



City of Olympia

City Hall
601 4th Avenue E
Olympia, WA 98501

Information: 360.753.8447

Meeting Agenda

Community & Economic Revitalization Committee

Monday, April 21, 2014

4:30 PM

Room 112

1. ROLL CALL

2. CALL TO ORDER

3. APPROVAL OF MINUTES

- 3.A** [14-0334](#) Approval of March 6, 2014 Community Economic & Revitalization
Committee Meeting Minutes

Attachments: [Minutes](#)

- 3.B** [14-0335](#) Approval of March 06, 2014 Joint Community Economic Revitalization
Committee and Citizens Advisory Committee Meeting Minutes

Attachments: [Minutes](#)

- 3.C** [14-0368](#) Approval of March 17, 2014 Community Economic & Revitalization
Committee Meeting Minutes

Attachments: [Minutes](#)

4. COMMITTEE BUSINESS

- 4.A** [14-0385](#) Debrief Urban Design Workshop and Consider Next Steps in the Design
Process

- 4.B** [14-0386](#) Debrief City Council Meeting of April 15th Regarding Feedback
Pertaining to the Proposed Revisions to the Economic Chapter.

Attachments: [CRA Economic Chapter 03.09.2014](#)

- 4.C** [14-0387](#) Consider Role of the Capital Facilities Plan (CFP) in Implementing the
Opportunity Sites from the Investment Strategies Report.

Attachments: [Investment Strategies: City of Olympia Opportunity Areas](#)

[CFP Notes](#)

[Hyperlink to Capital Facilities Plan](#)

- 4.D** [14-0394](#) Consider Next Steps to Implement the Investment Strategies: City of
Olympia Opportunity Areas Report.

Attachments: [Investment Strategies: City of Olympia Opportunity Areas](#)

5. 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 Secretary 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.



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Meeting Minutes - Draft Community & Economic Revitalization Committee

Thursday, March 6, 2014

4:30 PM

Room 112

1. ROLL CALL

Present: 3 - Committee Member Stephen H. Buxbaum, Committee Member Nathaniel Jones and Committee Member Julie Hankins

2. CALL TO ORDER

Mayor Buxbaum called the meeting to order at 4:35 p.m.

3. APPROVAL OF MINUTES

- 3.A 14-0214** Approval February 12, 2014 Community and Economic Revitalization Committee Meeting Minutes

The minutes were approved.

4. COMMITTEE BUSINESS

- 4.A 14-0196** Community Renewal Area Planning Process

Community Planning & Development (CP&D) Director Keith Stahley began the discussion by stating he would like direction on how to move forward with the overall planning process, using the outline that ECONorthwest prepared, to take the Community Renewal Area (CRA) from the current position to adoption of a CRA ordinance.

Mayor Buxbaum stated the substance of the plan and flow has been reported to the Council but they haven't taken action on it or the budget. He noted there are resources through the end of June, which includes the April design workshop. The Committee still needs to ask the Council to take a look at other funds for next steps, including the work of the Citizens Advisory Committee (CAC). He indicated the Council wants to know the context of where the Committee is in the process and whether people are interested in proceeding with the planning process; then they will need to approve funding of the cost for the future work. Mr. Stahley said he anticipates putting the planning process memorandum on the March 18, 2014 City Council agenda. Mayor Pro Tem Jones discussed concern with making a budget

request March 18 because the Committee may have a better idea of what the budget requirement will be later. However, he said he doesn't want to stop the process.

ECONorthwest Senior Planner Lorelei Juntunen mentioned there is a sequencing issue in the plan; if the Council waits until April to determine whether to move ahead with a CRA, it will likely move the timeline back. She explained that without an approved budget, work such as specifying details of blight, identifying activities that need to be undertaken, and updating the market analysis will be delayed. Mayor Buxbaum stated he feels comfortable with ECONorthwest completing this work, because it needs to be done to write an ordinance. Mr. Stahley said he would like confirmation there is a budget to move forward. Mayor Buxbaum indicated he believes, with the last report, the Council is on the same page with the process and cost and has a general comfort level with continuing the process. The Committee agreed Mr. Stahley will report a status update to City Council on March 18.

Mr. Stahley noted a discussion of the need for public comments must also take place. He suggested having the discussion after the April 5 design workshop and developing the plan before the design review meeting in May. Ms. Juntunen asked if the CERC members believe the open house scheduled in July, which becomes an important touch point for community members to review scenarios, will happen. Councilmember Hankins stated it is an important part of the process and can increase consensus in the larger community; however, there may be need for additional public review and input.

Ms. Kris Goddard and Olympia Planning Commission Commissioner Jerry Parker asked to share a few comments. Ms. Goddard said successful public projects need broad support, which includes utilizing the CAC as an advisory committee. She noted bringing Ms. Juntunen and Mr. Fregonese in as consultants provides an opportunity to create a new dynamic to the process, allowing for transparency, trust, and fresh ideas.

Mr. Parker expressed concern that focusing the design workshop on the isthmus property seems to imply the CAC approves. He asked the Committee to clarify at the 6:30 CAC meeting that the design workshop is a learning process and not a final decision.

Mayor Pro Tem Jones acknowledged the Committee needs to work on transparency and communication. The materials are all public, but they may need to be made more available. He said the question of whether this is about the isthmus or a larger area has been an ongoing discussion. He stated he sees potential in this design that

people may be interested in moving forward with the isthmus. The Committee is not focusing all efforts on the isthmus but is using it as a planning and learning exercise .

Mayor Buxbaum added he would like to continue the discussion at the 6:30 CAC meeting. He believes there are other CAC members who share the same concerns and should be included. He agreed he will confirm that the CAC did not agree to the isthmus and they had specific reasons for not wanting to pursue it. Ongoing communication is part of the work and it will be challenging.

Councilmember Hankins said she is new to the Committee and agreed there is a need for transparency and trust in the advice from the CAC. She emphasized the importance of hearing feedback to ensure the level of communication in general, and what the end goal is specifically, are clear.

The discussion was completed.

4.B 14-0190 Isthmus Urban Design Workshop Process

Mayor Buxbaum directed the Committee to the CAC agenda. He asked for feedback on two issues: What comments need to be made at the beginning of the meeting and how to handle the City as a property owner, when discussing a vision for the future. In reviewing the CAC agenda, Mayor Buxbaum outlined his ideas:

- He will welcome participants and provide a brief description of work to date;
- Remind CAC members of the last meeting and acknowledge the long gap since they last met;
- Acknowledge the concerns the Committee heard about focusing on the isthmus.

Councilmember Hankins suggested he might explain what level of involvement the Committee is expecting from the CAC and how advice will be used. Mayor Buxbaum agreed the CAC is not just an advisory committee but a joint venture.

Mayor Pro Tem Jones suggested taking time for introductions and expressed concern the agenda appears to be laid out like the Committee is talking to them, when the goal is to provide an opportunity for the CAC members to talk to the Committee. Fregonese Associates Principal Scott Fregonese explained the highly interactive nature of the upcoming CAC meeting.

Mayor Buxbaum agreed to emphasize that the Committee is asking the CAC to set the ground rules for the design process and be co-creators in what might happen. They will drive the process and the outcome may or may not be something that

becomes part of the CRA action plan. Mayor Buxbaum stated he will add this to his opening comments.

Mayor Buxbaum thanked property owners who attended the meeting and for their willingness to talk about what they want to see on their property in the future. Mayor Buxbaum said he will speak regarding the City-owned property. Councilmember Hankins added that the property is owned by everyone in the community.

As facilitator, Ms. Juntunen reviewed the agenda based on the discussion:

- The Mayor will set the stage for the conversation. Introductions of name and affiliation.
- Go through the overall process and how the workshop fits into the larger plan.
- Describe the workshop and what will happen with the concepts created at the workshop.
- Discuss public outreach.
- Isthmus property may benefit from the workshop.
- Emphasize how important the design workshop is and how it might change the whole plan.
- Allow property owners to provide their perspective for approximately 20 minutes.
- Mr. Fregonese will facilitate his portion of the agenda which is more interactive. This is where scenarios are discussed and it's noted plans are not yet made. There will be two activities -- stability, mapping exercise and review of the principles. The teams will sit at their tables and work. They will be asked for additional comments and notes.
- Mr. Fregonese will provide background on the 14 guiding principles. Each participant will have 12 dots to place according to importance. The Committee will tie back into the concepts and how to use them for measuring success. They can also add or amend principals and look at gaps.
- Take a break.
- Each table will report back about difficulties or learning from the exercise.
- Overview of the next workshop. Proposal of what to do on April 5.
 - o Instant polling.
 - o Visual preference survey.
 - o Mapping exercise.
- Next steps. Generally remind people where we are in the process and acknowledge the upcoming Council meeting.

The discussion was completed.

4.C 14-0194 Community and Economic Revitalization Committee Revised Work Plan

The committee reviewed the work plan and approved the revised schedule.

5. ADJOURNMENT

The meeting adjourned at 5:55 p.m.



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Meeting Minutes - Draft Community & Economic Revitalization Committee

Thursday, March 6, 2014

6:30 PM

Council Chambers

Joint Meeting with Citizens Advisory Committee

1. ROLL CALL

Present: 3 - Committee Member Stephen H. Buxbaum, Committee Member Nathaniel Jones and Committee Member Julie Hankins

2. CALL TO ORDER

The meeting was called to order at 6:32 p.m.

4. COMMITTEE BUSINESS

4.A 14-0228 Community and Economic Revitalization Committee/Citizens Advisory Committee Joint Meeting

Mayor Buxbaum opened the meeting by sharing that tonight we will hear from property owners, from each other, and the consultants will share in detail how the process will work in the design workshop and next steps. He asked everyone to trust the process as a lot of information would be discussed tonight.

He acknowledged the gap of time that has passed since the last CAC meeting. He reminded the CAC of their concerns regarding focusing on the isthmus property, a need for a downtown master plan, the properties with blight, and other opportunities. The City Council wishes to pursue development differently than in the past. There is interest in the community to consider the isthmus property and City Council has asked this group of creative opinion leaders to start the conversation. He asked the CAC to join together as co-creators to set ground rules for a CRA process and help identify opportunities for improvement.

Mayor Pro Tem Jones added that the CAC is here tonight because City Council needs their help and asked them to participate in this creative process to improve the community and economic environment. Councilmember Hankins agreed and believes we will learn how to do things differently through this process.

Mayor Buxbaum then turned the meeting over to ECONorthwest Senior Planner Lorelei Juntunen to provide context of the larger picture and how the design workshop fits in the plan. Ms. Juntunen reported an overview and notified the CAC that they

met with isthmus property owners in February regarding their vision for the future. The Community & Economic Revitalization Committee (CERC) agreed to move to the next steps which resulted in the meeting tonight. During the meeting tonight, the CAC will develop guiding principles for the design workshop on April 5. At the workshop the CAC will discuss design ideas for the properties. There is no commitment to the ideas involved but a way to creatively develop scenarios for alternative futures. We will then present the scenarios to a broader representation of the community at an open house in July.

Ms. Juntunen invited property owners to share what they may see on the property in the future. The City is one of the property owners so Mayor Buxbaum was asked to represent the City property. Mayor Buxbaum stated the City property is owned by the citizens and we are striving to find the common good for the best use of this property. Currently there is an obligation with the County and Parks Department for a park. We are also looking for ways to leverage the property which would include a return on investment in public benefit, with a revenue base, event space, interactive space and amenities.

Kevin Stormans said he hopes to see the business on his property remain a viable business. He would like a combination of park and buildings on the isthmus to create an energetic space that will draw people to live and recreate there.

Tom Skillings, representing the Olympia Yacht Club (OYC), reviewed community events they currently host and what they envision in the next 20 years. The OYC consists of facilities and a clubhouse, a caretaker house, and mooring. They host boating events, boating courses, and fundraising events with the intent to give back to the community. They have been doing this for 110 years and they want to expand on community interaction in the future.

Ray Laforge discuss the building where the business Traditions is located. He has owned the building for 31 years and believes the building should be replaced. It is sitting on a floating base on tidal flats and is no longer energy efficient. He envisions the new structure facing Heritage Park with parking available. Mr. Laforge stated that changes would require communication with the property owner and the tenants in the building. The property owner must be protected and economic viability of the tenants must not be harmed.

Neil Falkenburg, property manager of the Capitol Center building stated they have owned the building for 20 years. The owners planned to put a hotel on the site but the City has changed the zoning. Mr. Falkenburg stated he is happy the City is looking at what the highest return on the isthmus properties may be. They have a current building permit and would like to move forward and believes a hotel would benefit everyone.

Victor Zvirzdys has owned the ImageSource building for 20 years. He would like to see a space that is available for public activity to bring traffic to the area and generate

revenue and business for private industry.

Ms. Juntunen turned the meeting to Fregonese Associates Principal Scott Fregonese. He began his presentation by discussing why we are scenario planning. Traditionally, a planner creates a plan, the plan is brought to the public, and the plan is voted down. With this methodology, based on input tonight and the workshop in April, we will build 3 or 4 possible scenarios and test them with the guiding principles and evaluation criteria.

Mr. Fregonese introduced a Stability and Change exercise. The properties on the isthmus are to be categorized as stable, for redevelopment, or adaptive reuse on the provided map. The table groups will then report back to the larger group. The groups worked on the table activity and a representative reported back.

The CAC took a 10 minute break and during this time ranked the initial guiding principles by using dots. Mr. Fregonese then reviewed the outcome of the voting. The CAC requested adding a principle for creating a vibrant waterfront.

Mr. Fregonese presented the agenda and tools we will use during the design workshop. After the workshop, maps will be digitized where the group has reached consensus and scenarios will be built. We will also discuss legal constraints, parameters for the park, and what is out of our control.

Mayor Buxbaum closed the meeting saying City Council wants to hear from the community and this is all about relationships. We want the community to respectfully and professionally listen to ideas.

The discussion was completed.

5. ADJOURNMENT

The meeting was adjourned at 8:55 p.m.



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Meeting Minutes - Draft Community & Economic Revitalization Committee

Monday, March 17, 2014

4:30 PM

Council Chambers

1. ROLL CALL

Present: 2 - Committee Member Stephen H. Buxbaum and Committee Member Julie Hankins

Excused: 1 - Committee Member Nathaniel Jones

2. CALL TO ORDER

Mayor Buxbaum called the meeting to order at 4:50 p.m.

3. APPROVAL OF MINUTES - None

4. COMMITTEE BUSINESS

- 4.A 14-0195** Review the Economy Chapter of Proposed Comprehensive Plan and Consider Amendments to Implement the *Investment Strategy: Olympia Opportunity Areas* report

The CERC reviewed the draft Economy chapter of the proposed Comprehensive Plan and the Investment Strategy report. Mr. Stahley also handed out an edited page 18 of the Economy chapter that includes policy PE6.14 as recommended by ECONorthwest. There was discussion around creating a clear understanding of terms and how a CRA will work with the Comprehensive Plan. Agreement was reached that a glossary of terms would be helpful within the document.

The recommendation was discussed and closed.

- 4.B 14-0251** Finalize Process for April 5, 2014 Urban Design Workshop and Debrief March 6, 2014 Citizens Advisory Committee Meeting

Mr. Stahley outlined his presentation to City Council regarding the Citizen Advisory Committee meeting and the tools used to facilitate discussion and agreement. He will cover the guiding principles, the voting, and the results from the March 6th meeting. He will also introduce information on the Design Workshop scheduled April 5th and tools such as polling, mapping exercises, and graphically displayed scenarios. Photo simulations may be the next step.

The Committee discussed the outline for the Design Workshop process and how to include Citizen Advisory Committee members that are not able to attend on April 5th.

It was suggested to offer an open session to those that want to participate . To stay within the timeline, the open session should take place between April 13th through the 19th.

The recommendation was discussed and closed.

5. ADJOURNMENT

The meeting was adjourned at 5:52 p.m.

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Community Economic & Revitalization Committee

Debrief Urban Design Workshop and Consider Next Steps in the Design Process

Agenda Date: 4/21/2014

Agenda Number: 4.A

File Number: 14-0385

File Type: recommendation

Version: 2

Status: In Committee

..Title

Debrief Urban Design Workshop and Consider Next Steps in the Design Process

..Recommended Action

City Manager Recommendation:

Debrief Urban Design Workshop and consider next steps in the design process

..Report

Issue:

The Community and Economic Revitalization Committee and the Citizens Advisory Committee held an Urban Design Workshop on April 5, 2014 and a follow-up meeting for members who were unable to attend on April 16, 2014. Discuss the meetings and consider next steps.

Staff Contact:

Keith Stahley, Director Community Planning and Development Department
360.753.8227.

Presenter(s):

Keith Stahley, Director Community Planning and Development Department

Background and Analysis:

The Community and Economic Revitalization Committee and the Citizens Advisory Committee held an Urban Design Workshop on April 5, 2014 and a follow-up meeting for members who were unable to attend on April 16, 2014. Generally, the meetings were considered to be successful based on feedback from participants.

The CERC could provide feedback about how this type of meeting could be used in the future and how the meeting format could be refined to achieve even better results. Issues that may warrant committee consideration include: graphics in the visual preference survey and how to involve the public in this and future stages of this process.

The consultant team is working to prepare for the May 1st joint meeting with the CERC and the CAC. The team feels that additional time between the Follow-up Workshop on April 16th and the May 1st meeting where they will be reporting findings, recommendations and presenting two scenarios for consideration would be beneficial. Condensing the work of the tables into useful scenarios and then analyzing the economics of those scenarios is challenging work and the team wants to have a

Agenda Date: 4/21/2014

Agenda Number: 4.A

File Number: 14-0385

complete a picture as possible for the next step. Staff recommends using the May 13th Council Meeting for this purpose.

This delay should not significantly alter the timeline moving forward.

Options:

1. Discuss the meeting and provide feedback and direction to staff on how to improve future sessions and provide a recommendation regarding postponing the joint meeting until May 13th.
2. Discuss the meeting and provide feedback and direction to staff on how to improve future sessions and do not postpone the May 1st joint meeting.

Financial Impact:

This work is within the scope of the revised budget.

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Community Economic & Revitalization Committee

Debrief City Council Meeting of April 15th Regarding Feedback Pertaining to the Proposed Revisions to the Economic Chapter.

Agenda Date: 4/21/2014

Agenda Number: 4.B

File Number: 14-0386

File Type: discussion

Version: 1

Status: In Committee

..Title

Debrief City Council Meeting of April 15th Regarding Feedback Pertaining to the Proposed Revisions to the Economic Chapter.

..Recommended Action

City Manager Recommendation:

Debrief City Council Meeting of April 15th Regarding Feedback Pertaining to the Proposed Revisions to the Economic Chapter.

..Report

Issue:

City Council will consider the proposed revisions to the Economic Chapter of the 2014 Comprehensive Plan on April 15, 2014.

Staff Contact:

Keith Stahley, Director Community Planning and Development Department
360.753.8227

Presenter(s):

Keith Stahley, Director Community Planning and Development Department

Background and Analysis:

On March 17, 2014 the Community and Economic Revitalization Committee considered revisions to the Economic Chapter of the proposed Comprehensive Plan and forwarded a recommendation that the revisions be included in the public hearing draft of the Comprehensive Plan. Council's April 15th meeting is the first time that Council will see this work and there may be feedback and revisions for the CERC to consider.

Options:

1. Provide feedback and direction to staff on the proposed Economic Chapter based on the results of the April 15, 2014 Council meeting.

Financial Impact:

No financial impacts.

Agenda Date: 4/21/2014

Agenda Number: 4.B

File Number: 14-0386

Economy

Photo [here](#).
An employee at Olympia local business, Olykraut, stands in front of their wares

Introduction



The strength of Olympia's economy is what determines whether we are able to pay for the public services and special features that make our community a great place to live. And the community we create is the most effective tool we have for attracting and maintaining high-quality job opportunities. The quality of the community is the most powerful economic engine we have.

Olympians have told us they value an economy where:

- There are plentiful living-wage jobs.
- Consumers and the City support local entrepreneurs.
- Residents and businesses want many of their goods and services to come from local sources.
- A highly educated workforce, entrepreneurial spirit and culture of innovation energize our economy.
- Art projects, art events, and support for the arts are integral to the community and its economy.

A healthy economy must provide jobs that pay a living wage, usually defined as a wage that allows a household to meet its basic needs without the need for public assistance. The level of a living wage will vary based on the size and makeup of the household.

The table below shows living wages calculated for Olympia residents, based on the cost of food, housing, transportation, child care, and other basic needs; it assumes full-time, year-round employment.

Olympia Living Wage

(2010 data)

| Household type | Monthly Income Needed | Annual Income Needed | Living Wage Per Worker |
|---|-----------------------|----------------------|------------------------|
| Single Adult | \$2,365 | \$28,378 | \$13.64 |
| One Adult, one child (6-8) | \$3,438 | \$41,260 | \$19.84 |
| One Adult, two children (1-2, & 6-8) | \$4,103 | \$49,232 | \$23.66 |
| Two adults (one working), two children | \$3,719 | \$44,630 | \$21.46 |
| Two adults (both working), two children | \$5,286 | \$63,430 | \$15.25 |

For a healthy economy to thrive over the long run, it must be able to absorb market changes and business-cycle fluctuations. This often requires a diverse economy, which can cushion the impact of one or more sectors in decline. A healthy economy provides a reliable tax base that generates revenues sufficient to keep pace with inflation. When Olympia's economy stalls and taxes can't pay for existing programs, the City must eliminate jobs and services and construct fewer capital facilities to balance its budget.

Olympia's Economic Profile



In general, cities play a relatively small part in the economic development arena, and Olympia is no exception. However, the City has the following roles:

- Using its land-use authority to provide places for businesses to locate.
- Maintaining an efficient, fair, transparent, and predictable permitting process that reduces business-cost and timeline uncertainties. .
- Collaborating with other public and private entities that have a more direct role in economic development, such as ports, business

associations, and economic development associations.

- Developing and maintaining the infrastructure healthy businesses and neighborhoods need.
- Investing in, traditional infrastructure, such as roads, sewer and water service, as well as in schools, parks, arts, and our the natural environment.

In 2013 the City initiated an economic development planning process to consider creating a Community Renewal Area in downtown and to provide an assessment of broader real estate market. This process resulted in the preparation of two key reports: *Investment Strategy: Olympia's Opportunity Areas* and the *Downtown Olympia Community Renewal Area Feasibility Study*. These reports will help to refine the City's approach to economic development over the coming years and underpin the City's Community Renewal Area planning process.

The Investment Strategy Report provided a community-wide assessment of key redevelopment opportunity areas. Six geographic areas were examined in detail:

| Opportunity Site | Council-identified development opportunity |
|-------------------|---|
| Kaiser/Harrison | Potential for neighborhood commercial/mixed-use/retail district on large single-ownership tract |
| Olympia Landfill | City-owned, potential major retail site adjacent to existing major retail area |
| Division/Harrison | Potential neighborhood center adjacent to established neighborhoods |
| Headwaters | Large multi-ownership parcel with wetland amenity and infrastructure challenges. |
| Kmart Site | Former K-mart site (currently vacant) on major close-in retail corridor |
| Downtown | Focus area for Community Renewal Area planning |

This report recommends the City manage its development area assets as a portfolio that adheres to the community vision. This approach includes: (1) strategically investing in infrastructure improvements, such as roadways,

streetscape improvements, and property acquisition; (2) making necessary or desired regulatory adjustments, such as zoning changes; and (3) creating partnerships with developers and property owners to generate development returns that remain sensitive to market demand.

Olympia's three top employers:

Government:

Olympia is the capital of Washington and seat of Thurston County, and both provide many local jobs. In fact, government was the largest employer in Thurston County in 2010, contributing nearly 36,000 jobs. What's more, many of these government jobs are tied to our more diverse, statewide economy, which helps to shield our community from economic swings. Fluctuations in state government can affect our local economy.

According to the Investment Strategy Report, "State government will remain a key industry in Thurston County, but its employment is forecast to decrease. State government is the largest employer in Thurston County, with 20,071ⁱ employees in 2013. Total state employment has been fairly flat since 2002, and has decreased since 2008. State government employment appears not to be growing in the near-term. This will likely affect demand for office space within the County. However, almost a third of state government employees statewide (32%) are over 55 years of age. As these employees retire over the next decade, many of those positions will likely be filled with younger employees. This trend could impact the demand for residential housing within Thurston County, regardless of the overall size of state government."

The report continues, "while the State's office use has recently declined, in the last legislative session, it committed to consider a major investment in a 200,000 square foot office building downtown to accommodate its own needs for new office space. Adding this new square footage for State uses suggests that the existing vacancies in the private office market are unlikely to be filled with State workers, and that the City may continue to see a trend toward conversion of downtown office space to housing and other uses".

Healthcare:

Olympia is also a regional medical center, serving Thurston, Mason, Gray's

Harbor and Lewis counties. Health care is the Thurston County's second-largest employment sector, with an estimated 11,595 jobs.

Retail:

Olympia's shopping mall, auto mall, and downtown business core make it the region's largest retail center, providing significant sales tax revenue. Retail provides an estimated 11,076 jobs in 2010 and is the county's third largest employment sector. However, unlike our government and health care employers, retail provides an average living wage that is just under what the City estimates is needed for a single adult in Olympia.

| Industry | Avg # Employees | Avg. Annual Wage |
|---------------------------------------|------------------------|-------------------------|
| Ag., forestry, fishing, hunting | 1,370 | \$32,491 |
| Mining | 35 | \$41,204 |
| Utilities | 169 | \$75,435 |
| Construction | 3,274 | \$41,893 |
| Manufacturing | 3,088 | \$43,234 |
| Wholesale Trade | 2,697 | \$83,700 |
| Retail Trade | 11,076 | \$26,316 |
| Transportation, warehousing | 1,684 | \$34,449 |
| Information | 991 | \$46,379 |
| Finance & Insurance | 2,159 | \$53,953 |
| Real Estate & Rental, & Leasing | 1,272 | \$28,824 |
| Professional & Technical Services | 3,244 | \$54,790 |
| Management of Companies & Enterprises | 663 | \$59,515 |
| Administrative & Waste Services | 3,319 | \$25,449 |
| Educational Services | 1,271 | \$42,351 |
| Health Care & Social | 11,595 | \$42,206 |

| | | |
|--|--------|----------|
| Assistance | | |
| Arts, Entertainment & Recreation | 1,189 | \$16,783 |
| Accommodation & Food Service | 7,517 | \$15,665 |
| Other Services, except Public administration | 4,431 | \$25,753 |
| Government | 35,867 | \$53,014 |
| Not Elsewhere Classified | 0 | \$0 |
| Total | 96,767 | \$42,370 |

The Investment Strategy Report adds, "The City of Olympia is projected to accommodate an estimated additional 18,000 jobs by 2035.ⁱⁱ Of those, almost 75% of new jobs in Olympia will be in commercial sectors. Jobs in industrial sectors (10%) and government (15%) will make up the remainder of new employment. Countywide, the sectors with the largest forecasted new jobs are professional and business services. However, Thurston Regional Planning Council's forecasts have construction employment growing substantially with total construction employment more than doubling by 2040 from 5,620 in 2010 to 12,700. Manufacturing employment is also forecasted to increase but at a much slower rate adding about 500 jobs from 2010 to 2040."

Education and entertainment

Olympia is the region's restaurant, art and entertainment Center. There are three nearby colleges, The Evergreen State College, St. Martin's University, and South Puget Sound Community College, which have a major impact on the culture of our community, and our high average level of education.

The Port of Olympia

Olympia is also the only city in Thurston County with a deep water harbor. The Port of Olympia operates a marine import and export terminal, the largest recreational boating marina on South Puget Sound, and a state-of-the-art boatyard. The Port is also the home of many private, marine-related businesses, the Batdorf and Bronson Roasting House, the Olympia Farmers' Market, and many professional offices and retail businesses.

Among our partners in economic development, the Port of Olympia has the closest relationship to Olympia's economy, and its mission is to grow the Thurston County economy, move people and goods, and improve the County's recreation options and environment. The Port is a special-purpose district, and its boundaries are the same as Thurston County's.

The Port owns 200 acres along Budd Inlet near Olympia's central business district. The Comprehensive Scheme of Harbor Improvements, the Port's land-use plan for its Olympia properties, includes industrial uses in the vicinity of the Marine Terminal, recreational boating uses at the Swantown Marina and Boatyard, and mixed uses in the Market, North Point, and East Bay Districts. Recreational uses are envisioned throughout its mixed-use districts and the Marina. For example, the East Bay District is a significant investment and downtown redevelopment opportunity, home to the Hands On Children's Museum and East Bay Plaza.

Although a smaller factor in our local economy than state government, the Port's potential is significant and gives the City an opportunity to further diversify its economy.

In addition, Olympia is well-served by its highway network, which includes Interstate 5 and Highway 101, with links to State Route 8 and the Olympic and Kitsap Peninsulas. All of this means Olympia's location provides easy access to a variety of recreational opportunities -- from bike trails and kayaking within our city limits, to skiing and hiking in the mountains, to beachcombing along the coast and regional customers for the area's retail businesses and health care providers.

Key findings from the Feasibility Study include:

- State government anchors the employment base in Thurston County. Government employment is down though in recovery. State government employment does not look to be growing in the near term and will not be a driver of the regional economy in the near future. This trend impacts the demand for office space, both existing and new development.
- Thurston County benefits from regional economic growth and activity in the Puget Sound region that filters down to the County as the region grows. Joint Base Lewis McChord has increased demand for housing in the region, particularly in Lacey.
- Rents for most development types are still at a low point from the recession, which makes it difficult for new development to substantially increase the income potential of a property through redevelopment. There are a number of sites throughout the region for development to choose from. New development will likely choose the easiest and cheapest sites before more challenging in-fill development.

- Suburban/urban infill development continues to be oriented towards vacant land. Much of the new development in areas since 2000 (for all product types) has been oriented around areas easily accessibility from Interstate-5 and major arterials with less expensive land.
- There are growing signs of an urban infill market in Olympia in part driven by a changing demographic oriented urban living. In the last ten years, most recent building activity in Olympia has focused on rehabilitation or remodeling of existing space with limited new development. As growth picks up, multi-family development is the most likely market ready, and it likely will occur in easily developable and/or high amenity areas that are most attractive.
- Continued population growth in the region will generate demand for additional housing and commercial services, such as general services, retail, and health care. However, there is not a shortage of easily developable sites, (e.g. vacant, low intensity) throughout the region, which gives uses a number of site options to choose from.

The Downtown Olympia

Downtown Olympia is a special place, with the only urban waterfront in the area, it serves as not just Olympia's downtown but the region's. Downtown Olympia is home to the region's major performing arts, museums, banking, dining and entertainment facilities as well as the Port of Olympia and the LOTT Clean Water Alliance regional treatment facility.

Thursday, Friday and Saturday evenings see the streets of downtown come alive with theater patrons, dinners and a lively bar scene. Recent enhancements such as the Hands on Children's Museum, East Bay Plaza, LOTT's WET Center and Percival Landing reconstruction only add to downtown's status as a destination.

The proximity of the Capital Campus to downtown create a strong relationship between the campus and downtown that is enhanced by the presence of the Dash Shuttle and Intercity Transit bus that operates on 10 to 15 minute headways.

Starting in 2012 there have been several conversions of second floor offices to residential units. Over 50 new units are either finished or under construction. These units represent the first new market rate housing in downtown in many years. A large apartment building is currently proceeding through the City's permitting process representing another significant step forward for downtown housing.

Downtown remains a work in progress and the City has invested heavily

from both a capital facilities and services perspective. Over the past three years the City has used an action oriented program known as the Downtown Project to effect change. The Downtown Project has included key elements such as enhancing the downtown walking patrol, replacing parking pay stations, creating a Downtown Ambassador program, establishing an Alcohol Impact Area, and construction of parklets to name just a few.

The City has initiated a Community Renewal Area (CRA) planning process for downtown. The *Downtown Olympia Community Renewal Area Feasibility Study* was the second significant work product related to Olympia's CRA process. This report provides the outline and support materials for the ultimate creation of a CRA in Downtown Olympia.

Key findings related to downtown from the *Feasibility Study* include:

- Demand from those users who need to be downtown (such as state government, the Port, and related uses) is not a growing part of the economy.
- The redevelopment hurdle downtown is higher than other locations because of higher land and construction costs.
- Commercial rents are not yet high enough to justify new commercial construction in Downtown Olympia.
- Office rents have decreased from(\$19.60/SF/Yr in 2009 to \$15.70/SF/Yr today as vacancies have increased.
- Retail rents are more stable, but decreased from \$14.10/SF/Yr in 2009 to \$12.10/SF/Yr today.
- Low vacancy rates and modest rent increases for apartments citywide, as well as some anecdotal evidence suggest that there is near term demand for multi-family housing. Recent successful multi-family(housing projects, building(reuse) have occurred downtown as well.
- Over \$100 million of public investment has been made downtown by the City and Port of Olympia in new buildings and parks, including a new City Hall, the Hand On Children's Museum, LOTT Clean Water Alliance offices, East Bay Plaza, and Percival Landing.

The Community Renewal Area law was created by the state specifically to give communities the tools that they need in order to help areas such as the downtown move forward. Washington law (RCW 35.81) allows cities to establish a Community Renewal Area through the designation of a geographic area that contains blight and the creation of a Community

Renewal Plan for addressing that blight. Many Washington cities have used CRA to develop and implement redevelopment plans, including Vancouver, Shoreline, Everett, Bremerton, and Anacortes.

Olympia's downtown is the urban center for the entire region; residents and business owners would all benefit from a more active, vibrant downtown. However, parts of downtown are widely recognized as "blighted," with several condemned or obsolete buildings occupying key properties. Soil contamination, soils subject to liquefaction and rising seas also contribute to the blight. Re-development is stuck despite the area's unparalleled assets. The City has an interest in improving the downtown and enhancing its economic productivity in a manner consistent with the rest of this plan. The creation of a CRA may be one way to accomplish this objective.

A Healthy Economy Enhances our Quality of Life



Olympia enjoys a relatively healthy economy and stable revenue base, making it possible for it to invest in public improvements and services. These include the Washington Center for the Performing Arts, The Olympia Center, Percival Landing, the Farmers Market, new sewer capacity, new roads, and other needed infrastructure. All of this makes Olympia increasingly attractive to private investors, which will further increase our revenue base, and make more community improvements possible.

[Table here](#)

Olympia's revenue comes from a mix of taxes and fees. The Olympia General Fund Revenues Per Capita table shows the sources of the City's General Fund revenues, over the last 15 years on a per capita basis. Olympia's largest revenue source is taxes, which represents well over half of the General Fund's revenue. The Olympia Tax Revenues Per Capita table provides a breakdown of taxes by various categories. Significant tax revenues come from commercial hubs such as the auto mall and regional shopping areas, construction and construction related industries.

[Olympia Tax Revenues per capita are here](#)

While taxes on a per-capita basis have generally increased during the last few decades, our revenue from sales, business and property taxes fluctuates with the state of the general economy. Revenue from sales tax

falls when consumers spend less. The property tax we collect per capita falls when property tax levies don't keep pace with population growth. Finally, property taxes have been limited by Initiative 747, passed by Washington voters in 2001, which limits growth in property tax revenue to 1 percent per year a rate that generally lags well behind the increasing costs of providing those services.

Yet major City services depend on these tax revenues. City residents, as well as workers and shoppers coming to Olympia require maintained streets, police and fire protection, water and sewer service, and more. Growing neighborhoods require these same services, plus parks (provided by the City) and schools (provided by the school district). The challenge is to provide these services at high quality for the best cost, and meet those standards when City revenues decline, by finding new revenue options or cutting services.

Maintaining and improving Olympia's infrastructure puts another large demand on the City's funds, made even more challenging as federal and state assistance has declined. Yet, an adequate and dependable infrastructure is critical to our ability retain and attract businesses.

Community Investment



Private investment can expand a community's economy and strengthen its material prosperity. But an infrastructure needs to be in place, or underway, to interest private businesses in locating or expanding in Olympia. For this reason, it's critical for any community to invest resources in capital facilities that will support a healthy local economy *and* its values and vision for the future.

Recent capital investments have included:

- Olympia's new City Hall and the reopening of Percival Landing (Phase 1) in 2011, together an investment of over \$50 million.
- In the East Bay area, the LOTT WET Science Center, East Bay Plaza, and the Hands On Children's Museum are providing more family activities downtown.
- New sidewalks and transportation corridors at Boulevard Road and Harrison Avenue now make it easier to get around by foot, bike,

bus or car.

- Our new Fire Station 4 has lowered 911 response times.
- Planned upgrades to our water supply will help to ensure an adequate and high quality water supply for decades to come.

All of these projects are examples of how our investments have improved our public spaces and quality of life and have provided the impetus for more private investment to follow.

[Photo here](#)

Crown Beverage Packaging's 115 employees make 1.5 billion beverage cans each year from recycled aluminum. They have been part of Olympia since 1959.

Over the next 20 years, Olympia must continue to make judicious "up-front" investments that bring development to targeted areas, using its partnerships as effectively as possible. To keep them affordable, such investments will need to be located in the downtown, *Investment Strategy Report* opportunity areas or Urban Corridors. Projects that "leap-frog" to remote sites outside of our existing infrastructure can be prohibitively expensive to develop.

The *Investment Strategy Report* recommends that the City should proactively:

- **Review changing market dynamics** to identify new barriers and opportunities to allow the City to invest in the most market-feasible projects.
- **Develop relationships with property owners and other stakeholders to learn about their interests and short-term and long-term development goals.** Given the barriers to development described in the report, the City will need to establish new partnerships with property owners and developers if it wishes to achieve development in the opportunity areas that is compatible with the City's Comprehensive Plan. Community and neighborhood stakeholders are also critical to this process.
- **Continue and improve community conversations to better clarify and articulate desired development outcomes and coordinate stakeholders' visions for development.** This work would help to refine the City's policy goals for the opportunity areas

and other areas through the comprehensive planning process. Given long-term demographic shifts, the City should support higher density, infill development to achieve multiple public policy goals.

- **Take advantage of opportunities when they present themselves**, which may mean that the City would focus on new opportunity areas, or move forward with actions in existing opportunity areas ahead of schedule.
- **Coordinate funding opportunities with other public stakeholders** (the County, transit agency, the Port of Olympia, the State of Washington, others) with the City's CFP for major infrastructure investments that move the implementation forward.

Coordinate with planning and implementation in key opportunity areas. Some initial steps toward implementation are already underway, including the Martin Way Corridor Study and the Comprehensive Plan update. The Martin Way Corridor Study is evaluating infrastructure investments that can improve access and safety for all transportation modes, and spur higher density development. The City could consider combining subarea planning efforts with the comprehensive planning process for the Kaiser/Harrison and Division/Harrison areas.

In addition to the City's work on the Community Renewal Area Olympia has recently established a Section 108 Loan Program. This program leverages the City's annual CDBG Allocation to create a loan pool to promote economic development opportunities within our community. These funds must be used in a manner consistent with the Department of Housing and Urban Development's regulations. Generally these funds can be used to support economic development projects that create jobs for low to moderate income people or support reinvestment in areas such as downtown where low to moderate income people live.

Economic development efforts must be consistent with growth management goals and not strain the capacity of our natural resources. They must be consistent with the efficient and appropriate use of land. The impact of new business must not compromise the local environment. Economic development does not mean "growth," although growth of jobs, population and revenue may be a byproduct. While growth can improve a community's quality of life, economic development must be carefully planned. Our investment today in new buildings, streets and should not damage the ability of future generations to meet their needs.

Change: **Goals and Policies**

 SHARE

Olympia has a stable economy that provides jobs that pay a living wage.

 SHARE

PE1.1 Provide a desirable setting for business investment and activity.

PE1.2 Develop or support programs and strategies that encourage living-wage jobs.

Olympia has a strong revenue base.

 SHARE

PE2.1 Encourage retail, office, **medical** and service activities for their value in providing employment and tax revenues.

PE2.2 Identify major revenue-generating sectors and identify actions the City can take to help maintain their economic health.

PE2.3 Ensure that the total amount of land planned for commercial and industrial uses is sufficient for expected demand.

PE2.4 Diversify the local economy in a way that builds on our stable public sector base, and by supporting businesses that can reduce reliance on goods and services from outside the community.

PE2.5 Support employers who export goods and services to regional, national or international markets, but keep jobs and dollars in Olympia.

PE2.6 Regularly review the development market to identify changing circumstances that create barriers or opportunities for investment in our community.

PE2.7 Use the City's Section 108 Loan program to promote job creation and redevelopment activity that benefits low to moderate income people **in our community.**

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A vital downtown provides a strong center for Olympia's economy.

 SHARE

PE3.1 Support a safe and vibrant downtown with many small businesses, great public places, events, and activities from morning through evening.

PE3.2 Support lively and active downtown parks and waterfront attractions.

PE3.3 Promote high-density housing downtown for a range of incomes.

PE3.4 Protect existing trees and plant new ones as a way to help encourage private economic development and redevelopment activities.

PE3.5 Support continuation of the Dash Shuttle as a means of linking the Capital Campus and downtown.

PE3.6 Use tools such as the Downtown Project, establishment of a Community Renewal Area, creation of a downtown master plan and other planning efforts to improve the economic and social health of downtown.

PE3.7 Use the Section 108 Loan Program to encourage economic investment and job creation in our downtown that benefits low to moderate income people.

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The City achieves maximum economic, environmental and social benefit from public infrastructure.

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PE4.1 Plan our investments in infrastructure with the goal of balancing economic, environmental and social needs, supporting a variety of potential economic sectors, and creating a pattern of development we can sustain into the future.

PE4.2 Stimulate and generate private investment in economic development and redevelopment activities as recommended in the Investment Strategy Report.

PE4.3 Make decisions to invest in public infrastructure projects after analysis determining their total costs over their estimated useful lives, and their benefit to environmental, economic and social systems.

PE4.4 Consider whether the public cost of new or improved infrastructure can be recovered through increased revenues the City can expect from the private investment the improvement will attract.

PE4.5 Identify and take advantage of infrastructure grants, loans, and other incentives to achieve the goals of this Comprehensive Plan.

PE4.6 Economic uncertainty created by site contamination can be a barrier to development in downtown and elsewhere in our community; Identify potential tools, partnerships and resources that can be used to create more economic certainty for developments by better characterizing contamination where doing so fulfills a public purposes.

PE4.7 Identify where new and upgraded utilities will be needed to serve areas zoned for commercial and industrial use, and encourage the development of utilities to service these areas.

PE4.8 Investigate the feasibility of the City providing telecommunications infrastructure, or other new forms of infrastructure.

PE4.9 Collaborate with public and private partners to finance infrastructure needed to develop targeted commercial, residential, industrial, and mixed-use areas (such as Downtown Investment Strategy Report opportunity areas and along Urban Corridors) with water, sewer, electricity, street, street frontage, public parking, telecommunications, or rail improvements, as needed.

PE4.10 Encourage new development in areas the City has designated for "infilling," before considering proposals to expand land-use areas, or add new ones.

PE4.11 Serve sites to be designated for industrial or commercial development with required utilities and other services on a cost-effective basis and at a level appropriate to the uses planned for the area and coordinated with development of the site.

PE4.12 Avoiding building lengthy and expensive service extensions that would cost more than could ever be recovered from revenues.

The City has responsive and efficient services and permitting processes.



PE5.1 Maintain the City's high quality customer service and continuously seek to improve it.

PE5.2 Use regulatory incentives to encourage sustainable practices.

PE5.3 Improve the responsiveness and efficiency of the City's permit system, in part by identifying and removing waste, lack of clarity, duplication of efforts and other process inefficiencies that can occur in the development review process.

PE5.4 Create more predictability in development review process to reduce costs, without eliminating protections.

PE5.5 Eliminate redundancy in review processes, and create clearer rules.

PE5.6 Create a review process that is easy for all parties to understand at every stage and that invites input from affected parties as early as possible in the development process.

PE5.7 Use tools such as Form Based Codes, Subarea Plans, Focus Area Plans, Community Renewal Area planning and other proactive planning processes and tools to define and develop a shared redevelopment vision for specific areas within the community such as those identified in the Investment Strategy Report and elsewhere in this plan.

Collaboration with other partners maximizes economic opportunity.



PE6.1 Support appropriate economic development efforts of our neighboring jurisdictions, recognizing that the entire region benefits from new jobs, regardless of where they are.

PE6.2 Collaborate with neighboring jurisdictions to develop a regional strategy for creating a sustainable economy.

PE6.3 Look for economies of scale when providing services at the regional level.

PE6.4 Prepare preliminary studies for priority development sites (such as Downtown, Investment Strategy Report opportunity areas or Urban Corridors) in advance, so the City is prepared for development

applications, and the process can be more efficient.

PE6.5 Collaborate with local economic development organizations to create new **and maintain existing** living-wage jobs.

PE6.6 Work closely with state and county governments to ensure their offices and facilities are in the City of Olympia, which is both the state's capitol and the county seat. Continue to work with the State of Washington on its Preferred Leasing Areas Policy and collaborate with Thurston County government to accommodate the needs for county courthouse-related facilities.

PE6.7 Collaborate with The Evergreen State College, St. Martin's University, and South Puget Sound Community College on their efforts to educate students in skills that will be needed in the future, to contribute to our community's cultural life, and attract new residents.

PE6.8 Encourage Evergreen State College, St. Martin's University, and South Puget Sound Community College to establish a physical presence in downtown.

PE6.9 Collaborate with hospitals and other health care providers to identify actions the City could take to support their role in ensuring public health and their vitality as a major local employment base **and to establish a physical presence in downtown.**

PE6.10 Work with the Thurston Economic Development Council to identify businesses that support the health care sector, and identify what the City can do to help them **succeed.**

PE6.11 Support our neighboring jurisdictions in their role as the regional center for other activities, such as manufacturing, freight transportation, and air transportation.

PE6.12 Collaborate with the Port in its role of facilitating economic development, while continuing to exercise regulatory control over Port development and operations.

PE6.13 Balance the Port's need for truck and rail transportation corridors, while minimizing conflicts with other traffic needs and land use goals.

PE6.14 Coordinate funding opportunities with other public stakeholders (the County, Intercity Transit agency, the Port of Olympia, the State of Washington, Olympia School District, others) with the City's CFP for major infrastructure investments to maximize the impact of those investments.

Community and Economy



In 2009, Olympia was selected as one of the Top 10 Best Cities in the nation, by Kiplinger's Personal Finance Magazine. While identifying state government as the "keystone of Olympia's economy," it called Olympia itself a "cultural diamond in the rough" where a thriving visual and performing arts scene is celebrated. It is our individuality as a community -- and our quirkyness -- that sets us apart from other communities, and which makes Olympia such a great place to live and start a business.

According to the 2011 Thurston County Creative Vitality Index, more than 650 "creative jobs" were added to the community between 2006 and 2009. These include public relations specialists, writers, librarians, photographers, architects, and others in "creative occupations."

[Photo here](#)

[Downtown Olympia's shops, restaurants and theaters are a draw for citizens and visitors alike.](#)

Olympia has received many awards for livability over the years. In 2010, Olympia was recognized as the most secure mid-sized city in the U.S by Farmers Insurance, based on factors that included crime statistics, weather, risk of natural disasters, housing depreciation, environmental hazards, and life expectancy. In 2010, the *Gallup-Healthways Well-Being Index* ranked Olympia in the top 20% of cities in Washington State. Its survey categories included life evaluation, emotional health, physical health, healthy behaviors, work environment, clean water, and general satisfaction with life and work.

Several recent studies suggest that a sense of "place" - a sense of authenticity, continuity and uniqueness - is the key to a community's future economic opportunity. One study found that cities in which residents reported highest levels of attachment to and passion for their communities also had the highest rates of economic growth over time. These studies also discovered that qualities such as a welcome and open feeling, attractiveness, and a variety of social events and venues all contributed to this emotional bond. Parks and trees, community and historic landmarks, and public art also contributed to that hard-to-define

“sense of place.”

A Diverse Economy



Those same qualities that contribute to the strong emotional bonds many residents form with Olympia also appeal to visitors. Visitors contribute to our economy by shopping, dining, taking in a performance in one of our theaters, and spending the night in a hotel. According to the Thurston Visitor and Convention Bureau, in 2009, Thurston County businesses generated an estimated \$66.9 million from tourism alone – spending on accommodations and food service, arts, entertainment and recreation, retail and travel. This revenue generated an estimated \$19.6 million in local and taxes that year, and employed an estimated 3,000 people.

[Photo here](#)

[According to the Thurston County Creative Vitality Index, Performing Arts revenue grew 1.4% between 2008 and 2009.](#)

Olympia’s arts community is also a draw for tourism, and one of its beneficiaries.

Music

According to findings from a study completed by students at The Evergreen State College for the Olympia Arts Commission, the music industry in Olympia generated an estimated \$27 million in total business revenues --including manufacturing, retail, and venue receipts-- in 2008, contributing approximately \$2.5 million in local and state taxes for that year.

Theater

The Arts Alliance of Downtown Olympia determined that in 2009, local theaters brought 167,000 people downtown to attend more than 500 live performances, primarily in the evenings and Sunday matinees. The industry had a \$3.8 million operating budget, and brought in an estimated \$1.6 million to the community in local pay and benefits.

Artists as business owners

As of January 2010, State Senate District 22, which includes Olympia, was home to 410 arts-related businesses that employed 1,374 people, according to a report published by the national organization, *Americans for*

the Arts. According to the report, "Arts-centric businesses play an important role in building and sustaining economic vibrancy. They employ a creative workforce, spend money locally, generate government revenue, and are a cornerstone of tourism and economic development."

Small businesses

According to the Thurston Economic Development Council, an estimated 14,000 small businesses are registered in Thurston County, and 92% of them employ 10 or fewer people. Small businesses include service providers, small manufacturers, farmers, artists, and many of the retail businesses that set our community apart from others.

[Photo here](#)

[Olykraut is a small artisan company, turning local produce into value-added product since 2008.](#)

But for these businesses to provide a living wage [for their owners and employees], they need a strong customer base. Since 2007, the Olympia-based volunteer organization, *Sustainable South Sound* has hosted a "Buy Local" program, which encourages citizens to shop at local farms and businesses. The program has an education and outreach program that shows people where their dollars go, based on where they shop, and a savings book with incentives to shop at more than 140 participating farms, businesses and organizations. They also help businesses find local sources for the goods and services they need for their own operations. Business training and support is available through our local colleges and university, the Thurston Economic Development Council, and Olympia-based *Enterprise for Equity*, which helps people with limited incomes start and sustain small businesses.

Goals and Policies

 SHARE

Public and private investors are aware of Olympia's advantages.

 SHARE


PE7.1 Actively promote economic activities that are consistent with the values expressed in this Comprehensive Plan.

PE7.2 Market Olympia's advantages to local and out-of-town businesses that may be considering expansions or new facilities in the area.

PE7.3 Define a more active City role in stimulating development, and influencing the design and type of development.

PE7.4 Continue to coordinate and partner with the Thurston County Economic Development Council to promote Olympia's economic redevelopment opportunities.

Historic resources are used to promote economic stability in the City.

 **SHARE**

PE8.1 Strengthen economic vitality by helping to stabilize and improve property values in historic areas through the continued support of the Heritage Commission and planning to protect and promote our historic resources.

PE8.2 Encourage new development to harmonize with existing historic buildings and areas.

PE8.3 Protect and enhance the City's ability to attract tourists and visitors through preservation of historic resources.

PE8.4 Renovation, reuse and repair of existing buildings is preferable to new construction and should be done in a manner that protects and enhances the resource when historic properties are involved.

PE8.5 Help low- and moderate-income individuals rehabilitate their historic properties.

Tourism is a community revenue source.

 **SHARE**

PE9.1 Provide or support, services and facilities to help visitors enjoy our community's special events and unique character, and work to fully capture the potential economic benefits of their visits.

PE9.2 Continue to support efforts to restore, maintain and improve Olympia's local museums and other attractions.

PE9.3 Support continued tree plantings as a way to continually improve on

Olympia's natural beauty and attractiveness to tourists – and to help create a network of scenic roadways and streets.

PE9.4 Implement strategies to enhance heritage tourism opportunities.

Olympia is a regional center for arts and entertainment.

 **SHARE**

PE10.1 Continue to provide programs and services that support arts activities in Olympia.

PE10.2 Support local art galleries, museums, arts and entertainment facilities, organizations, and businesses.

PE10.3 Examine the feasibility of establishing an arts center for the community.

Small businesses contribute to Olympia's economic diversity.

 **SHARE**



PE11.1 Promote the concept that buying from local businesses is a way to strengthen the local economy.

Change:

PE11.2 Provide support for start-up businesses. Develop local awareness of the need for business incubator facilities, and allow for more home-based businesses.

For More Information

 **SHARE**

- [Knight Soul of the Community Project](#)  studies that sense of "place" that attached people to their communities
- Port of Olympia Comprehensive Scheme of Harbor Improvements
- Port of Olympia 2013-2025 Strategic Plan Vision 2025
- [The Profile](#)  is the Thurston County Regional Planning Council's flagship document that provides demographic, statistical and mapping

information. [Thurston Economic Vitality Index](#) ⁱ provides both a trend analysis and snapshot of Thurston County's economy based upon a series of key indicators

- [Washington State County Travel Impacts 1991-2009](#) ⁱⁱ examines the economic significance of the travel industry in the 39 counties of Washington state from 1991-2009

- [Investment Strategies Report: City of Olympia Opportunity Areas](#)

- [Downtown Olympia Community Renewal Area Feasibility Study](#)

ⁱ Source: Washington Department of Personnel, 2013

ⁱⁱ Thurston County Employment Forecast Allocations, 2013. Thurston Regional Planning Council.

City of Olympia

Community Economic & Revitalization Committee

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Consider Role of the Capital Facilities Plan (CFP) in Implementing the Opportunity Sites from the Investment Strategies Report

Agenda Date: 4/21/2014

Agenda Number: 4.C

File Number: 14-0387

File Type: recommendation

Version: 1

Status: In Committee

..Title

Consider Role of the Capital Facilities Plan (CFP) in Implementing the Opportunity Sites from the Investment Strategies Report

..Recommended Action

City Manager Recommendation:

Consider Role of the CFP in implementing the Opportunity Sites from the Investment Strategies Report.

..Report

Issue:

The City of Olympia implements its Comprehensive Plan in three primary ways:

1. through its regulations
2. through its operating budget, and
3. through its Capital Facilities Plan.

This report will consider the relationship between the Capital Facilities Plan (CFP) and the implementation of the *Investment Strategies: City of Olympia Opportunity Areas* report (Attachment 1).

Staff Contact:

Keith Stahley, Director Community Planning and Development Department
360.753.8227

Presenter(s):

Keith Stahley, Director Community Planning and Development Department

Background and Analysis:

One approach to implementing the Investment Strategies report is to understand what is proposed in the CFP. As we prepare to initiate our annual budget process, we can look to the CFP to help us understand how the projects included in it may affect redevelopment activity within our community particularly around the opportunity areas identified in the Investment Strategies report.

The CFP is comprised of two parts: 1. Goals and Policies (see Attachment 2). The policies on these two pages help to guide the development and implementation of the Comprehensive Plan. At this point, they do not include any reference to the Investment Strategy report or its recommendations.

Agenda Date: 4/21/2014

Agenda Number: 4.C

File Number: 14-0387

In addition to the CFP Goals and Policies the City also has adopted a policy document known as the Long Term Financial Strategy (see Attachment 2). The principles included in this document also help to guide development and implementation of the CFP.

The second component of the CFP is how we intend to spend our capital facility dollars specifically in the current budget year and more generally in the following 5 years. The cost of capital facilities included in the CFP generally exceeds the City's funding capacity.

The combined six-year Capital Improvement Program (CIP) includes fiscal year 2014 and expenditure and revenue projections for the next five years. The total planned Capital expenditures for fiscal years 2014 through 2019 are \$122,112,158. The Capital expenditure budget for Fiscal year 2014 is \$12,825,377 which represents 11% of the six-year plan. This total breaks down as follows:

- Parks Projects \$2,183,598
- Transportation Projects \$3,648,179
- General Capital Facilities Projects \$600,000
- Drinking Water Utility Projects \$1,826,800
- Wastewater Utility Projects \$2,333,700
- Stormwater Utility Projects \$2,233,100

These projects are broken down by function and include the projects in the following areas: parks, transportation, stormwater, general government and utilities. Each of these projects has a unique set of funding resources that is explained in the 2014 Capital Facilities Plan (see Attachment 3). Staff has highlighted in Attachment 2 those projects that are in or near the Opportunity Areas.

Options:

Review the CFP policies and projects and provide staff feedback and guidance on how to implement the relationship of the CFP to the Investment Strategy Report and consider the how the Investment Strategy Report might influence the projects included in the Capital Facilities Plan.

Financial Impact:

None at this time.

Investment Strategy

City of Olympia Opportunity Areas

September 2013

Prepared for:

City of Olympia



Contact Information

Abe Farkas, Lorelei Juntunen, and Emily Picha prepared this report. ECONorthwest is solely responsible for its content.

ECONorthwest specializes in economics, planning, and finance. Established in 1974, ECONorthwest has over three decades of experience helping clients make sound decisions based on rigorous economic, planning and financial analysis.

ECONorthwest gratefully acknowledges the substantial assistance provided by staff at BERK. Many other firms, agencies, and staff contributed to other research that this report relied on.

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1. Background and framework

1.1 Purpose

In recent decades, Olympia has seen less private investment in development and redevelopment than other parts of the South Puget Sound region, leading to fewer jobs, lower tax base, and diminished quality of place in key community centers than Olympia residents might otherwise have enjoyed. Reasons for this are wide-ranging: many of the causes of lower investment levels (including national economic conditions) have not been entirely under City control. However, City leadership has recognized a more strategic approach to its own investments in redevelopment activities is critical to encouraging the type of development that would benefit the community, and which the community would like to see and that a new more proactive approach to community development will be necessary to achieve this goal. To address this shortcoming, City leadership formed an Ad Hoc Committee composed of City councilmembers and executive staff focused on development strategy both downtown and City-wide. The Ad Hoc Committee commissioned and guided the work presented in this report.

This report begins to reframe the City's approach to redevelopment, and is an important first step to the more comprehensive, proactive strategy that the Ad Hoc Committee envisioned. The report outlines a methodology and initial set of actions the City's Community Development Department can use to guide its economic development and redevelopment activities. It suggests which tools available to the public sector (including incentives, regulations, facilitation of planning exercises and community conversations, and interactions with property owners) are most appropriate to specific areas within the City to more actively guide development outcomes in a market-responsive way.

The Ad Hoc Committee identified six areas (shown in Figure 1 and Table 1) that reflect a range of potential development opportunities in Olympia outside of downtown.¹ In all of these areas, the City is interested in furthering development outcomes, and recognizes that City should proactively participate in the future development of these sites. The report focuses on the redevelopment potential in the opportunity areas outside of downtown Olympia, and recommends a strategy and set of tools for investing in them over the coming years. This report, based on the ECONorthwest team's² analysis; City staff, Ad Hoc Committee, Citizens' Advisory Committee and Council input, and outreach to property owners and developers, provides a framework for prioritizing redevelopment investments within the opportunity areas.

¹ Downtown redevelopment opportunities are addressed at length in a separate analysis and process that is focused on opportunities for furthering the revitalization of Downtown. In some parts of this report, Downtown is included as a point of reference or because it is relevant.

² The team also included BERK, which provided most of the market analysis in this document and collaborated to produce the strategy.

For each opportunity area, ECONorthwest completed the following steps:

1) Conducted stakeholder outreach

Interviewed property owners and developers, and drew on city staff expertise, to more fully understand opportunities and constraints in each area.

2) Analyzed redevelopment readiness of each site

Evaluated market variables, barriers to redevelopment, available tools to encourage redevelopment, and property owner readiness to determine which areas are most ready to redevelop.

3) Profiled each area's development potential and recommended City actions

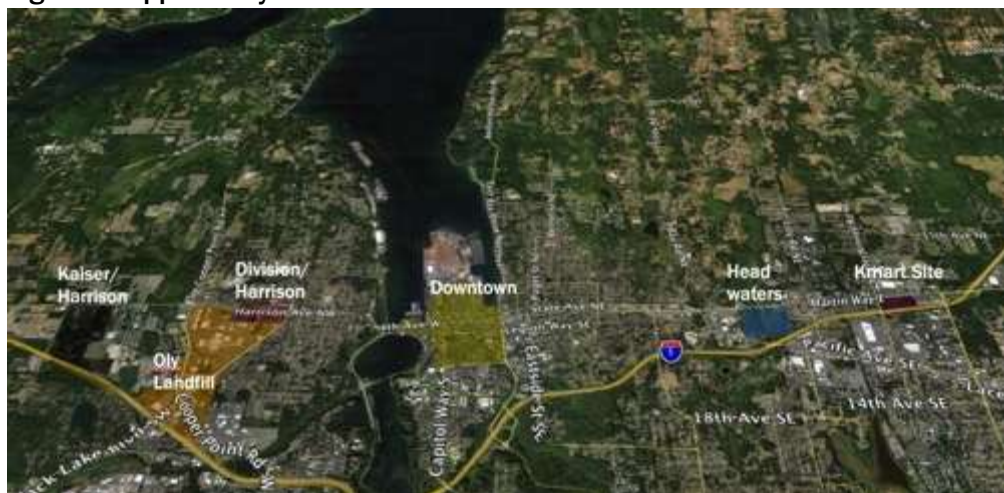
This report recommends actions the City of Olympia (City) could take to facilitate redevelopment of these sites in the short, medium and long terms.

This report is a first step toward implementing a comprehensive approach that can aid the City in managing its development area assets as a portfolio that adheres to community vision. This approach includes: (1) strategically investing in infrastructure improvements, such as roadways, streetscape improvements, and property acquisition; (2) making necessary or desired regulatory adjustments, such as zoning changes; and (3) creating partnerships with developers and property owners to generate development returns that remain sensitive to market demand.

Table 1. Opportunity areas and study rationale

| Opportunity | Council-identified development opportunity |
|-------------------|---|
| Kaiser/Harrison | Potential for neighborhood commercial/mixed-use/retail district on large single-ownership tract |
| Olympia Landfill | City-owned, potential major retail site adjacent to existing major retail area |
| Division/Harrison | Potential neighborhood center adjacent to established neighborhoods |
| Headwaters | Large multi-ownership parcel with wetland amenity and infrastructure challenges. |
| Kmart Site | Former K-mart site (currently vacant) on major close-in retail corridor |

Figure 1. Opportunity area overview



1.2 Regional development context

This section describes key factors that will influence future redevelopment potential in Olympia and Thurston County. This context is critical to understanding how the opportunity areas might support a larger growth strategy, and the market forces that will affect their future development. The CRA Ad Hoc Committee has expressed their intent to create a more coherent and long-term approach towards community development. The work aims to establish what market information and stakeholder engagement are necessary to be aware of and track as consideration is given to future budgets, capital facility plans, and master plans.

Population and demographics

Olympia's population growth has slowed, and the City has not captured as much growth as neighboring cities. As shown in Table 2, between 2000 and 2010, Olympia's population grew slowly (9%), compared to the State of Washington (14%), Lacey (36%) and Thurston County (22%). Most of Thurston County's population growth during that period occurred in Lacey, Tumwater, and unincorporated areas. In part, this reflects the relative "built out" condition of Olympia compared to the neighboring cities that, generally, can accommodate growth at lower cost on larger tracts of undeveloped land. Consequently, fewer housing units have been constructed and less market demand exists for redevelopment within Olympia.

Table 2. Population growth

| | 2010 Population | Population Change 2000-2010 | |
|---------------------|-----------------|-----------------------------|----------|
| | | Number | % Change |
| Thurston County | 252,264 | 44,909 | 22% |
| Olympia | 46,478 | 3,964 | 9% |
| Lacey | 42,393 | 11,167 | 36% |
| State of Washington | 6,724,540 | 830,419 | 14% |

Source: Census 2000 and 2010.

Olympia's rate of population growth and its share of the County's population growth are projected to increase. By 2030, Thurston County's population is estimated to grow by 96,000, with Olympia accommodating about 19% of that growth, or 18,000 people.¹ This would mean a roughly 40% increase in the City's population over the next 17 years. If Olympia is successful in capturing this growth as projected, it suggests growing demand for all types of uses, especially residential. It also suggests that new development will occur as infill or redevelopment, as large tracts of undeveloped land are uncommon inside Olympia's boundaries.

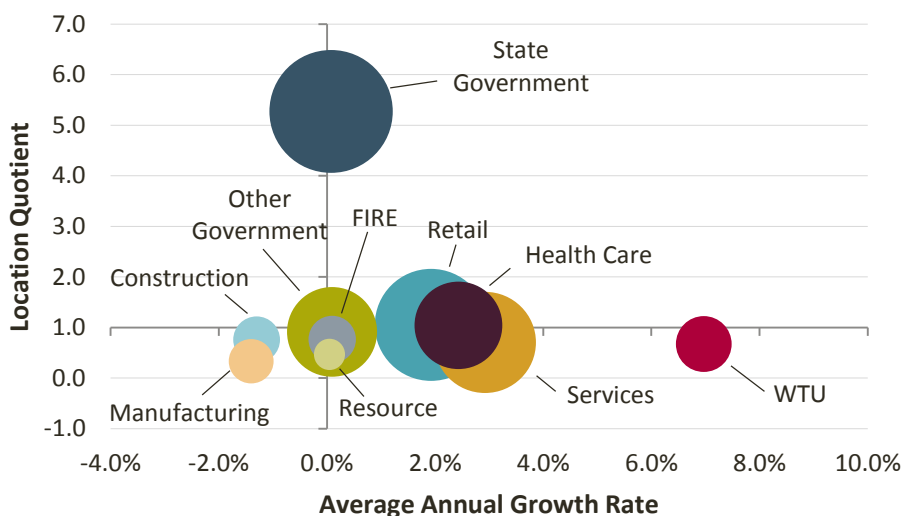
Employment growth

State government will remain a key industry in Thurston County, but its employment is forecast to decrease. State government is the largest employer in Thurston County, with 20,071² employees in 2013. Total state employment has been fairly flat since 2002, and has decreased since 2008. State government employment appears not to be growing in the near-term. This will likely affect demand for office space within the County. However, almost a third of state government employees statewide (32%) are over 55 years of age. As these employees retire over the next decade, many of those positions will likely be filled with younger employees. This trend could impact the demand for residential housing within Thurston County, regardless of the overall size of state government.

Fast growing industries are poised to play a greater role in the County's economy. Figure 2 compares average growth rates of key industries in the County. Since 2002, general services, retail, health care, and warehousing/transportation/utilities (WTU) accounted for the highest growth in employment. Construction and manufacturing were the only two sectors that decreased, albeit slightly. State government is (not surprisingly, given that Olympia is the State Capitol) highly concentrated in the economy, and will continue to influence downtown and City development trends. For example, while the State's office use has recently declined, in the last legislative session, it committed to a major investment in a 200,000 square foot office building downtown to accommodate its own needs for new office space. Adding this new square footage for State uses suggests that the existing vacancies in the private office market are unlikely to be filled with State workers, and that the City may continue to see a trend toward conversion of downtown office space to housing and other uses.

The City of Olympia is projected to accommodate an estimated additional 18,000 jobs by 2035.³ Of those, almost 75% of new jobs in Olympia will be in commercial sectors. Jobs in industrial sectors (10%) and government (15%) will make up the remainder of new employment. Countywide, the sectors with the largest forecasted new jobs are professional and business services. However, TRPC's forecasts have construction employment growing substantially with total construction employment more than doubling by 2040 from 5,620 in 2010 to 12,700. Manufacturing employment is also forecasted to increase but at a much slower rate adding about 500 jobs from 2010 to 2040.

Figure 2. Employment change, size, and location quotient³ for industries in Thurston County, 2002-2011



Source: Washington Employment Security Department, 2013; BERK, 2013

Acronyms: "WTU": Warehousing, Transportation, Utilities. "FIRE": Finance, Insurance, Real Estate

Notes for interpretation: Size of bubble shows relative size of industry as measured by number of employees; "location quotient" is a measure of industry concentration: a location quotient of 5 means that the industry is 5 times more concentrated than would be expected based on national averages.

Joint Base Lewis McChord has increased demand for housing in the region over the last 10 years, particularly Lacey, as the number of employees on base increased. In addition to direct employment, the base is an economic engine for the region, supporting local businesses with over \$200 million in government contracts. Current plans are to slightly reduce the number of active duty troops on base, thereby reducing total employment.⁴ As a result, JBLM is unlikely to be a source of growth for Thurston County in the near future, but should continue to be an economic cornerstone for the region, especially given that a high number of discharged staff permanently relocate in the region. According to JBLM, 6,000 individuals will separate service each year from 2012 through 2016 and that 40 percent plan to stay in Washington State.⁵

Regional development patterns

Since 2000, most development has occurred on vacant land in out-lying areas accessible to I-5 and major arterials. Continued population growth in the Puget Sound region will generate demand for additional housing and commercial services, such as general services, retail, lodging, and health care.

³ An index, defined in ratio form, that compares the proportion of a local activity to the proportion of that activity found at some larger geographic scale, such as the nation.

Multi-Family Residential

Recent multi-family (MF) development has not concentrated in any particular location, but has occurred throughout the County's urban areas. About a third of multi-family units were located in Olympia. Table 3 shows MF development in the County and Olympia since 2002.

Table 3. Multi-family development in Thurston County and Olympia, 2002-2012

| | Thurston County | Olympia |
|---|--------------------|---------|
| Total MF units developed | 3,000 | 1,023 |
| MF units as a proportion of total units | 13% | 35% |

Source: Washington Office of Financial Management

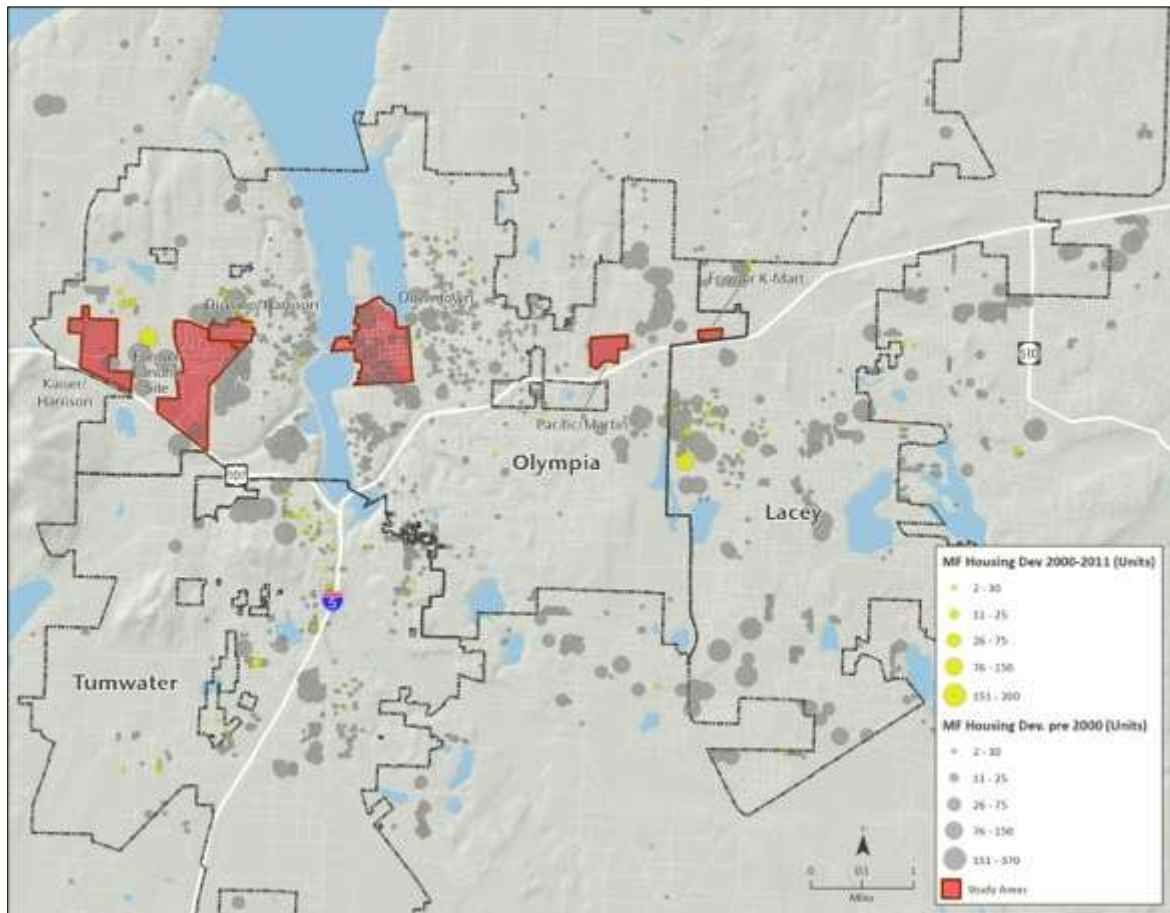
There are growing signs of an urban infill market in Olympia. In the last ten years, building activity in Olympia has focused on rehabilitating or remodeling existing space, rather than new development. As growth picks up, MF development will likely occur in easily developable and/or high amenity areas. The city saw a rapid increase in MF units in 2011 and 2012, with 652 units built over this time period. A number of large apartment complexes have been completed, including 18th Avenue Estates, Woodland Apartments, Red Leaf, Affinity, and Briggs Village South. The City has issued permits for Briggs Senior Housing, and is reviewing permits for Copper Ridge, Woodland Phase II, and Briggs Village North. According to the Department of Community Development, almost twice as many MF permits will be issued in 2013 than 2012.

Future growth in MF units will be driven, in part, by a changing demographic oriented to urban living. The aging baby boom generation and resulting decrease in household size will likely increase the share of MF units in Thurston County over the next 30 years. *New Home Trends*, in its study for TRPC, projected demand for over 14,000 new MF units between 2010 and 2030 almost 2.5 times the number of MF units developed per decade compared with the last ten years. TRPC estimates that by 2040 approximately 40% of new homes will be MF units, compared to about 22% today. TRPC's forecast assumes household size will decrease from 2.47 to 2.37 people by 2040.⁶

Population growth in people over age 55 and under 30 will drive the growing demand for MF housing. Since 2000, over 80% of new population growth in the County consisted of people over age 55 and between the ages of 20 and 34. This suggests an increasing demand for residential and other uses that accommodate both retirees and young families.

New types of MF units will be developed. Most MF housing built since 2000 has been in small developments, consisting of 10 or fewer units. While this trend is likely to continue, larger, MF projects will also likely be developed in downtown Olympia and mixed-use nodes throughout the city. New housing types will likely include accessory dwelling units, duplexes, townhomes, and senior assisted-living facilities. Demand for single-family housing will also continue, but is projected to comprise a smaller share of future development.

Figure 3. Multi-family housing development by units

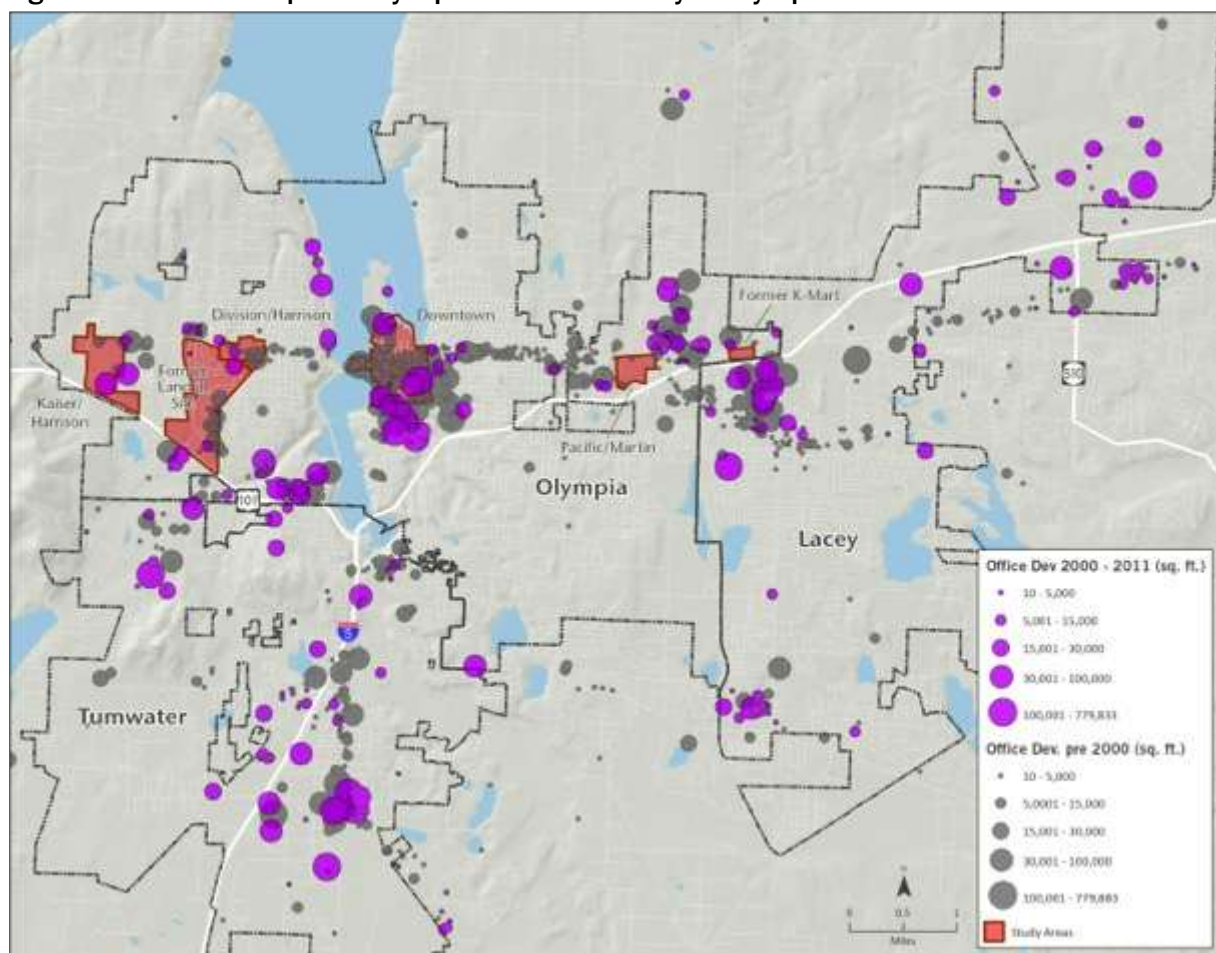


Source: Thurston Regional Planning Council, 2011; BERK, 2013

Office

Downtown Olympia, Lacey, and Tumwater are the major office clusters in the region, as shown in Figure 4. A limited amount of office development (670,000 total square feet) has occurred in the region since the start of the recession in 2008, including the new Department of Information Services building in 2010. Only one privately built Class A office building was constructed during this period (185,000 total square feet). Overall, throughout the region, a high vacancy rate exists (11.2% in the first quarter of 2013) for all classes of office space. This vacancy rate is due, in part, to recent office vacations by state agencies. With decreased State demand for office space, some property owners will look to repurpose existing office space. As mentioned earlier, the State is also considering constructing a 200,000 SF office building on the Capitol campus, along Capitol Way. These developments will further impact the office market.

Figure 4. Office development by square feet in the City of Olympia



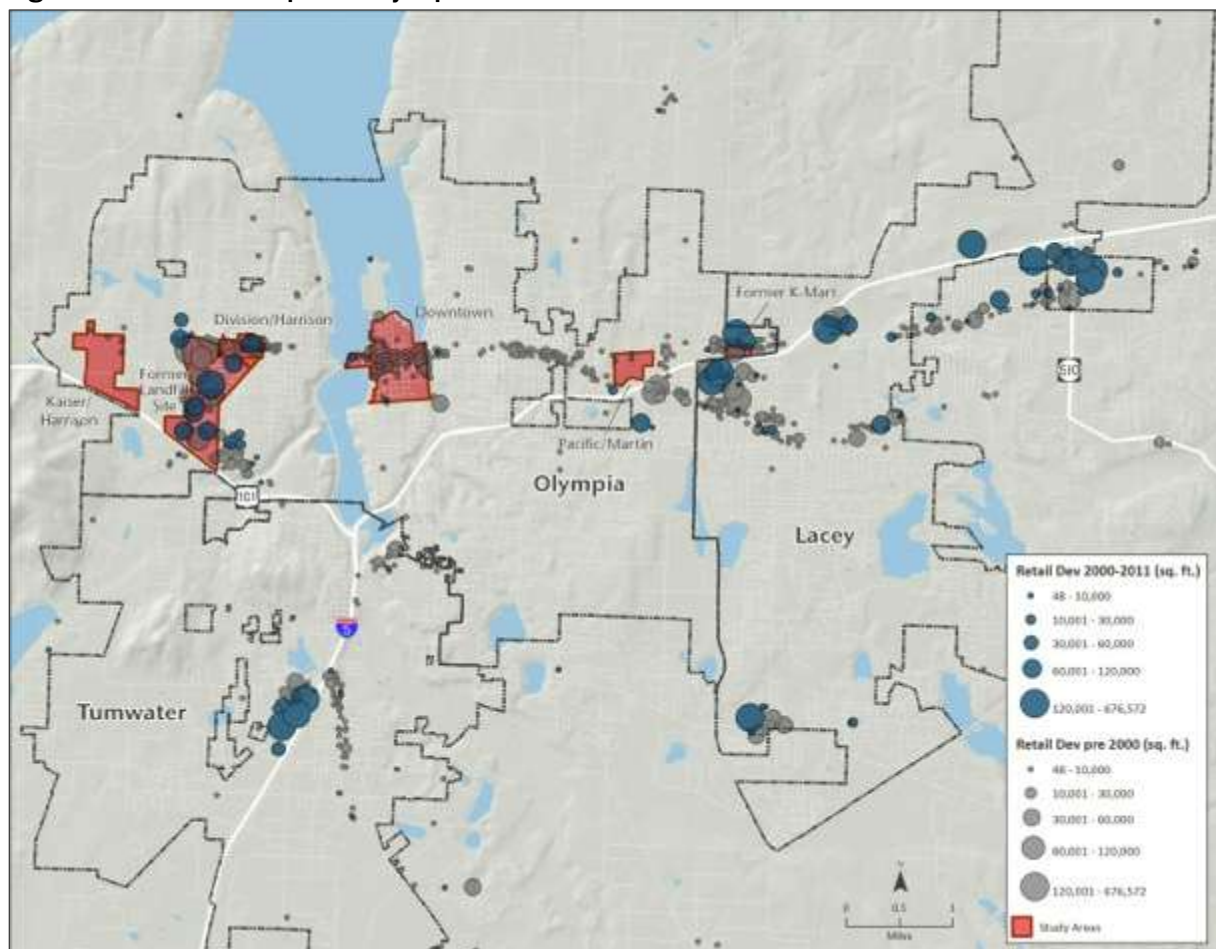
Source: Thurston Regional Planning Council, 2011; BERK, 2013

Retail

Since 2000, most retail development has been large scale, auto-oriented, located near highway interchanges, as shown in Figure 5. On a per square foot basis, sales have declined in most of Olympia. Two exceptions are Pacific/Martin, which saw two new businesses open, and Division/Harrison with increased retail sales per square foot since 2009. Currently, retail productivity in Division/Harrison is similar to downtown Olympia. The City lacks a retail attraction and retention strategy to attract destination retailers, such as IKEA or Nordstrom, from outside the existing marketshed.

National research suggests that a typical household supports approximately 70 square feet of retail space. 15 square feet of which could be neighborhood retail or services (such as the type of retail found along Martin Way in Olympia or at Division/Harrison) within walking distance.⁷ For example, a 30,000 square foot neighborhood retail center could support about 1,000 homes within a convenient walking distance of a quarter-mile, and another thousand households that are slightly farther away.

Figure 5. Retail development by square feet



Source: Source: Thurston Regional Planning Council, 2011; BERK, 2013

Hotel

Olympia's existing hotels and motels are mostly oriented along Interstate-5, with a few located closer to downtown. Olympia has seen a limited number of new hotels/motels built since 2000. Spending on hotels and motels in Thurston County showed strong growth from 2000 to 2007 with an annual average of 5.7%. Spending dipped in 2009. While data for Thurston County is unavailable, statewide visitor spending on hotels and motels rebounded in 2010 and is now close to 2006 levels. The return of hotel occupancy rates and revenues to pre-recession levels has brightened the investment outlook for lodging in the region. Currently, there are plans for potentially two new hotels in Downtown Olympia, but these plans remain preliminary and fairly uncertain and two new hotels are in for development review along the 1-5 Corridor.

1.3 Barriers to development on opportunity sites

Recent development patterns indicate the following barriers to development and redevelopment in the opportunity areas evaluated in this report:

- **Rents are too low to support costs of new construction.** Rents for most development types are still recovering from the recent recession, which makes it difficult for new development to substantially increase the income potential of a property through redevelopment. Without incentives and other supports, the majority of new development will likely choose the easiest and cheapest sites before embarking on challenging in-fill development projects like those identified in some of the opportunity areas.
- **Infill/Redevelopment opportunities.** Most of the opportunities areas are built out, with existing uses providing income to their owners. For redevelopment to be financially feasible, these properties need to generate higher rents.
- **Financing.** Developers sometimes face difficulty in obtaining financing for new product in areas where the market for that product is unproven.
- **Competition.** Easily developable sites are available throughout the region, providing multiple site options from which to choose. These lower-cost sites create competition for the opportunity areas.
- **Infrastructure deficiencies.** Encouraging growth in certain areas will require focused infrastructure investment. In some cases, this will mean additional roads to provide access into the core of a site. In other cases, streetscape enhancement projects and open space projects will support mixed-use, infill projects.
- **Lack of community consensus on growth.** Opportunity sites do not have an agreed-upon vision that is championed by surrounding property owners and community members. As a result, challenges to development proposals are more likely and common.

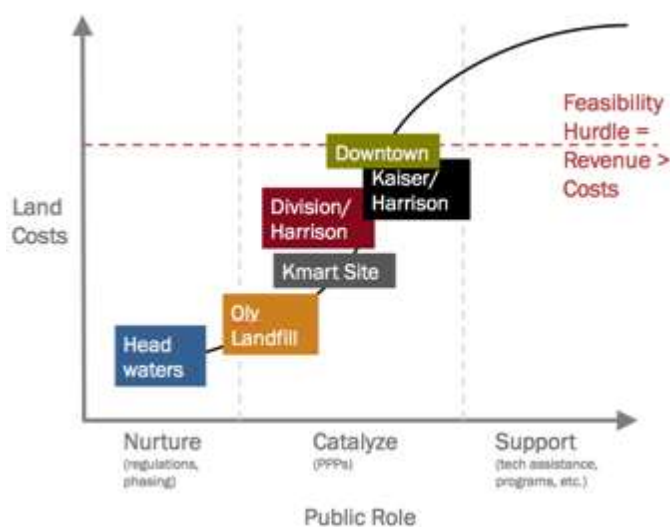
1.4 Framework for public action and investment

From a private real estate development perspective, people invest in real estate to realize financial gain from rents paid by tenants. Tenant's willingness to pay higher rents depends on their preference for a particular location over others. Generally, three key elements influence private real estate development decisions:

- 1) **Market conditions** including rent levels, land values, vacancy rates, availability of financing, competing supply, etc.
- 2) **The regulatory framework and infrastructure** that shape development plans and serve available land.
- 3) **The availability/suitability of land**, including property ownership patterns, soil conditions, etc.

The public sector, cities in particular, can influence real estate markets and redevelopment potential using a variety of tools, including community renewal, development regulations, incentives, infrastructure investments, and, in some cases, partnering with the private sector to improve development feasibility. To evaluate the most effective role for the City in each of these opportunity areas, we suggest a feasibility spectrum with a set of potential public-sector roles and related actions. Figure 6 shows where each opportunity area sits on a conceptual “market feasibility” curve. As rents increase relative to development costs, a project's market feasibility

Figure 6, Opportunity areas on the feasibility spectrum



Source: ECONorthwest and BERK, 2013

increases. When market feasibility reaches the redevelopment hurdle, private investment decisions lead to new construction.

The challenges that developers face differ based on where their projects sit relative to the feasibility hurdle. Actions that the City might take to incent or encourage redevelopment also differ accordingly. Generally, the City can think about its possible actions in three categories, or phases of feasibility: “nurture”, “catalyze”, and “support.”

These phases, described in more detail and with additional

information about the opportunity areas in Table 4 are broad and are not mutually exclusive, but they do imply different public actions. Public actions are part of a dynamic continuum, and can change in relation to a specific opportunity site as market conditions or other factors change. A strategic approach to community development (the final outcome of this report) provides a means of tracking the variables that lead to different placement of a development project relative to a feasibility hurdle (for example, different rent levels, different property

owner disposition, different levels of public amenity)), so that the actions that the public sector takes are targeted to overcoming the right challenges. In other words, the point is to illustrate the difference in the relationship of public actions to private investment as an area grows and / or market feasibility changes.

Table 4. Overview of actions in opportunity sites, based on phase of feasibility






| Phase | Nurture: Laying the policy and infrastructure groundwork for areas that lack proven markets. | Catalyze: Reduce development costs and make the area more attractive for investment by covering infrastructure or other costs, changing regulatory framework, or other actions. ⁴ | Support: Support and shape desired types of development, including enforcing existing codes and continuing to maintain infrastructure. |
|---|---|--|--|
| Challenge in this Phase | Development that aligns with public vision is not occurring and faces significant market and feasibility challenges. | Development in these areas is generally thought to be “on the cusp” and may need some public support to be financially viable. Some vision-aligned development may be occurring. | Development that aligns with the community vision has occurred and will continue to; the challenge is managing growth to match future development needs. |
| Opportunity Sites in this Phase | Olympia Landfill and Headwaters | Division/Harrison Former K-Mart Site Kaiser/Harrison | None identified in this report |
| Overview: Actions in Opportunity Sites | Land use regulations, critical infrastructure needs to support development readiness, and developing partnerships with property owners and the community to help create an environment that can support new or higher levels of activity. | Support market-making projects (e.g. the demonstration of market feasible projects). Typically consists of fee waivers, tax exemptions, the provision of specific types of public infrastructure (i.e. plazas, utilities, amenities, etc.), property assembly, zoning changes to align with market, and/or property disposition. | Manage the challenges of success, such as congestion, lack of quality public spaces or amenities, and service expansion (i.e. transit). Continue implementation of vision through code enforcement and permitting. |

⁴ Note that this type of action is limited in the State of Washington by very strict constitutional lending of credit prohibitions. Actions that directly subsidize private development are not allowed, except in certain circumstances, such as in an adopted Community Renewal Area. However, regulatory and other approaches are possible.

2. Action Plan

For the City to evaluate all of its opportunity areas, Table 5 recommends targeted infrastructure investments and changes to regulations and programs that align with the vision and desired actions for each area. Given short-term development opportunities, the City should focus its first efforts on implementation in the K-mart Site and the Kaiser/Harrison area. This section details the development character, policy goals, and potential actions for each opportunity area.

Table 5. Development actions over time by opportunity area

| Vision for the area | KEY ACTIONS | | |
|--|---|---|--|
| | Short term | Medium term | Long term |
| Headwaters (Nurture) | | Key actions  | |
| Residential, strip retail, or offices that take advantage of the area's strategic location and wetland amenity. | Coordinate with existing planning: Martin Way Infrastructure Study Explore property owner interests and meet with InterCity Transit | Develop a vision: Master planning Explore property owner dev't interest | Fund infrastructure improvements |
| Olympia Landfill (Nurture) | | Key actions  | |
| Large scale mixed-use development with a retail presence | Assess development barriers: complete environmental assessment | Develop a vision: Planned Action or subarea plan Explore property owner dev't interest | |
| K-mart Site (Catalyze) | Key actions  | | |
| High-density retail node with potential hotel development. | Investigate short-term development opportunities: Meet with property owners, provide technical assistance Coordinate with existing planning efforts: Martin Way infrastructure Study | Evaluate infrastructure improvements | Fund infrastructure improvements |
| Division/Harrison (Catalyze) | Key actions  | | |
| A pedestrian-friendly neighborhood center with 3 to 4-story mixed-use consisting of street-oriented retail and office or residential upstairs. | Study improvements to pedestrian environment: Develop regulations and design guidelines, explore freight diversion, coordinate with proposed park | Fund infrastructure improvements Explore development opportunities | Support the area and explore additional development opportunities |
| Kaiser/Harrison (Catalyze) | Key actions  | | |
| A neighborhood center that includes services, retail, and multi-family housing. | Reduce development barriers for mixed-use development: Fix zoning issues, develop planned action or subarea plan | Fund infrastructure improvements and coordinate with Infrastructure Justification Report | Support the area and explore additional development opportunities |

2.1 Headwaters: Nurture



Source: Thurston Regional Planning Council, 2011; BERK, 2013

Headwaters is strategically located near I-5 and Providence St. Peter Hospital. However, it faces many infrastructure and site development challenges. Potential development includes residential, strip retail, or offices.

LAND USE

| | |
|-------------------------|-------------------------|
| Zoning | High Density Corridor 4 |
| Vacant acres | 17.2 |
| Pot'l acres for redev't | 17.9 |

POPULATION AND EMPLOYMENT

| | |
|---------------|---|
| Population | 0 |
| Housing units | 4 |
| Employment | 0 |

MARKET INFO

| | |
|-------------------------------------|----------------|
| Average assessed land value per SF: | \$2.71 |
| Property sales since 2008 | 0 |
| Office rent PSF / vacancy | \$17.64 / 6.3% |
| Retail rent PSF / vacancy | \$12.12 / 9.2% |

Sources: CoStar 2013 Westside Subarea, Thurston Regional Planning Council, City of Olympia

CURRENT DEVELOPMENT CHARACTER

As part of the old Highway 99 retail corridor, this area has unusually expansive, as yet undeveloped right-of-ways that could be developed into a high-amenity, multi-model corridor with good public transportation. Key businesses nearby are the Mark Twain Diner, Ralph's Thriftway, and the Olympia Food Co-op. Intercity Transit owns a key parcel, and is interested in expanding its bus terminal at the site.

POLICY GOALS

- Develop a mixed-use project, with high-intensity commercial and offices, and high-density multifamily residential uses on aggregated parcels, that takes advantage of the existing wetland and views amenity, good visibility and accessibility to I-5, and strategic location near medical and retail services along major transportation corridor.
- Extend Ensign Road through the property to create greater transportation connectivity in the area.
- Create a safe, convenient, and attractive environment for pedestrians, transit riders, commercial and private vehicles, and cyclists.
- Preserve and protect existing wetland.
- Coordinate with Intercity Transit on the development of its maintenance center to ensure consistency with the City's Comprehensive Plan goal of creating mixed-use and pedestrian friendly development along the Martin Way corridor.

