Chapter 5

CAPITAL FACILITIES & UTILITIES



CAPITAL FACILITIES & UTILITIES—Chapter 5

INTRODUCTION

Quality of Life

The "backbone" of growth planning in any community is a society's ability to pay the costs of its desired future. Within the public realm of urban governmental services, these costs include the additional infrastructure, capital facilities and public services that are expected as growth occurs. Some facilities and services – water / waste water systems and power, for example – are obviously critical for growth, but most people also include public safety, streets, schools, parks and other public facilities on the list of expected services. Residents see all of these as basic to an urban community, and communities don't thrive if availability or quality of these services declines due to growth.



A walking trail is built along Brackett at the request of local residents to increase their accessibility to nearby retail services.

Choosing a desired future is quite easy if there are no cost implications of the choices faced in preparing for it. Even the most basic of services – water, waste water and power – are constrained by resource capacity, funding capacity, or both. How these are managed in a growth future greatly determines the affordability of these core utilities.

Level of service (LOS) figures into capital facilities and utilities just as it does in its more recognized application to transportation. Each type of service and utility presents choices about the quantity, type and / or quality of service delivered – water of a certain purity or pressure, emergency medical response within a certain time, an elementary school within a certain walking distance, solid waste disposal that achieves a specified percentage of recycled materials – that translate to a cost for the choices made. Setting LOS is one of the most important policy considerations to ensure a future that meets quality-of-life expectations at a cost that is deemed "affordable." Obviously, national LOS standards can be referred to as a benchmark, but it is appropriate for individual communities to establish their own and customized LOS standards recognizing their unique environs.

Choosing a desired future is quite easy if there are no cost implications of the choices faced in preparing for it.

One of the common policy dilemmas in choosing a path for the future is to make LOS choices that people are willing to pay for. Experience tells us that this discipline is generally absent in community planning, despite the rigors that are imposed by state laws and even community self-interest not to over-spend anticipated funding or exceed the carrying capacity of the land. Too frequently, this produces plans that go unfulfilled and LOS that isn't attained. Almost everywhere, each new generation that faces the duties of maintaining quality-of-life finds that growth plans are unaffordable, producing a consequential decline in LOS. The corollary behavior in society is for each generation only to fund the most critical capital needs

Regional Strategy

All urban services are a commodity that cannot be delivered just anywhere – the costs of delivery outside urban settings is too prohibitive. One of the reasons that cities exist is to provide the services that residents want or need and that only cities can afford to deliver. Extending services beyond the limits of cost efficiency affects everyone who pays for the service. A classic example is a rural fire district that provides the same levels of protective services to rural

residents as its urban ones – this practice is only "affordable" to the rural dwellers because of the subsidy provided by the urban dwellers.

For the City of Sequim, water and waste water services are the most critical elements in a growth strategy. The Sequim-Dungeness Valley includes thousands of homes on lots that are neither "rural" nor "urban" in size and character, and many of these are served by private water systems providing a resemblance of "urban" water service while the remaining are largely on private wells. Sewers to handle waste water are non-existent outside the Bell Hill and Sunland neighborhoods, leaving approximately 20,000 Valley residents – 2/3^{rds} of the Valley's total population – on septic systems. As available sub-rural parcels outside the city's UGA continue to absorb growth, the tension among aging private water systems, individual wells on shrinking water tables, and septic systems that are increasing in number of new installations and failure of existing ones makes the city's water and sewer service capacity a critical player in almost any long-term solution.



The City's Water Reclamation Facility provides a critical service for Sequim residents.

Functional Plans

The Water and Sewer Master Plans are the source for detailed information about plans and capital expenditures to insure service availability for planned urban growth and are included as part of the Comprehensive Plan by reference.

VISION

Parts of the Vision guide the provision of CAPITAL FACILITIES / UTILITIES as growth occurs:

- growth will occur mostly within the current urban growth area rather than continuing to push outward;
- a more compact pattern of growth will create a future that is affordable in all ways – physically, environmentally, socially, and economically;
- higher density housing will be directed to locations where services, convenience, and amenities make it an attractive lifestyle choice;
- Sequim will be a more "complete" community by bringing unincorporated suburban areas that depend on the City's public services, facilities, amenities, and civic activities within the city boundaries;
- Sequim's role as a major steward and purveyor of finite natural resources in the Valley will be reflected in a pattern of growth that promotes efficiency in resource utilization and sustainable resource management; and
- the community's image and identity will be promoted by active management and responsible stewardship of both the human-built and natural environments.

LEVEL OF SERVICE

CFG GOAL 5.1 COMMUNITY EXPECTATIONS: Meet community quality-of-life expectations by institutionalizing the connections among citizens' desires, adopted levels of service, and city capital budgeting.

POLICIES

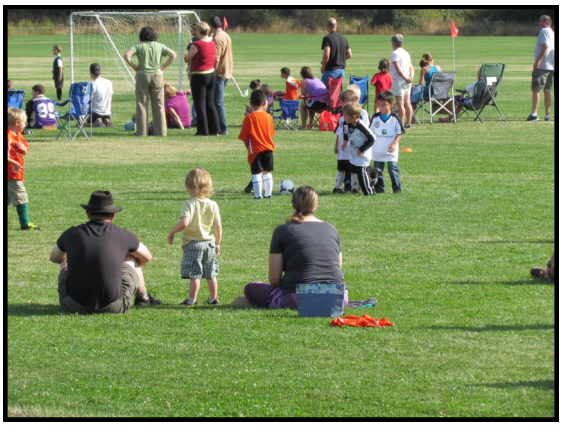
CFU 5.1.1 QUALITY-OF-LIFE AND LEVEL OF SERVICE

Formalize the community's expressions of desired "quality-of-life" in adopted levels of service for each category or type of service delivery.

Discussion: When residents talk about Sequim's high "quality-of-life," they usually express opinions about why they live in the City. To some, quality-of-life is measured by affordable water and sewer services, to others it is feeling safe with quick EMT response, and to others it is good schools and parks for their children. All of these are types of urban services and facilities that form parts of the community's fabric and support community life. When people discuss the City's future, the availability and costs of urban services is invariably a major topic of interest.

Without realizing it, people are stating a desired level of service when they speak about "how much, how close, how frequently, and how well" as well as "what types" of service are desired. Level of service is defined in both quantitative and qualitative terms. Declaring that all homes have water for watering yards as well as human consumption is a qualitative expectation and that entails quantitative considerations – e.g., how much water is required to maintain green lawns for how many months of the summer?

LOS is the primary link between the services that citizens want and expect and capital budgeting and spending that produces services. It operates as a balancing function between what the community wants and what it can afford. If these aren't in balance, there are two options: 1) reduce LOS or 2) increase funding. The former reduces services which may affect perceived quality-of-life, and the latter usually means increasing tax revenues. LOS functions as a "dial" that is turned during the city budgeting process to find the point of acceptable service for an acceptable cost.



City parks add to the quality of life in Sequim and are a service that is expected by both City resident and those that live in the surrounding Sequim-Dungeness Valley.

LOS is one of the highest policy directives in planning for growth and is an inherent feature in the city's official growth plans. The city's 6-year Capital Improvement Plan is the principal budgeting tool to link project expectations with project funding, and LOS is evident throughout the C.I.P. document – if the scope of a project is affected by availability of funds, LOS is also often affected.

CFU 5.1.2 PRIORITIZE CAPITAL IMPROVEMENTS

Prioritize capital improvements consistent with adopted level of service standards and to maintain, rehabilitate and renovate infrastructure over time to retain operational efficiencies and economic life of facilities.

Discussion: The 20-year capital facility master plans prioritize projects based on level of service standards and maintenance of city facilities. Projects are sometimes funded by a grant or a developer, but it is ultimately the responsibility of the City of Sequim to maintain the infrastructure and facilities after the initial construction. This ongoing responsibility is often a more critical financial consideration than the capital cost of the improvement is determining affordability of the investment.

CFU 5.1.3 UNIFORM STANDARDS

Consistently apply the City of Sequim's engineering, land use and level of service standards within the Sequim city limits and the Urban Growth Area.

Discussion: Standards that apply to the City of Sequim also apply to the Urban Growth Area. As properties annex into the City, consistency in the engineering standards, patterns of land use, and densities ensure that services are cost-effective and efficient.

CFU 5.1.4 CAPITAL IMPROVEMENTS FOR ECONOMIC OPPORTUNITY

Invest in capital improvement projects that stimulate private investment in the economy, provide employment opportunities and generate tax revenues to support urban service delivery.

Discussion: Development-ready infrastructure in areas designated on the land use plan as Economic Opportunity Area (EOA), High Tech Light Industrial (HTLI), Senior Lifestyle District (SLD), and Regional Commercial (RC) and Downtown assist in attracting economic development to pointed areas of the City. Infrastructure investment in these desirable locations may serve as an incentive for development.

CONFORMANCE

CFU GOAL 5.2 INVEST IN THE FUTURE: Utilize the city's capital resources to help achieve the Vision of the Comprehensive Plan.

POLICIES

CFU 5.2.1 CAPITAL BUDGETING AND SPENDING

Make only budget and spending decisions on capital facilities that conform to the directions of the Comprehensive Plan.

Discussion: The GMA requires improvements or strategies be in place to accommodate development impacts anticipated to be made concurrently with land development. "Concurrent with the development" is defined by the GMA to mean that any needed "improvements or strategies are in place at the time of development, or that a financial commitment is in place to complete the improvements or strategies within six years." Local governments have flexibility regarding how to apply concurrency within their plans, regulations, and permit system; however Sequim will strive to ensure that development occurs in conformance with the locally adopted utility plans.

