



Lacey City Council Worksession Agenda

Refer to the bottom of the agenda for meeting information.

Tuesday, August 11, 2026

6:00 PM

Council Chambers and Online

1. Call to Order

2. Roll Call

3. Land Acknowledgement

We, the City of Lacey, are on the ancestral land of the Tribal People of the Treaty of Medicine Creek, including the Nisqually Indian Tribe and Squaxin Island Tribe. We acknowledge and remember those Tribal People not recognized today who were absorbed or relocated into other tribes for survival. We recognize the ancestors and their descendants who are still here. We recognize and respect the Tribal People of the Treaty of Medicine Creek as the traditional stewards of this land since time immemorial and their role today in taking care of these lands in perpetuity. We recognize and have the responsibility to call attention to the histories of dispossession, forced removal, and abridged treaty rights that allowed our nation, state, and city to develop as they have today. We recommend that community members read the Medicine Creek Treaty of 1854.

4. Approval of the Agenda

5. Public Comment

Refer to the bottom of the agenda for instructions on how to provide public comment.

6. Agenda Items

A. Lacey Veterans Services Hub (LVSH) Strategic Plan

Brian Waananen, LVSH Coordinator

B. Solid Waste Franchise Update

Shannon Kelley-Fong, Assistant City Manager
Shanelle Pierce, Special Projects Administrator
Jeanette Jorgeson, Bin There Consulting

C. State Legislative Priorities

Brian Enslow, Arbutus Consulting

D. Federal Legislative Priorities

David Hodges, CFM Advocates

E. Council Reports

7. Adjourn

Meeting Information:

Attendance (Remote or in Person)

The public may attend the meeting in person, or you may view or listen to the meeting using one of the following platforms:

In Person: Council Chambers at Lacey City Hall
420 College Street SE, Lacey, WA 98503

Zoom: https://us02web.zoom.us/webinar/register/WN_f8cDQrB6ThKMjQc-vNTkZg

Website: <https://cityoflacey.org/government/public-meetings/>

Facebook: <https://www.facebook.com/cityoflacey>

YouTube: <https://www.youtube.com/watch?v=n2g9kcrQ2mg>

Phone: (888) 788-0099 or (877) 853-5247 (Webinar ID 831 5995 2961)

Verbal Public Comment

Each speaker is limited to three minutes. Comments are welcome on matters connected to City business or specific agenda items.

Prior to starting your comments, please provide your:

- a. Name
- b. City of residence or connection to the City
- c. Topic or subject matter of your comments

Those wishing to provide verbal public comment may do so in person or by Zoom:

In Person: Use the sign-up sheet located in the Council Chambers.

Zoom: Preregister using the following Zoom link no later than two hours prior to the meeting:
https://us02web.zoom.us/webinar/register/WN_f8cDQrB6ThKMjQc-vNTkZg

Instructions and access details will be provided once registration is complete.

Written Public Comment

Public comments may also be submitted by email to PublicComment@cityoflacey.org. The commenting period will close two hours before the meeting time. Written comments will be provided to the City Council electronically prior to the meeting. Comments will not be addressed during the Council meeting; however, comments received will be added to the official record.



STAFF REPORT

Council Worksession

August 11, 2026

Subject: LVSH 2027-31 Strategic Plan and Operations Update

To: Lacey City Council

Prepared by: Brian Waananen

Department Director: Shannon Kelley-Fong, Assistant City Manager

SKF

Final Review: Rick Walk, City Manager

RW

Purpose: Briefing

Recommendation: No recommendation at this time

Brief: The draft Lacey Veterans Services Hub (LVSH) Strategic Plan (Plan) provides an overview of the LVSH's 2027–2031 strategic direction. The Operations Update provides an update on current operations and recent accomplishments. This presentation highlights key priorities, performance trends, community partnerships, and planned initiatives to support the continued growth and long-term sustainability of services for Veterans, Active-Duty Service Members, and their families. The purpose of tonight's briefing is to gather City Council's feedback on the Plan. Final consideration and potential adoption by the City Council would be scheduled for a future meeting.

Alternatives:

1. No change: Continue as is without a Plan.
2. Make changes to the Plan as directed by Lacey City Council.
3. Some other option.

Prior Review:

Not applicable

Advisory Board Recommendation(s):

Not applicable

Fiscal Impact: Not applicable

Budgeted Item: No

Amount: \$ Not applicable

Funding Source: Not applicable

Project Code: Not applicable

Attachments:

1. DRAFT LVSH 2027-31 Strategic Plan
2. LVSH 2027-31 Strategic Plan at a Glance

Policy or Legal Alignment:

Background

The City of Lacey (City) develops strategic plans to help guide short and long-term priorities for specific service and program areas, for example, the City's Diversity, Equity, Inclusion and Belonging Strategic Plan Economic Development Strategic Plan, Parks, Culture, and Recreation Comprehensive Plan, etc.

The Draft Lacey Veterans Services Hub (LVSH) 2027–2031 Strategic Plan ("Plan") establishes a five-year framework to guide the continued growth, sustainability, and effectiveness of services provided to Veterans, Active-Duty Service Members, and Military Families throughout Lacey, Thurston County, and the South Puget Sound region at the LVSH. The Plan identifies strategic priorities, operational improvements, partnership opportunities, and performance measures designed to ensure the LVSH remains a trusted and sustainable resource for the military-connected community.

Vision, Mission, and Core Values

The LVSH is guided by a clear vision, mission, and set of core values that shape its programs, partnerships, and service delivery model.

Vision: Centralized, Comprehensive Support for Veterans, Active-Duty Service Members, and their Families.

Mission: Honoring Service. Supporting Veterans.

Core Values: Service, Dedication, Respect, Collaboration, Innovation, Community, and Compassion.

These principles guide the LVSH's commitment to provide accessible, coordinated, and responsive services while fostering strong partnerships that support Veterans, Active-Duty Service Members, and Military Families throughout the South Puget Sound region.

LVSH Overview

Established by the City in 2014, the LVSH serves as a centralized resource center that connects Veterans and military families with housing assistance, Veteran Affairs benefits services, employment resources, education services, healthcare navigation, legal assistance, transportation support, and other community-based programs. Through collaboration with local governments, nonprofit organizations, federal and state agencies, educational institutions, and volunteers, the LVSH has evolved into a regional hub supporting thousands of individuals annually. For example, in Calendar Year 2025, the LVSH served more than 3,300 clients and continues to experience rising demand for services.

Need for Strategic Planning

The South Puget Sound region contains one of the highest concentrations of Veterans and military families in Washington State due to its proximity to Joint Base Lewis-McChord



(JBLM). Poised for continued growth, the short- and long-term operation of the LVSH would be strengthened through intentional planning that considers funding sustainability and diversification, volunteer capacity, transportation needs, and technology modernization. The Plan is intended to provide a roadmap for addressing these challenges while positioning the LVSH for long-term sustainability and regional impact.

Strategic Priorities

The Plan focuses on five primary goals:

1. Determine and Create a Sustainable Financial Support System
2. Strengthen and Expand the Volunteer Workforce
3. Expand Outreach and Community Partnerships
4. Modernize Systems and Processes
5. Strengthen military integration and JBLM partnership

Expected Outcomes

Implementation of the Plan would improve financial sustainability, expand volunteer capacity, increase operational efficiency, strengthen regional partnerships, improve access to services, and enhance performance measurement and accountability. Under each goal, the Plan includes strategies and key performance indicators to help guide and measure progress toward achieving the Plan's objectives, including the vision and mission.

By 2031, under the Plan, the LVSH aims to become a fully sustainable, technologically modern, and regionally recognized center of excellence for Veteran and military family services.



STAFF REPORT **REVISED***

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3. Review Copy LVSH 2027-31 Strategic Plan* - Added August 6, 2026

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Lacey Veterans Services Hub

LVSH

2027-2031 Strategic Plan

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Final Design in Progress

The final version will include photos, graphics, and enhanced formatting. This draft is provided as a text-only version for review.



LAND ACKNOWLEDGEMENT

We acknowledge the ancestral land we are on today as the traditional territory of the Tribal People of the Treaty of Medicine Creek, signed in 1854, including the Nisqually Indian Tribe and Squaxin Island Tribe.

We acknowledge, remember, and must not forget those Tribal People that are named but not recognized today, and who were absorbed or relocated into other tribes for survival. We recognize the ancestors and their descendants who are still here.

We acknowledge, Indigenous People who called the land home before the arrival of settlers and have been here Since Time Immemorial.

We recognize the relationship that exists between Indigenous People and their traditional territories, which include the religious significance, self-determination, identity, and economic factors. The relationship helps all people heal from the past and learn how not to inflict new wounds today.

We recognize and respect Indigenous People as traditional stewards of this land, and acknowledge the Tribal Governments and their role today in taking care of these lands.

We recognize that this land acknowledgement, and the Nisqually-Lacey Accord of 2011, are small steps toward true allyship. We commit to partnering with the Tribal People of the Treaty of Medicine Creek to continue to uplift the voices, experience, and histories of indigenous people of this land and beyond.

We recognize and have the responsibility to call attention to the histories of dispossession, forced removal, and abridged treaty rights that allowed our nation, state, and City to develop as they have today. We recommend that community members read the Medicine Creek Treaty of 1854

ACKNOWLEDGEMENTS

Lacey City Council

Mayor Andy Ryder
Deputy Mayor Malcolm Miller
Lenny Greenstein
Carolyn Cox
Nicolas Dunning
Maren Turner
Ryan Siu

Regional Partners

City of Olympia
City of Tumwater
City of Yelm
Thurston County
Joint Base Lewis-McChord

LVSH Partners

Thurston County Veterans Assistance Fund
Veterans Affairs
Washington State Department of Veterans Affairs
HUD-VASH
Worksource
Providence Behavioral Health and Recovery
SafePlace
Thurston County Food Bank
Thomas Edison State University
Grand Canyon University
South Puget Sound Community College
Travis Manion Foundation

City Staff

Rick Walk, City Manager
Shannon Kelley-Fong, Assistant City Manager
Donna Feliciano, Communications Manager
Brian Waananen, Lacey Veterans Services LVSH Coordinator
Michelle Chavez, Human Services Coordinator

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Introduction

The LVSH Strategic Plan (Plan) for 2027–2031 establishes a clear and actionable roadmap to guide the continued growth, sustainability, and impact of the LVSH. Serving Veterans, Active-Duty Service Members, and Military Families across Lacey, Thurston County, and the greater South Puget Sound region, the LVSH functions as a centralized support and resource center that connects military-connected individuals and their families with critical services, community support, and opportunities.

Developed by the City of Lacey (City) and supported by regional nonprofit organizations, federal, state and local agencies, philanthropic partners, community stakeholders, and volunteers, the LVSH plays an important role in strengthening the regional network of support for the military community. Through collaboration with municipal governments, Joint Base Lewis-McChord (JBLM), service providers, and community partners, the LVSH works to build a more connected, accessible, and welcoming system that removes barriers to services for individuals and families while fostering a strong sense of belonging.

This Plan outlines the LVSH mission, vision, and core values, and identifies the strategic goals, priorities, and measurable objectives that will guide decision-making, partnership development, resource allocation, and program expansion over the next five years. The Plan focuses on strengthening partnerships, expanding service capacity, modernizing systems and operations, and investing in volunteer development to ensure long-term operational stability and program effectiveness.

By aligning municipal leadership, regional partners, volunteers, and military stakeholders around shared priorities, the LVSH will continue to serve as a trusted regional leader and advocate for those who have served and continue to serve. The long-term vision is to build a modern, fully integrated regional center that annually serves thousands of individuals and is recognized across Washington State and the nation as a model for supporting military-connected communities.

LVSH Strategic Plan at a Glance



The LVSH Strategic Plan at a Glance provides a high-level overview of the strategic direction for the LVSH from 2027 through 2031. It summarizes the organization's mission, vision, core values, and the five strategic goals that will guide decision-making, resource allocation, partnership development, and service delivery over the next five years.

While the remaining sections of this plan provide detailed objectives, implementation strategies, timelines, and performance measures, this overview serves as a visual roadmap that illustrates how the LVSH's strategic priorities work together to strengthen services for Veterans, Active-Duty Service Members, and their families.

The History of the LVSH

The Lacey Veterans Services Hub (LVSH) was established by the City of Lacey in 2014 to provide centralized support for Veterans, transitioning Service Members, and their families in the City of Lacey. Located near Joint Base Lewis-McChord, the LVSH was created to help Veterans navigate complex federal, state, and local systems by bringing multiple service providers together in one coordinated location.

Guided by its mission, **“Honoring Service. Supporting Veterans.”**, the LVSH operates using a centralized service model that connects Veterans to benefits assistance, housing resources, employment services, healthcare referrals, and other supportive programs. Early development focused on building partnerships with nonprofit organizations, Veteran Service Officers, and government agencies to improve coordination and reduce barriers to services. In recent years, the City of Lacey secured federal grant funding to support improvements to the LVSH facility, including renovations of the building and the installation of an elevator lift to improve accessibility for Veterans and visitors with mobility needs.

Since its establishment, the LVSH has grown into a regional resource for the Veteran community. Through expanded partnerships, volunteer engagement, and coordinated service delivery, the LVSH now supports thousands of client interactions each year. In calendar year 2025, the LVSH provided services to more than 3,300 individual clients, continuing its role as a key resource connecting Veterans and their families with the services and support they need.

Short History Summary

- **2012:** The City partners with the Department of Veterans Affairs to provide access to a mobile Vet Center in the City Hall parking lot.
- **2014:** The City begins offering permanent services as the LVSH at the South Puget Sound Community College Lacey Campus in a 1,200 square-foot space.
- **2016:** The City expands the LVSH with an additional 3,225 square feet of space.
- **2017:** The City hosts the first Mayor’s Gala benefiting the LVSH.
- **2017–2020:** The LVSH experiences steady growth in partnerships, services, and community support.
- **2021:** The City secures funding through Community Development Block Grants (CDBG), state funding, and City contributions to redevelop and expand the LVSH to encompass the entire building (over 6,000 square feet).

The U.S. Department of Veterans Affairs establishes an on-site outstation suite.

- **2022–Present:** Continued expansion of service partners and development of a comprehensive Veterans services network for Thurston County.
- **2026:** With federal funding championed by Senators Patty Murray, Maria Cantwell, and Congresswoman Marilyn Strickland, the City completes accessibility improvements, including installation of a lift, ADA-compliant parking upgrades, and additional ADA enhancements.

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Lacey City Council Message Placeholder

The City of Lacey is strengthened by those who have served our nation and by the families who have stood beside them. Veterans, Active-Duty Service Members, and their families are an essential part of our community's identity, resilience, and shared future. Their experiences, sacrifices, leadership, and commitment to service enrich our city and remind us of the values we strive to uphold every day.

We, the Lacey City Council, are proud to have created and continue to support the LVSH and its mission to ensure that those who have served and continue to serve our country feel welcomed, respected, and connected within our community. While we celebrate the service of our military community, we also recognize that many Veterans and families face challenges after service, navigating healthcare systems, accessing housing and employment, and finding a renewed sense of purpose and belonging. These challenges can create barriers, and it is our responsibility as community leaders to help remove them.

The LVSH represents a meaningful commitment to stand alongside our Veterans, Active-Duty Service Members and their families. Through partnerships with local, state, federal, nonprofit organizations, and other community stakeholders, the LVSH brings services together in one place so individuals and families can access support with dignity and without unnecessary obstacles.

Our goal is simple: no Veteran, Active-Duty Service Member or family member should have to navigate these systems alone.