DEVELOPMENT BARRIERS

- Inadequate roads and utility infrastructure. New development would need to allow for the extension of Ensign Road, which is included in the City's Comprehensive Plan as a major collector and is planned to extend through the property and connect Martin Way and Pacific Avenue.
- Challenging pedestrian environment and no public transportation

- Site aggregation
- Vacant buildings
- Environmental constraints, including wetlands and potential brownfields in the area.
- Low land values. With the exception of Thriftway, Olympia Food Co-op, a motor inn, adult video store, and a few eateries, there is little economic activity within the opportunity area.

DEVELOPMENT AND PARTNERSHIP OPPORTUNITIES

Large portions of this opportunity area are vacant or redevelopable, but significant infrastructure improvements would be required.

- **RETAIL:** Presently, the most likely near-term uses are commercial on undeveloped properties fronting Pacific Avenue or Martin Way. While 2011 and 2012 saw a jump in retail sales, from nothing previously, the square footage of retail in the study area is still very low (less than 7,000 square feet).
- **MULTI-FAMILY:** No multi-family housing exists in the area, and little development has occurred recently in the surrounding area. Because this site is located close to medical facilities, retail, and a wetland amenity, the area may be suitable for affordable or senior housing.
- **OFFICE:** Office rents in East Olympia held relatively steady, and vacancy rates have decreased slightly in the last few years. Office uses might be viable on this site as part of large-scale redevelopment plans.

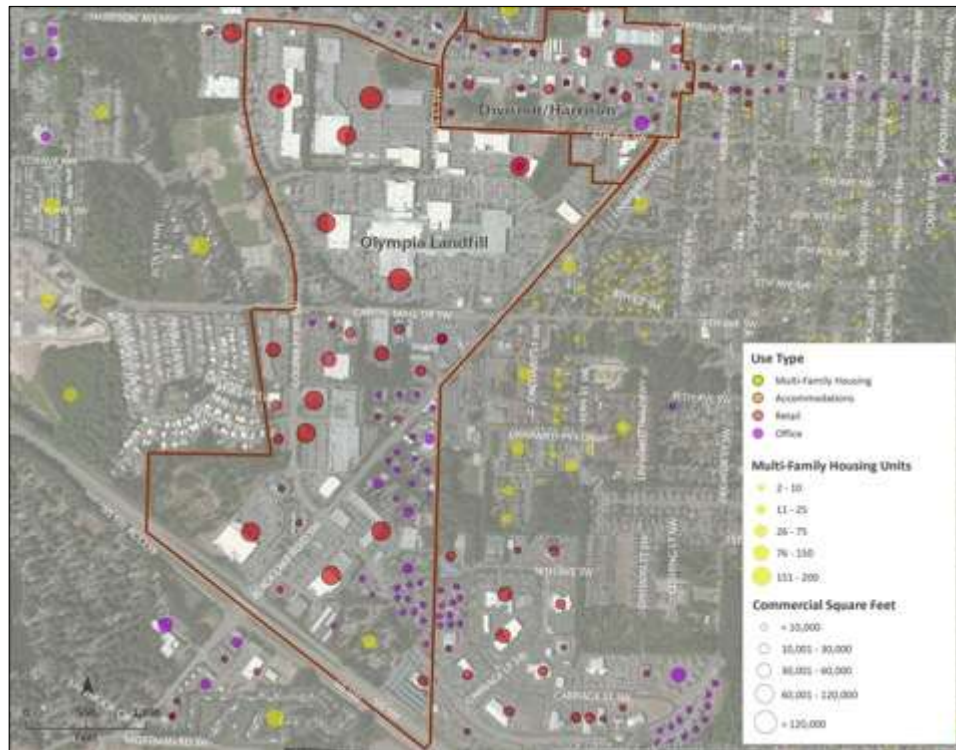
DEVELOPMENT INTEREST

There has been little interest in developing this site, and, consistent with its characterization as being in the “nurture” phase, the site needs significant public investment. Winco Foods did pursue the area in 2009. Only two building permits have been issued for remodels within this area and no new construction has occurred in the past 10 years.

ACTIONS

| | Short term | Mid term | Long Term |
|----------------------------|---|--|---|
| Regulatory | Evaluate appropriate zoning or regulatory tools | Planned action or subarea plan to clearly identify and establish wetland boundaries and other constraints. | |
| Infrastructure | Coordinate project with Martin Way. Infrastructure planning project. Identify infrastructure needs and potential funding sources – LIFT/LRF/CERB/LID | Develop master plan with implementation actions and infrastructure funding, and wetland assessment Evaluate other funding tools, including LID, joint financing of infrastructure, LIFT (if funding becomes available), Local Revitalization Funding, federal environmental assessment grants | Implement funding tools, such as an LID |
| Partnerships/ Tools | Meet with Intercity Transit to evaluate development objectives for their sites and explore joint development opportunities. Develop relationships and provide technical assistance to property owners about development tools, including LIHTCs, EB-5, etc. Developer Roundtable to evaluate development potential. | Meet with property owners to explore development interest and a potential horizontal development entity (a legal agreement among property owners to pool their land and jointly develop it, and then share all revenues), or softer arrangement without formal legal agreement to form partnership | |

2.2 Olympia Landfill: Nurture



Source: Thurston Regional Planning Council, 2011; BERK, 2013

The former Olympia landfill area is currently undergoing a brownfield assessment to evaluate remediation needs. This area has the potential to be an even stronger retail center than it already is, especially if the City can leverage this land to encourage large-scale development on the landfill and adjacent sites.

POLICY GOALS

- Large-scale mixed-use redevelopment incorporating retail, residential, and potential other uses.
- The area consists mainly of auto-oriented retail uses. At present, the area will most likely attract large-scale retail uses.

CURRENT DEVELOPMENT CHARACTER

This site is one of the more concentrated retail areas in Olympia and serves as a retail destination for residents throughout the area.

DEVELOPMENT BARRIERS

- Most land is already developed
- Environmental contamination
- Multiple ownerships
- Rents for any use are not yet high enough to justify conversion of existing buildings or redevelopment.

DEVELOPMENT AND PARTNERSHIP OPPORTUNITIES

If the City's parcel can be cleaned up and contamination on adjacent parcels mitigated, the City can use its

LAND USE

| | |
|-------------------------|---|
| Zoning | High Density Corridor - 4, General Commercial |
| Vacant acres | 2.8 |
| Pot'l acres for redev't | 32.19 |

POPULATION AND EMPLOYMENT

| | |
|---------------|-------|
| Population | 225 |
| Housing units | 116 |
| Employment | 5,000 |
| Industrial | 130 |
| Government | 320 |
| Retail | 2,190 |
| Other | 2,360 |

MARKET INFO

| | |
|-------------------------------------|-----------------|
| Average assessed land value per SF: | \$8.02 |
| Property sales since 2008 | 5 at \$32.81/Sf |
| Office rent PSF / vacancy | \$16.82 |
| Retail rent PSF / vacancy | \$16.82 |

Sources: CoStar 2013 Westside Subarea, Thurston Regional Planning Council, City of Olympia

land to leverage new development.

- **RETAIL:** Retail sales and productivity in the area have declined every year since 2008. Nevertheless, it is still one of the highest grossing retail areas in the city. Potential for new retail development exists given the area's high traffic counts and market draw.
- **MULTI-FAMILY:** Low vacancy rates and modest rents within the city suggest a near-term demand for multi-family residential, including senior and affordable housing.
- **OFFICE:** Rents in the Westside submarket have been falling and vacancy rates are above 10%. Despite this, there is interest in potential Class A office space that would be integrated with mixed-use development.

DEVELOPMENT INTEREST

- Most investment activity in the area has involved remodeling or rehabilitating existing buildings, with only limited new construction. Some interest in higher-density mixed-use development existed in this area prior to the recession in 2008, but has since diminished.

ACTIONS

| | Short term | Mid term | Long term |
|--------------------------------|--|--------------------------------|-----------|
| Regulatory | Complete already funded environmental assessment | | |
| Infrastructure | | Evaluate needed infrastructure | |
| Partnerships/ Tools | Provide technical assistance to property owners about development tools, including New Market Tax Credits (this is an eligible area), LIHTCs, EB-5, etc. Develop a relationship with key property owners in the area, including the vacant site and hospital. | | |

2.3 K-mart Site (Sleater Kinney/Martin Way): Catalyze



Source: Thurston Regional Planning Council, 2011; BERK, 2013

The City's long-term vision for the K-Mart site is a high-density retail node. In the near term, this area presents retail or hotel development options that will capitalize on the area's good location (proximate to downtown, along a major transportation corridor, and with freeway access and visibility).

CURRENT DEVELOPMENT CHARACTER

Strip commercial along a high-traffic corridor with freeway access. This opportunity area is located close to Providence St. Peter Hospital, the Chehalis Western Trail, and Lacey's Woodland District.

POLICY GOALS

- Develop an active mixed-use corridor with retail development design that matches community vision (closer to street frontage to improve walkability and higher density), increased residential density, hotels, and other uses as compatible with the Comprehensive Plan and the work of the Urban Corridors Task Force.
- Cultivate complementary development, including the possibility of medical office space and senior or affordable housing, near healthcare facilities (Providence, etc.)
- Make investments informed by and consistent with the Martin Way corridor study.
- Orient development so it can take advantage of the area's proximity to the Chehalis Western Trail crosses Martin Way and Pacific between Lilly and Sleater Kinney.

DEVELOPMENT BARRIERS

- Freeway access limited to one direction and lacking a full cloverleaf.
- Challenging Pedestrian environment.
- Ownership of the corner parcel is key for developing this site.

LAND USE

| | |
|-------------------------|-----------------------------------|
| Zoning: | General Commercial/Urban corridor |
| Vacant Acres | 0 |
| Pot'l acres for redev't | 14.9 |

POPULATION AND EMPLOYMENT

| | |
|---------------|---|
| Population | 0 |
| Housing units | 0 |
| Employment | 0 |

MARKET INFO

| | |
|-------------------------------------|-----------------|
| Average assessed land value per SF: | \$9.77 |
| Property sales since 2008 | 1, \$21.61/sf |
| Office rent □PSF / vacancy | \$16.20 / 18.9% |
| Retail rent PSF / vacancy | \$17.65 / 4.2% |

Sources: CoStar 2013 Westside Subarea, Thurston Regional Planning Council, City of Olympia

- The large parcel with the former K-Mart building currently produces no income, lowering the redevelopment hurdle.
- Given increased office vacancies and decreased office rents nearby in Lacey, this location would likely be unsuited for office development.

DEVELOPMENT AND PARTNERSHIP OPPORTUNITIES

Given the K-Mart site's proximity to Lacey's retail core and highway access, and visibility, it could be a viable location for re-use or redevelopment.

SENIOR OR AFFORDABLE HOUSING: Given the K-Mart site's proximity to Providence Hospital and other health care services, as well as retail destinations, it could be a desirable location for senior or affordable housing. The City could work with developers to explore potential alternative financing tools.

RETAIL: Lowe's and Safeway are popular retail destinations in this area. However, retail sales per square foot are far below the rates for the Olympia as a whole and have been in steady decline for several years. Given the right tenant, this could be a viable location for large-format retail.

HOTEL: Given its close proximity to the highway, medical facilities, and large format retail, this site would be a suitable location for a hotel, potentially with conference space.

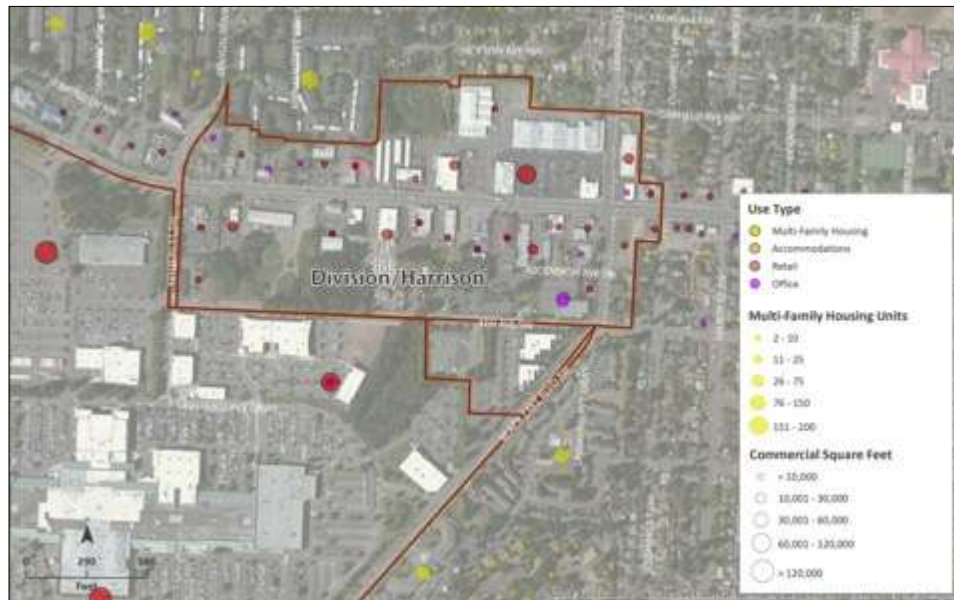
DEVELOPMENT INTEREST

This area has seen significant interest from potential developers, but, consistent with its classification as an area in the "catalyze" phase, market challenges exist to achieving the vision described above. A previous effort to build an urban-scale mixed use development with a pedestrian-oriented mall environment failed. A Hampton Inn will be going in on the property immediately to the east.

ACTIONS

| | Short term | Mid term | Long Term |
|--------------------------------|--|---|---|
| Regulatory | Regulations/design guidelines in place so that new (likely retail) development is more street oriented and pedestrian friendly | | Corridor plan or subarea plan demonstrating comp plan that links investments with private development |
| Infrastructure | | Streetscape enhancements to promote walkability | LID Joint funding of infrastructure |
| Partnerships/ Tools | Develop relationships and provide technical assistance to property owners about development tools, including LIHTCs, EB-5, Section 108, etc. Developer Roundtable to evaluate development potential on specific sites | Provide technical assistance to property owners about development tools, including Section 108, LIHTCs, EB-5, etc. (see Appendix A) | |

2.4 Division/Harrison: Catalyze



Division/Harrison is envisioned to be a pedestrian-friendly neighborhood center with 3 to 4-story mixed-use consisting of street-oriented retail and office or residential upstairs.

LAND USE

| | |
|-------------------------|------------------|
| Zoning | Urban corridor 3 |
| Vacant acres | 8.4 |
| Pot'l acres for redev't | 18.5 |

POPULATION AND EMPLOYMENT

| | |
|---------------|-----------|
| Population | 15 (est.) |
| Housing units | 8 |
| Employment | 870 |
| Industrial | 30 |
| Government | 130 |
| Retail | 170 |
| Other | 540 |
| Commercial | |

MARKET INFO

| | |
|-------------------------------------|-------------------------|
| Average assessed land value per SF: | \$11.04 |
| Property sales since 2008 | 4 Sales, \$40.74 per SF |
| Office rent □PSF / vacancy | \$16.82 / 10.9% |
| Retail rent PSF / vacancy | \$16.82 / 6.8% |

Sources: CoStar 2013 Westside Subarea, Thurston Regional Planning Council, City of Olympia

CURRENT DEVELOPMENT CHARACTER

Arterial, strip-mall corridor surrounded by residential neighborhoods and Capital Westfield Mall. Retail activity is healthy.

POLICY GOALS

- Pedestrian-oriented, high-density corridor/neighborhood center with easy transit access to downtown Olympia.
- Improve the transition to surrounding residential neighborhoods.
- Make improvements to the area so that it becomes the “Black Hills Gateway” that would serve as the western gateway to Olympia (2013, currently in Planning Commission).

DEVELOPMENT BARRIERS

- Significant opposition to past development ideas has existed in the past, and there is a lack of community consensus about the desired character of the area.
- Freight traffic on Harrison impedes pedestrian activity, should be using truck route.
- Disaggregation: The area is composed of many small parcels that would need to be aggregated to make viable development sites.
- Access: Many developable parcels lack direct street access . The area lacks pedestrian connectivity to surrounding neighborhoods.

- Dilapidated retail storefronts with high rents and poor property management.
- While the site has a number of underutilized parcels, most properties are already producing income. . This increases the redevelopment hurdle for these sites.
- Lack of north/south connectivity.

DEVELOPMENT AND PARTNERSHIP OPPORTUNITIES

Division/Harrison has great potential to become Olympia's next neighborhood center, serving as a destination for residents of adjacent neighborhoods and beyond. It serves as the western gateway for downtown with good existing urban infrastructure, good visibility, and through traffic. Organized neighborhood associations in the area are available to help develop a vision for quality development in this area, and provide important partnership opportunities. In addition, the City may be able to catalyze development because it owns two parcels on the north side of 4th Avenue in this area.

- **RETAIL:** Increasing taxable retail sales, particularly for food service (restaurants), indicates the economic health of businesses in the area is improving. Several popular neighborhood businesses, including Vic's Pizza, DiGormo's, and Le Phom are helping to define the character of this area.
- **MULTI-FAMILY:** Low vacancy rates and modest rents within the city suggest a near-term demand for multi-family housing, especially if integrated with mixed-use development that can help strengthen the area's desirability as a pedestrian destination.
- **OFFICE:** Rents in the Westside submarket have been falling and vacancy rates are above 10%. The heart of West Olympia could attract Class A office space that isn't a single use.

DEVELOPMENT INTEREST

The opportunity area has had a low but consistent level of development activity over the past decade. Most of the recent activity has been low-value remodels/rehabilitations. Recent development is limited to the West Central Park on the SE corner of Division and Harrison.

ACTIONS

| | Short term | Mid term | Long Term |
|--------------------------------|--|---|-----------|
| Regulatory | Coordinate City investments with proposed park at Division/Harrison. | Planned Action/ Subarea plan demonstrating comp plan that links investments with private development. | |
| Infrastructure | Explore freight diversion options on Harrison Street to encourage a pedestrian-friendly environment. | Evaluate needed infrastructure and funding options, including a Local Improvement District, LIFT/LRF funding (no funding currently), etc. | |
| Partnerships/ Tools | Develop relationships and provide technical assistance to property owners about development tools, including New Market Tax Credits (this is an eligible area), tax credits, EB-5, etc. Convene a developer roundtable to evaluate development potential on specific sites. | | |

2.5 Kaiser/Harrison: Catalyze



Source: Thurston Regional Planning Council, 2011; BERK, 2013

Recent residential development in this area has led to a need for a neighborhood retail and service center. As a large site under one ownership, this area has the potential to fill a niche for services, retail, and multi-family housing.

LAND USE

| | |
|-------------------------|--|
| Zoning | Medical Service/ MF/ Professional Office |
| Vacant acres | 37.1 |
| Pot'l acres for redev't | 25.3 |

POPULATION AND EMPLOYMENT

| | |
|---------------|-----|
| Population | 90 |
| Housing units | 88 |
| Employment | 400 |
| Industrial | 10 |
| Government | 50 |
| Retail | 10 |
| Other | 330 |
| Commercial | |

MARKET INFO

| | |
|---|-----------------|
| Average assessed land value per SF (2013) | \$2.77 |
| Property sales since 2008 | 4 at \$12.02/sf |
| Office rent □ PSF / vacancy | \$16.82 / 10.9% |
| Retail rent PSF / vacancy | \$16.82 / 6.8% |
| Retail sales PSF | \$32.81 |

Sources: CoStar 2013 Westside Subarea, Thurston Regional Planning Council, City of Olympia

CURRENT DEVELOPMENT CHARACTER

- No construction has occurred in this opportunity area in the last 10 years.
- Multi-family development is occurring adjacent to this area. Several of the city's largest single-family projects are in close proximity, including College Station, Woodbury Crossing, Evergreen Heights, Bay Hill, and Cyrene.
- A small amount of retail uses exist within the study area, almost all related to food service.
- Presence of possible blight at the RV park on the SE corner of Kaiser and Capital Mall Drive.

POLICY GOALS

The City has not updated its policy goals for this area, but there is interest in mixed-use, retail development that would provide employment and services for surrounding neighborhoods. The City has funded an interchange justification report, which would continue the process of examining a full interchange with US 101 and Kaiser Road, which could significantly affect future development potential for the area.

DEVELOPMENT BARRIERS

- Inappropriate zoning for desired and market-supported use.
- Rents may not be high enough to support new multi-family residential development.

DEVELOPMENT AND PARTNERSHIP OPPORTUNITIES

The opportunity area is relatively undeveloped and has extensive greenfield (vacant and underutilized property) opportunities.

- **RETAIL:** Upgrades to Harrison, combined with neighboring housing, has improved the potential for retail development. Due to the areas proximity to the Capital Medical Center, commercial development associated with health-care and medical services is a future possibility. The large amount of housing and lack of retail establishments in the area may provide an opportunity for small, local serving retail.
- **MULTI-FAMILY:** While a large amount of housing development has occurred nearby, the area could likely support more.
- **OFFICE:** Rents on the Westside have been falling and vacancy rates are above 10%. West Olympia could incorporate Class A office space into a mixed-use development, especially medical offices near Capital Medical Center.

DEVELOPMENT INTEREST

The property owner was developing an office park, but is currently evaluating of the feasibility of shifting to a mixed-use development with retail, office, and residential. The State has also built a new building on the capitol campus, and has less need to develop additional office space in the area.

ACTIONS

| | Short term | Mid term | Long Term |
|--------------------------------|---|---|-----------|
| Regulatory | Address zoning issues by implementing a master planning, community renewal, or subarea planning aimed at encouraging zoning changes that permit retail and residential uses, such as High Density Corridor. Potentially, this work could be paired with a planned action. | | |
| Infrastructure | Evaluate infrastructure needs with the property owner. New infrastructure should complement the potential addition of a highway interchange at Kaiser Road. | Develop an Interchange Justification Report to get state and federal approval to modify highway access. Note that the outcome of this report could require reconsideration of development vision for the site, and a more dynamic approach to public actions in the area. | |
| Partnerships/ Tools | Provide technical assistance to property owner about development tools, including New Market Tax Credits (this is an eligible area). Develop a relationship with key property owners in the area, including the vacant site and hospital. | Evaluate the use of low-interest hospital tax bonds for development adjacent to the hospital | |

3. Launching an ongoing development strategy

This document evaluates opportunities for community and economic development in Olympia in a format defined by the Ad Hoc Committee, and proposes an initial set of actions for implementation. The list is “initial” because it is intended to provide a template and approach to reevaluating and adjusting the strategy as market conditions and development realities change in each opportunity area. As the City moves from short-term to mid-term actions, the actions identified in this strategy will likely evolve.

In this context of dynamic change, this report also proposes a new approach to addressing development opportunities in Olympia. **Perhaps the most important recommendation is the City should use this template and initial set of actions to develop a process for continuously reviewing and updating information related to the opportunity sites addressed in this report.** Related to this, the City will need to determine how to best develop the internal capacity for an ongoing process to support implementing priority investments in redevelopment projects, and to support ongoing community conversations about a development vision and strategy on a city-wide basis.

This new approach to community development should proactively:

- **Review changing market dynamics** to identify new barriers and opportunities to allow the City to invest in the most market-feasible projects.
- **Develop relationships with property owners and other stakeholders to learn about their interests and short-term and long-term development goals.** Given the barriers to development described in this report, the City will need to establish new partnerships with property owners and developers if it wishes to achieve development in the opportunity areas that is compatible with the City’s Comprehensive Plan. Community and neighborhood stakeholders are also critical to this process.
- **Continue and improve community conversations to better clarify and articulate desired development outcomes and coordinate stakeholders’ visions for development.** This work would help to refine the City’s policy goals for the opportunity areas and other areas through the comprehensive planning process. Given long-term demographic shifts, the City should support higher density, infill development to achieve multiple public policy goals.
- **Take advantage of opportunities when they present themselves,** which may mean that the City would focus on new opportunity areas, or move forward with actions in existing opportunity areas ahead of schedule.
- **Coordinate funding opportunities with other public stakeholders** (the County, transit agency, the Port of Olympia, the State of Washington, others) with the City’s CFP for major infrastructure investments that move the implementation forward.
- **Coordinate with planning and implementation in key opportunity areas.** Some initial steps toward implementation are already underway, including the Martin Way Corridor

Study and the Comprehensive Plan update. The Martin Way Corridor Study is evaluating infrastructure investments that can improve access and safety for all transportation modes, and spur higher density development. The City could consider combining subarea planning efforts with the comprehensive planning process for the Kaiser/Harrison and Division/Harrison areas.

In the short-term, the Ad Hoc CRA Committee has discussed the following steps to move this process forward:

1. **Engage with the full Council to determine how to best work with the Planning Commission, the Council of Neighborhood Associations and other key stakeholder groups on how to best initiate a process for annually reviewing development opportunity sites.**
2. **Consider how to best integrate this new approach into current planning processes such as the development of the Capital Facilities Plan and in particular, look for ways to connect the opportunity site review to the Comprehensive Plan.**
3. **Engage directly with the Planning Commission in discussions as to how to make use of the information about the 5 opportunity sites with their activities. The new methodology should provide a more relevant means of linking the annual work of the Planning Commission's Finance Committee's review of the city's Capital Facilities Plan.**
4. **Convene a development roundtable (perhaps in conjunction with the Thurston County Economic Development Council) to discuss how to more effectively build predictability into the development of opportunity sites in order to build the confidence of investors and developers.**
5. **Work broadly to explain the City's new vision for community development, gathering input from stakeholders on development opportunities for the sites discussed in this report and potential investments the City could make, and discuss potential development and redevelopment tools.**
6. **Clarify the City's development toolkit.** Clearly establish active and potential tools the City has available for new development, and identify which areas are eligible for EB-5 funding, New Market Tax Credits, and any applicable City programs.

A Look Ahead

Work with the CAC to guide the development of the Community Renewal Process downtown. This next work, referred to as "Component B" or part two of the consultant team's contract, focuses entirely on downtown Olympia. CRA is a valuable tool and should be employed in Olympia to begin to address blight and economic stagnation in a programmatic way. Under the guidance of the CRA Ad Hoc Committee and Council,

the consultant team should continue to work on the development of a Community Renewal Area Plan for downtown. In coordination with the Citizens Advisory Committee, this process will establish a focus area in the CRA Plan and potentially lead to a demonstration project in this area that builds the community's capacity to work together towards common goals and provide a model for working together in the future.

Endnotes:

¹ Population Forecast Allocations, Thurston County Cities and UGAs 2010-2035.

² Source: Washington Department of Personnel, 2013

³ Thurston County Employment Forecast Allocations, 2013. Thurston Regional Planning Council.

⁴ Source: Tacoma News Tribune article, June 25, 2013.

<http://www.thenewstribune.com/2013/06/25/2653062/jblm.html>

⁵ South Sound Military and Community Partnership (SSMCP). <http://www.jblm-growth.com/economics-workforce-development>

⁶ Population and Employment Countywide Forecast, 2012. Thurston Regional Planning Council.

<http://www.trpc.org/data/Pages/popfore.aspx>

⁷ Thurston County Employment Forecast Allocations, 2013. Thurston Regional Planning Council.

CFP Highlights: Investment Strategies Report

Opportunity Areas:



Policy Considerations:

2014 CFP -- A Message from Steven R. Hall, Olympia City Manager

We have identified the following strategies to guide our decision making:

1. Take advantage of currently- low, tax exempt bond rates and still modest construction costs to initiate necessary projects, before conditions become less favorable.
2. Modestly increase utility rates to begin funding depreciation so we have some resources available when replacement is necessary.
3. Initiate a rate setting strategy for utilities where rates are increased annually to reflect inflation and build reserves.
4. Reduce the maturity of future bond issues below the useful life of the asset so we can establish a replacement reserve.
5. Aggressively pursue all Federal, State and other external funding of capital improvements.

Long Term Financial Strategy

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

How Projects are Added to the CFP

Projects are listed either individually, or as a set of priorities in a program. Projects are identified through planning efforts or engineering studies. A project can be added to the CFP because it is a priority defined in a plan, or it is needed based on a specific evaluation. Some of the ways a project becomes a part of the CFP are as follows:

- **Plans:**

Sub-plans are developed to identify and quantify a specific need in our system, such as bike lanes and sidewalks. Sub-plans like the Sidewalk Program (2004) and Bicycle Master Plan (2009) define projects, which are then added to the CFP.

- **Studies:**

Corridor or district studies evaluate issues and identify solutions and opportunities in a specific area. Projects that result from these area-specific evaluations are added to the CFP.

- **Advisory Boards:**

The Olympia Planning Commission and the Bicycle and Pedestrian Advisory Committee provide input in the development of plans and studies, and annually provide input in the development of the CFP. Citizen members of these committees bring to the planning process their experience and input from their neighborhoods or through a particular constituency they represent.

- **Citizen requests:**

Throughout the year, City staff, the Council, and advisory committees receive comments about needs and priorities in our transportation system. These are evaluated when drafting the CFP.

- **Workshops:**

Transportation Workshops gather public input and ideas about transportation projects and plans. Workshops are an informal way to communicate with the public about challenges and opportunities in our work, and to hear the public's ideas.

- **Pavement ratings:**

The condition of street pavement is surveyed annually. Damaged streets are listed for repairs. Streets with some wear are resurfaced with low-cost treatments to prevent further damage and to offset the need for costly reconstruction. Streets needing major reconstruction are shown in the CFP; streets that will be resurfaced with low-cost treatments are typically not in the CFP.

- **Capacity review:**

Annually, staff reviews how well the transportation system is working relative to growth in traffic volumes. Capacity projects help to reduce congestion at certain intersections or along sections of road. Capacity projects in the CFP might include road widening or changes to intersections, such as roundabouts.

CFP ELEMENT OF THE COMPREHENSIVE PLAN GOALS & POLICIES

The CFP is a required element of our comprehensive planning. We are currently in the process of updating our Comprehensive Plan. The update includes editing goal and policy statements for "Plain Talk" to make them more readable and understandable. The following statements have been edited and restructured and in a few instances, revised for accuracy. Until final adoption of the Comprehensive Plan, the following goals and policies as written are in draft format.

- Goal 1:** The public facilities needed to promote orderly compact urban growth, protect investments, maximize use of existing facilities, and implement the Comprehensive Plan are provided through the Capital Facilities Plan.
- Policy 1.1:** Annually review, update and amend a six-year Capital Facilities Plan that:
- a. is subject to annual review and adoption, respectively, by the Planning Commission and City Council;
 - b. is consistent with the Comprehensive Plan and master plans;
 - c. Defines the scope and location of capital projects or equipment;
 - d. Defines each project's need and relationship to established levels of service, Comprehensive Plan goals and policies, master plans, and other capital facilities projects;
 - e. Includes the construction costs, timing, funding sources, and projected operations and maintenance impacts;
 - f. Establishes a plan for capital project development; includes a forecast of future capital facility needs, and an inventory of existing capital facilities;
 - g. Monitors the progress of capital facilities planning with respect to rates of growth, development trends, changing priorities, budget and financial considerations; and
 - h. is coordinated with Thurston County and the Olympia School District if school impact fees are being charged.
- Policy 1.2:** Encourage active citizen participation throughout the process of developing and adopting the Capital Facilities Plan.
- Policy 1.3:** Support and encourage joint development and use of cultural and community facilities with other governmental or community organizations in areas of mutual concern and benefit.
- Policy 1.4:** Evaluate and prioritize proposed capital improvement projects using all of the following criteria:
- a. Is it needed to correct existing deficiencies, replace needed facilities, or provide facilities needed for future growth?
 - b. Does it eliminate public hazards? Does it eliminate capacity deficits?
 - c. Is it financially feasible?
 - d. Is it being sited based on projected growth patterns?
 - e. Does it serve new development and redevelopment?
 - f. Is it compatible with plans of state agencies?
 - g. Are the local operating budget impacts sustainable?
- Policy 1.5:** Give priority consideration to projects that:
- a. Are required to meet State or Federal law.
 - b. Are needed to meet concurrency requirements for growth management.
 - c. Are already initiated and to be completed in subsequent phases.
 - d. Renovate existing facilities, preserve the community's prior investment or reduce maintenance and operating costs.
 - e. Remove existing capital facilities deficiencies, encourage full use of existing facilities, or replace worn-out or obsolete facilities.
 - f. Promote social, economic and environmental revitalization of commercial, industrial, and residential areas in Olympia and its Growth Area.
 - g. Are substantially funded through grants or other outside funding.
- Policy 1.6:** Adopt by reference, in the appropriate chapters of the Comprehensive Plan, all master plans, their level of service standards, and future amendments. These plans must be consistent with the Comprehensive Plan.
- Policy 1.7:** Adopt by reference the annual update of this Capital Facilities Plan as part of the Comprehensive Plan.
- Policy 1.8:** Adopt by reference the annual update of the Olympia School District Capital Facilities Plan as part of this Capital Facilities element.
- Policy 1.9:** Monitor the progress of the Capital Facilities Plan on an ongoing basis, including completion of major maintenance projects, expansion of existing facilities, and addition of new facilities.
- Policy 1.10:** Coordinate with other capital facilities service providers to keep each other current, maximize cost savings, and schedule and upgrade facilities efficiently.
- Policy 1.11:** The year in which a project is carried out, or the exact amount of expenditures by year for individual facilities may vary from that stated in the Capital Facilities Plan due to:
- a. Unanticipated revenues or revenues that become available to the City with conditions about when they may be used,
 - b. Change in the timing of a facility to serve new development that occurs in an earlier or later year than had been anticipated in the Capital Facilities Plan,
 - c. The nature of the Capital Facilities Plan as a planning document, not a budget or financial document.
- Goal 2:** As urbanization occurs, the capital facilities needed to serve and direct future growth are provided for Olympia and its Urban Growth Area.
- Policy 2.1:** Provide the capital facilities needed to adequately serve the future growth anticipated by the Comprehensive Plan, within projected funding capabilities.
- Policy 2.2:** Plan and coordinate the location of public facilities and utilities to accommodate growth in advance of need, and in accordance with the following standards:
- a. Coordinate urban services, planning, and standards by identifying, in advance of

| | | |
|---------------------|--|---|
| | <p>development, sites for schools, parks, fire and police stations, major stormwater facilities, greenbelts, and open space. Acquire sites for these facilities in a timely manner and as early as possible in the overall development of the area.</p> <ul style="list-style-type: none"> b. Assure adequate capacity in transportation, public and private utilities, storm drainage systems, municipal services, parks, and schools. c. Protect groundwater supplies from contamination and maintain groundwater in adequate supply by identifying and reserving future supplies well in advance of need. | |
| Policy 2.3: | Use the type, location, and phasing of public facilities and utilities to direct urban expansion where it is needed. Consider the level of key facilities that can be provided when planning for various densities and types of urban land use. | |
| Policy 2.4: | Provide adequate levels of public facilities and services, in cooperation with Thurston County, prior to or concurrent with land development within the Olympia Urban Growth Area. | |
| Policy 2.5: | Encourage land banking as a reasonable approach to meeting the needs of future populations. | |
| Policy 2.6: | Consider expected future economic activity with planning for public facilities and services. | |
| Policy 2.7: | Maintain a process for identifying and siting essential public facilities consistent with state law and County-wide Planning Policies. | |
| Goal 3: | The City has fiscal resources to provide needed capital facilities. | |
| Policy 3.1: | Manage the City of Olympia's fiscal resources to support providing needed capital improvements. Ensure a balanced approach to allocating financial resources between: (1) major maintenance of existing facilities, (2) eliminating existing capital facility deficiencies, and (3) providing new or expanding facilities to serve growth. | |
| Policy 3.2: | Use the Capital Facilities Plan to integrate all of the community's capital project resources (grants, bonds, city funds, donations, impact fees, and any other available funding). | |
| Policy 3.3: | Maintain consistency of current and future fiscal and funding policies for capital improvements with other Comprehensive Plan elements. | |
| Policy 3.4: | Allow developers who install infrastructure with excess capacity to use letter-of-intent agreements whenever practical. | |
| Policy 3.5: | <p>Pursue funding strategies that derive revenues from growth that can be used to provide capital facilities to serve that growth in order to achieve and maintain adopted level of service standards. These strategies include, but are not limited to:</p> <ul style="list-style-type: none"> a. Collect Impact Fees: Transportation, Parks and Open Space, School, Fire Protection and Suppression b. Allocate sewer and water connection fees primarily to capital improvements related to urban expansion. c. Develop and implement other appropriate funding mechanisms to ensure new development's fair share contribution to public facilities. | |
| Policy 3.6: | Assess the additional operations and maintenance costs associated with acquisition or development of | |
| | | new capital facilities. If accommodating these costs places a financial burden on the operating budget, capital plans should be adjusted. |
| Policy 3.7: | Promote efficient and joint use of facilities through such measures as inter-local agreements, regional authorities and negotiated use of privately and publicly owned land for open space. | |
| Policy 3.8: | Explore regional funding strategies for capital facilities to support comprehensive plans developed under the Growth Management Act. | |
| Policy 3.9: | Investigate potential new revenue sources for funding capital facilities, such as: | <ul style="list-style-type: none"> a. Growth-induced tax revenues b. Additional voter-approved c. Regional tax base sharing d. Regional cost sharing for urban infrastructure e. County-wide bonds |
| Policy 3.10: | Use the following available contingency strategies should the City be faced with capital facility funding shortfalls: | <ul style="list-style-type: none"> a. Increase revenues: general revenues, rates, user fees, change funding source(s) b. Decrease level of service standards: change Comprehensive Plan, change level of service standards, reprioritize projects to focus on those related to concurrency c. Decrease the Cost of the Facility: change project scope d. Decrease the demand for the public service or facility: moratorium on development, develop only in served areas until funding is available, change project timing and/or phasing e. Other considerations: developer voluntarily funds needed capital project; develop partnerships with Lacey, Tumwater and Thurston County (the metropolitan service area approach to services, facilities or funding); regional funding strategies; privatize the service; mitigate under the State Environmental Protection Act (SEPA); issue long-term debt (bonds); use Local Improvement Districts (LID's). |
| Policy 3.11: | Secure grants or private funds, when available, to finance capital facility projects. | |
| Policy 3.12: | Take steps to ensure there is internal consistency between the Capital Facilities element and other elements of the Comprehensive Plan. Reassess the Land Use element of the Comprehensive Plan if probable funding for capital facilities falls short of needs. | |
| Goal 4: | Public facilities constructed in Olympia and its Growth Area meet appropriate standards for safety, constructability, durability and maintainability. | |
| Policy 4.1: | Olympia's Engineering Development and Design Standards, which are regularly updated, establish construction standards for utility and transportation related facilities. | |

Projects: Highlighted projects are within or in close proximity to the opportunity areas.

Capital Improvement Projects Appropriated in the 2014 Budget

| Program | Project | FY 2014 Appropriation |
|----------------------------|--|--------------------------|
| PARKS, ARTS & RECREATION | Community Park Expansion | \$527,348 |
| | Condition Assessment & Major Maintenance Program (CAMMP) | 170,000 |
| | Neighborhood Park Acquisition/Development | 30,000 |
| | Total Parks, Arts & Recreation | \$747,348 |
| TRANSPORTATION | Bicycle Facilities | \$72,376 |
| | Parks and Pathways - Neighborhood | 123,000 |
| | Parks and Pathways - Sidewalk | 1,086,300 |
| | Street Repair and Reconstruction | |
| | Boulevard Road Intersection Improvements | 37,962 |
| | Cain Road & North Street Intersection Improvements | 10 |
| | Fones Road | 13,366 |
| | Henderson Boulevard & Eskridge Boulevard Intersection Improvements | 7,648 |
| | Log Cabin Road Extension | 10,931 |
| | Street Repair/Reconstruction, general | 1,849,800 |
| | Wiggins Road & 37th Avenue Intersection Improvements | 4,173 |
| | Total Transportation | \$3,209,966 |
| GENERAL CAPITAL FACILITIES | Building Repair and Replacement | \$600,000 |
| | Total General Capital Facilities | \$600,000 |
| DRINKING WATER UTILITY | Asphalt Overlay Adjustments | \$10,300 |
| | Groundwater Protection / Land Acquisition | 100,000 |
| | Infrastructure Pre-Design and Planning | 21,000 |
| | Small Diameter Water Pipe Replacement | 430,000 |
| | Transmission & Distribution Projects | 737,300 |
| | Water Storage Systems | 308,000 |
| | Total Drinking Water Utility | \$1,826,600 |
| WASTEWATER UTILITY | Asphalt Overlay Adjustments | \$10,300 |
| | Infrastructure Pre-Design and Planning | 37,200 |
| | Lift Stations | 1,100,000 |
| | On-Site Sewage System Conversions | 630,000 |
| | Replacement and Repairs | 313,000 |
| | Sewer System Planning | 21,000 |
| | Total Wastewater Utility | \$2,333,700 |
| STORMWATER UTILITY | Aquatic Habitat Improvements | \$361,600 |
| | Flood Mitigation and Collection | 1,031,200 |
| | Infrastructure Pre-Design & Planning | 28,400 |
| | Water Quality Improvements | 811,900 |
| | Total Stormwater Utility | \$2,233,100 |
| | Total Capital Projects 2014 | \$10,950,914 |

Percival Landing:

The 2011 CFP included \$350,000 for playground replacement and continued site clean-up under a voluntary clean-up program agreement with the Department of Ecology. In 2015, the Department will assemble a team to strategize next steps. The strategy will take a close look at the condition of remaining boardwalk sections and derive a future replacement schedule and associated costs. To follow this up, \$1,000,000 in out-year funding is requested to begin Phase II design based upon the strategy developed. Funding for this project is impact fees. If the revenue is not forthcoming, the project may be rescoped in future CFPs. The budget capacity for this project will not be available until 2018-2019.

Section A Phase II

- Repair boardwalk
\$750,000 within 3-4 years
- Replace floats \$6.5M
- Replace all \$15M

Section B

- Repair boardwalk
\$1.6M within 3-4 years
- Replace \$20M

Section C

- Repair boardwalk
\$1.3M within 5-10 years
- Replace \$20M



Percival Landing is not presently in the CFP.

4th Avenue Bridge Railing Repairs

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|--------------------------|------|-------------------|-------------------|
| Repair and Seal Railings | - | \$ 399,000 | \$ 399,000 |
| TOTAL | - | \$ 399,000 | \$ 399,000 |

Bicycle Facilities (Program #0200):

No improvements included in the CFP within or in close proximity to the opportunity areas.

Capitol Way Sidewalk - Union Avenue to 10th Avenue

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|------------------|------|-------------------|-------------------|
| Grant | - | \$ 207,000 | \$ 207,000 |
| CIP Fund | - | \$ 138,000 | \$ 138,000 |
| TOTAL | - | \$ 345,000 | \$ 345,000 |

Hazard Elimination Safety Projects (Program # 0620)

| PRIORITY | LOCATION Street Name (Quadrant: Map Coordinate) | COST |
|------------------------------------|--|--------------|
| No Projects Planned for 2014 | | |
| Anticipated 2015-2019 Project List | | |
| 1 | Legion Way at Adams Street, traffic signal (DT:C5) | \$ 1,091,800 |
| 2 | Jefferson Street at 8th Avenue SE, traffic signal (DT:C5) | \$ 1,223,000 |
| 3 | Harrison Avenue and Division Street northbound right turn lane and sidewalk improvements. This coordinated project will improve traffic signal operations, safety, and provide for future capacity needs. (W:C4) | \$ 1,312,600 |

Parks and Pathways — Sidewalk (Program # 0626/Fund # 134)

| YEAR | LOCATION | FROM | TO | COST |
|---|-----------------------------|---------------------|------------------------|--------------|
| Projects Planned for 2014 | | | | |
| 2014 | West Bay Drive | Schneider Hill | Brawne Avenue | \$ 2,768,000 |
| Anticipated 2014-2020 Project List | | | | |
| 2014 | 22nd Avenue | Boulevard Road | Cain Road | \$ 1,795,000 |
| 2015-2020 | Eastside Street/22nd Avenue | Fir Street | I-5 | \$ 4,042,000 |
| 20 Year Project List | | | | |
| To be determined | Kaiser Road | Harrison Avenue | 6th Avenue | |
| | Fir Street | Bigelow Avenue | Pine Avenue | |
| | Pine Avenue | Fir Street | Edison Street | |
| | Cooper Point Road | Conger Avenue | Elliott Avenue | |
| | Elliott Avenue | Cooper Crest Street | Cooper Point Road | |
| | 14th Avenue/Walnut Road | Kaiser Road | Division Street | |
| | Division Street | Walnut Road | Elliott Avenue | |
| | Elliott Avenue | Division Street | Crestline Boulevard | |
| | Morse-Merryman Road | Hoffman Road | Wiggins Road | |
| | Boulevard Road | Log Cabin Road | 41st Way | |
| | Decatur Street | 13th Avenue | Caton Way | |
| | Fern Street | 9th Avenue | 14th Avenue | |
| | Boulevard Road | 15th Avenue | 22nd Avenue | |
| | 18th Avenue | Boulevard Road | Wilson Street | |
| | Wilson Street | 22nd Avenue | 18th Avenue | |
| | Mottman Road | Mottman Court | SPSCC | |
| | McPhee Road | Harrison Avenue | Capital Mall Drive | |
| | Lilly Road | Woodard Green Drive | 26th Avenue | |
| | Marion Street | Ethridge Avenue | Miller Avenue | |
| | Wiggins Road | Morse-Merryman Road | Herman Road | |
| | Herman Road | Wiggins Road | Chehalis Western Trail | |
| | 26th Avenue | Bethel Street | Gull Harbor Road | |

Pedestrian Crossing Improvements (Program # 0122)

| LOCATION Street Name (Quadrant: Map Coordinate) | TREATMENT (TENTATIVE) | COST ESTIMATE |
|--|--------------------------|--|
| No Projects planned for 2014 | | |
| Future Construction | | |
| Capitol Way and 8th Avenue (DT:C5) | Bulb-out | \$ 109,100 |
| Capitol Way and 10th Avenue, NW & SW corners (DT:C5) | Bulb-out | Included in the Capitol Way Sidewalk Project |
| Pacific Avenue at Devoe Street (N:C7) | Flashing Beacons | \$ 75,500 |
| Pacific Avenue at Chambers Street (N:C6) | Undetermined | Estimate unknown at this time |
| Martin Way at Pattison Street (N:C7) | Undetermined | Estimate unknown at this time |
| Pacific Avenue at Lansdale Road (N:C7) | Undetermined | Estimate unknown at this time |
| The Bicycle and Pedestrian Advisory Committee will review these locations and make recommendations on the timing and priority of these projects. | | |

Sidewalk Construction (Program # 0208)

| PRIORITY | LOCATION Street Name (Quadrant: Map Coordinate) | FROM | TO | COST ESTIMATE |
|------------------------------|--|-----------------|----------------|---------------|
| No projects planned for 2014 | | | | |
| Future Construction | | | | |
| 1 | Phoenix Street (N:C6-C7) | South Bay Road | Martin Way | \$ 1,573,100 |
| | State Avenue (N:C6) | Wilson Street | Phoenix Street | |
| 2 | 4th Avenue (N:C7) | Pacific Avenue | Phoenix Street | \$ 1,861,700 |
| 3 | Martin Way (N:C7) | Pattison Street | Lilly Road | \$ 3,704,900 |

Street Access Projects - ADA Requirements (Program # 0309)

| LOCATION - Street Name (Quadrant: Map Coordinate) | CROSS STREET | CORNER | IMPROVEMENT |
|---|-------------------------|----------------|-----------------------------------|
| No Projects Planned for 2014 | | | |
| Projects Planned for Future Years | | | |
| Pacific Avenue (N:C7) | Pattison Street | Intersection | Replace Audible Pedestrian Signal |
| Plum Street (S:C5) | 8th Avenue | Intersection | Audible Pedestrian Signal |
| | Legion Way | Intersection | Audible Pedestrian Signal |
| State Avenue (N:C6) | Franklin Street | SW | Replace Ramps |
| Central Street (N:C6) | Thurston Avenue | NE, SE | New Ramps |
| Conger Avenue (W:C4) | Rogers Street | SW | New Ramps |
| Jackson Avenue (W:C4) | Milroy Street | NE, SE | New Ramps |
| Jackson Avenue (W:C4) | Decatur Street | SW, SE | New Ramps |
| Jackson Avenue (W:C4) | Foote Street | SW | New Ramps |
| Jackson Avenue (W:C4) | Sherman Street | NW | New Ramps |
| O'Farrell Avenue (S:E5) | Hillside Drive | NW, NE | New Ramps |
| | Otis Street | NE | New Ramp |
| | Baker Street | NW, NE | New Ramps |
| O'Farrell Avenue (S:E5) | Galloway Street | NW | New Ramp |
| Carlyon Avenue (S:E5) | Maringo Street | NE | New Ramp |
| | Lorne Street | NW, NE | New Ramps |
| | Moore Street | NE | New Ramp |
| | Hoadly Street | NW, NE | New Ramps |
| Fir Street (S:D6, E6) | Eastwood Drive | NE, SE | New Ramps |
| | Eastwood Place | NE | New Ramp |
| | Forest Hill Drive | NE | New Ramp |
| Forest Hill Drive (S:E6) | Forest Hill Circle | SW, SE | New Ramps |
| Lybarger Street (S:E6) | Governor Stevens Avenue | NE, SW, SE | New Ramps |
| 5th Avenue (W:C4) | Milroy Street | SE | New Ramps |
| | Thomas Street | SW, SE | New Ramps |
| | Plymouth Street | SW, SE | New Ramps |
| | Rogers Street | SE | New Ramp |
| 7th Avenue (W:C4) | Thomas Street | SW, SE | New Ramp |
| | Plymouth Street | SW, SE | New Ramps |
| 8th Avenue (W:C4) | Milroy Street | NW, NE | New Ramps |
| Decatur Street (W:C4) | 5th Avenue | SE | New Ramps |
| | 7th Avenue | NE, SE | New Ramps |
| | 8th Avenue | NE, SE | New Ramp |
| 9th Avenue (W:C4) | Caton Way | NE | New Ramp |
| | Thomas Street | NW, NE | New Ramps |
| | Plymouth Street | NW, NE | New Ramp |
| | Rogers Street | NW, NE | New Ramps |
| State Avenue (N:C6) | Washington Street | NW, SW, SE | Replace with Bulb-outs |
| | Adams Street | SW, SE | Replace Ramps |
| | Franklin Street | SE | Replace Ramps |
| Central Street (N:C6) | Prospect Avenue | NE, SE, NW, SW | New Ramps |
| Bethel Street (N:B6) | Jasper Avenue | NW | New Ramps |
| Sherman Street (W:C4) | Jackson Avenue | NE | New Ramps |
| Jackson Avenue (W:C4) | Foote Street | SE | New Ramps |
| Columbia Street (S:D5) | 10th Avenue | SW | New Ramps |
| Columbia Street (S:C5) | Talcott Avenue | NW | New Ramps |
| 8th Avenue (S:C5) | Jefferson Street | NW, NE | Replace Ramps |
| | Cherry Street | NW, NE | Replace Ramps |
| | Adams Street | NW, NE | Replace Ramps |
| Plum Street (S:C5) | 7th Avenue | NE, SE, NW, SW | New Ramps |
| Ensign Road (E:C7) | Providence Lane | SE | New Ramp |
| Plum Street (S:C5) | 7th Avenue | Median | New Ramps in Median |
| Central St (S:D6) | 13th Avenue | NE, SE | Replace Ramps |
| Legion Way (S:C5) | Washington Street | NE, NW | New Ramps |

Current level of funding for the Street Access Projects – ADA Requirements program is not adequate to fund all listed projects within the six-year time frame.

Street Repair and Reconstruction (Program # 0599)

| PRIORITY | LOCATION Street Name (Quadrant: Map Coordinate) | FROM | TO | STREET OVERLAY | BIKE PORTION | STORM PORTION | HALF STREET FRONTAGE IMPROVEMENTS | TOTAL PLANNING LEVEL ESTIMATE |
|--|--|----------------------|--|-------------------|-----------------|------------------|---|--|
| Projects Planned for 2014 | | | | | | | | |
| 1 | State Avenue (N:C5-6) | Plum Street | Central Street | \$ 2,783,400 | \$ - | \$ - | \$ - | \$ 2,783,400 |
| \$1,477,630 is identified for Least Cost Paving Program. Project list is developed in the fall of each year. \$372,170 identified for work on streets requiring major resurfacing. These funds are also used as grant-matching funds for high priority transportation projects identified in the Future Construction list below. | | | | | | | | |
| Future Construction | | | | | | | | |
| 2 | San Francisco Avenue NE (N:B5) * | East Bay Drive | Bethel Street | \$ 624,000 | \$ 836,100 | \$ 316,200 | \$ - | \$ 1,776,300 |
| 3 | Mottman Road (W:C3) * | Mottman Court | West end of SPSCC frontage improvement | \$ 2,460,300 | \$ 1,141,700 | \$ 972,800 | \$ 1,139,800 | \$ 5,714,500 |
| 4 | 14th Avenue, NW/ Walnut Road (W:B2-4) * | Cooper Point Road | Division Street | \$ 1,908,000 | \$ 1,316,300 | \$ 2,936,200 | \$ 2,241,700 | \$ 8,402,200 |
| 5 | Herman Road (S:E8) * | Wiggins Road | East City Limits | \$ 1,329,500 | \$ 6,582,500 | \$ 11,474,800 | \$ 1,154,900 | \$ 20,541,700 |
| * Coordinated projects requiring funding from the bicycle program, stormwater and grant funds. Current funding levels are not adequate to complete these projects. | | | | | | | | |

Streetlight Conversion to LED

City-wide project.

Transportation Projects Funded by Impact Fees

The following project list has been identified using this process. The project list totals \$42.6 Million to meet our capacity needs to accommodate forecasted growth. Sixty-five percent of this cost will be collected through Transportation Impact Fees (\$27.8 Million). The remaining 35% of the cost will be through a combination of State and/or Federal Transportation Grants and City funds.

| Priority # | Project Description |
|---|--|
| Priority #1–2 are City Council Stated Priorities | |
| 1a | Boulevard Road and Morse Merryman (Roundabout) |
| 1b | Boulevard Road and Log Cabin, Phase II, East Leg |
| 2 | Fones Road—Transportation Program (Pacific Avenue to 17th Avenue) |
| Priority #3–6 are prioritized by year of project forecasted to be needed | |
| 3 | Cain Road and North Street Intersection Improvements |
| 4 | Henderson Boulevard and Eskridge Boulevard Intersection Improvements |
| 5 | Wiggins Road and 37th Avenue Intersection Improvements |
| 6 | Log Cabin Road Extension Impact Fee Collection (built as development occurs) |

General Capital Facilities

And finally, there are many unmet needs in the CFP. The need for additional library facilities, art center, sidewalk maintenance, and funding for the Master Street Tree Plan has been established; however, funding is not available. Therefore, these projects are not included in this CFP.

Transmission & Distribution Projects—Water Program (Program #9609)

| YEAR | PROJECT DESCRIPTION (Quadrant:Map Coordinate) | COST ESTIMATE |
|-----------|--|------------------|
| 2014 | Hoffman Road Extension to New 417 Zone Reservoir (S:E7). This project will install a new 12-inch watermain to connect existing distribution piping in Morse Merryman Road to the planned new reservoir in SE Olympia. | \$710,300 |
| 2014-2019 | Distribution System Oversizing | \$162,000 |
| 2016 | AC Pipe Replacement—Boulevard Road Roundabout at Morse Merryman Road (S:E6). This project will replace asbestos cement watermain in conjunction with the future roundabout at Morse Merryman and Boulevard Roads. | \$460,500 |
| 2017 | Kaiser Road Watermain Extension to Evergreen Park Way (W:B2). This project will install a new 12-inch watermain from the LOTT sewer lift station to Evergreen Park Drive, increasing service reliability to the Evergreen State College area. This project is partially funded by general facility charges (GFCs). | \$726,200 |
| 2017 | Pressure Reducing Valve—East Bay Drive (N:B5). This project will reduce high watermain pressures along East Bay Drive. | \$247,000 |
| 2018 | Fones Road Booster Station Rehabilitation Construction (N:C7). Upgrade of booster pump station to address current deficiencies in the electrical system, confined space entry, ventilation, and aging pumping equipment. | \$1,034,000 |
| 2018 | Fones Road Water Main Construction (N:C7). This project replaces an AC watermain in Fones Road from Pacific Avenue to 17th Avenue, to be coordinated with a planned roadway reconstruction. | \$2,200,000 |

Wastewater

| YEAR | PROJECT/ LOCATION (Quadrant: Map Coordinate) | COST ESTIMATE |
|------|---|------------------|
| 2014 | Black Lake Lift Station Upgrade. (W:D2) Complete the extensive upgrade of the lift station and its force main. Funding supplements funding for 2011. | \$ 1,100,000 |
| 2015 | 28th Avenue NW Lift Station Property Acquisition (W:A3). Acquire property in the vicinity of Cooper Point Road and 28th Avenue NW for locating a future lift station. | \$ 100,000 |
| 2015 | Water Street Generator (DT:C5). Replace the aging emergency generator at this critical lift station. | \$ 150,000 |
| 2016 | Miller and Central Lift Station Upgrade (N:B6). Upgrade the existing lift station for existing and future flows. | \$ 750,000 |
| 2017 | Miller & Ann Generator (N:B6). Install an onsite emergency generator for the lift station. | \$ 60,000 |
| 2018 | Water Street Lift Station Force Mains Upgrade (DT:C5). Replace the existing 18 and 30-inch concrete sewer force mains serving the Water St lift station. | \$ 900,000 |
| 2019 | Old Port II Lift Station Upgrade (W:B4). Upgrade the existing lift station for existing and future flows. | \$ 600,000 |

Storm and Surface Water

Aquatic Habitat Improvements (Program #9024)

| YEAR | PROJECT | COST ESTIMATE |
|-----------|---|---------------|
| 2014-2019 | Critical Areas Vegetation Enhancements. This project provides for vegetation enhancement of existing publicly owned stream corridors. | \$ 189,600 |
| 2015-2017 | Land Acquisition and Stewardship This project will acquire properties to preserve intact habitats and/or restore and enhance habitats that have been impacted by urban development. Appropriate projects will be identified and prioritized using a land stewardship and acquisition strategy developed by the Storm and Surface Water Utility. | \$ 1,043,100 |

Flood Mitigation and Collection—Stormwater Program (Program #9028)

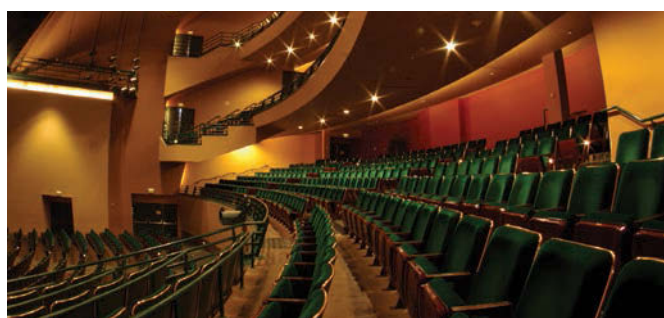
| Year | Project | Cost Estimate |
|-----------|---|---------------|
| 2014 | Port of Olympia Stormwater Separation. This project will separate the City and Port of Olympia stormwater drainage systems. The project will eliminate one City stormwater outfall on Port of Olympia property and one outfall at B Avenue. This project will delineate jurisdictional management responsibilities and provide greater control of flooding from backflow of marine water. | \$ 800,000 |
| 2014-2019 | City Owned Stormwater Pond Rehabilitation. These projects rehabilitate City-owned stormwater facilities including removing sediments, amending soils, establishing attractive low maintenance landscaping and modifying the structures within the facility as needed. Rehabilitation involves more work than is typically performed during routine maintenance, and is intended to enhance the function of the facility. This project will provide for the rehabilitation of one facility per year, on average. | \$ 180,000 |
| 2014-2019 | Condition Rating of Existing Conveyance. Television inspection and condition rating is provided for existing stormwater conveyance systems. Condition rating outcomes are used to determine replacement and repair schedules. There are approximately 172 miles of storm sewer owned and operated by the Storm and Surface Water Utility. | \$ 853,200 |
| 2014-2019 | Conveyance Spot Repairs (Pipe Replacement). This project provides for relatively minor spot repairs to the stormwater conveyance system at locations determined by the condition rating database. Repairs to the worst portions of the storm sewer system are typically accomplished within two years of problem identification. | \$ 474,000 |
| 2015-2019 | Downtown Flood Mitigation. Olympia's downtown is currently vulnerable to tidal flooding. In the years to come, the problem could be exacerbated by sea level rise. The project will install tidal gates on key stormwater out falls to Budd Inlet thereby preventing tides from flowing up the pipes and discharging to low lying downtown streets. | \$ 450,000 |
| 2016 | North Percival Stormwater Facility Modifications. This project will modify the North Percival Stormwater Facility for easier maintenance and access. It will replace a new outfall structure with one less prone to clogging by beavers as well as enhance the passive education and recreational use of the site. | \$ 275,000 |
| 2017 | Cooper Point and Black Lake Conveyance. The extensive Westside stormwater system serves about 700 acres of development. The project builds on recent work to improve the capacity of Yauger Park. The project will reduce the potential for flooding of this vital intersection. | \$ 3,200,000 |
| 2019 | Ascension and 4th Avenue Pond Construction. A stormwater facility will be constructed on City-owned land between 4th and Ascension Avenues. It will provide flow control and water quality treatment to flows generated from existing developed areas that discharge to the downstream stormwater conveyance system. | \$ 258,300 |
| 2019 | Coleman, Bing and Walnut Conveyance. An existing regional conveyance system in the vicinity of Coleman Avenue, Bing Street and Walnut Road will be replaced. The current stormwater system was installed by private properties over a period of many years. Due to increasing regional flows using the system, the City took over its maintenance and operation. | \$ 463,200 |
| 2019 | Ken Lake Flood Conveyance. A stormwater conveyance system will eliminate historical overland flooding associated with the Gruen Swale and Stonewall Swale tributary to Ken Lake. | \$600,000 |

Water Quality Improvements (Program #9027)

| YEAR | PROJECT | COST ESTIMATE |
|---|--|---------------|
| 2014 | State Avenue Water Quality Retrofit. The project will provide water quality treatment via catch basin filters. It will treat runoff from State Avenue between East Bay Drive and Central Street. The State Avenue drainage basin is tributary to Moxlie Creek and comprises approximately eight acres of high density corridor zoning, currently with no water quality treatment. | **\$811,900 |
| 2015 | 4th Avenue East Water Quality Retrofit. The project would construct a water quality treatment facility to treat runoff from 4th Avenue between Eastside Street and Pacific Avenue. The 4th Avenue drainage basin is tributary to Moxlie Creek and comprises more than 40 acres zoned predominately high density corridor. | **\$690,000 |
| 2015-2019 | <p>Neighborhood Water Quality Retrofits. These potential projects will create stormwater facilities in existing neighborhoods with the goal of providing water quality treatment to currently unmanaged runoff. We seek opportunities to partner with involved neighborhoods to provide facilities which enhance the neighborhood. A strong secondary goal includes incorporating public outreach and education components into the facility design and operation.</p> <p>NSR 1: Brown Street Pond. The project would create a stormwater treatment facility on land to be purchased by the City. The target location for the facility is the junction of Thurston Avenue and Brown Street.</p> <p>NSR 2: 11th and Thomas Rain Garden. The project would create a stormwater facility within the existing unopened right-of-way at 11th Avenue and Thomas Street.</p> <p>NSR 3: Bioswale in alley between Joy and Ethridge NE. The project would create a bioswale in an existing drainage ditch located in an alley between Joy Street and Ethridge Avenue NE.</p> <p>NSR 4: Oak Avenue Rain Garden. The project would create a stormwater facility within the existing unopened Oak Avenue right-of-way between Lybarger Street and Fir Street.</p> <p>NSR 5: Madison and Thomas Rain Garden. The project would create a stormwater treatment rain garden on property already owned by the City at the corner of Madison Avenue and Thomas Street.</p> | **\$900,000 |
| 2018 | Capitol Way Water Quality Retrofit. The project would construct a water quality treatment facility to treat runoff from an area roughly bounded by Capitol Way, Adams Street, 7th Avenue and Union Avenue. The drainage basin is tributary to Capitol Lake and comprises approximately 20 fully developed acres. | **\$450,400 |
| 2018 | Evergreen Park Drive Treatment Facility. This project would create a stormwater treatment facility for currently untreated runoff from Evergreen Park Drive. The project shall evaluate different treatment technologies and locations for the project. It shall also evaluate providing water quality treatment for water which currently discharges directly to Capital Lake or to Percival Cove. | **\$343,400 |
| 2018 | Harrison Avenue Water Quality Retrofit. A water quality treatment facility would be constructed to treat runoff from Harrison Avenue between West Bay Drive and Milroy Street. The Harrison Avenue drainage basin is tributary to Budd Inlet and comprises more than 20 acres zoned predominately high density corridor. | **\$498,600 |
| ** These projects, if qualified, will be 75% funded with available stormwater grants and loans. | | |



2014-2019 Capital Facilities Plan





The cover photos are of The Washington Center for the Performing Arts (Center). The City owns the Center and contracts for the management of the facility. The project replaced the failing siding, the aging roof, leaking single-pane windows, and rooftop mechanical units. The new façade includes a larger, grander entry, a new box office, structures to support banners and a permanent marquee.



2014-2019 Capital Facilities Plan

Report prepared by the
City of Olympia, Administrative Services Department
P.O. Box 1967, Olympia WA 98507-1967

INFORMATION & RESOURCES

CONTACT INFORMATION

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CITY COUNCIL

| | |
|---------------------------|--------------------------------|
| Stephen H. Buxbaum, Mayor | Nathaniel Jones, Mayor Pro Tem |
| Jeannine Roe | Jim Cooper |
| Julie Hankins | Steve Langer |
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 Jay Burney, Assistant City Manager
 Tom Morrill, City Attorney
 Cathie Butler, Communications Manager
 Jane Ragland Kirkemo, Administrative Services Director
 Keith Stahley, Community Planning & Development Director
 Larry Dibble, Fire Chief
 Ronnie Roberts, Police Chief
 Paul Simmons, Parks, Arts & Recreation Director
 Rich Hoey, Public Works Director

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| | | |
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| Carole Richmond | Jessica Bateman | Jerome Parker, Chair |
| Darrell Hoppe | Kim Andresen | Missy Watts |

| | | |
|---|--|--|
| Transportation Mobility Strategy | | olympiawa.gov/transportation |
| Olympia Comprehensive Plan | | imagineolympia.com |
| Olympia Bicycle Master Plan | | olympiawa.gov/transportation |
| Water System Plan | | olympiawa.gov/drinkingwater |
| LOTT Clean Water Alliance | | lottcleanwater.org |

CAPITAL FACILITIES TECHNICAL TEAM

The City Council wishes to acknowledge the many individuals who contributed to the preparation of this document.

The Capital Facilities Plan is an implementing strategy of the Capital Facilities Element of Olympia's Comprehensive Plan which was developed in compliance with the Washington State Growth Management Act.

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

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A MESSAGE FROM STEVEN R. HALL, OLYMPIA CITY MANAGER

December 31, 2013

It's déjà vu all over again - Yogi Berra

Councilmembers and citizens,

The 2014-2019 Capital Facilities Plan (CFP) certainly does feel like déjà vu all over again. This plan continues our focus on maintenance – maintaining the public's infrastructure. This CFP is an instrument to ensure our residents have well maintained transportation networks, utility services, parks and public buildings. The CFP is driven by a public vision constrained by fiscal realities. Ultimately, however, the CFP is not about finances. It's about a vision for our City – how we will grow, provide quality services, be competitive for the jobs and demands of tomorrow, and maintain the Olympia quality of life.

The major theme remains the same – maintain what we have. Our capital infrastructure must be maintained. Funding these projects is necessary to protect our assets. The focus of this CFP is:

- Building Maintenance
- Park Maintenance
- Street Maintenance
- Utility Maintenance

The 2014-2019 CFP is another step towards achieving our vision, the six-year plan totals \$122 million, representing a 9.5% decrease from the current plan. The first year of the plan totals \$12.8 million compared to \$21.3 million for 2013. The decrease reflects completion of the Washington Center for Performing Arts project and implementation of the Automated Water Meter Reading project.

Buildings

Preservation of our existing assets is important to holding down future costs and is a significant part of our long term financial strategy. This CFP continues to partially fund building maintenance. The last few years we have used part of the 1% non-voted utility tax, as well as any year end savings to address our building needs. Demand on the library; the Farmers Market, Olympia Center and the Washington Center for Performing Arts all show increased usage – and increased wear and tear. Last year, we completed a building condition assessment on all of the City's buildings. Over the next few years, we must prioritize our expenditures or find new partnerships to fully fund major building maintenance. Early 2014, we will complete the renovations on the Washington Center – one of the jewels of our downtown. The facility was renovated through a partnership with the State and the nonprofit group that operates The Center. Repayment of the bond will take about half of the current annual contribution to the major maintenance fund. Without new sustainable revenues, we will have to reduce future capital projects to adequately fund building repair and maintenance.

Parks

Parks are an integral part of the quality of life in Olympia. The Council has postponed some projects in order to acquire two parcels on the Isthmus Property. This partnership for acquisition included private fundraising, City, County and State contributions. Additionally, the 2014 plan calls for \$53,000 in impact fees to be used to complete the Artesian Court Park. And finally, the Condition Assessment and Major Maintenance Plan (CAMMP) funds will be used to renovate the 20 year old playground equipment at Sunrise Park. The renovated playground will meet new safety and ADA standards. Maintaining our parks is as important as acquiring and developing new parks.

Streets

Funding and implementing a transportation network is an important key to Olympia's economic sustainability. Almost 20 years ago, Olympia adopted a Pavement Management program aimed at keeping the condition of all of our streets in good or fair condition (50th percentile). The Olympia Transportation Benefit District (TBD), while a viable resource, is insufficient to maintain a good condition rating. Funding the Pavement Management strategy has not been easy, but it has been a priority of Councils past and present. The 2014 plan includes funding from the TBD, plus Real Estate Excise Tax (REET) and gas tax for a total of \$1.8 million. A transportation network is more than roads: it is sidewalks, bike lanes and neighborhood pathways. The voter approved 1% utility tax for sidewalks/pathways provides a sustainable resource for pedestrian access. The 2014 budget includes over a million dollars for the West Bay Sidewalk from Brawne to Schneider Hill and for 22nd Avenue from Boulevard to Cain Road. These have been much anticipated sidewalks and will improve safety in both areas of town. This CFP continues setting aside \$125,000 for neighborhood pathways for bicycle and pedestrian uses in neighborhoods. Some of these funds will be given to neighborhoods as grants for resident-led improvements and other funds will be used by the City to design and construct neighborhood pathways. And finally we are trying a pilot program in 2014—a bicycle corridor project. This sets aside \$100,000 to develop bike corridors on neighborhood streets to avoid busy arterials.

"...the CFP is not about finances. It's about a vision for our City – how we will grow, provide quality services, be competitive for the jobs and demands of tomorrow, and maintain the Olympia quality of life."

Utilities

Our utility infrastructure accounts for one third of our maintenance needs. Having access to good, safe, reliable utilities is a big part of our quality of life. Well maintained utilities are important, but of equal importance is affordability. We continually strive to ensure that we provide reliable utility services with affordable rates. Some major Wastewater projects in 2014 include acquiring land for a lift station in the vicinity of 28th and Cooper Point Road, installing sewer pipe under Morse Merryman in conjunction with street construction, and using approximately \$650,000 of General Facility Charges (GFC) to convert Septic Tank Effluent Pump systems to the new sewer main along Yelm Highway. In Drinking Water, we will implement and monitor the new automated meter reading system. And in Stormwater, the focus is on constructing a stormwater conveyance system and water quality retrofit for Ken Lake. Some of these projects will necessitate rate increases. The 2014 operating budget includes modest rate and GFC increases. A single-family, residential customer's utility bill will increase less than five dollars a month.



Revenues

The 2014 CFP includes \$1,000,000 of REET taxes for Parks and Transportation projects. Although we used \$215,000 of REET taxes for the 2013 operating budget as authorized by the legislature, this CFP includes 100% of the REET. The legislative authorization will sunset in 2016, so we did not want the operating budget to rely on the funding, and the CFP needs all the dedicated REET funds.

The 2014 plan also uses \$665,000 of impact fees. Impact fees are collected from new development to help pay for development. The City of Olympia has been collecting impact fees for 20 years and in that time the City has collected \$25 million to assist in paying for infrastructure needs. The CFP does include increases in Transportation, Park and School impact fees.

With the recent collapse of the I-5 Bridge in Burlington, there is a heightened focus on maintaining our infrastructure. There was careful attention paid to addressing infrastructure needs in the capital budget and balancing the operating budget. Every resident depends on a well maintained and functioning infrastructure. Whether it is driving across town, flushing the toilet, or taking a hot shower, residents can feel the impact of delayed maintenance, repair and rehabilitation of their public infrastructure.

We have identified the following strategies to guide our decision making:

1. Take advantage of currently- low, tax exempt bond rates and still modest construction costs to initiate necessary projects, before conditions become less favorable.

- We issued bonds at 2.3% for the LED Streetlight Conversion and Washington Center Repair projects, plus water revenue bonds for 2.76%.

2. Modestly increase utility rates to begin funding depreciation so we have some resources available when replacement is necessary.

- We review rates annually to avoid major spikes in rates and to address maintenance and replacement needs.

3. Initiate a rate setting strategy for utilities where rates are increased annually to reflect inflation and build reserves.

- Our rates are set to maintain a 10% reserve in all utilities except Drinking Water, where we have established a 25% reserve to offset conservation efforts.

4. Reduce the maturity of future bond issues below the useful life of the asset so we can establish a replacement reserve.

- With the recent bond issues, we set the final maturity well below the useful life.

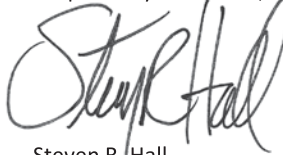
5. Aggressively pursue all Federal, State and other external funding of capital improvements.

- 15% of the current total funding sources for the CFP is from grants.
- We will aggressively pursue additional grants in future years that are not presently reflected in the total funding.

Conclusion

We all understand the difficult economic situation that has existed now for several years. This reality constrains our opportunities but not our vision for a quality community. As good stewards of our public resources, we must make practical and effective decisions. The key to this is recognizing the need to sustain our existing assets even if we must delay and defer new ones. This CFP is balanced and affordable. It maintains what we have and positions us for future opportunities. Great cities plan and know when to make significant capital investments that produce long term community or economic impacts. This CFP invests in our buildings, parks, streets and utilities to sustain our community and its neighborhoods. By maintaining what we have, we ensure Olympia will remain a great City in which to live, work and play. I look forward to working with you and the community to implement this plan.

Respectfully submitted,



Steven R. Hall

City Manager



Long Term Financial Strategy (LTFS) - Key Financial Principles

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

Long Term Financial Strategy - Guidelines

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

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

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

- Increase operating cost recovery
- Pursue cost sharing

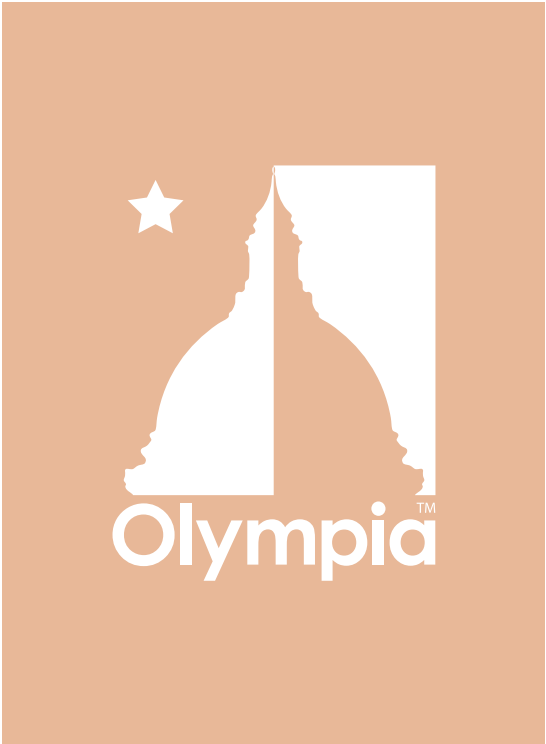
What Should the City Do in the Following Year's Budget When the Financial Forecast is Negative?

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





Introduction





INTRODUCTION - HOW TO READ THIS PLAN

1. The Frequently Asked Questions have been designed to answer the most popular questions asked about the Capital Facilities Plan (CFP), as well as assist the reader in better understanding elements about the Plan.
2. The Executive Summary provides a summary of project costs and funding sources included in the 2014-2019 six-year planning window.
3. The Debt Limitation section explains the amount of money the City of Olympia can legally borrow. This is important because some capital projects are financed with debt resources.
4. The Capital Facilities Plan section explains the purpose of the CFP, statutory requirements, and methodologies used to develop the CFP in its entirety.
5. The CFP Funding Sources identifies the various revenue sources used by the City to finance capital projects. Charted trends on the collection of impact fees, Real Estate Excise Taxes and Utility Taxes are provided in this section.
6. The CFP Element of the Comprehensive Plan Goals and Policies demonstrates how the Comprehensive Plan directly impacts development of the CFP.
7. Completing the Introduction section is the Project Funding Report, which identifies project funding sources for each project in the various program categories. County funded projects within the City's Urban Growth Boundary are also found here.
8. "What Are We Building in 2014?" highlights projects that are past the planning and design phase and are "shovel ready" in 2014.
9. The New and Completed Projects section provides a brief description of all new and recently completed capital projects, the end result of the project, and before and after photos when available. This provides the Council and citizens a way to

see how their money is being spent. New projects are those new to the CFP in 2014, and Completed projects are those that have been completed during 2013.

10. The next seven sections include the specific projects proposed for the 2014-2019 CFP six-year plan and are presented in one of the following program categories:

Parks, Arts and Recreation Projects:

Park site acquisition, development and maintenance projects; projects for the construction of individual neighborhood or community parks.

Transportation Projects:

Major street maintenance projects, minor streets, sidewalk, and bridge repair projects; pedestrian accessibility projects; other transportation infrastructure related projects, including bikeways, intersection improvements, street oversizing, traffic calming, etc. Transportation projects have been split into two sections: those funded by impact fees and those not funded by impact fees.

General Capital Facilities Projects:

Includes the City's major building and facilities maintenance, repair and replacement projects; projects for the construction of public facilities; non-typical capital improvement projects or other projects that do not fit any of the other categories.

Drinking Water Projects:

Projects for additional storage for treated water, improving raw water utilization, planning for future water systems and capacity, and reclaimed water.

Wastewater Projects:

Projects providing enhanced treatment of wastewater step system management, and planning for future system capacity.

Storm and Surface Water Projects:

Projects include stormwater flood control and water quality measures in the City's storm drainage basins, and enhancement of aquatic habitat in local creeks and wetlands.

Each of the program category sections are organized in the same way and contain:

- An introductory narrative providing a general background of planning activities done in that section, as well as a discussion of planning goals and policies.
- Individual project information identifying the project's location, links to other projects in this CFP document, a brief description about the project, a detailed project list for projects that include multiple sub-projects, justification for the project, level-of-service (LOS) standards or target outcome ratios (TORs) and how these will be affected by the project, and references to City goals, policies, and plan documents.
- A project financial summary sheet summarizing proposed project costs, funding sources, and future operating and maintenance costs for the project.

11. Following the project category sections:

- Glossary of acronyms and terms used throughout this document.
- Financial status report for all active CFP projects; those currently listed in the CFP and those no longer requiring additional funding.
- Schedule of collection and usage of impact fees.
- Quick-reference CFP project location matrix.
- Public facilities inventory.
- Index of projects.

12. Olympia School District 2014-2019 CFP.



FREQUENTLY ASKED QUESTIONS

1. What is a Capital project?

A structure, improvement, piece of equipment, or other major asset, including land, that has a useful life of at least five years and a project cost that exceeds \$50,000. Capital projects are provided by and for public purposes and services including, but not limited to, public streets and transportation facilities, City parks and recreation facilities, public buildings such as libraries, fire stations, community centers, public water systems and sanitary sewer systems. While capital projects do not cover routine maintenance, they do include renovation and major repair or reconstruction of damaged or deteriorating facilities.

2. There are many projects listed in the CFP. How does the City determine which projects are priority?

First, does it meet the goals of the Comprehensive Plan? Then, each project proposal is matched against the Council's Long-Term Financial Strategy (LTFS) criteria:

- Maintenance or general repair of existing infrastructure;
- A legal or statutory requirement.
- A continuation of multi-year projects (contractual obligations, etc.);
- Implementation of legislative (Council) goals and objectives;
- Ability to leverage outside sources (grants, mitigation, impact fees, low interest loans, etc.);
- An acquisition or development of new facilities.

When considering which projects are funded in the CFP, adequate funding to construct and maintain projects is determined by two important questions:

1. *What can we really afford?*
2. *What "gives" when two or more priorities conflict with each other?*

As noted in the LTFS, leveraging outside revenue sources is critical. If grant funds are applied for and received, chances are good that the grant funded project will become a priority. Grant funds awarded become new and additional revenue to the City, above and beyond the City's current resources. The City continually looks for ways to reduce the reliance on General Fund dollars for capital projects. In essence, grant funds allow the City's current resources to be stretched a little further. Similar to grants are partnerships with other groups. The City tries to develop partnerships to lower the cost for construction or operations and maintenance.

3. Once determined to be a priority, are these projects automatically given funding in priority order?

No. See the last paragraph in question 2 above. When grant funds are received for a particular project, chances are good that project will become a priority.

4. Do state or federal grants require the City to do projects out of our preferred order?

Yes. See the last paragraph in question 2 above. When grant funds are received for a particular project, chances are good that project will become a priority.

5. It seems likely that a capital project may affect future operating budgets. Does this have an impact on whether or not a project will be approved and funded?

Yes. It is important that capital improvements which carry with them additional maintenance obligations that impact the General Fund budget do not intensify the strains already being felt in the Operating Budget.

6. When funding a particular project, where does the money come from?

Non-Utility Projects

Parks, Transportation, and General Capital Facilities projects are funded through non-voted (Councilmanic) bonds, grants, cost sharing with neighboring jurisdictions (on shared projects), local improvement districts (LIDs), developer contributions, impact fees, the real estate excise tax (REET) (1/2%), non-Voted Utility Tax (V.U.T.)(1%), and Voted Utility Tax (V.U.T.)(3%).

Fund Balance plays a significant role in implementing projects, and its availability relies heavily on projects being completed under budget, along with revenues exceeding expenditures at year end. When the economy is strong and spending is restrained, significant revenue can be generated to fund priority capital projects (e.g., pavement management). Funding for non-utility projects continues to be a challenge.

Utility Projects

City water, wastewater, and stormwater utilities are operated like businesses and must be self-supporting. Utility capital projects are funded through a combination of general facility charges, rates, developer improvements, and revenue bonds. In addition, state and federal grants play an important role in funding of utility projects. However, as governed by the Growth Management Act, we cannot show projects in the Capital Facilities Plan unless we reasonably expect to generate the revenue.

7. What is the Utility Tax and what projects does it fund?

The City Council has authority to approve, without voter approval, up to a 6 percent utility tax. 5 percent of the tax collected goes to the General Fund Operating Budget and 1 percent goes to fund Capital Projects. Currently the Capital Projects portion is \$1 million. By ordinance, the Council can reallocate the 1 percent from the CFP to the General Fund. In 2004 the City presented Olympia residents with a ballot measure to raise the utility tax to 9 percent. This was approved, which provides an additional 2 percent funding to Parks and 1 percent funding to Pathways/Sidewalks.

8. What is the "CIP" Funding Source?

CIP is funding for the City's Capital Improvement Program. It funds projects that are not utility related, such as Parks, Transportation, and General Capital Facilities projects. It is made up of 1/2% of the Real Estate Excise Tax (REET), which must be spent on Parks or Transportation projects, (although, for the period 2013 to 2016, it may be used for the operations of these facilities), 1% of the non-voted utility tax, interest earnings, and utility support from Stormwater for Transportation projects.

9. Once a project has been approved and funded, can any part of the money be used for another project?

Yes. The legislative body (Council) can, by simple majority, vote to appropriate funds to a different project. In most cases, this will be done when money is needed to match a grant the City has applied for on another project, which allows us to receive new and additional revenue. It is in the City's best interest to do whatever it can to obtain additional dollars to fund projects, even when this means moving money from one project to another in order to maximize the City's funding opportunities.

10. If a project was initially funded through the CFP and is not yet complete, will it continue to be listed in the CFP document?

It depends. If the project is still in-progress, but no additional money is needed beyond what has already been appropriated, it will not show up in the CFP in future years. If the project does need additional funds appropriated beyond the current level of funding, it will continue to show up in the CFP.

11. Individual project financial information seems to indicate that a specific dollar amount can be expected to be spent on the project over the next six years. Is this a correct interpretation?

No. The planning period for a CFP project is six years. Only expenditures and revenues proposed for the first year of the program are incorporated into the Annual Operating Budget as the Capital Budget (adopted in December of each year). It is important to note that the CFP is a planning document that includes timeline estimates based on changing dynamics related to growth projections, project schedules, new information, evolving priorities, or other assumptions. Therefore, the Capital Facilities Plan is annually reviewed and amended to verify that fiscal resources are available, which means estimates and timelines may change.

12. What happens if a project does not collect the amount of revenue as anticipated over the next 6 years?

In deciding how to address a particular shortfall of funding, the City continually assesses current needs against future growth requirements, and existing deficiencies against future expansions. Other options available for the City to consider are to decrease level of service standards, decrease the cost of the facility, or decrease the demand for the public service or facility, resulting in postponement or termination of the project.

13. Are all projects in the CFP completed within the next 6 years?

No, for several reasons. First, the Capital Facilities Plan is annually reviewed and amended to verify that fiscal resources are available. And second, because the need for capital facilities is generated by population growth, existing facility deficiencies, major facility maintenance and repair needs, internal operations, and Council and Comprehensive Plan goals and policies, there is a need to continually assess which projects are affected and should be considered a priority. As a result, project estimates and timelines may change.

14. How are Lifecycle Costs budgeted for replacement projects?

The City hired a consultant to determine the standard industry lifecycle for a variety of projects, (i.e. parks playground equipment, fire equipment, HVAC systems, etc.). Replacement costs were then formulated to identify annual lifecycle costs for the City's replacement projects. The recent acquisition of asset management software allows the City to better understand the optimal lifecycle of major assets, further enabling strategic and financial replacement plans.

15. What are impact fees?

Impact fees are charges assessed against newly-developing property that attempt to recover the cost incurred by a local government in providing the public facilities required to serve the new development. Under the Growth Management Act, impact fees can be collected and spent on roads and streets, parks, schools, and fire protection facilities. Currently, the City is not collecting fire impact fees.

16. What is the difference between State Environmental Policy Act (SEPA) mitigation fees and impact fees?

SEPA mitigation fees are charged to "long plats," or new major developments for their direct impact on the system. SEPA mitigation measures must be related to a specific adverse impact identified in the environmental analysis of a project. The impact mitigated may be to the natural or built environment, including public facilities. Transportation mitigation fees are the most common, but mitigation fees may be assessed for any project. These fees are collected for specific projects, and the funds can only be spent on the identified projects. SEPA mitigation fees are assessed on projects within the City of Olympia, Olympia's Urban Growth Area and adjacent jurisdictions (Tumwater & Lacey).

Olympia's impact fees are charged to new development only within the City limits. These fees are able to be spent on "system improvements." System improvements can include physical or operational changes to existing streets, as well as new street connections that are built in one location to benefit projected needs at another location. Funds collected can only be used for projects that are specifically identified as part of the impact fee calculation.

17. How are Transportation Impact Fees determined?

The impact fee structure for the City of Olympia was designed to determine the fair share of improvement costs that can be charged for a new development. Impact fees are charged to developers of new construction to pay for part of the cost to build streets and other traffic improvements that are needed because of new growth in our community. The following key points summarize the impact fee structure:

- A six-year street facility list, oriented to future growth, is developed. The projects are identified through the City's transportation planning process as being needed during the next six years to meet adopted level of service standards.
- Existing deficiencies are identified and separated from future trips on the street system.
- Future trips are allocated to geographic areas inside and outside the City using a traffic forecasting model.
- A Citywide fee system is established. The fee is calculated by taking the total cost of projects needed to accommodate new growth within the six-year planning time frame, divided by the number of new vehicle trips expected to be generated by new growth within this six-year time frame. This results in a cost per trip fee.
- A land use based fee schedule is then developed.

18. How are Olympia's population figures determined?

The Growth Management Act establishes how population/growth figures will be determined. The Act requires the State Office of Financial Management to provide a high-medium and low range for all counties. It is up to the County Commissioners to determine what figures to use. The Thurston County Commissioners have delegated this responsibility to the Thurston Regional Planning Council (TRPC).

provides the information for all of Thurston County. The numbers are revised every three to five years and the model relies heavily on census data. If Olympia wanted to increase or decrease its figures, TRPC and the other jurisdictions would have to agree.

- 19. How does the City calculate the amount of Transportation Impact Fees generated in a year?**
Transportation Impact Fees are calculated by taking the total cost of projects needed to accommodate new growth within the six-year planning time frame, divided by the number of new vehicle trips expected to be generated by new growth within this six-year time frame. This results in a cost per trip fee. The amount of transportation impact fees generated in a year is a function of how much growth occurs in a year. For planning purposes, the total cost of projects needed to accommodate new growth in the six-year planning time frame is divided by six years to establish the average amount of transportation impact fees the City expects to collect each year.
- 20. Does Olympia have multiple zones for the Transportation Impact area?**
No. The entire City makes up one zone.
- 21. If the City collects transportation impact fees on a specific project, must it be spent on the impacts of growth in that project's geographic area?**
No. Transportation impact fees collected are pooled into a single account. When it is determined that a geographic area of the City does not have sufficient capital facilities in place and readily available when new development occurs or a service area population grows, money from this pooled fund is used to establish sufficient capacity to serve the service area population and/or new development.
- 22. What the City anticipates to receive in impact fee funding seems higher than what is actually collected (as indicated in previous years). Why is this and how does it affect a project funded with impact fee revenue?**
Impact fee revenue may be overstated. With the economic downturn, this has been the case in Olympia for several years. By showing impact fees in a specific calendar year, public expectations are raised about when a project will be initiated. Funding projections can change significantly based on the rate of growth, areas where growth occurs, and the ability to obtain grant funding for certain projects. As a result, project estimates and timelines may change.
- 23. Can the City collect impact fees in the Urban Growth Area?**
Due to a court ruling, the City of Olympia may not collect impact fees in the Urban Growth Area.
- 24. Why do various impact fee receipts differ?**
Park impact fee receipts will differ from transportation impact fees received based on the projects being constructed/ acquired due to new growth. Also, Transportation collects impact fees on both residential and commercial projects, while Parks collects impact fees only on residential projects.
- 25. When Olympia annexes area where the County has a current project underway that is County -funded, is the City then responsible for the project and associated project costs?**
When an annexation includes capital projects that will add to Olympia's asset base, the City generally negotiates related project costs as part of an interlocal agreement between the City and the County.
- 26. What does level of service (LOS) mean?**
A quantifiable measure of the amount of public facility that is provided, such as acres of park land per capita, vehicle capacity of intersections, or water pressure per square inch available for the water system.
- 27. What is concurrency?**
All public facilities (streets, roads and highways, bikeways, sidewalks, street and road lighting, traffic signals, water systems, stormwater systems, wastewater systems, parks and recreation facilities, and schools) needed to serve new development and/or a growing service area population, must be in place at the time of initial need. If the facilities are not in place, a financial commitment must have been made to provide the facilities within six years of the time of the initial need, and
 - Such facilities must be of sufficient capacity to serve the service area population and/or new development without decreasing service levels below locally established minimum standards.
- 28. How does the Capital Facilities Plan (CFP) link to the Comprehensive Plan (Comp Plan)?**
The City of Olympia's Comp Plan describes our community's values and our vision for the future, including a set of goals and policies that aim to define how we will get there. It serves as the foundation upon which City regulations, programs and other plans are formed. As many as 20,000 additional people are expected to join our community over the next two decades. The Comp Plan is our strategy for maintaining and enhancing our high quality of life and environment while accommodating that growth. The CFP is the element that brings the Comp Plan to life. By funding projects needed to maintain levels of service and for concurrency, the CFP helps shape the quality of life in Olympia. The requirement to fully finance the CFP provides the reality check for the vision of the Comp Plan.
- 29. If I want to become more involved in the CFP process, how do I get involved?**
Citizens, community groups, businesses, and other stakeholders can maximize the attention and consideration paid to their suggestions by working with City staff and the Olympia Planning Commission to wrap their suggestions into major City planning processes. Projects and policies are continually monitored and modified by updates to long-term plans, usually through a public process with associated City boards and commissions. To learn more, view the [Planning Commission](#) and [City Council meeting schedule](#).

EXECUTIVE SUMMARY

This Capital Facilities Plan (CFP) is a multi-year plan of capital projects, 2014-2019, with projected beginning and completion dates, estimated costs, and proposed methods of financing. The Plan is reviewed and updated annually according to the availability of resources, changes in City policy and community needs, unexpected emergencies and events, and changes in cost and financial strategies.

It is important to understand that a multi-year Capital Facilities Plan does not represent a financial commitment. City Council approval does not automatically authorize funding. It does approve the program in concept and provides validity to the planning process. Appropriations are made in the Capital Budget, which is the first year of the capital program. Projects beyond the current year Capital Budget should not be viewed as a commitment to fund the project, but instead as an indication that given the information available at the time, the City plans to move forward with the project in the future.

Capital Costs of Proposed Projects in the 2014-2019 Capital Facilities Plan

Capital project costs for the City's 2014-2019 six-year capital facilities planning period total \$122,112,158. Table 1.1 illustrates planned capital costs by program category and the planned year of expenditure. Chart 1.1 illustrates the percentage of the plan's six-year capital costs attributed to each program category.

Revenue Sources Available for the 2014-2019 Planning Period

Utility Projects

City drinking water, wastewater, and stormwater utilities are operated like businesses and must be self-supporting. They do not receive support from the General Fund of the City. Utility capital projects are funded through a combination of general facility charges, rates, developer improvements, and revenue bonds. In addition, state and federal grants also play an important role in funding of utility projects.

