Approval of an Ordinance Approving a Street Vacation Petition for a Portion of Alley Adjacent to 210 State Ave NW

The ordinance was postponed.

Approval of the Consent Agenda

Councilmember Hankins moved, seconded by Mayor Pro Tem Jones, to adopt the Consent Calendar. The motion carried by the following vote:

Aye: 7 - Mayor Selby, Mayor Pro Tem Jones, Councilmember Bateman, Councilmember Cooper, Councilmember Gilman, Councilmember Hankins and Councilmember Roe

4. FIRST READINGS - None

6. OTHER BUSINESS

- 6.A** [17-0422](#) Approval of Resolution Adopting of the Downtown Strategy

Senior Planner Amy Buckler gave a brief overview of the Downtown Strategy process, highlights from the plan and the timeline. John Owen of MAKERS noted the Downtown Strategy is unique and will be a model for other cities in the future.

Councilmembers asked clarifying questions.

Councilmember Cooper voiced concerns regarding the sections related to Designs/Views and Homelessness. He expressed support for the rest of the plan, but asked for the items of concern be tabled and considered further before approval.

Councilmember Roe, seconded by Councilmember Hankins, moved to approve the resolution adopting the downtown strategy as amended by the Planning Commission. Councilmember Cooper noted he was voting to adopt the Downtown Strategy with the exception of the Design/Views section.

- 6.B** [17-0444](#) Approval of 2017 Neighborhood Matching Grant Allocation

Councilmember Hankins reviewed the 2017 Program Changes for neighborhood matching grants.

Councilmembers asked clarifying questions

Councilmember Jones, seconded by Councilmember Cooper, moved to approve Neighborhood Matching Grant amounts contingent on neigation of agreements with respective neighborhood associations to complete each

project in 2017.

7. CONTINUED PUBLIC COMMUNICATION

8. REPORTS AND REFERRALS

8.A COUNCIL INTERGOVERNMENTAL/COMMITTEE REPORTS AND REFERRALS

Councilmembers discussed meetings and events attended.

Mayor Selby requested a referral to the General Government Committee to explore the topic of solid waste to be discussed at the upcoming City Council mid-year retreat.

Councilmember Cooper requested a Special Recognition for EMS week be added to an upcoming City Council agenda.

8.B CITY MANAGER'S REPORT AND REFERRALS

Assistant City Manager Jay Burney read an email received from a citizen regarding the positive impacts a Police Officer has had on her child.

9. ADJOURNMENT

The meeting adjourned at 9:43p.m.



City Council

Approval of Appointment to the Utilities Advisory Committee to Fill a Vacancy

Agenda Date: 5/2/2017
Agenda Item Number: 4.B
File Number: 17-0484

Type: decision **Version:** 1 **Status:** Consent Calendar

Title

Approval of Appointment to the Utilities Advisory Committee to Fill a Vacancy

Recommended Action

Committee Recommendation:

The General Government Committee recommends approval of the appointment listed below.

City Manager Recommendation:

Move to approve the appointment of Mike Buffo, with a term ending March 31, 2018, to the Utilities Advisory Committee to fill a vacancy.

Report

Issue:

Whether to make the recommended appointment.

Staff Contact:

Kellie Purce Braseth, Strategic Communications Director, 360.753.8361

Presenter(s):

None - Consent Calendar Item

Background and Analysis:

The General Government Committee interviewed Mike Buffo at its March 6, 2017, meeting for the Bicycle and Pedestrian Advisory Committee (BPAC) and was impressed with his candidacy. However, the Committee chose to recommend another candidate be appointed to fill the vacancy on BPAC.

A vacancy remained on the Utilities Advisory Committee due to the resignation of a member. Staff reached out to Mr. Buffo to measure his interest in serving on other committees that may have current or upcoming vacancies, and Mr. Buffo expressed a strong interest in being considered to fill a UAC vacancy. The General Government Committee is recommending he be appointed to fill the current vacancy on the UAC with a term ending March 31, 2018.

Mr. Buffo's application and resume are attached.

Neighborhood/Community Interests (if known):

N/A

Options;

1. Approve the appointment as recommended.
2. Do not approve the appointment and send the issue back to the General Government Committee.
This would delay the appointment schedule and leave the UAC to continue to operate at less than full strength.

Financial Impact:

None

Attachments:

Buffo Application
Buffo Resume

Application Form

Status: submitted

Profile

Mike

First Name

Buffo

Last Name

Middle Initial

mike_buffo@hotmail.com

Email Address

1330 Farwell Ave NW

Home Address

Suite or Apt

Olympia

City

WA

State

98502

Postal Code

Mobile: (260) 550-6488

Primary Phone

Home: (

Alternate Phone

Environmental Planner

Occupation

Which Boards would you like to apply for?

Bicycle and Pedestrian Advisory Committee

Northwest

Select Your Neighborhood

If you choose "other" please write in your neighborhood here:

Interests & Experiences

Question applies to multiple boards.

Please keep answers concise and informative. You are introducing yourself to the Olympia City Council and sharing with them why you are interested in being considered for appointment. Olympia residency is not required; however, it is a primary consideration. You may attach a resume. An Olympia map with your residence clearly marked MUST BE SUBMITTED with your completed application. Yahoo, Google, or other similar maps are acceptable.

Question applies to multiple boards.

1. Briefly describe why you wish to serve on this advisory committee.

For my family, bikes are like a second car. We use bikes for commuting, running errands, and recreating. Recently, Olympia has made some great improvements in bike route network. I think such work should continue. I would like to bring my experiences as a cyclist to advise on the future plans so that the city continues to develop bike and pedestrian friendly infrastructure.

Question applies to multiple boards.

2. Describe your qualifications and/or skills which would benefit this advisory committee.

My work experience centers on analysis and project management. As an analyst, I provide information that informs decision makers. As a project manager, I work with others to effectively resolve problems and implement projects. On the Bicycle and Pedestrian Advisory Committee, I will be able to analyze proposals, identify strengths and weaknesses, and work with others to suggest solutions.

Question applies to multiple boards.

3. Describe your involvement in the Olympia community.

I have lived in Olympia for five years. In that time, I have been involved in two community organizations, Big Brother Big Sisters of Southwest Washington and the South Sound Sailing Society. I was a mentor with Big Brother Big Sisters for one year. I have been the secretary of the South Sound Sailing Society (SSSS) for two and a half years. The SSSS organizes sailing races and cruises in the South Sound. I maintain the membership roster and coordinate the development of the club's print material.

Question applies to multiple boards.

4. List your educational and professional background and area of study.

My educational background is in environmental studies and forestry. I currently work in forest management planning at the Washington Department of Natural Resources. Prior to that, I assessed forest management activities for compliance with the Endangered Species Act. For other employers, I worked on and led field crews collection data on assess land management.

Question applies to multiple boards.

5. Appointment to this committee will require your attendance at evening meetings. How many hours per month are you willing to commit as a volunteer?

20

Question applies to multiple boards.

6. If you are not appointed to this committee at this time:

Question applies to multiple boards.

6a. Do you wish to be considered for appointment to another advisory committee?

Yes No

Question applies to multiple boards.

If you answered yes to 6a, please identify what other Advisory Committees you would be interested in being considered for.

Question applies to multiple boards.

6b. Do you wish to be considered for future appointment to this committee?

Yes No

Question applies to multiple boards.

6c. Would you be willing to volunteer for other City activities?

Yes No

Question applies to multiple boards.

7. Some appointments require that applicants reside within Olympia city limits. Even though your mailing address may be Olympia, you may reside in the County or another jurisdiction. Are you a resident of the City of Olympia?

Yes No

Question applies to multiple boards.

8. Citizens appointed to advisory committees are assigned and required to use a City email address for all advisory committee business.

Do you agree to comply with this expectation?

I Agree *

Question applies to multiple boards.

9. How did you learn about this advisory committee recruitment?

Five Things Olympia Utilities Publication

[Buffo_resume_Dec_2016.docx](#)

Upload a Resume

Question applies to multiple boards.

Applications are accepted for the calendar year only. The Olympia City Council's General Government Committee recommends appointments to the full Council. Recommendations are made following review of applications and an interview of qualified candidates.

For further information, contact Susan Grisham, Executive Assistant, 360.753.8244, sgrisham@ci.olympia.wa.us

When filed with the City, your application and attachment documents are public records and may be subject to public release.

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

Mike Buffo

1330 Farwell Ave NW, Olympia, WA 98502
mike.buffo@dnr.wa.gov

Work experience

Environmental Planner, Washington Department of Natural Resources (DNR), Olympia, WA, Nov 2015 to Present

- Coordinated development and release of a draft environmental impact statement for a forest management plan for 1.4 million acres
- Lead socioeconomic analyst for state lands planning projects
- Coordinate state lands adaptive management process
- Participate in DNR's wildfire fighting program

Implementation Monitoring Scientist, Washington Department of Natural Resources, Olympia, WA, Dec 2011 to Mar 2014 and Jan 2015 to Nov 2015

- Reviewed activities on state lands for compliance with the Endangered Species Act
- Assessed density and growth rates of young forest stands
- Worked on special projects, such as:
 - Cost analysis of the Department of Natural Resources' seedling program
 - Coordination state lands adaptive management process
- Participated in DNR's wildfire fighting program

Trust Land Transfer Legislative Study Project Analyst, Washington Department of Natural Resources, Olympia, WA, Mar 2014 to Dec 2014

- Developed methods and coordinated development of a spatial model to estimated future state wide conservation opportunities for the DNR's Trust Land Transfer Program.

Land Health Assessment/GIS District Lead, Great Basin Institute, Elko, NV, Jan 2011 to Nov 2011

- Initiated and managed a shrub-steppe and riparian monitoring program for the Bureau of Land Management in Elko District
- Supervised a field crew collecting shrub-steppe and riparian health data using both quantitative and qualitative assessment tools

Research Assistant, University of British Columbia, Faculty of Forestry, Vancouver, BC, Aug 2008 to Nov 2010

- Inventoried and mapped forest vegetation in Stanley Park, Vancouver, BC
- Modeled forest growth under several management scenarios, modeling informed implementation of the Stanley Park Forest Management Plan to create and maintain and a resilient forest environment
- Spatial analysis and cartography completed in ArcGIS 9.3

Biological Science Technician, North Cascades National Park, Marblemount, WA, Jun to Sep 2010

- Supervised a forest health and vegetation monitoring crew
- Developed data collection protocols and documented the protocols for external review

Peace Corps Volunteer, Zambia – May 2005 to Jul 2008

Project Manager, International Organization for Migration (IOM), Lusaka, Zambia, Jun 2007 to Jul 2008

- Managed procurement of materials and construction of and IOM field office.
- Supported renovation of Zambia Police Victims Support Unit offices
- Supervising a public health survey interview team at a major mine site
- Prepared quarterly and final reports to donors
- Developed and maintained a public health survey database

Forestry/Agriculture Extension Worker, Solwezi District, Zambia, May 2005 to Jun 2007

- Trained community members in conservation farming techniques through one-on-one meetings and day-one seminars with up to 35 participants
- Developed, managed and prepared reports for a grant-funded farmer training program
- Conducted forest management trainings and facilitated meetings of village resource management committees and forest product user groups
- Taught 8th and 9th grade English

Community activities

Secretary, South Sound Sailing Society, Olympia, WA, Sep 2014 to Present

Mentor, Big Brothers Big Sisters of Southwest Washington, Olympia, WA, Dec 2013 to Dec 2014

Education

University of British Columbia, Faculty of Forestry, Vancouver, BC

- Master of Science in Forestry, 2010
- Thesis: Meeting management goals in an urban forest: vegetation dynamics and prescriptions in Stanley Park (Honors)

Bates College, Lewiston, ME

- Bachelor of Science in Environmental Studies, *cum laude* 2004
- Thesis: Whitebark pine (*Pinus albicaulis*) in subalpine forests of the Cascade Range: a case study of forest structure with management recommendations

Additional training

- Completed 24 hours of leadership training at South Puget Sound Community College, Jan 2014



City Council

Recognition and Endorsement of the Thurston Community Economic Alliance Strategic Plan

Agenda Date: 5/2/2017
Agenda Item Number: 4.C
File Number: 17-0388

Type: decision **Version:** 1 **Status:** Consent Calendar

Title

Recognition and Endorsement of the Thurston Community Economic Alliance Strategic Plan

Recommended Action

Committee Recommendation:

Not referred to a committee.

City Manager Recommendation:

Recognize and endorse the Thurston Community Economic Alliance (TCEA) Strategic Plan as a guiding document for regional cooperative economic and community development.

Report

Issue:

Whether to endorse the Thurston Community Economic Alliance Strategic Plan.

Staff Contact:

Renée Sunde, Economic Development Director, Community Planning & Development, 360.753.8591

Presenter(s):

None - Consent Calendar Item.

Background and Analysis:

Economic development plays a crucial role in overall community health, prosperity and sustainability. The Thurston Economic Development Council led the creation of the TCEA and engaged many stakeholders from throughout the community in its creation. This document represents a broad consensus about how our community will collectively work towards a thriving local economy.

In Thurston County, many organizations are involved in efforts to strengthen our business environment, enhance our workforce and create economic opportunity for all of our residents. While many organizations collaborate on individual activities, there is broad agreement that greater clarity of purpose, coordination of actions and much broader impact can be achieved under the framework of an economic development strategic plan. The creation of the Thurston Community Economic Alliance and the first -ever county-wide strategic plan for economic development is our shared effort to fulfill that goal.

The Thurston Community Economic Alliance is a voluntary partnership of local governments, businesses, non-profits, educational institutions and economic development practitioners that collaborate on efforts to build and maintain a dynamic economy throughout the region.

The TCEA Strategic Plan does not replace individual partner plans and goals, but rather serves as a unifying framework for identifying and accomplishing shared economic development.

There are five primary Areas of Focus included in the plan. The Focus Areas include:

- Career Pathways and Workforce Readiness
- Traded-Sector Industry (firms that sell goods or services into markets for which national or international competition exists) Growth and Innovation
- Small Business and Entrepreneurial Resources
- Infrastructure, Policy and Funding Coordination
- Brand Development, Partnerships and Communication

Recognition and endorsement of the TCEA:

- Recognizes the importance of a regional cooperative economic development strategy
- Acknowledges that the strategy is an alliance of organizations, groups, municipalities and agencies
- Recognizes the TCEA Strategic Plan as a guiding document for regional cooperative economic and community development; that will be revisited and updated annually to ensure consistency with actions and activities of alliance partners

Neighborhood/Community Interests (if known):

None known.

Options:

1. Recognize and endorse the Thurston Community Economic Alliance (TCEA) Strategic Plan as a guiding document for regional cooperative economic and community development.
2. Do not recognize and endorse the Thurston Community Economic Alliance (TCEA) Strategic Plan as a guiding document for regional cooperative economic and community development.

Financial Impact:

No Financial Impact report

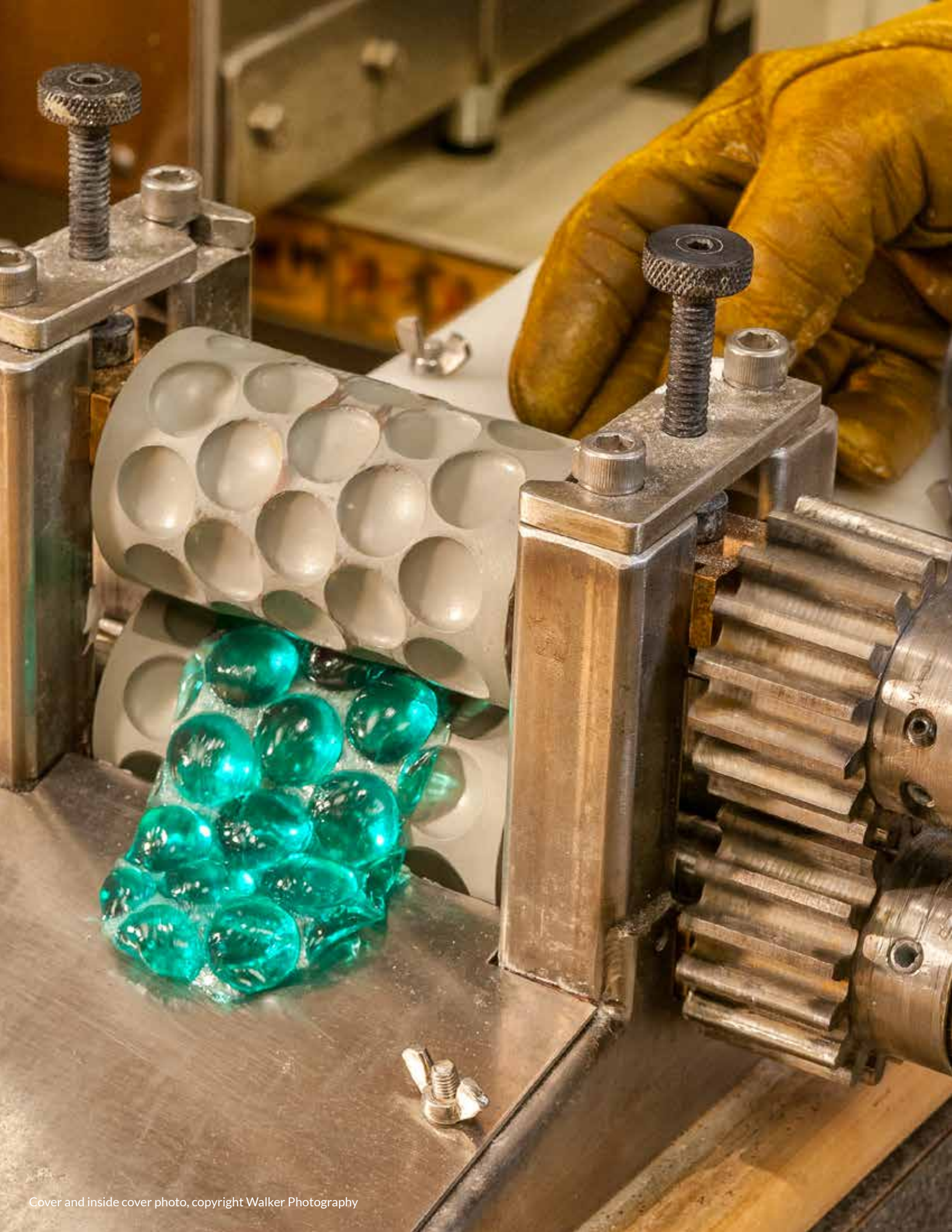
Attachments:

Thurston Community Economic Alliance Strategic Plan

Thurston County Economic Development Strategic Plan



THURSTON COMMUNITY ECONOMIC ALLIANCE



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MESSAGE FROM **TCEA**

It is our great honor to present the first-ever comprehensive economic development plan for Thurston County. The Thurston Community Economic Alliance is a partnership structure established to foster collaboration, reduce confusion and ensure accountability. The Strategic Plan is the road map we'll follow to achieve our shared vision for a prosperous and resilient community that provides economic opportunity for all.

Our journey has been deliberate and inclusive; the final product reflective of the community we live in and the people and organizations that make it a place we all love to call home. More than 40 organizations have signed on to lead or support implementation of proposed initiatives.

The initiatives, in turn, are designed to advance community goals identified through a variety of recent planning and public engagement efforts.

Adopted performance indicators will allow us to track and report progress, and if necessary, make adjustments as we go. As a “living document”, the plan will also be updated every five years to ensure we remain aligned with evolving demographics, priorities and opportunities. We are grateful for the time and energy so many have contributed to this effort, and look forward to continued collaboration as we build an even stronger Thurston County.



INTRODUCTION AND CONTEXT

Economic development plays a crucial role in overall community health, prosperity and sustainability. In Thurston County, many organizations are involved in efforts to strengthen our business environment, enhance our workforce and create economic opportunity for our residents. While many organizations collaborate on individual activities, there is broad agreement that greater clarity of purpose, coordination of actions and much broader impact can be achieved under the framework of an economic development strategic plan. The creation of the Thurston Community Economic Alliance and first-ever county-wide strategic plan for economic development is our shared effort to fulfill that goal.

The Strategic Plan was shaped through a collaborative process involving a variety of partners, with coordination and leadership provided by the Thurston Economic Development Council. More than 100 business and non-profit leaders, educators, elected officials and other stakeholders participated in strategy sessions, with broader public input gathered during review of proposed initiatives.

The Strategic Plan does not replace individual partner plans and goals, but rather serves as a unifying framework for identifying and accomplishing shared economic development priorities. In some respects, the Strategic Plan is essentially the fulfillment of prior planning efforts. Prior studies and plans include:

Sustainable Economy White Paper

As part of the Sustainable Community Plan led by Thurston Regional Planning Council (TRPC), the Thurston EDC developed a “Sustainable Economy” white paper demonstrating the need for integrated planning approaches in order to create prosperous local economies, protect environmental assets and foster and fund our social and educational infrastructure.

Industry Cluster Study

Under the leadership of the Pacific Mountain Workforce Development Council (PacMtn WDC), partners recently completed a targeted industry cluster study to identify what core traded-sector industries drive our economic output, and where future opportunities may exist within the corresponding supply chains. Six industry clusters were identified:

www.pacmtn.org/documents/Pac_Mtn_ClusterStrategy.pdf

Workforce Innovation and Opportunity Act and PacMtn WDC Strategic Plan

Recent federal legislation calls for local workforce development councils to create employer-centered implementation strategies. This requires increased reliance on real-time economic data to identify in-demand jobs, and increased collaboration with economic development entities to engage employers in job development activities. It also provides an opportunity to better align the workforce and economic development systems in our

THE PLAN DOES NOT REPLACE PARTNER PLANS AND GOALS, BUT SERVES AS A UNIFYING FRAMEWORK FOR SHARED ECONOMIC DEVELOPMENT PRIORITIES

community. The new PacMtn WDC Strategic Plan calls for stronger integration between workforce training and employer skill-set needs.

Thurston Thrives

Many of the TCEA partners have been engaged in the Thurston Thrives research and planning effort. This work has reinforced the critical role a strong economy – and equitable opportunity – plays in creating a healthy community. It also suggests there are greater opportunities for micro-enterprise, incubation and workforce training services.

The Plan is also a proactive step to leverage new opportunities, prepare for evolving conditions and address potential risks such as:

Reductions in State Workforce

The great recession had broad impacts for the entire economy. But, locally, the blow was most evident in reductions to our locally-dependent State workforce. While some of those jobs will return, long-term state employment is trending downward, suggesting a more pressing need to diversify our sector base.

Fluctuations in JBLM Force

A recent white paper revealed the extent to which the City of Lacey’s economy is supported by, and

dependent upon, the payroll, spending and spin-off effects of JBLM. While not as pronounced in other local communities, future force reductions could have trickle down impacts for retail businesses, the real estate market and other areas of our economy. Conversely, many separating soldiers (estimated to be 40%) indicate a desire to remain in Thurston County, potentially supplying a whole new workforce segment from which to grow existing and new sectors.

Increased City Emphasis on Economic Development

Over the past several years, recognizing that sales tax offers the one “elastic” source of revenue available to cities (property tax increases are capped at 1% annually, Washington has no income tax, and grant funding is variable at best), the Port of Olympia and the Cities of Lacey, Tumwater and Olympia have all created new senior-level economic development positions and hired staff to focus on local business recruitment and retention. This growing focus on economic development at the local level provides an opportunity to revisit regional priorities, roles and new collaborative ventures.

Center for Business and Innovation Launch

In fall 2015, South Puget Sound Community College (SPSCC) and the Thurston Economic

Development Council launched the Center for Business and Innovation (CB&I) at SPSCC's new Lacey Campus. The Center provides an integrated one-stop economic development clearinghouse, combining traditional instruction and a new entrepreneurial certificate program with existing business development and veteran service programs. The goal is to help connect growing businesses with highly-qualified employees, and develop new businesses with an emphasis on advanced manufacturing and technology. The SPSCC Foundation Board is also in the process of developing a micro-lending program to help finance promising entrepreneurial ideas.

Economic Development District

The U.S. Economic Development Administration provides grant and loan funding as well as a variety of technical assistance to designated Economic Development Districts (EDD). Thurston County is not currently part of an existing EDD and therefore not eligible for these restricted funds. Fortunately, the Thurston EDC and its partners have already completed much of the work necessary to receive designation. The remaining steps can be achieved through the TCEA and subsequent identification of strategic initiatives.