CFU 5.2.2 INWARD-GROWTH INVESTMENT STRATEGY

Prioritize growth-related capital investments in services and facilities where needed to attract growth to planned areas of more intensive urban development.

Discussion: Target investment in capital facilities and infrastructure to stimulate business, jobs creation, and housing in Downtown and the SLD, EOAs and the HTLI plan districts. These four land use environments are the primary venues of new growth and higher residential density.

CFU 5.2.3 SUPPORT EXTERIOR GROWTH STRATEGY

Extend sewer and water service projects outside of the Urban Growth Area only in response to a critical public health need and to assist the Jamestown S'Klallam Tribe in preventing degradation of water quality in Sequim Bay.

Discussion: Generally, the extension of urban sewer and water services outside the Urban Growth Area is prohibited, as availability of these services is a natural inducement to non-rural growth. Where necessary to protect public health and safety and/or the environment, these projects are acceptable. As availability of water and ability to manage waste water are primary requirements of development, the city's water and sewer resources are a primary tool for implementing the Growth Framework, especially the component relating to preserving rural lands.

The city's waste water treatment facility has capacity that substantially exceeds the city's 20-year growth projection. This excess capacity enables the city to serve as a regional service provider for areas beyond the current city sewer service area and outside the city UGA. This ability includes extending services to UGAs not directly "associated" with the city's growth future such as the Carlsborg UGA and areas that may pose a serious health risk due to failed septic systems. Primary among the latter are Land Areas of More Intensive Rural Development (LAMIRDS) that are designated by the County throughout the Valley and largely comprised of non-rural residential subdivisions on septic or community (or private) sewer systems. Sun Meadows, Sunland, and Dungeness Meadows are typical of these.

Blyn is another LAMIRD that presents the special circumstances of Jamestown Tribal lands lying within and adjacent to the LAMIRD. The entire Blyn LAMIRD is designated by the County as a Rural Center and most of the LAMIRD sits between SR 101 and the Sequim Bay shoreline. The LAMIRD designation allows infill development of similar use, intensity and scale as the existing uses, and the Tribal lands are not subject to County plans and regulations. The city's capacity to provide sewer services to the LAMIRD as it matures and to the Tribe as it grows as a tourist destination plays a critical role in environmental protection of the Bay. Even with sewer services to Carlsborg and Blyn, the treatment facility maintains a capacity as the Valley's regional purveyor to meet other needs outside the city UGA, especially the closest subdivisions such as Sun Meadows and Sunland.

CFU 5.2.4 SITING FOR COMMUNITY EFFICIENCY

Locate community-based capital facilities where they are easily accessed by the majority of users.

Discussion: For the public good civic centers, community centers, libraries, post offices, museums and other public facilities are located near the people. Density is directed towards the Downtown and the SLD where these public facilities are located to serve the most residents. New investments over time serve the greatest good socially, financially and environmentally by continuing the inward development pattern in Sequim.

CONCURRENCY

CFU GOAL 5.3 TIMING OF NEW SERVICES: Maintain LOS as the community grows by ensuring that new development pays the full costs of increases in service demands created by the development.

POLICIES

CFU 5.3.1. SERVICE AVAILABILITY WITH OCCUPANCY

Ensure that adequate public facilities and utility services, including water, wastewater and solid waste, are available at the time of occupancy and use.

Discussion: Concurrency is the discipline to meet service demands generated by growth at the time of occupancy or use without reducing prescribed levels of service. Concurrency is important to both current and future generations – to the current one primarily to avoid incremental erosion of quality-of-life, and to future generations that expect to avoid inheriting substandard services or deferrals in capital improvements to enjoy a similar quality-of-life. Concurrency is a primary mechanism to address the costs of growth and behaving in ways that maintain the future's affordability.

Water for New Plats / Plat Expiration

Availability of adequate water for potable demand and fire protection is a condition of subdivision approval, but rights to such water do not accrue solely as a result of preliminary subdivision approval. Water is one of the scarcest resources needed to support development, and it can't be tied to projects that don't materialize. Even final plat approvals are not a "safe" time to commit city water service until a building permit has been issued and General Facility Fees for water have been paid in accordance with Sequim Municipal Code. Further, no lots in an expired plat which have not paid general facility fees and connected to the city water system are considered in future water needs analyses.

CFU 5.3.2 SERVICE PHASING BY GEOGRAPHIC TIERS

Phase development within the urban growth area by geographic tiers, consistent with the programmed availability of services as adopted in the 20-year Capital Facilities Plan.

Discussion: The *Infrastructure Phasing Tier Map* (**Figure 5.A**) shows the pattern of utility infrastructure development anticipated to support the City's growth from 2015-2035. The "tiers" present a conceptual strategy for aligning planned funding capacity for service extensions with planned growth over time. The tiers are not absolute – factors such as new sources of revenue or changing market conditions affect the city's ability to pursue opportunities as well as periodic need to reassess priorities. Although the tiers represent relative timing of service extensions to new development, the strategy does not preclude earlier development if required service extensions are funded without city resources, i.e., by project proponents.

Tier 1 is developed first and supports the city core as well as new land use opportunities along the East Washington and Brownfield corridors. Tier 1* is expected to develop relatively soon – between 2015 and 2020 – driven by large commercial development. Tier 2 along the West Sequim Bay Drive corridor and the north portion of the City, areas already-well served by sewer and water utilities, develops next between 2021 and 2030. Tier 2* is geographically more remote but may develop quickly, driven by several factors; the possible introduction of a sewer line

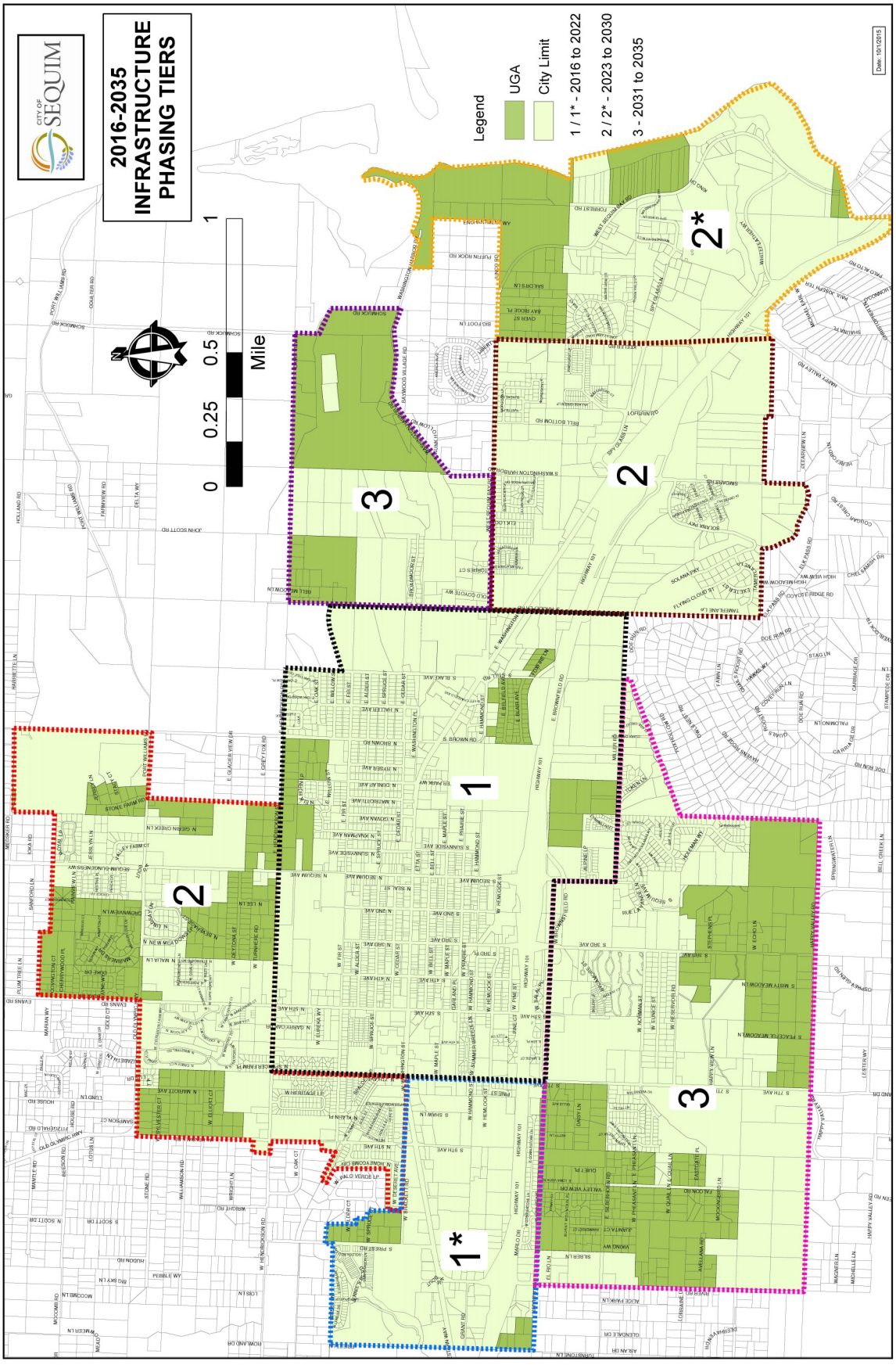


Fig. 5.A Infrastructure Phasing Tier Map

to this area from Blyn, development of the Wayne Enterprises resort, and eventual annexation of Battelle Marine Science Laboratories. Tier 3 is the least developed area of the City and the most lacking urban services. Without predominant developer financing of needed utility and service extensions, development is not expected until the last five years of the capital facilities strategy. Services provided within each tier are designed to serve demand of future development tiers as well as the current tier; for example, a water line installed to serve the first tier of development is built to meet the capacity needs of later, adjacent tiers.