Non-Utility Projects

Parks, Transportation, and General Capital Facilities projects are funded through general revenue, non-voted (Councilmanic) bonds, grants, cost sharing with neighboring jurisdictions (on shared projects), local improvement districts (LIDs), developer contributions, impact fees, the real estate excise tax (REET)(½%), and the utility tax. The City is at the statutory limit (6%) for utility taxes, which may be imposed by the Council without a public vote. In September 2004, the voters approved a 3% increase in the utility tax above the 6% limit, bringing the total utility tax to 9%. Currently, 1% goes directly to the CFP for general CFP support. Another ½ % goes to the General Fund for park maintenance on capital projects. Of the 3% voter approved increase, 2% is for parks and 1% for recreational sidewalks.

| 6% Nonvoted Utility Tax | 3% Voter Approved Utility Tax |
|--------------------------|-------------------------------|
| 4.5 % General Fund | 2.0% Parks |
| 0.5 % Parks Maintenance | 1.0% Sidewalks |
| 1.0 % Capital Facilities | |

Voter Approved Bonds

The City also has \$126.5 million capacity for voter approved bonds (paid back through an excess property tax levy) of which \$53.6 million is available, including an additional \$16.8 million in non-voter approved.

State law limits bonded debt to 2.5% of assessed value (AV) of taxable property. The amount of non-voted plus voter-approved may not exceed the 2.5% of assessed value limit.

The reader is invited to review the [City of Olympia Operating Budget](#) for a more detailed explanation of revenue sources and their relationship to specific funds. Budget documents are available in the reference section of:

- The Olympia Timberland Library
- The Evergreen State College
- The City Clerk's Office at Olympia City Hall
- The City's website at olympiawa.gov/budget

2014-2019 CAPITAL FACILITIES PLAN COST BY PROJECT CATEGORY \$122,112,158

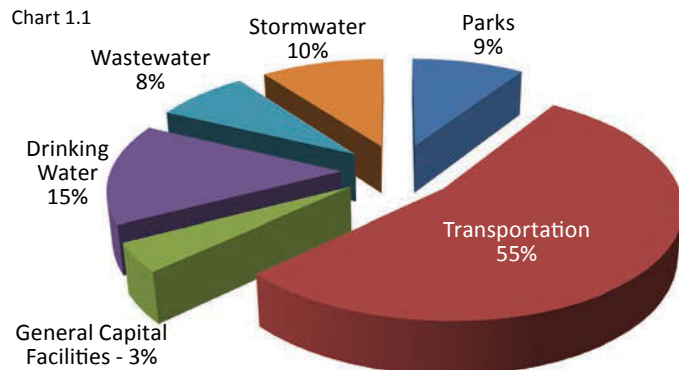


Table 1.1

| | 2014 | 2015-2019 | TOTAL |
|-----------------------------------|----------------------|-----------------------|-----------------------|
| Parks | \$ 2,183,598 | \$ 9,260,750 | \$ 11,444,348 |
| Transportation | \$ 3,648,179 | \$ 62,593,631 | \$ 66,241,810 |
| General Capital Facilities | \$ 600,000 | \$ 3,000,000 | \$ 3,600,000 |
| Drinking Water | \$ 1,826,800 | \$ 16,685,900 | \$ 18,512,700 |
| Wastewater | \$ 2,333,700 | \$ 7,328,500 | \$ 9,662,200 |
| Stormwater | \$ 2,233,100 | \$ 10,418,000 | \$ 12,651,100 |
| Total | \$ 12,825,377 | \$ 109,286,781 | \$ 122,112,158 |

As of January 1, 2014 the City has \$75.9 million in non-voted general obligation bonding capacity (Councilmanic) and presently has \$16.8 million of that amount uncommitted and available to use to fund projects. The City Council deliberates carefully before authorizing this method of financing as the City's existing operating revenues must be used for repayment.

Planning for Capital Facilities

The CFP is the element that makes the rest of the Comprehensive Plan come to life. By funding projects needed to maintain levels of service and for concurrency, the CFP helps shape the quality of life in Olympia. The requirement to fully finance the CFP provides a reality check for the vision of the Comprehensive Plan.

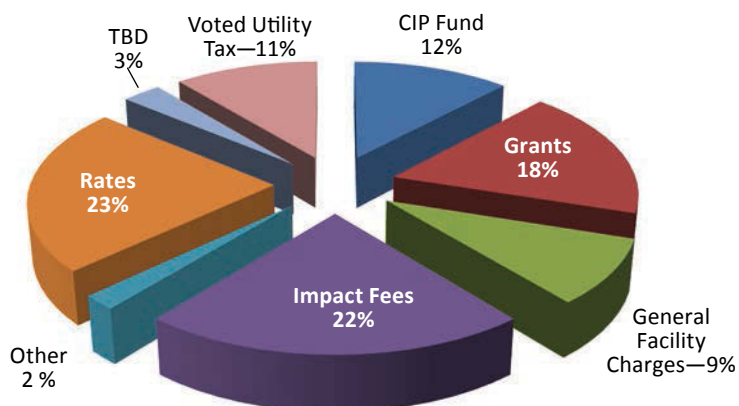
Planning for capital facilities is a complex task. First, it requires an understanding of future needs. Second, it must assess the various types of capital facilities that could be provided, and identify the most effective and efficient array of facilities to support the needed services. Finally, it must address how these facilities will be financed.

Planning what is needed is only the beginning. Planning how to pay for what is needed is another step. Only so much can and will be afforded. Securing the most effective array of facilities in light of limited resources and competing demands requires coordination of the planned facilities and their implementation. It also requires a thorough understanding of the fiscal capacity of the City to finance these facilities. Financial planning and implementation of capital facilities cannot be effectively carried out on an annual basis, since oftentimes the financing requires multi-year commitments of fiscal resources. As such, this plan is long-range in its scope. The CFP assumes receipt of outside granting assistance, and if grants are not received, projects may be delayed or pushed out. The CFP is a planning document, not a budget for expenditures.

Prioritization of the projects among programs is difficult; however prioritization between programs is more difficult. Which is more important, parks maintenance or street maintenance? Therefore, the Council established the following general guidelines for prioritizing Capital projects:

- Maintenance or general repair of existing infrastructure.
- A legal or statutory requirement.
- A continuation of multi-year projects (contractual obligations, etc.)
- Implementation of legislative (Council) goals and objectives.
- Ability to leverage outside sources such as grants, mitigation, impact fees, low interest loans, etc.
- An acquisition or development of new facilities.

2014-2019 CAPITAL FACILITIES PLAN COST BY FUNDING SOURCE \$122,112,158



| | 2014 | 2015-2019 | TOTAL |
|---------------------------------|----------------------|-----------------------|-----------------------|
| CIP Fund | \$ 1,797,176 | \$ 13,168,110 | \$ 14,965,286 |
| Grants | \$ 714,348 | \$ 21,335,903 | \$ 22,050,251 |
| General Facility Charges | \$ 1,750,000 | \$ 9,327,800 | \$ 11,077,800 |
| Impact Fees | \$ 666,213 | \$ 26,137,918 | \$ 26,804,131 |
| Other | \$ 375,000 | \$ 1,375,000 | \$ 1,750,000 |
| Rates | \$ 4,365,100 | \$ 23,875,300 | \$ 28,240,400 |
| SEPA Mitigation | \$ 76,290 | \$ 241,000 | \$ 317,290 |
| TBD | \$ 620,000 | \$ 3,100,000 | \$ 3,720,000 |
| Voted Utility Tax | \$ 2,461,250 | \$ 10,725,750 | \$ 13,187,000 |
| Total | \$ 12,825,377 | \$ 109,286,781 | \$ 122,112,158 |

DEBT LIMITATION

State law limits bonded debt to 2.5% of assessed value of taxable property. Of this limit, up to 1.5% of assessed value of taxable property may be non-voter approved debt (Councilmanic bonds). **However, the amount of non-voted, plus voter-approved, may not exceed the 2.5% of assessed value limit.**

| As of 01/01/2014 | |
|---|----------------------------|
| Estimated Taxable Assessed Value | \$5,313,691,495 |
| General Indebtedness without a vote of the people: | |
| Legal Limit, 1½% of property value: | 79,705,372 |
| G.O. Bond Liabilities | (59,061,476) |
| Remaining non-voted debt capacity | <u>\$20,643,896</u> |
| General Indebtedness with a vote of the people: | |
| Legal Limit, 2½% of property value: | \$132,842,287 |
| Outstanding voted debt | (13,830,000) |
| Outstanding non-voted debt | (59,061,476) |
| Remaining voted debt capacity | <u>\$59,950,811</u> |

In addition to the above limits, the City has debt authority with a vote of the people of 2.5% each for parks and utility purposes. Olympia has not accessed this authority.

The goal of Olympia's debt policy is to maintain the ability to provide high quality essential City services in a cost effective manner. Council members weigh this goal against maintaining the ability to borrow at the lowest possible rates. The City uses the following guidelines before financing projects with long-term debt:

- Management staff and elected officials conservatively project the revenue sources to pay off the debt.
- The term of the debt will not exceed the useful life of the project.
- The benefits of the improvement must outweigh its costs, including the interest costs of financing.

Olympia uses debt only to provide financing for essential and necessary capital projects. Through debt planning and the Capital Facilities Plan, the City integrates its capital projects. The services that the City determines necessary to its residents and visitors form the basis for all capital projects.



THE CAPITAL FACILITIES PLAN

What are Capital Facilities and Why Do We Need to Plan for Them?

Capital facilities are all around us. They are the public facilities we all use, and possibly take for granted, on a daily basis. They are our public streets and transportation facilities, our City parks and recreation facilities, our public buildings such as libraries, fire stations, and community centers, our public water systems that bring us pure drinking water, and the sanitary sewer systems that collect our wastewater for treatment and safe disposal. Even if you don't reside within the City, you use capital facilities every time you drive, eat, shop, work, or play here.

While a CFP does not cover routine maintenance, it does include renovation and major repair or reconstruction of damaged or deteriorating facilities. While capital facilities do not usually include furniture and equipment, a capital project may include the furniture and equipment clearly associated with a newly constructed or renovated facility.

The planning period for a CFP is six years. Expenditures proposed for the first year of the program are incorporated into the Annual Budget as the Capital Budget (adopted in December of each year).

One of the most important aspects of the CFP process is that it is not a once-a-year effort, but an important ongoing part of the City's overall management process. New information and evolving priorities require continual review. Each time the review is carried out, it must be done comprehensively.

All of these facilities should be planned for years in advance to assure they will be available and adequate to serve all who need or desire to utilize them. Such planning involves determining not only where facilities will be needed, but when, and not only how much they will cost, but how they will be paid for. It is important to note that the CFP is a planning document that includes timeline estimates based on changing dynamics related to growth projections, project schedules, or other assumptions.

CITY OF OLYMPIA CAPITAL FACILITIES

- Public Buildings
- Public Street Systems
- Public Parks
- Public Water Systems
- Public Sewer Systems

The State Growth Management Act and Its Effect on the Capital Facilities Planning Process

Over a decade ago, in response to the effect of unprecedented population growth on our State's environment and public facilities, the Washington State Legislature determined that "uncoordinated and unplanned growth, together with a lack of common goals expressing the public's interest in the conservation and wise use of our lands, pose a threat to the environment, sustainable economic development, and to the health, safety, and high quality of life enjoyed by the residents of this state," and that "it is in the public interest that citizens, communities, local governments, and the private sector cooperate and coordinate with one another in comprehensive land use planning." The State of Washington Growth Management Act (GMA) was adopted by the Legislative body in the early 1990s to address these concerns.

The GMA requires that all jurisdictions located within counties that (a) have a population of 50,000 or more people and have experienced a population increase of 10% or more over the last ten years, or (b) regardless of current population, have experienced a population increase of 20% or more over the last ten years, must write, adopt, and implement local comprehensive plans that will guide all development activity within their jurisdictions and associated Urban Growth Areas (UGA) over the next twenty years. Each jurisdiction is required to coordinate its comprehensive plan with the plans of neighboring jurisdictions, and unincorporated areas located within designated Urban Growth Areas must be planned through a joint process involving both the city and the county.

The GMA requires that comprehensive plans guide growth and development in a manner that is consistent with the following 13 state planning goals, plus a shoreline goal:

1. Encouragement of urban density growth within designated urban growth management areas;
2. Reduction of urban sprawl outside of designated urban growth management areas;
3. Encouragement of efficient transportation systems, including alternate systems of travel;
4. Encouragement of affordable housing availability to all economic segments;
5. Encouragement of economic development;
6. Just compensation for private property obtained for public use;
7. Timely processing of governmental permits;
8. Enhancement of natural resource based industries and encouragement of productive land conservation;
9. Encouragement of open space retention for recreational opportunities and wildlife habitat;
10. Protection of the environment, including air and water quality;
11. Encouragement of citizen participation in the planning process;
12. Provision of adequate public facilities to support development without decreasing current service standards below locally established minimum standards; and
13. Encouragement of the preservation of lands, sites, and structures that have historical or archaeological significance.
14. Protection of shorelines, including preserving natural character, protecting resources and ecology, increasing public access and fostering reasonable and appropriate uses.

This Capital Facilities Plan as an Element of Olympia's Comprehensive Plan

The Growth Management Act requires inclusion of mandatory planning elements in each jurisdiction's comprehensive plan, and suggests the inclusion of several optional elements. The mandatory elements required by the GMA are:

1. a six-year capital facilities plan element
2. a land use element
3. a housing element
4. a utilities element
5. a transportation element
6. a rural element (counties only)
7. a park and recreation element

Olympia's Comprehensive Plan includes additional elements (see Chart 2.1).

Concurrency and Levels-of-Service Requirements

The Growth Management Act requires jurisdictions to have capital facilities in place and readily available when new development occurs or a service area population grows. This concept is known as concurrency. Specifically, this means that:

1. All public facilities needed to serve new development and/or a growing service area population must be in place at the time of initial need. If the facilities are not in place, a financial commitment must have been made to provide the facilities within six years of the time of the initial need; and
2. Such facilities must be of sufficient capacity to serve the service area population and/or new development without decreasing service levels below locally established minimum standards, known as levels-of-service.

Levels-of-service are quantifiable measures of capacity, such as acres of park land per capita, vehicle capacity of intersections, or water pressure per square inch available for the water system. Minimum standards are established at the local level. Factors that influence local standards are citizen, City Council and Planning Commission recommendations, national standards, federal and state mandates, and the standards of neighboring jurisdictions.

The GMA stipulates that if a jurisdiction is unable to provide or finance capital facilities in a manner that meets concurrency and level-of-service requirements, it must either (a) adopt and enforce ordinances which prohibit approval of proposed development if such development would cause levels-of-service to decline below locally established standards, or (b) lower established standards for levels-of-service.

Determining Where, When, and How Capital Facilities Will Be Built

In planning for future capital facilities, several factors have to be considered. Many are unique to the type of facility being planned. The process used to determine the location of a new park is very different from the process used to determine the location of a new sewer line. Many sources of financing can only be used for certain types of projects. Therefore, this capital facilities plan is actually the product of many separate but coordinated planning documents, each focusing on a specific type of facility. Future sewer requirements are addressed via a sewer plan, parks facilities through a parks and recreation plan, urban trail facilities through an urban trails plan, storm drainage facility needs through stormwater basin plans, water facility needs through a water plan, and transportation needs through a transportation plan.

ELEMENTS OF OLYMPIA'S CAPITAL FACILITIES PLAN

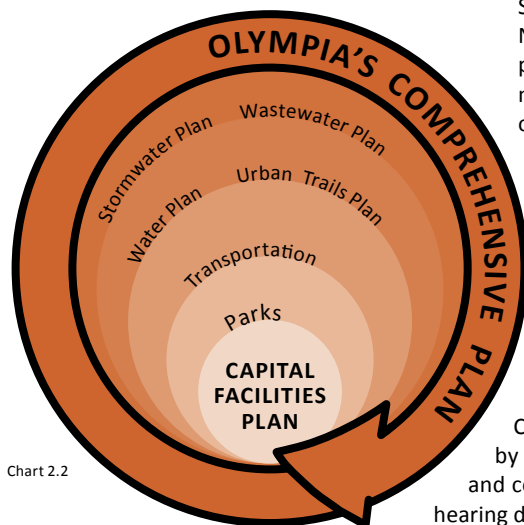


Chart 2.2

In addition, the recommendations of local citizens, advisory boards, and Planning Commission are considered when determining types and locations of projects. Some capital needs of the City are not specifically included in a comprehensive plan. Nonetheless, many of these projects are vital to the quality of life in Olympia. These projects do meet the growth management definition of capital facilities because of the nature of the improvement, the cost or useful life. The Farmers Market is an example of this type of project.

Chart 2.2 demonstrates how the City's Comprehensive Plan directly impacts the other plans, and ultimately the CFP. The various elements of the Comprehensive Plan affect the type and required capacities of capital facilities required.

How Citizens Can Get Involved in the Capital Facilities Plan (CFP)

The City of Olympia strives to create a CFP which truly responds to the needs of our community. Citizens, community groups, businesses, and other stakeholders can maximize the attention and consideration paid to their suggestions by working with staff and the Olympia Planning Commission to merge their suggestions into major City planning processes. Projects and policies are continually monitored and modified by updates to long-term plans, usually via a public process with associated City boards and commissions. See the [2014-2019 Capital Facilities Plan Calendar of Events](#) for public hearing dates.

ELEMENTS OF OLYMPIA'S COMPREHENSIVE PLANNING PROCESS

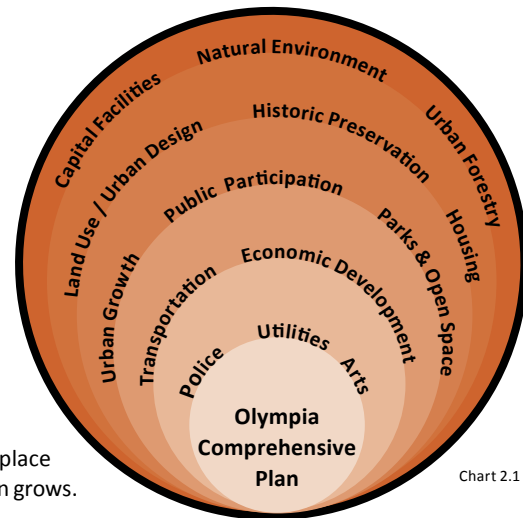


Chart 2.1

Population Forecasts for Olympia's Urban Growth Management Area (UGMA)

The GMA mandates that capital facility plans be structured to accommodate projected population growth within a jurisdiction's UGMA planning area. The Thurston Regional Planning Council (TRPC) anticipates growth of roughly 17% in the City's population between 2010 and 2020, or from approximately 46,500 to 54,600 persons. The fastest growing parts of the City will continue to be the West and Southeast sides. Each of the capital project category sections of this CFP demonstrates how the facilities listed under that section have been planned to accommodate the additional growth.

Joint Projects and Projects by Other Jurisdictions

Several of the projects listed within this document will be undertaken jointly with other jurisdictions or agencies. A stormwater project, for instance, may address a drainage problem that ignores City or UGMA boundaries. A transportation project may involve the upgrading of a roadway that crosses in and out of the city and the county. On such projects, joint planning and financing arrangements have been detailed on the individual project's worksheet.

Thurston County has several "county only" parks or transportation projects planned within Olympia's unincorporated UGMA. Under the joint planning agreement established between the City and Thurston County, initial financing and construction of these projects falls under County coordination. County projects have been listed for reference purposes in the Project Funding Reports. For more detail, please refer to the Thurston County CFP.

Capital Facilities Not Provided by the City

In addition to planning for public buildings, streets, parks, trails, water systems, wastewater systems, and storm drainage systems, the GMA requires that jurisdictions plan for 1) public school facilities, 2) solid waste (garbage) collection and disposal facilities, and 3) wastewater treatment. These facilities are planned for and provided throughout the UGA by the various school districts, the Thurston County Department of Solid Waste, and the LOTT Alliance, respectively. The City of Olympia charges school impact fees for the Olympia School District. The District's CFP is included on page 124 of this document.

Early in 2000, the LOTT partners (Lacey, Olympia, Tumwater, and Thurston County) signed an agreement to provide a new governance structure to carry out a plan which anticipates development of additional treatment capacity for the LOTT partners through innovative wastewater reclamation and management facilities. The LOTT Wastewater Alliance functions as a regional agency providing wholesale wastewater resource treatment and management services in the public's interest. Therefore, the Alliance capital facilities are not included in this document.

What is Not Included in This CFP Document?

This Capital Facilities Plan does not provide a status update on previously funded capital projects still in progress. If the project is currently active and requires additional funding in the future, it is included in this plan. Otherwise, it is simply listed in the Active Project list (Miscellaneous Reports section).

CAPITAL FACILITIES PLAN FUNDING SOURCES

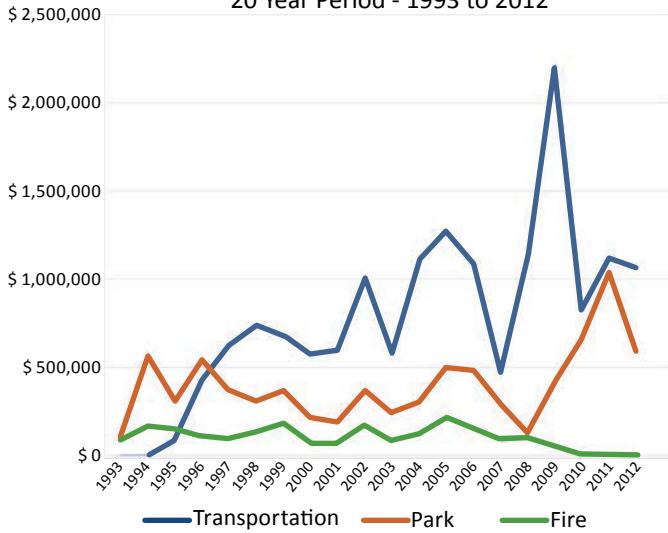
In an attempt to stretch the money as far as it will go, the CFP incorporates many different funding sources. Those sources may include current revenues, bonds backed by taxes or utility revenues, state and federal grants, special assessments on benefiting properties, as well as donations. A complete list of funding sources for 2014-2019 follows:

| 2014 - 2019 FUNDING SOURCES | |
|---|--|
| Current Revenues | |
| <ul style="list-style-type: none"> Wastewater Rates Water Rates Stormwater Rates General Facilities Charges (GFC) 1% Non-Voted Utility Tax | <ul style="list-style-type: none"> Utility Tax (3% voted and 1% non-voted) Motor Vehicle Fuel Tax Interest *Real Estate Excise Tax (REET) (1/2%) <p>* REET funds must be spent on Parks or Transportation.</p> |
| Debt | |
| <ul style="list-style-type: none"> The City has \$54 million of voter approved debt capacity. Of this, \$17 million may be issued by the Council without a vote of the people. | <ul style="list-style-type: none"> Public Works Trust Fund Loans (from State of Washington) Utility Revenue Bonds |
| Grants | |
| <ul style="list-style-type: none"> Federal Surface Transportation Program Funds State Transportation Improvement Board (TIB) Funds Federal Community Development Block Grant | <ul style="list-style-type: none"> Federal Highways Administration Washington State Department of Transportation State Recreation Conservation Office |
| Other | |
| <ul style="list-style-type: none"> Impact Fees Transportation Benefit District | <ul style="list-style-type: none"> SEPA Mitigation Fees Donations |

IMPACT FEES

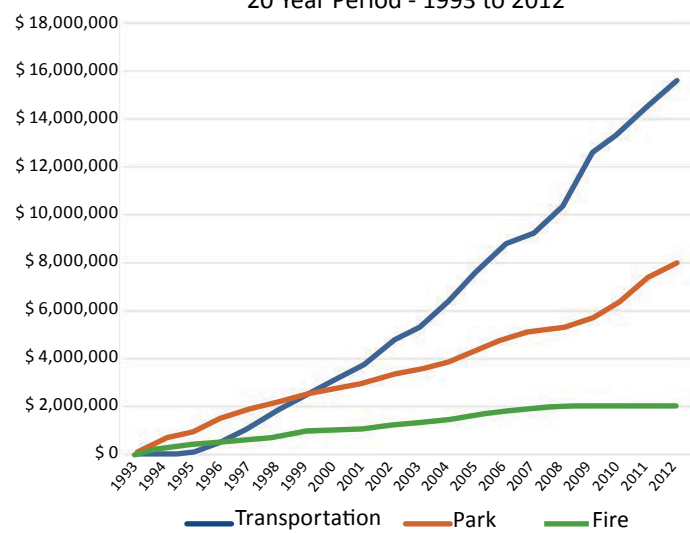
Annual Impact Fee Collections

20 Year Period - 1993 to 2012



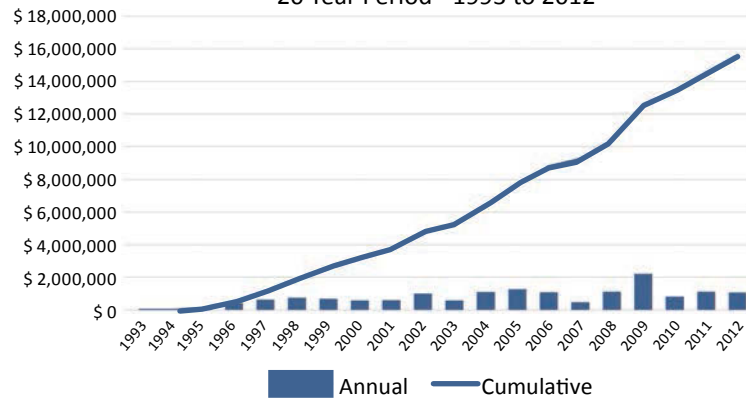
Cumulative Impact Fee Collections

20 Year Period - 1993 to 2012



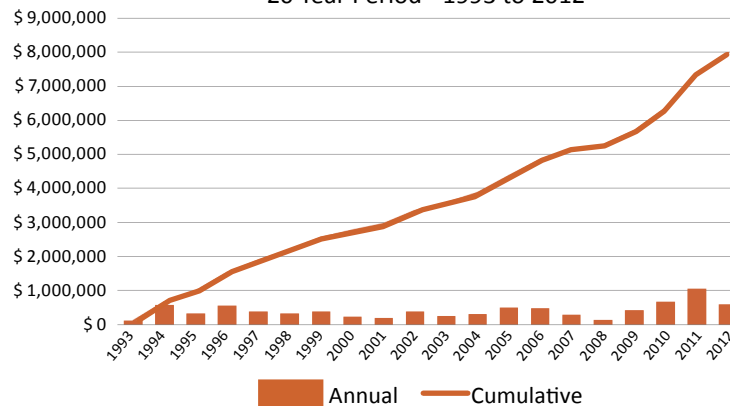
Transportation Impact Fee Collections

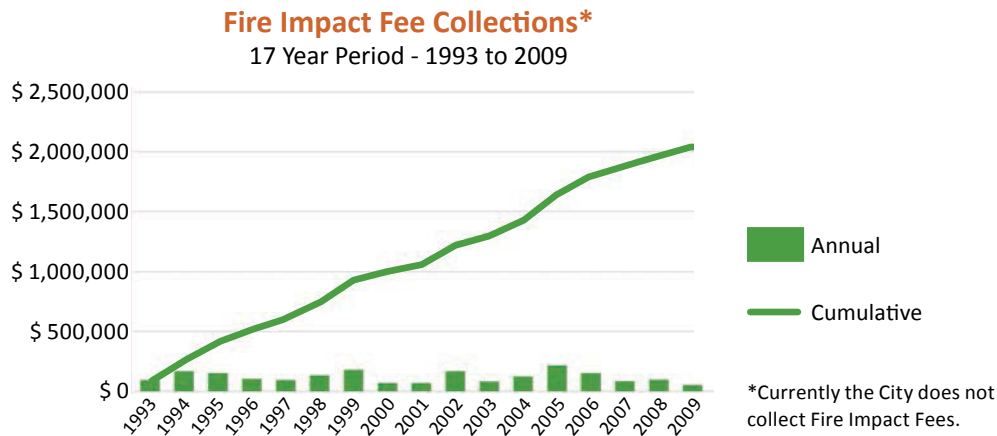
20 Year Period - 1993 to 2012



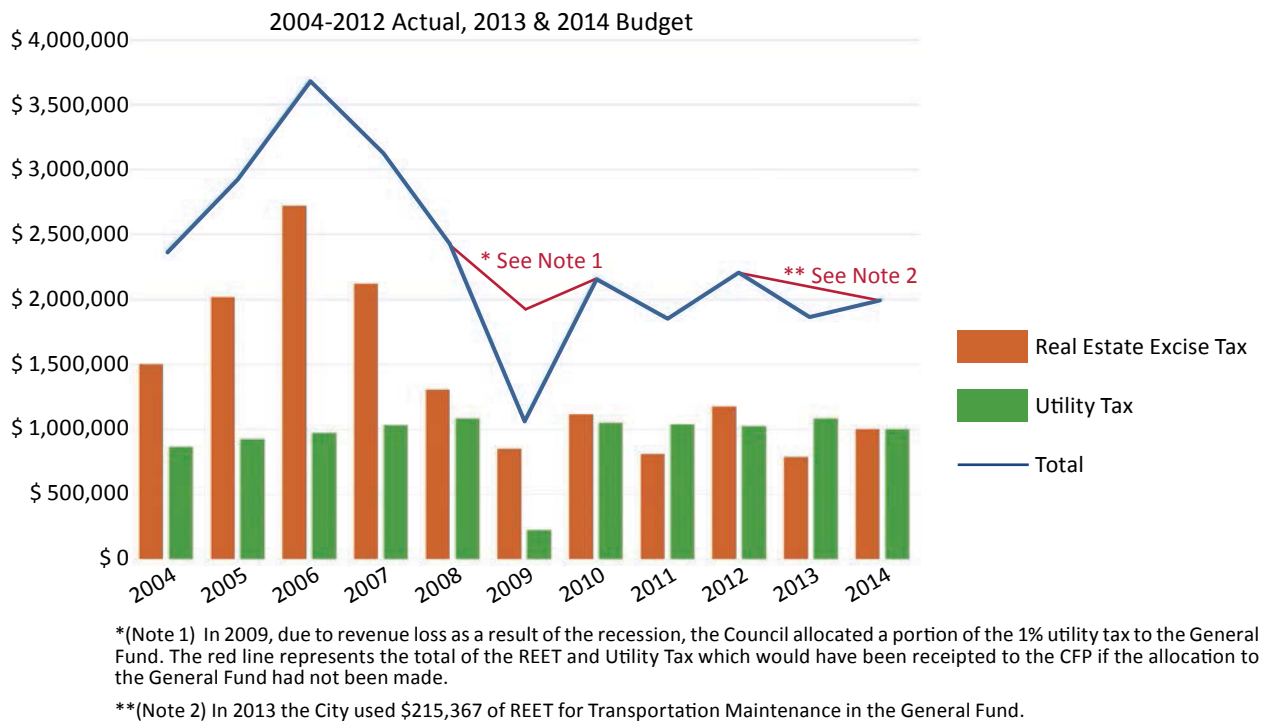
Parks Impact Fee Collections

20 Year Period - 1993 to 2012





REET & UTILITY TAX



REVENUES DEDICATED TO THE CFP

Impact Fees

Impact Fees are one time charges imposed on development activity to raise revenue for the construction or expansion of public facilities needed to serve new growth and development. Impact fees are assessed and dedicated primarily for the provision of additional roads and streets, parks, schools, and fire protection facilities. Currently the City does not collect Fire Impact Fees.

Real Estate Excise Tax (REET)

A tax upon the sale of all residential and commercial property within the City of Olympia at a rate of 1/2 of 1% of the purchase price. This tax is restricted by State law to Transportation and Park capital projects. In 2011, the State Legislature authorized up to 1/3 of REET to be used for maintenance of existing capital projects. This provision expires December 31, 2016.

Generally, this tax has been used for capital transportation projects. For the 2013 Budget, the Council authorized \$215,367 to be transferred to the General Fund Operating Budget for transportation system maintenance. All REET tax for 2014 has been allocated to the Capital Program.

Utility Tax

Of the 6% non-voted utility tax upon electric, natural gas and telecommunications utilities, 1/6 (1% tax) is allocated by Council policy to the CFP. This tax is a general revenue and can be used for any purpose determined by the Council. The Council authorized \$874,000 of the 1% utility budget to be allocated to the General Fund in 2009. This was due to the downturn in General Fund revenues as a result of the recession. A portion of the proceeds have been used for building repair/replacement since 2011.

CFP ELEMENT OF THE COMPREHENSIVE PLAN GOALS & POLICIES

The CFP is a required element of our comprehensive planning. We are currently in the process of updating our Comprehensive Plan. The update includes editing goal and policy statements for “Plain Talk” to make them more readable and understandable. The following statements have been edited and restructured and in a few instances, revised for accuracy. **Until final adoption of the Comprehensive Plan, the following goals and policies as written are in draft format.**

- Goal 1:** The public facilities needed to promote orderly compact urban growth, protect investments, maximize use of existing facilities, and implement the Comprehensive Plan are provided through the Capital Facilities Plan.
- Policy 1.1:** Annually review, update and amend a six-year Capital Facilities Plan that:
- Is subject to annual review and adoption, respectively, by the Planning Commission and City Council;
 - Is consistent with the Comprehensive Plan and master plans;
 - Defines the scope and location of capital projects or equipment;
 - Defines each project’s need and relationship to established levels of service, Comprehensive Plan goals and policies, master plans, and other capital facilities projects;
 - Includes the construction costs, timing, funding sources, and projected operations and maintenance impacts;
 - Establishes a plan for capital project development; Includes a forecast of future capital facility needs, and an inventory of existing capital facilities;
 - Monitors the progress of capital facilities planning with respect to rates of growth, development trends, changing priorities, budget and financial considerations; and
 - Is coordinated with Thurston County and the Olympia School District if school impact fees are being charged.
- Policy 1.2:** Encourage active citizen participation throughout the process of developing and adopting the Capital Facilities Plan.
- Policy 1.3:** Support and encourage joint development and use of cultural and community facilities with other governmental or community organizations in areas of mutual concern and benefit.
- Policy 1.4:** Evaluate and prioritize proposed capital improvement projects using all of the following criteria:
- Is it needed to correct existing deficiencies, replace needed facilities, or provide facilities needed for future growth?
 - Does it eliminate public hazards? Does it eliminate capacity deficits?
 - Is it financially feasible?
 - Is it being sited based on projected growth patterns?
 - Does it serve new development and redevelopment?
 - Is it compatible with plans of state agencies?
 - Are the local operating budget impacts sustainable?
- Policy 1.5:** Give priority consideration to projects that:
- Are required to meet State or Federal law.
 - Are needed to meet concurrency requirements for growth management.
 - Are already initiated and to be completed in subsequent phases.
 - Renovate existing facilities, preserve the community’s prior investment or reduce maintenance and operating costs.
 - Remove existing capital facilities deficiencies, encourage full use of existing facilities, or replace worn-out or obsolete facilities.
 - Promote social, economic and environmental revitalization of commercial, industrial, and residential areas in Olympia and its Growth Area.
 - Are substantially funded through grants or other outside funding.
- Policy 1.6:** Adopt by reference, in the appropriate chapters of the Comprehensive Plan, all master plans, their level of service standards, and future amendments. These plans must be consistent with the Comprehensive Plan.
- Policy 1.7:** Adopt by reference the annual update of this Capital Facilities Plan as part of the Comprehensive Plan.
- Policy 1.8:** Adopt by reference the annual update of the Olympia School District Capital Facilities Plan as part of this Capital Facilities element.
- Policy 1.9:** Monitor the progress of the Capital Facilities Plan on an ongoing basis, including completion of major maintenance projects, expansion of existing facilities, and addition of new facilities.
- Policy 1.10:** Coordinate with other capital facilities service providers to keep each other current, maximize cost savings, and schedule and upgrade facilities efficiently.
- Policy 1.11:** The year in which a project is carried out, or the exact amounts of expenditures by year for individual facilities may vary from that stated in the Capital Facilities Plan due to:
- Unanticipated revenues or revenues that become available to the City with conditions about when they may be used,
 - Change in the timing of a facility to serve new development that occurs in an earlier or later year than had been anticipated in the Capital Facilities Plan,
 - The nature of the Capital Facilities Plan as a planning document, not a budget or financial document.
- Goal 2:** As urbanization occurs, the capital facilities needed to serve and direct future growth are provided for Olympia and its Urban Growth Area.
- Policy 2.1:** Provide the capital facilities needed to adequately serve the future growth anticipated by the Comprehensive Plan, within projected funding capabilities.
- Policy 2.2:** Plan and coordinate the location of public facilities and utilities to accommodate growth in advance of need, and in accordance with the following standards:
- Coordinate urban services, planning, and standards by identifying, in advance of

development, sites for schools, parks, fire and police stations, major stormwater facilities, greenbelts, and open space. Acquire sites for these facilities in a timely manner and as early as possible in the overall development of the area.

- b. Assure adequate capacity in transportation, public and private utilities, storm drainage systems, municipal services, parks, and schools.
- c. Protect groundwater supplies from contamination and maintain groundwater in adequate supply by identifying and reserving future supplies well in advance of need.

Policy 2.3: Use the type, location, and phasing of public facilities and utilities to direct urban expansion where it is needed. Consider the level of key facilities that can be provided when planning for various densities and types of urban land use.

Policy 2.4: Provide adequate levels of public facilities and services, in cooperation with Thurston County, prior to or concurrent with land development within the Olympia Urban Growth Area.

Policy 2.5: Encourage land banking as a reasonable approach to meeting the needs of future populations.

Policy 2.6: Consider expected future economic activity with planning for public facilities and services.

Policy 2.7: Maintain a process for identifying and siting essential public facilities consistent with state law and County-wide Planning Policies.

Goal 3: The City has fiscal resources to provide needed capital facilities.

Policy 3.1: Manage the City of Olympia's fiscal resources to support providing needed capital improvements. Ensure a balanced approach to allocating financial resources between: (1) major maintenance of existing facilities, (2) eliminating existing capital facility deficiencies, and (3) providing new or expanding facilities to serve growth.

Policy 3.2: Use the Capital Facilities Plan to integrate all of the community's capital project resources (grants, bonds, city funds, donations, impact fees, and any other available funding).

Policy 3.3: Maintain consistency of current and future fiscal and funding policies for capital improvements with other Comprehensive Plan elements.

Policy 3.4: Allow developers who install infrastructure with excess capacity to use latecomers agreements wherever practical.

Policy 3.5: Pursue funding strategies that derive revenues from growth that can be used to provide capital facilities to serve that growth in order to achieve and maintain adopted level of service standards. These strategies include, but are not limited to:

- a. Collect Impact Fees: Transportation, Parks and Open Space, School, Fire Protection and Suppression
- b. Allocate sewer and water connection fees primarily to capital improvements related to urban expansion.
- c. Develop and implement other appropriate funding mechanisms to ensure new development's fair share contribution to public facilities.

Policy 3.6: Assess the additional operations and maintenance costs associated with acquisition or development of

new capital facilities. If accommodating these costs places a financial burden on the operating budget, capital plans should be adjusted.

Policy 3.7: Promote efficient and joint use of facilities through such measures as inter-local agreements, regional authorities and negotiated use of privately and publicly owned land for open space.

Policy 3.8: Explore regional funding strategies for capital facilities to support comprehensive plans developed under the Growth Management Act.

Policy 3.9: Investigate potential new revenue sources for funding capital facilities, such as:

- a. Growth-induced tax revenues
- b. Additional voter-approved
- c. Regional tax base sharing
- d. Regional cost sharing for urban infrastructure
- e. County-wide bonds

Policy 3.10: Use the following available contingency strategies should the City be faced with capital facility funding shortfalls:

- a. Increase revenues: general revenues, rates, user fees, change funding source(s)
- b. Decrease level of service standards: change Comprehensive Plan, change level of service standards, reprioritize projects to focus on those related to concurrency
- c. Decrease the Cost of the Facility: change project scope
- d. Decrease the demand for the public service or facility: moratorium on development, develop only in served areas until funding is available, change project timing and/or phasing
- e. Other considerations: developer voluntarily funds needed capital project; develop partnerships with Lacey, Tumwater and Thurston County (the metropolitan service area approach to services, facilities or funding); regional funding strategies; privatize the service; mitigate under the State Environmental Protection Act (SEPA); issue long-term debt (bonds); use Local Improvement Districts (LID's).

Policy 3.11: Secure grants or private funds, when available, to finance capital facility projects.

Policy 3.12: Take steps to ensure there is internal consistency between the Capital Facilities element and other elements of the Comprehensive Plan. Reassess the Land Use element of the Comprehensive Plan if probable funding for capital facilities falls short of needs.

Goal 4: Public facilities constructed in Olympia and its Growth Area meet appropriate standards for safety, constructability, durability and maintainability.

Policy 4.1: Olympia's Engineering Development and Design Standards, which are regularly updated, establish construction standards for utility and transportation related facilities.

2014 - 2019 CAPITAL FACILITIES PLAN CALENDAR OF EVENTS

CALENDAR OF EVENTS

| | |
|---|-------------------|
| Review Status of Existing Projects in CFP | April |
| Draft CFP Projects due from Departments | May 3 |
| Present Preliminary CFP to City Council | July 16 |
| Planning Commission Public Hearing (City and School District) | August 5 (Monday) |
| City Council Public Hearing and Discussion on CFP | October 8 |
| First Reading on Capital Budget | December 10 |
| Second and Final Reading and Adoption of Operating and Capital Budgets | December 17 |

PROJECT FUNDING REPORTS - GENERAL GOVERNMENT PROJECTS

Project Funding Reports - General Government Projects: Parks

| PARKS PROJECTS | FUNDING | 2014 | 2015-2019 | TOTAL |
|--|-------------------------|---------------------|---------------------|----------------------|
| Community Park Expansion | Impact Fees | \$ 178,000 | \$ - | \$ 178,000 |
| | SEPA Fees | \$ - | \$ 15,000 | \$ 15,000 |
| | Voted Utility Tax (VUT) | \$ - | \$ 2,000,000 | \$ 2,000,000 |
| | Donation | \$ 100,000 | \$ - | \$ 100,000 |
| | Grant | \$ 249,348 | \$ - | \$ 249,348 |
| Condition Assessment and Major Maintenance Program (CAMMP) | CIP Fund | \$ 170,000 | \$ 2,500,000 | \$ 2,670,000 |
| Neighborhood Park Acquisition/Develop. | Impact Fees | \$ 50,000 | \$ 65,000 | \$ 115,000 |
| | SEPA Fees | \$ - | \$ 80,000 | \$ 80,000 |
| Parks Bond Issue Debt Service | Voted Utility Tax (VUT) | \$ 1,436,250 | \$ 3,600,750 | \$ 5,037,000 |
| Percival Landing Phase II Design & Development | Impact Fees | \$ - | \$ 854,000 | \$ 854,000 |
| | SEPA Fees | \$ - | \$ 146,000 | \$ 146,000 |
| Total Parks | | \$ 2,183,598 | \$ 9,260,750 | \$ 11,444,348 |

| PARKS FUNDING RECAP | FUNDING | 2014 | 2015-2019 | TOTAL |
|---------------------|-------------------------|---------------------|---------------------|----------------------|
| | CIP Fund | \$ 170,000 | \$ 2,500,000 | \$ 2,670,000 |
| | Donation | \$ 100,000 | \$ - | \$ 100,000 |
| | Grant | \$ 249,348 | \$ - | \$ 249,348 |
| | Impact Fees | \$ 228,000 | \$ 919,000 | \$ 1,147,000 |
| | SEPA | \$ - | \$ 241,000 | \$ 241,000 |
| | Voted Utility Tax (VUT) | \$ 1,436,250 | \$ 5,600,750 | \$ 7,037,000 |
| Total Parks | | \$ 2,183,598 | \$ 9,260,750 | \$ 11,444,348 |

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Project Funding Reports - General Government Projects: Transportation

| TRANSPORTATION PROJECTS | FUNDING | 2014 | 2015-2019 | TOTAL |
|---|---------------------------------------|---------------------|----------------------|----------------------|
| 4th Avenue Bridge Railing Repairs | CIP Fund | \$ - | \$ 399,000 | \$ 399,000 |
| Bicycle Facilities (Program #0200) | Grant | \$ - | \$ 600,000 | \$ 600,000 |
| | CIP Fund | \$ 72,376 | \$ 200,000 | \$ 272,376 |
| Capitol Way Sidewalk — Union Avenue to 10th Avenue | Grant | \$ - | \$ 207,000 | \$ 207,000 |
| | CIP Fund | \$ - | \$ 138,000 | \$ 138,000 |
| Hazard Elimination Safety Projects (Program #0620) | Grant | \$ - | \$ 3,083,290 | \$ 3,083,290 |
| | CIP Fund | \$ - | \$ 544,110 | \$ 544,110 |
| Parks and Pathways — Neighborhood Pathways | Voted UtilityTax - Parks | \$ 25,000 | \$ 125,000 | \$ 150,000 |
| | Voted UtilityTax - Pathways/Sidewalks | \$ 100,000 | \$ 500,000 | \$ 600,000 |
| Parks and Pathways — Sidewalk (Program #0626/Fund #134) | Voted UtilityTax - Pathways/Sidewalks | \$ 900,000 | \$ 4,500,000 | \$ 5,400,000 |
| | Stormwater Utility Rates | \$ 186,500 | \$ 932,500 | \$ 1,119,000 |
| Pedestrian Crossing Improvements (Program #0122) | Grant -Federal | \$ - | \$ 40,000 | \$ 40,000 |
| | CIP Fund | \$ - | \$ 118,600 | \$ 118,600 |
| Sidewalk Construction (Program #0208) | CIP Fund | \$ - | \$ 103,400 | \$ 103,400 |
| Street Access Projects — ADA Requirements (Program #0309) | CIP Fund | \$ - | \$ 140,000 | \$ 140,000 |
| Street Repair & Reconstruction (Program #0599) | TBD | \$ 620,000 | \$ 3,100,000 | \$ 3,720,000 |
| | CIP Fund | \$ 954,800 | \$ 6,025,000 | \$ 6,979,800 |
| | Gas Tax | \$ 275,000 | \$ 1,375,000 | \$ 1,650,000 |
| Streetlight Conversion to LED | Grant | \$ - | \$ 408,200 | \$ 408,200 |
| | Total Transportation | \$ 3,133,676 | \$ 22,539,100 | \$ 25,672,776 |

| TRANSPORTATION FUNDING RECAP | FUNDING | 2014 | 2015-2019 | TOTAL |
|------------------------------|---------------------------------------|---------------------|----------------------|----------------------|
| | CIP Fund | \$ 1,027,176 | \$ 7,668,110 | \$ 8,695,286 |
| | Gas Tax | \$ 275,000 | \$ 1,375,000 | \$ 1,650,000 |
| | Grant | \$ - | \$ 4,298,490 | \$ 4,298,490 |
| | Grant- Federal | \$ - | \$ 40,000 | \$ 40,000 |
| | Stormwater Utility Rates | \$ 186,500 | \$ 932,500 | \$ 1,119,000 |
| | TBD | \$ 620,000 | \$ 3,100,000 | \$ 3,720,000 |
| | Voted UtilityTax - Parks | \$ 25,000 | \$ 125,000 | \$ 150,000 |
| | Voted UtilityTax - Pathways/Sidewalks | \$ 1,000,000 | \$ 5,000,000 | \$ 6,000,000 |
| | Total Transportation | \$ 3,133,676 | \$ 22,539,100 | \$ 25,672,776 |

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Project Funding Reports - General Government Projects: Transportation with Impact Fees

| TRANSPORTATION IMPACT FEES PROJECTS | FUNDING | 2014 | 2015-2019 | TOTAL |
|--|-------------|-------------------|----------------------|----------------------|
| 2010 Transportation Stimulus Project Repayment | Impact Fees | \$ 438,213 | \$ 2,181,112 | \$ 2,619,325 |
| Boulevard Road - Intersection Improvements (Program #0628) | SEPA | \$ 37,962 | \$ - | \$ 37,962 |
| | Impact Fees | \$ - | \$ 3,584,064 | \$ 3,584,064 |
| | Grant | \$ - | \$ 2,760,845 | \$ 2,760,845 |
| Cain Road & North Street - Intersection Improvements | SEPA | \$ 10 | \$ - | \$ 10 |
| | Impact Fees | \$ - | \$ 1,513,939 | \$ 1,513,939 |
| | Grant | \$ - | \$ 1,166,205 | \$ 1,166,205 |
| Fones Road—Transportation Program (Program #0623) | SEPA | \$ 15,366 | \$ - | \$ 15,366 |
| | Impact Fees | \$ - | \$ 8,702,035 | \$ 8,702,035 |
| | Grant | \$ - | \$ 6,703,277 | \$ 6,703,277 |
| Henderson Boulevard & Eskridge Boulevard - Intersection Improvements | SEPA | \$ 7,848 | \$ - | \$ 7,848 |
| | Impact Fees | \$ - | \$ 1,856,935 | \$ 1,856,935 |
| | Grant | \$ - | \$ 1,430,418 | \$ 1,430,418 |
| Log Cabin Road Extension - Impact Fee Collection (Program #0616) | SEPA | \$ 10,931 | \$ - | \$ 10,931 |
| | Impact Fees | \$ - | \$ 3,778,565 | \$ 3,778,565 |
| Wiggins Road and 37th Ave Intersection Improvements | SEPA | \$ 4,173 | \$ - | \$ 4,173 |
| | Impact Fees | \$ - | \$ 3,602,268 | \$ 3,602,268 |
| | Grant | \$ - | \$ 2,774,868 | \$ 2,774,868 |
| Total Transportation Impact Fees | | \$ 514,503 | \$ 40,054,531 | \$ 40,569,034 |

| TRANSPORTATION WITH IMPACT FEES FUNDING RECAP | FUNDING | 2014 | 2015-2019 | TOTAL |
|---|-------------|-------------------|----------------------|----------------------|
| | Grant | \$ - | \$ 14,835,613 | \$ 14,835,613 |
| | Impact Fees | \$ 438,213 | \$ 25,218,918 | \$ 25,657,131 |
| | SEPA | \$ 76,290 | \$ - | \$ 76,290 |
| Total Transportation Impact Fees | | \$ 514,503 | \$ 40,054,531 | \$ 40,569,034 |

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Project Funding Reports - General Government Projects: General Capital Facilities

| GENERAL CAPITAL FACILITIES PROJECTS | FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|--|---|-------------------|---------------------|---------------------|
| Building Repair and Replacement (Program # 029) | CIP Fund | \$ 600,000 | \$ 3,000,000 | \$ 3,600,000 |
| | Total General Capital Facilities | \$ 600,000 | \$ 3,000,000 | \$ 3,600,000 |

| GENERAL CAPITAL FACILITIES FUNDING RECAP | FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|--|---|-------------------|---------------------|---------------------|
| | CIP Fund | \$ 600,000 | \$ 3,000,000 | \$ 3,600,000 |
| | Total General Capital Facilities | \$ 600,000 | \$ 3,000,000 | \$ 3,600,000 |

Summary of Funding Sources for General Government Projects

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|---------------------------------------|---------------------|----------------------|----------------------|
| CIP Fund | \$ 1,797,176 | \$ 13,168,110 | \$ 14,965,286 |
| Donation | \$ 100,000 | \$ - | \$ 100,000 |
| Gas Tax | \$ 275,000 | \$ 1,375,000 | \$ 1,650,000 |
| Grant | \$ 249,348 | \$ 19,134,103 | \$ 19,383,451 |
| Grant - Federal | \$ - | \$ 40,000 | \$ 40,000 |
| Impact Fees | \$ 666,213 | \$ 26,137,918 | \$ 26,804,131 |
| SEPA | \$ 76,290 | \$ 241,000 | \$ 317,290 |
| Stormwater Utility Rates | \$ 186,500 | \$ 932,500 | \$ 1,119,000 |
| TBD | \$ 620,000 | \$ 3,100,000 | \$ 3,720,000 |
| Voted Utility Tax | \$ 1,436,250 | \$ 5,600,750 | \$ 7,037,000 |
| Voted UtilityTax - Parks | \$ 25,000 | \$ 125,000 | \$ 150,000 |
| Voted UtilityTax - Pathways/Sidewalks | \$ 1,000,000 | \$ 5,000,000 | \$ 6,000,000 |
| Total General Government | \$ 6,431,777 | \$ 74,854,381 | \$ 81,286,158 |

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PROJECT FUNDING REPORTS - UTILITIES PROJECTS

Project Funding Reports - Utilities Projects: Drinking Water

| DRINKING WATER PROJECTS | FUNDING SOURCES | 2014 | 2015-2019 | TOTAL |
|--|---------------------------------|---------------------|----------------------|----------------------|
| Asphalt Overlay Adjustments-Water (#9021) | Rates | \$ 10,500 | \$ 52,500 | \$ 63,000 |
| Groundwater Protection/Land Acquisition (#9701) | Rates | \$ 100,000 | \$ 500,000 | \$ 600,000 |
| Infrastructure Pre-Design and Planning Water Program (#9903) | Rates | \$ 21,000 | \$ 105,000 | \$ 126,000 |
| Small Diameter Water Pipe Replacement (#9408) | Rates | \$ 450,000 | \$ 2,250,000 | \$ 2,700,000 |
| Transmission & Distribution Projects Water Program (#9609) | Rates | \$ 737,300 | \$ 4,621,100 | \$ 5,358,400 |
| | General Facility Charges (GFCs) | \$ - | \$ 181,600 | \$ 181,600 |
| Water Storage Systems (#9610) | Rates | \$ 508,000 | \$ 4,995,300 | \$ 5,503,300 |
| | General Facility Charges (GFCs) | \$ - | \$ 3,980,400 | \$ 3,980,400 |
| Total Drinking Water | | \$ 1,826,800 | \$ 16,685,900 | \$ 18,512,700 |

Project Funding Reports - Utilities Projects: Wastewater

| WASTEWATER PROJECTS | FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|---|---------------------------------|---------------------|---------------------|---------------------|
| Asphalt Overlay Adjustments - Sewer Program (#9021) | Rates | \$ 10,500 | \$ 52,500 | \$ 63,000 |
| Infrastructure Predesign and Planning - Sewer Program (#9903) | Rates | \$ 37,200 | \$ 186,000 | \$ 223,200 |
| Lift Stations—Sewer Program (#9806) | Rates | \$ - | \$ 660,000 | \$ 660,000 |
| | General Facility Charges (GFCs) | \$ 1,100,000 | \$ 1,900,000 | \$ 3,000,000 |
| Onsite Sewage System Conversions - Sewer Program (#9813) | General Facility Charges (GFCs) | \$ 650,000 | \$ 1,250,000 | \$ 1,900,000 |
| Sewer Systems Extensions - Sewer Program (#9809) | Rates | \$ - | \$ 750,000 | \$ 750,000 |
| Sewer System Planning - Sewer Program (#9808) | Rates | \$ 21,000 | \$ 105,000 | \$ 126,000 |
| Replacement and Repair Projects - Sewer Program (#9703) | Rates | \$ 515,000 | \$ 2,425,000 | \$ 2,940,000 |
| Total Wastewater | | \$ 2,333,700 | \$ 7,328,500 | \$ 9,662,200 |

Project Funding Reports - Utilities Projects: Stormwater

| STORMWATER PROJECTS | FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|---|---------------------------------|---------------------|----------------------|----------------------|
| Aquatic Habitat Improvements - Stormwater (#9024) | Rates | \$ 361,600 | \$ 871,100 | \$ 1,232,700 |
| Flood Mitigation & Collection - Stormwater (#9028) | Rates | \$ 1,031,200 | \$ 4,506,700 | \$ 5,537,900 |
| | General Facility Charges (GFCs) | \$ - | \$ 2,015,800 | \$ 2,015,800 |
| Infrastructure Pre-Design & Planning - Stormwater (#9903) | Rates | \$ 28,400 | \$ 142,000 | \$ 170,400 |
| Water Quality Improvements (#9027) | Rates | \$ 346,900 | \$ 720,600 | \$ 1,067,500 |
| | Stormwater Grants or Loans | \$ 465,000 | \$ 2,161,800 | \$ 2,626,800 |
| Total Stormwater | | \$ 2,233,100 | \$ 10,418,000 | \$ 12,651,100 |

Additionally: Included in the Transportation Section are projects funded by transfers from the Stormwater Utility as follows:

| PROJECT | 2014 | 2015-2019 | TOTAL |
|-----------------------------|-------------------|-------------------|---------------------|
| Parks and Pathways Sidewalk | \$ 186,500 | \$ 932,500 | \$ 1,119,000 |
| Total | \$ 186,500 | \$ 932,500 | \$ 1,119,000 |

This CFP is only a planning document; it does not necessarily represent a budget for expenditures.

Summary of Funding Sources for Utilities Projects

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|----------------------------|---------------------|----------------------|----------------------|
| General Facility Charges | \$ 1,750,000 | \$ 9,327,800 | \$ 11,077,800 |
| Rates | \$ 4,178,600 | \$ 22,942,800 | \$ 27,121,400 |
| Stormwater Grants or Loans | \$ 465,000 | \$ 2,161,800 | \$ 2,626,800 |
| Total Utilities | \$ 6,393,600 | \$ 34,432,400 | \$ 40,826,000 |

Combined Summary of Funding Sources for both General Government and Utilities Projects

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|---------------------------------------|----------------------|-----------------------|-----------------------|
| CIP Fund | \$ 1,797,176 | \$ 13,168,110 | \$ 14,965,286 |
| Donation | \$ 100,000 | \$ - | \$ 100,000 |
| Gas Tax | \$ 275,000 | \$ 1,375,000 | \$ 1,650,000 |
| General Facility Charges | \$ 1,750,000 | \$ 9,327,800 | \$ 11,077,800 |
| Grant | \$ 249,348 | \$ 19,134,103 | \$ 19,383,451 |
| Grant - Federal | \$ - | \$ 40,000 | \$ 40,000 |
| Impact Fees | \$ 666,213 | \$ 26,137,918 | \$ 26,804,131 |
| Rates | \$ 4,178,600 | \$ 22,942,800 | \$ 27,121,400 |
| SEPA | \$ 76,290 | \$ 241,000 | \$ 317,290 |
| Stormwater Grants or Loans | \$ 465,000 | \$ 2,161,800 | \$ 2,626,800 |
| Stormwater Utility Rates | \$ 186,500 | \$ 932,500 | \$ 1,119,000 |
| TBD | \$ 620,000 | \$ 3,100,000 | \$ 3,720,000 |
| Voted Utility Tax | \$ 1,436,250 | \$ 5,600,750 | \$ 7,037,000 |
| Voted UtilityTax - Parks | \$ 25,000 | \$ 125,000 | \$ 150,000 |
| Voted UtilityTax - Pathways/Sidewalks | \$ 1,000,000 | \$ 5,000,000 | \$ 6,000,000 |
| Total | \$ 12,825,377 | \$ 109,286,781 | \$ 122,112,158 |

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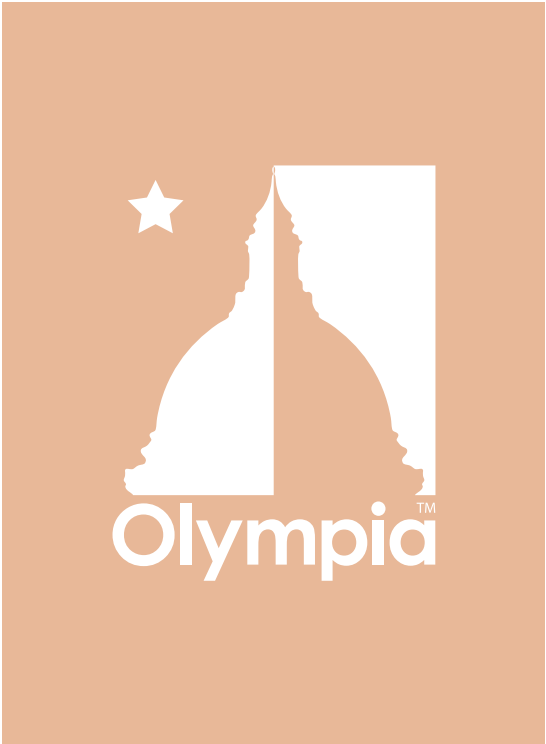
County Funded Projects in Olympia Urban Growth Area

| PROJECT | 2014 | 2015-2019 | TOTAL |
|---|--------------------|---------------------|---------------------|
| Buildings | | | |
| 3400 Building Phase 2, Master Plan and Improvements | \$1,700,000 | | \$1,700,000 |
| Space Needs Assessment & Plan | 50,000 | | 50,000 |
| Campus Jail Tenant Improvements | | \$ 7,000,000 | 7,000,000 |
| Courthouse Building 1,Galvanized Pipe Replacement | | 650,000 | 650,000 |
| Cabling Upgrade in Buildings 1, 2 and 3 | 80,000 | 160,000 | 240,000 |
| HVAC Renovation - Buildings 1, 2 and 3 | | 7,710,000 | 7,710,000 |
| Purchase Additional Campus Buildings | | 1,600,000 | 1,600,000 |
| Courtroom Video Addition in Buildings 2 and 3 | 450,000 | | 450,000 |
| Mottman Fuel Station | | 1,000,000 | 1,000,000 |
| Court - Additional Space | | 10,000,000 | 10,000,000 |
| Courthouse Complex Mansard Roof | | 750,000 | 750,000 |
| Parks | | | |
| Chehalis Western Trail | | 1,275,000 | 1,275,000 |
| Storm & Surface Water Utility | | | |
| Stuart Place - Conveyance & Treatment | 25,000 | 335,000 | 360,000 |
| Donnelly Drive - Infiltration Gallery | | 182,500 | 182,500 |
| Roads & Transportation | | | |
| Chehalis Western Trail - Bridging the Gap Phase 3 | 2,500,000 | 100,000 | 2,600,000 |
| Cooper Point Road & Kaiser Road | | 50,000 | 50,000 |
| Evergreen Parkway/Mud Bay Rd Interchange Improvements | 20,000 | | 20,000 |
| Ellis Creek Fish Passage | | 1,000,000 | \$1,000,000 |
| | | | |
| Total | \$4,825,000 | \$31,812,500 | \$36,637,500 |





**What are we
Building in 2014?**





Rendering of proposed facade on Washington Center for the Performing Arts

WHAT ARE WE BUILDING IN 2014?

The following projects are what the City will be building in 2014. These projects are past the planning and design phase and are “shovel ready.” You should expect to see construction or land acquired. Some projects begin construction in 2014 and are a one-year project, where as, some projects run longer than one year, and are therefore considered major projects. We think it is important to list single year and multiple year projects so that our citizens are aware of what projects are taking place with their dollars.

You will not find all of these projects listed in the 2014-2019 Capital Facilities Plan (CFP) as some of them may have already been appropriated in previous budget years. These projects are marked with an asterisk (*). Only new projects or projects that need additional funds will be listed in the current CFP.

It is important to remember that for many projects, it takes a number of years to get to the construction phase. This is because right-of-way may need to be purchased, environmental reviews are necessary, and /or engineering design work needs to be completed. These are only a few examples of what takes place before a project begins actual construction. So while the following projects are what is being constructed and/or acquired in 2014, a lot of work is underway behind the scenes on several projects planned for construction/ acquisition in the future.

| Parks, Arts & Recreation | Total Project Cost | Estimated Construction/ Acquisition Start Date | Estimated Construction/ Acquisition Completion Date |
|---|--------------------|--|---|
| Sunrise Park Playground Replacement (CAMMP) Replace the aging playground equipment at Sunrise Park. | \$ 100,000 | May 2014 | September 2014 |

| Transportation | Total Project Cost | Estimated Construction/ Acquisition Start Date | Estimated Construction/ Acquisition Completion Date |
|--|--------------------|--|---|
| 22nd Avenue Sidewalk* Construct continuous sidewalk and access ramps on the south side of 22 nd Avenue from Cain Road and connect to the future sidewalk improvement to be constructed as part of the Boulevard Road and 22 nd Avenue roundabout. In addition, construct a sidewalk on the north side of 22 nd Avenue from the existing crosswalk east of Wilson Street to Swanee Place. | \$1,794,500 | 2014 | 2014 |
| Boulevard Road and 22nd Avenue Roundabout* Intersection capacity improvements at the intersection of Boulevard Road and 22 nd Avenue will include a roundabout, bicycle lanes, pedestrian crossings, landscape planter strips, sidewalks, signage, striping, streetlighting, stormwater improvements and utility undergrounding. This project improves bicycle, pedestrian and motorist safety and flow, particularly during periods of peak traffic. In addition, pedestrian safety is improved by allowing safer access to schools, parks, businesses and other destinations. | \$4,880,500 | 2014 | 2014 |
| Neighborhood Parks and Pathways Construct neighborhood pathways for bicyclists and pedestrians that connect streets to parks, schools and other streets where no motor connection exists. These pathways enhance mobility for bicyclists and pedestrians by shortening trip lengths and providing more comfortable off-street route alternatives. | \$125,000 | 2014 | 2014 |
| Smart Corridors* This project will update software for operating traffic signals and replace current traffic signal controllers with new equipment that provides features to operate the City's traffic signal system efficiently and provide for Transit Signal Priority (TSP). | \$815,725 | 2014 | 2014 |
| State Avenue Overlay and Pedestrian Crossing Improvements* Recondition the roadway of State Avenue from East Bay Drive to Central Street with a pavement preservation treatment and improve pedestrian access along the corridor. | \$2,783,400 | 2014 | 2014 |
| West Bay Drive Sidewalk* Installation of a continuous sidewalk along West Bay Drive from Brawne Avenue North to Smyth Landing. Improvements include new curb, sidewalk, planter strips, and concrete retaining walls. | \$2,768,000 | 2014 | 2014 |

*You will not find all of these projects listed in the 2014-2019 Capital Facilities Plan (CFP) as some of them may have already been appropriated in previous budget years.

| General Capital Facilities | Total Project Cost | Estimated Construction/ Acquisition Start Date | Estimated Construction/ Acquisition Completion Date |
|--|--------------------|--|---|
| Fire Station Main and Justice Center HVAC Improvements* Replace fans and air handling units. | \$ 881,000 | 2014 | 2014 |
| Olympia Center Exterior Painting* Repaint Exterior. | \$ 164,000 | 2014 | 2014 |
| Washington Center Repairs* Replace the failing exterior siding, domestic water heater, sprinkler system, air handling units, and miscellaneous improvements to enhance the exterior appearance and function. | \$ 4,600,000 | 2014 | 2014 |

| Drinking Water | Total Project Cost | Estimated Construction/ Acquisition Start Date | Estimated Construction/ Acquisition Completion Date |
|---|--------------------|--|---|
| Boulevard Road and 22nd Avenue Water Main This project will replace the existing water within the limits of the Boulevard Road and 22nd Avenue roundabout project. | \$160,000 | 2014 | 2014 |
| City Maintenance Center Water Transmission Main This project will reroute sections of a water main that runs through the City's Maintenance Center. At this time, a portion of the water main runs through Moxlie Creek. | \$403,000 | 2014 | 2014 |
| Elliott Reservoir Exterior Painting To ensure the longevity of the reservoir, this project will include cleaning, preparation, and application of primer and finish paint on a 4.76 million gallon, welded steel water reservoir. | \$508,000 | 2014 | 2014 |
| McAllister Wellfield* This project consists of constructing and testing a series of wells, installing associated pumping equipment, chlorination, motor control equipment, and a generator, all housed in buildings on the 20-acre McAllister Wellfield site. | \$8,317,303 | 2013 | 2014 |
| Small Diameter Watermain Replacement Replace existing small diameter substandard watermain with larger diameter piping. | \$450,000 | 2014 | 2014 |
| Water Service Meter Replacement- Automated Meter Reading* Retrofit or replace all City water customer meters and procure the associated software/technology for an automated meter reading (AMR) system. | \$5,800,000 | 2013 | 2014 |
| Watermain to New 417 Zone Reservoir This project will install a new 12-inch watermain to connect the existing distribution piping to the planned reservoir in SE Olympia. | \$710,300 | 2014 | 2014 |

*You will not find all of these projects listed in the 2014-2019 Capital Facilities Plan (CFP) as some of them may have already been appropriated in previous budget years.

| Wastewater | Total Project Cost | Estimated Construction/ Acquisition Start Date | Estimated Construction/ Acquisition Completion Date |
|--|--------------------|--|---|
| Black Lake Lift Station* Rebuilding the Black Lake lift station for current and future wastewater flows. | \$1,500,000 | 2014 | 2014 |
| Priority Sewer Repairs* Repairing and rehabilitating sewer mains. | \$200,000 | 2014 | 2015 |

| Storm and Surface Water | Total Project Cost | Estimated Construction/ Acquisition Start Date | Estimated Construction/ Acquisition Completion Date |
|--|--------------------|--|---|
| City Maintenance Center Water Quality Facility* The City facility will be retrofitted for stormwater treatment prior to discharge to Moxlie Creek. | \$600,000 | 2014 | 2014 |
| Olympia Woodard Trail- Woodard Creek Culvert Improvements Rehabilitation of a failed concrete pipe by replacing with a new steel pipe. Improvements to deter beavers from damming up the stream, causing flooding, will also be constructed. | \$447,000 | 2014 | 2014 |
| State Avenue Stormwater Retrofit Stormwater treatment will be provided on State Avenue between Plum and Central. | \$811,900 | 2014 | 2015 |

*You will not find all of these projects listed in the 2014-2019 Capital Facilities Plan (CFP) as some of them may have already been appropriated in previous budget years.



**2014
New & Completed
Projects**



NEW Projects

PARKS, ARTS AND RECREATION

Sunrise Park Playground Replacement (CAMMP)

Project Description : The playground is 20 years old and needs to be replaced. This project will install new play features at Sunrise Park.

Anticipated Result : A new playground that meets current playground safety and ADA standards.

WASTEWATER

28th Ave NW Lift Station Property Acquisition

Project Description : Acquire property in the vicinity of Cooper Point Road and 28th Avenue NW for locating a future lift station.

Anticipated Result : Purchase property for future lift station.

Annual Sewer Extensions

Project Description : As part of the onsite sewer conversion program, this projects funds minor extensions of the public pipe systems for new conversions.

Anticipated Result : Support the conversion of existing onsite sewage systems to municipal sewer services in the City.

Boulevard Sewer Extension at Morse Merryman

Project Description : Install a new sewer pipe under Morse Merryman round-about in conjunction with street construction.

Anticipated Result : Install sewer pipe infrastructure as part of an opportunity project in conjunction with the Transportation intersection improvement project.

Commercial STEP Conversions

Project Description : Connect several existing large STEP systems to the newly available sewer main on Yelm Highway.

Anticipated Result : Connect STEP systems to a new sewer main.

Manhole Repair and Replacement

Project Description : Address structural deficiencies, leaks, and/or corrosion needs.

Anticipated Result : Improve reliability and reduce maintenance of existing manholes throughout the City.

Neighborhood Sewer Program

Project Description : As part of the onsite sewer conversion program, this project funds minor extensions of the public pipe systems for new conversion with a focus on larger neighborhood-scale projects.

Anticipated Result : Support the conversion of existing onsite sewage systems to municipal sewer services in the City.

Pipe Corrosion Abatement, Phase 1 and 2

Project Description : This project funds the lining of priority damaged sewer systems.

Anticipated Result : Repair damaged sewer infrastructure due to high levels of hydrogen sulfide gas associated with STEP systems.

Spot Repairs

Project Description : Repairs and replaces small sections of sewer pipe.

Anticipated Result : Improve reliability and reduce maintenance of existing sewer pipes throughout the City.

Water St. Lift Station Force Mains Upgrade

Project Description : Replace the existing 18 and 30-inch concrete sewer force mains serving the Water St lift station.

Anticipated Result : Improve reliability of sewer force mains.

STORM AND SURFACE WATER

Harrison Avenue Water Quality Retrofit

Project Description : Construct a water quality treatment facility from Harrison Avenue between West Bay Drive and Milroy Street. The Harrison Avenue drainage basin is tributary to Budd Inlet and comprises more than 20 acres of zoned, predominately high-density corridor.

Anticipated Result : Treat runoff from Harrison Avenue between West Bay Drive and Milroy Street.

Ken Lake Flood Conveyance

Project Description : Construct a stormwater conveyance system.

Anticipated Result : Eliminate historical overland flooding associated with the Gruen Swale and Stonewall Swale tributary to Ken Lake.

Land Acquisition and Stewardship

Project Description : This project will acquire properties. Appropriate projects will be identified and prioritized using a land stewardship and acquisition strategy developed by the Storm and Surface Water Utility.

Anticipated Result : To preserve intact habitats and/or restore and enhance habitats that have been impacted by urban development.

COMPLETED Projects

PARKS, ARTS AND RECREATION

Condition Assessment & Major Maintenance Projects (CAMMP)

Project Description : These projects are part of the Condition Assessment and Major Maintenance Program (CAMMP), which identifies, assesses, prioritizes, schedules and addresses high priority major maintenance projects.

End Result : Maintenance projects completed in 2013 included LBA asphalt repair, Percival Landing annual inspection and Heritage Fountain evaluation and pre-design.

Kettle View Park Shelter

Project Description : Construction and new picnic shelter at Kettle View Park.

End Result : A new picnic shelter will enhance the park improvements that were completed in 2011.

Madison Scenic Park Trail Improvements

Project Description : Replace the pedestrian pathway retaining wall and steps and construct a crushed rock trail that is even and barrier free.

End Result : With the work of OPARD staff and the City's probation work crew, creosote timbers were removed, the hillside stabilized with river rock, native and edible plants were embedded and a crushed rock trail was created that is even and barrier free.



TRANSPORTATION

2013 Pavement Preservation

Project Description : Chip seal and micro surface treatments on sections of Plum Street, Lybarger Street and Glass Avenue.

End Result : Restore existing pavement surface conditions and extend the life of the pavement. These technologies seal the pavement with a layer of rock.

Pedestrian Crossing Improvements

Project Description : Install a crossing island on Capital Mall Drive, near Archwood Drive, as well as flashing beacons at two locations on Harrison Avenue.

End Result : This project will improve pedestrian safety.

TRANSPORTATION (CONTINUED)

Streetlight Conversion to LED

Project Description : Replace 3,200 City-owned streetlights with new Light Emitting Diode (LED) technology. Funding for the project is a combination of City money, a \$500,000 State Department of Commerce Energy Efficiency Grant, and PSE energy saving rebates with an estimated \$375,000 value.

End Result : Enhance pedestrian safety, increase reliability of the system by reducing failure rate and reduce power consumption compared to existing high pressure sodium lights.

GENERAL CAPITAL FACILITIES

Facility Upgrades

Project Description : Replace leaking windows, repair windows and siding, replace a roof and an aging fire alarm system at three City owned facilities.

End Result : Improve the building conditions of City owned facilities.

Fire Training Center (Phase II)

Project Description : In 2013 the Fire Training Center project will be completed with the installation of the final Fire Props and the completion of remaining infrastructure items.

End Result : A Fire Training Center campus that was approved in 2008 by voter approved sale of bonds to purchase land and build a fire training facility that includes live fire props. The training facility is located behind Home Depot (Georgia Pacific) off of Fones Road.



Library Solar Panel Demonstration Project

Project Description : Install solar panels on the Library roof utilizing a Puget Sound Energy (PSE) Green Power Grant. The project will also produce educational materials to display at the Library.

End Result : Generate energy from solar panels at the Timberland Regional Library in Olympia and provide educational materials to help inform the public about solar power and PSE's Green Power Program.

Parking Pay Stations

Project Description : Remove the existing parking pay stations located in the downtown core and replace them with new "Smart Meters".

End Result : Replace parking pay stations with "Smart Meters".

DRINKING WATER

12th Avenue Drinking Water Pipe Re-route

Project Description : Relocate existing “cross-country” waterline along 12th Avenue in conjunction with a stormwater line replacement project.

End Result : Improve accessibility for on-going operation and maintenance and enhance the reliability of the water system.

McAllister Transmission Main

Project Description : Construct approximately one mile of 36-inch diameter water transmission main connecting the new McAllister Wellfield to the City’s existing system.

End Result : Connection to the new McAllister Wellfield water source.

Small Diameter Watermain Replacement

Project Description : Replace high maintenance small diameter water pipes along the Pearl Beach Road area.

End Result : Improvements ensure a reliable water service to customers.

WASTEWATER

Black Lake Force Main Replacement

Project Description : Install a new 8-inch force main to the Black Lake Lift Station. The pipe will be installed using the “horizontal drill” method which minimizes digging and trenching.

End Result : Add capacity to the Black Lake Lift Station.



Sewer Lift Station Upgrades

Project Description : Reconstruct the existing West Bay Drive lift station and the Woodcrest and Holiday Hills sewer lift stations.

End Result : The West Bay Drive lift station improvement will increase pumping and storage capacity to meet future wastewater flows. The Woodcrest and Holiday Hills sewer lift stations improvements will increase capacity.

Sewer and Storm Repairs

Project Description : This annual project will repair approximately 9,500 feet of sanitary sewer and 700 feet of stormwater pipes by using Cured in Place Pipe (CIPP) technology that minimizes digging and trenching.

End Result : Repair and rehabilitate sanitary sewer and stormwater pipes throughout the City.

STORM AND SURFACE WATER

12th Avenue Storm and Drinking Water Pipe Re-route

Project Description : Replace a section of stormwater pipe in conjunction with a drinking water pipe project.

End Result : Improve accessibility for on-going operation and maintenance.

Pacific Avenue Stormwater Facility

Project Description : Construct a vault and associated piping to treat stormwater runoff from nearby commercial properties.

End Result : Treat contaminants from stormwater runoff before it discharges to Indian Creek.

Sewer and Storm Repairs

Project Description : This annual project will repair approximately 9,500 feet of sanitary sewer and 700 feet of stormwater pipes by using Cured in Place Pipe (CIPP) technology that minimizes digging and trenching.

End Result : Repair and rehabilitate sanitary sewer and stormwater pipes throughout the City.

Stormwater System Improvements

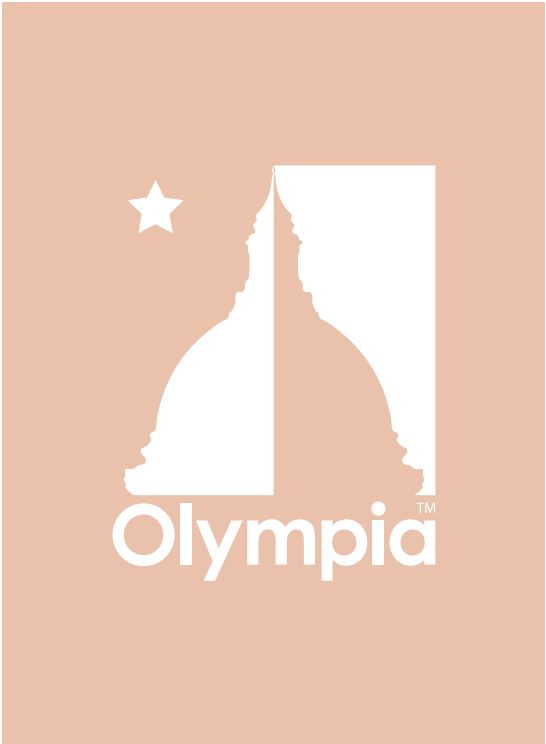
Project Description : Construct stairs, rails and metal catwalks to provide City crews with safe, reliable access for maintenance purposes; install a vault and new piping to allow City crews to pump stormwater without closing the sidewalk to pedestrians; and replace failed pervious sidewalk on Miller Avenue.

End Result : Improve safety and reliability of stormwater infrastructure.





**Parks, Arts &
Recreation**





PARKS, ARTS & RECREATION

The 2010 Parks, Arts & Recreation Plan outlines capital investments through 2019. The Plan includes a Capital Investment Strategy (CIS) which is a base list of projects utilizing current funding sources and projected funding levels through 2019.

Park capital projects are funded primarily by four sources: park impact fees, SEPA mitigation fees, general fund contributions (CIP) and voted private utility tax revenue from the Parks and Pathways Funding Measure.

The Parks and Pathways Funding Measure, approved in 2004, created a revenue source for parks acquisition, development and maintenance. On average, the measure generates about \$2.2 million per year for parks. The revenue collected is spent in three areas: debt service; planning, maintenance and operations; and park acquisition and development.

There will be a reduced level of revenues from the voted utility tax available for new park acquisition and development through 2017. There are several reasons for this:

1. Continual payments from the voted utility tax fund to pay the debt service on bonds sold in 2006 and 2013.
2. Continued reliance on utility tax funds to pay staffing costs associated with the acquisition, design, construction and maintenance of park facilities funded through the Parks and Pathways program.
3. Trend of decreasing private utility tax collections.

The result is that between 2014 and 2019, as planned, there will be fewer new parks being acquired or developed, without other revenue. However, when the debt is retired in 2016 for bonds sold in 2006, there will be greater budget capacity for investing in new parks. Additionally, the Parks, Arts and Recreation Plan will be due for an update in 2016/2017 that will guide future investments.

I. Key Factors for Project Selection

A. Build vs. Maintain

The annual CFP and City Operating Budget are the financial engines intended to identify and balance the City's investment in new and existing infrastructure, as well as the means to operate and maintain them.

The 2014 Operating Budget must address the annual maintenance costs required to protect the City's investment in all park facilities. Without sustained funding for maintenance, emphasis was placed on selecting projects for the 2014 CFP that would have the least impact on maintenance staff workload.

B. Honor Grant Commitments

The City is required to keep parks, which were acquired or developed with grant funding, open to the public. As changes in park use are proposed, the City must anticipate the replacement of lost recreation facilities, land or both. Failure to honor grant requirements could create financial implications and jeopardize future grant opportunities. In some instances, grant requirements include time lines for project design and development.

C. City Council Directed Projects

Some projects may be selected for funding based on direction by the Olympia City Council. These projects may be linked with emerging community needs and evolving partnerships.

D. Land Acquisition Opportunities

The steady decline in General Funds available for park maintenance restricts the City's ability to construct new facilities. As a result, the City places more emphasis on park land acquisition. Maintenance of land costs less than maintenance of a fully developed park.

Recent examples of this trend occurred in 2011 and 2012. In 2011, the City acquired property in West Olympia and set aside funds in 2012 and 2013 for purchasing property at the Isthmus.

E. Priest Point Park Upgrades

In the next six years, decisions need to be made about aging facilities at Priest Point Park. There are shelters, shop buildings, restrooms and roadways that need repair or replacement. These repairs will exceed the typical \$500,000 per year major maintenance budget.

F. 2015-2019

Without a new or significant increase in existing project revenues, there will not be many new parks proposed from 2015-2019.

II. Base Programs

Continued funding of CAMMP (Condition Assessment and Major Maintenance Program) is critical to keeping parks open and safe. CAMMP was initiated through the Capital Budget in 2008, when funding for major repairs was greatly reduced in the Operating Budget. CAMMP is one of five program categories in the Parks, Arts and Recreation chapter of the 2014-2019 CFP. The others are:

1. Community Park Expansion
2. Neighborhood Park Acquisition and Development

3. Park Bond Issue Debt Service
4. Percival Landing Phase II Design

III. Master Planning

Interested citizens, local, State and Federal agencies, and the Squaxin Island Tribe are participating in defining the vision for Ward Lake Park or West Bay Park. With master plans completed for Percival Landing and underway for West Bay and Ward Lake, the Department is ready to explore optional funding approaches to begin design, construction, and operation and maintenance of the waterfront parks.

IV. Assessing Development Impact Fees for Parks

In March 2008, the City increased the residential development impact fees assessed for parks. These fees will help fund new Community Parks, Neighborhood Parks and Open Space. The anticipated amount of revenue that will be collected annually is shown in the tables within the program area. The 2014 column displays collected and not yet appropriated revenues. The 2015-2019 column displays projected revenues based upon development projections provided by the Thurston Regional Planning Council. A new park impact fee rate study and ordinance went into effect in 2013.

V. Level of Service Standards

Level of service standards, (referred to as "Target Outcome Ratios" in the Parks, Arts and Recreation Plan) are the ratio of developed park land per 1,000 residents. This is how the City evaluates whether we need to acquire more park land or build more recreation facilities. The Capital Facilities Plan identifies the means by which the City finances new park acquisition and development. Park land acquisition and development is funded by a variety of sources, including the 2% private utility tax, park impact fees, SEPA mitigation fees, grants, and donations.

The following table presents existing level of service standards and target level of service standards. It shows that additional park land and development are needed if the target level of service standards are to be met. In the category of Open Space, the existing ratio of parks to population is higher than the target ratio. To keep up with projected population growth and retain the current standard requires acquiring approximately 140 more acres to the inventory every ten years. Current levels of funding are insufficient to sustain this level of Open Space acquisition.

Existing and Target Levels of Service Standards for Parks

| Park Type | Existing Developed Acres (2010 Parks, Arts & Recreation Plan*) | Existing Ratio (2010 Parks, Arts & Recreation Plan - Acres /1,000) | Target Ratio (2010 Parks, Arts & Recreation Plan - Acres/1,000) |
|--------------------|--|--|---|
| Neighborhood Parks | 39.92 | .66 | .76 |
| Community Parks | 152.12 | 2.51 | 2.91 |
| Open Space | 705.76 | 11.62 | 11.19 |

* The 2010 Parks, Arts and Recreation Plan incorrectly listed Steven's Field at 13 acres when it is actually 7.84 acres. The acreage figures above are corrected and therefore vary slightly from those listed in the Plan. This correction will be made in future updates to the Parks, Arts and Recreation Plan.

COMMUNITY PARK EXPANSION

| | |
|--|---|
| Location | Northeast and Southeast Urban Growth Areas of Olympia |
| Links to Other Projects or Facilities | N/A |
| Description | <p>Community parks are places for large-scale community use. Community parks include athletic fields, picnic shelters, tennis courts, water access and other facilities. In the past, impact fees were collected for ballfield and tennis court expansion. In 2008, these categories were merged into a new Community Park impact fee category. For further simplification, in 2012 the Special Use Area impact fee category was also merged into the Community Park category.</p> <p>The 2012-2017 CFP included acquisition of a community park on the Isthmus. Please refer to page 62 of the Adopted 2012-2017 Capital Facilities Plan. A total of \$1,603,900 was committed to land acquisition from City and county funds.</p> <p>In 2013, an additional \$1,760,000 was committed by deferring the projects listed below and additional set aside from voter-approved utility tax and park impact fees. The City's total commitment is \$2,763,900. In 2014, work will continue on seeking funding partnerships with the State and private donors for land acquisition and/or demolition.</p> |

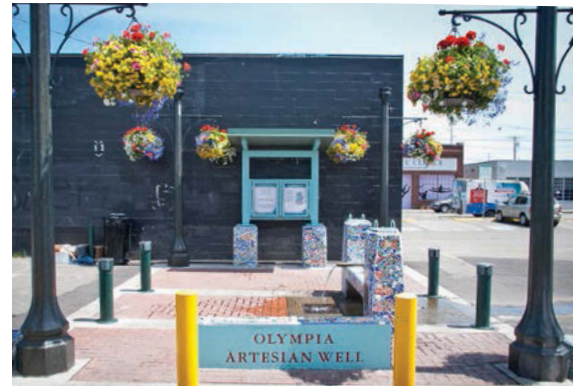
| PARK PROJECT DEFERRALS FROM PRELIMINARY 2013-2018 CFP | AMOUNT |
|--|--------------------|
| Woodruff Park Tennis Courts Replacement | \$200,000 |
| Fountain Block Parcel Acquisition | \$500,000 |
| Subtotal | \$700,000 |
| PARK PROJECT DEFERRALS FROM ADOPTED 2013-2018 CFP | AMOUNT |
| Priest Point Park – Rose Garden Shelter (CAMMP) | \$180,000 |
| Ward Lake Master Plan & Phase I | \$500,000 |
| West Bay Master Plan | \$114,000 |
| West Bay Park Clean-Up | \$266,000 |
| Subtotal | \$1,060,000 |
| TOTAL | \$1,760,000 |

In 2014, funding is being requested for the development of the Artesian Commons, Isthmus Acquisition/ Building Demolition, and the Priest Point Park Rose Garden Shelter.

| | |
|---|---|
| Justification (Need/ Demand) | <p>The Artesian Commons project will transform a currently under-used parking lot into a multi-purpose urban outdoor courtyard that is clean, safe and welcoming to all. The space will be designed and managed to promote positive behaviors.</p> <p>In order to meet today's existing demand for rectangular fields, four dedicated rectangular fields would need to be added to the existing inventory. Consequently, we have identified funding for acquisition of a community park in 2015-2019. Community parks are the appropriate location for these facilities as well as the off-leash dog areas, bike parks, community gardens and skate park amenities desired by the public.</p> |
| Level of Service Standard | <p>Target level of service standard (2010 Parks, Arts and Recreation Plan): 2.91 acres/1,000 population</p> <p>Existing Ratio (2010 Parks, Arts and Recreation Plan): 2.51 acres/1,000 population</p> |
| Comprehensive Plan and Functional Plan(s) Citations* | <p>Olympia Comprehensive Plan (Chapter 7, Parks, Arts & Recreation) Goals:</p> <p>Goal PAR 4, Goal PAR 5, PAR 5.1 (b), PAR 8.7</p> <p>* The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the Comprehensive Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.</p> |

COMMUNITY PARK EXPANSION (CONTINUED)

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|--|-------------------|---------------------|---------------------|
| Artesian Commons Development | \$ 53,000 | - | \$ 53,000 |
| BMX in Existing Park | - | \$ 15,000 | \$ 15,000 |
| Community Park Acquisition | - | \$ 2,000,000 | \$ 2,000,000 |
| Priest Point Park Rose Garden Shelter | \$ 125,000 | - | \$ 125,000 |
| Isthmus Acquisition/ Building Demolition | \$ 349,348 | - | \$ 349,348 |
| TOTAL | \$ 527,348 | \$ 2,015,000 | \$ 2,542,348 |



| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|-------------------------|-------------------|---------------------|---------------------|
| Impact Fees | \$ 178,000 | - | \$ 178,000 |
| SEPA Fees | - | \$ 15,000 | \$ 15,000 |
| Voted Utility Tax (VUT) | - | \$ 2,000,000 | \$ 2,000,000 |
| Donation | \$ 100,000 | - | \$ 100,000 |
| Grant | \$ 249,348 | - | \$ 249,348 |
| TOTAL | \$ 527,348 | \$ 2,015,000 | \$ 2,542,348 |



ANNUAL OPERATIONS AND MAINTENANCE

| | |
|---------------------------------------|--|
| Estimated Costs | Currently, the Department spends approximately \$902,564 annually for Community Park Operations and Maintenance (O&M). Annual maintenance for undeveloped Community Park sites is projected to be \$114.17/acre. |
| Estimated Revenues | None |
| Anticipated Savings Due to Project | None |
| Department Responsible for Operations | Parks, Arts and Recreation |
| Quadrant Location | South, West, Downtown |

CONDITION ASSESSMENT AND MAJOR MAINTENANCE PROGRAM (CAMMP)

| | |
|--|---|
| Location | Park Facilities Citywide |
| Links to Other Projects or Facilities | Citywide Asset Management Program |
| Description | <p>Homeowners recognize that annual maintenance is necessary to protect the investment they made in their home. Similarly, capital investments in park facilities need to be maintained. Aging facilities require replacement of roofs, antiquated equipment and utilities. Driveways, parking areas, sport courts and trails require resurfacing to remain safe and accessible. CAMMP is designed to monitor the condition of park assets, identify and prioritize needed major repairs or replacement, and cost and schedule these projects. If this maintenance is not performed, park facilities might have to be closed or removed to safeguard the public.</p> <p>Sustaining a maintenance fund for parks is as important as building new facilities. It is critical that future maintenance requirements are identified and funded concurrently with new construction so that the community is assured uninterrupted access to its inventory of public recreation facilities.</p> <p>CAMMP incorporates a systematic inspection and criteria-based prioritization process. In 2008, a system-wide condition assessment was performed on all park buildings. Structural condition assessments were performed on Percival Landing in 2004 and 2009, and in addition to annual inspections, another 5-year structural condition assessment is scheduled for 2014.</p> <p>Similar to Percival Landing, the park maintenance facility buildings at Priest Point Park (PPP) were built from 1940 through 1980 and have now exceeded their design life.</p> <p>The Department is completing integration of all park facilities into the Citywide Asset Management System and will be integrating condition data and project prioritization assessments developed for CAMMP into the system in 2013.</p> <p>A 2008 CFP appropriation created a parks major maintenance program to repair or replace aging park infrastructure. This CFP includes funding of \$170,000 for CAMMP in 2014 and \$500,000 per year from 2015-2019.</p> <p>CAMMP projects identified for 2014 are:</p> <ul style="list-style-type: none"> • Percival Landing 5-year structural condition analysis • Percival Landing maintenance • Sunrise Park playground replacement |
| Justification (Need/Demand) | CAMMP is necessary to ensure that existing park facilities are rehabilitated and replaced as needed to maintain the park amenities citizens expect. This program supports sustainability by extending the life of our park facilities. Deferred maintenance can result in closed facilities or additional maintenance costs. |
| Level of Service Standard | N/A |
| Comprehensive Plan and Functional Plan(s) Citations | N/A |

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|---|-------------------|---------------------|---------------------|
| CAMMP Major Maintenance Projects | \$ 170,000 | \$ 2,500,000 | \$ 2,670,000 |
| TOTAL | \$ 170,000 | \$ 2,500,000 | \$ 2,670,000 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|-------------------------|-------------------|---------------------|---------------------|
| CIP Fund | \$ 170,000 | \$ 2,500,000 | \$ 2,670,000 |
| TOTAL | \$ 170,000 | \$ 2,500,000 | \$ 2,670,000 |

ANNUAL OPERATIONS AND MAINTENANCE

| | |
|--|----------------------------|
| Estimated Costs | None |
| Estimated Revenues | None |
| Anticipated Savings Due to Project | None |
| Department Responsible for Operations | Parks, Arts and Recreation |
| Quadrant Location | Citywide |



NEIGHBORHOOD PARK ACQUISITION/DEVELOPMENT

| | |
|---|---|
| Location | Neighborhood parks will be located in all quadrants of the City |
| Links to Other Projects or Facilities | N/A |
| Description | Neighborhood parks are an integral part of implementing the urban design strategy for Olympia's neighborhoods. Neighborhood parks are a common gathering place for families and children, and are a high priority for expanding Olympia's park system. |
| Justification (Need/Demand) | <p>The Parks, Arts & Recreation Plan proposes the integration of community gardens into existing parks. This addresses an emerging need that has been expressed by the community. Any further expansion of the Community Garden Program will require an additional FTE to manage the program.</p> <p>In 2014 funding is requested for:</p> <p>Soil remediation at 8th Avenue neighborhood park site resulting from a history of agricultural use.</p> |
| Level of Service Standard | <p>Target level of service standard (2010 Parks, Arts and Recreation Plan): 0.76 acres/1,000 population</p> <p>Existing Ratio (2010 Parks, Arts and Recreation Plan): 0.66 acres/1,000 population</p> |
| Comprehensive Plan and Functional Plan(s) Citations* | <p>Goals and policies refer to specific acquired neighborhood parks as integral pieces of preserving and enhancing the quality of Olympia neighborhoods.</p> <p>PAR 1.3, PAR 1.4, PAR 8.1</p> <p>* The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the Comprehensive Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.</p> |

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|-------------------------------------|-----------------|-------------------|-------------------|
| Community Garden in Existing Park | - | \$ 65,000 | \$ 65,000 |
| 8th Avenue Park Soil Remediation | \$ 50,000 | - | \$ 50,000 |
| Off Leash Dog Area in Existing Park | - | \$ 80,000 | \$ 80,000 |
| TOTAL | \$50,000 | \$ 145,000 | \$ 195,000 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|-------------------------|------------------|-------------------|-------------------|
| Impact Fees | \$ 50,000 | \$ 80,000 | \$ 130,000 |
| SEPA Fees | - | \$ 65,000 | \$65,000 |
| TOTAL | \$ 50,000 | \$ 145,000 | \$ 195,000 |

ANNUAL OPERATIONS AND MAINTENANCE

| | |
|--|--|
| Estimated Costs | \$217,242 is spent annually system-wide for neighborhood park O&M. Annual maintenance for neighborhood park sites with interim improvements is estimated to be \$1,506 per acre. |
| Estimated Revenues | None |
| Anticipated Savings Due to Project | None |
| Department Responsible for Operations | Parks, Arts and Recreation |
| Quadrant Location | Citywide |



PARKS BOND ISSUE DEBT SERVICE

| | |
|--|--|
| Location | N/A |
| Links to Other Projects or Facilities | N/A |
| Description | <p>In 2004, the citizens of Olympia voted to increase the utility tax by 2% for parks. In order to acquire park land, the Council sold general obligation bonds in 2006 for \$9.5 million. The debt service will be paid with annual utility tax revenues. This project reflects the annual debt service needed for the bonds. Final payment will be made in 2016.</p> <p>In 2011, the City of Olympia opened a Bond Anticipation Note (BAN) in the amount of \$2,500,000 to partially fund the \$14.5 million Percival Landing Phase 1 Reconstruction Project. In 2013, \$1,670,000 in bonds were issued to refinance the BAN. \$830,000 of the BAN was repaid as part of the refinancing. Final payment of the 2013 bonds will be in 2021.</p> |
| Justification (Need/Demand) | N/A |
| Level of Service Standard | N/A |
| Comprehensive Plan and Functional Plan(s) Citations | N/A |

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|-------------------------------|---------------------|---------------------|---------------------|
| 2006 Bond Debt Service | \$ 1,197,750 | \$ 2,387,750 | \$ 3,585,500 |
| 2011 Bond Debt Service | \$ 238,500 | \$ 1,213,000 | \$ 1,451,500 |
| TOTAL | \$ 1,436,250 | \$ 3,600,750 | \$ 5,037,000 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|----------------------------------|---------------------|---------------------|---------------------|
| Voted Utility Tax (V.U.T) | \$ 1,436,250 | \$ 3,600,750 | \$ 5,037,000 |
| TOTAL | \$ 1,436,250 | \$ 3,600,750 | \$ 5,037,000 |



ANNUAL OPERATIONS AND MAINTENANCE

| | |
|--|---|
| Estimated Costs | The operating costs are dependent on the parcels of property purchased. |
| Estimated Revenues | None |
| Anticipated Savings Due to Project | None |
| Department Responsible for Operations | Parks, Arts and Recreation |
| Quadrant Location | N/A |



PERCIVAL LANDING PHASE II DESIGN AND ENGINEERING

| | |
|--|--|
| Location | Percival Landing boardwalk, extending from the Port Plaza southward along the shoreline of the West Bay of Budd Inlet to its southern terminus at the 4th Avenue Bridge |
| Links to Other Projects or Facilities | N/A |
| Description | <p>Since 2004, the City has been in the process of designing, engineering and fundraising for the replacement of Olympia's public waterfront facility on Percival Landing. In 2007, a concept plan was completed for the entire length of Percival Landing. The original Percival Landing was built in three sections, in part due to financial constraints. The same is true for this current project. Future phases are too big to fund at one time, unless the public overwhelmingly supports a funding package.</p> <p>Phase I, which started construction in July 2010, cost \$14.5 million for design, construction, contingencies, project management and permitting. Dedicated in August 2011, this phase extends from Water Street to Thurston Avenue and sets the design template for the replacement of the entire landing. It includes boardwalk demolition and replacement, shoreline stabilization and restoration, clean-up, pavilions, gangways, bathhouse reconstruction, lighting, landscaping and interim play equipment.</p> <p>The 2011 CFP included \$350,000 for playground replacement and continued site clean-up under a voluntary clean-up program agreement with the Department of Ecology. In 2015, the Department will assemble a team to strategize next steps. The strategy will take a close look at the condition of remaining boardwalk sections and derive a future replacement schedule and associated costs. To follow this up, \$1,000,000 in out-year funding is requested to begin Phase II design based upon the strategy developed.</p> <p>Funding for this project is impact fees. If the revenue is not forthcoming, the project may be rescope in future CFPs. The budget capacity for this project will not be available until 2018-2019.</p> |
| Justification (Need/Demand) | <p>Percival Landing is one of the most popular destinations in the region, drawing a wide range of visitors to the waterfront and downtown. Percival Landing was constructed in three phases in the 1970s and 1980s and the remaining original phases are exhibiting the effects of years of exposure to the harsh marine environment.</p> <p>Every five years a marine structural engineering consultant prepares a thorough condition assessment of the facility. This was done in 2004 and 2009 and this CFP requests \$42,000 in funding to continue the assessment in 2014. These studies identify the deteriorating condition of the boardwalk. The approach to managing the situation is to perform annual inspections and repairs via the Department's CAMMP program and to seek funding for replacement. The plan provides direction for a systematic replacement program, cost estimates and phasing approach in order to pursue funding sources to continue engineering, design and construction.</p> |
| Target Outcome Ratio (TOR) | The repairs and replacement of the Percival Landing boardwalk are necessary to ensure public safety and will not increase the TOR. |
| Comprehensive Plan and Functional Plan(s) Citations | N/A |

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|---------------------------------|-------------|---------------------|---------------------|
| Phase II Design and Engineering | - | \$ 1,000,000 | \$ 1,000,000 |
| TOTAL | - | \$ 1,000,000 | \$ 1,000,000 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|-------------------------|-------------|---------------------|---------------------|
| Impact Fees | - | \$ 854,000 | \$ 854,000 |
| SEPA Fees | - | \$ 146,000 | \$ 146,000 |
| TOTAL | - | \$ 1,000,000 | \$ 1,000,000 |

ANNUAL OPERATIONS AND MAINTENANCE

| | |
|--|--|
| Estimated Costs | A maintenance management plan is being prepared to identify the scope and cost for maintaining the new facility. |
| Estimated Revenues | Moorage fees are charged for overnight usage. |
| Anticipated Savings Due to Project | None |
| Department Responsible for Operations | Parks, Arts and Recreation |
| Quadrant Location | Downtown |





Transportation





4th Avenue Bridge

TRANSPORTATION

The CFP brings the vision of the Olympia Comprehensive Plan (Comp Plan) to reality. The Comp Plan is the blueprint for the development of our transportation system.

