

# PASCO WASHINGTON



## 2019-2020 BIENNIAL BUDGET





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# COMMUNITY PROFILE

## Pasco History

Over 200 years ago, Lewis and Clark experienced the beauty and power of the Tri-Cities region. Pasco grew to be a small, but important railroad town in the years before World War II. The war brought the Manhattan Project, the United States' development of the atomic bomb, to the nearby Hanford Site. Pasco, along with the rest of the area, played a vital support role in that effort. Pasco was also home to Naval Air Station Pasco (the current Tri-Cities Airport) and the Pasco Engineer Depot (still called "Big Pasco" today). These wartime activities more than doubled the population in just months.



## Pasco Today

Pasco has experienced rapid residential growth in the 21<sup>st</sup> century, growing from a population of 32,066 in 2000 to an estimated 73,590 in 2018. With a projected population of over 124,000 in the next 20 years, it is rated among the best places to invest, live, and seek employment.

Pasco is in southeast Washington where 300 sun filled days offer year round outdoor recreation including bicycling, hunting, and soccer, as well as fishing, water-skiing and paddling on the Columbia, Snake, and Yakima Rivers.

## Pasco Leadership

Pasco operates under the council-manager form of government. Residents elect a seven council governing body (City Council) who serve as the legislative body and the community's policy makers. The City Council appoints a professional manager (City Manager) to implement City Council policies and establishment of operating policies and processes, utilizing an Executive Team of a City Manager, Deputy City Manager and seven Department Directors.



## *PASCO AT A GLANCE*

Population.....	73,590	<b><u>Demographics</u></b>	
Land Area.....	34.08 Square Miles	Median Age.....	28.7
# of Water Utility Customers.....	20,728	17 and under.....	33.1%
# of Sewer Utility Customers.....	17,534	18-34.....	23.9%
# of Stormwater Utility Customers.....	19,486	35-64.....	33.7%
School Enrollment.....	18,098	65 and over.....	9.3%
<b><u>Top Employment Sectors</u></b>		Median Household Income.....	\$59,200
Agriculture, Government, Manufacturing,		Homeownership.....	.67%
Retail, and Healthcare		Average House Size.....	3.23



# Pasco City Council



Matt Watkins, Mayor  
At-Large, 2018 – 2019



Craig Maloney, Mayor Pro  
Tem  
District Six, 2018 – 2021



Blanche Barajas  
District One, 2018 – 2021



Ruben Alvarado  
District Two, 2018 – 2019



Saul Martinez  
District Three, 2018 – 2021



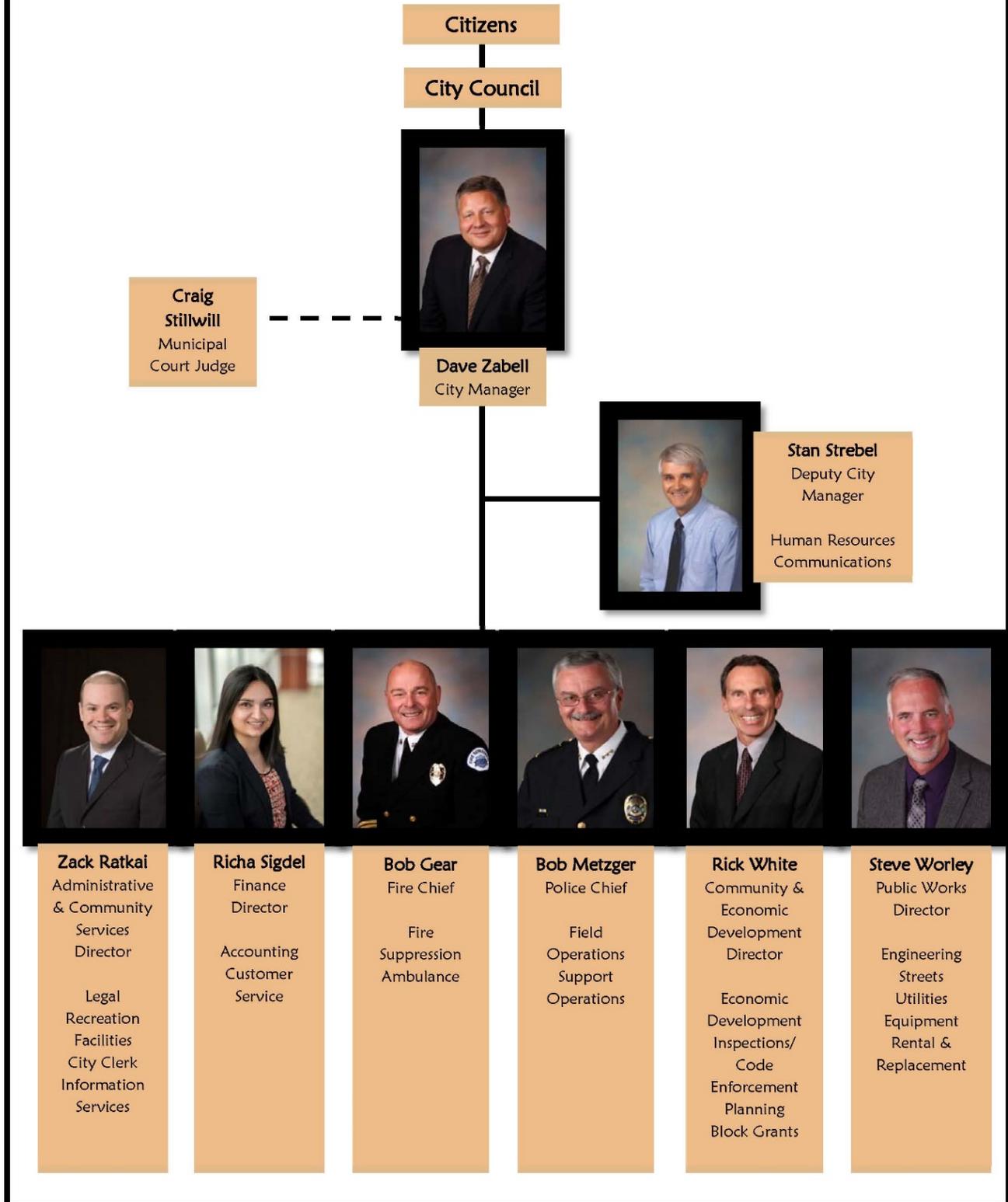
Pete Serrano  
District Four, 2018 – 2021



David Milne  
District Five, 2018 – 2019



# City of Pasco Leadership Team





# READER'S GUIDE

Below are the major sections of this budget document and descriptions of the content to maximize reader comprehension.

**Budget Message** – The Budget Message is a letter from the City Manager to the City Council that communicates the priorities and key issues facing the City for the 2019-2020 biennium. Though not intended as a comprehensive summary of the budget in total, the message attempts to convey the assumptions used to estimate biennial revenues and expenditures and highlights major challenges for the City and the actions taken by Staff to address those challenges. Significant changes in priorities from previous years' budget are also discussed.

**Adopted Budget** – This is the Council adopted resolution establishing the legal appropriations at the fund level for each fund for the 2019-2020 Biennium.

**Budget Overview** – This section includes a discussion of the City's budget purpose, the basis of budgeting, the budget process, along with a budget calendar and the components of the budget.

**Fund Structure** – This section presents information on fund structure, types of funds and administrative oversight by fund. A matrix of funds by cost centers is included.

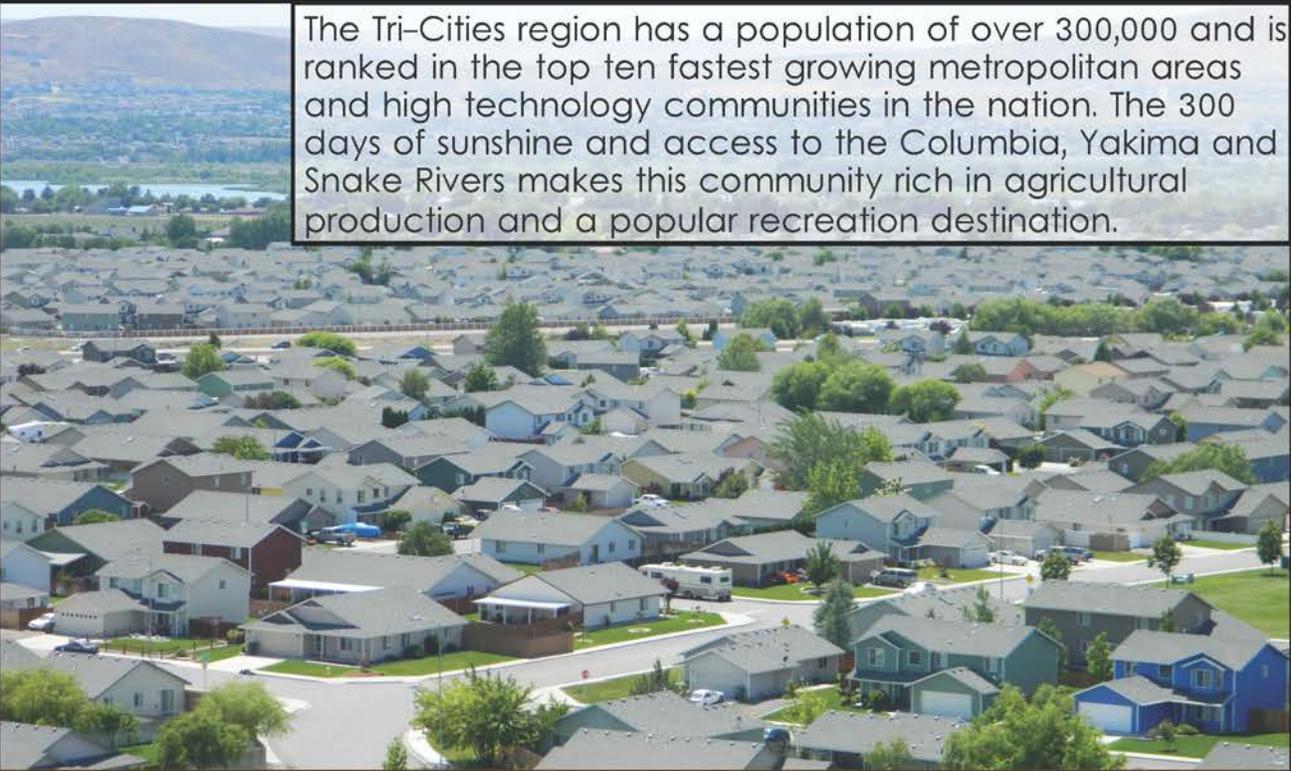
**Financial Policies** – This section includes a summary of the City's various financial policies and discusses the impact of those policies on the preparation of the budget.

## **Financial Data** –

- Financial Analysis – A thorough analysis of historical, current and budgeted revenues and expenses is included. Graphs and tables present this information summarized for all City funds and then again grouped by fund types, presented by revenue source and expenditure type. There is a discussion of major revenue sources, significant trends and the underlying assumptions that supported our budget estimates. Background information is included for debt capacity, changes in fund balances and working capital.
- City Level Budget – This section contains an overview of the budget, budget summary for all funds and a staffing summary.
- Departmental Fund Level Budget – This section contains the following information for each of the City's major departments and funds: 1) organizational chart, 2) budget summary, 3) personnel summary, and 4) goals and objectives.

**Capital Plan & Budget** – This section presents a condensed version of the recently adopted Six-Year Capital Improvement Plan (CIP) with projects summarized by category and by revenue source. These projects are budgeted in the biennial budget. As the development of capital projects is a dynamic process dependent on funding, staffing, timing and coordination with other efforts and prioritization, not every project in the adopted CIP can be included in the biennial CIP budget; projects may be refined or phased, and occasionally circumstances arise that warrant inclusion of a new project. A comprehensive version of the City's Adopted Capital Improvement Plan is available online or at the City Clerk's office.

**Appendices** – Included in this section is the City's Glossary of Terms, Acronym Key, Revenue Manual, Fee Schedule, Salary Schedules, White Paper on Banked Capacity and Statistics.



The Tri-Cities region has a population of over 300,000 and is ranked in the top ten fastest growing metropolitan areas and high technology communities in the nation. The 300 days of sunshine and access to the Columbia, Yakima and Snake Rivers makes this community rich in agricultural production and a popular recreation destination.

**Progress:**

One of the fastest growing Areas in the nation

**Pride:**

Rated "Top Ten" in the state for improvement

**Prosperity:**

City property tax down 30% over twenty years



Its setting within the Tri-Cities metropolitan area and the related transportation will attract further growth over the next 10-20 years. The metropolitan economy is largely influenced by the Hanford Nuclear Reservation managed by the Department of Energy. Pasco's economy is substantially shaped by agriculture (raw production as well as value-added processing) and distribution (railroad, barge, air and highway).

# CITY COUNCIL BIENNIUM GOALS

On each biennium coinciding with a Council election, the newly elected City Council establishes specific goals designed to guide the work of the City. Following two community forums, community surveys, and ongoing formal and informal input from the public and governmental partners, the Council conducted a goal-setting retreat in May 2018. The goals, which grew out of the retreat, were subsequently adopted by the Council and are as follows:

## **QUALITY OF LIFE**

Promote a high quality of life through quality programs, services and appropriate investment and re-investment in community infrastructure by:

- Use of CDBG and other public and private capital to re-revitalize older neighborhoods.
- Continued efforts to designate/acquire adequate site for new community center and community park.
- Continued efforts to provide additional soccer and sports fields.
- Coordination with the Pasco Public Facilities District and the Regional Public Facilities District to fully investigate alternatives to provide the Pasco voters with a chance to decide on the development of a regional aquatic facility.
- Commencement of construction of a new animal control facility.
- Ongoing efforts to improve efficiency and effectiveness in the use of public resources in the delivery of municipal services, programs and long-term maintenance and viability of public facilities.

## **FINANCIAL SUSTAINABILITY**

Enhance the long-term financial viability, value and service levels of services and programs, including:

- Importance to community.
- Continuation of cost of service/recovery targets in evaluating City services.
- Ongoing evaluation of costs associated with delivery, including staffing, facilities and partnership opportunities.

## **COMMUNITY SAFETY**

Preserve past improvements and promote future gains by:

- Enhancing proactive community policing efforts.
- Continued efforts to improve police/community relations.
- Working to achieve/maintain target fire response times through operational improvements and long-range planning of facilities and staffing.
- Focus on a long-term goal of improving the Washington State Ratings Bureau community rating to Class 4.
- Review of the inventories of City sidewalks and streetlight systems and consideration of policies/methods to address needs.

## **COMMUNITY TRANSPORTATION NETWORK**

Promote a highly functional multi-modal transportation network through:

- Completion of the Lewis Street Overpass design concept process, securing gap funding for construction and achievement of “shovel-ready” status.
- Continued emphasis on improvements in Road 68/I-182/Burden Blvd. corridor.
- Pro-active traffic management (calming) within neighborhoods.
- Completion of planned Phase 2 improvements on Oregon Avenue.
- Continued collaboration with Benton-Franklin Transit to enhance mobility.
- Undertaking a comprehensive and inclusive transportation planning and analysis process to include facilitation of traffic flow in major corridors, support integration of pedestrian, bicycle and other non-vehicular means of transportation.

## **ECONOMIC VITALITY**

Promote and encourage economic vitality by supporting:

- Downtown revitalization efforts of the Downtown Pasco Development Authority (DPDA).
- Implementation of downtown infrastructure improvements including Peanuts Park, Farmers Market, and streetscape/gateway upgrades.
- Comprehensive Plan updates to include growth management strategies, review of City utility extension policies and development standards, infill and consideration of affordable housing needs.
- Completion of the Broadmoor Area sub-area plan and environmental analysis, including plans for needed utilities and transportation improvements.
- Increased efforts to promote the community as a desirable place for commercial and industrial development by promoting small business outreach and assistance and predictability in project review.
- Continuation of efforts to encourage Department of Natural Resources (DNR) to sell/develop remaining State property at Road 68 and I-182.
- Identification of alternatives for City/Port of Pasco and other regional partners for coordination on waterfront plan implementation and similar projects.

## **COMMUNITY IDENTITY**

Identify opportunities to enhance community identity, cohesion and image through:

- Community surveying.
- Providing opportunities for community engagement through boards, commissions, volunteer opportunities, social media, forums and other outlets.
- Coordinated messaging.
- Identification and celebration of successes.
- Implementation of a community identity/image enhancement campaign.
- Consideration and appropriate implementation of recommendations from Inclusivity Commission.

BUDGET MESSAGE





## CITY MANAGER

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PO Box 293, 525 N. Third Ave., Pasco, WA 99301  
Phone (509) 545-3404 / Fax (509) 545-3403

Honorable Mayor and City Council, Pasco residents, business owners/operators, and interested parties:

I am pleased to present you the City of Pasco's first biennial budget for the years 2019-2020. As required by State law, revenues and expenses in this budget are balanced in all funds. Staff developed this budget in support of the adopted City Council Goals for 2018-2019.

The adopted 2019-2020 budget contains plans for allocation of public resources toward a variety of City programs, activities, and projects necessary to promote the physical security of our community, enhance the quality of life of our residents, support our businesses, promote public investment in our community in the form of capital improvements and strategic planning, and promote private investment in the form of economic development.

### 2018 OVERVIEW

Pasco is a city coming into its own. A once small, quiet Central Washington town on the banks of the Columbia, Pasco has experienced rapid growth over a prolonged period of time that has transformed the City into a dynamic and vibrant community of over 74,000 people; well within the top 20 most populated cities in the State. The Pasco of today is a regional hub of commerce with a diverse population, quickly rising education levels and household incomes. As part of this transformation, Pasco has experienced a changing demographic, infrastructure challenges, increased demands for services in all sectors: social, education, emergency response, utilities, transportation, etc. The elected leadership of the City have been responsive and strategic throughout these changes, which has led to an impressive level of stability, given the enormous amount of change absorbed. Today those long-term strategies, as reflected in the City's strategic investments in critical infrastructure, equipment, people, quality of life and the community in general, are bearing fruit.

This year brought several new faces to the City of Pasco, five newly elected councilmembers and key staff, such as two Department Directors, a Deputy Fire Chief, and a Senior Planner. These were in addition to three Full Time Equivalents (FTEs) approved in the 2018 budget, along with several other staff positions which were added and filled to continue the work of helping to keep the community a great place to live, work, and visit. Staff is dedicated to evaluating past processes and tackling internal efficiencies to limit the need for increased staffing. Some recent notable changes include:

- Revamping of the Business Licensing Program;
- The addition of a Fleet Advisory Committee;
- Formation of an improved Development Review Team;
- Revamping the Animal Licensing Program; and
- Approval and implementation of a biennial budget process.

2018 saw numerous noteworthy successes from the efforts by Staff, many of which were long-time City Council Goals:

- On August 6, 2018, the consolidation of Benton and Franklin Counties emergency dispatch centers into one, SECOMM, was accomplished. This action instantaneously made the Tri-Cities significantly safer and will result in ongoing efficiencies.

- Through the diligent efforts of multiple City departments and divisions including Fire, Building, Water, Finance, Human Resources, and City Council investment, the City achieved a Class 3 Fire Protection by the Washington Surveying and Rating Bureau (WSRB) effective February 1, 2019, surpassing the Council’s long-standing goal of a Class 4 rating.
- All of Pasco celebrated, for the first time, being named an All-America City Finalist. Alongside community members and students, City Council and Staff represented our community proudly.
- The City Council committed to embracing diversity and promoting equality with the appointment of the Inclusivity Commission and a charter to promote inclusivity in Pasco.
- As part of the effort to promote the Council’s goal of enhancing community identity, the City Council undertook a logo redesign process to better reflect the Pasco of today and into the future.
- Execution of the adopted 2018 Capital Improvement Plan (CIP) has resulted in numerous safety and quality of life improvements across the City.
- During 2018, the City aggressively pursued outside funding sources to leverage City investment. Below are some of the major grants and low-interest loans awarded through largely competitive processes:
  - Awarded Office of Community Oriented Policing Services (COPS) Grant to hire four officers to develop and establish a Homeless Liaison Program.
  - Secured a Section 108 Loan providing a source of financing for economic development and public facilities for the Peanuts Park and Farmers Market Project.
  - Secured a WA Public Works Board Loan – \$1M Pre-Construction Loan for the Process Water Reuse Facility (PWRF) Pre-Treatment Final Design.
  - Implemented a WA State Legislature (Department of Commerce) Grant – \$2.575M for the Columbia East Lift Station & Force Main.
  - Secured Highway Improvement Program (HIP) Grant – \$173,895 for the Citywide Traffic Signal Upgrade Phase II Project.
  - Awarded Franklin County .09 Program Grant – \$500,000 for the PWRF upgrades.

In January, the City conducted its Community Survey, and later multiple Community Forums, to guide City Council in setting the following 2018-2019 Council goals that set the priorities and guide this biennium budget:

<b>Quality of Life</b>	<b>Financial Sustainability</b>	<b>Community Safety</b>	<b>Community Transportation Network</b>	<b>Economic Vitality</b>	<b>Community Identity</b>
Promote a high-quality of life through quality programs, services and appropriate investment and reinvestment in community infrastructure.	Enhance the long-term financial viability, value and service levels of services and programs.	Preserve past improvements and promote future gains.	Promote a highly-functional multi-modal transportation network.	Promote and encourage economic vitality.	Identify opportunities to enhance community identity, cohesion and image.

As mentioned above, the City’s priorities for 2018 were identifying and implementing efficiencies and setting the foundation for upcoming growth through establishing various operational processes,

securing various types of capital funding, and completing the Capital Improvement Plan. Going forward, the priorities will be to capitalize on these accomplishments to accommodate the City's rapid growth, as well as continued emphasis on internal efficiencies.

### **2019-2020 BIG PICTURE**

If one word could describe the 2019-2020 budget theme, it would be growth. With a population increase of 51,000 projected by the Washington State Office of Financial Management for Pasco over the next two decades, the City Council, with the assistance of Staff, is tasked with shaping the future of our community over this biennium and into the coming years. While some of this work has occurred, for example, the Police and Fire Strategic Plans, several long-range plans and projects are planned for completion within the biennium. Some of these include: Land Use Comprehensive Plan update, Broadmoor Area Master Plan and Design Standards, Comprehensive Economic Plan, Downtown Revitalization Capital Projects, Comprehensive Transportation Plan, Lewis Street Overpass, numerous infrastructure improvements, and construction of Fire Stations 83 and 84.

To be successful over the long-term, the need to identify and acquire alternative funding sources for major capital projects is imperative. Operationally, to position the organization toward sustainability, a continued focus on enhancing efficiencies through process design will be required. Needed along with that is the strategic application of technology and prioritization of efforts in a fashion that leads to lower costs and greater efficiency, without adversely impacting the quality of service to the public.

The City Council has been handed a significant agenda in its early tenure, and as we have seen in 2018, each task is an opportunity to create the future of Pasco and to solidify and enhance its place in the State and region.

What follows is an overview of each City Council goal and what can be expected this biennium to advance them.

#### **Quality of Life**

Council has long put an emphasis on quality of life for its residents. With a growing population, the enhancement of programs, services, and availability of facilities continue to be a priority to City Council. Recreational programs, new and improved parks, and mitigation of congestion in our busiest corridors, were matters of interest at the 2018 Community Forums. Several projects are identified below:

- **Animal Control Shelter:**  
Through partnership with Kennewick and Richland, a location and Feasibility Study have been completed and design is underway. Look for this long standing goal to be checked-off this budget cycle with completion of a new facility. The new facility will be well-equipped to meet the needs of our current and future community and those of our agency partners.
  
- **Community Center:**  
The desire for a new Community Center was evident from the input received during the Community forums earlier this year and through other channels over the past couple of years. As revitalization efforts commence in the Downtown and the Broadmoor Area Master Plan is completed and that area begins to develop, efforts to unify all of Pasco will help maintain and strengthen the closely-knit community that still exists today. This budget anticipates a public process to gauge community sentiments as to location, followed by a Council decision as to location and determination of funding source. Council has approved partial funding through a banked capacity tax levy, until details are finalized.

- 'A' Street Sporting Complex:  
The space available for sports fields falls short of the demand for such facilities. Without adding additional capacity, many users will look elsewhere for multi-sports fields. Recognizing these facts, the City Council this year authorized the use of City-owned property on 'A' Street for recreational use. The 'A' Street Sporting Complex will be designed and constructed in 2019-2020. This Complex will add 8-14 multi-use fields to support the growing needs citywide.

### **Financial Sustainability**

A thorough understanding of City-owned assets, programs, and services, as well as the condition they are in, is central to the City's financial stability. Considerable effort has been expended over the past few years to analyze these items and make that information available to the City Council and public in a transparent, understandable format. With what we have learned, it is clear that the City must leverage its existing infrastructure against new or improved opportunities in a manner that will result in effective cost recovery that can be utilized to enhance programming and services to meet the needs of our community. Through diligent planning, City Staff will work to provide policy options for Council designed to enhance the long-term financial viability, value and service levels that currently exist over this biennium. Some projects you will see in 2019-2020 include:

- Organizational capacity to implement additional City Council directed programming and long-range financial planning as a result of changing to biennial budgeting.
- Changes to the Ambulance Utility and Business License fee structure to promote equity and operational efficiency.
- Comprehensive review of design standards.
- Organizational analysis of information systems and technology needs for the organization.

### **Community Safety**

Police and Fire continue to make great strides in the enhancement of our community's safety. With the Downtown revitalization efforts set to be underway, major capital projects rolling out, and the opening of the Mission, the safety of the downtown area continues to be a high priority for community safety. The Downtown Mini-Station is scheduled to open in 2019, which provides additional visibility to Peanuts Park Plaza, one of the City's most significant investments. In 2018, the Police Department was awarded the Office of Community Oriented Policing Services (COPS) Grant to hire four FTEs to liaise and assist the homeless population most prominently seen in and around the downtown core.

Fire services achieved a Class 3 Rating, but without additional resources to service the imminent development of the Broadmoor Area, the rating is not sustainable. The Fire Department's Strategic Plan, adopted by Council in 2017, identified alternatives to address deficiencies through additional stations or a strategic relocation of Station 83 and a new Station 84. The current Station 84 was intended as temporary station and has done its job. While response times in the Riverview Area, a large section of the City, are much improved, the facility was not designed or built to meet the needs of modern professional engine and ambulance crews. Funding to provide the full cost of increased staffing levels due to grants and additional fire stations have been identified, but require Council action at the time of this writing.

- Station 83 Relocation:  
The City has grown significantly in the last decade creating varying response times to the Northwest area of the City. The location of the current station has served the area well since the mid-1990's; however, most service calls for Station 83 come from north of I-182. This adds minutes to the response time of almost every call for service from that station. The relocation of the station to a City-owned lot at Sandifur Parkway & Road 76 will significantly lessen

response times to the majority of the service area and expand the service area to accommodate much of what is anticipated in the Broadmoor Area over the next decade. Design and construction are scheduled for completion in 2019, dependent on funding availability.

- **Station 84 Replacement:**  
As mentioned above, temporary Station 84 was not meant to be a long-term solution for the Riverview area. As part of the redeployment of Station 83 and 84 in the Fire Strategic Plan, relocation of Station 84 to a permanent station to the north maintains the Council's six-minute response time goal and provides the crews a facility designed to meet current and future needs. The new station will be constructed on City-owned property located on Road 52 north of Court Street, which was purchased previously for this use. The site has good access to the Court Street arterial, allows for the addition of necessary training and community rooms, and will serve as the central administrative office to support the future needs of the department and community. Design and construction are scheduled for completion in 2019, dependent on funding availability.
- **Stations 85 & 86 Land Acquisition:**  
While the need for additional stations is well into the future, additional stations will eventually be needed to effectively serve anticipated growth. Given the unique parameters for the location of a Fire Station, securing property early is a hedge against rising land prices in the future and scarcity of suitable sites as areas develop. Staff will work to acquire the land necessary for the stations within the biennium.

### **Community Transportation Network**

The promotion of a functional multi-modal transportation will be challenging. Council has demonstrated its expectation in this regard with the adoption of a "Complete Streets" ordinance. Staff will work vigorously to advance vital projects and improve, not only vehicular circulation, but also the facilitation of transit, pedestrians, bicycles, and other means. In addition to major projects below, the City will complete a Comprehensive Transportation Plan to address Pasco's current and future transportation needs in order to plan for the efficient movement of our citizens, goods, and visitors.

- **Lewis Street Overpass:**  
This long-time goal of City Council is quickly picking up steam. The City Council is committed to a "shovel-ready" status; however, construction will be dependent on successfully securing gap funding. Final design work is 30% complete and scheduled to be completed in 2019. Staff is working to secure the BNSF Railway permit required for construction and expect to have it in hand by early 2019. While the allocation for this project in the 2015 Connecting Washington program is significant, a large shortfall exists to fully fund the project. In 2018, the City applied for Better Utilizing Investments to Leverage Development (BUILD) and Transportation Improvement Board (TIB) grants to secure gap funding to complete construction of the project. Awards have not yet been announced. Depending on the success in either of these efforts, the project will be ready to go to construction in 2019.
- **Chapel Hill Boulevard Extension:**  
Through the successful formation of a Local Improvement District (LID) with land owners, Chapel Hill Boulevard will extend from Road 68 to Road 84, enhancing the connectivity and easing congestion in the Road 68 corridor. This project will promote economic development for 60 acres of commercial property in the area and enhance public safety connection to the Chapel Hill area. The City will participate in cost-sharing of a 5<sup>th</sup> lane and proposed roundabouts. Acquisition of right-of-way and construction will be completed in 2019.

- Road 68 Interchange  
Additional work to ease congestion in the Chapel Hill Blvd./Road 68 area is scheduled to be completed in 2019 in partnership with Washington State Department of Transportation (WSDOT). Staff will be working with WSDOT on a larger scale project aimed at a major overhaul of the interchange and its interface with Road 68 and nearby key intersections.
- Argent Road:  
This two-phase project will enhance the safety and capacity between 20<sup>th</sup> Avenue and Road 36 for motor vehicles, pedestrians, bicyclists, and other non-vehicular access. For the over 350,000 citizens traveling annually to and from the Tri-Cities Airport, Columbia Basin College (CBC) students and staff, and hotels in the area, this project will proactively support our transportation infrastructural needs for the rapidly developing area. Phase I will be awarded in early 2019, with completion anticipated the same year. Through private partnerships with the Port of Pasco and CBC, this project will see significant progress this biennium with completion of Phase II scheduled for 2021.
- Citywide Traffic Signal Improvements Phase II:  
Phase II was initiated in 2018 and the work to upgrade all traffic signal controllers in the system will continue with the updating the last 21 old-style controllers in the City's traffic signal inventory. This project will increase system reliability, traffic efficiency, and pedestrian and vehicular safety. It also includes upgrades to meet current Americans with Disabilities Act (ADA) accessibility at signalized intersections.

### **Economic Vitality**

During this biennium we will see significant investment to increase Pasco's economic and community development in key areas of the City; in particular, revitalizing Downtown, the development of the Broadmoor Area and upgrades to the Process Water Reuse Facility (PWRF).

- Peanuts Park Restoration:  
Centrally located, Peanuts Park is the focal point for the downtown area. Home to the Farmers Market, Cinco de Mayo and Fiery Foods Festivals, the restoration of the park is a key element to the Downtown revitalization and redevelopment efforts. This biennium you will see the Community Development Block Grant (CDBG) and the 2018 awarded Section 108 grant funds leveraged to restore Peanuts Park. This investment is critical to the City's and Downtown Pasco Development Authority's (DPDA) revitalization and redevelopment efforts in the Central Business District.
- PWRF Upgrades:
  - One of the drivers of the area's agricultural economy, the PWRF plays an important role in supporting the majority of the agricultural processing plants in Franklin County. The City is coordinating with Washington Department of Ecology and partner processors to complete the PWRF Facility Plan this biennium. Upgrades in the Facility Plan will help retain the 1,200 existing jobs and create up to 650 new jobs through additional capacity of solids handling facilities and processing of industrial food waste.
- Broadmoor Area Master Plan:  
The Broadmoor Area provides a unique opportunity for Pasco with over 1,600 acres for future development. Numerous activities during the biennium mark the City's investment in this critical area to the City's economic future:
  - Completion of the Harris Road Trunk Sewer;

- Completion the Broadmoor Sub-Area Plan and non-project Environmental Impact Statement (EIS);
  - Development and adoption of design standards for the area;
  - Plan and develop transportation projects identified in the EIS; and
  - Work with major property owners in the area to extend sanitary sewer north to accommodate anticipated growth.
- Comprehensive Economic Development Plan:  
The City has taken a more proactive position with respect to economic development over the past few years. Work with the Retail Coach has demonstrated significant retail sales leakage from the City to other communities. The current population and anticipated additional 51,000 lives over the next two decades provides a mass and synergy in Pasco that represents a significant market. A comprehensive plan focused on economic development will provide an invaluable tool in leveraging investment and for the recruitment of businesses as the City works toward greater sustainability.

### **Community Identity**

The City initiated its rebranding effort in 2018 and will continue these efforts over the biennium.

- Branding
  - An implementation plan will be designed to roll-out the City's new logo.
  - City standards will be created and enhance coordinated messaging.
- Involvement Opportunities
  - Staff is committed to providing more opportunities for community engagement.
  - The City will continue to enhance public information through social media channels and look for opportunities to expand on current efforts.

### **Staffing**

Over the past few years, and based on recommendations from the City Manager, the Council has added several additional positions, most of which are in the Fire and Police Departments. This strategy has brought staffing levels much closer to the level needed by the City's 75,000 residents and businesses. This investment has led, in part, to the City being recognized as the third safest large city in Washington State and in achieving the Washington Surveying and Rating Bureau (WSRB) Class 3 rating. The organization is at a point of equilibrium in these two areas now, as we anticipate no changes in service level; a situation that will be short-lived as the community continues to grow. The situation is, however, timely in that it allows some room to catch up on needs in other areas.

This budget includes the following FTE change:

#### Systems Administrator (Upgraded Position)

As the City grows in size, the technological investment is key to keeping the operational cost low while meeting the needs of our residents. A new Systems Administrator position will provide the City organization with much needed capacity and talent to maintain and improve software essential to City operations. However, it is also important for the City to look for internal efficiencies before adding new positions. In doing so, the City will upgrade the Administrative and Community Services (ACS) Legal Secretary position, no longer needed and vacant, to a Systems Administrator. Both positions are within the ACS Department.

### Accreditation Program Coordinator (Restored Position)

In 2018, a vacant civilian position within the Police Department was shifted to make room for the position of Policy Analyst, which would work within the Executive Department with staff across all City departments to provide professional level assistance in areas such as research, data and policy analysis, project and program implementation, and assist in preparing recommendations for the City Manager to support the City Council's goals and objectives. As a planned part of that change, the position was tasked almost exclusively to the Police Department to assist the department in attaining State and National accreditation. With State accreditation achieved and the National accreditation efforts nearing successful completion, accreditation duties will shift to maintenance, a rigorous task to be sure, but less so than the achievement itself. As the Policy Analyst assumes a more generalist role and is no longer embedded into the Police Department, there will still be a need for continuing support to maintain accreditation and other key functions. This budget restores the prior civilian position to the Police Department as an Accreditation Program Coordinator.

### Four Police Officers (New Positions)

As noted above, in 2018 the Police Department was awarded the Office of Community Oriented Policing Services (COPS) Grant to hire four FTEs to liaise and assist the homeless population most prominently seen in and around the downtown core. Council subsequently authorized the addition of the four partially grant-funded positions in mid-2018. These will be formally included as part of the 2018 supplemental budget. As a reminder, most of the four positions are expected to be filled in 2019, and the grant funding for these positions expires in 2021.

As a reminder, in 2017, the Fire Department was awarded the Staffing for Adequate Fire and Emergency Response (SAFER) Grant to hire six FTEs. Three of the FTEs were assigned to the General Fund and the remaining three to the Ambulance Fund. All six positions were filled in 2018.

### **Balancing General Fund**

The General Fund is expected to increase in fund balance by \$700,000 by the end of the 2019-2020 Biennium. This will replenish reserves the City has needed to spend recently on planned projects such as the un-bonded portion of the Police Station and the City's negotiated share of the emergency dispatch consolidation effort. Staff is not anticipating the bond(s) to be issued immediately in 2019. This results in the addition of close to \$600,000 to the fund balance, making it available for pre-bond project-related costs to reduce the total bond amount. Furthermore, this budget is consistent with a strategy of positioning the City toward a sustainable financial future. The budget was balanced in large part through efficiencies gained or planned through process improvements, partnerships, and the leveraging of internal and external talents. No adverse service level impacts to the Community are anticipated because of these measures, and in fact, satisfaction levels are expected to increase.

Grants for the seven aforementioned grant positions (four Police, three Fire) funded through Community Oriented Policing Service (COPS) and Staffing for Adequate Fire and Emergency Response (SAFER) programs, will phase out completely by 2021. This funding gap needs to be addressed in the 2021-2022 Biennial Budget.

### What's to Come

- Initiate Economic Development Plan;
- Comprehensive Plan update;
- Completion of Broadmoor Area Master Plan/EIS;
- Completion of Comprehensive Traffic Plan; and
- Review and update Development Impact Fees to assure new growth mitigates its impacts.

### Funding Sources

As the City's infrastructure ages and the City grows, systems are faced with two different kinds of financial pressures. While in concept new growth is expected to mitigate its impacts, this process doesn't happen prior to or even during its development. The City charges impact fees, mitigation fees, latecomer's fees, and other development-related charges and costs, which often, as a function of State law, are recouped over many years after commercial or residential development starts its operation. Additionally, the City has the obligation to develop capital facilities necessary to support basic services. Council approved the 2019-2024 Capital Improvement Plan (CIP) totaling \$205M, a significant portion of which is planned to be completed during the 2019-2020 biennium.

Large capital projects like the Lewis Street Overpass and Peanuts Park are planned years ahead of time and require a certain level of shovel-readiness to competitively pursue all available funding options. Additionally, as we discussed during the CIP presentation, low interest loans for utility infrastructure has been highly competitive. This has resulted in a greater reliance by municipalities on revenue bonds. A revenue bond is not considered to be secured funding until Council has approved an ordinance authorizing commencement of the process. As a result, the adopted CIP reflects that 63% of projects lacked fully-secured funding.

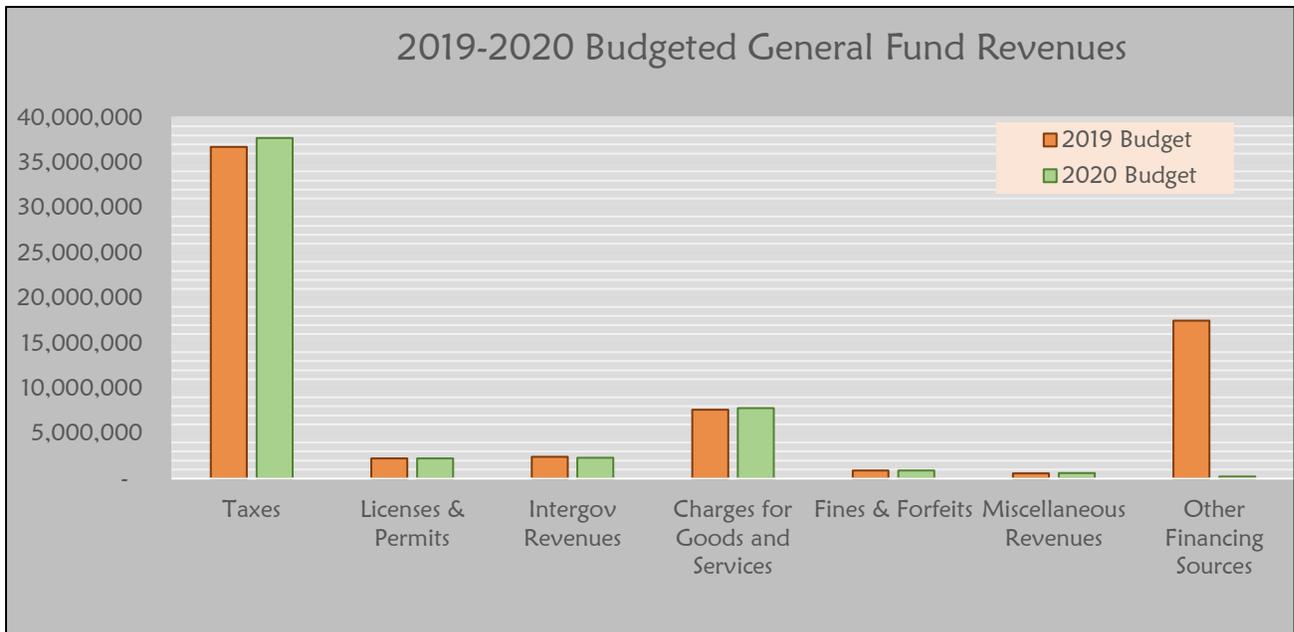
However, even in the short time since the CIP presentation was made, the Council has been reviewing options on funding approximately \$18.5M for two Fire Stations. This project is listed as not having secured funding in the approved CIP. Similarly, Public Works Staff continue to make progress in securing private and State funding for the Process Water Reuse Facility upgrades.

Staff does not and cannot authorize work for which funding is not secured.

## GENERAL FUND

### Revenue

The graph below portrays budgeted General Fund revenues by source, expected to be available to fund General Fund programs for the 2019-2020 biennium. Total general revenue, excluding other financial sources that are one-time in nature, expected to be received are \$50.5M and \$51.6M in 2019 and 2020, respectively. This increase of 10% from the 2018 adopted budget to the 2019 budgeted revenue is primarily due to approved levy of banked capacity for \$1.8M, as well as anticipated sales tax growth of nearly \$1M. Additionally, our focus on efficiently serving our residents has resulted in greater revenue through the Business Licensing Program, as well as our Engineering Division overhead recovery, which reflects a more robust list of budgeted capital projects. The revenue also includes impact to utility tax through approved rate changes. The result is an increase in the ending fund balance of approximately \$700,000 by the end of the biennium (see page 86).



Three major General Fund revenue sources are the City’s share of sales tax, utility tax, and property tax. A brief synopsis of each major revenue source is as follows:

**Sales Tax** – Sales tax is the General Fund’s largest revenue stream and includes regular Retail Sales Tax, as well as Criminal Justice and Public Safety Sales Tax. The latter two taxes are mandated to provide public safety services to the citizens of Pasco, while the regular retail tax funds all general services. Since 2014, sales tax revenues have trended upward, averaging more than 5% growth annually. This growth has been fueled by new construction and supported by a modestly expanding commercial inventory, auto, and large equipment sales.

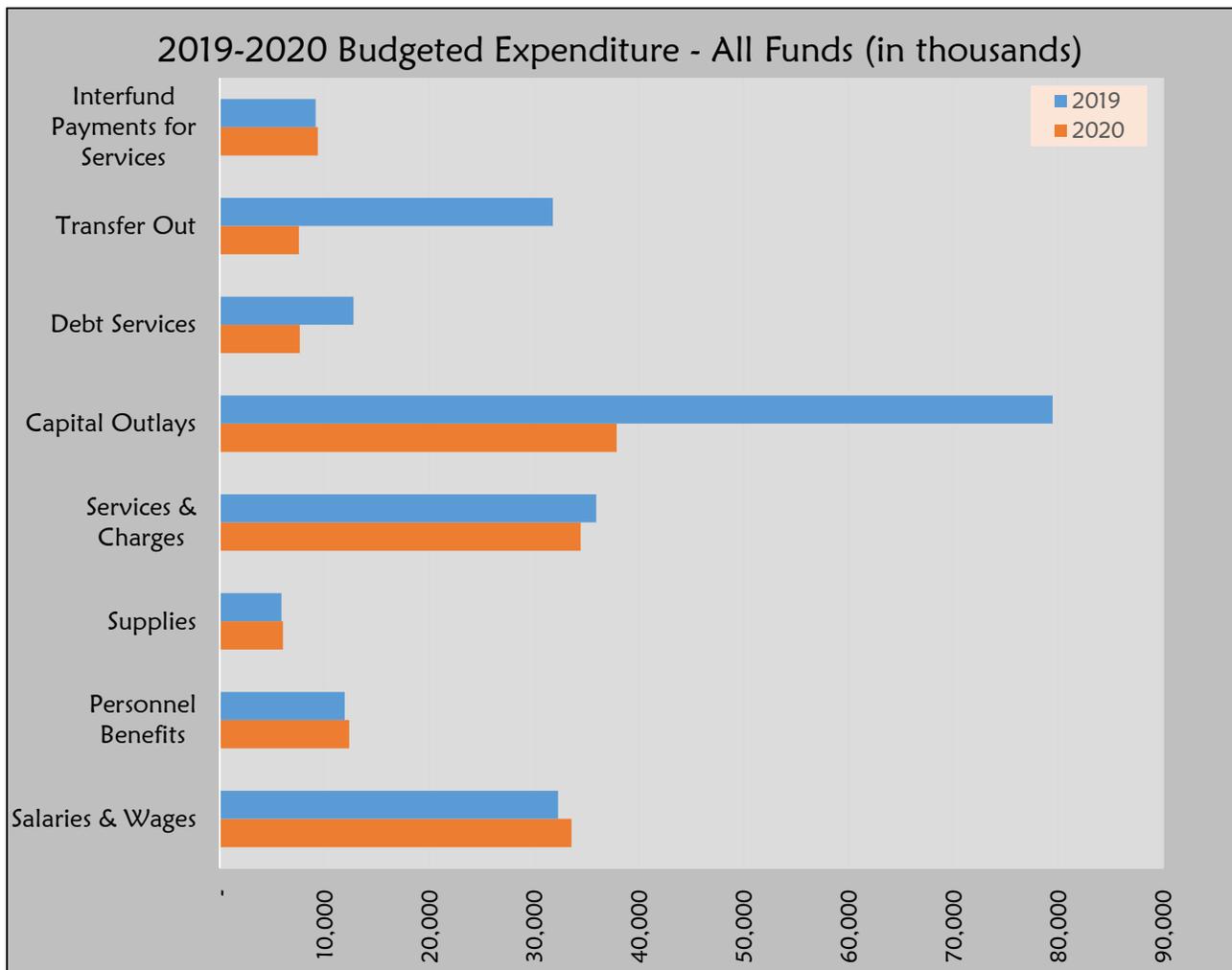
**Utility Tax** – An 8.5% tax on gross revenues of all public utilities is paid to the City on a monthly basis by system users. The City’s Water, Sewer, Irrigation, Stormwater and Reuse utilities are subject to utility tax, as well as companies who provide natural gas, electricity, phone, cable and garbage services in the City limits. The General Fund receives 88.23% of utility tax revenue, while the Street Fund receives 2.35% and the Overlay Fund receives 9.42%. Although new home construction generates more users, for many utilities, extreme cold and hot weather are bigger factors in overall revenue from this source. The City has seen a steady decline in telephone utility tax since 2014. This is likely due to the competition of many service providers and the diminishing use of landlines. Although utility tax revenue reflects very measured growth, it is a stable source of recurrent revenue to the City.