Creation of a Strategic Initiatives Fund

There is currently no dedicated fund to support regional economic development activities.

Most Thurston EDC funding is encumbered for specific local purposes. While targeted grants have been secured in the past to complete specific projects, grant funding is cyclical and often restricted in terms of use. A stable strategic initiatives fund would allow for more proactive economic development activities outlined in the strategic initiatives section beginning on page 50.



ECONOMIC DEVELOPMENT IS THE INTENTIONAL COORDINATION OF ACTIVITIES THAT LEADS TO DIVERSE EMPLOYMENT OPPORTUNITIES, IMPROVED QUALITY OF LIFE AND COMMUNITY-WIDE WEALTH GENERATION.

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VISION AND MISSION

The Thurston Community Economic Alliance is a voluntary partnership of local governments, businesses, non-profits, educational institutions and economic development practitioners that collaborate on the development, implementation and review of efforts to build and maintain a dynamic economy.

TCEA Vision

The Thurston Community Economic Alliance will help our local communities compete and prosper in an evolving and increasingly competitive global marketplace. It will strive to extend economic opportunity to all population segments, facilitate strategic initiatives that produce regional benefits and create a structure and mechanism for aligning individual member and practitioner roles and responsibilities.

TCEA Mission

Foster shared community prosperity through coordinated and leveraged community and economic development activity as manifested through an economic development plan and policy framework.

Strategic Plan Value Statement

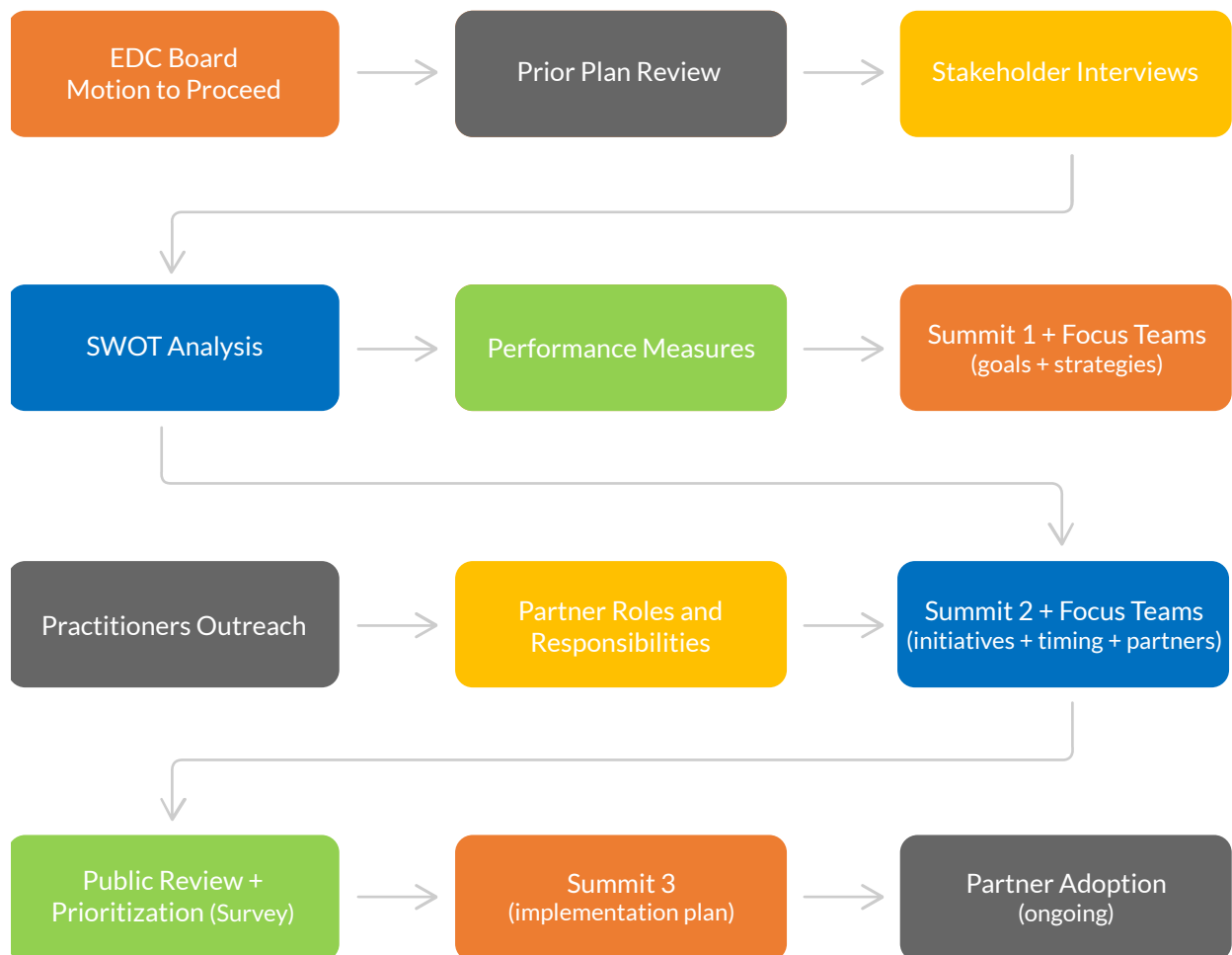
The Strategic Plan establishes an inventory of partner roles and functions within the broader economic development landscape and a mechanism for increased collaboration and greater impact over time.

STRATEGIC PLAN CONSTRUCT

The Strategic Plan was assembled through the process shown below. Focus area teams met on three separate occasions to develop and refine proposed initiatives, set proposed implementation timelines and identify potential lead and support partners. These three

Community Leader Summits provided an opportunity to review and confirm preferences for performance measures, partner roles and responsibilities and the ensuing implementation and reporting framework.

TCEA PLANNING PROCESS – FROM IDEAS TO ACTION





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PARTNER ROLES

Economic development involves diverse stakeholders operating in a variety of spheres. Successful economic development occurs when stakeholders bridge those spheres, identify clear roles and work collaboratively to achieve shared goals. The following provides an inventory of key partners within the Thurston Community Economic Alliance.

The inventory does not represent an exhaustive list of all organizations involved in local economic activities. Rather, it identifies the key roles some of the larger partners play within the economic

development arena. Many other community groups play a role in economic development and it is anticipated the inventory will grow over time. Likewise, many of the inventoried partners serve other functions beyond these specific economic development-related roles.

PARTICIPATING ORGANIZATIONS AND THEIR PRIMARY ROLES

Thurston EDC (including Center for Business & Innovation)

- Plan convener, coordinator, tracker
- ADO (State contact for economic development activities)
- Regional recruitment lead (production focus)
- Retention and expansion support
- Foreign direct investment coordination
- Data, research, white papers
- IPZ management
- Center for Business & Innovation (entrepreneurial support)
- Forecast and Innovation Expo
- Real estate forum, opportunity site marketing
- Grants and micro-loan support
- Policy recommendations

Thurston County, Cities and Towns (including multi-jurisdictional agencies such as LOTT)

- Jurisdiction-specific recruitment/retention
- Infrastructure readiness and “place-making”
- Targeted initiatives (Woodland Square, Veteran Service Center, Brewery District, Downtown Olympia, etc.)
- Local tax and land use policy
- Development, permitting “ombudsmen”
- Strategic investment support

Native Tribes

- Self-governance; land use policy coordination
- Specialized business ventures and attractions
- Natural resource based industry leadership

Thurston Chamber of Commerce/Foundation

- Business promotion and networking
- Policy coordination (Shared Leg. Priorities)
- Targeted workforce development support (B2B)
- Small business incubator
- Education, schools support (via Foundation)

Peer Chambers of Commerce (and Associations, e.g. ODA)

- Local business promotion and networking
- Business retention support

Pacific Mountain Workforce Development Council (including Washington State ESD and contractors)

- Workforce readiness analysis and programs
- Job seeker support (WorkSource)
- Labor force, target industry data
- Strategic response (JBLM, job loss events)
- DOL, other grants

ORGANIZATIONS AND ROLES (cont'd)

Port of Olympia	
<ul style="list-style-type: none"> • Import-export lead • Commercial/industrial/tourism support 	<ul style="list-style-type: none"> • Enterprise Zone management, promotion • Rural development support and funding
Higher Education (SMU, TESC, SPSCC, WSU, et al)	
<ul style="list-style-type: none"> • Customized training and education • Knowledge transfer 	<ul style="list-style-type: none"> • Internships, apprenticeships • Special projects (micro-loan, policy research)
School Districts/New Market Skills Center	
<ul style="list-style-type: none"> • General Education 	<ul style="list-style-type: none"> • Vocational education
Visitor and Convention Bureau	
<ul style="list-style-type: none"> • Visitor brand and marketing • Targeted economic development activity support (e.g. Bountiful Byway) 	<ul style="list-style-type: none"> • Place-making support and promotion
Thurston Regional Planning Council	
<ul style="list-style-type: none"> • Multi-jurisdiction policy convener • County land use and workforce housing analysis 	<ul style="list-style-type: none"> • Transportation system planning/funding
Intercity Transit	
<ul style="list-style-type: none"> • Public (workforce) transit • Specialized/responsive transportation solutions 	<ul style="list-style-type: none"> • Congestion relief
Timberland Regional Library System (TRLS)	
<ul style="list-style-type: none"> • Business and community data source 	<ul style="list-style-type: none"> • Workforce training and education support
Thurston Thrives	
<ul style="list-style-type: none"> • Community wellness tracking and initiatives 	<ul style="list-style-type: none"> • Health policy and advocacy
Washington Department of Commerce	
<ul style="list-style-type: none"> • Technical assistance • Strategic investment support 	<ul style="list-style-type: none"> • Workforce support programs
US Economic Development Administration	
<ul style="list-style-type: none"> • Regional infrastructure funding 	<ul style="list-style-type: none"> • Technical assistance
United Way (and other non-profit partners)	
<ul style="list-style-type: none"> • Convene and align non-profit partners 	<ul style="list-style-type: none"> • Workforce pathways for clients

South Thurston Economic Development Initiative (STEDI)
<ul style="list-style-type: none"> • South County economic development coordination
City of Lacey Veteran Assistance Center (and other veteran support agencies)
<ul style="list-style-type: none"> • Comprehensive service access node • Financial and skills training support
Morningside (and affiliated job coaches/developers)
<ul style="list-style-type: none"> • Support for populations with entry barriers • Support for re-entry workers
Private Sector Generally
<ul style="list-style-type: none"> • Job creation • Taxable sales generator • Service organization sponsorship • Community ambassadors
Financial Institutions Specifically
<ul style="list-style-type: none"> • Community Reinvestment • Micro-loan support for emerging business
Organized Labor Unions and Trade Associations
<ul style="list-style-type: none"> • Worker training and advocacy support
BIA/AWB, Other Business Associations
<ul style="list-style-type: none"> • Business needs and policy analysis/advocacy • Workforce housing





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FOCUS AREAS OVERVIEW

This section provides a summary of Strategic Plan focus areas, the Alliance’s vision for each, and the various initiatives proposed to bring those visions to life. Focus areas include:

- Career Pathways and Workforce Readiness
- Target Industry Growth and Innovation
- Small Business and Entrepreneurial Resources
- Infrastructure, Policy and Funding Coordination
- Brand Development, Partnerships and Communication

A detailed Strategic Initiatives Matrix is included beginning on page 50. It includes proposed partners, additional partner notes and recommended implementation start dates.

THE TCEA WILL FOCUS ITS EFFORTS IN FIVE AREAS OF FOCUS, INCLUDING WORKFORCE, TARGET INDUSTRIES, SMALL BUSINESS RESOURCES, INFRASTRUCTURE AND BRANDING



FOCUS AREA 1: CAREER PATHWAYS AND WORKFORCE READINESS

Our Vision: Maintain a progressive education, training and workforce development system that creates career pathway opportunities for all residents and streamlines employer access to a highly-qualified talent pool.





FOCUS AREA 2: TARGET INDUSTRY GROWTH AND INNOVATION

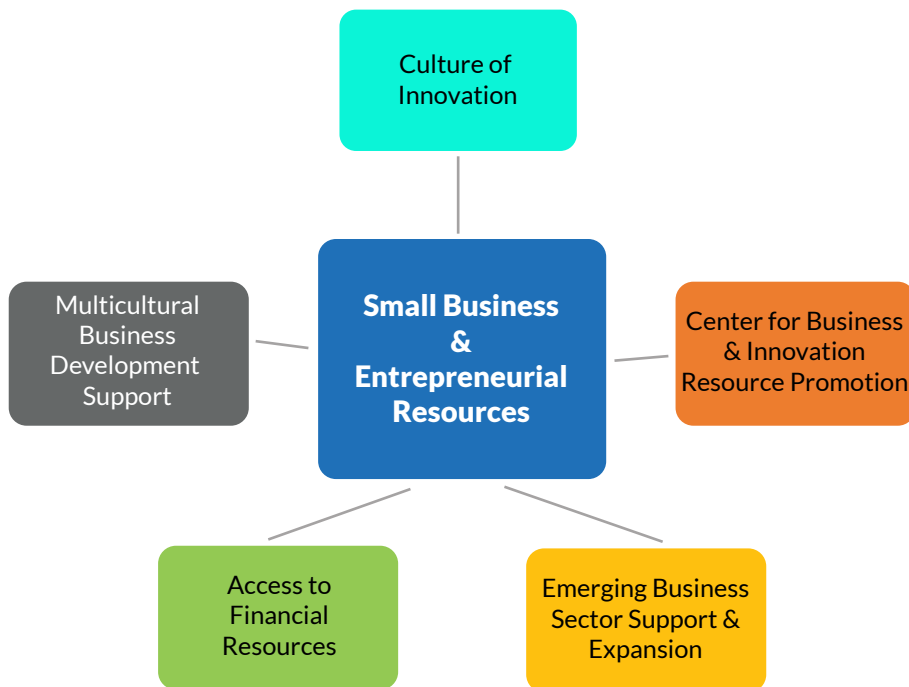
Our Vision: Support and stimulate growth in empirically-defined “clean and green” target industries that provide critical jobs, generate significant taxable revenue and attract new investment.





FOCUS AREA 3: SMALL BUSINESS AND ENTREPRENEURIAL RESOURCES

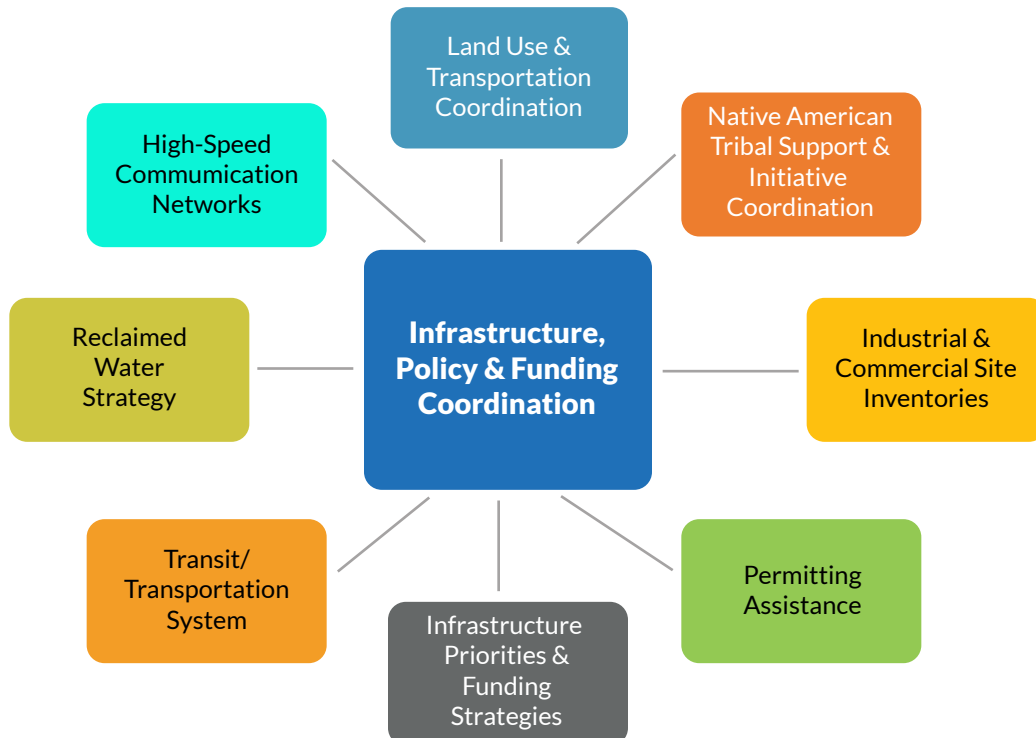
Our Vision: Promote and support a culture of innovation and entrepreneurship by connecting small and emerging business with the resources they need to launch and grow.





FOCUS AREA 4: INFRASTRUCTURE, POLICY AND FUNDING COORDINATION

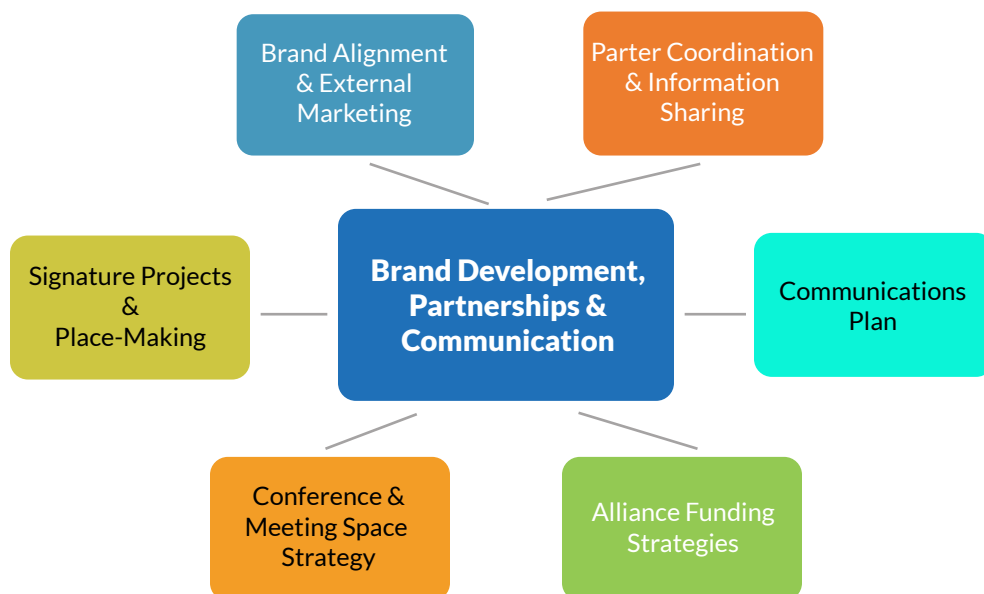
Our Vision: Strengthen collaboration to ensure policy alignment, adequate infrastructure funding and effective implementation of strategic community initiatives.

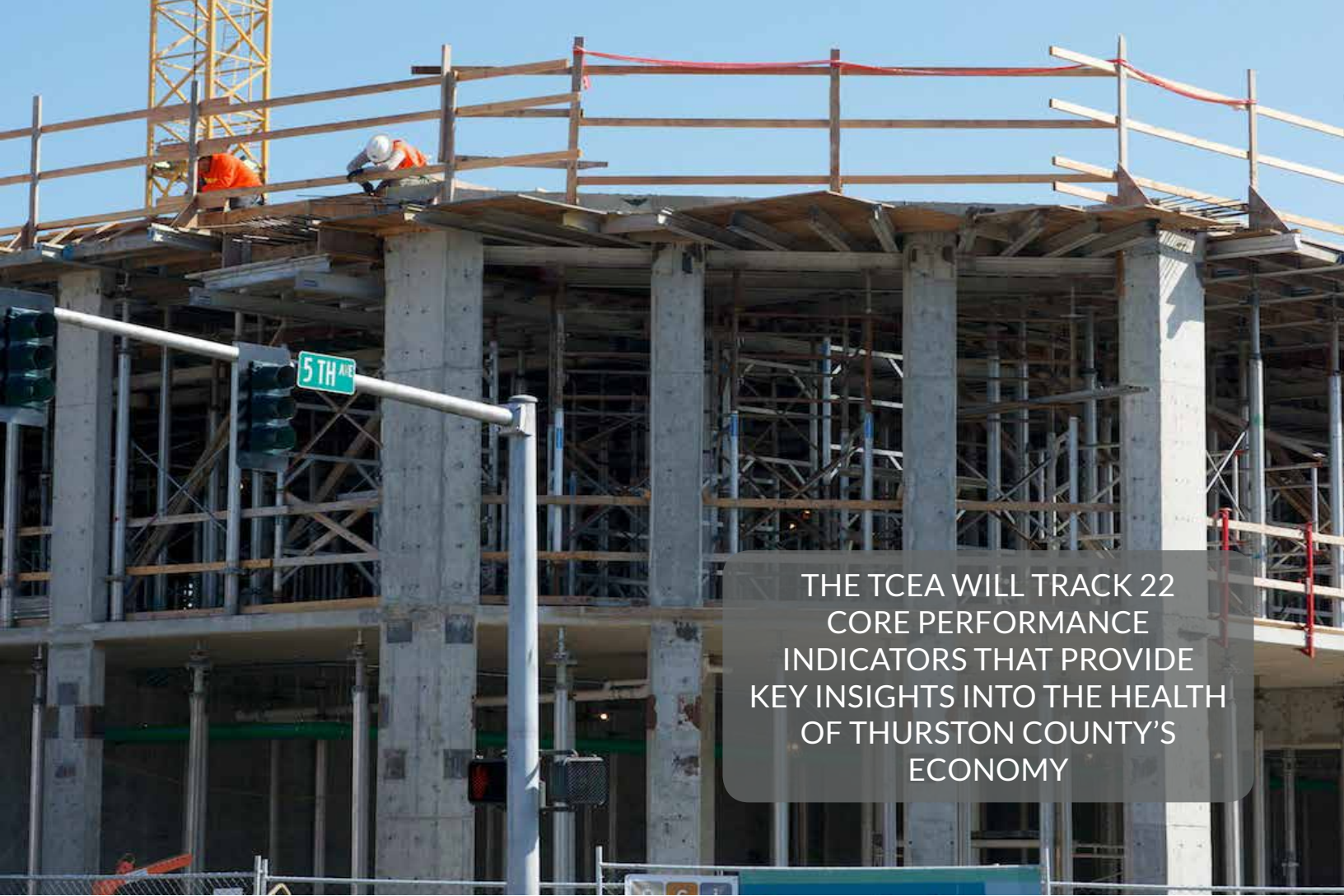




FOCUS AREA 5: BRAND DEVELOPMENT, PARTNERSHIPS AND COMMUNICATION

Our Vision: Develop a Thurston brand and promote our community as a preferred destination for investors, employers and employees based on our geographic location, cultural assets, affordability and integrated workforce and educational systems.





THE TCEA WILL TRACK 22 CORE PERFORMANCE INDICATORS THAT PROVIDE KEY INSIGHTS INTO THE HEALTH OF THURSTON COUNTY'S ECONOMY

PERFORMANCE INDICATORS

This section describes the data TCEA will track to measure economic conditions and performance. Just as the status of a given species is an indicator of its habitat's overall health, TCEA indicators are designed to provide key insights into the health and functioning of a complex economic landscape.

While it may not be possible to coherently measure every factor affecting economic conditions, indicator snapshots can help local leaders track measures that matter to their constituents, and accordingly, make policy and investment decisions to achieve defined goals. The diverse range of our indicators reflects TCEA's vision that successful plan implementation can and should positively

impact multiple facets of community well-being. Indicator progress will be tracked and reported annually to Alliance members and the broader community.

In all, TCEA has identified 22 core indicators. In addition to tracking the performance of each individual variable, overall progress will be measured using a composite scoring index. Improving indicators will be assigned a score of +1, declining indicators a score of -1 and unchanged indicators a score of zero. The resulting figure will provide a year-over-year snapshot of our general direction.