The City builds a transportation system that provides people with choices to walk, bike, drive, or ride the bus, and assures the safe delivery of goods and services. The Transportation Mobility Strategy (2009) takes the Comp Plan vision and provides specific guidance in these areas:

- Expanding system capacity and the ability to move people and bicycles, not just cars
- Building complete streets with features to support all modes of transportation
- Developing bus corridors with fast, frequent and user-friendly bus service
- Increasing network connectivity through more street connections and off-street pathways

Types of Projects

Our transportation system is comprised of more than 510 lane miles of street, along with signs, markings, signals, street lights, roundabouts, bike lanes, sidewalks, and trees. A project is included in this plan because it:

- Maintains and preserves the system we have
- Improves the safety and function of a street, such as adding sidewalks or
- Increases the capacity of the street system, such as a new signal or a turn lane

How Projects are Added to the CFP

Projects are listed either individually, or as a set of priorities in a program. Projects are identified through planning efforts or engineering studies. A project can be added to the CFP because it is a priority defined in a plan, or it is needed based on a specific evaluation. Some of the ways a project becomes a part of the CFP are as follows:

- **Plans:**
Sub-plans are developed to identify and quantify a specific need in our system, such as bike lanes and sidewalks. Sub-plans like the Sidewalk Program (2004) and Bicycle Master Plan (2009) define projects, which are then added to the CFP.
- **Studies:**
Corridor or district studies evaluate issues and identify solutions and opportunities in a specific area. Projects that result from these area-specific evaluations are added to the CFP.
- **Advisory Boards:**
The Olympia Planning Commission and the Bicycle and Pedestrian Advisory Committee provide input in the development of plans and studies, and annually provide input in the development of the CFP. Citizen members of these committees bring to the planning process their experience and input from their neighborhoods or through a particular constituency they represent.
- **Citizen requests:**
Throughout the year, City staff, the Council, and advisory committees receive comments about needs and priorities in our transportation system. These are evaluated when drafting the CFP.
- **Workshops:**
Transportation Workshops gather public input and ideas about transportation projects and plans. Workshops are an informal way to communicate with the public about challenges and opportunities in our work, and to hear the public's ideas.
- **Pavement ratings:**
The condition of street pavement is surveyed annually. Damaged streets are listed for repairs. Streets with some wear are resurfaced with low-cost treatments to prevent further damage and to offset the need for costly reconstruction. Streets needing major reconstruction are shown in the CFP; streets that will be resurfaced with low-cost treatments are typically not in the CFP.
- **Capacity review:**
Annually, staff reviews how well the transportation system is working relative to growth in traffic volumes. Capacity projects help to reduce congestion at certain intersections or along sections of road. Capacity projects in the CFP might include road widening or changes to intersections, such as roundabouts.

Coordination for Efficiency

Within the Transportation Section programs, projects are combined for construction efficiencies. For example, bike lanes are typically added when a street is resurfaced, with funding coming from both the Bicycle Program and Street Repair and Reconstruction Program to complete the project. Transportation work is also coordinated with utility work. When we plan to rebuild a road, we take the opportunity to upgrade sewer and water lines under the pavement, or find a better way to manage the stormwater that flows off the pavement.

Recent Trends

Transportation projects in the CFP are funded by impact fees, grants, and other types of specific taxes. (e.g. Utility and Real Estate Excise Taxes (REET)). In this economic climate, funding is reduced for many CFP programs because expenditures continue to exceed revenues.

An emphasis in this and prior CFPs continues to be pavement preservation. If the life of a street's pavement can be preserved with a low-cost treatment now, we can avoid costly resurfacing later. Keeping our pavement conditions from deteriorating will lead to future budget savings.

Another area of sustained funding is sidewalks. In 2004, Olympia voters approved the Parks and Recreational Facilities funding measure. The funding measure, referred to as "Parks and Pathways," is the primary source of funds for sidewalks — about \$1 million annually. This revenue comes from the private utility tax levied on utilities, such as cell phone and natural gas.

Impact fees are collected from new developments to help pay for additional traffic trips that the development adds to the current street system. These fees are used for capacity projects. As new residential and commercial development has slowed, so has the collection of impact fees. The lack of development, however, also means there is not a growth in traffic, which would warrant capacity improvements.

Transit signal priority systems give buses the green light so they do not get stuck in traffic. With federal Congestion Mitigation and Air Quality (CMAQ) grant funds, signal systems will be upgraded to allow transit priority functions along 4th/State, Pacific Avenue, and Martin Way corridors. Olympia, Lacey, Tumwater, and Intercity Transit will be prepared to use transit signal priority in 2014/2015. Thurston Regional Planning Council is coordinating this inter-jurisdictional project.

Street lights owned by the City of Olympia will be converted to Light Emitting Diodes (LED). This conversion will save the City approximately 50% in power costs. The conversion is partially funded with energy efficiency grant funds. Bonding will be used to pay for the balance of the project. The cost savings from reduced power usage will be used to pay back bonds.

4TH AVENUE BRIDGE RAILING REPAIRS

| | |
|--|---|
| Location | 4th Avenue Bridge |
| Links to Other Projects or Facilities | None |
| Description | <p>Clean and seal the existing railing in order to preserve the condition and improve aesthetics. This work is in addition to regular maintenance and inspection, which includes:</p> <p>Annual pressure washing and sweeping</p> <p>Regularly scheduled bridge inspections, which are: routine every two years, Under Bridge Inspection Truck ("UBIT"), every four years, and underwater every five years.</p> |
| Justification (Need/Demand) | The railing is showing early signs of failure. The concrete is cracking and in some places is spalling. While this is more of an aesthetic, rather than structural issue, it is important to preserve the overall integrity of the railing. Construction will occur in 2020. |
| Level of Service (LOS) | N/A |
| Comprehensive Plan and Functional Plan(s) Citations | <p>The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.</p> <p>T 1.11: The City shall support bicyclists and pedestrians.</p> <p>T 1.13: Bike routes and pedestrian improvements on streets that serve high density areas shall be given high priority for improvements.</p> <p>T 3: Ensure the safe and efficient movement of goods and people.</p> |

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|--------------------------|------|-------------------|-------------------|
| Repair and Seal Railings | - | \$ 399,000 | \$ 399,000 |
| TOTAL | - | \$ 399,000 | \$ 399,000 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|------------------|------|-------------------|-------------------|
| CIP Fund | - | \$ 399,000 | \$ 399,000 |
| TOTAL | - | \$ 399,000 | \$ 399,000 |

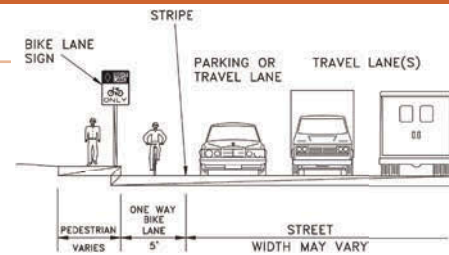
ANNUAL OPERATIONS AND MAINTENANCE

| | |
|--|--------------------|
| Estimated Costs | Not yet determined |
| Estimated Revenues | None |
| Anticipated Savings Due to Project | Not yet determined |
| Department Responsible for Operations | Public Works |
| Quadrant Location | Downtown |



BICYCLE FACILITIES (PROGRAM #0200)

| | |
|--|---|
| Location | Various locations. See Project List section. |
| Links to Other Projects or Facilities | Street Repair and Reconstruction Projects— Transportation section Sidewalk Construction—Transportation section |



CLASS II BIKE LANE

| | |
|--------------------|--|
| Description | <p>The Bicycle/Pedestrian Advisory Committee developed the 2009 Bicycle Master Plan to establish a Citywide network of bicycle facilities as defined in the Comprehensive Plan. The Program includes reconstruction and re-striping of streets to add bike lanes (sometimes in coordination with an overlay), and bike route signing. Project components may include bicycle facilities, geometrics, pavement, signage, pavement markings, soils and surfacing materials, street repair and striping.</p> <p>Additional funding has been added to this program in 2014 for a pilot program to develop Bicycle Corridors. Bicycle Corridors will be lower volume traffic streets that are modified with sign markings and possibly traffic calming devices to encourage bicycling. These corridors enhance the bicycle facilities network and draw cyclists who prefer not to bicycle on major streets.</p> |
|--------------------|--|

| | |
|---------------------|---|
| Project List | <p>Current level of funding in the Bicycle Facilities Program is not adequate to fund all listed projects within the six-year time frame. The coordination with sidewalk, pavement management and sewer line projects will result in changes to this list, and timing adjustments are anticipated. In addition to CIP funds, grant funds are sought whenever possible. Timing of project completion will be adjusted based on available funds. Funds are accumulated over multiple years in this program in order to construct the next priority project. Additional funding from grants is needed.</p> |
|---------------------|---|

| PRIORITY | LOCATION - Street Name (Quadrant: Map Coordinate) | FROM | TO | CLASS | COST ESTIMATE | *FUNDING |
|--|---|-------------------|-----------------------------------|-------|----------------|------------|
| Projects Planned for 2014 | | | | | | |
| 1 | Pilot Program to Develop Corridors in various locations | | | | \$ 100,000 | CIP |
| Future Construction | | | | | | |
| 2 | San Francisco Avenue (N:B5) | East Bay Drive | Bethel Street | II | \$ 1,152,300** | Grant, CIP |
| 3 | Mottman Road (W:D3) | Mottman Court | West end of frontage improvements | II | \$ 1,141,700 | Grant, CIP |
| 4 | 14th Avenue NW / Walnut Road (W:D3-4) | Cooper Point Road | Division Street | II | \$ 4,252,500** | Grant, CIP |
| 5 | Herman Road (S:E8) | Wiggins Road | East City Limits | II | \$ 6,582,500 | Grant, CIP |
| * These projects are coordinated with the Street Repair and Reconstruction program. Cost estimates reflect bike and stormwater share associated with the bicycle facility of project costs only. Current funding levels are not adequate to complete these projects. Additional funding from grants is needed. | | | | | | |
| ** Stormwater costs are included. Additional pavement width from the bicycle facility triggers stormwater mitigation requirements. | | | | | | |

The Bicycle and Pedestrian Advisory Committee will review the planned project priorities in this program and make recommendations on the timing and priority of these projects.

| | |
|------------------------------------|--|
| Justification (Need/Demand) | The Comprehensive Plan stresses alternative transportation modes and specifically calls for the coordination of bicycle facility development at the time of street overlays or major maintenance work. In addition to CIP funds, grant funds are sought whenever possible. |
|------------------------------------|--|

| | |
|-------------------------------|---|
| Level of Service (LOS) | <p>Established LOS: N/A</p> <p>Project Type: Functionality project. There is currently no bicycle facility LOS standard other than the general directive in the Comprehensive Plan that all arterials, major collectors and selected neighborhood collectors have bicycle facilities.</p> |
|-------------------------------|---|

BICYCLE FACILITIES (PROGRAM # 0200) CONTINUED

Target Outcome

Bicycle Program Projects are drawn from the 2009 Bicycle Master Plan. The target outcome in this program is based on the total planned projects in the Bicycle Master Plan, which totals 26.5 miles. Some of the 26.5 miles of bike lanes will be built by private development as frontage improvements.

Bicycle Program Target Outcome

| 2009 Bike Master Plan Total Projects | Bike Master Plan Complete Since 2009 | CFP Priorities | Bike Master Plan Remaining |
|--------------------------------------|--------------------------------------|---------------------------|----------------------------|
| 26.5 miles | 2.5 miles 9% of total | 4.3 miles 16% of total | 19.7 miles 75% of total |

Comprehensive Plan and Functional Plan(s) Citations

The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.

Goals:

T 1.1: Promote alternatives to driving alone.

T 1.14: Bike routes for commuters shall be incorporated into street standards and urban trail plans.

T 1.17: Bike routes, such as those identified in the Urban Trails Plan, should link activity areas where possible.

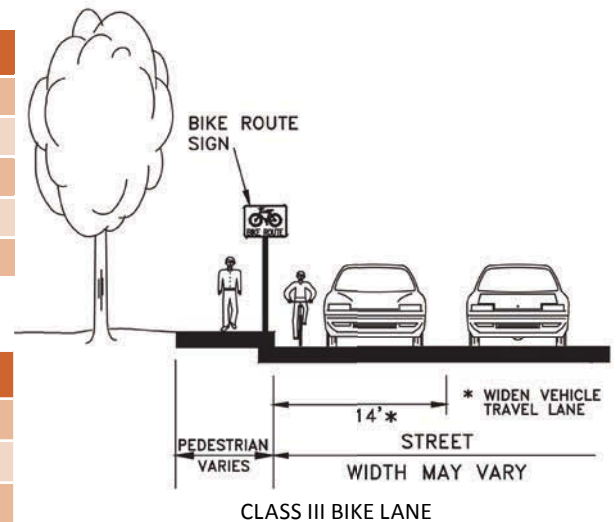
T 3.3: Give priority to Citywide alternative modes of transportation when transportation projects are proposed.

T 5.7: Encourage bicycle travel, particularly by providing adequate bikeways.

2009 Bicycle Master Plan

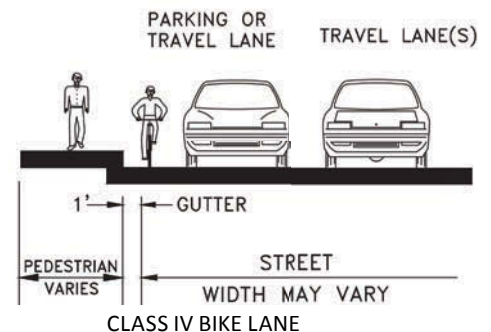
| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|----------------------|------------------|-------------------|-------------------|
| Permitting Fees | \$ 1,800 | \$ 20,000 | \$ 21,800 |
| Design & Engineering | \$ 16,300 | \$ 180,000 | \$ 196,300 |
| Construction | \$ 50,676 | \$ 560,000 | \$ 610,676 |
| Public Involvement | \$ 3,600 | \$ 40,000 | \$ 43,600 |
| TOTAL | \$ 72,376 | \$ 800,000 | \$ 872,376 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|------------------|------------------|-------------------|-------------------|
| Grant | - | \$ 600,000 | \$ 600,000 |
| CIP Fund | \$ 72,376 | \$ 200,000 | \$ 272,376 |
| TOTAL | \$ 72,376 | \$ 800,000 | \$ 872,376 |



ANNUAL OPERATIONS AND MAINTENANCE

| | |
|---------------------------------------|---|
| Estimated Costs | \$2,265 per lane mile. Total for 2014 through 2019: \$9,750 |
| Estimated Revenues | Not yet determined |
| Anticipated Savings Due to Project | Not yet determined |
| Department Responsible for Operations | Public Works |
| Quadrant Location | North, South, West |



CAPITOL WAY SIDEWALK - UNION AVENUE TO 10TH AVENUE

| | |
|--|---|
| Location | Capitol Way, Union Avenue to 10th Avenue, west side of the street |
| Links to Other Projects or Facilities | Pedestrian Crossing Improvements- Transportation Section |
| Description | Sidewalk and street tree removal and replacement, including new bulb-outs at the intersections of Capitol Way and 10th Avenue (northwest and southwest corners) and Capitol Way and Union Avenue (northwest corner), where parking lanes exist. |
| Justification (Need/Demand) | The existing sidewalk is in need of repair. Street paving has reduced the curb height, which affects stormwater flows. Runoff is now able to "jump the curb" and flow along the sidewalk, rather than being directed to the City's stormwater system. This project will be funded by redirecting funds from the Pedestrian Crossing Improvements Program and the Sidewalk Construction Program. |
| Level of Service Standard | N/A |
| Comprehensive Plan and Functional Plan(s) Citations | <p>The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.</p> <p>T 1.11: The City shall support bicyclists and pedestrians.</p> <p>T 1.13: Bike routes and pedestrian improvements on streets that serve high density areas shall be given high priority for improvements.</p> <p>T 3: Ensure the safe and efficient movement of goods and people.</p> |

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|---------------------------------|-------------|-------------------|-------------------|
| Design & Engineering | - | \$ 103,500 | \$ 103,500 |
| Construction | - | \$ 241,500 | \$ 241,500 |
| TOTAL | - | \$ 345,000 | \$ 345,000 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|-------------------------|-------------|-------------------|-------------------|
| Grant | - | \$ 207,000 | \$ 207,000 |
| CIP Fund | - | \$ 138,000 | \$ 138,000 |
| TOTAL | - | \$ 345,000 | \$ 345,000 |

ANNUAL OPERATIONS AND MAINTENANCE

| | |
|--|--------------------|
| Estimated Costs | Not yet determined |
| Estimated Revenues | None |
| Anticipated Savings Due to Project | Not yet determined |
| Department Responsible for Operations | Public Works |
| Quadrant Location | Downtown |



HAZARD ELIMINATION SAFETY PROJECTS (PROGRAM # 0620)

| Location | Various locations. See Project List section. | | | | | | | | | | | | | | | | | | | | |
|---|--|--------------|--|----------|--|------|------------------------------|--|--|------------------------------------|--|--|---|--|--------------|---|---|--------------|---|--|--------------|
| Links to Other Projects or Facilities | N/A | | | | | | | | | | | | | | | | | | | | |
| Description | Provide safety improvements on high accident roadway sections or at intersections. Project components may include guardrails, pavement, pedestrian crossings, railroad crossings, signage, and traffic control signals. | | | | | | | | | | | | | | | | | | | | |
| Project List | <table><tr><th>PRIORITY</th><th>LOCATION Street Name (Quadrant: Map Coordinate)</th><th>COST</th></tr><tr><td colspan="3">No Projects Planned for 2014</td></tr><tr><td colspan="3">Anticipated 2015-2019 Project List</td></tr><tr><td>1</td><td>Legion Way at Adams Street, traffic signal (DT:C5)</td><td>\$ 1,091,800</td></tr><tr><td>2</td><td>Jefferson Street at 8th Avenue SE, traffic signal (DT:C5)</td><td>\$ 1,223,000</td></tr><tr><td>3</td><td>Harrison Avenue and Division Street northbound right turn lane and sidewalk improvements. This coordinated project will improve traffic signal operations, safety, and provide for future capacity needs. (W:C4)</td><td>\$ 1,312,600</td></tr></table> | | | PRIORITY | LOCATION Street Name (Quadrant: Map Coordinate) | COST | No Projects Planned for 2014 | | | Anticipated 2015-2019 Project List | | | 1 | Legion Way at Adams Street, traffic signal (DT:C5) | \$ 1,091,800 | 2 | Jefferson Street at 8th Avenue SE, traffic signal (DT:C5) | \$ 1,223,000 | 3 | Harrison Avenue and Division Street northbound right turn lane and sidewalk improvements. This coordinated project will improve traffic signal operations, safety, and provide for future capacity needs. (W:C4) | \$ 1,312,600 |
| PRIORITY | LOCATION Street Name (Quadrant: Map Coordinate) | COST | | | | | | | | | | | | | | | | | | | |
| No Projects Planned for 2014 | | | | | | | | | | | | | | | | | | | | | |
| Anticipated 2015-2019 Project List | | | | | | | | | | | | | | | | | | | | | |
| 1 | Legion Way at Adams Street, traffic signal (DT:C5) | \$ 1,091,800 | | | | | | | | | | | | | | | | | | | |
| 2 | Jefferson Street at 8th Avenue SE, traffic signal (DT:C5) | \$ 1,223,000 | | | | | | | | | | | | | | | | | | | |
| 3 | Harrison Avenue and Division Street northbound right turn lane and sidewalk improvements. This coordinated project will improve traffic signal operations, safety, and provide for future capacity needs. (W:C4) | \$ 1,312,600 | | | | | | | | | | | | | | | | | | | |
| Justification (Need/Demand) | This program is intended to eliminate or reduce hazards at specific locations on roads and streets that have high accident experience or accident potential. Projects are dependent on the availability of Highway Safety Improvement Program Funds. | | | | | | | | | | | | | | | | | | | | |
| Level of Service (LOS) | Established LOS: N/A Project Type: N/A | | | | | | | | | | | | | | | | | | | | |
| Comprehensive Plan and Functional Plan(s) Citations | <p>The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.</p> <p>Goals:</p> <p>T 3: Ensure the safe and efficient movement of goods and people.</p> <p>T 3.1: Accommodate the safe and efficient movement of goods and people.</p> <p>T 3.7: Establish street designs that will contribute to reaching transportation and land use goals of the area.</p> <p>T 3.8: Promote safe and convenient access for all people to transportation systems and individual properties.</p> <p>T 3.11: Design intersections to safely accommodate both pedestrian and vehicular traffic.</p> | | | | | | | | | | | | | | | | | | | | |

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|----------------------|------|---------------------|---------------------|
| Design & Engineering | - | \$ 602,700 | \$ 602,700 |
| Construction | - | \$ 3,018,400 | \$ 3,018,400 |
| Land & Right-of-Way | - | \$ 6,300 | \$ 6,300 |
| TOTAL | - | \$ 3,627,400 | \$ 3,627,400 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|------------------|------|---------------------|---------------------|
| Grant | - | \$ 3,083,290 | \$ 3,083,290 |
| CIP Fund | - | \$ 544,110 | \$ 544,110 |
| TOTAL | - | \$ 3,627,400 | \$ 3,627,400 |

ANNUAL OPERATIONS AND MAINTENANCE

| | |
|--|----------------|
| Estimated Costs | \$500/project |
| Estimated Revenues | None |
| Anticipated Savings Due to Project | None |
| Department Responsible for Operations | Public Works |
| Quadrant Location | West, Downtown |



PARKS AND PATHWAYS — NEIGHBORHOOD PATHWAYS

| | |
|--|--|
| Location | Throughout the City |
| Links to Other Projects or Facilities | Parks and Pathways- Sidewalk– Transportation Section Open Space Network Expansion- Parks, Arts, and Recreation Section |
| Description | <p>This program is for development of bicycle and pedestrian pathways in neighborhoods. Priority pathways for improvement will be identified by neighborhoods. Some of these funds will be awarded to neighborhoods as grants for resident-led improvements to pathways. Some of the funds will be used by the City to design and construct pathways.</p> <p>In September 2004, voters approved a 3% increase to the private utility tax to pay for parks and recreational facilities. Funding for this program will come from these revenues.</p> <p>Funding \$100,000/year from Voted Utility Tax for Sidewalks and \$25,000 from Parks Voted Utility Tax, Open Space Network.</p> |
| Project List | List currently in development. Projects will be added to the 2015-2020 CFP. |
| Justification (Need/Demand) | Pathways provide bicyclists and pedestrians more direct off-street routes within neighborhoods. Pathways connect streets to other streets, parks, schools, and trails. |
| Target Outcome | To be developed. |
| Level of Service (LOS) | Established LOS: N/A Project Type: Functionality Project |
| Comprehensive Plan and Functional Plan(s) Citations | <p>The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.</p> <p>Goals:</p> <p>T1: Reduce dependence on auto use, especially drive-alone vehicle use.</p> <p>T1.1: Promote alternatives to driving alone.</p> <p>T1.11: The City shall support bicyclists and pedestrians.</p> <p>T1.12: In downtown and along high density corridors, priority should be given to building pedestrian-friendly streets.</p> |

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|----------------------------|-------------------|-------------------|-------------------|
| Planning and Design | \$ 20,000 | \$ 100,000 | \$ 120,000 |
| Construction | \$ 105,000 | \$ 525,000 | \$ 630,000 |
| TOTAL | \$ 125,000 | \$ 625,000 | \$ 750,000 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|---|-------------------|-------------------|-------------------|
| Voted Utility Tax — Parks | \$ 25,000 | \$ 125,000 | \$ 150,000 |
| Voted Utility Tax — Pathways/Sidewalks | \$ 100,000 | \$ 500,000 | \$ 600,000 |
| TOTAL | \$ 125,000 | \$ 625,000 | \$ 750,000 |

ANNUAL OPERATIONS AND MAINTENANCE

| | |
|--|-------------------|
| Estimated Costs | \$10,000 per year |
| Estimated Revenues | NA |
| Anticipated Savings Due to Project | N/A |
| Department Responsible for Operations | Public Works |
| Quadrant Location | Citywide |



PARKS AND PATHWAYS — SIDEWALK (PROGRAM # 0626/FUND # 134)

| | |
|--|--|
| Location | Throughout the City |
| Links to Other Projects or Facilities | Parks and Pathways—Neighborhood Pathways—Transportation section Sidewalk Program—Transportation section |
| Description | In September 2004, the voters approved a 3% increase in the utility tax. Of this increase, 1% of this increase is for recreational walking facilities. |

Project List Recreational sidewalk projects are derived from the Sidewalk Program accepted by the City Council in 2003, with an emphasis on connecting parks, recreational facilities and trails. An estimated 70,000 feet of sidewalk will be constructed on major streets in the next 20 years. Sidewalks will also be constructed on selected smaller neighborhood streets that connect to parks and recreational facilities; these have not yet been identified. In 2013, of the \$1 million in revenue that is anticipated to be collected for sidewalks and pathways, \$100,000 is proposed to be used for the new Neighborhood Pathways Program.

| YEAR | LOCATION | FROM | TO | COST |
|---|-----------------------------|----------------|---------------|--------------|
| Projects Planned for 2014 | | | | |
| 2014 | West Bay Drive | Schneider Hill | Brawne Avenue | \$ 2,768,000 |
| Anticipated 2014-2020 Project List | | | | |
| 2014 | 22nd Avenue | Boulevard Road | Cain Road | \$ 1,795,000 |
| 2015-2020 | Eastside Street/22nd Avenue | Fir Street | I-5 | \$ 4,042,000 |

20 Year Project List

| | | | |
|------------------|-------------------------|---------------------|------------------------|
| To be determined | Kaiser Road | Harrison Avenue | 6th Avenue |
| | Fir Street | Bigelow Avenue | Pine Avenue |
| | Pine Avenue | Fir Street | Edison Street |
| | Cooper Point Road | Conger Avenue | Elliott Avenue |
| | Elliott Avenue | Cooper Crest Street | Cooper Point Road |
| | 14th Avenue/Walnut Road | Kaiser Road | Division Street |
| | Division Street | Walnut Road | Elliott Avenue |
| | Elliott Avenue | Division Street | Crestline Boulevard |
| | Morse-Merryman Road | Hoffman Road | Wiggins Road |
| | Boulevard Road | Log Cabin Road | 41st Way |
| | Decatur Street | 13th Avenue | Caton Way |
| | Fern Street | 9th Avenue | 14th Avenue |
| | Boulevard Road | 15th Avenue | 22nd Avenue |
| | 18th Avenue | Boulevard Road | Wilson Street |
| | Wilson Street | 22nd Avenue | 18th Avenue |
| | Mottman Road | Mottman Court | SPSCC |
| | McPhee Road | Harrison Avenue | Capital Mall Drive |
| | Lilly Road | Woodard Green Drive | 26th Avenue |
| | Marion Street | Ethridge Avenue | Miller Avenue |
| | Wiggins Road | Morse-Merryman Road | Herman Road |
| | Herman Road | Wiggins Road | Chehalis Western Trail |
| | 26th Avenue | Bethel Street | Gull Harbor Road |

The Bicycle and Pedestrian Advisory Committee will review the planned project priorities in this program and make recommendations on the timing and priority of these projects.

| | |
|------------------------------------|--|
| Justification (Need/Demand) | In 2003, the City Council accepted a new Sidewalk Program. The program includes an inventory of missing sidewalk segments on arterials, major collectors and neighborhood collectors, totaling 84 missing miles of sidewalk. |
| Level of Service (LOS) | Established LOS: The City's identified LOS is to provide a sidewalk or walking path along at least one side of each major walking route that is deficient. Project Type: Functionality project |

PARKS AND PATHWAYS — SIDEWALK (PROGRAM # 0626/FUND#134) CONTINUED

Target Outcome

The City addresses the 84 miles of needed sidewalk through the Sidewalk Program, the Parks and Pathways Program, and major construction. Major construction includes the Street Repair and Reconstruction Program projects and Transportation Impact Fee projects. The timing of future projects (except impact fee funded projects) will depend on availability of City capital improvement funds. The 84 miles of needed sidewalks are also constructed as frontage improvements made by private development. Miles of sidewalk built by private development are not reflected here.

| Sidewalk Construction Target Outcomes (84 miles of sidewalk is needed based on the 2003 Sidewalk Program) | | |
|--|--|---|
| | Miles Completed Since 2003 | Miles Based on CFP Priorities |
| Sidewalk Program | 0.21 | 1.7 |
| Parks and Pathways Program | 3.1 | 1.9 |
| Major Construction | 3.7 | 4.6 |
| Total | 7.0 | 8.2 |
| | 7.0 miles = 8.3% of total 84 miles needed | 8.2 miles = 15.5% of total 84 miles needed |

Comprehensive Plan and Functional Plan(s) Citations

The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.

Goals:

T 1: Reduce dependence on auto use, especially drive-alone vehicle use.

T 1.1: Promote alternatives to driving alone.

T 1.11: The City shall support bicyclists and pedestrians.

T 1.12: In downtown and along High Density Corridors, priority shall be given to building pedestrian-friendly streets.

T 3.3: Give priority to Citywide alternative modes of transportation when transportation projects are proposed.

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|----------------------|---------------------|---------------------|---------------------|
| Design & Engineering | \$ 217,300 | \$ 1,086,500 | \$ 1,303,800 |
| Construction | \$ 869,200 | \$ 4,346,000 | \$ 5,215,200 |
| TOTAL | \$ 1,086,500 | \$ 5,432,500 | \$ 6,519,000 |



| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|--|---------------------|---------------------|---------------------|
| Voted Utility Tax - Pathways/ Sidewalk | \$ 900,000 | \$ 4,500,000 | \$ 5,400,000 |
| Stormwater Utility Rates | \$ 186,500 | \$ 932,500 | \$ 1,119,000 |
| TOTAL | \$ 1,086,500 | \$ 5,432,500 | \$ 6,519,000 |



ANNUAL OPERATIONS AND MAINTENANCE

| | |
|---------------------------------------|--------------------|
| Estimated Costs | \$ 25,000 per year |
| Estimated Revenues | N/A |
| Anticipated Savings Due to Project | N/A |
| Department Responsible for Operations | Public Works |
| Quadrant Location | Citywide |

PEDESTRIAN CROSSING IMPROVEMENTS (PROGRAM # 0122)

| Location | Various locations. See Project List section. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|--|-------------------------------|--|--------------------------|---------------|------------------------------|-----------------------------|-------------------------------|-----------------------|-------------------------------|----|------------------------------------|----------|------------|--|----------|--|---------------------------------------|------------------|-----------|--|--------------|-------------------------------|--------------------------------------|--------------|-------------------------------|--|--------------|-------------------------------|--|--|--|
| Links to Other Projects or Facilities | Street Repair and Reconstruction Projects—Transportation Section Capitol Way Sidewalk - Union Avenue to 10th Avenue - Transportation Section | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Description | Pedestrian crossing improvements along the designated high density corridors and other locations. Improvements may include bulb-outs, crossings, curbs and gutters, illumination, raised pavement markings, sidewalks, signage, striping, and traffic control signal systems. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project List | <p>Timing of project completion will be adjusted based on available funds. Current funding levels are not adequate to fund all listed projects within the six-year time frame. Funds are accumulated over multiple years in this program in order to construct the next priority project. Additional funding from grants is needed.</p> <table><tr><th>LOCATION Street Name (Quadrant: Map Coordinate)</th><th>TREATMENT (TENTATIVE)</th><th>COST ESTIMATE</th></tr><tr><td colspan="3">No Projects planned for 2014</td></tr><tr><td colspan="3">Future Construction</td></tr><tr><td>Capitol Way and 8th Avenue (DT:C5)</td><td>Bulb-out</td><td>\$ 109,100</td></tr><tr><td>Capitol Way and 10th Avenue, NW & SW corners (DT:C5)</td><td>Bulb-out</td><td>Included in the Capitol Way Sidewalk Project</td></tr><tr><td>Pacific Avenue at Devoe Street (N:C7)</td><td>Flashing Beacons</td><td>\$ 75,500</td></tr><tr><td>Pacific Avenue at Chambers Street (N:C6)</td><td>Undetermined</td><td>Estimate unknown at this time</td></tr><tr><td>Martin Way at Pattison Street (N:C7)</td><td>Undetermined</td><td>Estimate unknown at this time</td></tr><tr><td>Pacific Avenue at Lansdale Road (N:C7)</td><td>Undetermined</td><td>Estimate unknown at this time</td></tr><tr><td colspan="3">The Bicycle and Pedestrian Advisory Committee will review these locations and make recommendations on the timing and priority of these projects.</td></tr></table> | | | LOCATION Street Name (Quadrant: Map Coordinate) | TREATMENT (TENTATIVE) | COST ESTIMATE | No Projects planned for 2014 | | | Future Construction | | | Capitol Way and 8th Avenue (DT:C5) | Bulb-out | \$ 109,100 | Capitol Way and 10th Avenue, NW & SW corners (DT:C5) | Bulb-out | Included in the Capitol Way Sidewalk Project | Pacific Avenue at Devoe Street (N:C7) | Flashing Beacons | \$ 75,500 | Pacific Avenue at Chambers Street (N:C6) | Undetermined | Estimate unknown at this time | Martin Way at Pattison Street (N:C7) | Undetermined | Estimate unknown at this time | Pacific Avenue at Lansdale Road (N:C7) | Undetermined | Estimate unknown at this time | The Bicycle and Pedestrian Advisory Committee will review these locations and make recommendations on the timing and priority of these projects. | | |
| LOCATION Street Name (Quadrant: Map Coordinate) | TREATMENT (TENTATIVE) | COST ESTIMATE | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| No Projects planned for 2014 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Future Construction | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Capitol Way and 8th Avenue (DT:C5) | Bulb-out | \$ 109,100 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Capitol Way and 10th Avenue, NW & SW corners (DT:C5) | Bulb-out | Included in the Capitol Way Sidewalk Project | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Pacific Avenue at Devoe Street (N:C7) | Flashing Beacons | \$ 75,500 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Pacific Avenue at Chambers Street (N:C6) | Undetermined | Estimate unknown at this time | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Martin Way at Pattison Street (N:C7) | Undetermined | Estimate unknown at this time | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Pacific Avenue at Lansdale Road (N:C7) | Undetermined | Estimate unknown at this time | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| The Bicycle and Pedestrian Advisory Committee will review these locations and make recommendations on the timing and priority of these projects. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Justification (Need/Demand) | The Olympia Comprehensive Plan calls for developing high density corridors into Pedestrian Friendly zones. Locations of pedestrian crossing projects include the High Density Corridor and other major pedestrian routes. The intention is to provide improved street crossings at specific locations. These projects promote walking throughout the City by removing barriers along potential pedestrian routes. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Target Outcome | <p>These projects are identified through public requests; all requests are evaluated for possible improvement. Since 2002, the City has received requests for improvements at 55 crossing locations. Based on a methodology that considers speeds, volumes and number of lanes, 34 of the 55 locations are eligible for improvement. In addition to this program, pedestrian crossing improvements are made as part of major construction projects. Since 1998, 36 crossing improvements have been built as part of a major construction project.</p> <table><tr><th colspan="4">Pedestrian Crossing Improvement Program Target Outcomes for 2014-2019</th></tr><tr><th>Eligible Crossing Locations</th><th>Improved Crossings Since 2004</th><th>6 Year CFP Priorities</th><th>Remaining Identified Projects</th></tr><tr><td>35</td><td>12</td><td>6</td><td>17</td></tr></table> | | | Pedestrian Crossing Improvement Program Target Outcomes for 2014-2019 | | | | Eligible Crossing Locations | Improved Crossings Since 2004 | 6 Year CFP Priorities | Remaining Identified Projects | 35 | 12 | 6 | 17 | | | | | | | | | | | | | | | | | | |
| Pedestrian Crossing Improvement Program Target Outcomes for 2014-2019 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Eligible Crossing Locations | Improved Crossings Since 2004 | 6 Year CFP Priorities | Remaining Identified Projects | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 35 | 12 | 6 | 17 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Level of Service (LOS) | Established LOS: N/A. There is no adopted pedestrian LOS measurement. Project Type: Functionality Project | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

PEDESTRIAN CROSSING IMPROVEMENTS (PROGRAM # 0122) CONTINUED

Comprehensive Plan and Functional Plan(s) Citations

The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.

Goals:

T 1.11: The City shall support bicyclists and pedestrians.

T 1.12: In downtown and along High Density Corridors, priority shall be given to building pedestrian-friendly streets.

T 1.20: Establish distinctive crosswalks in conjunction with new development.

T 3.11: Design intersections to safely accommodate both pedestrian and vehicular traffic.

See also LU 14, LU 17, and T 5.6

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|----------------------|------|-------------------|-------------------|
| Design & Engineering | - | \$ 59,510 | \$ 59,510 |
| Construction | - | \$ 99,090 | \$ 99,090 |
| TOTAL | - | \$ 158,600 | \$ 158,600 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|------------------|------|-------------------|-------------------|
| Grant - Federal | - | \$ 40,000 | \$ 40,000 |
| CIP Fund | - | \$ 118,600 | \$ 118,600 |
| TOTAL | - | \$ 158,600 | \$ 158,600 |



ANNUAL OPERATIONS AND MAINTENANCE

| | |
|---------------------------------------|---|
| Estimated Costs | We do not currently track maintenance costs for these improvements. We are in the process of developing our work order system to track these costs. |
| Estimated Revenues | None |
| Anticipated Savings Due to Project | None |
| Department Responsible for Operations | Public Works |
| Quadrant Location | Citywide |



SIDEWALK CONSTRUCTION (PROGRAM # 0208)

| | |
|--|---|
| Location | Various locations Citywide. See Project List section. |
| Links to Other Projects or Facilities | Bicycle Facilities—Transportation section Parks and Pathways Sidewalk—Transportation section |
| Description | Annual installation of new sidewalks on identified walking routes Citywide. Relocation of franchise utilities, fences, and other obstructions may be necessary in some projects. Additional stormwater work, other than what is listed below, may be necessary in some projects. Components may include crossings, curbs and gutters, erosion control, open channels, ditches, and bio-filtration swales, public transfer facilities, retaining walls, roadside plantings, sidewalks, soils and surfacing materials, valves, hydrants and meter boxes. |
| Project List | Current level of funding in the Sidewalk Construction Program is not adequate to fund all listed projects within the six-year time frame. The coordination with bicycle, pavement management and sewer line projects will result in changes to this list and timing adjustments are anticipated. In addition to CIP funds, grant funds are sought whenever possible. Timing of project completion will be adjusted based on available funds. Funds are accumulated over multiple years in this program in order to construct the next priority project. Additional funding from grants is needed. |

| PRIORITY | LOCATION Street Name (Quadrant: Map Coordinate) | FROM | TO | COST ESTIMATE |
|-------------------------------------|--|---------------------------------|------------------------------|------------------|
| No projects planned for 2014 | | | | |
| Future Construction | | | | |
| 1 | Phoenix Street (N:C6-C7) State Avenue (N:C6) | South Bay Road Wilson Street | Martin Way Phoenix Street | \$ 1,573,100 |
| 2 | 4th Avenue (N:C7) | Pacific Avenue | Phoenix Street | \$ 1,861,700 |
| 3 | Martin Way (N:C7) | Pattison Street | Lilly Road | \$ 3,704,900 |

The Bicycle and Pedestrian Advisory Committee will review the planned project priorities in this program and make recommendations on the timing and priority of these projects.

| | |
|------------------------------------|--|
| Justification (Need/Demand) | The 2003 Sidewalk Program was accepted by City Council, and is an inventory of missing sidewalk segments on arterials, major collectors, and neighborhood collectors that totals 84 missing miles. A ranking system was developed to prioritize the needed segments. The project list reflects the priorities defined in the program. |
| Level of Service (LOS) | The target for the Sidewalk Program is to provide a sidewalk along at least one side of all major streets. Project Type: Functionality project |
| Target Outcome | The City addresses the 84 miles of needed sidewalk through the Sidewalk Program, the Parks and Pathways Program, and major construction. Major construction includes the Street Repair and Reconstruction Program projects and Transportation Impact Fee projects. The timing of future projects (except impact fee funded projects) will depend on availability of City capital improvement funds. The 84 miles of needed sidewalks are also constructed as frontage improvements made by private development (not reflected here). |

| Sidewalk Construction Target Outcomes (84 miles of sidewalk is needed based on the 2003 Sidewalk Program) | | |
|--|--|---|
| | Miles Completed Since 2003 | Miles Based on CFP Priorities |
| Sidewalk Program | 0.21 | 1.7 |
| Parks and Pathways Program | 3.1 | 1.9 |
| Major Construction | 3.7 | 4.6 |
| Total | 7.0 | 8.2 |
| | 7.0 miles = 8.3% of total 84 miles needed | 8.2 miles = 15.5% of total 84 miles needed |

SIDEWALK CONSTRUCTION (PROGRAM # 0208) CONTINUED

Comprehensive Plan and Functional Plan(s) Citations

The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.

Goals:

T 1: Reduce dependence on auto use, especially drive-alone vehicle use.

T 1.1: Promote alternatives to driving alone.

T 1.11: The City shall support bicyclists and pedestrians.

T 1.12: In downtown and along High Density Corridors, priority shall be given to building pedestrian friendly streets.

T 3.3: Give priority to Citywide alternative modes of transportation when transportation projects are proposed.

Sidewalk Study, 1995

2025 Regional Transportation Plan

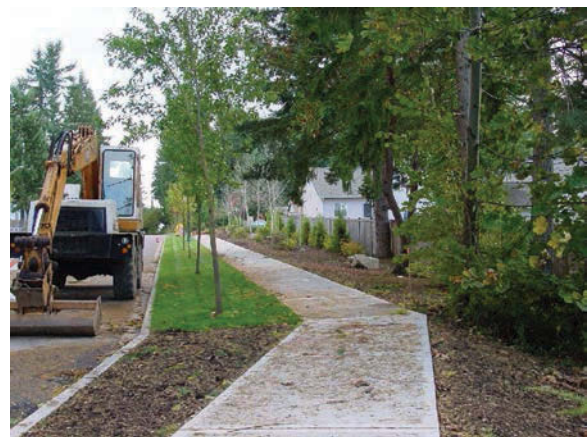
Commute Trip Reduction Act

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|----------------------|------|-------------------|-------------------|
| Design & Engineering | - | \$ 24,800 | \$ 24,800 |
| Construction | - | \$ 78,600 | \$ 78,600 |
| TOTAL | - | \$ 103,400 | \$ 103,400 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|------------------|------|-------------------|-------------------|
| CIP Fund | - | \$ 103,400 | \$ 103,400 |
| TOTAL | - | \$ 103,400 | \$ 103,400 |



| ANNUAL OPERATIONS AND MAINTENANCE | |
|---------------------------------------|---|
| Estimated Costs | \$19,000 is budgeted annually for all sidewalk repairs in the City. |
| Estimated Revenues | None |
| Anticipated Savings Due to Project | None |
| Department Responsible for Operations | Public Works |
| Quadrant Location | North, South, West |



STREET ACCESS PROJECTS - ADA REQUIREMENTS (PROGRAM # 0309)

| | |
|--|--|
| Location | Various locations Citywide. See Project List section. |
| Links to Other Projects or Facilities | N/A |
| Description | Annual installation and maintenance of sidewalk curb access ramps, as well as the identification and removal of barriers on walkways for persons with disabilities. Project components may include access ramps, sidewalks and audible pedestrian signals. |

Project List

| LOCATION - Street Name (Quadrant: Map Coordinate) | CROSS STREET | CORNER | IMPROVEMENT |
|---|-------------------------|----------------|-----------------------------------|
| No Projects Planned for 2014 | | | |
| Projects Planned for Future Years | | | |
| Pacific Avenue (N:C7) | Pattison Street | Intersection | Replace Audible Pedestrian Signal |
| Plum Street (S:C5) | 8th Avenue | Intersection | Audible Pedestrian Signal |
| | Legion Way | Intersection | Audible Pedestrian Signal |
| State Avenue (N:C6) | Franklin Street | SW | Replace Ramps |
| Central Street (N:C6) | Thurston Avenue | NE, SE | New Ramps |
| Conger Avenue (W:C4) | Rogers Street | SW | New Ramps |
| Jackson Avenue (W:C4) | Milroy Street | NE, SE | New Ramps |
| Jackson Avenue (W:C4) | Decatur Street | SW, SE | New Ramps |
| Jackson Avenue (W:C4) | Foote Street | SW | New Ramps |
| Jackson Avenue (W:C4) | Sherman Street | NW | New Ramps |
| O'Farrell Avenue (S:E5) | Hillside Drive | NW, NE | New Ramps |
| | Otis Street | NE | New Ramp |
| | Buker Street | NW, NE | New Ramps |
| O'Farrell Avenue (S:E5) | Galloway Street | NW | New Ramp |
| Carlyon Avenue (S:E5) | Maringo Street | NE | New Ramp |
| | Lorne Street | NW, NE | New Ramps |
| | Moore Street | NE | New Ramp |
| | Hoadly Street | NW, NE | New Ramps |
| Fir Street (S:D6, E6) | Eastwood Drive | NE, SE | New Ramps |
| | Eastwood Place | NE | New Ramp |
| | Forest Hill Drive | NE | New Ramp |
| Forest Hill Drive (S:E6) | Forest Hill Circle | SW, SE | New Ramps |
| Lybarger Street (S:E6) | Governor Stevens Avenue | NE, SW, SE | New Ramps |
| 5th Avenue (W:C4) | Milroy Street | SE | New Ramps |
| | Thomas Street | SW, SE | New Ramps |
| | Plymouth Street | SW, SE | New Ramps |
| | Rogers Street | SE | New Ramp |
| 7th Avenue (W:C4) | Thomas Street | SW, SE | New Ramp |
| | Plymouth Street | SW, SE | New Ramps |
| 8th Avenue (W:C4) | Milroy Street | NW, NE | New Ramps |
| Decatur Street (W:C4) | 5th Avenue | SE | New Ramps |
| | 7th Avenue | NE, SE | New Ramps |
| | 8th Avenue | NE, SE | New Ramp |
| 9th Avenue (W:C4) | Caton Way | NE | New Ramp |
| | Thomas Street | NW, NE | New Ramps |
| | Plymouth Street | NW, NE | New Ramp |
| | Rogers Street | NW, NE | New Ramps |
| State Avenue (N:C6) | Washington Street | NW, SW, SE | Replace with Bulb-outs |
| | Adams Street | SW, SE | Replace Ramps |
| | Franklin Street | SE | Replace Ramps |
| Central Street (N:C6) | Prospect Avenue | NE, SE, NW, SW | New Ramps |
| Bethel Street (N:B6) | Jasper Avenue | NW | New Ramps |
| Sherman Street (W:C4) | Jackson Avenue | NE | New Ramps |
| Jackson Avenue W:C4) | Foote Street | SE | New Ramps |
| Columbia Street (S:D5) | 10 th Avenue | SW | New Ramps |
| Columbia Street (S:C5) | Talcott Avenue | NW | New Ramps |
| 8 th Avenue (S:C5) | Jefferson Street | NW, NE | Replace Ramps |
| | Cherry Street | NW, NE | Replace Ramps |
| | Adams Street | NW, NE | Replace Ramps |
| Plum Street (S:C5) | 7th Avenue | NE, SE, NW, SW | New Ramps |
| Ensign Road (E:C7) | Providence Lane | SE | New Ramp |
| Plum Street (S:C5) | 7th Avenue | Median | New Ramps in Median |
| Central St (S:D6) | 13th Avenue | NE, SE | Replace Ramps |
| Legion Way (S:C5) | Washington Street | NE, NW | New Ramps |

Current level of funding for the Street Access Projects – ADA Requirements program is not adequate to fund all listed projects within the six-year time frame.

STREET ACCESS PROJECTS - ADA REQUIREMENTS (PROGRAM # 0309) CONTINUED

| | |
|--|--|
| Justification (Need/Demand) | The City established an ongoing project to install sidewalk curb access ramps for the mobility impaired. The project concentrates on the downtown area, but every year, staff and the Public Works Curb Access Committee also address individual disabled citizen needs. However, a large number of sidewalks in older residential areas are without curb ramps. No system-wide inventory information is available at this time. |
| Level of Service (LOS) | Established LOS: N/A Project Type: Functionality project. See Transportation Overview for a description of LOS. |
| Comprehensive Plan and Functional Plan(s) Citations | The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies. Goals: T 1.11: The City shall support bicyclists and pedestrians. T 1.13: Bike routes and pedestrian improvements on streets that serve high density areas shall be given high priority for improvements. T 3: Ensure the safe and efficient movement of goods and people. T 3.11: Design intersections to safely accommodate both pedestrian and vehicular traffic. T 5.6: Rebuild or retrofit Core Area and High Density Corridor streets to City standards. |

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|----------------------|------|-------------------|-------------------|
| Design & Engineering | - | \$ 44,000 | \$ 44,000 |
| Construction | - | \$ 88,000 | \$ 88,000 |
| Public Involvement | - | \$ 8,000 | \$ 8,000 |
| TOTAL | - | \$ 140,000 | \$ 140,000 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|------------------|------|-------------------|-------------------|
| CIP Fund | - | \$ 140,000 | \$ 140,000 |
| TOTAL | - | \$ 140,000 | \$ 140,000 |



ANNUAL OPERATIONS AND MAINTENANCE

| | |
|--|---|
| Estimated Costs | These costs are included in the annual maintenance costs for sidewalk repair. |
| Estimated Revenues | None |
| Anticipated Savings Due to Project | None |
| Department Responsible for Operations | Public Works |
| Quadrant Location | Citywide |



STREET REPAIR AND RECONSTRUCTION (PROGRAM # 0599)

| | |
|--|---|
| Location | Various locations Citywide. See Project List section. |
| Links to Other Projects or Facilities | Asphalt Overlay Adjustments—Drinking Water and Wastewater sections Bicycle Facilities—Transportation section Pedestrian Crossing Improvements—Transportation section |
| Description | <p>Annual maintenance and/or rehabilitation of streets to correct pavement deficiencies. Adjustments to this list of prioritized projects may be necessary to accommodate grant funds and/or increases in actual project costs. Stormwater improvements are also part of these projects, but are not listed separately. Projects may include the following components: auxiliary lanes, bicycle facilities, crossings, intersection at grade, medians, raised pavement markings, public transfer facilities, signage, soils and surfacing materials and street repair and striping.</p> <p>Historically, the Street Repair and Reconstruction Program has been funded at \$2,025,000. \$1.225 million is for the annual least cost paving program. Projects are developed in the fall of each year for next year's construction. The remaining \$800,000 is for work on the City's worst pavements or used as grant matching funds for other high priority Transportation projects.</p> <p>In December 2008, the City Council adopted an ordinance creating the Olympia Transportation Benefit District (TBD) that added \$20 to Olympia residents' annual vehicle license fees. For planning purposes, it is assumed the TBD pays \$620,000/year for Street Repair and Reconstruction. However, the TBD budget must be approved annually by the TBD Board.</p> <p>In 2014, the City will contract with the TBD for \$831,565 (includes \$211,565 of the TBD fund balance) to complete a paving project. Project(s) will be identified in 2013.</p> |

| | |
|---------------------|---|
| Project List | Current level of funding is not adequate to fund all listed projects within the six-year time frame. The coordination with sidewalk, bicycle, and sewer line projects will result in changes to this list and timing adjustments are anticipated. In addition to the CIP funds, grant funds are sought whenever possible. Timing of project completion will be adjusted based on available funds. |
|---------------------|---|

| PRIORITY | LOCATION Street Name (Quadrant: Map Coordinate) | FROM | TO | STREET OVERLAY | BIKE PORTION | STORM PORTION | HALF STREET FRONTAGE IMPROVEMENTS | TOTAL PLANNING LEVEL ESTIMATE |
|--|--|-------------------|--|-------------------|-----------------|------------------|---|--|
| Projects Planned for 2014 | | | | | | | | |
| 1 | State Avenue (N:C5-6) | Plum Street | Central Street | \$ 2,783,400 | \$ - | \$ - | \$ - | \$ 2,783,400 |
| <p>\$1,477,630 is identified for Least Cost Paving Program. Project list is developed in the fall of each year.</p> <p>\$372,170 identified for work on streets requiring major resurfacing. These funds are also used as grant-matching funds for high priority transportation projects identified in the Future Construction list below.</p> | | | | | | | | |
| Future Construction | | | | | | | | |
| 2 | San Francisco Avenue NE (N:B5) * | East Bay Drive | Bethel Street | \$ 624,000 | \$ 836,100 | \$ 316,200 | \$ - | \$ 1,776,300 |
| 3 | Mottman Road (W:C3)* | Mottman Court | West end of SPSCC frontage improvement | \$ 2,460,300 | \$ 1,141,700 | \$ 972,800 | \$ 1,139,800 | \$ 5,714,500 |
| 4 | 14th Avenue, NW/ Walnut Road (W:B2-4) * | Cooper Point Road | Division Street | \$ 1,908,000 | \$ 1,316,300 | \$ 2,936,200 | \$ 2,241,700 | \$ 8,402,200 |
| 5 | Herman Road (S:E8) * | Wiggins Road | East City Limits | \$ 1,329,500 | \$ 6,582,500 | \$ 11,474,800 | \$ 1,154,900 | \$ 20,541,700 |
| * Coordinated projects requiring funding from the bicycle program, stormwater and grant funds. Current funding levels are not adequate to complete these projects. | | | | | | | | |

STREET REPAIR AND RECONSTRUCTION (PROGRAM # 0599) CONTINUED

Justification (Need/Demand)

The City maintains approximately 510 lane miles of asphalt or concrete streets and utilizes a Pavement Management System to evaluate roadway conditions. This program allows for the systematic repair and replacement of pavement deficiencies related to pavement age, stress, weather, and axle loads on City streets. A pavement condition with a fair or better rating (scoring greater than 50) represents the least cost rehabilitation opportunity (annualized lane mile cost of \$14,500 per year for Arterial and Major Collectors). Pavements with a poor rating (scoring less than 40) indicate the likelihood of the need for costly structural repairs (annualized lane mile cost of about \$38,000 per year for Arterial and Major Collectors). The current backlog of rehabilitation requires \$35.5 million (in 2010 dollars) using the least cost strategy as adopted by the City Council. These projects require funding contributions through the bicycle program, grant funds, and the Stormwater Utility. A list of projects based on the least cost strategy is being compiled using the described rating system. In the interim, the project list above represents the streets most in need of repair at this time (worst first). There are more projects on this list than there are funds available.

Level of Service (LOS)

Key Result Measure: 100% of lane miles in fair or good condition. As of year 2013, 89% of the City's streets are in fair or better condition.

Comprehensive Plan and Functional Plan(s) Citations

The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.

Goals:

T 3: Ensure the safe and efficient movement of goods and people.

T 3.5: Maintain streets at the lowest life cycle cost.

2025 Regional Transportation Plan

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|----------------------|---------------------|----------------------|----------------------|
| Design & Engineering | \$ 554,900 | \$ 3,150,000 | \$ 3,704,900 |
| Construction | \$ 1,276,400 | \$ 7,245,000 | \$ 8,521,400 |
| Public Involvement | \$ 18,500 | \$ 105,000 | \$ 123,500 |
| TOTAL | \$ 1,849,800 | \$ 10,500,000 | \$ 12,349,800 |



| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|---------------------------------------|---------------------|----------------------|----------------------|
| Transportation Benefit District (TBD) | \$ 620,000 | \$ 3,100,000 | \$ 3,720,000 |
| CIP Fund | \$ 954,800 | \$ 6,025,000 | \$ 6,979,800 |
| Gas Tax | \$ 275,000 | \$ 1,375,000 | \$ 1,650,000 |
| TOTAL | \$ 1,849,800 | \$ 10,500,000 | \$ 12,349,800 |



ANNUAL OPERATIONS AND MAINTENANCE

| | |
|---------------------------------------|--|
| Estimated Costs | N/A This project helps minimize the need for additional operating maintenance funds. |
| Estimated Revenues | N/A |
| Anticipated Savings Due to Project | N/A |
| Department Responsible for Operations | Public Works |
| Quadrant Location | Citywide |

STREETLIGHT CONVERSION TO LED

| | |
|--|---|
| Location | Various locations Citywide |
| Links to Other Projects or Facilities | N/A |
| Description | <p>Convert existing Puget Sound Energy (PSE) owned and maintained streetlights to Light Emitting Diode (LED) streetlights at various locations Citywide.</p> <p>This project will convert approximately 1,300 streetlights to LED type fixtures. The City will explore doing this work through an energy efficiency grant.</p> |
| Justification (Need/Demand) | <p>This is an emerging technology that can help reduce power consumption and reduce maintenance costs.</p> <p>LED streetlights are a viable alternative to the high pressure sodium bulb system we are currently using and can reduce power consumption as much as 50%. As a result of the LED's greater energy efficiency and life span, less air pollution and green house gases will be produced.</p> <p>The number of streetlights has increased from 2,300 in 2000 to approximately 4,500 in 2013, a 96% increase. The power bill for streetlights has increased by 51%, to over \$525,000 per year. Therefore, there is a need to consider more efficient and less-maintenance type streetlight fixtures.</p> <p>In 2013, the City converted approximately 3,200 City owned streetlights to LED with an estimated annual energy savings of approximately \$174,000. The reduced energy use will also result in a reduction in carbon dioxide emissions by roughly 1.85 million pounds per year.</p> |
| Target Outcome Ratio (TOR) | N/A |
| Comprehensive Plan and Functional Plan(s) Citations | <p>The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.</p> <p>Goals:</p> <p>T 3: Ensure the safe and efficient movement of goods and people.</p> <p>T 5: Achieve efficient use of energy in transportation.</p> <p>ENV 2: Protect and improve local and regional air quality.</p> <p>ENV 7: Demonstrate leadership in pursuing environmental goals in City-managed projects.</p> <p>ENV 8: Monitor progress toward sustainability.</p> <p>ERG 1: To the best of our local ability, take community-level actions which help citizens to have a sufficient supply of energy for the present and future needs.</p> <p>ERG 2: Provide leadership by setting a good example in the wise use of energy.</p> |

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|------------------------|------|-------------------|-------------------|
| Design and Engineering | - | \$ 94,200 | \$ 94,200 |
| Construction | - | \$ 314,000 | \$ 314,000 |
| TOTAL | - | \$ 408,200 | \$ 408,200 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|------------------|------|-------------------|-------------------|
| Grant | - | \$ 408,200 | \$ 408,200 |
| TOTAL | - | \$ 408,200 | \$ 408,200 |

ANNUAL OPERATIONS AND MAINTENANCE

| | |
|--|---|
| Estimated Costs | This project decreases maintenance of streetlights by not having to relamp as frequently, and there is also a decrease in energy costs. |
| Estimated Revenues | \$ 0 |
| Anticipated Savings Due to Project | We are estimating up to a 40% decrease in power consumption at these streetlight locations. |
| Department Responsible for Operations | Public Works |
| Quadrant Location | Citywide—all quadrants |

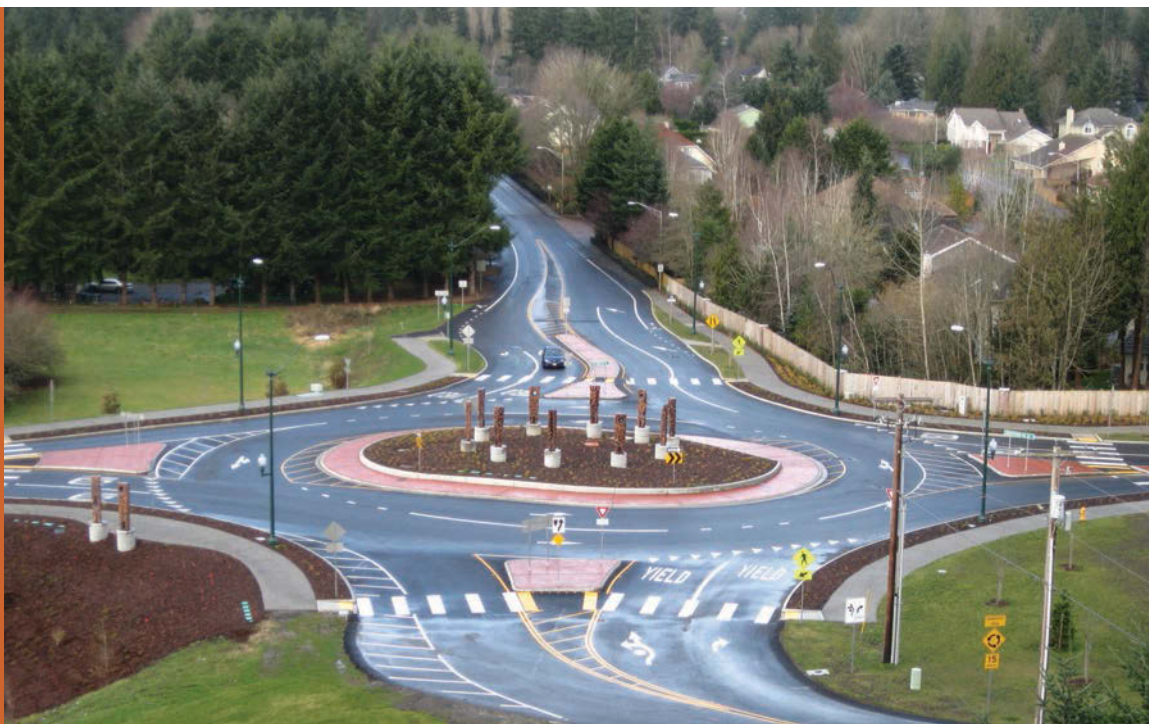






Transportation with Impact Fees





Boulevard Roundabout

TRANSPORTATION PROJECTS FUNDED BY IMPACT FEES

Background:

Transportation Impact Fee funded projects are transportation projects needed to serve anticipated new growth, consistent with the 2025 Regional Transportation Plan, the Olympia Comprehensive Plan (Comp Plan), and the requirements of the Washington State Growth Management Act (GMA).

Transportation System Improvements needed to Serve New Growth:

The GMA requires the City to plan for its share of growth over a twenty year period as part of the County's growth projections. Growth projections for the County and City are developed by the Thurston Regional Planning Council (TRPC). This growth projection is the foundation for much of the Comp Plan. Long-range (20-year) transportation system needs are identified in the Comp Plan and are based on these growth projections. The City's Capital Facilities Plan (CFP) is a six-year document, so the 20-year growth forecast is adjusted by TRPC to reflect anticipated growth over the next 6-year period. The regional transportation model is then updated to reflect this 6-year growth increment to identify transportation system needs. The current 6-year growth increment projects an additional 10,458 new PM peak hour vehicle trips each day on the City's street system. Therefore, the City's transportation planning must address these anticipated impacts.

The GMA also requires local governments to establish Transportation Level of Service (LOS) standards. These LOS standards describe acceptable levels of congestion. The City's LOS threshold is based on a two-hour peak traffic period. In Downtown and along High Density Residential Corridors it is LOS E (a point at which traffic flow can be expected to be delayed through two full cycles at a signalized intersection). In the rest of the City and Urban Growth Areas, LOS D is acceptable (a point at which traffic flow can be expected to be delayed through at least one full cycle at signalized intersections).

The City has identified a number of locations that it will accept higher levels of delay and these are identified in the Comp Plan.

These LOS standards serve as a gauge for judging performance of the transportation system. Transportation projects that meet our LOS standards today, but are expected to break the LOS standards within the next 6 years, are candidates for using Transportation Impact Fee funding. Any transportation projects that are already below our LOS standards are not eligible to be funded by Transportation Impact Fees.

Project Development and Funding Strategy:

Once the transportation modeling analysis is complete for the given growth forecast, the City must make decisions on how to fund the projects necessary to serve the anticipated growth.

There are two options for the City to consider:

1. Develop a funding strategy and plan for the transportation system improvements needed to serve the anticipated growth; or
2. Work with TRPC to lower our transportation LOS standards on specific corridors or intersections and accept more congestion, in lieu of providing additional capacity.

Decisions as to how to proceed are difficult, as there are implications in both the short and long term:

1. Developing a funding strategy to provide the necessary transportation system improvements for planned growth will have a financial impact to both the City and the development community.
2. Reducing the amount of planned transportation system improvements will require lowering of the Transportation LOS standards, thereby accepting more congestion in the future.
3. The GMA does not allow the use of Transportation Impact Fees to resolve an existing deficiency. Therefore, if projects are not planned for the anticipated growth and a facility falls below our LOS standards, the City will have to prohibit development until either project funding is provided or a decision is made to accept the congestion. If congestion is ultimately not acceptable to the public, the City will need to fund the project without the benefit of Transportation Impact Fee funding.
4. Transportation Impact Fees will go down with a reduced project list, but the remaining project's time lines for construction will not be accelerated as a result. This is because the Transportation Impact Fee rate is reduced for the same amount of growth.

Other considerations that need to be made to be compliant with State Law are:

1. The CFP must be balanced financially;
2. The CFP must reflect the infrastructure needs for the next six years;
3. Transportation projects in the CFP need to account for growth projections of the City;
4. Transportation projects must be in the CFP in order to be eligible to use Transportation Impact Fee funding;
5. Transportation Impact Fees cannot be used to fund existing deficiencies; and

6. The City cannot apply for grants on projects that are not identified in the City's CFP and Transportation Improvement Program (TIP).

The following project list has been identified using this process. The project list totals \$42.6 Million to meet our capacity needs to accommodate forecasted growth. Sixty-five percent of this cost will be collected through Transportation Impact Fees (\$27.8 Million). The remaining 35% of the cost will be through a combination of State and/or Federal Transportation Grants and City funds.

| Priority # | Project Description |
|---|--|
| Priority #1–2 are City Council Stated Priorities | |
| 1a | Boulevard Road and Morse Merryman (Roundabout) |
| 1b | Boulevard Road and Log Cabin, Phase II, East Leg |
| 2 | Fones Road—Transportation Program (Pacific Avenue to 17th Avenue) |
| Priority #3–6 are prioritized by year of project forecasted to be needed | |
| 3 | Cain Road and North Street Intersection Improvements |
| 4 | Henderson Boulevard and Eskridge Boulevard Intersection Improvements |
| 5 | Wiggins Road and 37th Avenue Intersection Improvements |
| 6 | Log Cabin Road Extension Impact Fee Collection (built as development occurs) |

Timeline for Construction:

The developed project list provides the transportation system capacity needed to serve the forecasted growth from new development. While the forecast is for a six-year period, the needs and time lines will be dependent on actual growth. If new development occurs faster than projections, the time lines for the projects will need to be accelerated. If the development occurs slower than projections, then all of the identified projects will not be needed within the current six-year planning period.

Historically, development has not kept pace with our growth forecasts. This creates suggestions to lower the impact fee collection projections. However, as stated earlier, transportation planning must address all anticipated growth. Lowering the impact fee projection would lower the impact fee rate for projects and could lead to deficiency projects. Any transportation projects that fall below our LOS standards are not eligible to be funded by Transportation Impact Fees in the future.

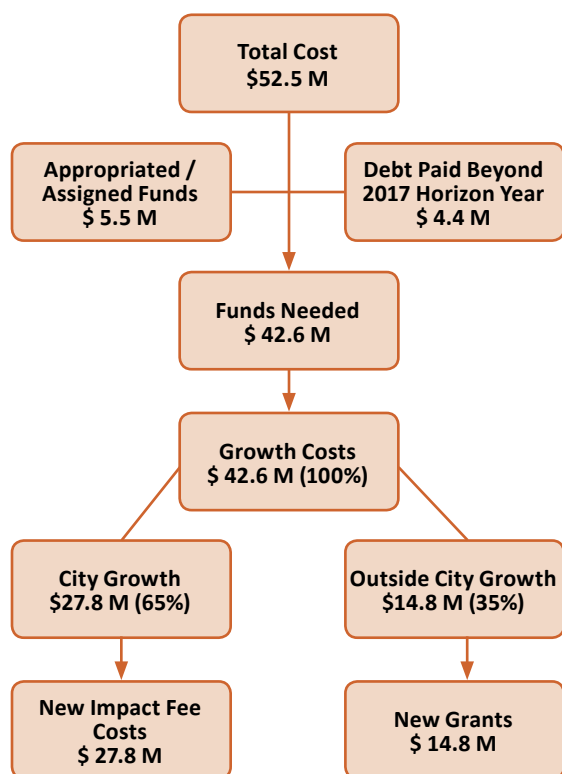
Each year the City does an evaluation to determine the amount of development that has occurred in order to insure transportation system improvements are keeping pace with the rate of actual development.

Transportation Impact Fee Rate Analysis:

The impact fee structure for the City of Olympia is designed to determine the fair share of improvement costs that may be charged for a new development. The following key points summarize the impact fee structure:

- A six-year roadway facility list oriented to future growth.
- Existing deficiencies are identified and separated from future trips on the roadway system.
- Future trips are allocated to geographic areas inside and outside the City using a traffic-forecasting model.
- A Citywide fee system is established.
- A land-use based fee schedule is developed.

The figure below illustrates the transportation impact fee cost allocation process:



The Cost Per New Trip is then calculated as follows:

| | |
|------------------------|---------------|
| Impact Fee Costs | \$ 27,760,407 |
| New PM Peak Hour Trips | ÷ 10,458 |
| Cost Per New Trip | \$2,654 |

The Transportation Impact Fee Rate Schedule is developed by adjusting the Cost Per New Trip information to reflect differences in trip-making characteristics for a variety of land use types between the different geographic areas within and outside the City limits. The fee schedule is a table where fees are represented as dollars per unit for each land use category.

Please note: The project components commonly used in Transportation Projects funded by impact fees are defined in the Glossary section of this document, and therefore not necessarily listed in the individual project descriptions.

2010 TRANSPORTATION STIMULUS PROJECT REPAYMENT

Location In May 2009, the Council agreed to fund a stimulus package for Harrison Avenue, Harrison Avenue - 500' Extension, Boulevard/Log Cabin roundabout, and 18th Avenue from Hoffman Road to Fones Road.

Bond funds were also used to pay for a portion of the City's Yelm Highway project.

Description Repayment of bonds used to complete capacity-related street projects.

Payment Remaining:

| YEAR | PRINCIPAL | INTEREST | TOTAL |
|-----------|--------------|---------------|---------------|
| 2014 | \$ 240,000 | \$ 198,212.50 | \$ 438,212.50 |
| 2015 | \$ 245,000 | \$ 191,012.50 | \$ 436,012.50 |
| 2016 | \$ 255,000 | \$ 183,662.50 | \$ 438,662.50 |
| 2017 | \$ 260,000 | \$ 176,012.50 | \$ 436,012.50 |
| 2018 | \$ 270,000 | \$ 165,612.50 | \$ 435,612.50 |
| 2019 | \$ 280,000 | \$ 154,812.50 | \$ 434,812.50 |
| 2020-2029 | \$ 3,515,000 | \$ 846,000 | \$ 4,361,000 |

Project List Harrison Avenue, Phase II & III, from College Station frontage improvements to Yaeger Way (W:C2)*
18th Avenue from Hoffman Road to Fones Road (S:D7)*
Boulevard and Log Cabin roundabout (S:E6)*
Yelm Highway from Henderson Boulevard to East City Limits (S:F6)*
*(Quadrant: Map Coordinate)

Justification (Need/Demand) In 2010, the City issued councilmanic debt for approximately \$6 million for the completion of major street capacity projects identified through the City's Concurrency Review. The projects will be completed in 2010 at a cost of \$18,861,000. The bond(s) are 20 year bonds.

Level of Service (LOS) Established LOS: N/A

Comprehensive Plan and Functional Plan(s) Citations N/A

| FUNDING SOURCES FOR DEBT REPAYMENT | 2014 | 2015-2019 | TOTAL |
|------------------------------------|-------------------|---------------------|---------------------|
| Impact Fees | \$ 438,213 | \$ 2,181,112 | \$ 2,619,325 |
| TOTAL | \$ 438,213 | \$ 2,181,112 | \$ 2,619,325 |

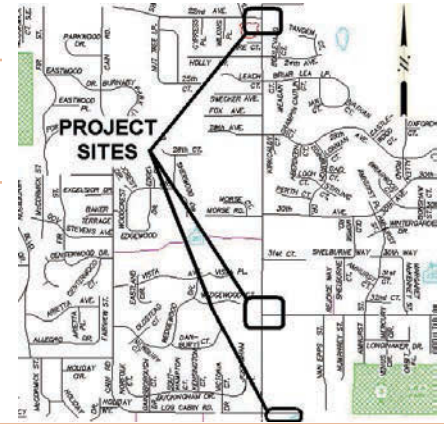
ANNUAL OPERATIONS AND MAINTENANCE

| | |
|---------------------------------------|-----------------|
| Estimated Costs | N/A |
| Estimated Revenues | N/A |
| Anticipated Savings Due to Project | N/A |
| Department Responsible for Operations | Public Works |
| Quadrant Location | Southeast, West |



BOULEVARD ROAD INTERSECTION IMPROVEMENTS (PROGRAM #0628)

| | |
|--|---|
| Location | Intersection of Boulevard Rd and Morse-Merryman Road Log Cabin Road Phase II: East leg |
| Links to Other Projects or Facilities | Sidewalk Construction—Transportation section Parks and Pathways Sidewalk—Transportation section Sewer System Planning—Sewer Program Transmission and Distribution Projects—Water Program |
| Description | Intersection capacity improvements at the intersections listed above will include roundabouts. Design includes features to assist bicyclists or pedestrians. Stormwater improvements are also part of the project, but are not listed separately. Transportation components may include bicycle facilities, intersections at grade, pedestrian crossings, raised pavement markings, roadside plantings, roundabouts, sidewalks, signage and striping. |



| | |
|---------------------|--|
| Project List | Boulevard Road and Morse-Merryman Road, and Boulevard Road and Log Cabin Road Phase II: East leg are also dependent on receiving grant funding and/or other sources of funding for construction. |
|---------------------|--|

| PROJECT | COST |
|--|---------------|
| Boulevard Road and Log Cabin Road Phase II. Construction of the east leg of the intersection across the former Thurston County property. | \$ 2,518,300 |
| Boulevard Road and Morse Merryman Road. Construction of the full intersection. | \$ 5,069,400* |

*Cost based on projected construction year of 2017.

| | |
|------------------------------------|--|
| Justification (Need/Demand) | The Boulevard Road Corridor Study identifies roundabouts at these intersections as the preferred alternative to address traffic congestion and to further enhance safety. Installation of roundabouts improves bicycle, pedestrian and motorist safety and flow, particularly during periods of peak traffic. In addition, they provide increased pedestrian safety by allowing safer access to schools, parks, businesses and other destinations. |
|------------------------------------|--|

| | |
|-------------------------------|--|
| Level of Service (LOS) | Established LOS: LOS D Project Type: Capacity project. Deficient within six years. Functionality project. Functionally deficient. |
|-------------------------------|--|

| | |
|--|---|
| Comprehensive Plan and Functional Plan(s) Citations | The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies. |
|--|---|

Goals:

- T 2: Establish and measure level of service to support transportation and land use goals.
- T 3: Ensure the safe and efficient movement of goods and people.
- T 3.11: Design intersections to safely accommodate both pedestrian and vehicular traffic.

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|----------------------|------------------|---------------------|---------------------|
| Land & Right-of-Way | - | \$ 448,500 | \$ 448,500 |
| Design & Engineering | \$ 37,962 | \$ 567,609 | \$ 605,571 |
| Construction | - | \$ 5,328,800 | \$ 5,328,800 |
| TOTAL | \$ 37,962 | \$ 6,344,800 | \$ 6,382,871 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|------------------|------------------|---------------------|---------------------|
| SEPA | \$ 37,962 | - | \$ 37,962 |
| Impact Fees | - | \$ 3,584,064 | \$ 3,584,064 |
| Grant | - | \$ 2,760,845 | \$ 2,760,845 |
| TOTAL | \$ 37,962 | \$ 6,344,800 | \$ 6,382,871 |

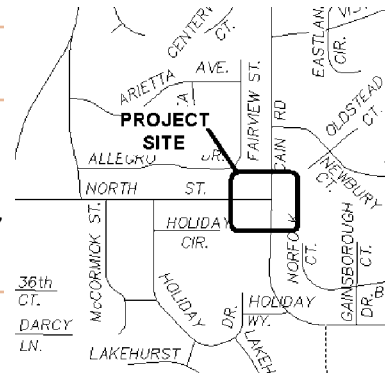
ANNUAL OPERATIONS AND MAINTENANCE

| | |
|--|--|
| Estimated Costs | \$15,000 per lane mile or \$7,670 annually |
| Estimated Revenues | None |
| Anticipated Savings Due to Project | None |
| Department Responsible for Operations | Public Works |
| Quadrant Location | South |



CAIN ROAD & NORTH STREET INTERSECTION IMPROVEMENTS

| | |
|--|---|
| Location | Intersection of North Street and Cain Road |
| Links to Other Projects or Facilities | N/A |
| Description | Intersection capacity improvements will include a traffic signal, left turn channelization and street widening. Design includes features to assist bicyclists and pedestrians. Transportation components may include bicycle facilities, pedestrian crossings, raised pavement markings, roadside plantings, sidewalks, signage, striping and traffic control signals. |
| Justification (Need/Demand) | Installation of new traffic signals improves bicycle, pedestrian and motorist safety and flow, particularly during periods of peak traffic. An annual review process prioritizes non-signalized intersections. |
| Level of Service (LOS) | Established LOS: LOS D Project Type: Capacity project. Deficient within six years. Functionality project. Functionally deficient. |
| Comprehensive Plan and Functional Plan(s) Citations | The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies. Goals: T 2: Establish and measure level of service to support transportation and land use goals. T 3: Ensure the safe and efficient movement of goods and people. T 3.11: Design intersections to safely accommodate both pedestrian and vehicular traffic. |



| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|----------------------|--------------|---------------------|---------------------|
| Land & Right-of-Way | - | \$ 146,300 | \$ 146,300 |
| Design & Engineering | \$ 10 | \$ 298,444 | \$ 298,454 |
| Construction | - | \$ 2,235,400 | \$ 2,235,400 |
| TOTAL | \$ 10 | \$ 2,680,144 | \$ 2,680,154 |

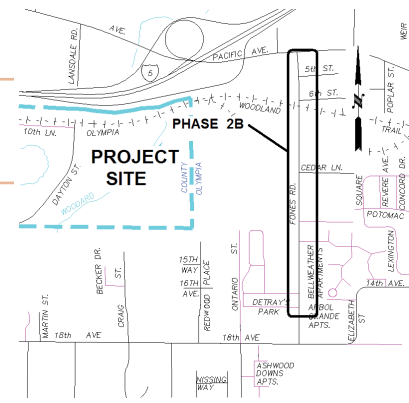
| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|------------------|--------------|---------------------|---------------------|
| Impact Fees | \$ 10 | \$ 1,513,939 | \$ 1,455,777 |
| Grant | - | \$ 1,166,205 | \$ 1,166,205 |
| TOTAL | \$ 10 | \$ 2,680,144 | \$ 2,680,154 |



| ANNUAL OPERATIONS AND MAINTENANCE | |
|---------------------------------------|--|
| Estimated Costs | \$15,000 per lane mile or \$2,550 annually |
| Estimated Revenues | None |
| Anticipated Savings Due to Project | None |
| Department Responsible for Operations | Public Works |
| Quadrant Location | South |



FONES ROAD—TRANSPORTATION PROGRAM (PROGRAM #0623)

| | | |
|---|--|---|
| Location | Phase 2B Construction: Fones Road from Pacific Avenue on the north to 17th Avenue SE on the south. (S:D7)* *(Quadrant: Map Coordinate) |  |
| Links to Other Projects or Facilities | Street Repair and Reconstruction—Transportation section Transmission and Distribution—Drinking Water section | |
| Description | <p>Phase 2B—Installation of a roundabout at the intersection of Fones Road and South Home Depot driveway. Widen Fones Road to five lanes from Pacific Avenue to the south property line of the Home Depot retail store, with a transitional four lanes to the Bellweather apartment complex driveway that intersects Fones Road. From the Bellweather driveway, the roadway will transition to three lanes to 17th Avenue SE.</p> <p>This is a high priority transportation system project needed to serve increased vehicular, pedestrian, bicycle, and transit traffic in the area. Stormwater improvements are also part of both phases, but are not included in the list of project components. Project components may include illumination, intersections at grade, pavement, public transfer facilities, roadside plantings, sidewalks, roundabouts, and undergrounding.</p> | |
| Justification (Need/Demand) | Fones Road needs to be widened due to new development occurring in Southeast Olympia and projections for continued residential and commercial development. Without this proposed widening, Fones Road is expected to fall below the City’s acceptable LOS within the next six years. | |
| Level of Service (LOS) | Established LOS: LOS D Project Type: Capacity project. Deficient within six years without widening. Meets LOS standard when project completed. | |
| Comprehensive Plan and Functional Plan(s) Citations | <p>The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.</p> <p>Goals:</p> <p>T 1: Reduce dependence on auto use, especially drive-alone vehicle use.</p> <p>T 2: Establish and measure level of service to support transportation and land use goals.</p> <p>T 3: Ensure the safe and efficient movement of goods and people.</p> <p>2025 Regional Transportation Plan</p> | |

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|---------------------|------------------|----------------------|----------------------|
| Land & Right-of-Way | - | \$ 4,554,200 | \$ 4,554,200 |
| Design/Engineering | \$ 15,366 | \$ 1,520,912 | \$ 1,536,278 |
| Construction | - | \$ 9,330,200 | \$ 9,330,200 |
| TOTAL | \$ 15,366 | \$ 15,405,312 | \$ 15,420,678 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|------------------|------------------|----------------------|----------------------|
| SEPA | \$ 15,366 | - | \$ 15,366 |
| Impact Fees | - | \$ 8,702,035 | \$ 8,702,035 |
| Grant | - | \$ 6,703,277 | \$ 6,703,277 |
| TOTAL | \$ 15,366 | \$ 15,405,312 | \$ 15,420,678 |

ANNUAL OPERATIONS AND MAINTENANCE

| | |
|---------------------------------------|---|
| Estimated Costs | \$15,000 per lane mile or \$12,000 annually |
| Estimated Revenues | None |
| Anticipated Savings Due to Project | None |
| Department Responsible for Operations | Public Works |
| Quadrant Location | South |



HENDERSON BOULEVARD & ESKRIDGE BOULEVARD INTERSECTION IMPROVEMENTS

Location Intersection of Henderson Boulevard and Eskridge Boulevard (S:E6)*
*(Quadrant:Map Coordinate)

Links to Other Projects or Facilities N/A

Description Intersection capacity improvements include a roundabout. Transportation components may include bicycle facilities, pedestrian crossings, raised pavement markings, roadside plantings, roundabouts, sidewalks, signage, and striping.

Justification (Need/Demand) Intersection improvements provide better traffic flow during peak periods, reduce the frequency of accidents, and improve the LOS during off peak hours. In the latest annual concurrency review, traffic levels at this intersection will exceed the current LOS standard within the next six years. This improvement will bring the intersection back within the established LOS.

Level of Service (LOS) Established LOS: LOS D
Project Type: Capacity Project. Capacity deficient within six years.

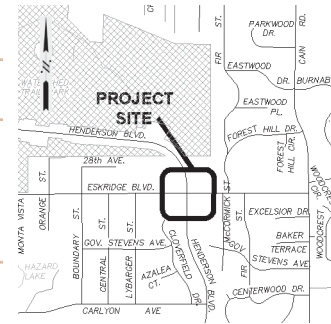
Comprehensive Plan and Functional Plan(s) Citations The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.

Goals:

T 2: Establish and measure level of service to support transportation and land use goals.

T 3: Ensure the safe and efficient movement of goods and people.