CFU 5.3.3 REASSESSENT OF LAND USE ELEMENT

Reassess the land use element if probable funding falls short of meeting existing needs and to ensure that the land use element, capital facilities plan element, and financing plan within the capital facilities plan element are coordinated and consistent.

Discussion: Reassessment of the planned land use pattern is specified in the GMA as the initial response to overcoming shortfalls in funding to meet capital facility needs. However, planning for land use efficiency is not commonly the response of local governments in the annual budgeting process. Rather, in making budgetary adjustments to balance the annual budget, capital improvements are often deferred or level-of-service reduced. Both of these impact quality-of-life expectations – citizens either don't get the community improvements identified in plans and / or they get less frequent or lower services than desired. Increasing taxes is limited by state law, and it is not a popular option to maintain service levels.

The link between the land use element and capital facilities plan element is the backbone of planning for a sustainable future. Invariably, citizens plan for more services and facilities than can be afforded, producing ever-increasing separation between what the community expects and what can be delivered. Adjusting the land use pattern may close the gap by increasing the efficiency of service delivery – more customers per unit of service capacity expended – and adding revenue-generating land uses to Plan. Adjustments to the land use plan do not produce immediate results, but they are critical to staying on a path that maintains quality-of-life with growth.

WATER RESOURCES

CFU GOAL 5.4 SUSTAINABLE WATER: Provide perpetual leadership, forethought and stewardship, safeguarding the City's and regional water supplies.

POLICIES

CFU 5.4.1 WATER MAIN EXTENSIONS

Develop, secure or construct water main extensions to assure the continuous operation and maintenance of the City's water system

Discussion: Encourage private water systems within Sequim's Urban Growth Area and region to network with and incorporate into the City's water system. The City's recently adopted the Water System and a 6 -year Capital Improvement Plans which continues to provide needed upgrades and capital improvements necessary to accommodate anticipated future growth.

CFU 5.4.2 WATER RIGHTS

Provide reliable water sources by substantiating and acquiring water rights regionally and within the City's Urban Growth Area.

Discussion: As Sequim's water service area grows and becomes contiguous throughout the Urban Growth Area and potentially regionally, the City's use of inter-ties, water wheeling agreements and acquisitions of additional water rights complement the City's water system to meet growing needs. For these initiatives, priority attention is given to water purveyors or private water systems that are located within Sequim's Urban Growth Area and regionally and that are strategically situated in locations for the City's growth.

Numerous small water systems are located within the Sequim Dungeness Region as shown in the map (**Figure 5.D**) on page 13; many are located within the Urban Growth Area and are positioned to be connected to the City's water system as the City grows.

CFU 5.4.3 WATER LEVEL OF SERVICE

Maintain water service LOS to meet domestic use and fire safety needs while applying conservation practices to offset increased demands of 2% growth inside the city and 4% growth within the UGA.

Discussion: The key sewer service standards to provide a minimum level of service for existing and future customers are shown in **Figure 5.B**. These design standards are applied in a periodic analysis of the existing system facilities in the Water System Plan. Comparing existing system performance to these design standards revealed certain deficiencies that led in part to the inventory of projects that appear in the CIP.

Service Parameter Standard	
Service Parameter	**Standard**
Distribution system pressure	30psi – peak hour demand
	20psi – fire flow during MDD2
Transmission Main Pipeline Diameter	8 in min. serving fire hydrants
Fire Flow	3000gpm – commercial development
	1000gpm – residential development
Source Capacity	MDD with 18 hours of pumping
	MDD plus capacity to replenish fire suppression storage in 72 hrs.
	ADD3 with largest source out of service
Operational Storage	10% of total storage
Distribution System Leakage	10% of total source production

1Source: Water System Plan, Chapter 3; 2MDD – Maximum Day Demand; 3ADD – Average Day Demand

Figure 5.B.

CFU 5.4.4 FUTURE WATER DEMAND

Meet increased water demand with projected urban growth by utilizing the CIP annual review process and long-range Capital Facilities Plan to maintain service through program budgeting associated with a phased extension (tiering) strategy.

Discussion: The water utility's future service boundaries include the Urban Growth Area and adjacent territory in which Sequim may become the logical water service provider. The City may also acquire private water systems if the areas that those systems now serve are annexed to the City. Certain other portions of the UGA areas outside the Sequim city limits are served by the Clallam County Public Utilities District. Extension of municipal water service to current PUD customers will be regulated by a 1995 agreement between the agencies that requires mutual participation and consensus as appropriate boundary and infrastructure adjustments. Sequim's Water System Master Plan projected water demands within the existing system boundaries for the CIP planning period by assuming that it will increase at a rate equivalent to the population growth rate. The Water System Plan analysis assumes a modest annual growth rate of two percent for the Sequim UGA, starting from the 2010 base year US Census total population. During this time period, Sequim is anticipated to annex more of the UGA at a rate of 4 percent per year. **Figure 5.C**. illustrates water demand growth through the CIP planning period and includes a long-term projection based on a 20 year planning horizon. The chart also includes the estimated number of Equivalent Residential Units (ERUs) for each annual period. ERUs provide a method to express water use by non-residential customers as an equivalent number of residential customers. ERUs are calculated by dividing total single-family residential water use by the total number of single-family residential connections, giving average single-family residential water use. The volume of water used by non-residential customer classes is then divided by average single-family residential water use to determine the number of ERUs utilized by the other water user categories.



The predicted demand for water is an important component of any growth strategy.

City of Sequim 2014 - 2019 Capital Improvement Program
Water System Demand Projections

Factor	2014 Estimate	2015 Estimate	2016 Estimate	2017 Estimate	2018 Estimate	2032 Estimate
Population	7,054	7,744	7,990	8,244	8,505	12,989
Average Daily Demand (mgd)	0.080	0.859	0.880	0.901	0.923	1.290
Equivalent Residential Units	5,151	5,275	5,401	5,531	5,664	7,915

Figure 5.C.

CFU 5.4.3 CLASS "A" RECLAIMED WATER USE

Promote the use of Class "A" Reclaimed Water from the City's Reclaimed Water Facility in ground water recharge, residential use, and existing industrial or commercial customers, require Reclaimed Water use in new industrial or commercial customers.

Discussion: Class "A" Reclaimed Water produced at the City's Reclaimed Water Facility may be used as irrigation, toilet flushing, ground water recharge, mitigation, commercial or industrial and other uses as allowed by state and federal guidelines. The development and utilization of the City's Reclaimed Water program as a resource will be accomplished with the education of residential and commercial customers. The Washington State Department of Ecology and Health regulates the standards for reclaimed water programs and uses.

CFU 5.4.4 WATER REGULATION

Continue to use regulatory measures, programs and ordinances to protect the City's water resources.

Discussion: Maps, regulation and identification of aquifer recharge areas and wellhead protection boundaries are created to protect the groundwater resources. Critical area regulations in Sequim and in Clallam County promote healthier water resources. Water recharge zones extend beyond Sequim's growth boundary but are influenced by the activity on the properties beyond.



Crews test chlorine and pumping levels.

CFU 5.4.5 EDUCATION

Provide education and demonstrations for surface water management programs for citizens living in Sequim and within the Urban Growth Area.

Discussion: A healthy supply of water has always been of great value to the local community's economy and well-being. Sequim recognized that "water is wealth" when pioneers built the first irrigation ditches before the turn of the 20th century. Now, as the 21st century is underway, we have learned how truly vital –and scarce–water can be in certain times and certain places.



Irrigation ditches run through the City of Sequim and throughout the Sequim-Dungeness Valley.

Within the City we have several water amenities enhancing our quality of life, including Bell Creek at Gebhardt-Zwicker Park (behind QFC) and Gerhardt Park (S 3rd Ave.), Johnson Creek beach (John Wayne Marina), Carrie Blake Park ponds, and the Haller Fields--irrigated with reclaimed water. We also enjoy the murmur of irrigation ditches conveying precious irrigation water from the Dungeness River to farms and ranches throughout the watershed all summer. These same ditches convey stormwater through the City in the rainy season, mostly from County lands uphill of the City limits.

WASTE WATER

CFU GOAL 5.5 SEWER SERVICE: Manage sewer resources to provide a consistent, connected sewer system that meets community quality of life standards.

POLICIES

CFU 5.5.1 REGIONAL SERVICE

Plan and manage the City's sanitary sewer resources to provide cost-effective, dependable regional sanitary sewer services to the Sequim-Dungeness Valley and eastward to the county line.

Discussion: The City owns and operates a wastewater collection and treatment system including a Wastewater Reclamation Facility (WRF) and is authorized by the State to provide sewer service to customer and properties located both within and outside the city limits. Sequim's extension of wastewater treatment to the Carlsborg UGA collection system is an example of the city using its system capacity to support an area designated for urban growth separate from the Sequim UGA. There are other pockets of "urban-like" residential developments on community treatment systems in the Valley that struggle to maintain safe, quality service at affordable rates that also fall within the city's ability to extend services. These are evaluated on a case by case basis with consideration given to mitigation of public health risks and consistency with the City's growth strategy.