THURSTON PERFORMANCE INDICATOR INDEX

1. Components of Population Change
2. Real Property Value
3. Gross Regional Product
4. Industry Presence and Impact
 - Number of Enterprises by Sector
 - Wages paid by Sector
 - Annual Average Employment by Sector
 - Annual Average Wage by Sector
5. Target Industry Employment
 - Target Industry Employment Change
6. Industry Sales Leakage
7. Tourism Revenue
 - Visitor Spending and Revenue
 - Visitor Spending by Lodging Type
8. Taxable Retail Sales
 - Taxable Sales
 - Taxable Sales vs. Population Growth
9. Overall Employment Growth
10. Labor Force Participation
 - Unemployment Rate
11. Class of Worker
12. Median Wages
13. Median Household Income
14. Housing Affordability
 - Housing Affordability: Middle Income Families
 - Housing Affordability: First Time Buyers
15. Poverty
16. Percent of Students Qualifying for Free/Reduced Lunch
17. Educational Attainment
18. High School Graduation Rates
19. K-12 School Performance
 - K – 12 Performance: English Arts
 - K-12 Performance: Math
 - K-12 Performance: Science and Biology
20. Commuter Outflow
 - Thurston Resident Place of Work
21. Mode of Commute
 - Mode of Commute Outside County
 - Mode of Commute Inside County
22. Consumer Confidence

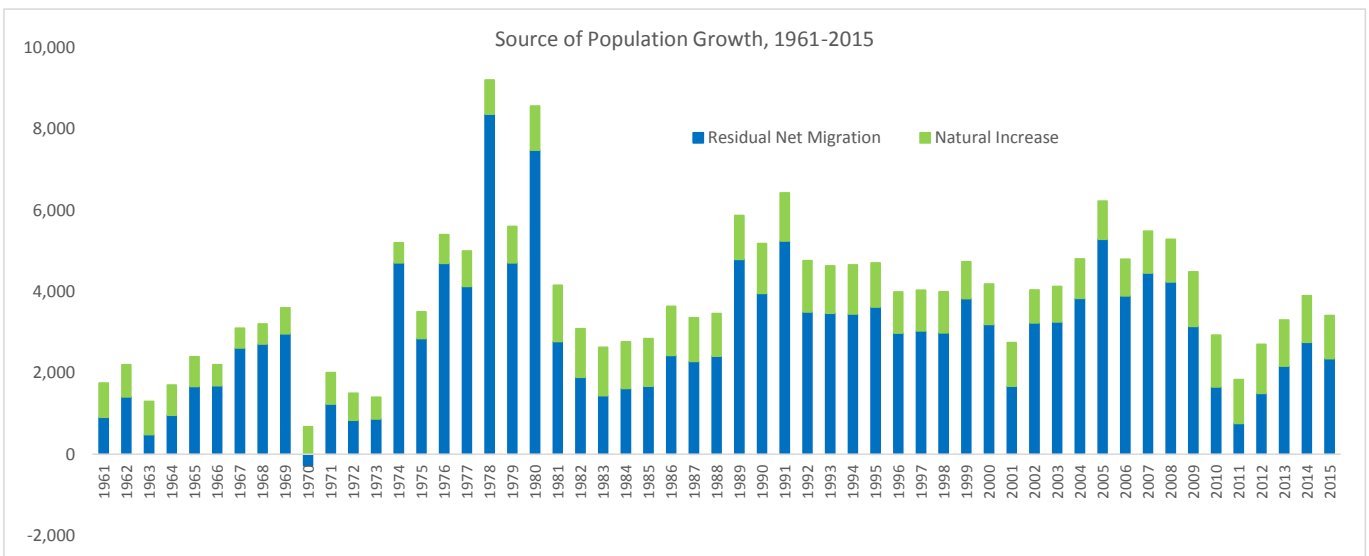
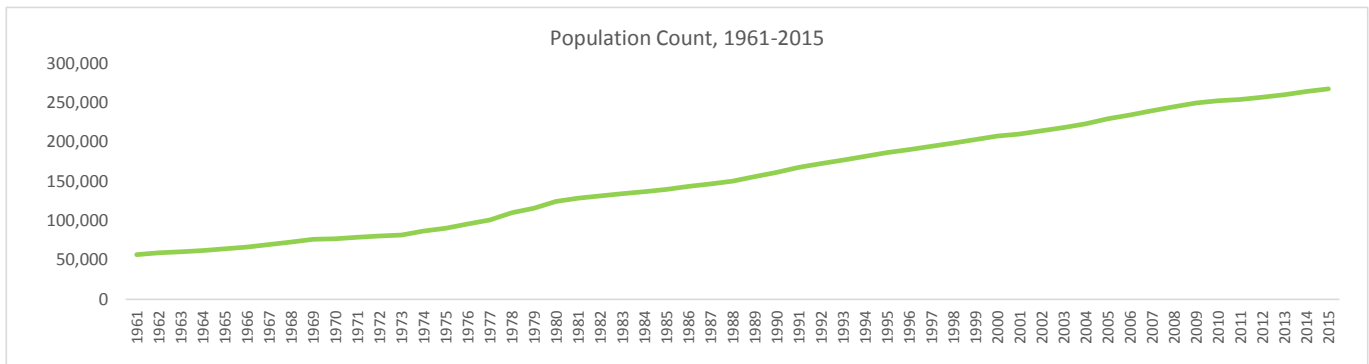
DATA SOURCES

- American Community Survey (US Census)
- Bureau of Labor Statistics
- Dean Runyan and Associates
- Economic Modeling Services, Inc.
- J Robertson and Company (JRO)
- Office of the State Superintendent for Instruction
 - Saint Martin’s University
 - Thurston County Economic Development Council
- Washington State Department of Labor & Industries
- Washington State Employment Security Department
- Washington State Office of Financial Management

INDICATOR 1: COMPONENTS OF POPULATION CHANGE

Why it matters: Population change, and what's causing it, is an important indicator of market capacity.

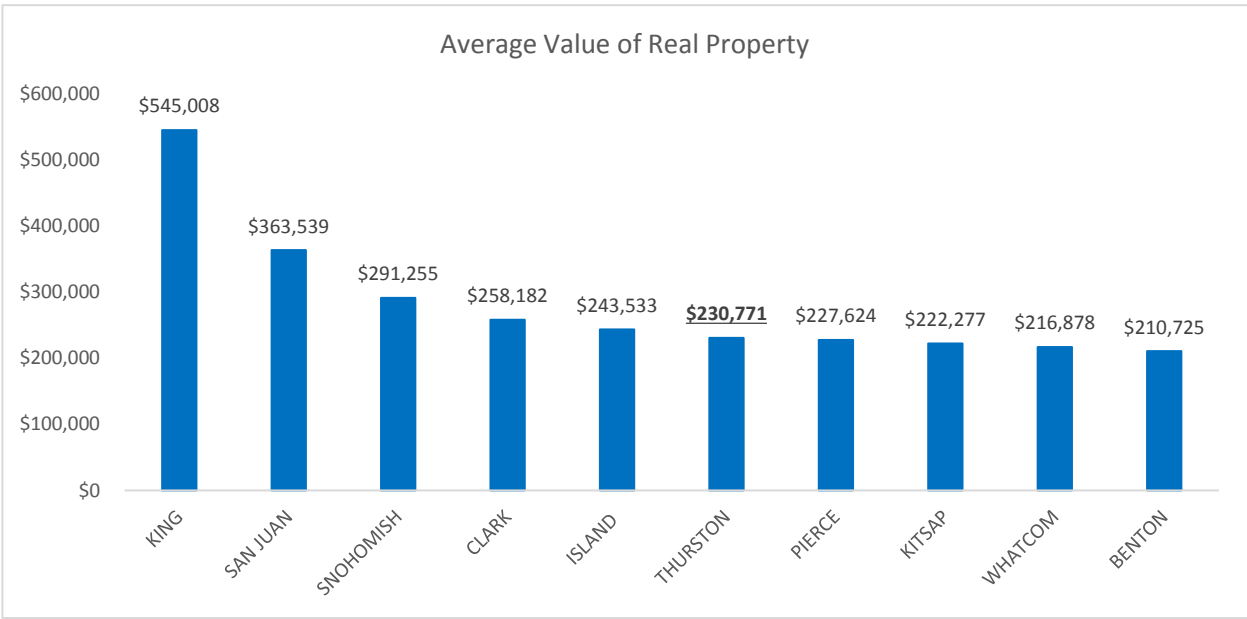
How we're doing: Thurston's population experienced growth spurts in the late 1970s and early 1990s, at times growing by nearly 10% per year. Since 2000, County population growth has averaged 1.73% per year.



INDICATOR 2: REAL PROPERTY VALUE

Why it matters: Real property value provides a snapshot of overall prosperity. The higher the value, the more desirable the location.

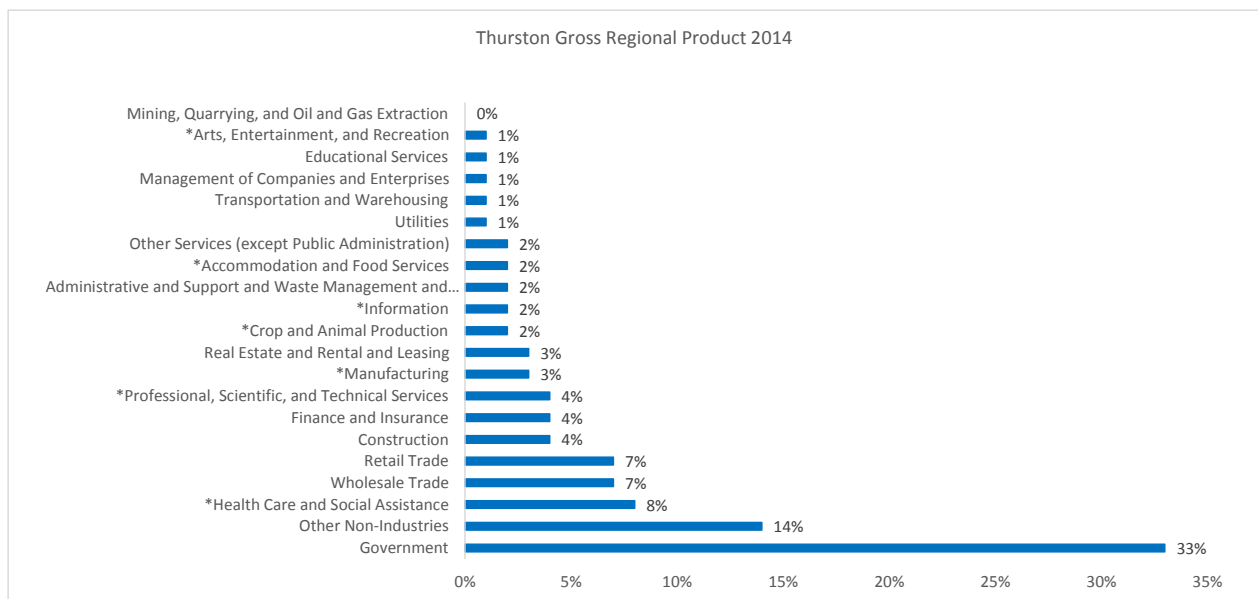
How we're doing: Thurston has the 6th highest average parcel value among in Washington. Thurston's average parcel value is \$230,771 and total county real value is \$25,662,646,633 - about 3% of statewide real property value. The mean value for all counties is \$162,390 per parcel, while the weighted mean is \$271,863.



INDICATOR 3: GROSS REGIONAL PRODUCT

Why it matters: Gross Regional Product measures the final market value of all goods and services produced in a specific region including earnings, property income and taxation on production (less tax subsidies). Growth in the GRP indicates a thriving economy. In Thurston, there is also interest in seeing gains in particular industries including: health care; manufacturing; information; professional and technical services; arts, recreation and entertainment; accommodation and food services; and crop and animal production, which align with our identified target industry clusters.

How we're doing: Thurston County's baseline GRP, as of 2014, is \$11.56 Billion. Government accounts for 33% of that value, while our target industries produce between 1% (arts, entertainment and recreation) and 8% (health care).



*Identified target industries

INDICATOR 4: INDUSTRY PRESENCE AND IMPACT

Why it matters: Local economies are comprised of multiple driving sectors. Understanding which sectors are generating the majority of employment, wages and revenue is essential to identifying where resources should be applied to protect core sectors and support emerging industries as conditions change.

How we're doing: The tables provide a snapshot of Thurston industry performance in 2014. As has been the case for many years, Government is the single largest employer and wage payer in Thurston County. But other industry sectors play a significant role as well. Combined, non-governmental enterprises account for two-thirds of total employment, about 60% of total wages (and, incidentally, some of the highest annual average wages).

Number of Enterprises by Sector	
2014 Baseline	
Total Number Enterprises	7,605
Health care and social assistance	1,886
Construction	862
Professional and technical services	726
Retail trade	670
Other services, except public administration	635
Administrative and waste services	489
Accommodation and food services	468
Wholesale trade	371
Real estate and rental and leasing	256
Finance and insurance	249
Manufacturing	179
Government	173
Transportation and warehousing	151
Agriculture, forestry, fishing and hunting	146
Information	117
Educational services	106
Arts, entertainment, and recreation	94
Management of companies and enterprises	18
Utilities	9
Mining	6

Wages Paid by Sector	
2014 Baseline	
Total Wages Paid	\$4,642,069,506
Government	\$1,980,942,731
Health care and social assistance	\$572,388,814
Retail trade	\$333,157,952
Wholesale trade	\$269,580,752
Professional and technical services	\$210,141,534
Construction	\$183,693,460
Manufacturing	\$153,266,049
Finance and insurance	\$152,817,797
Administrative and waste services	\$150,559,229
Accommodation and food services	\$133,122,906
Other services, except public administration	\$114,326,966
Transportation and warehousing	\$78,650,648
Agriculture, forestry, fishing and hunting	\$55,052,472
Educational services	\$72,640,288
Information	\$53,657,469
Management of companies and enterprises	\$48,651,071
Real estate and rental and leasing	\$40,630,507
Arts, entertainment, and recreation	\$22,781,340
Utilities	\$14,340,240
Mining	\$1,667,281

INDICATOR 4: INDUSTRY PRESENCE AND IMPACT (cont'd)

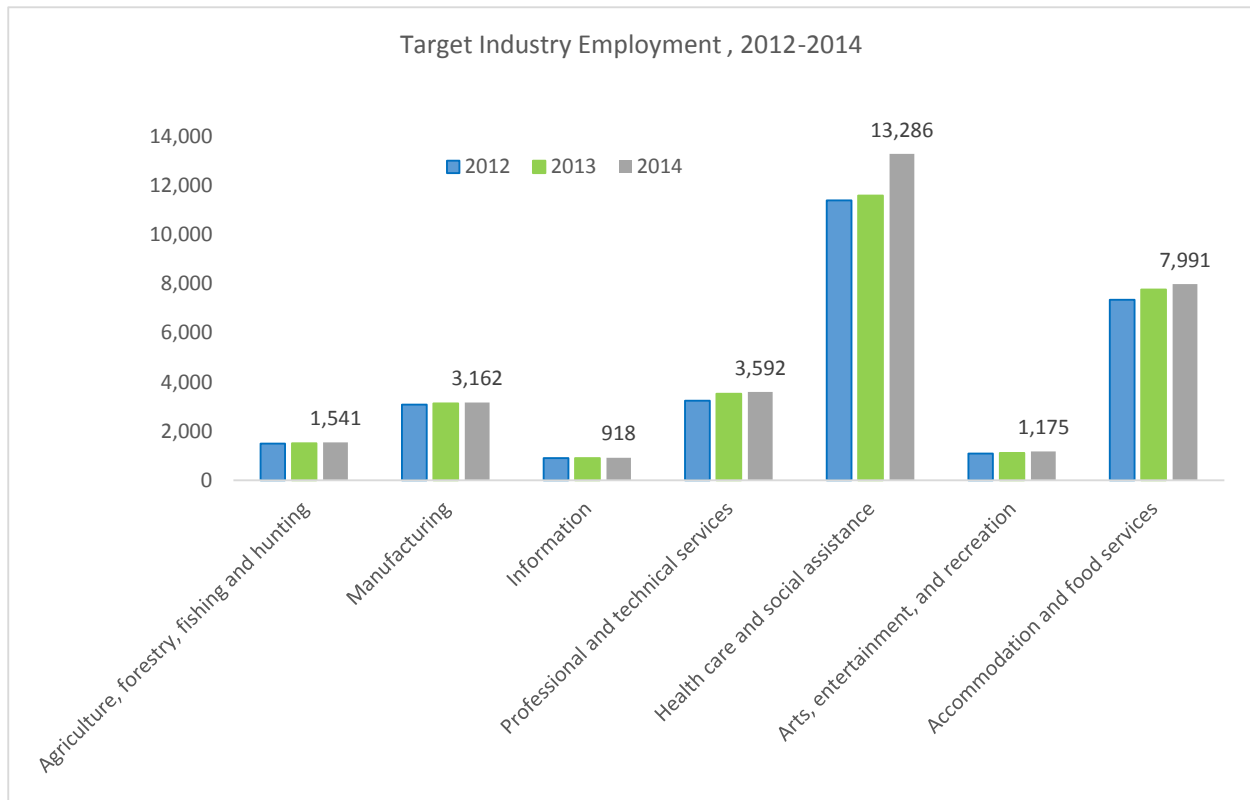
Annual Average Employment by Sector	
2014 Baseline	
Total Industry Employment	103,097
Government	35,435
Health care and social assistance	13,286
Retail trade	11,842
Accommodation and food services	7,991
Administrative and waste services	5,216
Construction	3,893
Professional and technical services	3,592
Other services, except public administration	3,377
Manufacturing	3,162
Wholesale trade	3,067
Finance and insurance	2,452
Transportation and warehousing	2,146
Educational services	1,848
Real estate and rental and leasing	1,233
Arts, entertainment, and recreation	1,175
Agriculture, forestry, fishing and hunting	1,541
Information	918
Management of companies and enterprises	724
Utilities	170
Mining	31

Annual Average Wage by Sector	
2014 Baseline	
Average Wage All Industries	\$45,026
Wholesale trade	\$87,897
Utilities	\$84,354
Management of companies and enterprises	\$67,198
Finance and insurance	\$62,324
Professional and technical services	\$58,503
Information	\$58,450
Government	\$55,904
Mining	\$53,783
Manufacturing	\$48,471
Construction	\$47,186
Health care and social assistance	\$43,082
Educational services	\$39,308
Transportation and warehousing	\$36,650
Agriculture, forestry, fishing and hunting	\$35,725
Other services, except public administration	\$33,855
Real estate and rental and leasing	\$32,953
Administrative and waste services	\$28,865
Retail trade	\$28,134
Arts, entertainment, and recreation	\$19,388
Accommodation and food services	\$16,659

INDICATOR 5: TARGET INDUSTRY EMPLOYMENT

Why it matters: Employment trends provide insight into the overall health of Thurston County's target industries.

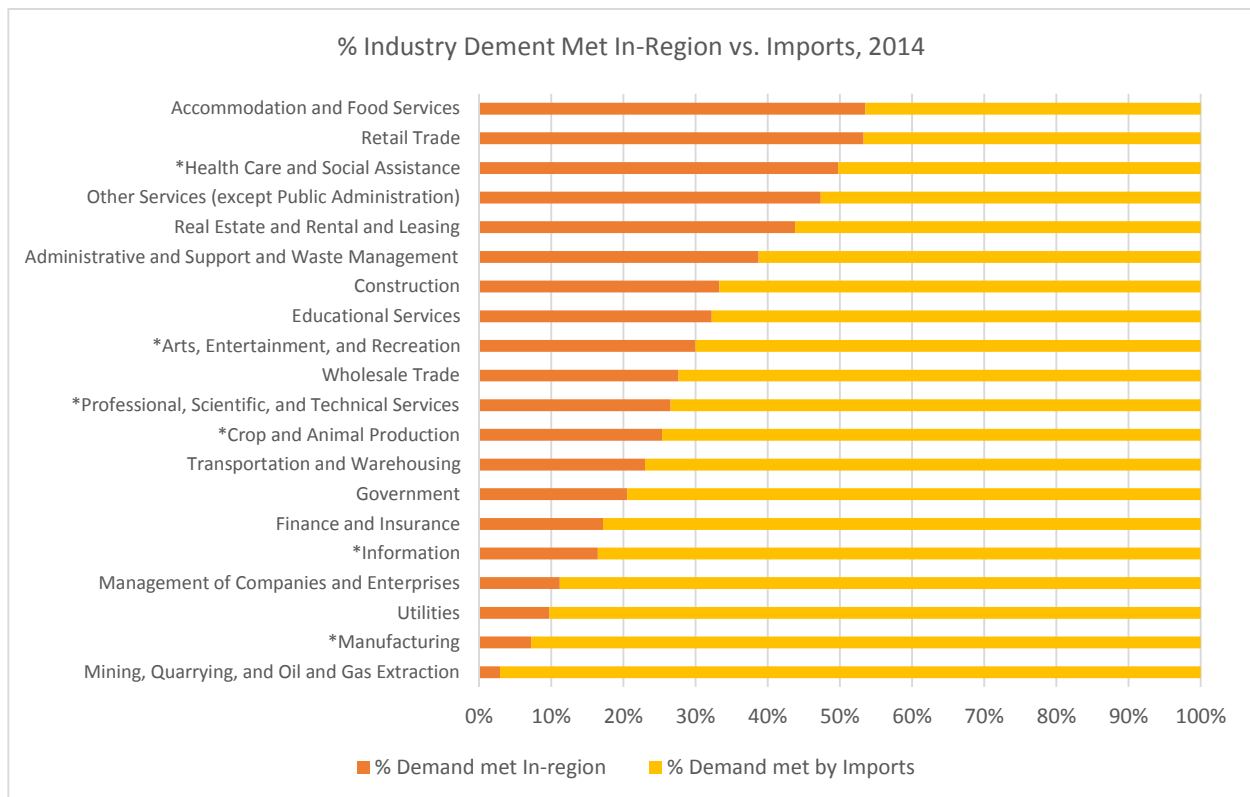
How we're doing: Over the three-year period between 2012 and 2014, employment remained stable or grew in most of Thurston's target industry clusters, with the most significant growth occurring in health sciences.



INDICATOR 6: INDUSTRY SALES LEAKAGE

Why it matters: Goods and supplies purchased outside of Thurston County represent lost income and tax revenue.

How we're doing: The graph below establishes 2014 baseline data for in-region purchases vs. imports for all major industry codes. The goal is to meet more of our local industry demand in-region as time passes.

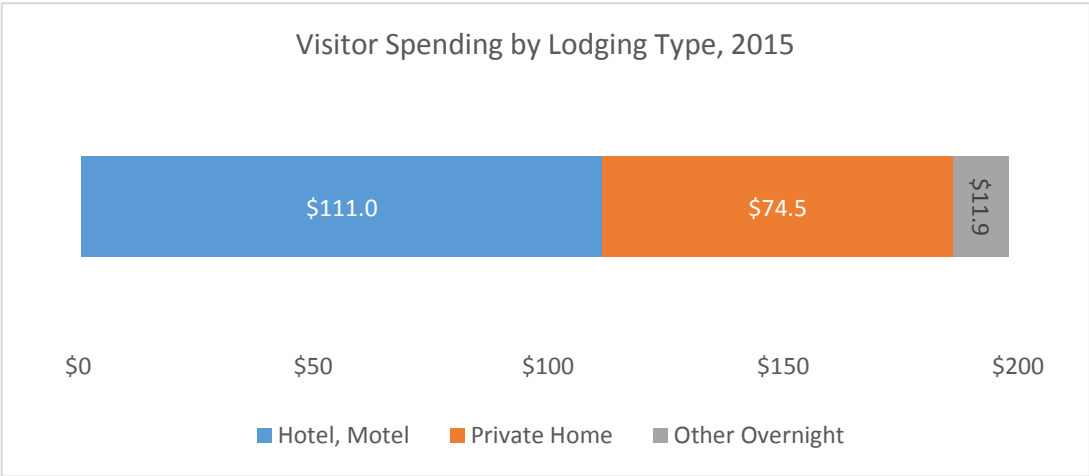
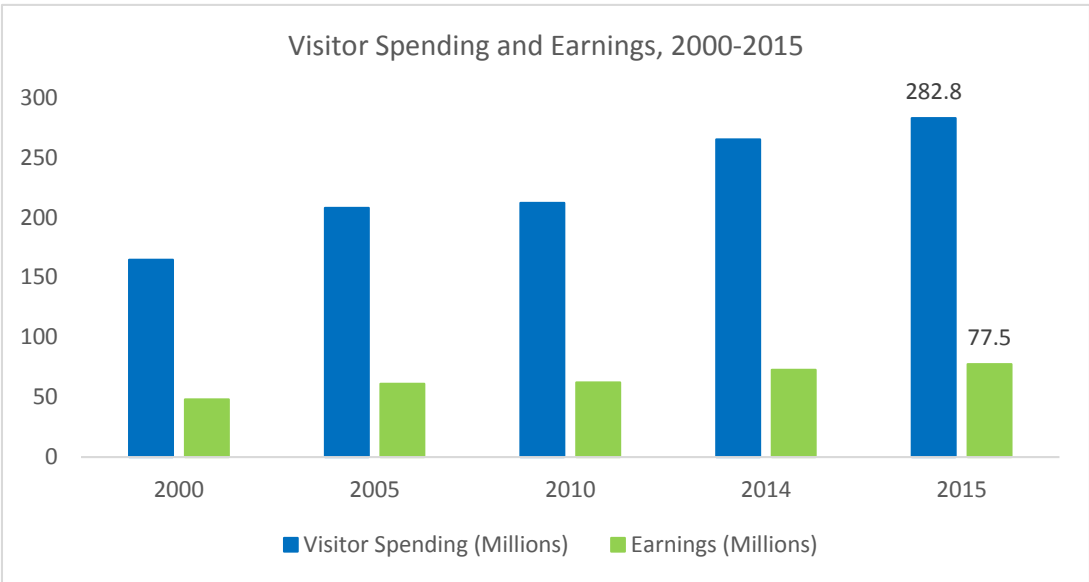


*Identified target industries

INDICATOR 7: TOURISM REVENUE

Why it matters: Tourism is an integral part of Thurston County’s industry clusters. The spending and earnings generated by external visitors supplements year-round residents’ economic activity and provides a high return on investment (after visitors spend, they leave...or come back to invest).