T 3.11: Design intersections to safely accommodate both pedestrian and vehicular traffic.



| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|----------------------|-----------------|---------------------|---------------------|
| Land & Right-of-Way | - | \$ 254,000 | \$ 254,000 |
| Design & Engineering | \$ 7,848 | \$ 275,953 | \$ 283,801 |
| Construction | - | \$ 2,757,400 | \$ 2,757,400 |
| TOTAL | \$ 7,848 | \$ 3,287,353 | \$ 3,295,201 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|------------------|-----------------|---------------------|---------------------|
| SEPA | \$ 7,848 | - | \$ 7,848 |
| Impact Fees | - | \$ 1,856,935 | \$ 1,796,869 |
| Grant | - | \$ 1,430,418 | \$ 1,430,418 |
| TOTAL | \$ 7,848 | \$ 3,287,353 | \$ 3,295,201 |



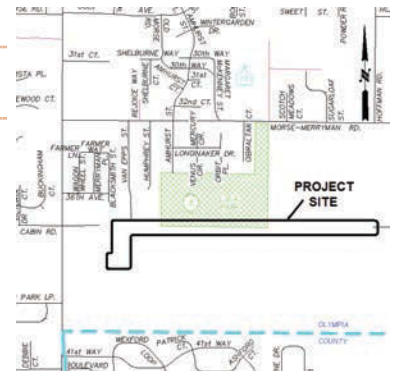
ANNUAL OPERATIONS AND MAINTENANCE

| | |
|---------------------------------------|--|
| Estimated Costs | \$20,630 per lane mile or \$4,750 annually |
| Estimated Revenues | None |
| Anticipated Savings Due to Project | None |
| Department Responsible for Operations | Public Works |
| Quadrant Location | South |



LOG CABIN ROAD EXTENSION IMPACT FEE COLLECTION (PROGRAM # 0616)

| | |
|--|---|
| Location | From the extension of Log Cabin Road, east of Boulevard Road, to the extension of Hoffman Road. |
| Links to Other Projects or Facilities | Boulevard Road Intersection Improvements: Boulevard Road and Log Cabin, Phase II- Transportation section. |
| Description | <p>This project will eventually extend the roadway and create a connection between Boulevard Road and the future extension of Hoffman Road. Local developers will be required to construct this major collector street. The City is collecting funds to upgrade the street to construct a median that exceeds what can be required of the developers.</p> <p>If insufficient development has taken place to complete the project by the time regional traffic conditions dictate that the project be completed, the City may complete it. Impact fees can only be collected for capacity projects. Utility components will be added when design and construction are within six years of completion. Transportation project components may include illumination, intersections at grade, medians, pavement, public transfer facilities, roadside planting, roundabouts, sidewalks, traffic control signals, and undergrounding.</p> |
| Justification (Need/Demand) | Southeast Olympia is one of Olympia's fastest developing areas. The proposed extension of Log Cabin Road crosses an undeveloped area prime for residential development. |
| Level of Service (LOS) | <p>Established LOS: LOS D</p> <p>Project Type: Capacity project. Capacity deficient within 10-12 years. After completion of the project, LOS B.</p> |
| Comprehensive Plan and Functional Plan(s) Citations | <p>The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.</p> <p>Goals:</p> <p>T 1: Reduce dependence on auto use, especially drive-alone vehicle use.</p> <p>T 2: Establish and measure level of service to support transportation and land use goals.</p> <p>T 3: Ensure the safe and efficient movement of goods and people.</p> <p>T 4: Preserve options for Future High Capacity Transportation.</p> <p>T 6: Coordinate transportation decisions regionally and locally.</p> <p>2025 Regional Transportation Plan</p> <p>City of Lacey Transportation Plan</p> <p>Intercity Transit—Transit Development Plan</p> |



| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|-----------------------|------------------|---------------------|---------------------|
| Land and Right-of-Way | \$ 10,931 | - | \$ 10,931 |
| Other | - | \$ 3,778,565 | \$ 3,778,565 |
| TOTAL | \$ 10,931 | \$ 3,778,565 | \$ 3,789,496 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|------------------|------------------|---------------------|---------------------|
| SEPA | \$ 10,931 | - | \$ 10,931 |
| Impact Fees | - | \$ 3,778,565 | \$ 3,778,565 |
| TOTAL | \$ 10,931 | \$ 3,778,565 | \$ 3,789,496 |

| ANNUAL OPERATIONS AND MAINTENANCE | |
|---------------------------------------|------------------------------------|
| Estimated Costs | \$15,000 per lane mile or \$76,200 |
| Estimated Revenues | None |
| Anticipated Savings Due to Project | None |
| Department Responsible for Operations | Public Works |
| Quadrant Location | South |



WIGGINS ROAD & 37TH AVENUE INTERSECTION IMPROVEMENTS

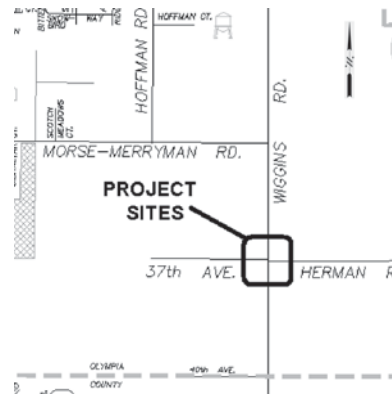
| | |
|--|---|
| Location | Intersection of Wiggins Road and 37th Avenue |
| Links to Other Projects or Facilities | N/A |
| Description | Intersection capacity improvements include a roundabout. Design includes features to assist bicyclists or pedestrians. Transportation components may include bicycle facilities, intersections at grade, pedestrian crossings, raised pavement markings, roadside plantings, roundabouts, sidewalks, signage and striping. |
| Justification (Need/Demand) | Installation of a roundabout improves bicycle, pedestrian and motorist safety and flow, particularly during periods of peak traffic. In addition, this provides increased pedestrian safety by allowing safer access to businesses and other destinations. An annual review process prioritizes non-signalized intersections. |

| | |
|-------------------------------|--|
| Level of Service (LOS) | Established LOS: LOS D Project Type: Capacity project. Deficient within six years. Functionality project. Functionally deficient. |
|-------------------------------|--|

| | |
|--|---|
| Comprehensive Plan and Functional Plan(s) Citations | The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies. |
|--|---|

Goals:

- T 2: Establish and measure level of service to support transportation and land use goals.
- T 3: Ensure the safe and efficient movement of goods and people.
- T 3.11: Design intersections to safely accommodate both pedestrian and vehicular traffic.



| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|-----------------------|----------------|---------------------|---------------------|
| Land & Right-of-Way | - | \$ 1,089,900 | \$ 1,089,900 |
| Design & Engineering | \$4,173 | \$ 530,136 | \$ 534,309 |
| Construction | - | \$ 4,757,100 | \$ 4,757,100 |
| TOTAL | \$4,173 | \$ 6,377,136 | \$ 6,381,309 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|-------------------------|----------------|---------------------|---------------------|
| SEPA | \$4,173 | - | \$4,173 |
| Impact Fees | - | \$ 3,602,268 | \$ 3,602,268 |
| Grant | - | \$ 2,774,868 | \$ 2,774,868 |
| TOTAL | \$4,173 | \$ 6,377,136 | \$ 6,381,309 |



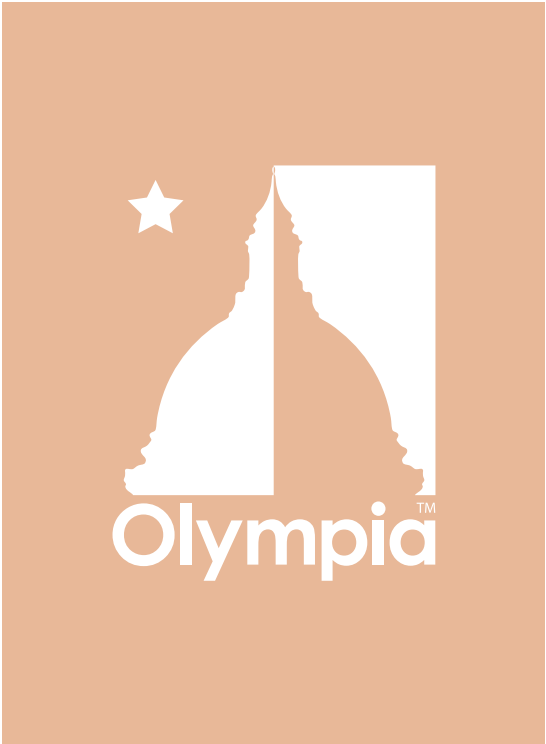
ANNUAL OPERATIONS AND MAINTENANCE

| | |
|--|-----------------------------------|
| Estimated Costs | \$15,000 per lane mile or \$2,550 |
| Estimated Revenues | None |
| Anticipated Savings Due to Project | None |
| Department Responsible for Operations | Public Works |
| Quadrant Location | South |





General Capital Facilities





Washington Center Proposed Facade

GENERAL CAPITAL FACILITIES

General government facilities are designed to meet a broad spectrum of needs—facilities that directly serve the public, such as libraries, and those that house City staff as they work to assure that public and governmental responsibilities are met. The 18 City-owned buildings provide space for 500 City employees and 4,500 daily visitors. Several community and non-profit organizations operate out of these buildings including: Timberland Regional Library, Washington Center for the Performing Arts, Hands On Children’s Museum, Senior Services for South Sound, YMCA, Junior League, Thurston County Volunteer Legal Clinic, The Olympia Free Clinic, and Thurston County Family Justice League. General Government facilities are unique in that the level of service (LOS) may be defined by community preference and standards. Several capital needs of the City may not specifically be included in the City’s Comprehensive Plan. Nonetheless, these projects are vital to the quality of life of the community or the operational efficiency of the City and are included in the Capital Facilities Plan.

The 2014-2019 CFP includes the Building Repair and Replacement program. This project is included in the CFP even though it may not fit neatly into a traditional capital project category, such as parks, transportation or utilities. There are also no established levels of service in the Comprehensive Plan for this project. However, the project adds to the infrastructure or asset base of the community.

In this six-year CFP, Council recognizes that there are long-term maintenance needs that must be addressed. With the inclusion of Park Maintenance (CAMMP), as well as Pavement Management in the CFP, there is a growing need to include building/equipment replacement in the CFP. Our long-term financial strategy says we will maintain what we have before we add new. For these reasons, we have partially met the long-term maintenance needs in the CFP.

And finally, there are many unmet needs in the CFP. The need for additional library facilities, art center, sidewalk maintenance, and funding for the Master Street Tree Plan has been established; however, funding is not available. Therefore, these projects are not included in this CFP.

BUILDING REPAIR AND REPLACEMENT (PROGRAM #029)

| | | | |
|-----------------|--|---|--|
| Location | City Hall Court Services Family Support Center Hands on Children's Museum Lee Creighton Justice Center Maintenance Center | Mark Noble Regional Fire Training Center Olympia Fire – Command Training Center Olympia Fire – Main Olympia Fire – 2 Olympia Fire – 3 Olympia Fire – 4 | Olympia Police – Westside Station Police Annex Police Firing Range The Olympia Center Timberland Regional Library Washington Center |
|-----------------|--|---|--|

Links to Other Projects or Facilities N/A

Description This program covers major maintenance to building interior and exterior, as well as equipment replacement at the 18 locations listed above.

Justification (Need/Demand) Public Works conducted a building assessment of the City's buildings to understand the state of the major systems and equipment, identify repair and replacement needs, prioritize identified needs, and develop planning level cost estimates.

An updated building condition assessment, addressing all 18 buildings, was completed in 2013. This updated evaluation provides information on the current state of major systems and equipment and their associated cost.

Projects supported by this fund must be \$50,000 or more and the repair/replacement must have a life expectancy of five or more years. General repairs and maintenance are not made from this fund, but instead from the City's operating budget.

Over the next ten years, the City's facility repair/replacement costs are estimated to exceed \$1.4 Million per year. The City does maintain a reserve fund, but it has never been adequately funded. It remains a priority for the City.

Level of Service N/A

Comprehensive Plan and Functional Plan(s) Citations Although not included specifically in the Comprehensive Plan, the City's Long Term Financial Strategy (LTFS) states that we should maintain what we have before we add new.

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|-------------------|-------------------|---------------------|---------------------|
| Major Maintenance | \$ 600,000 | \$ 3,000,000 | \$ 3,600,000 |
| TOTAL | \$ 600,000 | \$ 3,000,000 | \$ 3,600,000 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|------------------|-------------------|---------------------|---------------------|
| CIP | \$ 600,000 | \$ 3,000,000 | \$ 3,600,000 |
| TOTAL | \$ 600,000 | \$ 3,000,000 | \$ 3,600,000 |

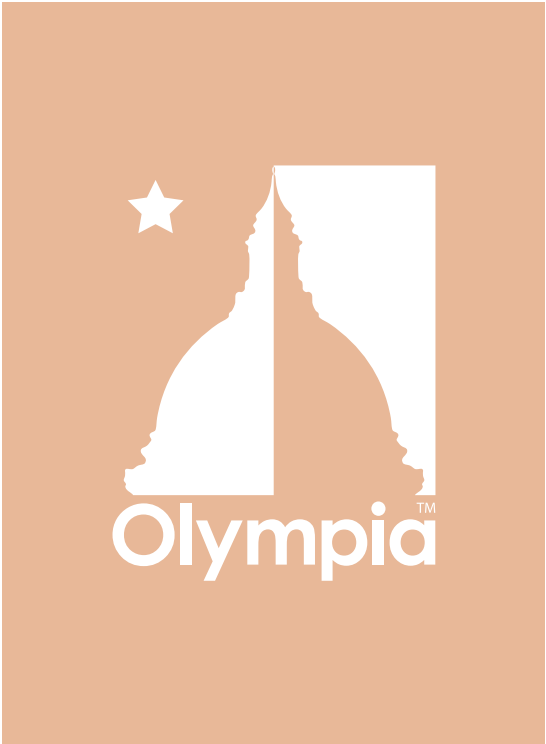
ANNUAL OPERATIONS AND MAINTENANCE

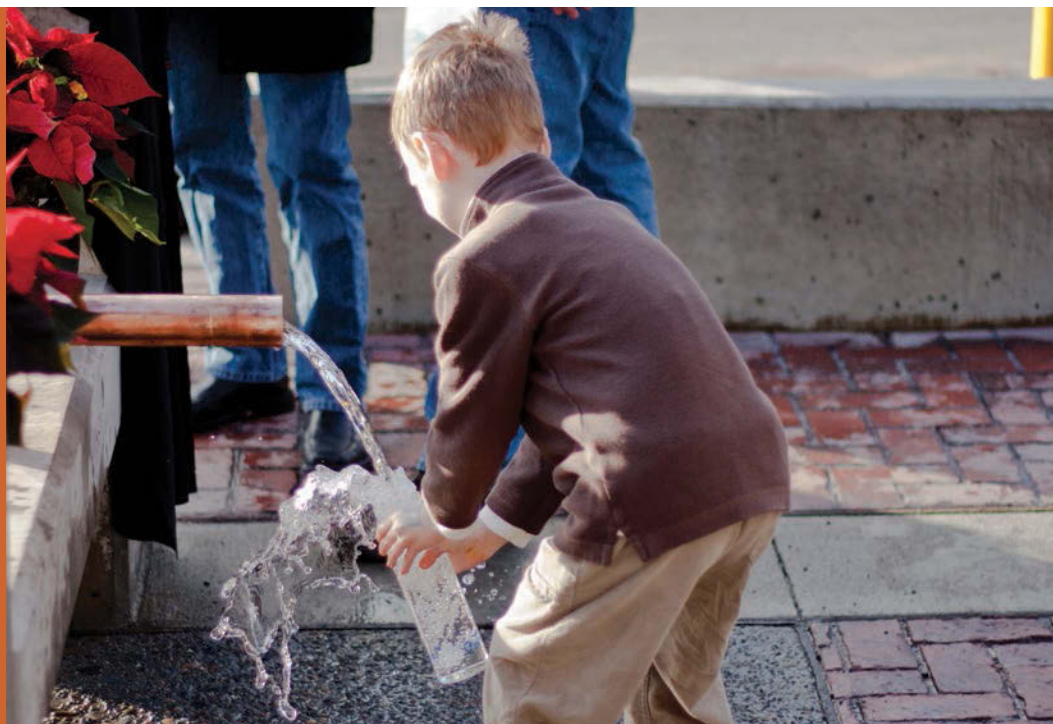
| | |
|--|--------------------|
| Estimated Costs | Not yet determined |
| Estimated Revenues | None |
| Anticipated Savings Due to Project | Not yet determined |
| Department Responsible for Operations | Public Works |
| Quadrant Location | All |





Drinking Water





Downtown Artesian Well

DRINKING WATER

The mission of the Drinking Water Utility is to ensure a safe and sustainable supply of drinking water for the community. Four key influencing factors drive the development of the eleven water capital project programs identified in the Capital Facilities Plan (CFP):

1. **Regulation/Compliance** with the Federal Safe Drinking Water Act (SDWA), Washington State Department of Health (DOH) regulations, and the Uniform Fire Code (UFC) fireflow criteria.
2. **Adopted Sustainability Philosophy:** To manage the water in sustainable ways and to develop integrated solutions that solve more than one problem at a time.
3. **Growth:** To accommodate growth as defined by Olympia's Comprehensive Plan and to continue to provide and improve service to existing customers.
4. **Operational and System Delivery Strategies:** To manage water as a limited resource, meet water regulation objectives using approaches that limit human influence on the naturally good quality of water Olympia now has, and implement system changes for cost-effective delivery.

Drinking Water capital facilities are designed and built to provide citizens with safe and sustainable drinking water. Drinking Water capital program activities acknowledge the importance of managing the water as a limited, precious resource that needs to be protected, conserved, and managed responsibly.

The 2009-2014 Water System Plan serves as the basis for the development of the Drinking Water Capital Facilities Plan. The projects contained in the CFP are funded annually through Drinking Water Utility rates and General Facilities Charges (GFCs). State low interest loans and grants are pursued as available. The 2009-2014 Water System Plan includes a financial strategy for planned capital improvements that involves a combination of cash and debt financing.

There are no current projects identified under the following Drinking Water Programs:

- Emergency Preparedness
- Reclaimed Water
- Water Source Development and Protection
- Water System Planning

Additional projects for these programs may be developed as part of the 2015-2020 Water System Plan update. Projects will be recommended for funding once identified.

Growth Related Projects

Projects that fall under this category are associated with work needed to accommodate new development and are funded by General Facility Charge (GFC) revenue. When a project serves both new and existing development, a portion of the project cost will also be funded through Drinking Water Utility rates.

| | |
|-----------------------------|--------------------|
| SE Olympia Reservoir..... | 60% growth related |
| Reclaimed Water..... | 50% growth related |
| Kaiser Road Water main..... | 25% growth related |
| Water System Plan..... | 50% growth related |

Level of Service (LOS) Determinations

Level of Service I

The first level of service (LOS I) involves maintaining the current system as is and addressing the need to remain in regulatory compliance for water quality and quantity requirements.

- Meet minimal standards for water pressure (30 psi) and UFC fireflow criteria.
- Addressing new State and Federal Safe Drinking Water Act requirements.
- Addressing existing system deficiencies due to growth or infrastructure failure.

Level of Service II

The second level of service (LOS II) focuses on more proactive system maintenance and anticipating future regulatory needs.

- Anticipates future water quality regulations and develops facilities that will accommodate the increased requirements prior to the system becoming deficient.
- Goes beyond the required minimum of 30 psi average water pressure for residents and strives to improve the minimum to 40 psi. The higher standard is the most cost-effective approach to anticipating and meeting system growth needs. LOS II also strives to eventually eliminate areas within the system that do not meet UFC fireflow criteria.

Level of Service III

The final level of service (LOS III) recognizes Olympia's commitment to sustainability and to the approach of managing water as a limited resource. LOS III projects and programs address DOH regulations to a further extent, with the underlying driver to be a responsible water steward and purveyor.

- To comply with DOH regulations, there must be some form of conservation activity within an adopted Water Plan. The degree to which the City of Olympia approaches a conservation program is a component of managing a limited resource.

CAPITAL FACILITIES PROJECTS BY LEVEL OF SERVICE

LOS I

- Asphalt Overlay Adjustments
- Emergency Preparedness

LOS II

- Replace Small Diameter Water Piping
- Transmission and Distribution Projects
- Infrastructure Pre-Design & Planning
 - Water System Planning
 - Water Storage Systems

LOS III

- Water Source Development
- Groundwater Protection/ Land Acquisition
 - Reclaimed Water

Level of Service Standards

Municipal utilities in the United States and elsewhere commonly use LOS standards to evaluate whether the physical systems or operations are functioning to an adequate level. LOS can be defined in terms of the customer's experience of utility service and/or technical standards based on the professional expertise of Utility staff.

These LOS standards can help guide investments in maintenance, repair and replacement; new assets can be used to establish design criteria and prioritize needs. Using a structured decision process that incorporates LOS can help a utility achieve desired service outcomes while minimizing life-cycle costs.

The Drinking Water Utility has developed a set of formal LOS standards. Utility staff used the following criteria in selecting LOS:

- Specific goal or expectation
- Focused on customer and community
- Quantifiable and measurable
- Relatively simple to understand and apply
- Constrained by available budgets for maintenance, repair and replacement

The selected LOS standards are in the following areas:

- System performance (including service interruption due to breakage, pressure, system reliability)
- Sustainability (energy efficiency)
- Customer service (response to water quality and service-related complaints)

These LOS standards have been incorporated in the development of this Capital Facilities Plan. Since regulatory compliance is considered a given, these LOS standards address issues of concern for customers beyond regulatory minimums and those that have an influence on decisions regarding infrastructure investments.

The LOS standards are:

System Performance

- Service interruption due to line breaks. During a three year period, no customer will experience more than two service interruptions due to a line break; such service interruptions will average four hours or less.

- Pressure. Water will be delivered to new construction at a minimum pressure of 40 psi at the service meter.
- System reliability with largest water source off-line. Utility will meet winter-time demands (inside use only) with the loss of our largest water source (McAllister Springs). This would require complete curtailment of all outside and non-essential water use, but would maintain service for critical needs such as drinking, cooking, sanitation and firefighting.

Sustainability

- Energy efficiency. All pumps are rated 80% efficient or higher, unless it is not cost-effective to do so (i.e., the value of energy savings would not pay back the cost of the improvement within five years).

Customer Service

- The Utility responds to main breaks within 15 minutes during work hours and within one hour during non-work hours.
- The Utility responds to low pressure and water quality complaints by the end of the following business day.

Annual Operations and Maintenance

The water supplied to Olympia flows through concrete, cast iron, galvanized, asbestos cement (AC), ductile iron, and PVC pipe. These lines, in general, have a life expectancy of at least 50 years. New water lines are typically replaced with ductile iron, ductile iron cement lined, or high density polyethylene (HDPE) pipes. Currently, most maintenance work involves repairs to the older asbestos cement water lines and non-ductile iron connections, and valves within the City. Breaks within these lines are usually caused by age, geological shifts within the ground or from construction work.

Replacing these aging facilities will help to reduce operations and maintenance costs.

The annual operations and maintenance costs for both potable water and reclaimed water represent an overall average that is subject to change due to unique circumstances that may be encountered at each location. For new infrastructure, initial operations and maintenance costs for repairs, replacements, and cleanings are minimal. As the infrastructure ages, maintenance costs will increase.

Annual Operations & Maintenance Costs

| | |
|--|------------------------|
| Repair service leak (3/4"–1") | \$ 430 per repair |
| Install service (meter) on a 3/4" –1" line | \$ 1,760 per install |
| Install small main (2" line) | \$ 69 per linear foot |
| Install 6" or larger main | \$ 105 per linear foot |
| Main line valve installation and replacement | \$ 3,880 per install |
| Main line (2"–8" line) leak repair | \$ 1,640 per repair |
| Fire hydrant installation or replacement | \$ 3,220 per install |
| Fire hydrant repair | \$ 295 per repair |
| Reservoir maintenance (e.g. Meridian) | \$ 30,760 annually |
| Pump station maintenance | \$ 47,430 per station |
| McAllister Springs maintenance * | \$ 393,830 annually |

*Not including water quality monitoring costs.

Note: The project components commonly used in Drinking Water Projects are defined in the Glossary section of this document.



ASPHALT OVERLAY ADJUSTMENTS—WATER PROGRAM (PROGRAM #9021)

| | |
|--|---|
| Location | Various locations |
| Links to Other Projects or Facilities | Street Repair and Reconstruction Projects—Transportation section Asphalt Overlay Adjustments—Wastewater section |
| Description | Make necessary adjustments to raise water system components to street level in conjunction with the annual asphalt overlay/street reconstruction process. This is a pass-through amount that is used by the Transportation Street Repair and Reconstruction Project for water facilities. |
| Justification (Need/Demand) | Asphalt overlay and street reconstruction projects require the adjustment of water system structures and equipment (e.g., castings, manholes, inlets, and covers) during construction as part of the paving process. |
| Level of Service (LOS)) | Established LOS: LOS I See program overview for LOS definitions. |
| Comprehensive Plan and Functional Plan(s) Citations | The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies. Goals: PF 6: Provide adequate transmission, distribution, and storage facilities. |

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|-----------------------|------------------|------------------|------------------|
| Construction | \$ 10,500 | \$ 52,500 | \$ 63,000 |
| TOTAL | \$ 10,500 | \$ 52,500 | \$ 63,000 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|-------------------------|------------------|------------------|------------------|
| Rates | \$ 10,500 | \$ 52,500 | \$ 63,000 |
| TOTAL | \$ 10,500 | \$ 52,500 | \$ 63,000 |

ANNUAL OPERATIONS AND MAINTENANCE

| | |
|--|--|
| Estimated Costs | None (work conducted by transportation crew) |
| Estimated Revenues | None |
| Anticipated Savings Due to Project | Decreases likelihood of system failure |
| Department Responsible for Operations | Public Works |
| Quadrant Location | Citywide |



GROUNDWATER PROTECTION/LAND ACQUISITION (PROGRAM #9701)

| | |
|--|--|
| Location | Various locations. See Project List section. |
| Links to Other Projects or Facilities | Critical Habitat Land Acquisition—Storm and Surface Water section Open Space Expansion—Parks, Arts and Recreation section |
| Description | This program is targeted towards the purchase of land and other activities that will monitor and protect the groundwater that Olympia relies on for its drinking water supply. |

| Project List | YEAR | PROJECT DESCRIPTION | COST ESTIMATE |
|--------------|-----------|--|---------------|
| | 2014–2019 | Groundwater Protection Land Acquisition. Includes implementation of the land acquisition and management strategy for the City's groundwater protection areas, which is one component of the City's Groundwater Protection Plan. Funds are set aside to acquire parcels that are particularly vulnerable to contamination, with priority given to parcels in the one-year capture zones of McAllister Wellfield and Allison Springs supply wells. A list of targeted properties was developed in 2006. This funding supplements over \$500,000 in prior appropriations. | \$ 600,000 |

| | |
|------------------------------------|---|
| Justification (Need/Demand) | The acquisition of land within the City's designated groundwater protection areas represents the ultimate groundwater protection strategy. By owning land or easements, the City can control land uses and associated activities on land near its water sources and help prevent contamination of critical groundwater resources. |
|------------------------------------|---|

| | |
|-------------------------------|---|
| Level of Service (LOS) | Established LOS: LOS III - See program overview of LOS definitions. |
|-------------------------------|---|

| | |
|--|---|
| Comprehensive Plan and Functional Plan(s) Citations | The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies. |
|--|---|

Goals:

PF 1: Develop utility and land use plans cooperatively.

PF 5: Provide adequate supplies of water for future needs.

PF 6: Provide adequate transmission, distribution, and storage facilities.

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|---------------------|-------------------|-------------------|-------------------|
| Land & Right-of-Way | \$ 100,000 | \$ 500,000 | \$ 600,000 |
| TOTAL | \$ 100,000 | \$ 500,000 | \$ 600,000 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|------------------|------------------|------------------|------------------|
| Rates | \$100,000 | \$500,000 | \$600,000 |
| TOTAL | \$100,000 | \$500,000 | \$600,000 |

ANNUAL OPERATIONS AND MAINTENANCE

| | |
|--|--------------|
| Estimated Costs | Minimal |
| Estimated Revenues | None |
| Anticipated Savings Due to Project | None |
| Department Responsible for Operations | Public Works |
| Quadrant Location | South, West |



INFRASTRUCTURE PRE-DESIGN AND PLANNING—WATER PROGRAM (PROGRAM #9903)

| | | | |
|---|---|-------------------------|---------------|
| Location | City water service area | | |
| Links to Other Projects or Facilities | Not yet determined | | |
| Description | Perform pre-design evaluation and analysis of water project alternatives in order to recommend projects identified in the Water System Plan and support other City project planning requirements that occur outside of the annual CFP process. | | |
| Project List | YEAR | PROJECT DESCRIPTION | COST ESTIMATE |
| | 2014–2019 | Pre-Design and Planning | \$ 126,000 |
| Justification (Need/Demand) | The City’s Water System Plan and six-year Capital Facilities Plan identify projects from a planning level perspective based on detected deficiencies in a specific portion of the system. They also include planning level cost estimates done at the time the plan was developed and may not include enough detail in the scope to accurately assess project costs. This program evaluates these projects prior to their appropriation in the annual Capital Facilities Plan. It ensures accurate scope of work and cost estimates and a full evaluation of project alternatives. Other uses for this information include project scheduling, assessment of rate impacts and cash flow planning. | | |
| Level of Service (LOS) | Established LOS: LOS III See program overview of LOS definitions. | | |
| Comprehensive Plan and Functional Plan(s) Citations | The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies. Goals: PF 6: Provide adequate transmission, distribution, and storage facilities. PF 6.1: Main sizes and storage reservoirs should be designed to meet fire flow needs. PF 6.2: Olympia should design its water supply system to achieve the most favorable, practical fire insurance rating. PF 6.3: Main sizes in newly developing areas should be designed to serve future growth. | | |

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|-----------------------|------------------|-------------------|-------------------|
| Pre-Design & Planning | \$ 21,000 | \$ 105,000 | \$ 126,000 |
| TOTAL | \$ 21,000 | \$ 105,000 | \$ 126,000 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|------------------|------------------|-------------------|-------------------|
| Rates | \$ 21,000 | \$ 105,000 | \$ 126,000 |
| TOTAL | \$ 21,000 | \$ 105,000 | \$ 126,000 |

| ANNUAL OPERATIONS AND MAINTENANCE | |
|---------------------------------------|--------------|
| Estimated Costs | N/A |
| Estimated Revenues | N/A |
| Anticipated Savings Due to Project | N/A |
| Department Responsible for Operations | Public Works |
| Quadrant Location | Citywide |

SMALL DIAMETER WATER PIPE REPLACEMENT (PROGRAM #9408)

| | |
|--|--|
| Location | Various locations based on the Utility's Small Diameter Water Pipe Upgrade Plan. Projects selected are based on service complaints and operation and maintenance records of leaks and main breaks. |
| Links to Other Projects or Facilities | N/A |
| Description | Replace small diameter substandard water pipes within the existing system. Project components may include hydraulic modeling, valves, vaults, and water lines. |

Project List

2014-2019 Small Diameter Water Pipe Replacement Location

| LOCATION - Street (Quadrant:Map Coordinates) | FROM | TO |
|--|----------------------------|------------------------|
| 7th Avenue (N:C6) | Central Street | Boundary Street |
| Boundary Street (N:C6) | 9th Avenue | 8th Avenue |
| McCormick Street (N:C6) | 4th Avenue | 5th Avenue |
| Fir Street (N:C6) | 4th Avenue | State Avenue |
| 8th Avenue (DT:C5) | Chestnut Street | Plum Street |
| Plum Street/Alley (DT:C5) | 7th Avenue | 8th Avenue |
| Puget Street (DT:C5) | 4th Avenue | State Avenue |
| Eastside Street (N:C5) | 4th Avenue | State Avenue |
| Union Avenue (N:C6) | Central Street | Fir Street |
| Central Street (N:C6) | 13th Avenue | 14th Avenue |
| Fir Street /Alley (N:C6) | 11th Avenue | Union Avenue |
| Swanee Place (S:D6) | Cul-de-sac off 22nd Avenue | West of Brown Street |
| Myrtle Place (S:D6) | Cul-de-sac off 22nd Avenue | West of Boulevard Road |
| Amhurst Street (S:D7) | 18th Avenue | 20th Avenue |
| 18th Avenue (S:D6) | Brown Street | Boulevard Road |
| Brown Street (S:D6) | 18th Avenue | 22nd Avenue |
| Wilkins Place (S:D6) | Beginning of Cul-de-sac | End of Cul-de-sac |
| End of Rogers Court (W:D4) | South of 11th Court | End of Street |
| McCormick Street (N:C6) | 13th Avenue | Union Avenue |
| 13th Avenue (N:C6) | Fir Street | Fairview Street |
| Fir Street (N:C6) | 14th Avenue | 13th Avenue |
| Old Port Drive (W:A4) | Uphill Area | Beach |
| Water Street (S:D5) | 22nd Avenue | 24th Avenue |

| | |
|------------------------------------|---|
| Justification (Need/Demand) | The City is responsible for providing domestic and firefighting water flows at minimum pressures as established by the Department of Health. This program implements the improvements outlined in the 2009-2014 Water System Plan. The Plan identifies location, size, and timing of major and minor water main distribution line improvements. The Plan also identifies deficient areas that require looping or upgrading to improve flows and pressures. This project provides improvements to the basic system to assure adequate pressure and flow for domestic and firefighting situations. Maintenance records and service complaints are used to identify the lines needing replacement. |
| Level of Service (LOS) | Established LOS: LOS II - See program overview of LOS definitions. |

SMALL DIAMETER WATER PIPE REPLACEMENT (PROGRAM #9408) CONTINUED

Comprehensive Plan and Functional Plan(s) Citations

The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.

Goals:

PF 5: Provide adequate supplies of water for future needs.

PF 6: Provide adequate transmission, distribution, and storage facilities.

PF 6.1: Main sizes and storage reservoirs should be designed to meet fire flow needs.

PF 6.2: Olympia should design its water supply system to achieve the most favorable, practical fire insurance rating.

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|----------------------|-------------------|---------------------|---------------------|
| Design & Engineering | \$ 90,000 | \$ 450,000 | \$ 540,000 |
| Construction | \$ 360,000 | \$ 1,800,000 | \$ 2,160,000 |
| TOTAL | \$ 450,000 | \$ 2,250,000 | \$ 2,700,000 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|------------------|-------------------|---------------------|---------------------|
| Rates | \$ 450,000 | \$ 2,250,000 | \$ 2,700,000 |
| TOTAL | \$ 450,000 | \$ 2,250,000 | \$ 2,700,000 |

ANNUAL OPERATIONS AND MAINTENANCE

| | |
|---------------------------------------|--|
| Estimated Costs | None (pipe replacements) |
| Estimated Revenues | N/A |
| Anticipated Savings Due to Project | Decreases cost of line breaks — estimated at \$1,400 per repair. Some main breaks also require extensive road restoration costs. |
| Department Responsible for Operations | Public Works |
| Quadrant Location | Citywide |



TRANSMISSION & DISTRIBUTION PROJECTS—WATER PROGRAM (PROGRAM #9609)

| | |
|--|--|
| Location | Various locations within the existing system as service complaints and operation and maintenance records indicate. See Project List section. |
| Links to Other Projects or Facilities | Sewer Pipe Extensions- Sewer Program Boulevard Road Intersection—Transportation Impact Fee section Fones Road—Transportation Impact Fee section Thurston County CFP |
| Description | <p>This program includes projects necessary to rehabilitate and replace existing transmission and distribution facilities, including water mains, valves, fire hydrants, service meters and booster pump stations. These projects are targeted to respond to identified capacity problems (related to flow, pressure, firefighting) as well as to replace infrastructure that is beyond its useful life. This program also includes installation of new transmission mains to connect new key facilities to the system.</p> <p>Projects are often coordinated with other public works projects (e.g., road improvements), to take advantage of cost efficiencies and to minimize inconvenience to citizens. Specific components covered under this program include hydrants, hydraulic modeling, valves, vaults, water lines, and water system structures and equipment.</p> |

| Project List | PROJECT DESCRIPTION (Quadrant:Map Coordinate) | | |
|--------------|--|--|-------------|
| | YEAR | COST ESTIMATE | |
| | 2014 | Hoffman Road Extension to New 417 Zone Reservoir (S:E7). This project will install a new 12-inch watermain to connect existing distribution piping in Morse Merryman Road to the planned new reservoir in SE Olympia. | \$710,300 |
| | 2014-2019 | Distribution System Oversizing | \$162,000 |
| | 2016 | AC Pipe Replacement—Boulevard Road Roundabout at Morse Merryman Road (S:E6). This project will replace asbestos cement watermain in conjunction with the future roundabout at Morse Merryman and Boulevard Roads. | \$460,500 |
| | 2017 | Kaiser Road Watermain Extension to Evergreen Park Way (W:B2). This project will install a new 12-inch watermain from the LOTT sewer lift station to Evergreen Park Drive, increasing service reliability to the Evergreen State College area. This project is partially funded by general facility charges (GFCs). | \$726,200 |
| | 2017 | Pressure Reducing Valve—East Bay Drive (N:B5). This project will reduce high watermain pressures along East Bay Drive. | \$247,000 |
| | 2018 | Fones Road Booster Station Rehabilitation Construction (N:C7). Upgrade of booster pump station to address current deficiencies in the electrical system, confined space entry, ventilation, and aging pumping equipment. | \$1,034,000 |
| | 2018 | Fones Road Water Main Construction (N:C7). This project replaces an AC watermain in Fones Road from Pacific Avenue to 17th Avenue, to be coordinated with a planned roadway reconstruction. | \$2,200,000 |

| | |
|------------------------------------|---|
| Justification (Need/Demand) | This program will ensure that existing distribution and transmission facilities are rehabilitated and replaced as needed in order to continue to secure a safe and sustainable water supply. Priority projects are targeted to those areas of the water system that fall short of meeting DOH standards for water pressure and UFC fireflow criteria or have ongoing maintenance problems (e.g., a history of repeated main breaks). This program also provides funding for the installation of new transmission mains to connect new critical source and storage facilities to the water system. |
|------------------------------------|---|

| | |
|-------------------------------|--|
| Level of Service (LOS) | Established LOS: LOS II - See program overview of LOS definitions. |
|-------------------------------|--|

| | |
|--|--|
| Comprehensive Plan and Functional Plan(s) Citations | <p>The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.</p> <p>Goals:</p> <p>PF 5: Provide adequate supplies of water for future needs</p> <p>PF 6: Provide adequate transmission, distribution, and storage facilities.</p> <p>PF 6.1: Main sizes and storage reservoirs should be designed to meet fire flow needs.</p> <p>PF 6.2: Olympia should design its water supply system to achieve the most favorable, practical fire insurance rating.</p> <p>PF 6.3: Main sizes in newly developing areas should be designed to serve future growth.</p> |
|--|--|

TRANSMISSION & DISTRIBUTION PROJECTS—WATER PROGRAM (PROGRAM #9609) CONTINUED

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|----------------------|-------------------|---------------------|---------------------|
| Design & Engineering | \$ 142,060 | \$ 286,740 | \$ 428,800 |
| Construction | \$ 595,240 | \$ 4,515,960 | \$ 5,111,200 |
| TOTAL | \$ 737,300 | \$ 4,802,700 | \$ 5,540,000 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|---------------------------------|-------------------|---------------------|---------------------|
| Rates | \$ 737,300 | \$ 4,621,100 | \$ 5,358,400 |
| General Facility Charges (GFCs) | - | \$ 181,600 | \$ 181,600 |
| TOTAL | \$ 737,300 | \$ 4,802,700 | \$ 5,540,000 |

ANNUAL OPERATIONS AND MAINTENANCE

| | |
|---------------------------------------|--|
| Estimated Costs | Minimal maintenance on new transmission main |
| Estimated Revenues | N/A |
| Anticipated Savings Due to Project | Decreases cost of line breaks — estimated at \$1,400 per repair. Some main breaks also require extensive road restoration costs. |
| Department Responsible for Operations | Public Works |
| Quadrant Location | Citywide |



WATER STORAGE SYSTEMS (PROGRAM #9610)

| | |
|--|---|
| Location | Various locations. See Project List section. |
| Links to Other Projects or Facilities | N/A |
| Description | The overall goal of this project is to develop and maintain a water reservoir system that provides adequate water storage and “chlorine contact time” in compliance with Federal and State safe drinking water standards. It would also ensure that storage reservoirs are sized sufficiently to have reserve water for firefighting. Specific project types include reservoirs, water lines, seismic upgrades, water quality and treatment, water system structures and equipment. |

| Project List: | YEAR | PROJECT/LOCATION | COST ESTIMATE |
|----------------------|------|---|---------------|
| | 2014 | Elliott Street Reservoir Painting | \$ 508,000 |
| | 2015 | New 417 Zone (SE Olympia) Reservoir Construction. This project will construct a new storage tank in SE Olympia to address storage deficiencies. This project is partially funded by general facility charges (GFCs). | \$ 6,634,000 |
| | 2016 | Hoffman Court Reservoir Interior Coating Replacement | \$ 577,700 |
| | 2017 | Elliot Reservoir – Seismic Retrofit. This project will complete recommended seismic retrofits to the Elliot Reservoir. Improvements will include interior column wrapping, dowels to tie roof slab to perimeter walls, and perimeter retaining wall. | \$ 1,038,200 |
| | 2017 | Fir Street #1 and #2 Reservoirs – Seismic Retrofit. This project will complete recommended seismic retrofits to Fir Street Reservoirs. Improvements will include the addition of perimeter walls with reinforcing cables and the addition of collars on the interior columns. | \$ 725,800 |

| | |
|------------------------------------|--|
| Justification (Need/Demand) | <p>The Safe Drinking Water Act (SDWA) of 1974 signaled the beginning of a new age in public water supply. The detection of organic contaminants in drinking water throughout the United States spurred the passage of the SDWA.</p> <p>One of the Federally-mandated standards of the SDWA is adequate “chlorine contact time.” When added to drinking water, chlorine is a disinfecting agent. The chlorine needs time, however, to react with the water to provide adequate disinfection. Water reservoirs provide the safest and most effective method to ensure that chlorine levels and contact times are adequate to meet disinfection levels. Reservoirs also provide water storage to allow for proper domestic and firefighting flows.</p> <p>The proposed 2009–2014 Water System Plan calls for additional storage in the southeast area of the City to meet State drinking water requirements. This new reservoir in the 417 Zone will provide adequate storage for at least the next 25 years.</p> <p>Updated evaluations of the Fir Street and Elliot reservoirs completed in 2011 call for seismic upgrades to improve the structural integrity of the reservoirs.</p> |
|------------------------------------|--|

| | |
|-------------------------------|---|
| Level of Service (LOS) | Established LOS: LOS II See program overview of LOS definitions. |
|-------------------------------|---|

| | |
|--|---|
| Comprehensive Plan and Functional Plan(s) Citations | <p>The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014–2019 CFP reflects the goals and policies of the 1994 Plan. The 2015–2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.</p> <p>Goals:</p> <p>PF 6: Provide adequate transmission, distribution, and storage facilities.</p> <p>PF 6.1: Main sizes and storage reservoirs should be designed to meet fire flow needs.</p> <p>PF 6.6: The water supply systems should be protected from contamination.</p> |
|--|---|

WATER STORAGE SYSTEMS (PROGRAM #9610) CONTINUED

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|----------------------|-------------------|---------------------|---------------------|
| Design & Engineering | \$ 101,600 | \$ 468,340 | \$ 569,940 |
| Construction | \$ 406,400 | \$ 8,507,360 | \$ 8,913,760 |
| TOTAL | \$ 508,000 | \$ 8,975,700 | \$ 9,483,700 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|---------------------------------|-------------------|---------------------|---------------------|
| Rates | \$ 508,000 | \$ 4,995,300 | \$ 5,503,300 |
| General Facility Charges (GFCs) | - | \$ 3,980,400 | \$ 3,980,400 |
| TOTAL | \$ 508,000 | \$ 8,975,700 | \$ 9,483,700 |

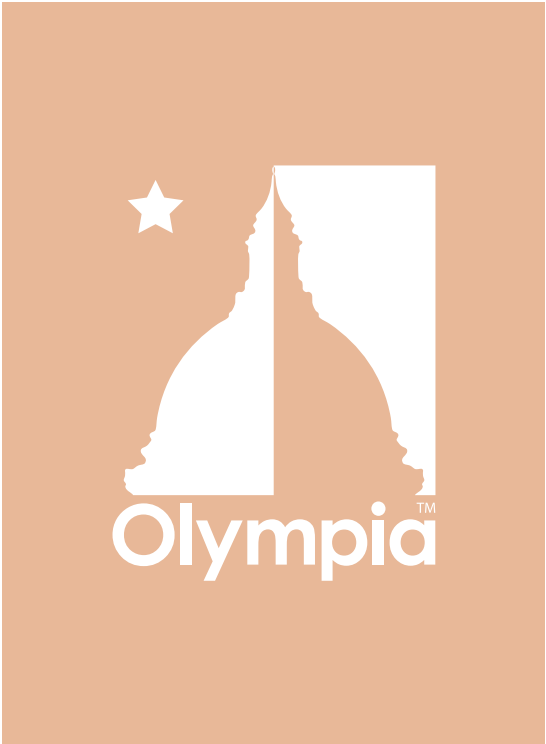
ANNUAL OPERATIONS AND MAINTENANCE

| | |
|---------------------------------------|---|
| Estimated Costs | \$50,000; in addition, new 417 Zone reservoir construction requires \$3,300 annually. |
| Estimated Revenues | N/A |
| Anticipated Savings Due to Project | None |
| Department Responsible for Operations | Public Works |
| Quadrant Location | South, West |





Wastewater





WASTEWATER

Effective wastewater system management is essential to public and environmental health. The challenges of effective management continue as the Olympia area population grows, land use densities increase, and development occurs in outlying areas distant from the LOTT Clean Water Alliance treatment facility. Responding to these challenges necessitates proactive management of our public and private wastewater infrastructure.

Capital facility funding is important to the heavily infrastructure-dependent Wastewater Utility. The public system maintained by Olympia is comprised of approximately 185 miles of gravity pipe and 33 regional lift stations. The Utility is also responsible for the operation and maintenance of approximately 1,860 STEP sewer systems that utilize individual effluent pumps at residences and 29 miles of associated STEP pressure mains. Additionally, the continued use of over 4,145 septic systems in Olympia and its Urban Growth Area creates long-term public health and water quality concerns. Conversion of septic systems to the municipal system is encouraged.

The pipes making up the wastewater infrastructure vary in age, materials, and structural integrity. Ongoing work to systematically televise and evaluate the condition of the individual pipes helps prioritize repair and replacement needs. Considerable work has been completed in recent years. However, this work effort will continue in the years to come with subsequent inclusion of repair and replacement projects in the CFP.

The Olympia City Council adopted the most recent Wastewater Management Plan in 2013. The Plan supports the continuation and refinement of current practices: the repair and replacement of existing pipes and pumps, extensions of major trunk lines, and conversions of onsite sewage systems to public sewer service. This new plan begins to evaluate wastewater needs for a 20-year planning horizon. It also provides for the review of existing policies related to the use of onsite sewage systems and septic tank effluent pumping (S.T.E.P.) systems.

The projects contained in the Wastewater CFP are funded annually through Utility rates and General Facilities Charges (GFCs). State low interest loans and grants are pursued as needed. The draft 2013 Wastewater Management Plan includes a financial strategy that relies primarily on cash financing of capital projects.

There are currently no projects identified in the CFP under the pipe capacity upgrade program of the Wastewater Program. Additional capacity upgrade projects may be developed and incorporated into future CFPs.

Growth Related Projects

Projects that fall under this category are associated with work accommodating customer base expansion and are therefore funded by General Facility Charges (GFC) revenue. When an upgrade project serves both new and existing development, a portion of the project cost is funded by GFCs. This CFP identifies numerous lift station upgrades and sewer extensions that are appropriate for GFC funding. These projects will often accommodate both existing and future needs:

- Black Lake lift station (partial funding) – 100% expansion and upgrade related
- 28th Avenue NW lift station property acquisition – 100% expansion related
- Miller and Central lift station upgrade – 100% expansion and upgrade related
- Water Street lift station force main – 50% upgrade related
- Old Port II lift station upgrades – 100% expansion and upgrade related
- Annual sewer extensions - 100% expansion related
- Neighborhood sewer program - 100% expansion related
- Boulevard Road sewer extension - 100% expansion related

ASPHALT OVERLAY ADJUSTMENTS—SEWER PROGRAM (PROGRAM #9021)

| | |
|--|--|
| Location | Citywide as determined by the Transportation Program's Six-Year Transportation Improvement Program (TIP) |
| Links to Other Projects or Facilities | Street Repair and Reconstruction Projects—Transportation Section Asphalt Overlay Adjustments—Drinking Water and Storm and Surface Water Sections |
| Description | The work of the City's annual overlay and street reconstruction projects includes replacing and adjusting wastewater utility castings within streets. These wastewater funds are passed-through to transportation street repair and reconstruction projects for incidental wastewater upgrades. |
| Justification (Need/Demand) | Asphalt overlay and street reconstruction projects often require the adjustment/replacement of wastewater system structures (e.g., manhole frames and lids) as part of the paving process. The goal of this work is to replace damaged castings and to ensure that all castings are adjusted to the new pavement level. |
| Comprehensive Plan and Functional Plan(s) Citations | The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies. Goals: PF 9: Assure proper disposal of sewage. PF 11: Efficiently develop and manage the City's sewer system. |

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|-----------------------|------------------|------------------|------------------|
| Construction | \$ 10,500 | \$ 52,500 | \$ 63,000 |
| TOTAL | \$ 10,500 | \$ 52,500 | \$ 63,000 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|-------------------------|------------------|------------------|------------------|
| Rates | \$ 10,500 | \$ 52,500 | \$ 63,000 |
| TOTAL | \$ 10,500 | \$ 52,500 | \$ 63,000 |

ANNUAL OPERATIONS AND MAINTENANCE

| | |
|--|---|
| Estimated Costs | None |
| Estimated Revenues | None |
| Anticipated Savings Due to Project | Efficient upgrades to existing infrastructure |
| Department Responsible for Operations | Public Works |
| Quadrant Location | Citywide |



INFRASTRUCTURE PRE-DESIGN AND PLANNING—SEWER PROGRAM (PROGRAM #9903)

| | |
|--|---|
| Location | City sewer service area |
| Links to Other Projects or Facilities | Not defined at this time. |
| Description | These funds support pre-design conceptual evaluation of wastewater projects and potential alternatives in order to refine complex projects prior to launching full permitting and design. Additionally, the funds are used to expediently respond to emergencies and other unanticipated needs. |

| Project List | YEAR | PROJECT | COST ESTIMATE |
|--------------|-----------|---|---------------|
| | 2014-2019 | Pre-design and planning. Develops project scopes and cost estimates. Responds to emergencies. | \$ 223,200 |

| | |
|------------------------------------|---|
| Justification (Need/Demand) | The City's Wastewater Management Plan and six-year Capital Facilities Plan identify projects from a planning level perspective based on detected deficiencies in specific portions of the system. They also include planning level cost estimates completed at the time the Plan was developed. These estimates may not include enough detail in the scope to accurately assess project costs. This program evaluates complex projects prior to full initiation of design and permitting. It ensures accurate scope of work, cost estimates and a full evaluation of project alternatives. Other uses for this information include timely staff response to unanticipated public or environmental risks while long-term funding is secured. |
|------------------------------------|---|

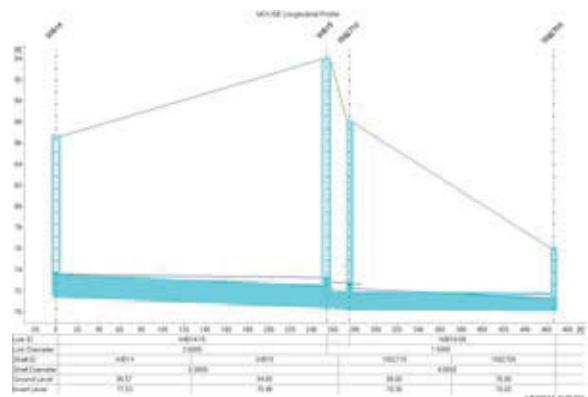
| | |
|--|--|
| Comprehensive Plan and Functional Plan(s) Citations | <p>The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.</p> <p>Goals:</p> <p>PF 9.1: Future sewer system plans should be designed to protect and enhance Olympia and Thurston County ground and surface water resources.</p> <p>PF 11: Efficiently develop and manage the City's sewer system.</p> <p>PF 12: Use sewer facility planning as a means of accomplishing land use, environmental and economic development, and growth management goals.</p> |
|--|--|

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|-----------------------|------------------|-------------------|-------------------|
| Pre-Design & Planning | \$ 37,200 | \$ 186,000 | \$ 223,200 |
| TOTAL | \$ 37,200 | \$ 186,000 | \$ 223,200 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|------------------|------------------|-------------------|-------------------|
| Rates | \$ 37,200 | \$ 186,000 | \$ 223,200 |
| TOTAL | \$ 37,200 | \$ 186,000 | \$ 223,200 |

ANNUAL OPERATIONS AND MAINTENANCE

| | |
|--|--------------------------|
| Estimated Costs | None |
| Estimated Revenues | None |
| Anticipated Savings Due to Project | Project specific savings |
| Department Responsible for Operations | Public Works |
| Quadrant Location | Citywide |



LIFT STATIONS—SEWER PROGRAM (PROGRAM #9806)

| | |
|--|---|
| Location | Citywide |
| Links to Other Projects or Facilities | N/A |
| Description | Aging pumps and associated systems in our lift stations need to be upgraded or reconstructed in order to provide dependable service while meeting increasing wastewater flows. Projects include providing needed increased pumping capacity, providing backup power generators and upgrading facilities to current Department of Ecology sewage pump station design criteria. |

| Project List | PROJECT/ LOCATION (Quadrant: Map Coordinate) | | COST ESTIMATE |
|--------------|---|---|------------------|
| | YEAR | | |
| | 2014 | Black Lake Lift Station Upgrade. (W:D2) Complete the extensive upgrade of the lift station and its force main. Funding supplements funding for 2011. | \$ 1,100,000 |
| | 2015 | 28th Avenue NW Lift Station Property Acquisition (W:A3). Acquire property in the vicinity of Cooper Point Road and 28th Avenue NW for locating a future lift station. | \$ 100,000 |
| | 2015 | Water Street Generator (DT:C5). Replace the aging emergency generator at this critical lift station. | \$ 150,000 |
| | 2016 | Miller and Central Lift Station Upgrade (N:B6). Upgrade the existing lift station for existing and future flows. | \$ 750,000 |
| | 2017 | Miller & Ann Generator (N:B6). Install an onsite emergency generator for the lift station. | \$ 60,000 |
| | 2018 | Water Street Lift Station Force Mains Upgrade (DT:C5). Replace the existing 18 and 30-inch concrete sewer force mains serving the Water St lift station. | \$ 900,000 |
| | 2019 | Old Port II Lift Station Upgrade (W:B4). Upgrade the existing lift station for existing and future flows. | \$ 600,000 |

| | |
|------------------------------------|---|
| Justification (Need/Demand) | Pumps are an integral element of our sewer infrastructure. Lift stations pose critical risks for spills and associated public and environmental health impacts. Unlike gravity sewer pipes, pump stations are complex mechanical and electrical systems susceptible to chronic or acute failure. The lift stations must operate well in order to prevent sewer overflows. |
|------------------------------------|---|

| | |
|--|---|
| Comprehensive Plan and Functional Plan(s) Citations | The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies. Goals: PF 9: Assure proper disposal of sewage. PF 11: Efficiently develop and manage the City's sewer system. PF 12: Use sewer facility planning as a means of accomplishing land use, environmental and economic development, and growth management goals. |
|--|---|

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|----------------------|---------------------|---------------------|---------------------|
| Design & Engineering | \$ 220,000 | \$ 512,000 | \$ 732,000 |
| Construction | \$ 880,000 | \$ 2,048,000 | \$ 2,928,000 |
| TOTAL | \$ 1,100,000 | \$ 2,560,000 | \$ 3,660,000 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|---------------------------------|---------------------|---------------------|---------------------|
| Rates | - | \$ 660,000 | \$ 660,000 |
| General Facility Charges (GFCs) | \$ 1,100,000 | \$ 1,900,000 | \$ 3,000,000 |
| TOTAL | \$ 1,100,000 | \$ 2,560,000 | \$ 3,660,000 |

ANNUAL OPERATIONS AND MAINTENANCE

| | |
|--|---|
| Estimated Costs | Not yet determined |
| Estimated Revenues | Several projects support future growth. |
| Anticipated Savings Due to Project | Projects decrease likelihood of system failure. |
| Department Responsible for Operations | Public Works |
| Quadrant Location | Citywide |



ONSITE SEWAGE SYSTEM CONVERSIONS—SEWER PROGRAM (PROGRAM #9813)

| Location | Citywide | | | | | | | | | |
|---|--|---------------|-------------------|---------------|-----------|--|--------------|-----------|--|------------|
| Links to Other Projects or Facilities | N/A | | | | | | | | | |
| Description | Supporting the conversion of existing onsite sewage systems to municipal sewer services is a City priority. Efforts to pursue conversions rely on both mandatory regulations and financial incentives. This program provides funding for both minor sewer extensions typically along a short section of street and coordinated neighborhood sewer extensions covering larger areas. | | | | | | | | | |
| Project List | <table><tr><th>YEAR</th><th>PROJECT/ LOCATION</th><th>COST ESTIMATE</th></tr><tr><td>2014-2017</td><td>Neighborhood Sewer Program. Similar to Annual Sewer Extensions, but focused on larger neighborhood-scale projects.</td><td>\$ 1,000,000</td></tr><tr><td>2014-2019</td><td>Annual Sewer Extensions. As part of the onsite sewer conversion program, this project funds minor extensions of the public pipe systems for new conversions.</td><td>\$ 900,000</td></tr></table> | YEAR | PROJECT/ LOCATION | COST ESTIMATE | 2014-2017 | Neighborhood Sewer Program. Similar to Annual Sewer Extensions, but focused on larger neighborhood-scale projects. | \$ 1,000,000 | 2014-2019 | Annual Sewer Extensions. As part of the onsite sewer conversion program, this project funds minor extensions of the public pipe systems for new conversions. | \$ 900,000 |
| YEAR | PROJECT/ LOCATION | COST ESTIMATE | | | | | | | | |
| 2014-2017 | Neighborhood Sewer Program. Similar to Annual Sewer Extensions, but focused on larger neighborhood-scale projects. | \$ 1,000,000 | | | | | | | | |
| 2014-2019 | Annual Sewer Extensions. As part of the onsite sewer conversion program, this project funds minor extensions of the public pipe systems for new conversions. | \$ 900,000 | | | | | | | | |
| Justification (Need/Demand) | In increasingly densely developed urban settings, onsite septic systems pose long-term threats to public and environmental health. City goals and policies provide various resources, including CFP funding, for the conversion to municipal sewer. | | | | | | | | | |
| Comprehensive Plan and Functional Plan(s) Citations | <p>The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.</p> <p>Goals:</p> <p>PF 9: Assure proper disposal of sewage.</p> <p>PF 11: Efficiently develop and manage the City’s sewer system.</p> <p>PF 12: Use sewer facility planning as a means of accomplishing land use, environmental and economic development, and growth management goals.</p> | | | | | | | | | |

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|----------------------|-------------------|---------------------|---------------------|
| Design & Engineering | \$ 130,000 | \$ 250,000 | \$ 380,000 |
| Construction | \$ 520,000 | \$ 1,000,000 | \$ 1,520,000 |
| TOTAL | \$ 650,000 | \$ 1,250,000 | \$ 1,900,000 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|---------------------------------|-------------------|---------------------|---------------------|
| General Facility Charges (GFCs) | \$ 650,000 | \$ 1,250,000 | \$ 1,900,000 |
| TOTAL | \$ 650,000 | \$ 1,250,000 | \$ 1,900,000 |

ANNUAL OPERATIONS AND MAINTENANCE

| | |
|--|--|
| Estimated Costs | Not yet determined |
| Estimated Revenues | Supports new wastewater customer through conversion program. |
| Anticipated Savings Due to Project | Facilitates gradual expansion of sewer system |
| Department Responsible for Operations | Public Works |
| Quadrant Location | Citywide |

REPLACEMENTS AND REPAIRS —SEWER PROGRAM (PROGRAM #9703)

| | | | |
|---------------------------------------|---|---|---------------|
| Location | City sewer service area | | |
| Links to Other Projects or Facilities | N/A | | |
| Description | Provide funds for scheduled repairs, as well as unexpected repairs, replacements and rehabilitation of existing pipe systems and manholes. When possible, trenchless technologies are used to minimize disruptions and costs. Projects include work to abandon several high maintenance STEP systems and provide gravity service through newly-installed gravity systems. | | |
| | YEAR | PROJECT/ LOCATION | COST ESTIMATE |
| | 2014- 2017 | Pipe Corrosion Abatement, Phase 1 and 2. High levels of hydrogen sulfide gas associated with STEP system can corrode concrete pipe and manholes. This project funds the lining of priority damaged systems. | \$300,000 |
| | 2014–2019 | Allocation of Prioritized Repairs—Citywide. Funds major pipe repairs and replacements. | \$1,590,000 |
| | 2014-2019 | Spot Repairs. Repairs and replaces small sections of sewer pipe. | \$600,000 |
| | 2015 | Commercial STEP Conversions. Connect several existing large STEP systems to the newly available sewer main on Yelm Highway. | \$250,000 |
| | 2015- 2018 | Manhole Repair and Replacement. Address structural deficiencies, leaks, and/or corrosion needs. | \$200,000 |

| | |
|------------------------------------|---|
| Justification (Need/Demand) | This program provides improvements to the sewer pipe system to assure adequate service and prevent catastrophic system failure and sewage release. An annual list of priority projects is developed based on the results of televising inspections of the sewer lines and implementation of the condition rating program. Planned repairs include major prioritized work, minor spot repairs, manhole repairs, and manhole lining to address corrosion in manholes associated with STEP system effluent gases. Reducing maintenance needs is also a priority, |
|------------------------------------|---|

| | |
|--|--|
| Comprehensive Plan and Functional Plan(s) Citations | The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies. Goals: PF 9: Assure proper disposal of sewage. PF 11: Efficiently develop and manage the City's sewer system. |
|--|--|

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|----------------------|-------------------|---------------------|---------------------|
| Design & Engineering | \$ 103,000 | \$ 485,000 | \$ 588,000 |
| Construction | \$ 412,000 | \$ 1,940,000 | \$ 2,352,000 |
| TOTAL | \$ 515,000 | \$ 2,425,000 | \$ 2,940,000 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|------------------|-------------------|---------------------|---------------------|
| Rates | \$ 515,000 | \$ 2,425,000 | \$ 2,940,000 |
| TOTAL | \$ 515,000 | \$ 2,425,000 | \$ 2,940,000 |

ANNUAL OPERATIONS AND MAINTENANCE

| | |
|--|---|
| Estimated Costs | Decreases maintenance and emergency response costs |
| Estimated Revenues | None |
| Anticipated Savings Due to Project | Decreases likelihood of system failure, sewage release and emergency repair |
| Department Responsible for Operations | Public Works |
| Quadrant Location | Citywide |



SEWER SYSTEMS EXTENSIONS—SEWER PROGRAM (PROGRAM #9809)

| Location | Citywide sewer service area | | | | | | | | |
|---|--|------------------|--|------|---|------------------|------|---|-----------|
| Links to Other Projects or Facilities | Boulevard Road Intersection Improvements- Transportation Impact Fee Section Transmission and Distribution Projects- Drinking Water Program | | | | | | | | |
| Description | Sewer extensions provide infrastructure needs in a timely manner to accommodate emerging service needs. Extensions are often incorporated into street construction projects by the Utility with a resultant long-term financial savings to the community. Otherwise, extensions are typically funded and constructed by private development to meet the needs of specific projects. | | | | | | | | |
| Project List | <table><tr><th>YEAR</th><th>PROJECT/ LOCATION (Quadrant: Map Coordinate)</th><th>COST ESTIMATE</th></tr><tr><td>2016</td><td>Boulevard Sewer Extension at Morse Merryman Road. Install a new sewer pipe under Morse Merryman roundabout in conjunction with a Transportation Program intersection improvement project.</td><td>\$750,000</td></tr></table> | | | YEAR | PROJECT/ LOCATION (Quadrant: Map Coordinate) | COST ESTIMATE | 2016 | Boulevard Sewer Extension at Morse Merryman Road. Install a new sewer pipe under Morse Merryman roundabout in conjunction with a Transportation Program intersection improvement project. | \$750,000 |
| YEAR | PROJECT/ LOCATION (Quadrant: Map Coordinate) | COST ESTIMATE | | | | | | | |
| 2016 | Boulevard Sewer Extension at Morse Merryman Road. Install a new sewer pipe under Morse Merryman roundabout in conjunction with a Transportation Program intersection improvement project. | \$750,000 | | | | | | | |
| Justification (Need/Demand) | Sewer extensions help meet our long-term goals for effectiveness and efficiency, especially when installed as a component of street construction. | | | | | | | | |
| Comprehensive Plan and Functional Plan(s) Citations | <p>The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.</p> <p>Goals:</p> <p>PF 9: Assure proper disposal of sewage.</p> <p>PF 11: Efficiently develop and manage the City’s sewer system.</p> <p>PF 12: Use sewer facility planning as a means of accomplishing land use, environmental and economic development, and growth management goals.</p> | | | | | | | | |

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|----------------------|------|-------------------|-------------------|
| Design & Engineering | - | \$ 150,000 | \$ 150,000 |
| Construction | - | \$ 600,000 | \$ 600,000 |
| TOTAL | - | \$ 750,000 | \$ 750,000 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|---------------------------------|------|-------------------|-------------------|
| General Facility Charges (GFCs) | - | \$ 750,000 | \$ 750,000 |
| TOTAL | - | \$ 750,000 | \$ 750,000 |

ANNUAL OPERATIONS AND MAINTENANCE

| | |
|--|--|
| Estimated Costs | None |
| Estimated Revenues | Supports future wastewater customers. |
| Anticipated Savings Due to Project | Reduced overall project costs by incorporation into a street reconstruction project. |
| Department Responsible for Operations | Public Works |
| Quadrant Location | Citywide |



SEWER SYSTEM PLANNING—SEWER PROGRAM (PROGRAM #9808)

| | |
|--|--|
| Location | Within the City's Urban Growth Area |
| Links to Other Projects or Facilities | N/A |
| Description | Planning and evaluation efforts necessary to address long-term infrastructure and program needs. At this point in time, projects are limited to ongoing televising and condition rating evaluations. |

| Project List | YEAR | PROJECT | COST ESTIMATE |
|--------------|-----------|--|---------------|
| | 2014-2019 | Sewer System Televising and Condition Rating Program. The ongoing work effort provides pipe condition monitoring support to planning and operations staff. Repair and replacement projects stem from the condition rating program. | \$126,000 |

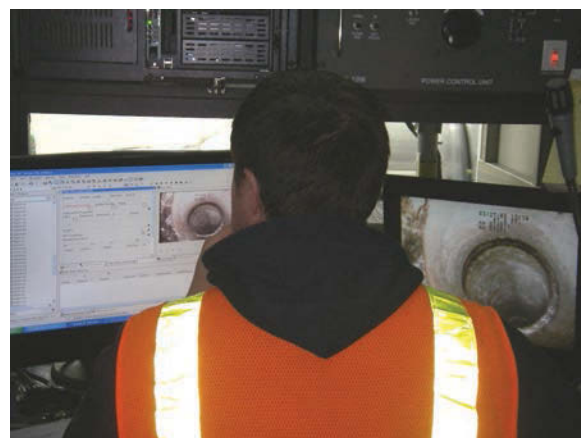
| | |
|--|--|
| Justification (Need/Demand) | Funds are contributed annually for investigation of pipe structural conditions and overall troubleshooting. This work supports repairs of existing infrastructure. |
| Comprehensive Plan and Functional Plan(s) Citations | <p>The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.</p> <p>Goals:</p> <p>PF 1.4: The City should maintain up-to-date detailed maps and utility data showing the location of all City utilities and their capacity, and identify any known or potential constraints.</p> <p>PF 11: Efficiently develop and manage the City's sewer system.</p> |

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|----------------------|------------------|-------------------|-------------------|
| Design & Engineering | \$ 21,000 | \$ 105,000 | \$ 126,000 |
| TOTAL | \$ 21,000 | \$ 105,000 | \$ 126,000 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|------------------|------------------|-------------------|-------------------|
| Rates | \$ 21,000 | \$ 105,000 | \$ 126,000 |
| TOTAL | \$ 21,000 | \$ 105,000 | \$ 126,000 |

ANNUAL OPERATIONS AND MAINTENANCE

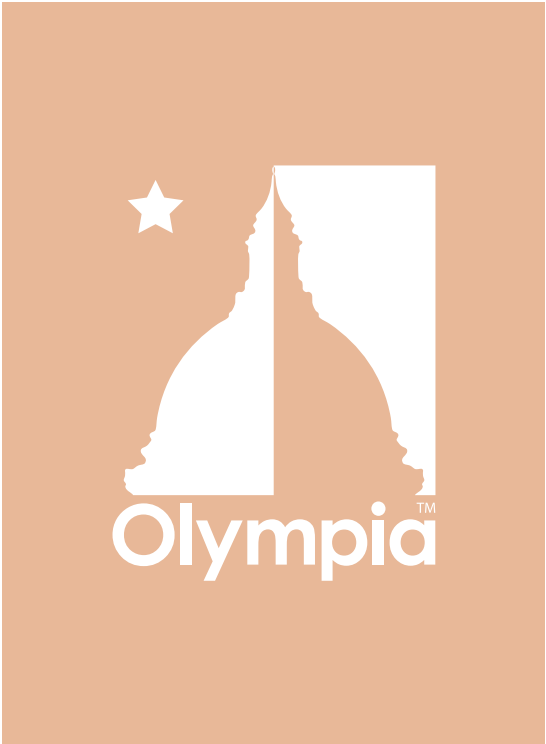
| | |
|--|---|
| Estimated Costs | None |
| Estimated Revenues | None |
| Anticipated Savings Due to Project | Proactive investigation of potential infrastructure problems. |
| Department Responsible for Operations | Public Works |
| Quadrant Location | Citywide |







Storm and Surface Water





Fountain at Heritage Park

STORM AND SURFACE WATER

Storm and surface water management is a key environmental service provided by the City. Capital projects funded by the Storm and Surface Water Utility reflect a local responsibility to correct flooding problems, protect water quality and enhance aquatic habitat in local creeks, wetlands and marine waters. Typical projects include:

- Stormwater pipe systems
- Regional stormwater storage ponds
- Neighborhood stormwater treatment facilities
- Culvert replacements
- Stream bank stabilization
- Forest and wetland revegetation
- Demonstration projects using new technologies
- Storm and surface water planning
- Environmental land purchase and stewardship

The effectiveness of the City's stormwater system at managing flooding and protecting the natural environment varies depending on location. Private developments and City capital projects constructed prior to the mid-1980s were required to provide modest stormwater conveyance capacity, no water quality treatment, and very minimal storage of runoff in constructed ponds. Numerous complex flooding problems and irreversible habitat loss were caused by these early developments. Until recently, the majority of stormwater project funding has been spent addressing these historical concerns. Community expectations and regulations for managing stormwater have improved dramatically in recent years, resulting in a more holistic look at stormwater management.

The capital program's success at resolving flooding problems during the last fifteen years has provided the City an opportunity to focus on water quality improvement, habitat protection, and scheduled replacement of aging pipe systems. The Storm and Surface Water Master Plan (2003) and its 2010 refinements emphasizes the role of the Utility in environmental protection. The Plan provides guidance on Utility goals, implementation strategies, and expected outcomes. Capital projects, in concert with other elements of the Storm and Surface Water program, help meet these Utility goals:

- **Flooding:**

Reduce the frequency and severity of flooding so hazards are eliminated, except during major storm events. The Utility will minimize potential flooding associated with new development through regulations for on-site stormwater systems. Flooding arising from existing inadequate public infrastructure will be addressed in a timely manner.

- **Water Quality:**

Improve water quality Citywide, while focusing infrastructure upgrades to reduce stormwater contaminant loads from untreated areas of the City. Improving water quality in Budd Inlet by retrofitting older high-traffic arterials and adjacent areas for stormwater treatment has recently been identified as a high priority.

- **Aquatic Habitat:**

Improve aquatic habitat functions Citywide, while focusing on protecting intact habitat, improving Budd Inlet and managing riparian area vegetation. The relationship between aquatic habitat conditions and land use impacts in urbanizing basins is scientifically complex and managerially challenging. Efforts include protecting high quality habitats while providing tangible improvements to other systems. Work to better quantify opportunities for land acquisition and stewardship is underway. This work will help prioritize future efforts.

Several new capital needs are facing the Utility including new State and Federal regulations and long-term infrastructure replacement. Regulations stemming from the Federal Clean Water Act (e.g., Total Maximum Daily Loads, National Pollution Discharge Elimination System) have led to new areas of water quality work. Equally significant from a financial perspective is the acknowledgement that numerous major stormwater conveyance systems are reaching, or have exceeded, their life expectancy. Efforts are underway to evaluate and document aging pipe systems. Prioritized pipe replacements and upgrades have become a regular component of the CFP.

The projects contained in the plan are financed annually through Storm and Surface Water Utility rates and General Facilities Charges (GFCs). Loans and grants are used, especially for water quality projects. Debt financing has been only nominally used by the Utility.

GROWTH RELATED PROJECTS

Projects that fall under this category are associated with work to accommodate new development and are funded by General Facility Charge (GFC) revenue. When a project serves both new and existing development, a portion of the project cost will also be funded through Stormwater Utility rates.

- Coleman, Bing and Walnut Conveyance Project – 25% expansion and upgrade related

- Cooper Point and Black Lake Conveyance Project - 50% expansion related
- Ken Lake Flood Conveyance Project addresses both existing and future flows - 50% expansion related

Additionally:

Included in the Transportation Section are projects funded by transfers from the Storm and Surface Water Utility as follows:

| PROJECT | 2014 | 2015-2019 | TOTAL |
|------------------------------------|-------------------|-------------------|---------------------|
| Parks and Pathways Sidewalk | \$ 186,500 | \$ 932,500 | \$ 1,119,000 |
| TOTAL | \$ 186,500 | \$ 932,500 | \$ 1,119,000 |

AQUATIC HABITAT IMPROVEMENTS (PROGRAM #9024)

| | |
|--|---|
| Location | Various locations. |
| Links to Other Projects or Facilities | Critical Habitat Land Acquisition and Stewardship —Storm and Surface Water Section Water Quality Improvements—Storm and Surface Water Section Open Space Expansion—Parks, Arts and Recreation Section |
| Description | Construct projects and natural enhancements that protect aquatic habitat in Olympia's creeks, wetlands, lakes and marine environments, such as stabilizing streambanks, revegetating, replacing fish-barrier culverts, and supporting technological innovation. Purchase important aquatic habitat-supporting lands as appropriate. |

| Project List | YEAR | PROJECT | COST ESTIMATE |
|--------------|-----------|---|---------------|
| | 2014-2019 | Critical Areas Vegetation Enhancements. This project provides for vegetation enhancement of existing publicly owned stream corridors. | \$ 189,600 |
| | 2015-2017 | Land Acquisition and Stewardship This project will acquire properties to preserve intact habitats and/or restore and enhance habitats that have been impacted by urban development. Appropriate projects will be identified and prioritized using a land stewardship and acquisition strategy developed by the Storm and Surface Water Utility. | \$ 1,043,100 |

| | |
|------------------------------------|---|
| Justification (Need/Demand) | The quality of aquatic habitat within Olympia continues to be challenged as land is developed for urban uses. The Storm and Surface Water Utility has a responsibility to help manage and enhance our aquatic habitats. The Planning Commission and Utility Advisory Committee have recently encouraged the Utility to increase emphasis on and funding for aquatic habitat land acquisition and stewardship. |
|------------------------------------|---|

| | |
|--|---|
| Comprehensive Plan and Functional Plan(s) Citations | The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies. |
|--|---|

Goals:

PF 14: Eliminate chronic flooding, surface and groundwater degradation, and habitat loss caused by stormwater.

PF 14.4: Incorporate requirements for enhanced protection of wellhead areas.

PF 15.2: Streams and wetlands should be evaluated and classified according to their sensitivity.

ENV 3.6: Protect the health and functioning of groundwater aquifers, lakes, ponds, wetlands, and stream corridors.

ENV 3.12: Protect fish-bearing waters from damage.

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|----------------------|-------------------|-------------------|---------------------|
| Design & Engineering | \$ 36,160 | \$ 87,110 | \$ 123,270 |
| Construction | \$ 28,440 | \$ 142,200 | \$ 170,640 |
| Land Acquisition | \$ 297,000 | \$ 641,790 | \$ 938,790 |
| TOTAL | \$ 361,600 | \$ 871,100 | \$ 1,232,700 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|------------------|-------------------|-------------------|---------------------|
| Rates | \$ 361,600 | \$ 871,100 | \$ 1,232,700 |
| TOTAL | \$ 361,600 | \$ 871,100 | \$ 1,232,700 |

ANNUAL OPERATIONS AND MAINTENANCE

| | |
|---------------------------------------|--------------------|
| Estimated Costs | N/A |
| Estimated Revenues | N/A |
| Anticipated Savings Due to Project | Not yet determined |
| Department Responsible for Operations | Public Works |
| Quadrant Location | Citywide |



FLOOD MITIGATION AND COLLECTION—STORMWATER PROGRAM (PROGRAM #9028)

| Location | Various locations. | |
|--|--|---------------|
| Links to Other Projects or Facilities | Infrastructure Pre-Design and Planning—Storm and Surface Water Section | |
| Description | <p>Stormwater pipe systems collect and convey runoff to appropriate locations in order to prevent or mitigate flooding. Some projects identified in the program anticipate or correct flooding; others provide for the timely replacement of old, problematic pipe systems.</p> <p>The replacement of aging and deteriorating pipe systems is an increasingly important financial responsibility of the Utility. Problematic pipes are identified through ongoing Citywide pipe televising and condition rating programs. Several pipes have been identified that are currently failing or are expected to fail within five years. Some of the problems involve long sections of pipes; others involve only isolated spot repairs. These pipes are prioritized and repaired.</p> | |
| Project List | Project list and prioritization is subject to change. Priority is based on a condition rating system. | |
| Year | Project | Cost Estimate |
| 2014 | Port of Olympia Stormwater Separation. This project will separate the City and Port of Olympia stormwater drainage systems. The project will eliminate one City stormwater outfall on Port of Olympia property and one outfall at B Avenue. This project will delineate jurisdictional management responsibilities and provide greater control of flooding from backflow of marine water. | \$ 800,000 |
| 2014-2019 | City Owned Stormwater Pond Rehabilitation. These projects rehabilitate City-owned stormwater facilities including removing sediments, amending soils, establishing attractive low maintenance landscaping and modifying the structures within the facility as needed. Rehabilitation involves more work than is typically performed during routine maintenance, and is intended to enhance the function of the facility. This project will provide for the rehabilitation of one facility per year, on average. | \$ 180,000 |
| 2014-2019 | Condition Rating of Existing Conveyance. Television inspection and condition rating is provided for existing stormwater conveyance systems. Condition rating outcomes are used to determine replacement and repair schedules. There are approximately 172 miles of storm sewer owned and operated by the Storm and Surface Water Utility. | \$ 853,200 |
| 2014-2019 | Conveyance Spot Repairs (Pipe Replacement). This project provides for relatively minor spot repairs to the stormwater conveyance system at locations determined by the condition rating database. Repairs to the worst portions of the storm sewer system are typically accomplished within two years of problem identification. | \$ 474,000 |
| 2015-2019 | Downtown Flood Mitigation. Olympia's downtown is currently vulnerable to tidal flooding. In the years to come, the problem could be exacerbated by sea level rise. The project will install tidal gates on key stormwater out falls to Budd Inlet thereby preventing tides from flowing up the pipes and discharging to low lying downtown streets. | \$ 450,000 |
| 2016 | North Percival Stormwater Facility Modifications. This project will modify the North Percival Stormwater Facility for easier maintenance and access. It will replace a new outfall structure with one less prone to clogging by beavers as well as enhance the passive education and recreational use of the site. | \$ 275,000 |
| 2017 | Cooper Point and Black Lake Conveyance. The extensive Westside stormwater system serves about 700 acres of development. The project builds on recent work to improve the capacity of Yauger Park. The project will reduce the potential for flooding of this vital intersection. | \$ 3,200,000 |
| 2019 | Ascension and 4th Avenue Pond Construction. A stormwater facility will be constructed on City-owned land between 4th and Ascension Avenues. It will provide flow control and water quality treatment to flows generated from existing developed areas that discharge to the downstream stormwater conveyance system. | \$ 258,300 |
| 2019 | Coleman, Bing and Walnut Conveyance. An existing regional conveyance system in the vicinity of Coleman Avenue, Bing Street and Walnut Road will be replaced. The current stormwater system was installed by private properties over a period of many years. Due to increasing regional flows using the system, the City took over its maintenance and operation. | \$ 463,200 |
| 2019 | Ken Lake Flood Conveyance. A stormwater conveyance system will eliminate historical overland flooding associated with the Gruen Swale and Stonewall Swale tributary to Ken Lake. | \$600,000 |

FLOOD MITIGATION AND COLLECTION—STORMWATER PROGRAM (PROGRAM #9028) CONTINUED

| | |
|--|---|
| Justification (Need/Demand) | The stormwater infrastructure needs repairs and upgrade to prevent flooding and update aging components. This program replaces parts of the existing system based on televising and a condition pipe rating system. Flooding problems have been reduced in recent years through capital development. However, some regional and localized problems still exist. |
| Comprehensive Plan and Functional Plan(s) Citations | <p>The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.</p> <p>Goals:</p> <p>PF 14: Eliminate chronic flooding, surface and groundwater degradation, and habitat loss caused by stormwater.</p> <p>PF 14.1: Existing and new development should minimize increases in total runoff quantity.</p> <p>PF 15: Maintain an effective stormwater management program.</p> <p>ENV 3: Protect and improve local and regional water resources.</p> <p>ENV 3.6: Protect the health and functioning of groundwater aquifers, lakes, ponds, wetlands, and stream corridors.</p> <p>ENV 4: Preserve and protect a diversity of wildlife habitat throughout the City and within Olympia's Urban Growth Area.</p> |

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|---------------------------------|---------------------|---------------------|---------------------|
| Design & Engineering | \$ 219,750 | \$ 1,410,375 | \$ 1,630,125 |
| Construction | \$ 811,450 | \$ 5,112,125 | \$ 5,923,575 |
| TOTAL | \$ 1,031,200 | \$ 6,522,500 | \$ 7,553,700 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|--|---------------------|---------------------|---------------------|
| Rates | \$ 1,031,200 | \$ 4,506,700 | \$ 5,537,900 |
| General Facility Charges (GFCs) | - | \$ 2,015,800 | \$ 2,015,800 |
| TOTAL | \$ 1,031,200 | \$ 6,522,500 | \$ 7,553,700 |

| ANNUAL OPERATIONS AND MAINTENANCE | |
|--|--|
| Estimated Costs | Not yet determined |
| Estimated Revenues | N/A |
| Anticipated Savings Due to Project | Decreases likelihood of system failure |
| Department Responsible for Operations | Public Works |
| Quadrant Location | Citywide |



INFRASTRUCTURE PRE-DESIGN & PLANNING - STORMWATER (PROGRAM #9903)

| | |
|--|---|
| Location | City stormwater service area |
| Links to Other Projects or Facilities | Flood Mitigation and Collection—Storm and Surface Water Section |
| Description | This program provides funds for specific pre-design and planning efforts associated with the stormwater system construction, including emergency projects. Additional funding is provided under the program for pervious pavement contingency/repair work. Funding for pre-design is not needed at the present time, but could be requested in future CFPs. |

| Project List | YEAR | PROJECT | COST ESTIMATE |
|--------------|-----------|---|---------------|
| | 2014-2019 | Pervious Pavement Contingency Fund. This project provides a means for the City to manage one of its key innovative technologies, pervious pavement in sidewalks. In the long run, the technology is seen as an effective means for managing stormwater runoff. However, in the short-term, some level of problems or failures can be expected. The contingency fund is jointly funded by the General Fund and Stormwater as pervious pavement projects are built. The fund builds over time and is used to repair or mitigate the impacts of a potential failure of pervious pavement projects. | \$170,400 |

| | |
|------------------------------------|--|
| Justification (Need/Demand) | <p>New technologies for stormwater management are needed. This program supports applied research in the area of pervious pavement. The work is supported by City policy decisions.</p> <p>Other potential projects in this program evaluate future projects prior to their appropriation in the annual Capital Facilities Plan to ensure accurate scope of work, cost estimates, and a full evaluation of project alternatives. Initial work on emergencies and other unanticipated needs can be funded at a limited level under this program.</p> |
|------------------------------------|--|

| | |
|--|---|
| Comprehensive Plan and Functional Plan(s) Citations | <p>The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.</p> <p>Goals:</p> <p>PF 15: Maintain an effective stormwater management program.</p> <p>PF 16: Meet the requirements of the Puget Sound Water Quality Management Plan.</p> |
|--|---|

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|-----------------------|------------------|-------------------|-------------------|
| Pre-Design & Planning | \$ 28,400 | \$ 142,000 | \$ 170,400 |
| TOTAL | \$ 28,400 | \$ 142,000 | \$ 170,400 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|------------------|------------------|-------------------|-------------------|
| Rates | \$ 28,400 | \$ 142,000 | \$ 170,400 |
| TOTAL | \$ 28,400 | \$ 142,000 | \$ 170,400 |

| ANNUAL OPERATIONS AND MAINTENANCE | |
|---------------------------------------|--------------|
| Estimated Costs | N/A |
| Estimated Revenues | N/A |
| Anticipated Savings Due to Project | N/A |
| Department Responsible for Operations | Public Works |
| Quadrant Location | Citywide |



WATER QUALITY IMPROVEMENTS (PROGRAM #9027)

Location Various locations. See Project List section.

Links to Other Projects or Facilities N/A

Description Continue to improve water quality in Olympia's creeks, wetlands, lakes, and marine environments through projects that treat contaminated stormwater runoff. Projects are identified and prioritized based on Citywide needs. Water quality projects are subject to grant and/or loan funding.

Project List

| YEAR | PROJECT | COST ESTIMATE |
|---|--|---------------|
| 2014 | State Avenue Water Quality Retrofit. The project will provide water quality treatment via catch basin filters. It will treat runoff from State Avenue between East Bay Drive and Central Street. The State Avenue drainage basin is tributary to Moxlie Creek and comprises approximately eight acres of high density corridor zoning, currently with no water quality treatment. | **\$811,900 |
| 2015 | 4th Avenue East Water Quality Retrofit. The project would construct a water quality treatment facility to treat runoff from 4th Avenue between Eastside Street and Pacific Avenue. The 4th Avenue drainage basin is tributary to Moxlie Creek and comprises more than 40 acres zoned predominately high density corridor. | **\$690,000 |
| 2015-2019 | <p>Neighborhood Water Quality Retrofits. These potential projects will create stormwater facilities in existing neighborhoods with the goal of providing water quality treatment to currently unmanaged runoff. We seek opportunities to partner with involved neighborhoods to provide facilities which enhance the neighborhood. A strong secondary goal includes incorporating public outreach and education components into the facility design and operation.</p> <p>NSR 1: Brown Street Pond. The project would create a stormwater treatment facility on land to be purchased by the City. The target location for the facility is the junction of Thurston Avenue and Brown Street.</p> <p>NSR 2: 11th and Thomas Rain Garden. The project would create a stormwater facility within the existing unopened right-of-way at 11th Avenue and Thomas Street.</p> <p>NSR 3: Bioswale in alley between Joy and Ethridge NE. The project would create a bioswale in an existing drainage ditch located in an alley between Joy Street and Ethridge Avenue NE.</p> <p>NSR 4: Oak Avenue Rain Garden. The project would create a stormwater facility within the existing unopened Oak Avenue right-of-way between Lybarger Street and Fir Street.</p> <p>NSR 5: Madison and Thomas Rain Garden. The project would create a stormwater treatment rain garden on property already owned by the City at the corner of Madison Avenue and Thomas Street.</p> | **\$900,000 |
| 2018 | Capitol Way Water Quality Retrofit. The project would construct a water quality treatment facility to treat runoff from an area roughly bounded by Capitol Way, Adams Street, 7th Avenue and Union Avenue. The drainage basin is tributary to Capitol Lake and comprises approximately 20 fully developed acres. | **\$450,400 |
| 2018 | Evergreen Park Drive Treatment Facility. This project would create a stormwater treatment facility for currently untreated runoff from Evergreen Park Drive. The project shall evaluate different treatment technologies and locations for the project. It shall also evaluate providing water quality treatment for water which currently discharges directly to Capital Lake or to Percival Cove. | **\$343,400 |
| 2018 | Harrison Avenue Water Quality Retrofit. A water quality treatment facility would be constructed to treat runoff from Harrison Avenue between West Bay Drive and Milroy Street. The Harrison Avenue drainage basin is tributary to Budd Inlet and comprises more than 20 acres zoned predominately high density corridor. | **\$498,600 |
| ** These projects, if qualified, will be 75% funded with available stormwater grants and loans. | | |

WATER QUALITY IMPROVEMENTS (PROGRAM #9027) CONTINUED

Justification (Need/Demand) Managing water quality problems associated with stormwater runoff is a primary responsibility of the Storm and Surface Water Utility. Increasingly stringent Federal and State requirements (e.g., National Point Discharge Elimination System) necessitate increased efforts to manage water quality.

Comprehensive Plan and Functional Plan(s) Citations The 1994 Olympia Comprehensive Plan is in the process of being updated during the time this document is being published. The 2014-2019 CFP reflects the goals and policies of the 1994 Plan. The 2015-2020 CFP will reflect the 2013 Olympia Comprehensive Plan goals and policies.

Goals:

PF 14: Eliminate chronic flooding, surface and groundwater degradation, and habitat loss caused by stormwater.

PF 15: Maintain an effective stormwater management program.

ENV 3: Protect and improve local and regional water resources.

ENV 3.1: Support cooperative surface water and groundwater management efforts.