**Property Tax** – The challenge faced by the City is to manage its growth and maintenance with Initiative 747 (I-747) in mind. I-747 limits yearly property tax increases to the lesser of 1% (excluding new construction) or the Implicit Price Deflator (IPD). This means that even though the City’s assessed valuation has been increasing significantly, the increase in property tax revenue cannot follow the same trajectory. Property tax revenue for the City has been increasing higher than 1% due to new construction; however, a recession can significantly affect such revenue source. In 2016 and 2017, the increase in new construction drove property tax revenue increases of 6.4% and 5.4% respectively. Furthermore, the City’s residents have historically enjoyed low City-levied property taxes compared to other jurisdictions in our region. The City has \$1.86M in banked capacity, which the City Council will levy to fund the relocation of two Fire Stations and other emerging needs.

Other Tax – About 3% of the total tax revenue is comprised of Gambling, Leasehold and Admission Tax. Taxes make up 71% of the 2019 General Fund revenue, excluding debt proceeds.

**Expense**

General Fund regular expenses are budgeted at \$49.4M and \$50.6M in 2019 and 2020, respectively. This does not include the transfers in and out between the City’s various funds, as well as transfer to capital projects (see page 94 for more details). Most of the other sources are small dollar one-time activity, or Council directed yearly transfers. The budget includes approximately \$18.5M in the form of a recommended bond issuance for the aforementioned Fire Station 83 and 84 projects and the subsequent transfer to Capital Fund for construction of said Fire Stations. \$49.4M regular expense budgeted in 2019 is an increase of 8.4% from the 2018 adopted budget. This increase is mainly due to absorption of the grant funded public safety employees and anticipated increases in salaries and wages. While not significant in amount, the City is spending additional funds this year to replace breathing air compressors, extrication tools, Information Services related hardware, and the replacement of increasingly obsolete Utility Billing software. The graph below illustrates 2019-2020 budgeted expenditure for General Fund by categories.



## UTILITY SERVICES

The greatest challenges for the Utility Fund are to ensure financial self-sufficiency; that the infrastructure is kept in good service and that new capital needs or large maintenance or improvement requirements are anticipated, planned and communicated to Council. Council has approved the City's 2019-2024 Capital Improvement Plan that accounts for the majority of the key issues this fund is facing. Needed upgrades or replacement of aging infrastructure that has reached or is nearing the end of its useful life, as well as the Growth Management Act (GMA), which requires the City to have capital facilities in place and readily available when new development occurs or a service area population grows, drives the operation of this fund. The City expects to expend close to \$40M in capital projects in this biennium cycle. Staff will pursue grants, low interest loans, and finally, revenue bonds, as funding options for these projects. This significant investment to the backbone of the City will require modest rate increases in Water and Sewer services.

The budget contains a Sanitary Sewer rate increase of 4% and Water rate increase of 3% for the next 3 years. Staff uses an industry standard rate model to not just anticipate the needs for current budget cycle, but also consider the needs of the fund for next 5 to 8 years. As utilities require significant infrastructure investment, anticipating necessary improvements in a proactive fashion is critical to provide safe, reliable, and efficient vital services to our residents.

## AMBULANCE SERVICES

Access to sustainable, reliable, and efficient ambulance service for its residents, businesses and visitors has been a top priority for the Council and the community. To that end, the Council has put considerable effort and investment into stabilizing the fund fiscally and in addressing service deficiencies through the authorization of a fourth medical unit, operating out of temporary Station 84. As noted within and previously, the fourth unit has lessened response times dramatically within the Riverview area of the City and has enhanced response times and reliability in the remainder of the City by relieving the remaining units of the need to provide primary cover to Riverview. Capabilities, coverage, quality and timeliness are much improved today than was the case just two years ago. The investment made to the Ambulance Service, coupled with enhancements to the Fire Department, have made a significant and positive impact to the safety of the community.

The needs of this fund are unique; as in, this is a highly regulated area with high equipment standards, daily demands that regularly tax the capacity of the system, constantly increasing and sometimes widely fluctuating costs for medical supplies, and a specialized workforce requiring significant ongoing training and advanced certifications.

On the financial side, the fund experiences a high population of Medicare, Medicaid and uninsured patients as compared to ambulance utilities in other local jurisdictions. In the case of Medicare and particularly Medicaid, this demographic composition results in lower reimbursement revenue from the Federal Government as compared to private insurance reimbursement. These lower reimbursements, coupled with the high number of uninsured patients, has had an adverse impact on revenues to the fund, which in turn has necessitated increases in monthly rates. The Council has faced this economic challenge for the past several years and is a continued principal issue during the development of this budget.

The Council began to tackle this issue in 2016 based on a comprehensive rate and cost of service study conducted by the FCS Group of Redmond, Washington. As part of the City's efforts toward sustainability of the fund, the Council made the difficult decision to increase ambulance fees significantly, however not near to the level recommended by the consultant. At roughly the same time

as the aforementioned evaluation, Staff was working with State officials and internally to prepare for participation in the Ground Emergency Medical Transport (GEMT) program, which in part provides reimbursement to local ambulance providers for service to Medicaid patients, including transports. With GEMT reimbursements having the potential to be a significant revenue source for the fund, the City landed on a strategy of waiting on enacting rates to fully support the ambulance utility. Instead, the City implemented a plan to provide inter-fund loans to support the fund while the GEMT issues were sorted out, and then would make any needed adjustments at that point, knowing that successfully negotiated future GEMT revenues would lessen the need for rate increases. For the past two years, Staff has been working with State officials on the implementation of the program, which only commenced this past August 2018.

Most recently, in 2018, the Council also authorized changes to the City's application of the Ambulance Utility Fee from a standard unit, regardless of size or activity, to one based upon Equivalent Residential Unit (ERU). This change was implemented to maintain equity among users of the City's service and is anticipated to increase revenues to the fund by approximately \$300,000 annually.

The City started receiving GEMT reimbursement for its Medicaid transports beginning in August of 2018. Staff estimates the revenue stream from the GEMT program to be on the order of \$700,000 annually, effectively reducing the debt write-offs to the fund attributed to Medicaid patients by the same amount. This reimbursement greatly reduces the revenue pressures on this fund, and represents a theoretical savings of \$2.30 per month per ERU. The budget formalizes the \$2M inter-fund loan to the fund at the end of 2018 to accommodate this delay in GEMT funding. Operationally, the fund experienced a planned, but significant, increase in cost due to the addition of the fourth ambulance crew operating out of temporary Fire Station 84.

The good news is that after several years of working through the issues noted above, the community enjoys a much improved ambulance service and the fund is now stable and sustainable with moderate rate increases. Moving forward, and absent any other significant and unforeseen changes, fund expenses are expected to increase modestly, though because of the specialized nature of the service, higher than the Consumer Price Index (CPI).

For 2019 and 2020, due to annual increases in personnel costs, equipment and vehicles, medical supplies, and the debt service related to the needed inter-fund loan, Staff is proposing a 4% increase in Ambulance Utility Fee per ERU, resulting in the monthly fee increasing from \$14.98 to \$15.58 in 2019, and then to \$16.20 in 2020.

The approved budget includes \$1.3M in an inter-fund loan to be paid back in 2019, once GEMT reimbursements are received, and a \$700K subsidy to strengthen fund balance.

## SUMMARY

The adopted budget seeks to satisfy or make significant progress toward the City Council's adopted goals for 2018-2019 by providing for the implementation of important policy decisions made by the City Council through the process of prioritization, recognition and implementation of efficiencies. Developing a balanced budget is always a challenge. A helpful decision-making filter used in budget considerations and the very purpose of this organization is as follows:

*If the City and its services went away tomorrow,  
why would the people want us back?*

As with the prior year, this budget attempts to maximize value through the efficient provision of services while minimizing the level of taxes, rates and fees paid by the citizens of Pasco. The increased staffing authorized in the 2018 budget and earlier has reduced the challenges to maintaining services for our growing community, and due to this fact, Staff is requesting only one new position for 2019-2020. Addition of the staff below will help the City meet its current and future needs.

<b>NEW POSITIONS</b>		
	<b>2019</b>	<b>FUNDING SOURCE</b>
Accreditation Program Coordinator (Restoration of FTE)	1	General Fund
<b>TOTAL</b>	<b>1</b>	

I want to acknowledge the public for their willingness in presenting their concerns and priorities throughout the year in different venues: community meetings, listening sessions, National Citizen’s Survey, correspondence, social media, and City Council meetings. And, also, the members of the City Council for their efforts to distill all that comes before them into clear policy direction; particularly the development of the 2018-2019 City Council Goals, which have served as a roadmap to preparing the 2019-2020 Budget. Finally, I want to acknowledge the dedication and service of the City’s employees. The Budget is the product of an intensive effort by all departments to ensure that this is not just a document, but a plan, to best serve those who live and invest in the community.

Respectfully Submitted,

  
 Dave Zabell  
 City Manager

ORDINANCE NO. 4401

**AN ORDINANCE ADOPTING THE CITY OF PASCO OPERATING BUDGET FOR THE YEAR 2019-2020**

WHEREAS, subsequent to due notice and public hearing thereon, the City Council of the City of Pasco has approved an operating budget for the year 2019-2020; **NOW, THEREFORE,**

**THE CITY COUNCIL OF THE CITY OF PASCO, WASHINGTON, DO ORDAIN AS FOLLOWS:**

**Section One.** The following budget containing the totals set forth for each fund for the year 2019-2020 is hereby adopted.

<u>FUND</u>	<u>EXPENDITURE</u>	<u>REVENUE</u>
010 GENERAL FUND	\$ 133,035,364	\$ 133,035,364
110 CITY STREET FUND	5,453,398	5,453,398
120 ARTERIAL STREET FUND	2,662,427	2,662,427
125 I-182 CORRIDOR TRAFFIC IMPACT FUND	1,572,380	1,572,380
130 STREET OVERLAY FUND	6,444,149	6,444,149
14X COMMUNITY DEVELOPMENT GRANT FUND	1,806,424	1,806,424
145 M.L. KING JR. COMMUNITY CENTER FUND	372,355	372,355
150 AMBULANCE SERVICES FUND	17,843,954	17,843,954
160 CITY VIEW CEMETERY FUND	558,211	558,211
161 BOULEVARD PERPETUAL MAINTENANCE FUND	2,674,483	2,674,483
165 ATHLETIC PROGRAM FUND	559,373	559,373
166 GOLF COURSE	3,745,000	3,745,000
170 SENIOR CENTER OPERATING FUND	609,642	609,642
180 MULTI-MODAL FACILITY FUND	723,913	723,913
182 SCHOOL IMPACT FEES	5,000,000	5,000,000
185 RIVERSHORE TRAIL & MARINA MAINTENANCE FUND	121,684	121,684
188 SPECIAL LODGING ASSESSMENT FUND	650,500	650,500
189 LITTER ABATEMENT FUND	54,718	54,718
190 REVOLVING ABATEMENT FUND	700,473	700,473
191 TRAC DEVELOPMENT & OPERATING FUND	1,021,228	1,021,228
192 PARK DEVELOPMENT FUND	3,224,228	3,224,228
193 CAPITAL IMPROVEMENTS FUND REET 1ST QTR	10,702,960	10,702,960
194 ECONOMIC & INDUSTRIAL DEVELOPMENT FUND	4,221,522	4,221,522
195 STADIUM / CONVENTION CENTER FUND	2,833,854	2,833,854
196 HOTEL/MOTEL EXCISE TAX	1,251,000	1,251,000
24X LID DEBT SERVICE FUND	1,283,334	1,283,334
367 GENERAL CAPITAL PROJECTS	73,608,744	73,608,744
4XX WATER / SEWER UTILITY FUND	119,086,366	119,086,366
510 EQUIPMENT RENTAL OPERATIONS FUND - GOVERNMENT TYPE	3,485,118	3,485,118
511 EQUIPMENT RENTAL OPERATIONS FUND - PROPRIETARY TYPE	391,238	391,238
515 EQUIPMENT RENTAL REPLACEMENT FUND - GOVERNMENT TYPE	14,920,237	14,920,237
516 EQUIPMENT RENTAL REPLACEMENT FUND - PROPRIETARY TYPE	6,279,051	6,279,051
52X MEDICAL/DENTAL INSURANCE FUND	17,043,640	17,043,640
530 CENTRAL STORES FUND	13,190	13,190
605 CITY VIEW CEMETERY ENDOWMENT	595,348	595,348
610 OLD FIREMEN'S PENSION TRUST FUND	3,004,014	3,004,014
619 OLD FIRE MEDICAL (OPEB)	3,021,441	3,021,441
GRAND TOTAL ALL FUNDS	<u>\$ 450,574,961</u>	<u>\$ 450,574,961</u>

**Section Two:** This Ordinance shall be in full force and effect on January 1, 2019.

**PASSED** by the City Council of the City of Pasco this 3rd day of December 2018.

  
Matt Watkins, Mayor

ATTEST:  
  
Daniela Erickson, City Clerk

Approved as to Form:  
  
Leland B. Kerr, City Attorney

# BUDGET OVERVIEW

This section summarizes the 2019-2020 Biennial Budget and provides high-level information on revenues and expenditures for all City funds, as well as a review of major financial issues the City currently faces. The 2019-2020 Budget maintains the same service levels as 2018. In the biennium, the City plans to hire an Accreditation Coordinator. This new position will be responsible for supporting and maintaining the accreditation program for the Police Department.

Notable major capital projects for the biennium include a new Animal Control Shelter, new Community Center, 'A' Street Sporting Complex, Fire Station 83 relocation, Chapel Hill Boulevard Extension and Lewis Street Overpass. The total capital budget is approximately \$117.32M for 2019-2020. The total General Fund budgeted expenditures is \$119.03M for 2019-2020. The total budget for all City funds is \$450.57M, including fund balances, for 2019-2020.

## **Budget Priorities**

The following priorities guided the development of the biennial budget:

- Enhance programs, services and availability of facilities to meet the needs of the growing population.
- Strengthen and further the high level of public safety services in conjunction with the City's growth.
- Address critical capital and infrastructure needs driven by the Growth Management Act (GMA) and aging infrastructure.

## Budget Purpose

A government's budget reflects its vision, strategy, and priorities. Effective budget processes are inclusive, transparent, and efficient. They build trust through involvement and buy-in from citizens, department leaders, and elected officials. A good budget should start with vision, strategy and goals, invite citizen input, and be transparent. The budget presents in detail the financial plan of the City, including its various sources of revenue and the allocation of resources to the various programs.

The City of Pasco's budget is intended to accomplish the following four basic purposes.

### **Policy Tool**

The City's budget process allows the City's officials to comprehensively review the direction of the City and to redirect its activities by means of the allocation of financial resources. On this basis, the budget sets policies and direction for the following two years. This budget also facilitates the evaluation of City programs by providing a means to examine both the financial activities and the progress towards City objectives over time.

### **Operational Guide**

The adopted budget constitutes the legal authority for expenditures. This allows a level of control at which expenditures may not legally exceed appropriations in the fund. The budget provides control by setting forth legislative and administrative guidance to City employees regarding the character and scope of their activities. This direction is set forth in both summary and detail form in the various sections of the budget document. This is also a supplemental tool to evaluate and measure progress.

### **Financial Plan**

Our budget outlines the manner in which the financial resources of the City will be managed during the budget period. The allocation of resources is based on both the current needs and on a long-term view of the development of City programs. The information is generated by the City's financial forecast. This forecast is a financial tool that provides the City's decision-makers with an indication of the long-term fiscal impact of current policies and budget decisions. The budget takes into account unforeseen contingencies and provides for periodic adjustments.

### **Communication Tool**

A budget cannot be effective unless it is clear, accurate, and promotes transparency and accountability. Since this budget has a diverse audience, it seeks to clearly communicate at several levels and for several purposes. It also seeks to communicate significant policy issues and options in a format that can be acted on. It further seeks to provide information to the City's citizens in a way that enables meaningful dialog with elected officials.



## Basis of Budgeting

The City prepares a biennial budget in accordance with RCW 35.34 which allows cities to adopt two-year appropriations. Biennial budgets begin in odd-numbered years and require a mid-biennium review in the first year. The intention of the mid-biennium review is make necessary adjustments to the budget, not to complete an entire budget process in itself. Changes to the budgets may be done in the form of adjustments or amendments. Adjustments are reallocations of existing appropriations and do not change the budget “bottom line”. Amendments involve an addition to or reduction of existing appropriations. Typically, the mid-biennium review begins in September and is completed by December of the first year. The utilization of a biennial budget provides an opportunity to expand the planning horizon and encourages long-term thinking to be a part of the financial plan that the budget represents.

The budget for governmental funds is prepared on a modified accrual basis of accounting in conformity with generally accepted accounting principles (GAAP) applicable to governments. The budget for proprietary funds is prepared on an accrual basis, also in accordance with GAAP. Financial statements for each of these funds are prepared using the same basis of accounting; modified accrual for governmental funds and accrual for proprietary funds.

### **Components of the Budget**

The budget consists of two parts: the operating budget and the capital budget. Showing the budget in these two components separates key policy issues in order to facilitate consideration. Based on information, analysis and recommendations from the City Manager and the public, the Council sets policy as the level at which existing programs should be funded, what programs of services might be added and what improvements should be made and at what level of funding. The components are briefly described below.

#### Operating Budget

The operating budget consists of departmental budget proposals, which would be sufficient to support the department objectives and contribute to achieving Council goals.

#### Capital Budget

The capital budget authorizes and provides the basis for controlling expenditures related to the acquisition of significant City assets and construction of capital facilities. The capital budget is established with the intent to achieve the goals set forth in the City’s six-year Capital Improvement Plan. Capital is defined as land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, infrastructure, and all other tangible or intangible assets that are acquired with an individual purchase greater than \$5,000 and are expected to have a useful life greater than one year.

### **Implementation and Monitoring**

The budget and its policies are implemented through the objectives of individual departments and accounting controls of the Finance Department. The financial aspects of the budget are monitored in periodic reports issued by the Finance Department comparing actual expenditures and revenues with the budget. These reports are presented to City Council for monitoring and oversight. In these reports, financial data can be presented at a higher level of detail than the final budget. These reports include an analysis of the City’s financial condition. Implementation of the budget is further monitored by the oversight activities of Council, which meets to not only consider proposals before it, but also to review

the activities of the various City departments. Furthermore, individual departments hold monthly a budget process meeting to evaluate progress and consider necessary operational adjustments.

As noted above, the status of the budget is reviewed routinely throughout the year. Additionally, a comprehensive review is performed mid-biennium. During this budget monitoring process, the need to modify the adopted budget may become evident. There are two methods for modifying the adopted budget. One method does not affect the “bottom line” total for the department or fund. These changes are mainly transfers from one account line-item to another within a department’s operating budget or changes between divisions within a department. In these instances, the changes are requested by Department Directors, and approved by the City Manager and Finance Director.

The second method for modifying the adopted budget is through a formal budget amendment. A budget amendment changes the total appropriation for a department or fund. This type of change might result from circumstances such as acceptance of additional grant funds, appropriation of additional funding if expenditures are projected to exceed budgeted amounts, or re-appropriation of money from one fund to another when deemed necessary. All requests for amendments are first filed with and reviewed by the Finance Department. These changes require Council approval.

## Budget Process

The City of Pasco's budget process meets the aforementioned purposes by integrating planning and implementation of City programs with the allocation of financial resources necessary to support those services.

The budget process has various levels and aspects. The initial steps include obtaining input on needs and feedback from the community, which occurs in the spring of even numbered years. This information is taken into consideration, along with input from departments and progress evaluations from the prior year. In late spring, City Council reviews previous goals and objectives, as well as the current year's goals and objectives. Then staffing levels, emerging topics, and program priorities are reviewed with departments. After the input is obtained, the City Council sets its Biennial Goals, which occurred in May of 2018.

With the Council's Biennial Goals and priorities established, the Capital Improvement Plan process begins in May and is finalized in October. However, the Capital Budget is not formally adopted until December, along with the Operating Budget. The Capital Improvement Plan includes capital projects scheduled for construction, which are intended to meet the biennial goals established by Council. For the most part, departments use a "bottom-up" approach to budgeting in which they develop their objectives along with identifying their fiscal requirements. Alongside the Capital Improvement Plan process, departments submit preliminary budget requests to the Finance Department. At this time, the Finance Department and City Manager meet with Department Directors to review budget requests and discuss possible modifications. The preliminary Capital Improvement Plan is presented to Council in early fall by the City Manager for approval.

In early fall, the Finance Department begins the budgeting process for the revenue aspect of the budget. This is done in the form of preliminary revenue forecasts and possibly rate studies of services and fees. Part of the revenue budgeting process is the presentation and public hearings regarding the Ad Valorem Tax (property tax) levy. Public hearings and departmental meetings are coordinated, as needed, to ensure timeliness, transparency and allow for the opportunity for adjustments before the budget takes a formal shape. The Operating and Capital Budget, including the projects in the Capital Improvement Plan, are then adopted by Council in December.

Not only is planning and establishing the budget of importance, but implementing and monitoring the budget is also of high value. Monitoring the budget is a continuous effort and, as such, department heads meet monthly for budget progress meetings. These meetings allow the departments to ensure they are on track and implement any necessary adjustments in a timely manner in order to meet objectives and stay within budget. Further, in the summer of odd numbered years, departments will meet with the Finance Department to evaluate progress and recommend adjustments for the remainder of the biennium. Mid-year budget adjustments will then be adopted by ordinance.

## Budget Calendar

2019-2020 Budget Calendar Budget Process	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
<b>2018</b>												
Department monthly budget progress meetings												
Community forums held for input before Council Retreat												
City Council retreat to set biennial goals												
Development of Capital Improvement Plan												
Finance prepares budget instructions and training												
Information Services prepares new technology requests												
Departments complete budget input												
Finance department meets with department directors to review budget requests prior to City Manager reviewing requests with department directors.												
City Manager Presents Capital Improvement Plan to City Council and approved by resolution												
Finance prepares preliminary revenue forecast												
Departments prepare accomplishments and goals												
City Manager presents 2019 Ad Valorem Tax (Property Tax) Levy and major General fund revenues to Council												
City Clerk transmits certified copy of Ad Valorem Tax levy ordinance to the Franklin County Assessor before November 30th.												
Finance department files preliminary budget with City Clerk, and distributes to City Council												
City Manager presents preliminary budget to City Council												
City conducts public Hearings on preliminary budget including revenues and tax levies												
Council adopts operating and capital budget by ordinance												

2019-2020 Budget Calendar												
Budget Process	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
	2019											
Adopted budget published and distributed												
Initial budget amendment is adopted by ordinance												
Departments meet with Finance department to evaluate progress and recommend adjustments												
Mid year budget adjustment is adopted by ordinance												
2020 Ad Valorem Tax (Property Tax) Levy is set by ordinance												
Year-end budget adjustment is adopted by ordinance												

## Fund Descriptions

The City is financially organized into separate fiscal and accounting entities known as Funds. Each Fund is a separate division for accounting and budgetary purposes. The Fund Accounting Process allows the City to budget and account for revenues that are restricted by law or policy for a specific use or purpose in accordance with nationally recognized rules of governmental accounting and budgeting.

The City of Pasco budgets and accounts for approximately 38 separate Funds. Each fund can be viewed as a separate checking account to be used for a specific purpose. All funds of the City fall into one of the following major categories: General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds, Proprietary Funds, Internal Service Funds and Fiduciary Funds. Following is a brief description of these categories.

**General Fund:** The General Fund finances most traditional services that the public associates with the City. This includes law enforcement, fire protection, municipal court, parks and recreation, community development and administrative activities. The General Fund is, essentially, a “catch-all” fund for accounting for City operations that are not required to be accounted for in a separate fund. The General Fund receives all of the property taxes, except those that are voter approved, for the repayment of debt. This is a major fund and must have an appropriated budget.

**Special Revenue Funds:** The City uses Special Revenue Funds to account for revenues that must be used by law for specific purposes. Examples are the City Street Fund and Arterial Street Fund that account for gasoline taxes received and can only be used for maintenance and improvements to roads and streets. The City does not have any special revenue funds classified or presented as major funds for financial reporting purposes. All Special Revenue Funds have appropriated budgets.

**Debt Service Funds:** The Debt Service Funds are used to account for the accumulation of resources for the repayment of monies borrowed through voter approved general obligation bond sales and the related interest. This fund is not classified or presented as a major fund for financial reporting purposes. This fund does not require legal appropriation since the authorization of general obligation debt includes the amortization schedule which serves as a budget for the life of the debt.

**Capital Projects Fund:** This fund accounts for financial resources that are restricted, committed or assigned to expenditures for the acquisition and construction of major capital facilities. Most capital projects are accounted for in this fund. Capital projects related to Enterprise Funds are accounted for within the Enterprise Funds. The City's Capital Projects Fund is known as the Construction Fund and is presented as a major fund for financial reporting purposes. This fund has an appropriated budget for the biennium.

**Proprietary Funds:** The Proprietary Funds are established to account for operations that are financed and operated in a manner similar to private business, with the intent that the cost of the goods or services provided will be recovered primarily through user charges. The Utility Fund is the City's major fund in this category and has an appropriated budget.

**Internal Service Funds:** Internal Service Funds are used by the City to account for the financing of goods and/or services provided by one department or fund to another department or fund of the City on a cost reimbursement basis. For example, the City uses the Equipment Rental (ER) Funds to purchase and maintain vehicles used by the various departments and funds. Each department or fund pays rent to the ER Fund to use that equipment. The City does not have any Internal Service Funds classified or presented as major funds for financial reporting purposes. These funds are not subject to budget appropriations.

**Fiduciary Funds:** These funds are also referred to as Trust or Agency Funds and are used to account for assets held by the City on behalf of outside parties, including other governments, or other funds within the City. For example, the Cemetery Trust Fund holds a portion of the proceeds from the sale of gravesites in order to provide ongoing grounds maintenance and care of the facility. The City does not have any Fiduciary Funds classified or presented as major funds for financial reporting purposes. These funds are not subject to budget appropriations.



## Fund Structure

<b>Fund Number &amp; Title</b>	<b>Responsibility</b>	<b>Budget Description</b>
<b>General Fund Revenues</b>	Finance Director	General government activities
<b>General Fund Operations</b>		
Council	Council	Council
Municipal Court	Judge	Municipal Court
City Manager	Council	Management of City, personnel, communication, legal, and risk
Police	Police Chief	Police services
Fire Department	Fire Chief	Fire services (Not including Ambulance Services)
Administration	ACS Director	Management of Facilities, Parks, Recreation, Information Services
Community Development	CED Director	Community Planning, Economic Development, and Code Enforcement
Finance	Finance Director	General Finance
Engineering	PW Director	Public Works Administration and Engineering
Library	ACS Director	Mid-Columbia Library
Non Departmental	Finance Director	Citywide expenditures, fund transfers, fund balance & one-time expenditures
<b>Special Revenue Funds</b>		
110 Street	PW Director	Operations & maintenance of City's streets
120 Arterial Street	PW Director	Construction & maintenance of City's arterial streets
125 I-182 Impact	PW Director	Construction & maintenance of geographically bound City's transportation network
130 Street Overlay	PW Director	Overlay of City's transportation network
140 CDBG	CED Director	Community Development Block Grant (CDBG)
145 MLK Center	ACS Director	Recreation Center
150 Ambulance	Fire Chief	Ambulance operations & service
160 Cemetery	ACS Director	Cemetery operations & service
161 Blvd Maintenance	ACS Director	Maintenance of City's boulevards
165 Athletics	ACS Director	Manage recreation programs
166 Golf Course	ACS Director	Manage recreation operation facility
170 Senior Center	ACS Director	Manage recreation program for seniors
180 Multi Modal	ACS Director	Train station, bus station & any of City's transportation network
182 School Impact	Finance Director	Pass through funds collected for Pasco School District
185 Marina	ACS Director	Manage recreation program
188 Lodging	City Manager	Manage Lodging tax for promotion of tourism
189 Litter Abatement	CED Director	Manage litter programs
190 Revolving Abatement	CED Director	Defray expenses related to repair, demolition, and cleanup of dangerous buildings, and abatement of nuisances
191 TRAC	City Manager	Manage Trade Recreation Agriculture Center
192 Park Development	ACS Director	Management of Park Development Program (mostly capital projects)
193 Capital Improve REET	City Manager	Real Estate Excise Tax used to fund major capital infrastructures
194 Economic Development	CED Director	Promote economic development of the City through revenues received from City's property leases
195 Stadium/Convention Center	City Manager	Management of recreation program
196 Hotel/Motel Excise Tax	Finance Director	Manage Lodging tax for promotion of tourism

<b>Fund Number and Title</b>	<b>Responsibility</b>	<b>Budget Description</b>
<b>Debt Service Funds</b>		
200 LID Guarantee	Finance Director	Reserves for security of Local Improvement Districts (LIDs)
244 LID Loans	Finance Director	Principal & Interest, Local Improvement Districts
245 LID Bonds	Finance Director	Principal & Interest, Bonds
<b>Capital Projects Funds</b>		
367 Capital Improvements	Finance Director	Capital Improvement – Citywide projects
<b>Enterprise Funds</b>		
410 Utilities	PW Director	Operation and Capital fund for Water, Irrigation, Sewer, Reuse and Stormwater
<b>Internal Service Funds</b>		
510 Equipment O&M Government	PW Director	Operation and maintenance of government vehicles
511 Equipment O&M Utility	PW Director	Operation and maintenance of enterprise vehicles
515 Equipment Replacement Government	PW Director	Equipment replacement fund for government vehicles
516 Equipment Replacement Utility	PW Director	Equipment replacement fund for enterprise vehicles
521 Medical/Dental	City Manager	Management of City's self-insured medical insurance
530 Central Stores	Finance Director	Currently dormant fund
<b>Fiduciary/Trust Funds</b>		
610 Old Fire Pension	Finance Director	Pension fund for fireman's retirement
619 Old Fire OPEB	Finance Director	Pension fund for fireman's benefits
<b>Permanent Fund</b>		
605 Cemetery Endowment Care	Finance Director	Long-term reserves for cemetery care and improvements
<b>Debt Service Funds</b>		
200 LID Guarantee	Finance Director	Reserves for security of Local Improvement Districts (LIDs)
244 LID Loans	Finance Director	Principal & Interest, Local Improvement Districts
245 LID Bonds	Finance Director	Principal & Interest, Bonds
<b>Capital Projects Funds</b>		
367 Capital Improvements	Finance Director	Capital Improvement – Citywide projects
<b>Enterprise Funds</b>		
410 Utilities	PW Director	Operation and capital fund for Water, Irrigation, Sewer, Reuse and Stormwater
<b>Internal Service Funds</b>		
510 Equipment O&M Government	PW Director	Operation and maintenance of government vehicles
511 Equipment O&M Utility	PW Director	Operation and maintenance of enterprise vehicles
515 Equipment Replacement Government	PW Director	Equipment replacement fund for government vehicles
516 Equipment Replacement Utility	PW Director	Equipment replacement fund for enterprise vehicles
521 Medical/Dental	City Manager	Management of City's self-insured medical insurance
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<b>Permanent Fund</b>		
605 Cemetery Endowment Care	Finance Director	Long-term reserves for cemetery care and improvements

## Comparative Budget Summary Trend - All Funds

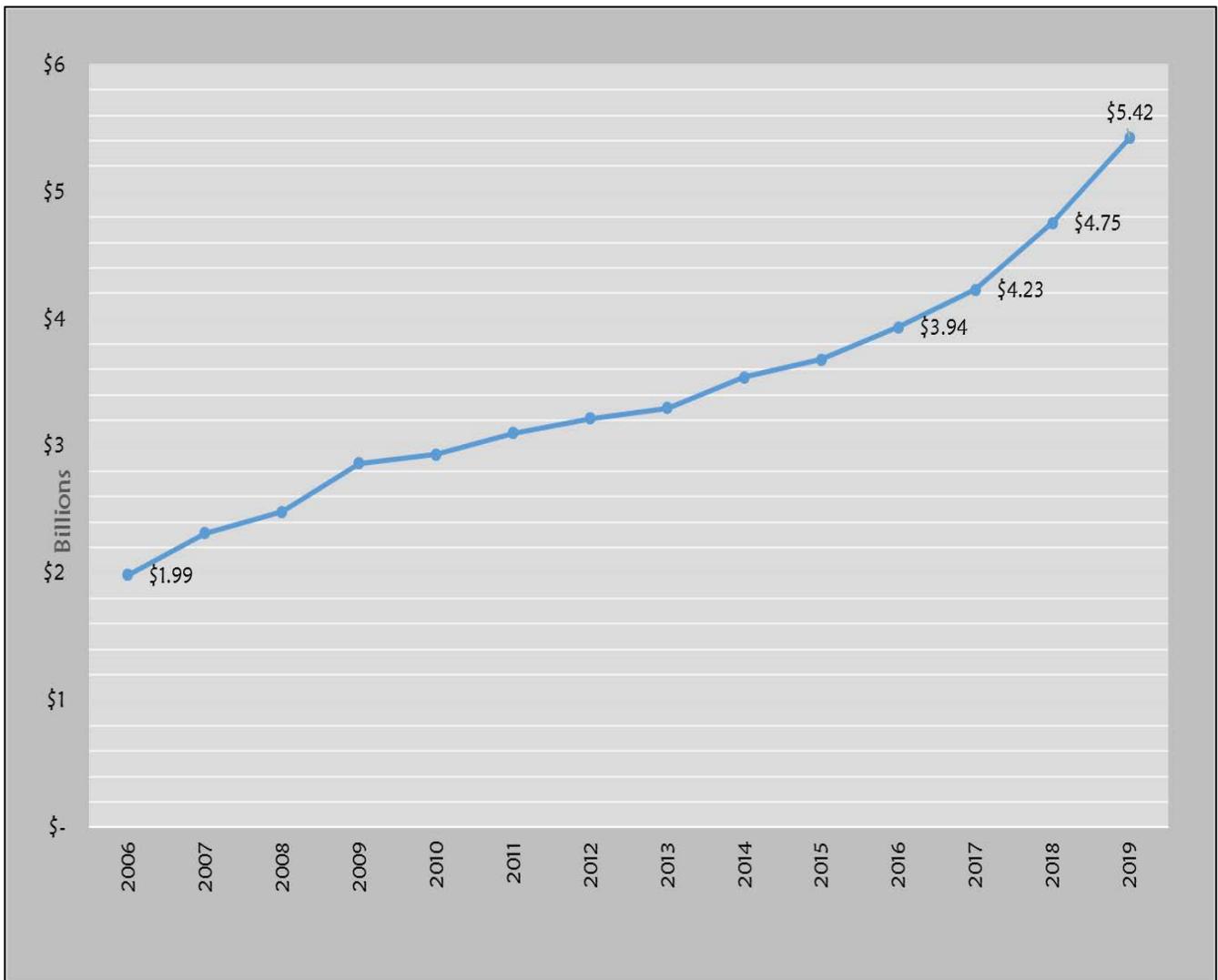
	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Taxes	34,727,320	37,780,892	36,864,295	40,357,020	41,379,587
License & Permits	2,674,627	2,761,247	2,632,893	2,820,698	2,821,698
Intergovernmental	5,349,445	14,088,865	17,832,369	12,088,212	20,553,455
Charges for Service	45,014,994	55,516,483	51,716,259	59,736,853	59,186,764
Fines & Forfeitures	983,276	960,287	983,600	1,036,100	1,036,100
Miscellaneous	7,129,115	4,099,973	6,504,159	34,485,197	18,583,122
Other Sources	25,593	89,802	65,000	86,310	86,310
<b>Total Revenues</b>	<b>95,904,370</b>	<b>115,297,549</b>	<b>116,598,575</b>	<b>150,610,390</b>	<b>143,647,036</b>
<b>Expenditures</b>					
Salaries & Wages	25,662,981	28,961,637	30,385,820	32,262,506	33,550,635
Personnel Benefits	10,616,590	10,799,045	11,476,839	11,904,910	12,358,344
Supplies	5,154,870	5,349,495	6,304,335	5,889,442	6,021,348
Services & Charges	29,435,413	31,130,220	32,979,047	35,922,248	34,420,014
Capital Outlays	17,937,733	18,947,206	34,009,002	79,453,155	37,870,177
Debt Services	12,677,114	6,931,444	7,950,901	12,747,572	7,628,982
Inter-fund Payments for Services	6,612,288	9,028,424	8,609,686	9,136,473	9,344,527
<b>Total Expenditures</b>	<b>108,096,989</b>	<b>111,147,471</b>	<b>131,715,630</b>	<b>187,316,306</b>	<b>141,194,027</b>
<b>Other Financing Sources (uses)</b>					
Debt proceeds	4,657,714	10,767,834	5,802,930	28,081,907	307,671
Proceeds from Sale of Capital Asset	1,010,111	66,693	-	-	-
Transfer In	10,227,880	6,531,386	8,287,745	30,345,950	7,535,416
Transfer Out	(10,227,882)	(6,531,385)	(8,287,745)	(31,789,950)	(7,535,416)
Contributed Capital	1,965,411	1,854,323	4,720,000	1,805,100	1,805,100
<b>Total Financing Sources (Uses)</b>	<b>7,633,234</b>	<b>12,688,851</b>	<b>10,522,930</b>	<b>28,443,007</b>	<b>2,112,771</b>
Net Change in Fund Balance	(4,559,385)	16,838,929	(4,594,125)	(8,262,909)	4,565,780
Budgeted Beg Fund Balance	-	-	78,303,043	86,436,391	78,173,482
Budgeted End Fund Balance*	-	-	73,708,918	78,173,482	82,739,262

\* 2019 Beginning Fund Balance is an estimation of 2018 activity and hence differs from 2018 Budgeted Ending Fund Balance.

## General Fund

The General Fund is the City's largest fund and accounts for the majority of the City's revenues and expenditures. Of the \$49M in revenues expected in 2019, over 71% of the revenues are expected from taxes levied on property, sales, and utility. While property tax is the most known of taxes levied by a municipality, property tax only makes up 18% of total General Fund revenue. Sales tax, on the other hand, makes up the largest portion of the General Fund revenue, 31%, which is followed by utility tax at 20%.

The City has been one of the fastest growing communities within the State and the Country. The assessed valuation of the City, as shown in the graph below, is an indicator of this growth trajectory. At \$5.42 billion dollars, the preliminary assessment for 2019 represents an increase in total assessed value of 272% since 2006.

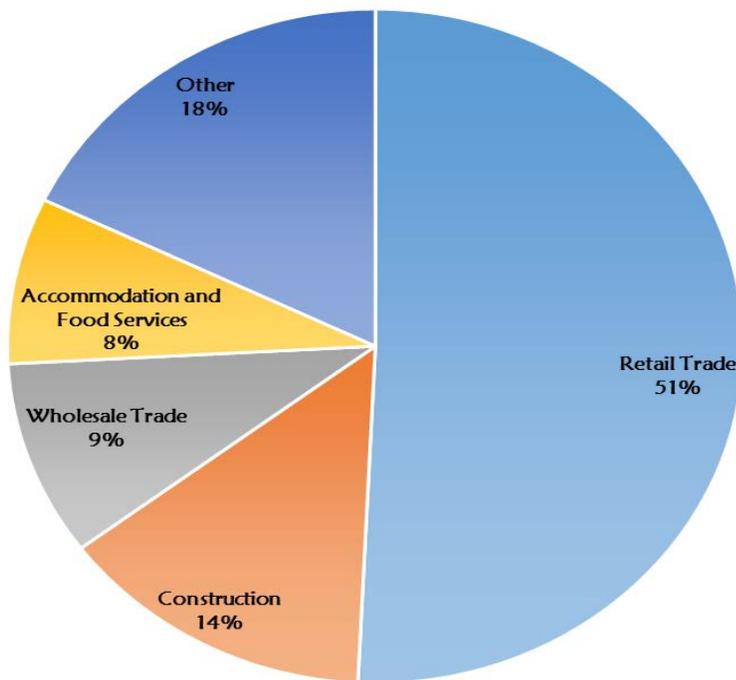


The City has a fairly diverse economy, with approximately half of the City's sales tax being collected from retail activity, including automotive dealers. The chart below illustrates the major sources for the City's retail sales tax for the year 2017. On average, 14% of the City's sales taxes can be attributed to construction sales tax. Once again, this revenue source is highly sensitive to a downturn in national/regional economy.

Other revenue sources that are accounted for in the General Fund are partnerships with the Port of Pasco, operating the Airport Rescue and Firefighting (ARFF) Division, and Pasco School District by providing School Resource Officers, as well as building permits, grants, and overhead recovery from the City's Utility Fund.

As discussed above, there is a significant amount of growth related revenue, such as New Construction Property Tax, Construction Sales Tax, and Building Permits, that the fund relies on for operations.

Additionally, the City can be impacted by decisions made by the Washington State Legislature. As has occurred within just the last several years, changes in State shared revenues, for example, Liquor Board profits, Liquor Excise Tax, and Gas Tax, can significantly impact the City's bottom line. The Mainstreet Fairness Act, which requires the collection of sales and use tax by out-of-state retailers, is expected to bring in more revenue for the State and its cities. However, it will take 5 to 10 years to build the framework to fully benefit from this law that attempts to level the playing field between online and store retailers. Unfortunately, there is an effort to eliminate Streamlined Sales Tax Mitigation revenue, which will negatively impact cities who are not bringing in enough Marketplace Fairness Act revenue to offset the loss of Streamlined Sales Tax Mitigation revenue.



Through Council's careful long-term planning, aided by robust growth, the City's General Fund has sustained a stable fund balance of \$13.5M. The 2019-2020 budget is balanced and the economic outlook for the City is largely positive. The City will need to remain cautious, as it has in the past, to properly balance the needs of a large City with the revenue it generates and to do so in a timely manner.

## Ambulance Services Fund

As the budget message outlined, City Council and Staff have worked together to pursue a pairing of effective service with financial security for the Ambulance Service. In planning the 2019-2020 Biennial Budget, those same goals were prioritized.

The greatest cost borne by the Ambulance Fund on a recurring basis is related to salaries and benefits. For the past few years, the number of staff members in the Ambulance Fund has grown to support our expanding citizenry. In the 2019-2020 Budget, however, the number of full time equivalent positions (FTEs) did not change as compared to 2018. During 2018, the City completed negotiations with the International Association of Fire Fighters, Local 1433, for the years spanning 2018 to 2020. The results

of that agreement are built into the approved budget. The 2019 – 2020 Budget does include SAFER Grant revenue to help offset the addition of staff beginning in 2018.

An integral part of the provision of ambulance service is quick, clear communication of emergency information from those needing assistance to the ambulance personnel via a dispatch center. As noted earlier in the budget document, the City transitioned to a regional dispatch center, SECOMM, in 2018. While the cost for the enhanced dispatch service is greater, the benefits gained in efficiency and stability both support and improve the Ambulance Fund's ability to serve citizens' needs.

The multiyear effort to stabilize the revenue base of the Ambulance Fund has resulted in the need for an inter-fund loan from the General Fund. A retroactive payment for GEMT eligible ambulance service from June 2016 through June 2018 is scheduled to be received in 2019. Once this payment is received, the Ambulance Fund will reimburse the general Fund \$1.34M. Both the value of the retroactive revenue and the inter-fund loan principal and interest payments are included in the budget year 2019.

While anticipated for a couple of years, 2018 was the year that reflect the beginning of the Ambulance Fund's participation in a newly instituted Ground Emergency Medical Transport (GEMT) revenue program. This program available to participating public service providers performs as a mechanism to receive additional revenue from the Department of Health and Human Services for Medicaid patients that require emergency ambulance care. For July through June of 2018, the Ambulance Fund recorded net revenue (billings of the GEMT rate less the applicable discount) of \$321,900 related to the GEMT program. The budget year of 2019 will be our first full year of GEMT related revenue anticipated to be approximately \$700,000 annually.

The Biennial Budget for 2019 – 2020 includes a 4% rate increase to the monthly Ambulance Utility Rate, effective the first billing of 2019. This increase, equating to additional revenues of approximately \$200K annually, is another step toward establishing a firm foundation to support the expenses of the fund. The monthly utility rate is developed focusing on the costs to the fund, due to the 24 hours-a-day, seven days-a-week availability of the Ambulance Service. Likewise, transport fees are developed by focusing on the time and resources needed while the ambulance is responding to a call. The Biennial Budget of 2019-2020 includes a revenue increase related to the demand. Beginning with billings for ambulance service calls in January 2019, the transport rate per call increased from \$600 to \$650 for residents and from \$1,050 to \$1,110 for nonresidents. Non-residents do not provide any support toward the cost associated with the ongoing availability of the Ambulance Service, resulting in a higher transport, or demand, rate.

In the coming biennium, 2021-2022, the benefit of the SAFER grant, (\$379K for the 2019-2020 biennium) will have been fully exhausted. Additionally, as part of the capital planning process of the City, the construction and replacement of Fire Stations is included in the Capital Improvement Plan. While the Ambulance Fund cannot pay for facility construction, the fund will be assigned its share of operations and maintenance costs, as well as the appropriate cost of additional labor stationed at any newly constructed Fire Stations. As of this budget, no estimated costs associated with the addition of stations is included.

The coming years will require that the City remain diligent on both sides of the financial picture of the Ambulance Fund, revenue generation and expense discipline. However, in comparing the activity over the past few years, progress has been made. The Adopted Budget for 2018 reflected revenues of 75% of expenses. The remaining support needed for the fund was received by way of a transfer from the General Fund, as well as the before mentioned inter-fund loan. For the 2019 and 2020 biennium, exclusive of the effect of the retroactive GEMT revenue and planned subsequent payment to relieve

the inter-fund loan, the percentages of revenue as compared to expenses are 92% and 78%, respectively. At our mid-biennium review, it may be deemed necessary to increase rates again. However, with the relative newness of the GEMT program resulting in the lack of historical billings to assist revenue forecasting, Council chose to allow another year of GEMT activity before instituting a rate increase for 2020. On the expense side, 2019 expenses increase by 7 ½% over the budget for 2018. However, the change from 2019 to 2020 reflects a smaller increase of approximately 3 ½% increase; a beneficial reduction.

