



Meeting Agenda

Finance Committee

City Hall
601 4th Avenue E
Olympia, WA 98501

Information: 360.753.8244

Wednesday, April 20, 2022

5:30 PM

Online and Via Phone

Register to Attend:

https://us02web.zoom.us/webinar/register/WN_q-MoRg7sSserUS2nG7-4wg

1. CALL TO ORDER

2. ROLL CALL

3. APPROVAL OF AGENDA

4. PUBLIC COMMENT

(Estimated Time: 0-15 Minutes)

During this portion of the meeting, community members may address the Committee for up to two (2) minutes regarding the Committee's business meeting topics.

5. APPROVAL OF MINUTES

5.A [22-0389](#) Approval of March 16, 2022 Finance Committee Meeting Minutes

Attachments: [Minutes](#)

6. COMMITTEE BUSINESS

6.A [22-0371](#) Utility Billing American Rescue Plan Act and System Performance Briefing

6.B [22-0368](#) Washington Center for the Performing Arts Financial Position and Covid Recovery Update

6.C [22-0350](#) Economic Development Update

Attachments: [Request or Information \(RFI\)/Statement of Qualifications \(SOQ\)](#)
[Economic Development Projects Budget](#)
[Economic Recovery and Reset Plan](#)

6.D [22-0359](#) Olympia Fire Department Basic Life Support Transport and CARES Programs Recommendation

6.E [22-0372](#) Review and Discuss 2021 Year-End funding list for 2022

Attachments: [Proposed Funding List](#)

7. REPORTS AND UPDATES

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

Finance Committee

Approval of March 16, 2022 Finance Committee Meeting Minutes

Agenda Date: 4/20/2022
Agenda Item Number: 5.A
File Number:22-0389

Type: minutes **Version:** 1 **Status:** In Committee

Title

Approval of March 16, 2022 Finance Committee Meeting Minutes



Meeting Minutes - Draft

Finance Committee

City Hall
601 4th Avenue E
Olympia, WA 98501

Information: 360.753.8244

Wednesday, March 16, 2022

5:30 PM

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Register to Attend:

https://us02web.zoom.us/webinar/register/WN_q-MoRg7sSserUS2nG7-4wg

1. CALL TO ORDER

Chair Parshley called the meeting to order at 5:30 pm.

2. ROLL CALL

Present: 2 - Chair Lisa Parshley and Committee member Yến Huỳnh

Excused: 1 - Committee member Jim Cooper

3. APPROVAL OF AGENDA

The agenda was approved.

4. PUBLIC COMMENT

Karen Messmer and Bob Jacob spoke.

5. APPROVAL OF MINUTES

5.A [22-0245](#) Approval of February 16, 2022 Finance Committee Meeting Minutes

The minutes were approved.

6. COMMITTEE BUSINESS

6.A [22-0242](#) Budget Snapshot: Property Tax

Finance Director Aaron BeMiller gave the report. Mr. BeMiller gave an overview of property taxes and how the City collects and can use the funds generated. He also explained levies and levy lid lifts.

The report was received.

6.B [22-0243](#) Olympia Metropolitan Parks District Levy Calculation Discussion

Parks, Arts and Recreation Director Paul Simmons started the discussion. Mr. Simmons said the Olympia Metropolitan Parks District has less banked capacity than thought, due to AV and was only growing at 1% rate.

The discussion was completed.

6.C [22-0241](#) Economic Recovery Workforce Training Center Project

Thurston County Chamber's President/CEO David Schaffert and VP of Workforce and Strategic Initiatives Megan Fiess gave the presentation. They said that as a part of the Economic Recovery package approved by Council on May 4, 2021, a commitment of \$1.375m for future ThurstonStrong efforts was made. The Olympia Workforce Training Center project would utilize \$575,000 of that funding. The funding for this project comes from the Economic Development Reserves.

Committee member Huynh moved, seconded by Chair Parshley, to approve a recommendation to advance the Economic Recovery Workforce Training Center project and forward to the full City Council for consideration. The motion carried by the following vote:

Aye: 2 - Chair Parshley and Committee member Huynh

Excused: 1 - Committee member Cooper

6.D [22-0244](#) 2023 Budget Process

City Manager Jay Burney began the discussion. He brought forth the idea of having a rollover budget for 2023 with no changes from the 2022 budget except uncontrollable expenses. He will come back to the Finance Committee with more information.

The discussion was completed.

7. REPORTS AND UPDATES - None

8. ADJOURNMENT

The meeting adjourned at 7:37 pm.



Finance Committee

Utility Billing American Rescue Plan Act and System Performance Briefing

Agenda Date: 4/20/2022
Agenda Item Number: 6.A
File Number:22-0371

Type: report **Version:** 1 **Status:** In Committee

Title

Utility Billing American Rescue Plan Act and System Performance Briefing

Recommended Action

Committee Recommendation:

Not referred to a Committee.

City Manager Recommendation:

Receive a briefing on the Utility Billing American Rescue Plan Act (ARPA) and System Performance.

Report

Issue:

Whether to receive a briefing on the Utility Billing American Rescue Plan Act (ARPA) and System Performance.

Staff Contact:

Thomas Donnelly, Accounting Manager, 360.570.3816

Presenter(s):

Thomas Donnelly, Accounting Manager

Background and Analysis:

In 2021, the City was awarded \$9,205,624 in American Rescue Plan Act (ARPA) funds. The City Council approved the recommended use of 1.3 million dollars for utility assistance.

The utility billing software, Naviline by Central Square, is not part of the new Workday software solution. Workday does not offer a utility solution. Naviline will continue to be supported by Central Square and performs without issues.

Staff will provide an update on the ARPA Utility Assistance funds and an overview of the Utility System software performance.

Neighborhood/Community Interests (if known):

City provided utility customers notice and education of the Utility Customer Support Programs

through online, direct mailings, and direct calls.

Options:

1. Receive the briefing.
2. Do not receive the briefing.
3. Receive the briefing at another time.

Financial Impact:

American Rescue Plan Act (ARPA) funds providing utility assistance has aided over 900 customers and reduced utility delinquencies by 1.2 million dollars.

Attachments:

None



Finance Committee

Washington Center for the Performing Arts Financial Position and Covid Recovery Update

Agenda Date: 4/20/2022
Agenda Item Number: 6.B
File Number: 22-0368

Type: discussion **Version:** 1 **Status:** In Committee

Title

Washington Center for the Performing Arts Financial Position and Covid Recovery Update

Recommended Action

Committee Recommendation:

Not referred to a committee.

City Manager Recommendation:

Receive a briefing on the Financial Position and Covid Recovery Update for the Washington Center for the Performing Arts.

Report

Issue:

Whether to receive a briefing on the Financial Position and the Covid Recovery Update for the Washington Center for the Performing Arts

Staff Contact:

Mike Reid, Economic Development Director, 360.753.8591

Presenter(s):

Mike Reid, Economic Development Director

Jill Barnes, Executive Director, Washington Center for the Performing Arts

Background and Analysis:

The Washington Center for the Performing Arts (Center) was constructed in 1985 by the City of Olympia. While the City owns the building, the Center holds a long-term lease agreement to provide quality and financially sound performing arts programming for the entire community.

The Washington Center Operating Agreement, 2016 Amendment states that the Center will occupy, manage and operate the facility. They are responsible for the costs of administration, daily operations, general maintenance of the building and premises and performance-related maintenance. The City of Olympia is responsible for maintaining and repairing the major systems including the HVAC equipment, building exterior and roof.

The 2016 agreement also requires the Center provide an independent audited financial report, quarterly budget reports and an annual operating budget to the City. Economic Development Director, Mike Reid serves as an Ex-officio member of the Board and receives these financial reports. Due to the impact of the pandemic the City approved a Financial Review in lieu of an audit for 2020 and 2021.

Jill Barnes, Executive Director of the Center will provide the Finance Committee with more detailed information on the Center's financial position, operating budget, capital budget and their COVID recovery efforts.

Neighborhood/Community Interests (if known):

The Washington Center for the Performing Arts provides a wide variety of entertainment and cultural activities to the community and is a community gathering place.

Options:

1. Receive the briefing.
2. Do not receive the briefing
3. Receive the briefing at another time.

Financial Impact:

The presentation will include information regarding the Center's financial position, operating budget, capital budget and their COVID reopening and recovery plan.