ENV 3.6: Protect the health and functioning of groundwater aquifers, lakes, ponds, wetlands, and stream corridors.

| CAPITAL COSTS: | 2014 | 2015-2019 | TOTAL |
|----------------------|-------------------|---------------------|---------------------|
| Design & Engineering | \$ 237,100 | \$ 720,600 | \$ 957,700 |
| Construction | \$ 574,800 | \$ 2,161,800 | \$ 2,736,600 |
| TOTAL | \$ 811,900 | \$ 2,882,400 | \$ 3,694,300 |

| FUNDING SOURCES: | 2014 | 2015-2019 | TOTAL |
|----------------------------|-------------------|---------------------|---------------------|
| Rates | \$ 346,900 | \$ 720,600 | \$ 1,067,500 |
| Stormwater Grants or Loans | \$ 465,000 | \$ 2,161,800 | \$ 2,626,800 |
| TOTAL | \$ 811,900 | \$ 2,882,400 | \$ 3,694,300 |



ANNUAL OPERATIONS AND MAINTENANCE

| | | |
|------------------------|---|-------------------|
| Estimated Costs | 4th Avenue Treatment Facility:..... | \$10,000 annually |
| | State Avenue Facilities:..... | \$4,000 annually |
| | Harrison Avenue Treatment Facility:..... | \$10,000 annually |
| | Capitol Way Treatment Facility:..... | \$6,000 annually |
| | Evergreen Park Drive Treatment Facility:..... | \$4,000 annually |
| | Neighborhood Retrofits:..... | \$40,000 annually |

Estimated Revenues N/A

Anticipated Savings Due to Project N/A

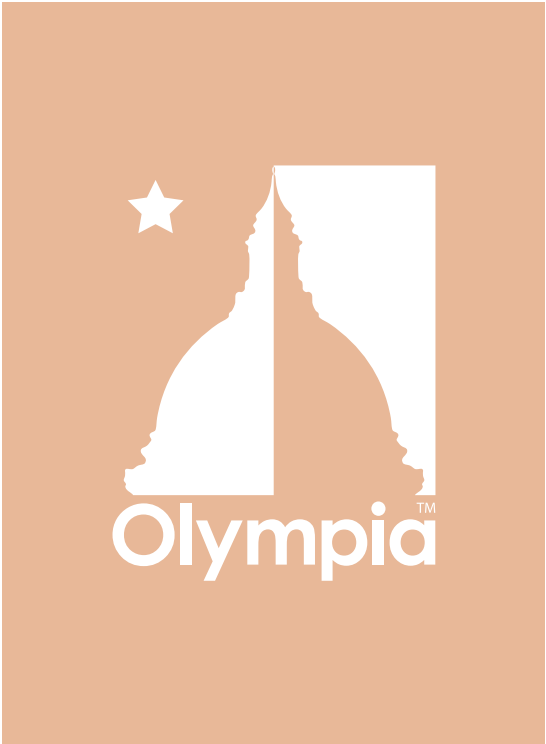
Department Responsible for Operations Public Works

Quadrant Location Citywide





Glossary



PROJECT COMPONENTS COMMONLY USED IN TRANSPORTATION PROJECTS FUNDED BY IMPACT FEES

| | |
|------------------------------------|--|
| Bicycle Facilities: | One of four classes of bicycle facilities. |
| Illumination: | Decorative street lighting along the frontage of streets to provide uniformity and increased safety. |
| Intersections at Grade: | Where a road or street meets or crosses at a common grade or elevation with another road or street. |
| Medians: | A space or island between two opposing lanes of traffic. |
| Pavement: | Construction of new travel lanes during road widening. |
| Pedestrian Crossings: | A marked area across a roadway that allows for safe passage of pedestrians and bicyclists. |
| Public Transfer Facilities: | Designated bus stops. |
| Raised Pavement Markings: | Used to define the boundary between opposing traffic flows and traffic lanes. |
| Roadside Planting: | Grass, trees, shrubs, and other forms of vegetation, including irrigation. |
| Roundabouts: | Possible installation at each intersection of circular intersections with specific design and traffic control features. |
| Sidewalks: | A walk for pedestrians at the side of the street and part of the frontage improvements at intersections and approaches to the intersections. |
| Signage: | Any of a group of posted commands, warnings, or directions. |
| Street Furniture: | Consists of items such as benches, trash receptacles, bicycle racks, etc. |
| Striping: | Applying painted lines or necessary instructional signage on pavement surfaces. |
| Traffic Control Signals: | Installation of automated traffic signal devices at the intersection. |
| Under Grounding: | Utility lines (electrical, fiber optics) buried underground, except high voltage lines. |

PROJECT COMPONENTS COMMONLY USED IN DRINKING WATER PROJECTS

| | |
|---|---|
| Hydrants: | Reconnection or placement of new hydrants as necessary. |
| Hydraulic Modeling: | Use of a mathematical model to determine the size of a water line based on the volume of water passing through the line. |
| Groundwater Protection Plans: | Update and develop groundwater protection plans to ensure that drinking water supplies are protected from potential contamination from activities in the surrounding areas. |
| Intersections at Grade: | Where a road or street meets or crosses at a common grade or elevation with another road or street. |
| Reservoirs: | Storage facility for water based on life-cycle costing and evaluation of options. |
| Valves: | Mechanical devices by which the flow of water may be started, stopped, or regulated as necessary. |
| Vaults: | Structures that provide access to underground valves and pumps with the connection of new water pipes. |
| Water Lines: | Water supply pipe that connects the water storage source to lines located at the street. |
| Water Quality and Treatment: | Use various technologies to ensure safety of the City's water storage systems. |
| Water Rights: | Legal authorization to put water to beneficial use. |
| Water System Structures and Equipment: | In conjunction with reservoirs, including booster pump stations. Includes castings, manholes, inlets, and covers. |
| Watershed Remodeling and Plan: | Maintain updated documents presenting the findings and recommendations for a Watershed Management Program. |
| Wells: | Drill and develop new wells as needed to ensure adequate future water supplies. |

| TERMS | |
|---|---|
| Allocation: | To set aside or designate funds for specific purposes. An allocation does not authorize the expenditure of funds. |
| Appropriation: | An authorization made by the City Council for expenditures against the City's Annual Budget. Appropriations are usually made for fixed amounts and are typically granted for a one-year period. |
| Appropriation Ordinance: | An official enactment by the legislative body establishing the legal authority for officials to obligate and expend resources. |
| Arterial Street Funds (ASF): | State grants received for the dedicated purpose of improvements to arterials. The source of funding is the state gas tax. |
| Assessed Value (AV): | The fair market value of both real (land and building) and personal property as determined by the Thurston County Assessor's Office for the purpose of setting property taxes. |
| Assets: | Property owned by a government which has monetary value. |
| Bond: | A written promise to pay (debt) a specified sum of money (principal or face value) at a specified future date (the maturity date(s)) along with periodic interest paid at a specified percentage of the principal (interest rate). |
| Bond Anticipation Notes (BANs): | Short-term interest bearing notes issued in anticipation of bonds to be issued at a later date. The notes are retired from proceeds of the bond issue to which they are related. |
| Budget (Operating): | A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceilings under which a government and its departments operate. |
| Bulbout: | An extension of the curb that juts out into the roadway, approximately seven feet wide (the width of a parking space). |
| Capital Budget: | A plan of proposed capital expenditures and the means of financing them. The capital budget may be enacted as part of the complete annual budget including both operating and capital outlays. The capital budget is based on a Capital Facilities Plan (CFP). |
| Capital Expenditure: | Expenditure resulting in the acquisition of or addition to the City's general fixed assets. |
| Capital Facilities: | <p>A structure, improvement, piece of equipment or other major asset, including land, that has a useful life of at least 5 years. Capital facilities are provided by or for public purposes and services including, but not limited to, the following:</p> <ul style="list-style-type: none"> • Detention Facilities • Fire and Rescue • Government Offices • Law Enforcement • Libraries • Open Space • Parks (Neighborhood and Community) • Public Health • Recreational Facilities • Roads • Sanitary Sewer • Sidewalks, Bikeway and Disability Access Ramps • Solid Waste Collection and Disposal • Stormwater Facilities • Street Lighting Systems • Traffic Signals |
| Capital Facilities Plan: | A plan for capital expenditures to be incurred each year over a fixed project, identifying the expected beginning and ending date for each project, the amount to be expended in each year, and the method of financing those expenditures. |
| Capital Improvement: | A project to create, expand or modify a capital facility. The project may include design, permitting, environmental analysis, land acquisition, construction, landscaping, site improvements, initial furnishings, and equipment. The project cost must exceed \$50,000. |
| Capital Improvement Plan (CIP) Fund: | A fund used to pay for general municipal projects (excludes utilities). The money is derived from the real estate excise tax, interest, utility tax (1%), and the year-end cash surplus. |
| Concurrency: | In growth management terms, capital facilities have to be finished and in place at the time or within a reasonable time period following the impact of development. |
| Councilmanic: | Debt that is incurred by the City Council. A vote of the people is not required. The funds to repay the debt must come from the City's general revenues. |
| Debt Capacity: | The amount of money a jurisdiction can legally afford to borrow. |
| Debt Service: | Payment of interest and principal to holders of a government's debt instruments. |
| Development Orders and Permits: | Any active order or permit granting, denying, or granting with conditions an application for a land development approval including, but not limited to: impact fees, inventory, and real estate excise tax. |

TERMS (CONTINUED)

| | |
|--|--|
| Federal Aid To Urban Systems (FAUS): | A grant received for improvements to the City's transportation network. |
| Fund Balance: | The excess of an entity's assets over its liabilities. The City's policy is to maintain a fund balance of at least 10% of the operating revenues in all funds. This term may also be referred to as Retained Earnings in the Utility funds or year end surplus in the General Fund. |
| Gas Tax: | Money received by the City from the State Gas Tax. The funds may only be used for improvements to arterials. |
| General Facility Charges (GFC): | Payment of monies imposed for development activity as a condition of granting development approval in order to pay for utilities needed to serve new development. |
| Grant: | A funding source provided by the State or Federal government. |
| Impact Fees: | A payment of money imposed for development activity as a condition of granting development approval in order to pay for the public facilities needed to serve new growth and development. By state law, impact fees may be collected and spent on roads and streets, parks, schools, and fire protection facilities. |
| Increased Rates (INCRATES): | Sufficient funds do not exist for the project to occur without a rate increase. |
| Interim Use and Management Plan (IUMP): | The portion of the Parks Plan that reflects parks/parcels that need minimal property development of the property so that it can be used until the property is further developed for full use by the public. |
| Inventory: | A listing of City of Olympia's public facilities including location, condition, and future replacement date. |
| Level Of Service: | A quantifiable measure of the amount of public facility that is provided. Typically, measures of levels of service are expressed as ratios of facility capacity to demand (i.e., actual or potential users). |
| Local Improvement Districts (LID) | A mechanism to pay for improvements (i.e., streets, sidewalks, utilities) that directly benefit the property owner. |
| Neighborhood Traffic Management Program: (NTMP) | A program to reduce the speed/traffic in neighborhoods. The plan includes the use of traffic circles or islands, speed bumps, improved signage or restriping. |
| Operation and Maintenance (O&M) | Operation and maintenance expense. |
| Pervious or Porous Pavement: | A permeable pavement surface with a stone reservoir underneath. The reservoir temporarily stores surface runoff before infiltrating it into the subsoil. Runoff is thereby infiltrated directly into the soil and receives some water quality treatment. |
| Public Works Trust Fund (PWTF) Loans: | Low interest loans from the State of Washington for "public works" projects. |
| Rates: | The existing rate of the various utilities and sufficient to pay for the cost of projects. |
| Repairs and Maintenance: (General) | Building/facility repairs/maintenance up to \$50,000, and with a life expectancy of less than five years. General repairs and maintenance are paid from the City Operating Budget. |
| Repairs and Maintenance: (Major) | Building/facility repairs/maintenance up to \$50,000 or more with a life expectancy of five years or more. Major repairs and maintenance are paid from the Capital Budget. |
| Real Estate Excise Tax: | The City of Olympia charges 1/2% tax on all real estate transactions to fund capital improvements. |
| SEPA Mitigation Fees: | Fees charged to "long plats" or new major developments for their direct impact on the system. SEPA mitigation measures must be related to a specific adverse impact identified in the environmental analysis of a project. The impact may be to the natural or built environment, including public facilities. |
| Sewage Treatment Effluent Pump (STEP): | This is an alternative to gravity flow sewage systems. The Council eliminated the use of future STEP systems in 2005. |
| Site Stabilization Plan (SSP): | The portion of the Parks Plan that reflects parks/parcels that need additional work to increase safety by putting up fences, gates, or removing debris, etc. |
| Transportation Benefit District: (TBD) | The Olympia City Council makes up the TBD Board, enacted by City Council in 2008. Each vehicle registered within the City of Olympia at the time of renewal is assessed \$20 for transportation improvements in Olympia. The TBD Board currently contracts with the City to fund transportation projects. |
| Utility Tax: | The City of Olympia charges a statutory limit of 6% on private utilities (electric, gas and telephone). 1/6 of the tax is dedicated to the Capital Budget. In 2004, voters approved an additional 3% increase in this tax, for a total of 9%. Of the 3%, 2% is for Parks and 1% is for recreational sidewalks. |
| Voted: | Voted debt requires the citizens' vote for approval to increase property taxes to pay for the project. |

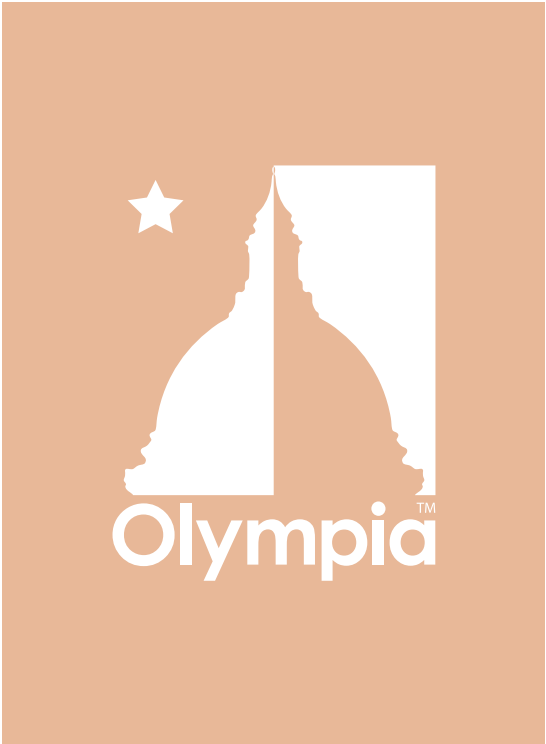
ACRONYMS

| | | | |
|-----------------|---|----------------|---|
| AC | Asbestos Cement | LOTT | Lacey, Olympia, Tumwater, Thurston County |
| ADA | American Disabilities Act | LTFS | Long Term Financial Strategy |
| AV | Assessed Value | NPDES | National Pollutant Discharge Elimination System |
| CAMMP | Conditions Assessment and Major Maintenance Program | NTMP | Neighborhood Traffic Management Program |
| CFP | Capital Facilities Plan | O&M | Operations and Maintenance |
| CIP | Capital Improvement Program | OPARD | Olympia Parks, Arts and Recreation Department |
| DFW | Department of Fish and Wildlife | OWT | Olympia Woodland Trail |
| DOE | Department of Energy | PFD | Public Facilities District |
| DOH | Department of Health | PMMP | Parks Major Maintenance Program |
| EDDS | Engineering Design and Development Standards | PSI | Pounds per Square Inch |
| EMS | Emergency Medical Services | PWTF | Public Works Trust Fund |
| ENV | Environmental | RCO | Recreation & Conservation Office |
| FF&E | Furniture, Fixtures and Equipment | REET | Real Estate Excise Tax |
| GFC | General Facilities Charge | RFP | Request for Proposal |
| GHG | Green House Gases | SDWA | Federal Safe Drinking Water Act |
| GMA | State of Washington Growth Management Act | SEPA | State Environmental Policy Act |
| GMP | Guaranteed Maximum Price | SPSCC | South Puget Sound Community College |
| GO | General Obligation | SSP | Site Stabilization Plan |
| GTEC | Growth and Transportation Efficiency Centers | STEP | Sewage Treatment Effluent Pump |
| HES | Hazard Elimination Safety | TBD | Transportation Benefit District |
| HOCM | Hands On Children's Museum | TIP | Transportation Improvement Program |
| I&I | Inflow and Infiltration | TOR | Target Outcome Ratios |
| IAC | Interagency Committee for Outdoor Recreation | TRPC | Thurston Regional Planning Council |
| IPM | Integrated Pest Management | TSP | Transit Signal Priority |
| IUMP | Interim Use & Management Plan | UFC | Uniform Fire Code |
| LBA | Little Baseball Association | UGA | Urban Growth Area |
| LED | Light Emitting Diodes | UGMA | Urban Growth Management Area |
| LID | Local Improvement District | WWRF | Washington Wildlife Recreation Fund |
| LOS | Level of Service | WWRP | Washington Wildlife and Recreation Program |





Miscellaneous Reports



ACTIVE PROJECTS STATUS REPORT AS OF NOVEMBER 30, 2013

GENERAL GOVERNMENT CIP FUND (317) - General Government, Parks, Transportation

| | Budget 12/31/2012 Before Period 13 | 2013 Additions & Adjustments | Total Budget | Pre-2013 Costs | 2013 Costs | Total Costs | Balance |
|--------------------------------------|--|---------------------------------|----------------------|----------------------|-------------------|----------------------|-------------------|
| General Government | | | | | | | |
| 0001 Transfers to Other Funds | \$ 11,841,116 | \$ 600,000 | \$ 12,441,116 | \$ 11,841,116 | \$ 600,000 | \$ 12,441,116 | \$ - |
| 0209 Streetscape | 347,774 | - | 347,774 | 361,458 | - | 361,458 | (13,684) |
| 0211 Downtown Mixed Use Enhancements | 563,500 | - | 563,500 | 353,034 | - | 353,034 | 210,466 |
| 0214 Neighborhood Street Trees | 115,000 | - | 115,000 | 115,052 | - | 115,052 | (52) |
| 0216 2001 Downtown Enhancements | 17,159 | - | 117,159 | 114,962 | - | 114,962 | 2,197 |
| 0217 Artesian Well | 68,000 | - | 68,000 | 67,837 | - | 67,837 | 163 |
| 0219 Street Tree Planting | 750,631 | - | 750,631 | 709,887 | - | 709,887 | 40,744 |
| 0221 Climate Change | 250,000 | - | 250,000 | 199,229 | 308 | 199,537 | 50,463 |
| 0305 Library Improvements, 1999 + | 37,848 | - | 37,848 | 37,848 | - | 37,848 | - |
| 0901 ADA Compliance | 200,000 | - | 200,000 | 194,518 | - | 194,518 | 5,482 |
| Subtotal General Government | \$ 14,291,028 | \$ 600,000 | \$ 14,891,028 | \$ 13,994,941 | \$ 600,308 | \$ 14,595,249 | \$ 295,779 |

| | | | | | | | |
|---------------------------------|----------------------|---------------------|----------------------|----------------------|---------------------|----------------------|---------------------|
| Parks | | | | | | | |
| 0002 Tennis Courts | \$ 90,471 | \$ - | \$ 90,471 | \$ 90,470 | \$ - | \$ 90,470 | \$ 1 |
| 0111 Neigh Park Acq./Develop. | 2,118,976 | 237,000 | 2,355,976 | 1,967,586 | 119,861 | 2,087,447 | 268,529 |
| 0114 Open Space | 6,847,584 | 65,312 | 6,912,896 | 5,859,607 | 82,764 | 5,942,371 | 970,525 |
| 0115 Parks/Open Space Planning | 73,126 | - | 73,126 | 72,954 | - | 72,954 | 172 |
| 0118 Ballfield Expansion | 923,624 | - | 923,624 | 923,623 | - | 923,623 | 1 |
| 0129 Parks Project Funding | 536,070 | - | 536,070 | 341,752 | - | 341,752 | 194,318 |
| 0130 Special Use Parks | 19,188,667 | (266,000) | 18,922,667 | 16,994,244 | 703,888 | 17,698,132 | 1,224,535 |
| 0132 Major Maintenance Program | 2,313,342 | 295,000 | 2,608,342 | 1,765,460 | 182,590 | 1,948,050 | 660,292 |
| 0133 Community Park Partnership | 1,603,900 | 1,760,000 | 3,363,900 | 13,000 | 3,343,420 | 3,356,420 | 7,480 |
| 0310 Community Parks | 1,035,228 | (128,515) | 906,713 | 490,154 | 20,744 | 510,898 | 395,815 |
| 0406 Urban Trails | 1,006,136 | - | 1,006,136 | 1,006,097 | - | 1,006,097 | 39 |
| 0504 Yauger Park | 14,244 | - | 14,244 | 2,704 | 3,101 | 5,805 | 8,439 |
| Subtotal Parks | \$ 35,751,368 | \$ 1,962,797 | \$ 37,714,165 | \$ 29,527,651 | \$ 4,456,368 | \$ 33,984,019 | \$ 3,730,146 |

| | | | | | | | |
|---|------------|-----------|------------|------------|---------|------------|-----------|
| Transportation | | | | | | | |
| 0117 4th Ave Bridge Railing Repairs | \$ - | \$ 75,000 | \$ 75,000 | \$ - | \$ - | \$ - | \$ 75,000 |
| 0121 Log Cabin Road Construction | 123,419 | - | 123,419 | 111,528 | - | 111,528 | 11,891 |
| 0122 Pedestrian Crossings | 2,146,659 | 196,499 | 2,343,158 | 1,968,256 | 99,193 | 2,067,449 | 275,709 |
| 0200 Bikeways & Improvements | 1,742,278 | 41,888 | 1,784,166 | 1,587,739 | (7,824) | 1,579,915 | 204,251 |
| 0208 Sidewalk Improvements | 3,721,326 | (41,888) | 3,679,438 | 3,475,841 | 68,851 | 3,544,692 | 134,746 |
| 0210 Streetscape Corridor Improvements | 380,000 | - | 380,000 | 378,474 | - | 378,474 | 1,526 |
| 0309 Street Access Improvements | 1,249,844 | - | 1,249,844 | 1,243,520 | - | 1,243,520 | 6,324 |
| 0408 Parking Management Improv. | 1,362,768 | - | 1,362,768 | 1,355,908 | - | 1,355,908 | 6,860 |
| 0442 Mud Bay / Harrison & Kaiser | 13,880,070 | 20,735 | 13,900,805 | 13,841,803 | 34,725 | 13,876,528 | 24,277 |
| 0599 Street Reconstruction | 24,722,599 | 2,039,830 | 26,762,429 | 23,961,510 | 659,658 | 24,621,168 | 2,141,261 |
| 0603 Signal Installations | 1,219,448 | - | 1,219,448 | 1,219,448 | - | 1,219,448 | - |
| 0616 Log Cabin Road Extension | 250,321 | (323) | 249,998 | 220,942 | - | 220,942 | 29,056 |
| 0618 Parking Structure Participation | 1,455,175 | - | 1,455,175 | 1,455,940 | 7,048 | 1,462,988 | (7,813) |
| 0619 18th Ave/Elizabeth/14th Ave | 12,968,147 | - | 12,968,147 | 12,859,707 | 10,041 | 12,869,748 | 98,399 |
| 0620 Hazard Elimination Safety Projects | 104,156 | - | 104,156 | 94,607 | - | 94,607 | 9,549 |
| 0621 Street Lighting Improvement | 316,982 | 2,575,382 | 2,892,364 | - | 311 | 311 | 2,892,053 |
| 0622 Olympia Avenue (2003 study) | 25,000 | - | 25,000 | - | - | - | 25,000 |
| 0623 Fones Road | 976,812 | 2,048 | 978,860 | 827,877 | - | 827,877 | 150,983 |
| 0624 Yelm Highway | 851,773 | - | 851,773 | 629,827 | 10,641 | 640,468 | 211,305 |
| 0626 Public Pathways/UT tax & storm funds | 3,062,190 | 2,298,788 | 5,360,978 | 1,440,114 | 616,648 | 2,056,762 | 3,304,216 |
| 0627 Yauger Way Interchange | 507,615 | 1,600,000 | 2,107,615 | 384,195 | 494 | 384,689 | 1,722,926 |

GENERAL GOVERNMENT CIP FUND (317) - General Government, Parks, Transportation

| | Budget 12/31/2012 Before Period 13 | 2013 Additions & Adjustments | Total Budget | Pre-2013 Costs | 2013 Costs | Total Costs | Balance |
|--|--|---------------------------------|-----------------------|----------------------|---------------------|-----------------------|---------------------|
| Transportation (continued) | | | | | | | |
| 0628 Boulevard Road | 8,078,088 | 3,017,584 | 10,431,792 | 5,728,450 | 754,504 | 6,482,954 | 4,612,718 |
| 0629 Wiggings & 37th | 137,144 | 247 | 137,391 | - | - | - | 137,391 |
| 0630 Henderson & Eskridge | 110,400 | 199 | 110,599 | - | - | - | 110,599 |
| 0631 Cain Road & North Street | 2,746 | - | 2,746 | - | - | - | 2,746 |
| 0632 Public Pathways/Rd & St Maint | 8,685 | - | 8,685 | 456 | - | 456 | 8,229 |
| 0805 Neighborhood Traffic Mngt. (traffic calming) | 2,247,421 | - | 2,247,421 | 2,213,469 | - | 2,213,469 | 33,952 |
| 0907 P.W.T.F. Loan Repayments | 1,343,112 | - | 1,343,112 | 1,343,112 | - | 1,343,112 | - |
| 9309 Signal Improvements | 186,367 | 705,602 | 891,969 | - | 5,294 | 13,040 | 878,929 |
| Subtotal Transportation | \$ 83,180,545 | \$ 12,531,591 | \$ 95,712,136 | \$ 76,342,723 | \$ 2,267,330 | \$ 78,610,053 | \$17,102,083 |
| Grand Total Fund 317 | \$ 133,222,941 | \$ 15,094,388 | \$ 148,317,329 | \$119,865,315 | \$ 7,324,006 | \$ 127,189,321 | \$21,128,008 |

PARK AND RECREATION SIDEWALK UTILITY TAX FUND (134)

| | | | | | | | |
|---|----------------------|---------------------|----------------------|----------------------|---------------------|----------------------|---------------------|
| Capital | | | | | | | |
| 0001 Transfer to Bond Redemption Fund | \$ 7,097,125 | \$ 1,337,933 | \$ 8,435,058 | \$ 7,097,125 | \$ 106,500 | \$ 7,203,625 | \$ 1,231,433 |
| 0111 Neighborhood Parks | 1,013,305 | - | 1,013,305 | 1,013,304 | - | 1,013,304 | 1 |
| 0114 Open Space | 306,464 | (20,688) | 285,776 | 192,918 | 33,413 | 226,331 | 59,445 |
| 0129 Parks Project Funding/GGCIP | 63,967 | - | 63,967 | 58,441 | - | 58,441 | 5,526 |
| 0130 Special Use Parks | 3,218,120 | (266,000) | 2,952,120 | 1,822,995 | 700,019 | 2,523,014 | 429,106 |
| 0132 Parks Projects/Major Maint Program | 111,056 | - | 111,056 | 79,629 | 18,804 | 98,433 | 12,623 |
| 0133 Community Park Partnership | 677,000 | 528,816 | 1,205,816 | - | 1,205,816 | 1,205,816 | - |
| 0310 Community Parks | 138,271 | (62,816) | 75,455 | 75,455 | - | 75,455 | - |
| 0626 Recreational Walking Facilities | 8,737,593 | 1,045,688 | 9,783,281 | 7,306,999 | 607,596 | 7,914,595 | 1,868,686 |
| Capital Total | \$ 21,362,901 | \$ 2,562,933 | \$ 23,925,834 | \$ 17,646,866 | \$2,672,148 | \$ 20,319,014 | \$3,606,820 |
| Non-Capital | | | | | | | |
| 7301 Parks Maintenance | \$ 1,440,868 | \$ 381,952 | \$ 1,822,820 | \$ 1,374,624 | \$ 415,387 | \$ 1,790,011 | \$ 32,809 |
| 7302 Parks Planning | 1,133,835 | 211,234 | 1,345,069 | 1,091,325 | 192,208 | 1,283,533 | 61,536 |
| Non-Capital Total | \$ 2,574,703 | \$ 593,186 | \$ 3,167,889 | \$ 2,465,949 | \$607,595 | \$ 3,073,544 | \$ 94,345 |
| Total Fund 134 | \$ 23,937,604 | \$ 3,156,119 | \$ 27,093,723 | \$ 20,112,815 | \$ 3,279,743 | \$ 23,392,558 | \$ 3,701,165 |

CHILDREN'S HANDS ON MUSEUM FUND (137)

| | | | | | | | |
|---------------------------------|---------------------|------------------|---------------------|---------------------|-------------------|---------------------|--------------------|
| 1712 Children's Hands on Museum | \$ 9,612,248 | \$ 96,519 | \$ 9,708,767 | \$ 9,513,947 | \$ 254,580 | \$ 9,768,527 | (\$ 59,760) |
| Total Fund 137 | \$ 9,612,248 | \$ 96,519 | \$ 9,708,767 | \$ 9,513,947 | \$ 254,580 | \$ 9,768,527 | (\$ 59,760) |

CITY HALL FUND (325) (317)

| | | | | | | | |
|------------------------------|----------------------|-------------|----------------------|----------------------|------------------|----------------------|-------------------|
| 0110 City Office Space (325) | \$ 55,895,318 | \$ - | \$ 55,895,318 | \$ 55,166,676 | \$ 85,016 | \$ 55,251,692 | \$ 643,626 |
| 0110 City Office Space (317) | 4,143,674 | - | 4,143,674 | 4,143,674 | - | 4,143,674 | - |
| Total All Funds | \$ 60,038,992 | \$ - | \$ 60,038,992 | \$ 59,310,350 | \$ 85,016 | \$ 59,395,366 | \$ 643,626 |

4TH/5TH AVENUE CORRIDOR/BRIDGE IMPROVEMENT FUND (322) (317)

| | | | | | | | |
|--|----------------------|--------------------|----------------------|----------------------|-------------|----------------------|-------------|
| 0117 4TH/5TH Ave. Corridor/Bridge Improvements | \$ 37,288,789 | \$ (67,570) | \$ 37,221,219 | \$ 37,221,219 | \$ - | \$ 37,221,219 | \$ - |
| 8212 4TH/5TH Ave. Corridor/Bridge Improvements | 38,234 | - | 38,234 | 38,234 | - | 38,234 | - |
| Total All Funds | \$ 37,288,789 | \$ (67,570) | \$ 37,221,219 | \$ 37,221,219 | \$ - | \$ 37,221,219 | \$ - |

FIRE STATION 4 FUND 324

| | | | | | | | |
|-----------------------------|----------------------|-----------------|----------------------|----------------------|-------------------|----------------------|------------------|
| Fire Projects | \$ 18,191,001 | \$ 2,300 | \$ 18,193,301 | \$ 17,950,209 | \$ 167,702 | \$ 18,117,911 | \$ 75,390 |
| Total Fire Station 4 | \$ 18,191,001 | \$ 2,300 | \$ 18,193,301 | \$ 17,950,209 | \$ 167,702 | \$ 18,117,911 | \$ 75,390 |

Utility and Other Public Works CIP Funds

| | | Budget 12/31/2012 | 2013 Additions & Adjustments | Total Budget | Pre-2013 Costs | 2013 Costs | Total Costs | Balance |
|-----------------------------|-------------------------------------|----------------------|---------------------------------|----------------------|----------------------|---------------------|----------------------|----------------------|
| WATER CIP FUND (461) | | | | | | | | |
| 908 | W/S Bond Reserve Fund | \$ - | \$ - | \$ - | \$ - | \$ 623,854 | \$ 623,854 | (\$ 623,854) |
| 8081 | Facility Major Repair & Maint | - | 100,000 | 100,000 | - | 36,326 | 36,326 | 63,674 |
| 9014 | Emergency Preparedness | 1,176,426 | - | 1,176,426 | 1,083,171 | - | 1,083,171 | 93,255 |
| 9021 | Upgrades, Overlays, Ext. & Oversize | 599,969 | - | 599,969 | 535,484 | - | 535,484 | 29,485 |
| 9408 | Water Upgrades (small pipe) | 3,542,223 | 150,000 | 3,692,223 | 3,459,734 | 244,608 | 3,704,342 | 22,881 |
| 9609 | Distribution System Improvements | 19,696,764 | 4,217,000 | 23,913,764 | 13,910,236 | 5,272,652 | 19,182,888 | 4,730,876 |
| 9610 | Storage | 16,653,109 | - | 16,653,109 | 14,135,924 | 63,209 | 14,199,133 | 2,453,976 |
| 9700 | Source of Supply | 22,657,491 | 2,380,000 | 25,037,491 | 14,339,156 | 1,555,965 | 15,895,121 | 9,142,370 |
| 9701 | McAllister Water Protection | 3,066,560 | 100,000 | 3,166,560 | 2,792,882 | 20,490 | 2,813,372 | 353,188 |
| 9710 | Reclaimed Water Pipe | 750,000 | - | 750,000 | 704,143 | 108 | 704,251 | 45,749 |
| 9903 | Pre-design & Planning | 468,456 | 20,000 | 488,456 | 464,211 | (1,759) | 462,452 | 26,004 |
| 9906 | Water System & Comp Planning | 1,579,748 | 200,000 | 1,779,748 | 1,555,394 | 33,319 | 1,588,713 | 191,035 |
| 9909 | Contingency | 13,586 | - | 13,586 | - | - | - | 13,586 |
| Total Fund 461 | | \$ 70,204,332 | \$ 7,167,000 | \$ 77,371,332 | \$ 52,980,335 | \$ 7,848,772 | \$ 60,829,107 | \$ 16,542,225 |

| | | | | | | | | |
|-----------------------------|------------------------------------|----------------------|---------------------|----------------------|----------------------|---------------------|----------------------|---------------------|
| SEWER CIP FUND (462) | | | | | | | | |
| 9021 | Upgrades w/ Street Reconstruction | \$ 708,575 | \$ 10,000 | \$ 718,575 | \$ 315,049 | \$ - | \$ 315,049 | \$ 403,526 |
| 9703 | Transmission & Collection Projects | 13,736,455 | 250,000 | 13,986,455 | 12,062,791 | 657,940 | 12,720,731 | 1,265,724 |
| 9801 | Westside I&I Reduction | 7,684,744 | - | 7,684,744 | 7,539,824 | - | 7,539,824 | 144,920 |
| 9806 | Lift Station Assessment & Upgrades | 6,224,616 | 660,000 | 6,884,616 | 3,617,115 | 1,898,543 | 5,515,658 | 1,368,958 |
| 9808 | Sewer System Planning | 1,010,090 | 20,000 | 1,030,090 | 921,232 | 4,451 | 925,683 | 104,407 |
| 9809 | Pipe Extensions | 6,678,000 | - | 6,678,000 | 5,800,611 | 66,582 | 5,867,193 | 810,807 |
| 9810 | Pipe Capacity Upgrades | 3,659,590 | - | 3,659,590 | 3,855,372 | 66,080 | 3,921,452 | (261,862) |
| 9812 | Step System Management | - | - | - | - | - | - | - |
| 9813 | On-site Sewage System Conversion | 521,853 | - | 521,853 | 445,132 | - | 445,132 | 76,721 |
| 9903 | Pre-design & Planning | 311,182 | 85,400 | 396,582 | 207,590 | 28,677 | 236,267 | 160,315 |
| Total Fund 462 | | \$ 40,535,105 | \$ 1,025,400 | \$ 41,560,505 | \$ 34,764,716 | \$ 2,722,273 | \$ 37,486,989 | \$ 4,073,516 |

| | | | | | | | | |
|---|---|----------------------|---------------------|----------------------|----------------------|---------------------|----------------------|---------------------|
| STORM & SURFACE WATER CIP FUND (434) | | | | | | | | |
| 9001 | Transfers Out | \$ 2,645,900 | \$ 177,100 | \$ 2,823,000 | \$ 2,315,000 | \$ - | \$ 2,315,000 | \$ 508,000 |
| 9017 | Habitat Land Acquisition | 928,000 | 12,000 | 940,000 | 208,273 | - | 208,273 | 731,727 |
| 9024 | Aquatic Habitat Improvements | 3,922,000 | 53,063 | 3,975,063 | 2,996,040 | 79,473 | 3,075,513 | 899,550 |
| 9026 | Stormwater Fee-In-Lieu Projects | 150,000 | - | 150,000 | 146,412 | - | 146,412 | 3,588 |
| 9027 | Stormwater Quality Improvements | 3,008,493 | 1,006,100 | 4,014,593 | 1,210,921 | 473,960 | 1,684,881 | 2,329,712 |
| 9028 | Flood Mitigation & Collections Projects | 9,397,349 | 420,000 | 9,817,349 | 6,399,213 | 754,334 | 7,153,547 | 2,663,802 |
| 9811 | Emission Reduction & Alt. Power | 25,000 | - | 25,000 | - | - | - | 25,000 |
| 9903 | Pre-design & Planning | 808,780 | 27,000 | 835,780 | 577,291 | 103,905 | 681,196 | 154,584 |
| 9904 | Stormwater Plans & Studies | 367,048 | - | 367,048 | 347,915 | - | 347,915 | 19,133 |
| Total Fund 434 | | \$ 21,252,570 | \$ 1,695,263 | \$ 22,947,833 | \$ 14,201,065 | \$ 1,411,672 | \$ 15,612,737 | \$ 7,335,096 |

IMPACT FEES (COLLECTION & USAGE) THROUGH NOVEMBER 30, 2013

| 2013 Amount | Fire | Transportation | Neighborhood Parks | Community Parks | Open Space | Ball Parks | Tennis Courts | Urban Trails | Special Use & Unallocated | Total City |
|--|-------------------------|--------------------------|-----------------------|-----------------------|-------------------------|-----------------------|-----------------------|-----------------------|---------------------------|--------------------------|
| Jan | \$ - | \$69,854.02 | \$4,146.00 | \$6,221.00 | \$7,742.00 | \$ - | \$ - | \$ - | \$7,324.00 | \$95,287.02 |
| Feb | - | 55,643.05 | 7,675.00 | 26,892.00 | 11,697.00 | - | - | - | 1,891.00 | 103,798.05 |
| Mar | - | 25,060.13 | 6,987.00 | 20,141.00 | 11,472.00 | - | - | - | 5,365.00 | 69,025.13 |
| Apr | - | 64,524.45 | 10,554.00 | 40,080.00 | 15,498.00 | - | - | - | - | 130,656.45 |
| May | - | 32,596.00 | 4,158.00 | 13,666.00 | 6,963.00 | - | - | - | 1,536.00 | 58,919.00 |
| Jun | - | 177,126.84 | 19,368.00 | 73,560.00 | 28,446.00 | - | - | - | - | 298,500.84 |
| Jul | - | 124,717.00 | 25,134.00 | 89,700.00 | 37,993.00 | - | - | - | 4,823.00 | 282,367.00 |
| Aug | - | 28,726.75 | 16,895.00 | 41,070.00 | 29,325.00 | - | - | - | 19,550.00 | 135,566.75 |
| Sep | - | 129,275.72 | 35,793.00 | 135,960.00 | 52,581.00 | - | - | - | - | 353,609.72 |
| Oct | - | 538,671.80 | 154,546.00 | 584,587.20 | 227,242.00 | - | - | - | 852.00 | 1,505,899.00 |
| Nov | - | 126,857.72 | 3,413.00 | 12,960.00 | 5,011.00 | - | - | - | - | 148,241.72 |
| Dec | - | - | - | - | - | - | - | - | - | - |
| YTD Total | \$ - | \$1,373,053.48 | \$288,669.00 | \$1,044,837.20 | \$433,970.00 | \$ - | \$ - | \$ - | \$41,341.00 | \$3,181,870.68 |
| IMPACT FEE COLLECTION AND USAGE, By Year (cash basis) | | | | | | | | | | |
| 1992 - 2004 | \$1,432,296.67 | \$6,420,716.52 | \$399,101.84 | \$257,771.10 | \$2,159,064.05 | \$724,903.27 | \$70,082.32 | \$268,726.86 | \$ - | \$11,732,662.63 |
| 2005 | 215,846.89 | 1,270,880.59 | 28,694.00 | n/a | 335,742.00 | 80,707.00 | 8,873.00 | 44,315.00 | - | 1,985,058.48 |
| 2006 | 153,028.74 | 1,086,086.47 | 27,569.00 | n/a | 322,449.00 | 77,458.00 | 8,517.00 | 42,683.00 | - | 1,717,791.21 |
| 2007 | 83,416.36 | 470,652.52 | 16,474.00 | n/a | 191,883.00 | 45,862.00 | 5,001.00 | 25,886.00 | Special Use | 839,174.88 |
| 2008 | 95,678.52 | 1,128,246.29 | 12,329.00 | 12,932.00 | 68,360.00 | 12,155.00 | 1,329.00 | 6,811.00 | 14,151.00 | 1,351,991.81 |
| 2009 | 53,060.26 | 2,212,795.16 | 61,426.90 | 103,980.90 | 140,091.40 | 299.00 | 33.00 | 163.00 | 114,925.30 | 2,686,774.92 |
| 2010 | 639.50 | 821,416.59 | 106,335.00 | 176,897.00 | 196,271.00 | - | - | - | 184,936.00 | 1,486,495.09 |
| 2011 | - | 1,124,036.17 | 158,551.00 | 270,122.00 | 324,904.00 | - | - | - | 289,306.00 | 2,166,919.17 |
| 2012 | - | 1,065,527.73 | 92,875.00 | 156,379.00 | 173,983.00 | - | - | - | 163,461.00 | 1,652,225.73 |
| 2013 (YTD) | - | 1,373,053.48 | 288,669.00 | 1,044,837.20 | 433,970.00 | - | - | - | 41,341.00 | 3,181,870.68 |
| Total Since Nov. 1992 | \$2,033,966.94 | \$16,973,411.52 | \$1,192,024.74 | \$2,022,919.20 | \$4,346,717.45 | \$941,384.27 | \$93,835.32 | \$388,584.86 | \$808,120.30 | \$28,800,964.60 |
| Court Ordered Refunds (fee portion) | \$ - | \$(278,075.00) | \$(62,571.00) | \$ - | \$(174,169.00) | \$(84,087.00) | \$(7,857.00) | \$(25,707.00) | \$ - | \$(632,466.00) |
| Use of Impact Fees: (-) neg = usage | | | | | | | | | | |
| 1993- 2004 | \$(720,493.45) | \$(5,104,777.21) | \$(360,127.48) | \$(263,275.66) | \$(1,342,702.69) | \$(459,015.24) | \$(47,375.93) | \$(136,671.04) | \$ - | \$(8,434,438.70) |
| 2005 | (48,373.96) | (179,571.00) | (27,470.66) | - | (37,929.17) | (2,851.64) | - | (14,037.30) | - | (310,233.73) |
| 2006 | (4,300.00) | (321,895.33) | (421.92) | - | (263,541.38) | (212.41) | - | (18,336.71) | - | (608,707.75) |
| 2007 | (46,048.47) | (73,825.78) | 73.64 | - | (873,335.58) | (136.28) | - | (34,496.85) | - | (1,027,769.32) |
| 2008 | (646,836.58) | (69,820.75) | - | - | (119,644.00) | (1,548.30) | (237.70) | (100,929.99) | - | (939,017.32) |
| 2009 | (675,429.69) | (1,063,672.29) | (8,227.53) | - | - | - | - | (32,722.70) | - | (1,780,052.21) |
| 2010 | (225,581.85) | (3,726,909.86) | (84,348.27) | - | (253,191.65) | (76,215.12) | - | (21,201.06) | (119,200.00) | (4,506,647.81) |
| 2011 | - | (2,221,697.25) | (27,780.98) | (95,000.00) | (515,493.83) | (357,550.12) | (58,131.63) | - | (91,010.92) | (3,366,664.73) |
| 2012 | - | (1,204,602.69) | (15,278.50) | - | (80,042.21) | (1,138.60) | (33.73) | (9,319.78) | (165.77) | (1,310,581.28) |
| 2013 (YTD) | - | 185,862.45 | (115,256.94) | (626,759.87) | - | - | - | (6,759.92) | (289,000.00) | (851,914.28) |
| Total Usage | \$(2,367,064.00) | \$(13,780,909.71) | \$(638,838.64) | \$(985,035.53) | \$(3,485,880.51) | \$(898,667.71) | \$(105,778.99) | \$(374,475.35) | \$(499,376.69) | \$(23,136,027.13) |
| Note: usage is as of process date; if accounting month is not closed, amount may vary. | | | | | | | | | | |
| Balance | \$(333,097.06) | \$2,914,426.81 | \$490,615.10 | \$1,037,883.67 | \$686,667.94 | \$(41,370.44) | \$(19,800.67) | \$(11,597.49) | \$308,743.61 | \$5,032,471.47 |
| Interest | \$333,097.06 | \$977,692.54 | \$30,934.52 | \$8,923.53 | \$454,039.82 | \$198,368.59 | \$19,800.67 | \$47,020.57 | \$3,011.27 | \$2,072,888.57 |
| Balance w/Interest | \$ - | \$3,892,119.35 | \$521,549.62 | \$1,046,807.20 | \$1,140,707.76 | \$156,998.15 | \$ - | \$35,423.08 | \$311,754.88 | \$7,105,360.04 |
| Budget Balance | \$ - | \$2,348,728.45 | \$264,391.06 | \$128,216.13 | \$413,758.00 | \$156,686.00 | \$ - | \$23,816.08 | \$193,347.00 | \$3,528,942.72 |
| Balance Available For Appropriations | \$ - | \$1,543,390.90 | \$257,158.56 | \$918,591.07 | \$726,949.76 | \$312.15 | \$ - | \$11,607.00 | \$118,407.88 | \$3,576,417.32 |

PROJECT LOCATION DETAIL REPORT

The project detail sheets identify the location of each of the projects. However, some locations have not been determined yet and some projects are located in more than one location. This worksheet allows citizens to identify specific projects in their area of town. Please refer to the individual project information sheets for more detailed information on each project.

NORTHSIDE

Bicycle Facilities (Program #0200)
Sidewalk Construction (Program #0208)

SOUTHSIDE

2010 Transportation Stimulus Project Repayment
Bicycle Facilities (Program #0200)
Boulevard Road - Intersection Improvements (Program #0628)
Cain Road & North Street - Intersection Improvements
Community Park Expansion
Fones Road—Transportation Program (Program #0623)
Groundwater Protection/Land Acquisition (Program #9701)
Henderson Boulevard & Eskridge Boulevard - Intersection Improvements
Log Cabin Road Extension - Impact Fee Collection (Program #0616)
Sidewalk Construction (Program #0208)
Water Storage Systems (Program #9610)
Wiggins Road and 37th Ave Intersection Improvements

WESTSIDE

2010 Transportation Stimulus Project Repayment
Bicycle Facilities (Program #0200)
Community Park Expansion
Groundwater Protection/Land Acquisition (Program #9701)
Hazard Elimination Safety Projects (Program #0620)
Sidewalk Construction (Program #0208)
Water Storage Systems (Program #9610)
West Olympia Access—Interchange Justification Report

DOWNTOWN

4th Avenue Bridge Railing Repairs
Capitol Way Sidewalk — Union Avenue to 10th Avenue
Community Park Expansion
Hazard Elimination Safety Projects (Program #0620)
Percival Landing Phase II Design & Development

ALL QUADRANTS

Aquatic Habitat Improvements - Stormwater (Program #9024)
Asphalt Overlay Adjustments - Sewer Program (Program #9021)
Asphalt Overlay Adjustments-Water (#9021)
Building Repair and Replacement
Condition Assessment and Major Maintenance Program (CAMMP)
Flood Mitigation & Collection - Stormwater (Program #9028)
Infrastructure Predesign and Planning - Sewer Program (#9903)
Infrastructure Pre-Design & Planning - Stormwater (Program #9903)
Lift Stations—Sewer Program (Program #9806)
Neighborhood Park Acquisition/Development
Onsite Sewage System Conversions - Sewer Program (Program #9813)
Parks and Pathways — Neighborhood Pathways
Parks and Pathways — Sidewalk (Program #0626/Fund #134)
Pedestrian Crossing Improvements (Program #0122)
Replacement and Repair Projects - Sewer Program (Program #9703)
Sewer System Planning - Sewer Program (Program #9808)
Sewer Systems Extensions - Sewer Program (Program #9809)
Small Diameter Water Pipe Replacement (Program #9408)
Street Access Projects — ADA Requirements (Program #0309)
Street Repair & Reconstruction (Program #0599)
Streetlight Conversion to LED
Transmission & Distribution Projects—Water Program (Program #9609)
Water Quality Improvements - (Program #9027)

NO QUADRANT

Parks Bond Issue Debt Service

CITY OF OLYMPIA PUBLIC FACILITIES INVENTORY

The Growth Management Act requires a jurisdiction's Capital Facilities Plan (CFP) to Identify what existing capital facilities are owned and their locations and capacity. The physical locations of water facilities are not identified. This is in accordance with City policy in regards to security and protection of the City's water system.

| Asset | | | | Asset Status | | | | |
|---|---------------------------|---------------|-----------------------------|------------------|-------------------|-----------------------|------------------|-------------------------------|
| Facility | Location | Date Acquired | Historical or Purchase Cost | Acres / Capacity | Present Condition | Improvements Required | Year Needed | Estimated Cost of Improvement |
| Neighborhood Parks (Citywide Service Area) | Citywide | Varies | \$4,703,474 | 61.50 Ac | Varies | See Below | See Below | See Below |
| 8th Avenue Park | 3000 8th Ave NE | 2006 | \$580,392 | 3.99 | Undeveloped | | | |
| Bigelow Park | 1220 Bigelow Ave NE | 1943 | Unknown | 1.89 | | | | |
| Shelter/RR (2 unisex) | | 1949 | Unknown | | Fair | | | |
| Playground | | 2005 | \$256,500 | | Good | | | |
| Burri Park | 2415 Burbank Ave NW | 1997 | \$230,000 | 2.32 | | | | |
| IUMP | | 2009 | \$25,500 | | Excellent | | | |
| Decatur Woods Park | 1015 Decatur St SW | 1988 | \$33,853 | 6.27 | | | | |
| Restroom (1 unisex) | | 2004 | \$75,000 | | Excellent | | | |
| Shelter | | 2004 | \$25,000 | | Excellent | | | |
| Playground | | 2004 | \$114,000 | | Good | | | |
| Evergreen Park | 1445 Evergreen Park Dr SW | 2008 | \$73,867 | 3.99 | | | | |
| IUMP | | 2008 | \$17,000 | | Excellent | | | |
| Friendly Grove Park | 2316 Friendly Grove Dr NE | 2002 | \$240,000 | 14.48 | Good | | | |
| Shelter/RR | | 2002 | \$170,300 | | Good | | | |
| Playground | | 2002 | \$59,000 | | Good | | | |
| Tennis | | 2002 | \$53,000 | | Good | | | |
| Basketball | | 2002 | \$11,000 | | Good | | | |
| Skate Court | | 2002 | \$23,000 | | Good | | | |
| Harry Fain's Legion Park | 1115 20th Ave SE | 1933 | Unknown | 1.34 | | | | |
| Playground | | 2005 | \$181,250 | | Good | | | |
| Kettle View Park | 1250 Eagle Bend Dr SE | 2007 | \$204,836 | 4.8 | | | | |
| Restroom (1 unisex) | | 2011 | \$216,000 | | Excellent | | | |
| Playground | | 2011 | \$100,000 | | Excellent | | | |
| Shelter | | 2013 | \$100,000 | | Excellent | | | |
| Lions Park | 800 Wilson St SE | 1946 | Unknown | 3.72 | | | | |
| Shelter | | 2012 | \$274,000 | | Excellent | | | |
| Restroom (2 unisex) | | 2012 | \$100,000 | | Excellent | | | |
| Fields | | | | | Fair | | | |
| Tennis (2) | | | | | Fair | | | |
| Basketball | | 2010 | \$11,500 | | Excellent | | | |
| Playground | | 2011 | \$130,000 | | Excellent | | | |
| Log Cabin Parcel | 2220 Log Cabin Rd SE | 2010 | \$673,000 | 2.34 | Undeveloped | | | |
| Margaret McKenny Park | 3111 21st Ave SE | 1999 | \$199,203 | 4.16 | | | | |
| IUMP | | 2007 | \$21,000 | | Excellent | | | |
| McGrath Woods Park | 2300 Cain Rd SE | 1998 | \$202,272 | 4 | | | | |
| IUMP | | 2009 | \$32,000 | | Excellent | | | |
| Sunrise Park | 505 Bing St NW | 1988 | Unknown | 5.74 | | | | |
| Restroom (1 unisex) | | 2011 | \$216,000 | | Excellent | | | |
| Playground | | 1994 | \$15,000 | | Poor | Replacement | 2014 | \$ 150,000 |
| Basketball | | 1994 | | | Good | | | |
| Community Garden | | 2011 | \$40,000 | | Excellent | | | |
| Woodruff Park | 1500 Harrison Dr NW | 1892 | \$1 | 2.46 | | | | |
| Storage/RR | | 1950 | | | Good | | | |
| Tennis | | 1950 | | | Good | | | |
| Basketball | | 1950 | | | Good | | | |
| Volleyball | | 1950 | | | Good | | | |

| Asset | | | | Asset Status | | | | |
|--|---------------------------|---------------|-----------------------------|------------------|-------------------|-----------------------|------------------|-------------------------------|
| Facility | Location | Date Acquired | Historical or Purchase Cost | Acres / Capacity | Present Condition | Improvements Required | Year Needed | Estimated Cost of Improvement |
| Community Parks (Citywide Service Area) | Citywide | Varies | \$25,278,958 | 413.77 Ac | Varies | See Below | See Below | See Below |
| East Bay Waterfront Park | 313 East Bay Dr NE | 1994 | Lease | 1.86 | | | | |
| Overlook | | 1994 | | | Good | | | |
| East Bay View | 613 East Bay Dr NE | 2000 | N/A | | Good | | | |
| Heritage Park | 330 5th Ave SE | 1996 | \$1,050,000 | 1.15 | | | | |
| Fountain | | 1996 | \$610,000 | | Poor | Rehabilitation | 2015 | \$700,000 |
| Little DaNang Restaurant | | 2007 | \$350,000 | | Fair | | | |
| LBA Park | 3333 Morse Merryman Rd SE | 1974 | Unknown | 22.61 | | | | |
| Concessions/RR | | 1974 | | | Fair | | | |
| Kitchen | | 1974 | | | Good | | | |
| Lower RR | | 1974 | | | Fair | | | |
| Shelter/RR | | 1974 | | | Fair | | | |
| Playground | | 2011 | \$230,000 | | Excellent | | | |
| Fields (6) | | | | | Good | | | |
| Tennis | | | | | Good | | | |
| Maint Bldgs | | 1974 | | | Good | | | |
| Madison Scenic Park | 1600 10th Ave SE | 1989 | \$144,000 | 2.21 | | | | |
| Stairs/Retaining Wall | | 2013 | \$9,000 | | Excellent | | | |
| Percival Landing | 300 4th Ave W | 1970 | Unknown | 3.38 | | | | |
| Harbor House (2 unisex) | | 2011 | \$900,000 | | Excellent | | | |
| NE Pavilion | | 2011 | \$200,000 | | Excellent | | | |
| SE Pavilion | | 2011 | \$200,000 | | Excellent | | | |
| W Restroom (2 unisex) | | 1988 | | | Fair | | | |
| D & E Floats | | 1970 | | | Poor | | | |
| F Float | | 2013 | \$500,000 | | Excellent | | | |
| Phase I | | 2011 | \$10,000,000 | | Excellent | | | |
| North Boardwalk | | 1970 | | | Fair | | | |
| West Boardwalk | | 1988 | | | Fair | | | |
| Priest Point Park | 2600 East Bay Dr NE | 1906 | Unknown | 312 | | | | |
| Carpenter Shop | | 1940s | | | Poor | Repairs | 2014 | \$25,000 |
| Equip Storage | | 2004 | | | Good | | | |
| Equip Repair | | 1980s | | | Fair | | | |
| Kitchen1 (Rose Garden) | | 1960s | | | Fair | Replacement | 2014 | \$200,000 |
| Kitchen 2 | | 1960s | | | Fair | | | |
| Kitchen 3 | | 2008 | \$87,000 | | Excellent | | | |
| Kitchen 4 | | 2013 | | | Excellent | | | |
| Office/Tool | | 1940 | | | Poor | | | |
| Restroom 1 | | 1968 | | | Fair | | | |
| Restroom 2 | | 1952 | | | Fair | | | |
| Restroom 3 | | 1952 | | | Fair | | | |
| Shelter 1 | | 1960 | | | Fair | | | |
| Shelter 2 | | | | | Fair | | | |
| Shelter 3 | | | | | Fair | | | |
| VIP Building | | 1950 | | | Fair | | | |
| Playground | | 2008 | \$124,000 | | Excellent | | | |
| Basketball | | | | | Good | | | |
| E Trails | | | | | Good | | | |
| W Trails | | | | | Good | | | |
| Steven's Field | 2300 Washington St SE | 1963 | Unknown | 7.84 | | | | |
| Athletic Fields | | | | | Good | | | |
| Concession | | 1986 | | | Good | | | |
| Storage/RR | | 1950s | | | Fair | | | |
| Shelters (3) | | 1990 | | | Poor | | | |
| Tennis (2) | | | | | Good | | | |
| Basketball | | | | | Good | | | |
| Ward Lake Parcel | 2008 Yelm Hwy SE | 2007 | \$3,575,958 | 10.5 | Undeveloped | | | |
| West Bay Park | 700 West Bay Dr NW | 2006 | \$5,000,000 | 11.71 | | | | |
| Phase I | | 2010 | \$1,600,000 | | Excellent | | | |
| Yashiro Japanese Garden | 1010 Plum St SE | 1990 | Unknown | 0.74 | Good | | | |

| Asset | | | | Asset Status | | | | |
|--|--|---------------|-----------------------------|-------------------------------------|---------------------|--|------------------|-------------------------------|
| Facility | Location | Date Acquired | Historical or Purchase Cost | Acres / Capacity | Present Condition | Improvements Required | Year Needed | Estimated Cost of Improvement |
| Community Parks (Continued) | Citywide | Varies | \$25,278,958 | 413.77 Ac | Varies | See Below | See Below | See Below |
| Yauger Park | 3100 Capital Mall Dr SW | 1978 | Unknown | 39.77 | | | | |
| Concessions/RR | | 1982 | | | Excellent | | | |
| Kitchen/Shelter | | 1982 | | | Good | | | |
| Athletic Fields | | 1982 | | | Good | | | |
| Playground | | 2011 | \$267,000 | | Excellent | | | |
| Skate Court | | 2000 | \$392,000 | | Good | | | |
| Community Garden | | 2011 | \$40,000 | | Excellent | | | |
| Open Space Network (Citywide Service Area) | Citywide | Varies | \$4,324,682 | 501.64 Ac | Varies | See Below | See Below | See Below |
| Bigelow Springs Open Space | 930 Bigelow Ave NE | 1994 | Unknown | 1.3 | Good | | | |
| Chambers Lake Parcel | 4808 Herman Rd SE | 2003 | \$476,000 | 46.22 | Undeveloped | | | |
| Cooper Crest Open Space | 3600 20th Ave NW | 2003 | \$232,484 | 13.37 | Good | | | |
| Garfield Nature Trail | 701 West Bay Dr NW | 1900 | Unknown | 7.41 | Good | | | |
| Grass Lake Nature Park | 814 Kaiser Rd NW | 1991 | \$1,800,000 | 172.38 | Undeveloped | | | |
| Harrison Avenue Parcel | 3420 Harrison Avenue NW | 2011 | \$300,334 | 24 | Undeveloped | | | |
| McCrostie Parcel | 1415 19th Ave SE | 1997 | N/A | 0.23 | Undeveloped | | | |
| Mission Creek Nature Park | 1700 San Francisco Ave SE | 1996 | \$250,000 | 36.83 | | | | |
| IUMP | | 2009 | \$24,000 | | Excellent | | | |
| O'Connor Parcel | 1400 Blk Edison St SE | 1997 | \$95,974 | 4.52 | Undeveloped | | | |
| Olympia Woodland Trail | 1600 Eastside St SE | 2003 | \$500,000 | 30.97 | Good | | | |
| Restroom | | 2007 | \$142,000 | | Excellent | | | |
| South Capitol Lots | 2015 Water St SW | 1994 | Unknown | 0.92 | Good | | | |
| Trillium Open Space | 900 Governor Stevens Ave SE | 1989 | Unknown | 4.53 | Good | | | |
| Watershed Park | 2500 Henderson Blvd SE | 1955 | Unknown | 153.03 | Good | | | |
| Wildwood Glen Parcel | 2600 Hillside Dr SE | 1999 | \$86,390 | 2.39 | Undeveloped | | | |
| Yelm Highway Parcel | 3535 Yelm Hwy SE | 2000 | \$417,500 | 3.54 | Undeveloped | | | |
| Other Jurisdictions' Community Parks | | | | 49.86 Ac | | | | |
| Capitol Campus (Landscaped areas) | 416 Sid Snyder Avenue SW | | | 20 | | | | |
| Centennial Park | 200 Block Union Ave SE | | | 0.8 | | | | |
| Heritage Park | 501 5th Ave SW | | | 24 | | | | |
| Marathon Park | Deschutes Parkway SW | | | 2.1 | | | | |
| Port Plaza | 700 Block Columbia St NW | | | 1.2 | | | | |
| Sylvester Park | 600 Capitol Way S | | | 1.3 | | | | |
| Ward Lake Fishingcess | 4135 Ward Lake Ct. SE | | | 0.46 | | | | |
| Other Jurisdictions' Open Space | | | | 8.64 Ac | | | | |
| Chambers Lake Trailhead | 3725 14th Ave SE | | | 1.71 | | | | |
| I-5 Trail Corridor | Adjacent to I-5 from Capitol Campus to Lacey City Hall | | | 4.21 | | | | |
| Percival Canyon/West Bay Link | 701 4th Ave W | | | 2.72 | | | | |
| Water Pipe | | | | | | | | |
| Water Pipe, 8" and larger, all material types 952,000 l.f. (180 miles) | Citywide | Varies | | | Varies | Maintenance & Repair | Annual | |
| 11 Water Tanks/Reservoirs | Citywide | Varies | | 31 M gallon total capacity | Good | | | |
| 6 Booster Stations | Citywide | Varies | | 3.10 Mgd | Good to Fair | | | |
| 7 Springs/Wells | | Varies | | 22.7 Mgd | Good | | | |
| Pipes - Stormwater | Citywide | Varies | | | Varies | | Annual | |
| Ponds - Stormwater | | | \$7,965,000 | | | | | |
| 4th Ave Bridge Treatment Facility | 4th Ave Bridge | 2004 | | Treatment, Storage | Good | Sediment Removal, Filter Cartridge Replacement | Annual | \$2,000 |
| 9th Ave/ Milroy Pond | 1901 9th Ave | 2003 | | Treatment, Storage | Good | Vegetation Management | Annual | |
| 11th Avenue Bio Swale | 11th Avenue SW/Plymouth Street | 2006 | | Treatment, Infiltration, Conveyance | Fair | Vegetation Management | Annual | \$1,500 |
| 12th Ave /Cushing Pond | 12th Ave/ Cushing | 2004 | | Treatment, Storage | Good | None | Annual | |

| Asset | | | | Asset Status | | | | |
|---|---------------------------------------|---------------|-----------------------------|----------------------------------|-------------------|--|---------------|-------------------------------|
| Facility | Location | Date Acquired | Historical or Purchase Cost | Acre / Capacity | Present Condition | Improvements Required | Year Needed | Estimated Cost of Improvement |
| Ponds - Stormwater (continued) | | | \$7,965,000 | | | | | |
| 13th Ave/ Plymouth Pond | 13th/ Plymouth St SW | 1980s | | Storage | Good | Vegetation Management | Annual | |
| 14th/ Lybarger Pond | 14th/ Lybarger St | Late 1990s | | Storage | Fair | Additional plantings, maintenance | Annual | |
| 18th/ Fones Pond | 18th/ Fones Rd | 2007 | \$375,000 | Storage | Good | Vegetation Management | Annual | |
| 21st/Black Lake Blvd Ponds | 21st/Black Lake Blvd | 1990 | | Storage | Good | Vegetation Management | Annual | |
| 21st/Fir Pond | 21st/Fir St SE | 1990s | | Storage | Fair | Vegetation Management | Annual | |
| Bayhill Pond | Harrison Ave/ Kaiser Rd | 2004 | | Storage, Infiltration | Poor | Vegetation Management | Annual | |
| Black Lake Meadows | Percival Basin | 1995 | | Storage, Treatment | Good | Vegetation Management | Annual | |
| "Boone Lake"/Automall Pond | Cooper Pt./Behind Truck Ranch | 1980s | | Storage, Infiltration | Good | Vegetation Management. Improve Outlet Access | Annual | |
| Boulevard Rd/Log Cabin Rd Roundabout Pond | Boulevard Rd/Log Cabin Rd | 2010 | \$180,000 | Storage, Infiltration | Good | Vegetation Management | Annual | |
| "C6"/Automall Pond | Cooper Pt./Behind Volvo | 1996 | \$200,000 | Storage | Fair | Vegetation Management, Improve Outlet Access | Not Scheduled | |
| Capital High School | Percival Basin | | | Treatment, Storage | Good | Vegetation Management | Annual | |
| Cedars Kettle | Log Cabin/Cain Road SE | 1997 | \$400,000 | Infiltration | Good | Vegetation Management | Annual | |
| Cedars Wetpond | Cedar Park Loop | 1997 | | Infiltration | Good | Vegetation Management | Annual | |
| City Hall Treatment | City Hall | 2011 | \$30,000 | Treatment | Good | Sediment Removal, Filter Cartridge Replacement | Annual | \$500 |
| Division/Bowman Rain Garden | Division St/Bowman Ave | 2008 | | Treatment, Storage | Good | Vegetation Management | Annual | |
| Division and Farwell Pond | Division St/Farwell Ave | 2008 | | Treatment, Storage | Fair | Vegetation Management | Annual | |
| Decatur Bio Swale | Decatur St /9th Ave | 2009 | \$30,000 | Treatment | Good | Vegetation Management | Annual | |
| Fern St Pond | 13th/Fern St SW | 1980s | | Storage | Good | Soil augmentation, native shrubs | Annual | |
| Frederick/Thurston | Frederick / Thurston Ave | | | Infiltration | Good | Vegetation Management | Annual | |
| Giles Avenue Treatment Vault | Giles Ave/Division St NW | 2004 | \$300,000 | Water Quality Treatment | Good | Sediment removal, primary cell and filter vault | Annual | |
| Harrison Ave and Kaiser Road Pond | Harrison Ave/ Kaiser Rd | 2011 | \$200,000 | Treatment, Storage, Infiltration | Good | Vegetation maintenance | Annual | |
| Hoadly Rain Garden | Hoadly Street/Governor Stevens Avenue | | | Treatment, Storage, Infiltration | Fair | Vegetation Management | Annual | |
| Hoffman Road Infiltration Gallery | 30th/Hoffman Rd SE | 1990s | | Infiltration | Good | Cleaning maintenance | Annual | |
| Indian Creek Treatment Facility | Frederick St/Wheeler Avenue | 2001 | \$400,000 | Water Quality Treatment | Good | Sediment removal all cells, vegetation, trail and wall maintenance | Annual | |
| Joy Ave and Quince St Pond | Joy Ave/ Quince St | | \$150,000 | Treatment | Good | Vegetation Management | Annual | \$12,000 |
| Log Cabin Rd Water Tank Pond | East of Log Cabin/Boulevard Rd | 2011 | \$200,000 | Treatment, Storage, Infiltration | Good | Vegetation Management | Annual | |
| Mud Bay Road Pond | Harrison Ave./Cooper Pt. Road NW | 2001 | | Storage/ Treatment | Poor | Compliance with permits, vegetation maintenance | Annual | |
| North Percival Constructed Wetland | 21st/Black Lake Blvd | 1995 | \$2,300,000 | Storage/ Treatment | Good | Vegetation/ Public Use Management | Annual | |
| Oak/Fairview Pond | Oak Avenue/Fairview Street | 1990s | | Storage | Good | Vegetation Management | Annual | |
| Oak/Fir Rain Garden | Oak Avenue/Fir Street | 2011 | | Treatment, Infiltration | Good | Vegetation Management | Annual | |
| Poplar/Pacific Bio Swale | Olympia Woodland Trail at Poplar St. | | | Treatment/ Infiltration | Poor | Restoration 800 feet of Bio Swale | | |
| Schneider Creek Check Dams | Ellion St/Orchard Dr | | | | Poor | Remove/Replace | Not Scheduled | |
| Sleater-Kinney Pond | 15th/Sleater-Kinney Road | 2002 | \$300,000 | Storage/ Treatment | Good | Vegetation Management | Annual | |

| Asset | | | | Asset Status | | | | |
|--|---|----------------------|-----------------------------|---|-------------------|--|-----------------------------------|-------------------------------|
| Facility | Location | Date Acquired | Historical or Purchase Cost | Acres / Capacity | Present Condition | Improvements Required | Year Needed | Estimated Cost of Improvement |
| Ponds - Stormwater (continued) | | | \$7,965,000 | | | | | |
| Sleater-Kinney / San Mar (Vortechincs) | San Mar To Martin Way (Under West Sidewalk) | 2003 | | Treatment | Good | Maintenance cleaning | Annual | \$300 |
| Stan Hope Pond | Stanhope/Landau, NE | 1980 | | Treatment, Infiltration | Good | Vegetation Management | Annual | |
| Taylor Wetlands Pond | North of Fones Rd (Home Depot) | 2003 | \$400,000 | Treatment, Storage, Infiltration | Good | Vegetation Management | Annual | |
| Yauger Park Regional Pond | Cooper Pt./Capital Mall Dr. | 1983 (Upgraded 2011) | \$2,500,000 | Treatment, Storage | Good | Vegetation management, plant establishment | Annual | |
| Sanitary Sewer Lift Stations | | | \$8,103,569 | | | | | |
| Black Lake Blvd Lift Station | 2421 Black Lake Blvd, SW | 1966 | \$170,000 | 475 GPM/pump | Needs upgrades | Replace lift station | 2014-2015 | \$2,000,000 |
| Briggs Village Lift Station | Magnolia Dr | 2007 | \$350,000 | 225 GPM/pump | Good | | | |
| Cedrona Lift Station | 3500 Kaiser Rd, NW | 1997 | \$220,000 | 320 GPM/pump | Good | | | |
| Colonial Estates Lift Station | 3700 Elizabeth Ave, SE | 1994 | \$96,779 | 160 GPM/pump | Good | | | |
| Cooper Crest Lift Station | 3600 Cooper Crest Dr, NW | 2004 | \$290,000 | 170 GPM/pump | Good | | | |
| Division & Farwell Lift Station | 2100 Walnut Rd, NW | 1995 | \$142,760 | 100 GPM/pump | Good | | | |
| Division & Jackson Lift Station | 335 Division St, NW | 2008 | \$331,845 | 300 GPM/pump | Good | | | |
| East Bay Dr Lift Station | 1621 East Bay Dr | 2008 upgrade | \$380,000 | 225 GPM/pump | Good | | | |
| East Bay Marina Lift Station | 1022 Marine Dr, NE | 1982 | \$88,816 | 145 GPM/pump | Good | Long Term Upgrade | 2027 | \$750,000 |
| Ensign Road Lift Station | 3200 Ensign Rd, NE | 1989 | \$96,779 | 600 GPM/pump | Good | | | |
| Goldcrest Lift Station | 3338 14th Ave, NW | 1970 | \$88,816 | 100 GPM/pump | Good | | | |
| Holiday Hills Lift Station | 1931 Lakewood Dr, SE | 1969 | \$132,932 | 300 GPM/pump | Fair | Upgrade | 2014 | \$200,000 |
| Jasper & Eastside Lift Station | 2122 Eastside St, NW | 1970 | \$205,000 | 125 Gal/Min | Good | Long Term Upgrade | 2023 | \$130,000 |
| Kempton Downs Lift Station | 3140 Fones Rd, SE | 1993 | \$150,000 | 150 GPM/pump | Good | | | |
| Ken Lake Lift Station | 1800 Camden Pk Dr, SW | 1969 | \$166,019 | 150 GPM/pump | Good | | | |
| Miller & Ann Lift Station | 2011 Miller Ave, NE | 1993 | \$160,000 | 300 GPM/pump | Good | New Generator | 2017 | \$60,000 |
| Miller-Central Lift Station | 1920 North Central, NE | 1968 | \$132,932 | 1,000 GPM/pump | Fair | Upgrade | 2016 | \$750,000 |
| Motel 8 Lift Station | 480 College St, NE | 1979 | \$66,369 | 150 GPM/pump | Good | | | |
| Mud Bay Lift Station | 4000 Mud Bay Rd SE | 2008 | \$450,000 | 300 GPM/pump | Good | | | |
| Old Port #1 (On Bay) Lift Station | 3110 Leward Ct, NW | 1970 | \$166,019 | 100 GPM/pump | Fair | Long Term Upgrade | 2022 | \$600,000 |
| Old Port #2 (On Bay) Lift Station | 3200 NW Anchor Ln, NW | 1970 | \$166,019 | 100 GPM/pump | Fair | Upgrade | 2019 | \$600,000 |
| Roosevelt & Yew Lift Station | 1904 Yew, NE | 1968 | \$112,000 | 200 GPM/pump | Fair | Long Term Upgrade | 2021 | \$600,000 |
| Rossmoor Lift Station | 2706 Grampton, SE | 1989 | \$132,932 | 300 GPM/pump | Good | Long Term Upgrade | 2025 | \$500,000 |
| Sleater-Kinney Lift Station | 940 Sleater-Kinney Rd NE | 2011 | \$800,000 | 300 GPM/pump | Good | | | |
| Springer Lift Station | 1629 Springer Rd, NE | 1996 | \$165,000 | 280 GPM/pump | Good | | | |
| Water St Lift Station | 220 Water St, NW | 2008 upgrade | \$1,246,185 | 13,000 GPM/pump | Good | New generator/force main/upgrade | 2015-2032 | \$6,000,000 |
| West Bay Dr Lift Station | 2001 West Bay Dr, NW | 1960 | \$331,845 | 750 GPM/pump | Fair | Upgrade | 2013 Currently Under Construction | \$2,650,000 |
| Woodcrest Dr Lift Station | 3014 Woodcrest Dr, SE | 1967 | \$133,978 | 100 GPM/pump | Fair | Upgrade | 2014 | \$485,000 |
| Woodfield Loop Lift Station | 2333 Woodfield Loop, NE | 1990 | \$80,544 | 150 GPM/pump | Good | | | |
| Yelm Highway Pump Station | TBD: Yelm Highway | 2011 | \$1,050,000 | 1,670 GPM/pump | Good | | | |
| Wastewater Conveyance System | | | | | | | | |
| Wastewater Pipes - Gravity - 186 total linear miles | Citywide | Varies | | Good (117 miles) Fair (9 miles) Poor (20 miles) Unknown (37 miles) | | Priority repairs | Annual | \$365,000 |
| Wastewater Pipes – Force Main - 8 total linear miles | Citywide | Varies | | | | Long-term force main upgrades | 2024-2029 | \$1,800,000 |
| Wastewater STEP Systems - 1,870 total | Citywide | Varies | | | | Convert commercial STEPS to gravity | 2015 | \$250,000 |
| Wastewater STEP Pressure Mains - 28 total linear miles | Citywide | Varies | | | | | | |
| Wastewater Structures (manholes, cleanouts, etc.) | Citywide | Varies | | | | Maintenance & corrosion abatement | 2014-2016 | \$550,000 |

| Asset | | | | Asset Status | | | | |
|---|---|---------------|-----------------------------|---|-------------------|-------------------------------------|---------------|-------------------------------|
| Facility | Location | Date Acquired | Historical or Purchase Cost | Acres / Capacity | Present Condition | Improvements Required | Year Needed | Estimated Cost of Improvement |
| Other Jurisdictions' Wastewater and Reclaimed Water Facilities (owned by LOTT Clean Water Alliance) | | | | | | | | |
| Capitol Lake Pump Station | Dechutes Parkway | | | 24mgd | | | | |
| Budd Inlet Treatment Plan | 500 Adams St NE | | | Can process up to 22mgd of wastewater; Can produce up to 1.5 mgd of reclaimed water | | | | |
| Major Interceptor Sewer Lines | Along Martin Way and Capitol Way; Indian and Percival Creeks; Black Lake and Cooper Pt Roads; around Capital Lake | | | 16 miles | | | | |
| Reclaimed Water Transmission Lines | Downtown area | | | 4,000 feet | | | | |
| Creeks | | | | | | | | |
| Indian/ Moxie Creek | Various Locations | | | | | Water Quality/ Habitat Improvements | Ongoing | |
| Percival Creek | Between Percival Cove & Hwy 101 | | | | | Water Quality/ Habitat Improvements | Ongoing | |
| Schneider Creek | Various Locations | | | | | Water Quality/ Habitat Improvements | Ongoing | |
| Woodard Creek | Various Locations | | | | | Water Quality/ Habitat Improvements | Ongoing | |
| Parking Lots | | | \$3,686,390 | 2.41 Acres | | | | |
| Columbia St & 4th Ave Parking Lot | 122 4th Ave W | | \$286,150 | .17 Ac | Fair | Drainage, repavement, striping | Not scheduled | |
| Olympia Ave at Franklin St Parking Lot | 303 Franklin St NE | | \$369,340 | .33 Ac | Fair | Drainage, repavement, striping | Not scheduled | |
| State Ave and Washington St Parking Lot | 205 State Ave NE | | \$457,600 | .33 Ac | Poor | Drainage, repavement, striping | Not scheduled | |
| Former Senior Center Gravel Parking Lot at State and 4th | 114 Columbia St NW | | \$275,950 | .17 Ac | Poor | Paving | Not scheduled | |
| | 116 Columbia St NW | | \$288,150 | .17 Ac | | | | |
| State and Capital Parking Lot | 107 State Ave NE | | \$269,600 | .16 Ac | Fair | Repavement, striping | Not scheduled | |
| State and Franklin Parking Lot (former DOT lot) | 318 State Ave NE | | \$1,739,600 | 1.08 Ac | Good | Currently developed for interim use | Not scheduled | |
| Facilities | | Year Built | \$98,310,300 | This Section below is currently being updated as part of the Building Condition Assessment Report | | | | |
| City Hall | 601 4th Ave, E | 2011 | \$35,650,000 | | Good | | | |
| Community Center/ Olympia Center | 222 N Columbia | 1987 | \$5,301,000 | | Good | | | |
| Court Services Building | 909 8th Ave | 1975 | \$143,000 | | Fair | | | |
| Detectives Building/ OPD Annex | 905 8th Ave | 1967 | \$230,000 | | Fair | | | |
| Family Support Center | 201/211 N Capitol Way | 1940 | \$1,443,600 | | Fair | | | |
| Farmers Market | Capitol Way | 1996 | \$1,000,000 | | Fair | | | |
| Fire Station No.1 | 100 Eastside St, NE | 1993 | \$4,403,900 | | Good | | | |
| Fire Station No.2 | 330 Kenyon St, NW | 1991 | \$1,233,500 | | Good | | | |
| Fire Station No.3 | 2525 22nd Ave, SE | 1992 | \$416,700 | | Good | | | |
| Fire Station No. 4 | 3525 Stoll Rd, SE | 2011 | \$7,095,700 | | Good | | | |
| GHB Building | Water | 1956 | \$187,300 | | Fair | | | |
| Hands On Children's Museum | 401 Jefferson St, SE | 2012 | \$18,500,000 | | Good | | | |
| Lee Creighton Justice Center | 900 Plum St, SE | 1967 | \$2,432,300 | | Poor | | | |
| Maintenance Center Complex | 1401 Eastside St | 1976 | \$3,849,300 | | Fair | | | |
| Mark Noble Regional Fire Training Center | 1305 Fones Road | 2013 | \$8,720,800 | | Good | | | |

| Asset | | | | Asset Status | | | | |
|--|--|---------------------|-----------------------------|---|---|---|-------------|--------------------------------|
| Facility | Location | Date Acquired | Historical or Purchase Cost | Acres / Capacity | Present Condition | Improvements Required | Year Needed | Estimated Cost of Improvement |
| Facilities (continued) | | Year Built | \$98,310,300 | | | | | |
| McAllister Spring Houses (2 Units) | Pacific | | \$230,000 | | | | | |
| Old Fire Station Training Center | 2200 Boulevard Rd, SE | 1962 | \$65,000 | | Good | | | |
| Police Firing Range | 6530 Martin Way, E | 1987 | \$245,000 | | Good | | | |
| The Washington Center | 512 Washington St | 1985 | \$4,181,700 | | Fair | Structural evaluation. EFIS system replacement. Controls upgrade. | 2012 | \$6,000,000 |
| Timberland Library | 313 8th Ave, SE | 1981 | \$2,743,800 | | Good | | | |
| Westside Police Station | 221 Perry St, NW | 1965 | \$237,700 | | Poor | Electrical upgrades. Roof replacement. | 2013 | \$29,600 |
| Facilities Owned by Other Public Entities Within the City of Olympia | | | | | | | | |
| Olympia School District | See the Olympia School District's Capital Facilities Plan for a facilities inventory list, capacities and map. (part of Olympia's Adopted CFP) | | | | | | | |
| Port of Olympia | See Port of Olympia Comprehensive Scheme of Harbor Improvements for a Budd Inlet District Map. (http://www.portolympia.com/index.aspx?nid=235) | | | | | | | |
| South Puget Sound Community College Campus | 2011 Motman Road SW. See SPSCC website for a campus map. (http://spsc.ccc.edu/) | | | Varies (Olympia campus is about 102 acres; with about 86.5 acres in City of Olympia jurisdiction) | | | | |
| State of Washington | See campus map on State of Washington Department of Enterprise Services website. (http://des.wa.gov/Pages/default.aspx) | | | | | | | |
| Thurston County | See inventory list in Thurston County Capital Facilities Plan. (http://www.co.thurston.wa.us/planning/comp_plan/comp_plan_document.htm) | | | | | | | |
| Bridges | | | \$39,000,000 | | | | | |
| Olympia-Yashiro Friendship Bridge | 4th Ave Bridge | 1919, Replaced 2004 | \$39,000,000 | | Good | | | |
| 5th Avenue Bridge | 5th Ave | 1958, Rebuilt 2004 | | | Good | | | |
| Priest Point Park Bridge | 2700 Block East Bay Dr | 1972 | | | Good | | | |
| Percival Creek Bridge | Cooper Point Dr/AutoMall Dr at Evergreen Park Dr SW | 1986 | | | Failing | Stabilize footings and structure | 2014 | n/a |
| R.W. Johnson Road Culvert | R.W. Johnson Blvd, 700' N of Mottman Rd | 2003 | | | Good | | | |
| Streets | | | | | | | | |
| Arterial Classification 106.1 lane miles | Citywide | Varies | | | 85% of lane miles in fair or better condition | | | \$21 million (in 2005 dollars) |
| Collector Classification 122.8 lane miles | Citywide | Varies | | | | | | |
| Neighborhood Collector Classification | Citywide | Varies | | | | | | |
| Local Access Classification 238.1 lane miles | Citywide | Varies | | | | | | |
| Wellhead Protection | | | \$1,154,788 | 10 Acres | | | | |
| Klabo | | 1998 | \$1,000,000 | | | | | |
| McAllister Wellfield Vicinity | | 2003 | \$154,788 | 10 Acres | Unimproved | | | |

| Asset | | | | Asset Status | | | | |
|---|--|---------------|-----------------------------|-----------------------|-------------------|-----------------------|-------------|-------------------------------|
| Facility | Location | Date Acquired | Historical or Purchase Cost | Acres / Capacity | Present Condition | Improvements Required | Year Needed | Estimated Cost of Improvement |
| Miscellaneous | | | \$3,743,000 | 13.08 Acres | | | | |
| Chambers Ditch (Maintained by Chambers Drainage Ditch District) | Southeast, from outlet of Champbers Lake to Yelm Highway | | | Stormwater Conveyance | | | | |
| Old City Dump / Top Foods | NW of Top Foods | | \$3,586,800 | 12.34 Ac | | | | |
| Old Gravel Pit | 800' E. of Kenyon St & 4th Ave | | \$128,000 | .35 Ac | | | | |
| Woodland Park Parcel (Acquired through LID delinquency) | 2710 Aztec Dr. NW | 2010 | \$28,200 | .39 Ac | Undeveloped | | | |

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**Olympia School District
Capital Facilities Plan
2014 - 2019**



Olympia School District Capital Facilities Plan 2014-2019

November 2013

Executive Summary

The Olympia School District's 2014-2019 Capital Facilities Plan (CFP) has been prepared as the District's principal six-year facility planning document in compliance with the requirements of the Washington State Growth Management Act. This plan is developed based on the District's recent long range facilities master plan work, which looked at conditions of District facilities, projected enrollment growth, utilization of current schools and the capacity of the District to meet these needs for the next 15 years. The master plan report is the result of a volunteer Planning Advisory Committee who worked with the District and a consulting team for nearly a year. In addition to this CFP and the master plan, the District may prepare other facility planning documents, consistent with board policies, to consider other needs of the District as may be required.

This CFP consists of four elements:

1. An inventory of existing capital facilities owned by the Olympia School District including the location and student capacity of each facility.
2. A forecast of future needs comparing student enrollment projections against permanent facility student capacities. The basis of the enrollment forecast was developed by demographer W. Les Kendrick. An updated student generation rate for this plan, developed by demographer Michael McCormick.
3. The proposed locations and capacities of new and expanded facilities anticipated to be constructed or remodeled over the next six years and beyond.
4. A financing plan for the new and expanded facilities anticipated to be constructed over the next six years. This plan outlines the source of funding for these projects including state revenues, local bond revenue, local levy revenue, impact fees, mitigation fees, and other revenues.

The plan contains multiple projects to expand the District's facility capacity and major modernizations. Specifically the plan includes major modernizations for Garfield (with expanded capacity), Centennial, McLane, and Roosevelt Elementary Schools; limited modernizations for Jefferson Middle School; and modernizations for Capital High School. The plan calls for the construction of a new elementary/intermediate school (serving grades 5-8) on the east side of the District and a new building, with expanded capacity, for the Olympia Regional Learning Academy. In addition, in order to nearly double Avanti High School enrollment, Avanti is scheduled to expand to use the entire Knox building; the administration would move to a different building. At Olympia High School, the District would replace 10 portables with a permanent building. Finally, the plan includes a substantial investment in systems modernizations and major repairs at facilities across the District.

This plan is intended to guide the District in providing new capital facilities to serve projected increases in student enrollment as well as assisting the District to identify the need and time frame for significant facility repair and modernization projects. The CFP will be reviewed on an annual basis and revised accordingly based on the updated enrollment and project financing information available.

Capital Facilities Plan 2014-2019

Olympia School District
November 2013

Executive Summary

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I. School Capacity, Methodology and Levels of Service

The primary function of calculating school capacities is to allow observations and comparisons of the amount of space in schools across the Olympia School District (OSD) and plan for growth in the number of students anticipated at each school. This information is used to make decisions on issues such as locations of specialty program offerings, enrollment boundaries, portable classroom units, new construction and the like.

School capacities are a general function of the number of classroom spaces, the number of students assigned to each classroom, how often classrooms are used, and the extent of support facilities available for students, staff, parents and the community. The first two parameters listed above provide a relatively straightforward calculation, the third parameter listed is relevant only to middle and high schools, and the fourth parameter is often a more general series of checks and balances.

The District’s current guideline for the maximum number of students in elementary school classrooms is as follows:

| | |
|--------------|-------------|
| Kindergarten | 23 students |
| Grades 1-2 | 23 students |
| Grades 3 | 25 students |
| Grades 4-5 | 27 students |

Typically, OSD schools include a combination of general education classrooms, special education classrooms, and classrooms dedicated to supportive activities, as well as classrooms dedicated to enrichment programs such as art, music, language and physical education. Some programs, such as special education, serve fewer students but require regular-sized classrooms. An increased need for these programs at a given school can reduce that school’s total capacity. In other words, the more regular sized classrooms that are occupied by smaller numbers of students, the lower the school capacity calculation will be. Any school’s capacity, primarily at elementary level, is directly related to the programs offered at any given time.

Special education classroom use at elementary level includes supporting the Infant/Toddler Preschool Program, Integrated Kindergarten Program, DLC Program (Developmental Learning Classroom, which serves students with moderate cognitive delays), Life Skills Program (students with significant cognitive delays), LEAP Program (Learning to Engage, be Aware and Play Program for students with significant behavior disabilities) and the ASD Program (students with autism spectrum disorders.) At middle and/ or high level, special education classroom use includes supporting the DLC Program, Life Skills Program, HOPE Program (Help Our People Excel for students with significant behavior disabilities) and the ASD Program.

Classrooms dedicated to specific supportive activities include serving IEP’s (Individual Education Plan) OT/PT services (Occupational and Physical Therapy), speech and language services, ELL services (English Language Learner), PATS services (Program for Academically Talented Students), as well as non-specific academic support for struggling students (primarily Title I of the No Child Left Behind Act.)

Of note, the District has a practice of limiting school size to create appropriately-sized learning communities. The District has a practice of limiting elementary school size to 500 students; middle school size to 800 students; and high school size to 1,800 students.

Methodology for Calculating Building Capacity

Elementary Schools

For the purpose of creating an annual CFP, student capacity at individual elementary schools is calculated by using each school's current room assignments. (e.g. How many general education classrooms are being used, and what grade level is being taught? How many different special education classrooms are being used? How many classrooms are dedicated to supportive activities like the PATS Program, ELL students, etc.?)

Throughout the District's elementary schools, special programs are located according to a combination of criteria including the proximity of students who access these special programs, the efficiency of staffing resources, and available space in individual schools. Since the location of special programs can shift from year to year, the student capacities can also grow or retract depending on where the programs are housed. This fluctuation is captured in what is termed the "Program Capacity" of each school. That is to say that "program capacity" is calculated based on the programs offered at a given school each year, instead of a simple accounting of the number of classroom spaces. (See Table A)

Middle and High Schools

Capacity at middle schools and high school levels are based on the number of "teaching stations" that include general-use classrooms and specialized spaces, such as music rooms, computer rooms, physical education space, industrial arts space, and special education and/or classrooms dedicated to supportive activities. In contrast to elementary schools, secondary students simultaneously occupy these spaces to receive instruction. As a result, the District measures the secondary school level of service based on a desired average class size and the total number of teaching stations per building. The capacities of each secondary school are shown on Table B.

Building capacity is also governed by a number of factors including guidelines for maximum class size, student demands for specialized classrooms (which draw fewer students than the guidelines allow), scheduling conflicts for student programs, number of work stations in laboratory settings, and the need for teachers to have a work space during their planning period. Together these limitations affect the overall utilization rate for the District's secondary schools.

This rate, in terms of a percentage, is applied to the number of teaching stations multiplied by the average number of students per classroom in calculating the effective capacity of each building. The levels of service for both middle and high school equates to an average class loading of 28 students based upon an 80% utilization factor. The only exception is Avanti High School, the District's alternative high school program, which does not consist of any specialized classroom space and has relatively small enrollment, so a full 100% utilization factor was used to calculate this school's capacity

The master plan includes estimates for both current and maximum utilization. In this CFP we have used the current utilization capacity level because it represents the ideal OSD configurations of programs and services at this time. It is important to note that there is very little added capacity generated by employing the maximum utilization standard.

Level of Service Variables

Several factors may impact the District's standard Level of Service (LOS) in the future including program demands, state and federal funding, collective bargaining agreements, legislative actions, and available local funding. These factors will be reviewed annually to determine if adjustments to the District's LOS were warranted. The District is experiencing growth in its special education preschool population and is exploring opportunities to provide other additional or expanded programs to students in grades K-12. This review may result in a change to the standard LOS in future Capital Facilities Plans.

Alternative Learning

The District hosts the Olympia Regional Learning Academy (ORLA), which serves students from both within and outside of the District's boundaries. The program, which began in 2006, now serves approximately 450 students. Each year since 2006 the program's enrollment has increased and the proportion of students from within the Olympia School District has increased. Therefore, over time, the program will have a growing positive impact on available capacity within traditional district schools. As more students from within district schools migrate to ORLA, they free up capacity to absorb projected growth.

The Olympia School District is also committed to serving as this regional hub for alternative education and services to families for non-traditional education. The program is providing education via on-line learning, home-school connect (education for students that are home-schooled), and Montessori elementary education.

Finally, Olympia School District is committed to providing families with alternatives to the traditional public education, and keeping up with the growing demand for these alternatives, and is committed to providing ORLA students and families with a safe facility conducive to learning.

Table A
Elementary School Capacities (Current Utilization Standard)

| | | Building Capacities with 2010-2011 Program Utilization | | | | | Building Capacities with 2010-2011 Program Utilization | | | | | Building Capacities with 2010-2011 Program Utilization | | | | |
|--------------------|--------------------------|--|-----------------|--------------------|----------------|--------------------------------------|--|--------------------|----------------|--------------------------------------|-----------------|--|----------------|-------------------|---|---------------------------------------|
| | | General Education | | | | | Special Education | | | | | Specific Supportive Activities | | | | |
| | | | | | | Total Capacity (including portables) | | | | Total Capacity (including portables) | | | | | | Gen Ed Capacity (including portables) |
| | HC = Headcount | Oct HC 2013 | # of classrooms | Permanent Capacity | # of portables | Portable Capacity | # of classrooms | Permanent Capacity | # of portables | Portable Capacity | # of classrooms | Permanent Capacity | # of portables | Portable Capacity | | |
| Elementary Schools | | | | | | | | | | | | | | | | |
| | | 142 | 8 | 199 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Boston Harbor | 270 | 13 | 296 | 0 | 0 | 4 | 32 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 |
| | Brown, LP | 514 | 17 | 417 | 2 | 54 | 0 | 0 | 1 | 8 | 0 | 0 | 2 | 0 | 0 | 0 |
| | Centennial | 331 | 14 | 347 | 1 | 23 | 2 | 36 | 0 | 0 | 3 | 0 | 2 | 0 | 0 | 0 |
| | Garfield | 522 | 17 | 415 | 3 | 74 | 1 | 18 | 0 | 0 | 2 | 0 | 3 | 0 | 0 | 0 |
| | Hansen | 297 | 12 | 295 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 0 | 0 | 0 | 0 | 0 |
| | Lincoln | 204 | 8 | 194 | 0 | 0 | 2 | 36 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 |
| | Madison | 352 | 14 | 315 | 2 | 54 | 4 | 46 | 0 | 0 | 2 | 0 | 2 | 0 | 0 | 0 |
| | McKenny | 330 | 13 | 319 | 0 | 0 | 3 | 30 | 0 | 0 | 1 | 0 | 2 | 0 | 0 | 0 |
| | McLane | 442 | 19 | 469 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 |
| | Pioneer | 373 | 17 | 421 | 0 | 0 | 0 | 0 | 1 | 18 | 0 | 0 | 1 | 0 | 0 | 0 |
| | Roosevelt | | | | | | | | | | | | | | | |
| | Elementary School Totals | 3,777 | 152 | 3,687 | 8 | 205 | 16 | 198 | 2 | 26 | 15 | 0 | 16 | 0 | 0 | 0 |

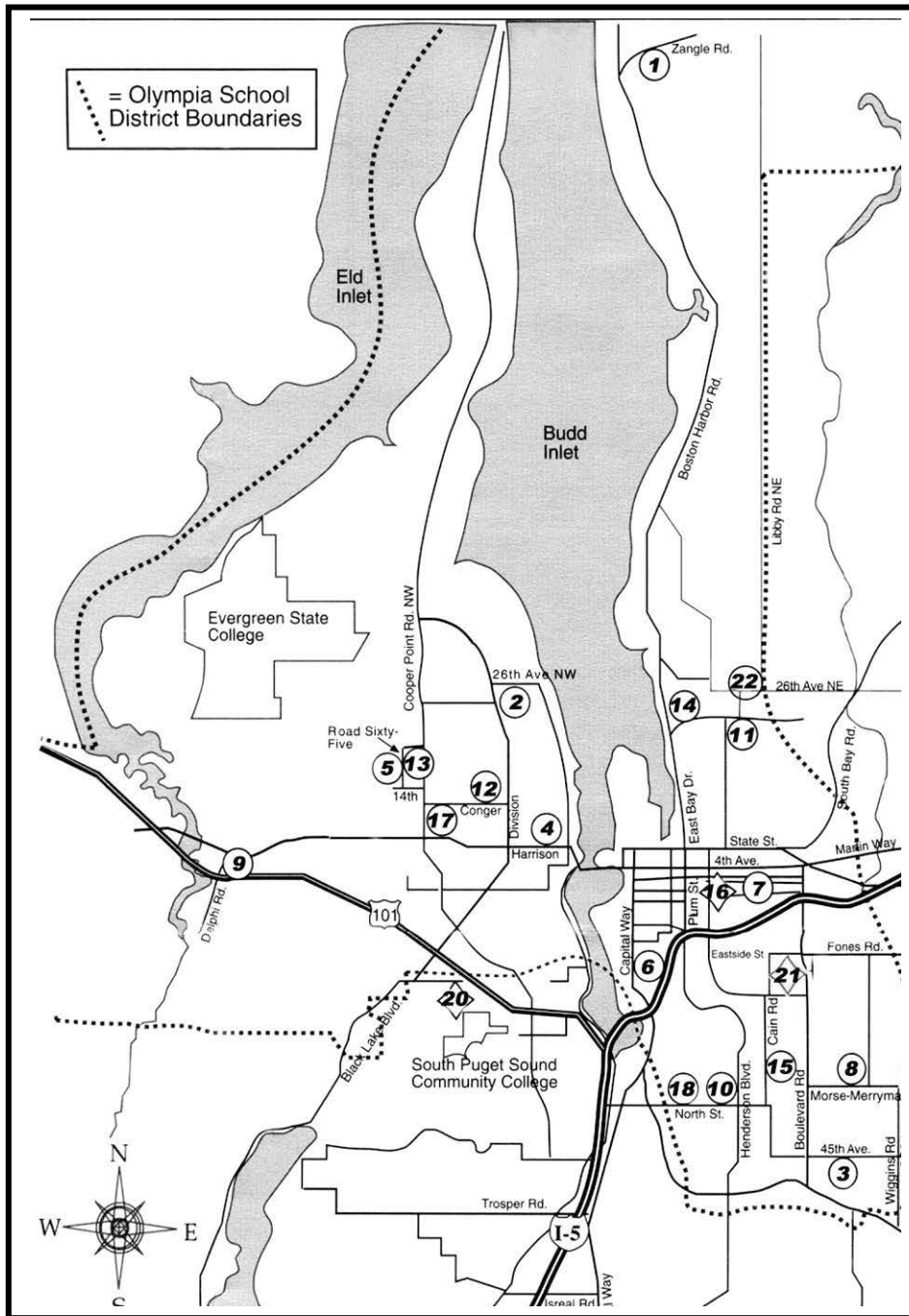
Combined Total Capacity

4, 116

Table B
Middle and Highs School Capacities (Current Utilization Standard)

| | General Education | | | | | | Special Education | | | | | | Specific Supportive Activities | | | | | |
|--|-------------------|-----------------|--------------------|----------------|-------------------|--------------------------------------|-------------------|--------------------|-------------------|-------------------|--------------------------------------|-----------------|--------------------------------|----------------|--------------------------------|---------------------------------------|--|--|
| HC = Headcount | Oct HC 2013 | # of classrooms | Permanent Capacity | # of portables | Portable Capacity | Total Capacity (including portables) | # of classrooms | Permanent Capacity | # of portables | Portable Capacity | Total Capacity (including portables) | # of classrooms | Permanent Capacity | # of portables | Portable Capacity | Gen Ed Capacity (including portables) | | |
| Middle Schools | | | | | | | | | | | | | | | | | | |
| Jefferson | 400 | 25 | 595 | 0 | 0 | 595 | 3 | 26 | 0 | 0 | 26 | 5 | 0 | 0 | 0 | 0 | | |
| Marshall | 370 | 23 | 550 | 0 | 0 | 550 | 1 | 10 | 0 | 0 | 10 | 3 | 0 | 0 | 0 | 0 | | |
| Reeves | 442 | 24 | 573 | 0 | 0 | 573 | 1 | 8 | 0 | 0 | 8 | 3 | 0 | 0 | 0 | 0 | | |
| Washington | 740 | 32 | 752 | 0 | 0 | 752 | 0 | 0 | 0 | 0 | 0 | 4 | 0 | 2 | 0 | 0 | | |
| Middle School Totals | 1,952 | 104 | 2,470 | 0 | 0 | 2,470 | 5 | 44 | 0 | 0 | 44 | 15 | 0 | 2 | 0 | 0 | | |
| *Utilization Factor for middle schools = 80% | | | | | | | | | | | | | | | | | | |
| *Utilization Factor for Special Needs = 100% | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
| | | | General Education | | | | | | Special Education | | | | | | Specific Supportive Activities | | | |
| HC = Headcount | Oct HC 2013 | # of classrooms | Permanent Capacity | # of portables | Portable Capacity | Total Capacity (including portables) | # of classrooms | Permanent Capacity | # of portables | Portable Capacity | Total Capacity (including portables) | # of classrooms | Permanent Capacity | # of portables | Portable Capacity | Gen Ed Capacity (including portables) | | |
| High Schools | | | | | | | | | | | | | | | | | | |
| Avanti | 157 | 7 | 168 | 0 | 0 | 168 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Capital | 1,334 | 63 | 1,446 | 2 | 45 | 1,491 | 1 | 6 | 0 | 0 | 6 | 5 | 0 | 0 | 0 | 0 | | |
| Olympia | 1,703 | 72 | 1,648 | 6 | 134 | 1,782 | 2 | 12 | 3 | 24 | 36 | 0 | 0 | 0 | 0 | 0 | | |
| High School Totals | 3,194 | 142 | 3,262 | 8 | 179 | 3,442 | 3 | 18 | 3 | 24 | 42 | 5 | 0 | 0 | 0 | 0 | | |
| *Utilization Factor for Avanti = 100% | | | | | | | | | | | | | | | | | | |
| *Utilization Factor for comp. high schools = 80% | | | | | | | | | | | | | | | | | | |
| *Utilization Factor for Special Needs = 100% | | | | | | | | | | | | | | | | | | |
| Total Capacity | 8,923 | | 9,420 | | 384 | 9,804 | | 260 | | 50 | 310 | | 0 | | 0 | 0 | | |
| Combined Total Capacity Districtwide, All Grades - General & Special Education | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | 10,114 | | | | | | | |

Olympia School District Building Locations



Elementary Schools

1. Boston Harbor
2. L.P. Brown
3. Centennial
4. Garfield
5. Hansen
6. Lincoln
7. Madison
8. McKenny
9. McLane
10. Pioneer
11. Roosevelt

Middle Schools

12. Jefferson
13. Marshall
14. Reeves
15. Washington

High Schools

16. Avanti
17. Capital
18. Olympia

Other Facilities

19. New Market Voc. Skills Center
20. Transportation
21. Support Service Center
22. Olympia Regional Learning Academy

II. Forecast of Future Facility Needs: Olympia School District Enrollment Projections

Summary

This section of the CFP provides a summary of an enrollment forecast prepared by demographer W. Les Kendrick of Educational Data Solutions for the Olympia School District as part of the master plan process; the Summary is prepared by McGranahan Architects for the District. This forecast is part of a larger master plan process to help the school district forecast capacity needs, address facilities deficiencies and prepare for trends in 21st Century education over the next 15 years.