## Utility Fund

The biggest challenge for the Utility Fund is to ensure that this entity is self-sufficient; that the infrastructure is kept in good shape and that any new capital needs or large maintenance or improvement requirements are anticipated and communicated to Council. Council has approved the City's 2019-2024 Capital Improvement Plan that accounts for the majority of the key issues this fund is facing. Needed upgrades or replacement of aging infrastructure that has reached or is nearing the end of its useful life, as well as the Growth Management Act (GMA), which requires the City to have capital facilities in place and readily available when new development occurs or a service area population grows, drives the operation of this fund. The City expects to expend close to \$40M in capital projects in this biennium cycle. Staff will pursue grants, low interest loans, and finally, revenue bonds, as funding options for these projects. This significant investment to the backbone of the City will require some rate increases in Water and Sewer services.

**GESA STADIUM**



## Budgeted Expenditures by Administrative Structure

	2016 Actual	2017 Actual	2018 Budget	2019-2020 Budget
<b>MAYOR &amp; COUNCIL:</b>				
Mayor & Council	105,773	111,918	124,511	260,540
	105,773	111,918	124,511	260,540
<b>CITY MANAGER</b>				
Administration	561,183	685,525	1,597,293	2,101,501
Communications	161,242	228,573	177,929	465,933
Human Resources	708,178	795,542	789,297	1,693,702
Lodging	308,697	328,241	275,000	650,500
TRAC	273,948	122,003	278,094	553,344
Capital Improve REET	642,917	1,422,673	4,414,260	8,228,527
Stadium/Conv Ctr	292,188	302,398	347,798	2,371,222
Medical/Dental	5,515,274	5,346,917	5,956,274	12,055,660
	8,463,627	9,231,872	13,835,945	28,120,389
<b>JUDGE</b>				
Municipal Court <sup>2</sup>	1,571,331	1,458,681	1,464,406	3,228,697
	1,571,331	1,458,681	1,464,406	3,228,697
<b>ACS DIRECTOR</b>				
Administration <sup>1,2</sup>	8,754,257	7,370,499	7,533,004	16,217,814
Library	1,280,576	1,445,549	1,377,958	2,905,818
MLK Center	104,844	110,003	163,139	283,928
Cemetery	255,998	244,595	258,130	549,096
Bldv Maintenance	75,000	170,000	141,828	293,564
Athletics	117,596	107,818	153,383	408,582
Golf Course	1,693,955	1,769,789	1,744,269	3,592,382
Senior Center	324,971	289,831	332,196	590,495
Multi Modal	59,178	43,476	191,823	435,573
Marina	12,591	10,471	13,710	27,132
Park Development	287,560	924,619	41,247	1,441,336
	12,966,526	12,486,650	11,950,687	26,745,720
<b>COMMUNITY DEVELOPMENT:</b>				
Community Development	1,464,514	1,748,052	1,728,603	3,878,345
CDBG	781,929	707,541	1,507,963	1,806,424
Litter Abatement	12,816	8,705	15,145	30,238
Revolve Abatement	162,372	296,240	112,934	550,318
Economic Development	1,629,436	1,803,675	1,529,995	2,073,087
	4,051,067	4,564,213	4,894,640	8,338,412
<b>FINANCE DIRECTOR:</b>				
Finance <sup>1</sup>	-	2,196,310	2,231,311	5,105,873
Non-Departmental	10,271,567	5,617,752	4,115,213	28,592,505
School Impact	1,915,573	2,333,355	2,500,000	5,000,000
Hotel/Motel Excise tax	-	-	-	1,212,244
LID Guarantee	300,000	300,000	-	-

	2016 Actual	2017 Actual	2018 Budget	2019-2020 Budget
<b>FINANCE DIRECTOR (cont.):</b>				
LID Loans	93,372	198,172	131,560	87,656
LID Bonds	122,800	27,250	21,575	1,070
99UT Lib/Fire	422,300	-	-	-
2002 UT Ref	253,110	-	-	-
Capital Improvement	8,815,507	7,378,188	22,128,145	73,608,744
Central Stores	-	-	500	1,000
Old Fire Pension	125,968	126,373	135,407	280,112
Old Fire OPEB	191,907	148,887	186,215	332,536
Cemetery Endowment Care	-	-	-	-
	22,512,104	18,326,287	31,449,926	114,221,740
<b>PUBLIC WORKS DIRECTOR:</b>				
Engineering	1,799,126	1,726,983	1,801,529	3,791,421
Street	2,038,847	2,511,020	2,341,177	5,303,218
Arterial Street	763,592	278,640	1,091,123	1,998,336
I-182 Impact	123,132	459,223	101,391	170,584
Street overlay	43,030	148,044	931,871	4,161,913
Utilities	35,242,080	32,055,554	35,993,313	95,857,578
Equipment Rental	2,114,829	3,075,945	1,538,504	6,488,774
Government				
Equipment Rental Enterprise	851,211	508,720	1,037,121	1,099,308
	42,975,847	40,764,129	44,836,029	118,871,132
<b>POLICE CHIEF:</b>				
Police	14,463,698	16,488,563	16,544,349	35,524,184
	14,463,698	16,488,563	16,544,349	35,524,184
<b>FIRE CHIEF:</b>				
Fire	5,619,293	7,660,554	6,859,386	15,266,340
Ambulance	5,595,600	6,585,984	8,043,496	17,258,545
	11,214,893	14,246,538	14,902,882	32,524,885
<b>Budgeted Fund Balance</b>				
General Fund	-	-	13,290,429	14,002,691
Special Revenue Funds	-	-	14,013,698	15,817,288
Debt Service Funds	-	-	337,064	1,194,608
Capital Fund	-	-	-	-
Enterprise Funds	-	-	20,826,613	23,228,788
Internal Service Funds	-	-	19,955,340	22,487,732
Fiduciary Funds	-	-	4,769,045	5,412,807
Permanent Fund	-	-	516,729	595,348
<b>Total Budgeted Fund Balance</b>	-	-	73,708,918	82,739,262
<b>TOTAL ALL FUNDS</b>	118,324,866	117,678,851	213,712,293	450,574,961

<sup>1</sup> Finance department was separated from ACS in 2017.

<sup>2</sup> Indigent Defense was moved from Municipal Court to ACS in 2017.

## Cost Center Budget

The Cost Center Budget contains budget requests organized by departments that assume responsibility of the Cost Center. This detail provides summarized data presented on the departmental budget section. Below is a visual representation of departments that either depend upon or are responsible for funds listed.

		DEPARTMENTS								
		Council	Court	City Mgr	Police	Fire	ACS	CED	Finance	Public Works
TO FUNDS	General Fund	*	*	*	*	*	*	*	*	*
	Street	*		*					*	*
	Arterial Street	*		*					*	*
	I-182 Impact	*		*					*	*
	Street Overlay	*		*					*	*
	CDBG	*		*			*		*	*
	MLK	*		*			*		*	
	Ambulance	*		*		*	*		*	*
	Cemetery	*		*			*		*	
	Blvd Maint	*		*			*		*	
	Athletic	*		*			*		*	
	Golf Course	*		*			*		*	
	Senior Center	*		*			*		*	
	Multi Modal	*		*			*		*	
	School Impact	*		*					*	
	Marina	*		*			*		*	
	Lodging	*		*			*		*	
	Litter Abatement	*		*				*	*	
	Revolve Abate	*		*			*	*	*	
	TRAC	*		*			*		*	
	Park Develop	*		*			*		*	*
	Capital Improve REET	*		*					*	*
	Economic Dev	*		*			*	*	*	*
	Stadium / Conv Ctr	*		*			*		*	
	Hotel/Motel Excise tax	*		*					*	
	LID	*		*				*	*	*
	Capital Improv	*		*			*		*	*
	Water / Sewer	*		*			*		*	*
	Equipment Repl Funds	*		*					*	
	Cemetery Endow	*		*					*	
Old Fire Pension	*		*					*		
Flex	*		*					*		
PPFD	*		*					*		
ACA	*		*					*		
Payroll Clearing	*		*					*		

# FINANCIAL POLICIES

## Summary and Purpose of Financial Policies

The stewardship of public funds is one of the greatest responsibilities given to the officials and managers of the City of Pasco. Therefore, the establishment and implementation of sound financial policies enables the City to protect public interest, maintain public trust and guide the City to meet their objectives. These policies are designed with a long-term approach to achieve financial stability and economic growth. These policies are intended to be applied over periods extending well beyond the current budget period. Long-term stability and growth cannot be accomplished if we allow long-term deficits or choose to support on-going needs through one-time revenues. Financial best practices and fiscal prudence must dictate the City's financial operations and procedures, as well as guide the City to meet its immediate and long-term objectives.

## Financial Core Values and Goals

**Financial Stability** – The City will create financial stability to provide residents with consistent and adequate levels of public services. The City of Pasco is accountable to its citizens for the use of public dollars. All activities supported by the City must function within the limits of its financial resources. With a long-term financial approach in mind, the City will develop and maintain long-term plans, carefully weigh the costs and benefits of development opportunities and adhere to sound debt, reserve and investment policies. Some of the long-term plans that are either completed or in progress include the Police and Fire Strategic Plans, Cost Allocation Plan, Comprehensive Economic Plan, Comprehensive Transportation Plan and the Land Use Comprehensive Plan.

**Accountability and Financial Planning** – The City will institute financial planning that ensures City services are provided at the best value and that services are in alignment with the needs and wants of the community.

**Environmental and Economic Vitality** – The City's financial strategy will support continued investment in the renovation and maintenance of infrastructure, facilities, policies and programs that support a clean and healthy natural environment. The City will strive to provide effective and efficient services to ensure a safe and healthy atmosphere for its residents, businesses, and visitors, while preserving and enhancing its unique cultural and environmental attributes.

**Transparency and Engagement** – The City will be accountable for producing value for the community by providing planning and report mechanisms that make it clear how the City plans to use its resources to achieve the community vision. The City is committed to engaging its citizens as a partner in formulating plans and delivering services.

## Financial Planning and Budgeting

**Biennial Budget** – The budget is a performance, financing and spending plan agreed to by the Council, City Manager and Department Directors. It contains information and data regarding expected revenues, expected expenditures and anticipated capital projects. The budget is developed using a performance-based, results-oriented approach that incorporates line items, programs and the priorities

of the City. The City defines a balanced budget as current biennium revenues (including fund balances) equal to or greater than current biennium budgeted expenditures. A fiscally sound budget will include the following aspects:

- Budget adoption by the Council will be at the fund level. Any changes in appropriations at the fund level will require City Council approval in the form of a scheduled budget amendment.
- Position budgeting will be used as a tool for Council consideration. This will list the actual and proposed full time equivalent (FTE) allocation on a department and fund basis.
- Department and Fund budgets will include overhead and full cost allocation activity.
- Reports on revenues and expenditures will be prepared at least quarterly for the General Fund and made available to the Council. Staff will also make available to Council revenue and expenditure reports on a quarterly basis for all major funds.
- Biennial budgets should provide for design, construction, maintenance and replacement of the City's capital, plant, and equipment consistent with the Capital Improvement Plan.
- The City will develop an analysis of equipment replacement and maintenance needs. This analysis will be to more accurately project the life cycle of the equipment and will attempt to update the results consistent with the budget development process.
- Inter-fund transfers and/or loans will be completed only after Council approval or inclusion in the adopted budget or subsequent amendment.
- Recurring operating expenditures will be funded by recurring operating revenues. One-time revenues will not be used to support on-going needs, unless otherwise budgeted or approved by Council.
- City-operated utilities should show positive net operating results, unless otherwise budgeted or approved by Council.

**Reserve Policies and Goals** – Financial best practices dictate that the City should have a reasonable amount of resources in reserve to address unanticipated declines in revenue. Adequate reserve levels are a necessary component of the City's overall financial management strategy and a key factor in external agencies' measurement of the City's financial strength. In general, the City shall support ongoing operations with ongoing revenues, but may use reserves on a one-time basis to support City services pending the development a longer-term financial solution. Reserves help mitigate the effects of an economic downturn or other unanticipated events on revenue growth.

- Provide sufficient cash flow to meet daily financial needs.
- All expenditures drawn from reserve accounts shall require prior Council approval unless previously authorized by the City Council for expenditures within the City's annual budget.
- If reserves fall below required levels as set by this policy, the City must include within its annual budget a plan to restore reserves to the required levels.
- General Fund: Reserves should be maintained to at least 60 days of average operating expenditures, unless otherwise adopted in the budget or otherwise approved by Council.
  - The City will review annually the reserve level required to meet cash flow needs.
- Utility Fund and non-major Enterprise funds: Reserves should be maintained at 45 days of operating expenditures, unless otherwise adopted in the budget.
- Debt Service Fund: Reserves should be maintained at an average of one year's debt service payments for all debt, except assessment debt, or all statutorily required reserve funds to guarantee debt service, whichever is more.
- Medical/Dental Insurance Fund: Reserves should be maintained at an amount equal to 16 weeks of budgeted expenses.

**Capital Improvement Plan (CIP)** – The CIP is a six-year plan for capital and major improvements that support the City of Pasco’s current and future population and economy. The City’s CIP is a long-range schedule of proposed public facilities, infrastructure and major projects, which includes estimated costs and sources of funding over a six-year period. The CIP is updated annually for the purpose of confirming and/or reorganizing projects on a priority basis and to prepare the Capital Projects Budget. The Council’s adoption of the CIP in no way constitutes an appropriation of funds to a specific project.

- The City will make capital improvements in accordance with an adopted Capital Improvement Plan as budgeted within the current biennial budget.
- The City will determine the most cost effective financing method for all new projects.
- For each capital project and for each year of the six-year planning period, the CIP shall include an estimate of the cost of construction, an estimate of the annual O & M impact, and anticipated sources of funding.
- The CIP shall be prepared and submitted to the City Council as part the proposed biennial operating budget.
- Reports on the status of projects included in the CIP shall be prepared and presented to the City Council annually.
  - These reports will highlight the status of project construction, scheduling, spending, funding and discuss any significant issues or trends that may affect the ability of the City to stay within budget.

**Equipment Replacement** – The City’s physical assets, such as vehicles and buildings, represent a significant investment of resources. Timely maintenance and replacement of these assets at the end of their useful lives is necessary. This enhances reliability, quality of public services, and supports safety for the public and employees.

- The City will maintain a comprehensive inventory of its physical assets, including useful life, original purchase date and cost, information on its general condition, and the estimated value of replacement.
- The City will maintain a replacement schedule by physical asset indicating the replacement cost and its corresponding source of funding. The replacement schedule will be reviewed and budgeted as part of the City’s biennial budgeting process.
- The City will maintain its physical assets adequately to protect the City’s capital investment. Adequate maintenance will further minimize unnecessary future repair and replacement cost.
- Equipment reserve funds shall be maintained at levels sufficient to meet scheduled equipment replacement, ensure safety and to prevent a deterioration in City assets.

### **Revenue Policies**

Service demands require that an adequate revenue stream be maintained. A diversified and stable revenue structure will be maintained to shelter the City from fluctuations in any single revenue source. City funds will be prudently invested to provide for sufficient liquidity to meet cash flow needs and provide interest earnings. The following, in conjunction with the City’s Revenue Guide in the Appendices, will serve as guidelines for maintaining a stable revenue stream:

- The City will seek to avoid dependence on temporary or unstable revenues to fund recurring/basic municipal services.
- The City will proactively compete for its fair share of available State and Federal revenues. The City will diligently collect revenue due and ensure compliance with revenue regulations.
- The City will establish all user charges/fees at a level related to the cost of providing the service and within policy parameters established by City Council.

- At least every odd numbered year, the City will review user fees to assess for the effects of inflation and other factors as appropriate. The City will set fees and user charges for enterprise funds at a level that fully supports the total direct and indirect cost of the activity, including the cost of annual depreciation of capital assets.

### **Expenditure Policies**

The City shall authorize only those ongoing operating expenditures that may be supported by ongoing operating revenues. Before the City undertakes any agreements or purchases that would create fixed or ongoing expenses, the cost implications of such shall be analyzed and reviewed.

- Emphasis shall be placed on improving productivity, workplace innovation and program evaluation, as well as alternative means of service, rather than adding to the work force.
- The City shall invest in technology and other efficiency tools to ensure high productivity.
- Enterprise Fund expenditures shall be fully supported by their own rates, fees and charges and not subsidized by the General Fund without authorization of the City Council. The Enterprise Funds shall pay their share of overhead costs and services provided by the General Fund.

### **Debt Policies**

The City recognizes that prudent use of its credit can facilitate construction of essential capital improvements and services while sharing the costs of those improvements between current and future beneficiaries. The intent of the Council is that the City shall manage its long-term debt in a manner designed to utilize its credit to optimize City services while balancing debt levels and annual debt service obligations. The following policies are intended to apply to all forms of debt.

#### **Short-term Debt and Internal Debt:**

- Short-term debt is defined as a period of less than one year.
- The City may use short-term debt to cover temporary cash flow shortages.
- The City may issue Inter-fund loans (internal debt) rather than outside debt to meet short-term cash flow needs. This includes “one-day” loans from the General Fund for year-end fund balance reporting. All Inter-fund loans with terms of three months or more will be subject to Council approval by ordinance or resolution and will bear interest.

#### **Long-term Debt:**

- Long-term debt is defined as a period of more than one year.
- Long-term debt service payments will not exceed the expected life of a project.
- The City will determine whether self-supporting bonds (such as special assessment improvement district bonds) are in the City’s best interest when planning to incur debt to finance capital improvements.
- Prior to the decision to issue general obligations debt, which is an obligation against the general taxing authority of the City, the feasibility of alternative methods of financing using special assessments, fees/charges and special revenue debt, should first be determined.

### **General Accounting, Auditing and Financial Reporting Policies**

The City of Pasco recognizes the need for ensuring accountability for the collection, management and expenditure of all public funds under its jurisdiction. Strong accounting practices and financial reporting is essential in ensuring compliance with governing laws, ordinances and procedures. Further, this allows for timely and accurate reporting to City officials, City Council and the public.

- The City will establish and maintain a high standard of internal controls and accounting practices.

- The accounting system will maintain records on a basis consistent with accepted standards for local government accounting and the State of Washington Budgeting, Accounting, and Reporting Systems (BARS).
- Annual financial reports will present a summary of financial activity by major types of funds. Such reports will be available via the City's website.
- The annual financial report shall conform to Generally Accepted Accounting Principles (GAAP) and be in the form of a Comprehensive Annual Financial Report (CAFR) as described by the Government Finance Officers Association (GFOA).
- A fixed asset system will be maintained to identify all City assets, their location, and condition.
- The City will strive to maximize the return on its investments with the primary objective of preserving capital and use prudent investment practices as detailed in the City's Investment Policy.
  - The criteria for managing the City's investment portfolio shall be: a) to maintain liquidity to meet the City's cash needs, b) to minimize potential market risks, and c) to maximize investment returns.
- The City will deposit all funds within 24 hours of receipt as required by the State Constitution.

The City will ensure that City records are audited annually, which will result in the issuance of a financial opinion. The results of such audit are to be available to the public via the City's website.

**EDGAR BROWN STADIUM**



**SOFTBALL COMPLEX AND GESA STADIUM**



# FINANCIAL DATA

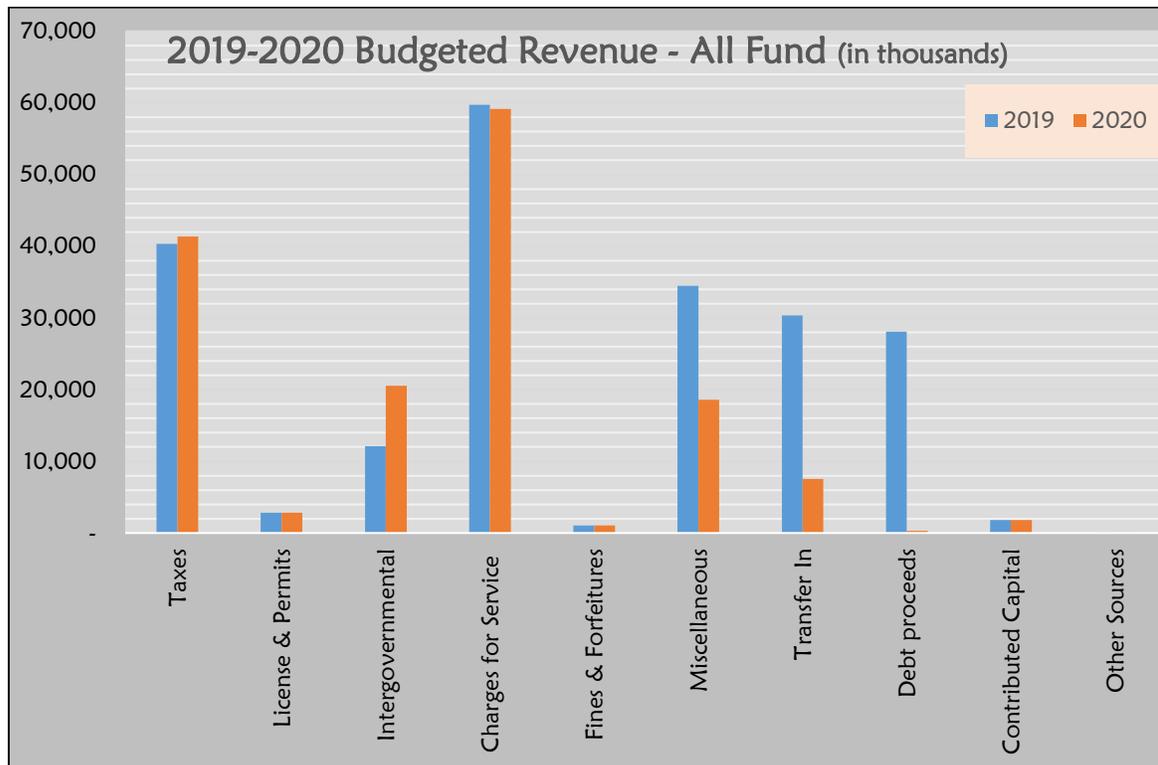
The City’s 2019-2020 Biennial Budget represents a financial plan that provides detailed estimates of revenues and expenditures by fund, necessary to finance essential City services. With a focus on sustainability, available reserves are utilized to fund expenditures that support City Council goals. This section of the budget provides a combined view of both past and anticipated future revenue and expenditures for all funds and provides a descriptive narrative of the overall assumptions and trends that influenced the creation of this budget.

In the sections that follow there is a detailed revenue analysis for each fund type along with tables and graphs for better visualization.

## Financial Analysis

### REVENUE – ALL FUNDS

Revenues	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
Taxes	\$ 34,727,320	\$ 37,780,892	\$ 36,864,295	\$ 40,357,020	\$ 41,379,587
Licenses & Permits	2,674,627	2,761,247	2,632,893	2,820,698	2,821,698
Intergovernmental	5,349,445	14,088,865	17,832,369	12,088,212	20,553,455
Charges Goods & Services	45,014,994	55,516,483	51,716,259	59,736,853	59,186,764
Fines & Penalties	983,276	960,287	983,600	1,036,100	1,036,100
Miscellaneous Rev	7,129,115	4,099,973	6,504,159	34,485,197	18,583,122
Transfers in	10,227,880	6,531,386	8,287,745	30,345,950	7,535,416
Other Source	7,658,829	12,778,652	10,587,930	29,973,317	2,199,081
Total Revenues & Other Financing Sources	113,765,486	134,517,785	135,409,250	210,843,347	153,295,223
Budgeted Beg Fund Balance	-	-	78,303,043	86,436,391	78,173,482
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$ 113,765,486</b>	<b>\$ 134,517,785</b>	<b>\$ 213,712,293</b>	<b>\$ 297,279,738</b>	<b>\$ 231,468,705</b>



## **Tax Revenue**

Tax revenue makes up the City's second largest revenue source at 22%. The City's tax revenues include Retail Sales Tax, Property Tax, Utility Tax, Real Estate Excise Tax, Lodging Tax, Gambling Tax and Admission Tax. In the 2019-2020 biennium, the General Fund will receive 91% of the City's tax revenue, which is necessary to fund essential City services. Since 2014, the City has experienced a surge in residential and commercial construction and, subsequently, a significant growth in Retail Sales Tax. In 2019, Council approved the levy of banked Property Tax to provide ongoing funding to replace several aged City facilities. The City's Special Revenue Funds receive tax revenues from Utility Tax, Lodging Tax and Real Estate Excise Tax. Tax revenue is expected to continue the current trend, fueled by construction and the additional property tax.

## **License and Permit Revenue**

The license and permit revenue is comprised largely of Building Permit revenue, Animal and Business Licenses, Franchise Fees and Industrial Discharge Permits for wastewater. The General Fund is expected to receive 79% of the license and permit revenue for the next biennium, which consists of \$2.7M in Building Permit revenue, \$1.3M in Business License revenue and \$444K in Animal Licenses. The Street Fund receives Franchise Fees and Street Permits that make up 14% of the 2019-2020 license and permit revenue and Enterprise Funds receive about 7% of the revenue from Industrial Discharge Permits. The City anticipates the current upward trend of this revenue will continue through the 2019-2020 biennium.

## **Intergovernmental Revenue**

Intergovernmental revenue consists primarily of Federal and State grants and other governmental contributions. This category makes up 9% of the City's total revenue. The General Fund accounts for approximately 15% of intergovernmental revenue, which is comprised of PUD Privilege allocations, liquor revenues and public safety grants. Street and Arterial Street Funds receive 10% of intergovernmental revenue from the Motor Vehicle Excise Tax paid to the State and allocated to cities on a per capita basis. Other revenues in this category include Community Development Block Grant Funds and Multi-Modal transportation revenues distributed by the State. The City has been proactive in seeking grants and other contributions, thus anticipating continued increase in this revenue.

## **Charges for Goods and Services**

The City's largest source of revenue comes from charges for goods and services, comprising 33% of the City's total revenue. The Enterprise Fund receives approximately 48% of the total revenue in this category, providing multiple utility services to the citizens. The General Fund receives payments for recreational services, plan check fees, reimbursement for public safety services, and planning and inspection charges. Special Revenue Funds contribute 20% of the revenue to charges for goods and services, primarily from impact fees and ambulance transport and monthly utility fees. Internal payments for cost allocation, medical premiums, vehicle replacement, and vehicle O & M make up 25% of the City's charges for goods and services. The City anticipates the current upward trend of this revenue will continue through the 2019-2020 biennium, as it is closely tied to the anticipated population growth for the City.

## **Fines and Penalties**

Fines and penalties are primarily reported in the General Fund and include traffic and civil infractions. The Revolving Abatement Fund accounts for 13% of fines and penalties, while the General Fund makes up 87% of the total. Fines and penalties make up less than 1% of the City's total revenue. The City does not anticipate much change in this revenue as it has been historically stable and minimal.

### Miscellaneous Revenues

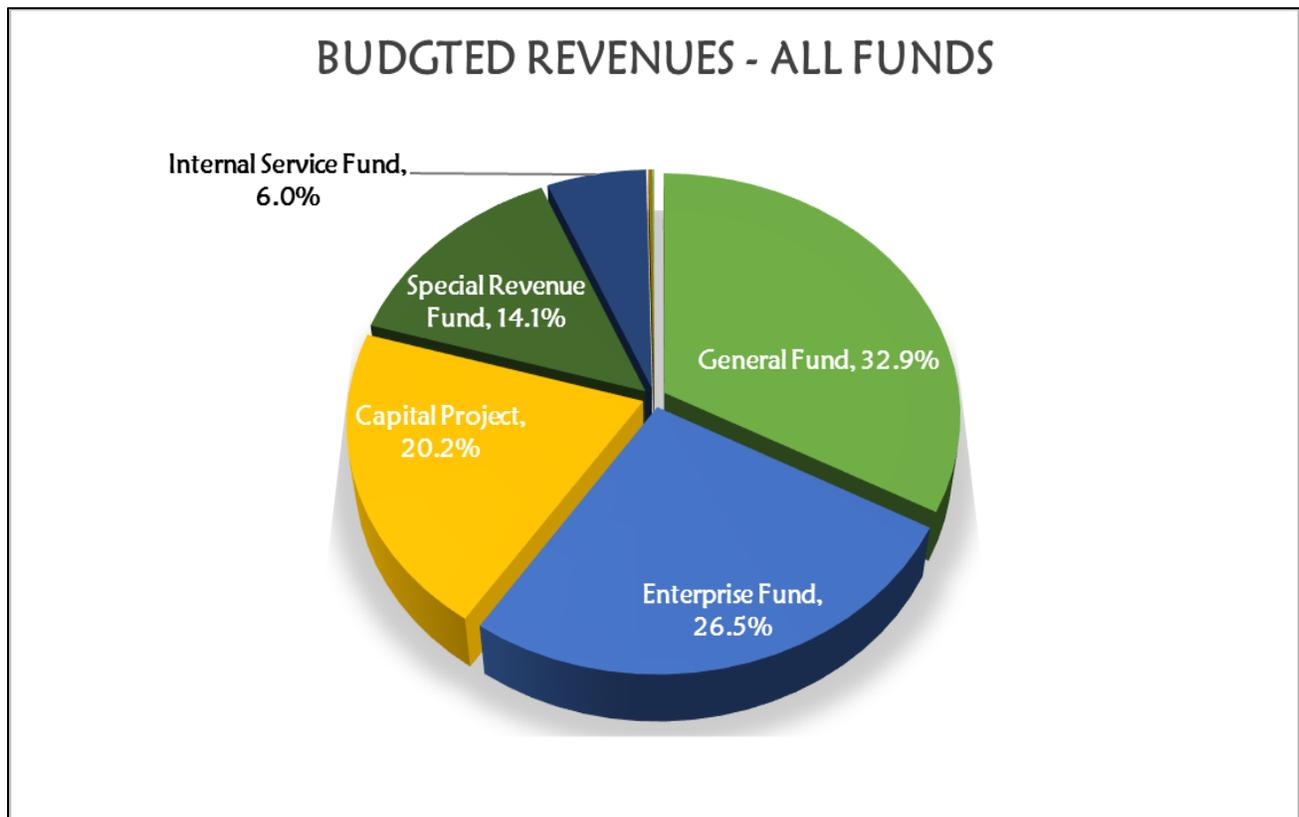
Investment income, donations, leases and rentals, and the sale of surplus goods traditionally makes up the bulk of revenue from Miscellaneous Revenue. In the 2019-2020 biennium, 84% of budgeted Miscellaneous Revenue is for Capital Improvement Plan projects that hope to secure a permanent funding source in the 2019-2020 biennium. Once a funding source is identified, the budget will be transferred to the appropriate source.

### Transfers In

Transfers between funds are budgeted for grant-related and one-time programs, ongoing subsidies and approved capital projects. In the 2019-2020 biennium, \$32.6M of transfers are budgeted for capital projects. These transfers are coming from Arterial Streets, Overlay, Park Development and Capital Improvement Funds to provide funding for multiple streets, parks and facilities projects. These transfers make up 86% of the revenue in the category for the 2019-2020 biennium.

### Other Financing Sources

Other financing sources make up 9% of the City's overall revenue in the 2019-2020 Biennial Budget. These revenues consist of capital contributions, inter-fund loan proceeds and repayments and bond issues or other financing proceeds. In the 2019-2020 biennium, the City plans to issue Local Improvement District (LID) bonds and Limited Tax General Obligation (LTGO) bonds with a combined total of \$25M. Inter-fund loans are budgeted in the Stadium Fund for \$2M and in the Irrigation Fund for \$815K. Capital contributions and inter-fund loan repayments make up the remainder of the budget for this revenue.



## 2019-2020 BUDGETED REVENUE BY TYPE – ALL FUNDS

	Fund	Taxes	License & Permits	Intergov't	Charges for Services	Fines & Forfeitures
GENERAL FUND		74,418,849	4,459,000	4,737,868	15,417,018	1,811,200
SPECIAL REVENUE FUNDS	Street	510,297	767,000	2,241,868	351,041	-
	Arterial	-	-	1,077,694	10,000	-
	I-182 Impact	-	-	-	500,000	-
	Street Overlay	2,046,461	-	-	-	-
	CDBG	-	-	1,677,378	-	-
	MLK Center	-	-	-	-	-
	Ambulance	-	-	3,107,720	12,635,684	-
	Cemetery	-	-	-	514,800	-
	Boulevard Maintenance	-	-	-	270,000	-
	Athletics	-	-	-	314,595	-
	Golf course	-	-	-	3,157,000	-
	Senior Center	-	-	35,000	30,200	-
	Multi-Modal	-	-	204,139	-	-
	School Impact	-	-	-	5,000,000	-
	Marina	-	-	-	-	-
	Lodging	-	-	-	650,000	-
	Litter Abatement	-	-	-	25,000	-
	Revolving Abatement	-	-	-	100,000	261,000
	TRAC	-	-	-	-	-
	Park Development	-	-	-	1,008,200	-
	Capital Improvement REET	3,510,000	-	-	-	-
Economic Development	-	-	740,000	-	-	
Stadium/Convention Ctr	-	-	-	-	-	
Hotel/Motel Excise Tax	1,251,000	-	-	-	-	
DEBT SERVICE	LID	-	-	-	-	-
CAPITAL PROJECT	General CIP	-	-	17,262,000	-	-

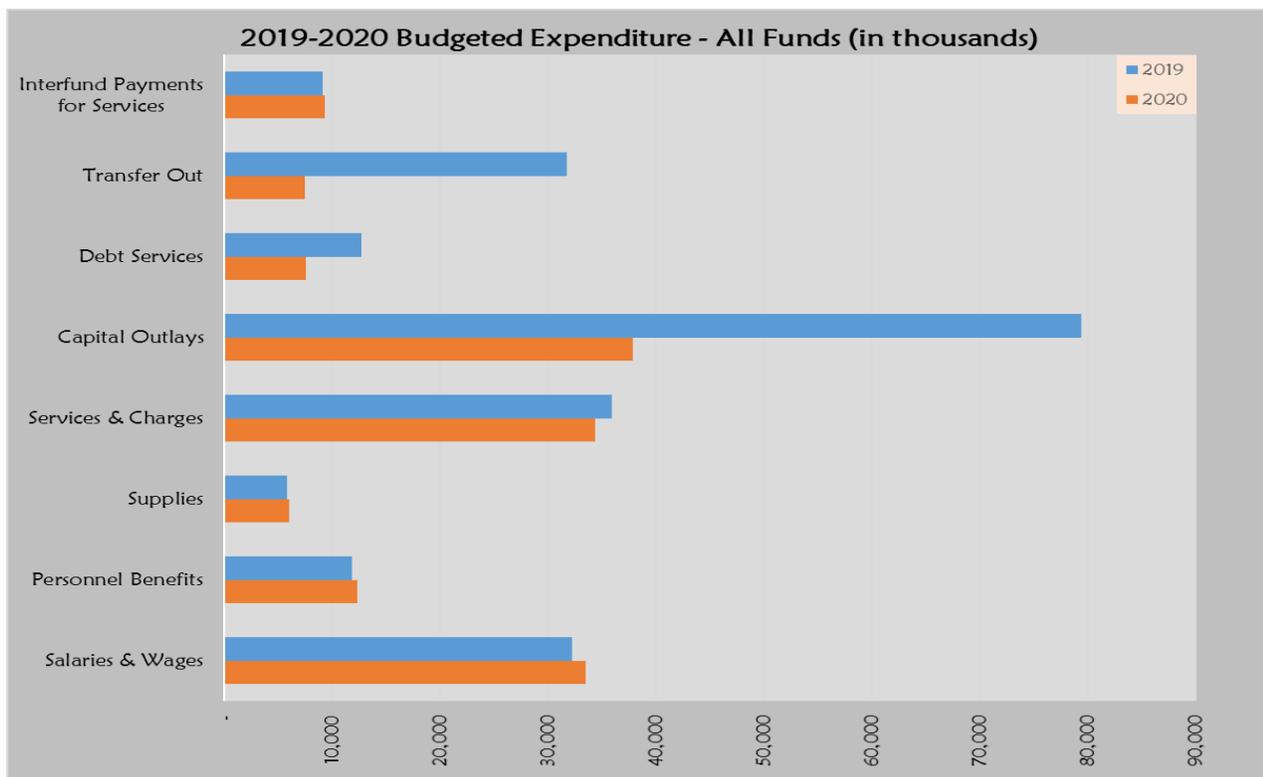
	Fund	Miscellaneous Revenues	Inter-fund Transfers	Other Sources	Beginning Fund Balance	Total Resources
GENERAL FUND		1,195,800	455,200	17,250,000	13,290,429	133,035,364
REVENUE FUNDS	Street	600	1,579,500	-	3,092	5,453,398
	Arterial	10,000	-	-	1,564,733	2,662,427
	I-182 Impact	10,000	-	-	1,062,380	1,572,380
	Street Overlay	70,000	-	-	4,327,688	6,444,149
	CDBG	129,046	-	-	-	1,806,424
	MLK Center	96,216	140,000	-	136,139	372,355
	Ambulance	32,000	840,000	-	1,228,550	17,843,954
	Cemetery	3,400	-	-	40,011	558,211
	Boulevard Maintenance	36,263	-	57,000	2,311,220	2,674,483
	Athletics	10,000	-	-	234,778	559,373
	Golf course	561,000	-	-	27,000	3,745,000
	Senior Center	43,400	484,116	-	16,926	609,642
	Multi-Modal	178,113	-	-	341,661	723,913
	School Impact	-	-	-	-	5,000,000
	Marina	39,200	-	-	82,484	121,684
	Lodging	500	-	-	-	650,500
	Litter Abatement	100	10,000	-	19,618	54,718
	Revolving Abatement	11,000	-	-	328,473	700,473
	TRAC	6,000	550,000	-	465,228	1,021,228
	Park Development	20,000	-	-	2,196,028	3,224,228
	Capital Improvement REET	150,000	-	-	7,042,960	10,702,960
	Economic Development	2,003,200	-	-	1,478,322	4,221,522
	Stadium/Convention Ctr	68,600	320,000	2,000,000	445,254	2,833,854
Hotel/Motel Excise Tax	-	-	-	-	1,251,000	
DEBT SERVICE	LID	113,114	750,000	-	420,220	1,283,334
CAPITAL PROJECT	General CIP	15,788,500	32,637,244	7,921,000	-	73,608,744

	Fund	Taxes	License & Permits	Intergov't	Charges for Services	Fines & Forfeitures
ENTERPRISE FUND	Total Utility Fund	-	416,396	1,411,000	57,583,906	-
	Water	-	-	75,000	22,271,868	-
	Irrigation	-	-	-	3,226,049	-
	Sewer	-	119,446	-	19,695,526	-
	PWRF	-	296,950	1,236,000	8,377,654	-
	Stormwater	-	-	100,000	4,012,809	-
INTERNAL SERVICE FUNDS	Eqpt O&M Govt	-	-	-	3,045,359	-
	Eqpt O&M Enterprise	-	-	-	275,932	-
	Eqpt Replacement Govt	-	-	-	2,935,906	-
	Eqpt Replacement Entp	-	-	-	1,233,452	-
	Medical/Dental	-	-	-	13,825,524	-
	Central Stores	-	-	-	-	-
FIDUCIARY FUNDS	Old Fire Pension	-	-	147,000	-	-
	Old Fire OPEB	-	-	-	-	-
PERMANENT FUND	Cemetery Endowment	-	-	-	40,000	-
TOTAL		81,736,607	5,642,396	32,641,667	118,923,617	2,072,200

Fund		Miscellaneous Revenues	Inter-fund Transfers	Other Sources	Beginning Fund Balance	Total Resources
ENTERPRISE FUND	Total Utility Fund	32,209,789	-	4,727,700	22,737,575	119,086,366
	Water	1,982,748	-	1,542,700	10,564,230	36,436,546
	Irrigation	50,928	-	815,000	366,635	4,458,612
	Sewer	12,657,113	-	2,370,000	7,783,967	42,626,052
	PWRF	17,509,000	-	-	2,972,075	30,391,679
	Stormwater	10,000	-	-	1,050,668	5,173,477
INTERNAL SERVICE FUNDS	Eqpt O&M Govt	12,000	115,306	-	312,453	3,485,118
	Eqpt O&M Enterprise	-	-	-	115,306	391,238
	Eqpt Replacement Govt	1,312	-	29,134	11,953,885	14,920,237
	Eqpt Replacement Entp	-	-	-	5,045,599	6,279,051
	Medical/Dental	219,000	-	-	2,999,116	17,043,640
	Central Stores	110	-	-	13,080	13,190
FIDUCIARY FUNDS	Old Fire Pension	17,556	-	83,564	2,755,894	3,004,014
	Old Fire OPEB	10,000	-	104,000	2,907,441	3,021,441
PERMANENT FUND	Cemetery Endowment	22,500	-	-	532,848	595,348
TOTAL		53,068,319	37,881,366	32,172,398	86,436,391	450,574,961

## EXPENDITURE – ALL FUNDS

	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Expenditures</b>					
Salaries & Wages	25,662,981	28,961,637	30,385,820	32,262,506	33,550,635
Personnel Benefits	10,616,590	10,799,045	11,476,839	11,904,910	12,358,344
Supplies	5,154,870	5,349,495	6,304,335	5,889,442	6,021,348
Services & Charges	29,435,413	31,130,220	32,979,047	35,922,248	34,420,014
Capital Outlays	17,937,733	18,947,206	34,009,002	79,453,155	37,870,177
Debt Services	12,677,114	6,931,444	7,950,901	12,747,572	7,628,982
Inter-fund Payments for Services	6,612,288	9,028,424	8,609,686	9,136,473	9,344,527
<b>Total Expenditures</b>	<b>108,096,989</b>	<b>111,147,471</b>	<b>131,715,630</b>	<b>187,316,306</b>	<b>141,194,027</b>
<b>Other Financing Sources (uses)</b>					
Transfer Out	10,227,882	6,531,385	8,287,745	31,789,950	7,535,416
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>118,324,871</b>	<b>117,678,856</b>	<b>140,003,375</b>	<b>219,106,256</b>	<b>148,729,443</b>



### Salaries and Benefits

Salaries and benefits are budgeted at approximately \$90.01M in 2019-2020 biennium. The City's labor force includes members of four bargaining unions. For the budget years of 2019, all but one of the labor agreements have been settled. The City is currently in negotiation with the police labor union.

The most recent collective bargaining agreement for police services will expire as of December 31, 2018. As of the end of 2019, the City's agreement with the International Union of Operating Engineers (IUOE) will expire and require negotiation. The 2019 budget includes the addition of one Accreditation Program Coordinator. No staff level changes are incorporated in the 2020 budget.

### **Supplies**

Citywide supplies account for 3% of the 2019-2020 budget. The supplies budget is \$11.91M. Included in the category of supplies are supply type items like pens and paper, business forms and small equipment. Other examples of supplies include purchases of fuel, laboratory and medical supplies, inventory items for equipment maintenance, and uniform purchases.

### **Services and Charges**

While City Staff can perform some services internally, at times it is necessary for the City to receive services from an outside provider. Some of these services are rendered in the form of ongoing, routine support. For example, banking services and utilities supplied to our facilities and parks. Other services are unique and the result of a special agreement. For example, entering into a contractual agreement for a consultant to perform a rate or cost of service study. The 2019-2020 budget includes \$35.9M and \$34.4M of service type expenditures, respectively.

### **Transfers and Pass Through**

Transfers and pass through expenditures are budgeted at \$39.3M in 2019-2020 biennium. The transfers occur between one City fund and another City fund. Primarily, transfers take place to fund capital improvements that are accounted for in our Capital Improvement Fund. Annual changes in capital projects, as outlined in our Capital Improvement Plan, account for the fluctuation of planned transfers from one year to the next. At a much smaller degree, transfers occur when the General Fund is supporting another activity. One example of this support is the General Fund's subsidy of the Ambulance Fund. Finally, there are certain receipts that are passed through a City fund. For example, Hotel/Motel Excise Tax, budgeted at \$435K annually, is classified as a pass through. It is remitted to the City and passes through to other beneficiaries.

### **Capital Outlay**

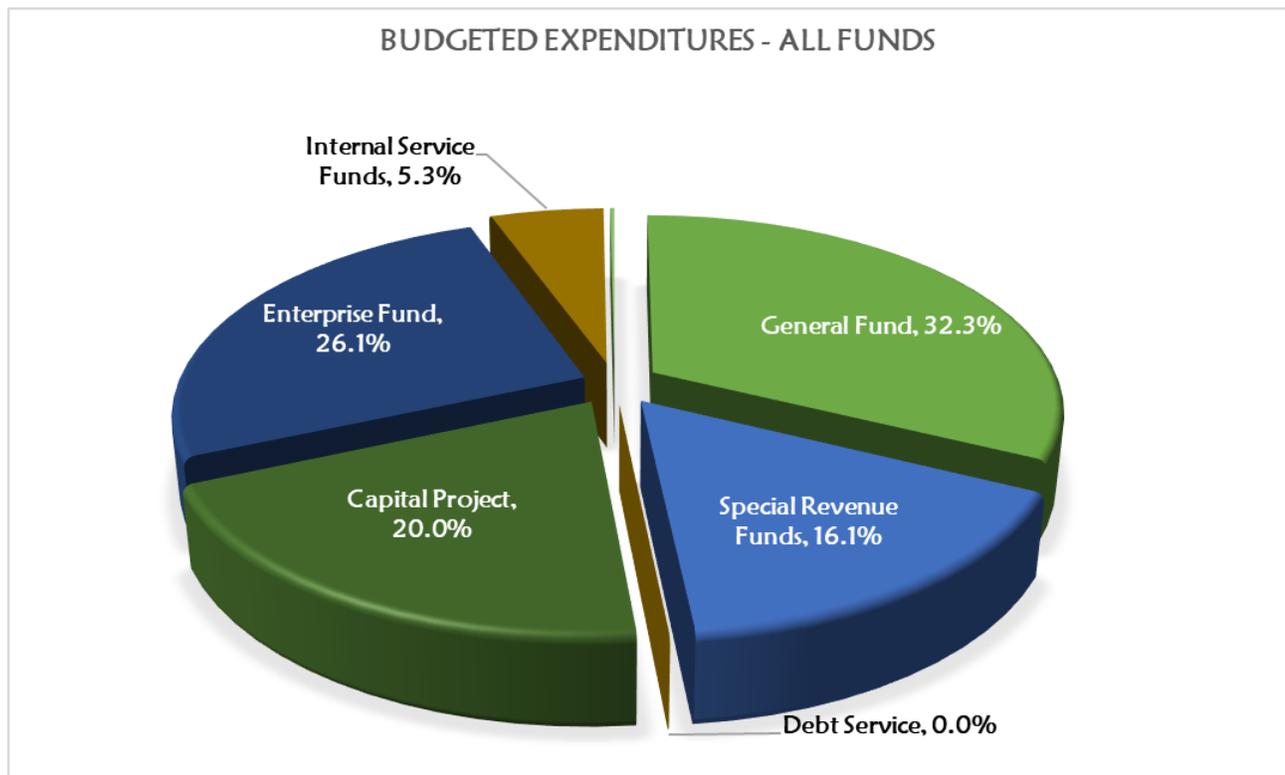
As touched upon in the transfers and pass through narrative above, the City completes a Capital Improvement Plan annually. Based upon this planning effort, the City prioritizes capital spending. When deemed prudent, large scale, capital improvement projects are budgeted. For the budget years 2019-2020, the City has included \$117.32M of capital spending citywide. In the governmental funds, the total budgeted projects are \$73.08M, or 63%, of the total capital budget. Some of the larger projects include the construction of two new Fire Stations, construction of a Community Center, improvement of a core section of our Downtown in the form of the restoration of Peanuts Park, and numerous, large scale street improvements. The Enterprise Fund projects account for \$42.45M, equal to 36% of the total capital outlay budget of 2019-2020. The remainder of capital outlay cost is within Internal Service Funds. Examples of the larger projects budgeted in the Enterprise Fund are the construction of a new River Outfall infrastructure in the Wastewater Treatment Plant, sewer system improvements in the Broadmoor Area, and infrastructure improvements at the Process Water Reuse Facility. The City is also the administering agency for the Animal Control Shelter that jointly benefits the communities of Kennewick, Richland and Pasco. Included in the budgeted capital projects of this biennium is the construction of a new Animal Shelter. The total expenditure budgeted for that purpose is \$4.34M.