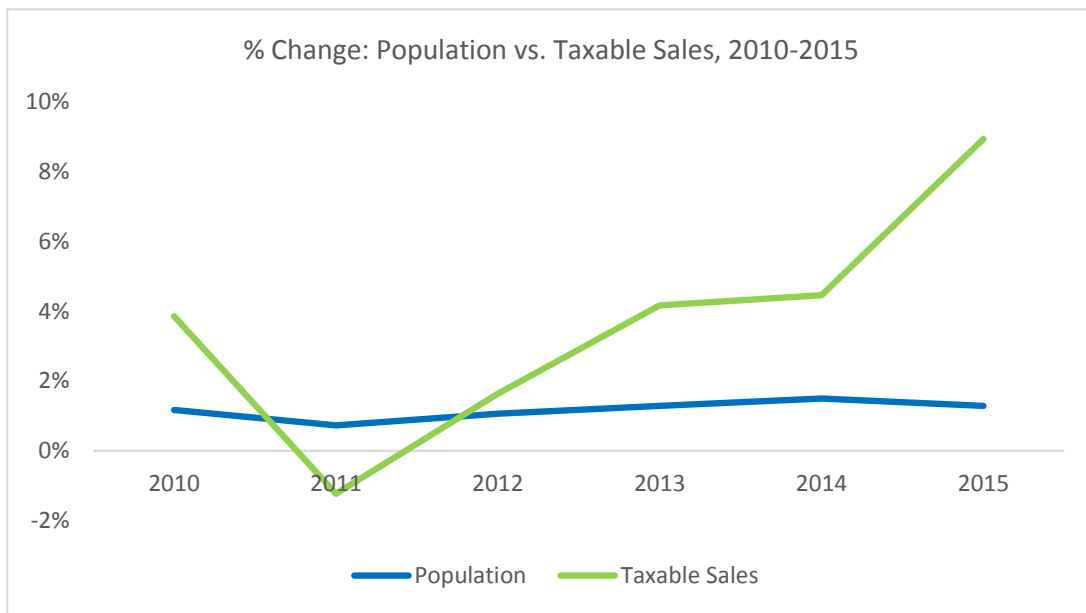
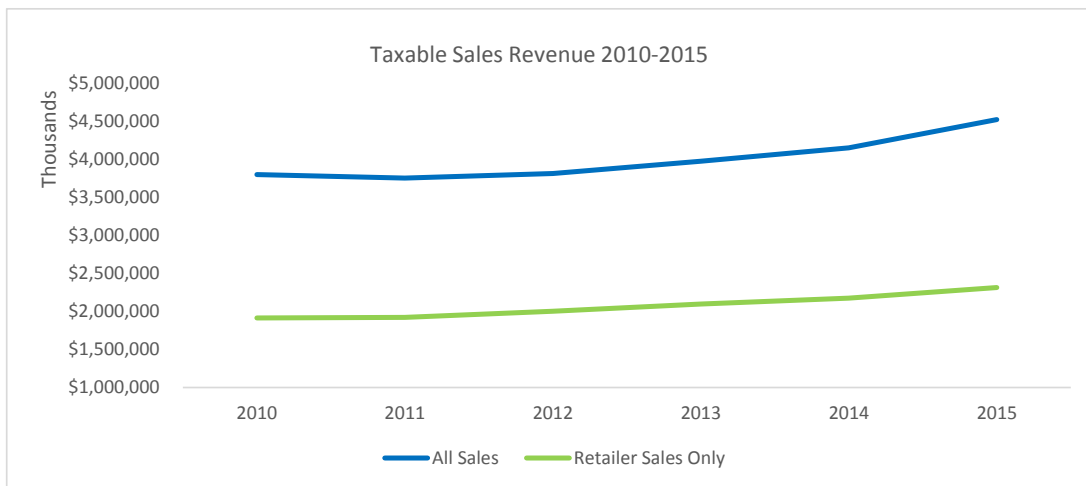
How we’re doing: Visitor spending and earning both hit an all-time high in 2015, and have expanded at unprecedented rate (2014-2015) date back to the year 2000. Even though the majority of visitors stay in private residences (family, vacation rentals by owner, etc.), those staying in hotel lodging generate the most spending on an annual basis.



INDICATOR 8: TAXABLE RETAIL SALES

Why it matters: Taxable sales generate revenue for the county and jurisdiction where the sales takes place. Taxable sales are an indicator of overall economic activity. In Washington, the sales tax is especially important for local government given the absence of an income tax and limitations on property tax increases.

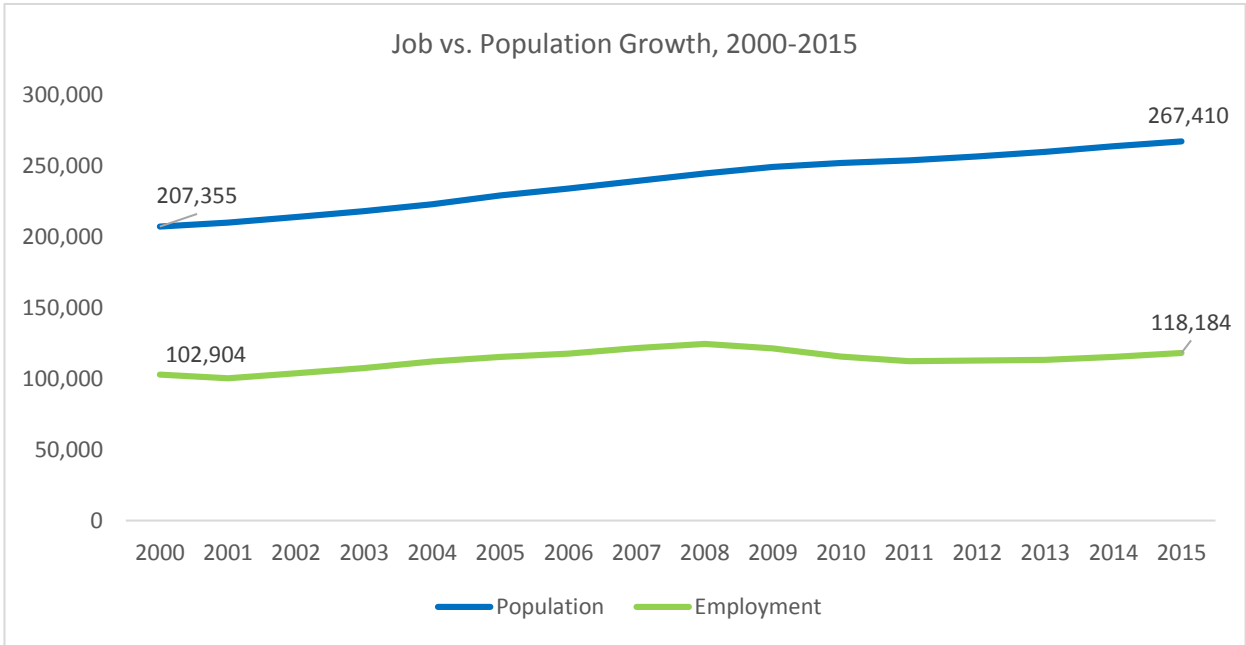
How we're doing: As the graphs below indicate, taxable retail sales have been trending upward in Thurston County during the past several years, exceeding the growth rate of our population by a significant margin.



INDICATOR 9: OVERALL EMPLOYMENT GROWTH

Why it matters: Prosperous communities maintain an employment growth rate at or above the rate of population growth. When population growth exceeds employment growth, there are generally three root causes: a county is attracting a higher proportion of retirees (or non-labor force participants) than working age residents; residents are community to work outside the county; and/or a number equivalent to the population-jobs gap are generating income through non-employment activities (such as investment income or other transfer payments) as opposed to wages.

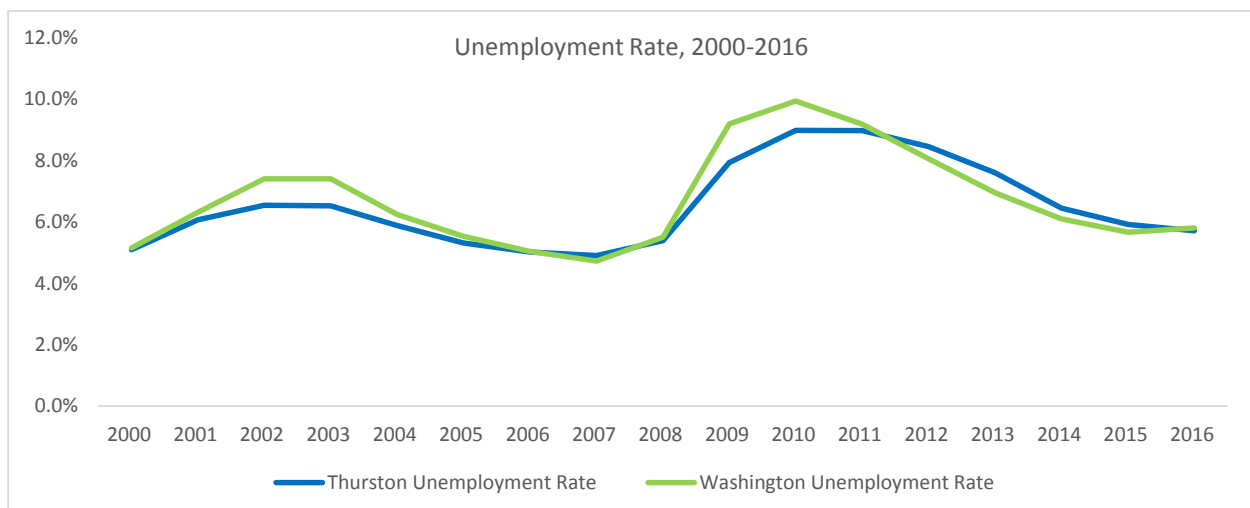
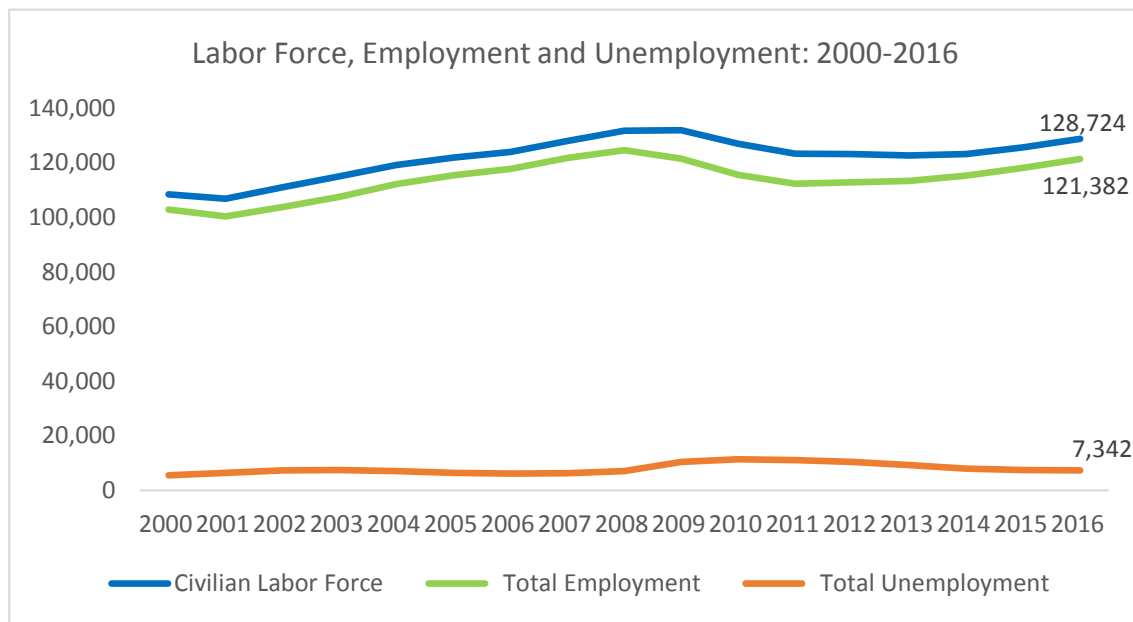
How we're doing: Between 2000-2015, Thurston added 60,000 residents but only 15,000 new jobs on balance. In other words, our population has grown 23%, while employment has only grown 13%.



INDICATOR 10: LABOR FORCE PARTICIPATION

Why it matters: Labor force participation indicates how many people of work age are actually working.

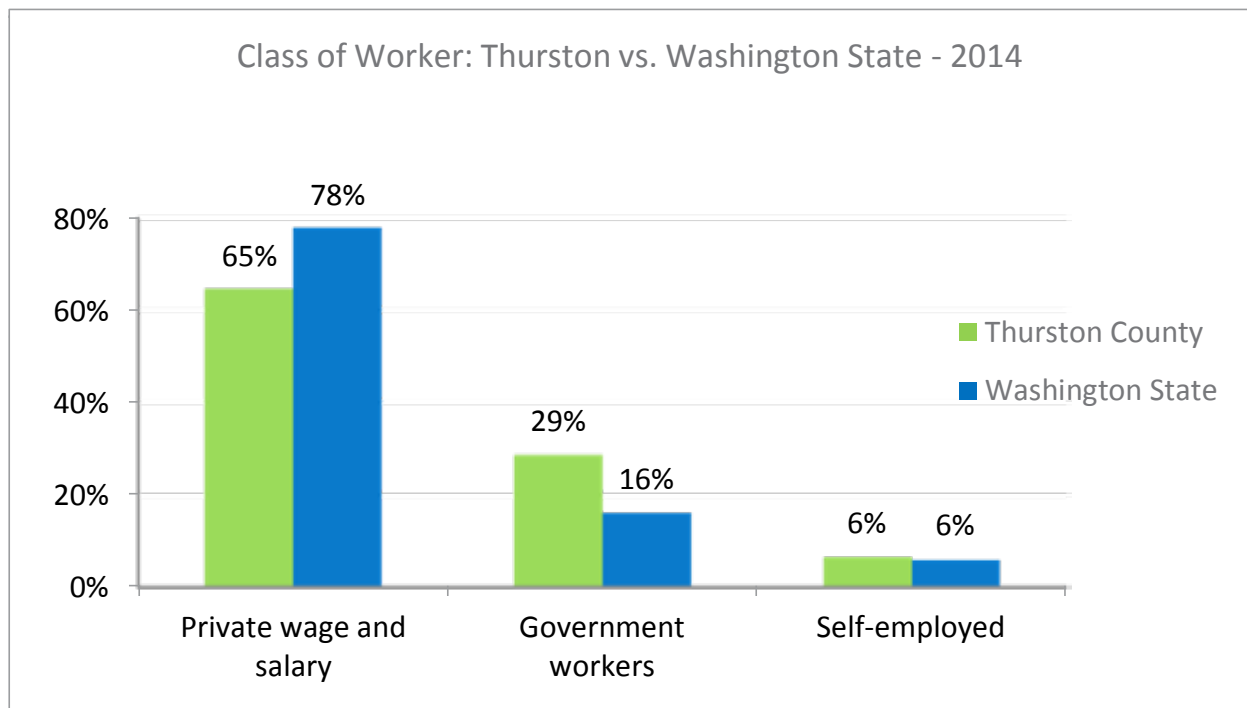
How we're doing: The graphs below show Thurston has maintained a high labor force participation rate since 2010 and overall unemployment levels near the state average. The impacts of the “Great Recession” are readily visible in the 2009-2011 timeframe in the second graph, followed by four consecutive years of falling unemployment rates.



INDICATOR 11: CLASS OF WORKER

Why it matters: While a strong government sector helps maintain economic stability, it may also depress average wages and innovation. In some cases, a strong government sector presence can also equate to lower municipal revenue as a result of property tax exemptions.

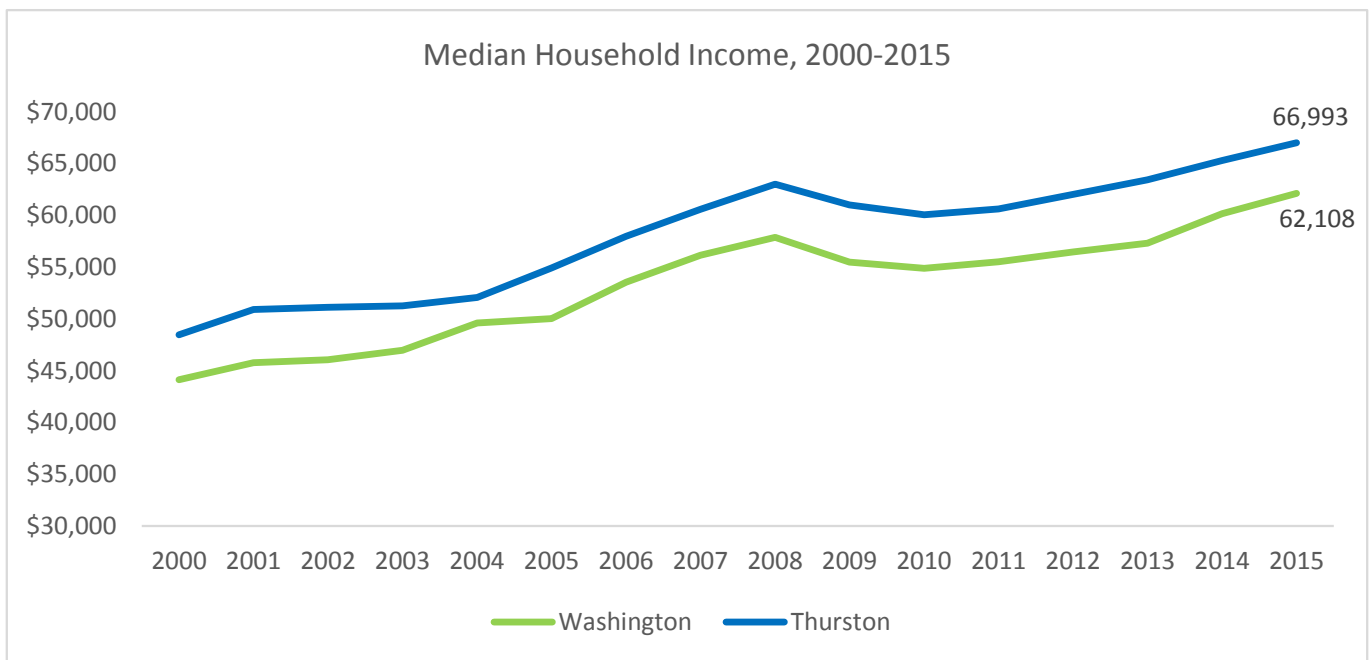
How we're doing: Statewide, approximately 84% of workers are private wage and salary earners and/or self-employed, compared to 71% in Thurston County.



INDICATOR 12: MEDIAN HOUSEHOLD INCOME

Why it matters: Median household income provides a more accurate measure of earnings, taking into account the wages and other earnings a family or other household combination bring in over the course of a year.

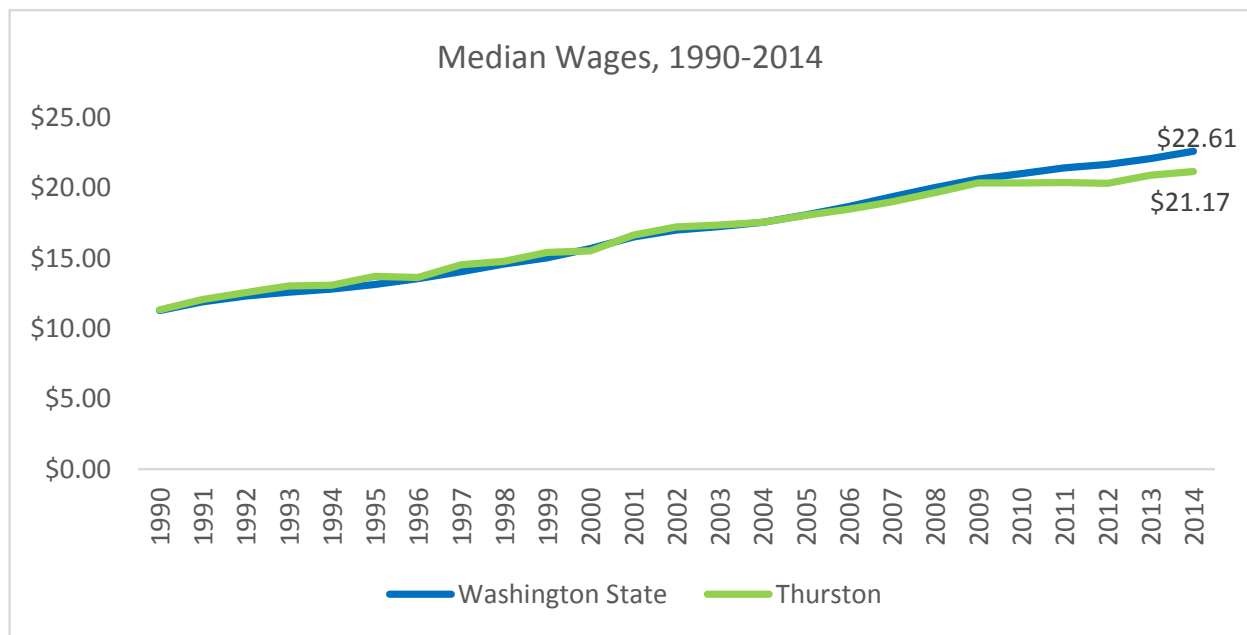
How we're doing: Thurston County household incomes are consistently lower than the statewide average, due in large part to King and Snohomish County (where cost of living is also higher), but have not lost significant ground over the past 15 years. As has been noted in prior Thurston EDC analyses, Thurston is home to fewer high wage earners and fewer low wage earners.



INDICATOR 13: MEDIAN WAGES

Why it matters: Higher median wages indicate a strong presence of high-wage jobs, a competitive employment environment and effective work readiness programs.

How we're doing: Thurston's median wage remained on-track with the Washington State average from 1990 to 2010. As of 2014, the median wage Thurston worker earned about \$1.50 less per hour than their statewide peer.