In supporting the LVSH, we want the community to know:

- **People are the priority.** City services exist to benefit the community. We strive to provide focused services that are accessible, coordinated, respectful, and responsive to the real needs of those who served.
- **You are valued here.** Lacey is committed to being a community where Veterans, Active-Duty Service Members, and their families feel welcomed, safe, and appreciated, not only on holidays or commemorations, but every day.
- **Your voice matters.** Community engagement helps shape better programs and stronger outcomes. We encourage Veterans and families to share their experiences, ideas, and needs so services can continue to improve.
- **We act with purpose.** Through the LVSH and its partnerships, we are intentionally working to connect individuals with housing, Veterans Affairs benefits, employment, education, healthcare, legal assistance, community support and other identified needs. We will continue evaluating our efforts and strengthening collaboration to better serve those who served us.

The success of the LVSH depends on partnership. We are grateful to the service providers, volunteers, community organizations, and community members who contribute their time and expertise to support our military-connected community. Together, we can ensure that service is honored not only in words, but in meaningful action.

There is no stronger community than one that takes care of its people. We invite you to join us in supporting our Veterans, Active-Duty Service Members and their families, building connections, and strengthening Lacey for generations to come.

Together, we honor service and support Veterans.

Your Lacey City Council Members

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Acronyms and Abbreviations

ADA – Americans with Disabilities Act

CE – Coordinated Entry

City – City of Lacey

CY – Calendar Year

FSC – Family Support Center

FY – Fiscal Year

GCU – Grand Canyon University

HUD-VASH – Housing and Urban Development Veterans Affairs Supportive Housing

JBLM – Joint Base Lewis-McChord

KPI – Key Performance Indicators

LVSH – Lacey Veterans Services

MOU – Memorandum of Understanding

SPSCC – South Puget Sound Community College

SSMCP – South Sound Military and Community Partnership

SSVF – Supportive Services for Veterans

SWOT – Strength, Weakness, Opportunities, and Threats

TESU – Thomas Edison State University

TMF – Travis Manion Foundation

VA – Veterans Affairs

VSO – Veteran Service Officer

WDVA – Washington State Department of Veterans Affairs

Vision, Mission, Core Values and End State

Vision: Centralized, Comprehensive Support for Veterans, Active-Duty and their families.

Mission: Honoring Service. Supporting Veterans.

Core Values:

Service: The LVSH is committed to serving Veterans, Service Members, and their Families with professionalism, responsiveness, and a steadfast focus on meeting their needs.

Dedication: The LVSH demonstrates unwavering commitment to supporting the military-connected community through consistent effort, reliability, and long-term stewardship of resources and programs.

Respect: The LVSH honors the dignity, experiences, and sacrifices of every individual by fostering an inclusive and welcoming environment for all who seek assistance.

Collaboration: The LVSH works in partnership with government agencies, nonprofits, military organizations, and community stakeholders to strengthen regional support systems and expand access to services.

Innovation: The LVSH embraces forward-thinking ideas, modern tools, and improved service delivery models to better meet the evolving needs of the military-connected community.

Community: The LVSH strives to build strong relationships and a sense of belonging by connecting individuals, families, organizations, and local partners in support of those who serve.

Compassion: The LVSH approaches every interaction with empathy, understanding, and genuine care for the well-being of Veterans, Service Members, and their Families.

End State 2031

By 2031, the Lacey Veterans Services LVSH will be a fully sustainable, regionally supported, digitally innovative, and recognized center of excellence for Veterans, Active-Duty Service Members, and Military Families. The LVSH will be viewed as a model for regional collaboration, military-civilian partnerships, community volunteerism, and efficient access to support services.

Operational Overview & Operating Model

The City operates the LVSH as a collaborative resource model, bringing together government agencies, nonprofit organizations, health and human services partners, and volunteers to deliver integrated support services in a centralized location.

Services currently available at the LVSH include:

- VA benefit navigation
- Housing support
- Employment assistance
- Education assistance
- Financial assistance
- Food distribution
- Legal assistance
- Behavioral health and mental health support
- Medical appointment transportation coordination
- Community resource navigation.

LVSH staffing includes a City of Lacey Coordinator, volunteer staff, and partner-aligned professionals from Veterans Service Organizations, Thurston County services, local, state, and federal agencies, and local nonprofits. The LVSH operates as a hybrid municipal-community partnership, with fiscal support and LVSH staff provided by the City, supplemented by other municipal funding grants, donations, volunteer labor, and community partnerships.

Environmental Scan & Situational Analysis

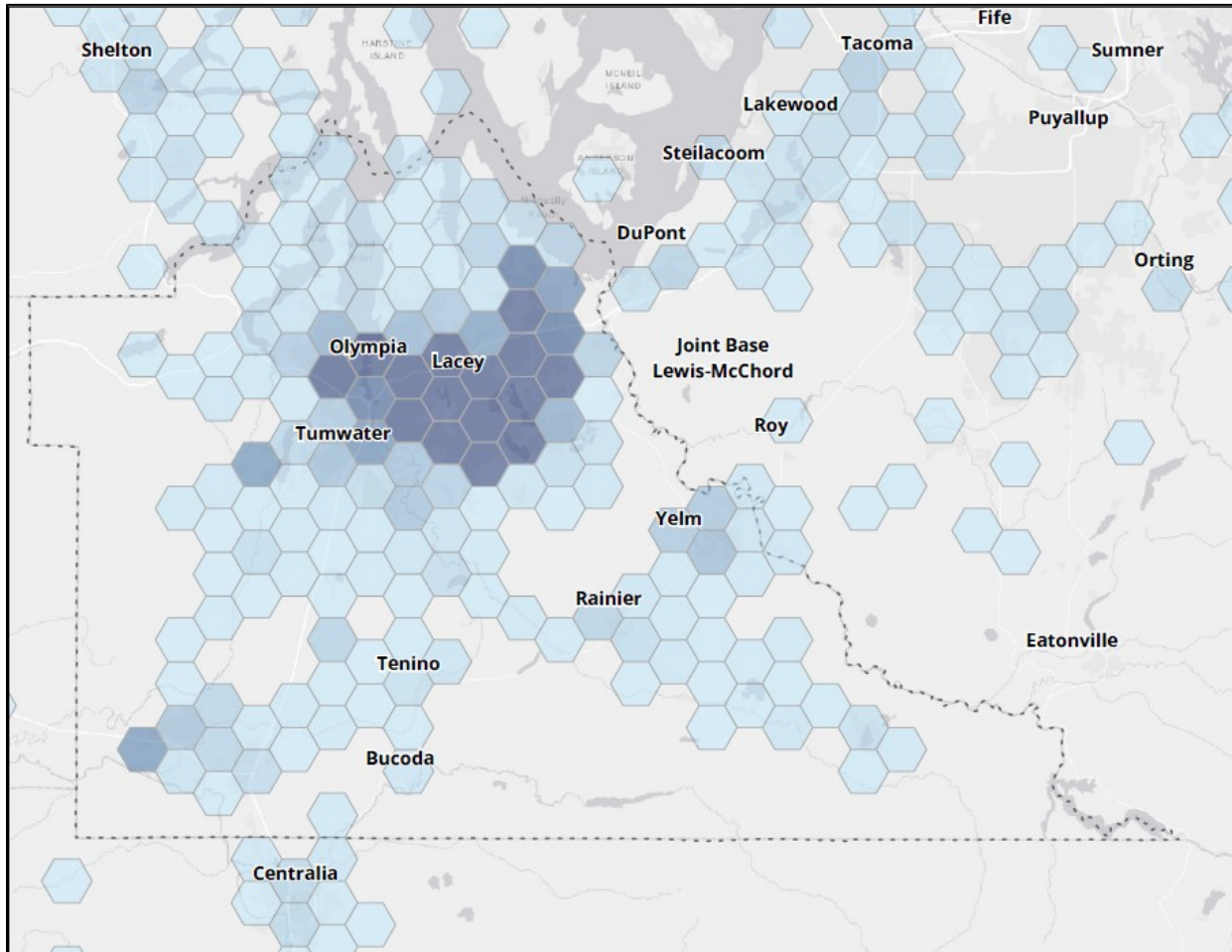
The South Puget Sound region is home to one of the most concentrated military and veteran populations on the West Coast due to its proximity to Joint Base Lewis-McChord. In Thurston County, the total population is approximately 304,261, including an estimated **28,932** veterans, representing roughly **9.5%** of the total population. This reflects a significantly higher Veteran presence than the national average and reinforces the region's role as a key service area.

Demand for support services continues to grow, driven by rising cost-of-living pressures, an aging Veteran population, transitioning service members, and evolving mental health and economic challenges. The concentration of Veterans in jurisdictions such as Thurston County underscores the need for strategically located and accessible services. In response to this need locally, the City of Lacey serves as a central hub for Veterans and military families seeking support and resources.

The LVSH has grown significantly since its launch, serving thousands annually. However, demand now often exceeds capacity in several areas, including volunteer and volunteer coordination staffing, transportation support, and funding limitation sources. Increasing partnerships and sustainable funding streams are critical to long-term service resilience. Technology and data systems modernization are also necessary to enhance appointment scheduling, intake tracking, transportation logistics, and performance reporting.

LVSH CY 25 and CY 26 Client Visit Locator Data

CY 25 and CY 26 Client Visit Locator Data	Total # of Clients	Overall % Based Off Locatable Clients
Total	4890	
Locatable	4839	98.95%
Washington State	4821	99.60%
Thurston County	4651	96.11%
Unincorporated Thurston County (Including Lacey UGA)	1487	30.41%
Lacey	1286	26.57%
Olympia	855	17.67%
Tumwater	263	5.15%
Yelm	78	1.61%
Other Locations (Inside and Outside Thurston)	870	17.98%



Source: LVSH Daily Sign-In records for CY 25 and CY 26 as of July 10, 2026

Note: Client sign-in data does not include computer lab usage or food bank distributions

Veteran Population Distribution by Location

Location	Veteran Population	% of County Veteran Population
Lacey	6,607	22.80%
Olympia	3,549	12.20%
Tumwater	2,241	7.80%
Yelm	1,241	4.20%
Tanglewilde (LUGA)	663	2.30%
Rochester	435	1.50%

Source: U.S. Census Bureau, QuickFacts (accessed April 2026)

JBLM Active-Duty and Family Member Population

Total Active-Duty Service Members: 39,345

Total Family Members: 67,943

Total Active-Duty Service in Thurston County: 6,824

Source: Thurston Regional Planning Council and SSMCP (accessed April 2026)

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SWOT Analysis

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis was conducted to assess the LVSH's current position and identify key factors that may influence its future success.

The analysis examined internal strengths and weaknesses, such as organizational capacity, partnerships, service delivery, funding, and technology, alongside external opportunities and threats, including demographic trends, economic conditions, funding environments, and regional growth.

This process provided a structured framework for evaluating the LVSH's operational effectiveness and strategic readiness. The findings highlight LVSH's strong reputation, collaborative partnerships, and central role in serving veterans and military families, while also identifying areas for improvement, including diversifying funding, modernizing technology, and expanding capacity.

LVSH Strategic SWOT Overview	
STRENGTHS • Strong mission alignment with Veteran and military family needs • Trusted regional presence within the military-connected community • Loyal and committed volunteer base • Strong support from the City • Strategic proximity to JBLM • Strong partnerships with providers, nonprofits, and government agencies • Centralized and integrated service delivery model • Positive public reputation and community trust	WEAKNESSES • Limited funding sources • Reliance on volunteer workforce • Current technology and data tracking limitations • Facility capacity constraints as demand grows
OPPORTUNITIES • Stable funding opportunities • Expanded regional service and community partnerships • Increased digital service delivery • Workforce development partnerships • Expanded collaboration with JBLM and military leadership • Greater access to grants and philanthropic funding	THREATS • Economic downturns impacting municipal funding streams • Increasing competition for volunteers across nonprofits • Regional population growth outpacing service capacity • Potential disruptions in federal and state funding cycles
Strategic Insight The LVSH is well positioned as a trusted regional hub for military-connected services, with strong community support and proximity to JBLM. Continued success will depend on strengthening long-term funding stability, modernizing systems, expanding partnerships, and scaling capacity to meet growing regional demand.	

Stakeholder Engagement Process

To help inform the strategic planning process, the LVSH conducted a three-week community engagement effort designed to gather input from veterans, military families, service providers, volunteers, community partners, and other stakeholders.

Participants were invited to provide feedback on the preliminary environmental scan findings, SWOT analysis, and draft strategic goals and objectives. The engagement process offered an opportunity to validate key themes, identify emerging needs, and ensure that the strategic plan reflects the perspectives and priorities of those who rely on and support LVSH services.

The City's Commission on Equity also held a Community Forum focused on Military Veterans, Active Duty, and their families in 2024. This information was also reviewed as part of this process.

Goals and Strategies

Based on the findings of the environmental scan, SWOT analysis, and stakeholder engagement process, the following strategic goals and objectives were developed to guide the LVSH's future direction. The identified goals and strategies build upon existing strengths, address gaps and opportunities, and establish a roadmap to enhance services, strengthen organizational capacity, and expand the LVSH's impact throughout the region.

Strategic Goals & Objectives (2027–2031)

Goal 1: Determine and Create a Sustainable Financial Support System.

Objectives:

- A. Explore and Establish shared funding agreements.
- B. Submit at least two grants annually
- C. Establish donor engagement strategy

Goal 2: Strengthen and Expand the Volunteer Workforce.

Objectives:

- A. Develop and launch the LVSH Volunteer Academy
- B. Increase the volunteer pool
- C. Implement a volunteer recognition and retention framework

Goal 3: Expand Outreach and Community Partnerships.

Objectives:

- A. Increase annual outreach events
- B. Increase higher education partnerships
- C. Develop a marketing campaign

Goal 4: Modernize Systems and Processes.

Objectives:

- A. Implement enhanced client appointment systems
- B. Enhance intake and internal processes
- C. Expand ADA transportation scheduling capacity

Goal 5: Strengthen military integration and JBLM partnership.