The Jamestown S'Klallam Tribe's plan to develop resort facilities to complement its Blyn casino raises another potential for the City as a purveyor of sewer services. Reservation and US Trust lands are not subject to a county's comprehensive plan and its designations of urban growth areas, and the City's extension of sewer services to Reservation and US Trust lands is consequently not constrained by provisions of the GMA.

CFU 5.5.2 SEWER LEVEL OF SERVICE

Maintain sewer LOS consistent with community needs for wastewater treatment and disposal, efficient management of scare water resources, and protection of regional eco-systems.

Discussion: The wastewater utility's performance standards are established in its current National Pollutant Discharge Elimination System (NPDES) permit. The NPDES was established in Section 402 of the Federal Clean Water Act (CWA). The Washington State Department of Ecology administers NPDES permits on behalf of the US Environmental Protection Agency. Among its many provisions, the NPDES permit sets the wastewater discharge standards that are shown **Figure 5.E**. These standards are consistent with the treatment processes necessary to produce Class A reclaimed water. The permit also allows discharge of the treated effluent to either Bell Creek in Carrie-Blake Park or to the Strait of Juan de Fuca. In addition to Federal and State regulatory standards, Sequim Municipal Code sections 13.28 through 13.80 prescribe further regulations for the City's sewer system. This multi-layered regulatory framework is the primary driver defining the six-year CIP project inventory, thus ensuring the continued NPDES compliance.

NPDES Permit Discharge Standards	
Parameter	Average Monthly Standard
Biochemical Oxygen Demand (Bod5)	30mg/L 200lbs/day 85% removal
Total Suspended Solids	30mg/L 200lbs/day 85% removal
Turbidity	2 NTU
Ammonia - N	3.3mg/L
Nitrogen	10mg/L; Daily Maximum
pH	<9; 7-Day Median
Total Coliform Bacteria	2.2/100 mL
Total Maximum Flow – 0.8mgd	

Figure 5.E.

CFU 5.5.3 GROWTH IN DELIVERY SERVICE

Maintain desired sewer LOS while growing at 2% within the City and 4% within the UGA in the period 2015-2035.

Discussion: The projected population to be served by the Sequim wastewater utility for 2020 and for 2035 assumed:

- Population will increase at an annual rate of 2 percent in the incorporated area and in the UGA;
- Homes with on-site septic systems within the city limits will connect to the sewer system at an annual rate of 1 percent; and
- Sequim will annex additional regions of the UGA at an annual rate of 4 percent, and all such annexed areas will connect to the sewer utility.

Figure **5.F** summarizes the sewer service population and flow projections for the Six-Year CIP period and Comprehensive Plan 20-year periods.

Baseline and Projected Wastewater Population and Flow			
Parameter	2011 Baseline	2020 Projection	2035 Projection
Population (city limits)	6,740	8,770	12,990
Sewer Service Population	6,743	9,100	14,120
Total ERUs	5,000	6,550	9,900
Average Annual Flow (mgd)	0.66	0.83	1.22

Figure 5.F.

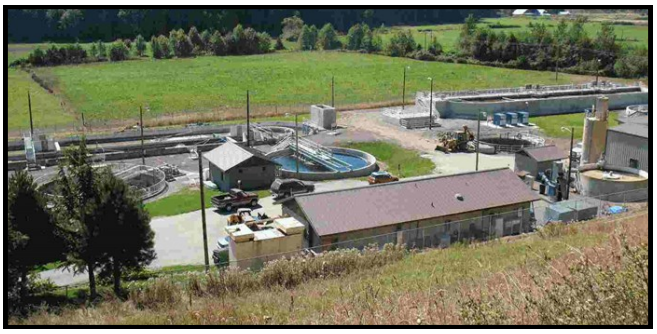
The selection of short-term priority capital investments are tied to the following considerations:

1. Upgrades to the WRF and pump stations are needed to replace equipment that is near the end of its life-cycle or lags current technology;
2. Collection system upgrades are needed to replace deteriorated materials and thus reduce infiltration / inflow; and
3. Improvements to the reclaimed water distribution network are needed to expand application of reclaimed water for irrigation and non-potable use. Capital Improvement initiatives with the six-year program are not intended primarily to support new development in the UGA or to advance Sequim's potential position as a regional provider of wastewater treatment services.

Wastewater facility capital improvements have been identified by first determining the quantity of wastewater generated by the system's contributing sources. Wastewater comes primarily from single- and multi-family homes, permanent mobile homes and group housing such as nursing homes. Lesser amounts come from commercial, industrial and public facility land uses.

To estimate future system demand, the average annual flow contributed by a single-family household is expressed as an Equivalent Residential Unit (ERU) in gallons per day (gpd). Nonresidential wastewater generation is calculated by dividing the total flow per land use category by the average flow per ERU. Thus, the ERU allows sewer flows from all sources to be expressed in comparable terms.

Infiltration and inflow entering the sewer system during periods of high groundwater levels also contribute to the wastewater treatment burden. Infiltration is groundwater that enters the sanitary sewer through leaking pipes, pipe joints and manhole walls. Infiltration rates vary seasonally in response to groundwater levels. The highest rates of infiltration occur after significant storm events. Inflow is surface water that enters the sewer system from yard, roof and footing drains, from cross connections with storm drains and through manhole covers. Peak inflow also occurs during heavy storm events. Inflow and Infiltration (I/I) are usually combined and measured in gallons per acre per day. Sequim's winter residential water consumption data for the period of 2009 to 2011 were used to estimate the baseline and projected discharge to the sewer system. Winter water use omits the effects of irrigation runoff, giving a more accurate reflection of annualized average daily flow.



Sequim Water Reclamation Facility

WASTE DISPOSAL

CFU GOAL 5.6 SOLID WASTE & RECYCLING: Provide quality waste disposal and recycling options to City customers.

POLICIES

CFU 5.6.1 SOLID WASTE

Coordinate with solid waste providers to provide quality solid waste and recycling opportunity in Sequim.

Discussion: Sequim residents and businesses are provided waste disposal and recycling one time per week. The City adopts the Clallam County Comprehensive Solid Waste Management Plan (CSWMP) to meet the requirements of the Solid Waste Management Act. Solid waste services are provided to the City of Sequim by contract by D.M. Disposal. Collection of garbage is required for all residential and commercial customers, and collection of recyclable materials is required for all residential customers including those in multi-family units.

As the customer base increases with growth, the potential benefits to the city to internalize solid waste services increase. Reestablishing city-operated garbage collection makes good use of city facilities, services and personnel – particularly utility billing and Public Works staffs – and may help control costs to residents and businesses. Evaluation of this potential change is warranted periodically as Sequim grows.

PUBLIC SAFETY

CFU GOAL 5.7 SAFE COMMUNITY: Protect and serve the community and the urban growth area through quality public safety initiatives and partnerships.

POLICIES

CFU 5.7.1 COORDINATED PROTECTION SERVICES

Deliver high-quality public safety services to city residents and businesses by maintaining coordination among the three public safety entities that protect city residents, properties and businesses.

Discussion: Sequim residents place high value on maintaining a safe community. Seniors in particular are vulnerable to dangers of criminal activity and personal accidents including household fires. Businesses, too, are affected by crime and property loss through fire. City residents and businesses are protected by the city Police Department and Fire District 3, with cooperative agreement with the Clallam County Sheriff for mutual support. These three providers coordinate protective services capacity – including response to natural disasters – and resource needs associated with growth.

CFU 5.7.2 POLICE LEVEL OF SERVICE

Provide emergency response times within the total city for high priority calls for service within four minutes or less response time; maintain responsiveness for all other services provided at a level consistent with the mandates of the comprehensive plan to meet the goals of contributing to our community being "friendly, lifestyles, "small-town" convenience, and overall high quality of life."

Discussion: The Sequim Police Department is charged with a variety of duties relating to the protection and safety of the community. This mandate is carried out through the response to 9-1-1 emergency calls; enforcement of criminal and traffic laws; the investigation of criminal activities, deaths, and collision investigations; the arrest of offenders; the location of lost and/or missing persons; first responder medical response; handling general citizen complaints regarding nuisances or safety; and emergency management/preparation. The Department coordinates investigations and law enforcement operations with other jurisdictions and agencies. Additionally, the Support Services front counter offers animal licensing and weapons permitting and transfers, as well as employment fingerprinting, records retrieval, bicycle licenses, incident reports, pet licensing, vacation check requests, parking ticket adjudication and public records requests.



Sequim Police serve the community in many different ways.

The Department commits to meet this policy by having sufficient staffing to provide an adequate balance of capabilities to response both to emergency calls for service and adequate enforcement and investigative time to commit to calls for service that impact quality of life. Support services and patrol operations are expected to be adequately staffed to continue to respond to service calls. Police Officers respond to all requests for services. The support staff answers the phone and is available to citizens at our front counter during City regular office hours. Those levels of service seem basic but in many communities you can no longer speak to an officer for every type of call for

CU 5.7.3 POLICE RESPONSE TO CHANGE

Prepare and respond to new demands the future may place on Police Services.