### Debt Service

The Citywide cost of debt service payments, budgeted for the biennium is \$20.38M in 2019-2020 biennium. The majority of the budget is related to outstanding bonds and the accompanying payment of principal and interest. When available, the City may choose to self-fund projects via inter-fund borrowing. Like loan agreements with an outside entity, interest is charged. However, with an inter-fund loan, the City earns the interest income in the lending fund. This biennium includes two inter-fund loan distributions. The first of \$815K, to be used for the completion of capital projects, benefits the Irrigation Division. The Water Division is the lender. The second borrowing, totaling \$2M, is to make improvements to Gesa Stadium. It is included to be paid back to the Equipment Replacement Fund. In 2019, the Ambulance Fund has budgeted debt service to repay a previously issued inter-fund loan to the General Fund in the amount of \$1.34M.

### Inter-fund Payments

Payments to Internal Service Funds total \$18.48M in 2019-2020 biennium. Included in these payments are equipment repair and replacement of fleet vehicles and equipment, service supplied for technology support from the Information Services Division, professional services of the Finance and Engineering Divisions, and Facilities maintenance and repair charges.





CHIAWANA PARK



**2019-2020 BUDGETED EXPENDITURES BY OBJECT – ALL FUNDS**

Fund		Personnel	Supplies	Services	Inter-fund Services	Inter-fund Transfers
GENERAL FUND		60,871,039	3,428,183	24,616,063	5,152,936	18,999,116
REVENUE FUNDS	Street	1,723,837	798,265	1,444,648	1,254,513	-
	Arterial	-	-	-	7,636	1,990,700
	I-182 Impact	-	-	-	12,584	158,000
	Street Overlay	-	-	-	101,913	4,060,000
	CDBG	221,151	2,400	946,373	24,000	612,500
	MLK Center	103,650	8,660	97,488	74,130	-
	Ambulance	11,834,663	537,095	1,847,019	1,612,768	-
	Cemetery	272,280	128,720	60,804	87,292	-
	Boulevard Maintenance	-	-	-	18,364	-
	Athletics	52,034	86,040	141,870	128,638	-
	Golf course	-	4,000	2,950,000	638,382	-
	Senior Center	341,226	14,200	86,360	148,709	-
	Multi-Modal	-	20,000	93,404	22,169	300,000
	School Impact	-	-	4,986,000	14,000	-
	Marina	-	-	26,030	1,102	-
	Lodging	-	-	641,507	8,993	-
	Litter Abatement	-	-	30,000	238	-
	Revolving Abatement	-	-	542,200	8,118	-
	TRAC	-	-	550,000	3,344	-
	Park Development	-	-	36,000	25,336	1,380,000
	Capital Improvement REET	-	-	-	38,983	8,189,544
	Economic Development	335,945	138,145	924,736	38,261	375,000
	Stadium/Convention Ctr	-	-	31,600	19,622	2,000,000
Hotel/Motel Excise Tax	-	-	342,244	-	870,000	
DEBT SERVICE	LID	-	-	-	9,463	-
CAPITAL PROJECT	General CIP	-	-	-	1,702,185	-

	Fund	Capital	Debt Services	Ending Fund Balance	Total Budget
GENERAL FUND		739,702	5,225,634	14,002,691	133,035,364
REVENUE FUNDS	Street	81,955	-	150,180	5,453,398
	Arterial	-	-	664,091	2,662,427
	I-182 Impact	-	-	1,401,796	1,572,380
	Street Overlay	-	-	2,282,236	6,444,149
	CDBG	-	-	-	1,806,424
	MLK Center	-	-	88,427	372,355
	Ambulance	87,000	1,340,000	585,409	17,843,954
	Cemetery	-	-	9,115	558,211
	Boulevard Maintenance	-	-	2,380,919	2,674,483
	Athletics	-	-	150,791	559,373
	Golf course	-	-	152,618	3,745,000
	Senior Center	-	-	19,147	609,642
	Multi-Modal	-	-	288,340	723,913
	School Impact	-	-	-	5,000,000
	Marina	-	-	94,552	121,684
	Lodging	-	-	-	650,500
	Litter Abatement	-	-	24,480	54,718
	Revolving Abatement	-	-	150,155	700,473
	TRAC	-	-	467,884	1,021,228
	Park Development	-	-	1,782,892	3,224,228
	Capital Improvement REET	-	-	2,474,433	10,702,960
	Economic Development	261,000	-	2,148,435	4,221,522
	Stadium/Convention Ctr	-	320,000	462,632	2,833,854
Hotel/Motel Excise Tax	-	-	38,756	1,251,000	
DEBT SERVICE	LID	-	79,263	1,194,608	1,283,334
CAPITAL PROJECT	General CIP	71,906,559	-	-	73,608,744

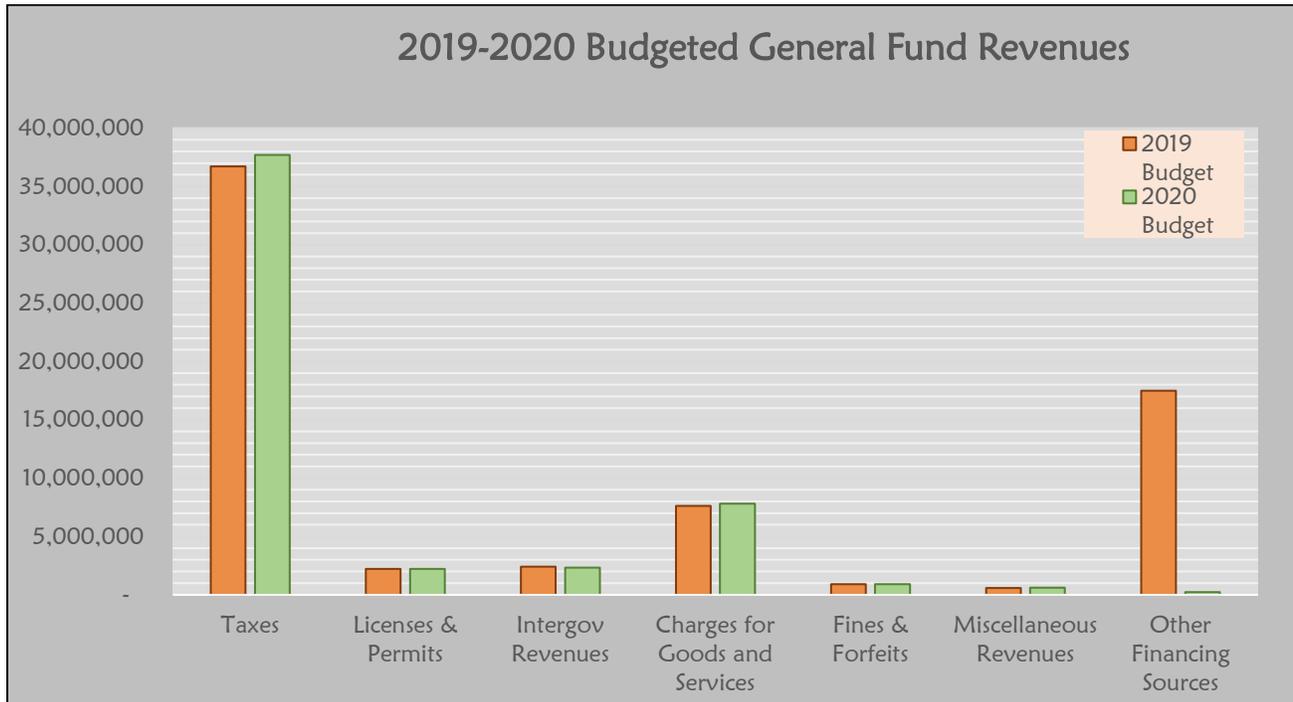
	Fund	Personnel	Supplies	Services	Inter-fund Services	Inter-fund Transfers
ENTERPRISE FUND	Total Utility Fund	12,457,134	4,778,886	17,680,851	7,074,350	-
	Water	4,311,050	2,063,890	7,712,389	3,263,191	-
	Irrigation	743,191	96,553	1,700,940	610,022	-
	Sewer	3,877,342	1,888,733	4,759,633	1,829,684	-
	PWRF	1,810,384	640,010	2,910,239	618,022	-
	Stormwater	1,715,167	89,700	597,650	753,431	-
INTERNAL SERVICE FUNDS	Eqpt O&M Govt	1,330,528	1,469,264	266,578	118,058	-
	Eqpt O&M Enterprise	-	275,932	-	-	115,306
	Eqpt Replacement Govt	-	220,000	-	-	-
	Eqpt Replacement Entp	-	-	-	-	-
	Medical/Dental	83,802	-	11,856,344	115,514	-
	Central Stores	-	1,000	(11,857)	11,857	-
FIDUCIARY FUNDS	Old Fire Pension	271,400	-	5,250	3,462	-
	Old Fire OPEB	177,706	-	150,750	4,080	-
PERMANENT FUND	Cemetery Endowment	-	-	-	-	-
TOTAL		90,076,395	11,910,790	70,342,262	\$18,481,000	\$39,325,366

	Fund	Capital	Debt Services	Ending Fund Balance	Total Budget
ENTERPRISE FUND	Total Utility Fund	42,454,700	11,411,657	23,228,788	119,086,366
	Water	4,180,500	5,168,500	9,737,026	36,436,546
	Irrigation	773,000	302,500	232,406	4,458,612
	Sewer	16,371,000	4,212,818	9,686,842	42,626,052
	PWRF	20,321,200	1,727,839	2,363,985	30,391,679
	Stormwater	809,000	-	1,208,529	5,173,477
INTERNAL SERVICE FUNDS	Eqpt O&M Govt	-	-	300,690	3,485,118
	Eqpt O&M Enterprise	-	-	-	391,238
	Eqpt Replacement Govt	1,084,346	2,000,000	11,615,891	14,920,237
	Eqpt Replacement Entp	708,070	-	5,570,981	6,279,051
	Medical/Dental	-	-	4,987,980	17,043,640
	Central Stores	-	-	12,190	13,190
FIDUCIARY FUNDS	Old Fire Pension	-	-	2,723,902	3,004,014
	Old Fire OPEB	-	-	2,688,905	3,021,441
PERMANENT FUND	Cemetery Endowment	-	-	595,348	595,348
TOTAL		117,323,332	20,376,554	82,739,262	450,574,961

## Revenue Source Analysis for Each Major Fund Category

### GENERAL FUND REVENUES

The graph below portrays budgeted General Fund revenues by source, expected to be available to fund General Fund programs for the 2019-2020 biennium. The table reflects the revenue by source from 2016-2020. Although taxes and charges for goods and services are generally the most significant sources of income to the General Fund, in 2019 a planned LTGO bond sale will comprise 25% of the budgeted revenue.



General Fund Revenues	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
Taxes	30,987,198	33,329,261	33,060,476	36,714,021	37,704,828
Licenses & Permits	2,042,239	2,177,235	2,054,200	2,229,500	2,229,500
Intergov Revenues	2,069,452	2,130,300	2,317,438	2,416,110	2,321,758
Charges for Goods and Services	6,315,134	6,932,637	7,093,604	7,618,796	7,798,222
Fines and Forfeits	747,809	788,474	853,100	905,600	905,600
Miscellaneous Revenues	790,853	644,160	528,800	589,600	601,200
<b>Total Revenue</b>	<b>42,952,685</b>	<b>46,002,067</b>	<b>45,907,618</b>	<b>50,473,627</b>	<b>51,561,108</b>
Other Financing Sources	1,147,098	638,000	227,600	17,480,100	230,100
Beginning Fund Balance	17,300,545	14,473,467	13,500,000	13,290,429	13,548,437
<b>Total Available Resources</b>	<b>\$61,400,328</b>	<b>\$61,113,534</b>	<b>\$59,635,218</b>	<b>\$81,244,156</b>	<b>\$65,339,645</b>

**Taxes:** Sales Tax is the General Fund’s largest revenue stream and includes regular Retail Sales Tax, as well as Criminal Justice and Public Safety Sales Tax. The latter two taxes are mandated to provide

public safety services to the citizens of Pasco, while the regular Retail Tax funds all general services. Since 2014, Sales Tax revenues have trended upward, averaging more than 7% growth annually. This growth has been fueled by new construction and supported by the City's many car dealerships. An 8.5% tax on gross revenues of all public utilities is paid to the City on a monthly basis. The City's Water, Sewer, Irrigation, Stormwater and Reuse utilities are subject to Utility Tax, as well as companies who provide natural gas, electricity, phone, cable and garbage services in the City limits. The General Fund receives 88.23% of Utility Tax revenue, while the Street Fund receives 2.35% and the Overlay Fund receives 9.42%. Although new home construction generates more users, for many utilities, extreme cold and hot weather are bigger factors in revenue growth. The City has seen a steady decline in telephone utility tax since 2014. This is likely due to the competition of many service providers and the diminishing use of land lines. Although Utility Tax revenue reflects very measured growth, it is a stable source of recurrent revenue to the City. Statutory mandates only allow the City to levy a 1% Property Tax annually, plus the value of new construction. In 2016 and 2017, the increase in new construction drove property tax revenue increases of 6.4% and 5.4% respectively. The budget includes the decision to utilize \$1.86M of banked Property Tax capacity. The additional Property Tax will fund much needed facility replacements and help to shore up future revenue growth for the City. About 3% of the total tax revenue is comprised of Gambling, Leasehold, and Admission Tax. Taxes make up 54% of the 2019 General Fund revenue, a share that is lower than the past average of 71%, due to one-time proceeds from a future LTGO bond.

**Licenses and Permits:** Building Permit sales is expected to provide about 61% of the License and Permit revenue in the 2019-2020 biennium. Building Permit revenue increased by 29% in 2016 and has stayed consistent through 2017 and 2018 year-to-date. With new construction thriving, Building Permits are expected to meet or exceed current levels in 2019 and 2020. Business Licenses make up the second largest component of Licenses and Permits with 28% of the revenue. In 2017, the City recognized a 21% increase in Business Licenses, the first significant increase in license revenue in several years. In 2018, the City restructured the fees for business licensing, charging a base rate, as well as a per employee assessment. In addition to the restructuring, the City also implemented the mandatory State of Washington Business Licensing Program early. These changes have brought about a noticeable influx in licensing revenue for year-to-date 2018 and the trend is expected to continue in future years. Animal Licenses make up 10% of the revenue and these collections also continue to trend upward. The period from 2015-2017 saw average growth of 13% in this revenue.

**Intergovernmental Revenue:** In the General Fund, the intergovernmental revenues are comprised of State and Federal grants, Liquor Excise Tax and Liquor Board profits, PUD Privilege Tax and City/County assistance payments. The City will receive \$333.3K from the COPS Grant in this biennium for the hiring of four new police officers. Liquor taxes and profits will make up 42% of the intergovernmental revenue in the 2019-2020 biennium, contributing \$1.98M in revenues. Grant revenues can vary significantly from year to year; however, the local and State Public Utility District (PUD) taxes and the liquor revenues provide a stable source of recurring revenue in this category. This revenue is expected to increase by 4% in 2019.

**Charges for Services:** The largest source of revenue in charges for services in the General Fund is the reimbursement of administrative services and engineering charge backs from other funds. In 2017, a Cost Allocation Study was completed and a new cost allocation model for administrative services was put into service. The new model increased 2018 revenue by 15% and, in the 2019-2020 biennium, the General Fund expects to receive \$6.3M in such revenue. Engineering charge backs make up \$3M of the budgeted 2019-2020 revenue in this category. Other revenues include Plan Check fees, Recreation Programs, and reimbursement of outside services provided by Police and Fire employees. Charges for services make up 15% of the General Fund revenue.

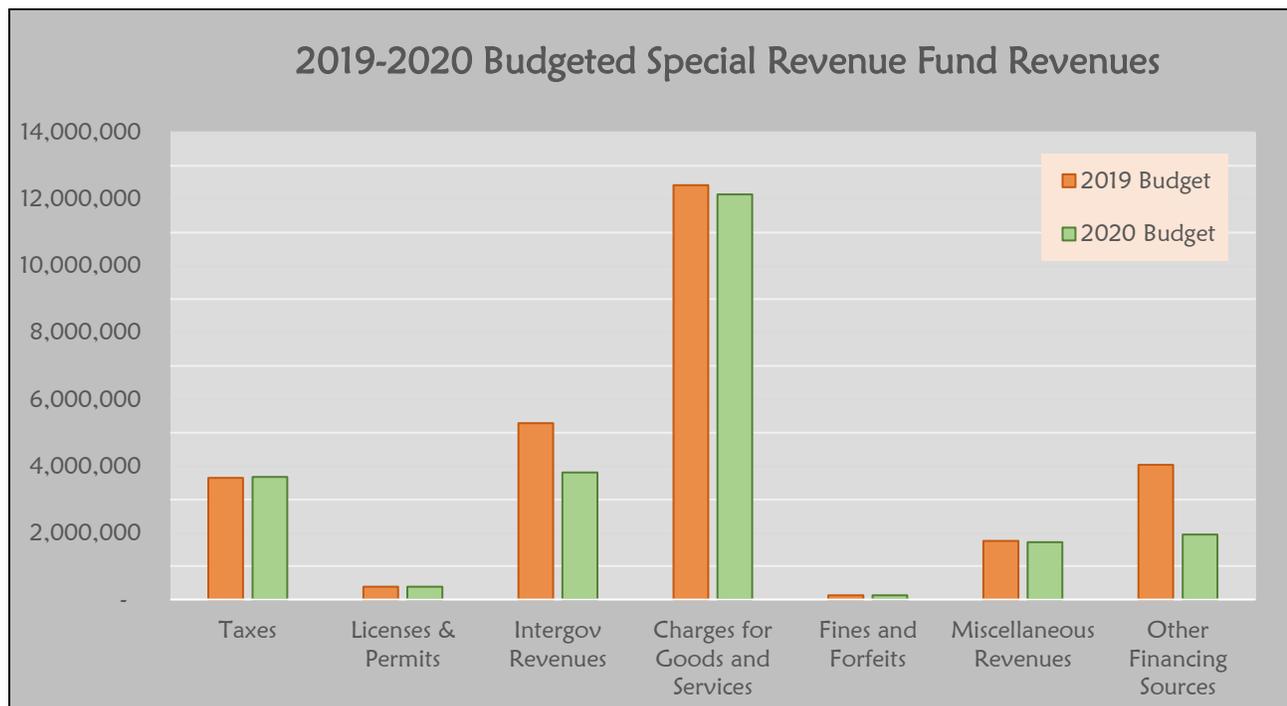
**Fines and Forfeits:** Traffic infractions dominate this category, providing 78% of the revenue. In 2019, if Council approves the City collaborating with Redflex to install red light cameras at two major intersections, there is the expectation that the cameras will reduce incidents leading to vehicular conflict at these intersections and the City will see a negligible revenue from this endeavor. Additional service revenues include trauma care and court-related fines.

**Miscellaneous Revenue:** This category is comprised of lease and rental income from City facilities and parks, insurance refunds and other reimbursements, donations, sale of surplus and interest income. The City is anticipating a 12% increase in this category for 2019 based on current trending of rental incomes and an expected increase in investment income.

**Other Financing Sources:** In the General Fund, transfers, sale of assets and debt issuance are the primary revenues in other financing sources. Revenues in this category tend to vary significantly from one year to the next because of one-time revenues. In 2019, if Council approves the levy of the banked capacity, the City plans to issue LTGO bonds to fund the construction of two replacement Fire Stations. The 2019-2020 budgeted revenue in this category consists of the new LTGO bonds and “transfers in” from the Boulevard Fund and the Block Grant Fund.

**SPECIAL REVENUE FUNDS**

The City has 24 Special Revenue Funds presented in this budget. Ambulance Service, Arterial Street, Street, Overlay, and Park Development are some examples of Special Revenue Funds (for a full list see page 169). These funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specific purposes. The graph below portrays budgeted revenues by source for all Special Revenue Funds for the 2019-2020 biennium. The table reflects the revenue by source from 2016-2020. Charges for goods and services are the dominant revenue stream in this category, making up more than 48% of overall revenues.



Special Revenue Fund Revenues	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
Taxes	3,615,778	4,451,631	3,803,819	3,642,999	3,674,759
Licenses & Permits	473,823	398,420	393,100	384,000	384,000
Intergov Revenues	2,867,846	2,628,513	5,452,931	5,280,602	3,803,197
Charges for Goods and Services	9,201,132	11,488,179	10,865,980	12,421,064	12,145,456
Fines and Forfeits	235,467	171,813	130,500	130,500	130,500
Miscellaneous Revenues	1,912,020	1,796,809	2,124,956	1,756,113	1,722,525
<b>Total Revenue</b>	<b>18,306,066</b>	<b>20,935,365</b>	<b>22,771,286</b>	<b>23,615,278</b>	<b>21,860,437</b>
Other Financing Sources	1,606,085	1,683,242	1,513,484	4,034,500	1,946,116
Beginning Fund Balance	16,710,796	19,550,550	16,258,900	23,352,545	17,488,657
<b>Total Available Resources</b>	<b>36,622,947</b>	<b>42,169,157</b>	<b>40,543,670</b>	<b>51,002,323</b>	<b>41,295,210</b>

**Taxes:** Real Estate Excise Tax (REET) makes up 48% of the tax category for the Special Revenue Funds, followed by Utility Tax with 29% and Lodging Tax with 17%. In 2017, REET revenues increased by 30% and are continuing to trend strongly through 2018. The table reflects a slight decrease in 2019-2020 tax revenue due to the correction of Tourism Promotion Area (TPA) funds that were incorrectly categorized as tax in previous years. These revenues are expected to continue moderate upward growth in the 2019-2020 biennium.

**Licenses Permits:** The Street Fund receives franchise fees from cable providers and issues street and curb permits to generate the license and permit revenue for Special Revenue Funds. These revenues are relatively stable and are not inclined to vary significantly from year to year.

**Intergovernmental Revenue:** These revenues are comprised of State and Federal grants and entitlements and certain State shared revenues. The bulk of the revenue consists of Motor Vehicle Excise Tax (MVET), Multi-Modal Funds, and other State and Federal grants and program revenues. In the 2019-2020 Biennial Budget, the Ambulance Fund budgeted \$2.7M in Ground Emergency Medical Transportation (GEMT) reimbursements and \$379,300 in Staffing for Adequate Fire and Emergency Response (SAFER) grant revenues. The GEMT grant is a new revenue source to the City. The program helps to supplant lost ambulance revenues in lower income cities and are an integral part in offsetting fund losses and sustaining the ongoing operation of the Ambulance Fund. Street and Arterial Street Funds estimate receiving \$3.3M in MVET revenue, while the Community Development Block Grant Fund expects to receive \$1.68M in program revenues for the 2019-2020 biennium. The upward trend in this category is primarily due to the new revenues in the Ambulance Fund.

**Charges for Goods and Services:** The Special Revenue Funds provide a vast and varied array of services that contribute to this revenue. Revenues include traffic impact fees, ambulance monthly utility and transport charges, park impact fees, golf charges, recreation program fees, sale of gravesites, headstones and cemetery services, abatement services and senior health services. In addition to these charges, the City receives approximately \$2.8M annually in pass through revenues for the Tourism Promotion Area and School Impact Fees. Most revenues in this category grow at a moderate rate, led by population and economic growth. The Ambulance Fund contributes 52% of the revenue in this category and is the major source of growth in recent and projected future years. Significant population growth in recent years made it necessary to increase staffing in the Ambulance Fund and, subsequently, to increase rates. For the 2019-2020 biennium, the City is budgeting consecutive year rate increases of 4% for the monthly Ambulance Utility charge.

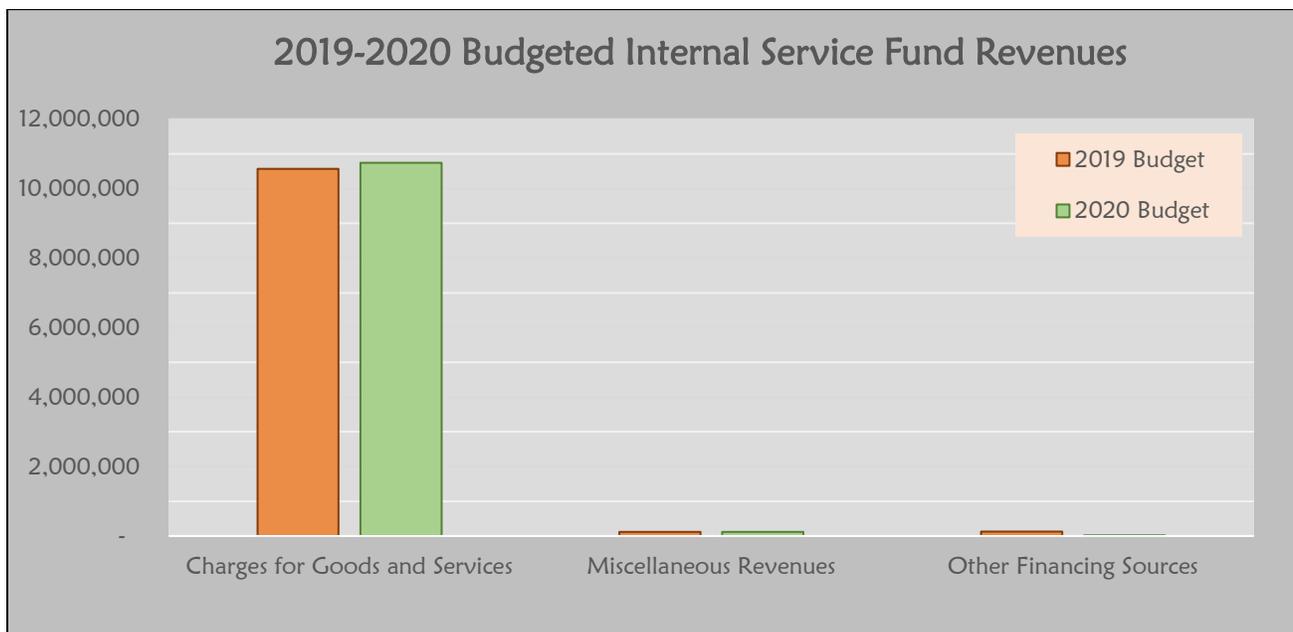
**Fines and Forfeits:** The Revolving Abatement Fund is the sole contributor to this revenue. The City’s Code Enforcement Division cites homeowners for code violations of hazardous and unsightly properties and, in severe cases, where the owner does not respond to citations, the City corrects the problem and imposes a fine to reimburse the cost of cleanup.

**Miscellaneous Revenue:** Miscellaneous leases and rentals account for 84% of the revenue in this category. The Economic Development Fund receives approximately \$1M annually in lease revenue from City-owned crop circles. The Multi-Modal Fund receives monthly lease revenue from Amtrak, Greyhound and other privately owned bus companies. Other revenues come from the lease of the post office, the baseball stadium lease, a marina lease, short term rental of City facilities, donations and investment interest. The crop circle leases are negotiated each year, but most other leases have a multi-year contract with modest annual increases.

**Other Financing Sources:** Transfers are the predominant revenue in this category, with an occasional sale of assets and debt issuance or repayment. In 2019, the significant increase in revenue is due to the Stadium Fund securing a \$2M inter-fund loan to make necessary improvements to the baseball stadium. The Streets Fund will receive \$829,500 in “transfers in” for capital projects in 2019, while the Ambulance, Martin Luther King Center and Senior Center Funds receive a transfer in from the General Fund to help mitigate fund expenses.

**INTERNAL SERVICE FUNDS**

The City uses Internal Service Funds to account for goods and services provided by one fund to other City funds. The Medical Service Fund collects medical and dental insurance premiums to pay claims for the City’s self-insured healthcare plan. The Equipment Replacement Funds collect monthly set aside payments to purchase and replace City vehicles and to fund rental fleets. The Vehicle Operating and Maintenance Funds are reimbursed for costs associated with repairing and maintaining the City’s fleet of vehicles. The graph below portrays budgeted revenues by source for all internal service Funds for the 2019-2020 biennium. The table reflects the revenue by source from 2016-2020.



Internal Service Fund Revenues	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
Charges for Goods and Services	6,060,483	11,449,777	10,030,776	10,570,640	10,745,533
Miscellaneous Revenues	3,482,712	305,020	105,656	113,711	118,711
Total Revenue	9,543,195	11,754,797	10,136,432	10,684,351	10,864,244
Other Financing Sources	496,606	525,938	89,567	129,873	14,567
Beginning Fund Balance	14,890,082	15,989,222	18,261,740	20,439,439	20,261,233
Total Available Resources	24,929,883	28,269,957	28,487,739	31,253,663	31,140,044

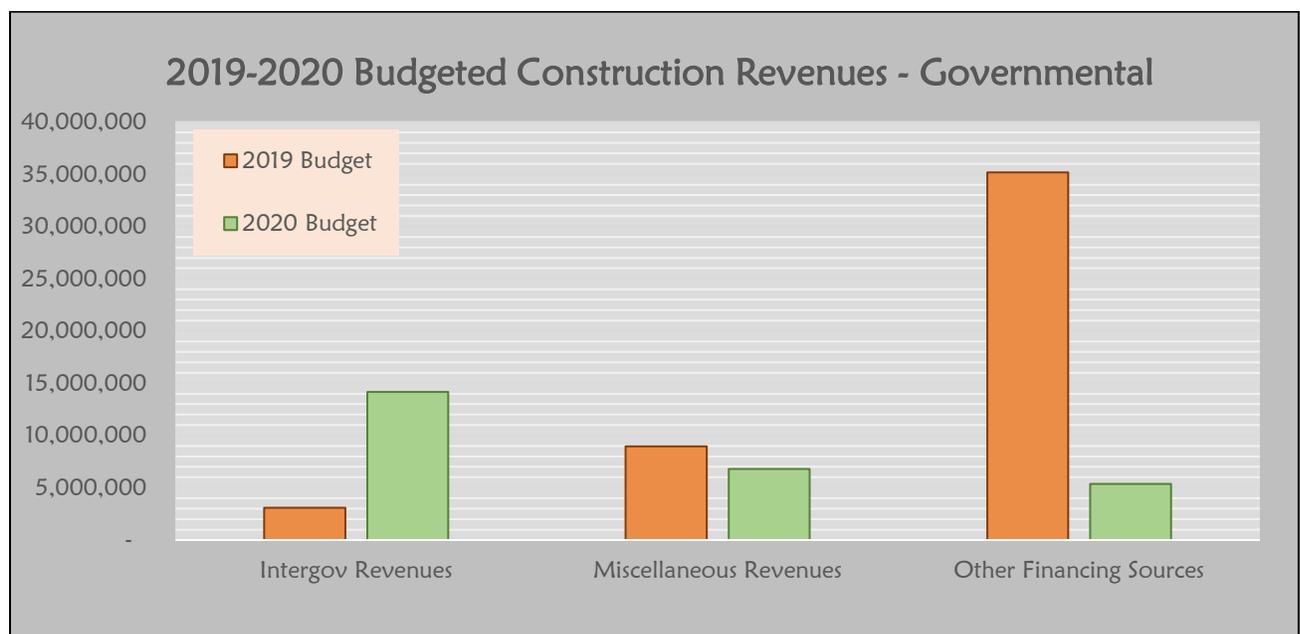
**Charges for Goods and Services:** Medical premiums make up 65% of this revenue, followed by vehicle replacement at 20% and vehicle operating and maintenance at 15%. Revenues are expected to increase by 5.3% in 2019, primarily due to budgeted increases in medical premiums that may or may not be necessary.

**Miscellaneous Revenues:** These revenues are comprised of investment interest, insurance recoveries, and refunds and reimbursements. In recent years, certain inter-fund revenues classified as miscellaneous revenues were reclassified as charges for goods and services.

**Other Financing Sources:** Inter-fund loan repayments and transfers make up the revenues in this category. Beginning in 2019, most functions of the Vehicle Maintenance Funds will be combined in one fund. This change results in a transfer between funds in 2019 of \$115,306.

### CONSTRUCTION FUNDS

The City has one Governmental Construction Fund that accounts for general projects identified in the capital budget. For the 2019-2020 biennium, budgeted projects include two Fire Stations, a remodel of City Hall, Chapel Hill LID, and many other parks, facilities and street projects. The graph below portrays budgeted revenues by source for the construction Fund for the 2019-2020 biennium. The table reflects the revenue by source from 2016-2020.



Construction Fund Revenue	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
Intergov Revenues	343,019	3,192,349	9,398,000	3,102,000	14,160,000
Miscellaneous Revenues	-	35,000	4,720,000	8,973,200	6,815,300
Total Revenue	343,019	3,227,349	14,118,000	12,075,200	20,975,300
Other Financing Sources	8,432,675	4,455,223	8,010,145	35,174,544	5,383,700
Beginning Fund Balance	(12,933)	225,500	556,633	-	-
Total Available Resources	8,762,761	7,908,072	22,684,778	47,249,744	26,359,000

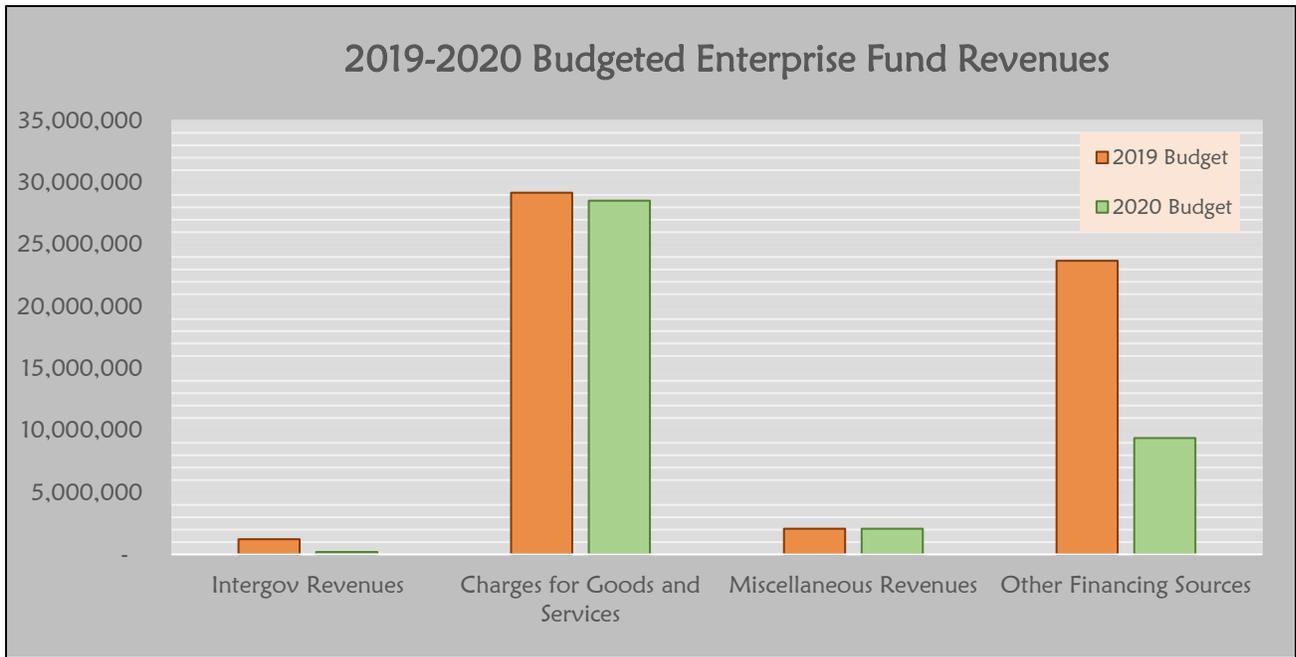
**Intergovernmental Revenue:** These revenues are comprised of State and Federal grants and entitlements that are used to fund transportation and recreation projects. The City will utilize \$17.2M in grant revenues to help fund three transportation projects and continue the Citywide Traffic Signal Upgrades in the 2019-2020 biennium.

**Miscellaneous Revenue:** The miscellaneous revenue in the Construction Fund budget for the 2019-2020 Biennial Budget is comprised of two types of revenues. Partnerships and private donations comprise \$2.96M of revenues for the 2019-2020 biennium, while \$12.8M is budgeted as a placeholder for unsecured projects. Management is currently seeking methods of funding these projects in the 2019-2020 biennium and will budget them as unsecured until a funding source has been identified, at which time a budget transfer will be initiated to move the funding from miscellaneous to the appropriate category of revenue.

**Other Financing Sources:** “Transfers in” make up 80% of the revenue in this category for the 2019-2020 budget. A \$17.2M transfer from General Fund will fund two replacement Fire Stations; the funds are from a planned LTGO bond issue. Transfers from the Capital Improvement Fund in the amount of \$6.7M will fund portions of 21 parks, facilities and transportation projects in the 2019-2020 budget. Overlay, Arterial Streets and Traffic Impact Funds will transfer in more than \$6.2M to fund transportation projects. \$7.9M in LID bond proceeds has been budgeted for the Chapel Hill LID that was approved in August 2018. Revenues in this category can vary significantly depending on the availability of funds.

## ENTERPRISE FUNDS

The City has one Utility Fund that incorporates the activity of all utility type departments that the City operates. This fund includes the operations of water, sewer, irrigation, stormwater and a process water reuse facility. The following table and graph reflect the amount of revenues received by major source.



Enterprise Fund Revenues	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
Intergov Revenues	10,937	68,669	600,000	1,216,000	195,000
Charges for Goods and Services	23,672,625	25,642,772	26,005,297	29,173,551	28,544,751
Miscellaneous Revenues	6,528,012	5,352,470	1,514,438	2,068,662	2,065,327
<b>Total Revenue</b>	<b>30,211,574</b>	<b>31,063,911</b>	<b>28,119,735</b>	<b>32,458,213</b>	<b>30,805,078</b>
Other Financing Sources	4,002,452	16,069,165	4,243,000	23,695,000	9,390,500
Beginning Working Capital	19,042,602	17,560,515	24,457,191	22,737,575	19,589,195
<b>Total Available Resources</b>	<b>53,256,628</b>	<b>64,693,591</b>	<b>56,819,926</b>	<b>78,890,788</b>	<b>59,784,773</b>

**Intergovernmental:** This source of revenue is Federal and State grant and program revenue. Beginning in 2018, the City was the beneficiary of an economic development grant (\$550K) from Franklin County to support the Columbia East Force Main & Lift Station Project at the Process Water Reuse Facility. Additionally, the City has been awarded a Department of Commerce grant. This revenue of \$1.236M is included in this biennial budget and will be used for the Columbia East Project. The water utility includes a Department of Ecology grant of \$75K for their Aquifer Storage & Recovery Program. Also, from the Department of Ecology, the stormwater utility anticipates the continuation of an operating grant of \$50K annually.

**Charges for services:** Charges for services are the fees charged to customers for providing water, sewer, stormwater and irrigation services. The process water reuse utility charges certain commercial users to dispose of industrial wastewater that comes from food processing facilities. These recurring services provide a stable platform of utility revenue to fund operations. The City routinely undertakes rate and cost of service studies to establish rates for classes of service based upon equitable cost recovery and prudent system management. Charges for services revenue is approximately 60% of the budgeted 2019-2020 Enterprise Fund revenues. This biennial budget incorporates approved service rate increase of 3% annually for the water system service and 4% annually for the sewer system users. Of the total service revenue, 85.2% is contributed by the four utilities that serve all classes of customers. The 85.2%

is comprised of the following service revenues: water 37.6%, sewer 34.6%, stormwater 7.2% and irrigation 5.8%. The charges to the Process Water Reuse Facility users represent 13.3% of charges for services. The remaining incidental fees, like disconnect or field service fees are only 1% of the total charges for services.

**Miscellaneous Revenue:** This category of revenue includes charges associated with development (including fees charged to new users of the utility systems and the value of capital contributions from developers), investment income, special assessment principal and interest payments, tower rental to cell phone service providers, and infrequent activity that results from refunds, reimbursements or sales of surplus materials. Development charges are part of the permitting process for new utility infrastructure, which brings new utility accounts to the water and sewer systems. Related to these revenues are donated, developer installed capital, that is gifted to the City. Donated capital has been significant totaling \$4.49M in 2016 and \$3.07M in 2017. The recognition of this capital occurs as a part of the City's year end closing process and is not budgeted. Therefore, the miscellaneous revenue included in the budget for the 2019-2020 biennium is a representation of the new development charges paid by new users of our water and sewer systems.

**Other Financing Sources:** The Enterprise Fund activities are capital intensive services. As part of the funding of the capital improvements necessary to support the systems, the fund issues bonds and enters loan agreements. Included in this revenue source are loan proceeds, revenue bond proceeds, State revolving loan proceeds and intergovernmental loans. Additionally, this budget includes approximately \$31.97M in unsecured bond or loan proceeds. When available, the City pursues low interest loans. This effort to pursue low interest support will continue into the new biennium. Based upon the success or failure of securing low interest funding, the priority and timing of associated capital projects will be determined. Although a rarity for the Enterprise Fund, transfers are included in this revenue category.

## OTHER FUNDS

The City has two Fiduciary Funds that account for pension and OPEB expense of five pre-LEOFF 1 firefighters. It is estimated that the Pension and OPEB plans have sufficient assets to fully fund the plans and the only budgeted revenue is investment income and dividends. The City has a permanent Cemetery Endowment Fund that has assets set aside to maintain the cemetery grounds in future years. The only budgeted revenue in this fund is investment income.

## Debt

Cities use various type of financing tools to pay for large infrastructure projects like water and sewer systems, fire and police stations, parks etc. Much like a private citizen, the City has a credit rating that indicates its ability to pay back the borrowed funds. Existing debt levels and future needs, as well as statutory limits on borrowing (see debt capacity section), dictate the City's ability to issue new debt.

Below are some of the major financing tools available to the City to fund large infrastructure projects:

**Bonds:** The City Council may authorize the City Manager to sell bonds to raise revenue for capital improvements. Those bonds are sold on the open market in exchange for cash payments, essentially functioning as a loan for the City. In selling and managing bonds, the City seeks the advice of both a bond counsel and an outside financial advisor. Interest rates on bond payments are based on market conditions and the City's bond rating, determined by private rating agencies. The City's current bond rating is AA-, last evaluated in 2017 by S&P Global.

Unlimited Tax General Obligation (UTGO) Bonds: One of the most common methods of financing capital improvements for local governments is through the issuance of municipal bonds known as “Unlimited Tax General Obligation Bonds” or “UTGO Bonds.” The voters within the local government must approve UTGO Bonds. UTGO Bonds are secured by and payable out of annual property taxes, above and beyond general property taxes, unlimited as to rate or amount. In other words, a local government is obligated to levy excess property taxes at whatever rate is necessary to repay the UTGO Bonds. Further, UTGO Bonds constitute a general obligation of the local government, and, as such, the full faith, credit and resources of the local government are pledged for their repayment.

The approval process requires local government voters to approve the bond ballot proposition at a properly conducted election. UTGO Bonds must be approved by 60% of the qualified voters within the local government. In addition, the total number of voters casting ballots at the election cannot be less than 40% of the number of votes cast in the last state general election. Further, a local government may only place a bond ballot proposition before its voters twice in any calendar year.

Voted indebtedness for cities may not exceed 2.5% of Assessed Value (AV) for general municipal purposes (any outstanding non-voted, or councilmanic debt is counted against this 2.5%), 2.5% for certain utility purposes, and 2.5% for certain parks, open space and economic development purposes. The total amount of voted and non-voted debt may not exceed 7.5%. The City has significant bonding capacity, with voted indebtedness being 0.2588% in 2017. The City currently doesn't have any UTGO bonds outstanding. The last UTGO bonds issued by the City were in 1999 to fund a library and a fire station.

Limited Tax General Obligation (LTG) Bonds: Limited Tax General Obligation Bonds are also called “councilmanic” bonds or non-voted debt. These bonds may be issued by a vote of the legislative body and require a majority support. Because the voters have not been asked to approve a tax increase to pay for the principal and interest, existing general Fund revenues must be pledged to pay the debt service on a LTGO Bond. The City issued \$8,795,000 of LTGO bonds in 2015 to build the Pasco Police and Community Services Building.

Revenue Bond: Another debt financing option to finance projects for any City enterprise, which is self-supporting like utilities, is Revenue Bonds. Payment comes from user fees; so the debt is not backed by the full faith and credit of the City. Investors consider these somewhat less secure than general obligation bonds as well.

Grants and Loans: Some of the funding for larger City capital projects comes from grants and loans made by Federal and State agencies. Almost all federal funds are ‘passed through’ a State Agency filter. Some of the major agencies involved in funding grants and loans are the Transportation Improvement Board (TIB), Washington State Recreation and Conservation Office (RCO), Water Resources Program, and the Department of Ecology. Parks and Transportation projects are the largest benefactors of such grants and loans to the City of Pasco. These funding options are typically of lower interest and can be obtained by either governmental or enterprise funds.

On-Going Revenue: Revenue is created by services like water, sewer, and taxes, etc. These revenues are used to fund capital projects in their respective areas. The City follows the applicable regulation around Special Revenue Funds, Enterprise Funds and General Funds.