Attachments:

None



Finance Committee

Economic Development Update

Agenda Date: 4/20/2022
Agenda Item Number: 6.C
File Number:22-0350

Type: report **Version:** 1 **Status:** In Committee

Title

Economic Development Update

Recommended Action

Committee Recommendation:

Briefing only. No action requested.

City Manager Recommendation:

Briefing only. No action requested.

Report

Issue:

Whether to discuss the upcoming development of a long-term economic resiliency plan for Olympia, along with a status update about Thurston Strong implementation.

Staff Contact:

Amy Buckler, Strategic Projects Manager, Economic Development, Office of Community Vitality,
360.280.8947

Presenter(s):

Amy Buckler, Strategic Projects Manager
Mike Reid, Economic Development Director

Background and Analysis:

Staff will provide an overview of City of Olympia Economic Development efforts underway, including implementation of the Thurston Strong Economic Recovery and Reset Plan and development of a long-term economic resiliency plan for Olympia.

In response to the COVID-19 pandemic, Olympia joined forces with other economic development partners in the region in an effort known as Thurston Strong. Following several actions to respond to the immediate emergency, the partners developed a 24-month plan of action aiming to accelerate the region's Economic Recovery and Reset. Implementation of this plan is underway, and staff will highlight Olympia's efforts as well as those of other jurisdictions and partners.

With the 24-month plan underway, it is time for Olympia to start planning for longer-term economic

resiliency. Resiliency refers to a community's capacity to adapt and recover quickly from difficulties, and to thrive in the face of long-term challenges. Hand in hand with resiliency is equity, which means advancing a community that is just and equitable for all, regardless of race/ethnicity, sexual orientation, gender identity, religious belief, disability or income status. Community resiliency and equity will be the leading lens through which Olympia develops this plan.

Public and stakeholder outreach for long-term economic resiliency will kick off in late spring; formation of a public participation plan is underway. Following a competitive process, the City has hired the consulting firm J Robertson and Company to assist with this effort. J Robertson is uniquely qualified to assist Olympia, having deep knowledge of our regional economy and having played an instrumental role in the development of Thurston Strong. Attached is the Request or Information (RFI)/Statement of Qualifications (SOQ) used for soliciting consulting services, which outlines the elements of the project and focus areas to be explored.

Also attached for the Committee's review is the 2021-2022 Economic Development projects budget. Implementation of each item is underway.

Neighborhood/Community Interests (if known):

Staff expects there will be high public interest in long-term economic resiliency planning. Accordingly, public information and engagement opportunities will be ongoing throughout the process.

Options:

1. Receive the briefing.
2. Do not receive the briefing.
3. Receive the briefing at another time.

Financial Impact:

The City Council has allocated \$100,000 toward development of the economic resiliency plan. \$90,000 has been allocated for consultant services and \$10,000 will go toward project staffing.

Attachments:

Request or Information (RFI)/Statement of Qualifications (SOQ)
Economic Development Projects Budget
Economic Recovery and Reset Plan



SUMMARY

The City of Olympia is seeking a qualified individual or firm with professional consulting expertise to assist with the development of an economic resiliency plan. The emphasis will be on actionable strategies for building a resilient, inclusive, thriving economy and economically secure residents. Final deliverables include revision of the 20-year goals and policies in the Economic Element of the City's Comprehensive Plan and a 6-year action plan.

The City of Olympia is an Equal Opportunity Employer, committed to a diverse workforce. Women, people of color, and people with disabilities are encouraged to apply.

The successful candidate will demonstrate proven skills and technical competence in economic analysis, planning, policy and strategy development, and community engagement

Submission deadline:

The deadline for this RFI/SOQ is **Monday, February 28, 2022 at 5:00 pm Pacific Standard Time**. Earlier responses are welcome.

Electronic submittals should be sent to:

City of Olympia

Attn: Amy Buckler, Strategic Projects Manager

abuckler@ci.olympia.wa.us

See "Guidelines for Submittal" for more information on response requirements.

A. BACKGROUND

About Olympia

Olympia is the capital of the State of Washington and the county seat of Thurston County. With its beautiful natural setting, easy access to a wide range of recreation activities and strong sense of community, Olympia is a highly desirable location to live, work and play.

Olympia's estimated population is 55,600 people, with an additional 12,500 people living in the unincorporated urban growth area. The city's population is expected to grow at a rate of approximately 2% per year over the next 20 years.

Olympia is an employment center in the area. In 2017, nearly 12,000 Olympia residents worked in the city, while close to 37,000 workers who live in other jurisdictions were employed here, resulting in a total workforce of approximately 49,000 people - the majority of whom are non-residents. Top employment industries include public administration, health care and social services, education services, retail trade, and accommodation and food service.

Olympia has two major hospitals, a regional mall and an auto mall. Along with its award-winning public school system, there are three institutions of higher learning within the area that add to the local economy and quality of life, including: The Evergreen State College, South Puget Sound Community College and St. Martin's University.

Downtown Olympia is the cultural heart of the community. It is home to a thriving arts scene including the Washington Center for Performing Arts, Capitol Theater, State Theater, Olympia Family Theater, a burgeoning Creative District and numerous galleries and restaurants. Downtown also plays host to a growing list of family-friendly events, including a biannual Arts Walk and the world-famous Procession of the Species.

About Olympia's Economic Development Program

Olympia created an economic development program and hired its first Economic Development Director in 2015. In collaboration with other City departments and community partners, the City's economic development program plays a significant role in implementing the community's vision and goals.

The Economic Development Department's work plan has been informed by several local and regional plans as well as City Council priorities. Key activities include strengthening small businesses; retaining and expanding major employers; workforce development; capacity building for arts, culture and heritage programs; Downtown placemaking; and real estate development.

Since March of 2020, efforts have focused on community response and recovery from the COVID-19 pandemic. This includes working with the Thurston Regional Economic Recovery Task

Force to develop a 2-year recovery plan called Thurston Strong, for which the City of Olympia plays a strong role in implementation.

See the section “Resources” for links to major guiding plans.

B. PROJECT PURPOSE & SCOPE OF WORK

While existing plans provide a strong framework for economic development efforts in Olympia, recent events have highlighted gaps and a need to reexamine previous assumptions about our economic future. Over the next 12-18 months the City aims to develop its first economic resiliency plan. This plan should:

- Emphasize actionable strategies for building a resilient, inclusive, thriving economy and economically secure residents.
- Result in updated 20-year goals and policies for the economic element of Olympia’s Comprehensive Plan.
- Include a 6-year action plan, including the action, partners, timeline and estimates on near term implementation costs.

Major Lens

Community resiliency and equity go hand-in-hand and will be the leading lens through which we develop this plan.

- **Resiliency:** This refers to the capacity to adapt and recover quickly from difficulties, as well as thrive when faced with long-term challenges. Identifying the City’s role - including partnerships, investments and other strategies - in strengthening the economic resiliency of Olympia residents, businesses, our overall community and organization is the foundation of this planning effort.
- **Equity:** The City of Olympia is committed to advancing a community that is just and equitable for all, regardless of race/ethnicity, sexual identity, religious belief, disability or income status. We approach this planning effort knowing that not all Olympians have equal access to resources that help meet basic needs or opportunities to improve their quality of life, and that discriminatory barriers persist in our community. This planning process and resulting strategies to improve economic resiliency should strive to reduce economic barriers and expand opportunities for all community members, with emphasis on Black, Indigenous, people of color, LGBTQ+, disabled and low-income communities.

Focus Areas

While looking through the lens of resiliency and equity, there are three areas the City would like to focus on in this work:

- **Adapting to and Thriving in a Dynamic Economy:** Communities are dynamic and complex systems where change is always present. In this age, rapid technological and environmental changes have major economic impacts on both a local and international scale that are not always easy to forecast. The pandemic has also upended how people shop, work, where they choose to live and their relation to public spaces; we expect to see a shift in long term trends that impact the economy as a result. We'd like to explore these trends further as part of this work and how we can position Olympia residents, businesses, our overall community and organization to adapt to and thrive in an ever-changing economy.
- **Understanding Poverty in Olympia:** In 2019 the City commissioned an *Economic Ecosystem Report* to provide baseline information to guide policy and strategy development. The report highlighted issues of higher poverty rates and lower earnings in Olympia compared to Lacey, Tumwater and Thurston County as a whole. While some factors were identified that appear to contribute to Olympia's high poverty rate, the report identified additional research questions to explore as part of this effort. We would like to better understand poverty in Olympia and identify how the City can act with partners to reduce barriers to and expand economic opportunities for those who face poverty in our community.
- **Improving Community Vitality and Pride:** Olympians desire a community that offers a variety of entertainment, culture, arts and recreation opportunities. We also know that employers and entrepreneurs often choose to locate in cities with a rich mix of activities and culture because talented workers want to live in such places. Thus, we see community vitality as both a benefit to those who already live here, and a way to attract quality employment opportunities and expand on Olympia's reputation as the unique place in South Puget Sound. As part of this effort, we would like to explore ways in which the City and partners can foster the necessary features, as well as a local sense of pride and broader reputation for Olympia as a place of un-matched vitality.