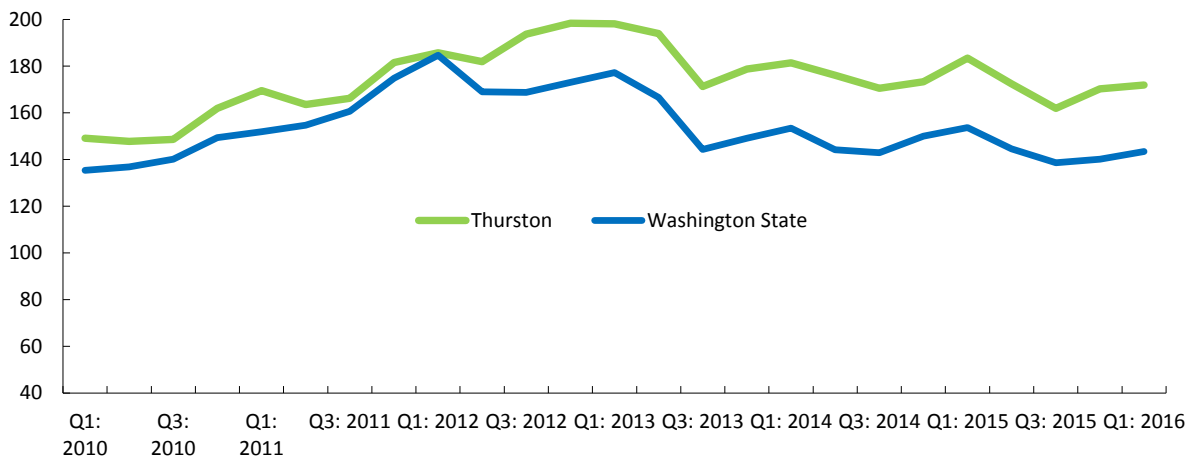


INDICATOR 14: HOUSING AFFORDABILITY

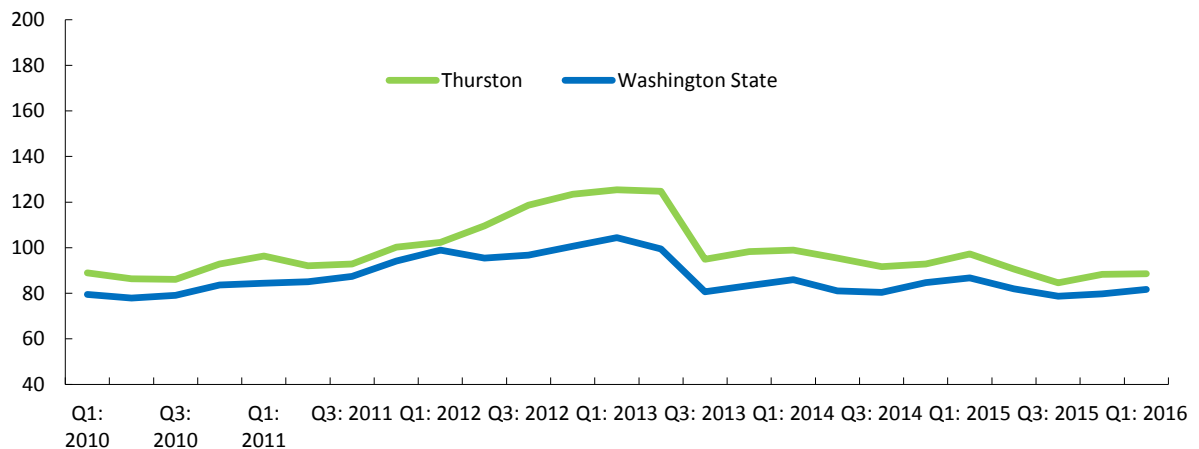
Why it matters: Housing affordability is an essential component for both retaining and attracting workers and investment. The ultimate goal is to achieve a balance between median income and median home price.

How we're doing: In the charts below, a score of 100 or higher means the median wage is in balance with the median home prices at any given point in time. For those with equity (e.g. have saved cash for down-payment and/or own another home already), Thurston is a relatively affordable place to live in Washington State. For the first-time home buyer without equity, median housing prices are starting to outpace median incomes.

Housing Affordability - Middle Income Families: Q1, 2010 to Q1, 2016



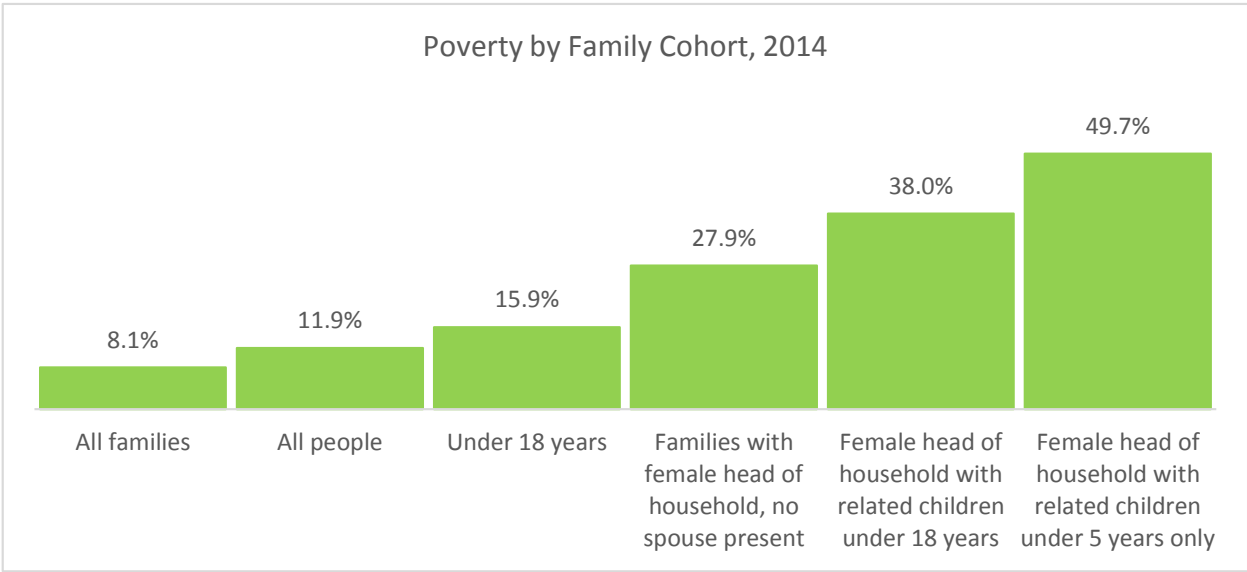
Housing Affordability - First Time Buyers: Q1, 2010 to Q1, 2016



INDICATOR 15: POVERTY

Why it matters: It is imperative to understand not only how many people are in poverty, but what groups are most impacted, in order to create effective poverty reduction strategies.

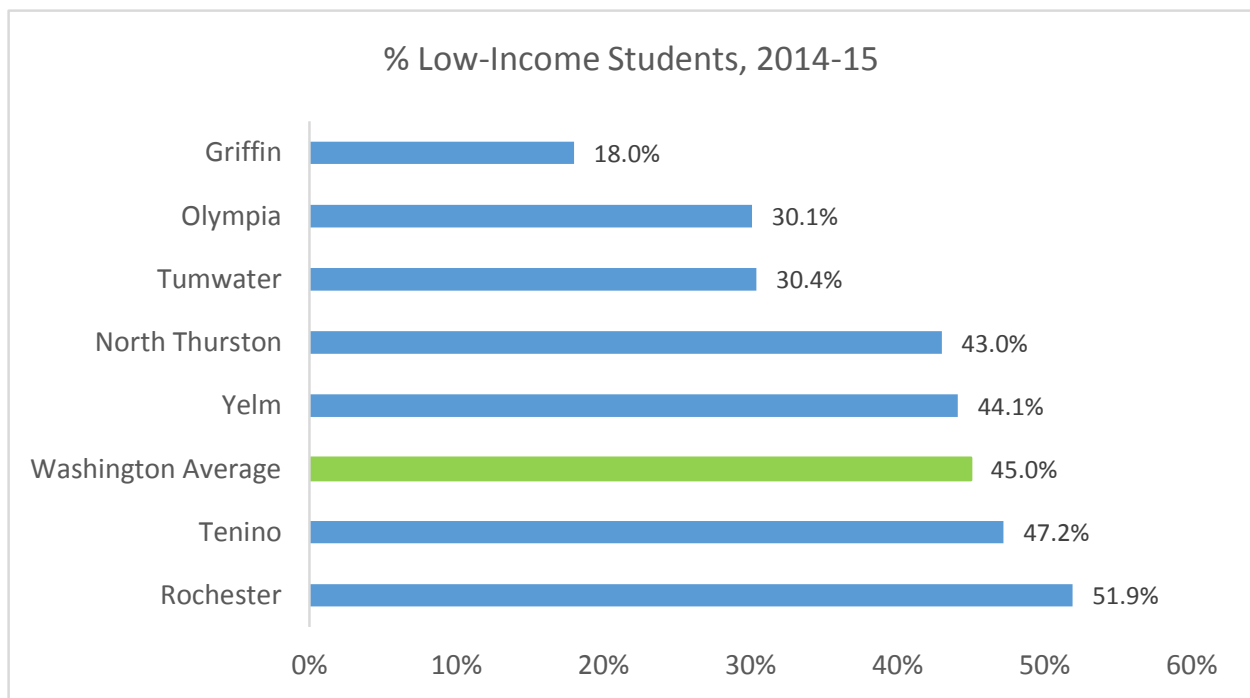
How we're doing: As of 2014, approximately 12% of Thurston residents were estimated to be living below the poverty threshold. As the graph below illustrates, seniors, married couples and families with two wage earners are far less likely to be living in poverty, compared to single-parent households.



INDICATOR 16: PERCENT OF STUDENTS QUALIFYING FOR FREE/REDUCED LUNCH

Why it matters: Another way to examine poverty is through the Free and Reduced Lunch program offered to school students from low income families.

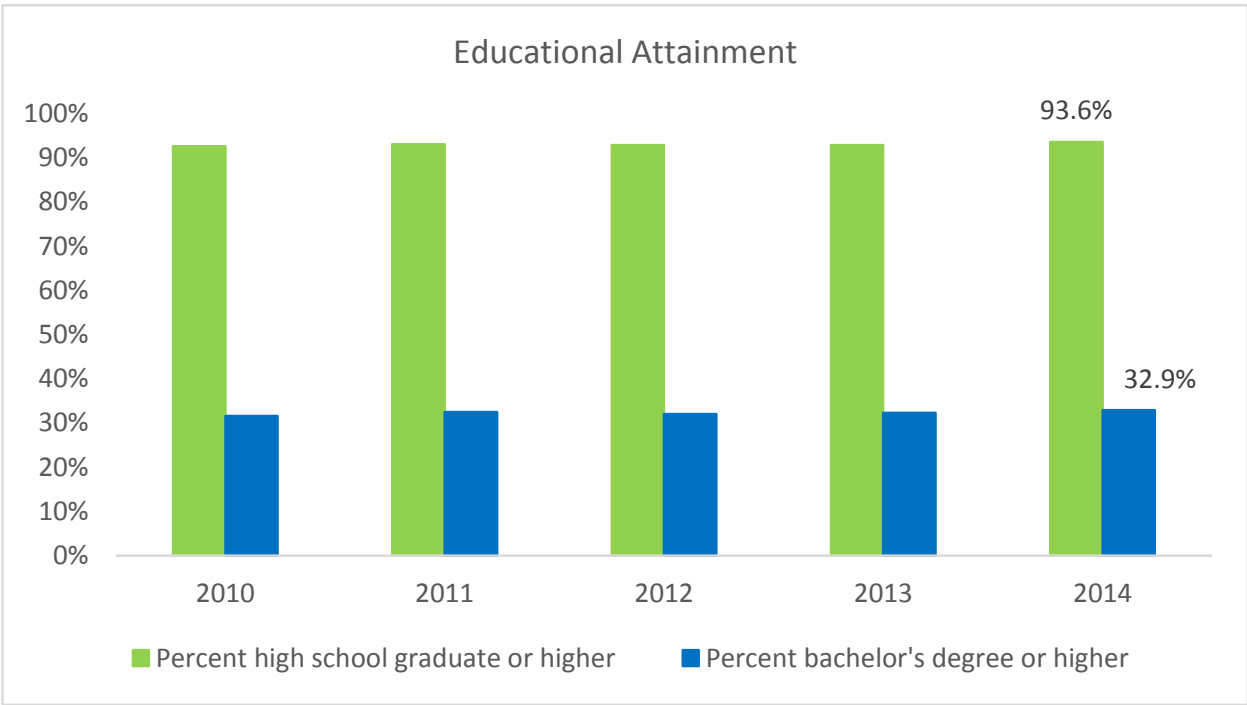
How we're doing: Four of seven local school districts are near or above the statewide average for number students identified as low-income.



INDICATOR 17: EDUCATIONAL ATTAINMENT

Why it matters: Education is one of the surest ways to reduce poverty and create higher wage career opportunities for Thurston residents.

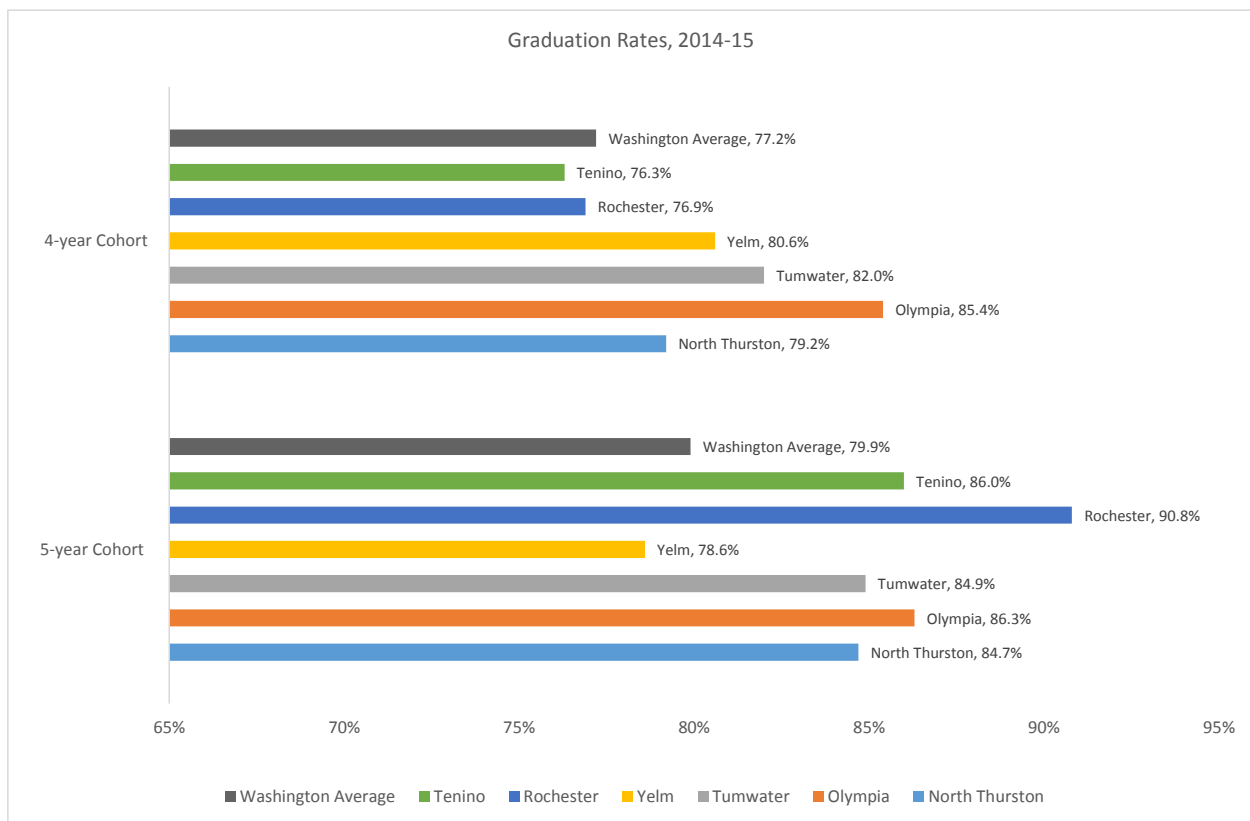
How we're doing: From 2010 through 2014, educational attainment has slowly but steadily increased in Thurston County. Nearly 94% of residents have earned a high school degree or higher, and 33% have a college degree.



INDICATOR 18: HIGH SCHOOL GRADUATION RATES

Why it matters: High graduation rates lead to reduced poverty and better career opportunities. High graduation rates are also an indication of strong schools and attendant social support networks.

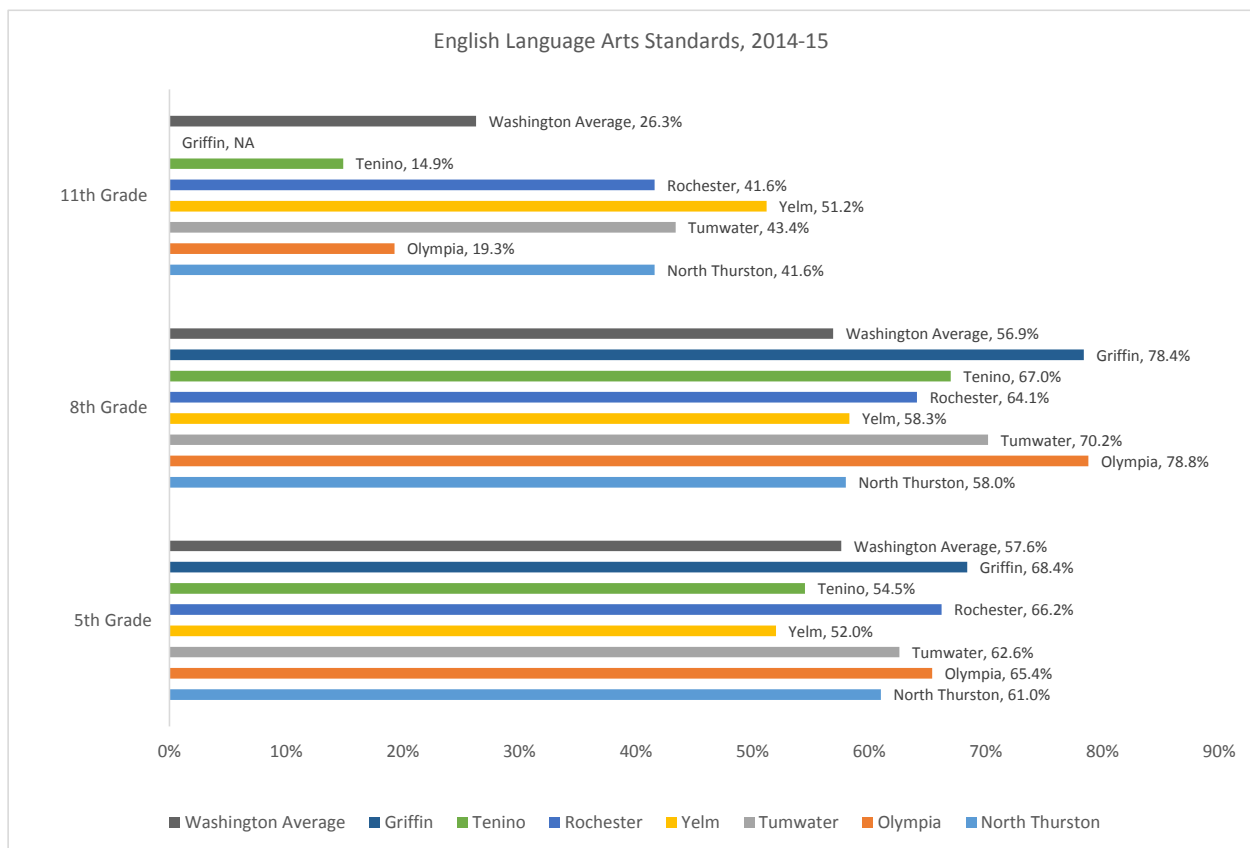
How we're doing: For the most part, local school districts are exceeding the state average for graduation rates in both the 4-year and 5-year cohorts, with additional room for improvement.



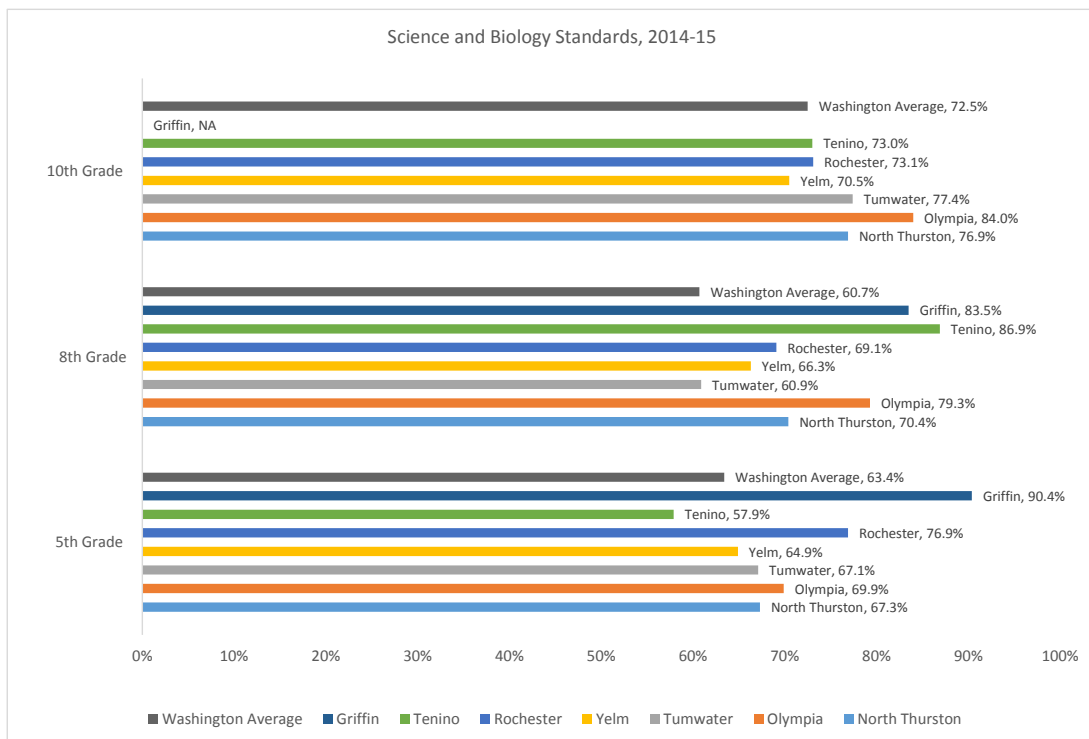
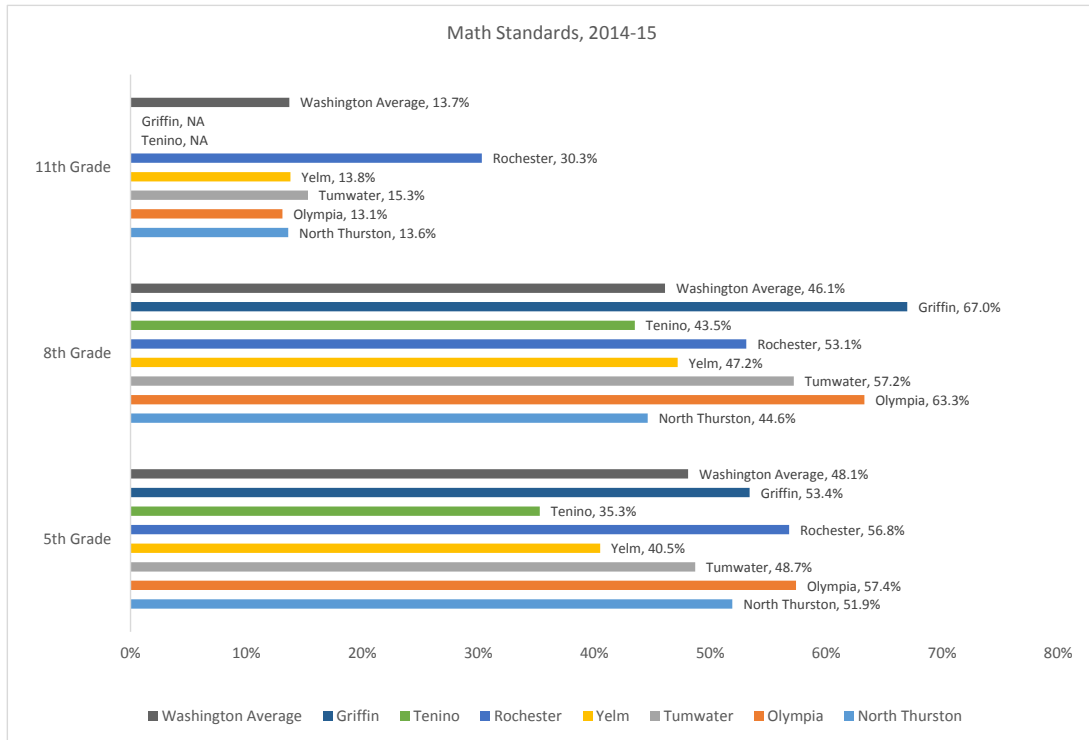
INDICATOR 19: K-12 SCHOOL PERFORMANCE

Why it matters: School performance is paramount to employers looking to invest in an area, just as it is to existing and prospective employees as they consider where to “drop roots.”