Local Improvement District (LID): A Local Improvement District (LID) is a method by which a group of property owners can share in the cost of infrastructure improvements. LIDs can be used to help finance improvements including:

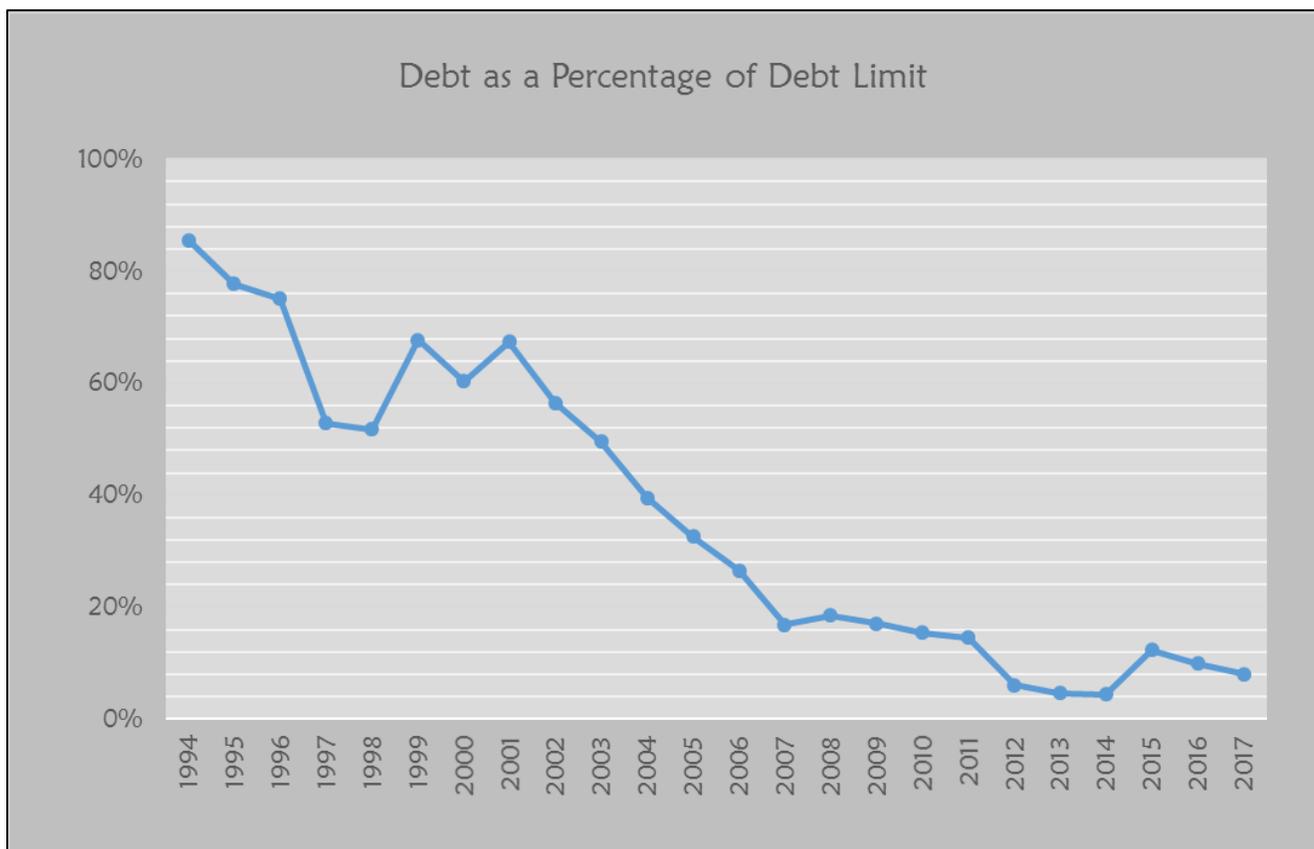
- Street overlays, repair, and construction;
- Street lighting;
- Utility expansion (Water, Sewer, Stormwater, Irrigation);
- Overhead power conversion to underground;
- Street beautification and revitalization projects; and
- Park construction and improvements.

## DEBT CAPACITY

The total indebtedness for general purposes with or without a vote cannot exceed 2.5% of the value of the taxable property within the City limits. The maximum limit for general-purpose debt without a vote (councilmanic) is 1.5%.

Utility revenue bonds do not have such criteria, as utility Funds are treated as a business unit and debt can be issued if the rates can sustain debt service. The bond interest rates are driven by the total financial health of, not only the fund, but also the City's residents and its future needs.

Council has made some prudent financial decisions, which are reflected in the history of the City's debt capacity. **General-purpose bonded indebtedness** capacity for the City for 2018 is \$120,022,000 based on assessed value. The current general-purpose bond for the City is \$9,660,000, or 8% of the maximum allowable debt. It is also important to note that cities historically go through cycles of debt incurrence with aging facilities, infrastructure and growth.



The pattern and speed of Pasco's growth will result in debt needing to be issued in a cyclical, not continuous, pattern. The last time the City issued a large amount of debt was in the 1990s to build the Process Water Reuse Facility (PWRF), a library, and Fire Stations. The exhibit above demonstrates the variances in which the City has leveraged debt to fund large capital projects over the last quarter century.

The following table shows the principal and interest payments for the 2019-20 biennium. All funds with issued debt are included in this table. Please note that the table doesn't include anticipated debt issues as well as inter-fund loans.

Debt Type	Fund	Description	2019			2020		
			Principal	Interest	Total	Principal	Interest	Total
LTGO	General Fund	2011 LTGO Refunding bonds, 2001	495,000	40,200	535,200	510,000	20,400	530,400
LTGO	General Fund	2015 LTGO Police Station	335,000	299,700	634,700	350,000	286,300	636,300
<b>Total for General Fund</b>			<b>830,000</b>	<b>339,900</b>	<b>1,169,900</b>	<b>860,000</b>	<b>306,700</b>	<b>1,166,700</b>
Revenue Bond	Utilities	2013A Sewer Capital Projects	170,000	79,100	249,100	175,000	74,000	249,000
Revenue Bond	Utilities	2013T Reuse Facility Capital Projects	460,000	237,436	697,436	470,000	223,144	693,144
Revenue Bond	Utilities	2010A Refunding revenue bond, 2010	305,000	182,500	487,500	320,000	170,000	490,000
Revenue Bond	Utilities	2009 Water/Sewer Capital Projects	495,000	250,895	745,895	510,000	230,795	740,795
Revenue Bond	Utilities	2015 Water/Sewer Capital Projects and refunding (2002,2005,2007)	615,000	619,350	1,234,350	640,000	594,750	1,234,750
Revenue Bond	Utilities	2017 Sewer Improvements	-	362,915	362,915	-	362,915	362,915
LTGO	Utilities	2016 Refunding Sewer State Revolving Loan	1,142,986	11,658	1,154,644	-	-	-
HAEIFAC Loan	Utilities	Reuse Facility Expansion and Improvements	121,754	46,875	168,630	127,612	41,017	168,630
PWTF Loan	Utilities	Riverview Trunk Sewer Intercept	111,141	2,223	113,364	111,141	1,111	112,252
DWSRF Loan	Utilities	Columbia Water Supply Project	394,368	9,469	403,837	394,368	88,733	483,101
<b>Total for Utility Fund</b>			<b>\$3,815,249</b>	<b>\$1,802,422</b>	<b>\$5,617,671</b>	<b>\$2,748,121</b>	<b>\$1,786,465</b>	<b>\$4,534,587</b>

## Enterprise Funds – Working Capital

The Utility Fund of the City of Pasco incorporates the utility-based services provided to citizens and businesses. The utilities' activity is accounted for on a different basis than the governmental services. The operation of the utility services relies upon extensive capital infrastructure. Unlike the governmental services of the City, the Utility Fund recognizes its capital assets and any associated liabilities as part of the value of the utility. This value, called its net investment in capital, however, is not available to fund future spending. Therefore, an important factor of sound budgeting is an understanding of our working capital. Working capital is the difference between the current assets and current liabilities. In establishing the budget for the coming biennium, the City considered the utility fund's beginning working capital for 2018 as the available support.

An important factor of budgeting in the Utility Fund is the adequate maintenance of any necessary reserves and proper accounting for any funds meant for specific purposes. Specifically, the Utility Fund must maintain a sufficient bond reserve to satisfy covenants related to outstanding bonds. Also, the Utility Fund receives revenues, and at times grant or debt proceeds, that are restricted to be used exclusively for capital purposes. By narrowing our focus to calculate the available ending fund balance, or the working capital plus and minus budgeted spending, the City is able to segregate the budget activity to assess and focus our budget planning efforts.

Over the past many years the Utility Fund has undertaken the systematic implementation of utility rate increases. 2018 was the final year of planned rate increase based upon a 2015 rate study of the Water and Sewer Divisions. Similarly, the Irrigation and Stormwater Utility Divisions were evaluated in a rate study performed in 2017. Based upon those results, Council approved annual rate increases of 3% for the years 2018 to 2022 for the Irrigation utility. At the same time, a rate plan was approved for the Stormwater Division that initiated a 15% rate increase in 2018 and 5% annual rate increases for the years 2019 to 2022.

As part of the budget process, each utility function was evaluated with regard to its ability to meet any reserve requirements and maintain a sufficient working capital balance. Also, with long-term planning in mind, City Staff used the biennial budget input to update our rate study model. Based upon the working capital calculations and the rate study model evaluation, a determination was made that the water and sewer utility Division rates will require an annual rate increase of 3% and 4%, respectively. Without the projected rate increases, the projected operating expenses will be greater than projected operating revenues in the water utility. While the sewer utility Division does benefit in 2020 by the extinguishment of a sizeable annual debt service payment, the rate increase is necessary to provide adequate working capital and reserves.

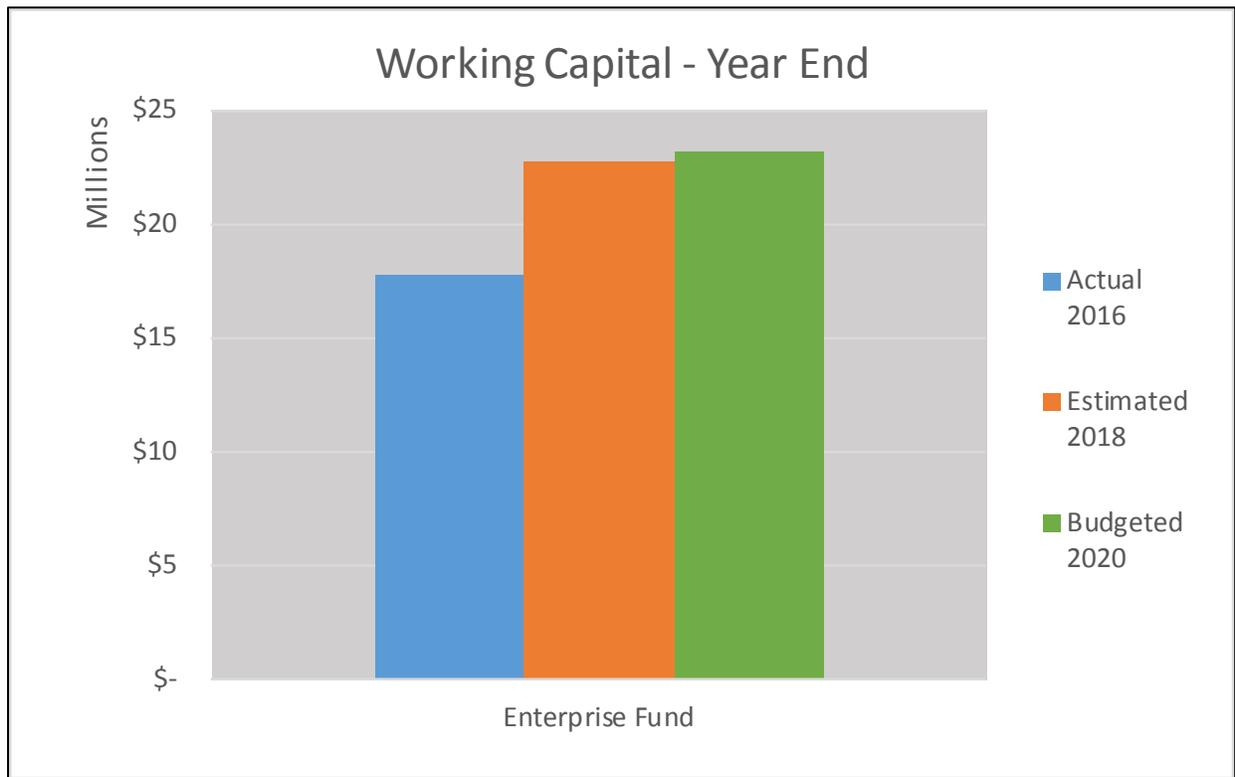
The irrigation utility service's working capital decreases somewhat in 2020 as compared to previous years. In 2019, the utility will complete substantial capital improvements related to development around Chapel Hill Boulevard in West Pasco. The front loading of this large capital cost will draw down our working capital balance temporarily. As rates continue to be collected, the capital improvement cost will be offset. Also, planned in 2019 is a comprehensive irrigation system evaluation project. The completion of this task will impact future decision making.

The Process Water Reuse Facility (PWRP) is accounted for as, and with, a utility. It is, however, a public/private collaboration to treat industrial waste of food processing facilities located in the City, thereby diverting this unique waste stream from our municipal Wastewater Treatment Plant. The

participants of the PWRF support the costs of operations. The working capital and reserves are sufficient to fund budgeted operations costs.

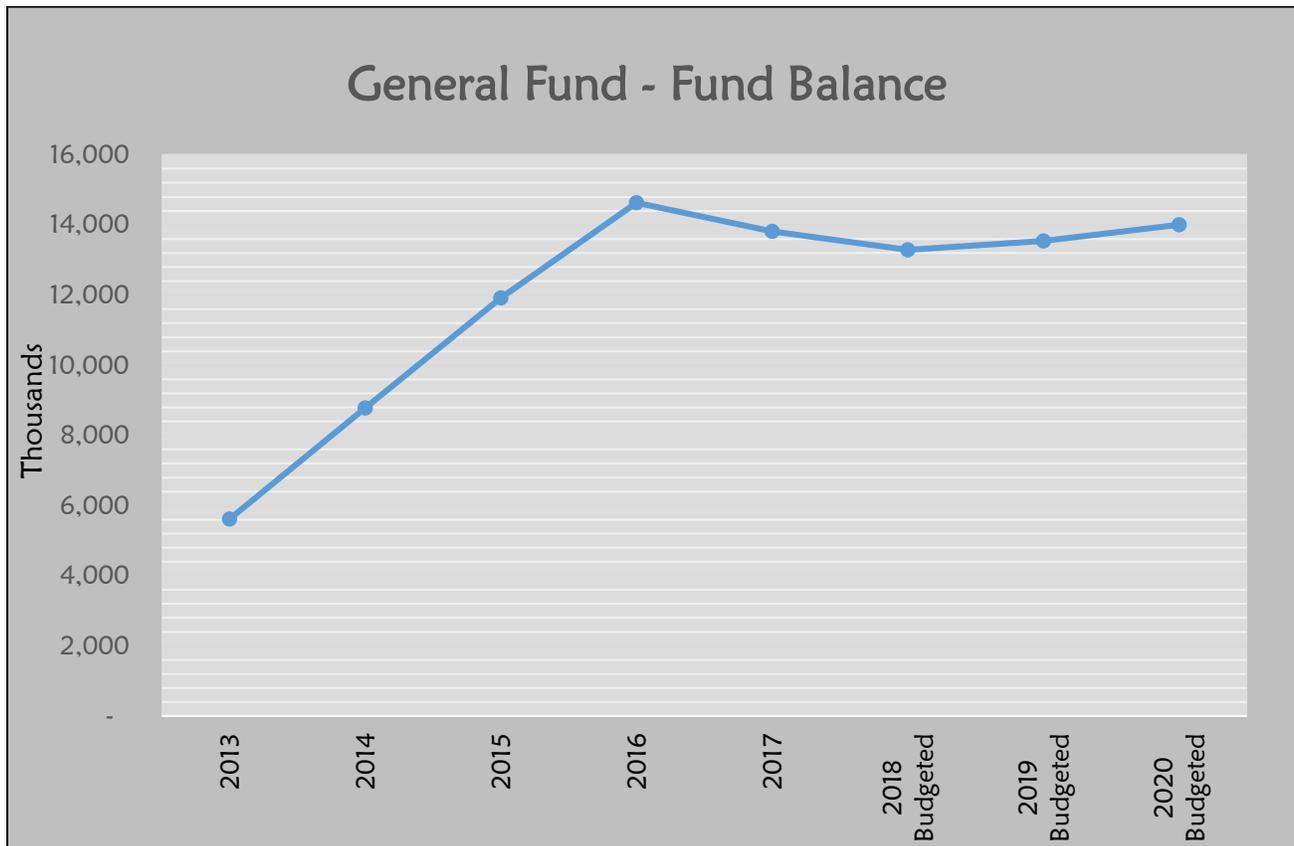
As noted previously, the Stormwater utility service is in the beginning years of systematic annual rate increases. Accordingly, this biennium the Stormwater Utility Division has sufficient working capital to fund capital improvements.

The working capital reflected in the chart below includes capital reserves related to development fees and/or bond proceeds. With the value of those capital reserves removed, the working capital balance is very level, decreasing by 2% from 2016 to 2018 and rebounding to its 2016 level by the close of 2020.



## Fund Balance Trends

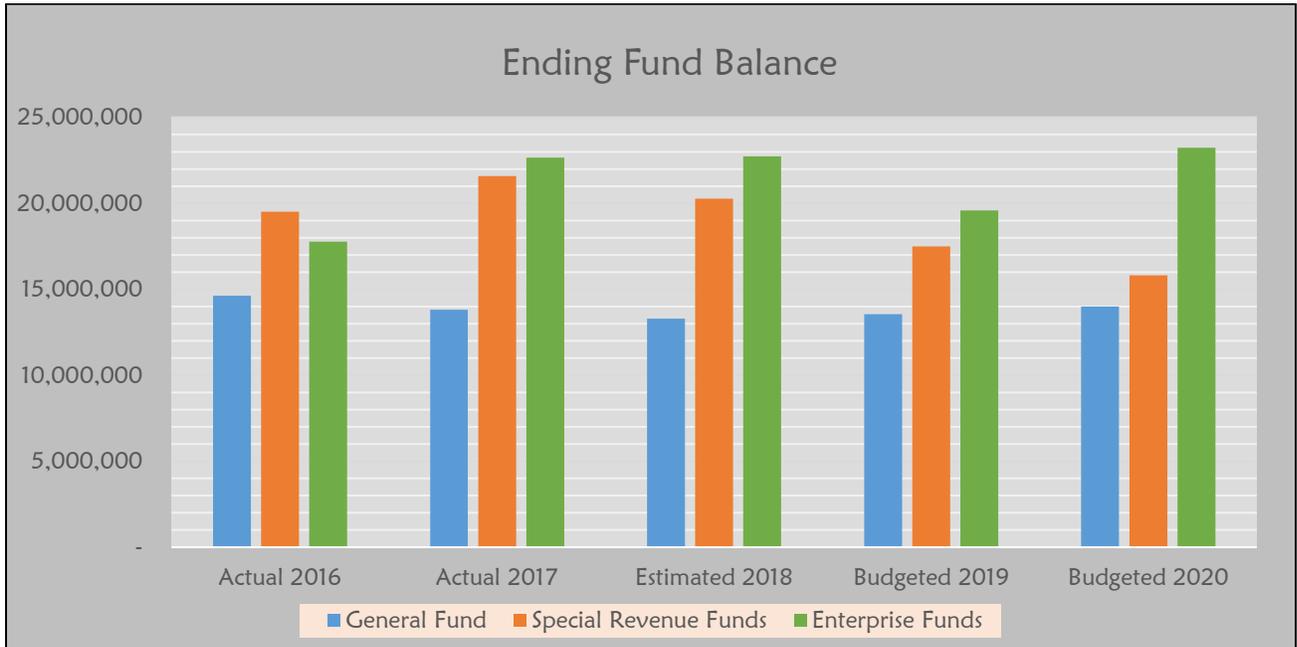
Fund Balance is a calculation of the difference between the assets and liabilities of a governmental fund. The governmental funds reported below are the General Fund and Special Revenue Funds. The General Fund accounts for all City activity not required to be accounted for in another fund, such as a Special Revenue Fund or a Proprietary Fund. Special Revenue Funds are used to account for and report specific revenue sources that are limited in use for a specified purpose. Finally, an Enterprise Fund is business-like and self-financing.



Through prudent financial decisions from Council, implementation of Public Safety Sales Tax and rapid growth, the General Fund fund balance has been rising steadily since 2013. Construction of a Police Station from 2015 to 2017 has reduced the unrestricted reserves, but not significantly. The Council has made decisions to use fund balance only for large capital needs, such as additional funds to complete the Police Community Services Building and to transfer from Franklin County Emergency Dispatch to Southeast Communications Center (SECOMM). As the City moves forward with appropriately equipped and sized public safety facilities, and other infrastructure needs of a growing and aging City, the goal is to keep this reserve stable.

For many years, Council chose to forego their option to implement allowed Property Tax increases. Instead that taxing capacity was “banked,” allowing the future implementation of the taxing authority upon Council approval. With the need to relocate two Fire Stations, the desire to build a new Community Center on the horizon and ongoing costs associated with the public safety personnel enhancement this biennium, Council has approved recapturing the banked capacity and, as such, this budget includes the recognition of an additional \$1.8M of Property Tax revenue. The value of the

budgeted ending fund balance as of 2020 is equal to approximately 105 days' or 26% of operating expenses. Recommended level for this reserve is 60 days, or 18% of operating expenses.





# **2019-2020 BUDGET SUMMARIES**

## 2019-2020 BUDGET SUMMARY – ALL FUNDS

	Fund	Budgeted Beginning Fund Balance	Revenue	Expenditures	Budgeted End Fund Balance	% of Fund Balance Change
GENERAL FUND		13,290,429	119,744,935	119,032,673	14,002,691	5%
SPECIAL REVENUE FUNDS	Street	3,092	5,450,306	5,303,218	150,180	4757%
	Arterial	1,564,733	1,097,694	1,998,336	664,091	-58%
	I-182 Impact	1,062,380	510,000	170,584	1,401,796	32%
	Street Overlay	4,327,688	2,116,461	4,161,913	2,282,236	-47%
	CDBG	-	1,806,424	1,806,424	-	0%
	MLK Center	136,139	236,216	283,928	88,427	-35%
	Ambulance	1,228,550	16,615,404	17,258,545	585,409	-52%
	Cemetery	40,011	518,200	549,096	9,115	-77%
	Boulevard Maintenance	2,311,220	363,263	293,564	2,380,919	3%
	Athletics	234,778	324,595	408,582	150,791	-36%
	Golf course	27,000	3,718,000	3,592,382	152,618	465%
	Senior Center	16,926	592,716	590,495	19,147	13%
	Multi-Modal	341,661	382,252	435,573	288,340	-16%
	School Impact	-	5,000,000	5,000,000	-	0%
	Pasco Marina	82,484	39,200	27,132	94,552	15%
	Lodging	-	650,500	650,500	-	0%
	Litter Abatement	19,618	35,100	30,238	24,480	25%
	Revolving Abatement	328,473	372,000	550,318	150,155	-54%
	TRAC	465,228	556,000	553,344	467,884	1%
	Park Development	2,196,028	1,028,200	1,441,336	1,782,892	-19%
	Capital Improvement REET	7,042,960	3,660,000	8,228,527	2,474,433	-65%
	Economic Development	1,478,322	2,743,200	2,073,087	2,148,435	45%
Stadium/Convention Center	445,254	2,388,600	2,371,222	462,632	4%	
Hotel/Motel Excise Tax	-	1,251,000	1,212,244	38,756	0%	

Fund		Budgeted Beginning Fund Balance	Revenue	Expenditures	Budgeted End Fund Balance	% of Fund Balance Change
DEBT SERVICE	LID	420,220	863,114	88,726	1,194,608	184%
CAPITAL PROJECT	General Capital Improvement	-	73,608,744	73,608,744	-	0%
ENTERPRISE FUND	Total Utility Fund	22,737,575	96,348,791	95,857,578	23,228,788	2%
	Water	10,564,230	25,872,316	26,699,520	9,737,026	-8%
	Irrigation	366,635	4,091,977	4,226,206	232,406	-37%
	Sewer	7,783,967	34,842,085	32,939,210	9,686,842	24%
	PWRF	2,972,075	27,419,604	28,027,694	2,363,985	-20%
	Stormwater	1,050,668	4,122,809	3,964,948	1,208,529	15%
INTERNAL SERVICE FUNDS	Equipment O&M Govt	312,453	3,172,665	3,184,428	300,690	-4%
	Equipment O&M Enterprise	115,306	275,932	391,238	-	-100%
	Equipment Replacement Govt	11,953,885	2,966,352	3,304,346	11,615,891	-3%
	Equipment Replacement Entp	5,045,599	1,233,452	708,070	5,570,981	10%
	Medical/Dental	2,999,116	14,044,524	12,055,660	4,987,980	66%
	Central Stores	13,080	110	1,000	12,190	-7%
FIDUCIARY FUNDS	Old Fire Pension	2,755,894	248,120	280,112	2,723,902	-1%
	Old Fire OPEB	2,907,441	114,000	332,536	2,688,905	-8%
PERMANENT FUND	Cemetery Endowment	532,848	62,500	-	595,348	12%
TOTAL		86,436,391	364,138,570	367,835,699	82,739,262	
TOTAL BUDGET		\$450,574,961		\$450,574,961		

## Changes to Fund Balance

General Fund – While the fund balance is expected to increase during this biennium due to banked capacity levy, these funds will be assigned to activities that Council has specifically authorized, like debt service for two Fire Station relocations, possible Community Center construction, and filling the funding gap after a grant expires for up to seven public safety positions budgeted in the General Fund.

Street Fund – This fund is expecting revenue from the Street Overlay Fund to complete a residential overlay maintenance program. This program used to be bid out in the past. An overall increase of 4,757%, while large, only amounts to less than \$147K in actual funds.

Arterial Fund – A decrease of 58% of fund balance can be attributed to increased activity in arterial road projects, such as Lewis Street Overpass and Argent Road Widening. The City accumulates fund balance to complete projects, many times as matching funds to Federal or State grants.

I-182 Impact Fund – An increase of 32% of fund balance can be attributed to decreased project activity. The City accumulates fund balances to complete projects, many times as matching funds to Federal or State grants for major eligible projects.

Street Overlay Fund – A decrease of 47% of fund balance can be attributed to increased activity compared to prior years. The City is focusing on residential overlay maintenance and a pavement preservation program that drive the majority of the increase in expenses.

Martin Luther King Center Fund – There is a continued decrease in fund balance for the Martin Luther King Center Fund due to a decrease in subsidy from the General Fund. The City will continue supporting the fund on an “as needed” basis once fund reserves are depleted.

Ambulance Services Fund – A decrease in fund balance for the Ambulance Services Fund is a problem that the City is continually working on. Increase in costs which are not currently sustained by incoming revenue is a major issue. The City is monitoring new revenue from Ground Emergency Medical Transportation (GEMT), as well as changes to the ambulance billing structure, both implemented in late 2018, before Council entertains new policy decisions.

Cemetery Fund – An increase in labor costs is the primary factor contributing to a budgeted reduction in fund balance.

Athletics Fund – A 36% decrease in the Athletics Fund is related to increased cost in traffic control costs, as well as one-time expenses like fence repairs. The City will continue to monitor this fund and propose changes to increase revenue when needed.

Golf Course Fund – An increase in fund balance in the Golf Course Fund is mainly due to expected increase in revenue at a rate faster than expenses. An increase of 465% only amounts to \$126K in actual funds.

Senior Center Fund – A 13% increase to fund balance represents \$2K and cannot be contributed to any specific factor.

Multi-Modal Fund – A decrease in the Multi-Modal Fund is due to a one-time expense of \$300K to conduct a Transportation Study.

Marina Fund – A 15% increase in fund balance is primarily due to expected excess of revenue over expense.

Litter Abatement Fund – A 25% increase in fund balance is primarily due to expected excess of revenue over expense. An increase of 25% amounts to less than \$5K in actual funds.

Revolving Abatement Fund – The decrease in fund balance is due to a policy change to account for bad debt expense each year.

Park Development Fund – A decrease of 65% of fund balance can be attributed to increased activity in park projects such as Road 84 and Chapel Hill. The City accumulates fund balances to complete major projects.

Capital Improvement (REET) Fund – A decrease of 19% of fund balance can be attributed to increased activity in capital projects such as the City Hall remodel, the Animal Control Facility, Chapel Hill Boulevard Extension, etc. The City accumulates fund balances to complete major projects.

Economic Development Fund – An increase in fund balance is due to revenue exceeding expenses. However, the fund includes farm circles and irrigation implements that require significant capital investment. Fund reserve is accumulated with such forthcoming investment in mind.

Local Improvement District (LID) Fund – The LID Fund will service a new Chapel Hill LID district, accounting for the majority of the increase.

Equipment O&M Enterprise Fund – A decrease in fund balance is due solely to discontinuation of the fund, its prior purpose was of accounting for O & M cost. The City has moved to a more efficient manner of allocating costs between Government and Enterprise vehicles. The fund will remain active to accommodate pass through transactions.

Medical/Dental Fund – An increase of 66% in the Medical/Dental fund balance is on trend. The City is self-insured and a healthy growth in fund balance is required and needed to account for growing medical costs.

Cemetery Endowment – An increase of 12% in the Cemetery Endowment Fund is on trend and expected to grow in future. City is not currently planning to withdraw any funds eligible per contract.

## 2019 Budget Summary – All Funds

Fund		2019 Beginning Fund Balance	2019 Resources	2019 Expenditures	2019 Budgeted End Fund Balance	Net Change in Fund Balance
GENERAL FUND		13,290,429	67,953,727	67,695,719	13,548,437	258,008
SPECIAL REVENUE FUNDS	Street	3,092	2,924,746	2,832,963	94,875	91,783
	Arterial	1,564,733	542,563	203,725	1,903,571	338,838
	I-182 Impact	1,062,380	255,000	6,139	1,311,241	248,861
	Street Overlay	4,327,688	1,049,770	1,355,907	4,021,551	(306,137)
	CDBG	-	958,295	958,295	-	-
	MLK Center	136,139	117,804	140,512	113,431	(22,708)
	Ambulance	1,228,550	8,987,443	9,165,313	1,050,680	(177,870)
	Cemetery	40,011	257,700	268,963	28,748	(11,263)
	Boulevard Maintenance	2,311,220	188,744	146,558	2,353,406	42,186
	Athletics	234,778	161,590	202,974	193,394	(41,384)
	Golf course	27,000	1,859,000	1,796,353	89,647	62,647
	Senior Center	16,926	299,900	296,921	19,905	2,979
	Multi-Modal	341,661	189,363	367,450	163,574	(178,087)
	School Impact	-	2,500,000	2,500,000	-	-
	Pasco Marina	82,484	19,600	13,552	88,532	6,048
	Lodging	-	325,250	325,250	-	-
	Litter Abatement	19,618	17,550	15,116	22,052	2,434
	Revolving Abatement	328,473	186,000	275,060	239,413	(89,060)
	Trade Recreation Agriculture Center	465,228	278,000	276,631	466,597	1,369
	Park Development	2,196,028	514,100	990,359	1,719,769	(476,259)
	Capital Improvement REET	7,042,960	1,825,000	7,198,560	1,669,400	(5,373,560)
	Economic Development	1,478,322	1,371,560	1,384,332	1,465,550	(12,772)
	Stadium/Convention Center	445,254	2,194,300	2,185,611	453,943	8,689
	Hotel/Motel Excise Tax	-	625,500	606,122	19,378	19,378

	Fund	2019 Beginning Fund Balance	2019 Resources	2019 Expenditures	2019 Budgeted End Fund Balance	Net Change in Fund Balance
DEBT SERVICE	LID	420,220	812,751	51,360	1,181,611	761,391
CAPITAL PROJECT	General Capital Improvement	-	47,249,744	47,249,744	-	-
ENTERPRISE FUND	Utility	22,737,575	56,153,213	59,301,593	19,589,195	(3,148,380)
	Water	10,564,230	12,990,051	13,961,918	9,592,363	(971,867)
	Irrigation	366,635	2,308,032	2,476,965	197,702	(168,933)
	Sewer	7,783,967	18,028,889	19,434,569	6,378,287	(1,405,680)
	PWRF	2,972,075	20,825,409	21,541,934	2,255,550	(716,525)
	Stormwater	1,050,668	2,000,832	1,886,207	1,165,293	114,625
INTERNAL SERVICE FUNDS	Equipment O&M Govt	312,453	1,620,776	1,596,051	337,178	24,725
	Equipment O&M Enterprise	115,306	136,600	251,906	-	(115,306)
	Equipment Replacement Govt	11,953,885	1,478,718	2,505,332	10,927,271	(1,026,614)
	Equipment Replacement Entp	5,045,599	625,382	655,600	5,015,381	(30,218)
	Medical/Dental	2,999,116	6,952,693	5,983,041	3,968,768	969,652
	Central Stores	13,080	55	500	12,635	(445)
FIDUCIAR Y FUNDS	Old Fire Pension	2,755,894	123,910	137,839	2,741,965	(13,929)
	Old Fire OPEB	2,907,441	57,000	164,905	2,799,536	(107,905)
PERMANENT FUND	Cemetery Endowment	532,848	30,000	-	562,848	30,000
	TOTAL	86,436,391	210,843,347	219,106,256	78,173,482	(8,262,909)
	TOTAL BUDGET		<b>\$297,279,738</b>	<b>\$297,279,738</b>		

## 2020 Budget Summary – All Funds

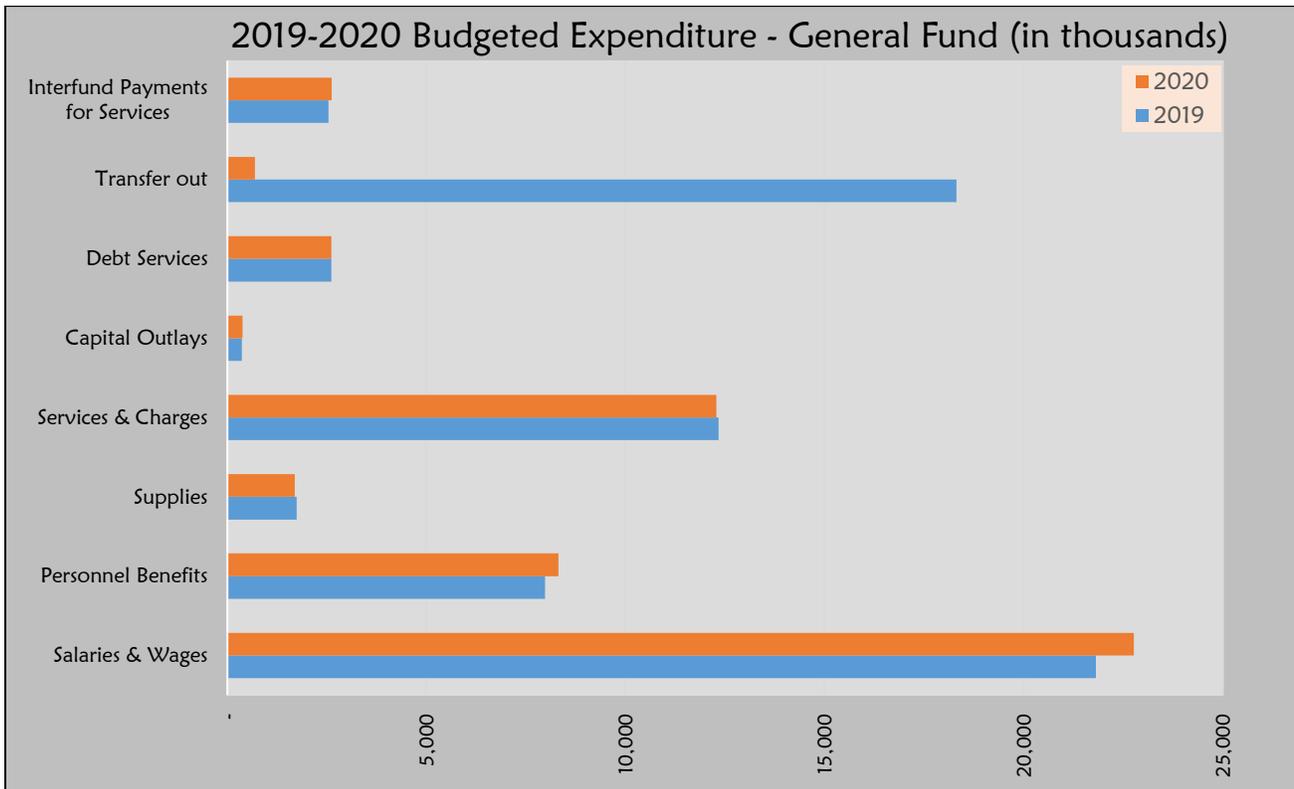
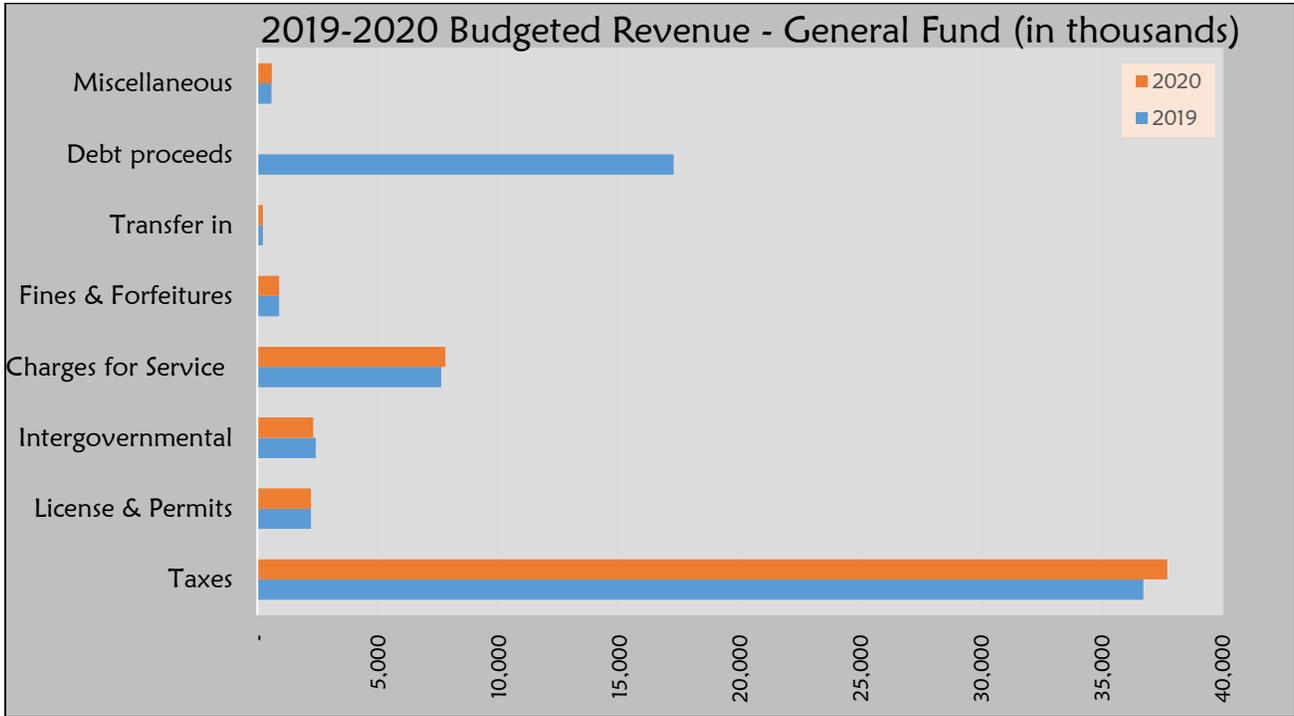
Fund		2020 Beginning Fund Balance	2020 Resources	2020 Expenditures	2020 Budgeted End Fund Balance	Net Change in Fund Balance
GENERAL FUND		13,548,437	51,791,208	51,336,954	14,002,691	454,254
SPECIAL REVENUE FUNDS	Street	94,875	2,525,560	2,470,255	150,180	55,305
	Arterial	1,903,571	555,131	1,794,611	664,091	(1,239,480)
	I-182 Impact	1,311,241	255,000	164,445	1,401,796	90,555
	Street Overlay	4,021,551	1,066,691	2,806,006	2,282,236	(1,739,315)
	CDBG	-	848,129	848,129	-	-
	MLK Center	113,431	118,412	143,416	88,427	(25,004)
	Ambulance	1,050,680	7,627,961	8,093,232	585,409	(465,271)
	Cemetery	28,748	260,500	280,133	9,115	(19,633)
	Boulevard Maintenance	2,353,406	174,519	147,006	2,380,919	27,513
	Athletics	193,394	163,005	205,608	150,791	(42,603)
	Golf course	89,647	1,859,000	1,796,029	152,618	62,971
	Senior Center	19,905	292,816	293,574	19,147	(758)
	Multi-Modal	163,574	192,889	68,123	288,340	124,766
	School Impact	-	2,500,000	2,500,000	-	-
	Pasco Marina	88,532	19,600	13,580	94,552	6,020
	Lodging	-	325,250	325,250	-	-
	Litter Abatement	22,052	17,550	15,122	24,480	2,428
	Revolving Abatement	239,413	186,000	275,258	150,155	(89,258)
	Trade Recreation Agriculture Center	466,597	278,000	276,713	467,884	1,287
	Park Development	1,719,769	514,100	450,977	1,782,892	63,123
	Capital Improvement REET	1,669,400	1,835,000	1,029,967	2,474,433	805,033
	Economic Development	1,465,550	1,371,640	688,755	2,148,435	682,885
	Stadium/Convention Center	453,943	194,300	185,611	462,632	8,689
	Hotel/Motel Excise Tax	19,378	625,500	606,122	38,756	19,378

Fund		2020 Beginning Fund Balance	2020 Resources	2020 Expenditures	2020 Budgeted End Fund Balance	Net Change in Fund Balance
DEBT SERVICE	LID	1,181,611	50,363	37,366	1,194,608	12,997
CAPITAL PROJECT	General Capital Improvement	-	26,359,000	26,359,000	-	-
ENTERPRISE FUND	Total Utility Fund	19,589,195	40,195,578	36,555,985	23,228,788	3,639,593
	Water	9,592,363	12,882,265	12,737,602	9,737,026	144,663
	Irrigation	197,702	1,783,945	1,749,241	232,406	34,704
	Sewer	6,378,287	16,813,196	13,504,641	9,686,842	3,308,555
	PWRF	2,255,550	6,594,195	6,485,760	2,363,985	108,435
	Stormwater	1,165,293	2,121,977	2,078,741	1,208,529	43,236
INTERNAL SERVICE FUNDS	Equipment O&M Govt	337,178	1,551,889	1,588,377	300,690	(36,488)
	Equipment O&M Enterprise	-	139,332	139,332	-	-
	Equipment Replacement Govt	10,927,271	1,487,634	799,014	11,615,891	688,620
	Equipment Replacement Entp	5,015,381	608,070	52,470	5,570,981	555,600
	Medical/Dental	3,968,768	7,091,831	6,072,619	4,987,980	1,019,212
	Central Stores	12,635	55	500	12,190	(445)
PERMANENT FIDUCIARY FUNDS	Old Fire Pension	2,741,965	124,210	142,273	2,723,902	(18,063)
	Old Fire OPEB	2,799,536	57,000	167,631	2,688,905	(110,631)
PERMANENT FUND	Cemetery Endowment	562,848	32,500	-	595,348	32,500
TOTAL		78,173,482	153,295,223	148,729,443	82,739,262	4,565,780
TOTAL BUDGET		<b>\$231,468,705</b>		<b>\$231,468,705</b>		

## Comparative Budget Summary – General Fund

	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>REVENUES</b>					
Taxes:					
Property	7,803,698	7,963,302	8,182,758	10,561,963	10,987,008
Sales & Use	14,055,885	14,838,955	14,343,740	15,352,183	15,771,026
Utility	7,965,282	9,274,980	9,318,808	9,583,525	9,725,394
Other	1,162,334	1,252,023	1,215,170	1,216,350	1,221,400
License & Permits	2,042,238	2,177,235	2,054,200	2,229,500	2,229,500
Intergovernmental	2,069,452	2,130,297	2,317,438	2,416,110	2,321,758
Charges for Service	6,315,133	6,932,636	7,093,604	7,618,796	7,798,222
Fines & Forfeitures	747,808	788,474	853,100	905,600	905,600
Miscellaneous	783,254	637,067	523,800	589,600	601,200
<b>Total Revenues</b>	<b>42,945,084</b>	<b>45,994,969</b>	<b>45,902,618</b>	<b>50,473,627</b>	<b>51,561,108</b>
<b>Expenditures</b>					
Salaries & Wages	17,988,642	20,221,051	20,364,853	21,814,599	22,762,365
Personnel Benefits	6,873,743	7,388,931	7,543,543	7,981,352	8,312,723
Supplies	1,268,353	1,344,773	2,471,968	1,736,689	1,691,494
Services & Charges	10,496,578	11,081,003	11,491,210	12,339,201	12,276,892
Capital Outlays	264,714	166,168	170,704	363,451	376,251
Debt Services	1,199,430	1,182,947	1,166,700	2,614,417	2,611,217
Inter-fund Payments for Services	1,628,421	3,746,910	2,360,811	2,536,010	2,616,896
<b>Total Expenditures</b>	<b>39,719,881</b>	<b>45,131,783</b>	<b>45,569,789</b>	<b>49,385,719</b>	<b>50,647,838</b>

	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>OTHER FINANCING SOURCES</b>					
Insurance Recoveries	7,599	7,094	5,000	2,500	2,500
Bond Proceeds	-	-	-	17,250,000	-
Proceeds from Sale of Capital Asset	955,431	-	-	-	-
<b>Transfer In</b>					
From Fund 161 Blvd Maint for Facility (Vehicle)	75,000	45,000	12,600	12,600	12,600
From Fund 161 Blvd Maint for Facility (Staff)	48,667	125,000	125,000	125,000	125,000
From Fund 140 CDBG for Code Enf Staff	48,000	48,000	70,000	70,000	70,000
From Fund 140 CDBG for Civic Center	20,000	20,000	20,000	20,000	20,000
From Fund 193 REET for Sidewalks	-	100,000	-	-	-
From Fund 200 LID Guarantee for Sidewalks	-	300,000	-	-	-
<b>Transfer Out</b>					
To Fund 110 Street Sidewalk	-	(587,000)	-	-	-
To Fund 145 MLK Center Subsidy	(100,000)	(100,000)	(50,000)	(50,000)	(50,000)
To Fund 150 Ambulance Subsidy	(420,000)	(420,000)	(420,000)	(420,000)	(420,000)
To Fund 160 Cemetery Subsidy	(60,000)	-	-	-	-
To Fund 170 Senior Center Subsidy	(220,000)	(201,000)	(250,000)	(210,000)	(214,116)
To Fund 189 Liter Abatement Subsidy	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
To Fund 200 LID Guarantee	-	-	-	-	-
To Fund 367 Levee Lowering Sacajawea Trail	-	-	(50,000)	-	-
To Fund 367 CIP projects	(6,235,858)	(1,089,716)	-	(17,625,000)	-
<b>Net Change in Fund Balance</b>	<b>(2,660,958)</b>	<b>(894,436)</b>	<b>(209,571)</b>	<b>258,008</b>	<b>454,254</b>
Budgeted Fund Balances - Beginning			13,500,000	13,290,429	13,548,437
Budgeted Fund Balances - Ending			13,290,429	13,548,437	14,002,691