SCOPE OF SERVICES

Review & Assessment:

- Review and assess existing demographic and socio-economic data, labor force characteristics, sales tax revenue, other economic data and key financial indicators.

- Gather and assess additional data based on recommendations from the *Olympia Economic Ecosystem Report*, much of which will further our understanding of poverty in Olympia. This includes:
 - Analyze employment and labor market structure: what explains lower earnings for high school graduates and regardless of education?
 - Further analyze labor force participation rates: What factors determine labor force participation and length of employment? Identify who has withdrawn from the labor force and gender differences.
 - More detailed analysis of household family characteristics and needs: the impacts of gender, children/childcare, transportation and cash assistance.
 - Educational outcomes: what makes a difference?
 - Housing demographic analysis.: Spatial mapping of distribution of owners, renters, by status; spatial distribution of income and poverty and relation to the geography of the local labor market, mobility patterns.
- Review existing plans and reports. With stakeholder input, identify what is still relevant for Olympia and what is a priority, obsolete or missing based on current conditions and trends. (See “Resources” at the end of the document for some relevant plans.)
- Identify and document economic trends, strengths/assets, opportunities, weaknesses and threats affecting Olympia’s current and long-term economic resiliency.
- Identify and document economic trends and questions resulting from the COVID-19 pandemic that likely have long term effects on the economy of Olympia and the Thurston region.
- Perform analysis to determine impacts—both positive and negative—of economic development in Olympia, including but not limited to, job retention, childcare, and elements related to individual neighborhoods and/or communities.
- Other study may be needed to provide relevant background and achieve requested assessment. The City would like to work with the selected consultant to determine needed areas of study (examples include: a market study, community profile, business retention, expansion and attraction study.)

Stakeholder & Public Engagement:

- Develop and implement a public engagement plan, using the City of Olympia Comprehensive Plan Public Participation element as a guide.
- Gather input from partners and stakeholders from around the community, including traditionally marginalized groups.
- With staff, consider convening a steering committee made up of community volunteers to help guide the process and outcome.
- Engage with the City Council, staff, and the City’s Social Justice and Equity Commission

Identify Goals, Policies and Actions:

- Identify a community vision for Olympia’s economic future.
- Review and evaluate the goals and policies in Olympia’s Comprehensive Plan Economic Development element and recommend changes.
- Identify specific, measurable, actionable, realistic, timely objectives to move these goals forward over the next six (6) years. Establish a clear pathway that Olympia and partners can follow to leverage opportunities and overcome challenges.
- Identify initiatives and best practices from cities around the nation and world that could be applied in Olympia, and outline steps.

Identify Metrics for Measuring Success

- Assist with the identification of key economic indicators to best measure the outcomes of the strategies and actions identified in the resiliency plan.

Additional Considerations

All maps and Geographic Information Services (GIS) data will need to meet the requirements of the City of Olympia’s GIS Data Preparation and Delivery Exhibit (Exhibit B)

C. CONSULTANT SELECTION CRITERIA

The successful candidate will have ...

- Specific experience and expertise to carry out the Scope of Services
- Expertise with regard to economic development, strategic planning, and workforce planning
- Substantial experience assisting other cities similar to Olympia
- Ability to weigh economic and demographic data from research, analysis and forecasting
- Knowledge of future market trends and industry advances
- Knowledge of poverty issues
- Experience with public and stakeholder engagement processes, and proven ability to:
 - Facilitate constructive dialogue among a diverse array of stakeholders
 - Effectively communicate actionable advice about economic development strategies to public and decision makers
- Excellent communication skills to build rapport and trust with public, officials and staff
- Understanding of political realities
- Demonstrated adherence to, and ability to stay on task, schedule, and budget as part of similar efforts
- Demonstrated capacity and capability to perform the work within the specified timeline

The ideal candidate will have ...

- Knowledge of the Thurston County region economic development ecosystem
- Experience, familiarity or connections with regard to engaging Black, Indigenous, people of color, LGBTQ+, disabled and low-income communities
- Experience working with government on poverty reduction initiatives

EVALUATION PROCESS

The Selection process will consist of the following stages:

- 1. Review of qualifications:** City staff will evaluate consultant qualifications and develop a short list of qualified firms.
- 2. Interviews:** Selected firms will be invited to appear for interviews in March (most likely on zoom.) Interviews will be conducted by a panel of City staff. The panel will make a final ranking and will make a recommendation for selection based on qualifications, demonstrated competence, and technical response to the Request for Qualifications.
- 3. Consultant selection:** The panel will make its recommendation to the Economic Development Director and Strategic Project Manager, who will make the final decision. The preferred consultant will be invited to enter into contract negotiations with the City.

The Statement of Qualifications will be evaluated as follows:

- 1. Demonstrated experience of the consultant team, individually and collectively, in developing similar plans or studies and experience assisting other cities similar to Olympia, including examples of projects that have been successfully implemented. (20 points)*
- 2. Demonstration of expertise with regard to economic development and strategic planning. Knowledge of future market trends, industry advances and the issue of poverty. (20 points)*
- 3. Demonstration of success in engaging residents, the business community and other community stakeholders in strategic planning processes. Experience, familiarity or connections relating to engagement of traditionally marginalized groups. Some creativity or innovative thinking in prior approaches as well as the ideas provided for public and stakeholder involvement. (20 points)*
- 4. Demonstrated experience and ability to weigh economic and demographic data from research, analysis and forecasting (20 points)*

5. *Description of why the consultant would be the best fit to accomplish the Scope of Work and project goals. Demonstrated ability to work positively with City staff and community stakeholders. If the applicant team represents multiple firms, demonstrated ability to work well together. (10 points)*
6. *Quality of the submittal, including organization, completeness, relevance and clarity. (10 points)*

D. CONTRACT

The selected consultant will be required to enter into a professional service agreement with the City. The City of Olympia's Professional Service Agreement (PSA) will be the business arrangement for these services.

All prospective consultants are advised that when applicable, the Equal Benefits Compliance Declaration Form will be used on this project. These contracts are subject to certification of equal benefits supplied to all employees.

If the City and the selected firm are unable to agree on the terms and conditions of the contract, the City will terminate negotiations and the next best qualified firm will be contacted for contract negotiations. The City reserves the right to award the contract in whole or in part, if deemed in the City's best interest.

E. SUBMITTAL REQUIREMENTS

Deadline:

Parties wishing to be considered must email a Statement of Qualifications (SOQ) no later than **5:00 pm PST on Monday, February 28, 2022.**

Format:

- Only electronic applications will be accepted
- Must be in WORD or PDF format
- All pages must be submitted as one document
- No faxed or mailed submittals will be accepted
- Limit the application to a total of twenty (20) pages (excluding the cover letter, front and back covers and City of Olympia Equal Benefits Compliance Declaration Form, Exhibit A)

Email and Address Cover Letters to:

Amy Buckler
Strategic Projects Manager, City of Olympia
abuckler@ci.olympia.wa.us

Questions:

For questions about this RFI, please email Amy Buckler at the above address. Questions via telephone will not be accepted.

All questions to this RFI must be received by 5:00 pm PST on February 14, 2022. Questions received after this date may not be answered. All submitted questions will be addressed via addendum on February 16, 2022. The addendum will be posted on the City's [RFQ/RFP webpage](#).