Discussion: Crime by technology, identity theft, and other forms of globalized fraud enabled and enhanced by technology are already significantly more difficult to investigate and are becoming more prolific as time goes by. Since 2008, the police department has reduced staffing and services due to recessionary budget impacts. We currently rely more heavily on volunteer staffing to accomplish some of our tasks. Others, such as providing dedicated traffic enforcement, a dedicated Public Information Officer, an Emergency Management Coordinator, and a Crime Prevention Officer have been deleted or significantly reduced. Restoring these functions and improving on future crime prevention utilizing the "Crime Prevention Through Environmental Design" process are a likely outcome of continued future growth. Unfunded mandates are always a concern and the State Legislature has continued to periodically add tasks and costs to Police areas of operation without providing the revenue stream with which to carry out those tasks. Examples include the requirement to comply with public records disclosure requests; providing regulation, reporting and control of liquor and drug sales and possession; increased costs associated with juvenile of-

fenders; holding facility requirements, OSHA / WISHA compliance, Police Officer hiring and training standards; the advent of body and car camera systems; and costs related to public records and evidence retention.

CFU 5.7.4 COST OF INCARCERATION

Provide sustainable, cost-effective solutions to the rising cost of local incarceration.

Discussion: The new City Hall/Police facility will fit our immediate needs for the next 20-30 years. However, due to the high cost of county jail and state prison incarceration, increasingly municipalities around the state are incorporating municipal jails into their criminal justice function. The corollary to the incarceration function is the need to have a municipal court function. Currently all of these functions are carried out by contract however if the costs or capabilities of the County to provide these services continues to increase, at some point the City may be forced to turn to localized control of those functions. Regionalization of criminal justice functions to achieve enhanced efficiency and effectiveness may be an alternative area of future discussion but is contingent on mutual cooperation between the county and / or its cities. Regionalization may be particularly attractive due to the fact that Eastern Clallam County has been growing at a faster rate than the rest of the County. There may also be some opportunities to create new partnerships with Jefferson County and Port Townsend due to their proximity and the potential for economy of scale.

CFU 5.7.5 FIRE EMERGENCY LEVEL OF SERVICE

Provide emergency response times within the total city UGA consistent with an urban level of service.

Discussion: Clallam County Fire District No. 3 serves the eastern portion of Clallam County and is the city's official fire department. The District serves an area of 144 square miles that includes all of Sequim and its UGA, the entire Sequim-Dungeness Valley, and beyond. The service population within the total city UGA is projected to grow by over 3,000 by 2035, a population increase of 40%. The Fire District separates the level of service into two standards, *rural* and *urban*. Sequim and its urban growth areas are designated to meet the urban response standard. With a fire station in Sequim, services response times in the immediate area are 0-4 minutes. Areas at the city's east end – including the Solana subdivision and John Wayne Marina – are in a service area of 5-8 minute response time. (**Figure 5.G.)**



Clallam County Fire District 3 responds to a fire at Sequim restaurant.

Projected population growth within the city UGA as well as throughout the District's service area requires additional response capacity at the Sequim Headquarters station. The District's long-range plan includes capacity improvements at the current location to keep up with increased service demand with growth. The city's planned improvements to cross-city connectivity and creation of a more fully-developed road network also enhance the station's ability to meet the 0-4 minute response time throughout the UGA, even as the city grows by 40%.

With no projected significant shift in Sequim's age demographic over the 20-year planning period, the incidence of emergency response calls to assist seniors mimics the high proportion of this demographic in the city's future. The city station's location is well-suited for this demographic, as the planned Lifestyle District and the Downtown neighborhood are primary venues of senior living and within a few blocks of the station.

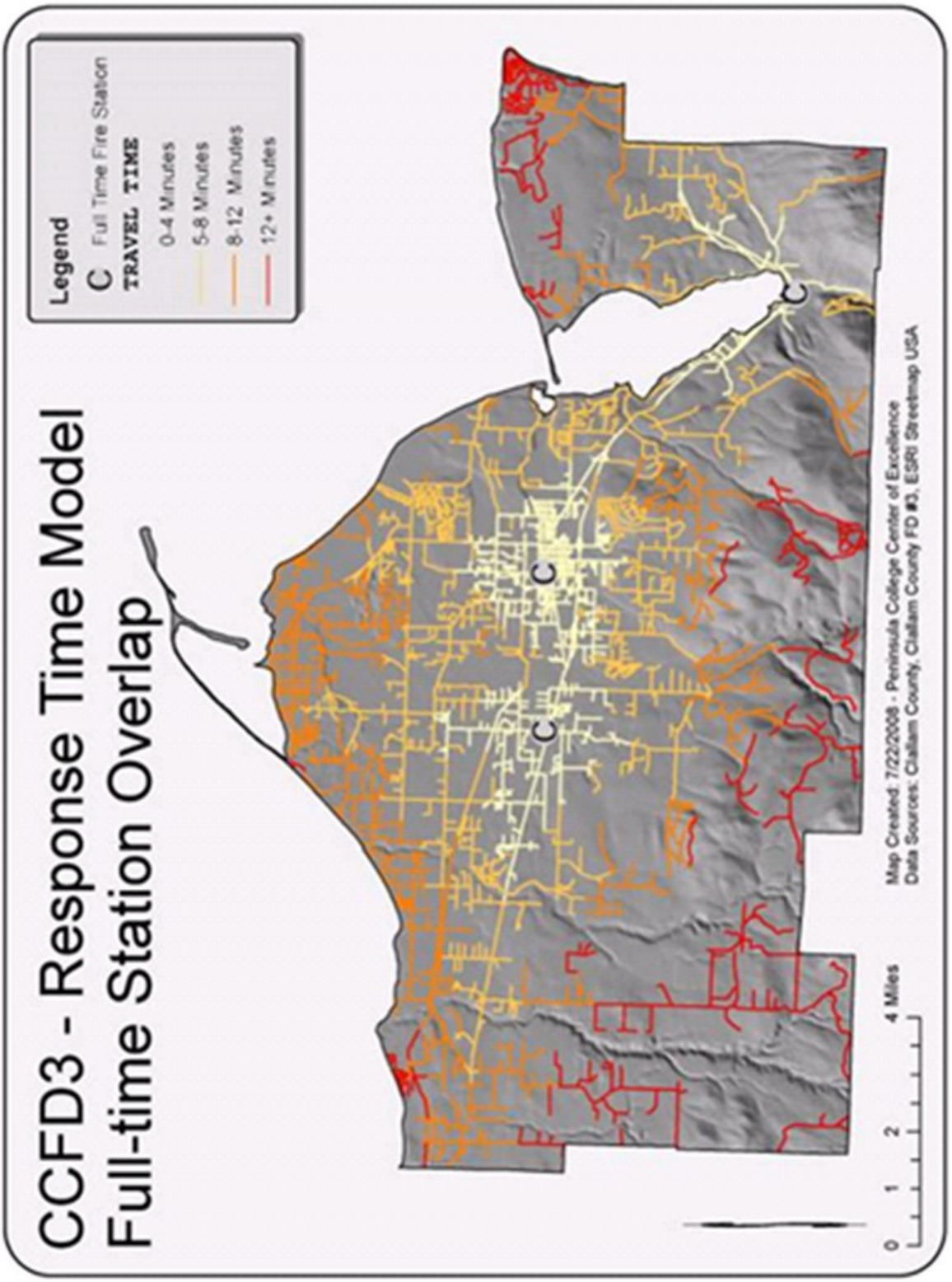

CCFD3 - Response Time Model
Full-time Station Overlap
Legend
Full Time Fire Station
TRAVEL TIME
0-4 Minutes
5-8 Minutes
8-12 Minutes
12+ Minutes
C
C
C
0
1
2
4 Miles
Map Created: 7/22/2008 - Peninsula College Center of Excellence
Data Sources: Clallam County, Clallam County FD #3, ESRI Streetmap USA

Figure 5.G.

POWER UTILITY

CFU GOAL 5.8 RELIABLE ENERGY: Sustain and support reliable, safe and affordable energy resources.

POLICIES

CFU 5.8.1 AFFORDABLE & RELIABLE ENERGY SERVICES

Provide quality, affordable and reliable conventional and renewable power for residents and businesses within the entire UGA.

Discussion: The Clallam County Public Utility District (PUD) is the electricity provider for the city and its UGA. The PUD offers renewable energy options such as solar, wind, thermal, biomass and off-shore wave energy.

CFU 5.8.2 UNDERGROUNDING OF UTILITIES

Lower the risk of power failure and eliminate the visual impact of poles and overhead lines on the community's visual quality and character by requiring undergrounding of power distribution and service to new development and as a component of large-scale redevelopment.

Discussion: Undergrounding utility services with new development is a common practice and a standard requirement of most city development codes including Sequim's. Infill development presents unique challenges requiring consideration of impacts to adjacent properties that are connected by overhead distribution – the costs to individual properties to make the change are sometimes disproportionate to the value of the property. The pro forma of large-scale redevelopment or infill projects usually include these costs as they are internal to the project and critical to its marketing.



Underground utilities in new developments like Cedar Ridge are common practice.

CFU 5.8.3 POWER TO GROW

Ensure adequate power capacity to meet the service demands of growth to 2035, including 50% more population and new businesses and industries.

The Clallam County PUD purchases power from the Bonneville Power Administration (BPA).

Discussion: The Clallam County Public Utility District No.1 (PUD) provides electrical power to the City of Sequim and the UGA in Clallam County (See Figure **5.H**). The PUD does not generate its own power but purchases it from the Bonneville Power Administration (BPA). Since 2015 the PUD has operated from its Main Administration building and Central Warehouse Facility in Carlsborg.