Objectives:

- A. Establish quarterly coordination meetings with JBLM
- B. Develop transition service pathways
- C. Recruit active-duty and military-family volunteers

DRAFT

Implementation Timeline & Phasing

	Objectives	Strategies	Timeline	KPI
Goal #1	A. Explore and Establish shared funding agreements	1) Identify and prioritize key funding partners 2) Research regional funding models and best practices 3) Assess current costs and shared funding opportunities 4) Develop a draft shared funding model/proposal 5) Introduce funding discussions with regional partners 6) Present the funding model to partners for feedback 7) Pilot small shared funding agreements 8) Establish a regional Veteran support consortium 9) Hold recurring coordination meetings with regional partners	Q4 2028	1) Funding proposal completed 2) Number of funding discussions held 3) Number of jurisdictions engaged 4) Draft funding model completed 5) Partner feedback received 6) Number of shared funding agreements established 7) Total funding secured 8) Number of funding sources secured
	B. Submit at least two grants annually	1) Pursue diversified operational support through partnerships, grants, and community sponsorship opportunities 2) Provide regular updates to City leadership and partner agencies	Q4 2027	1) Number of grant applications submitted 2) Grant award rate (%) 3) Total grant funding secured annually
	C. Establish donor engagement strategy	1) Develop an annual community giving and donor engagement plan 2) Publish an annual public report 3) Maintain media and community engagement through outreach	Q4 2028	1) Donor strategy developed 2) Number of active donors 3) Total donor contributions annually
Goal #2	A. Develop and Launch the LVSH Volunteer Academy	1) Implement an annual training curriculum 2) Develop a structured volunteer training program	Q4 2029	1) Develop Volunteer Academy curriculum 2) Volunteer Academy launch completion 3) % of volunteers completing training 4) Training satisfaction score
	B. Increase the volunteer pool	1) Recruit military family members and students 2) Build higher-education engagement pipelines 3) Develop joint volunteer opportunities	Q4 2031	1) Total active volunteers (baseline vs growth) 2) Annual volunteer growth rate 3) Volunteer-to-client ratio 1:35
	C. Implement a volunteer recognition and retention framework	1) Establish recognition and milestone programs 2) Maintain direct engagement with volunteers and partners	Q4 2030	1) Volunteer retention rate (year-over-year) 2) Volunteer satisfaction score (survey) 3) Average volunteer tenure
Goal #3	A. Increase annual outreach events	1) Conduct annual signature outreach events 2) Conduct quarterly community briefings	Q4 2027	1) Number of outreach events conducted annually 2) Event attendance totals 3) % of events generating new client intakes
	B. Increase higher education partnerships	1) Build higher-education engagement pipelines 2) Expand community-based partnerships	Q4 2029	1) Number of formal education partnerships 2) Number of student interns/volunteers engaged 3) % growth in education partnerships
	C. Develop a marketing campaign	1) Identify media partnerships 2) Publish an annual public report 3) Provide regular updates to stakeholders	Q4 2028	1) Website traffic and engagement metrics 2) Social/media reach and impressions 3) New client referrals attributed to outreach
Goal #4	A. Implement enhanced client appointment systems	1) Assess current scheduling process 2) Implement centralized scheduling system 3) Standardize scheduling procedures 4) Enable appointment tracking and reporting 5) Provide staff and volunteer training 6) Implement appointment reminders	Q4 2028	1) Average time from request to appointment 2) Appointment utilization rate 3) No-show rate 4) Appointments scheduled through system 5) Client satisfaction with scheduling process
	B. Enhance intake process	1) Assess current intake process 2) Standardize intake procedures 3) Implement centralized intake system 4) Reduce duplicate data collection 5) Provide staff and volunteer training 6) Improve data accuracy and consistency	Q4 2029	1) Intake process assessment completed 2) Standardized intake procedures implemented 3) Use of centralized intake system 4) Reduction in duplicate data collection 5) Staff/volunteer training completion rate 6) Data accuracy rate
	C. Expand ADA transportation scheduling capacity	1) Assess transportation demand and capacity 2) Improve scheduling processes and coordination 3) Implement centralized scheduling system 4) Expand drivers and partnerships 5) Provide training for volunteer drivers 6) Track usage and service gaps	Q4 2030	1) Transportation demand and capacity assessment completed 2) Improved transportation scheduling process implemented 3) Use of centralized transportation scheduling system 4) Number of volunteer drivers and transportation partners 5) Staff and volunteer training completed 6) Transportation requests fulfilled
Goal #5	A. Establish quarterly coordination meetings with JBLM	1) Identify JBLM points of contact 2) Establish quarterly meeting schedule 3) Develop standard meeting agenda 4) Coordinate meeting logistics 5) Document outcomes and action items 6) Follow up on action items	Q4 2027	1) Quarterly coordination meetings established 2) Number of coordination meetings held 3) Attendance of key partners and stakeholders 4) Meeting agendas and action items documented 5) Action items completed from meetings
	B. Develop transition service pathways	1) Identify needs of transitioning service members 2) Map available services and resources 3) Define referral pathways 4) Coordinate with JBLM transition programs 5) Improve partner communication	Q4 2030	1) Needs assessment for transitioning service members completed 2) Service and resource map developed 3) Referral pathways defined and implemented 4) Coordination established with JBLM transition programs 5) Partner communication process implemented
	C. Recruit active-duty and military-family volunteers	1) Coordinate with JBLM for recruitment 2) Promote opportunities through military family networks 3) Develop targeted outreach materials 4) Partner with military support organizations 5) Offer flexible volunteer roles 6) Participate in community and military events	Q4 2029	1) Number of Active-Duty and military family volunteers recruited 2) Outreach to military and family networks conducted 3) Partnerships established with military support organizations 4) Participation in military and community recruitment events 5) Volunteer onboarding process completed for military-affiliated applicants

Appendix A. LVSH Services and Operations Data (CY 2025-2026)

This appendix provides baseline operational data for the LVSH to support performance measurement, strategic planning, and evaluation efforts. The data reflects service delivery, program use, and operational capacity for CY 2025 and 2026.

A1. Client Services Overview

Metric	CY 2025	CY 2026
Total Client Visits	3,317	1,522
Total New Clients	975	667

A2. Transportation Services

Metric	CY 2025	CY 2026
Total Clients Transported	269	165
Total Miles Driven	9,737	7,721

A3. Volunteer Program

Metric	CY 2025	CY 2026
Total Volunteers	22	31
Total Volunteer Hours	3,268	2,392
Average Hours per Volunteer	149	77

A4. Service Utilization

Metric	CY 2025	CY 2026
VSO Appointments	1,577	963
VHOG Participation	198	90
Partner Providers (On-Site)	17	21

Source: LVSH CY 25 and CY 26 Program Data Management System

Note: All CY 26 data is as of July 10, 2026

Appendix B. Performance Trends & Growth

This appendix highlights year-over-year changes in key service and operational metrics to illustrate trends in demand, utilization, and program growth.

Metric	CY 2025	CY 2026	% Change
Total Client Visits	3,317	1,522	
Total New Clients	975	667	
Total Volunteer Hours	3,268	2,392	
VSO Appointments	1,577	963	
Total Clients Transported	269	165	
Total Miles Driven	9,737	7,721	

Note: All CY 26 data is as of July 10, 2026

Appendix C. KPI Baseline (2026) and Target Alignment (2031)

This appendix establishes baseline performance metrics for Calendar Year 2026 and aligns them with projected targets for 2031. These benchmarks support ongoing evaluation, performance tracking, and strategic decision-making.

KPI	2026 Baseline	2031 Target
Total Client Served		
Volunteer Hours		
VSO Appointments		
Transportation Utilization		
Miles Driven		
VHOG Attendance		

Note: All CY 26 data is as of July 10, 2026

Mission

Honoring Service. Supporting Veterans.

The Hub Core Values

Service - Dedication - Respect - Collaboration
Innovation - Community - Compassion

Vision

Centralized, Comprehensive Support for Veterans,
Active-Duty and their families.



Lacey Veterans Services Hub Strategic Plan 2027-2031

2027 - 2031 Goals, Objectives, and Strategies

Goal 1: Sustainability

Determine & Create Sustainable Financial Support System

- Explore and Establish shared funding agreements
- Submit at least two grants annually
- Establish donor engagement strategy

Regional Collaboration Strategy

- Create a regional Veteran support consortium
- Explore shared service delivery model with neighboring jurisdictions
- Establish recurring collaboration forums

Goal 2: Volunteer Corps

Strengthen & Expand Volunteer Workforce

- Develop and launch volunteer academy
- Increase volunteer pool
- Implement recognition and retention framework

Volunteer Workforce Strategy

- Leadership structure
- Annual training
- Recognition and milestone system
- Military family and student recruitment focus

Goal 3: Community Awareness

Expand Outreach & Community Partnerships

- Increase annual outreach events
- Increase higher education partnerships
- Develop a marketing campaign

Outreach & Community Engagement Strategy

- Annual signature events strategic media and social media partnerships
- Higher education engagement pipeline
- Business community Veteran supported coalitions
- Increase digital and in-person presence
- Leverage community partnerships

Goal 4: Modernize Systems

Modernize Systems & Processes

- Implement enhanced client appointment systems
- Enhance intake process
- Expand ADA transportation scheduling capacity

Systems Modernization Strategy

- Digital client intake and tracking system
- Scheduling platform modernization
- ADA van optimization
- Cloud-based document management
- Data privacy and cyber compliance

Goal 5: Enduring Partnership

Strengthen Military Integration & JBLM Partnership

- Establish quarterly coordination meetings
- Develop transition-service pathways
- Recruit Active-Duty and family volunteers

JBLM Integration Strategy

- Command-level liaison program
- Military spouse and retirement transition initiative
- Joint volunteer program development
- Shared awareness campaigns
- Service navigation programs



LVSH

Strategic Plan

2027-2031

*Honoring Service.
Supporting Veterans.*





LAND ACKNOWLEDGEMENT

We acknowledge the ancestral land we are on today as the traditional territory of the Tribal People of the Treaty of Medicine Creek, signed in 1854, including the Nisqually Indian Tribe and Squaxin Island Tribe.

We acknowledge, remember, and must not forget those Tribal People that are named but not recognized today, and who were absorbed or relocated into other tribes for survival. We recognize the ancestors and their descendants who are still here.

We acknowledge, Indigenous People who called the land home before the arrival of settlers and have been here Since Time Immemorial.

We recognize the relationship that exists between Indigenous People and their traditional territories, which include the religious significance, self-determination, identity, and economic factors. The relationship helps all people heal from the past and learn how not to inflict new wounds today.

We recognize and respect Indigenous People as traditional stewards of this land, and acknowledge the Tribal Governments and their role today in taking care of these lands.

We recognize that this land acknowledgement, and the Nisqually-Lacey Accord of 2011, are small steps toward true allyship. We commit to partnering with the Tribal People of the Treaty of Medicine Creek to continue to uplift the voices, experience, and histories of indigenous people of this land and beyond.

We recognize and have the responsibility to call attention to the histories of dispossession, forced removal, and abridged treaty rights that allowed our nation, state, and City to develop as they have today. We recommend that community members read the Medicine Creek Treaty of 1854.

ACKNOWLEDGEMENT

LACEY CITY COUNCIL

Mayor Andy Ryder
Deputy Mayor Malcolm Miller
Lenny Greenstein
Carolyn Cox
Nicolas Dunning
Maren Turner
Ryan Siu

REGIONAL PARTNERS

City of Olympia
City of Tumwater
City of Yelm
Thurston County
Joint Base Lewis-McChord

LVSH PARTNERS

Thurston County Veterans Assistance Fund
Veterans Affairs
Washington State Department of Veterans Affairs
HUD-VASH
Worksource
Providence Behavioral Health and Recovery
SafePlace
Thurston County Food Bank
Thomas Edison State University
Grand Canyon University
South Puget Sound Community College
Travis Manion Foundation

CITY STAFF

Rick Walk, City Manager
Shannon Kelley-Fong, Assistant City Manager
Brian Waananen, Lacey Veterans Services LVSH Coordinator
Brian Waananen, Lacey Veterans Services LVSH Coordinator
Michelle Chavez, Human Services Coordinator
Alma Perez, Communications Specialist
Jenny Bauersfeld, Communications Specialist





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INTRODUCTION

The Lacey Veterans Services Hub (LVSH) Strategic Plan (Plan) for 2027–2031 establishes a clear and actionable roadmap to guide the continued growth, sustainability, and impact of the LVSH. Serving Veterans, Active-Duty Service Members, and Military Families across Lacey, Thurston County, and the greater South Puget Sound region, the LVSH functions as a centralized support and resource center that connects military-connected individuals and their families with critical services, community support, and opportunities.

Developed by the City of Lacey (City) and supported by regional nonprofit organizations, federal, state and local agencies, philanthropic partners, community stakeholders, and volunteers, the LVSH plays an important role in strengthening the regional network of support for the military community. Through collaboration with municipal governments, Joint Base Lewis-McChord (JBLM), service providers, and community partners, the LVSH works to build a more connected, accessible, and welcoming system that removes barriers to services for individuals and families while fostering a strong sense of belonging.

This Plan outlines the LVSH mission, vision, and core values, and identifies the strategic goals, priorities, and measurable objectives that will guide decision-making, partnership development, resource allocation, and program expansion over the next five years. The Plan focuses on strengthening partnerships, expanding service capacity, modernizing systems and operations, and investing in volunteer development to ensure long-term operational stability and program effectiveness.

By aligning municipal leadership, regional partners, volunteers, and military stakeholders around shared priorities, the LVSH will continue to serve as a trusted regional leader and advocate for those who have served and continue to serve. The long-term vision is to build a modern, fully integrated regional center that annually serves thousands of individuals and is recognized across Washington State and the nation as a model for supporting military-connected communities.







LVSH STRATEGIC PLAN AT A GLANCE

The LVSH Strategic Plan at a Glance provides a high-level overview of the strategic direction for the LVSH from 2027 through 2031. It summarizes the organization's mission, vision, core values, and the five strategic goals that will guide decision-making, resource allocation, partnership development, and service delivery over the next five years.

While the remaining sections of this plan provide detailed objectives, implementation strategies, timelines, and performance measures, this overview serves as a visual roadmap that illustrates how the LVSH's strategic priorities work together to strengthen services for Veterans, Active-Duty Service Members, and their families.

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Innovation - Community - Compassion

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Lacey Veterans Services Hub Strategic Plan 2027-2031

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JBLM Integration Strategy

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- Joint volunteer program development
- Shared awareness campaigns
- Service navigation programs

HISTORY OF THE LVSH

The Lacey Veterans Services Hub (LVSH) was established by the City of Lacey in 2014 to provide centralized support for Veterans, transitioning Service Members, and their families in the City of Lacey. Located near Joint Base Lewis-McChord, the LVSH was created to help Veterans navigate complex federal, state, and local systems by bringing multiple service providers together in one coordinated location.

Guided by its mission, **“Honoring Service. Supporting Veterans.”**, the LVSH operates using a centralized service model that connects Veterans to benefits assistance, housing resources, employment services, healthcare referrals, and other supportive programs. Early development focused on building partnerships with nonprofit organizations, Veteran Service Officers, and government agencies to improve coordination and reduce barriers to services. In recent years, the City of Lacey secured federal grant funding to support improvements to the LVSH facility, including renovations of the building and the installation of an elevator lift to improve accessibility for Veterans and visitors with mobility needs.

Since its establishment, the LVSH has grown into a regional resource for the Veteran community. Through expanded partnerships, volunteer engagement, and coordinated service delivery, the LVSH now supports thousands of client interactions each year. In calendar year 2025, the LVSH provided services to more than 3,300 individual clients, continuing its role as a key resource connecting Veterans and their families with the services and support they need.



SHORT HISTORY SUMMARY

- **2012:** The City partners with the Department of Veterans Affairs to provide access to a mobile Vet Center in the City Hall parking lot.
- **2014:** The City begins offering permanent services as the LVSH at the South Puget Sound Community College Lacey Campus in a 1,200 square-foot space.
- **2016:** The City expands the LVSH with an additional 3,225 square feet of space.
- **2017:** The City hosts the first Mayor's Gala benefiting the LVSH.
- **2017–2020:** The LVSH experiences steady growth in partnerships, services, and community support.
- **2021:** The City secures funding through Community Development Block Grants (CDBG), state funding, and City contributions to redevelop and expand the LVS to encompass the entire building (over 6,000 square feet). The U.S. Department of Veterans Affairs establishes an on-site outstation suite.
- **2022–Present:** Continued expansion of service partners and development of a comprehensive Veterans services network for Thurston County.
- **2026:** With federal funding championed by Senators Patty Murray, Maria Cantwell, and Congresswoman Marilyn Strickland, the City completes accessibility improvements, including installation of a lift, ADA-compliant parking upgrades, and additional ADA enhancements.





LACEY CITY COUNCIL MESSAGE

The City of Lacey is strengthened by those who have served our nation and by the families who have stood beside them. Veterans, Active-Duty Service Members, and their families are an essential part of our community's identity, resilience, and shared future. Their experiences, sacrifices, leadership, and commitment to service enrich our city and remind us of the values we strive to uphold every day.