Information Required

Provide the following information in the sequence listed below:

Cover Letter

The cover letter should demonstrate your firm's understanding of the requirements related to the submission and summarize your firm's qualifications and relevant experience. Describe why you are the best fit to accomplish the Scope of Work and achieve project goals. Include acknowledgement of the addendum (Frequently Asked Questions) that will be posted to the City's RFQ/RFP webpage on February 16. Also, include confirmation that the consultant will comply with the City of Olympia Equal Benefits ordinance (see Equal Benefits Compliance Declaration Form attached as Exhibit A to this RFI). The letter should be signed by someone authorized to enter into an agreement with the City of Olympia.

Company Background

Provide a brief firm history including the number of years in business, names of members of the firm leadership, organizational structure and a description of the firm's philosophy.

Qualifications of Consultant Team

Identify all members of the team, including all proposed consultants and sub-consultants. Provide a summary of qualifications of the assembled team and resumes of key personnel who will be assigned to the project. Specify individuals' potential roles and responsibilities for this project and how your team will be organized. Description of prior work experience should be specific to the individual's actual tasks performed on other projects.

If the team is comprised of more than one firm, please describe any the experience of the team in working together collaboratively.

Prior Experience

Demonstrate your firm's prior experience with economic development/resiliency planning. Include similar relevant projects which best illustrates your team's qualifications for this project. Provide details on each project including project name, location and description.

General Approach

Describe your project team's general approach to delivering the necessary services identified in the scope, including some ideas for public and stakeholder involvement. Also include a general time schedule to complete the plan.

References

Provide a list of at least three (3) references for similar projects with summary scope of work, estimated project cost, names and contact information.

Other

Include the signed Equal Benefits Compliance Declaration Form. Provide any other information you deem appropriate and useful in assisting in the team selection.

F. TERMS AND CONDITIONS

The City estimates the value of this work to be in the range of \$45,000-\$90,000, and anticipates a 12-18 month process. The City is eager to begin this planning process; we will pursue negotiation of a service agreement immediately upon selecting the preferred consultant, and expect the process to kick off soon thereafter.

The City reserves the right to:

- Reject any and all responses
- Negotiate with more than one consultant
- Waive minor irregularities in a response
- Cancel, revise or extend this solicitation
- Request clarification or additional information on any response beyond that required by the RFI

RESOURCES/ATTACHMENTS

Economic Ecosystem Analysis (Available by request)

Key guiding plans:

- [City of Olympia Comprehensive Plan - Economic Development Element](#)
- [The Sustainable Development Plan for the Thurston Region](#)

- [Thurston County Economic Development Strategic Plan](#)
- [Thurston Strong Economic Recovery & Reset Program](#)
- [Olympia's Downtown Strategy](#)

EXHIBIT A – EQUAL BENEFITS COMPLIANCE DECLARATION

EXHIBIT B – PREPARATION AND DELIVERY OF GIS DATA

Exhibit "A"
EQUAL BENEFITS COMPLIANCE DECLARATION

Contractors or consultants on City agreements or contracts estimated to cost \$50,000 or more shall comply with Olympia Municipal Code, Chapter 3.18. This provision requires that if contractors or consultants provide benefits, they do so without discrimination based on age, sex, race, creed, color, sexual orientation, national origin, or the presence of any physical, mental or sensory disability, or because of any other status protected from discrimination by law. Contractors or consultants must have policies in place prohibiting such discrimination, prior to contracting with the City.

I declare that the Consultant listed below complies with the City of Olympia Equal Benefits Ordinance, that the information provided on this form is true and correct, and that I am legally authorized to bind the Consultant.

Consultant Name

Signature

Name (please print)

Date

Title

Exhibit B

Preparation and Delivery of GIS Data

GIS file formats

Deliver the correct file format for the purpose:

- GIS data (such as feature classes or tables) should always be within file geodatabases (.gdb) compatible with ArcGIS Desktop 10.8.1
- Symbology should be delivered in layer files (.lyr)
- Scripts should be written in ArcPy (.py) compatible with Python 2.7
- ModelBuilder models should be sent in a toolbox file (.tbx) and should not include custom tools
- Rasters should be stand-alone files, not within a geodatabase; acceptable formats include IMAGINE (.img), MrSIDE (.sid), and TIFF (.tif). Format should be agreed upon before delivery
- Map Packages (.mpk) and layer packages (.lpx) should only be used in cases when both new data and symbology need to be delivered simultaneously and should never include basemaps

The City will not accept Shapefiles, PDFs, or compiled python scripts (.pyc) except by prior mutual agreement.

Methodology documentation

Consultants should provide clear documentation of settings used in geoprocessing performed outside of Python or ModelBuilder. For example, when buffering a line, documentation should include buffer distance, side type, end type, method, and whether it was dissolved and on which attribute. When Python scripts or ModelBuilder are used, the script itself should be provided to the City. Within Python, comments should be used to explain the purpose of the code.

Metadata

Every feature class and table should contain brief metadata that include:

- An explanation of each unintuitive attribute. For attributes that are the result of a calculation, briefly explain the process. (Example: LaneScore awards 0 points for a 2-lane street, 10 points for a 3-lane street, or 25 points for a 4-lane street.)
- The date the data was created.
- The name, phone number, and email of the person and company who created the data, as well as the person at the City of Olympia who is the point of contact and will assume responsibility for the data.
- A description of the process used to generate the dataset or the name of the script.

Schema standardization

Naming convention

Attribute names and aliases should be short and easy to interpret. Do not add spaces or underscores. Use capital letters at the beginning of words. In general, aliases should match the field names.

Attribute order

Order attributes logically from left to right. For example, where TransitScore, WalkScore, and BikeScore are added together for a total score, the attributes should be in that order left to right:

TransitScore	WalkScore	BikeScore	TotalScore
10	10	5	25

This is incorrect:

TransitScore	TotalScore	BikeScore	WalkScore
10	25	5	10

Attributes to exclude

Remove irrelevant attributes that are legacies of geoprocessing.

Domains

Whenever an attribute contains a limited set of options, a domain should be used. The name of the domain should begin with a lowercase d and continue with an intuitive name (e.g. dAlleyMaterial). The code of the domain should be a short version of the human readable description (e.g. Code = Grav, Description = Gravel). The field length of any attributes using domains should be 2 characters longer than the longest domain code.

If the attribute is a boolean (yes/no), use a domain of dBoolean with a field type of short integer, the Code 0 has the description of No, and the Code 1 has a Description of Yes.

File transfer format

Files may be transferred between the City and the consultant by FTP.

Files to be provided by the City

Unless data acquisition is part of the contract, any fundamental data needed as the basis of analysis will be provided by the City. All data provided should be used only for City projects.

Symbology

Layer files should use colors that are accessible to people with color blindness.

2021-2022 Olympia Economic Development Projects Budget

Project:	Lead Entity/Contractor	Description	Amount
Items 1-13 approved by City Council on May 4, 2021 as part of the City's overall COVID-19 economic recovery package			
1	Thurston Strong-Regional Economic Development	Total of \$1,375,000 directed to implement four specific areas of the Thurston Strong Economic Recovery and Reset Plan, as described below.	
a	Journey2Jobs Pac MT	Workforce development for people experiencing homelessness. Targeted to people at Plum Street Village, the Mitigation Site and Drexel House.	\$ 625,000
b	Thurston Workforce Training Center Thurston Chamber of Commerce	Scholarships for training certifications and programs in various trades; workforce training in construction, fiber optics, hospitality, etc.	\$ 575,000
c	Business Resiliency Training Economic Development Council (EDC)	Prepaid business training tuition, technical assistance, training for COVID-response business planning.	\$ 100,000
d	Thurston Strong Support Economic Development Council (EDC)	Operations and Planning support for the EDC; surge demand funding to support all Thurston Strong programs.	\$ 75,000
2	Micro-Business Development & Entrepreneur Support Enterprise for Equity	Training programs, assistance for businesses moving operations and sales to digital platforms, one-on-one business coaching and mentoring to entrepreneurs, focused services to creative and food-based businesses. E4E will conduct focused outreach/networking and support for historically marginalized entrepreneurs, particularly those in the BIPOC community.	\$ 40,000
3	Downtown Economic Recovery Partnership Olympia Downtown Alliance (ODA)	Creative District development and implementation, Downtown Business Recruitment and Retention Strategy, Crime Prevention Through Environmental Design, Re-Opening Campaign, Placemaking.	\$ 200,000
4	2022 Lakefair Grant The Capital Lakefair, Inc.	Grant for marketing, operations and stakeholder engagement. The Agency shall conduct and submit to the City a report with conclusions from a stakeholder engagement campaign to help ensure a more successful, supported, and sustainable Lakefair going into the future.	\$ 50,000
5	Downtown Economic Recovery Partnership PBIA	The PBIA is planning mural project (two new downtown murals plus existing mural restoration and protection) with assistance from the Arts Alliance, and an alley lighting grant program in conjunction with the ODA.	\$ 30,000