**SUN WILLOWS GOLF COURSE**



**VOLUNTEER PARK**



## 2019-2020 Budgeted Revenue by Type – All Funds

	Fund	Taxes	License & Permits	Intergov't	Charges for Services	Fine & Forfeitures
GENERAL FUND		74,418,849	4,459,000	4,737,868	15,417,018	1,811,200
SPECIAL REVENUE FUNDS	Street	510,297	767,000	2,241,868	351,041	-
	Arterial	-	-	1,077,694	10,000	-
	I-182 Impact	-	-	-	500,000	-
	Street Overlay	2,046,461	-	-	-	-
	CDBG	-	-	1,677,378	-	-
	MLK Center	-	-	-	-	-
	Ambulance	-	-	3,107,720	12,635,684	-
	Cemetery	-	-	-	514,800	-
	Boulevard Maintenance	-	-	-	270,000	-
	Athletics	-	-	-	314,595	-
	Golf course	-	-	-	3,157,000	-
	Senior Center	-	-	35,000	30,200	-
	Multi-Modal	-	-	204,139	-	-
	School Impact	-	-	-	5,000,000	-
	Pasco Marina	-	-	-	-	-
	Lodging	-	-	-	650,000	-
	Litter Abatement	-	-	-	25,000	-
	Revolving Abatement	-	-	-	100,000	261,000
	Trade Recreation Agriculture Center	-	-	-	-	-
	Park Development	-	-	-	1,008,200	-
	Capital Improvement REET	3,510,000	-	-	-	-
	Economic Development	-	-	740,000	-	-
	Stadium/Convention Center	-	-	-	-	-
	Hotel/Motel Excise Tax	1,251,000	-	-	-	-

	Fund	Taxes	License & Permits	Intergov't	Charges for Services	Fine & Forfeitures
DEBT SERVICE	LID	-	-	-	-	-
CAPITAL PROJECT	General Capital Improvement	-	-	17,262,000	-	-
ENTERPRISE FUND	Total Utility Fund	-	416,396	1,411,000	57,583,906	-
	Water	-	-	75,000	22,271,868	-
	Irrigation	-	-	-	3,226,049	-
	Sewer	-	119,446	-	19,695,526	-
	PWRF	-	296,950	1,236,000	8,377,654	-
	Stormwater	-	-	100,000	4,012,809	-
INTERNAL SERVICE FUNDS	Equipment O&M Govt	-	-	-	3,045,359	-
	Equipment O&M Enterprise	-	-	-	275,932	-
	Equipment Replacement Govt	-	-	-	2,935,906	-
	Equipment Replacement Entp	-	-	-	1,233,452	-
	Medical/Dental	-	-	-	13,825,524	-
	Central Stores	-	-	-	-	-
FIDUCIARY FUNDS	Old Fire Pension	-	-	147,000	-	-
	Old Fire OPEB	-	-	-	-	-
PERMANENT FUND	Cemetery Endowment	-	-	-	40,000	-
TOTAL		81,736,607	5,642,396	32,641,667	118,923,617	2,072,200

## 2019-2020 Budgeted Revenue by Type – All Funds (cont.)

Fund		Misc. Revenues	Inter-fund Transfers	Other Sources	Budgeted Beg Fund Balance	Total Resources
GENERAL FUND		1,195,800	455,200	17,250,000	13,290,429	133,035,364
SPECIAL REVENUE FUNDS	Street	600	1,579,500	-	3,092	5,453,398
	Arterial	10,000	-	-	1,564,733	2,662,427
	I-182 Impact	10,000	-	-	1,062,380	1,572,380
	Street Overlay	70,000	-	-	4,327,688	6,444,149
	CDBG	129,046	-	-	-	1,806,424
	MLK Center	96,216	140,000	-	136,139	372,355
	Ambulance	32,000	840,000	-	1,228,550	17,843,954
	Cemetery	3,400	-	-	40,011	558,211
	Boulevard Maintenance	36,263	-	57,000	2,311,220	2,674,483
	Athletics	10,000	-	-	234,778	559,373
	Golf course	561,000	-	-	27,000	3,745,000
	Senior Center	43,400	484,116	-	16,926	609,642
	Multi-Modal	178,113	-	-	341,661	723,913
	School Impact	-	-	-	-	5,000,000
	Pasco Marina	39,200	-	-	82,484	121,684
	Lodging	500	-	-	-	650,500
	Litter Abatement	100	10,000	-	19,618	54,718
	Revolving Abatement	11,000	-	-	328,473	700,473
	Trade Recreation Agriculture Center	6,000	550,000	-	465,228	1,021,228
	Park Development	20,000	-	-	2,196,028	3,224,228
	Capital Improvement REET	150,000	-	-	7,042,960	10,702,960
	Economic Development	2,003,200	-	-	1,478,322	4,221,522
	Stadium/Convention Center	68,600	320,000	2,000,000	445,254	2,833,854
Hotel/Motel Excise Tax	-	-	-	-	1,251,000	

	Fund	Misc. Revenues	Inter-fund Transfers	Other Sources	Budgeted Beg Fund Balance	Total Resources
DEBT SERVICE	LID	113,114	750,000	-	420,220	1,283,334
CAPITAL PROJECT	General Capital Improvement	15,788,500	32,637,244	7,921,000	-	73,608,744
ENTERPRISE FUND	Total Utility Fund	32,209,789	-	4,727,700	22,737,575	119,086,366
	Water	1,982,748	-	1,542,700	10,564,230	36,436,546
	Irrigation	50,928	-	815,000	366,635	4,458,612
	Sewer	12,657,113	-	2,370,000	7,783,967	42,626,052
	PWRF	17,509,000	-	-	2,972,075	30,391,679
	Stormwater	10,000	-	-	1,050,668	5,173,477
INTERNAL SERVICE FUNDS	Equipment O&M Govt	12,000	115,306	-	312,453	3,485,118
	Equipment O&M Enterprise	-	-	-	115,306	391,238
	Equipment Replacement Govt	1,312	-	29,134	11,953,885	14,920,237
	Equipment Replacement Entp	-	-	-	5,045,599	6,279,051
	Medical/Dental	219,000	-	-	2,999,116	17,043,640
	Central Stores	110	-	-	13,080	13,190
FIDUCIARY FUNDS	Old Fire Pension	17,556	-	83,564	2,755,894	3,004,014
	Old Fire OPEB	10,000	-	104,000	2,907,441	3,021,441
PERMANENT FUND	Cemetery Endowment	22,500	-	-	532,848	595,348
TOTAL		53,068,319	37,881,366	32,172,398	86,436,391	450,574,961

## 2019 Budgeted Revenue by Type – All Funds

	Fund	Taxes	License & Permits	Intergov't	Charges for Services	Fine & Forfeitures
GENERAL FUND		36,714,021	2,229,500	2,416,110	7,618,796	905,600
SPECIAL REVENUE FUNDS	Street	252,729	383,000	1,108,176	351,041	-
	Arterial	-	-	532,563	5,000	-
	I-182 Impact	-	-	-	250,000	-
	Street Overlay	1,014,770	-	-	-	-
	CDBG	-	-	881,599	-	-
	MLK Center	-	-	-	-	-
	Ambulance	-	-	2,269,210	6,282,233	-
	Cemetery	-	-	-	256,000	-
	Boulevard Maintenance	-	-	-	135,000	-
	Athletics	-	-	-	156,590	-
	Golf course	-	-	-	1,578,500	-
	Senior Center	-	-	17,500	15,100	-
	Multi-Modal	-	-	101,554	-	-
	School Impact	-	-	-	2,500,000	-
	Pasco Marina	-	-	-	-	-
	Lodging	-	-	-	325,000	-
	Litter Abatement	-	-	-	12,500	-
	Revolving Abatement	-	-	-	50,000	130,500
	Trade Recreation Agriculture Center	-	-	-	-	-
	Park Development	-	-	-	504,100	-
	Capital Improvement REET	1,750,000	-	-	-	-
	Economic Development	-	-	370,000	-	-
	Stadium/Convention Center	-	-	-	-	-
	Hotel/Motel Excise Tax	625,500	-	-	-	-

	Fund	Taxes	License & Permits	Intergov't	Charges for Services	Fine & Forfeitures
DEBT SERVICE	LID	-	-	-	-	-
CAPITAL PROJECT	General Capital Improvement	-	-	3,102,000	-	-
ENTERPRISE FUND	Total Utility Fund	-	208,198	1,216,000	29,106,353	-
	Water	-	-	75,000	11,068,577	-
	Irrigation	-	-	-	1,582,568	-
	Sewer	-	59,723	-	9,778,442	-
	PWRF	-	148,475	1,091,000	4,730,934	-
	Stormwater	-	-	50,000	1,945,832	-
INTERNAL SERVICE FUNDS	Equipment O&M Govt	-	-	-	1,499,470	-
	Equipment O&M Enterprise	-	-	-	136,600	-
	Equipment Replacement Govt	-	-	-	1,463,495	-
	Equipment Replacement Entp	-	-	-	625,382	-
	Medical/Dental	-	-	-	6,845,693	-
	Central Stores	-	-	-	-	-
FIDUCIARY FUNDS	Old Fire Pension	-	-	73,500	-	-
	Old Fire OPEB	-	-	-	-	-
PERMANENT FUND	Cemetery Endowment	-	-	-	20,000	-
TOTAL		40,357,020	2,820,698	12,088,212	59,736,853	1,036,100

## 2019 Budgeted Revenue by Type – All Funds (cont.)

Fund		Misc. Revenues	Inter-fund Transfers	Other Sources	Budgeted Beg Fund Balance	Total Resources
GENERAL FUND		592,100	227,600	17,250,000	13,290,429	81,244,156
SPECIAL REVENUE FUNDS	Street	300	829,500	-	3,092	2,927,838
	Arterial	5,000	-	-	1,564,733	2,107,296
	I-182 Impact	5,000	-	-	1,062,380	1,317,380
	Street Overlay	35,000	-	-	4,327,688	5,377,458
	CDBG	76,696	-	-	-	958,295
	MLK Center	47,804	70,000	-	136,139	253,943
	Ambulance	16,000	420,000	-	1,228,550	10,215,993
	Cemetery	1,700	-	-	40,011	297,711
	Boulevard Maintenance	18,744	-	35,000	2,311,220	2,499,964
	Athletics	5,000	-	-	234,778	396,368
	Golf course	280,500	-	-	27,000	1,886,000
	Senior Center	27,300	240,000	-	16,926	316,826
	Multi-Modal	87,809	-	-	341,661	531,024
	School Impact	-	-	-	-	2,500,000
	Pasco Marina	19,600	-	-	82,484	102,084
	Lodging	250	-	-	-	325,250
	Litter Abatement	50	5,000	-	19,618	37,168
	Revolving Abatement	5,500	-	-	328,473	514,473
	Trade Recreation Agriculture Center	3,000	275,000	-	465,228	743,228
	Park Development	10,000	-	-	2,196,028	2,710,128
	Capital Improvement REET	75,000	-	-	7,042,960	8,867,960
	Economic Development	1,001,560	-	-	1,478,322	2,849,882
	Stadium/Convention Center	34,300	160,000	2,000,000	445,254	2,639,554
Hotel/Motel Excise Tax	-	-	-	-	625,500	

	Fund	Misc. Revenues	Inter-fund Transfers	Other Sources	Budgeted Beg Fund Balance	Total Resources
DEBT SERVICE	LID	62,751	750,000	-	420,220	1,232,971
CAPITAL PROJECT	General Capital Improvement	8,973,200	27,253,544	7,921,000	-	47,249,744
ENTERPRISE FUND	Total Utility Fund	22,963,562	-	2,659,100	22,737,575	78,890,788
	Water	1,072,374	-	774,100	-	9,592,363
	Irrigation	25,464	-	700,000	-	197,702
	Sewer	7,005,724	-	1,185,000	-	6,378,287
	PWRF	14,855,000	-	-	-	2,255,550
	Stormwater	5,000	-	-	-	1,165,293
INTERNAL SERVICE FUNDS	Equipment O&M Govt	6,000	115,306	-	312,453	1,933,229
	Equipment O&M Enterprise	-	-	-	115,306	251,906
	Equipment Replacement Govt	656	-	14,567	11,953,885	13,432,603
	Equipment Replacement Entp	-	-	-	5,045,599	5,670,981
	Medical/Dental	107,000	-	-	2,999,116	9,951,809
	Central Stores	55	-	-	13,080	13,135
FIDUCIARY FUNDS	Old Fire Pension	8,760	-	41,650	2,755,894	2,879,804
	Old Fire OPEB	5,000	-	52,000	2,907,441	2,964,441
PERMANENT FUND	Cemetery Endowment	10,000	-	-	532,848	562,848
TOTAL		34,485,197	30,345,950	29,973,317	86,436,391	297,279,738

## 2020 Budgeted Revenue by Type – All Funds

Fund		Taxes	License & Permits	Intergov't	Charges for Services	Fine & Forfeitures
GENERAL FUND		37,704,828	2,229,500	2,321,758	7,798,222	905,600
SPECIAL REVENUE FUNDS	Street	257,568	384,000	1,133,692	-	-
	Arterial	-	-	545,131	5,000	-
	I-182 Impact	-	-	-	250,000	-
	Street Overlay	1,031,691	-	-	-	-
	CDBG	-	-	795,779	-	-
	MLK Center	-	-	-	-	-
	Ambulance	-	-	838,510	6,353,451	-
	Cemetery	-	-	-	258,800	-
	Boulevard Maintenance	-	-	-	135,000	-
	Athletics	-	-	-	158,005	-
	Golf course	-	-	-	1,578,500	-
	Senior Center	-	-	17,500	15,100	-
	Multi-Modal	-	-	102,585	-	-
	School Impact	-	-	-	2,500,000	-
	Pasco Marina	-	-	-	-	-
	Lodging	-	-	-	325,000	-
	Litter Abatement	-	-	-	12,500	-
	Revolving Abatement	-	-	-	50,000	130,500
	Trade Recreation Agriculture Center	-	-	-	-	-
	Park Development	-	-	-	504,100	-
	Capital Improvement REET	1,760,000	-	-	-	-
	Economic Development	-	-	370,000	-	-
	Stadium/Convention Center	-	-	-	-	-
Hotel/Motel Excise Tax	625,500	-	-	-	-	

	Fund	Taxes	License & Permits	Intergov't	Charges for Services	Fine & Forfeitures
DEBT SERVICE	LID	-	-	-	-	-
CAPITAL PROJECT	General Capital Improvement	-	-	14,160,000	-	-
ENTERPRISE FUND	Total Utility Fund	-	208,198	195,000	28,477,553	-
	Water	-	-	-	11,203,291	-
	Irrigation	-	-	-	1,643,481	-
	Sewer	-	59,723	-	9,917,084	-
	PWRF	-	148,475	145,000	3,646,720	-
	Stormwater	-	-	50,000	2,066,977	-
INTERNAL SERVICE FUNDS	Equipment O&M Govt	-	-	-	1,545,889	-
	Equipment O&M Enterprise	-	-	-	139,332	-
	Equipment Replacement Govt	-	-	-	1,472,411	-
	Equipment Replacement Entp	-	-	-	608,070	-
	Medical/Dental	-	-	-	6,979,831	-
	Central Stores	-	-	-	-	-
PERMANENT FIDUCIARY FUNDS	Old Fire Pension	-	-	73,500	-	-
	Old Fire OPEB	-	-	-	-	-
PERMANENT FUND	Cemetery Endowment	-	-	-	20,000	-
TOTAL		41,379,587	2,821,698	20,553,455	59,186,764	1,036,100

## 2020 Budgeted Revenue by Type – All Funds (cont.)

Fund		Misc. Revenues	Inter-fund Transfers	Other Sources	Budgeted Beg Fund Balance	Total Resources
GENERAL FUND		603,700	227,600	-	13,548,437	65,339,645
SPECIAL REVENUE FUNDS	Street	300	750,000	-	94,875	2,620,435
	Arterial	5,000	-	-	1,903,571	2,458,702
	I-182 Impact	5,000	-	-	1,311,241	1,566,241
	Street Overlay	35,000	-	-	4,021,551	5,088,242
	CDBG	52,350	-	-	-	848,129
	MLK Center	48,412	70,000	-	113,431	231,843
	Ambulance	16,000	420,000	-	1,050,680	8,678,641
	Cemetery	1,700	-	-	28,748	289,248
	Boulevard Maintenance	17,519	-	22,000	2,353,406	2,527,925
	Athletics	5,000	-	-	193,394	356,399
	Golf course	280,500	-	-	89,647	1,948,647
	Senior Center	16,100	244,116	-	19,905	312,721
	Multi-Modal	90,304	-	-	163,574	356,463
	School Impact	-	-	-	-	2,500,000
	Pasco Marina	19,600	-	-	88,532	108,132
	Lodging	250	-	-	-	325,250
	Litter Abatement	50	5,000	-	22,052	39,602
	Revolving Abatement	5,500	-	-	239,413	425,413
	Trade Recreation Agriculture Center	3,000	275,000	-	466,597	744,597
	Park Development	10,000	-	-	1,719,769	2,233,869
	Capital Improvement REET	75,000	-	-	1,669,400	3,504,400
	Economic Development	1,001,640	-	-	1,465,550	2,837,190
	Stadium/Convention Center	34,300	160,000	-	453,943	648,243
Hotel/Motel Excise Tax	-	-	-	19,378	644,878	

	Fund	Misc. Revenues	Inter-fund Transfers	Other Sources	Budgeted Beg Fund Balance	Total Resources
DEBT SERVICE	LID	50,363	-	-	1,181,611	1,231,974
CAPITAL PROJECT	General Capital Improvement	6,815,300	5,383,700	-	-	26,359,000
ENTERPRISE FUND	Total Utility Fund	9,246,227	-	2,068,600	19,589,195	59,784,773
	Water	910,374	-	768,600	-	12,882,265
	Irrigation	25,464	-	115,000	-	1,783,945
	Sewer	5,651,389	-	1,185,000	-	16,813,196
	PWRF	2,654,000	-	-	-	6,594,195
	Stormwater	5,000	-	-	-	2,121,977
INTERNAL SERVICE FUNDS	Equipment O&M Govt	6,000	-	-	337,178	1,889,067
	Equipment O&M Enterprise	-	-	-	-	139,332
	Equipment Replacement Govt	656	-	14,567	10,927,271	12,414,905
	Equipment Replacement Entp	-	-	-	5,015,381	5,623,451
	Medical/Dental	112,000	-	-	3,968,768	11,060,599
	Central Stores	55	-	-	12,635	12,690
FIDUCIARY FUNDS	Old Fire Pension	8,796	-	41,914	2,741,965	2,866,175
	Old Fire OPEB	5,000	-	52,000	2,799,536	2,856,536
PERMANENT FUND	Cemetery Endowment	12,500	-	-	562,848	595,348
TOTAL		18,583,122	7,535,416	2,199,081	78,173,482	231,468,705

## 2019-2020 Budgeted Expenditures by Object – All Funds

Fund		Personnel	Supplies	Services	Inter-fund Services	Inter-fund Transfers
GENERAL FUND		60,871,039	3,428,183	24,616,063	5,152,936	18,999,116
SPECIAL REVENUE FUNDS	Street	1,723,837	798,265	1,444,648	1,254,513	-
	Arterial	-	-	-	7,636	1,990,700
	I-182 Impact	-	-	-	12,584	158,000
	Street Overlay	-	-	-	101,913	4,060,000
	CDBG	221,151	2,400	946,373	24,000	612,500
	MLK Center	103,650	8,660	97,488	74,130	-
	Ambulance	11,834,663	537,095	1,847,019	1,612,768	-
	Cemetery	272,280	128,720	60,804	87,292	-
	Boulevard Maintenance	-	-	-	18,364	275,200
	Athletics	52,034	86,040	141,870	128,638	-
	Golf course	-	4,000	2,950,000	638,382	-
	Senior Center	341,226	14,200	86,360	148,709	-
	Multi-Modal	-	20,000	93,404	22,169	300,000
	School Impact	-	-	4,986,000	14,000	-
	Pasco Marina	-	-	26,030	1,102	-
	Lodging	-	-	641,507	8,993	-
	Litter Abatement	-	-	30,000	238	-
	Revolving Abatement	-	-	542,200	8,118	-
	TRAC	-	-	550,000	3,344	-
	Park Development	-	-	36,000	25,336	1,380,000
	Capital Improvement REET	-	-	-	38,983	8,189,544
	Economic Development	335,945	138,145	924,736	38,261	375,000
	Stadium/Convention Center	-	-	31,600	19,622	2,000,000
Hotel/Motel Excise Tax	-	-	342,244	-	870,000	

	Fund	Personnel	Supplies	Services	Inter-fund Services	Inter-fund Transfers
DEBT SERVICE	LID	-	-	-	9,463	-
CAPITAL PROJECT	General Capital Improvement	-	-	-	1,702,185	-
ENTERPRISE FUND	Total Utility Fund	12,457,134	4,778,886	17,680,851	7,074,350	-
	Water	4,311,050	2,063,890	7,712,389	3,263,191	-
	Irrigation	743,191	96,553	1,700,940	610,022	-
	Sewer	3,877,342	1,888,733	4,759,633	1,829,684	-
	PWRF	1,810,384	640,010	2,910,239	618,022	-
	Stormwater	1,715,167	89,700	597,650	753,431	-
INTERNAL SERVICE FUNDS	Equipment O&M Govt	1,330,528	1,469,264	266,578	118,058	-
	Equipment O&M Enterprise	-	275,932	-	-	115,306
	Equipment Replacement Govt	-	220,000	-	-	-
	Equipment Replacement Entp	-	-	-	-	-
	Medical/Dental	83,802	-	11,856,344	115,514	-
	Central Stores	-	1,000	(11,857)	11,857	-
FIDUCIARY FUNDS	Old Fire Pension	271,400	-	5,250	3,462	-
	Old Fire OPEB	177,706	-	150,750	4,080	-
PERMANENT FUND	Cemetery Endowment	-	-	-	-	-
TOTAL		90,076,395	11,910,790	70,342,262	18,481,000	39,325,366

## 2019-2020 Budgeted Expenditures by Object – All Fund (cont.)

Fund		Capital	Debt Services	Ending Fund Balance	Total Budget
GENERAL FUND		739,702	5,225,634	14,002,691	133,035,364
SPECIAL REVENUE FUNDS	Street	81,955	-	150,180	5,453,398
	Arterial	-	-	664,091	2,662,427
	I-182 Impact	-	-	1,401,796	1,572,380
	Street Overlay	-	-	2,282,236	6,444,149
	CDBG	-	-	-	1,806,424
	MLK Center	-	-	88,427	372,355
	Ambulance	87,000	1,340,000	585,409	17,843,954
	Cemetery	-	-	9,115	558,211
	Boulevard Maintenance	-	-	2,380,919	2,674,483
	Athletics	-	-	150,791	559,373
	Golf course	-	-	152,618	3,745,000
	Senior Center	-	-	19,147	609,642
	Multi-Modal	-	-	288,340	723,913
	School Impact	-	-	-	5,000,000
	Pasco Marina	-	-	94,552	121,684
	Lodging	-	-	-	650,500
	Litter Abatement	-	-	24,480	54,718
	Revolving Abatement	-	-	150,155	700,473
	TRAC	-	-	467,884	1,021,228
	Park Development	-	-	1,782,892	3,224,228
	Capital Improvement REET	-	-	2,474,433	10,702,960
	Economic Development	261,000	-	2,148,435	4,221,522
	Stadium/Convention Center	-	320,000	462,632	2,833,854
Hotel/Motel Excise Tax	-	-	38,756	1,251,000	

	Fund	Capital	Debt Services	Ending Fund Balance	Total Budget
DEBT SERVICE	LID	-	79,263	1,194,608	1,283,334
CAPITAL PROJECT	General Capital Improvement	71,906,559	-	-	73,608,744
ENTERPRISE FUND	Total Utility Fund	42,454,700	11,411,657	23,228,788	119,086,366
	Water	4,180,500	5,168,500	9,737,026	36,436,546
	Irrigation	773,000	302,500	232,406	4,458,612
	Sewer	16,371,000	4,212,818	9,686,842	42,626,052
	PWRF	20,321,200	1,727,839	2,363,985	30,391,679
	Stormwater	809,000	-	1,208,529	5,173,477
INTERNAL SERVICE FUNDS	Equipment O&M Govt	-	-	300,690	3,485,118
	Equipment O&M Enterprise	-	-	-	391,238
	Equipment Replacement Govt	1,084,346	2,000,000	11,615,891	14,920,237
	Equipment Replacement Entp	708,070	-	5,570,981	6,279,051
	Medical/Dental	-	-	4,987,980	17,043,640
	Central Stores	-	-	12,190	13,190
FIDUCIARY FUNDS	Old Fire Pension	-	-	2,723,902	3,004,014
	Old Fire OPEB	-	-	2,688,905	3,021,441
PERMANENT FUND	Cemetery Endowment	-	-	595,348	595,348
TOTAL		117,323,332	20,376,554	82,739,262	450,574,961

## 2019 Budgeted Expenditures by Object – All Funds

	Fund	Personnel	Supplies	Services	Inter-fund Services	Inter-fund Transfers
GENERAL FUND		29,795,951	1,736,689	12,339,171	2,536,040	18,310,000
SPECIAL REVENUE FUNDS	Street	847,275	403,920	877,180	622,633	-
	Arterial	-	-	-	3,725	200,000
	I-182 Impact	-	-	-	6,139	-
	Street Overlay	-	-	-	50,907	1,305,000
	CDBG	108,743	1,200	363,852	12,000	472,500
	MLK Center	51,277	4,330	48,744	36,161	-
	Ambulance	5,828,784	268,560	911,452	791,517	-
	Cemetery	133,945	62,910	30,360	41,748	-
	Boulevard Maintenance	-	-	-	8,958	137,600
	Athletics	26,649	42,770	69,585	63,970	-
	Golf course	-	2,000	1,475,000	319,353	-
	Senior Center	168,000	8,850	47,530	72,541	-
	Multi-Modal	-	10,000	46,636	10,814	300,000
	School Impact	-	-	2,493,000	7,000	-
	Pasco Marina	-	-	13,030	522	-
	Lodging	-	-	320,863	4,387	-
	Litter Abatement	-	-	15,000	116	-
	Revolving Abatement	-	-	271,100	3,960	-
	Trade Recreation Agriculture Center	-	-	275,000	1,631	-
	Park Development	-	-	18,000	12,359	960,000
	Capital Improvement REET	-	-	-	19,016	7,179,544
	Economic Development	165,262	84,515	624,868	18,687	375,000
	Stadium/Convention Center	-	-	15,800	9,811	2,000,000
Hotel/Motel Excise Tax	-	-	171,122	-	435,000	

	Fund	Personnel	Supplies	Services	Inter-fund Services	Inter-fund Transfers
DEBT SERVICE	LID	-	-	-	4,616	-
CAPITAL PROJECT	General Capital Improvement	-	-	-	848,627	-
ENTERPRISE FUND	Total Utility Fund	6,124,189	2,388,448	9,405,526	3,492,319	-
	Water	2,119,388	1,034,345	3,870,103	1,603,977	-
	Irrigation	365,357	43,378	954,976	299,254	-
	Sewer	1,906,135	915,043	2,600,321	909,830	-
	PWRF	889,919	351,132	1,662,509	307,608	-
	Stormwater	843,390	44,550	317,617	371,650	-
INTERNAL SERVICE FUNDS	Equipment O&M Govt	654,194	738,150	134,011	69,696	-
	Equipment O&M Enterprise	-	136,600	-	-	115,306
	Equipment Replacement Govt	-	-	-	-	-
	Equipment Replacement Entp	-	-	-	-	-
	Medical/Dental	41,207	-	5,884,077	57,757	-
	Central Stores	-	500	(5,784)	5,784	-
PERMANENT FIDUCIARY FUNDS	Old Fire Pension	134,400	-	1,750	1,689	-
	Old Fire OPEB	87,540	-	75,375	1,990	-
PERMANENT FUND	Cemetery Endowment	-	-	-	-	-
TOTAL		44,167,416	5,889,442	35,922,248	9,136,473	31,789,950

## 2019 Budgeted Expenditures by Object – All Funds (cont.)

	Fund	Capital	Debt Services	Ending Fund Balance	Total Budget
GENERAL FUND		363,451	2,614,417	13,548,437	81,244,156
SPECIAL REVENUE FUNDS	Street	81,955	-	94,875	2,927,838
	Arterial	-	-	1,903,571	2,107,296
	I-182 Impact	-	-	1,311,241	1,317,380
	Street Overlay	-	-	4,021,551	5,377,458
	CDBG	-	-	-	958,295
	MLK Center	-	-	113,431	253,943
	Ambulance	25,000	1,340,000	1,050,680	10,215,993
	Cemetery	-	-	28,748	297,711
	Boulevard Maintenance	-	-	2,353,406	2,499,964
	Athletics	-	-	193,394	396,368
	Golf course	-	-	89,647	1,886,000
	Senior Center	-	-	19,905	316,826
	Multi-Modal	-	-	163,574	531,024
	School Impact	-	-	-	2,500,000
	Pasco Marina	-	-	88,532	102,084
	Lodging	-	-	-	325,250
	Litter Abatement	-	-	22,052	37,168
	Revolving Abatement	-	-	239,413	514,473
	Trade Recreation Agriculture Center	-	-	466,597	743,228
	Park Development	-	-	1,719,769	2,710,128
	Capital Improvement REET	-	-	1,669,400	8,867,960
	Economic Development	116,000	-	1,465,550	2,849,882
Stadium/Convention Center	-	160,000	453,943	2,639,554	
Hotel/Motel Excise Tax	-	-	19,378	625,500	

	Fund	Capital	Debt Services	Ending Fund Balance	Total Budget
DEBT SERVICE	LID	-	46,744	1,181,611	1,232,971
CAPITAL PROJECT	General Capital Improvement	46,401,117	-	-	47,249,744
ENTERPRISE FUND	Total Utility Fund	31,304,700	6,586,411	19,589,195	78,890,788
	Water	2,452,000	2,882,105	9,592,363	-
	Irrigation	660,000	154,000	197,702	-
	Sewer	10,419,000	2,684,240	6,378,287	-
	PWRF	17,464,700	866,066	2,255,550	-
	Stormwater	309,000	-	1,165,293	-
INTERNAL SERVICE FUNDS	Equipment O&M Govt	-	-	337,178	1,933,229
	Equipment O&M Enterprise	-	-	-	251,906
	Equipment Replacement Govt	505,332	2,000,000	10,927,271	13,432,603
	Equipment Replacement Entp	655,600	-	5,015,381	5,670,981
	Medical/Dental	-	-	3,968,768	9,951,809
	Central Stores	-	-	12,635	13,135
FIDUCIARY FUNDS	Old Fire Pension	-	-	2,741,965	2,879,804
	Old Fire OPEB	-	-	2,799,536	2,964,441
PERMANENT FUND	Cemetery Endowment	-	-	562,848	562,848
TOTAL		79,453,155	12,747,572	78,173,482	297,279,738

## 2020 Budgeted Expenditures by Object – All Funds

	Fund	Personnel	Supplies	Services	Inter-fund Services	Inter-fund Transfers
GENERAL FUND		31,075,088	1,691,494	12,276,892	2,616,896	689,116
SPECIAL REVENUE FUNDS	Street	876,562	394,345	567,468	631,880	-
	Arterial	-	-	-	3,911	1,790,700
	I-182 Impact	-	-	-	6,445	158,000
	Street Overlay	-	-	-	51,006	2,755,000
	CDBG	112,408	1,200	582,521	12,000	140,000
	MLK Center	52,373	4,330	48,744	37,969	-
	Ambulance	6,005,879	268,535	935,567	821,251	-
	Cemetery	138,335	65,810	30,444	45,544	-
	Boulevard Maintenance	-	-	-	9,406	137,600
	Athletics	25,385	43,270	72,285	64,668	-
	Golf course	-	2,000	1,475,000	319,029	-
	Senior Center	173,226	5,350	38,830	76,168	-
	Multi-Modal	-	10,000	46,768	11,355	-
	School Impact	-	-	2,493,000	7,000	-
	Pasco Marina	-	-	13,000	580	-
	Lodging	-	-	320,644	4,606	-
	Litter Abatement	-	-	15,000	122	-
	Revolving Abatement	-	-	271,100	4,158	-
	Trade Recreation Agriculture Center	-	-	275,000	1,713	-
	Park Development	-	-	18,000	12,977	420,000
	Capital Improvement REET	-	-	-	19,967	1,010,000
	Economic Development	170,683	53,630	299,868	19,574	-
	Stadium/Convention Center	-	-	15,800	9,811	-
Hotel/Motel Excise Tax	-	-	171,122	-	435,000	

	Fund	Personnel	Supplies	Services	Inter-fund Services	Inter-fund Transfers
DEBT SERVICE	LID	-	-	-	4,847	-
CAPITAL PROJECT	General Capital Improvement	-	-	-	853,558	-
ENTERPRISE FUND	Total Utility Fund	6,332,945	2,390,438	8,275,325	3,582,031	-
	Water	2,191,662	1,029,545	3,842,286	1,659,214	-
	Irrigation	377,834	53,175	745,964	310,768	-
	Sewer	1,971,207	973,690	2,159,312	919,854	-
	PWRF	920,465	288,878	1,247,730	310,414	-
	Stormwater	871,777	45,150	280,033	381,781	-
INTERNAL SERVICE FUNDS	Equipment O&M Govt	676,334	731,114	132,567	48,362	-
	Equipment O&M Enterprise	-	139,332	-	-	-
	Equipment Replacement Govt	-	220,000	-	-	-
	Equipment Replacement Entp	-	-	-	-	-
	Medical/Dental	42,595	-	5,972,267	57,757	-
	Central Stores	-	500	(6,073)	6,073	-
PERMANENT FIDUCIARY FUNDS	Old Fire Pension	137,000	-	3,500	1,773	-
	Old Fire OPEB	90,166	-	75,375	2,090	-
PERMANENT FUND	Cemetery Endowment	-	-	-	-	-
TOTAL		45,908,979	6,021,348	34,420,014	9,344,527	7,535,416

## 2020 Budgeted Expenditures by Object – All Funds (cont.)

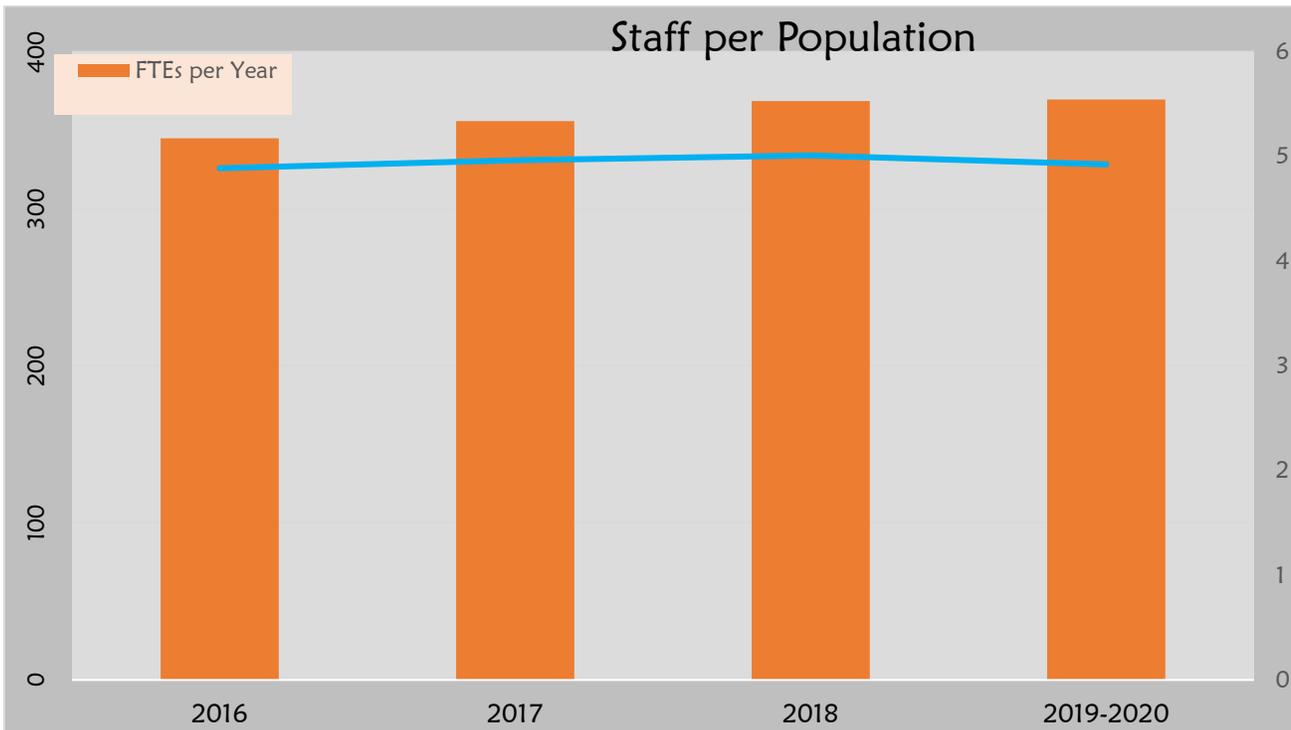
Fund	Capital	Debt Services	Ending Fund Balance	Total Budget	
GENERAL FUND	376,251	2,611,217	14,002,691	65,339,645	
SPECIAL REVENUE FUNDS	Street	-	-	150,180	2,620,435
	Arterial	-	-	664,091	2,458,702
	I-182 Impact	-	-	1,401,796	1,566,241
	Street Overlay	-	-	2,282,236	5,088,242
	CDBG	-	-	-	848,129
	MLK Center	-	-	88,427	231,843
	Ambulance	62,000	-	585,409	8,678,641
	Cemetery	-	-	9,115	289,248
	Boulevard Maintenance	-	-	2,380,919	2,527,925
	Athletics	-	-	150,791	356,399
	Golf course	-	-	152,618	1,948,647
	Senior Center	-	-	19,147	312,721
	Multi-Modal	-	-	288,340	356,463
	School Impact	-	-	-	2,500,000
	Pasco Marina	-	-	94,552	108,132
	Lodging	-	-	-	325,250
	Litter Abatement	-	-	24,480	39,602
	Revolving Abatement	-	-	150,155	425,413
	Trade Recreation Agriculture Center	-	-	467,884	744,597
	Park Development	-	-	1,782,892	2,233,869
	Capital Improvement REET	-	-	2,474,433	3,504,400
	Economic Development	145,000	-	2,148,435	2,837,190
	Stadium/Convention Center	-	160,000	462,632	648,243
Hotel/Motel Excise Tax	-	-	38,756	644,878	

	Fund	Capital	Debt Services	Ending Fund Balance	Total Budget
DEBT SERVICE	LID	-	32,519	1,194,608	1,231,974
CAPITAL PROJECT	General Capital Improvement	25,505,442	-	-	26,359,000
ENTERPRISE FUND	Total Utility Fund	11,150,000	4,825,246	23,228,788	59,784,773
	Water	1,728,500	2,286,395	9,737,026	-
	Irrigation	113,000	148,500	232,406	-
	Sewer	5,952,000	1,528,578	9,686,842	-
	PWRF	2,856,500	861,773	2,363,985	-
	Stormwater	500,000	-	1,208,529	-
INTERNAL SERVICE FUNDS	Equipment O&M Govt	-	-	300,690	1,889,067
	Equipment O&M Enterprise	-	-	-	139,332
	Equipment Replacement Govt	579,014	-	11,615,891	12,414,905
	Equipment Replacement Entp	52,470	-	5,570,981	5,623,451
	Medical/Dental	-	-	4,987,980	11,060,599
	Central Stores	-	-	12,190	12,690
FIDUCIARY FUNDS	Old Fire Pension	-	-	2,723,902	2,866,175
	Old Fire OPEB	-	-	2,688,905	2,856,536
PERMANENT FUND	Cemetery Endowment	-	-	595,348	595,348
TOTAL		37,870,177	7,628,982	82,739,262	231,468,705

## Staffing Trends

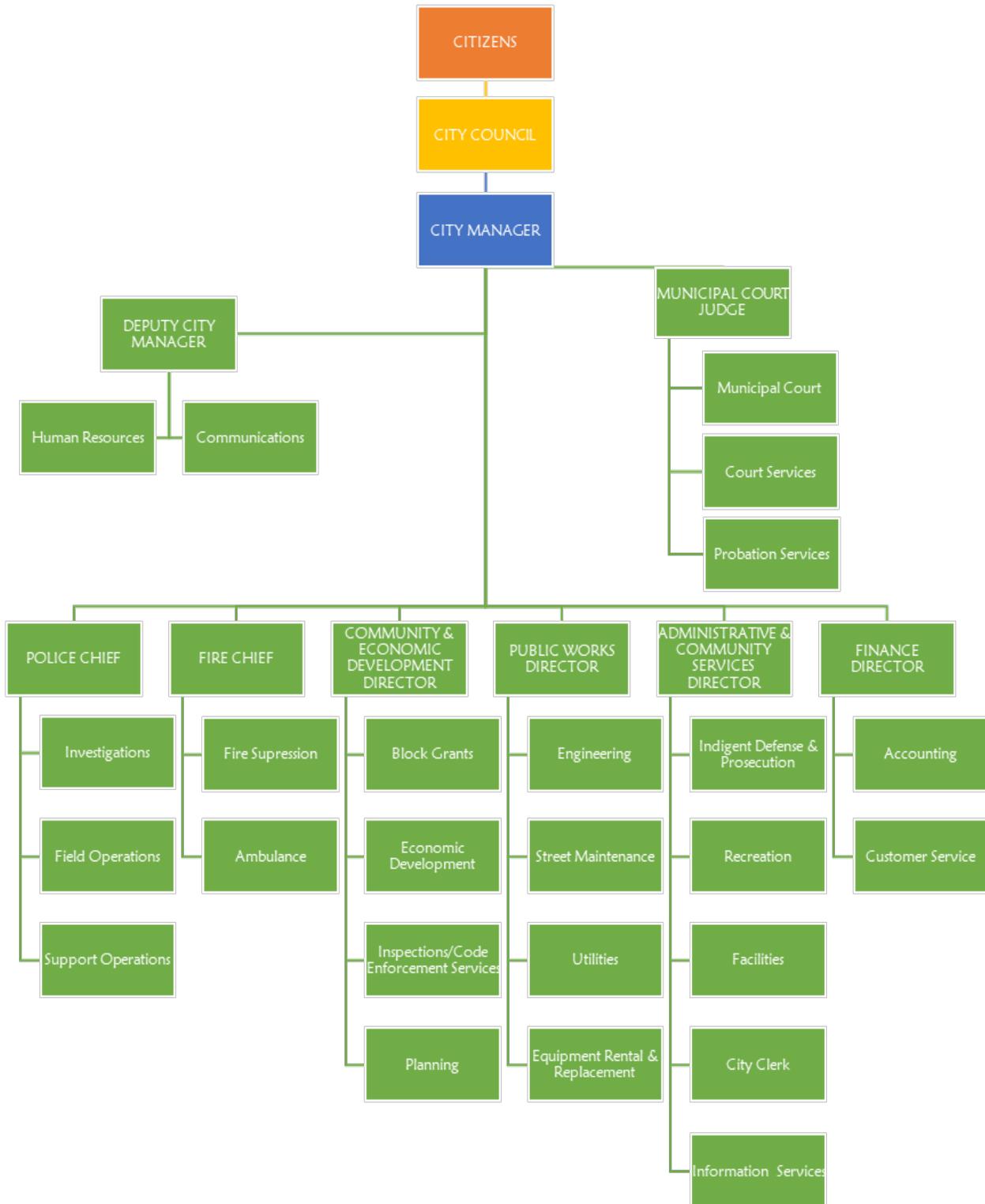
The following page presents the current and past staffing allocated to the various City departments and funds. Since 2016, the staffing focus has primarily been in the public safety departments such as Fire, Ambulance and Police. As the City population has increased, the need for public safety services has consequently increased. The City's efforts and focus in this area has positively influenced the quality of life and community well-being. According to safehome.org, Pasco is the third safest city in Washington State and has a safety rating of 79. Further, Pasco's crime rate has dropped more than 80% since 1990. These strides toward improving public safety can be partially attributed to funding sources such as State and Federal grants. In 2017, the City accepted a Staffing for Adequate Fire and Emergency Response (SAFER) Grant to assist in fully staffing the new fire station, Station 84. In order to fully staff the station, 12 FTEs were needed, 6 of which were funded by the SAFER grant. Of these 6 FTEs funded by the grant, 3 were added to Fire and 3 to Ambulance Service. Further, to supplement the City's focus on public safety, the City has also been awarded the Community Oriented Policing Services (COPS) Grant with reimbursement funding anticipated to begin in 2019. Because of this, the Police Department will be adding 4 FTEs in the 2019-2020 biennium, which will be partially reimbursed by the grant. Council authorized the addition of FTEs in 2018; however, onboarding of the FTEs is expected to take place over 2019. Staffing levels in these departments will now be stable and correspond to service levels needed for the community.

Staffing levels in all other departments have remained relatively unchanged, whereas services provided and population served has increased. The graph below shows the full time equivalents (FTEs) citywide from 2015 to 2020, in which 2019-2020 figures are budgeted. According to the Office of Financial Management, the City of Pasco's population growth was approximately 2% and 3% in 2017 and 2018, respectively. Growth is expected to grow at a similar rate within the next biennium. The number of employees per 1,000 citizens has historically been 4.9 FTEs since 2016. It is projected to remain at that level through the 2019-2020 Biennial Budget cycle. The chart below shows the correlation between staffing levels, excluding City Council, and population.