This enrollment forecast was prepared in 2010 and will be formally updated on a five year basis.

Key findings with regard to the context for enrollment growth in the District are the following:

- Enrollment has fluctuated up and down in the past decade resulting in a relatively flat enrollment trend
- Enrollment did trend up with the completion of various housing projects in recent years
- In the past 2 years enrollment has declined as new housing construction and sales have stalled
- K-12 enrollment in Thurston County has increased gradually in the past 10 years
- Olympia School District's share of the county K-12 enrollment has declined over the past decade primarily due to greater population and housing growth in Yelm and North Thurston when compared to Olympia

Looking forward, enrollment in all Thurston County districts is likely to grow in the coming decade primarily due to larger birth cohorts. The number of women in their child-bearing years has been, and is expected to continue to increase in the coming decade, resulting in more births. As a result kindergarten and elementary enrollment should trend up.

In addition to birth trends, there is also expected to be significant housing and population growth in Olympia and the county in the coming decade. Projections from county planning agencies suggest that the Olympia School District's resident population could grow by another 10,000 residents by 2020 and by another 6,000 residents by 2025.

The following section discusses some of the general enrollment trends in the District and the demographic factors that are contributing to those trends. After this section a forecast of the District enrollment by grade level is presented. The final section allocates the District projection to schools in order to show the differences in growth that might be expected for different parts of the District.

Enrollment Trends

As noted in the introduction the enrollment in the Olympia School District has fluctuated up and down in the past decade but the overall enrollment was about the same in 2010 as it was in

2000. As with most districts Olympia's enrollment is affected by birth trends, by turnover in existing housing, and by new home construction.

One way to get a handle on a district's enrollment is to look at the annual change from year to year by grade level. Over the course of a year, numerous families will move into a district, buying a new or existing home, or finding a place to rent, and other families will move out due to job changes or other factors. If more people move in than out, there is a net gain in enrollment. And if more people move out than in, there is a net loss. In addition, enrollment can be affected by the size of the exiting graduating class compared to the size of the entering kindergarten class.

For the most part, the District experiences small net gains at the elementary grades (more people moving in than out). Most of the averages at the elementary level are greater than one. It also looks like the District frequently sees a small net loss as students transition from 5th grade into 6th. The District also sees a big net gain between the 8th and 9th grade, partially due to the influx of high school students from the Griffin School District into Capital High School. And like most districts, Olympia can also see some net losses at some high school grades, primarily due to dropouts.

There is largely enough net turn-over in existing homes, or construction and sale of new homes to produce gains in enrollment at most grades. In most years, there are more families with children moving into the District than the number moving out. In the past 10 years the District has seen an average annual net gain of about 200 students.

However, over the last 10 years, in the transition from one year to the next, the exiting graduating class has tended to be larger than the subsequent year's incoming kindergarten class. This is not an unusual trend in a district that sees growth as students' progress through the grades. But what this means is that in most years the enrollment gains from new home sales or from the sale of existing homes has been offset by the turnover that occurs when one class graduates and another comes in at kindergarten. In most years the high school graduating class has been larger than the kindergarten class by about 200 students or so, offsetting the growth at other grades driven by home sales.

Looking forward the difference between the size of each year's graduating class and the size of the following year's kindergarten class is expected to narrow. Births have been increasing in the past few years and this trend is expected to continue over the next decade. As births increase, kindergarten enrollment will go up and the difference between kindergarten and the graduating 12th grade will start to narrow. Assuming the District still sees enrollment gains at the other grades, there is a possibility of greater enrollment growth in the next decade.

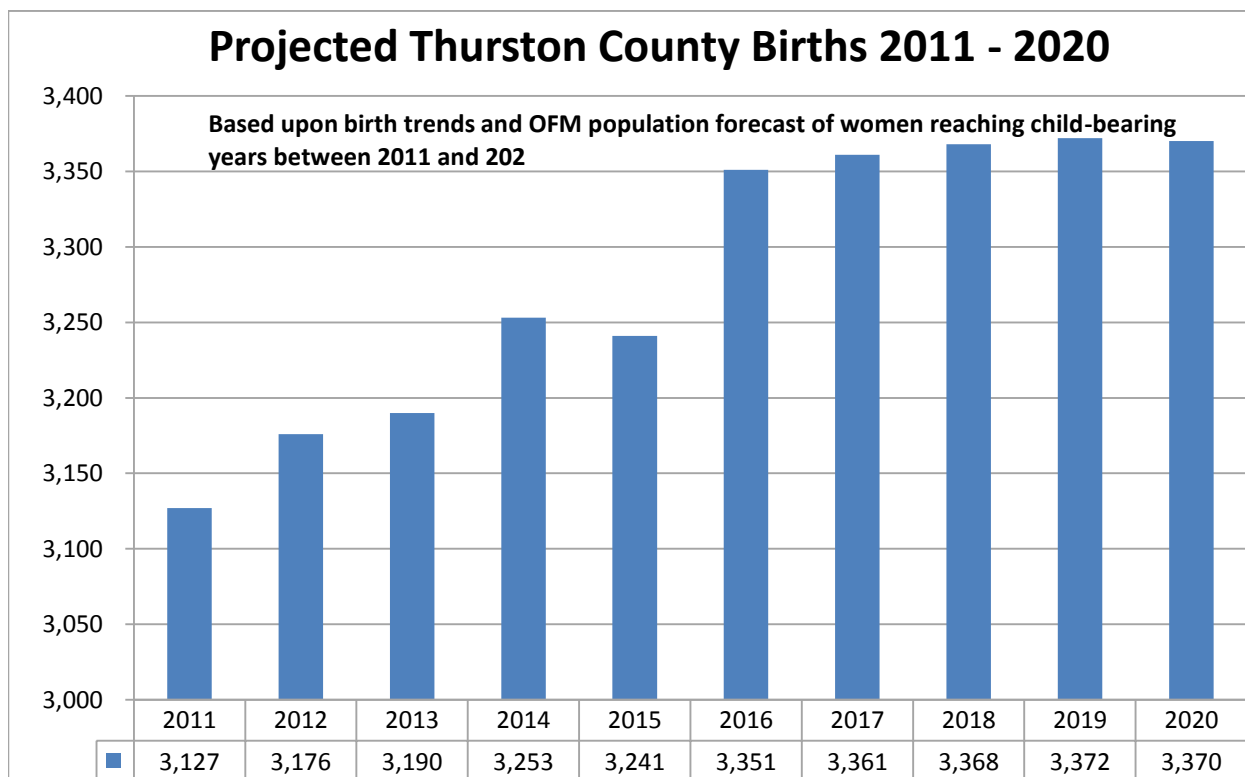
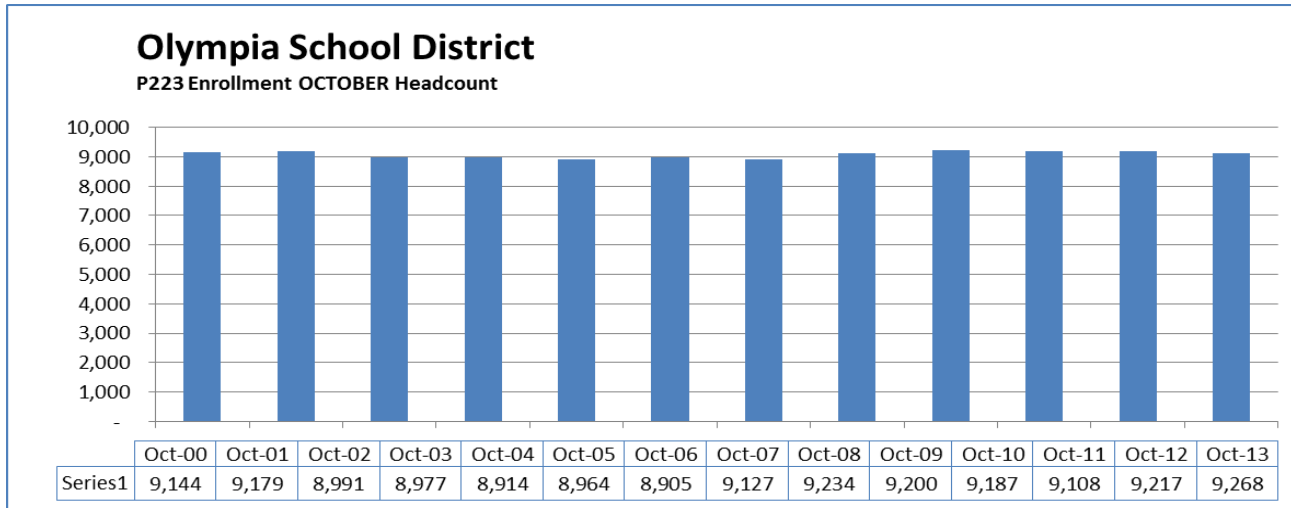
Births and Enrollment

In Thurston County the number of births per year was relatively constant between 1994 and 2002 (2400 to 2500 a year). Since 2003 the number of annual births has been increasing and in the most recent 3 years, births have trended close to, or above, the 3000 mark. Looking forward there will be more births in the next decade than in the previous decade.

The number of women in their child-bearing years is increasing which should result in average annual births of 3100 a year between 2010 and 2015 and 3300 a year between 2015 and 2020. Children born between 2006 and 2020 will be eligible for school between 2011 and 2025. As a result it is likely that kindergarten and elementary enrollment will increase in Olympia and the rest of the Thurston County school districts as well. Based on birth trends and the population forecast, it is likely that K-12 enrollment countywide will increase over the next 10 to 15 years.

Olympia Enrollment Trend

P223 Enrollment OCTOBER 2013 Headcount



Over the past decade, the District's kindergarten enrollment has averaged about 23% of the county birth cohort; comparing kindergarten enrollment to county births 5 years prior to the enrollment year. This percentage is expected to remain relatively stable over the next decade or so, fluctuating up or down in a given year, relative to the amount of new home construction. This assumption is based on the fact that the District's share has averaged about 23% for the past 10 years, taking into account years in which the District saw a lot of new housing growth and years in which it saw very little.

It is possible that the District's share of future kindergarten students and other grades as well could increase in the coming decade. Whether it will or not depends largely on trends in new home construction and sales and the number of students that enroll from these homes relative to construction in other areas of the county.

Population, Housing and Enrollment

Data from the 2000 Census and from estimates created by the State of Washington Office of Financial Management (OFM) data shows that the District's resident population increased by over 6000 in the past decade with an average annual growth rate of 1.2%. During this same time period the District added over 2800 housing units. This means that, on average, the District saw its housing stock increase by about 288 units a year, over the past 10 years.

In addition to looking at specific developments, a comparison was also made between new home construction in the past decade and forecasts of new home construction for the next two decades (2010 to 2020 and 2020 to 2030). This comparison provides a way to see if enrollment growth from new home construction in the coming years will be about the same as in the past decade, or whether it will be significantly lower or higher. This comparison is used to estimate the effect of housing construction and population growth on future enrollment trends.

The permit data cited earlier suggests that about 200 new single family homes were built annually over the past 5 years and about 71 multi-family units (though this number is a little high due primarily to one large project). In addition, the State of Washington data indicates that about 288 new housing units were added annually over the past 10 years, although there is no distinction provided between single and multi-family. There are also indications from the State data that the District may have seen a larger average in the past 5 years (300 units per year), than in the period between 2000 and 2005. These various estimates provide information about past new home sales and construction. But what about the future?

There are several different ways to get a handle on future housing construction. Forecasts from the Thurston Regional Planning Council (TRPC) indicate that the District could see 500 or more new housing units built annually between 2010 and 2020 and between 2020 and 2030. This number is higher, however, than what has occurred in the past decade and it is higher than we might expect given what we know about projects that are currently planned within the District.

Development data collected from the City and County shows that there are currently over 2300 single family units and almost 2100 multi-family units in some stage of development. Some projects are in process and others are still getting started. And still others may be put on hold, or even abandoned. Although we cannot know for sure, it is likely that the majority of these projects

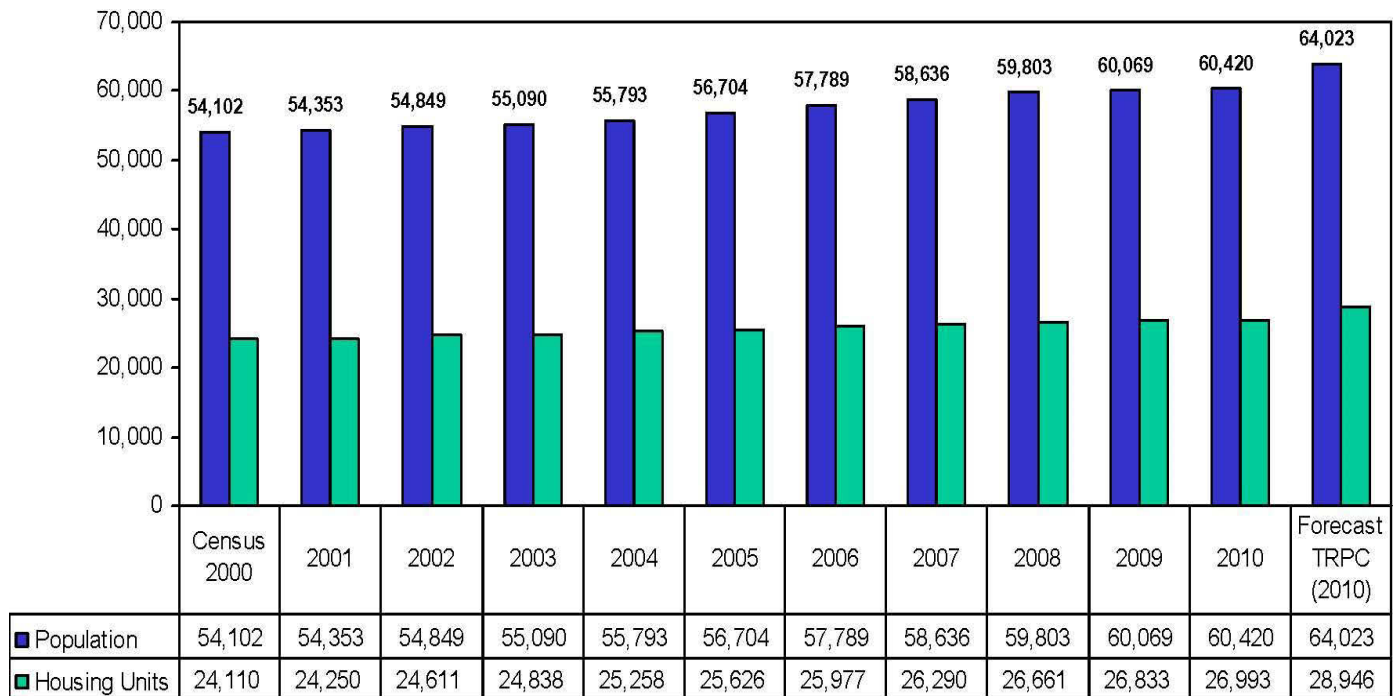
will be completed over the next 5-7 years. On the other hand, the earlier analysis suggests that the District may not see all of the students from these homes in the initial years of completion. As a result, it is likely that the full impact of these projects on enrollment will be felt over the next 10 years. If so the District would be impacted by an average of approximately 440 new housing units annually (230 single family and 210 multi-family). This estimate is lower than the assumptions of the TRPC forecast for the District. But it is also higher than the averages the District has seen over the past estimates for that decade (based on State estimates--- final numbers will not be available until the most recent Census data is released).

This District forecast is based on the assumption that the District will see about 300 new homes built annually between now and 2025. This number is in line with the recent 5 year estimated trend from the State, but below the assumption of more than 500 new homes per year that is assumed by the TRPC forecast. It is also below the 440 or so units per year we can estimate from the District's own tracking of future development. It is worth considering, however, that estimates from the State suggest that in the past decade, it was only in 2004 where the number of housing units added exceeded 400 (Table C). And this was a period in which the region and the nation experienced a housing bubble with construction and development far exceeding the historical averages. The average since 2005 has been for an addition of 289 housing units annually. It seems unlikely that the 2004 conditions will repeat themselves, so a slightly lower estimate of future housing development seems warranted at this time. The estimate of 300 assumes slightly better growth than the past 2 years and slightly better than the average of 2005-2010, but it also allows for the fact that some of the planned developments may be abandoned or not completed.

If the District sees about 300 new housing units annually in the coming decade, then it is likely that the growth trends by grade level (the number moving in or out) will be about the same as the past 5 years. The difference is that the District will see better kindergarten enrollments due to greater numbers of births. This means that enrollment should grow more in the next decade than in the previous decade.

It is also possible that the District could see lower or higher housing and population growth in the next 15 years than in the previous decade. The TRPC forecast, after all, assumes more than 500 new housing units per year. And the earlier cited estimates from the permit data show a lower average number of units between 2005 and 2009 (approximately 250-270 new housing units a year). Since we have differing estimates, a low and high range forecast was created in addition to the medium recommended forecast. The CFP, however, is based on the medium forecast.

**Olympia School District
Housing Population Estimates
2001-2010 State Estimates**



Forecasts

A low, medium, and high range forecast by grade level was produced for the District. The medium forecast is recommended at this time. The following details the different assumptions of the 3 forecasts.

Low Forecast: Assumes the addition of 250 new housing units annually and population growth of about 8-tenths of a percent annually between now and 2025. This is slightly below the trends of the past decade.

Medium Forecast: This forecast assumes the addition of 300 new housing units annually and population growth of about 1% a year between now and 2025. The population and housing growth estimates are similar to the average trends of the past decade.

High Forecast: This forecast assumes the addition of over 500 new housing units annually and population growth of over 1.5% annually between now and 2025. These figures are derived from the housing forecast numbers provided by the Thurston Regional Planning Council for the Olympia School District. The population and housing growth estimates are higher than the trends of the past decade.

Methodology and Forecasts

The current enrollment for the Olympia School District was extrapolated into the future based on the trends of the past decade. This was done using the cohort survival averages presented earlier. These numbers were then adjusted to account for projected changes in housing and population growth assumed in the different forecasts. At kindergarten, the number of live births (2006 to 2009) and the forecast of county births (2010 to 2020) for each year was multiplied by the District's average share of this population over the past decade (23%). In the medium forecast, this average was assumed to be relatively constant, consistent with the trend of the past decade. In the low and high range forecast the average was assumed to trend down or up slightly in line with the assumed changes in population and housing.

Student Generation Rates and School Forecasts

Forecasts were also created for schools. This involved allocating the District medium projection to schools based on assumptions of differing growth rates in different service areas. Two sources of information were used for this forecast. First, development information by service area, provided by the City and County, was used to forecast school enrollments between 2011 and 2017. Student generation rates are based on City and County permits and enrollment data, 2005-2009.

Student Generation Rate Outcomes

Olympia Only (Griffin permits not included in totals)

Based on Cumulative File 2005-2009 Permits

Single Family

| <u>Year</u> | <u>Permits</u> | <u>Students</u> | <u>Rate</u> |
|-------------------|----------------|-----------------|-------------|
| 2005 | 340 | 169 | 0.50 |
| 2006 | 272 | 94 | 0.35 |
| 2007 | 181 | 45 | 0.25 |
| 2008 | 96 | 19 | 0.20 |
| 2009 | 134 | 30 | 0.22 |
| Totals | 1023 | 357 | 0.35 |
| Avg. / | | | |
| Year | 205 | 71 | |
| % by Level | | | |

Rate by Level

| <u>K-5</u> | <u>6-8</u> | <u>9-12</u> | <u>K-5</u> | <u>6-8</u> | <u>9-12</u> |
|--------------|--------------|--------------|--------------|--------------|--------------|
| 75 | 33 | 61 | 0.221 | 0.097 | 0.179 |
| 43 | 27 | 24 | 0.158 | 0.099 | 0.088 |
| 19 | 10 | 16 | 0.105 | 0.055 | 0.088 |
| 10 | 5 | 4 | 0.104 | 0.052 | 0.042 |
| 18 | 9 | 5 | 0.134 | 0.067 | 0.037 |
| 165 | 84 | 110 | 0.161 | 0.082 | 0.108 |
| 46.2% | 23.5% | 30.8% | | | |

Multi-Family

| <u>Year</u> | <u>Units</u> | <u>Students</u> | <u>Rate</u> |
|---------------|--------------|-----------------|-------------|
| 2005 | 26 | 4 | 0.15 |
| 2006 | 64 | 7 | 0.11 |
| 2007 | 205 | 2 | 0.01 |
| 2008 | 32 | 4 | 0.13 |
| 2009 | 105 | 6 | 0.06 |
| Totals | 432 | 23 | 0.05 |
| Avg. / | | | |
| Year | 86 | 5 | |

Rate by Level

| <u>K-5</u> | <u>6-8</u> | <u>9-12</u> | <u>K-5</u> | <u>6-8</u> | <u>9-12</u> |
|------------|------------|-------------|--------------|--------------|--------------|
| 2 | 2 | 0 | 0.080 | 0.080 | 0.000 |
| 2 | 3 | 2 | 0.030 | 0.050 | 0.030 |
| 1 | 1 | 0 | 0.000 | 0.000 | 0.000 |
| 2 | 2 | 0 | 0.060 | 0.060 | 0.000 |
| 5 | 1 | 2 | 0.050 | 0.010 | 0.000 |
| 12 | 9 | 110 | 0.028 | 0.021 | 0.005 |

Based on this data, the District enrolls about 35 students for every 100 single family homes permitted over a 5-year period. The rate is highest in the most mature developments (50 per 100 units for homes built in 2005). The rates are lowest in the most recent years because it is likely that the District has not yet seen all the students. It is reasonable to assume that the District could see an average of 40 students per 100 homes once the real estate market starts to recover, but this assumption is not used in the school forecasts.

Again using the above data, the District enrolls about 5 students for every 100 multi-family units, but the rate varies considerably from year to year (most likely due to the type of

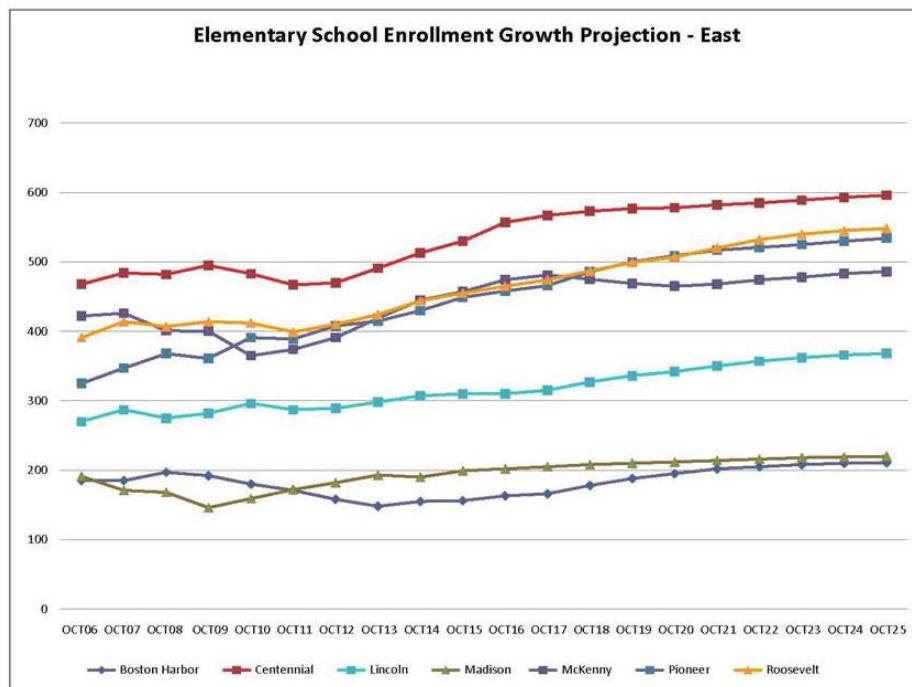
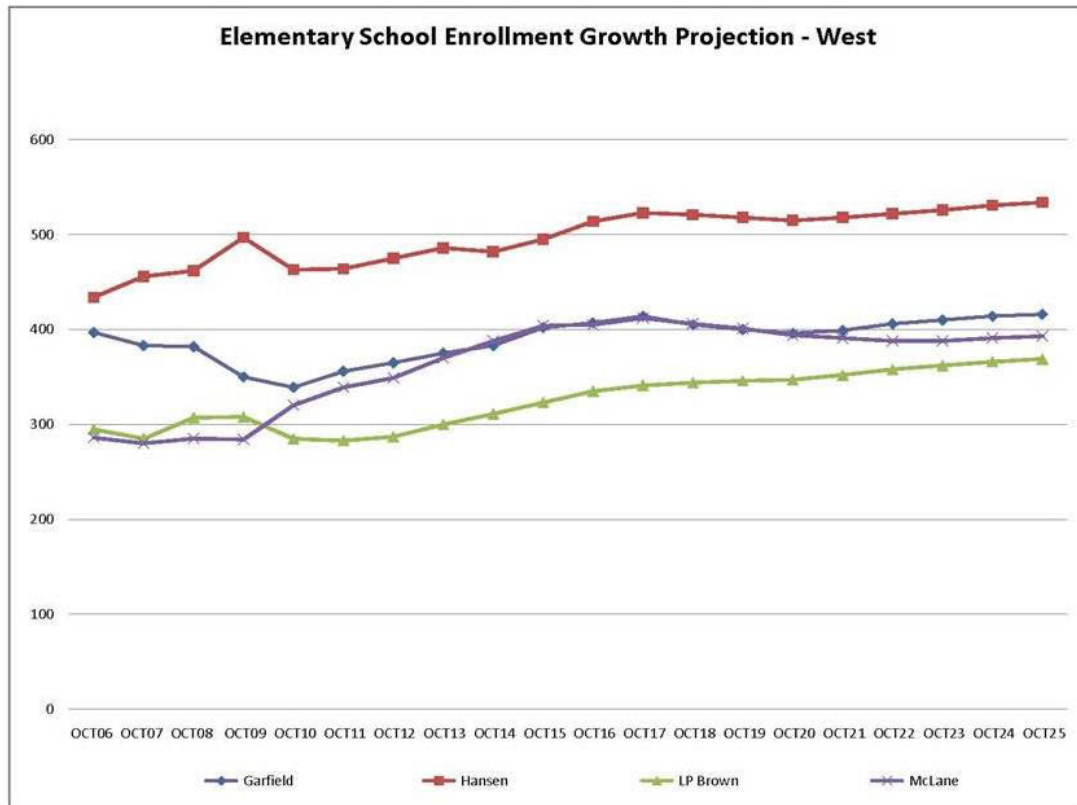
development – rental, condo, townhome and the number of bedrooms of each). Utilizing the 5-year average is probably best practice because it includes enough units and types to provide a reliable measure of growth from multi-family homes. This analysis suggests that the effect of multi-family development on enrollment is minimal unless there are a large number of units being developed.

Once the students generated by development were calculated, the average enrollment trends by grade were then extrapolated into the future for each school. For the period between 2017 and 2025 adjustments to the school trends were based on housing forecasts by service area obtained from the Thurston Regional Planning Council.

For secondary schools, the entry grade enrollment forecasts (grade 6 and 9) were based on enrollment trends and housing, as well as estimates of how students feed from elementary into middle school and middle into high school. For alternative schools and programs it was assumed that their share of future enrollment would be consistent with recent trends. This means that ORLA, for example, would increase its enrollment over time, consistent with the overall growth in the district's enrollment.

In all cases, the final numbers were balanced to the District medium projection which is assumed to be most accurate. This analysis by school allows the District to look at differential growth rates for different parts of the District and plan accordingly. Summary enrollment forecasts by school are charted on the following pages. Elementary schools are grouped into east and west elementary school locations.

Note: The generation rates used for the enrollment forecast are presented on page 14. The calculation of impact fees uses updated student generation rates, which are presented on page 42. The updated student generation rates will be incorporated into the 15-year enrollment forecast once this forecast is updated in 2015.



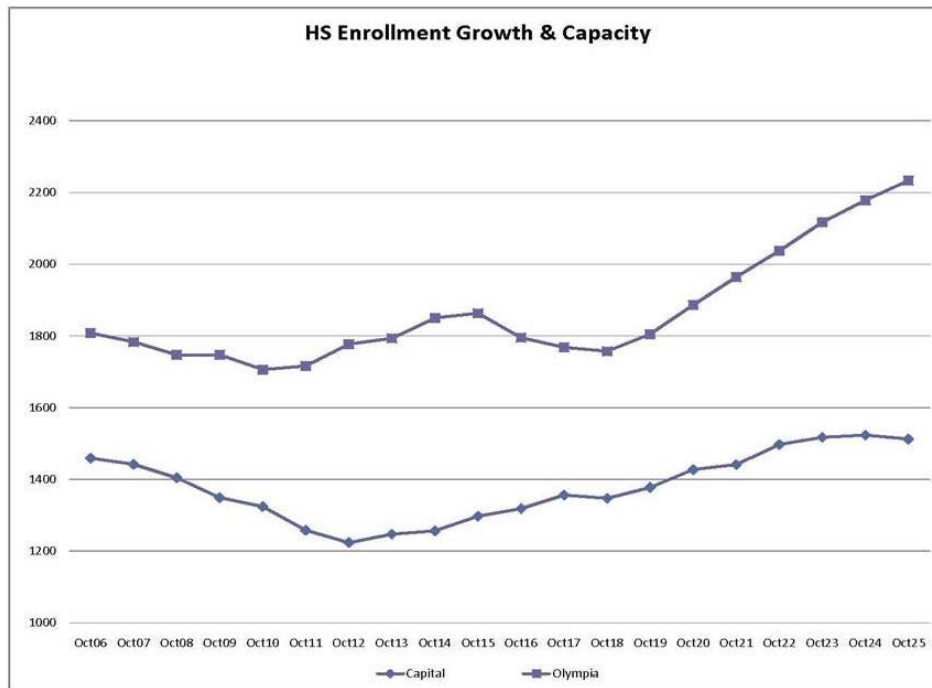
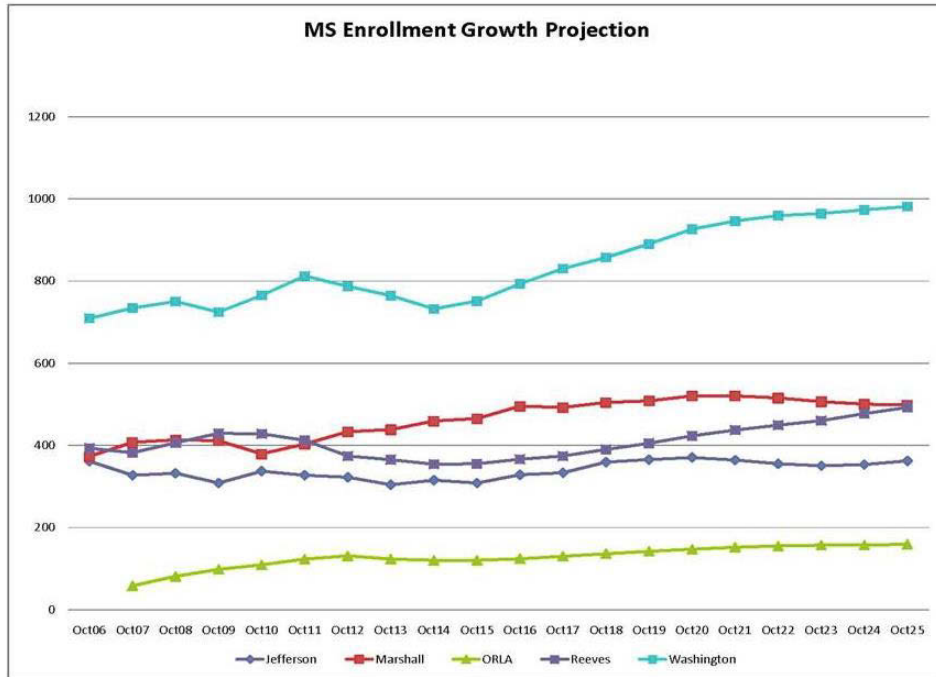


Table C
Olympia School District Enrollment Projections (Calculated in 2010)

| | | Oct-12 | Oct-13 | Oct-14 | Oct-15 | Oct-16 | Oct-17 | Oct-18 | Oct-19 | Oct-20 | Oct-21 | Oct-22 | Oct-23 | Oct-24 | Oct-25 |
|--------|--|-------------|-------------|-------------|-------------|-------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| K | | 684 | 707 | 727 | 713 | 719 | 730 | 734 | 748 | 745 | 771 | 773 | 775 | 775 | 775 |
| 1 | | 695 | 720 | 745 | 766 | 751 | 757 | 769 | 773 | 788 | 785 | 812 | 814 | 816 | 817 |
| 2 | | 699 | 709 | 735 | 760 | 782 | 767 | 773 | 785 | 789 | 804 | 801 | 829 | 831 | 833 |
| 3 | | 662 | 709 | 719 | 746 | 771 | 793 | 778 | 785 | 797 | 800 | 816 | 813 | 841 | 843 |
| 4 | | 680 | 675 | 723 | 733 | 760 | 786 | 808 | 793 | 799 | 812 | 816 | 832 | 829 | 857 |
| 5 | | 626 | 689 | 684 | 732 | 743 | 770 | 796 | 819 | 803 | 810 | 823 | 826 | 842 | 839 |
| 6 | | 654 | 617 | 679 | 674 | 721 | 732 | 759 | 784 | 807 | 792 | 798 | 810 | 814 | 830 |
| 7 | | 701 | 665 | 626 | 689 | 684 | 733 | 743 | 770 | 797 | 819 | 804 | 810 | 823 | 827 |
| 8 | | 692 | 712 | 675 | 636 | 700 | 695 | 744 | 755 | 783 | 809 | 832 | 817 | 823 | 836 |
| 9 | | 838 | 864 | 888 | 842 | 794 | 874 | 867 | 929 | 942 | 977 | 1010 | 1039 | 1019 | 1027 |
| 10 | | 773 | 836 | 862 | 887 | 841 | 792 | 872 | 865 | 927 | 940 | 975 | 1008 | 1037 | 1017 |
| 11 | | 797 | 754 | 816 | 841 | 865 | 820 | 773 | 850 | 844 | 904 | 917 | 951 | 983 | 1011 |
| 12 | | 791 | 785 | 743 | 804 | 828 | 852 | 808 | 761 | 838 | 832 | 891 | 903 | 937 | 968 |
| | | 9292 | 9442 | 9622 | 9823 | 9959 | 10101 | 10224 | 10417 | 10659 | 10855 | 11068 | 11227 | 11370 | 11480 |
| | | | | | | | | | | | | | | | |
| Change | | 96 | 149 | 180 | 201 | 137 | 142 | 123 | 193 | 240 | 196 | 212 | 159 | 143 | 111 |
| % of | | | | | | | | | | | | | | | |
| Change | | 1.0% | 1.6% | 1.9% | 2.1% | 1.4% | 1.4% | 1.2% | 1.9% | 2.3% | 1.8% | 1.9% | 1.4% | 1.3% | 1.0% |

Table D
OSD October Headcount Enrollment History
October 2013

| Grade | Oct-00 | 1-Oct | 2-Oct | 3-Oct | 4-Oct | 5-Oct | 6-Oct | 7-Oct | 8-Oct | 9-Oct | 10-Oct | 11-Oct | 12-Oct | 13-Oct |
|-------------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|--------|
| K | 556 | 571 | 552 | 581 | 600 | 591 | 559 | 563 | 600 | 598 | 631 | 618 | 645 | 633 |
| 1 | 580 | 596 | 574 | 572 | 600 | 633 | 614 | 609 | 603 | 659 | 643 | 644 | 649 | 685 |
| 2 | 594 | 577 | 591 | 586 | 585 | 617 | 633 | 674 | 642 | 621 | 665 | 646 | 662 | 655 |
| 3 | 680 | 610 | 597 | 604 | 589 | 583 | 622 | 681 | 671 | 662 | 615 | 661 | 661 | 674 |
| 4 | 654 | 696 | 608 | 601 | 611 | 609 | 599 | 660 | 699 | 697 | 664 | 620 | 682 | 670 |
| 5 | 668 | 681 | 685 | 634 | 597 | 624 | 637 | 628 | 673 | 686 | 699 | 663 | 653 | 694 |
| 6 | 688 | 676 | 659 | 656 | 623 | 605 | 599 | 643 | 635 | 671 | 675 | 675 | 668 | 638 |
| 7 | 680 | 702 | 662 | 678 | 671 | 629 | 610 | 639 | 662 | 635 | 695 | 688 | 695 | 684 |
| 8 | 674 | 703 | 710 | 669 | 682 | 671 | 632 | 632 | 686 | 666 | 648 | 693 | 687 | 697 |
| 9 | 852 | 855 | 871 | 878 | 842 | 851 | 867 | 837 | 805 | 802 | 817 | 816 | 837 | 833 |
| 10 | 861 | 851 | 832 | 863 | 869 | 857 | 854 | 884 | 856 | 807 | 804 | 806 | 814 | 850 |
| 11 | 864 | 837 | 839 | 819 | 832 | 865 | 848 | 841 | 848 | 832 | 795 | 782 | 764 | 773 |
| 12 | 793 | 824 | 811 | 837 | 813 | 829 | 831 | 836 | 854 | 864 | 836 | 796 | 800 | 782 |
| Total | 9144 | 9179 | 8991 | 8978 | 8914 | 8964 | 8905 | 9127 | 9234 | 9200 | 9187 | 9108 | 9217 | 9268 |
| | | | | | | | | | | | | | | |
| Change | | 35 | -188 | -14 | -63 | 50 | -59 | 222 | 107 | -34 | -13 | -79 | 109 | 51 |
| % of Change | | 0.4 | -2.0 | -0.1 | -0.7 | 0.6 | -0.7 | 2.5 | 1.2 | -0.4 | -0.1 | -0.9 | 1.2 | 0.6 |

III. Six-Year Planning and Construction Plan

History and Background

In September of 2010 Olympia School District initiated a Long Range Facilities Master Planning endeavor to look 15 years ahead at trends in education for the 21st century, conditions of District facilities, projected enrollment growth, utilization of current schools and the capacity of the district to meet these future needs. The 15 year planning horizon enabled the District to take a broad view of the needs of the community, what the District is doing well, the challenges the District should anticipate and some solutions to get started on.

The Planning Advisory Committee (PAC), consisting of parents and interested community citizens, was convened in October of 2010 and met regularly through July 2011. They made their presentation of development recommendations to the Olympia School Board on August 8th, 2011. During the course of the master plan process the following activities were conducted as part of the whole endeavor:

- 12 meetings of the Planning Advisory Committee
- 2 community forums (December 15, 2010 & February 16, 2011)
- 2 sessions with school district leadership (at General Administration meetings)
- Interviews with district departmental leaders and community partner institutions
- Community Survey, with participation by nearly 900 people
- Website on Wikispaces to share planning resources and communication among committee members
- School board study session and a subsequent presentation

PAC Recommendations

The Planning Advisory Committee reviewed and ranked the following master plan development recommendations to best meet those needs over the first half of the 15 year planning horizon:

- Build a New Centennial Elementary/Intermediate School
- Replace Garfield ES due to deteriorating conditions
- Full Modernization of three “Prototype” Schools; Centennial, McLane & Roosevelt ES
- Build a New Facility for Olympia Regional Learning Academy (ORLA)
- Expand Avanti High School into the entire Knox Building, relocate District Administration
- Replace 10 portables at Olympia HS with a Permanent Building
- Capital HS Improvements to support Advanced Programs and continued renovations
- Remodel a portion of Jefferson MS to support the new Advanced Middle School
- Small works and minor repairs for remaining schools

Development recommendations in the master plan are major projects that address the most critical needs in the District with respect to building conditions, ability to accommodate projected growth and support for choices in educational models offered by the District. Schools not included in the development recommendations may have minor improvements needed, could contribute to accommodating projected growth and offer well received alternatives in educational models. The Planning Advisory Committee chose a group of development recommendations that

best meet the identified needs for the next 15 years. The PAC assumed a substantial small works investment to address systems modernizations necessary at other schools.

Each of these development recommendations represent single or multiple projects that bundled together would constitute a capital bond package.

The administration has largely agreed with the PAC recommendations. The one exception is that new information leads us to conclude that Garfield ES does not need to be wholly replaced. The gym and possibly the cafeteria must be replaced and the remainder of the school can be modernized and sufficiently address the deterioration identified in 2011. The administration has developed the specifics of the small works roster as the PAC only identified the need for a substantial investment in small works. In the remainder of the CFP the Garfield project scope is for modernization, not full replacement; the administration small works roster is assumed.

The following is a description of each of the capital projects:

New Centennial Elementary/Intermediate School

Enrollment projections show that over the next 15 years, enrollment in the elementary schools and the middle school in the southeast quadrant of the District will exceed the capacity of the schools. The growth in the Centennial boundary is the largest. Solutions need to be found for both elementary school and middle school students. Enrollment at Centennial, McKenny and Pioneer Elementary schools is projected to increase 313 students by 2020. Washington Middle School enrollment is projected to increase 161 students by 2020. In the Washington Middle School enrollment area the projection is for an additional 474 students over 2010 enrollments. Roughly 60% of the elementary school enrollment growth is projected to occur by 2016. Middle school growth occurs primarily in the years between 2016 and 2020. The amount of over enrollment projected at Washington Middle School would not be enough to justify a new middle school. And the elementary over enrollment projections won't generate a new elementary school.

To accommodate projected growth beyond capacity in the Washington Middle School enrollment area, a new Elementary/Intermediate School is recommended to serve fifth thru eighth grade students coming from Centennial Elementary School. The new facility would be located on district-owned property contiguous with Centennial Elementary. The new school will be sized to provide enough capacity to receive the students from Centennial ES who would have attended Washington MS and to house fifth grade students who would otherwise attend Centennial. That enrollment change would give Washington MS capacity to accommodate its own projected growth receiving fifth graders from McKenny and Pioneer ES when growth in those schools occurs. Existing Centennial Elementary would become a PK-4 school with enough room for the projected enrollment growth there.

Partial Remodel at Jefferson Middle School—Completed 2012

The Master Planning Advisory Committee also considered building conditions, utilization and fitness for future models of education for all of the District's schools. The building conditions at Jefferson Elementary are some of the worst in the District, but many issues were addressed in

the recent Capital Levy. The investment to modernize the whole school building in the context of other needs reviewed by the committee was not given a high enough priority to recommend such a large expenditure at this time. The school enrollment is relatively low, and a variety of special programs are housed at Jefferson Middle School. A new program, beginning in the fall of 2011 is Jefferson Advanced Math and Science (JAMS), which focuses on science, technology, math and engineering subjects as the core of a challenging and engaging curriculum. Enrollment in the new program is promising and the committee recommends remodeling a portion of Jefferson Middle School to accommodate these instructional needs.

In this recommendation, the northern portion of the school which houses home economics, shop, art and undersized science labs would be remodeled to provide properly sized science labs, upgrade the shop, potentially repurpose the home economics area and upgrade the learning technology in the classrooms and labs.

The remodel should also consider the future educational needs of students reviewed in the master plan, like these:

- More collaborative hands on projects so students learn how to work in teams and respect others,
- Place for hands-on, project based learning,
- Work with personal mobile technology that individualizes their learning,
- Creating settings for students to work independently,
- Meeting the needs of a diverse range of learning styles and abilities,
- Places for students to make presentations and display their work,
- Teacher planning and collaboration, and
- Fostering media literacy among students and teachers,

The total area of the remodel would be approximately 21,000 square feet. The remodel would be focused in the interior of the building and not upgrade major systems. Some systems upgrades are included in the small works plan.

Prototype Schools: Centennial, Garfield, McLane & Roosevelt Elementary School Modernizations

The four “prototype” schools built in the late 1980’s have some of the worst building condition ratings in the District. The 2009 facility condition survey and interviews with leaders of the schools identified problems with heating and cooling, inconsistent technology, poor air quality, parking and drop off/pick up issues, poor drainage in the playfields, security at the front door and the multiple other entries, movable walls between classrooms that don't work, a shortage of office space for specialists, teacher meeting space that is used for instruction, security at the perimeter of the site, storage and crowded circulation through the school. We have also learned about the frequent use of the pod's shared area outside the classrooms; while it's heavily used, there isn't quiet space for small group or individual activities. These schools also lack a stage in the multipurpose room. The 2010 Capital Levy made improvements to some of these conditions, but a comprehensive modernization of these schools is required to extend their useful life another 20-30 years and make improvements to meet contemporary educational needs.

The master plan is proposing a comprehensive modernization of Centennial, McLane & Roosevelt Elementary Schools to improve all of these conditions. The intent of these projects is to do so as much as is feasible within the footprint of the school. The buildings are not well configured for additions. The exterior finishes of the schools will be refurbished; exterior windows and doors replaced as needed. Interior spaces will be reconfigured to enhance security, efficiency and meet a greater range of diverse needs than when the schools were first designed. Major building systems will be replaced and updated. Site improvements would also be made.

Recent discoveries in the building conditions at Garfield Elementary have led to the recommendation of replacing the existing gym and cafeteria, and modernizing the remainder of the building. The modernized school should include three additional classrooms in permanent space to replace the portables currently on site.

The modernization and replacement projects should also consider aspects of the future educational vision outlined in the master plan, such as these:

- Accommodate more collaborative hands on projects, so children learn how to work in teams and respect others,
- Work with personal mobile technology that individualizes their learning,
- Creating settings for students to work independently,
- Meeting the needs of a diverse range of learning styles and abilities,
- Places for students to make presentations and display their work,
- Teacher planning and collaboration,
- Fostering media literacy among students and teachers,
- Make the building more conducive to community use, while reducing the impact on education and security,
- Support for music/art/science.

Olympia Regional Learning Academy (ORLA)

Founded in 2006, the Olympia Regional Learning Academy offers unique programs that are strongly supported by the District and have been growing. ORLA comprises three programs growing in various ways, with a fourth emerging. The current programs are: Homeschool Connect, iConnect Academy and ORLA Montessori. An emerging program is a concept for ORLA to be the “hub” for eLearning district-wide. Historically the programs at ORLA have drawn students and their families from neighboring school districts. The proportion of Olympia School District students has surpassed those from outside the District and is expected to continue to grow within the District.

Homeschool Connect serves 388 students (322 FTE). On a peak day 270 kids are on site, with 160 parents and 33 staff and community specialists. Homeschool Connect currently uses 17 classrooms, shared by all K-12 students. 20 classrooms are projected to serve future needs.

iConnect Academy currently serves 103 students, many of them are enrolled part time at other schools, so the student count translates to 50 FTE. Students come to the school building for mentoring and testing a couple of times per week for a few hours. Most of their work is done online, so the students don’t create a strong physical presence. ORLA is looking at a hybrid model where students would spend more time at the school and less online. ORLA has intentions to grow the program to support 140 – 180 students in the near future. Through scheduling alternatives space in the school could be shared with Homeschool Connect.

The Montessori program is relatively new. The school served 25 Montessori students in the 2010-11 school year, and will serve up to 90 in the 2011-12 school year, with plans to add 30 per year after that as space allows. Ultimately, the plan is to serve 240 students in preschool through 5th grade. In the current facility there are 4 only classrooms available for the Montessori. Future plans are for 8 classrooms total: 2 classrooms with combined preschool/K, 3 classrooms for combined 1-3 multi-grade classes and 3 classrooms for combined 4/5 multi-grade classes.

The “hub” for eLearning district-wide is an initiative to support online learning in all of the District’s schools and to support professional development among teachers to take advantage of new modes of meeting students’ individual learning styles and aptitudes. ORLA would be the center for that professional development and production of online educational resources for use in the schools.

The growth of ORLA is bounded by the current facility. Future enrollment plans for the different programs are as follows:

- Montessori: ultimately 240 onsite at a time
- Homeschool Connect: 320+ on site at a time, 400 total (200 parents, 40 staff and community specialists)
- iConnect Academy: 80 students on site at a time (may blend with Homeschool or come later in the day)

Facility Considerations

For Homeschool Connect and iConnect Academy, the ORLA facility should provide shared amenities and learning settings they can't get at home or online. Most of these shared amenities can be made accessible to act as a community center, encouraging the public to see the learning that is going on in the school. The facility could include:

- Science/applied technology labs
- Social/collaborative learning (place to work on team projects)
- Study/conference areas for work in small groups and with teachers
- Music, art and technology studios
- Theater/presentation area
- Fitness/recreation
- Library/media literacy services
- District-wide eLearning resources

iConnect Academy has been the catalyst for thinking about these services to students in schools around the District. ORLA can be the “hub” for eLearning across the District. These are some of the thoughts that came out of conversations in the master plan process:

- Record live instruction for students online, could be a district center for online media production
- Sharing instructional personnel across the District, professional development for teachers
- Need place for parents in online and preschool, curriculum resource center, big manipulatives, tech lab and computer check out, students move from class to class like a community college
- Include gym, art, science, theater: spaces that support activities that are hard to replicate at home
- Online learning offers greater flexibility at the secondary level to reach kids. Satellite campuses that offer more mobile learning, learning out in the community. 9th and 10th graders are biding time, waiting to get into running start. They are waiting to get out of the comprehensive situation
- Demonstrate a place for 21st century learning
- Retain students who are leaving for alternative programs at college or skills centers
- Provide a multimedia production/online broadcast center for ORLA and other teachers in the District to record and broadcast classes, also used by students who choose to do the same
- Students learn through projects that encourage them to make contributions toward solving real problems.

New Building for ORLA

ORLA happens to be housed in the facility with the worst building condition rating, the Old Rogers Elementary School. It can only support planned growth of the current programs for a few more years. It was clear to the Planning Advisory Committee that a new facility for ORLA is the

right solution. The OSD Board of Directors determined that ORLA should be built on the former McKinley Elementary School site at Boulevard and 15th Ave SE.

Each of the ORLA programs has particular considerations with respect to location within the District:

- Homeschool Connect parents are with their children at school, they drive and they will go anywhere in the District for the program.
- Many iConnect Academy students don't have cars or come to the school after work and would benefit from a central location tied to Intercity Transit routes. At the current Rogers site the bus comes only once per hour.
- ORLA Montessori draws students from across the District and would benefit parents with a more central location.

Other site considerations include:

- Outdoor amenities such as play equipment like an elementary, a field big enough to play soccer, a trail around the perimeter, separate play area for preschool and for kindergarten.
- Outdoor gathering areas and a garden.
- Parking for up to 160 parents and 40 staff, area for food service delivery and service vehicles.

A preliminary model of the spaces to include in the new building for ORLA demonstrates the need for a 66,278 square foot facility. This can serve a total of 667 students at a time. Because of the varied schedules of the programs and that iConnect Academy students are on site a more limited time (sharing space with Homeschool Connect) the facility can serve many more students than it has capacity for at any given time.

Site work for the new construction will begin in August 2013, with construction beginning in fall 2013.

Avanti High School

Through the master plan process, the District affirmed the importance of Avanti High School and directed that the master plan include options for the future of the school. Avanti has changed its intent in recent years to provide an arts-based curriculum delivery with an entrepreneurial focus. Enrollment will be increased to 250 students with greater outreach to middle school students in the District who may choose Avanti as an alternative to the comprehensive high schools, Olympia and Capital High Schools. The school appreciates its current location, close proximity to the arts & business community downtown and the partnership with Madison Elementary School.

The six classrooms in the building are not well suited to the Avanti curriculum as it is developing and hinder the growth of the school. The settings in the school should better reflect the disciplines being taught through "hands on" learning. The school integrates the arts as a way to get the basics. Avanti creates a different learning culture through personalizing education, keeping students' interest and using their minds well. Avanti focuses on depth over breadth.

Students form good habits of the heart and mind. They don't gear up for summative assessments; formative assessments are provided, students must demonstrate their mastery. Students come together in seminars, so space is needed for "town hall" sessions. The auditorium is too one directional; while it works well for some activities the school needs more options.

Facility Options Considered:

- Take over the Knox Center, move administration to another location
- Expand on the Knox Center site in the District warehouse space, move warehouse to the transportation site
- Find a new site for the school, either in leased space or on district owned property somewhere

Twelve learning settings were identified as an appropriate compliment of spaces with the intent for them all to support teaching visual and performing arts:

1. Drama (writing plays, production) - renovate existing stage/auditorium
2. Music/recording studio (writing songs) - look at renovation of warehouse space
3. Dance (math/rhythm) - look at renovation of warehouse space
4. Painting/drawing
5. Three dimensional art (physical & digital media, game design)
6. Photography/video/digital media (also support science & humanities)
7. Language arts
8. Humanities
- 9/10. Math/math
- 11/12. Science/science – need shop space to build projects, a blend of art and science, look at warehouse space

Additional support spaces: special needs, library, independent study, food service, collaborative study areas, administration/counselors, community partnerships.

This development recommendation proposes that Avanti High School move into the entire Knox Building, including the District warehouse space. Light renovation of the buildings would create appropriate space of the kind and quality that the curriculum and culture of the school need.

District administration would move to a facility where the office environment can be arranged in a more effective and space efficient manner. The Knox Building would return to full educational use. This option was seen by the Planning Advisory Committee to be the most cost effective alternative.

The long-term growth of Avanti High School is also seen as a way, over time, to relieve the pressure of projected enrollment growth at Olympia High School.

Olympia High School: Replace Portables with a Permanent Building

While there are still many physical improvements that need to be made at Olympia High School (HS), one of the greatest needs that the Planning Advisory Committee (PAC) identified is the replacement of 10 portables with permanent space. District policy states that 1,800 students is the desired maximum enrollment that Olympia HS should serve. These 10 portables are part of the high school's capacity for that many students. The PAC's recommendation is that these portables should be replaced with a new permanent building and they considered some options with respect to the kinds of spaces that new permanent area should include:

1. Replicate the uses of the current portables in new permanent space
2. Build new area that operates somewhat separate from the comprehensive HS to offer a new model
3. Build new area that is complimentary to the comprehensive high school, but a distinction from current educational model (if the current educational model has a high proportion of classrooms to specialized spaces, build new area with primarily specialized spaces)

Following some of the themes the PAC considered for future learning environments, these are potential considerations they reviewed for the replacement of portables at Olympia HS with a new building:

- Demonstrate a place for 21st century learning
- Retain students who are leaving for alternative programs at college or skills centers
- Partner with colleges to deliver advanced services
- Create a culture that equalizes the disparity between advanced students and those still needing remediation without holding either group back
- Individualized and integrated assisted by personal mobile technology, a social, networked and collaborative learning environment
- A place where students spend less of their time in classes, the rest in small group and individual project work that contributes to earning course credits.
- All grades, multi grade classes
- Art and science blend?
- Convert traditional shops to more contemporary educational programs, environmental science, CAD/CNC manufacturing, health careers, biotechnology, material science, green economy/energy & waste, etc.
- More informal learning space for work done on computers by small teams and individuals
- Collaborative planning spaces, small conference rooms with smart boards
- A higher percentage of specialized spaces to classroom/seminar spaces
- Focus on labs (research), studios (create) and shops (build) learn core subjects through projects in these spaces. (cross-credit for core subjects)
- Blend with the tech center building and curriculum
- Consider the integration of specialized "elective" spaces with general education. All teachers contribute to integrated curriculum.
- Provide a greater proportion of area in the school for individual and small group project work.
- Support deep exploration of subjects and crafting rich material and media, support inquiry and creativity.

Music and science programs are strong draws to Olympia High School, which also offers an AP curriculum. Conversation with school leaders found support for the idea of including more specialized spaces in the new building. Some of the suggested programs include:

- More science, green building, energy systems, environmental sciences
- Material sciences and engineering
- Art/technology integration, music, dance, recording
- Stage theater, digital entertainment,
- Need place for workshops, presentations, poetry out loud

An idea that garnered support was to combine the development of a new building with the spaces in the school's Tech Building, a relatively new building on campus, detached from the rest of the school. The Tech Building serves sports medicine, health career technician, biotechnology and microbiology. It also has a wood shop that is used only two periods/per day and an auto shop that is not used all day so alternative uses of those spaces should be considered.

A new building could be added onto the east side of the Tech Building to form a more diverse combination of learning settings that blend art and science.

Enrollment projections show that Olympia High School will exceed 1,800 students in the future by more than 400 students later in the 15 year planning horizon. A new building could serve alternative schedules, morning and afternoon sessions to double the number of students served by the building. ORLA at Olympia HS is already a choice many students are taking advantage of. A hybrid online arrangement could serve more students in the Olympia HS enrollment area without needing to serve more than 1,800 students on site at any given time.

If the combination of the Tech Building and this new addition was operated somewhat autonomously from the comprehensive high school, alternative education models could be implemented that would draw disaffected students back into learning in ways that engage them through more "hands on" experiential education.

The development recommendation proposed by the Planning Advisory Committee is a 20,000 square foot addition onto the Technology Building with four classrooms, four science labs, one shop and one studio, with collaborative learning spaces that support all of the specialized learning settings. The addition would be placed on the field to the east of the Tech Building.

Capital High School Modernization and JAMS Pathway

Capital High School has received three major phases of improvements over the last 15 years, but more improvements remain, particularly on the exterior of the building. The majority of the finishes on the exterior are from the original construction in 1975, approaching 40 years ago. Most of the interior spaces and systems have seen improvements made, but some changes for contemporary educational considerations can still bring improvement.

One of the primary educational considerations the Planning Advisory Committee (PAC) explored is driven by the creation of the new Jefferson Advanced Math and Science (JAMS) program,

which is centered around Science, Technology, Engineering and Math (STEM) programs, and the need to provide a continuing pathway for JAMS students in that program who will later attend Capital HS. Relatively small improvements can be made to Capital HS that relate to STEM education and also support Capital High School's International Baccalaureate (IB) focus as well.

The conversations with the PAC and leaders in the school focused on 21st century skills like creative problem solving, teamwork and communication, proficiency with ever changing computing, networking and communication/media technologies.

Offering an advanced program at the middle school was the impetus for the new JAMS program. Career and Technical Education (CTE) is changing at Capital HS to support STEM education and accommodate the students coming from Jefferson. Math and science at Capital HS would benefit from more integration. Contemporary CTE programs are transforming traditional shop programs like wood and metal shop into engineering, manufacturing and green building technologies. Employers are looking for graduates who can think critically and problem solve; mapping out the steps in a process and knowing how to receive a part, make their contribution and hand it off to the next step in fabrication. Employers want good people skills; collaborating and communicating well with others. Increasingly these skills will be applied working with colleagues in other countries and cultures. Global awareness will be important. JAMS at the middle school level, and STEM and IB at high school level can be a good fit in this way.

The JAMS curriculum is a pathway into IB. The school is adjusting existing programs to accommodate IB programs. The JAMS program supports the Capital HS IB program through the advanced nature of the curriculum. 60 students are currently enrolled in IB and it was recently affirmed as a program the District would continue to support. The advanced nature of the JAMS program could increase enrollment in the Capital HS IB program. Leaders in the school intend that all students need to be part of this science/math focus.

At Jefferson, there will be a block schedule for JAMS in the morning, and afternoon will be open for electives. Jefferson students will come to Capital with the integrated /curriculum/learning and it may not be there for them otherwise when they get to Capital HS. Capital High School can start with a math/science block (Olympia HS has humanities block) and grow it over time. The program will start with freshmen and add grades over time.

Capital High School is intentional about connecting to employers and to folks from other cultures through distance learning. The District is working with Intel as a partner, bringing engineers in and having students move out to their site for visits and internships. Currently there is video conferencing in Video Production studio space. College courses can be brought into the high school, concentrating on courses that are a pathway to the higher education. The District is already partnering with universities on their engineering and humanities programs to provide university credits; like with St. Martins University on CADD and Robotics. The University of Washington is interested in offering university credit courses at the high school in foreign language, social studies and English. Comcast is on the advisory committee for communication technologies.

The development recommendation for Capital High School is to remodel the classroom pods to bring back the open collaborative learning areas in the center of each pod. The more mobile learning assistive technologies like laptops and tablet computers, with full time access to a network of information and people to collaborate with are changing the way students can engage with the course material, their teachers and their peers. Further development is also recommended in the shops and adjacent media/technology studios. Minor renovations in these

spaces can greatly enhance their fitness for supporting the contemporary JAMS initiatives. The building area of these interior renovations is estimated to be 10% of the total building area.

Extensive renovation of the original exterior walls, windows, doors and roof areas that have not been recently improved is the other major component of this development recommendation.

Future Small Works Roster

The small works roster is summarized below. The roster represents the facilities projects that must be undertaken in the near future. While we have attempted to plan for a six year small-works list, the new items may be identified during the life of the CFP.

| | <i>Proposed Items</i> | <i>Projected Cost</i> |
|----|---|-----------------------|
| 1 | Electrical service and new fire alarm systems at up to 10 schools | \$1,951,830 |
| 2 | Replace controls and/or HVAC at up to 10 schools | \$1,924,810 |
| 3 | 8 Emerging projects | \$1,406,600 |
| 4 | Interior and/or classroom improvements at 6 schools | \$1,283,305 |
| 5 | Replace transformers at ORLA and Capital HS | \$1,041,000 |
| 6 | Flooring at 7 schools | \$713,575 |
| 7 | Renewable energy projects | \$630,000 |
| 8 | Failed drainage and irrigation controls at 5 schools/sites | \$628,188 |
| 9 | Emergency generators at 3 sites | \$573,750 |
| 10 | Ingersoll concrete, roof, and track maintenance | \$563,500 |
| 11 | Parking lots and paving at 5 schools | \$533,429 |
| 12 | Re-roof of 1 school | \$324,000 |
| 13 | Security cameras at up to 4 schools | \$123,750 |
| 14 | All other | \$107,542 |
| | Total | \$11,681,929 |

Utilization of Portables as Necessary

The enrollment projections that serve as the basis of this CFP identify that 9 of 11 elementary schools will experience enrollment growth beyond current capacity. Further, the enrollment growth does not reach a critical mass in any one or two adjacent boundary areas to make building a new elementary school feasible. As such, portable facilities will be used as necessary to address capacity needs at individual schools throughout the District.

At this time, the district expects to invest in 7 portables at the elementary level during the period covered by this CFP. Additional portables may be necessary at the high school levels. (The need for middle school portables is unlikely.)

Middle School

Grades 5-8

| | |
|--|---|
| Project Name: | Centennial Elementary/Intermediate School New Facility |
| Location: | 2825 SE 45 th Ave, Olympia |
| Site: | 15.11 acres |
| Capacity: capacity for grades 6-8) (Current Utilization Standard) | 450 students (113 new student capacity for 5 th grade level and 337 new student capacity for grades 6-8) |
| Square Footage: | 65,000 s.f. |
| Cost: | Total project: \$34.4 million (\$6.4 million new student capacity costs) |
| Project Description: | A new intermediate/middle school to support matriculating students from Centennial Elementary School. This facility will be built on property adjacent to Centennial Elementary forming a comprehensive K-8 grade campus. |
| Status: | The District anticipates this facility will be available within the time frame of this CFP. |

Middle School

Grades 6-8

| | |
|--|--|
| Project Name: | Jefferson Middle School Remodel |
| Location: | 2200 Conger Ave NW, Olympia |
| Site: | 25 acres |
| Capacity: (Current Utilization Standard) | 599 students (no new student capacity) |
| Square Footage: | 94,151 s.f. |
| Cost: | Total project: \$4,074,000 million |
| Project Description: | Remodel existing wing of school to accommodate the new Advanced Math and Science program, as well as support educational trends. |
| Status: | The District anticipates this facility will be available in 2012. |

Alternative Learning Campus

Grades K-12

| | |
|---|---|
| Project Name: | Olympia Regional Learning Academy (ORLA) New Facility |
| Location: | 1412 Boulevard Road SE, Olympia |
| Site: | 8.6 acres |
| Capacity: <i>(Current Utilization Standard)</i> | 677 students (152 new student capacity) |
| Square Footage: | 66,278 s.f. |
| Cost: | Total project: \$28 million (\$6.5 million new student capacity costs) |
| Project Description: | Build a new facility for ORLA in order to serve the iConnect Academy, Home School Connect, and Montessori programs. This facility will be built on property that was the Old McKinley Elementary School site on Boulevard Road. |
| Status: | The District anticipates this facility will be available in 2015 or 2016. |

Elementary School Modernization / Addition

Grades K-5

| | |
|---|---|
| Project Name: | Garfield Elementary School Modernization / Addition |
| Location: | 325 Plymouth Street NW, Olympia |
| Site: | 7.7 acres |
| Capacity: <i>(Current Utilization Standard)</i> | 469 students (63 new student capacity) |
| Square Footage: | 57,105 s.f. |
| Cost: | Total project: \$21.3 million (\$2.4 million new student capacity costs) |
| Project Description: | Demolition of existing gymnasium, cafeteria, and adjacent covered walkways. Replacement of gymnasium and cafeteria areas, major modernization of remaining existing school facility. Modernization work will include all new interior finishes and fixtures, furniture and equipment, as well as exterior finishes. |
| Status: | The District anticipates this facility will be available in 2014 or 2015. |

Elementary School Modernization

Grades K-4

| | |
|---|---|
| Project Name: | Centennial Elementary School Modernization |
| Location: | 2637 45 th Ave SE, Olympia |
| Site: | 11.8 acres |
| Capacity: <i>(Current Utilization Standard)</i> | 479 students (no new student capacity) |
| Square Footage: | 45,345 s.f. |
| Cost: | Total project: \$12.2 million |
| Project Description: | Major modernization of existing school facility. Modernization work will include all new interior finishes and fixtures, furniture and equipment, as well as exterior finishes. |
| Status: | Subject to bond approval, the District anticipates this facility will be available in 2017. |

Elementary School Modernization

Grades K-5

| | |
|---|---|
| Project Name: | McLane Elementary School Modernization |
| Location: | 200 Delphi Road SW, Olympia |
| Site: | 8.2 acres |
| Capacity: <i>(Current Utilization Standard)</i> | 349 students (no new student capacity) |
| Square Footage: | 45,715 s.f. |
| Cost: | Total project: \$16.8 million |
| Project Description: | Major modernization of existing school facility. Modernization work will include all new interior finishes and fixtures, furniture and equipment, as well as exterior finishes. |
| Status: | Subject to bond approval, the District anticipates this facility will be available in 2018. |

Elementary School Modernization

Grades K-5

| | |
|---|---|
| Project Name: | Roosevelt Elementary School Modernization |
| Location: | 1417 San Francisco Ave NE , Olympia |
| Site: | 6.4 acres |
| Capacity: <i>(Current Utilization Standard)</i> | 439 students (no new student capacity) |
| Square Footage: | 47,616 s.f. |
| Cost: | Total project: \$16.6 million |
| Project Description: | Major modernization of existing school facility. Modernization work will include all new interior finishes and fixtures, furniture and equipment, as well as exterior finishes. |
| Status: | Subject to bond approval, the District anticipates this facility will be available in 2018. |

High School Modernization

Grades 9-12

| | |
|---|---|
| Project Name: | Capital High School Modernization |
| Location: | 2707 Conger Ave NW, Olympia |
| Site: | 40 acres |
| Capacity: <i>(Current Utilization Standard)</i> | 1,496 students (no new student capacity) |
| Square Footage: | 254,772 s.f. |
| Cost: | Total project: \$19.7 million |
| Project Description: | Modify classroom pod areas and other portions of the existing school in order to support educational trends and students matriculating from the Jefferson Advanced Math and Science program. Replace older failing exterior finishes and roofing. |
| Status: | Subject to bond approval, the District anticipates this facility will be available in 2018. |

High School Addition

Grades 9-12

| | |
|---|---|
| Project Name: | Olympia High School Addition / portable replacement |
| Location: | 1302 North Street SE, Olympia |
| Site: | 40 acres |
| Capacity: <i>(Current Utilization Standard)</i> | will limit to 1,811 students (expected to add 70 new student capacity) |
| Square Footage: | 233,960 s.f. |
| Cost: | Total project: \$11.9 million |
| Project Description: | Provide additional permanent building area to replace ten portable classrooms. Support educational trends with these new spaces. |
| Status: | Subject to bond approval, the District anticipates this facility will be available in 2018. |

High School Addition/Admin. Center

Grades 9-12

Project Name: Avanti High School
Addition & Modernization & Re-location of District Administrative Center

Location: Avanti HS:
1113 Legion Way SE, Olympia (currently located on 1st floor of District Administrative Center)

District Administrative Center:
To be determined

Site: Avanti HS: 7.5 acres

Capacity: Avanti HS: Will limit to 250 students
(Current Utilization Standard)

District Administrative Center: To be determined

Square Footage: Avanti HS: 78,000 s.f.

District Administrative center: To be determined

Cost: Avanti HS: Total project: \$8.5 million
District Administrative Center: Estimated \$5.3 million

Project Descriptions: Avanti HS:
Expand Avanti High School by allowing the school to occupy all three floors of the District Administrative Center. Expanding the school will allow additional programs and teaching and learning options that might not be available at the comprehensive high schools.

District Administrative Center: Provide a new location for administrative offices somewhere in the downtown vicinity.

Status: Subject to bond approval, the District anticipates this facility will be available in 2018.

IV. Finance Plan

Capital Levy Revenue

During the fall of 2008, the Board of Directors authorized the formation of a Facility Advisory Committee (FAC) to analyze the Districts' facility needs. This committee assessed the physical condition of the existing facilities, and surveyed the educational program needs for all three levels; elementary school, middle school, and high school. The FAC brought forward its recommendation to the Board of Directors in November of 2009. The committee indicated their priorities by dividing recommendations into an A, B, and C set of investments.

Major capital improvements were recommended for Capital High School (structural upgrades required by the building department to meet current building code), Jefferson Middle School modernization work, and a three-classroom addition to Pioneer Elementary School. Other system improvements and upgrades were recommended for a variety of other schools in the District and included measures that will make all our facilities safe, dry, and conducive to teaching and learning.

The Board of Directors placed a levy measure on the February 2010 ballot in order to secure local funding for this new capital improvement program. The ballot measure was designed to reach the "A" list projects, as prioritized by the FAC. The ballot measure passed and resulted in authorized local funding for these projects. The total proposed funding for this capital improvement was set to come from two sources:

| | |
|-----------------------------------|----------------|
| Facility Levy Funding | \$15.5 million |
| School Impact and Mitigation Fees | \$1.0 million |
| Total Revenue | \$16.5 million |

Funding for these levy capital projects does not include state assistance funds because none of the projects were eligible under state guidelines.

Insurance Reimbursement

In June of 2010, the District learned from our insurance carrier that the required structural upgrades at Capital High School will be covered by the insurance carrier. The levy included \$5.5 million in funding since it was not clear if insurance was going to provide any funding for these repairs and upgrades. The scope of work has grown since the levy was passed; the current cost estimate for this work at Capital High School is in the range of \$9 to \$10 million. However, the original \$5.5 million included in the levy for the structural work can be re-purposed to other projects of urgent nature and allowable by state law to the levy fund source.

Eligibility for OSPI Funding Assistance

A calculation of area within the district school inventory that is eligible for state funding assistance, based on the age and size of the schools, was provided to the District by the Office of the Superintendent of Public Instruction in February 2011. They estimated 200,000 square feet

of eligible area for elementary and middle schools (K-8) and 25,000 square feet for the high schools (9-12).

Three factors need to be factored into the equation after determining the eligible area. The 2013 Construction Cost Allowance (CCA) of \$194.26, 2013 State Funding Assistance Percentage (SFAP) for Olympia School District of 49.23% and an 80% multiplier that is applied to funding that will be used for projects qualifying for state match. The state formula would generate a potential for \$15,659,454 in state funding assistance.

Projects implemented from the master plan would need to total the eligible area to get the full amount potentially available. For example, Garfield and ORLA would be eligible for the square footage of the existing buildings that are being replaced, even though the new buildings will be larger. Projects involving the replacement of buildings at the high school level are not part of the development recommendations. The 9-12 funding assistance can be applied to modernization projects for area that has not been previously improved with state funding assistance. The nature of the projects implemented from the master plan will have an impact on the ability of the district to receive the full potential amount of eligible funding assistance.

If we forecast to a 2014 CCA of \$198.08 and keep the SFAP constant, we get a potential amount of \$16,821,463. These amounts are projections and the actual CCA and SFAP will be provided by OSPI at the time state assistance is applied for.

Bond Revenue

The primary source of school construction funding is voter-approved bonds. Bonds are typically used for site acquisition, construction of new schools, modernization of existing facilities and other capital improvement projects. A 60% super-majority voter approval is required to pass a bond. Bonds are then retired through the collection of local property taxes. Proceeds from bond sales are limited by bond covenants and must be used for the purposes for which bonds are issued. They cannot be converted to a non-capital or operating use. As described earlier, the vast majority of the funding for all District capital improvements since 2003 has been local bonds.

The projects contained in this plan exceed available resources in the capital fund, anticipated additional capital levy revenue, and anticipated School Impact and Mitigation Fee revenue. The Board of Directors sold bonds in June 2012, allowing an additional \$82 million in available revenue for construction projects.

Further, the amount of the requested 2012 bond will not fully cover the anticipated projects through 2019, described above. The Board of Directors will likely submit an additional Bonding Authority request during the period covered by this CFP, but the time is not yet specified. The Board will carefully watch enrollment pressure for district high schools, and may adjust the Avanti, Capital and Olympia High Schools project plans if the anticipated enrollment pressure is delayed, which would reduce the second bond request.

Impact Fees

Impact fees are utilized to assist in funding capital improvement projects required to serve new development. For example, local bond monies from the 1990 authority and impact fees were used to plan, design, and construct Hansen Elementary School and Marshall Middle School. The District paid part of the costs of these new schools with a portion of the impact fees collected. Using impact fees in this manner delays the need for future bond issues and/or reduces debt service on outstanding bonds. Thurston County, the City of Olympia and the City of Tumwater all collect school impact fees on behalf of the District.

Impact fees must be reasonably related to new development and the need for public facilities. While some public services use service areas or zones to demonstrate benefit to development, there are four reasons why the use of zones is inappropriate for school impact fees: 1) the construction of a new school benefits residential developments outside the immediate service area because the new school relieves overcrowding in other schools; 2) some facilities and programs of the District are used by students throughout the District (Special Education, Options and PATS programs); 3) school busing is provided for a variety of reasons including special education students traveling to centralized facilities and transportation of students for safety or due to distance from schools; 4) uniform system of free public schools throughout the District is a desirable public policy objective.

The use of zones of any kind, whether municipal, school attendance boundaries, or some other method, conflict with the ability of the school board to provide reasonable comparability in public school facilities. Based on this analysis, the District impact fee policy shall be adopted and administered on a district-wide basis.

Current impact fee rates, current student generation rates, and the number of additional single and multi-family housing units projected over the next six year period are sources of information the District uses to project the fees to be collected.

These fees are then allocated for capacity-related projects as recommended by a citizens' facilities advisory committee and approved by the Board of Directors.

The District's planned projects that will yield more capacity by fall 2017 include: New ORLA facility (K-12), new intermediate/middle school adjacent to Centennial ES, addition at Garfield Elementary School, and nine portables across 11 elementary schools. For purposes of the impact fee calculation included in this Capital Facilities Plan, the District has chosen to use only the construction related costs of the above projects (rather than the total project costs).

Student Generation Rates

To effectively plan for future capacity needs, the District reviews the location and number of proposed new housing developments within the District's service area. Typically, the enrollment model will incorporate historic trends and other factors for long-term projections. In addition, the District reviews upcoming housing starts to project for more immediate needs that may need to be addressed by temporary needs, such as placing portable (temporary) classrooms. In determining the number of new students that may result from new development, the District has

developed “student generation rates” that calculate new student impacts on existing school facilities for each level (elementary, middle, and high schools).

The rates below are based on an updated study in August 2013. The rates are generated using all territory within the boundaries of the Olympia School District. The analysis is based on projects constructed in calendar years 2008 through 2012; the addresses of all students were compared with the addresses of each residential development. Those which matched were aggregated to show the number of students in each of the grade groupings for each type of residential development. A total of 865 single family units were counted between the survey periods; 446 students were generated from these units. A total of 598 multiple family units were counted; and 127 students were associated with these units.

Based on this information, the resulting student generation rates are as follows:

| | <u>Single-Family</u> | <u>Multi-Family</u> |
|--------------------------|-----------------------------|----------------------------|
| Elementary Schools (K-5) | 0.274 | 0.077 |
| Middle Schools (6-8) | 0.101 | 0.065 |
| High Schools (9-12) | 0.141 | 0.070 |
| Total | 0.516 | 0.212 |

Based on this data, for each 100 single family homes built in the district each year, 51 students will enroll and needs facility space; for each 100 multiple family homes built, 21 students will enroll. About half of the enrollment will be at the elementary level and half at the secondary level. (In contrast, multiple family homes tend to generate more secondary students than elementary students.)

The 2013 student generation rates are notably higher than those prepared in 2012. The District is uncertain as to whether this result is an anomaly or an indication of an emerging pattern. Given this uncertainty, the District is taking a cautious approach in this update and using an average of the 2013 student generation rate and the student generation rate used in last year’s Capital Facilities Plan for purposes of the impact fee calculation. This method results in student generation rates are as follows:

| | <u>Single-Family</u> | <u>Multi-Family</u> |
|--------------------------|-----------------------------|----------------------------|
| Elementary Schools (K-5) | 0.203 | 0.050 |
| Middle Schools (6-8) | 0.078 | 0.038 |
| High Schools (9-12) | 0.096 | 0.039 |
| Total | 0.377 | 0.127 |

The District plans to revisit the student generation rate calculation in future updates to the Capital Facilities Plan.

Finance Plan Summary

The following table represents preliminary estimates of revenue associated with each group of projects.

| | Revenue Source | Amount |
|---|---|-----------------------|
| 1 | Capital Levy Revenue Balance Available | \$ 6,773,347 |
| 2 | Impact and Mitigation Fees Already Collected | \$ 1,691,000 |
| 3 | Impact Fees and Mitigation Fees Collected 2011-2017 | \$ 909,000 |
| 4 | Bond Financing, Phase I (2012) | \$ 97,800,000 |
| 5 | Bond Financing, Phase II (Election Year Not Yet Determined) | \$ 95,000,000 |
| 6 | State Funding Assistance | \$ 15,300,757 |
| 7 | Other Miscellaneous Capital Fund Balances | \$ 3,864,000 |
| 8 | Total Revenue | \$ 221,338,104 |

V. Appendix--Inventory of Unused District Property

Future School Sites

The following is a list of potential future school sites currently owned by the District. Construction of school facilities on these sites is not included in the six-year planning and construction plan.

- ***Boulevard and 15th Avenue SE (Old McKinley) Site***

This site is an 8.9 acre parcel that once served as the site for McKinley Elementary School. The building was replaced in 1989 by Centennial Elementary School located at 2637 45th Avenue SE, Olympia. The existing building was demolished in June 1991. The site is currently undeveloped. Future plans include the construction of a facility for the Olympia Regional Learning Academy, which is currently located in the old John Rogers Elementary School building.

- ***Mud Bay Road Site***

This site is a 16.0 acre parcel adjacent to Mud Bay Road and Highway 101 interchange. The site is currently undeveloped. Future plans include the construction of a new school depending on growth in the student enrollment of adjoining school service areas.

- ***Muirhead Site***

This is a 14.92 acre undeveloped site directly adjacent to Centennial Elementary School, purchased in 2006. Future plans include the construction of a new Intermediate/Middle school.

Other District Owned Property

- ***Henderson Street and North Street (Tree Farm) Site***

This site is a 2.25 acre parcel across Henderson Street from Pioneer Elementary School and Ingersoll Stadium. The site is currently undeveloped. Previously, the site was used as a tree farm by Olympia High School's vocational program. The District has no current plans to develop this property.

Future Site Acquisition

The District is seeking additional properties for use as future school sites. Construction of school facilities for these sites is not included in the six year planning and construction plan. The District has identified the following priorities for acquisition:

- New west side elementary school site - approximately 10 acres
- New east side elementary school site—approximately 10 acres

| SCHOOL IMPACT FEE CALCULATIONS | | | | | | | |
|---|----------------------------|---------------|----------|-----------|-----------|-------------|-----------|
| DISTRICT | Olympia School District | | | | | | |
| YEAR | 2014 - SF and MF Residence | | | | | | |
| | | | | | | | |
| School Site Acquisition Cost: | | | | | | | |
| ((AcresxCost per Acre)/Facility Capacity)xStudent Generation Factor | | | | | | | |
| | | | | Student | Student | | |
| | Facility | Cost/ | Facility | Factor | Factor | Cost/ | Cost/ |
| | Acreage | Acre | Capacity | SFR | MFR | SFR | MFR |
| Elementary | 10.00 | \$ - | 400 | 0.203 | 0.050 | \$0 | \$0 |
| Middle | 20.00 | \$ - | 600 | 0.078 | 0.038 | \$0 | \$0 |
| High | 40.00 | \$ - | 1,000 | 0.096 | 0.039 | \$0 | \$0 |
| | | | | TOTAL | | \$0 | \$0 |
| | | | | | | | |
| School Construction Cost: | | | | | | | |
| ((Facility Cost/Facility Capacity)xStudent Generation Factor)x(permanent/Total Sq Ft) | | | | | | | |
| | | | | Student | Student | | |
| | %Perm/ | Facility | Facility | Factor | Factor | Cost/ | Cost/ |
| | Total Sq.Ft. | Cost | Capacity | SFR | MFR | SFR | MFR |
| Elementary | 99.00% | \$ 12,368,285 | 258 | 0.203 | 0.050 | \$9,634 | \$2,373 |
| Middle | 99.00% | | 210 | 0.078 | 0.038 | \$0 | \$0 |
| High | 99.00% | \$ 3,015,350 | 70 | 0.096 | 0.039 | \$4,094 | \$1,663 |
| | | | | TOTAL | | \$13,728 | \$4,036 |
| | | | | | | | |
| Temporary Facility Cost: | | | | | | | |
| ((Facility Cost/Facility Capacity)xStudent Generation Factor)x(Temporary/Total Square Feet) | | | | | | | |
| | | | | Student | Student | Cost/ | Cost/ |
| | %Temp/ | Facility | Facility | Factor | Factor | SFR | MFR |
| | Total Sq.Ft. | Cost | Size | SFR | MFR | | |
| Elementary | 1.00% | \$ - | 25 | 0.203 | 0.050 | \$0 | \$0 |
| Middle | 1.00% | \$ - | 0 | 0.078 | 0.038 | \$0 | \$0 |
| High | 1.00% | \$ - | 0 | 0.096 | 0.039 | \$0 | \$0 |
| | | | | | | \$0 | \$0 |
| | | | | | | | |
| State Matching Credit: | | | | | | | |
| Boeckh Index X SPI Square Footage X District Match % X Student Factor | | | | | | | |
| | | | | Student | Student | | |
| | Boeckh | SPI | District | Factor | Factor | Cost/ | Cost/ |
| | Index | Footage | Match % | SFR | MFR | SFR | MFR |
| Elementary | \$ 194.26 | 90 | 49.23% | 0.203 | 0.050 | \$1,747 | \$430 |
| Junior | \$ 194.26 | 108 | 0.00% | 0.078 | 0.038 | \$0 | \$0 |
| Sr. High | \$ 194.26 | 130 | 0.00% | 0.096 | 0.039 | \$0 | \$0 |
| | | | | | | \$1,747 | \$430 |
| | | | | | | | |
| Tax Payment Credit: | | | | | | | |
| Average Assessed Value | | | | | | SFR | MFR |
| | | | | | | \$307,909 | \$94,505 |
| Capital Bond Interest Rate | | | | | | 4.53% | 4.53% |
| Net Present Value of Average Dwelling | | | | | | \$2,432,807 | \$746,690 |
| Years Amortized | | | | | | 10 | 10 |
| Property Tax Levy Rate | | | | | | \$2.0740 | \$2.0740 |
| Present Value of Revenue Stream | | | | | | \$5,046 | \$1,549 |
| | | | | | | | |
| Fee Summary: | | | | | | | |
| | | | | Single | Multi- | | |
| | | | | Family | Family | | |
| Site Acquisition Costs | | | | \$0 | \$0 | | |
| Permanent Facility Cost | | | | \$13,728 | \$4,036 | | |
| Temporary Facility Cost | | | | \$0 | \$0 | | |
| State Match Credit | | | | (\$1,747) | (\$430) | | |
| Tax Payment Credit | | | | (\$5,046) | (\$1,549) | | |
| FEE (AS CALCULATED) | | | | \$6,935 | \$2,057 | | |
| | | | | | | | |
| FEE (AS DISCOUNTED 15%) | | | | \$5,895 | \$1,749 | | |

Impact fees calculations below are based on preliminary 2013 assessed value.

Impact fees calculations below are based on preliminary 2013 assessed value.

| SCHOOL IMPACT FEE CALCULATIONS | | | | | |
|---|--|---------------|----------|--------------|-----------|
| DISTRICT | Olympia School District | | | | |
| YEAR | 2014 - Downtown Multi-Family Residence | | | | |
| | | | | | |
| School Site Acquisition Cost: | | | | | |
| ((AcresCost per Acre)/Facility Capacity)xStudent Generation Factor | | | | | |
| | Facility | Cost/ | Facility | Student | |
| | Acreage | Acre | Capacity | Factor | Cost/ |
| | | | | | MFR |
| Elementary | 10.00 | \$ - | 387 | 0.017 | \$0 |
| Middle | 20.00 | \$ - | 210 | 0.009 | \$0 |
| High | 40.00 | \$ - | 97 | 0.020 | \$0 |
| | | | | TOTAL | \$0 |
| | | | | | |
| School Construction Cost: | | | | | |
| ((Facility Cost/Facility Capacity)xStudent Generation Factor)x(permanent/Total Sq Ft) | | | | | |
| | %Perm/ | Facility | Facility | Student | Cost/ |
| | Total Sq.Ft. | Cost | Capacity | Factor | MFR |
| | | | | 0 | |
| Elementary | 99.00% | \$ 12,368,285 | 258 | 0.017 | \$807 |
| Middle | 99.00% | \$ - | 210 | 0.009 | \$0 |
| High | 99.00% | \$ 3,015,350 | 70 | 0.020 | \$853 |
| | | | | TOTAL | \$1,660 |
| Temporary Facility Cost: | | | | | |
| ((Facility Cost/Facility Capacity)xStudent Generation Factor)x(Temporary/Total Square Feet) | | | | | |
| | %Temp/ | Facility | Facility | Student | Cost/ |
| | Total Sq.Ft. | Cost | Size | Factor | MFR |
| | | | | 0 | |
| Elementary | 1.00% | \$ - | 25 | 0.017 | \$0 |
| Middle | 1.00% | \$ - | 0 | 0.009 | \$0 |
| High | 1.00% | \$ - | 0 | 0.020 | \$0 |
| | | | | | \$0 |
| State Matching Credit: | | | | | |
| Boeckh Index X SPI Square Footage X District Match % X Student Factor | | | | | |
| | Boeckh | SPI | District | Student | Cost/ |
| | Index | Footage | Match % | Factor | MFR |
| | | | | 0 | |
| Elementary | \$ 194.26 | 90 | 49.23% | 0.017 | \$146 |
| Junior | \$ 194.26 | 117 | 0.00% | 0.009 | \$0 |
| Sr. High | \$ 194.26 | 130 | 0.00% | 0.020 | \$0 |
| | | | | | \$146 |
| Tax Payment Credit: | | | | | |
| Average Assessed Value | | | | | MFR |
| Capital Bond Interest Rate | | | | | \$84,834 |
| Net Present Value of Average Dwelling | | | | | 4.53% |
| Years Amortized | | | | | \$682,970 |
| Property Tax Levy Rate | | | | | 10 |
| Present Value of Revenue Stream | | | | | \$2.0740 |
| | | | | | \$1,416 |
| Fee Summary: | | | | Multi-Family | |
| | | | | | |
| Site Acquisition Costs | | | | \$0 | |
| Permanent Facility Cost | | | | \$1,660 | |
| Temporary Facility Cost | | | | \$0 | |
| State Match Credit | | | | (\$146) | |
| Tax Payment Credit | | | | (\$1,416) | |
| | | | | | |
| FEE (AS CALCULATED) | | | | \$0 | |

ENVIRONMENTAL CHECKLIST – OLYMPIA SCHOOL DISTRICT - CAPITAL FACILITIES PLAN 2014-2019

Purpose of checklist:

The State Environmental Policy Act (SEPA), chapter 43.21C RCW, requires all governmental agencies to consider the environmental impacts of a proposal before making decisions. An environmental impact statement (EIS) must be prepared for all proposals with probable significant adverse impacts on the quality of the environment. The purpose of this checklist is to provide information to help you and the agency identify impacts from your proposal (and to reduce or avoid impacts from the proposal, if it can be done) and to help the agency decide whether an EIS is required.

Instructions for applicants:

This environmental checklist asks you to describe some basic information about your proposal. Governmental agencies use this checklist to determine whether the environmental impacts of your proposal are significant, requiring preparation of an EIS. Answer the questions briefly, with the most precise information known, or give the best description you can.

You must answer each question accurately and carefully, to the best of your knowledge. In most cases, you should be able to answer the questions from your own observations or project plans without the need to hire experts. If you really do not know the answer, or if a question does not apply to your proposal, write "do not know" or "does not apply." Complete answers to the questions now may avoid unnecessary delays later.

Some questions ask about governmental regulations, such as zoning, shoreline, and landmark designations. Answer these questions if you can. If you have problems, the governmental agencies can assist you.

The checklist questions apply to all parts of your proposal, even if you plan to do them over a period of time or on different parcels of land. Attach any additional information that will help describe your proposal or its environmental effects. The agency to which you submit this checklist may ask you to explain your answers or provide additional information reasonably related to determining if there may be significant adverse impact.

Use of checklist for Non-project proposals:

Complete this checklist for Non-project proposals, even though questions may be answered "does not apply." IN ADDITION, complete the SUPPLEMENTAL SHEET FOR NON-PROJECT ACTIONS (part D).

For Non-project actions, the references in the checklist to the words "project," "applicant," and "property or site" should be read as "proposal," "proposer," and "affected geographic area," respectively.

A. BACKGROUND

1. Name of proposed project, if applicable:

The adoption of the Olympia School District's (OSD) 2014-2019 Capital Facilities Plan (CFP) for the purposes of planning for the District's facilities needs. The City of Olympia and the City of Tumwater will incorporate the District's CFP into their Comprehensive Plans. Thurston County may also incorporate this Plan into the County's Comprehensive Plan. A copy of the District's CFP is available for review in the District's offices.

2. Name of applicant: **Olympia School District No. 111**

3. Address and phone number of applicant and contact person:

**Timothy Byrne
Capital Planning & Construction
Olympia School District
1113 Legion Way SE
Olympia, WA 98501**

4. Date checklist prepared: **September 9, 2013**

5. Agency requesting checklist: **Olympia School District is Lead Agency**

6. Proposed timing or schedule (including phasing, if applicable):

The CFP is scheduled to be adopted by the District in October, 2013. After adoption, the District will forward the

CFP to the City of Olympia and the City of Tumwater for inclusion in the Comprehensive Plans for these jurisdictions. The District will also forward the CFP to Thurston County for possible inclusion in the County's Comprehensive Plan. The District will continue to update the CFP annually. The projects included in the CFP have been or will be subject to project-level environmental review when appropriate.

7. Do you have any plans for future additions, expansion, or further activity related to or connected with this proposal? If yes, explain.
The CFP sets forth the capital improvement projects that the District plans to implement over the next six years. This includes a new Intermediate Middle School, a new Alternative Learning facility for K-12 graders, a Modernized Elementary School and several "small works" projects at schools across the District.
8. List any environmental information you know about that has been prepared, or will be prepared, directly related to this proposal.
The projects included in the CFP have undergone or will undergo additional environmental review, when appropriate, as they are developed.
9. Do you know whether applications are pending for governmental approvals of other proposals directly affecting the property covered by your proposal? If yes, explain.

None known of.

10. List any government approvals or permits that will be needed for your proposal, if known.

The District anticipates that the City of Olympia and the City of Tumwater will adopt the CFP into the Comprehensive Plans for these jurisdictions. Thurston County may also adopt the CFP into its Comprehensive Plan.

11. Give brief, complete description of your proposal, including the proposed uses and the size of the project and site. There are several questions later in this checklist that ask you to describe certain aspects of your proposal. You do not need to repeat those answers on this page. (Lead agencies may modify this form to include additional specific information on project description.)