2021-2022 Olympia Economic Development Projects Budget

6	Tribal Partnership, Creative District, Placemaking	Olympia Arts, Culture and Heritage Program	Various arts, culture and heritage efforts, including but not limited to a Land Acknowledgement regarding the Squaxin Island Tribe on Percival Landing, Creative District signage along I-5, and a Third Thirty historical photo display at City Hall.	\$ 50,000
7	Alley Closure & Lighting	Economic Development Department	Upgrades such as alley lighting or closures where needed to improve safety in downtown.	\$ 55,000
8	Economic Resiliency Planning	Economic Development Department	12-18 month public and stakeholder process to develop strategies for long-term economic resiliency. Includes updating the 20-year Economic Development element of the Comprehensive Plan and a 6-year action plan.	\$ 100,000
9	Downtown Ambassadors Pilot Project	Economic Development Department	Temporary expansion of Downtown Ambassador Program.	\$ 110,000
10	Clean Team - Temporary Expansion	Public Works	Temporary expansion of the Downtown Clean Team.	\$ 90,000
11	Permit Staff Support	CP&D	Support Staff to expedite Permitting Process.	\$ 150,000
12	Homeless Response	Housing	Encampment Waste Mgmt	\$ 50,000
13	Vegetation Management	PW	Downtown vegetation management	\$ 30,000
Additional Economic Development contracts				
14	Economic Development Activities	Economic Development Council	Annual support for various programs related to business recruitment, retention and expansion and workforce readiness.	\$ 50,000
15	Westside Library Branch	Timberland Library	Support for a westside branch library at Capital Mall.	\$ 30,000
16	Downtown Marketing	Olympia Downtown Alliance (ODA)	Content development/messaging, social media, press releases, promotion and event marketing, advertising ODA and PBIA efforts.	\$ 23,000
TOTAL				\$ 2,433,000

**

THURSTON **STRONG**

ECONOMIC RECOVERY + RESET PLAN

MARCH 2021



INTRODUCTION

Beginning late March 2020, in response to the COVID-19 pandemic and stay-home/stay-safe order, Thurston municipalities, community and business support organizations created a Regional Response and Recovery Task Force (Task Force) to facilitate the delivery of information and support to impacted employers and workers. The Task Force is essentially a reconstitution of the leadership team responsible for developing the Thurston Economic Alliance (TEA) plan several years prior.

Beyond developing information-sharing networks, creating and distributing economic injury grants and monitoring impact data, the Task Force understood began planning for new economic realities – hence the adoption of a **Respond-Recover-Reset** approach. Chief among **reset** goals is creating a more equitable economy, with pathways to sustained success for diverse populations. In some cases, this will require fundamental structural changes. The pandemic has exposed other systemic challenges as well, from the tenuous condition of our childcare system and resulting impacts to labor force capacity – especially for women and low-income workers, to the lack of local middle-wage employment opportunities and affordable worker housing. Addressing these challenges will take intentional and sustained action over many years. But the work must begin now. This document outlines initial strategies Task Force partners will undertake in coming months to initiate the larger reset.

Thurston Strong Task Force Role

During Response: Connect business and impacted workers with information and resources; facilitate communications across jurisdictions until such time as the vaccine has reached critical mass and reduced the virus threat.

During Recovery and Reset: Continue to liaise in Thurston Strong and eventually in Economic Alliance practitioner form to ensure resources are delivered to impacted businesses and organizations, establish accountability for advancing the Economic Recovery and Reset Plan and implemented Task Force specific actions (e.g., CEDS, Economic Development District formation, etc.).

**Decision-making* will continue to be through consensus in consultation with each entity’s Council, Commission or Board. Agenda topics will be limited to those items that transcend jurisdictional boundaries and encompass larger regional goals and opportunities.

Task Force Core Team members include:



I. RESPOND: LEVERAGING PARTNERSHIPS

To facilitate communication and action, Thurston Strong established a *core team* comprised of representative from diverse community sectors. The core team, in turn, coordinated with other municipalities, area Tribes and community organizations. Core team acts to streamline information-sharing, acquire and distribute funding and alert the community when new resources are made available. By the end of December 2020, the Task Force had met for a total of “Fifty Fridays.” Over that period, the Task Force secured and distributed over \$12 million in grant funds to local businesses, nonprofits and other local entities and individuals impacted by the COVID pandemic.

Thurston Strong will remain in place through 2021, at which time economic development cooperation will return to being carried out under the auspices of the Thurston Economic Alliance and/or the regional Economic Development District. Thurston Strong will be put into “hibernation” mode until or unless another outsized challenge requires a more intense response.

Core Team Partners

- Thurston Economic Development Council
- Thurston Chamber of Commerce
- Experience Olympia and Beyond
- Community Foundation South Puget Sound
- PacMtn Workforce Development Council
- City of Lacey
- City of Olympia
- City of Tumwater
- Thurston County
- Port of Olympia
- J Robertson and Company (Coordinator)
- South Puget Sound Community College



II. RECOVER: STABILIZATION + TRACTION

For the better part of the past year, the Task Force has been primarily focused on **response** activities. This has included locating and tracking impact data, identifying and triaging the most acute economic damage, establishing communication portals and delivering resources to those most affected. Major Task Force resiliency-building efforts are summarized by issue area in the table below.

ISSUE	CHALLENGE	RESPONSE
Information	From the beginning, the pandemic and ensuing stay home/stay safe order created uncertainty. How long would this last? Where might businesses turn to replace lost revenue? What resources are available to support displaced workers?	<p>Almost immediately after the pandemic was declared, the Task Force created two information portals: a 1-800 Business Hotline and thurstonstrong.org. Over 10,000 calls were fielded through the hotline and the website has hosted nearly 15,000 individual users and over 40,000 page views. Both portals connected users to a variety of resources – from PPP loans to unemployment benefits and a variety of business grants.</p> <p>In addition, the Task Force partnered with other community organizations to ensure broad coverage and inclusion – e.g., West Olympia Business Association, Lacey South Sound Chamber and Tumwater Chamber all participated in PPE distribution.</p>
Revenue Collapse	Many businesses have been devastated by recent events, as some have been unable to operate at all, and others at much-reduced capacity. As the pandemic wore on, it became apparent that many would not survive without additional bridge support.	With support from Thurston County and local municipalities, the Task Force leveraged CARES Act and local funding to stand-up multiple business grants. The goal: build a bridge until a new stimulus is passed or conditions return to normal. Grants were targeted to the most impacted including nonprofits, microbusinesses, restaurants, retailers, food network and others. From July-December 2020, over \$6M was distributed to businesses (not counting childcare operators), including intentional allocations for women and minority owned enterprise. The Task Force also facilitated access to other resources, including Working Washington grants and federal PPP loans. Over 2,700 small businesses secured PPP loans totaling just over \$100 million (average loan of \$37,000) which, in turn, is estimated to have protected some 11,700 jobs.
Childcare	Most childcare providers struggled prior to COVID. By summer, 40% statewide ceased to operate all-together. Those who remain open do so out of obligation to frontline workers. Fewer students, lower provider per child ratios and increasing expenses associated with health and cleaning requirements = care providers are at extreme risk.	A destabilized and diminished childcare system presents a challenge for the broader community. As parents return to work, a variety of care options and price-levels will be required, as will assurance that those options are safe. To help bridge the COVID gap, the Task Force has allocated \$3 Million in provider grants and training. The Task Force (Thurston EDC lead) also secured a State grant to develop training that will teach childcare operators and their employees how to transition business ownership and/or start-up and operate new ventures.