How we’re doing: As the following series of graphs displays, most area schools outpace the Washington State average for percent of students meeting various testing standards, with a few exceptions.



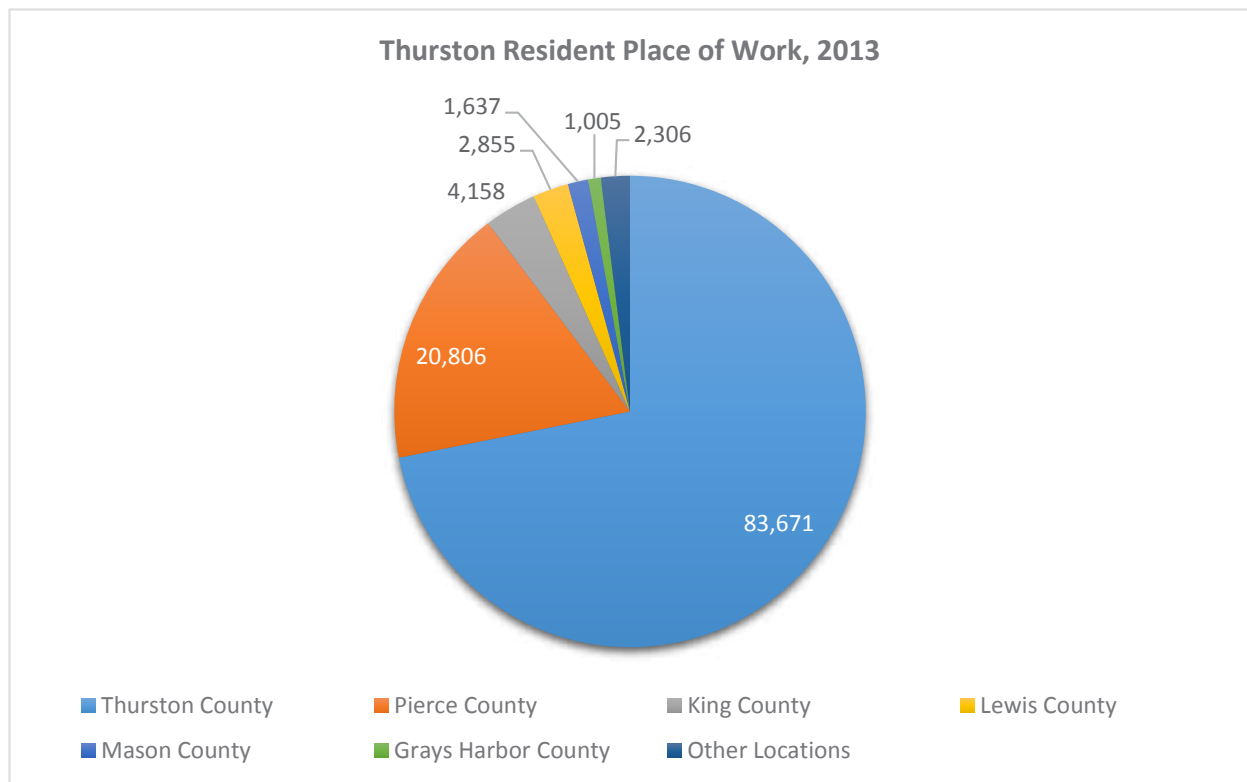
INDICATOR 19: K-12 SCHOOL PERFORMANCE (cont'd.)



INDICATOR 20: COMMUTER OUTFLOW

Why it matters: When residents work outside their home county, several potentially negative impacts can ensue. These include increased congestion (and carbon emissions), reduced in-county spending and a lower quality of life for the commuter, just to name a few.

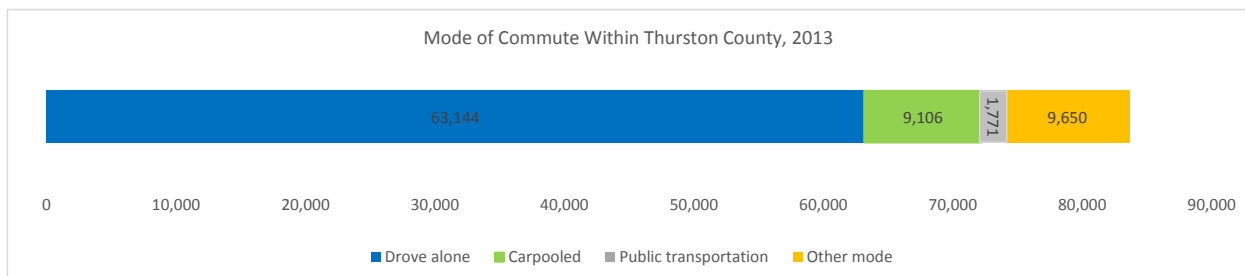
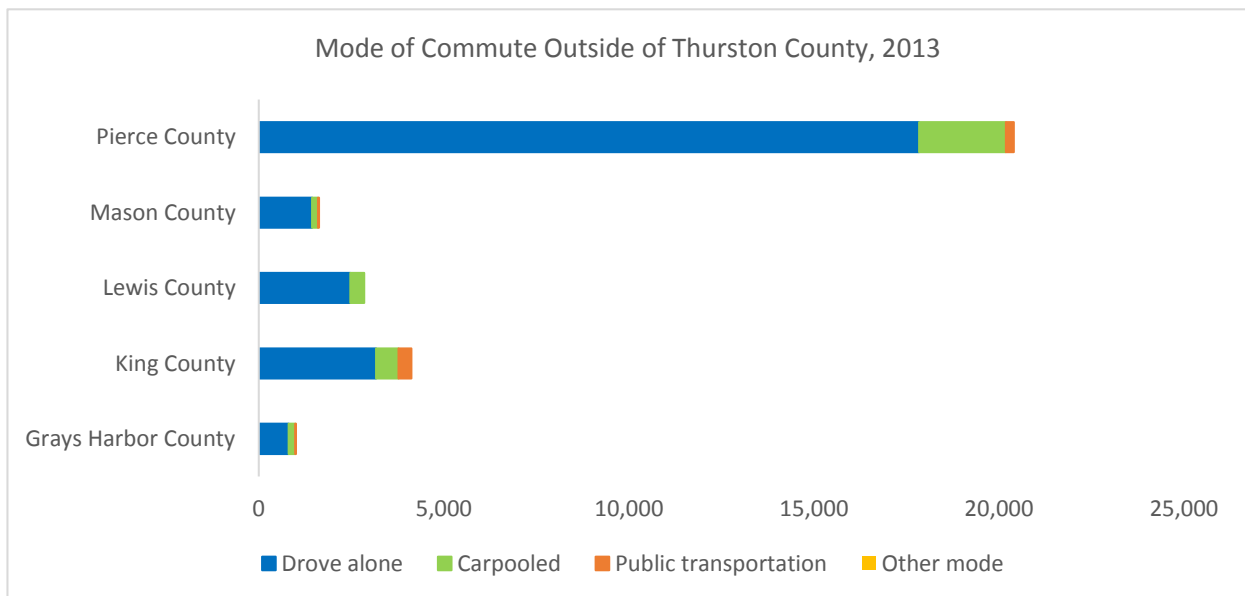
How we're doing: Thurston residents work in more than 60 different locations throughout the US. Just over 35,000 - or about 30% of Thurston's working resident population - commutes outside of Thurston for employment (2013), with the vast majority traveling to neighboring Pierce County. Other top destinations include King, Lewis, Mason and Grays Harbor Counties.



INDICATOR 21: MODE OF COMMUTE

Why it matters: Alternative modes of transportation (vs. single-occupancy vehicle commuting) can help reduce congestion and carbon emissions while also increasing people's quality of life.

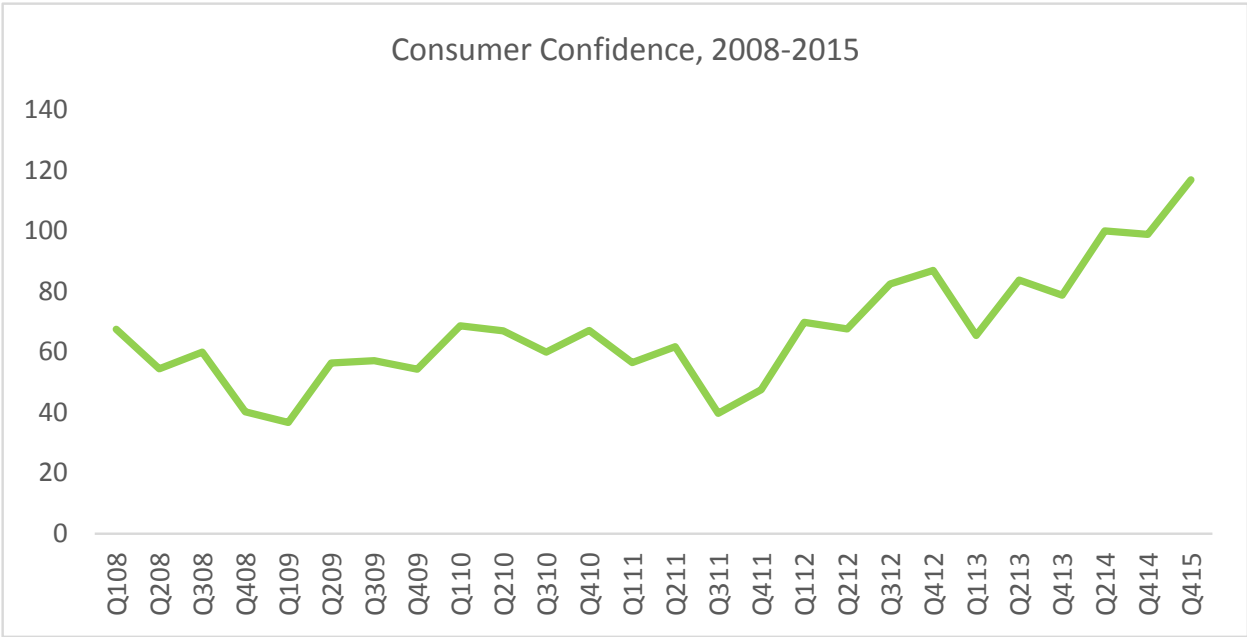
How we're doing: Within Thurston County, about 25% of workers commute to their job using an alternative form of transportation. That figure drops to 15% for those commuting to work outside of Thurston County. Carpooling is the second highest travel mode and public transportation, for now, a distant third.



INDICATOR 22: CONSUMER CONFIDENCE

Why it matters: The Thurston EDC has been tracking consumer, CEO and small business confidence levels since 2008. The quarterly index measures residents’ opinions about job security, timing of major purchases and expectations for the future. The results help businesses and financial institutions interpret the “mood” of consumers so they can plan accordingly.

How we’re doing: After in inauspicious start, the index has been gathering steam over the past two years. With the “Great Recession” fading further into the rear view mirror, consumers are once again feeling confident about their job prospects, investments and spending activities.



IMPLEMENTATION STRUCTURE

The Thurston Community Economic Alliance is comprised of a large and diverse range of partners, all of whom will be kept apprised of progress during the ensuing plan implementation and periodic plan updates. The following outlines how progress will be tracked and reported, and who will be involved at the various stages.

Administration and Oversight

The Thurston EDC will serve as Alliance administrator, responsible for scheduling and facilitating meetings, distributing notices and information and other duties in addition to the annual report. The EDC will internalize the majority of administration costs as this work aligns with its core mission and may actually streamline operations given clear and mutually agreed-upon priorities. Contracted support for specific tasks may be funded through a small percentage of the Strategic Investment Fund (SIF) funding. Costs for individual initiative implementation will be borne or secured by the initiative leads.

Initiative Implementation

Initiatives will be implemented by designated Lead Partners who have agreed to adopt, champion and implement one or more initiatives. Lead Partners were identified by the planning teams based on their organization’s mission and/or skill set. Planning teams have also identified potential Support Partners, organizations that could materially contribute to implementation via resources or insights.

Lead partners are responsible for coordinating and facilitating implementation of adopted initiatives. In some cases, the lead partner will

provide the majority of resources, while in others they may simply spearhead the identification and coordination of implementation resources. Lead Partners are responsible for coordinating with identified support partners, or other partners as they are identified.

Partner Coordination Meetings

Alliance partners will be invited to attend quarterly update and coordination meetings. Meetings will be structured to promote information sharing, barrier-busting and, periodically, to structure action plan updates or review potential modifications. Additional coordination will occur among the public and private sector, between economic development practitioners and across partner initiatives as detailed in the Alliance action plan.

Partner Reporting

Lead Partners will be surveyed annually regarding initiative progress. Specifically, they will be asked to:

- Confirm implementation status for their initiatives (not started, underway, implemented)
- Share highlights and outcomes that can be passed along to the broader community
- Identify barriers or challenges that could require initiative modification or Alliance assistance
- Acknowledge other partners that have contributed to success

Surveys will be distributed in late summer with the goal of producing a progress report each fall. In some instances, Thurston EDC staff or consultants will follow up with individual partners

to secure photos and other information to develop highlight narratives.

Annual Progress Report and Partner Celebration

The Thurston Economic Development Council (EDC) will assume responsibility for developing an overall Annual Progress Report for dissemination to all partner and the broader community. The annual report will include an overall implementation status summary, data indicators progress report and partner highlights from each of the five plan focus areas. The annual report will be posted on the EDC website, with e-links provided to Alliance partners along with a limited set of print copies.

The annual report will be presented in conjunction with an annual Community Partner Celebration. The EDC will manage logistics, but will invite various partners to participate in presentations and other features.

Strategic Initiatives Fund

As part of the action plan, the EDC has been tasked with managing a new Strategic Initiatives Fund. The purpose of the fund is to support economic development activities and investments not currently feasible under the existing EDC funding model. This includes participation in trade shows and association meetings for recruitment purposes, development of materials in support of infrastructure funding applications and other actions directly related to adopted Alliance initiatives. The EDC is responsible for generating and

administering SIF funding. As currently envisioned, the EDC intends to form an SIF subcommittee comprised of members from its Board of Directors and representing other Alliance partner entities. The SIF subcommittee will establish criteria for evaluating projects and recommend investments for full Board approval. Suggestions will also be requested during quarterly Alliance Partner Coordination meetings. Outcomes and impacts from SIF investments will be included in the Annual Progress Report.

Periodic Updates

The TCEA Strategic Plan for Economic Development is designed as a living document. While the vision and focus areas are long-term, the action plan will be updated on five year intervals. This allows us to adapt to evolving community priorities, take advantage of new technologies and techniques and integrate new voices and partners as our demographics shift over time.

Updates will include significant partner engagement, a broader public involvement and prioritization process and a “state of the plan” review. If any of the original initiatives have not been launched by the start of the 5-year update, they will be transferred to the “idea bank” for additional vetting by the community along with the other ideas proposed at that time.

If necessary, amendments to this implementation oversight structure will be incorporated into the update plan, as will the names of new partners and, potentially, any new focus areas.



ACKNOWLEDGMENTS

The Thurston Community Economic Alliance would like to thank the following community members for their participation in the creation of the strategic plan. The individuals listed herein dedicated dozens of hours of their time over the course of several months to help craft the vision and mission of the TCEA, providing individual and group input into the goals, strategies, initiatives, timing and the elements of the implementation plan.

OVER 100 INDIVIDUALS
AND ORGANIZATIONS
REPRESENTING A
CROSS-SECTION OF
THE PROFESSIONAL
COMMUNITY TOOK PART
IN THE TCEA CREATION
PROCESS

FOCUS GROUP AND COMMUNITY INTERVIEW PARTICIPANTS

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Andy Ryder
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Pete Kmet
Renee Sunde
Rick Walk
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Sandra Romero
Scott Spence
Sean Murphy
Shauna Stewart
Sierra Burton
Steve Hall
Ted Jernigan
Theresa Wall
Tim Lew
Vita Zvirsydyz-Farler
Zach Kosturos

Thurston EDC Board

Perry Shea
Carrie Whisler
Kevin Ekar
Michael McGaully
Reid Bates
Bud Blake
Heather Burgess
Virgil Clarkson
Ann Freeman-
Manzanares
Brian Fluetsch
Jessica Jensen
Wayne Mannie
Denise Marroni
Mike Mattox
Jace Munson
Bill McGregor
Tom Oliva
Evan Parker
Rob Rice
Cheryl Selby
Dr. Molly Smith
Tad Stillwell
Dr. Tim Stokes

Professional Assistance

Jason Robertson,
J Robertson and Company



STRATEGIC INITIATIVES **MATRIX**

On the following pages is a comprehensive matrix of the current initiatives within each of the five identified focus areas. The initiatives were identified and developed during the three Community Leader Summits, and are designed to be actionable and trackable. As initiatives are completed, new initiatives will be added to the list.

**Important Note: Individual governmental jurisdictions will develop and implement their own retail development and retention strategies with support from the Thurston EDC where fair and appropriate.*

FOCUS AREA 1: CAREER PATHWAYS AND WORKFORCE READINESS

Our Vision: Maintain a progressive education, training and workforce development system that creates career pathway opportunities for all residents and streamlines employer access to a highly-qualified talent pool.

Key Words	Draft) Initiatives	Partner Notes	Partners Lead Partner(s) in Bold Font	Timeline 2017-18	2019-20	2021-22
Workforce Readiness Planning	Implement and align activities with the PacMtn Workforce Development Strategic Plan, emphasizing employer engagement through sector partnerships and tailoring programming to support career pathway development for a diverse range of job-seekers.	Many of these activities will occur as part of broader regional effort, with participation and leadership; emphasize support for people with high barriers to employment including those re-entering the workforce after lengthy delays.	PacMtn , Chambers, B2B, Thurston EDC, School Districts, Colleges, Private Sector, Government Agency Partners	→	→	→
Workforce Education Consortium	Assemble a consortium of educators, workforce development practitioners and industry leaders to develop and integrate career education and work readiness skills for students of all ages.	If feasible, organize as part of PacMtn Sector Partnerships model.	PacMtn Youth Services , School Districts, New Market, Chambers, Colleges		→	
Vocational Education and Work-based Learning Support	Conduct an education and technical assistance campaign to promote the value of vocational education and related career pathways, and connect students to internships and other on-site job education opportunities. * <i>This, and all education-related actions acknowledge school districts are implementing their own strategic plans to achieve excellence.</i>	Prepare materials with ROI for employers + road map for accessing and integrating work-based learning; develop inventory of training resources and willing employers who can effectively use work-based learning, including OJT, internships, leadership training, WEX and apprenticeships.	Thurston EDC , B2B, PacMtn, Chambers, School Districts, New Market, Colleges, Morningside, Trade Associations, Health Sciences and Other Industry Partners and Sponsors	→	→	→
Extended STEAM Learning Opportunities	Facilitate extra-curricular STEAM (science, technology, engineering, arts and math) learning opportunities for K-12 students to help prepare them for the jobs of tomorrow, and increase student-business interactions and understanding by convening integrated learning events, business tours and other educational opportunities.	Examples include permanent or mobile maker spaces; business sponsorships – i.e. robotics competitions, skills contests, etc.; targeted classes or workshops; pathway programs connecting high schools and colleges, etc.	Timberland Regional Library , SPSCC, Thurston EDC, Chambers, School Districts, Industry Partners and Sponsors		→	→

FOCUS AREA 1: CAREER PATHWAYS AND WORKFORCE READINESS (cont'd)

Key Words	Initiatives	Partner Notes	Partners Lead Partner in Bold Font	Timeline 2017-18	2019-20	2021-22
Integrated Higher Education Programs	Continue and expand local college/university education and training programs that advance local employer workforce options and production capacity (i.e. tech-transfer).	Include internship and employment pipelines to retain talent in Thurston. Identify additional ways higher education can be a resource to private sector enterprises and industries – e.g. re-search projects and leadership development.	SPSCC , Colleges, Other Interested Partners and Employers	→	→	→
Expanded Access to Employment Training Resources and Services	Work with community-based non-profits to extend employer-supported workforce training to hard-to-reach audiences	Develop a “work-ready” certification program to facilitate hiring and/or on-the-job training opportunities with articulated and navigable career pathways for the long-term unemployed (see PacMtn IWI pilot project for inventory of employer “work-ready” skill and ability priorities). Share learning about work styles, skill gaps and best practices for integrated workplaces (i.e. Millennials, seniors, etc.).	PacMtn , Colleges, Community-Based Non-Profits, School Districts			→
Employment for All	Promote and expand employment opportunities for people of all ages and abilities, and work with employers to remove or mitigate barriers to hiring and retention of those with employment challenges including seniors, people with disabilities, those with criminal record/re-entry citizens and the homeless.	Identify appropriate community service partners – e.g. Morning-side as conduit to DVR and other State, Federal and peer non-profit resources and providers.	Morningside , PacMtn, Thurston County, Community-Based Service Providers, Thurston EDC, Chambers, Employers	→	→	→

FOCUS AREA 2: TARGET INDUSTRY GROWTH AND INNOVATION

Our Vision: Support and stimulate growth in empirically-defined “clean and green” traded-sector industries that provide critical jobs, generate significant taxable revenue and attract new investment. Existing sectors include the following identified clusters: IT/Technology, Food production/Agriculture, Health Care & Life Sciences, Tourism, Wood Products, Manufacturing, Government

Key Words	(Draft) Initiatives	Partner Notes	Partners Lead Partner in Bold Font	Timeline 2017-18	2019-20	2021-22
Real-time Data Analysis and Strategic Partner Briefings	Perform periodic data analyses to identify occupation and industry trends and provide pertinent information to employers and local government partners through periodic (quarterly) e-blasts.	Utilize existing EMSI, or similar future subscription source. See Oregon Department of Revenue for best practices example. Build and grow subscribers list. Create a network of brokers and agents and market Thurston assets through EDC’s Zoomprospector site.	PacMtn. Thurston EDC, TRPC, Chambers	→	→	→
Business Retention Activities	Conduct industry and small enter-prise “business walk” campaigns to identify top business priorities, barriers and proposed solutions, and ensure coordination and communication among municipalities, private enterprise and economic development partners.	Solutions include policy advocacy, additional Chamber, EDC or government-sponsored programs and/or technical resource support. Use community development asset map for referral networks that can support retention. Avoid “survey fatigue” by coordinating with peer partners to prevent duplication and share findings.	Chambers, Thurston EDC, TRPC, Cities		→	→
Target Industry Recruitment	Identify supply chain gaps and opportunities within target industry clusters, develop marketing strategies and take coordinated public-private sector action to attract new investment.	Includes outreach, site visits, retention surveys, access to capital, association events, trade shows and incentives. Adopt goals for recruitment in each industry cluster and overall. Share “lessons learned” to enhance success rate.	Thurston EDC, Cities, Thurston County, Port of Olympia, Private Sector Partners, PacMtn, The Evergreen State College	→	→	→
Strategic Regional Partnerships	Continue to build strategic partnerships with neighboring counties to attract and retain regional target industry sector investment.	Some supply chain industries may better fit in another county, but drive economic opportunity in Thurston (e.g. mill in Mason, added value + banking activity in Thurston). Use commuter data to show interconnectedness.	Thurston EDC, Cities, Chambers, Port of Olympia, WA Department of Commerce, TRPC, Colleges	→		

FOCUS AREA 2: TARGET INDUSTRY GROWTH AND INNOVATION (cont'd)

Key Words	Initiatives	Partner Notes	Partners Lead Partner in Bold Font	Timeline 2017-18	2019-20	2021-22
Economic Development District Formation	Integrate with peer communities to form a federally-designated Economic Development District and secure grant and technical assistance to fund critical infrastructure projects and implement other portions of this Strategic Plan.	EDD designation and CEDS Plan re-quired to access US EDA and other federal funds. Thurston best-positioned to serve as EDD administrator for region.	Thurston EDC , Thurston County, Peer Counties, Cities, Port of Olympia, Chambers, TRPC, WA Department of Commerce	→	→	→
Foreign-Direct Investment	Expand foreign-direct investment by visiting and hosting investor delegations, supporting EB5 Visa programs and facilitating projects and industry development with high job creation value.	Consider establishing an EB5 Program and/or "World Trade Center" within the Center for Business and Innovation. This could also include a non-affiliated self-branded international trade "mart" type center.	Thurston EDC , Chambers, Port of Olympia, Colleges, TRPC, Private Sector Employers	→	→	→
Foreign Trade Zone Promotion	Promote the Port of Olympia's Foreign Trade Zone designation to existing and prospective manufacturing industries to encourage expansion and new investment.	Consider creating a cross-walk product for local manufacturers that could access foreign markets; host annual trade summits to expand local knowledge of inter-national trade options.	Port of Olympia , WSU, SPSCC, Thurston EDC, Chambers, Cities, Saint Martin's University, Export-Import Banks, Congressional Delegation, Trade Associations	→	→	→
Innovation Partnership Zone Support	Support development of Thurston's first IPZ in Tumwater to advance the emergent brewing-distilling industry and stimulate job growth and retail sales.	Success at the Tumwater site could potentially foster additional sites in other Thurston communities.	City of Tumwater , Thurston EDC, Cities, WSU, Port of Olympia, Private Sector Employers	→	→	→
Strategic Plan for Agriculture and Food Manufacturing	Develop a strategic plan for Thurston County agriculture preservation and enhancement and value-added food manufacturing.	Food man/ag is a primary industry cluster. Explore opportunities in urban and rural settings (e.g. ag business center, cold storage, farm to table promotion, new farmer land acquisition, urban + vertical farming, business development and marketing education, etc.).	WSU Extension, Thurston County , Port of Olympia, Thurston Conservation District, Cities, Enterprise for Equity, Edible Forest, Other Interested Parties	→	→	→

FOCUS AREA 3: SMALL BUSINESS AND ENTREPRENEURIAL RESOURCES

Our Vision: Promote and support a culture of innovation and entrepreneurship by connecting small and emerging business with the resources they need to launch and grow.