<b>General Fund-Departments</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019/20</b>	<b>17-18 Changes</b>	<b>18-20 Changes</b>
City Council	7	7	7	7	0	0
Municipal Court	14.75	14.75	14.75	14.75	0	0
City Manager <i>(includes Human Resources)</i>	10	10	9.7	9.70	-0.3	0
Police	87	88	91	92.00	3	1
Fire	36.2	36.7	39.5	39.5	2.8	0
Administrative & Community Services	47.5	32.5	32.5	33.55	0	1.05
Finance	<i>Included in ACS</i>	16	17.8	17.8	1.8	0
Community & Economic Development	15	16	16	16	0	0
Engineering	16.65	16.65	16.65	16.65	0	0
<b>Sub-Total General Fund</b>	<b>234.10</b>	<b>237.60</b>	<b>244.90</b>	<b>246.95</b>	<b>7.30</b>	<b>2.05</b>
<b>Other Funds</b>						
Streets	10.01	10.01	10.01	8.75	0	-1.26
CDBG	1	1	1	1	0	0
Martin Luther King Center	1	1	1	0.45	0	-0.55
Ambulance	32	37.5	40.5	40.5	3	0
Cemetery	1.5	1.5	1.5	1.5	0	0
Senior Center	2	2	2	1.5	0	-0.5
Economic Development	0	1	1	1	0	0
Utility	57.75	58.75	59.85	61.11	1.1	1.26
Equipment Rental & Replacement	5.59	5.59	6.69	6.69	1.1	0
Internal Medical Insurance	0	0	0.3	0.3	0.3	0
<b>Sub-Total Other Funds</b>	<b>110.9</b>	<b>118.4</b>	<b>123.85</b>	<b>122.80</b>	<b>5.50</b>	<b>-1.05</b>
<b>Total, City-wide</b>	<b>344.95</b>	<b>355.95</b>	<b>368.75</b>	<b>369.75</b>	<b>12.80</b>	<b>1</b>

# CITY OF PASCO

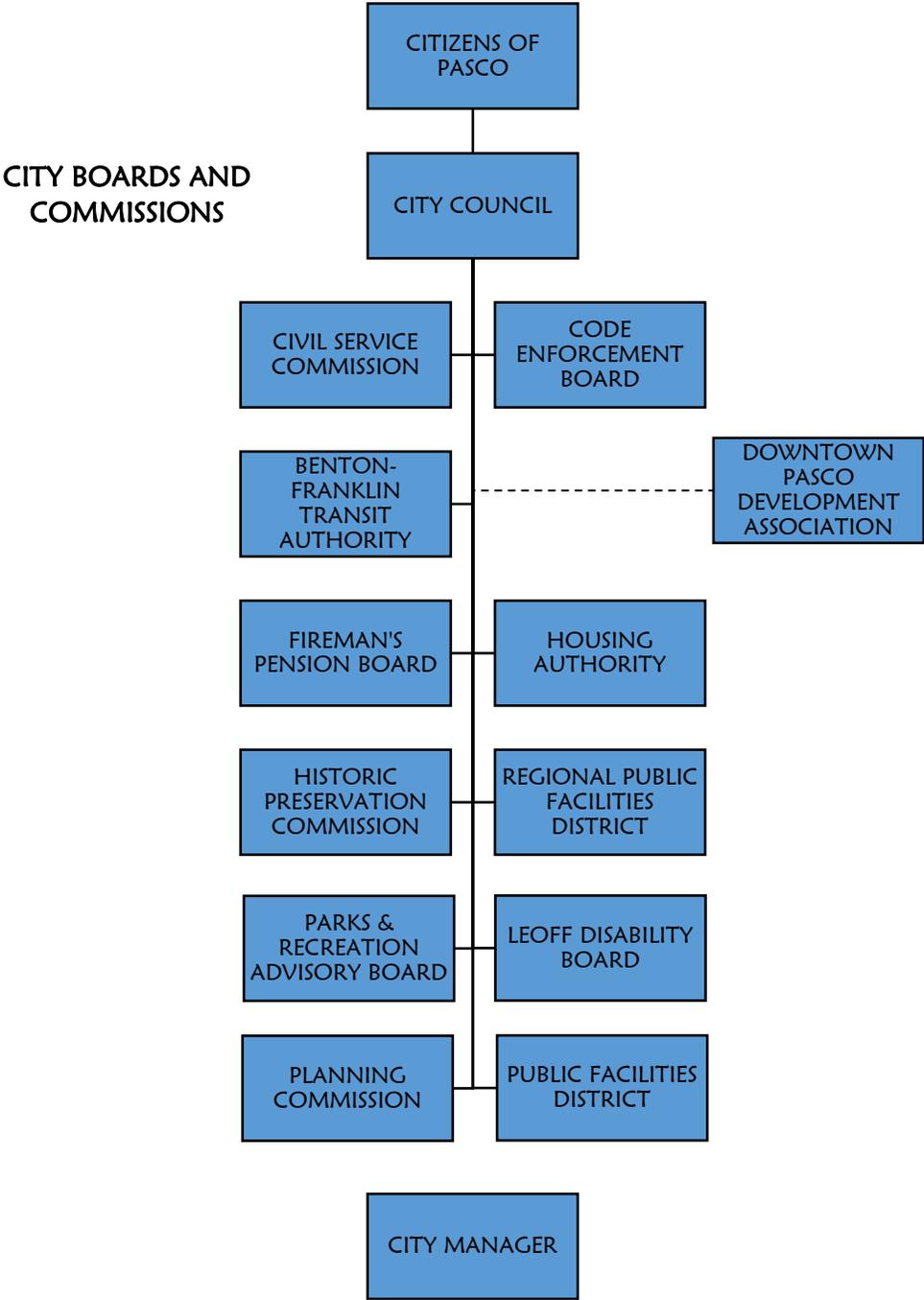


## DEPARTMENTS UNDER GENERAL FUND

The Departmental/Fund Level Budget contains the organizational chart for each of the City's major departments and funds, as well as historical and budgeted expenditures. This section includes the 2018 accomplishments and 2019-2020 goals for each department.



# City Council



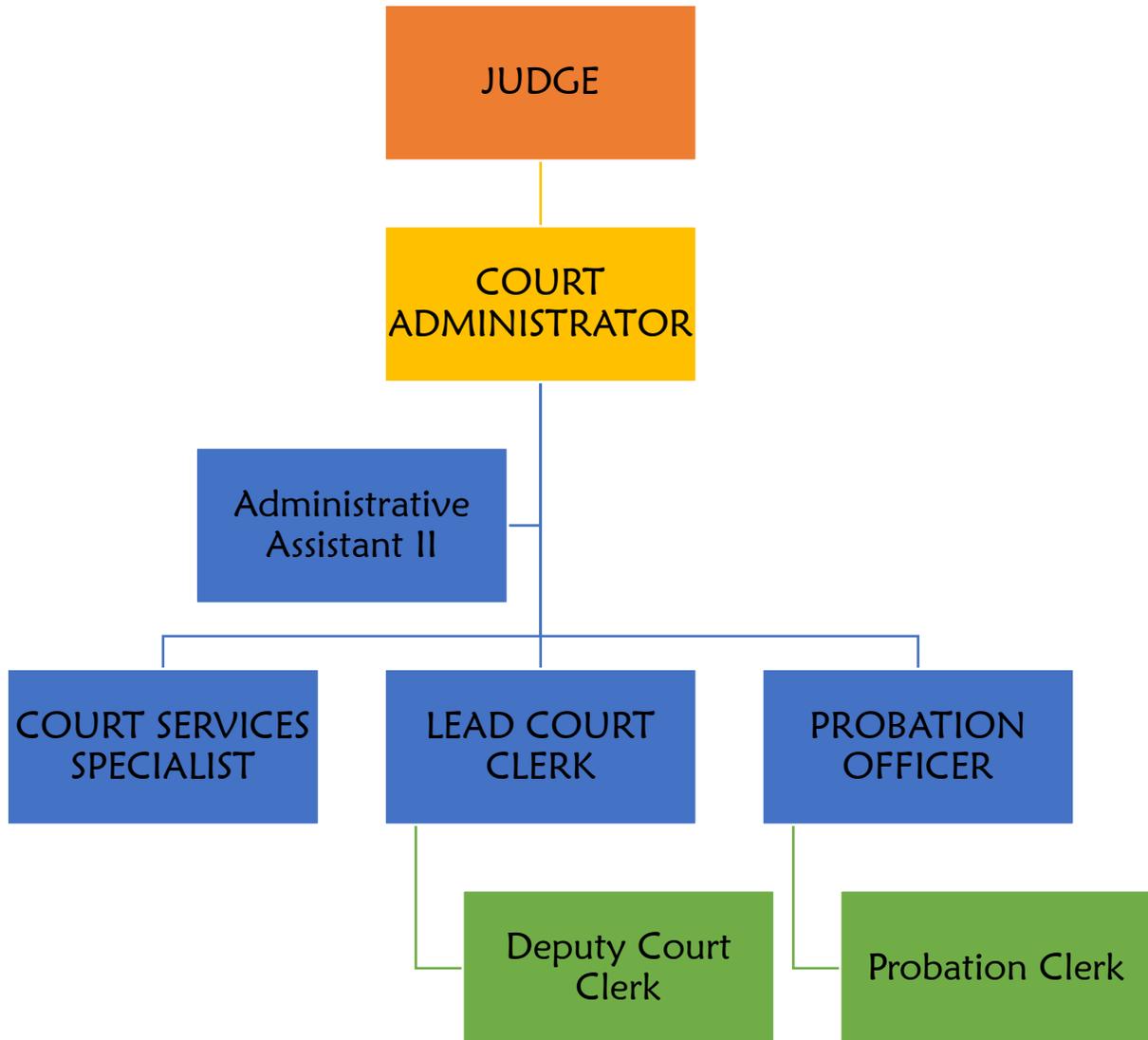
Commissions included are either created or advised by Council.

COUNCIL	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
Expenditures					
Salaries	84,363	90,963	97,679	97,679	97,679
Personnel Benefits	10,849	12,196	13,412	9,986	9,986
Supplies	142	246	800	800	800
Services & Charges	10,419	8,513	12,620	20,358	23,252
<b>Department Total</b>	<b>105,773</b>	<b>111,918</b>	<b>124,511</b>	<b>128,823</b>	<b>131,717</b>

City Council Personnel Summary					
Number of Employees (FTE)					
Position	2016	2017	2018	2019	2020
Mayor	1	1	1	1	1
Mayor Pro-Tem	1	1	1	1	1
City Council	5	5	5	5	5
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

No changes from 2018 to 2020.

## Municipal Court



COURT	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
Expenditures					
Salaries	834,819	865,502	874,858	891,245	938,256
Personnel Benefits	391,800	386,517	411,390	409,901	430,445
Supplies	28,790	32,685	42,302	44,302	44,302
Services & Charges	315,922	173,977	135,856	231,739	238,507
<b>Department Total</b>	<b>1,571,331</b>	<b>1,458,681</b>	<b>1,464,406</b>	<b>1,577,187</b>	<b>1,651,510</b>

Municipal Court Personnel Summary					
Position	Number of Employees (FTE)				
	2016	2017	2018	2019	2020
Judge	0.75	0.75	0.75	0.75	0.75
Court Administrator	1	1	1	1	1
Administrative Assistant II	1	1	1	1	1
Court Services Specialist	2	2	2	2	2
Lead Court Clerk	1	1	1	1	1
Deputy Court Clerk	6	6	6	6	6
Probation Services Clerk	2	2	2	2	2
Court Probation Officer	1	1	1	1	1
<b>Total</b>	<b>14.75</b>	<b>14.75</b>	<b>14.75</b>	<b>14.75</b>	<b>14.75</b>

No change from 2018 to 2020.

## MUNICIPAL COURT

### MISSION

Pasco Municipal Court recognizes the importance of treating individuals appearing before the Court in a fair and impartial manner. This ensures that everyone, to the extent possible, feels as though they have truly had their day in court; whether the matter to be heard is civil or criminal in nature.

### MAJOR FUNCTIONS

Pasco Municipal Court is a court of limited jurisdiction with the jurisdiction to hear certain criminal cases, traffic infractions, non-traffic infractions and parking tickets. The City contracts with the City of Mesa and the Port of Pasco Tri-Cities Airport to hear their cases as well. There are three divisions within the court system.

### PROBATION

This division monitors defendants who are placed on active supervision by the Judge at the time of sentencing.

### COMMUNITY SERVICE

This division is responsible for defendant work crews for those ordered to perform a determined amount of hours as a case condition of sentencing. The crews not only assist with graffiti abatement, but also perform many other tasks within the City of Pasco.

### GRAFFITI ABATEMENT PROGRAM (GAP)

This division helps local business owners and City residents with the removal of graffiti from their property. Public areas are also included in locations served by GAP. The crews are the same persons ordered to perform community service hours.

## 2018 KEY ACCOMPLISHMENTS

### COURT

- Increased the number of forms printed in-house resulting in cost savings.
- Redesigned and implemented State approved forms, combined a Conditions of Release form with a Notice to Appear form, and developed a new Time Payment Agreement Form to be signed in the courtroom to cut down the congestion at the court office after court.
- Implemented new procedure for review of Affidavits for Court Appointed Counsel for in-custody defendants, reducing the number of days a defendant remains in jail.
- Continue to investigate the possibility of becoming a paperless court. This is an ongoing goal that will take years to accomplish. However, before pursuing this goal further, the Court must first ensure this is feasible with the new case management system being procured and/or developed by Washington State Administrative Office of the Courts (AOC). The new state mandated case management system will likely be implemented by Pasco Municipal Court in 2019, dependent on the progress of the CLJ Case Management System Project managed by AOC.
- Initiated cross training of probation clerks to perform some functions within the court office. However, vacancy in positions has delayed completion.
- Implemented a new review system for No Contact Orders that encourages victims to contact local domestic violence services.
- Improved efficiency with rearrangement of dockets, mitigating staff working past normal office hours.
- Implemented procedures to review Default Order in civil infractions.

## PROBATION

- Coordinated with Information Services' creation of a secure email profile for treatment providers to transmit treatment reports to Probation and house in Caseload Pro Database (CPD).
- Continued to implement the Moral Reconciliation Therapy for Domestic Violence (MRT-DV) program. With the departure of the previous probation officer, there is currently no one in the Court certified to lead the program.

## COMMUNITY SERVICES

- Timely clean-up homeless camps, garbage, and illegal dump sites within the city limits of Pasco.
- Maintained safe environment with no injuries.
- Communicated with all City departments to contact the work crew supervisors for tasks that can be performed by persons ordered into this program.

## GRAFFITI ABATEMENT PROGRAM

- The number of graffiti sites addressed has increased this past year. In 2017, there were 1,197 locations serviced. As of the end of October 2018, 1,238 sites have already been covered improving the City's overall appearance and providing a disincentive for those who engage in graffiti activities.

## 2019-2020 GOALS

### COURT

- Work with Court to get credit card readers at the Clerk's Office so customers have the option of paying with a credit card at the counter.
- Continue to investigate the possibility of becoming a paperless court. This is an ongoing goal that will take years to accomplish. This goal is now pushed back further with the State's objective to implement a new case management system in all courts in the State sometime in 2019.
- Continue to streamline procedures and cross-train clerks to improve efficiency in serving the public.

### PROBATION

- Investigate the implementation of programs more accessible to our predominately indigent customers.
- Continue to evaluate the probation caseload to identify low risk cases that are eligible for closure.

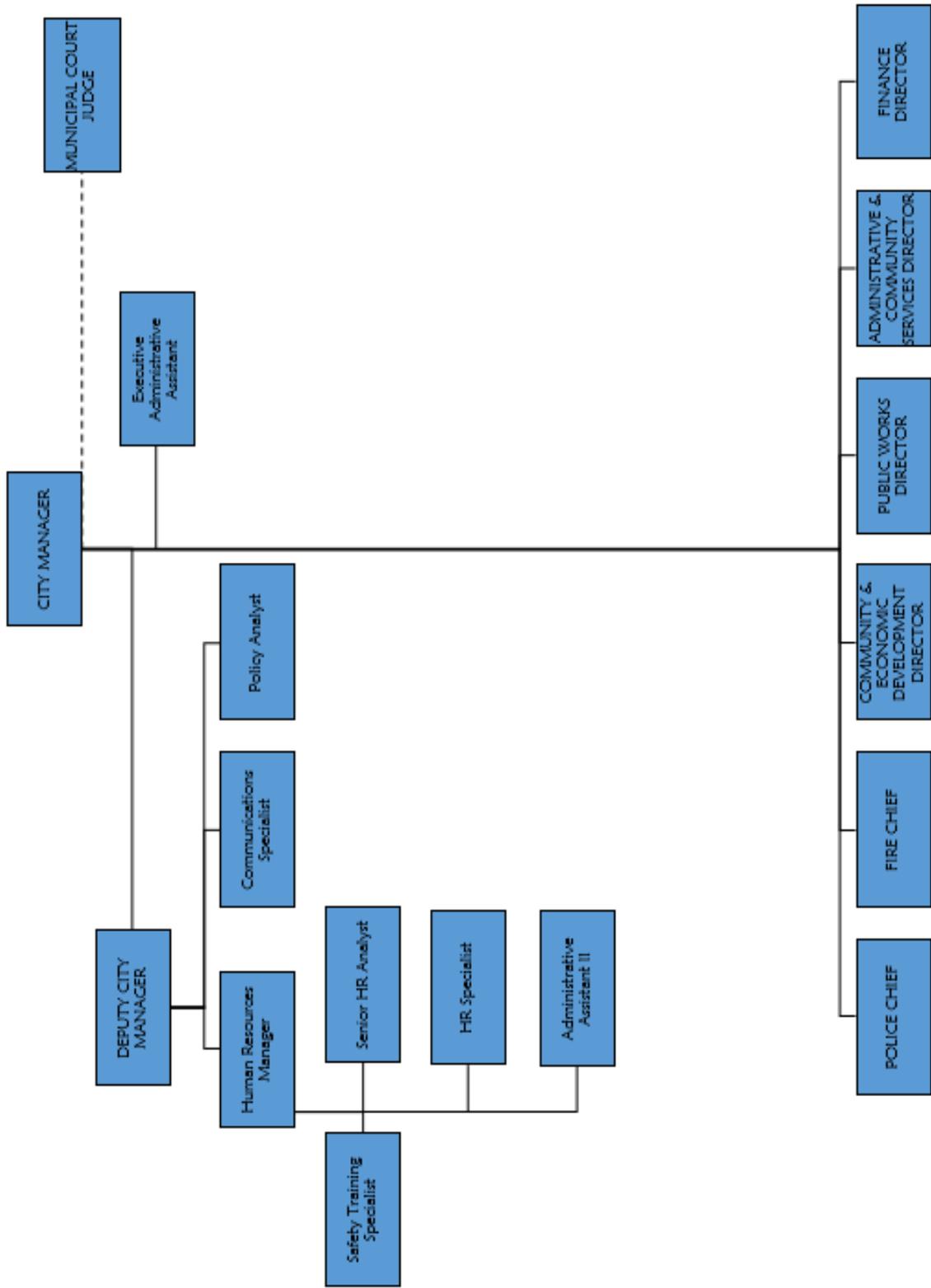
### COMMUNITY SERVICES

- Continue to offer services to other City departments as requested.
- Maintain a safe environment with no injuries.

### GRAFFITI ABATEMENT PROGRAM

- Continue to quickly remove graffiti in the City of Pasco, thus improving the City's overall appearance and providing a disincentive for those who engage in graffiti activities.

## City Manager & Executive



CITY MANAGER	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
Expenditures					
Salaries	882,460	963,139	923,268	1,023,274	1,022,223
Personnel Benefits	344,310	367,516	358,825	395,496	400,922
Supplies	13,201	98,581	1,019,750	374,769	378,248
Services & Charges	190,633	242,916	262,676	366,492	299,712
Capital Outlay	-	37,486	-	-	-
<b>Department Total</b>	<b>\$ 1,430,604</b>	<b>\$ 1,709,638</b>	<b>\$ 2,564,519</b>	<b>\$ 2,160,031</b>	<b>\$ 2,101,105</b>

City Manager Personnel Summary					
Position	Number of Employees (FTE)				
	2016	2017	2018	2019	2020
City Manager	1	1	1	1	1
Deputy City Manager	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Policy Analyst	0	0	1	1	1
Payroll Specialist	1	1	0	0	0
Communications Program Manager	1	1	1	1	1
Administrative Assistant II	1	1	1	1	1
HR Specialist	1	1	1	1	1
HR Manager	1	1	1	1	1
Senior HR Analyst	1	1	0.7	0.7	0.7
Safety & Training Specialist	1	1	1	1	1
<b>Total</b>	<b>10</b>	<b>10</b>	<b>9.7</b>	<b>9.7</b>	<b>9.7</b>

0.3 FTE – The change from 2017 to 2018 is due to a Payroll Specialist moving to Finance, 0.3 FTE of HR Specialist moving to the Medical Fund, and an addition of a Policy Analyst.

No change from 2018 to 2020.

## CITY MANAGER & EXECUTIVE DEPARTMENT

### MISSION

To deliver municipal services consistent with Council policy and directives and provide leadership and direction to City staff.

### MAJOR FUNCTIONS

#### CITY MANAGER

As the Chief Administrative Officer of the City, provides general oversight of all City operations and programs. The City Manager is responsible to the City Council for:

- Implementation of policy and delivery of services through the respective Department Directors.
- Formulating recommendations for City Council consideration, including preparation of the City's Operating and Capital Improvement budgets.
- Representing the City on inter-local boards, as directed.

#### EXECUTIVE DEPARTMENT

Supervised by the Deputy City Manager and includes Human Resources and Communication functions.

- Human Resources includes recruitment, testing, selection and employee orientation, service, labor relations and safety compliance.
- Communications includes public outreach and media relations, City publications, website, social media and operations of the City government access channel, PSC-TV.

### 2018 KEY ACCOMPLISHMENTS

#### CITY MANAGER

- Guided the onboarding of five new Councilmembers and assisted City Council with the biannual goal setting retreat in Spring of 2018.
- Assisted with the development and advocacy of the City Council's legislative agenda with the Washington State Legislature.
- Continued to vigorously pursue City Council legislative priorities with individual State-elected representatives.
- Prepared and led City team to two economic development conferences to promote economic development opportunities in the City. This was done in conjunction with other area agencies including Port of Pasco and Visit Tri-Cities.
- Continued to enhance City economic development efforts and opportunities with special emphasis on downtown Pasco, developing industrial areas and the growing northwest (Broadmoor) area of the community.
- Completed efforts with partner agencies to finalize and implement inter-local agreement for improved public safety dispatch and communications (SECOMM).
- Named one of 20 All-America City finalists and coordinated City and partner agency participation in awards competition in Denver, Colorado.
- Adopted new policies for citywide procurement and purchasing.

#### HUMAN RESOURCES

- Implemented online employment applications and tracking system to facilitate applicant response and simplify screening selection process.
- Successfully advertised, recruited, and on boarded:
  - 2 executive level positions;
  - 60 full-time regular positions;

- 57 lifeguards;
- 41 seasonal laborers; and
- 5 facilities interns.
- Conducted seven Civil Service Recruitments.
- Reduced work related injuries and time loss from 188% in 2015 to 68% in 2017.
- Outperformed all other Association of Washington Cities (AWC) members in L&I retro payments for return-to-work.
- Successfully negotiated labor agreements with Firefighters (IAFF) and Non-Uniformed Police personnel.
- Revised Substance-Free Workplace Administrative Order.
- Established Alternate Schedule policy.

## COMMUNICATIONS

- Coordinated process to develop and recommend options for a new City Logo for Council's consideration.
- Received national recognition for the Alliance for Community Media "Hometown" Award for TV coverage of City Council.
- Enhanced City's use of social media.
- Increased 92.5% in minutes watched via Facebook video (Council meetings, voter forums, etc.).

## 2019-2020 GOALS

### CITY MANAGER

- Implement PowerDMS system citywide.
- Create Employee Engagement and Professional Development Committees.
- Initiate Civic Engagement Platform program to encourage civic participation, and facilitate engagement with the City.
- Work with City Clerk to maintain a consistent records management system.

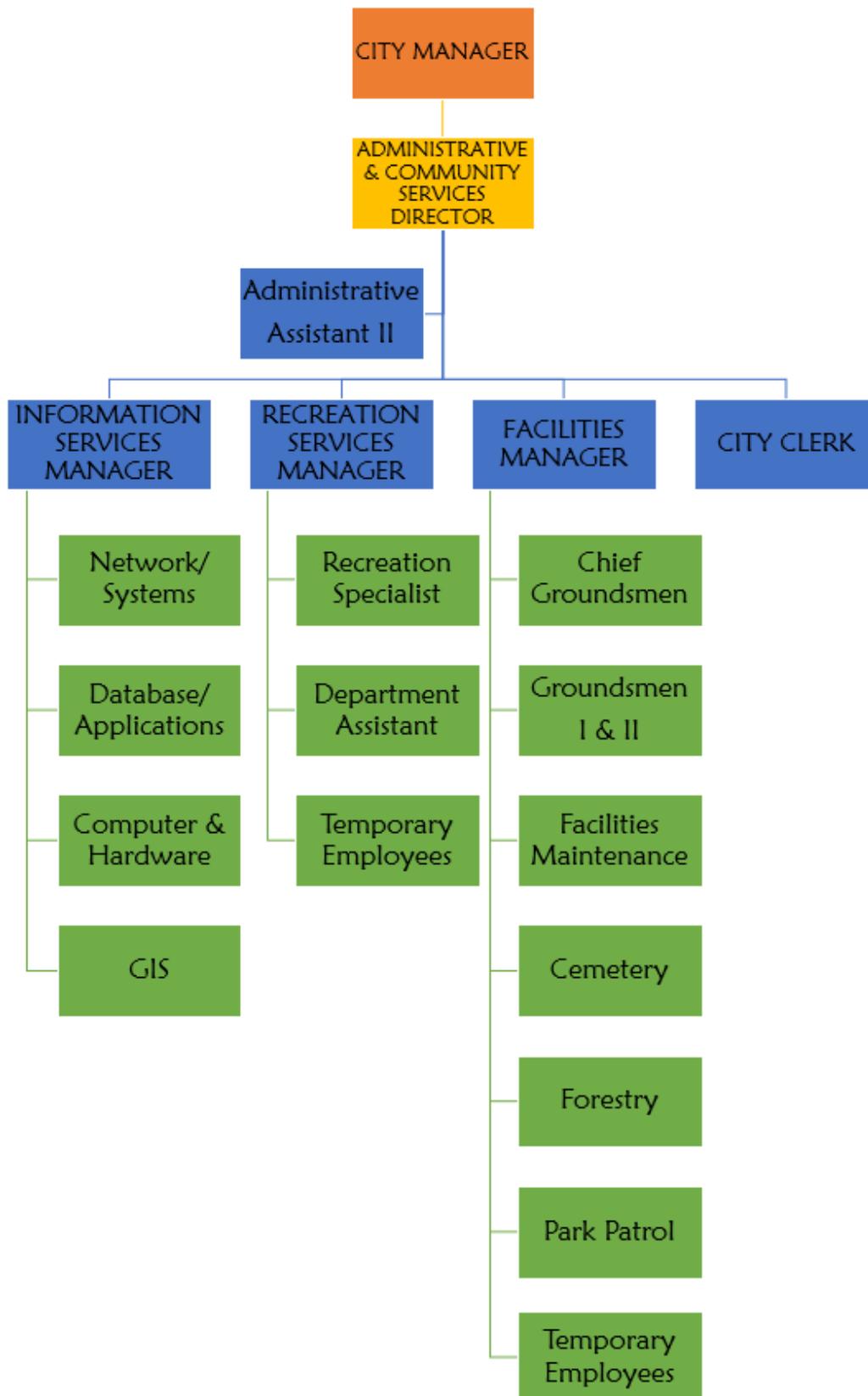
### HUMAN RESOURCES

- Complete negotiations for Police (PPA), Fire (IAFF), and Operating Engineer (IUOE) labor agreements.
- Implement employee portal to access payroll, benefit, W2's, 1095's, and policy information improving accessibility to staff.
- Establish program plan to meet standards for electrical safety-related work practices, including policy, procedures, and potential training, lowering potential staff injury by electrical hazards.
- Revamp employee orientation process and create and implement new employee onboarding program.
- Coordinate with City Clerk in the creation and implementation of records management process for retention and destruction of employment records.
- Work with City Clerk to maintain a consistent records management system.

### COMMUNICATIONS

- Compete for All-America City Award.
- Complete update of City website to improve user experience and functionality.
- Implementation of new logo.
- Migration of PSC-TV to High Definition.

## Administrative & Community Services



ACS	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Expenditures</b>					
Salaries	3,486,907	2,881,021	2,887,434	3,066,228	3,221,038
Personnel Benefits	1,414,369	1,177,701	1,210,954	1,285,712	1,332,109
Supplies	649,995	581,223	714,423	578,525	580,437
Services & Charges	3,096,476	2,666,183	2,576,489	2,778,663	2,785,400
Capital Outlay	106,510	64,371	143,704	238,451	351,251
<b>Department Total</b>	<b>8,754,257</b>	<b>7,370,499</b>	<b>7,533,004</b>	<b>7,947,579</b>	<b>8,270,235</b>

## SACAJAWEA HISTORICAL STATE PARK



Administrative & Community Services Personnel Summary					
Position*	Number of Employees (FTE)				
	2016	2017	2018	2019	2020
Admin. & Comm. Services Director	1	1	1	1	1
Admin. & Comm. Services Deputy Director	1	-	-	-	-
Financial Services Manager	1	-	-	-	-
Customer Service Manager	1	-	-	-	-
Lead Accountant	1	-	-	-	-
Staff Accountant	2	-	-	-	-
Accounting Clerk	1	-	-	-	-
Information Services Manager	1	1	1	1	1
Network Administrator	1	1	1	1	1
GIS Administrator	1	1	1	1	1
Database Administrator	1	1	1	2	2
Information Services Tech - GIS	1	1	1	1	1
IS Specialist	2	2	2	2	2
Database Specialist	1	1	1	1	1
Systems Administrator	1	1	1	1	1
Legal Secretary/Paralegal	1	1	1	-	-
Recreation Services Manager	1	1	1	1	1
Facilities Manager	1	1	1	1	1
Chief Groundsman	2	2	2	2	2
Groundsman I	8.5	8.5	8.5	8.5	8.5
Facilities Maintenance I	2	3	3	3	3
Lead Recreation Specialist	1	1	1	1	1
Recreation Specialist	1	1	1	2.05	2.05
Groundsman II	1	1	1	1	1
City Clerk	1	1	1	1	1
Administrative Assistant II	1	1	1	1	1
Department Assistant II	10	1	1	1	1
<b>Total</b>	<b>47.5</b>	<b>32.5</b>	<b>32.5</b>	<b>33.55</b>	<b>33.55</b>

\* Finance Department removed from Administrative & Community Services in 2018.

1.05 FTE – The increase from 2018 to 2019 is due to part time staff moving from the Senior Center Fund and Martin Luther King Center Fund to the General Fund.

No change from 2019 to 2020.

## ADMINISTRATIVE & COMMUNITY SERVICES

### MISSION

Provide the diverse internal services necessary to operate or support City departments efficiently and deliver specific external services through recreational programming.

### MAJOR FUNCTIONS

Administrative & Community Services divisions include Information Services, Facilities and Parks Maintenance, Records Management (City Clerk), and Legal Services. In addition, this department delivers certain external services including adult and youth recreation services, and senior citizen services.

#### INFORMATION SERVICES

Responsible for the City's computer and telecommunications systems, including development, implementation, and maintenance of all automated municipal information applications which include GIS, remote access points for traffic, utility monitoring, and Police and Fire computer services.

#### ADMINISTRATIVE SERVICES

Responsible for maintaining over 400,000 square feet of buildings, records management, legal service and City Clerk functions. It also manages the Boat Basin, Gesa Stadium and Sun Willows Golf Course.

#### RECREATION SERVICES

Responsible for the operation and implementation of recreational activities in the community, including the management of Memorial Pool and the Softball Complex.

#### FACILITIES

Responsible for five areas: Buildings, Cemetery, Grounds, Park Ranger Program and Urban Forestry.

#### CITY CLERK (RECORDS MANAGEMENT)

Oversees the preservation and protection of the public record and is required to maintain and index the Minutes, Ordinances, and Resolutions adopted by City Council. The public record provides fundamental integrity to the structure of the City and ensures the overall transparency of the organization to the public. The City Clerk ensures that other municipal records are readily accessible to the public.

### 2018 KEY ACCOMPLISHMENTS

#### INFORMATION SERVICES

Implemented 94 Police Body Camera System to include system evaluations, hardware (cameras, docks, and networks), iPhone mobile devices and software (configuration, storage, mobile) and initial user setup and training.

- Transitioned Police and Fire Departments from Franklin County 911 to regional SECOMM 911 to include in-vehicle computers, mobile devices, printers, wired and wireless network connectivity, and provided user assistance and training in support of 94 police officers and 83 fire fighters.
- Expansion of network connectivity and services to multiple sites (about 25) including traffic controllers, Supervisory Control and Data Acquisition (SCADA), and facilities (softball complex, Martin Luther King Center, Downtown Mini-Station, and Chiawana Mini-Station) to enhance and modernize efficiency and provide greater security to internal and external users.

- Implementation of staff email security testing and training system to improve overall user cyber knowledge and system security.
- Upgrade of Irrigation SCADA PC control system at seven (of 13 total) remaining irrigation control sites to allow improved connectivity, monitoring, and operator control.
- Upgrade\implementation of IS Inventory system from current historical spreadsheets that will allow for additional equipment types, locations, advance reporting, and automate metrics to provide better insight to IS support functions, tasks, and demand.
- Provide technology research and implementation support of 5G small cell networks to best align the needs of the City and cellular providers, while improving connectivity options to support citizen and industry demands.
- Completion of 2018 Aerial Flyovers proving updated imaging to City departments for informational, planning, enforcement and development purposes.
- Transition and implementation of existing fire reporting system, Emergency Reporting System (ERS), to new Tri-City wide system, ImageTrend, which included primary technical support for other agencies. Transition and technical support for ImageTrend included nearly 400 staff members for Tri-Cities area agencies.
- Expansion of public Wi-Fi access to recreational sites or activities to improve citizen access during events and targeting email marketing of future recreation opportunities.

#### ADMINISTRATIVE SERVICES

- Completed City Hall Remodel – Phase I project in-house for a cost savings of \$27,000. This phase provided much-needed space for the Information Services Division and enhanced security for the City’s vital technology infrastructure (CIP Project #00006).
- Peanuts Park/Farmers Market 30% design drawings submitted to City. ACS has assumed project ownership and has partnered with the Public Works Staff for integrated project management (CIP Project #18023).

#### RECREATION SERVICES

- Developed a new program for the Softball Complex, including staffing changes, additional programs and improved policies to better serve the public.
- Conducted water audit and continue development of overall central control system for irrigation systems to ensure City-owned properties are conserving their usage of water in the most environmentally efficient and cost effective manner.
- Installed free Wi-Fi at the Softball Complex and Volunteer Park to broaden our Recreation media outreach and provide a better user experience.
- Complete construction of 1st Avenue Center – Phase II (CIP Project #00010).
- Replaced Marina Dock (CIP Project #00020) destroyed in 2016 snowstorm.
- Held 1<sup>st</sup> Annual Pasco Winterfest Event with an attendance of 1,000.
- Memorial Park Aquatics:
  - Held first Memorial Weekend Splash open swim;
  - Taught 450 more swim lessons than 2017;
  - Increased 2017 Open Swim Attendance by 2,738 or 10%; and
  - Increased 2017 Overall Revenue by 12.6%.
- Doubled size of the car show for Grand Old 4th of July Celebration and added the Veteran VIP area at Gesa Stadium.
- Partnered with the Downtown Pasco Development Authority (DPDA) for Sundown in Tri-Town Summer Concerts to accomplish the goal of combining Food Truck Friday, Wednesday Farmers Market and Summer Concerts increasing average weekly attendance from 120 to 400.
- Held a Columbians Drum and Bugle Corps Concert and partnered with Mid-Columbia Libraries for Lucky Diaz Concert, a Latin Grammy Award Winning Children’s group.

- Big Cross:
  - Opened an 18-hole disc-golf course through partnership with Port of Pasco and private agencies.
  - Improved user experience through installation of a Kiosk, expanding gravel parking lot, and spreading woodchips throughout the disc golf course and running path.

## FACILITIES

- Design of new Animal Control Facility (CIP Project #18004) is in-progress (30%) and expected to be completed by the of 2018 pending site survey completion.
- Remodeled old Facilities building (CIP Project #00014) to accommodate future staff expansion and have space to stock vital parts to reduce or eliminate ordering time and receive bulk pricing from vendors.
- Completed security system at Facilities Shop to prevent loss and protect vital publically-owned assets.
- Installed concrete piers for Fire Burn Prop (CIP Project #00003) to further modernize training facilities for the Pasco Fire Department.
- Remodeled Cemetery Sales Office to provide improved customer experience
- Completed Pasco Specialty Kitchen Facility Upgrade Project (CIP Project #00009) which supports downtown revitalization, further solidifies the City's relationship with the Downtown Pasco Development Authority, and helps promote local business startups and the Pasco food industry.
- Opened Police Mini Station at Chiawana Park upon adding a new concrete deck and ramp, re-roofing carport and awning, and installing new locks, signage, fiber, and data infrastructure. The Mini Station provides police officers the opportunity to station in the park and enhances community interactions.

## CITY CLERK/RECORDS

- Implemented public record request and management systems – providing the public with greater tracking and efficiencies.
- Leading the revision and implementation of new online Municipal Code revised by Code Publishing that provides more transparency to the public.

## 2019-2020 GOALS

### INFORMATION SERVICES

- Complete technology data\network rewiring equipment upgrade of City Hall to support remodel plans and relocation of wire\data room locations to improve network services, expand technology offerings, and increase user productivity.
- Implementation of a new Information Services work order\help desk system to improve usability, accessibility and performance tracking.
- Implementation of Fire Station Automation system, Locution, at Station 81 and 82 providing automated lighting, sound, and alerting to each station, dorm, and staff.
- Create citywide Information Services Governance Committee to align goals and maximize productivity with available technology resources.
- Creation of IT five-year strategic Plan along with Request for Proposals to create technology road map.
- Initial implementing of Office 365 products to mobile device users to enable additional technology usage remotely and in the field
- Additional network connectivity and services expansion to about 20 offsite locations including traffic signals and SCADA locations.

- Implementation of GIS as-built standards (and guide) for development and construction projects to improve and expedite Esri GIS and Cartegraph work order and asset systems.

#### ADMINISTRATIVE SERVICES

- Finalize design and begin construction on upgrades for Peanuts Park/Farmers Market (CIP Project #18023).
- Conduct an organizational assessment of the Information Services Division to determine optimal staff needs, as well as future planning for large and small purchases.
- Form and staff an Information Services Governance Committee.
- Create and ratify Information Services and Technology purchase policies.
- Facilitate reevaluation of Animal Control Services.
- Design and install \$2M Gesa stadium improvements (CIP Project #19001) to meet professional baseball standards.
- Progress Council's goal to have a Community Center by conducting a needs, location, and feasibility study through a consultant and the Request for Proposal (RFP) process.
- Continue work on the implementation of the Regional Wayfinding Program (CIP Project #18008) with West Richland, Richland, and Kennewick.
- Act as project manager for the City Hall Remodel (Phase II) (CIP Project #18006).
- Develop maintenance agreement with the Corp of Engineers.

#### RECREATION SERVICES

- Acquire land and right-of-way and construction of permanent ADA compliant restroom and storage building at Highland Park (CIP Project #18017) to enhance customer experience.
- Complete design for Road 54 Park improvements to parking and picnic areas (CIP Project #18024) that will enhance connection to Sacajawea Heritage Trail routes.
- Create and begin sending yearly community Parks & Recreation surveys to track satisfaction and identify service needs.
- Work with Parks to start a new October/Halloween event at the Cemetery (Graveyard Fun Run, Trunk or Treat).
- Hold a successful All CommUNITY picnic (formerly the All Senior Picnic) with attendance target over 500.

#### FACILITIES

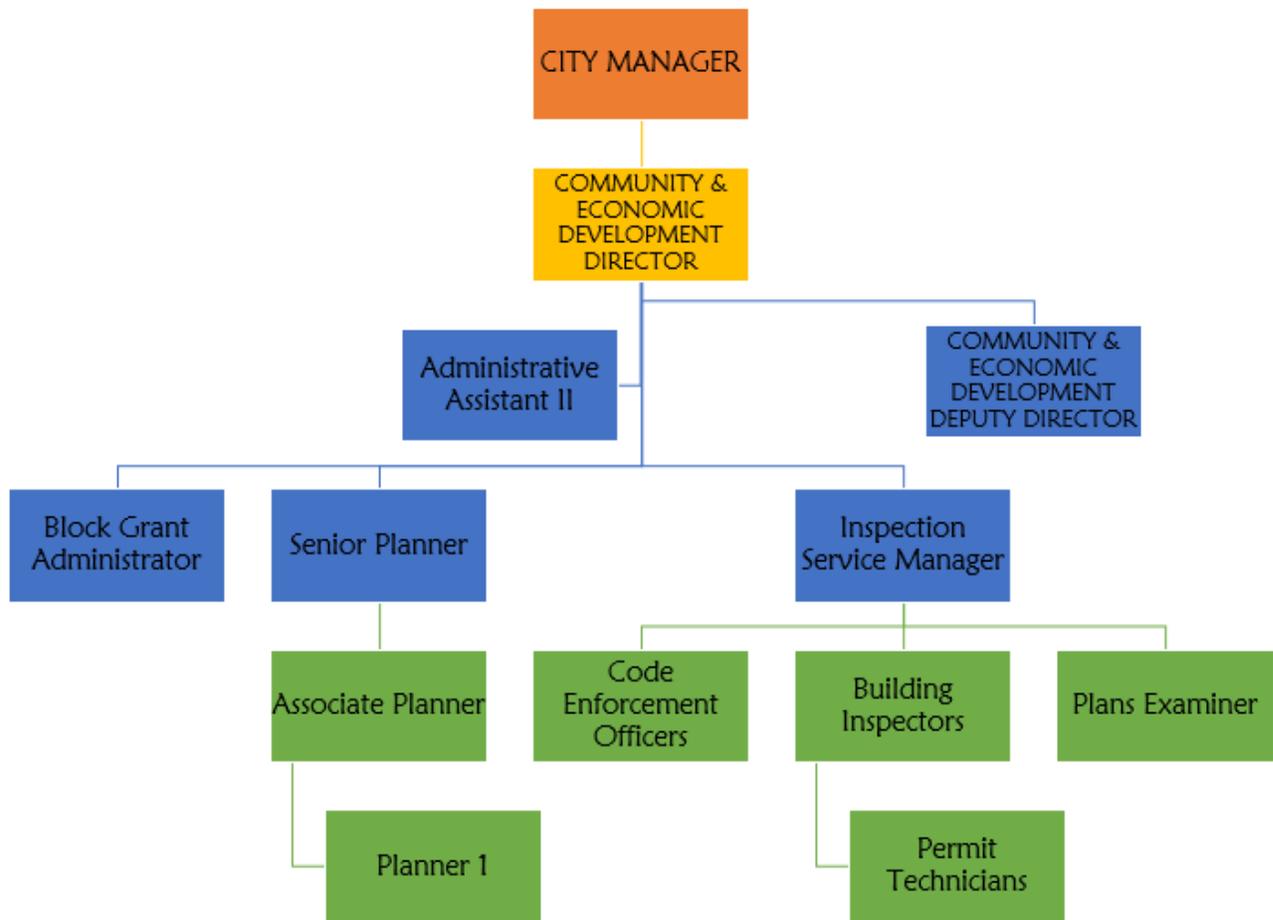
- Complete Volunteer Park revitalization, which will include painting the locomotive, installing park benches, replacing fencing and installing new signage.
- Complete cemetery improvements including baby section, urn garden, and meditation area.
- Installation of climate control "bubble" for Memorial Pool (CIP Project #19021) to enable year-round use with School District and private organizations.
- Develop HVAC preventative maintenance program.
- Develop internal project development program for internal and external contracts.
- Revitalize Softball Complex with new batting cages, shelters and remodel of coaches' office.
- Build new Chapel Hill Park (CIP Project #18011).
- Complete design and construction of Schlagel Park Improvements (CIP Project #18027).
- Construction of a community Dog Park near newly constructed Animal Control Facility (CIP Project #18013) to enhance potential adoptive animals.
- Design, acquire land and right-of-way and construct Road 84 Park (CIP Project #19023).
- Design, acquire land and right-of-way and construct 'A' Street Sporting Complex (CIP Project #18028).
- Complete Pasco Sporting Complex Update Phase II (CIP Project #18022) which includes renovation and upgrade of the splash pad.

- Install shelter at Kurtzman Park (CIP Project #19020) where there is currently no seating or shade for community.
- Replace signage in front of City Parks & Facilities with new City logo.
- Complete design and construction of Sacajawea Heritage Trail – BNSF Tunnel Passage (CIP Project #18025) to connect Sacagawea Heritage Trail with Schlagel Park.
- Complete park restroom restoration/replacement at Kurtzman Park (CIP Project #00021).

#### CITY CLERK/RECORDS

- Training and final kickoff of new Public Records Request System.
- Training and work with departments to utilize new Records Management Software.
- Finish and attain Certified Municipal Clerk (CMC) designation.
- Work on policies for Scan and Toss, Records Management, Public Record Request, and the Disaster Recovery Plan.
- Create a Vision Statement and Mission Statement.
- Complete a vault inventory.
- Create centralized records management policies and work with departments to maintain a consistent records management system.

# Community & Economic Development



CED	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
Expenditures					
Salaries	876,462	1,010,589	1,022,483	1,044,106	1,080,815
Personnel Benefits	392,427	463,719	479,417	484,225	498,547
Supplies	16,776	18,279	17,700	29,049	22,000
Services & Charges	178,849	255,465	209,003	407,916	311,687
<b>Department Total</b>	<b>1,464,514</b>	<b>1,748,052</b>	<b>1,728,603</b>	<b>1,965,296</b>	<b>1,913,049</b>

Community & Economic Development Personnel Summary					
Position	Number of Employees (FTE)				
	2016	2017	2018	2019	2020
Community Development Director	1	1	1	1	1
Inspection Services Manager	1	1	1	1	1
City Planner	1	1	1	1	1
Associate Planner	2	2	1	1	1
Plans Examiner	1	1	1	1	1
Building Inspector	2	2	2	2	2
Planner 1	0	0	1	1	1
Code Enforcement Officer	4	5	5	5	5
Administrative Assistant II	1	1	1	1	1
Permit Technician	2	2	2	2	2
<b>Total</b>	<b>15</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>

1.0 FTE – The increase from 2016 to 2017 is due to addition of 1.0 FTE of Code Enforcement Officer.

No authorized change from 2018 to 2020.