We, the Lacey City Council, are proud to have created and continue to support the LVSH and its mission to ensure that those who have served and continue to serve our country feel welcomed, respected, and connected within our community. While we celebrate the service of our military community, we also recognize that many Veterans and families face challenges after service, navigating healthcare systems, accessing housing and employment, and finding a renewed sense of purpose and belonging. These challenges can create barriers, and it is our responsibility as community leaders to help remove them.

The LVSH represents a meaningful commitment to stand alongside our Veterans, Active-Duty Service Members and their families. Through partnerships with local, state, federal, nonprofit organizations, and other community stakeholders, the LVSH brings services together in one place so individuals and families can access support with dignity and without unnecessary obstacles.

Our goal is simple: no Veteran, Active-Duty Service Member or family member should have to navigate these systems alone.

In supporting the LVSH, we want the community to know:

- **People are the priority.** City services exist to benefit the community. We strive to provide focused services that are accessible, coordinated, respectful, and responsive to the real needs of those who served.
- **You are valued here.** Lacey is committed to being a community where Veterans, Active-Duty Service Members, and their families feel welcomed, safe, and appreciated, not only on holidays or commemorations, but every day.

- **Your voice matters.** Community engagement helps shape better programs and stronger outcomes. We encourage Veterans and families to share their experiences, ideas, and needs so services can continue to improve.
- **We act with purpose.** Through the LVSH and its partnerships, we are intentionally working to connect individuals with housing, Veterans Affairs benefits, employment, education, healthcare, legal assistance, community support and other identified needs. We will continue evaluating our efforts and strengthening collaboration to better serve those who served us.

The success of the LVSH depends on partnership. We are grateful to the service providers, volunteers, community organizations, and community members who contribute their time and expertise to support our military-connected community. Together, we can ensure that service is honored not only in words, but in meaningful action.

There is no stronger community than one that takes care of its people. We invite you to join us in supporting our Veterans, Active-Duty Service Members and their families, building connections, and strengthening Lacey for generations to come.

Together, we honor service and support Veterans.

Your Lacey City Council Members

ACRONYMS & ABBREVIATIONS

ADA – Americans with Disabilities Act

CE – Coordinated Entry

City – City of Lacey

CY – Calendar Year

FSC – Family Support Center

FY – Fiscal Year

GCU – Grand Canyon University

HUD-VASH – Housing and Urban Development Veterans Affairs Supportive Housing

JBLM – Joint Base Lewis-McChord

KPI – Key Performance Indicators

LVSH – Lacey Veterans Services

MOU – Memorandum of Understanding

SPSCC – South Puget Sound Community College

SSMCP – South Sound Military and Community Partnership

SSVF – Supportive Services for Veterans

SWOT – Strength, Weakness, Opportunities, and Threats

TESU – Thomas Edison State University

TMF – Travis Manion Foundation

VA – Veterans Affairs

VSO – Veteran Service Officer

WDVA – Washington State Department of Veterans Affairs



VISION, MISSION, CORE VALUES & END STATE

VISION

Centralized, Comprehensive Support for Veterans, Active-Duty and their families.

MISSION

Honoring Service. Supporting Veterans.

CORE VALUES

Service: The LVSH is committed to serving Veterans, Service Members, and their Families with professionalism, responsiveness, and a steadfast focus on meeting their needs.

Dedication: The LVSH demonstrates unwavering commitment to supporting the military-connected community through consistent effort, reliability, and long-term stewardship of resources and programs.

Respect: The LVSH honors the dignity, experiences, and sacrifices of every individual by fostering an inclusive and welcoming environment for all who seek assistance.

Collaboration: The LVSH works in partnership with government agencies, nonprofits, military organizations, and community stakeholders to strengthen regional support systems and expand access to services.

Innovation: The LVSH embraces forward-thinking ideas, modern tools, and improved service delivery models to better meet the evolving needs of the military-connected community.

Community: The LVSH strives to build strong relationships and a sense of belonging by connecting individuals, families, organizations, and local partners in support of those who serve.

Compassion: The LVSH approaches every interaction with empathy, understanding, and genuine care for the well-being of Veterans, Service Members, and their Families.

END STATE 2031

By 2031, the Lacey Veterans Services LVSH will be a fully sustainable, regionally supported, digitally innovative, and recognized center of excellence for Veterans, Active-Duty Service Members, and Military Families. The LVSH will be viewed as a model for regional collaboration, military-civilian partnerships, community volunteerism, and efficient access to support services.



OPERATIONAL OVERVIEW & OPERATING MODEL

The City operates the LVSH as a collaborative resource model, bringing together government agencies, nonprofit organizations, health and human services partners, and volunteers to deliver integrated support services in a centralized location.

Services currently available at the LVSH include:

- VA benefit navigation
- Housing support
- Employment assistance
- Education assistance
- Financial assistance
- Food distribution
- Legal assistance
- Behavioral health and mental health support
- Medical appointment transportation coordination
- Community resource navigation.

LVSH staffing includes a City of Lacey Coordinator, volunteers, and partner-aligned professionals from Veterans Service Organizations, Thurston County services, local, state, and federal agencies, and local nonprofits. The LVSH operates as a hybrid municipal-community partnership, with fiscal support and LVSH staff provided by the City, supplemented by other municipal funding grants, donations, volunteer labor, and community partnerships.





ENVIRONMENTAL SCAN & SITUATIONAL ANALYSIS

The South Puget Sound region is home to one of the most concentrated military and veteran populations on the West Coast due to its proximity to Joint Base Lewis-McChord. In Thurston County, the total population is approximately 304,261, including an estimated **28,932** veterans, representing roughly **9.5%** of the total population. This reflects a significantly higher Veteran presence than the national average and reinforces the region's role as a key service area.

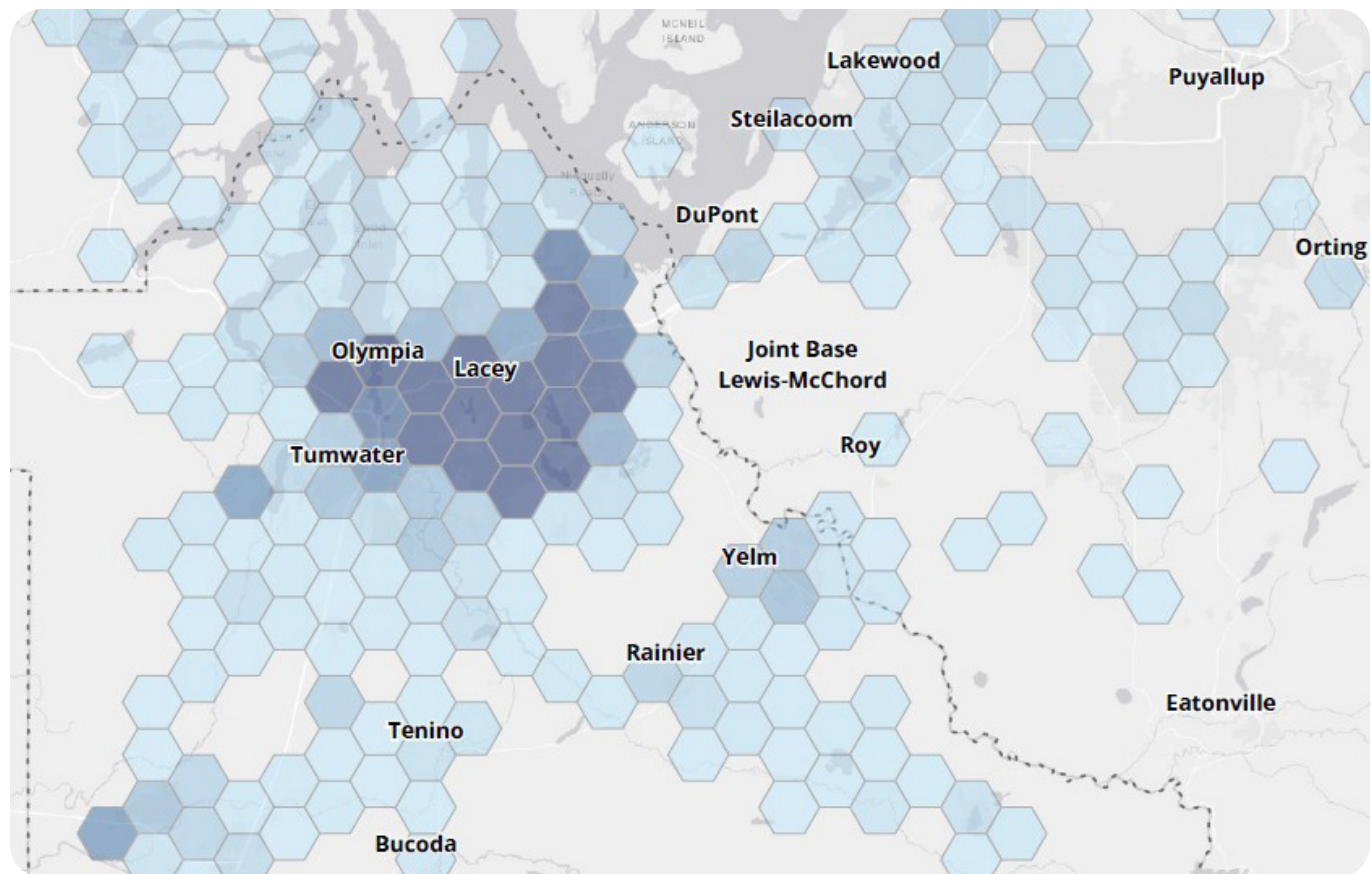
Demand for support services continues to grow, driven by rising cost-of-living pressures, an aging Veteran population, transitioning service members, and evolving behavioral health and economic challenges. The concentration of Veterans in jurisdictions such as Thurston County underscores the need for strategically located and accessible services. In response to this need locally, the City serves as a central hub for Veterans and military families seeking support and resources.

The LVSH has grown significantly since its launch, serving thousands annually. However, demand now often exceeds capacity in several areas, including volunteer and volunteer coordination staffing, transportation support, and funding limitation sources. Increasing partnerships and sustainable funding streams are critical to long-term service resilience. Technology and data systems modernization are also necessary to enhance appointment scheduling, intake tracking, transportation logistics, and performance reporting.

LVSH CLIENT YEAR (CY) 25 & CY 26 CLIENT VISIT LOCATOR DATA

TABLE 1

CY 25 & CY 26 Client Visit Locator Data	Total # of Clients	Overall % Based Off Locatable Clients
Total	4,890	
Locatable	4,839	98.95%
Washington State	4,821	99.60%
Thurston County	4,651	96.11%
Unincorporated Thurston County	1,487	30.41%
Lacey	1,286	26.57%
Olympia	855	17.67%
Tumwater	263	5.15%
Yelm	78	1.61%
Other Locations (Inside & Outside Thurston)	870	17.98%



Source: LVSH Daily Sign-In records for CY 25 and CY 26 as of July 10, 2026

Note: Client sign-in data does not include computer lab usage or food bank distributions

VETERAN POPULATION DISTRIBUTION BY LOCATION

TABLE 2

Location	Veteran Population	% of County Veteran Population
Lacey	6,607	22.80%
Olympia	3,549	12.20%
Tumwater	2,241	7.80%
Yelm	1,241	4.20%
Tanglewild (LUGA)	663	2.30%
Rochester	435	1.50%

Source: U.S. Census Bureau, QuickFacts (accessed April 2026)

JBLM ACTIVE-DUTY AND FAMILY MEMBER POPULATION

Total Active-Duty Service Members: 39,345

Total Family Members: 67,943

Total Active-Duty Service in Thurston County: 6,824

Source: Thurston Regional Planning Council and SSMCP (accessed April 2026)



SWOT ANALYSIS

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis was conducted to assess the LVSH's current position and identify key factors that may influence its future success.

The analysis examined internal strengths and weaknesses, such as organizational capacity, partnerships, service delivery, funding, and technology, alongside external opportunities and threats, including demographic trends, economic conditions, funding environments, and regional growth.

This process provided a structured framework for evaluating the LVSH's operational effectiveness and strategic readiness. The findings highlight LVSH's strong reputation, collaborative partnerships, and central role in serving veterans and military families, while also identifying areas for improvement, including diversifying funding, modernizing technology, and expanding capacity.

LVSH STRATEGIC SWOT OVERVIEW

STRENGTHS

- Strong mission alignment with Veteran and military family need
- Trusted regional presence within the military-connected community
- Loyal and committed volunteer base
- Strong support from the City
- Strategic proximity to JBLM
- Strong partnerships with providers, nonprofits, and government agencies
- Centralized and integrated service delivery model
- Positive public reputation and community trust

WEAKNESSES

- Limited funding sources
- Reliance on volunteer workforce
- Current technology and data tracking limitations
- Facility capacity constraints as demand grows
- Lack of redundancies in staff

OPPORTUNITIES

- Stable funding opportunities
- Expanded regional service and community partnerships
- Increased digital service delivery
- Workforce development partnerships
- Expanded collaboration with JBLM and military leadership
- Greater access to grants and philanthropic funding

THREATS

- Economic downturns impacting municipal funding streams
- Increasing competition for volunteers across nonprofits
- Regional population growth outpacing service capacity
- Potential disruptions in federal and state funding cycles

STRATEGIC INSIGHT

The LVSH is well positioned as a trusted regional hub for military-connected services, with strong community support and proximity to JBLM. Continued success will depend on strengthening long-term funding stability, modernizing systems, expanding partnerships, and scaling capacity to meet growing regional demand.





STAKEHOLDER ENGAGEMENT PROCESS

To help inform the strategic planning process, the LVSH conducted a three-week community engagement effort designed to gather input from veterans, military families, service providers, volunteers, community partners, and other stakeholders.

Participants were invited to provide feedback on the preliminary environmental scan findings, SWOT analysis, and draft strategic goals and objectives. The engagement process offered an opportunity to validate key themes, identify emerging needs, and ensure that the strategic plan reflects the perspectives and priorities of those who rely on and support LVSH services.

The City's Commission on Equity also held a Community Forum focused on Military Veterans, Activity Duty, and their families in 2024. This information helped inform this process.

GOALS & STRATEGIES

Based on the findings of the environmental scan, SWOT analysis, and stakeholder engagement process, the following strategic goals and objectives were developed to guide the LVSH's future direction. The identified goals and strategies build upon existing strengths, address gaps and opportunities, and establish a roadmap to enhance services, strengthen organizational capacity, and expand the LVSH's impact throughout the region.

STRATEGIC GOALS & OBJECTIVES (2027–2031)

Goal 1: Determine and Create a Sustainable Financial Support System.

Objectives:

- A. Explore and establish shared funding agreements
- B. Submit at least two grants annually
- C. Establish donor engagement strategy

Goal 2: Strengthen and Expand the Volunteer Workforce.

Objectives:

- A. Develop and launch the LVSH Volunteer Academy
- B. Increase the volunteer pool
- C. Implement a volunteer recognition and retention framework

Goal 3: Expand Outreach and Community Partnerships.

Objectives:

- A. Increase annual outreach events
- B. Increase higher education partnerships
- C. Develop a marketing campaign

Goal 4: Modernize Systems and Processes.

Objectives:

- A. Implement enhanced client appointment system
- B. Enhance intake and internal processes
- C. Expand ADA transportation scheduling capacity

Goal 5: Strengthen military integration and JBLM partnership.

Objectives:

- A. Establish quarterly coordination meetings with JBLM
- B. Develop transition service pathways
- C. Recruit active-duty and military-family volunteers

IMPLEMENTATION TIMELINE & PHASING

Goal 1: Determine and Create a Sustainable Financial Support System.