ISSUE	CHALLENGE	RESPONSE
PPE Access	In the early days of phased business re-opening, personal protective equipment was difficult to locate. For many businesses, masks and hand sanitizer were essential to providing a safe operating environment for workers and patrons alike.	Thurston Strong partnered with local vendors to secure \$70,000 worth of PPE, including more than 100,000 disposable masks and over 1,000 gallons of hand sanitizer. Supplies were distributed to businesses, non-profits and other public-facing institutions countywide. As a secondary positive impact, with help from the EDC/PTAC, all PPE purchases were made locally, thus keeping investor dollars in Thurston County and benefitting local vendors (including local distilleries that switched from liquor to sanitizer production).
Equity	COVID impacts have disproportionately affected specific populations: namely, low-wage workers and minority populations.	The Task Force is developing strategies to rebuild a more inclusive economy rather than a “return to normal.” This includes informing the public, private sector, government, and philanthropists on the value of creating higher-quality and racially inclusive businesses and policy that reflects better than normal. Identify and hold ourselves accountable to equity metrics in our benchmarks. Build “Equity Fluent” Leaders.
Business Adaptation	Many businesses, particularly those with a brick and mortar presence, cannot functionally operate in a social distancing environment. Without an alternative way of doing business and generating revenue, many of our small community businesses face significant decline or even permanent closure.	The Task Force has allocated more than \$400,000 for businesses resiliency training. Through prepaid services, businesses are working with technical specialists to create a web presence, improve social media marketing, build diverse audiences, enhance cashflow planning and more. In addition to helping local businesses pivot to new markets and business models, technical services were purchased from local vendors to increase capture of federal grant dollars.
Phased Reopening	The Governor’s phased reopening plan created different rules for different business sectors and other public-facing institutions. For many businesses already focused on addressing revenue and operating challenges, sifting through and making sense of this information felt like another barrier to standing-up or resetting their enterprises.	In partnership with the Thurston Chamber, the Task Force assembled and distilled reopening information into industry-specific fact sheets and posted the information as separate links for easy access. The Chamber continues to update reopening and operating info as conditions, and rules, evolve. The Chamber and EDC also created a “Declassified” webinar series. Topics covered health precautions, reopening advice, and a variety of other topics – all distilled to help businesses and workers figure out how to adapt and operate in the new normal.
Economic Reset	The pandemic created a great deal of uncertainty, not only for the near-term, but for long-term economic conditions. Many actors are playing a role in shaping what comes next. How can people keep up with evolving conditions, challenges and opportunities? How can we be better prepared to “act” when critical moments arrive?	The Task Force has been hosting a wide variety of special presentations and will continue to so over coming months. Topics have covered: state and federal initiatives and funding stimuli; steps for rebuilding a more inclusive economy; how to help stabilize the childcare system; accelerating distribution of the COVID vaccine by promoting availability and access; preparing for a telecommute-heavy workplace; and more. Many of the near-term strategies outline below are informed by the information shared during these sessions and follow-up research.

RESET: SETTING THE STAGE FOR SHARED AND SUSTAINED PROSPERITY

The Thurston County economic *reset* will require a mix of immediate and long-term actions. The table beginning on the following page outlines some of the finite first-step actions to be taken over the next two years. Many of these initiatives will be, by necessity, adapted, extended and incorporated into a future Thurston Economic Alliance (TEA) Plan update. Others represent one-time, immediate action need.

For orientation purposes, the Resiliency Plan action matrix is organized into three distinct but overlapping focus areas. Focus areas and corresponding outcome goals include:

Inclusive Economy

- Creating economic opportunity for all, inclusive of all socioeconomic tapestries, genders, races and geographies

Economic Resiliency

- Ensuring existing and future businesses and employers are better-prepared for future crises, and have access to resources that help

Economic Expansion

- Leveraging information and partners to grow economic opportunity the community supports and also provides living-wage employment



III. NEAR-TERM RESPONSE + RESET STRATEGIES (24-MONTH PLAN)

The Task Force anticipates moving forward the following targeted set of actions over the next two years. Similar to the existing Economic Alliance Plan, the Thurston Economic Development Council (EDC) will serve as primary administrative agent. Individual actions will be led by one or more community partner. Over time, other partners may join in action implementation and/or assume lead responsibility for an action as conditions and resources evolve.

*Actions in light blue shading will be expedited to help kickstart economic recovery for businesses and workers.

FOCUS AREA: INCLUSIVE ECONOMY				
INITIATIVE	WHY IT MATTERS	EXPECTATIONS	LEAD	SUPPORT
1. Establish and invest in childcare as a critical economic development strategy, including better training for childcare business operations	Our workforce can't achieve full potential without stable childcare; daycare workers are predominately women, minority and underpaid; operators might better-succeed with formal business training	Progress toward expansion, diversity of options, better operating margins and pay; increased participation in business operations training	CCAC; PacMtn; Shared Leg Agenda; Cities	Thurston Chamber; et al
2. Create a minority business development advisory council and expand partnerships with minority business advocates	The first, most powerful step for building an inclusive economy is creating a seat at the table and voice in decision-making	Grow minority involvement in business creation, expansion	Thurston Chamber; EDC; PacMtn	Cities
3. Support development and operations at the proposed community cultural center	Minorities and food service workers have been disproportionately impacted by the pandemic	The Center will offer education and training; feed SPS culinary training program; facilitate emerging enterprise and collaboration	EDC; PacMtn, Enterprise; Cielo; SPSCC	Cities; Many Others
4. Increase awareness of and participation in Women's Business Center training programs	Our economy will be stronger when more women have opportunities to start, lead and grow businesses	Increase in women-owned enterprises; increase capital resources available to same	EDC; Cities	PacMtn; Thurston Chamber; et al
5. Pursue place-based economic development strategies that stimulate opportunity in vulnerable census districts	We can obtain census tract data showing concentrations of low-income, vulnerable populations in Lacey and Olympia. By focusing combined efforts (social, economic services), we may be able to stimulate opportunities in these areas.	Positive place-based income, educational attainment trends in target locations	Cities	EDC; OZI; Cielo; et al

INITIATIVE	WHY IT MATTERS	EXPECTATIONS	LEAD	SUPPORT
6. Research, adopt and promote data indicators and actions that track and facilitate inclusive economy goals (emphasis on reducing poverty per State “10-Year Plan to Dismantle Poverty”)	Recent events have sparked support for proactive action to foster equity – with an emphasis on accountability	Upward trends in adopted indicators; corresponding action to build upon progress – e.g., Equity, Diversity and Inclusion Business Toolkit; Increased literacy training/access to tech tools	PacMtn, Thurston Chamber; Thurston EDC; Cities	PacMtn; TRPC
7. Recruit or establish a local CDFI lender and increase access to start up and expansion capital for underfunded entrepreneurs	Affordable access to capital is a problem for many new and small businesses	Via CDFI or other alliance, expand access to capital for <i>small, women and minority-owned</i> establishments	Thurston EDC; Community Foundation	Thurston Chamber; Financial institutions
8. Resume the Education to Financial Stability Task Force	Depending on school district, between 30%-60% of Thurston County high school graduates do not pursue any kind of advanced training or certification, let alone a college degree. This leads to suppressed lifetime earnings and makes the cycle of poverty harder to break.	Task Force identified barriers, was working on solutions when COVID hit – planning should resume so solutions can be defined, resources aligned; emphasis on FAFSA completion prior to HS graduation, marketing of living wage credentials	United Way; SPSCC	EFSTF partners
9. Facilitate career pathway opportunities through partnerships with SPSCC, The Community Foundation and other workforce nonprofits	Sometimes people don’t know where to begin a career journey. This impacts them personally as well as the depth of our available, qualified community workforce.	More students completing career-aligned training, certs, degrees; more securing above min-wage employment	PacMtn; Schools; SMU; TESC; SPSCC	EDC; Community Foundation; Nonprofits