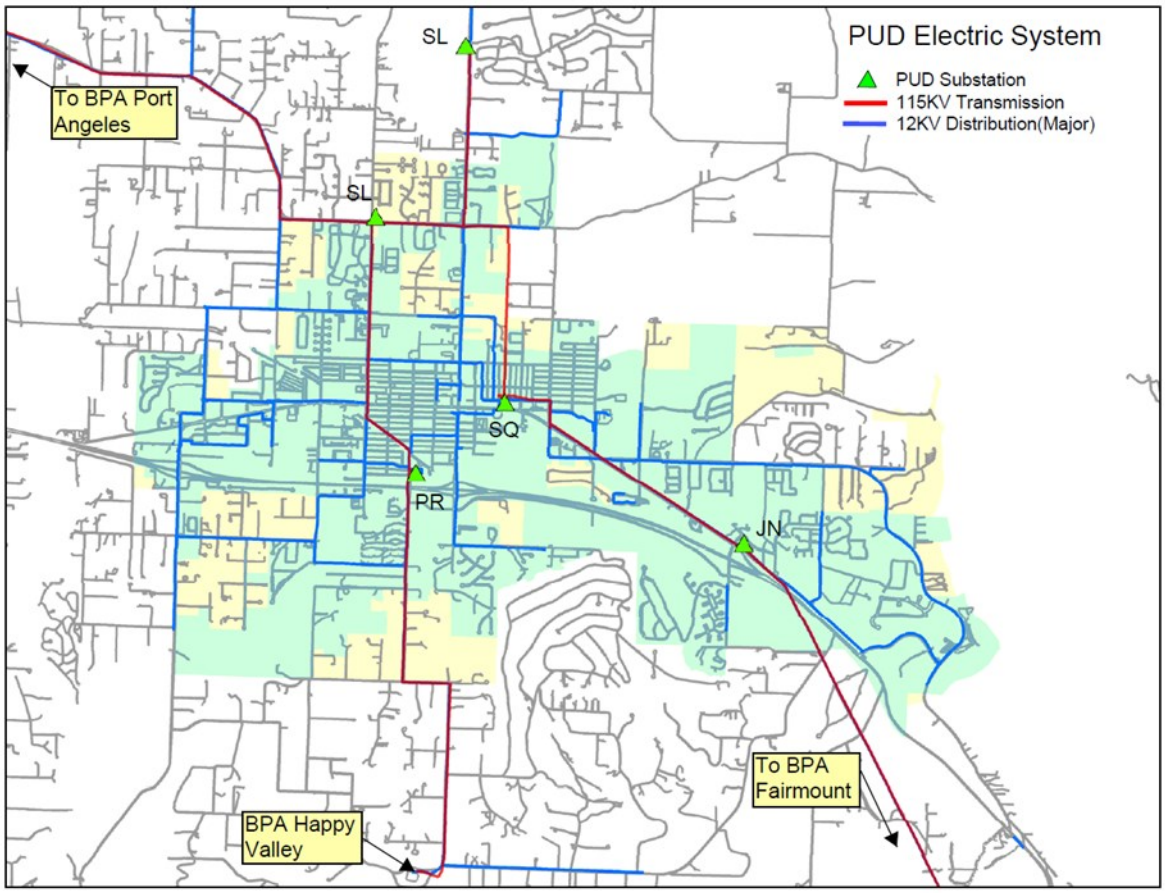


Figure 5.H.

PUD transmission lines serve a system of PUD distribution substations, which reduce the voltage to 12,000 volts (12KV) for distribution within the City. Sequim is served by all or a portion of feeders from 5 PUD substations: Evergreen (EV), Prairie (PR), Sequim (SQ), Johnson Creek (JN) and Sunland (SL). The power from these stations is distributed by both underground and overhead 12KV lines throughout the Sequim UGA. Approximately 1700 distribution transformers then further reduce the voltage to a utilization level for residential, commercial and industrial consumers.

In accordance with state law, the PUD has an obligation to provide electricity upon demand and in accordance with the requirements of the Revised Code of Washington. This essentially obligates the PUD to normally provide service to customers within its service territory as it is requested. This is known as a utility's duty to serve. Service connections and line extensions to new developments are paid for by the development or customer. The cost of system improvements such as transmission lines and substations are shared by all customers through general rates. Needed improvements to the system are planned for in advance and phased to avoid large impacts to electric rates.

The area bordered by the Sequim UGA has a Peak demand of approximately 39 megawatts and an average demand of 14 megawatts. The PUD is projecting electric service growth at a rate of approximately 1 percent per year which is consistent with the electrical growth over the 6 year period between 2009 and 2015. It is also understood that there are several large tracts within the UGA immediately available

for development, and the PUD planning considers that such development may be relatively short notice with electric demand of up to several megawatts needing service. **Figure 5.I** summarizes typical average load demand per square mile for different general categories of land use:

Use	Load Demand
Single family housing	6-9 megawatts / square mile
Multi-family housing	15-20 megawatts / square mile
Commercial Development	25-30 megawatts / square mile
Industrial development	Varies

Figure 5.I.

The installed substation and feeder capacity within the UGA is approximately 50% higher than current demand requirements. In addition to future development and load growth this reserve generally provides loss of station and feeder contingencies for much of the UGA resulting in favorable electric system reliability for the majority of City customers.

As of 2014 the PUD had implemented Supervisory Control and Data Acquisition (SCADA) at all Sequim area substations.

CFU 5.8.4 POWER CONSERVATION

Support the PUD's conservation programs to maintain capacity to meet energy demands as well as reduce market pressures on rate increases.

The relatively slow increase in electric consumption for the Sequim UGA is in part a result of incentivized conservation programs sponsored by the PUD and BPA. These programs include:

- Heat Pump installations to replace resistive heating
- Residential Insulation, including inspections, recommendation and associated incentives
- Appliance Rebates, including washers and hot water heaters.
- Commercial Lighting
- Custom Projects

The PUD is a leader among Washington Public Utility Districts in the development of customer cogeneration and distributed generation with the Sequim UGA including more than 30 customer solar generation systems with a total design capacity of about 140 kilowatts (see **Figure 5.J** "Customer Solar"). The PUD is also reviewing the feasibility of community solar systems on the order of 100 kilowatts.

The PUD maintains a current Strategic Plan and Strategic Objectives that guides the mission to provide reliable, efficient, safe, and low cost utility services in a financially and environmentally responsible manner. In addition, the PUD maintains a long term Capital Improvement Plan that fully describes the existing system, future requirements and improvements, and evaluates the merit of improvements within budgetary constraints. Potential improvements pertaining to the City of Sequim include:

- A new substation located south of Sequim is planned by 2020 to accommodate load increase and to provide reliability enhancing feeder contingencies for south and west Sequim and for the area south of Highway 101 between Carlsborg and Sequim.
- Implementation of a conservation voltage reduction project through distribution automation and substation voltage regulation that will result in an approximate 1.5% energy reduction throughout the service territory. The Sequim UGA is scheduled to gain the benefits of this project between 2017 and 2020.
- Completion of trunk feeder ties between 2021 and 2023 which will provide alternate electrical sources to almost all City of Sequim customers, with a signification reliability enhancements and

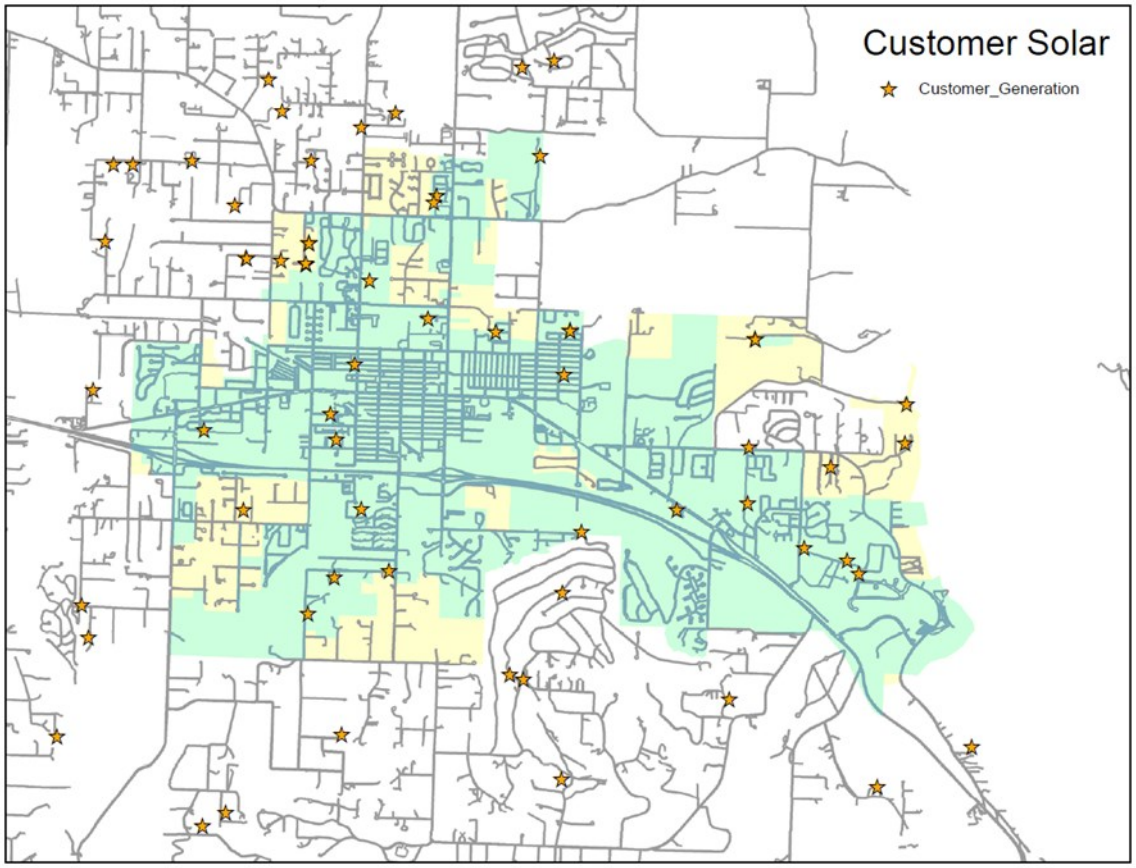


Figure 5.J.

improvement in operational efficiencies.