OBJECTIVES	STRATEGIES	TIMELINE	KPI
A. Explore and establish shared funding agreements	1. Identify and prioritize funding partners 2. Research regional funding models and best practices 3. Assess current costs and shared funding opportunities 4. Develop a draft shared funding model/proposal 5. Introduce funding discussions with regional partners 6. Present the funding model to partners for feedback 7. Pilot small shared funding agreements 8. Establish a regional Veteran support consortium	Q4 2028	1. Funding proposal completed 2. Number of funding discussion held 3. Number of jurisdictions engaged 4. Draft funding model completed 5. Partner feedback received 6. Number of shared funding agreements established 7. Total funding secured 8. Number of funding sources secured
B. Submit at least two grants annually	1. Pursue diversified operational support through partnerships, grants, and community sponsorship opportunities 2. Provide regular updates to City leadership and partner agencies	Q4 2027	1. Number of grant applications submitted 2. Grant award rate (%) 3. Total grand funding secured annually
C. Establish donor engagement strategy	1. Develop an annual community giving and donor engagement plan 2. Publish an annual public report 3. Maintain media and community engagement through outreach	Q4 2028	1. Donor strategy developed 2. Number of active donors 3. Total donor contributions annually

Goal 2: Strengthen and Expand the Volunteer Workforce.

OBJECTIVES	STRATEGIES	TIMELINE	KPI
A. Develop and launch the LVSH Volunteer Academy	1. Implement and annual training curriculum 2. Develop a structured volunteer training program	Q4 2029	1. Develop Volunteer Academy curriculum 2. Volunteer Academy launch completion 3. % of volunteers completing training 4. Training satisfaction score
B. Increase the volunteer pool	1. Recruit military family members and students 2. Build higher-education engagement pipelines 3. Develop joint volunteer opportunities	Q4 2031	1. Total active volunteers (baseline vs. growth) 2. Annual volunteer growth rate 3. Volunteer-to-client ration 1:35
C. Implement a volunteer recognition and retention framework	1. Establish recognition and milestone programs 2. Maintain direct engagement with volunteers and partners	Q4 2030	1. Volunteer retention rate (year-over-year) 2. Volunteer satisfaction score (survey) 3. Average volunteer tenure

Goal 3: Expand Outreach and Community Partnerships.

OBJECTIVES	STRATEGIES	TIMELINE	KPI
A. Increase annual outreach events	1. Conduct annual signature outreach events 2. Conduct quarterly community briefings	Q4 2027	1. Number of outreach events conducted annually 2. Event attendance totals 3. % of events generating new client intakes
B. Increase higher education partnerships	1. Build higher-education engagement pipelines 2. Expand community-based partnerships	Q4 2029	1. Number of formal education partnerships 2. Number of student interns/ volunteers engaged 3. % growth in education partnerships
C. Develop a marketing campaign	1. Identify media partnerships 2. Publish an annual public report 3. Provide regular updates to stakeholders	Q4 2028	1. Website traffic and engagement metrics 2. Social/media reach and impressions 3. New clients referrals attributed to outreach

Goal 4: Modernize Systems and Processes.

OBJECTIVES	STRATEGIES	TIMELINE	KPI
A. Implement enhanced client appointment system	1. Assess current scheduling process 2. Implement centralized scheduling system 3. Standardize scheduling procedures 4. Enable appointment tracking and reporting 5. Provide staff and volunteer training 6. Implement appointment reminders	Q4 2028	1. Average time from request to appointment 2. Appointment utilization rate 3. No-show rate 4. Appointments scheduled through system 5. Client satisfaction with scheduling process
B. Enhance intake process	1. Assess current intake process 2. Standardize intake procedures 3. Implement centralized intake system 4. Reduce duplicate data collection 5. Provide staff and volunteer training 6. Improve data accuracy and consistency	Q4 2029	1. Intake process assessment completed 2. Standardized intake procedures implemented 3. Use of centralized intake system 4. Reduction in duplicate data collection 5. Staff/volunteer training completion rate 6. Data accuracy rate
C. Expand ADA Transportation scheduling capacity	1. Assess transportation demand and capacity 2. Improve scheduling processes and coordination 3. Implement centralized scheduling system 4. Expand drivers and partnerships 5. Provide training for volunteer drivers 6. Track usage and service gaps	Q4 2030	1. Transportation demand and capacity assessment completed 2. Volunteer satisfaction score (survey) 3. Improved transportation scheduling process implemented 4. Use of centralized transportation scheduling system 5. Number of volunteer drivers and transportation partners 6. Staff and volunteer training completed 7. Transportation requests fulfilled

Goal 5: Strengthen military integration and JBLM partnership.

OBJECTIVES	STRATEGIES	TIMELINE	KPI
A. Establish quarterly coordination meetings with JBLM	1. Identify JBLM points of contact 2. Establish quarterly meeting schedule 3. Develop standard meeting agenda 4. Coordinate meeting logistics 5. Document outcomes and action items 6. Follow up on action items	Q4 2027	1. Quarterly coordination meetings established 2. Number of coordination meetings held 3. Attendance of key partners and stakeholders 4. Meeting agendas and action items documented 5. Action items completed from meetings
B. Develop transition service pathways	1. Identify needs of transitioning service members 2. Map available services and resources 3. Define referral pathways 4. Coordinate with JBLM transition programs 5. Improve partner communication	Q4 2030	1. Needs assessment for transitioning service members completed 2. Service and resource map developed 3. Referral pathways defined and implemented 4. Coordination established with JBLM transition programs 5. Partner communication process implemented
C. Recruit Active-Duty and military-family volunteers	1. Coordinate with JBLM for recruitment 2. Promote opportunities through military family networks 3. Develop targeted outreach materials 4. Partner with military support organizations 5. Offer flexible volunteer roles 6. Participate in community and military events	Q4 2029	1. Number of Active-Duty and military-family volunteers recruited 2. Outreach to military and family networks conducted 3. Partnerships established with military support organizations 4. Participation in military and community recruitment events 5. Volunteer onboarding process completed for military-affiliated applicants



APPENDIX A.

LVSH SERVICES & OPERATIONS DATA (CY 2025-2026)

This appendix provides baseline operational data for the LVSH to support performance measurement, strategic planning, and evaluation efforts. The data reflects service delivery, program use, and operational capacity for CY 2025 and 2026.

A1. Client Services Overview

Metric	CY 2025	CY 2026
Total Client Visits	3,317	1,573
Total New Clients	975	667

A2. Transportation Services

Metric	CY 2025	CY 2026
Total Clients Transported	269	165
Total Miles Driven	9,737	7,721

A3. Volunteer Program

Metric	CY 2025	CY 2026
Total Volunteers	22	31
Total Volunteer Hours	3,268	2,392
Average Hours per Volunteer	149	77

A4. Service Utilization

Metric	CY 2025	CY 2026
VSO Appointments	1,577	963
VHOG Participation	198	90
Partner Providers (On-Site)	17	21

Source: LVSH CY 25 and CY 26 Program Data Management System

Note: All CY 26 data is as of July 10, 2026



APPENDIX B.

PERFORMANCE TRENDS & GROWTH

This appendix highlights year-over-year changes in key service and operational metrics to illustrate trends in demand, utilization, and program growth.

Metric	CY 2025	CY 2026	% Change
Total Client Visits	3,317	1,522	
Total New Clients	975	667	
Total Volunteer Hours	3,268	2,392	
VSO Appointments	1,577	963	
Total Clients Transported	269	165	
Total Miles Driven	9,737	7,721	

Note: All CY 26 data is as of July 10, 2026



APPENDIX C.

KPI BASELINE (2026) & TARGET ALIGNMENT (2031)

This appendix establishes baseline performance metrics for Calendar Year 2026 and aligns them with projected targets for 2031. These benchmarks support ongoing evaluation, performance tracking, and strategic decision-making.

KPI	2026 Baseline	2031 Target
Total Client Served		
Volunteer Hours		
VSO Appointments		
Transportation Utilization		
Miles Driven		
VHOG Attendance		

Note: All CY 26 data is as of July 10, 2026



STAFF REPORT

Council Worksession

August 11, 2026

Subject: Solid Waste Franchise Update
To: Lacey City Council
Prepared by: Shanelle Pierce, Special Projects Administrator
Department Director: Shannon Kelley-Fong, Assistant City Manager
Reviewed By:
Final Review: Rick Walk, City Manager

SP

RW

Purpose: Briefing

Recommendation: Review only.

Brief: On August 19, 2025, the Lacey City Council directed staff to research the feasibility of imposing franchise fees for solid waste collection. As long as the City's solid waste remains under the Washington Utilities and Transportation Commission (UTC) regulation, the City is ineligible to levy solid waste fees beyond the utility tax. To establish a solid waste franchise fee, the City would need to negotiate with Pacific Disposal to transfer rights to the City through a UTC transition franchise agreement. Under a franchise agreement, the City can negotiate services and/or a nominal franchise fee with the hauler. To pursue this path, the first step was for staff to contact Pacific Disposal to discuss options. Following the May 26 briefing to the Council, staff met with Pacific Disposal on June 22 and plan to present their findings to the Council on August 11, 2026.

Alternatives:

1. More information will be provided at a future Council Meeting.

Prior Review:

Council Regular Meeting – 8/19/2025 [Link](#)

Council Worksession – 5/26/2025 [Link](#)

Advisory Board Recommendation(s):

Not Applicable

Fiscal Impact:

Budgeted Item: No

Amount: \$

Funding Source

Project Code:

Attachments:

Policy or Legal Alignment:

1. [RCW 35A.14.900](#)

Background: The Washington Utilities and Transportation Commission (UTC) divided the state into solid waste franchise areas and awarded contracts to private haulers. Harold LeMay Enterprises, D.B.A. Pacific Disposal, currently provides services in Lacey and the surrounding areas. The UTC regulates garbage, recycling, and yard waste collection services and rates.

Cities can establish rights within their jurisdictions from the UTC at any time. To do so, cities must negotiate a UTC transition franchise agreement with the current hauler to compensate for capital investments. Under this agreement, a city can take over the rights but must continue to use the local UTC service levels and rate structure for a period of time (7 to 10 years).

On August 19, 2025, the Lacey City Council directed staff to research the feasibility of imposing franchise fees for solid waste collection. A new franchise fee would be in addition to the existing utility tax. In researching this, staff found that establishing a solid waste franchise fee would require the City to negotiate with Pacific Disposal to transfer rights to the City through a UTC transition franchise agreement. To pursue this path, the first step is for the City to contact Pacific Disposal to discuss options. Staff met with Pacific Disposal on June 22, 2026.

Refer to **Table A** for the status of actions.

Table A

Action	Date	Status
Staff provide an update to the City Council	May 26	Complete
Staff meet with LeMay	June 22	Complete
Staff provide research findings to the Council	August 11	In Progress

Refer to **Table B** for a matrix summarizing the most recent information. The matrix indicates whether an option yields additional revenue for the City's general fund; whether the City receives refuse collection services at no cost for City facilities; whether UTC maintains administrative duties and bears the administrative burden; whether Lacey ratepayers retain their current rates; and whether the City positions itself to contract for solid waste collection services in the future, within an estimated timeframe of 7 to 10 years.

An asterisk next to a "Yes" in a slightly lighter green cell indicates that, although not guaranteed, the outcome remains possible. In addition to the information provided below, during the August 11 Worksession, staff will clarify these possibilities while guiding the Council through the matrix.

Table B

	Additional Contribution to General Fund	No-cost City Refuse Collection	UTC Manages Administrative Duties	Ratepayers Maintain Current Rates	Enables Future Contracting Options
1. No Change: Continue As-Is	No	No	Yes	Yes	No
2. UTC Transition Franchise Agreement	No	Yes*	No	Yes*	Yes
3. UTC Transition Franchise Agreement with Franchise Fee	Yes	Yes*	No	No	Yes
4. Utility Tax Rate Increase	Yes	n/a	n/a	No	n/a

The first option is to continue as-is with no changes. The advantage is that Lacey ratepayers maintain their current rates and the UTC would continue to bear the administrative burden. However, continuing as-is also means no additional revenue for the General Fund, no opportunity for the City to receive refuse collection services at no cost, and no opportunity to negotiate a solid waste collection contract in the future.

The second option is for the City to pursue a UTC transition franchise agreement. Entering such an agreement without a franchise fee would not generate additional revenue for the General Fund. However, this option could potentially provide refuse collection services at no cost to the City. Staff ran initial numbers and estimate service costs at about \$100,000 annually. Staff placed an asterisk next to the “Yes” in this slightly lighter shaded green cell to indicate that it is not guaranteed but is a possibility. Other similar UTC franchise agreements within Washington state include this benefit. A disadvantage is that the City would now bear additional administrative burdens, including contract compliance. Rates would hopefully remain the same for Lacey ratepayers. However, rates could increase if the UTC raises them following the City's withdrawal from UTC regulation, see **“UTC Ratemaking Process”** below. This option positions the City to negotiate its own solid waste collection contract in 7 to 10 years, should it choose to do so.

The third option is for the City to enter into a UTC transition franchise agreement that includes a franchise fee. This option would generate additional revenue for the City. It could also likely include no-cost City refuse collection services and enable the City to negotiate its own solid waste collection contract in 7 to 10 years. Some disadvantages are

that Lacey ratepayers will pay more for services and that the City would now bear the administrative burden of contract compliance.

The fourth option is to adjust the current utility tax to generate additional revenue. This can be done in a couple of ways. First, the percentage rate could be increased to generate more revenue. Second, the municipal code that applies to the utility tax could be amended to include garbage, plus any combination of recycling, yard waste, and construction and demolition waste. A utility tax would be passed through LeMay to the ratepayers and would also be applied to any other haulers that provide service in the area. Some disadvantages are that Lacey ratepayers will pay more for services, and this has no effect on the City's ability to negotiate its own solid waste collection contract in 7 to 10 years unless you also combine it with an option from above.

Recycling Reform Act

LeMay raised concern about the uncertainty on how rates might change under Washington's upcoming Recycling Reform Act. Although details about the Act are limited at this time, what is known is that producers are required to manage the end-of-life disposal of their products. The law shifts recycling responsibilities and costs from taxpayers and local governments to producers of packaging and paper, such as boxes, cans, bottles, and jars. These producers must also support nonprofit organizations that operate the recycling infrastructure. Starting in 2030, these producer-funded organizations will reimburse local waste providers for most costs associated with residential recycling collection and processing. The Washington State Department of Ecology oversees the program. The City does not need to take any action regarding the Act itself, but it should remain aware of the potential impact on rates.

UTC Ratemaking Process

Another concern is the uncertainty surrounding the UTC ratemaking process. Under UTC jurisdiction, LeMay currently provides solid waste services to the Lacey area at UTC rates. A UTC transition franchise agreement typically aligns with UTC service levels and rate structure. If UTC rates rise, Lacey's rates would also rise under such an agreement.

This could occur because serving the remaining rural service area may be more costly after Lacey's denser customer base is removed. Currently, the larger, more concentrated customer base helps spread fixed operating costs and allows for more efficient collection routes. Without those customers, service would be provided to a smaller, more geographically dispersed customer base, requiring longer travel distances and less efficient routing. As a result, overhead and operating costs could be spread across fewer customers, potentially increasing UTC-regulated rates. However, the specific impact, if any, would not be known until the UTC completes its ratemaking process, which would occur after the franchise process is complete.



STAFF REPORT

Council Worksession

August 11, 2026

Subject: 2027 State Legislative Agenda and Manual
To: Lacey City Council
Prepared by: Shannon Kelley-Fong
Department Director: Shannon Kelley-Fong, Assistant City Manager
Reviewed By:
Final Review: Rick Walk, City Manager

SKF

RW

Purpose: Briefing

Recommendation: Review only

Brief: Annually, the City of Lacey establishes priorities for the upcoming Washington state legislative session. The purpose of this briefing is to provide an overview of the anticipated legislative environment and discuss potential City priorities. From this feedback, staff will continue to work on the 2027 State Legislative Agenda and Manual, to be considered for adoption by the City Council at a future meeting, tentatively in November 2026.