FOCUS AREA: ECONOMIC RESILIENCY

INITIATIVE	WHY IT MATTERS	EXPECTATIONS	LEAD	SUPPORT
10. Continue seeking and reinvesting state and federal economic recovery funding	The impact of COVID will extend beyond the arrival of a vaccine. It's important to sustain or replace revenue to keep our communities whole. It's also important to advocate for and facilitate access to rent supports and other funding to prevent exacerbation of homelessness.	Reduce business closures; increase taxable sales; stabilize and grow employment over time	Task Force	EDC; County; Cities
11. Develop and implement Lifestyle-Entertainment-Recreation Sector recovery strategies	These sectors were hit hardest during the pandemic, suffering unimaginable job and revenue loss. Public safety fears may prolong recovery for months to come.	Creative support to restore jobs and revenues quickly; increase promotion of related business and destinations	VCB; EDC; Thurston Chamber; Cities	Area Chambers; PacMtn
12. Work with federal and state partners to leverage resources and establish an employment-stabilizing Job Corps program	As benefits dwindle, many may be unable to return to prior jobs. Yet, much remains to be done in nonprofit and public sectors where revenue is stretched thin.	Funding to support temporary jobs, retrain workers; community service projects; prep programs to elevate affected youth/prevent poverty	PacMtn; Thurston Chamber; Cities	Nonprofit partners
13. Provide dedicated regional funding to support SCALE-UP, succession planning and other essential small business training including virtual tools to adapt to a changing landscape	Many businesses succumbed to COVID. Those with training had higher survival rate. Others go away when owner retires, leaving employees out of work and a hole in the community. Succession planning retains enterprises, jobs and revenue.	Growth in SCALE-UP participants (cashflow management, web-based presence, social media marketing, etc.); Steady business retention and growth; employee ownership opportunities	EDC; County; Cities; PacMtn	State
14. Facilitate and strengthen farm connections with local institutions (schools, hospitals, state cafeterias, JBLM, corrections facilities, restaurants and other nearby purchasers)	We must protect ag in prosperous times so it can serve us during difficult times (e.g., avoid food shortages, loss of ag lands, etc.).	Increase local purchasing well-beyond the current 1-2%	WSU; EDC, County	Enterprise for Equity
15. Track, evaluate and facilitate development of emerging markets	The business landscape won't look the same after COVID. More people working from home, more goods shipped than purchased via retail. What new types of work and employment will emerge here?	Stable employment rate; new business starts	EDC; County; Cities	
16. Enhance non-infrastructure economic emergency preparedness	Our communities were not fully prepared for an economic event of this magnitude. The confusion compounded the impact.	More response mechanisms in place; reserve emergency grant and loan funds; comms infrastructure	County; EDC	Task Force; State; Federal Government

FOCUS AREA: ECONOMIC EXPANSION

INITIATIVE	WHY IT MATTERS	EXPECTATIONS	LEAD	SUPPORT
17. Complete the regional CEDS plan and establish a federally-recognized Economic Development District	Without an approved CEDS, Thurston County and surrounding region are missing out on federal grant opportunities	EDA recognition; aggressive grant funding pursuit to accelerate regional priorities	EDC; Task Force	Cities; County
18. Invest in a flexible countywide business recruitment and expansion fund to provide bridge financing for projects that create middle and high-wage jobs	Low tax incentive states face competitive disadvantages in recruitment/expansion. A local fund could provide an additional tool and flexibility for closing projects that expand employment and earnings locally.	Dedicated recruitment and expansion fund; articulated uses for funding; designated state recruitment assistance liaisons with accountability	EDC; County; Cities	State
19. Conduct targeted recruitment of high-wage employers and workers in search of affordable, less-dense space	Thurston seeing increased interest from employers in high-price/density locations. This presents opportunities to attract satellite campuses or workers and the attendant income and spending.	Recruitment outreach plan; success story promotion (potential use of recruitment / expansion fund)	County; Cities	State; Task Force; PacMtn
20. Grow existing microbusiness startup funds (e.g., Think Network, SPSCC)	Forecasters see surge in entrepreneurship during and coming out of pandemic. Thurston should be poised to support and capitalize on this economic evolution.	Added grant funding for startups; increased access to training and capital; new business development	EDC; SPSCC; SMU; TESC	Cities; Lacey Makerspace
21. Enable access to value-added food processing/manufacturing capacity	Marketing local products that use local grown ingredients through expanded food manufacturing facilities = purchasing	At least 10 local entities purchased >15% of their ag-related needs from local vendors	WSU; EDC, County	
22. Be proactive in addressing workforce housing labor challenges	The shortage of affordable workforce housing has multiplying impacts. In addition to be causing a cost-burden for current workers, it serves as a barrier to recruiting or expanding our future workforce. Part of the problem: there aren't enough trained workers to meet building demand.	Explore viability of creating an integrated residential housing construction industry sector that increases the proportion of homebuilding executed by local labor, using locally-sourced materials.	EDC; PacMtn	SPSCC; Chamber

IV. OTHER ESSENTIAL RECOVERY INITIATIVES

In addition to the core actions above, Thurston Strong acknowledges many other actions are essential for an effective and equitable recovery. While many of the items will be implemented by and through other community partners, the Task Force will continue to support implementation and research as requested.

INITIATIVE	WHY IT MATTERS	EXPECTATIONS
<ul style="list-style-type: none"> Support and advocate efforts to develop sustainable solutions for the childcare crisis 	Funding models result in underpaid staff, high turnover, lack of affordable options for working families.	Legislation to subsidize childcare costs, reduce expenses
<ul style="list-style-type: none"> Advocate and facilitate access to behavioral health and homeless infrastructure (County, cities, other partners) 	Homelessness, other disparities have been exacerbated by pandemic. The impacts affect all of us directly or indirectly.	Leverage resources to expand shelters, services and long-term solutions
<ul style="list-style-type: none"> Research and implement best practices for highest-use adaptation of vacant office space (County, cities, other partners) 	After virus subsides, many may continue to work from home. What will become of office space once occupied?	Full utilization of office/commercial space for beneficial purposes
<ul style="list-style-type: none"> Complete and promote development of affordable housing along zero-fare transit corridors (Cities, State) 	We are experiencing an acute shortage of affordable workforce housing. Smaller (or larger subsidized) units along major transit lines offer one potential solution.	Increase number of units in urban corridors; increased transit usage; decreased auto-dependency
<ul style="list-style-type: none"> Create or expedite shovel-ready project inventories to capitalize on federal stimulus opportunities (County, cities) 	First stimulus emphasized worker relief, health measures, emergency business grants; Next round more expansive?	Local and prioritized regional inventories of shovel-ready projects
<ul style="list-style-type: none"> Expand broadband speeds and coverage to more parts of Thurston County (Port, County, other partners) 	Many residents, particularly in rural areas, are at risk of falling behind as more work is now being done from home.	Increasing coverage map; greater average data speeds
<ul style="list-style-type: none"> Advance young adult work-based learning placements (PacMtn) 	Many of our displaced workers are post-high school or early college (or non-degree) populations	Pull more into pathway opportunities; increase employment/wages over time
<ul style="list-style-type: none"> Accelerate economic recovery by expanding and promoting library system resources (Timberland Regional Library System) 	Libraries serve as regional workforce entry points, provide wi-fi and printing services, offer neighborhood kiosks, and will be adding after-hours and weekend access	Increase in system users, beneficiaries
<ul style="list-style-type: none"> Support and facilitate understanding and adoption of Thurston-relevant strategies from the Washington State Ten Year Plan to Dismantle Poverty (Cities, County, EDC) 	While approaches here are consistent with State Plan, this is an ongoing, adaptive effort requiring broad partnerships (law/justice, social service, workforce and education)	Provide an equitable playing field, seat at the table for diverse populations; address structural barriers to success
<ul style="list-style-type: none"> Support the Haki Collective to expand ag operator opportunities for diverse populations (WSU) 	Interest in agriculture entrepreneurial pathways is growing and diversifying	Expanded opportunity to diversify, grow local Ag presence and success
<ul style="list-style-type: none"> Expand food assistance funding to support SW WA Food Hub activities (WSU, EDC) 	Food Hub is delivering food boxes to dislocated workers and other food-insecure populations	As part of the reset, we need to build more resilient food-delivery systems

IMPLEMENTATION, ACCOUNTABILITY AND PROGRESS REPORTING

There remains uncertainty about the immediate future. The first COVID-19 vaccinations have just been shipped to the states. Some economists predict a best-case scenario, where a considerable measure of economic stability returns by summer 2021. Others forecast a longer, steeper return to normal, transcending 2021 and perhaps beyond. Whatever may be, the Thurston Strong Task Force and Thurston Economic Alliance (TEA) will continue to move forward with the *Economic Recovery and Reset Plan* and longer-term *Economic Alliance Strategic Plan*.