Key Words	Initiatives	Partner Notes	Partners Lead Partner in Bold Font	Timeline 2017-18	2019-20	2021-22
Culture of Innovation	Foster a culture of innovation at all ages, by offering school programs, providing business advising, coaching and training, hosting meet-ups and entrepreneur competitions, publicizing local success stories and telling our story through the communications plan (see Brand Development, Partnerships and Communication).	A culture of innovation via tools, activities + inspiration to reinvent. Innovative communities attract and grow majority of new enterprises. In addition, data suggests Thurston is vulnerable to down-turns in State Government employment, and thus could benefit from sector diversity.	SPSCC/CBI , Chambers, Tribal Enterprise Programs, TESC, SPSCC, SMU, School Districts, Cities, South County Communities, Lacey Veteran's Center, Boots2Business	→	→	→
Center for Business and Innovation (CBI) Resource Promotion	Increase awareness and use of CBI business training, education, advising and coaching services and resources for business start-up, strengthening and growth.	Includes SBA, SCORE, SBDC, Scale-Up, Procurement Tech, Assistance Center, WA Center for Women in Business, Economic Gardening + SPSCC services: entrepreneurial cert., advanced manufacturing / computer labs and high-tech conference rooms. Promote SPSCC manufacturing resources to help develop prototype products.	SPSCC/CBI , State of Washington (business licensing), Cities, SMU, TESC, College and High School Classes and Clubs (e.g. Decca), Chambers, Timberland Library District, Service Clubs, Financial Institutions	→	→	→
Emerging Business Sector Support and Expansion	Grow the number and range of services, facilities and networks available to support growing businesses and start-ups.	Expand to serve other sectors and cities, and offer facility variety (co-work, manufacturing/maker space, tech, commercial kitchen, etc.)	SPSCC/CBI , Cities, Port of Olympia, Thurston County, Chambers, Non-Profits, Oly Mega, Enterprise for Equity	→	→	→
Access to Financial Resources	Facilitate access to start-up and expansion funding for emerging businesses and entrepreneurs, and strengthen education around business planning and financing.	Build knowledge and use of existing options (e.g. Enterprise for Equity, WA Crowd-funding, Kickstarter) and participate in developing new ones (e.g. SPSCC Foundation Micro-loan Fund, Local Investing Network).	SPSCC/CBI , SBA, SPSCC Foundation, Enterprise for Equity, Financial Institutions	→		
Multi-Cultural Business Development Support	Incorporate multi-lingual and multi-cultural capacity to existing business development services array, and expand awareness of services through culturally-competent outreach and engagement.	Reach out to Hispanic Chamber Asian, Muslim and other religious communities, Community Action Council, other non-profits / agencies that have established trust with target communities.	Thurston EDC , Hispanic Chamber of Commerce, Cielo, JBLM, Tribes, Community Action Council, Thurston EDC, Chambers, Thurston County, Cities	→	→	→

FOCUS AREA 4: INFRASTRUCTURE, POLICY AND FUNDING COORDINATION

Our Vision: Strengthen collaboration to ensure policy alignment, adequate infrastructure funding and effective implementation of strategic community initiatives.

Key Words	Initiatives	Partner Notes	Partners Lead Partner in Bold Font	Timeline 2017-18	2019-20	2021-22
Land Use and Transportation Coordination	Convene multi-jurisdictional land use and transportation system planning sessions to ensure alignment between planning and community development directors and economic development practitioners, and provide updates to interest parties through periodic public forums.	Align policies where feasible, ID shared priorities/solutions, update private sector via EDC forums. Engage electeds via Sustainable Thurston. Early goals: Contact + ombudsman info + transit solutions for employment centers.	Thurston EDC, Cities, Thurston County, Chambers, Intercity Transit, TRPC, Developers	→	→	→
Native American Tribal Support and Initiative Coordination	Support local Tribes in development initiatives that have broader community impact (jobs, spending, and investment).	Establish regular communications, identify key initiatives and prioritize mutually-beneficial projects.	Thurston EDC, Cities, Thurston County, Tribes, TRPC, PacMtn	→	→	→
Industrial and Commercial Site Inventories	Develop, update and market inventories of available industrial and commercial land and sites in all Thurston communities.	Include site-readiness data, environmental status, clear contact info for follow up; verify with local jurisdictions to ensure continuity and accuracy. Consider pursuing planned action EIS process to pre-certify key commercial/industrial land for desired development.	Thurston EDC, TRPC, Thurston County, Cities, Thurston PUD, Real Estate Brokers, Port of Olympia	→	→	→
Permitting Assistance	Create ombudsmen within municipal permitting departments to provide clarity and assistance navigating the development process, tax and business-related issues.	Train EDC staff so they can help facilitate conversations with private sector regarding local agency development processes.	Cities, Thurston County, Thurston EDC, TRPC, Cities, Chambers, Intercity Transit			
Infrastructure Investment Priorities and Funding Strategies	Identify priority infrastructure initiative likely to generate high return on investment and coordinate grant and legislative strategies to secure implementation dollars.	Can be initiated through existing Shared Legislative Priorities work group, but potentially expand to include legislative delegation.	Thurston Chamber, Thurston County, TRPC, Cities, Intercity Transit, Port of Olympia, Legislative Delegation	→	→	→

FOCUS AREA 4: INFRASTRUCTURE, POLICY AND FUNDING COORDINATION (cont'd)

KeyWords	(Draft) Initiatives	Partner Notes	Partners Lead Partner in Bold Font	Timeline 2017-18	2019-20	2021-22
Transit/Transportation System	Increase transit ridership by offering workplace incentives, increasing service to employment centers and targeted marketing to potential system users.	Include cross-county transit analysis and strategies.	Intercity Transit , Thurston EDC, Chambers, Large Employers, Thurston County, TRPC, Cities	→	→	→
Reclaimed Water Strategy	Support development of reclaimed water infrastructure to reduce new source need, ensure capacity and develop alternative source supply for applicable industries.	Strategy to begin following results of ongoing infiltration study. Identify potential uses/benefits for ag industry.	LOTT, City of Yelm, Thurston County, Cities, Thurston EDC, Chambers	→	→	→
High Speed Communications Networks	Update communications infrastructure and ensure adequate system capacity to support emerging IT-Tech sector.	Begin with extension of network to strategic employment centers.	Cities, Thurston County, Infrastructure Providers, Thurston PUD, Thurston EDC, TRPC, Chambers, TCM (TCTV)	→	→	→

FOCUS AREA 5: BRAND DEVELOPMENT, PARTNERSHIPS AND COMMUNICATION

Our Vision: Develop a Thurston brand and promote our community as a preferred destination for investors, employers and employees based on our geographic location, cultural assets, Affordability and integrated workforce and educational systems.

Key Words	Initiatives	Partner Notes	Partners Lead Partner in Bold Font	Timeline 2017-18	2019-20	2021-22
Brand Alignment and External Marketing	Create a Thurston Business Brand and Marketing Strategy with ancillary materials and dedicated implementation funding.	Integrate quality of life, housing Affordability, workforce support. Build on VCB brand. Use materials and tool kits tailored to specific industry types. Define "who" we're trying to attract/recruit.	Thurston EDC, Thurston VCB, Thurston County, Cities	→	→	→
Partner Coordination and Information Sharing	Establish a peer cities networking group and meet regularly to discuss trends and conditions, retail recruitment and retention strategies and resource needs and approaches.	Goal is to reduce competition for revenue sources and increase broader regional appeal to investors. Consider integrating the Thurston Economic Alliance Strategic Plan within the Thurston Thrives structure.	Cities, Thurston EDC	→	→	→
Communications Plan	Develop a communications plan for reporting Economic Development Plan progress, priorities and impact to internal and external audiences.	Address hot topic issues. Use indicators to tell community "how we're doing" / show how economic development is integrated with other community priorities (health, service funding, etc.). May need to break down by municipality.	Thurston EDC, Chambers, Thurston County, Cities, TRPC	→	→	→
TCEA Funding Strategies	Establish an ad-hoc committee as part of the Strategic Plan implementation program responsible for identifying funding strategies for priority initiatives.		Thurston EDC, TRPC, Port of Olympia, Cities, Thurston County, Chambers, Private Sector, Colleges	→	→	→
Conference and Meeting Space Strategy	Create and implement a conference and meeting space development strategy to serve Thurston's growing population and visitor industry.	Initiate partner planning to scope viability, competition, demand, barriers, concerns and timing.	Thurston VCB, Cities, Thurston County, Thurston EDC, Chambers, Colleges, Hoteliers			→
Signature Projects and Place-Making	Prioritize investment in strategic place-making initiatives that increase Thurston County's appeal to investors and employers.	E.g.: Woodland District, Brewery District, Oly DOWntown and Harrison) – reach out to I.D. where most in need of targeted support.	Cities, Thurston EDC, Chambers, Thurston VCB, Port of Olympia, Developers, Cultural Groups	→	→	→

About Thurston Community Economic Alliance

The Thurston Community Economic Alliance is a voluntary partnership of local governments, businesses, non-profits, educational institutions and economic development practitioners that collaborate on the development, implementation and review of efforts to build and maintain a dynamic and sustainable economy.

FOR MORE INFORMATION, PLEASE CONTACT

Thurston Economic Development Council

4220 6th Avenue SE | Lacey WA 98503

PH: (360) 754-6320 | FX: (360) 407-3980

www.thurstonedc.com/tcea



City Council

Approval of Ordinance Amending Olympia Municipal Code Section 10.16.270, Penalties

Agenda Date: 5/2/2017
Agenda Item Number: 4.D
File Number: 17-0485

Type: ordinance **Version:** 1 **Status:** 1st Reading-Consent

Title

Approval of Ordinance Amending Olympia Municipal Code Section 10.16.270, Penalties

Recommended Action

Committee Recommendation:

Not referred to a committee.

City Manager Recommendation:

Move to approve on first reading and pass on to second reading the proposed ordinance amending Olympia Municipal Code Section 10.16.270, Penalties

Report

Issue:

Whether to amend Olympia Municipal Code (OMC) 10.16.270, Penalties, to a set penalty of double the ticket amount, with a maximum penalty of \$25.

Staff Contact:

Annaliese Harksen, Deputy City Attorney/Police Legal Advisor, 360.753.8338

Presenter(s):

None - Consent Calendar Item.

Background and Analysis:

RCW 46.63.110, Monetary Penalties, sets the penalty amount to be imposed for failure to respond to notice of a parking infraction at any amount, up to a maximum of \$25. The current language in OMC 10.16.270 simply doubles the amount of the parking ticket. This amendment to OMC 10.16.270 retains the doubling method but sets the maximum penalty at \$25, in keeping with state law.

Neighborhood/Community Interests (if known):

N/A

Options:

1. Approve the proposed ordinance amending OMC Section 10.16.270, Penalties, and pass onto second reading.

2. Direct staff to draft an amendment for less than the penalties proposed in the attached to OMC 10.16.270.

3. Do not approve the amendment.

Financial Impact:

Unknown

Attachments:

Ordinance

AN ORDINANCE OF THE CITY OF OLYMPIA, WASHINGTON, AMENDING SECTION 10.16.270 OF THE OLYMPIA MUNICIPAL CODE REGARDING PENALTIES FOR FAILURE TO PAY A PARKING INFRACTION

WHEREAS, RCW 46.63.100 provides for a \$25 maximum penalty for failure to respond to a notice of traffic infraction relating to parking, which must be set forth in ordinance, regulation, or resolution; and

WHEREAS, the City Council wishes to update Olympia Municipal Code Section 10.16.170 to be consistent with state law;

NOW, THEREFORE, THE OLYMPIA CITY COUNCIL ORDAINS AS FOLLOWS:

Section 1. Amendment of OMC 10.16.270. Olympia Municipal Code 10.16.270 is hereby amended to read as follows:

10.16.270 Penalties

Any penalty imposed for a violation of any section in this chapter (including any sections of State law adopted by reference) that remains unpaid to the Olympia Municipal Court or a payment schedule therefore is not arranged through the Olympia Municipal Court within thirty (30) days of being assessed are subject to increase and/or additional penalties as follows:

A. The penalty for failure to respond to a notice of traffic infraction related to parking shall be the amount of the infraction automatically be increased by 100%⁺, not to exceed a maximum of twenty-five and No/100 dollars (\$25.00);

B. If the penalty imposed for a violation of any section of this chapter, as increased, is not paid within sixty days of the date it was imposed:

1. The penalty original unpaid balance plus any additional penalty will be turned over to a collection agency for collection and may be subject to an additional collection surcharges; and
2. The person assessed the penalty may be placed on the scofflaw list pursuant to OMC 10.16.280, and the person's vehicle may be subject to immobilization and/or impoundment thereunder.

Section 2. Severability. If any provision of this Ordinance or its application to any person or circumstance is held invalid, the remainder of the Ordinance or application of the provisions to other persons or circumstances shall remain unaffected.

Section 3. Ratification. Any act consistent with the authority and prior to the effective date of this Ordinance is hereby ratified and affirmed.

Section 4. Effective Date. This Ordinance shall take effect thirty (30) days after publication, as provided by law.

MAYOR

ATTEST:

CITY CLERK

APPROVED AS TO FORM:



DEPUTY CITY ATTORNEY

PASSED:

APPROVED:

PUBLISHED:



City Council

Approval of 2017 Percival Plinth Project Sculpture Recommendations

Agenda Date: 5/2/2017
Agenda Item Number: 6.A
File Number: 17-0366

Type: decision **Version:** 2 **Status:** Other Business

Title

Approval of 2017 Percival Plinth Project Sculpture Recommendations

Recommended Action

Committee Recommendation:

The Arts Commission recommends approval of the 15 sculptures and 2 alternates for the 2017 Percival Plinth Project.

City Manager Recommendation:

Move to approve 15 sculptures and 2 alternates for the 2017 Percival Plinth Project.

Report

Issue:

Whether to approve the slate of sculptures recommended by the Arts Commission for the 2017 Percival Plinth Project of rotating sculpture.

Staff Contact:

Stephanie Johnson, Arts & Events Program Manager, Olympia Parks, Arts & Recreation,
360.709.2678.

Presenter(s):

Stephanie Johnson, Olympia Parks, Arts and Recreation
Diana Fairbanks, Chair, Art in Public Places Committee, Olympia Arts Commission

Background and Analysis:

At their April 13 meeting, members of the Arts Commission approved the slate of sculptures for the 2017 Percival Plinth Project. The jury composed of Arts Commissioner Kathy Murray and sculptor Don Freas deliberated for 2 hours over 33 entries on Tuesday, March 28. The Art in Public Places reviewed the recommended sculptures and replaced one of the selections with another work by the same artist as the original choice was no longer available.

Recommended artworks include:

Aqueous by Cyrra Robinson, Olympia, WA, 16"x 17"x 49"|Copper sheet and tube

Type: decision **Version:** 2 **Status:** Other Business

Diana's Quiver by Karsten Boysen, Port Orchard, WA, 7'x5'x4' | Welded salvaged steel
Doryman by Louise McDowell, Seattle, WA, 12"x15"x15" | Bronze
Earthsound by Jon Kalin, Rochester, WA, 12"x24"x15" | Bronze on stone
Embrace by Ken Turner, Seattle, WA, 84"x20"x24" | Stainless steel
Fat Tire #2 by Lance Carleton, Everett, WA, 48"x78"x36" | Metal
Fossil II by Lin McJunkin and Milo White, Conway, WA, 72"x24"x14" | Powder coated steel and cast glass
Growing by Jesse Swickard, Sherwood, OR, 10'x4'x3' | Stainless Steel
Midori Spring by Ann Fleming, White Salmon, WA, 65"x29"x13" | Bronze with steel pedestal
Peace Dove by Charles Fitzgerald, Puyallup, WA, 40"x30"x20" | Stainless steel
Ribbon by Rodger Squirrel, Lake Forest Park, WA, 96"x16"x16" | Stainless steel
Sentry by Kevin Au, Mercer Island, WA, 65"x18"x22" | Steel
Stargazer by Timm Duffy, Shelton, WA, 36"x17"x17" | Bronze
The Wisdom Seeker by Leon White, Seattle, WA, 4'x9"x9" | Sandstone, gold paint
Wounds of Time by Grant Walker, Olympia, WA, 84"x244"x16" | Alder, steel

Alternates:

Evolution, by Robert Gigliotti, Bow, WA, 36"x14"x14" | Stainless steel
Intelligent Design for the Worshipers of the Supreme Ideal by Charles Swank, Olympia, WA | Mixed media

Neighborhood/Community Interests (if known):

Hundreds of Olympia residents and visitors participate in the annual Percival Plinth Project People's Choice vote each summer.

Options:

1. Approve 15 sculptures and 2 alternates for the 2017 Percival Plinth Project.
2. Do not approve 15 sculptures and 2 alternates for the 2017 Percival Plinth Project.
3. Modify the decision.

Financial Impact:

\$700 honoraria per sculpture, up to \$10,000 for the People's Prize purchase, from the Municipal Art Fund.

Attachments:

Recommended Sculptures

Percival Plinth Project
Council Recommendation 2017
May 2, 2017





Aqueous

by Cyrra Robinson, Olympia, WA

16" x 17" x 49" | Copper sheet and tube



Diana's Quiver

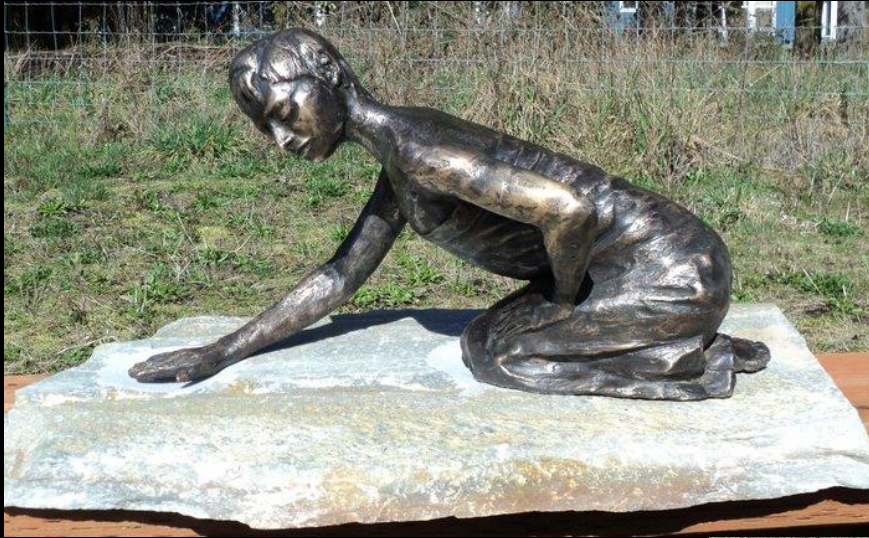
by Karsten Boysen, Port Orchard, WA
7'x5'x4' | Welded salvaged steel





Doryman

by Louise McDowell, Seattle, WA
12"x15"x15" | Bronze



Earthsound

by Jon Kalin, Rochester, WA

12"x24"x15" | Bronze on stone



Embrace

by Ken Turner, Seattle, WA

84"x20"x24" | Stainless steel



Fat Tire #2 by Lance Carleton, Everett, WA, 48"x78"x36" | Metal



Fossil II

by Lin McJunkin & Milo White, Conway, WA
72"x24"x14" | Powder coated steel and
cast glass



Growing by Jesse Swickard, Sherwood, OR, 10'x4'x3' | Stainless Steel



Midori Spring
by Ann Fleming, White Salmon, WA
65"x29"x13" | Bronze with steel pedestal



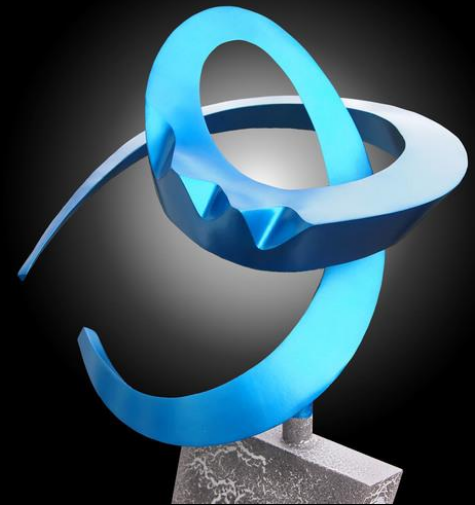
Peace Dove
by Charles Fitzgerald, Puyallup, WA
40"x30"x20" | Stainless steel





Ribbon

by Rodger Squirrell, Lake Forest Park, WA
96"x16"x16" | Stainless steel



Sentry

by Kevin Au, Mercer Island, WA
65"x18"x22" | Steel



Stargazer
by Timm Duffy, Shelton, WA
36"x17"x17" | Bronze



The Wisdom Seeker

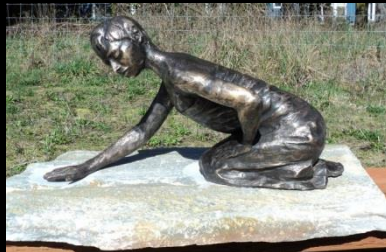
by Leon White, Seattle, WA

4'x9"x9" | Sandstone, gold paint



Wounds of Time

by Grant Walker, Olympia, WA
84"x244"x16" | Alder, steel





Evolution, by Robert Gigliotti, Bow, WA
36"x14"x14" | Stainless steel



**Intelligent Design for the
Worshipers of the Supreme Ideal**
by Charles Swank, Olympia, WA
Mixed media



City Council

Approval of Arts, Cultures and Heritage Program Scope of Work and Funding for an RFP

Agenda Date: 5/2/2017
Agenda Item Number: 6.B
File Number: 17-0486

Type: decision **Version:** 1 **Status:** Other Business

Title

Approval of Arts, Cultures and Heritage Program Scope of Work and Funding for an RFP

Recommended Action

Committee Recommendation:

Move to approve the ARCH Scope of Work and \$50,000 in funding to hire a consultant through a Request for Proposals process.

City Manager Recommendation:

Move to approve the Finance Committee's recommendation to approve the ARCH Scope of Work and \$50,000 in funding to hire a consultant through a Request for Proposals process.

Report

Issue:

Whether to approve the ARCH scope of work and funding for a Request for Proposals.