Alternatives:

1. No change: Continue as is.
2. Add as many alternatives as necessary.
3. Some other option not contemplated in the above.

Prior Review:

Council Regular Meeting – 5/5/2026 [Link](#)

Advisory Board Recommendation(s):

Not Applicable

Fiscal Impact: Not applicable

Budgeted Item: Yes

Amount: \$0

Funding Source: N/A

Project Code: N/A

Attachments:

1. Draft 2027 State Legislative Agenda
2. Draft 2027 State Legislative Manual

Policy or Legal Alignment:

Background: Annually, the City of Lacey establishes priorities for the upcoming Washington state legislative session. Based on feedback from the City Council, this year, planning for the upcoming session is starting earlier. The purpose of this briefing is to provide an overview of the anticipated legislative environment and discuss potential City priorities. From this feedback, staff will continue to work on the 2027 State Legislative Agenda and Manual, to be considered for adoption by the City Council at a future meeting, tentatively in November 2026.

At the May 5, 2026, City Council Regular Meeting, the City Council received a summary of the 2026 State Legislative Session, including an update on:

- Budget Summary
- Big Picture Takeaways
- Select Enacted Fiscal Policy
- Select Bills:
 - Housing
 - Public Safety
- Advancing the City's priorities
- 2027 Agenda Setting and Engagement

At this meeting, the Council provided direction to focus 2027 priorities on three areas:

1. Establishing Thurston County Regional Basic Law Enforcement Academies at the Lacey Regional Training Center
2. Extending the Annexation Sales and Use Tax Credit
3. Creating a Sustainable Animal Control and Sheltering Funding Mechanism

The remaining 2026 priorities were identified as something to continue to be supportive of but not a priority for 2027 for the following reasons:

1. Long-term Rights-of-Way Initiative funding: This program is funded through 2027. In the interim, the City is prioritizing the transition of Maple Court from Emergency Shelter to Permanent Supportive Housing. This would make the facility more sustainable.
2. Updating House Bill 2015: Many jurisdictions are moving forward with the grant and sales tax, with little indication of support for changes at this time.
3. Updating Transportation Benefit District Tax Horizon: The City will continue to work with AWC and other partners on this.
4. Funding for Public Defense Standards: The City will continue to work with AWC and other partners on this.

The draft 2027 State Legislative Agenda and the draft 2027 State Legislative Manual are intended to reflect the City's current priorities at the state level. These documents support the City's legislative priorities in 2027 and beyond.

Table A identifies the draft 2027 legislative priorities discussed above. In addition to these items, there is a fourth item requesting funding for the Huntamer Park Civic Improvement



Project.

Table A	
Draft 2027 State Legislative Agenda Priorities	
Priorities	Budget / Policy
1. Thurston County Regional Basic Law Enforcement Academies at the Lacey Regional Training Center	Operating
2. Annexation Sales and Use Tax Credit Extension	Policy
3. Authorize Sustainable Animal Control and Sheltering Funding Mechanism	Policy
4. NEW: Huntamer Park Civic Improvement Project	Capital

Updates to the draft Policy Manual are limited to reflect the above at this point in time. Based on feedback from the City Council and as more is known about the upcoming legislative session, the draft Policy Manual will be updated.

Next Steps: After gathering feedback from the City Council, staff will continue to work on updating the 2027 State Legislative Agenda and Manual, to be considered for adoption by the City Council at a future meeting, tentatively in November 2026.





City of Lacey

2027 State Legislative Priorities

LACEY CITY COUNCIL

Andy Ryder, Mayor
Malcolm Miller, Deputy Mayor
Lenny Greenstein
Carolyn Cox
Nicolas Dunning
Maren Turner
Ryan Siu

CITY OF LACEY | 420 COLLEGE STREET SE | LACEY, WA 98503 | 360.491.3214 |
www.CityofLacey.org

Adopted by Lacey City Council on TBD

LAND ACKNOWLEDGEMENT

We are on the ancestral land of the Tribal People of the Treaty of Medicine Creek, including the Nisqually Indian Tribe and Squaxin Island Tribe. We acknowledge, and remember those Tribal People not recognized today who were absorbed or relocated into other tribes for survival. We recognize the ancestors and their descendants who are still here. We recognize and respect the Tribal People of the Treaty of Medicine Creek as the traditional stewards of this land since time immemorial and their role today in taking care of these lands in perpetuity. We recognize and have the responsibility to call attention to the histories of dispossession, forced removal, and abridged treaty rights that allowed our nation, state, and city to develop as they have today. We recommend that community members read the Medicine Creek Treaty of 1854.

1. Thurston County Regional Basic Law Enforcement Academies at the Lacey Regional Training Center

Police departments across Washington state continue to face significant staffing shortages. As communities grow and more law enforcement personnel retire, the state's Basic Law Enforcement Academy (BLEA) must receive adequate funding to provide training opportunities for new hires. Regional academies help reduce academy wait times and officer vacancy rates and enhance local officer recruitment efforts. They also improve equity in training by enabling greater participation by local community members and eliminating the need for extended time away from home.

In addition, establishing a regional BLEA in Lacey would maximize the value of limited public resources by leveraging a new, purpose-built public safety training center that opened in 2026. Designed to meet the City's current and future training needs, the facility is already a sound public investment and will continue to serve that purpose regardless of whether additional funding is secured. However, with state support, the facility could evolve into a regional training hub, expanding academy capacity, strengthening the law enforcement workforce, reducing training barriers for local agencies, and providing lasting benefits to communities throughout Washington. This investment would capitalize on existing infrastructure, avoid the need for significant new capital expenditures, and deliver measurable statewide public safety benefits for years to come.

We request an annual allocation of \$1,000,000 for the Criminal Justice Training Center (CJTC) to operate a regional BLEA academy at the Lacey Training Facility for six years. At the conclusion of the six-year period, CJTC could evaluate the performance of regional academy locations alongside the status of planned improvements to its primary training campus to determine the most effective and sustainable path forward.

2. Annexation Sales and Use Tax Credit Extension

We appreciate the inclusion of the sales and use tax credit in HB 1425 (2024), which provides critical support for cities undertaking annexations. To ensure cities and counties have sufficient time to thoughtfully and collaboratively evaluate and implement these complex processes, **we respectfully request the sunset date be extended from July 1, 2028, to July 1, 2038.** Based on the 2023-2024 state annexation data, no jurisdictions have met the threshold to use this tax credit, demonstrating the need for additional time to support implementation.

3. **Authorize Sustainable Animal Control and Sheltering Funding Mechanism**

We request the creation of a dedicated funding mechanism to support animal control and sheltering. This funding would help support the ongoing operations and capital planning for Joint Animal Services (JAS). JAS, established in 1977, is operated by the cities of Lacey, Olympia, Tumwater, and Thurston County. JAS has an 8,000-sq.-ft. facility that serves as the community's primary shelter for animal rescues and homeless pets. The agency serves almost 304,000 residents in 774 square miles of urban and rural terrain.

4. **Huntamer Park Accessibility Improvement Project**

Over the past several decades, the City has partnered with the community to transform the Midtown District into a vibrant civic and commercial center. As the heart of the district, Huntamer Park now requires significant improvements to meet the needs of a growing community. This \$2 million project will modernize the park with new plazas, a water feature, landscaping, pathways, furnishings, and upgraded utilities, creating an inviting space for everyday use while preserving its role as the City's premier gathering place for community events. The project will also replace deteriorated sidewalks to improve pedestrian safety and accessibility. **The City respectfully requests a \$500,000 state appropriation to support completion of this project.**

FOR MORE INFORMATION

CITY OF LACEY

Shannon Kelley-Fong, Assistant City Manager
Shannon.Kelley-Fong@CityofLacey.org | 360.412.2890

GOVERNMENT AFFAIRS

Brian Enslow, Arbutus LLC
Brian@arbutusllc.com | 360.489.8121

Forthcoming One-pagers:

1. Huntamer Park Civic Improvement Project
2. Regional BLEA Academy at the Lacey Regional Training Center



CITY OF LACEY

2027 LEGISLATIVE POLICY MANUAL



Approved September X, 2026



CITY OF LACEY

LEGISLATIVE POLICY MANUAL

Adopted by the Lacey City Council on Month X, 2026

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CITY OF LACEY LEGISLATIVE POLICY MANUAL

Adopted by the Lacey City Council on Month X, 2026

LAND ACKNOWLEDGEMENT

We acknowledge the ancestral land we are on today as the traditional territory of the Tribal People of the Treaty of Medicine Creek, signed in 1854, including the Nisqually Indian Tribe and Squaxin Island Tribe.

We acknowledge, remember, and must not forget those Tribal People that are named but not recognized today, and who were absorbed or relocated into other tribes for survival. We recognize the ancestors and their descendants who are still here.

We acknowledge, Indigenous People who called the land home before the arrival of settlers and have been here Since Time Immemorial.

We recognize the relationship that exists between Indigenous People and their traditional territories, which include the religious significance, self-determination, identity, and economic factors. The relationship helps all people heal from the past and learn how not to inflict new wounds today.

We recognize and respect Indigenous People as traditional stewards of this land, and acknowledge the Tribal Governments and their role today in taking care of these lands. We recognize that this land acknowledgement, and the Nisqually-Lacey Accord of 2011, are small steps toward true allyship. We commit to partnering with the Tribal People of the Treaty of Medicine Creek to continue to uplift the voices, experience, and histories of indigenous people of this land and beyond.

We recognize and have the responsibility to call attention to the histories of dispossession, forced removal, and abridged treaty rights that allowed our nation, state, and city to develop as they have today. We recommend that community members read the Medicine Creek Treaty of 1854.

Visit www.CityofLacey.org/LandAcknowledgement for more information.



CITY OF LACEY LEGISLATIVE POLICY MANUAL

Adopted by the Lacey City Council on Month X, 2026

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GENERAL GOVERNMENT

Local Authority

The City supports preserving the authority of local governments regarding local taxation, land use planning, zoning and regulation consistent with the GMA (RCW 36.70A) and SEPA (RCW 43.21C.)

Protection of Local Funding for State-Mandated Responsibilities

The City opposes any state actions that redirect or repurpose historically allocated local funding—such as formula-based grants—toward state agency operations or new competitive processes that diminish predictable support for local governments (examples: Department of Ecology Formula Grants and HEAR Program Funding Shift). When the state reallocates or reappropriates these funds, local jurisdictions are left to carry out state-mandated responsibilities without the resources previously allocated for this purpose. This practice threatens local compliance with statutory and comprehensive plan requirements, including climate and environmental mandates, by reducing reliable access to the funding necessary for implementation. The City supports preserving dedicated, formula-based funding for local governments to ensure consistent, equitable, and effective delivery of state-mandated programs.

Public Records and Open Meetings

The City respects the right of the public to have access to legitimate public records and documents. The City believes its ability to recover the costs of searching for, gathering and reviewing requested documents is also in the public's interest. The City supports reasonable reforms to the Public Records Act. The City opposes requiring the recording of executive sessions or other restrictions on legitimate uses of executive sessions.

Modernizing Public Notice and Ordinance Publishing Requirements

The City supports legislation that removes the requirement for the City to publish notices and ordinances in a designated “paper of record” and instead allows official notices to be posted on the City’s website. This change increases transparency, removes paywall barriers for the public, and reflects modern, accessible communication practices.

Prevent Liability Expansion, pursue crucial liability reforms

The City is staunchly opposed to legislation that would modify the accrual date for interest on tort judgments to the date the cause of action, such as 2023’s SB5059.

The City is a member of Washington Cities Insurance Authority (WCIA), a risk pool made up of 165 municipal entities across the state. The civil litigation environment is bad and getting worse for public entities in the State of Washington. Multimillion-dollar verdicts, also known as nuclear verdicts, were not common against public entities and were often awarded



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against large for-profit private corporations. Over the last several years public entities have now been hit with nuclear verdicts. Risk pools are shouldering millions of dollars of exposure that are being passed down to their members in terms of additional assessments. The additional costs mean that our community is diverting money from community priorities to fund WCIA's assessment. Our pool relies on partnering with traditional insurance to provide further coverage above their self-funded \$4 million per loss. Those traditional insurance carriers are either refusing to write any coverage or doing so at significant costs. The future outlook is that our communities will have less coverage and will need to redirect money to cover losses rather than providing valuable services, programs, and much-needed maintenance.

The City requests opposing any efforts to expand tort law liability and/or the remedies available under tort law. If expansions are approved by the legislature, then the State should consider creating a fund to cover those costs. Cities and their risk pools cannot be expected to shoulder the staggering costs imposed by legislative changes. At a minimum that State should provide a reinsurance fund that risk pools and individual entities could utilize. Tort reform for all public entities needs to be addressed and the balance restored between protecting harmed individuals with reasonable verdicts and appropriate defenses. Tort reform could include:

- Caps on the amount of damages that can be collected against public entities (which is law in 33 States)
- Reinstating immunities that have been eroded by the courts and amending the law on joint and several liability which incentivizes claims against public entities as deep pockets.

Continue funding for the Defense Community Compatibility Account (DCCA)

The 2023-25 Capital Budget invests \$35.8 million in defense community compatibility projects throughout the state. This investment leverages over \$126 million in local and federal funds, including the Defense Community Infrastructure Program (DCIP). The City requests the State legislature prioritize ongoing investment in this grant program that supports civilian communities near military installations. In the future, the DCCA and DCIP could serve as important funding opportunities for the Lacey Education and Family Center (LEAF).

LEED Building Standard

Since 2005, the State has required LEED Silver certification for all new state agencies, state colleges and universities, and K-12 school construction and major renovation projects over 5,000 square feet. While the City recognizes the need for making buildings more efficient to reduce costs and lower pollution from fossil fuels, we believe that there are other meaningful



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and more cost-effective metrics and standards that could be used in lieu of the expensive and cumbersome LEED rating system.

Public Defense Standards

We are highly concerned about the impacts of the caseload limits adopted by the Washington State Supreme Court, which will reduce the number of unweighted misdemeanor cases from 400 to 120 over the next 10 years. We recognize and support the intent behind the new public defense caseload standards — to ensure quality legal representation and uphold constitutional rights. However, implementing these standards will have significant financial impacts at the local level. For the City, we estimate the changes will result in an increased annual cost of approximately \$100,000, adding up to over \$1 million in new yearly expenses by 2036. Over the ten-year implementation, the City estimates an increase of over \$4 million in total new expenses. These added costs stem primarily from the need to hire additional public defenders and support staff to comply with the lower caseload limits, as well as potential infrastructure and administrative adjustments. We urge the Legislature and relevant agencies to recognize the funding gap created at the local level and to partner with cities to ensure this mandate is adequately and sustainably funded. Without meaningful financial support, local jurisdictions will struggle to maintain current service levels across other essential programs while meeting the new public defense requirements. In addition, as implementation of these standards progresses, we urge the state to re-evaluate its funding formula to ensure that cities receive a fair and adequate share of public defense resources.

Increase the availability of affordable and accessible childcare

We support efforts to increase affordable childcare access statewide. This includes providing state funding to construct new facilities, supporting programs that prioritize access for working families and low- to moderate-income community members, incentives to enable private and public partnerships, and increasing access to state-subsidized childcare slots. In Thurston County, data shows that 15.32% of the necessary infant care supply is available, 19.78% of the required toddler care supply is accessible, 29.99% of the needed preschool care is provided, and 10.28% of the requisite school-age care is available.