Implementation, Accountability and Progress Reporting Measures

The Thurston Strong Task Force and/or Economic Alliance Core Team, with coordination provided by the Thurston EDC, will:

- 1. Meet regularly to coordinate information-sharing and resource development and distribution**
 - a. Inform City and County elected officials of goals and opportunities to ensure coordination, identify barriers
 - b. Invite guest presentations as helpful to inform and evolve discussion and deliberation
- 2. Present and confirm adoption of proposed *Economic Recovery and Reset* actions with partner agency councils, commissions and boards**
 - a. Reassign or adjust actions as necessary
 - b. Extend outreach and awareness to other governmental, quasi-governmental and community interest organizations
- 3. Secure quarterly reports for *Economic Recovery and Reset* Plan actions from all partners**
 - a. Promote success stories through Thurston Strong and partner subscriber lists, media
 - b. Address barriers and resource issues at Task Force level, propose solutions
- 4. Update all existing metrics (revenue, income, sales tax, educational achievement, et al)**
 - a. Adopt and track new metrics that measure progress toward the goal of achieving a more inclusive economy
 - b. Adopt and track other metrics as helpful for achieving competitive advantage in a different or emerging economic landscape
- 5. Provide quarterly updates to the public on implementation progress through EDC Economic Insider and partner distribution lists**
 - a. Provide an annual progress report for distribution to all interested parties
- 6. By or before the completion of the *Economic Recovery and Reset* Plan, update the Thurston Economic Alliance Plan and/or replace with CEDS and ensure relevant *Economic Recovery and Reset* Plan initiatives are included (e.g., intentional actions to create a more inclusive and equitable economy)**



Finance Committee

Olympia Fire Department Basic Life Support Transport and CARES Programs Recommendation

Agenda Date: 4/20/2022
Agenda Item Number: 6.D
File Number:22-0359

Type: recommendation **Version:** 3 **Status:** In Committee

Title

Olympia Fire Department Basic Life Support Transport and CARES Programs Recommendation

Recommended Action

Committee Recommendation:

Not referred to a committee.

City Manager Recommendation:

Move to approve forwarding a recommendation for consideration to the City Council, the Olympia Fire Department Basic Life Support Transport and CARES programs as proposed in the Financial Consulting Services (FCS Group) feasibility study.

Report

Issue:

Whether to approve forwarding a recommendation for consideration to the City Council, the Olympia Fire Department Basic Life Support Transport and CARES programs as proposed in the Financial Consulting Services (FCS Group) feasibility study.

Staff Contact:

Todd Carson, Deputy Fire Chief, 360.753.8460

Presenter(s):

Todd Carson, Deputy Chief, Olympia Fire Department
Mike Buchanan, Assistant Chief, Olympia Fire Department
Kevin Bossard, Assistant Chief, Olympia Fire Department
Steven Busz, Fire Lieutenant, Olympia Fire Department
Adam Cummings, Fleet Operations Supervisor, Olympia Fire Department
Toby Levens, Administrative Supervisor, Olympia Fire Department
Martin Chaw, Financial Consulting Solutions Group (FCS Group)
Skye Jiang, FCS Group

Background and Analysis:

During the fall of 2020, the Olympia Fire Department began to observe an increasing trend of

extended on scene times for EMS based incidents. After conducting data analysis, it became very evident there were significant delays and limited availability of Basic Life Support (BLS) transport units. The result of these delays directly correlates to less Fire Department resource availability, longer response times and finally, poor unit hour utilization, which ultimately compromises service delivery to the community.

Realizing this service delivery gap, and in the spirit of “Reimagining Public Safety”, the Department decided to evaluate the feasibility of providing an internal BLS transport service. With the assistance of a professional financial consultant, Financial Consulting Solutions Group (FCS Group), the Department has concluded that there are several benefits to a City of Olympia Fire Department operated BLS ambulance transport program. The proposed BLS program will require 2 FTEs to manage the program and 18 Firefighter FTEs to staff the transport units. The FCS Group analysis has identified ways to offset staffing costs by generating revenue through user insurance provider billing and through the state funded Ground Emergency Medical Transportation (GEMT) program.

An internal BLS transport program would offer the following benefits:

- Improved overall service levels to the community
- Offset program costs
- Reduction in response times
- Increase in unit availability
- Reduction of service maintenance on larger response apparatus
- Potential to improve the current WSRB rating from 2 to 1 (a higher rating), possibly resulting in decreased insurance premiums

Conversely to the degradation of BLS transport availability, the Department has recognized a notable success with its current Citizens Advocates for Referral and Education Services (CARES) program.

The CARES program is a community outreach and prevention program focused on community risk reduction. The program addresses non-emergent high utilizers of the 911 system and creates more efficient pathways for these patients to connect to resources within the community and diverts them from the high cost of a non-essential Emergency Room visits. The CARES program has demonstrated the ability to keep non-emergent or low acuity calls out of the 911 system which creates more capacity and efficiency to already taxed Fire Department resources.

The Fire Department, along with FCS Group, has recognized, through in-depth feasibility analysis, a promising opportunity to expand the CARES program to better meet community needs. The expanded CARES proposal will require an additional three FTEs to operate the program and will also offset staffing costs by generating revenue through user insurance provider billing and through the state funded GEMT program.

Neighborhood/Community Interests (if known):

The community has an interest in EMS response times.

Options:

1. Recommend to full Council the BLS Transport and CARES programs as proposed in the FCS Group Feasibility Study.
2. Recommend a modified option of the BLS Transport and CARES programs as proposed in the

FCS Group Feasibility Study.

3. Do not recommend to full Council the BLS Transport and CARES programs as proposed in the FCS Group Feasibility Study.

Financial Impact:

The initial cost of the BLS Transport and CARES programs is estimated at \$4.1 million, including substantial insurance billing and State GEMT revenue to offset the expenditures realized in year two. Analysis completed by FCS Group shows that the programs should be able to fully recompense the initial \$4.1 million investment by year 2029 - 2031.

Attachments:

None



Finance Committee

Review and Discuss 2021 Year-End funding list for 2022

Agenda Date: 4/20/2022
Agenda Item Number: 6.E
File Number:22-0372

Type: discussion **Version:** 1 **Status:** In Committee

Title

Review and Discuss 2021 Year-End funding list for 2022

Recommended Action

Committee Recommendation:

Not referred to a committee.

City Manager Recommendation:

Review and discuss the proposed 2021 year-end General Fund funding list for appropriation in 2022.

Report

Issue:

Whether to review and discuss the proposed 2021 year-end General Fund funding list for appropriation in 2022.

Staff Contact:

Aaron BeMiller, Finance Director, 360.753.8465

Presenter(s):

Aaron BeMiller, Finance Director
Jay Burney, City Manager

Background and Analysis:

After analysis of our General Fund financial position for the year ending 12/31/2021, the General Fund has a fund balance which is roughly \$10.2 million over policy requirements. City policy requires that fund balance be used for one-time items and the following list meets that requirement. Further, the following list addresses items that will reduce future liabilities of the City, provides funding for necessary maintenance needs, and delivers needed support to City Funds. The proposed list uses \$7.3 million of the available \$10.2 million. Roughly \$2.9 million is being held aside in fund balance to provide funding to help address the City's General Fund bow wave as discussed during the 2022 budget process. The proposed funding list is attached.

Neighborhood/Community Interests (if known):

This topic may be of interest to community members as it pertains to the City of Olympia budget and

how the City plans to spend its valuable resources.

Options:

1. Hold a discussion and direct staff to include the proposed funding list for appropriation in an upcoming budget amendment Ordinance.
2. Hold a discussion and provide modifications to the proposed list for appropriation in an upcoming budget amendment Ordinance.
3. Hold a discussion and direct staff to return to a future meeting with additional options and/or recommendations related to the appropriation of these funds.
4. Do not use year-end funds for 2022 appropriations and retain the funds in the General Fund balance.

Financial Impact:

A budget amendment would appropriate \$7.3 million of available fund balance for one-time funding in 2022.

Attachments:

Proposed Funding List

	Adjusted Available Fund Balance Above Policy	\$ 10,203,850
	Consideration items for available fund balance use	
1	Building Repair and Maintenance	\$ 500,000
2	Workers Compensation Fund	1,000,000
3	Emergent Homelessness Response	1,000,000
4	Home Fund Interfund Loan Payoff	730,000
5	FROGS	3,000,000
6	Fire Facilities Major Maintenance	200,000
7	Cultural Access Tax Special Election Costs	180,000
8	RMS (Records Management System)	250,000
9	OFD Leadership Training	100,000
10	Quince Street - 400K	350,000
	Subtotal of Items for Consideration	\$ 7,310,000
	Available for Appropriations	\$ 2,893,850