- A new BPA point of delivery southeast of Sequim between 2025 and 2030 to accommodate load growth and to serve as a more reliable source than the alternate BPA point of delivery at Fairmount.

A transmission line rebuild inside Sequim is likely by 2021.

CFU 5.8.5 SERVICE SYSTEM REDUNDANCY

BPA provides power to Sequim and the Olympic Peninsula via two transmission lines that run within the same right-of-way from Olympia through Shelton. Either of these two lines can carry the service load if the other line is out of service. Electricity is currently supplied to the area by 115,000 volt (115KV) transmission lines with the following BPA sources:

- One line from BPA Fairmont Substation, following along Highway 101.
- One line from BPA Happy Valley Substation, along 3rd Avenue.
- One line from Port Angeles Substation, along Old Olympic Highway.

The BPA source for the Sequim area is normally from the BPA substation at Happy Valley but various contingencies allow for switching the source from Happy Valley to either Fairmount or Port Angeles.

LIBRARIES

CFU GOAL 5.9 LIBRARIES TO CONNECT COMMUNITY: Enhance educational, enrichment and empowerment opportunities within the local community through convenient library services and facilities that are efficient, safe, convenient and comfortable.

POLICIES

CFU 5.9.1 QUALITY LIBRARY SERVICES

Provide quality and efficient library services to Sequim and the UGA.

Discussion: The North Olympic Library System (NOLS) serves all of Clallam County with a Sequim Branch located in Sequim with three other branches in Port Angeles (main), Forks and Clallam Bay. Services include over 260,000 books, e-books, DVDs, digital audio books and other materials. The library branch offers programs and events for people of all ages with meeting rooms, Wi-Fi access and public computers. Beyond books and periodicals, through physical and electronic sources of media, the library provides educational and enrichment opportunities to the community. Classes and other enrichment opportunities are available in the branch libraries offering response to community needs and development of the local economy.

The North Olympic Library System (NOLS) serves all of Clallam County with a Main Library located in Port Angeles and branches in Sequim, Forks, and Clallam Bay. Core services include:

- Lending library materials, and providing access to resources, at no direct cost to customers
- Assisting with information and research needs and providing access to and training in using information technologies
- Providing meeting space for public interaction
- Providing early literacy services and programming
- Offering diverse programs, events, and classes, which promote learning, skills acquisition, intellectual and cultural stimulation, civic discourse, social engagement, entertainment, relaxation and creative fun
- Engaging with community partners in order to connect community resources to community needs.
- Increase opportunity to access books by installing "NOLS Tiny Libraries" in central locations throughout the service area.

CFU 5.9.2 LITTLE FREE LIBRARIES

Minimize regulatory obstacles to the placement of Little Free Libraries throughout city neighborhoods as a grassroots citizen effort to promote book reading and help make connections among neighbors.



This Little Free Library welcomes neighbors.

Discussion: Little Free Libraries are an international movement founded in 2010 and not associated with the local public library system. The movement started from the initiative of one individual who made the first little library, and then more, and finally many more that inspired a grassroots culture that surfaced in communities across the nation. Little Free Libraries can be purchased or home-built and must meet specific design and curation criteria to be officially registered and included on the World Map of Libraries. However, there is no requirement to register, and the city does not regulate these other than for public welfare including safety.

The little libraries create immediate value in promoting reading, sharing neighborhood assets, and connecting residents. The city's role in helping libraries to emerge in Sequim neighborhoods is to make provision for them in development codes and street standards.



Sequim's first Little Free Library is at Seal Street Park and is operated by the North Olympic Library System (NOLS).

SCHOOLS

CFU GOAL 5.10 ACHIEVE EDUCATIONAL EXCELLENCE: On behalf of the Sequim Community, the School District shall inspire and achieve excellence in the academic, creative, and physical potential of each student.

POLICIES

CFU 5.10.1 ELEMENTARY SCHOOLS IN NEIGHBORHOODS

Collaborate with the Sequim School District to site elementary schools in the East-end and SW quadrant to serve as the heart of developing neighborhoods.

Discussion: The city's anticipated 2% annual population growth and greater focus on enhancing neighborhoods to attract a broader demographic support a desire to bring new families with children to the city. For parents, the quality of local schools is a major factor in deciding a place to raise their kids. The Land Use Plan proposes new elementary schools as the heart of two neighborhoods at the city's periphery: one at the east end and one in the southwest quadrant (see policy LU 3.4.2 regarding designating neighborhoods with these identities).

The city's role in siting public schools is to make provision for them in the Land Use Element and include standards and permitting procedures for schools in development regulations. The former entails coordinating the school district's projections of demand and facilities planning with the city's growth framework and availability of services and multi-modal transportation. The latter involves the city establishing location criteria and site development standards to make sure that a new

school makes the desired contribution to the neighborhood fabric.

The city's capital facilities / services extension plan is tiered to align investments by geographic sub-area over time (see policy CFU 5.3.2). The east end sub-area is in a mid-term interval (2021-2030) reflecting the anticipated continuation of residential platting and homebuilding . . . and the prospect of new residents with young children. The southwest quadrant is in the 2031-2035 tier, reflecting an expectation of a longer interval to complete neighborhood development.

In both cases, planning for new elementary schools within the respective single-family neighborhoods is a collaborative process that includes identifying a specific site, insuring that adequate public services are available, mitigating the impacts of noise, glare and traffic, and creating joint-use playground and park facilities that are shared by students and neighborhood residents.

TECHNOLOGY

CFU GOAL 5.11 INTERNAL & EXTERNAL TECHNOLOGY: Coordinate public and private technological advances to provide the best services in Sequim.

POLICIES

CFU 5.11.1 TELECOMMUNICATIONS

Promote and maintain high quality telecommunications infrastructure and service to the greater Sequim area.

Discussion: Quality telecommunications infrastructure and service to Sequim and the surrounding area is important in providing top-tier service to residents and businesses. Competition of service providers expands market opportunities in the telecommunications business. Towers should be positioned strategically and designed to co-locate at least three antennas on one pole. The towers should be stealthy but also located to serve the community.

CFU 5.11.2 COMMUNICATIONS ADVANCEMENT

Work with private sector providers to best service the community with the latest technology including high quality fiber-optic and broadband communications cable.

Discussion: Sequim's future relies on the attraction of high-tech jobs in the community for a stronger economy. Providing the best-performing high-speed internet and cable options along Washington Street and within designated High-Tech Light Industrial land use districts is the highest priority in service improvements. The area's private providers, OlyPen Internet, Nikola Broadband, Wave Broadband and Centurylink, and public infrastructure through the Clallam PUD are key players in making upgrades.

The PUD operates a fiber system within the City of Sequim for internal operations but under certain conditions can serve as a wholesale provider of communication services (See **Figure 5.K**).