This is a non-project action. This proposal involves the adoption of the OSD CFP 2014-2019 for the purpose of planning the District's facilities needs. The District's CFP will be incorporated into the Comprehensive Plans of the City of Olympia and the City of Tumwater. Thurston County may also incorporate the CFP into its Comprehensive Plan. The projects included in the CFP have been or will be subject to project-level environmental review when appropriate. A copy of the CFP may be viewed at the District's offices.

12. Location of the proposal. Give sufficient information for a person to understand the precise location of your proposed project, including a street address, if any, and section, township, and range, if known. If a proposal would occur over a range of area, provide the range or boundaries of the site(s). Provide a legal description, site plan, vicinity map, and topographic map, if reasonably available. While you should submit any plans required by the agency, you are not required to duplicate maps or detailed plans submitted with any permit applications related to this checklist.

The CFP will affect the OSD. The District includes an area of approximately 80 square miles. The City of Olympia and parts of the City of Tumwater and unincorporated Thurston County fall within the District's boundaries. A detailed map of the District's boundaries can be viewed at the District's offices.

B. ENVIRONMENTAL ELEMENTS

1. Earth

- a. General description of the site (circle one): Flat, rolling, hilly, steep slopes, mountainous, other.

The OSD is comprised of a variety of topographic land forms and gradients. Specific topographic characteristics of the sites at which the projects included in the CFP are located have been or will be identified during project-level environmental review when appropriate.

- b. What is the steepest slope on the site (approximate percent slope)?

Specific slope characteristics at the sites of the projects included in the CFP have been or will be identified during project-level environmental review.

- c. What general types of soils are found on the site (for example, clay, sand, gravel, peat, muck)? If you know the classification of agricultural soils, specify them and note any prime farmland.

Specific soil types found at the sites of the projects included in the CFP have been or will be identified during project-level environmental review when appropriate.

- d. Are there surface indications or history of unstable soils in the immediate vicinity? If so, describe.

Unstable soils may exist within the OSD. Specific soil limitations on individual project sites have been or will be identified at the time of project-level environmental review when appropriate.

- e. Describe the purpose, type, and approximate quantities of any filling or grading proposed. Indicate source of fill.

Individual projects included in the CFP have been or will be subject, when appropriate, to project-level environmental review and local approval at the time of proposal. Proposed grading projects, as well as the purpose, type, quantity, and source of any fill materials to be used have been or will be identified at that time.

- f. Could erosion occur as a result of clearing, construction, or use? If so, generally describe.

It is possible that erosion could occur as a result of the construction projects currently proposed in the CFP. The erosion impacts of the individual projects have been or will be evaluated on a site-specific basis at the time of project-level environmental review when appropriate. Individual projects have been or will be subject to local approval processes.

- g. About what percent of the site will be covered with impervious surfaces after project construction (for example, asphalt or buildings)?

The construction projects included in the CFP have required or will require the construction of impervious surfaces. The extent of any impervious cover constructed will vary with each project included in the CFP. This issue has been or will be addressed during project-level environmental review when appropriate.

- h. Proposed measures to reduce or control erosion, or other impacts to the earth, if any:

The erosion potential of the projects included in the CFP and appropriate control measures have been or will be addressed during project-level environmental review when appropriate. Relevant erosion reduction and control requirements have been or will be met.

2. Air

- a. What types of emissions to the air would result from the proposal (i.e., dust, automobile, odors, industrial wood smoke) during construction and when the project is completed? If any, generally describe and give approximate quantities if known.

Various emissions, many construction-related, may result from the individual projects included in the CFP. The air-quality impacts of each project have been or will be evaluated during project-level environmental review when appropriate. Please see the Supplemental Sheet for Non-project Actions.

- b. Are there any off-site sources of emissions or odor that may affect your proposal? If so, generally describe.

Any off-site sources of emissions or odor that may affect the individual projects included in the CFP have been or will be addressed during project-level environmental review when appropriate.

c. Proposed measures to reduce or control emissions or other impacts to air, if any:

The individual projects included in the CFP have been or will be subject to project-level environmental review and relevant local approval processes when appropriate. The District has been or will be required to comply with all applicable air regulations and air permit requirements. Proposed measures specific to the individual projects included in the CFP have been or will be addressed during project-level environmental review when appropriate. Please see the Supplemental Sheet for Non-project Actions.

3. Water

a. Surface:

- 1) Is there any surface water body on or in the immediate vicinity of the site (including year-round and seasonal streams, saltwater, lakes, ponds, wetlands)? If yes, describe type and provide names. If appropriate, state what stream or river it flows into.

There is a network of surface water bodies within the OSD. The surface water bodies that are in the immediate vicinity of the projects included in the CFP have been or will be identified during project level environmental review when appropriate. When necessary, the surface water regimes and flow patterns have been or will be researched and incorporated into the designs of the individual projects.

- 2) Will the project require any work over, in, or adjacent to (within 200 feet) the described waters? If yes, please describe and attach available plans.

The projects included in the CFP may require work near the surface waters located within the OSD. Applicable local approval requirements have been or will be satisfied.

- 3) Estimate the amount of fill and dredge material that would be placed in or removed from surface water or wetlands and indicate the area of the site that would be affected. Indicate the source of fill material.

Information with respect to the placement or removal of fill and dredge material as a component of the projects included in the CFP has been or will be provided during project-level environmental review when appropriate. Applicable local regulations have been or will be satisfied.

- 4) Will the proposal require surface water withdrawals or diversions? Give general description, purpose, and approximate quantities if known.

Any surface water withdrawals or diversions required in connection with the projects included in the CFP have been or will be addressed during project-level environmental review when appropriate.

- 5) Does the proposal lie within a 100-year floodplain? If so, note location on the site plan.

Each project included in the CFP, if located in a floodplain area, has been or will be required to meet applicable local regulations for flood areas.

- 6) Does the proposal involve any discharges of waste materials to surface waters? If so, describe the type of waste and anticipated volume of discharge.

Specific information regarding the discharge of waste materials that may be required as a result of the projects included in the CFP has been or will be provided during project-level environmental review when appropriate. Please see the Supplemental Sheet for Non-project Actions.

b. Ground:

- 1) Will ground water be withdrawn, or will water be discharged to ground water? Give general description, purpose, and approximate quantities if known.

Individual projects included in the CFP may impact groundwater resources. The impact of the individual projects included in the CFP on groundwater resources has been or will be addressed during project-level environmental review when appropriate. Each project has been or will be subject to applicable local regulations. Please see the Supplemental Sheet for Non-project Actions.

- 2) Describe waste material that will be discharged into the ground from septic tanks or other sources, if any (for example: Domestic sewage; industrial, containing the following chemicals. . . ; agricultural; etc.). Describe the general size of the system, the number of such systems, the number of houses to be served (if applicable), or the number of animals or humans the system(s) are expected to serve.

The discharges of waste material that may take place in connection with the projects included in the CFP have been or will be addressed during project-level environmental review.

c. Water runoff (including stormwater):

- 1) Describe the source of runoff (including storm water) and method of collection and disposal, if any (include quantities, if known). Where will this water flow? Will this water flow into other waters? If so, describe.

Individual projects included in the CFP may have stormwater runoff consequences. Specific information regarding the stormwater impacts of each project has been or will be provided during project-level environmental review when appropriate. Each project has been or will be subject to applicable local stormwater regulations.

- 2) Could waste materials enter ground or surface waters? If so, generally describe.

The projects included in the CFP may result in the discharge of waste materials into ground or surface waters. The specific impacts of each project on ground and surface waters have been or will be identified during project-level environmental review when appropriate. Each project has been or will be subject to all applicable regulations regarding the discharge of waste materials into ground and surface waters. Please see the Supplemental Sheet for Non-project Actions.

d. Proposed measures to reduce or control surface, ground, and runoff water impacts, if any:

Specific measures to reduce or control runoff impacts associated with the projects included in the CFP have been or will be addressed during project-level environmental review when appropriate.

4. Plants

a. Check or circle types of vegetation found on the site:

- _____ deciduous tree: alder, maple, aspen, other
- _____ evergreen tree: fir, cedar, pine, other
- _____ shrubs
- _____ grass
- _____ pasture
- _____ crop or grain
- _____ wet soil plants: cattail, buttercup, bullrush, skunk cabbage, other
- _____ water plants: water lily, eelgrass, milfoil, other
- _____ other types of vegetation

A variety of vegetative zones are located within the OSD. Inventories of the vegetation located on the sites of the projects proposed in the CFP have been or will be developed during project-level environmental review when appropriate.

- b. What kind and amount of vegetation will be removed or altered?

Some of the projects included in the CFP may require the removal or alteration of vegetation. The specific impacts on vegetation of the projects included in the CFP have been or will be identified during project-level environmental review when appropriate.

- c. List threatened or endangered species known to be on or near the site.

The specific impacts to these species from the individual projects included in the CFP have been or will be determined during project-level environmental review when appropriate.

- d. Proposed landscaping, use of native plants, or other measures to preserve or enhance vegetation on the site, if any:

Measures to preserve or enhance vegetation at the sites of the projects included in the CFP have been or will be identified during project-level environmental review when appropriate. Each project is or will be subject to applicable local landscaping requirements.

5. Animals

- a. Circle any birds and animals which have been observed on or near the site or are known to be on or near the site:

birds: hawk, heron, eagle, songbirds, other:

mammals: deer, bear, elk, beaver, other:

fish: bass, salmon, trout, herring, shellfish, other:

An inventory of species that have been observed on or near the sites of the projects proposed in the CFP has been or will be developed during project-level environmental review when appropriate.

- b. List any threatened or endangered species known to be on or near the site.

Inventories of threatened or endangered species known to be on or near the sites of the projects included in the CFP have been or will be developed during project-level environmental review when appropriate.

- c. Is the site part of a migration route? If so, explain.

The impacts of the projects included in the CFP on migration routes have been or will be addressed during project-level environmental review when appropriate.

- d. Proposed measures to preserve or enhance wildlife, if any:

Appropriate measures to preserve or enhance wildlife have been or will be determined during project-level environmental review when appropriate.

6. Energy and natural resources

- a. What kinds of energy (electric, natural gas, oil, wood stove, solar) will be used to meet the completed project's energy needs? Describe whether it will be used for heating, manufacturing, etc.

The State Board of Education requires the completion of a life-cycle cost analysis of all heating, lighting, and

insulation systems before it will permit specific school projects to proceed. The energy needs of the projects included in the CFP have been or will be determined at the time of specific engineering and site design planning when appropriate. Please see the Supplemental Sheet for Non-project Actions.

b. Would your project affect the potential use of solar energy by adjacent properties? If so, generally describe.

The impacts of the projects included in the CFP on the solar potential of adjacent projects have been or will be addressed during project-level environmental review when appropriate

c. What kinds of energy conservation features are included in the plans of this proposal?
List other proposed measures to reduce or control energy impacts, if any:

Energy conservation measures proposed in connection with the projects included in the CFP have been or will be considered during project-level environmental review when appropriate.

7. Environmental health

a. Are there any environmental health hazards, including exposure to toxic chemicals, risk of fire and explosion, spill, or hazardous waste, that could occur as a result of this proposal?
If so, describe.

Please see the Supplemental Sheet for Non-project Actions.

1) Describe special emergency services that might be required.

Please see the Supplemental Sheet for Non-project Actions.

2) Proposed measures to reduce or control environmental health hazards, if any:

The projects included in the CFP comply or will comply with all current codes, standards, rules, and regulations. Individual projects have been or will be subject to project-level environmental review and local approval at the time they are developed, when appropriate.

b. Noise

1) What types of noise exist in the area which may affect your project (for example: traffic, equipment, operation, other)?

A variety of noises from traffic, construction, residential, commercial, and industrial areas exists within the OSD. The specific noise sources that may affect the projects included in the CFP have been or will be identified during project-level environmental review when appropriate.

2) What types and levels of noise would be created by or associated with the project on a short-term or a long-term basis (for example: traffic, construction, operation, other)? Indicate what hours noise would come from the site.

The projects included in the CFP may create normal construction noises that will exist on short-term bases only. The construction projects could increase traffic around the construction sites on a short-term basis. Because the construction of additional high school capacity will increase the capacity of the District's school facilities, this project may create a slight increase in traffic-related or operations-related noise on a long-term basis. Similarly, the placement of portables at school sites will increase the capacity of school facilities and may create a slight increase in traffic-related or operations-related noise. Neither of these potential increases is expected to be significant. Please see the Supplemental Sheet for Non-project Actions.

3) Proposed measures to reduce or control noise impacts, if any:

The projected noise impacts of the projects included in the CFP have been or will be evaluated and mitigated during project-level environmental review when appropriate. Each project is or will be subject to applicable local regulations.

8. Land and shoreline use

a. What is the current use of the site and adjacent properties?

There are a variety of land uses within the OSD, including residential, commercial, industrial, institutional, utility, open space, recreational, etc.

b. Has the site been used for agriculture? If so, describe.

The known sites for the projects included in the CFP have not been used recently for agriculture.

c. Describe any structures on the site.

The structures located on the sites for the projects included in the CFP have been or will be identified and described during project-level environmental review when appropriate.

d. Will any structures be demolished? If so, what?

The structures located on the sites for the projects included in the CFP have been or will be identified and described during project-level environmental review when appropriate.

e. What is the current zoning classification of the site?

The sites that are covered under the CFP have a variety of zoning classifications under the applicable zoning codes. Site-specific zoning information has been or will be identified during project-level environmental review when appropriate.

f. What is the current comprehensive plan designation of the site?

Inventories of the comprehensive plan designations for the sites of the projects included in the CFP have been or will be completed during project-level environmental review when appropriate.

g. If applicable, what is the current shoreline master program designation of the site?

Shoreline master program designations of the sites of the projects included in the CFP have been or will be identified during project-level environmental review when appropriate.

h. Has any part of the site been classified as an "environmentally sensitive" area? If so, specify.

Any environmentally sensitive areas located on the sites of the projects included in the CFP have been or will be identified during project-level environmental review.

i. Approximately how many people would reside or work in the completed project?

The OSD currently serves approximately 9,000 full-time equivalent (FTE) students. Enrollment is expected to continue to increase over the next 20 years. The District employs approximately 1,200 people.

j. Approximately how many people would the completed project displace?

Any displacement of people caused by the projects included in the CFP has been or will be evaluated during project-level environmental review when appropriate. However, it is not anticipated that the CFP, or any of the projects contained therein, will displace any people.

- k. Proposed measures to avoid or reduce displacement impacts, if any:

Individual projects included in the CFP have been or will be subject to project-level environmental review and local approval when appropriate. Proposed mitigating measures have been or will be developed at that time, when necessary.

- l. Proposed measures to ensure the proposal is compatible with existing and projected land uses and plans, if any:

The compatibility of the specific projects included in the CFP with existing uses and plans has been or will be assessed as part of the comprehensive planning process and during project-level environmental review when appropriate.

9. Housing

- a. Approximately how many units would be provided, if any? Indicate whether high, middle, or low-income housing.

No housing units would be provided in connection with the completion of the projects included in the CFP.

- b. Approximately how many units, if any, would be eliminated? Indicate whether high, middle, or low-income housing.

It is not anticipated that the projects included in the CFP will eliminate any housing units. The impacts of the projects included in the CFP on existing housing have been or will be evaluated during project-level environmental review when appropriate.

- c. Proposed measures to reduce or control housing impacts, if any:

Measures to reduce or control any housing impacts caused by the projects included in the CFP have been or will be addressed during project-level environmental review when appropriate.

10. Aesthetics

- a. What is the tallest height of any proposed structure(s), not including antennas; what is the principal exterior building material(s) proposed?

The aesthetic impacts of the projects included in the CFP have been or will be addressed during project-level environmental review when appropriate.

- b. What views in the immediate vicinity would be altered or obstructed?

The aesthetic impacts of the projects included in the CFP have been or will be addressed during project-level environmental review when appropriate.

- c. Proposed measures to reduce or control aesthetic impacts, if any:

Appropriate measures to reduce or control the aesthetic impacts of the projects included in the CFP have been or will be determined on a project-level basis when appropriate.

11. Light and glare

- a. What type of light or glare will the proposal produce? What time of day would it mainly occur?

The light or glare impacts of the projects included in the CFP have been or will be addressed during project-level environmental review, when appropriate.

- b. Could light or glare from the finished project be a safety hazard or interfere with views?

The light or glare impacts of the projects included in the CFP have been or will be addressed during project level environmental review when appropriate.

- c. What existing off-site sources of light or glare may affect your proposal?

Off-site sources of light or glare that may affect the projects included in the CFP have been or will be evaluated during project-level environmental review when appropriate.

- d. Proposed measures to reduce or control light and glare impacts, if any:

Proposed measures to mitigate light and glare impacts have been or will be addressed during project level environmental review when appropriate.

12. Recreation

- a. What designated and informal recreational opportunities are in the immediate vicinity?

There are a variety of formal and informal recreational facilities within the OSD.

- b. Would the proposed project displace any existing recreational uses? If so, describe.

The recreational impacts of the projects included in the CFP have been or will be addressed during project-level environmental review when appropriate. The projects included in the CFP, including proposed new school facilities, may enhance recreational opportunities and uses.

- c. Proposed measures to reduce or control impacts on recreation, including recreation opportunities to be provided by the project or applicant, if any:

Adverse recreational effects of the projects included in the CFP have been or will be subject to mitigation during project-level environmental review when appropriate. School facilities usually provide recreational facilities to the community in the form of play fields and gymnasiums.

13. Historic and cultural preservation

- a. Are there any places or objects listed on, or proposed for, national, state, or local preservation registers known to be on or next to the site? If so, generally describe.

There are no known places or objects listed on, or proposed for, such registers for the project sites included in the CFP. The existence of historic and cultural resources on or next to the sites has been or will be addressed in detail during project-level environmental review when appropriate.

- b. Generally describe any landmarks or evidence of historic, archaeological, scientific, or cultural importance known to be on or next to the site.

An inventory of historical sites at or near the sites of the projects included in the CFP has been or will be developed during project-level environmental review when appropriate.

- c. Proposed measures to reduce or control impacts, if any:

Appropriate measures will be proposed on a project-level basis when appropriate.

14. Transportation

- a. Identify public streets and highways serving the site, and describe proposed access to the existing street system. Show on site plans, if any.

The impact on public streets and highways of the individual projects included in the CFP have been or will be addressed during project-level environmental review when appropriate.

- b. Is site currently served by public transit? If not, what is the approximate distance to the nearest transit stop?

The relationship between the specific projects included in the CFP and public transit has been or will be addressed during project-level environmental review when appropriate.

- c. How many parking spaces would the completed project have? How many would the project eliminate?

Inventories of parking spaces located at the sites of the projects included in the CFP and the impacts of specific projects on parking availability have been or will be conducted during project-level environmental review when appropriate.

- d. Will the proposal require any new roads or streets, or improvements to existing roads or streets, not including driveways? If so, generally describe (indicate whether public or private).

The need for new streets or roads, or improvements to existing streets and roads has been or will be addressed during project-level environmental review when appropriate.

- e. Will the project use (or occur in the immediate vicinity of) water, rail, or air transportation? If so, generally describe.

Use of water, rail, or air transportation has been or will be addressed during project-level environmental review when appropriate.

- f. How many vehicular trips per day would be generated by the completed project? If known, indicate when peak volumes would occur.

The traffic impacts of the projects included in the CFP have been or will be addressed during project-level environmental review when appropriate.

- g. Proposed measures to reduce or control transportation impacts, if any:

The mitigation of traffic impacts associated with the projects included in the CFP has been or will be addressed during project-level environmental review when appropriate.

15. Public services

- a. Would the project result in an increased need for public services (for example: fire protection, police protection, health care, schools, other)? If so, generally describe.

The District does not anticipate that the projects identified in the CFP will significantly increase the need for public services.

- b. Proposed measures to reduce or control direct impacts on public services, if any.

New school facilities have been or will be built with automatic security systems, fire alarms, smoke alarms, heat sensors, and sprinkler systems.

16. Utilities

- a. Circle utilities currently available at the site: electricity, natural gas, water, refuse service, telephone, sanitary sewer, septic system, other.

Electricity, natural gas, water, refuse service, telephone, and sanitary sewer utilities are available at the known sites of

the projects included in the CFP. The types of utilities available at specific project sites have been or will be addressed in more detail during project-level environmental review when appropriate.

- b. Describe the utilities that are proposed for the project, the utility providing the service, and the general construction activities on the site or in the immediate vicinity which might be needed.

Utility revisions and construction needs have been or will be identified during project-level environmental review when appropriate.

D.SUPPLEMENTAL SHEET FOR NON-PROJECT ACTIONS

(do not use this sheet for project actions)

Because these questions are very general, it may be helpful to read them in conjunction with the list of the elements of the environment.

When answering these questions, be aware of the extent the proposal or the types of activities likely to result from the proposal, would affect the item at a greater intensity or at a faster rate than if the proposal were not implemented. Respond briefly and in general terms.

1. How would the proposal be likely to increase discharge to water; emissions to air; production, storage, or release of toxic or hazardous substances; or production of noise?

To the extent the CFP makes it more likely that school facilities, including new high school, middle school, and elementary capacity, as well as several small works projects, will be constructed, some of these environmental impacts will be more likely. Additional impermeable surfaces, such as roofs, access roads, and sidewalks could increase stormwater runoff, which could enter surface or ground waters. Heating systems, emergency generators, and other school equipment that is installed pursuant to the CFP could result in air emissions. The projects included in the CFP should not require the production, storage, or release of toxic or hazardous substances, with the possible exception of the storage of diesel fuel or gasoline for emergency generating equipment. The District does not anticipate a significant increase in the production of noise from its facilities, although the projects included in the CFP will increase the District's student capacities.

Proposed measures to avoid or reduce such increases are:

Proposed measures to mitigate any such increases described above have been or will be addressed during project-level environmental review when appropriate. Stormwater detention and runoff will meet applicable County and/or City requirements and may be subject to National Pollutant Discharge Elimination System (NPDES) permitting requirements. Discharges to air will meet applicable air pollution control requirements. Fuel oil will be stored in accordance with local and state requirements.

2. How would the proposal be likely to affect plants, animals, fish, or marine life?

The CFP itself will have no impact on these elements of the environment. The projects included in the CFP may require clearing plants off of the project sites and a loss to animal habitat. These impacts have been or will be addressed in more detail during project-level environmental review when appropriate. The projects included in the CFP are not likely to generate significant impacts on fish or marine life.

Proposed measures to protect or conserve plants, animals, fish, or marine life are:

Specific measures to protect and conserve plants, animals, and fish cannot be identified at this time. Specific mitigation proposals will be identified, however, during project-level environmental review when appropriate.

3. How would the proposal be likely to deplete energy or natural resources?

The construction of the projects included in the CFP will require the consumption of energy.

Proposed measures to protect or conserve energy and natural resources are:

The projects included in the CFP will be constructed in accordance with applicable energy efficiency standards.

4. How would the proposal be likely to use or affect environmentally sensitive areas or areas designated (or eligible or under study) for governmental protection; such as parks, wilderness, wild and scenic rivers, threatened or endangered species habitat, historic or cultural sites, wetlands, floodplains, or prime farmlands?

The CFP and individual projects contained therein should have no impact on these resources.

Proposed measures to protect such resources or to avoid or reduce impacts are:

Appropriate measures have been or will be proposed during project-level environmental review when appropriate. Updates of the CFP will be coordinated with Thurston County and the Cities of Tumwater and Olympia as part of the Growth Management Act process, one of the purposes of which is to protect environmentally sensitive areas. To the extent the District's facilities planning process is part of the overall growth management planning process, these resources are more likely to be protected.

5. How would the proposal be likely to affect land and shoreline use, including whether it would allow or encourage land or shoreline uses incompatible with existing plans?

The CFP will not have any impact on land or shoreline use that is incompatible with existing comprehensive plans, land use codes, or shoreline management plans. The District does not anticipate that the CFP or the projects contained therein will directly affect land and shoreline uses in the area served by the District.

Proposed measures to avoid or reduce shoreline and land use impacts are:

No measures to avoid or reduce land use impacts resulting from the CFP or the projects contained therein are proposed at this time.

6. How would the proposal be likely to increase demands on transportation or public services and utilities?

The construction projects included in the CFP may create temporary increases in the District's need for public services and utilities. The new school facilities will increase the District's demands on transportation and utilities. These increases are not expected to be significant.

Proposed measures to reduce or respond to such demand(s) are:

No measures to reduce or respond to such demands are proposed at this time.

7. Identify, if possible, whether the proposal may conflict with local, state, or federal laws or requirements for the protection of the environment.

The CFP will not conflict with any laws or requirements for the protection of the environment.

DETERMINATION OF NONSIGNIFICANCE

Issued with a 14 day comment and appeals period

Description of Proposal:

This threshold determination analyzes the environmental impacts associated with the following actions, which are so closely related to each other that they are in effect a single course of action:

1. The adoption of the Olympia School District's Capital Facilities Plan 2014-2019 by the Olympia School District No. 111 for the purposes of planning for the facilities needs of the District;
2. The amendment of the Comprehensive Plans of the Cities of Tumwater and Olympia to include the Olympia School District's Capital Facilities Plan 2014-2019 as part of the Capital Facilities Element of these jurisdictions' Comprehensive Plans; and
3. The possible amendment of the Thurston County Comprehensive Plan by Thurston County to include the Olympia School District's Capital Facilities Plan 2014-2019 as part of the Capital Facilities Element of Thurston County's Comprehensive Plan.

Proponent: Olympia School District No. 111

Location of the Proposal:

The Olympia School District includes an area of approximately 80 square miles. The City of Olympia and parts of the City of Tumwater and parts of unincorporated Thurston County fall within the District's boundaries.

Lead Agency:

Olympia School District No. 111

The lead agency for this proposal has determined that the proposal does not have a probable significant adverse environmental impact on the environment. An environmental impact statement (EIS) is not required under RCW 43.21C.030(2)(c). This decision was made after a review of the completed environmental checklist and other information on file with the lead agency. This information is available to the public upon request.

This Determination of Nonsignificance (DNS) is issued under WAC 197-11-340(2). The lead agency will not act on this proposal for 14 days from the date of issue. Comments must be submitted before 12:01 p.m., September 24, 2013. The responsible official will reconsider the DNS based on timely comments and may retain, modify, or, if significant adverse impacts are likely, withdraw the DNS. If the DNS is retained, it will be final after the expiration of the comment deadline.

Responsible Official: Mr. Timothy Byrne, AIA
Supervisor, Capital Planning & Construction
Olympia School District No. 111

Telephone: (360) 596-8560

Address: 1113 Legion Way S.E.
Olympia School District, Room 300
Olympia, WA 98501

You may appeal this determination in writing before 12:01 p.m., September 24, 2013, to Mr. Timothy Byrne, Supervisor, Capital Planning & Construction, Olympia School District No. 111, 1113 Legion Way S.E., Olympia, WA, 98501.

Date of Issue: September 9, 2013
Date Published: September 10, 2013

City of Olympia

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Community Economic & Revitalization Committee

Consider Next Steps to Implement the Investment Strategies: City of Olympia Opportunity Areas Report

Agenda Date: 4/21/2014

Agenda Number: 4.D

File Number: 14-0394

File Type: recommendation

Version: 1

Status: In Committee

..Title

Consider Next Steps to Implement the Investment Strategies: City of Olympia
Opportunity Areas Report

..Recommended Action

City Manager Recommendation:

Provide staff with feedback and direction regarding the next steps in implementing the
Investment Strategies: City of Olympia Opportunity Areas Report

..Report

Issue:

The Investment Strategies: City of Olympia Opportunity Areas report provides a
number of implementation recommendations. Provide staff with feedback and
guidance about next steps in the process.

Staff Contact:

Keith Stahley, Director Community Planning and Development Department
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Presenter(s):

Keith Stahley, Director Community Planning and Development Department

Background and Analysis:

City Council received the Investment Strategies: City of Olympia Opportunity Areas
Report in September of 2013 and has been moving forward with its implementation by
focusing on developing the Isthmus Urban Design Workshop process and setting the
stage for next steps in the Community Renewal Area planning process. The Report
provides a number of recommendations starting on page 26 including:

- 1. Engage with the full Council to determine how to best work with the Planning Commission, the Council of Neighborhood Associations and other key stakeholder groups** on how to best initiate a process for annually reviewing development opportunity sites.
- 2. Consider how to best integrate this new approach into current planning processes** such as the development of the Capital Facilities Plan and in particular, look for ways to connect the opportunity site review to the Comprehensive Plan.
- 3. Engage directly with the Planning Commission in discussions as to how to make use of the information about the 5 opportunity sites with their**

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activities. The new methodology should provide a more relevant means of linking the annual work of the Planning Commission's Finance Committee's review of the city's Capital Facilities Plan.

- 4. Convene a development roundtable (perhaps in conjunction with the Thurston County Economic Development Council)** to discuss how to more effectively build predictability into the development of opportunity sites in order to build the confidence of investors and developers.
- 5. Work broadly to** explain the City's new vision for community development, gathering input from stakeholders on development opportunities for the sites discussed in this report and potential investments the City could make, and discuss potential development and redevelopment tools.
- 6. Clarify the City's development toolkit.** Clearly establish active and potential tools the City has available for new development, and identify which areas are eligible for EB-5 funding, New Market Tax Credits, and any applicable City programs.

Options:

1. Provide staff with feedback and directions regarding next steps in the process.
2. Review the information and continue deliberations about next steps at a future meeting.

Financial Impact:

None at this time.

Investment Strategy

City of Olympia Opportunity Areas

September 2013

Prepared for:

City of Olympia



Contact Information

Abe Farkas, Lorelei Juntunen, and Emily Picha prepared this report. ECONorthwest is solely responsible for its content.

ECONorthwest specializes in economics, planning, and finance. Established in 1974, ECONorthwest has over three decades of experience helping clients make sound decisions based on rigorous economic, planning and financial analysis.

ECONorthwest gratefully acknowledges the substantial assistance provided by staff at BERK. Many other firms, agencies, and staff contributed to other research that this report relied on.

For more information about ECONorthwest, visit our website at www.econw.com.

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1. Background and framework

1.1 Purpose

In recent decades, Olympia has seen less private investment in development and redevelopment than other parts of the South Puget Sound region, leading to fewer jobs, lower tax base, and diminished quality of place in key community centers than Olympia residents might otherwise have enjoyed. Reasons for this are wide-ranging: many of the causes of lower investment levels (including national economic conditions) have not been entirely under City control. However, City leadership has recognized a more strategic approach to its own investments in redevelopment activities is critical to encouraging the type of development that would benefit the community, and which the community would like to see and that a new more proactive approach to community development will be necessary to achieve this goal. To address this shortcoming, City leadership formed an Ad Hoc Committee composed of City councilmembers and executive staff focused on development strategy both downtown and City-wide. The Ad Hoc Committee commissioned and guided the work presented in this report.

This report begins to reframe the City's approach to redevelopment, and is an important first step to the more comprehensive, proactive strategy that the Ad Hoc Committee envisioned. The report outlines a methodology and initial set of actions the City's Community Development Department can use to guide its economic development and redevelopment activities. It suggests which tools available to the public sector (including incentives, regulations, facilitation of planning exercises and community conversations, and interactions with property owners) are most appropriate to specific areas within the City to more actively guide development outcomes in a market-responsive way.

The Ad Hoc Committee identified six areas (shown in Figure 1 and Table 1) that reflect a range of potential development opportunities in Olympia outside of downtown.¹ In all of these areas, the City is interested in furthering development outcomes, and recognizes that City should proactively participate in the future development of these sites. The report focuses on the redevelopment potential in the opportunity areas outside of downtown Olympia, and recommends a strategy and set of tools for investing in them over the coming years. This report, based on the ECONorthwest team's² analysis; City staff, Ad Hoc Committee, Citizens' Advisory Committee and Council input, and outreach to property owners and developers, provides a framework for prioritizing redevelopment investments within the opportunity areas.

¹ Downtown redevelopment opportunities are addressed at length in a separate analysis and process that is focused on opportunities for furthering the revitalization of Downtown. In some parts of this report, Downtown is included as a point of reference or because it is relevant.

² The team also included BERK, which provided most of the market analysis in this document and collaborated to produce the strategy.

For each opportunity area, ECONorthwest completed the following steps:

1) Conducted stakeholder outreach

Interviewed property owners and developers, and drew on city staff expertise, to more fully understand opportunities and constraints in each area.

2) Analyzed redevelopment readiness of each site

Evaluated market variables, barriers to redevelopment, available tools to encourage redevelopment, and property owner readiness to determine which areas are most ready to redevelop.

3) Profiled each area's development potential and recommended City actions

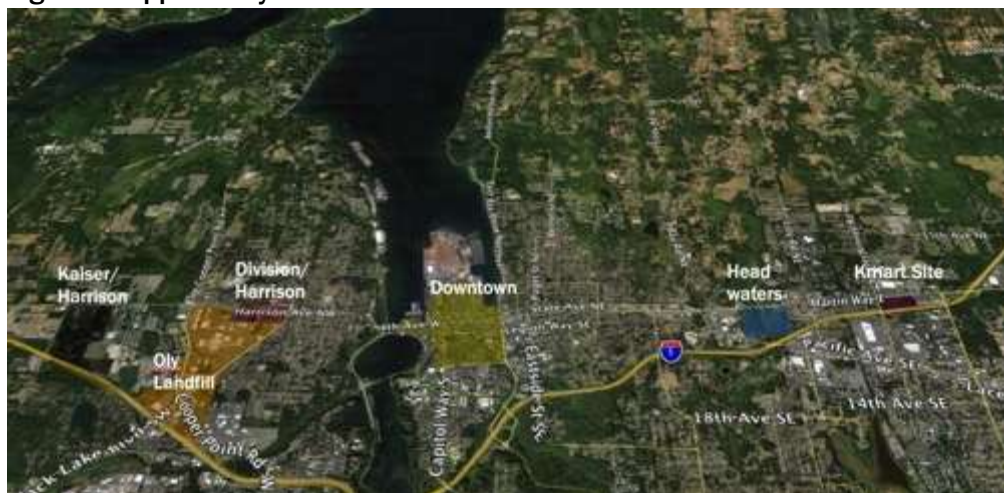
This report recommends actions the City of Olympia (City) could take to facilitate redevelopment of these sites in the short, medium and long terms.

This report is a first step toward implementing a comprehensive approach that can aid the City in managing its development area assets as a portfolio that adheres to community vision. This approach includes: (1) strategically investing in infrastructure improvements, such as roadways, streetscape improvements, and property acquisition; (2) making necessary or desired regulatory adjustments, such as zoning changes; and (3) creating partnerships with developers and property owners to generate development returns that remain sensitive to market demand.

Table 1. Opportunity areas and study rationale

| Opportunity | Council-identified development opportunity |
|-------------------|---|
| Kaiser/Harrison | Potential for neighborhood commercial/mixed-use/retail district on large single-ownership tract |
| Olympia Landfill | City-owned, potential major retail site adjacent to existing major retail area |
| Division/Harrison | Potential neighborhood center adjacent to established neighborhoods |
| Headwaters | Large multi-ownership parcel with wetland amenity and infrastructure challenges. |
| Kmart Site | Former K-mart site (currently vacant) on major close-in retail corridor |

Figure 1. Opportunity area overview



1.2 Regional development context

This section describes key factors that will influence future redevelopment potential in Olympia and Thurston County. This context is critical to understanding how the opportunity areas might support a larger growth strategy, and the market forces that will affect their future development. The CRA Ad Hoc Committee has expressed their intent to create a more coherent and long-term approach towards community development. The work aims to establish what market information and stakeholder engagement are necessary to be aware of and track as consideration is given to future budgets, capital facility plans, and master plans.

Population and demographics

Olympia's population growth has slowed, and the City has not captured as much growth as neighboring cities. As shown in Table 2, between 2000 and 2010, Olympia's population grew slowly (9%), compared to the State of Washington (14%), Lacey (36%) and Thurston County (22%). Most of Thurston County's population growth during that period occurred in Lacey, Tumwater, and unincorporated areas. In part, this reflects the relative "built out" condition of Olympia compared to the neighboring cities that, generally, can accommodate growth at lower cost on larger tracts of undeveloped land. Consequently, fewer housing units have been constructed and less market demand exists for redevelopment within Olympia.

Table 2. Population growth

| | 2010 Population | Population Change 2000-2010 | |
|---------------------|-----------------|-----------------------------|----------|
| | | Number | % Change |
| Thurston County | 252,264 | 44,909 | 22% |
| Olympia | 46,478 | 3,964 | 9% |
| Lacey | 42,393 | 11,167 | 36% |
| State of Washington | 6,724,540 | 830,419 | 14% |

Source: Census 2000 and 2010.

Olympia's rate of population growth and its share of the County's population growth are projected to increase. By 2030, Thurston County's population is estimated to grow by 96,000, with Olympia accommodating about 19% of that growth, or 18,000 people.¹ This would mean a roughly 40% increase in the City's population over the next 17 years. If Olympia is successful in capturing this growth as projected, it suggests growing demand for all types of uses, especially residential. It also suggests that new development will occur as infill or redevelopment, as large tracts of undeveloped land are uncommon inside Olympia's boundaries.

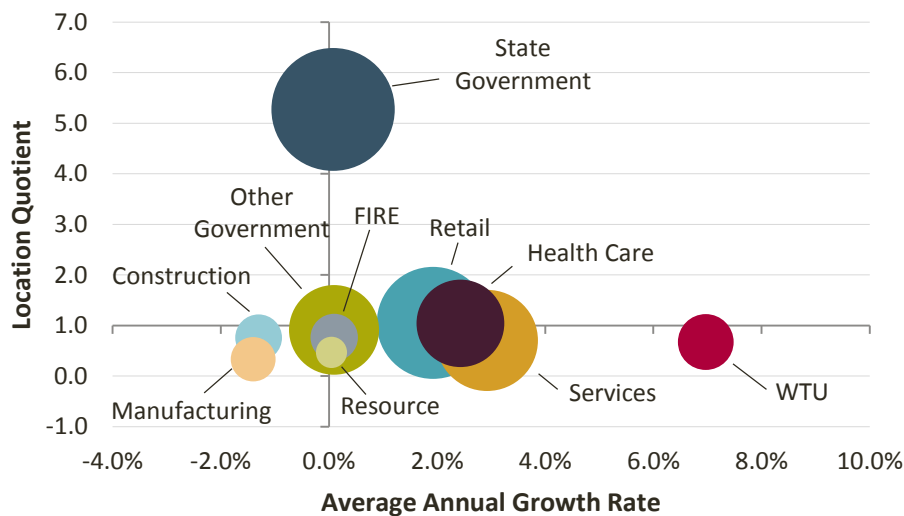
Employment growth

State government will remain a key industry in Thurston County, but its employment is forecast to decrease. State government is the largest employer in Thurston County, with 20,071² employees in 2013. Total state employment has been fairly flat since 2002, and has decreased since 2008. State government employment appears not to be growing in the near-term. This will likely affect demand for office space within the County. However, almost a third of state government employees statewide (32%) are over 55 years of age. As these employees retire over the next decade, many of those positions will likely be filled with younger employees. This trend could impact the demand for residential housing within Thurston County, regardless of the overall size of state government.

Fast growing industries are poised to play a greater role in the County's economy. Figure 2 compares average growth rates of key industries in the County. Since 2002, general services, retail, health care, and warehousing/transportation/utilities (WTU) accounted for the highest growth in employment. Construction and manufacturing were the only two sectors that decreased, albeit slightly. State government is (not surprisingly, given that Olympia is the State Capitol) highly concentrated in the economy, and will continue to influence downtown and City development trends. For example, while the State's office use has recently declined, in the last legislative session, it committed to a major investment in a 200,000 square foot office building downtown to accommodate its own needs for new office space. Adding this new square footage for State uses suggests that the existing vacancies in the private office market are unlikely to be filled with State workers, and that the City may continue to see a trend toward conversion of downtown office space to housing and other uses.

The City of Olympia is projected to accommodate an estimated additional 18,000 jobs by 2035.³ Of those, almost 75% of new jobs in Olympia will be in commercial sectors. Jobs in industrial sectors (10%) and government (15%) will make up the remainder of new employment. Countywide, the sectors with the largest forecasted new jobs are professional and business services. However, TRPC's forecasts have construction employment growing substantially with total construction employment more than doubling by 2040 from 5,620 in 2010 to 12,700. Manufacturing employment is also forecasted to increase but at a much slower rate adding about 500 jobs from 2010 to 2040.

Figure 2. Employment change, size, and location quotient³ for industries in Thurston County, 2002-2011



Source: Washington Employment Security Department, 2013; BERK, 2013

Acronyms: "WTU": Warehousing, Transportation, Utilities. "FIRE": Finance, Insurance, Real Estate

Notes for interpretation: Size of bubble shows relative size of industry as measured by number of employees; "location quotient" is a measure of industry concentration: a location quotient of 5 means that the industry is 5 times more concentrated than would be expected based on national averages.

Joint Base Lewis McChord has increased demand for housing in the region over the last 10 years, particularly Lacey, as the number of employees on base increased. In addition to direct employment, the base is an economic engine for the region, supporting local businesses with over \$200 million in government contracts. Current plans are to slightly reduce the number of active duty troops on base, thereby reducing total employment.⁴ As a result, JBLM is unlikely to be a source of growth for Thurston County in the near future, but should continue to be an economic cornerstone for the region, especially given that a high number of discharged staff permanently relocate in the region. According to JBLM, 6,000 individuals will separate service each year from 2012 through 2016 and that 40 percent plan to stay in Washington State.⁵

Regional development patterns

Since 2000, most development has occurred on vacant land in out-lying areas accessible to I-5 and major arterials. Continued population growth in the Puget Sound region will generate demand for additional housing and commercial services, such as general services, retail, lodging, and health care.

³ An index, defined in ratio form, that compares the proportion of a local activity to the proportion of that activity found at some larger geographic scale, such as the nation.

Multi-Family Residential

Recent multi-family (MF) development has not concentrated in any particular location, but has occurred throughout the County's urban areas. About a third of multi-family units were located in Olympia. Table 3 shows MF development in the County and Olympia since 2002.

Table 3. Multi-family development in Thurston County and Olympia, 2002-2012

| | Thurston County | Olympia |
|---|--------------------|---------|
| Total MF units developed | 3,000 | 1,023 |
| MF units as a proportion of total units | 13% | 35% |

Source: Washington Office of Financial Management

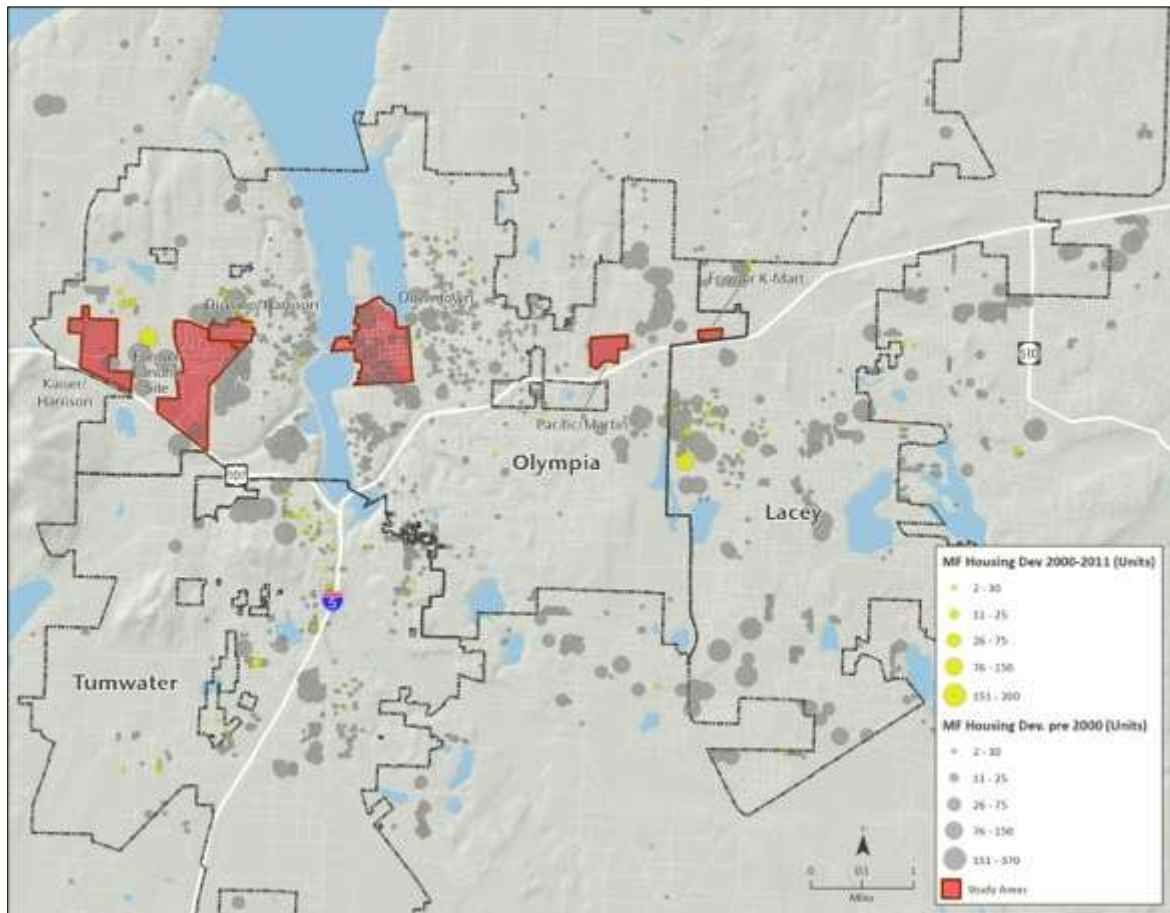
There are growing signs of an urban infill market in Olympia. In the last ten years, building activity in Olympia has focused on rehabilitating or remodeling existing space, rather than new development. As growth picks up, MF development will likely occur in easily developable and/or high amenity areas. The city saw a rapid increase in MF units in 2011 and 2012, with 652 units built over this time period. A number of large apartment complexes have been completed, including 18th Avenue Estates, Woodland Apartments, Red Leaf, Affinity, and Briggs Village South. The City has issued permits for Briggs Senior Housing, and is reviewing permits for Copper Ridge, Woodland Phase II, and Briggs Village North. According to the Department of Community Development, almost twice as many MF permits will be issued in 2013 than 2012.

Future growth in MF units will be driven, in part, by a changing demographic oriented to urban living. The aging baby boom generation and resulting decrease in household size will likely increase the share of MF units in Thurston County over the next 30 years. *New Home Trends*, in its study for TRPC, projected demand for over 14,000 new MF units between 2010 and 2030 almost 2.5 times the number of MF units developed per decade compared with the last ten years. TRPC estimates that by 2040 approximately 40% of new homes will be MF units, compared to about 22% today. TRPC's forecast assumes household size will decrease from 2.47 to 2.37 people by 2040.⁶

Population growth in people over age 55 and under 30 will drive the growing demand for MF housing. Since 2000, over 80% of new population growth in the County consisted of people over age 55 and between the ages of 20 and 34. This suggests an increasing demand for residential and other uses that accommodate both retirees and young families.

New types of MF units will be developed. Most MF housing built since 2000 has been in small developments, consisting of 10 or fewer units. While this trend is likely to continue, larger, MF projects will also likely be developed in downtown Olympia and mixed-use nodes throughout the city. New housing types will likely include accessory dwelling units, duplexes, townhomes, and senior assisted-living facilities. Demand for single-family housing will also continue, but is projected to comprise a smaller share of future development.

Figure 3. Multi-family housing development by units

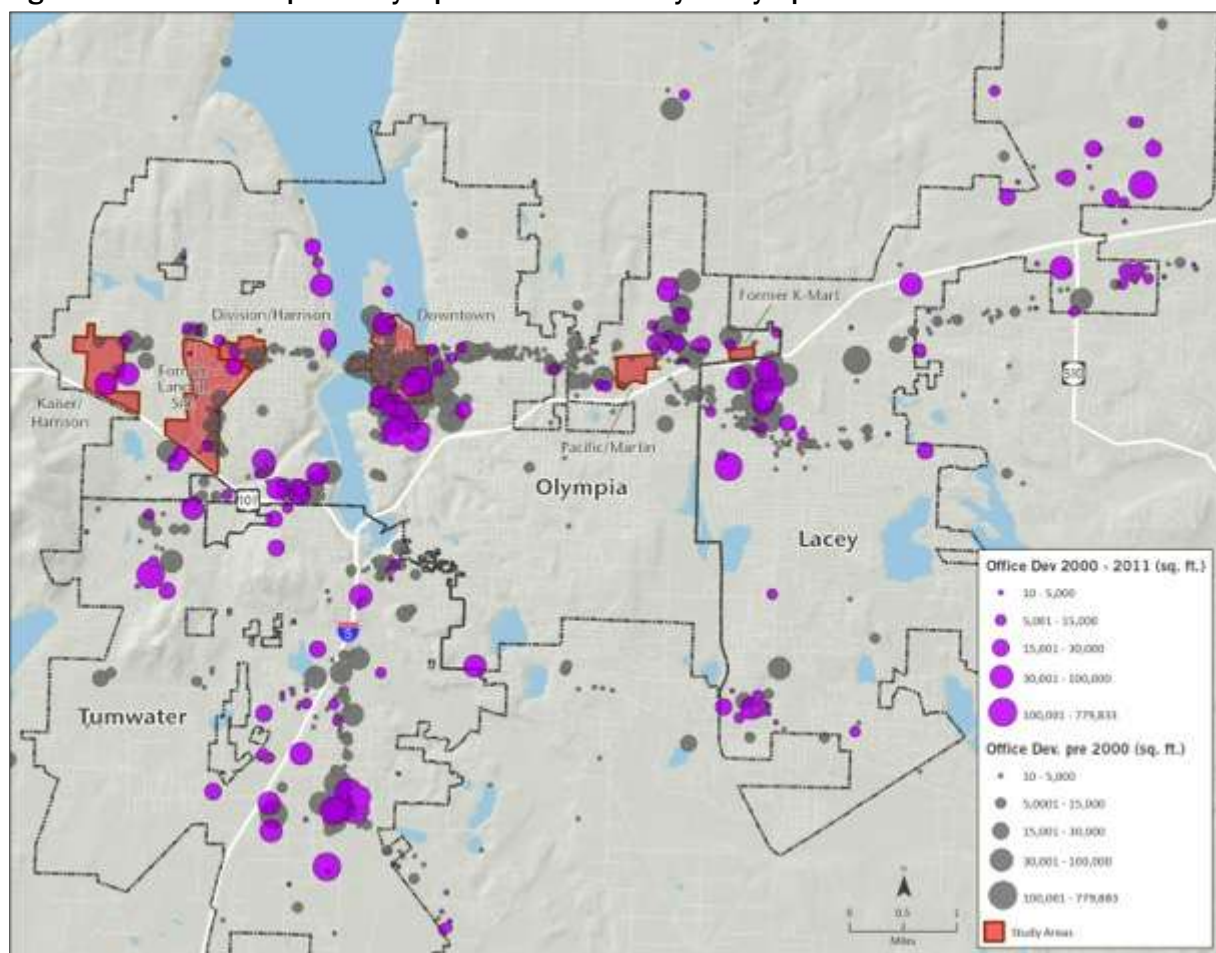


Source: Thurston Regional Planning Council, 2011; BERK, 2013

Office

Downtown Olympia, Lacey, and Tumwater are the major office clusters in the region, as shown in Figure 4. A limited amount of office development (670,000 total square feet) has occurred in the region since the start of the recession in 2008, including the new Department of Information Services building in 2010. Only one privately built Class A office building was constructed during this period (185,000 total square feet). Overall, throughout the region, a high vacancy rate exists (11.2% in the first quarter of 2013) for all classes of office space. This vacancy rate is due, in part, to recent office vacations by state agencies. With decreased State demand for office space, some property owners will look to repurpose existing office space. As mentioned earlier, the State is also considering constructing a 200,000 SF office building on the Capitol campus, along Capitol Way. These developments will further impact the office market.

Figure 4. Office development by square feet in the City of Olympia



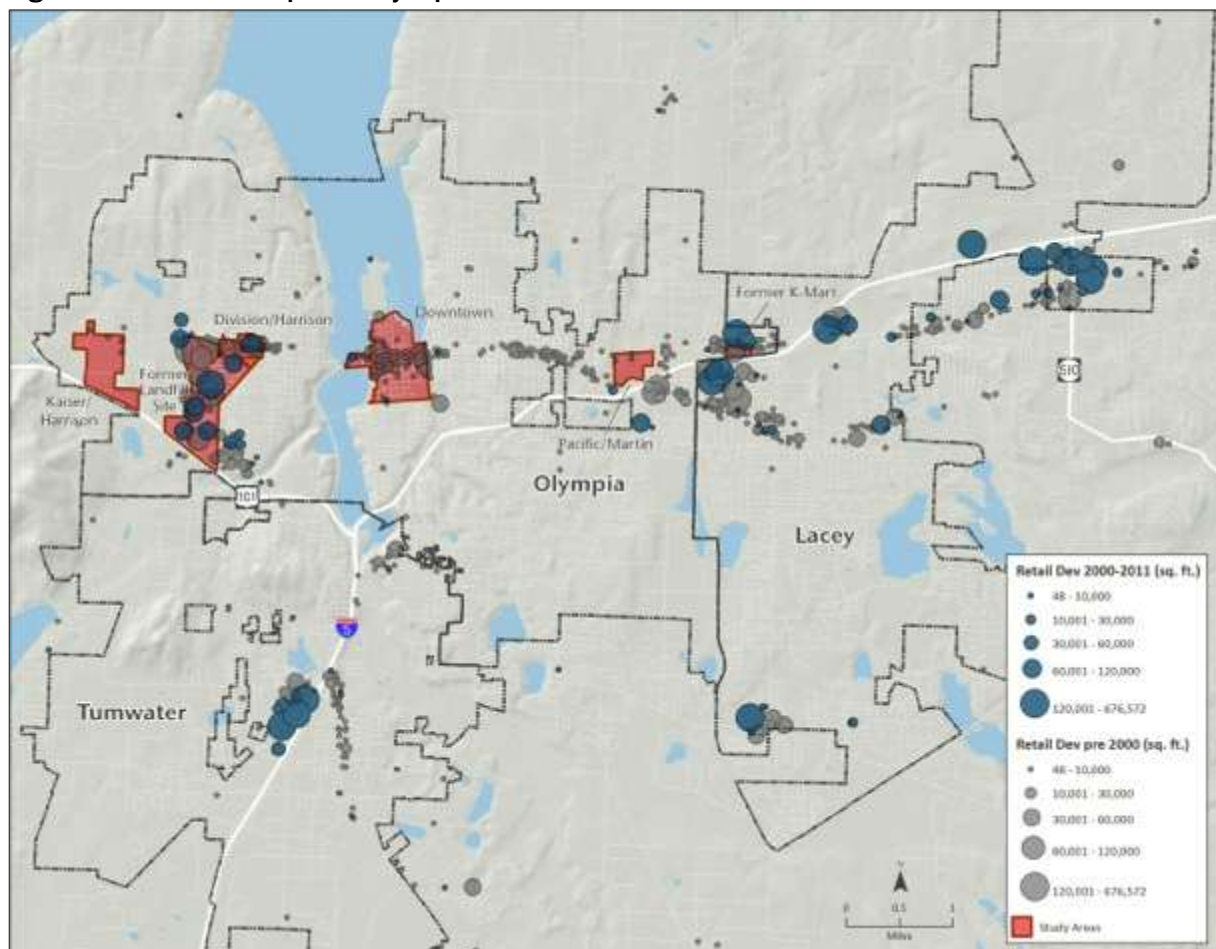
Source: Thurston Regional Planning Council, 2011; BERK, 2013

Retail

Since 2000, most retail development has been large scale, auto-oriented, located near highway interchanges, as shown in Figure 5. On a per square foot basis, sales have declined in most of Olympia. Two exceptions are Pacific/Martin, which saw two new businesses open, and Division/Harrison with increased retail sales per square foot since 2009. Currently, retail productivity in Division/Harrison is similar to downtown Olympia. The City lacks a retail attraction and retention strategy to attract destination retailers, such as IKEA or Nordstrom, from outside the existing marketshed.

National research suggests that a typical household supports approximately 70 square feet of retail space. 15 square feet of which could be neighborhood retail or services (such as the type of retail found along Martin Way in Olympia or at Division/Harrison) within walking distance.⁷ For example, a 30,000 square foot neighborhood retail center could support about 1,000 homes within a convenient walking distance of a quarter-mile, and another thousand households that are slightly farther away.

Figure 5. Retail development by square feet



Source: Source: Thurston Regional Planning Council, 2011; BERK, 2013

Hotel

Olympia's existing hotels and motels are mostly oriented along Interstate-5, with a few located closer to downtown. Olympia has seen a limited number of new hotels/motels built since 2000. Spending on hotels and motels in Thurston County showed strong growth from 2000 to 2007 with an annual average of 5.7%. Spending dipped in 2009. While data for Thurston County is unavailable, statewide visitor spending on hotels and motels rebounded in 2010 and is now close to 2006 levels. The return of hotel occupancy rates and revenues to pre-recession levels has brightened the investment outlook for lodging in the region. Currently, there are plans for potentially two new hotels in Downtown Olympia, but these plans remain preliminary and fairly uncertain and two new hotels are in for development review along the 1-5 Corridor.

1.3 Barriers to development on opportunity sites

Recent development patterns indicate the following barriers to development and redevelopment in the opportunity areas evaluated in this report:

- **Rents are too low to support costs of new construction.** Rents for most development types are still recovering from the recent recession, which makes it difficult for new development to substantially increase the income potential of a property through redevelopment. Without incentives and other supports, the majority of new development will likely choose the easiest and cheapest sites before embarking on challenging in-fill development projects like those identified in some of the opportunity areas.
- **Infill/Redevelopment opportunities.** Most of the opportunities areas are built out, with existing uses providing income to their owners. For redevelopment to be financially feasible, these properties need to generate higher rents.
- **Financing.** Developers sometimes face difficulty in obtaining financing for new product in areas where the market for that product is unproven.
- **Competition.** Easily developable sites are available throughout the region, providing multiple site options from which to choose. These lower-cost sites create competition for the opportunity areas.
- **Infrastructure deficiencies.** Encouraging growth in certain areas will require focused infrastructure investment. In some cases, this will mean additional roads to provide access into the core of a site. In other cases, streetscape enhancement projects and open space projects will support mixed-use, infill projects.
- **Lack of community consensus on growth.** Opportunity sites do not have an agreed-upon vision that is championed by surrounding property owners and community members. As a result, challenges to development proposals are more likely and common.

1.4 Framework for public action and investment

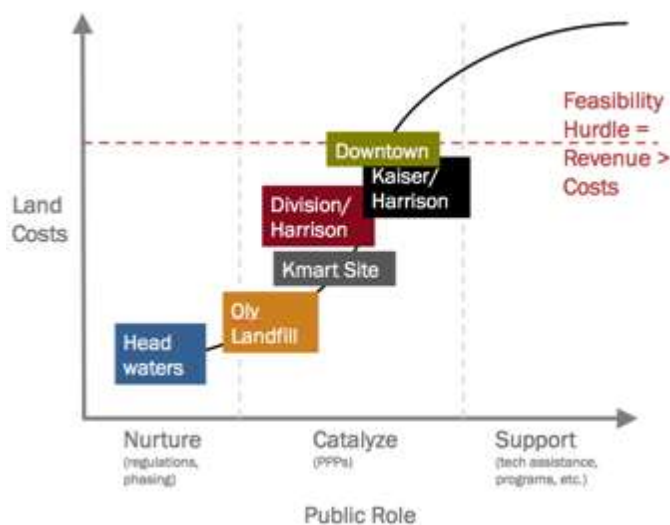
From a private real estate development perspective, people invest in real estate to realize financial gain from rents paid by tenants. Tenant's willingness to pay higher rents depends on their preference for a particular location over others. Generally, three key elements influence private real estate development decisions:

- 1) **Market conditions** including rent levels, land values, vacancy rates, availability of financing, competing supply, etc.
- 2) **The regulatory framework and infrastructure** that shape development plans and serve available land.
- 3) **The availability/suitability of land**, including property ownership patterns, soil conditions, etc.

The public sector, cities in particular, can influence real estate markets and redevelopment potential using a variety of tools, including community renewal, development regulations, incentives, infrastructure investments, and, in some cases, partnering with the private sector to improve development feasibility. To evaluate the most effective role for the City in each of these opportunity areas, we suggest a feasibility spectrum with a set of potential public-sector roles and related actions. Figure 6 shows where each opportunity area sits on a conceptual “market feasibility” curve. As rents increase relative to development costs, a project's market feasibility

increases. When market feasibility reaches the redevelopment hurdle, private investment decisions lead to new construction.

Figure 6, Opportunity areas on the feasibility spectrum



Source: ECONorthwest and BERK, 2013

The challenges that developers face differ based on where their projects sit relative to the feasibility hurdle. Actions that the City might take to incent or encourage redevelopment also differ accordingly. Generally, the City can think about its possible actions in three categories, or phases of feasibility: “nurture”, “catalyze”, and “support.”

These phases, described in more detail and with additional

information about the opportunity areas in Table 4 are broad and are not mutually exclusive, but they do imply different public actions. Public actions are part of a dynamic continuum, and can change in relation to a specific opportunity site as market conditions or other factors change. A strategic approach to community development (the final outcome of this report) provides a means of tracking the variables that lead to different placement of a development project relative to a feasibility hurdle (for example, different rent levels, different property

owner disposition, different levels of public amenity)), so that the actions that the public sector takes are targeted to overcoming the right challenges. In other words, the point is to illustrate the difference in the relationship of public actions to private investment as an area grows and / or market feasibility changes.

Table 4. Overview of actions in opportunity sites, based on phase of feasibility






| Phase | Nurture: Laying the policy and infrastructure groundwork for areas that lack proven markets. | Catalyze: Reduce development costs and make the area more attractive for investment by covering infrastructure or other costs, changing regulatory framework, or other actions. ⁴ | Support: Support and shape desired types of development, including enforcing existing codes and continuing to maintain infrastructure. |
|---|---|--|--|
| Challenge in this Phase | Development that aligns with public vision is not occurring and faces significant market and feasibility challenges. | Development in these areas is generally thought to be “on the cusp” and may need some public support to be financially viable. Some vision-aligned development may be occurring. | Development that aligns with the community vision has occurred and will continue to; the challenge is managing growth to match future development needs. |
| Opportunity Sites in this Phase | Olympia Landfill and Headwaters | Division/Harrison Former K-Mart Site Kaiser/Harrison | None identified in this report |
| Overview: Actions in Opportunity Sites | Land use regulations, critical infrastructure needs to support development readiness, and developing partnerships with property owners and the community to help create an environment that can support new or higher levels of activity. | Support market-making projects (e.g. the demonstration of market feasible projects). Typically consists of fee waivers, tax exemptions, the provision of specific types of public infrastructure (i.e. plazas, utilities, amenities, etc.), property assembly, zoning changes to align with market, and/or property disposition. | Manage the challenges of success, such as congestion, lack of quality public spaces or amenities, and service expansion (i.e. transit). Continue implementation of vision through code enforcement and permitting. |

⁴ Note that this type of action is limited in the State of Washington by very strict constitutional lending of credit prohibitions. Actions that directly subsidize private development are not allowed, except in certain circumstances, such as in an adopted Community Renewal Area. However, regulatory and other approaches are possible.

2. Action Plan

For the City to evaluate all of its opportunity areas, Table 5 recommends targeted infrastructure investments and changes to regulations and programs that align with the vision and desired actions for each area. Given short-term development opportunities, the City should focus its first efforts on implementation in the K-mart Site and the Kaiser/Harrison area. This section details the development character, policy goals, and potential actions for each opportunity area.

Table 5. Development actions over time by opportunity area

| Vision for the area | KEY ACTIONS | | |
|--|---|---|--|
| | Short term | Medium term | Long term |
| Headwaters (Nurture) | | Key actions  | |
| Residential, strip retail, or offices that take advantage of the area's strategic location and wetland amenity. | Coordinate with existing planning: Martin Way Infrastructure Study Explore property owner interests and meet with InterCity Transit | Develop a vision: Master planning Explore property owner dev't interest | Fund infrastructure improvements |
| Olympia Landfill (Nurture) | | Key actions  | |
| Large scale mixed-use development with a retail presence | Assess development barriers: complete environmental assessment | Develop a vision: Planned Action or subarea plan Explore property owner dev't interest | |
| K-mart Site (Catalyze) | Key actions  | | |
| High-density retail node with potential hotel development. | Investigate short-term development opportunities: Meet with property owners, provide technical assistance Coordinate with existing planning efforts: Martin Way infrastructure Study | Evaluate infrastructure improvements | Fund infrastructure improvements |
| Division/Harrison (Catalyze) | Key actions  | | |
| A pedestrian-friendly neighborhood center with 3 to 4-story mixed-use consisting of street-oriented retail and office or residential upstairs. | Study improvements to pedestrian environment: Develop regulations and design guidelines, explore freight diversion, coordinate with proposed park | Fund infrastructure improvements Explore development opportunities | Support the area and explore additional development opportunities |
| Kaiser/Harrison (Catalyze) | Key actions  | | |
| A neighborhood center that includes services, retail, and multi-family housing. | Reduce development barriers for mixed-use development: Fix zoning issues, develop planned action or subarea plan | Fund infrastructure improvements and coordinate with Infrastructure Justification Report | Support the area and explore additional development opportunities |

2.1 Headwaters: Nurture



Source: Thurston Regional Planning Council, 2011; BERK, 2013

Headwaters is strategically located near I-5 and Providence St. Peter Hospital. However, it faces many infrastructure and site development challenges. Potential development includes residential, strip retail, or offices.

LAND USE

| | |
|-------------------------|-------------------------|
| Zoning | High Density Corridor 4 |
| Vacant acres | 17.2 |
| Pot'l acres for redev't | 17.9 |

POPULATION AND EMPLOYMENT

| | |
|---------------|---|
| Population | 0 |
| Housing units | 4 |
| Employment | 0 |

MARKET INFO

| | |
|-------------------------------------|----------------|
| Average assessed land value per SF: | \$2.71 |
| Property sales since 2008 | 0 |
| Office rent PSF / vacancy | \$17.64 / 6.3% |
| Retail rent PSF / vacancy | \$12.12 / 9.2% |

Sources: CoStar 2013 Westside Subarea, Thurston Regional Planning Council, City of Olympia

CURRENT DEVELOPMENT CHARACTER

As part of the old Highway 99 retail corridor, this area has unusually expansive, as yet undeveloped right-of-ways that could be developed into a high-amenity, multi-model corridor with good public transportation. Key businesses nearby are the Mark Twain Diner, Ralph's Thriftway, and the Olympia Food Co-op. Intercity Transit owns a key parcel, and is interested in expanding its bus terminal at the site.

POLICY GOALS

- Develop a mixed-use project, with high-intensity commercial and offices, and high-density multifamily residential uses on aggregated parcels, that takes advantage of the existing wetland and views amenity, good visibility and accessibility to I-5, and strategic location near medical and retail services along major transportation corridor.
- Extend Ensign Road through the property to create greater transportation connectivity in the area.
- Create a safe, convenient, and attractive environment for pedestrians, transit riders, commercial and private vehicles, and cyclists.
- Preserve and protect existing wetland.
- Coordinate with Intercity Transit on the development of its maintenance center to ensure consistency with the City's Comprehensive Plan goal of creating mixed-use and pedestrian friendly development along the Martin Way corridor.

DEVELOPMENT BARRIERS

- Inadequate roads and utility infrastructure. New development would need to allow for the extension of Ensign Road, which is included in the City's Comprehensive Plan as a major collector and is planned to extend through the property and connect Martin Way and Pacific Avenue.
- Challenging pedestrian environment and no public transportation

- Site aggregation
- Vacant buildings
- Environmental constraints, including wetlands and potential brownfields in the area.
- Low land values. With the exception of Thriftway, Olympia Food Co-op, a motor inn, adult video store, and a few eateries, there is little economic activity within the opportunity area.

DEVELOPMENT AND PARTNERSHIP OPPORTUNITIES

Large portions of this opportunity area are vacant or redevelopable, but significant infrastructure improvements would be required.

- **RETAIL:** Presently, the most likely near-term uses are commercial on undeveloped properties fronting Pacific Avenue or Martin Way. While 2011 and 2012 saw a jump in retail sales, from nothing previously, the square footage of retail in the study area is still very low (less than 7,000 square feet).
- **MULTI-FAMILY:** No multi-family housing exists in the area, and little development has occurred recently in the surrounding area. Because this site is located close to medical facilities, retail, and a wetland amenity, the area may be suitable for affordable or senior housing.
- **OFFICE:** Office rents in East Olympia held relatively steady, and vacancy rates have decreased slightly in the last few years. Office uses might be viable on this site as part of large-scale redevelopment plans.

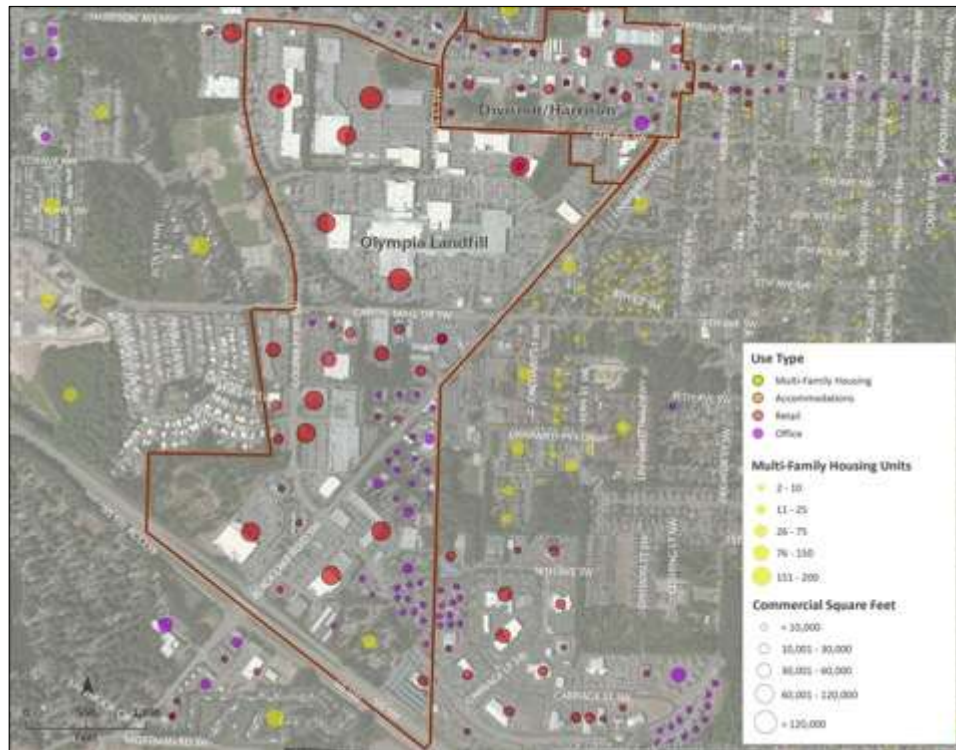
DEVELOPMENT INTEREST

There has been little interest in developing this site, and, consistent with its characterization as being in the “nurture” phase, the site needs significant public investment. Winco Foods did pursue the area in 2009. Only two building permits have been issued for remodels within this area and no new construction has occurred in the past 10 years.

ACTIONS

| | Short term | Mid term | Long Term |
|----------------------------|---|--|---|
| Regulatory | Evaluate appropriate zoning or regulatory tools | Planned action or subarea plan to clearly identify and establish wetland boundaries and other constraints. | |
| Infrastructure | Coordinate project with Martin Way. Infrastructure planning project. Identify infrastructure needs and potential funding sources – LIFT/LRF/CERB/LID | Develop master plan with implementation actions and infrastructure funding, and wetland assessment Evaluate other funding tools, including LID, joint financing of infrastructure, LIFT (if funding becomes available), Local Revitalization Funding, federal environmental assessment grants | Implement funding tools, such as an LID |
| Partnerships/ Tools | Meet with Intercity Transit to evaluate development objectives for their sites and explore joint development opportunities. Develop relationships and provide technical assistance to property owners about development tools, including LIHTCs, EB-5, etc. Developer Roundtable to evaluate development potential. | Meet with property owners to explore development interest and a potential horizontal development entity (a legal agreement among property owners to pool their land and jointly develop it, and then share all revenues), or softer arrangement without formal legal agreement to form partnership | |

2.2 Olympia Landfill: Nurture



Source: Thurston Regional Planning Council, 2011; BERK, 2013

The former Olympia landfill area is currently undergoing a brownfield assessment to evaluate remediation needs. This area has the potential to be an even stronger retail center than it already is, especially if the City can leverage this land to encourage large-scale development on the landfill and adjacent sites.

POLICY GOALS

- Large-scale mixed-use redevelopment incorporating retail, residential, and potential other uses.
- The area consists mainly of auto-oriented retail uses. At present, the area will most likely attract large-scale retail uses.

CURRENT DEVELOPMENT CHARACTER

This site is one of the more concentrated retail areas in Olympia and serves as a retail destination for residents throughout the area.

DEVELOPMENT BARRIERS

- Most land is already developed
- Environmental contamination
- Multiple ownerships
- Rents for any use are not yet high enough to justify conversion of existing buildings or redevelopment.

DEVELOPMENT AND PARTNERSHIP OPPORTUNITIES

If the City's parcel can be cleaned up and contamination on adjacent parcels mitigated, the City can use its

LAND USE

| | |
|-------------------------|---|
| Zoning | High Density Corridor - 4, General Commercial |
| Vacant acres | 2.8 |
| Pot'l acres for redev't | 32.19 |

POPULATION AND EMPLOYMENT

| | |
|-------------------|-------|
| Population | 225 |
| Housing units | 116 |
| Employment | 5,000 |
| <i>Industrial</i> | 130 |
| <i>Government</i> | 320 |
| <i>Retail</i> | 2,190 |
| <i>Other</i> | 2,360 |

MARKET INFO

| | |
|-------------------------------------|-----------------|
| Average assessed land value per SF: | \$8.02 |
| Property sales since 2008 | 5 at \$32.81/Sf |
| Office rent □ PSF / vacancy | \$16.82 |
| Retail rent PSF / vacancy | \$16.82 |

Sources: CoStar 2013 Westside Subarea, Thurston Regional Planning Council, City of Olympia

land to leverage new development.

- **RETAIL:** Retail sales and productivity in the area have declined every year since 2008. Nevertheless, it is still one of the highest grossing retail areas in the city. Potential for new retail development exists given the area's high traffic counts and market draw.
- **MULTI-FAMILY:** Low vacancy rates and modest rents within the city suggest a near-term demand for multi-family residential, including senior and affordable housing.
- **OFFICE:** Rents in the Westside submarket have been falling and vacancy rates are above 10%. Despite this, there is interest in potential Class A office space that would be integrated with mixed-use development.

DEVELOPMENT INTEREST

- Most investment activity in the area has involved remodeling or rehabilitating existing buildings, with only limited new construction. Some interest in higher-density mixed-use development existed in this area prior to the recession in 2008, but has since diminished.

ACTIONS

| | Short term | Mid term | Long term |
|--------------------------------|--|--------------------------------|-----------|
| Regulatory | Complete already funded environmental assessment | | |
| Infrastructure | | Evaluate needed infrastructure | |
| Partnerships/ Tools | Provide technical assistance to property owners about development tools, including New Market Tax Credits (this is an eligible area), LIHTCs, EB-5, etc. Develop a relationship with key property owners in the area, including the vacant site and hospital. | | |

2.3 K-mart Site (Sleater Kinney/Martin Way): Catalyze



Source: Thurston Regional Planning Council, 2011; BERK, 2013

The City's long-term vision for the K-Mart site is a high-density retail node. In the near term, this area presents retail or hotel development options that will capitalize on the area's good location (proximate to downtown, along a major transportation corridor, and with freeway access and visibility).

CURRENT DEVELOPMENT CHARACTER

Strip commercial along a high-traffic corridor with freeway access. This opportunity area is located close to Providence St. Peter Hospital, the Chehalis Western Trail, and Lacey's Woodland District.

POLICY GOALS

- Develop an active mixed-use corridor with retail development design that matches community vision (closer to street frontage to improve walkability and higher density), increased residential density, hotels, and other uses as compatible with the Comprehensive Plan and the work of the Urban Corridors Task Force.
- Cultivate complementary development, including the possibility of medical office space and senior or affordable housing, near healthcare facilities (Providence, etc.)
- Make investments informed by and consistent with the Martin Way corridor study.
- Orient development so it can take advantage of the area's proximity to the Chehalis Western Trail crosses Martin Way and Pacific between Lilly and Sleater Kinney.

DEVELOPMENT BARRIERS

- Freeway access limited to one direction and lacking a full cloverleaf.
- Challenging Pedestrian environment.
- Ownership of the corner parcel is key for developing this site.

LAND USE

| | |
|-------------------------|-----------------------------------|
| Zoning: | General Commercial/Urban corridor |
| Vacant Acres | 0 |
| Pot'l acres for redev't | 14.9 |

POPULATION AND EMPLOYMENT

| | |
|---------------|---|
| Population | 0 |
| Housing units | 0 |
| Employment | 0 |

MARKET INFO

| | |
|-------------------------------------|-----------------|
| Average assessed land value per SF: | \$9.77 |
| Property sales since 2008 | 1, \$21.61/sf |
| Office rent □PSF / vacancy | \$16.20 / 18.9% |
| Retail rent PSF / vacancy | \$17.65 / 4.2% |

Sources: CoStar 2013 Westside Subarea, Thurston Regional Planning Council, City of Olympia

- The large parcel with the former K-Mart building currently produces no income, lowering the redevelopment hurdle.
- Given increased office vacancies and decreased office rents nearby in Lacey, this location would likely be unsuited for office development.

DEVELOPMENT AND PARTNERSHIP OPPORTUNITIES

Given the K-Mart site's proximity to Lacey's retail core and highway access, and visibility, it could be a viable location for re-use or redevelopment.

SENIOR OR AFFORDABLE HOUSING: Given the K-Mart site's proximity to Providence Hospital and other health care services, as well as retail destinations, it could be a desirable location for senior or affordable housing. The City could work with developers to explore potential alternative financing tools.

RETAIL: Lowe's and Safeway are popular retail destinations in this area. However, retail sales per square foot are far below the rates for the Olympia as a whole and have been in steady decline for several years. Given the right tenant, this could be a viable location for large-format retail.

HOTEL: Given its close proximity to the highway, medical facilities, and large format retail, this site would be a suitable location for a hotel, potentially with conference space.

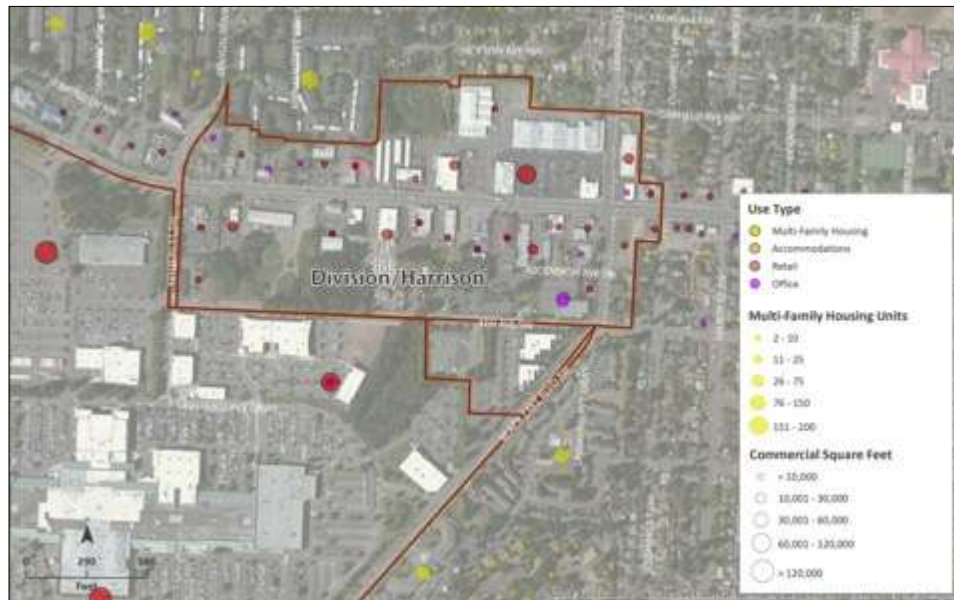
DEVELOPMENT INTEREST

This area has seen significant interest from potential developers, but, consistent with its classification as an area in the "catalyze" phase, market challenges exist to achieving the vision described above. A previous effort to build an urban-scale mixed use development with a pedestrian-oriented mall environment failed. A Hampton Inn will be going in on the property immediately to the east.

ACTIONS

| | Short term | Mid term | Long Term |
|--------------------------------|--|---|---|
| Regulatory | Regulations/design guidelines in place so that new (likely retail) development is more street oriented and pedestrian friendly | | Corridor plan or subarea plan demonstrating comp plan that links investments with private development |
| Infrastructure | | Streetscape enhancements to promote walkability | LID Joint funding of infrastructure |
| Partnerships/ Tools | Develop relationships and provide technical assistance to property owners about development tools, including LIHTCs, EB-5, Section 108, etc. Developer Roundtable to evaluate development potential on specific sites | Provide technical assistance to property owners about development tools, including Section 108, LIHTCs, EB-5, etc. (see Appendix A) | |

2.4 Division/Harrison: Catalyze



Division/Harrison is envisioned to be a pedestrian-friendly neighborhood center with 3 to 4-story mixed-use consisting of street-oriented retail and office or residential upstairs.

LAND USE

| | |
|-------------------------|------------------|
| Zoning | Urban corridor 3 |
| Vacant acres | 8.4 |
| Pot'l acres for redev't | 18.5 |

POPULATION AND EMPLOYMENT

| | |
|---------------|-----------|
| Population | 15 (est.) |
| Housing units | 8 |
| Employment | 870 |
| Industrial | 30 |
| Government | 130 |
| Retail | 170 |
| Other | 540 |
| Commercial | |

MARKET INFO

| | |
|-------------------------------------|-------------------------|
| Average assessed land value per SF: | \$11.04 |
| Property sales since 2008 | 4 Sales, \$40.74 per SF |
| Office rent □ PSF / vacancy | \$16.82 / 10.9% |
| Retail rent PSF / vacancy | \$16.82 / 6.8% |

Sources: CoStar 2013 Westside Subarea, Thurston Regional Planning Council, City of Olympia

CURRENT DEVELOPMENT CHARACTER

Arterial, strip-mall corridor surrounded by residential neighborhoods and Capital Westfield Mall. Retail activity is healthy.

POLICY GOALS

- Pedestrian-oriented, high-density corridor/neighborhood center with easy transit access to downtown Olympia.
- Improve the transition to surrounding residential neighborhoods.
- Make improvements to the area so that it becomes the “Black Hills Gateway” that would serve as the western gateway to Olympia (2013, currently in Planning Commission).

DEVELOPMENT BARRIERS

- Significant opposition to past development ideas has existed in the past, and there is a lack of community consensus about the desired character of the area.
- Freight traffic on Harrison impedes pedestrian activity, should be using truck route.
- Disaggregation: The area is composed of many small parcels that would need to be aggregated to make viable development sites.
- Access: Many developable parcels lack direct street access . The area lacks pedestrian connectivity to surrounding neighborhoods.

- Dilapidated retail storefronts with high rents and poor property management.
- While the site has a number of underutilized parcels, most properties are already producing income. . This increases the redevelopment hurdle for these sites.
- Lack of north/south connectivity.

DEVELOPMENT AND PARTNERSHIP OPPORTUNITIES

Division/Harrison has great potential to become Olympia's next neighborhood center, serving as a destination for residents of adjacent neighborhoods and beyond. It serves as the western gateway for downtown with good existing urban infrastructure, good visibility, and through traffic. Organized neighborhood associations in the area are available to help develop a vision for quality development in this area, and provide important partnership opportunities. In addition, the City may be able to catalyze development because it owns two parcels on the north side of 4th Avenue in this area.

- **RETAIL:** Increasing taxable retail sales, particularly for food service (restaurants), indicates the economic health of businesses in the area is improving. Several popular neighborhood businesses, including Vic's Pizza, DiGormo's, and Le Phom are helping to define the character of this area.
- **MULTI-FAMILY:** Low vacancy rates and modest rents within the city suggest a near-term demand for multi-family housing, especially if integrated with mixed-use development that can help strengthen the area's desirability as a pedestrian destination.
- **OFFICE:** Rents in the Westside submarket have been falling and vacancy rates are above 10%. The heart of West Olympia could attract Class A office space that isn't a single use.

DEVELOPMENT INTEREST

The opportunity area has had a low but consistent level of development activity over the past decade. Most of the recent activity has been low-value remodels/rehabilitations. Recent development is limited to the West Central Park on the SE corner of Division and Harrison.

ACTIONS

| | Short term | Mid term | Long Term |
|--------------------------------|--|---|-----------|
| Regulatory | Coordinate City investments with proposed park at Division/Harrison. | Planned Action/ Subarea plan demonstrating comp plan that links investments with private development. | |
| Infrastructure | Explore freight diversion options on Harrison Street to encourage a pedestrian-friendly environment. | Evaluate needed infrastructure and funding options, including a Local Improvement District, LIFT/LRF funding (no funding currently), etc. | |
| Partnerships/ Tools | Develop relationships and provide technical assistance to property owners about development tools, including New Market Tax Credits (this is an eligible area), tax credits, EB-5, etc. Convene a developer roundtable to evaluate development potential on specific sites. | | |

2.5 Kaiser/Harrison: Catalyze



Source: Thurston Regional Planning Council, 2011; BERK, 2013

Recent residential development in this area has led to a need for a neighborhood retail and service center. As a large site under one ownership, this area has the potential to fill a niche for services, retail, and multi-family housing.

LAND USE

| | |
|-------------------------|--|
| Zoning | Medical Service/ MF/ Professional Office |
| Vacant acres | 37.1 |
| Pot'l acres for redev't | 25.3 |

POPULATION AND EMPLOYMENT

| | |
|---------------|-----|
| Population | 90 |
| Housing units | 88 |
| Employment | 400 |
| Industrial | 10 |
| Government | 50 |
| Retail | 10 |
| Other | 330 |
| Commercial | |

MARKET INFO

| | |
|---|-----------------|
| Average assessed land value per SF (2013) | \$2.77 |
| Property sales since 2008 | 4 at \$12.02/sf |
| Office rent □ PSF / vacancy | \$16.82 / 10.9% |
| Retail rent PSF / vacancy | \$16.82 / 6.8% |
| Retail sales PSF | \$32.81 |

Sources: CoStar 2013 Westside Subarea, Thurston Regional Planning Council, City of Olympia

CURRENT DEVELOPMENT CHARACTER

- No construction has occurred in this opportunity area in the last 10 years.
- Multi-family development is occurring adjacent to this area. Several of the city's largest single-family projects are in close proximity, including College Station, Woodbury Crossing, Evergreen Heights, Bay Hill, and Cyrene.
- A small amount of retail uses exist within the study area, almost all related to food service.
- Presence of possible blight at the RV park on the SE corner of Kaiser and Capital Mall Drive.

POLICY GOALS

The City has not updated its policy goals for this area, but there is interest in mixed-use, retail development that would provide employment and services for surrounding neighborhoods. The City has funded an interchange justification report, which would continue the process of examining a full interchange with US 101 and Kaiser Road, which could significantly affect future development potential for the area.

DEVELOPMENT BARRIERS

- Inappropriate zoning for desired and market-supported use.
- Rents may not be high enough to support new multi-family residential development.

DEVELOPMENT AND PARTNERSHIP OPPORTUNITIES

The opportunity area is relatively undeveloped and has extensive greenfield (vacant and underutilized property) opportunities.

- **RETAIL:** Upgrades to Harrison, combined with neighboring housing, has improved the potential for retail development. Due to the areas proximity to the Capital Medical Center, commercial development associated with health-care and medical services is a future possibility. The large amount of housing and lack of retail establishments in the area may provide an opportunity for small, local serving retail.
- **MULTI-FAMILY:** While a large amount of housing development has occurred nearby, the area could likely support more.
- **OFFICE:** Rents on the Westside have been falling and vacancy rates are above 10%. West Olympia could incorporate Class A office space into a mixed-use development, especially medical offices near Capital Medical Center.

DEVELOPMENT INTEREST

The property owner was developing an office park, but is currently evaluating of the feasibility of shifting to a mixed-use development with retail, office, and residential. The State has also built a new building on the capitol campus, and has less need to develop additional office space in the area.

ACTIONS

| | Short term | Mid term | Long Term |
|--------------------------------|---|---|-----------|
| Regulatory | Address zoning issues by implementing a master planning, community renewal, or subarea planning aimed at encouraging zoning changes that permit retail and residential uses, such as High Density Corridor. Potentially, this work could be paired with a planned action. | | |
| Infrastructure | Evaluate infrastructure needs with the property owner. New infrastructure should complement the potential addition of a highway interchange at Kaiser Road. | Develop an Interchange Justification Report to get state and federal approval to modify highway access. Note that the outcome of this report could require reconsideration of development vision for the site, and a more dynamic approach to public actions in the area. | |
| Partnerships/ Tools | Provide technical assistance to property owner about development tools, including New Market Tax Credits (this is an eligible area). Develop a relationship with key property owners in the area, including the vacant site and hospital. | Evaluate the use of low-interest hospital tax bonds for development adjacent to the hospital | |

3. Launching an ongoing development strategy

This document evaluates opportunities for community and economic development in Olympia in a format defined by the Ad Hoc Committee, and proposes an initial set of actions for implementation. The list is “initial” because it is intended to provide a template and approach to reevaluating and adjusting the strategy as market conditions and development realities change in each opportunity area. As the City moves from short-term to mid-term actions, the actions identified in this strategy will likely evolve.

In this context of dynamic change, this report also proposes a new approach to addressing development opportunities in Olympia. **Perhaps the most important recommendation is the City should use this template and initial set of actions to develop a process for continuously reviewing and updating information related to the opportunity sites addressed in this report.** Related to this, the City will need to determine how to best develop the internal capacity for an ongoing process to support implementing priority investments in redevelopment projects, and to support ongoing community conversations about a development vision and strategy on a city-wide basis.

This new approach to community development should proactively:

- **Review changing market dynamics** to identify new barriers and opportunities to allow the City to invest in the most market-feasible projects.
- **Develop relationships with property owners and other stakeholders to learn about their interests and short-term and long-term development goals.** Given the barriers to development described in this report, the City will need to establish new partnerships with property owners and developers if it wishes to achieve development in the opportunity areas that is compatible with the City’s Comprehensive Plan. Community and neighborhood stakeholders are also critical to this process.
- **Continue and improve community conversations to better clarify and articulate desired development outcomes and coordinate stakeholders’ visions for development.** This work would help to refine the City’s policy goals for the opportunity areas and other areas through the comprehensive planning process. Given long-term demographic shifts, the City should support higher density, infill development to achieve multiple public policy goals.
- **Take advantage of opportunities when they present themselves,** which may mean that the City would focus on new opportunity areas, or move forward with actions in existing opportunity areas ahead of schedule.
- **Coordinate funding opportunities with other public stakeholders** (the County, transit agency, the Port of Olympia, the State of Washington, others) with the City’s CFP for major infrastructure investments that move the implementation forward.
- **Coordinate with planning and implementation in key opportunity areas.** Some initial steps toward implementation are already underway, including the Martin Way Corridor

Study and the Comprehensive Plan update. The Martin Way Corridor Study is evaluating infrastructure investments that can improve access and safety for all transportation modes, and spur higher density development. The City could consider combining subarea planning efforts with the comprehensive planning process for the Kaiser/Harrison and Division/Harrison areas.

In the short-term, the Ad Hoc CRA Committee has discussed the following steps to move this process forward:

1. **Engage with the full Council to determine how to best work with the Planning Commission, the Council of Neighborhood Associations and other key stakeholder groups on how to best initiate a process for annually reviewing development opportunity sites.**
2. **Consider how to best integrate this new approach into current planning processes such as the development of the Capital Facilities Plan and in particular, look for ways to connect the opportunity site review to the Comprehensive Plan.**
3. **Engage directly with the Planning Commission in discussions as to how to make use of the information about the 5 opportunity sites with their activities. The new methodology should provide a more relevant means of linking the annual work of the Planning Commission's Finance Committee's review of the city's Capital Facilities Plan.**
4. **Convene a development roundtable (perhaps in conjunction with the Thurston County Economic Development Council) to discuss how to more effectively build predictability into the development of opportunity sites in order to build the confidence of investors and developers.**
5. **Work broadly to explain the City's new vision for community development, gathering input from stakeholders on development opportunities for the sites discussed in this report and potential investments the City could make, and discuss potential development and redevelopment tools.**
6. **Clarify the City's development toolkit.** Clearly establish active and potential tools the City has available for new development, and identify which areas are eligible for EB-5 funding, New Market Tax Credits, and any applicable City programs.

A Look Ahead

Work with the CAC to guide the development of the Community Renewal Process downtown. This next work, referred to as "Component B" or part two of the consultant team's contract, focuses entirely on downtown Olympia. CRA is a valuable tool and should be employed in Olympia to begin to address blight and economic stagnation in a programmatic way. Under the guidance of the CRA Ad Hoc Committee and Council,

the consultant team should continue to work on the development of a Community Renewal Area Plan for downtown. In coordination with the Citizens Advisory Committee, this process will establish a focus area in the CRA Plan and potentially lead to a demonstration project in this area that builds the community's capacity to work together towards common goals and provide a model for working together in the future.

Endnotes:

¹ Population Forecast Allocations, Thurston County Cities and UGAs 2010-2035.

² Source: Washington Department of Personnel, 2013

³ Thurston County Employment Forecast Allocations, 2013. Thurston Regional Planning Council.

⁴ Source: Tacoma News Tribune article, June 25, 2013.
<http://www.thenewstribune.com/2013/06/25/2653062/jblm.html>

⁵ South Sound Military and Community Partnership (SSMCP). <http://www.jblm-growth.com/economics-workforce-development>

⁶ Population and Employment Countywide Forecast, 2012. Thurston Regional Planning Council.
<http://www.trpc.org/data/Pages/popfore.aspx>

⁷ Thurston County Employment Forecast Allocations, 2013. Thurston Regional Planning Council.