Staff Contact:

Steve Hall, City Manager, 360.753.8370
Jay Burney, Assistant City Manager, 360.753.8740

Presenter(s):

Jay Burney, Assistant City Manager

Background and Analysis:

The City Council referred this topic to the Finance Committee to review the draft scope of work and recommend funding to develop strategies to expand the City's leadership in nurturing Olympia's Arts, Cultures and Heritage (ARCH) profile.

ARCH programs, projects and events contribute to the City's goals of a vibrant, livable community by contributing to our economic base, enhancing our identity and "sense of place," creating new opportunities for recreation and play, and deepening our understanding of our region and its history. Olympia has tremendous cultural and historical treasures, yet the City's support for ARCH falls short of the investment in other communities.

The Downtown Strategy, the Metropolitan Parks District, the Parks, Arts & Recreation Plan, and the City Comprehensive Plan reinforce the importance of ARCH to our community and identify goals and strategies that are unreachable without additional resources. A wide range of events, programs and projects would better safeguard and highlight Olympia's heritage, honor diverse cultures, and adequately support and encourage art and artists. A more creative and entrepreneurial approach - with additional resources - are needed to cultivate arts, culture and heritage opportunities.

For all these reasons, the time is right for Olympia to assess the best strategies to foster an environment where arts, culture and heritage can thrive in the years ahead.

To assist in this endeavor, it will be necessary to engage a consultant to assess the City's best options for expanding leadership, allocating and leveraging resources, and tracking results. The attached ARCH RFP details the scope and tasks for a consultant to accomplish this work. The consultant's work includes analysis of what's working in other communities as well as the opportunities and challenges in our community; identification of goals, strategies and timeline; return on investment, clarifying steps toward integrating programs and efforts, and to build new alliances.

The Scope of Work and RFP were reviewed by the Finance Committee at its April 17, 2017 meeting. Comments received by the Finance Committee have been incorporated into the version before Council for approval. Council set aside \$50,000 in year end funds to be used for this work once the scope is approved by the full Council. A Proposed Timeline for the RFP process and completion of the work is attached. The final timeline will be developed once a consultant is selected.

Neighborhood/Community Interests (if known):

N/A

Options:

Move to approve the ARCH Scope of Work and \$50,000 in funding to hire a consultant through a Request for Proposals process.

Move to approve the ARCH Scope of Work as revised by Council and \$50,000 in funding to hire a consultant through a Request for Proposals process.

Do not approve the ARCH Scope of Work and \$50,000 in funding to hire a consultant through a Request for Proposals process. Advise staff as to next steps.

Financial Impact:

Council set aside \$50,000 in year end funds to be used for this work once the scope is approved by the full Council.

Attachments:

ARCH RFP

Proposed ARCH RFP Timeline

REQUEST FOR PROPOSALS (RFP)**FOR****Development of an Expanded Arts, Culture and Heritage Profile for Olympia**

Contract Amount: \$50,000

Anticipated contract period: June - November 2017

INTRODUCTION

The City of Olympia seeks proposals from firms or individuals to provide research, options and recommendations to enhance the Olympia community's offerings of and support for programs, activities and events in arts, cultures and heritage (ARCH).

The selected consultant must have knowledge of arts, cultures, and heritage programs in other communities throughout the nation; an understanding of how local governments can best support and catalyze these efforts; and demonstrated ability to provide and present recommendations to elected officials, community leaders and the general public.

This RFP is being published **May 10, 2017**; the deadline for responses is **June 12, 2017**. This is not a postmark deadline. Earlier responses are welcome and interview/s will be scheduled with one or more RFP respondent/s as soon as practical after a qualifying response has been received by the City of Olympia and reviewed for responsiveness to the RFP Criteria.

OBJECTIVES

The purposes of this project are to take the City's arts, cultures and heritage programs, events and experiences to the next level:

- To refresh and expand Olympia's efforts to deliver creative and effective public programs and support for arts, cultures and heritage, and to reach participants and supporters of arts, cultures and heritage who are increasingly sophisticated, mobile and diverse.
- To ensure arts, cultures and heritage contribute to the City's comprehensive plan [link]; the Parks, Arts & Recreation Plan [link], and the Downtown Strategy [link].
- To grow and enrich participation of community groups, artists, historians and others in Olympia's arts, cultures, and heritage profile.
- To establish a broader nationwide reputation for arts, cultures and heritage.
- To provide analysis, clarify options, and explore mechanisms for strengthening the City's commitments to arts, cultures and heritage.

BACKGROUND

Olympia has a well-established reputation for arts and heritage Programs. The City has achieved national recognition for its history, diverse cultures, artists, and creativity.

In addition, Olympia has strong interest in its heritage as a place where communities have lived, worked, and gathered for thousands of years. Olympians are proud to celebrate our story as

Washington State's capital. In addition to the City's 30-year-old historic preservation program, multiple community groups and individuals promote and support a deep connection to Olympia's tribal and historical places.

The Olympia Arts Commission and Olympia Heritage Commission are staff-supported citizen advisory committees that provide policy and program recommendations to City Council, as well as oversight for a number of events, activities and products. Numerous community organizations, groups and individuals contribute to varied experiences and resources.

And, finally, the City's Comprehensive Plan, Parks Plan, Historic Preservation Plan, and Downtown Strategy each highlight the value of arts, culture and history as critical elements for adding to the livability and the economy of the community.

We are proud of what we have accomplished and treasure the quality of life in our community. The City seeks to build on this strong foundation to further develop an ARCH profile that strengthens, demonstrates and leverages our commitment to arts, cultures, and heritage.

TASKS FOR THE CONSULTANT

- Develop an assessment of the community's current efforts, including but not limited to those supported directly by the City.
 - Interview key stakeholders and participants in the Olympia community's current ARCH efforts.
 - Review and analyze relevant policies and plans, including but not limited to the City Comprehensive, Arts Parks and Recreation Plan, and Downtown Strategy.
 - Closely coordinate with a City appointed Resource Committee to thoroughly learn and understand the Community's ARCH status.
- Identify most relevant and promising practices from comparable communities regionally and nationally, focusing on models that should inform Olympia's considerations of ARCH investments and priorities.
- Work with the Resource Committee and key stakeholders to develop a vision, priorities and other options for the community's ARCH efforts.
- Create options that recognize limited City resources including an option with no added City resources, one with marginal increases in funds (\$100,000 -150,000) and an option tied to a broader funding source such as a cultural access sales tax. Provide information on the return on investment gained by the implementation of the priorities and options identified.
- Analyze options and prepare recommendations for achieving the vision, including strategic priorities, financial models for revenue and expenditures, personnel and staffing models, building community support, and strengthening partnerships and alliances within City departments and across the community.

- Work with the Economic Development Council to scope and complete a Creative Vitality Index for Olympia.

PROJECT TIMING

Following selection of a consultant, a contract for services will be finalized. We hope a draft report will be presented to the City Council by September 12, 2017 and a final presentation and report will be delivered no later than October 17, 2017.

SUBMISSION REQUIREMENTS: DUE 5 pm PDT FRIDAY,

Please provide two hard copies and one digital copy of your response and qualifications to Jay Burney, Assistant City Manager.

Proposals must be delivered to 601 4th Avenue East Olympia, Washington no later than 4:00 p.m. PDT on Monday, June 12, 2017.

Submit digital responses on a CD or USB flash drive or by email to jburney@ci.olympia.wa.us. Submissions must include:

- A one-page letter of interest outlining your qualifications for this contract and your availability in the timeframe as outlined in this RFP.
- A list of relevant work samples, including documentation (such as a report or plan) for one project in which you played a significant role. Specify your role and the date of the project. This can be a web link or a printed document.
- Current resume, not to exceed five pages, including name, address, phone number, email address and website for lead roles in your proposal.
- Three reference who can speak to your eligibility for this project. Please provide name, title, address, email and current daytime telephone for each reference.

GENERAL TERMS AND CONDITIONS

(1) Questions related to this RFP shall be submitted in writing. **Questions via telephone will not be accepted.** All questions to this RFP must be received by Wednesday, May 24, 2017 at 4:00 p.m. Pacific Daylight Time. Questions received after this date may not be answered. All submitted questions will be addressed via addendum and posted on Builder Exchange of Washington web site under City of Olympia Goods and Services category.

(2) Proposals must be sealed and plainly marked:

Request for Proposal – Development of an Expanded Arts, Culture and Heritage Profile

Jay Burney
Assistant City Manager
City of Olympia
601 4th Avenue E

(3) Respondents assume the risk of any delay in the mail. Whether sent by mail or by personal delivery, respondents assume responsibility for having the proposals deposited on time at City Hall. All proposals received after the designated time stated will not be considered.

(4) After your submittal, an RFP Committee will arrange an interview for those respondents that are short listed, which either shall be in person or by conference call, as determined by the committee.

(5) Once the RFP Committee has selected its preferred RFP respondent(s), the Committee will enter into a letter of intent with the respondent(s). The letter of intent will provide for a period of time (to be negotiated with the respondent(s)), in which the City will cooperate exclusively with the respondent(s) in the review and development of a final lease agreement.

(6) Once the respondent(s) delivers a final project proposal and applicable legal document (e.g. lease), the Assistant City Manager will determine whether or not to recommend the final proposal and/or lease for approval by the City Council.

SELECTION CRITERIA

The City may select more than one respondent to enter into the final agreement and proposals will be evaluated based on the following criteria:

- (1) Professional, appropriate and complete response to this RFP that is well-organized and submitted on time and as specified.
- (2) Previous experience on similar projects.
- (3) Demonstrated experience working successfully with multiple stakeholders and in/with a public entity.
- (4) Proposed approach to the project, including consideration of local limitations and opportunities.

A selection committee will rank the qualifications and approach of each team. One or more respondents may be selected for an oral interview. The goal of the City is to select a team within 30 days of the submittal deadline.

The selection committee shall consist of:

- The Mayor
- A member of the City's Arts Commission
- A member of the City's Heritage Commission
- A member of the City's Historic Society
- Assistant City Manager
- City's Arts Program Manager
- City's Historic Preservation staff member

The selection committee shall make a recommendation to the full City Council.

An EEOC Compliance Review Form will be required for this project.
The City reserves the right to award the contract in whole or in part if deemed in the best interest of the City.

DISCRETION AND LIABILITY WAIVER

The City of Olympia reserves the right to reject all proposals or to request and obtain, from one or more of the respondents, supplementary information as may be necessary for the City to analyze the proposals pursuant to the consultant selection criteria contained herein.

The respondent, by submitting a response to this RFP, waives all right to protest or seek any legal remedies whatsoever regarding any aspect of this RFP.

The City shall not be responsible for any costs incurred by the respondents in preparing, submitting or presenting its response to the RFP.

It is the sole responsibility to the RESPONDENT to assure that they have received the entire RFP.

The City reserves the right to negotiate with the selected respondent(s) the exact terms and conditions of the contract or lease agreement.

The City is under no obligation to award this project to the respondent offering the overall lowest fee or lease terms. Evaluation criteria included in this document shall be used in evaluating proposals.

All bid documents are public record and subject to public disclosure.

CONTACTS

All questions regarding this RFP shall be directed to:

Jay Burney
Assistant City Manager
City of Olympia
jburney@ci.olympia.wa.us
601 4th Avenue E
Olympia, WA 98501

DIRECTIONS FOR DELIVERY OF PROPOSAL

The deadline for submission of proposals is **June 12, 2017**.
No faxed will be accepted.

Mail-in proposals must be received no later than June 13, 2017.

Deliver two (2) hard copies of the proposals and an electronic PDF file to (provided that any cash flow spreadsheets be delivered in Microsoft Excel (.xls) format):

Jay Burney
Assistant City Manager
jburney@ci.olympia.wa.us
City of Olympia
601 4th Avenue E
Olympia, WA 98501

Please do not contact The City of Olympia for status of the selection process.

END OF RFP

Proposed ARCH RFP Timeline

May 10th – Upload to Builders Exchange of WA, place ad in Daily Journal of Commerce

May 14th – Place Ad in Olympian

May 24th – All Questions Due

May 26th – Addendum #1 – Answers to Questions Released

June 12th – RFP Submittals Due

June 12th – June 23rd – RFP Review/Ranking/Short List

June 28th – Interview Short List Candidates – Make Final Selection

June 28th – July 14th – Scope & Contract Prep

July 14th – October 13th – RFP Tasks Completed**

October 17th - RFP Work Presented to Council for Review and Approval

** Will verify final schedule once a consultant is selected.



City Council

Approval to Conduct a Citizen Survey Concerning Public Safety and Affordable Housing Needs

Agenda Date: 5/2/2017
Agenda Item Number: 6.C
File Number: 17-0480

Type: decision **Version:** 1 **Status:** Other Business

Title

Approval to Conduct a Citizen Survey Concerning Public Safety and Affordable Housing Needs

Recommended Action

Committee Recommendation:

Not referred to a committee.

City Manager Recommendation:

Move to direct staff to enter in a professional services contract with Elway Research to conduct a scientifically valid survey to test public support for affordable housing and public safety needs.

Report

Issue:

Whether to conduct a citizen survey to test public support for public safety and affordable housing needs.

Staff Contact:

Steve Hall, City Manager, 360.753.8244

Keith Stahley, Director, Community Planning and Development, 360.753.8227

Ronnie Roberts, Police Chief, 360.753.8147

Presenter(s):

Steve Hall, City Manager

Background and Analysis:

Over the course of the last two years and more - citizens, stakeholders and others have expressed the need for City services and assistance in the areas of affordable housing and public safety/court/law enforcement efforts.

Public Safety:

The Olympia Police Department (OPD) has been working to build stronger, trusting relationships with all segments of the Olympia community. In addition, the Department and the City have been responding to concerns and articulated public safety priority needs of citizens expressed through

neighborhoods, downtown users, merchants, minority populations and others.

OPD has been able to build strong liaison relationships with a number of groups ranging from the Hispanic Roundtable to the YWCA to the PBI and many more. The Department has also been innovative in the use of limited resources in meeting community requests. Finally, the Department has also undertaken significant training and policy development to lead in the era of 21st Century policing principles.

Much has been done within existing resources. However, lack of further resources is holding the City back from meeting community needs and expectations. Consequently, the City has crafted a unique set of public safety/community security service proposals in response to what the public has said. They include:

- Walking Patrol - expanded day time and adding night time
- Community Court - continue the program (grant expires in 2018)
- Mental Health Response - contract with a mental health provider for outreach in downtown
- Neighborhood liaison police officers and expanded code enforcement
- Support for training, policy development and diversity recruitment

A citizen survey will help test the level of citizen support for these proposals. It will also help to hear from the public about their public safety priorities.

Affordable Housing:

For the past several years, the issue of affordable housing has become a growing issue regionally and in Thurston County. Not only are housing costs becoming less affordable for many segments of the population, but the needs of homeless and the most vulnerable citizens throughout Thurston County are underserved.

A citizen group has been working with the cities of Olympia, Tumwater and Lacey to encourage more local housing dollars targeted specifically toward permanent supportive housing for the most vulnerable citizens in our area.

These dollars could serve vulnerable populations ranging from families with children to the elderly to the mentally ill.

Recent funding measures in Bellingham and Vancouver have provided added local dollars to meet housing needs in those communities.

The survey can test citizen support and priorities in the area of affordable housing.

The Survey:

On April 11, the City Council approved \$25,000 to conduct the survey.

Elway Research has developed questions to test public interest while avoiding language that could bias responses.

If the City Council approves the project, next steps will include:

- Random telephone responses from at least 400 households (landline and cell)
- On-line surveys for invited random citizens (this yielded nearly 900 responses from our parks survey)
- About one week to conduct the actual survey with another 2-3 weeks to finalize all the reporting
- Estimated cost of \$25,000

Neighborhood/Community Interests (if known):

There is significant and widespread interest and support in each of these areas. In addition, at a recent discussion with the Coalition of neighborhoods, there was enthusiastic support for the public safety proposals.

Options:

- Approve moving ahead with the survey
- Ask Elway Research to add questions or remove/change fatal flaw
- Decide not to conduct the survey

Financial Impact:

Estimated - \$25,000 approved use of Council Goal money.

Attachments:

Housing/Public Safety Citizen Survey

Hello. I'm calling from Elway Research, an independent public opinion firm here in Washington. My name is _____. We are conducting a public opinion survey about issues in the City of Olympia. You are one of 400 persons – selected at random – who is being interviewed. Your answers will be completely confidential. We are not selling anything and no one will contact you as a result of this call.

We are trying to keep our sample in balance, so my instructions are to talk to a [MALE / FEMALE] registered voter at this number.

-
- | | | |
|-----|--|----------------|
| S1> | Are you registered to vote in Washington State? | Yes → GO TO S3 |
| OR> | Is there a [MALE / FEMALE] registered voter at home? | No → GO TO S2 |
-
- | | | |
|-----|---|-------------------|
| S2> | Then my instructions are to interview you. | Yes → GO TO S3 |
| | Are you registered to vote in Washington State? | No → THANK & TERM |
-
- S3> Am I calling you on your cell phone?
(IF YES) Are you in a safe place to talk?
1. Yes, on a cell phone, and in a safe place
 2. No, not on a cell phone
 3. Yes, on a cell phone, but not in a safe place
 4. (DON'T READ) DK/NA

-
1. First, in your opinion, what is the most significant issue facing the City of Olympia at this time?
[OPEN]
 2. In a typical week, how many days are you in Downtown Olympia?
0...1...2...3...4...5...6...7
- The City Council is considering some new or expanded services in the areas of public safety and affordable housing. These next questions are about these proposals.

ROTATE PUBLIC SAFETY / HOUSING BLOCKS

HOUSING

3. [One / Another] proposal concerns housing for Olympia’s most vulnerable citizens. Most vulnerable means people not able to meet basic needs of shelter and safety. Like many cities, Olympia has increasing rental rates and decreasing housing vacancy. These circumstances, coupled with a lack of shelter space, has contributed to a concentration of homeless people downtown.

The city council is considering a package of services to help vulnerable youth, adults and families in Olympia, such as low-income, developmentally disabled, homeless, mentally ill, and others. The package has several parts. As I read each one, tell me if you would be likely to Strongly Oppose that proposal, Oppose, Support or Strongly Support having the city do that. The first one is...

DO NOT ROTATE STG OP OPP SUPORT STG SUPT DK

- 1: The City would fund the construction of 250 housing units for this vulnerable population..... 1.....2..... 3 4 5
- 2: Make this what is called Supportive Housing, which includes services such as drug and alcohol treatment as well as mental health services. 1.....2..... 3 4 5
- 3: Include rental assistance and other programs to prevent homelessness. 1.....2..... 3 4 5
- 4: Include more shelter beds, a homeless daycare center and other services for homeless people..... 1.....2..... 3 4 5

4. If a proposal including all these features were put before the voters, would you be inclined to [READ & ROTATE] this proposal?

ROTATE TOP/BOTTOM

- 1. Definitely Oppose
- 2. Probably Oppose
- 3. Probably Support
- 4. Definitely Support
- 5. [DK/NA]

5. What would be some reasons you would [SUPPORT / OPPOSE] this proposal? [OPEN]

6. Next I am going to read a few statements about this housing proposal. As I do, tell me whether you Disagree Strongly, Disagree Mildly, Agree Mildly or Agree Strongly with each one. The first one is...

ROTATE AG STG AGREE DISAGR DIS STG NA

- 1: Housing is a regional problem. Olympia should wait and be part of a regional solution with other cities in the county..... 1.....2..... 3 4 5
- 2: Building permanent housing will take several years. The city should focus on an immediate response to homelessness in the city 1.....2..... 3 4 5

PUBLIC SAFETY

7. [First / Next] I am going to read you the proposals for public safety. As I read each one, tell me whether you would be inclined to Strongly Oppose that proposal, Mildly Oppose it, Mildly Favor it or Strongly Favor it. The first one is...

ROTATE	STG OP	OPP	FAV	STG FAV	DK
1: Hiring five new police officers for the downtown walking patrol, bringing the total to seven officers - increasing both day time and night time walking patrols	1	2	3	4	5
2: Hiring two new police officers, plus one new code enforcement officer assigned to neighborhoods, to deal with drug houses, speeding, trash and other nuisances	1	2	3	4	5
3: Partnering with a mental health provider to deliver mobile mental health outreach and services in downtown and elsewhere in the city	1	2	3	4	5
4: Taking over funding of the Community Court Program, which diverts low-level offenders from jail and steers them toward education, jobs, and other alternatives. Federal funding for that program runs out next year.	1	2	3	4	5
5: Continue funding training and policy for modern policing techniques, such as interacting with the mentally ill and training to ensure fair and impartial policing by making officers aware of underlying bias to	1	2	3	4	5

8. Of the programs we have just talked about, which one do you think should be the highest priority for the City of Olympia?

READ & ROTATE

1. Additional officers for the walking patrol downtown
2. Additional officers for neighborhood nuisance issues
3. Providing mobile mental health services
4. Continuing the community court program
5. Training in 21st Century Policing techniques
6. [NA]

9. Which of the programs we have just talked about do you think should be the lowest priority for the City of Olympia?

READ & ROTATE

1. Additional officers for the walking patrol downtown
2. Additional officers for neighborhood nuisance issues
3. Providing mobile mental health services
4. Continuing the community court program
5. Training in 21st Century Policing techniques
6. [NA]

10. If all of these policing programs were presented to the voters in a single package, would you be inclined to [READ & ROTATE] the package?

ROTATE TOP/BOTTOM

1. Definitely Oppose
2. Probably Oppose
3. Probably Support
4. Definitely Support
5. [DK/NA]

11. What would be some reasons you would probably [SUPPORT / OPPOSE] this package?
[OPEN]

12. The proposals in this package are somewhat non-traditional for a police department. Does that fact make you more likely to support or oppose the package?

1. SUPPORT
2. OPPOSE
3. UNDEC

13. There has been some discussion about the timing of this proposal. In 2012, Olympia voters approved a public a safety funding package to avoid cuts in programs and services. Which of these two statements come closest to you opinion about the timing of this new proposal?

1. It is too soon to ask voters to increase taxes again for public safety
2. This is a separate issue and five years is not too soon to ask voters
3. [NO OPINION]

STOP ROTATION

14. Both the policing programs, that we discussed earlier, and the housing proposal will require more taxes. If they were on the ballot, what you would most likely do? Would you...

ROTATE TOP/BOTTOM

1. Support both proposals
2. Support the policing measure, but not the housing proposal
3. Support the housing proposal, but not the policing proposal
4. Oppose both proposals
5. [UNDEC]

15. If both the policing and housing proposals were combined into a single ballot measure, would you...

ROTATE TOP/BOTTOM

1. Definitely Support it
2. Probably Support it
3. Probably Oppose it
4. Definitely Oppose it
5. [UNDEC]

16. The city has four potential sources of money to pay for these proposals. Which of the following – if any – do you think would be the best way to pay for these programs?

ROTATE 1-4

1. Increase the property tax
2. Increase the sales tax
3. Increase taxes on city utilities
4. Increase the tax on businesses in the city
5. [NONE]
6. [COMBINATION]
7. [NO OPIN]

-
17. I have just a few last questions for our statistical analysis. How old are you?

1. 18-35
2. 36-50
3. 51-64
4. 65+
5. NA

18. Which of these best describes your household at this time:

1. Couple with Children at Home
2. Couple with No Children at Home
3. Single with Children at Home
4. Single with No Children at Home
5. [DK/NA]

19. In which area of the city do you live? Is it:

1. Northwest (NW)
2. Northeast (NE)
3. Southwest (SW)
4. Southeast (SE)
5. [NA]

20. Do you own or rent the place in which you live?

1. OWN
2. RENT
3. NA

21. Which of these the following best describes you at this time? Are you. . .

1. Self-Employed or Business Owner
2. Employed in Private Business
3. Employed in the Public Sector, Like a Govt Agency or Educational Institution
4. Not employed outside the home
5. Student
6. Retired
7. [DK/NA]

- 21.1. IF WORKING [1,2,3]: Is you place of work...

1. Inside the city of Olympia
2. Elsewhere in Thurston County
3. Outside Thurston County

22. Finally, I am going to list four broad categories. Just stop me when I get to the category that best describes your approximate household income - before taxes - for this year.

ROTATE TOP/BOTTOM

1. \$25,000 or less
2. 25 to 50,000
3. \$50 to 75,000
4. \$75 to 100,000
5. Over \$100,000
6. [DO NOT READ: NO ANSWER]

23. Thank you very much. You have been very helpful. [RECORD GENDER]

1. MALE
2. FEMALE