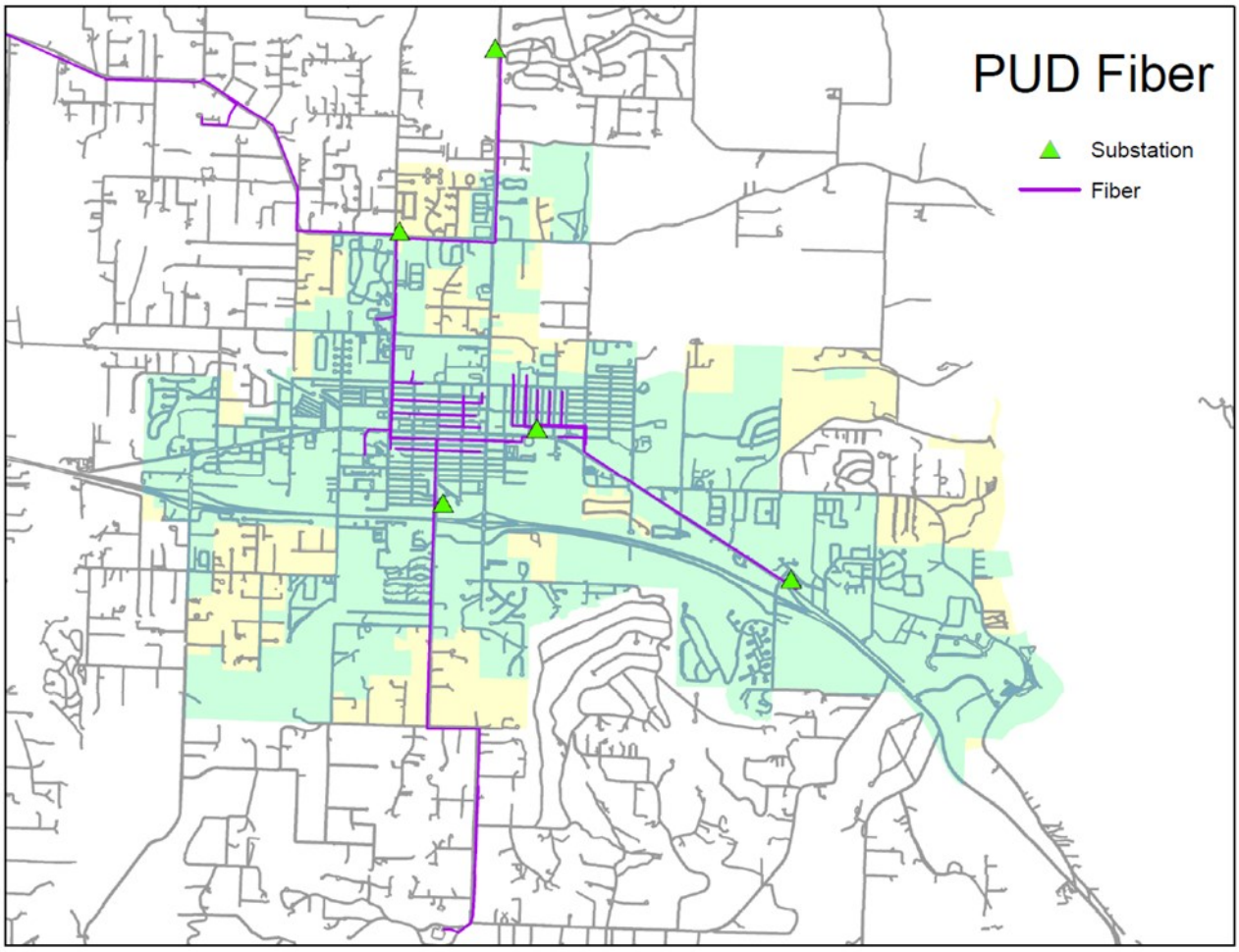


Figure 5.K

CFU 5.11.3 CITY TECHNOLOGY

Provide the latest public sector advancements in technology to provide the best service to Sequim's customers.

Discussion: New technology is always around, progressing and providing cities the opportunity to make advancements in all service areas. Water resource management, wastewater treatment, broadband services, police equipment, computer and information technologies, and transportation systems are a few ways that Sequim has the opportunity to make internal changes to enhance the quality of service provided to customers. These innovations increase the pace, amount and quality of work. Sharing technology enhancements among partner public agencies advances the rate of acquiring improvements to the benefit of citizens and customers.

FINANCING

CFU GOAL 5.12 CAPITAL FACILITY & UTILITY COSTS & ASSISTANCE: Fiscally account for the costs to expand, replace and maintain capital facility, utilities and public facility infrastructure. Provide programs that educate and assist residents with payment or projects meant to provide further efficiencies on personal properties.

POLICIES

CFU 5.12.1 PROJECT FUNDING ASSISTANCE

Seek funding assistance for purchase of land as the City develops new facilities, utilities and parkland,

Discussion: To serve the growing population, funding mechanisms other than increasing taxes provide citizens the best cost for facilities, utilities and amenities. General methods of funding include: bonds, the collection of cash in lieu of land, private donations of land and federal, state, or local grants.

CFU 5.12.2 RECOVER UTILITY COSTS

Recover utility costs through user fees and charges to cover the full expense of system development and maintenance

Discussion: One often used industry test for checking the broad fairness of a rates system to allocate costs is to compare how much revenue is generated from each type of rate and customer class to how much of the service they utilize. The rationale behind this test is that if a customer class such as commercial consumes 25% of all water then the rates charged to this class for water should also generate approximately 25% of fee revenues. Differences between these two proportionate shares is not proof of inequity but it is an indicator and the greater the difference the more indicative of an inequality. Testing the inherent equity in a rate is both a complex topic to discuss and further complicated in that there is no single, right answer as to how rates are set.

CFU 5.12.3 WATER RATE STRUCTURE

Follow a water rate structure that benefits the citizens of Sequim with a higher rate charged to those outside of Sequim city limits where service costs are more to the City.

Discussion: Growth inward and density towards the Downtown allows water rates to be cheaper for Sequim residents. The water service provided beyond Sequim's Urban Growth Area is more expensive for the City to provide and therefore rates reflect the higher cost to the City.

CFU 5.12.4 ECONOMIC ASSISTANCE

Set rate adjustment programs to provide economic assistance to residents of demonstrated financial need.

Discussion: There are numerous plans and options that can provide assistance for people who need it. Many non-profit agencies and charities offer emergency financial assistance, and government grants can both help pay utility bills or be used to pay for water conservation.

CFU 5.12.5 FUNDING UTILITY SERVICE EXTENSIONS

Spread the cost of service extensions for the orderly development of the utility system among the beneficiaries in a way that factors in the impact to the consumers based on land area consumption.

Discussion: Funding for service extensions is only one factor when considering the impact of growth on a community. Once the utilities are in, it is the responsibility of the tax base to maintain the public utilities over time. Land area consumption matters when extending those utilities within the community but traditional methods imply that residences and businesses are charged for the extension and hook-up, not for the land capacity. When there is more density in a community, utilities are extended to more people over less distance. Over time, the costs to replace the lines are more affordable to the individual living in a dense community.

CFU 5.12.6 NEW DEVELOPMENT & CAPITAL FACILITY COSTS

Require that new development pays a proportionate share of the cost of new capital facilities and utilities needed to serve development.

Discussion: New development brings a new tax base to the City but it also expands facility and utility needs. To ensure that capital facilities and utilities are affordable over time, the development is assessed a portion of the costs for water, stormwater, sewer, sanitation, parks, public transit and transportation. This pays for the initial installation of the resources and places money in the funds for future replacement and repair costs as the facilities and utilities age.

COORDINATION

CFU GOAL 5.13 ORDERLY GROWTH: Coordinate regionally and expand capital facilities an utilities in orderly, contiguous fashion.

POLICIES

CFU 5.13.1 INTERLOCAL AGREEMENTS

Forge interlocal agreements with surrounding jurisdictions adjacent to Sequim's Urban Growth Area to provide an urban level of public and governmental services.

Discussion: Coordinate with neighboring jurisdictions to create special purpose districts through interlocal agreements to public facilities and urban governmental services. These shared agreements address the fiscal implications, shared revenue, level of service standards and regionalization benefits to all jurisdictions who are served by existing facilities.

CFU 5.13.2 RESOURCE STEWARDSHIP & PARTNERSHIPS

Exercise stewardship of the community's resources through partnerships with other agencies that are mutually beneficial by utilizing / sharing existing services, facilities, and easements rather than acquiring new properties or taking on new construction projects.

Discussion: Sequim has a number of public agencies that provide overlapping services in some instances. Partnerships and conservation of public facilities and lands save citizens money and upkeep over time.

Partnerships aren't applied the same in every community, and it takes vision and group effort from all agencies involved to find the common ground. Identifying all of the community's resources and working together adds meaning to the context. Utilizing what exists before consuming the future's resources conserves today and for generations. When new resources and facilities are added to the community, a comprehensive effort to utilize the public space for the common good is consistent to being a good steward.

Shared easements – for instance trails located within power-line easements – are another way to expand public benefits through partnerships.

CFU 5.13.3 UTILITY INSTALLATION & COORDINATION

Provide maintenance and installation schedules of road projects and utility projects in a timely manner that allows the coordination of public and private utility and transportation projects. Ensure that processes are in place for regional coordination between the City, neighboring jurisdictions and private providers.

Discussion: Reduce the physical, visual and economic impact on the community through coordination of road and utility projects with other providers. Encourage the City of Sequim to coordinate transportation rights-of-way, recreation trails and utility corridors together to maximize the space for infrastructure, provide fiscally responsible utilities and services.

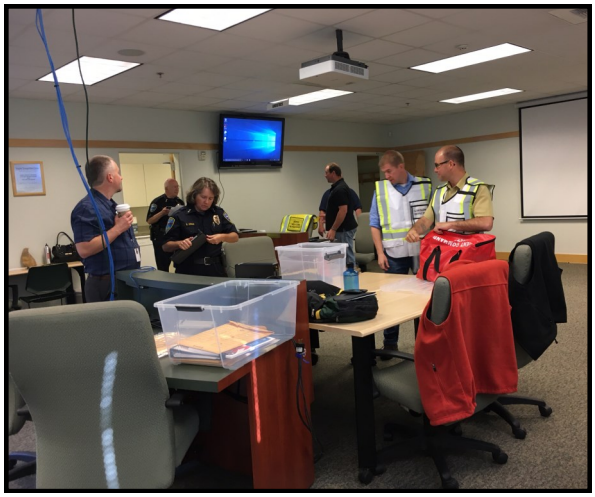
This requires the City to coordinate utility, street and transportation programs annually with neighboring jurisdictions and other providers utilizing shared corridors or connecting with the City's infrastructure. Future expansion plans of other jurisdictions and other providers are shared with the City to organize corresponding projects.

Future land uses, projected population densities, sensitive areas, public service obligations, optimal siting for effective services and design considerations and local criteria for siting utilities. Mitigate negative environmental impacts and health issues. New development projects require the coordination of neighboring jurisdictions and utility providers during the development review process so future development does not obstruct utility corridors.

CFU 5.13.4 DISASTER PLANNING

Participate in regional coordinated planning efforts to address public safety and infrastructure concerns in the event of a natural or man-made disaster.

Discussion: Disaster management requires detailed coordination between emergency services, service providers, neighboring jurisdictions, other public entities, state and national governments. Cities are best prepared when disaster plans are in place and equipment and procedures are available, understood and practiced by employees. Public service announcements and practice drills prepare citizens in case of disasters.



City staff participates in the 2016 statewide Cascadia Rising Emergency Management exercise.