PERS 1 Cost of Living Adjustment

The City supports COLAs for PERS 1 retirees to lessen the impact of inflation on their benefits; however, with AWC, the City opposes PERS 1 COLA plans funded by the Unfunded Actuarial Accrued Liability (UAAL) surcharge. The UAAL surcharge impacts current local government budgets, including the City's, to pay for unplanned benefit increases. Recent legislation was expected to mostly phase out UAAL surcharges. According to past fiscal analysis, a permanent PERS 1 COLA funded by the UAAL surcharge would cost local governments an additional \$1.27 billion over the next 15 years.



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Unsustainable, unfunded Mandates: Focus on Community-based Decision Making

We are committed to providing high-quality services to our community members. However, state-imposed unfunded mandates continue to strain our limited resources, diverting critical funds from community-led priorities. These mandates require us to implement new programs or comply with regulations—often without any accompanying funding. This puts pressure on our local budget and forces us to make difficult decisions, such as cutting services or delaying infrastructure projects. While we recognize the intent behind many of these mandates, we believe that state policies should be accompanied by the necessary funding to implement them effectively. Local governments need flexibility and support—not one-size-fits-all requirements that don't account for our fiscal realities.

We are seriously concerned about:

- State Right-of-Way maintenance and other programming responsibility
- Long-term sustainability of Encampment Resolution Program
- Continued changes to land use and the Growth Management Act
- Vague Homeless Response laws
- Prohibitions on the use of Artificial Intelligence

Support for Permanent Public Facility District (PFD) Funding

Public Facility Districts (PFDs) are vital tools that allow local jurisdictions to finance and operate regional venues such as convention centers, stadiums, performing arts centers, and other community assets. The Capital Facilities District (CAR-PFD) helps fund the Regional Athletic Complex in Lacey. These facilities generate significant economic, cultural, and tourism benefits, supporting local jobs and driving regional growth. PFDs rely primarily on a state-authorized local sales tax rebate to fund capital construction and ongoing maintenance. However, the current statutory authority is subject to eventual expiration, creating long-term uncertainty. We request that the PFD funding authority be permanent. Stable, long-term funding is essential for responsible planning, debt repayment, and the continued viability of these community-serving facilities.

AFFORDABLE HOUSING | HOUSING SERVICES

Develop Long-term Funding Solutions for Right of Way Initiative-funded Programs

We appreciate the state's continued leadership in responding to the homeless crisis, including funding for Maple Court. We strongly urge the establishment of a sustainable, long-term funding mechanism for existing Right-of-Way Initiative-funded programs, rather than relying on the instability of short-term funding.



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Other Support for Homelessness Services

The City allocates approximately 2% of its general fund to support social services in the community that benefit low-income and vulnerable community members. The City requests the state's partnership in supporting programs and services that help prevent temporary and recurrent homelessness.

Unfunded Social Service Mandates

While recognizing that there is a significant need for enhanced social services throughout Washington, the City strongly opposes any unfunded state mandates regarding behavioral health, crisis relief, housing and shelter, co-responder programs, and employment services. The City supports working with the State Legislature to create state-led, sustainable tools and resources.

Quality Affordable Housing

The City supports legislation that incentivizes developers to build affordable housing, such as the multifamily housing tax exemption, and funding allocated for public and nonprofit affordable housing, including the Housing Trust Fund.

Landlord Tenant Act Update

We respectfully request that the state legislature amend the Landlord-Tenant Act to explicitly exempt emergency and transitional shelters from its provisions. These facilities provide critical, temporary housing and services to individuals and families experiencing homelessness, and are fundamentally different from traditional landlord-tenant arrangements. Clarifying this exemption will help ensure shelters can operate effectively, maintain safety standards, and focus on providing supportive services without being constrained by regulations intended for long-term residential leases.

COMMUNITY AND ECONOMIC DEVELOPMENT

Annexation Sales and Use Tax Credit Extension

We appreciate the inclusion of the sales and use tax credit in HB 1425 (2024), which provides critical support for cities undertaking annexations. To ensure cities and counties have sufficient time to thoughtfully and collaboratively evaluate and implement these complex processes, **we respectfully request the sunset date be extended from July 1, 2028, to July 1, 2038.** Based on the 2023-2024 state annexation data, no jurisdictions have met the threshold to use this tax credit, demonstrating the need for additional time to support implementation.



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Economic Development Tools

The City supports robust and sustainable funding for the Economic Development Strategic Reserve Fund, Tax Increment Financing, Community Economic Revitalization Board, Public Works Assistance Account, Public Facility Districts, and other programs that assist local governments in neighborhood residential and commercial area rehabilitation. The City also supports legislation that provides optional economic development tools for cities, such as the multi-family housing tax incentive, lodging tax, the Main Street Act, complete streets grant program, community facility financing, shared state revenue for construction of convention and special event centers, additional shared state revenue for public facility improvements, etc. In addition, the City partners with entities such as the Thurston Economic Development Council and other regional organizations — that work directly with micro-enterprises, small businesses, and entrepreneurs and encourages state investment in these organizations to help strengthen the broader economic development ecosystem in Thurston County.

Climate Resources and Tools

Climate change is already affecting our communities. Impacts like hotter summers, wildfire smoke, and flooding endanger our homes and affect public health and local businesses. Lacey, Thurston County, Olympia, and Tumwater partnered to create the Thurston Climate Action Plan to reduce climate-polluting greenhouse gases while maintaining—and even improving—the quality of life. The Thurston Climate Action Plan includes mitigation and action strategies that are ready for implementation. However, some of the most impactful greenhouse gas-reduction projects and programs are not feasible due to funding limitations. The City supports the creation of a sustainable state program using unallocated Climate Commitment Act funds, or other state resources, to fund local climate capital projects that enhance community resiliency. The City also supports the state working with local governments for future climate initiatives in the transition to green energy alternatives to ensure solutions are feasible for all parties.

The City supports building electrification programs that complement the funding in the federal Inflation Reduction Act and help residents and building owners transition to all-electric buildings, with an emphasis on ensuring low- and moderate-income residents, multifamily housing, and small businesses are prioritized.

The City also supports Medium and Heavy-Duty Vehicle electrification incentive programs that would provide vouchers that purchasers can use at participating dealers.

Airport Siting Concerns

The City, along with Thurston County and the cities of Olympia, Tumwater, Rainier, Yelm, Tenino, and the town of Bucoda, opposed the former Commercial Aviation Coordination



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Commission's (CACC) Thurston County two-runway airport expansion site. An airport in Thurston County would endanger environmentally sensitive areas (e.g., wetlands, prairies, and endangered species), further reduce rapidly dwindling agricultural lands, worsen environmental health challenges, exacerbate existing health disparities, and irrevocably damage the quality of life for Thurston County community members. In addition, the City will oppose any recommendations that are incompatible with the operations of a military installation, including Joint Base Lewis-McChord.

Lacey MakerSpace

Lacey MakerSpace, currently serving members in Pierce, Thurston, Lewis, and Mason Counties, is a collaborative "innovator's workshop" designed to support small businesses, entrepreneurs, artists, product developers, and manufacturers. Lacey MakerSpace endeavors to 1) reduce barriers for community members by offering instruction and access to state-of-the-art fabrication and prototyping equipment, 2) develop new workforce training and apprenticeship programs aimed at growing advanced manufacturing businesses in the region, 3) foster collaboration and outreach as a hub of a larger ecosystem of business and networking services. Since opening its doors in 2019, every year Lacey MakerSpace has grown and increased its impact on our region's economic development and workforce readiness. To enhance operations over the next few years to meet future growth and workforce needs, Thurston County partners have diligently worked to obtain funding to expand the footprint of the MakerSpace to over 9500 square feet and obtain additional advanced manufacturing technologies. The Thurston County partners are requesting the creation of a grant program that would allow innovation spaces, like Lacey MakerSpace, to continue to provide and enhance workforce training and development opportunities throughout the state.

Project Timeline Review

The City prides itself on being responsive to all forms of public service, including land-use project reviews. Now that Cities have implemented the time requirements established in SB5290. Developing a statewide system that could collect the local data electronically and consistently would reduce the burden of the manual process created by the Department of Commerce for reporting.

Emergency and Transitional Housing Regulation Authority

The City opposes any legislation that would diminish local authority over the siting of emergency and transitional housing. We also oppose any provisions that allow such facilities to be permitted by right in all locations or at any scale.



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PARKS, CULTURE AND RECREATION | COMMUNITY SERVICES

The City has worked to create more equitable access to parks for all community members. The City's investments in local parks and requested state partnership reflect work toward this goal.

CAPITAL PROJECT: Park Huntamer Accessibility Improvement Project

Over the past several decades, the City has partnered with the community to transform the Midtown District into a vibrant civic and commercial center. As the heart of the district, Huntamer Park now requires significant improvements to meet the needs of a growing community. This \$2 million project will modernize the park with new plazas, a water feature, landscaping, pathways, furnishings, and upgraded utilities, creating an inviting space for everyday use while preserving its role as the City's premier gathering place for community events. The project will also replace deteriorated sidewalks to improve pedestrian safety and accessibility. **The City respectfully requests a \$500,000 state appropriation to support completion of this project.**

Park and Recreation Funding

The City supports ongoing funding for the Washington Wildlife and Recreation Program (WWRP), Aquatic Land Enhancement Account (ALEA), Land and Water Conservation Fund (LWCF), and the Youth Athletic Facilities (YAF) grant programs. The City supports ongoing funding for:

- Washington Wildlife and Recreation Program (WWRP)
- Aquatic Land Enhancement Fund (ALEA)
- Land and Water Conservation Fund (LWCF)
- Youth Athletic Fund (YAF):
- Community Outdoor Athletic Facilities program (COAF)
- No Child Left Inside (NCLI)
- Recreation Access Grant

Youth Recreational Facilities Grant Program – Eligibility Clarification

The City supports a legislative fix to resolve inconsistencies in RCW 43.63A.135 that have led the Department of Commerce to narrow eligibility for the Youth Recreational Facilities Grant Program. While the program is intended to prioritize nonprofit youth organizations, the current interpretation excludes other eligible entities, including local governments. The City supports clarifying that public agencies may apply for these grants, which cover up to 25% of project costs.



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Active Transportation Funding

The City supports the inclusion of parks in future funding allocations of “Active Transportation” components of the Move Ahead Washington package to support local trails and projects that extend out of the road right of way for safe routes to schools, parks and other business and community centers that can reduce local travel.

Additional Public Facilities District (PFD) Extension

E2SSB 5001 (2023–2024) amended Chapter 35 RCW to allow jurisdictions with an existing PFD to create a second district before July 1, 2026, specifically to support regional aquatics and sports facilities. Because multi-jurisdictional planning and interlocal agreements take substantial time to develop, very few—if any—agencies have been able to utilize this new authority within the short window provided. Extending the deadline to July 1, 2028, or beyond, would preserve the Legislature’s intent and allow agencies the opportunity to appropriately consider and develop projects.

TRANSPORTATION AND INFRASTRUCTURE

I5 Corridor: Mounts Road to Tumwater and the Nisqually River Delta

Interstate 5 (I-5) is the lifeline of commerce, transportation, and JBLM’s mission readiness in the Puget Sound Region. Maintaining existing funding for this project is vital. Additionally, completing the three planned roundabouts on SR 507 is crucial for enhancing safety and improving traffic flow between Pierce and Thurston counties. This corridor serves as a critical alternate route during I-5 congestion or closure, providing vital secondary access to Joint Base Lewis-McChord. For the project to progress, \$33.7M is needed in the 2027-29 biennium.

Transportation Benefit District – Removal of Ongoing Voter Approval Requirement

We, like other local jurisdictions across Washington, rely on Transportation Benefit Districts (TBDs) to fund critical transportation infrastructure and maintenance. TBDs enable cities to address aging infrastructure and growing transportation demands with dedicated, locally controlled funding sources. We respectfully request that the TBD statutes be amended to remove recurring voter approval requirements and to make extensions councilmanic. This change would bring TBD revenue tools into better alignment with other local sales tax authorities, such as those for public safety, which do not require repeated voter reauthorization. It would also reduce administrative burdens, election costs, and the risk of service disruption caused by funding uncertainty. Transportation improvements are long-term investments that demand stable, predictable funding streams. Gas tax revenue — the only dedicated funding source for transportation — has steadily declined for years, highlighting the urgent need to identify more stable and sustainable funding alternatives.



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Stormwater and Culvert Funding

Cities have significant stormwater and culvert funding needs. The City joins AWC in requesting secure, ongoing and sufficient funding for city culvert repair and replacement. The City supports funding for current and new grant programs for local stormwater and culvert projects.

Public Property and Rights of Way Control

The City opposes any efforts that would diminish the City's control of public property and rights of way.

Definition of Public Works

The City opposes expanding public works projects to include work supported in whole or in part by grants or loans of public dollars, or by tax deferral or reimbursement. This would cause significant increased costs for local governments without adding any substantial public benefit. Additionally, the proposed changes would be a disincentive to non-profits and developers seeking to use property tax exemptions and other financial tools designed to specifically incentivize the construction of multi-family housing and other affordable housing options.

Vehicle miles traveled (VMT) Model

As the State Legislature considers VMT, the City requests that City perspectives be included in future stakeholder discussions.

FINANCE

Business Tax Simplification

The City supports business tax simplification across the state, provided that changes are, at a minimum, revenue-neutral for the City.

State-Shared Revenues

Cities have relied on state-shared revenues to provide critical funding for essential public services. Recognizing that the state is facing a budget shortfall, it is critical that commitments to sharing revenues with local governments be honored. During the last recession, the state reduced state-shared revenues when many local governments were already struggling to maintain basic services. The City joins AWC in supporting restoration and continued appropriation of committed state shared funds, such as Liquor Excise Taxes and Profits, City-County Assistance Account, Municipal Criminal Justice Account, Annexation Sales Tax Credit, and public health funding. State-shared revenues are used to support city activities, including police, infrastructure development, public defenders, and municipal court.



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General Fund Revenue

The City supports legislation that will increase, expand, or favorably restructure its revenue-raising ability. In consideration of 1) the continued growth in demand for services that exceed revenue growth and inflation, and 2) intimate knowledge of individual community needs, the City supports unrestricted uses of all general government tax revenue.



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PUBLIC SAFETY

OPERATING REQUEST: Thurston County Regional Basic Law Enforcement Academies and Training Center

Police departments across Washington state continue to face significant staffing shortages. As communities grow and more law enforcement personnel retire, the state's Basic Law Enforcement Academy (BLEA) must receive adequate funding to provide training opportunities for new hires. Regional academies help reduce academy wait times and officer vacancy rates and enhance local officer recruitment efforts. They also improve equity in training by enabling greater participation by local community members and eliminating the need for extended time away from home.

In addition, establishing a regional BLEA in Lacey would maximize the value of limited public resources by leveraging a new, purpose-built public safety training center that opened in 2026. Designed to meet the City's current and future training needs, the facility is already a sound public investment and will continue to serve that purpose regardless of whether additional funding is secured. However, with state support, the facility could evolve into a regional training hub, expanding academy capacity, strengthening the law enforcement workforce, reducing training barriers for local agencies, and providing lasting benefits to communities throughout Washington. This investment would capitalize on existing infrastructure, avoid the need for significant new capital expenditures, and deliver measurable statewide public safety benefits for years to come.

We request an annual allocation of \$1,000,000 for the Criminal Justice Training Center (CJTC) to operate a regional BLEA academy at the Lacey Training Facility for six years.

At the conclusion of the six-year period, CJTC could evaluate the performance of regional academy locations alongside the status of planned improvements to its primary training campus to determine the most effective and sustainable path forward.

Local Law Enforcement Grant Program Update

We urge amending the Local Law Enforcement Grant Program to prioritize funding for WASPC-accredited agencies. Accreditation requires departments to meet established best practices in policing — covering everything from use-of-force policies to officer training, improving operational efficiencies, reducing risk and liability, and increasing community engagement. It also affirms that a department operates with transparency, accountability, and commitment to continuous improvement. Providing prioritization for accredited agencies would incentivize accreditation, improving public safety in the state. We also recommend the grant funding period extend 36 months from the date an entity receives grant funding to maximize the benefits of increased public safety impacts.



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Authorize Sustainable Animal Control and Sheltering Funding Mechanism

We request the creation of a dedicated funding mechanism to support animal control and sheltering. This funding would help support the ongoing operations and capital planning for Joint Animal Services (JAS). JAS, established in 1977, is operated by the cities of Lacey, Olympia, Tumwater, and Thurston County. JAS has an 8,000-sq.-ft. facility that serves as the community's primary shelter for animal rescues and homeless pets. The agency serves almost 304,000 residents in 774 square miles of urban and rural terrain.

Expand Behavioral health access and funding

With AWC, the City supports greater access to the entire continuum of behavioral health services and substance use disorder (SUD) treatment for adults and juveniles, including crisis treatment, inpatient, intensive outpatient, and ongoing behavioral and mental health treatment and SUD treatment. This includes, but is not limited to, support to improve workforce and staffing issues at community treatment centers, and additional state funding for the establishment and expansion of treatment facilities.

Address Law Enforcement Vehicle Pursuits

The City supports recent revisions to state law empowering law enforcement to engage in vehicle pursuits under proper supervision and using risk/benefit analysis to continue an active pursuit. Cities will continue to support safety standards and training for officers who engage in vehicle pursuits.

Non-moving Violation Traffic Stops

The City opposes any effort to restrict or eliminate the ability of local law enforcement to conduct traffic enforcement for non-moving violations. This would remove the ability of the City to ensure that all vehicles operating on our public roadways are mechanically safe, as well as being properly registered and licensed. Further, the City has a public safety interest to reduce injuries from traffic collisions by confirming that drivers are wearing their seatbelts and are not operating vehicles while distracted. The City is committed to protecting the environment and has a vested interest in ensuring that vehicles operating upon its public roadways are not producing excessive audible or climate-altering exhaust pollution due to vehicle operators bypassing manufacturer-installed pollution control systems.

Auto-theft prevention and enforcement programs

The City supports additional tools to address auto theft and property crime, including additional investment in auto-theft prevention and enforcement programs, regional property crimes task forces, and prosecution, public defense, and judicial resources.

School Resource Officers

While the City participates in a highly effective program with North Thurston Public Schools to offer School Resource Officers (SROs) at each of the high schools, the City opposes any



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legislation mandating SROs that add an unfunded mandate and exacerbate the existing officer shortage across Washington state.

Binding Interest Arbitration

The City recognizes the importance of having a tool to help resolve potentially devastating strikes by essential service personnel, such as police and firefighters. The City opposes expanding binding arbitration and supports revising the current arbitration system, including creating a system to review the qualifications, standards, and performance of appointed arbitrators to reduce bias, enhance equity, and achieve objective decision-making.

Officer recruitment and retention

The City supports additional funding tools and resources to support officer recruitment and retention.

Jail and Court Costs

The City supports legislative proposals that reduce jail and court costs, and maintain its flexibility in providing jail and court services. The City also supports maintaining the flexibility to select the most appropriate way to provide jail services.

Office of Independent Investigation (OII)

The City supports independent and transparent investigations into the use of deadly force by law enforcement. The City holds that it is unreasonable to expect local jurisdictions to assist OII with their investigations of other jurisdictions' law enforcement without compensation. Further, the City believes it is unreasonable not to provide the assisting jurisdiction with the same level of liability granted to OII and its personnel.



STAFF REPORT

Council Worksession

August 11, 2026

Subject: 2027 Federal Legislative Agenda
To: Lacey City Council
Prepared by: Shannon Kelley-Fong
Department Director: Shannon Kelley-Fong, Assistant City Manager
Reviewed By:
Final Review: Rick Walk, City Manager

SKF

RW

Purpose: Briefing

Recommendation: Review only

Brief: Annually, the City of Lacey establishes priorities for the upcoming Federal legislative session. The purpose of this briefing is to provide an overview of the anticipated legislative environment and discuss potential City priorities. From this feedback, staff will continue to work on the 2027 Federal Legislative Agenda, to be considered for adoption by the City Council at a future meeting, tentatively in November 2026.

Alternatives:

1. No change: Continue as is.
2. Add as many alternatives as necessary.
3. Some other option not contemplated in the above.

Prior Review:

Council Regular Meeting – 1/6/2026 [Link](#)

Council Regular Meeting – 12/16/2025 [Link](#)

Advisory Board Recommendation(s):

Not Applicable

Fiscal Impact: Not applicable

Budgeted Item: Yes

Amount: \$0

Funding Source: N/A

Project Code: N/A

Attachments:

Policy or Legal Alignment:

1. Draft 2027 Federal Legislative Agenda

Background: Annually, the City of Lacey establishes priorities for the upcoming Federal legislative session. Based on feedback from the City Council, this year, planning for the upcoming session is starting earlier. The purpose of this briefing is to provide an overview of the anticipated legislative environment and discuss potential City priorities. From this feedback, staff will continue to work on the 2027 Federal Legislative Agenda, to be considered for adoption by the City Council at a future meeting, tentatively in November 2026.

Impact of Recent Continuing Resolutions

Over the past several years, Washington's congressional delegation, led by Senators Patty Murray and Maria Cantwell and Representative Marilyn Strickland, supported several key City projects by championing them for Community Project Funding (CPF), see **Table A**.

Table A			
City Projects - Community Project Funding			
Year	Project	Status	Funding
2022	LVSH Accessibility Project	Funded; Project is anticipated for completion in 2026	\$500,000
2023	MakerSpace Expansion	Funded; Project is complete	\$1,000,000
2024	College Street Corridor Safety Improvements (Phase III)	Funded; ROW purchasing underway	\$850,000
2025	Emergency Coordination Center Generator project	Not funded; Continuing Resolution	\$900,000
2026	Huntamer Park Civic Improvement Project	Delayed; Continuing Resolution	\$850,000

CPF is authorized through the annual federal appropriations process and becomes available only upon enactment of the applicable appropriations legislation. When Congress operates under a Continuing Resolution (CR), federal agencies are generally funded at prior-year levels and are typically prohibited from initiating new programs or activities that were not authorized in the previous fiscal year. As a result, CPF projects included in pending appropriations bills generally cannot move forward while a CR is in effect. Federal agencies are unable to obligate funds or execute grant agreements for new CPF projects until the corresponding appropriations legislation is enacted.

If Congress ultimately enacts the applicable appropriations legislation, eligible CPF projects may proceed once funding becomes available. However, if a full-year Continuing Resolution is adopted without specific provisions authorizing new CPF projects, those projects do not receive funding during that fiscal year.

Over the past five fiscal years, Congress has relied on one or more CR each year to temporarily fund the federal government while annual appropriations legislation was delayed. These CRs have delayed the implementation of CPF projects and, in some cases, resulted in proposed projects not being funded when full-year appropriations were not enacted. The City has been impacted by these delays and funding uncertainties; see **Table A**.

Based on the current uncertainty of Fiscal Year 2026 CPF projects due to a CR, **Table B**, which lists the draft 2027 Federal Legislative priorities, includes the Huntamer Park project, which was advocated for funding by the Washington state delegation last year.

Table A
Draft 2027 Federal Legislative Agenda Priorities
Priorities
1. Huntamer Park Civic Improvement Project
2. Senior Center Expansion Project: Parking Lot and Accessibility Improvements
3. College Street Corridor Safety Improvements – BUILD support
4. POTENTIAL: College Street & 7th Avenue Multimodal Connectivity Project
5. POTENTIAL: Other Projects

Based on feedback from the City Council and as more is known about the upcoming legislative session, the draft 2027 Federal Legislative Agenda will be updated.

Next Steps: After gathering feedback from the City Council and additional information on potential projects, staff will continue to update the draft 2027 Federal Legislative Agenda for consideration by the City Council at a future meeting, tentatively in November 2026.

2027 Federal Legislative Priorities

LACEY CITY COUNCIL

Andy Ryder, Mayor

Malcolm Miller, Deputy Mayor

Lenny Greenstein

Carolyn Cox

Nicholas Dunning

Maren Turner

Ryan Siu

CITY OF LACEY | 420 COLLEGE STREET SE | LACEY, WA 98503 | 360.491.3214 |
CityofLacey.org

Adopted by Lacey City Council on TBD

We, the City of Lacey, are on the ancestral land of the Tribal People of the Treaty of Medicine Creek, including the Nisqually Indian Tribe and Squaxin Island Tribe. We acknowledge, and remember those Tribal People not recognized today who were absorbed or relocated into other tribes for survival. We recognize the ancestors and their descendants who are still here. We recognize and respect the Tribal People of the Treaty of Medicine Creek as the traditional stewards of this land since time immemorial and their role today in taking care of these lands in perpetuity. We recognize and have the responsibility to call attention to the histories of dispossession, forced removal, and abridged treaty rights that allowed our nation, state, and city to develop as it has today. We recommend that community members read the Medicine Creek Treaty of 1854.

1. Huntamer Park Civic Improvement Project (Pending Outcome of Continuing Resolution)

For decades, the City has actively engaged in planning and public projects to transform the Midtown District into a vibrant, community-centered urban core. The “heart” of this area, Huntamer Park, a 1.5-acre civic space, desperately needs updates to reach the community’s vision for the Midtown District. The last significant improvements at Huntamer Park occurred in 2005. Since then, the surrounding Midtown District has grown significantly with new mixed-use and residential (re)developments. This project would strengthen civic engagement, improve park access, increase environmental resiliency, improve public health and wellness, and expand economic growth and development. **We seek \$500,000 to improve Huntamer Park, including adding plaza spaces, a water feature, new landscaping, pathways, and furniture designed for**

daily use while maintaining civic spaces for important community-wide events.

The total project cost is approximately \$1.6 million, with the remaining expenses expected to be funded by a combination of local and state sources.

2. Senior Center Expansion Project: Parking Lot and Accessibility Improvements

The Virgil S. Clarkson Senior Center serves as the cornerstone of Lacey's commitment to helping older adults stay healthy, active, and engaged in their community. Each day, hundreds of seniors visit for meals, fitness, and education programs that foster connection and independence. Mirroring statewide trends, Lacey has seen a steady growth in demand for senior services, and the Center has now outgrown its 2012 expansion. Today, the parking lot is often at capacity during regular programming, forcing older adults to park a considerable distance away or forego attendance. To address increasing demand and ensure the Center remains accessible to those it serves, the City is moving towards expanding the building and its parking lot. **The City seeks \$800,000 in federal funding to expand the Senior Center parking lot to meet current needs and support the next phase of the facility's growth to continue serving Lacey's seniors.**

3. College Street Corridor Safety Improvements - BUILD support

The College Street corridor carries an estimated 32,000 vehicles each day and is the primary north-south link connecting the City and other Thurston County communities. The corridor is a vital access point to local schools, services, and multimodal transportation options for many, including several low-income communities. Improving the corridor's safety, livability, and economic development opportunities remains a top priority. While we have made considerable progress in improving the corridor, additional public investment is needed to complete it. In 2026, the U.S. Department of Transportation recognized the City's BUILD application as a Project of Merit, recognizing the project as a highly competitive candidate for federal investment. **The City will continue to pursue federal funding to complete this critical corridor and requests continued congressional support.**

POTENTIAL ASKS: The following Projects require additional research and vetting

4. College Street & 7th Avenue Multimodal Connectivity Project

This project represents a significant investment in improving safety, mobility, and connectivity between the MidTown District, surrounding neighborhoods, and Interstate 5. As one of Lacey's primary north-south corridors, College Street serves thousands of residents, commuters, university students, and visitors each day. However, increasing traffic volumes and limited pedestrian infrastructure have created safety concerns and reduced accessibility for people walking, bicycling, and using transit. The proposed improvements will transform the corridor into a safer, more connected, and multimodal transportation corridor that better serves all users. The project includes construction of a modern multilane roundabout, upgraded intersections, landscaped medians and planters, utility improvements, and roadway enhancements designed to improve traffic operations while significantly increasing pedestrian safety. By enhancing mobility and reducing barriers between key activity centers, the project will strengthen economic development opportunities while improving quality of life for residents in a Census-qualified tract. **The City is seeking \$2 million to support the planning, design, and construction of these corridor improvements, ensuring College Street becomes a safer, more resilient, and more connected gateway that supports Lacey's continued growth and advances the City's goals for multimodal transportation, pedestrian safety, and vibrant community development.**

5. Other Potential Projects:

- a. City Hall Reimagined: Improvement Project, Services, and Accessibility
- b. Future: Septic to Sewer Project
- c. Future: Lacey Food Court Plaza

Back Page: Policy Items

A. Support a Strong Surface Transportation Reauthorization Bill

As Congress continues to develop the next multi-year surface transportation reauthorization bill, the City urges policymakers to preserve robust formula funding and competitive grant programs, including BUILD, Safe Streets and Roads for All, and other programs that help communities deliver transformative transportation projects. The next surface transportation reauthorization bill must also provide a long-term, sustainable solution to maintain the solvency of the Highway Trust Fund, ensuring communities have reliable federal transportation funding for years to come to improve safety, mobility and economic vitality.

B. Preserve a Fair and Predictable Federal Grants Framework

The City urges the Administration to reconsider proposed revisions to the Uniformed Guidance governing federal financial assistance that would increase administrative burdens, expand federal discretion over awarded grants, and reduce certainty for local governments. While the City supports strong accountability and stewardship of taxpayer dollars, federal grant policies should remain transparent, predictable, and focused on helping communities efficiently deliver infrastructure, public safety, housing, and other essential public services.

C. Provide BUILD AMERICA, BUY AMERICA Flexibility (BABA)

While we support the underlying goals of the Build America, Buy America Act, we continue to have significant concerns about meeting its daunting requirements. We request an increase in BABA flexibility for infrastructure projects.

D. Support the Defense Community Infrastructure Program

An estimated 70% of the active-duty members serving at Joint Base Lewis-McChord live off base and in communities across the South Sound, with approximately 10% of off-base active-duty members calling Lacey home. We urge continued support for the DCIP program and its eligibility for needed capital investments on and off military installations.

E. Continue Support of Community Programs – CDBG, COPS, Etc.

We advocate for continued support to provide and enhance funding for community programs such as CDBG and COPS, critical funding streams for communities like Lacey seeking to enhance public safety and quality of life.

F. Improve I-5 Tumwater to Mounts Road and Nisqually River Delta

The current configuration of Interstate 5 negatively impacts the Nisqually River by impeding critical ecological functions essential to salmon survival and increasing flood risk. **We continue to work with local partners to advocate for advancing this project as a unified voice, recognizing the need for federal investments.**

FOR MORE INFORMATION

CITY OF LACEY

Shannon Kelley-Fong, Assistant City Manager
Shannon.KelleyFong@CityofLacey.org | 360.412.2890

GOVERNMENT AFFAIRS

Joel Rubin, Partner, CFM Advocates
joelr@cfmdc.com | 202.347.9171

David Hodges, Partner, CFM Advocates
davidh@cfmdc.com | 360.521.1476

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