## COMMUNITY & ECONOMIC DEVELOPMENT

### MISSION

The Department's focus is long and short term physical planning, expanding the City's tax base, providing code compliance for construction and civic activities, and administration of the City's Federal Block Grant entitlement.

### MAJOR FUNCTIONS

Community and Economic Development Department houses the Community Planning, Economic Development, Inspection Services and Community Development Block Grant divisions for the City.

### ECONOMIC DEVELOPMENT

Fosters growth of existing business, attraction of new businesses and positions the community for expansion of the tax base through planned provision of appropriate land use, utilities and assistance in project permitting.

### COMMUNITY PLANNING

Provides predictability in zoning, subdivision, annexation and development, and aesthetic regulations through the administration of the State Environmental Policy Act (SEPA), Growth Management Act (GMA) and Pasco Municipal Code (PMC).

### INSPECTION SERVICES

Protects the health and safety of the community through the provisions of the International Building Codes by construction plan reviews, building and fire inspections, and code and nuisance enforcement and abatement processes.

### COMMUNITY DEVELOPMENT BLOCK GRANT

Administers the City's entitlement Federal grants to address the City's physical development, revitalization and housing needs that directly benefit low and moderate income persons and families.

### 2018 KEY ACCOMPLISHMENTS

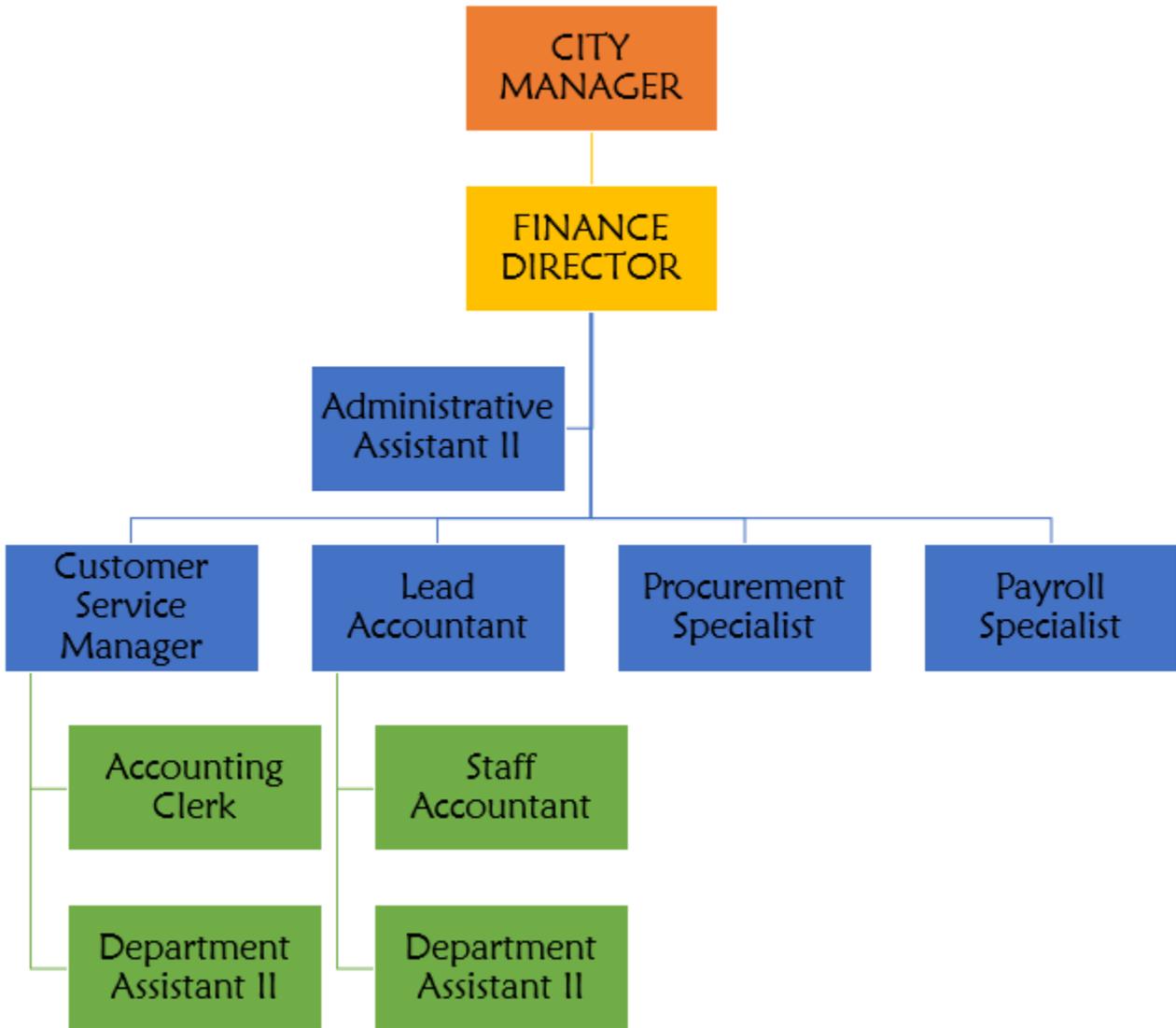
- Provided continued public outreach, education and community support by participating in two Block Watch and two Landlord/Tenant organization presentations focusing on Code Enforcement, Chronic Nuisance Ordinance, Building Permits and Fire Safety Inspection process.
- Initiated and supervised 23 emergency abatements minimizing public safety risks from illegal occupation of dilapidated and burned structures, and secured premises preventing unlawful entry.
- Approved/funded seven down payment assistance loans and completed one owner-occupied rehabilitation project resulting in home ownership for seven first-time homeowner families meeting Housing and Urban Development (HUD) guidelines for low/moderate income assistance.
- Completed CDBG funding for the Pasco Specialty Kitchen (commercial kitchen business incubator) Façade Improvement and Facility Improvement Construction Projects (CIP Project #00009) resulting in an upgraded facility appearance both inside and out, safety enhancements to the exiting ways, and replacement of the aged flooring.
- Submitted and HUD approval for the Section 108 Loan Program which will provide the funding mechanism for the upgrades of the Downtown core public spaces in Peanuts Park and Farmers Market Pavilions.

- Provided Technical Assistance for use of HUD Section 108 Loan Program funding to the Contract Administrator for Peanuts Park Design/Farmers Market Pavilion upgrades (CIP Project #18023). This will ensure that federal regulations regarding the use of HUD funds is properly documented.
- Revised participation techniques in 2018 RECon (retail attraction) Program to include enhanced outreach to retailers, improved booth and marketing materials and greater leverage of economic data to specific markets and opportunities, resulting in increased private sector awareness of investment opportunities in Pasco.
- Received the twenty-year City population forecast (an expected increase of 51,000 residents by the year 2038) from Washington State, submitted an initial request for expansion of the Urban Growth Area and held four public meetings and one study session with affected area residents and property owners. The forecast will result in a significant expansion of the present urban boundary which will impact future land use, provision of public infrastructure (water, sewer, roads, utilities, recreation, etc.) and public services.

## 2019-2020 GOALS

- Overhaul the Department's Economic Development website using data and presentation techniques from the City's 2017 retail analysis, as this technique capitalizes on the present trend of site selectors to accomplish a significant amount of research for new retail/industrial sites on-line.
- Fully implement the revised Development Review process with Planning, Fire, Public Works/Engineering and applicable agencies, including utility providers, which will provide greater consistency and understanding of City regulations to applicants for development projects.
- Assist with finalization of the Master Plan and Environmental Impact Study of the Broadmoor Area, develop implementing legislation depending on the Master Plan requirements, and assist with the public information efforts to fund and provide sewer infrastructure in the area.
- Begin Implementing the Boat Basin/Marine Terminal Plan in corroboration with the Port of Pasco to develop an appropriate zoning designation for the area, facilitating the Port's efforts to attract private investment in a mixed-use (commercial/residential) environment.
- Continue to strengthen participation techniques in International Council of Shopping Center retail attraction efforts, which focus on drawing attention to the Pasco community and market opportunities, resulting in a greater source of sales tax revenue.
- Develop Residential Design Standards for use in establishing guidelines for physical growth, providing the threshold for community aesthetics Council desires to achieve.
- Begin the revision process for the Sign Code with focus on signage standards that will reflect the characteristics of the various commercial and industrial districts within Pasco.
- Complete the Underrepresented Communities Grant and historical inventory process which documents the physical and social contributions of the African American community to Pasco's history.
- Complete the Urban Area Expansion and Comprehensive Plan update process using the Environmental Impact Study process to identify alternatives for expansion of the urban area to accommodate a 51,000 person increase by the year 2038, identify the geographic areas for physical growth and infrastructure planning, and provide for increase public input opportunities in the outcome.
- Develop and implement increased use of the Hearing Examiner System for land use permit/project review, resulting in a succinct and focused approach to land use permitting resulting in less legal exposure and liability, and increasing opportunities for the Planning Commission and City Council to focus on policy direction issues.
- Work with City Clerk to maintain a consistent records management system.

# Finance



FINANCE	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
Expenditures					
Salaries	-	998,242	1,046,151	1,157,424	1,198,189
Personnel Benefits	-	433,731	465,159	511,652	525,202
Supplies	-	26,755	17,195	19,345	19,497
Services & Charges	-	737,582	702,806	815,348	859,216
<b>Department Total</b>	<b>-</b>	<b>2,196,310</b>	<b>2,231,311</b>	<b>2,503,769</b>	<b>2,602,104</b>

LIBRARY	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
Expenditures					
Supplies	3,159	3,857	7,500	4,700	4,700
Services & Charges	1,277,417	1,441,692	1,370,458	1,420,569	1,475,849
<b>Department Total</b>	<b>1,280,576</b>	<b>1,445,549</b>	<b>1,377,958</b>	<b>1,425,269</b>	<b>1,480,549</b>

NON DEPARTMENTAL	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
Expenditures					
Salaries	-	-	-	-	-
Personnel Benefits	564,545	23,583	-	-	-
Supplies	37,157	38,629	42,708	42,708	42,708
Services & Charges	1,404,871	1,963,081	2,130,805	2,102,110	2,180,229
Capital Outlay	24,706	6,796	-	-	-
Transfers & Pass Throughs	7,040,858	2,402,716	775,000	18,310,000	689,116
Debt Principal & Interest	1,199,430	1,182,947	1,166,700	2,614,417	2,611,217
<b>Department Total</b>	<b>10,271,567</b>	<b>5,617,752</b>	<b>4,115,213</b>	<b>23,069,235</b>	<b>5,523,270</b>

**Non-recurring Capital Expenditures** – Over \$17M will be transferred to the Construction Fund to build two Fire Stations to enhance the community’s safety via the most cost effective and efficient strategies. This non-recurring capital expenditure will not result in increase in operation expenditures as the City plans to relocate existing Fire Stations to new buildings. The City is expected to receive close to \$2M from the sale of existing property, which will be used to fund the new stations.

Finance Personnel Summary					
Position	Number of Employees (FTE)				
	2016*	2017	2018	2019	2020
Finance Director		1	0.9	0.9	0.9
Customer Service Manager		1	1	1	1
Lead Accountant		2	2	2	2
Staff Accountant		3	2.9	2.9	2.9
Procurement Specialist**		-	1	1	1
Payroll Specialist		-	1	1	1
Accounting Clerk		1	1	1	1
Administrative Assistant II		-	1	1	1
Department Assistant II		8	7	7	7
<b>Total</b>		<b>16</b>	<b>17.8</b>	<b>17.8</b>	<b>17.8</b>

\* Finance was included with Administrative & Community Services until 2016.

1.8 FTE – The increase of 1.8 FTE from 2017 to 2018 was due to the Payroll Specialist moving from Human Resources (Executive Department) to Finance, the addition of a Procurement Specialist, and moving 0.2 FTE to the Equipment Rental Fund and the Process Water Reuse Facility Fund.

No authorized change from 2018 to 2020.

## FINANCE

### MISSION

To ensure financial stability and to support citizens and City operations by providing timely, accurate, clear, and complete information, while maintaining a high level of compliance with Federal, State, and local rules and regulations.

### MAJOR FUNCTIONS

The Finance Department manages all financial operations of City Departments in accordance with generally accepted principles of government accounting. The Finance Director provides comprehensive financial information to City Council and management and maintains appropriate internal controls and oversight of all financial functions.

The department is comprised of two divisions: general accounting and customer service/utility billing.

### 2018 KEY ACCOMPLISHMENTS

#### ACCOUNTING

- Implemented City's first biennial budget for budget years 2019-2020 to promote and facilitate long-term financial and strategic planning and create organizational capacity to review, enhance, and manage other programs, to improve efficiency and quality to citizens, businesses, property owners, and visitors.
- Established an effective procurement process throughout the City with the 2018 approved Procurement Specialist improving the City's financial position and increasing efficiency. The department is in the process of implementing a procurement module within the City's financial system.
- Reinstated City's banked Property Tax Levy capacity to \$1,859,000 from \$400,000. Final steps to this process will be taken by Franklin County Assessor's Office through a memo to Department of Revenue in November 2018. Pending Council approval, levy funds will improve public safety with the addition of two Fire Stations and support growth in the quickly developing area of Pasco.
- Continued execution of the Chapel Hill Boulevard and Broadmoor Area Local Improvement District bond and reduce City's risk exposure.
- Continued in-depth review and analysis of the current Fleet process to identify correct fleet size and yearly investment for the City.

#### CUSTOMER SERVICE/UTILITY BILLING

- Completed implementation of the City's Business Licensing program to the State's Business Licensing Service program as per State law HB-2005. Implementation has made it easier for customers to receive the City's business license by providing a standard platform shared by the State and many municipalities across the State.
- Using the City's Geographic Information System (GIS), completed mapping of residential and business water meters. This provides improved maintenance of meters and the ability to reroute the City utility billing meter-reading, takes into account growth that has occurred, and accommodates for anticipated new growth, improving efficiencies.
- Implemented PetData dog licensing, decreasing lines at City Hall and staff overtime. The system improved payment options for customers, provides 24/7 access to online licensing, including access to real time information for Animal Shelter and Control Services.

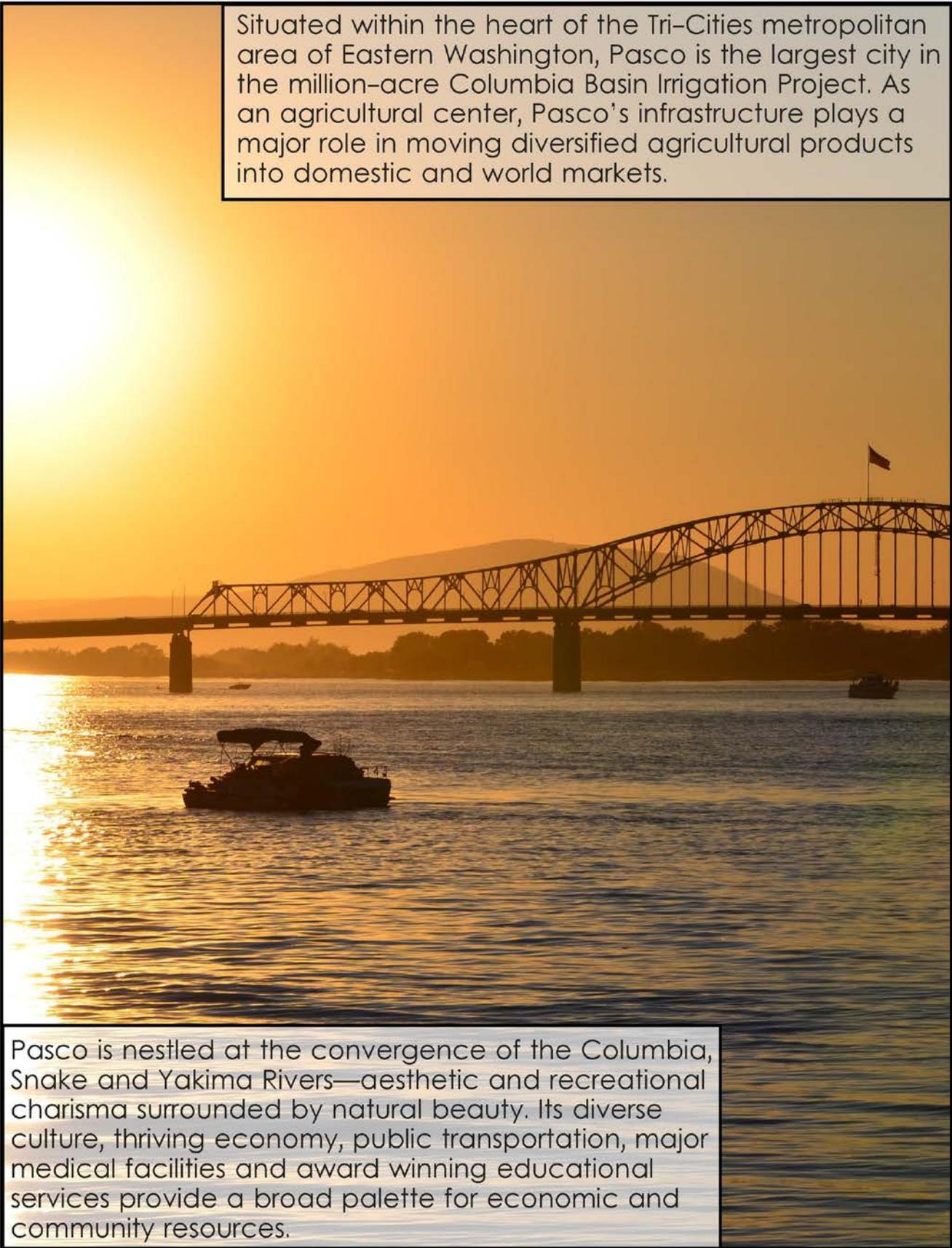
## 2019-2020 GOALS

### ACCOUNTING

- Establish robust procurement system module within the City's financial system to streamline procurement processes to increase efficiency, transparency, and standardization.
- Create LID management structure to manage all LID's until all liabilities are fulfilled including the complete execution of Chapel Hill LID and Broadmoor Area LID (if Council approves such action).
- Model the City's cash flow needs to maximize investment opportunities. This goal was not accomplished in 2018 due to various factors such as reporting capability within the City's financial system and resource constraints due to other process implementations.
- Review all rates and fees for sustainability and cost recovery to create a comprehensive fee schedule encapsulating rate and fee charges throughout the City.
- Review and update Development Impact Fees to assure new growth mitigates its impacts.
- Complete long-term financial plan for General Fund to enhance City's long-term financial viability and identify financial trends and issues for proactive resolution.
- Create comprehensive Finance Manual to include fiscal policies, as well as operating procedures, to improve department succession planning, ensuring optimal and continuous operation.
- Create robust interdepartmental work order system to maximize internal City resources and ensure accurate accounting of cost.

### CUSTOMER SERVICE/UTILITY BILLING

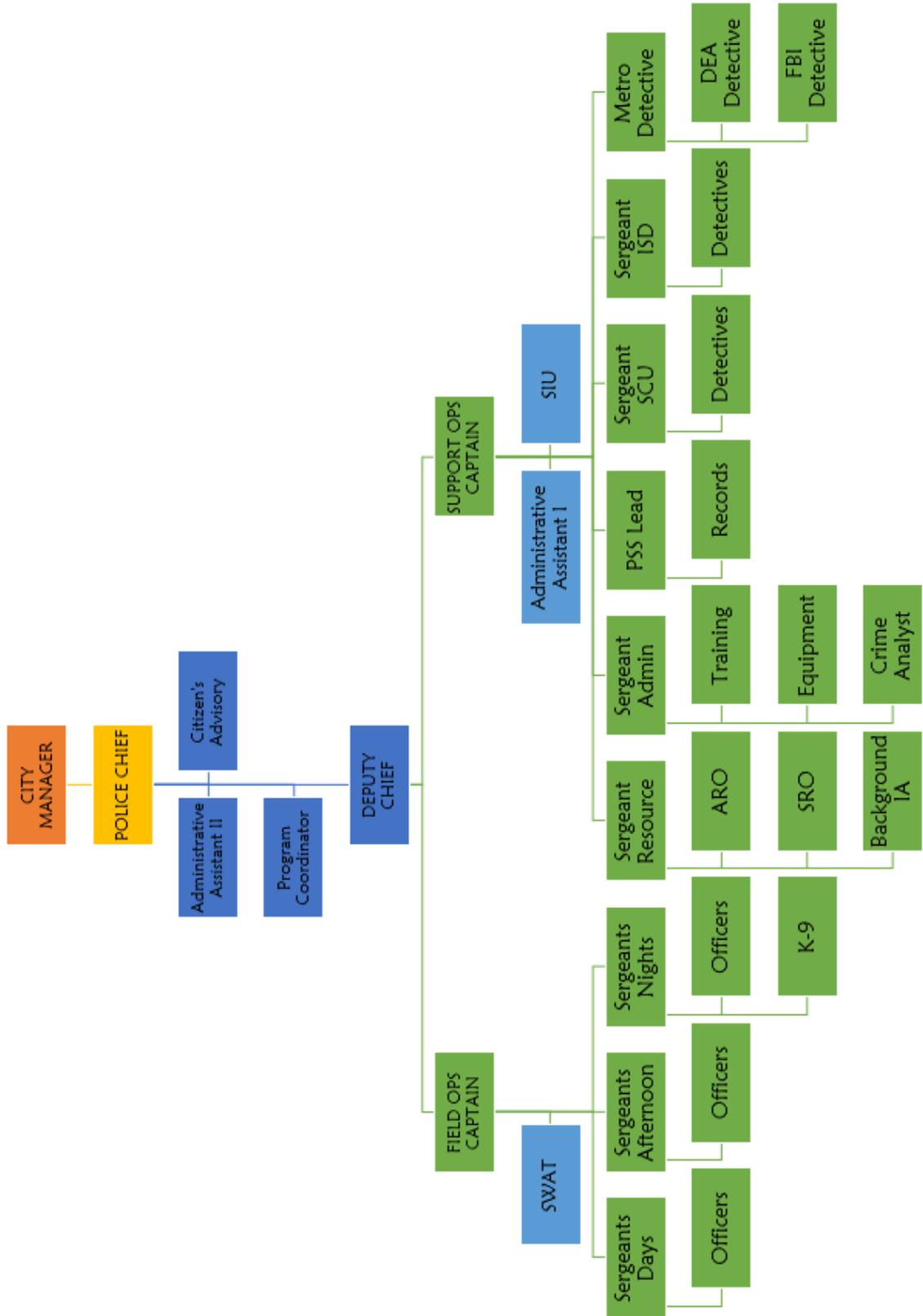
- Address issues with aging Utility Billing Software, which no longer provides updates or enhancements to the program. This remains an ongoing goal as we work with many jurisdictions across the State to find the best fit for the City. The current landscape of software acquisition has shown that it is best to wait for available software to mature. The Department will continue to monitor the risk of the aging system versus the risks of implementing software not fully realized.
- Submit a plan for a possible rate reduction for low-income, long-term disabled citizens. The Department contacts citizens believed to fit criterion on an ad-hoc basis. The implementation of new animal and business licensing has delayed creation of a formal plan.
- Create comprehensive operations manual to include fiscal policies, as well as operating procedures, to improve department succession planning ensuring optimal and continuous operation.
- Work with City Clerk to maintain a consistent records management system.



Situated within the heart of the Tri-Cities metropolitan area of Eastern Washington, Pasco is the largest city in the million-acre Columbia Basin Irrigation Project. As an agricultural center, Pasco's infrastructure plays a major role in moving diversified agricultural products into domestic and world markets.

Pasco is nestled at the convergence of the Columbia, Snake and Yakima Rivers—aesthetic and recreational charisma surrounded by natural beauty. Its diverse culture, thriving economy, public transportation, major medical facilities and award winning educational services provide a broad palette for economic and community resources.

# Police



<b>POLICE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
Expenditures					
Salaries	7,031,758	8,274,589	8,228,682	8,792,211	9,263,529
Personnel Benefits	2,347,527	2,909,240	2,862,622	3,066,165	3,240,269
Supplies	310,494	283,678	336,435	361,295	334,745
Services & Charges	4,693,995	5,010,759	5,116,610	5,254,843	5,211,127
Capital Outlay	79,924	10,297	-	-	-
<b>Department Total</b>	<b>14,463,698</b>	<b>16,488,563</b>	<b>16,544,349</b>	<b>17,474,514</b>	<b>18,049,670</b>

<b>Police Personnel Summary</b>					
<b>Position</b>	<b>Number of Employees (FTE)</b>				
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Police Chief	1	1	1	1	1
Deputy Police Chief	-	-	1	1	1
Captain	3	3	2	2	2
Sergeant	10	10	10	9	9
Sergeant - SCU	0	0	0	1	1
Police Officer	49	50	50	50	50
Police Officer - C.O.P.S	-	-	4	4	4
Police Officer - Detective	7	7	7	7	7
Police Officer - DEA/VCTF Detective	2	2	2	2	2
Police Officer - Metro Detective	1	1	1	1	1
Police Officer - SCU Detective	4	4	4	4	4
Crime Specialist - Analyst	1	1	1	1	1
Crime Specialist - Domestic Violence	1	1	-	-	-
Crime Specialist - Evidence	1	1	1	1	1
Administrative Assistant II	1	1	1	1	1
Lead Police Services Specialist	1	1	1	1	1
Police Services Specialist	4	4	4	4	4
Administrative Assistant I	1	1	1	1	1
Accreditation Program Coordinator	-	-	-	1	1
<b>Total</b>	<b>87</b>	<b>88</b>	<b>91</b>	<b>92</b>	<b>92</b>

1.0 FTE – The increase from 2016 to 2017 is the addition of an Area Resource Officer.

3.0 FTE – The increase from 2017 to 2018 is the addition of 4.0 FTEs, partially funded by the Community Oriented Policing Services grant and reduction of the 1.0 FTE Crime Specialist – DV.

1.0 FTE – The increase from 2018 to 2019 is the addition of an Accreditation Program Coordinator.

No authorized change from 2019 to 2020.

## POLICE

### MISSION

We are dedicated to serving our community with excellent law enforcement services.

Vision – We proudly partner with our community to ensure Pasco is a safe place to live, work and visit.

Values –

- Passion: Our work is our calling.
- Pride: We give our best to Pasco.
- Service: We connect with our diverse community by treating everyone with dignity and respect.

### MAJOR FUNCTIONS

The Pasco Police Department consists of an authorized strength of 82 commissioned officers, consisting of a Chief, Deputy Chief, 2 Captains, 10 Sergeants, and 68 Officers and Detectives. Additionally, 10 staff provide administrative support for police records, evidence and property, crime analysis, and department leadership. The department is on a mission of providing community-oriented policing services to the City.

The department provides many quality services to the community including: patrol, investigations, canine, area and school resource officers, street crimes, SWAT, Metro drug unit, and liaisons with the FBI, DEA and U.S. Marshalls. In addition, we provide community policing services such as Coffee with a Cop, Citizen's Academy (English and Spanish) and our very successful Facebook page, which has the largest following of any police department in the State of Washington.

### 2018 KEY ACCOMPLISHMENTS

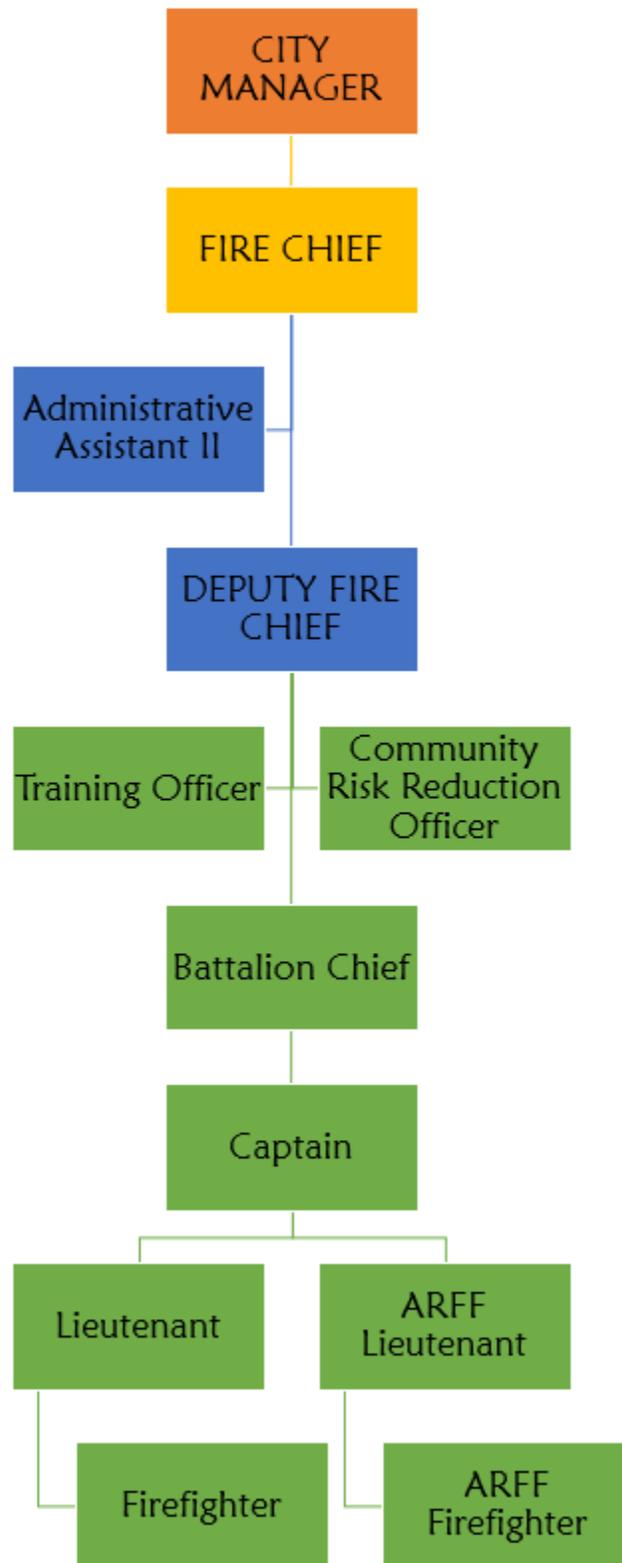
- Hot Spotters Program:
  - Created partnership to implement Trueblood Diversion Services Grant awarded to Lourdes Health and embedding a Mental Health Professional into the Police Department – enriching officer interactions with individual suffering with mental illness.
  - Identified and initiated market study survey for potential low-barrier housing project for population challenged to meet restrictions in more traditional housing options.
- Accreditation Program:
  - Completed comprehensive review of policies and procedures to comply with over 350 Commission of Accreditation for Law Enforcement Agencies (CALEA) national standards for policing.
  - Completed training and implementation of IAPro system to enhance police integrity with data collection of internal affair matters and reporting needs for accreditation.
- Completed formal agreement with the Tri-Cities Airport Police to provide records and back-up patrol services.
- Body Worn Camera Program:
  - Completed Body Worn Camera review and worked with the police association on language implementation.
  - Acquired five-year federal cost sharing grant to implement Body Worn Camera program.

- Community Outreach:
  - Conducted tabletop exercise and developed and delivered Mass Causality Response Training to over 2,000 Pasco School District employees.
  - Completed comprehensive school site safety and security survey to assess all access points, locks and communication procedures for all Pasco Schools in partnership with Washington State Patrol, the City Fire Department, and Franklin County Fire District 3.
  - Increased Facebook followers by 16% and Twitter followers by 81%, improving department's ability to deliver public information and increasing community interaction.
- Investigations:
  - 100% clearance rate by arrest for 2018 homicides (year-to-date).
  - Two cold case homicides (1986 and 2018) cleared by arrest.
  - Enhanced mobile device and computer investigations through implementation of analytic system, which automatically analyzes data from images, text, video, and location.
- Completed the long awaited merger of dispatch centers from Franklin County to SECOMM.
- Increased canine unit by 50% utilizing drug forfeiture funds. Both teams are fully trained in their individual specialty (patrol or narcotics detection) and State certified.
- Awarded COPS hiring grant for four officers to focus on homeless individuals.
- Acquired one-time Washington Association of Sheriffs and Police Chiefs (WASPC) WA Gang grant to populate the Regional Information Sharing Systems (RISS). The utilization of the grant reimbursed 121 hours invested by our Crime Analyst to support regional efforts against organized and violent crime, gang activity, drug activity, human trafficking, identity theft, and other regional priorities, while promoting officer safety.

## 2019-2020 GOALS

- Complete initial national accreditation through CALEA, including onsite assessment and program structure for annual compliance of over 350 standards.
- Implementation of OverDose "OD" Mapping, a computer-based mapping system to provide surveillance data across jurisdictions by tracking related overdose deaths and providing strategic analysis across jurisdictions.
- Implement Homeless Liaison Officer (HLO) program to assist in the reduction of people experiencing homelessness and facilitate diversion to supportive services, rather than incarceration, and reducing negative police interactions.
- Complete the embedding of Mental Health Professionals into the Department by initiating regular roll-call training for officers on mental health and crisis response.
- Complete survey of homeless population in conjunction with Catholic Family Services to evaluate development of a housing project for individuals suffering from coexisting mental health and substance issues in cooperation with the City.
- Complete table top exercise to develop and deliver Mass Causality Response Training to Lourdes Health employees.
- Create a partnership to enhance offender accountability with Department of Corrections (DOC) by moving DOC officer(s) into the Street Crimes Unit.
- Work with City Clerk to maintain a consistent records management system.

# Fire



<b>FIRE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Expenditures</b>					
Salaries	3,651,718	4,062,543	4,142,295	4,568,983	4,709,817
Personnel Benefits	944,035	1,175,635	1,265,088	1,314,102	1,353,526
Supplies	185,950	247,538	254,655	259,966	248,677
Services & Charges	784,016	2,127,620	1,170,348	1,315,040	1,346,229
Capital Outlay	53,574	47,218	27,000	125,000	25,000
<b>Department Total</b>	<b>5,619,293</b>	<b>7,660,554</b>	<b>6,859,386</b>	<b>7,583,091</b>	<b>7,683,249</b>

<b>Fire Personnel Summary</b>					
<b>Position</b>	<b>Number of Employees (FTE)</b>				
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Fire Chief	0.5	0.5	0.5	0.5	0.5
Deputy Fire Chief	0.5	0.5	0.5	0.5	0.5
Battalion Chief	1.5	1.5	1.5	1.5	1.5
Training Officer/Captain	1	1	1	1	1
Captain	7	7	7	6	6
Lieutenant	5	5	5	6	6
Firefighters	20	20	23	23	23
Administrative Assistant II	0.5	0.5	0.5	0.5	0.5
Fire Protection Specialist	0.2	0.2	-	-	-
Community Risk Reduction Specialist	-	0.5	0.5	0.5	0.5
<b>Total</b>	<b>36.2</b>	<b>36.7</b>	<b>39.5</b>	<b>39.5</b>	<b>39.5</b>

0.5 FTE – The increase from 2016 to 2017 is the addition of Community Risk Reduction Specialist Officer.

2.8 FTE – The increase from 2017 to 2018 is the addition of 3.0 FTEs partially funded by Staffing for Adequate Fire & Emergency Response (SAFER) grant and reduction of 0.2 FTE in Fire Protection Specialist.

No authorized changes from 2018 to 2020.

## FIRE

### MISSION

Honorably protect and serve our community.

### MAJOR FUNCTIONS

The Fire Department provides well-supervised, qualified and professional fire suppression services in accordance with National, State, and Local ordinance and industry standards. The Department provides safety training and education for its members in accordance with WAC 296-305 requirements.

In addition, the Department provides technical rescue services as defined by NFPA 1670 and WAC 296-305 in the following disciplines: Rope Rescue, Confined Space Rescue, Trench and Excavation Rescue, Machinery and Vehicle Rescue, Structural Collapse Rescue and Water Rescue. The Fire Department is also responsible for operations level hazardous materials responses within the City of Pasco.

A division of the Department, the Aircraft Rescue and Firefighting (ARFF) program provides services to the Tri-Cities Airport in accordance with Federal Aviation Administration (FAA) Regulations Part 139 and applicable advisory circulars, WAC 296-305 and applicable sections of NFPA 402.

### 2018 KEY ACCOMPLISHMENTS

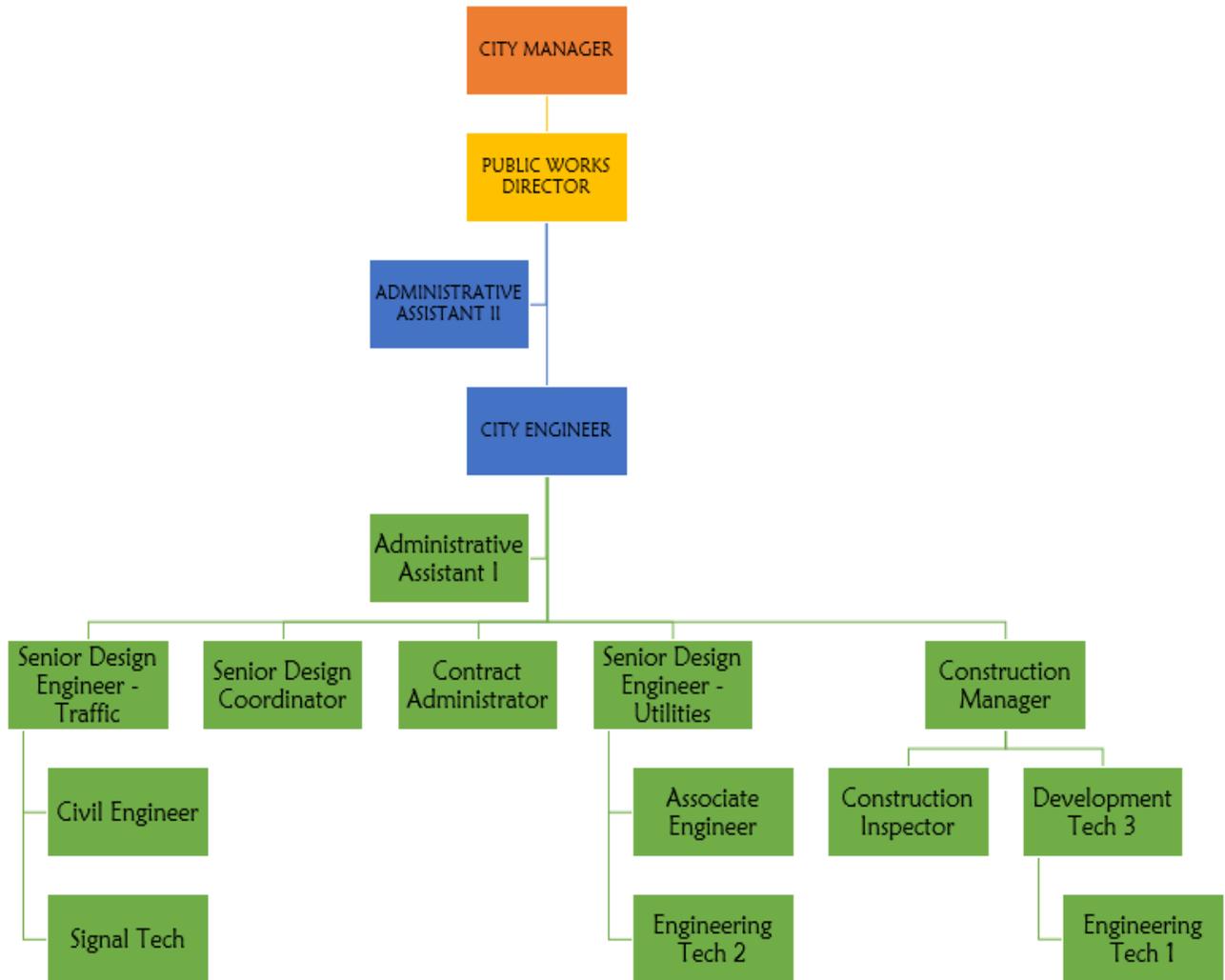
- Completed SECOMM merger and consolidation of dispatch centers. This required:
  - The evaluation and updating of all dispatch protocols and plans for the City of Pasco Fire Department.
  - Reprogramming of 52 portable radios, 23 mobile radios, and 5 base stations.
  - Training of all staff members on new protocols and plans.
- Completed efforts and programs to upgrade to a Class 3 Washington State Raters Bureau rating. This was accomplished by:
  - Learn Not to Burn and Life Safety House presentations at local schools.
  - Promotion of home life safety inspections and installation of smoke alarms.
  - Increased life safety inspections of businesses by Code Enforcement.
  - Better records management by the Water Division of Public Works.
  - Increased training by personnel of the Water Division, Code Enforcement Division, and Fire Department.
  - Purchase of additional engine, aerial apparatus and water tender to meet the needs of the community.
  - Increased staffing levels at Station 84 in July of 2018 to provide additional engine company.
  - SECOMM merger.
  - Community Risk Reduction Program.
  - Completed efforts to support regionalized and standardized training programs to maximize the utilization of resources and leverage training costs. This was accomplished by:
    - Development and sponsorship of a regionalized recruit fire training program
    - Secured Assistance to Firefighters Grant (AFG) for the purchase of 3 regional live fire training props (CIP Project #00003).
    - Participated in regional “Command Lab” training exercises for company and shift officers.
    - Sponsored regional tactical course for large box and high rise incidents.

- Began design for the relocation of Fire Station 83 to better serve the community inside the Urban Growth Area and replacement of temporary Fire Station 84 with a permanent station (CIP Project #18001 and CIP Project #18002).
- Completed comprehensive school site safety and security survey to assess all access points, locks and communication procedures for all Pasco Schools in partnership with Washington State Patrol, Police Department, and Franklin County Fire District 3.

## 2019-2020 GOALS

- Complete design and construction for the relocation of Fire Station 83 to better serve the community inside the Urban Growth Area and replacement of temporary Fire Station 84 with a permanent station (CIP Project #18001 and CIP Project #18002).
- Identify and secure land use options for additional Fire Stations 85 and 86 (CIP Project #19003) to meet the expanding needs of the community and provide continuous level of service in the Urban Growth Area.
- Identify and secure alternative programmatic funding streams to meet the expanding needs of the community.
- Promote fiscal stewardship through the leveraging of regionalization.
- Work with City Clerk to maintain a consistent records management system.

# Public Works – Engineering



<b>ENGINEERING</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
Expenditures					
Salaries	1,140,155	1,074,463	1,142,003	1,173,449	1,230,819
Personnel Benefits	463,881	439,093	476,676	504,113	521,717
Supplies	22,689	13,302	18,500	21,230	15,380
Services & Charges	172,401	200,125	164,350	162,133	162,580
<b>Department Total</b>	<b>1,799,126</b>	<b>1,726,983</b>	<b>1,801,529</b>	<b>1,860,925</b>	<b>1,930,496</b>

<b>Engineering Personnel Summary</b>					
	<u>Number of Employees (FTE)</u>				
<b>Position</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Public Works Director	0.15	0.15	0.15	0.15	0.15
City Engineer	1	1	1	1	1
Construction Manager	1	1	1	1	1
Senior Engineer	2	3	3	3	3
Civil Engineer	3	2	2	1	1
Associate Engineer	3	3	1	1	1
Construction Inspector	3	3	3	3	3
Engineering Tech III	1	1	-	1	1
Engineering Tech II	-	-	2	2	2
Engineering Tech I	-	-	1	1	1
Contracts Specialist	-	-	1	1	1
Administrative Assistant II	1.5	1.5	0.5	0.5	0.5
Administrative Assistant I	1	1	1	1	1
<b>Total</b>	<b>16.65</b>	<b>16.65</b>	<b>16.65</b>	<b>16.65</b>	<b>16.65</b>

No authorized change from 2018 to 2020.

## PUBLIC WORKS – ENGINEERING

### MISSION

Provide on-time and on-budget delivery of transportation and utility projects, at the highest level of quality, and with minimum disruptions in the project development cycle – from a project’s early planning and funding stages through design and construction to final completion.

### MAJOR FUNCTIONS

The purpose of the Engineering Division is to plan, promote, construct, and maintain the City’s infrastructure, including: Streets, Water, Sewer, Irrigation, Stormwater, and Process Water. This activity provides technical expertise and contract administration in the planning, design, implementation and inspection of public works projects. It also provides engineering oversight of commercial, industrial development and subdivision infrastructure improvements and maintains records of financial, physical and legal components of the projects and public rights-of-way.

Another aspect of the Engineering Division is to plan for infrastructure improvements that will accommodate the explosive growth being experienced in Pasco. This is accomplished through the development and updating of the following planning documents:

- Transportation Improvement Program
- Capital Improvement Program
- Comprehensive Water Plan
- Comprehensive Sewer Plan
- Comprehensive Irrigation Plan
- Comprehensive Stormwater Plan
- Process Water Reuse Facility Plan
- Wastewater Treatment Plant Facility Plan

The overall goal of the Engineering Division is to provide exceptional customer service.

### 2018 ACCOMPLISHMENTS

- Completed the Process Water Facility Plan and Engineering Report.
- Reinvigorate the Lewis Street Overpass Project with a completed design, National Environmental Policy Act update and application for necessary funding to complete construction by 2021.
- Completion of 70% of construction of the Oregon Avenue Widening Project.
- Initiated revised private development review process with Planning and Fire Department, providing a procedure that promotes uniform application of City standards and expectations.

### SANITARY SEWER/WASTEWATER TREATMENT PLANT (WWTP)

- Completed the assessments, technical memorandums, and/or preliminary design for four of the City’s priority sanitary sewer lift stations to ensure sufficient reliability of sewer services, including:
  - Pearl Street Lift Station (CIP Project #15002) – Design and right-of-way acquisition completed.
  - Maitland Lift Station (CIP Project #15003) – Preliminary design completed.
  - Road 36 Lift Station (CIP Project #16006) – Assessment completed.
  - 9th & Washington Lift Station (CIP Project #16007) – Design completed.

- Completed the design and started construction of the WWTP PLC & Controls Upgrade Project (CIP Project #18059).
- Completed the design of the Harris Road Sewer Transmission Main Project [previously known as the Northwest Area Sewer Transmission Main Project] (CIP Project #14001) which will help serve the fast growing northwest area of Pasco, including a currently proposed 300+ residential subdivision.
- Completed 75% of the WWTP Facility Plan (CIP Project #16019) which looks at the expansion needs of the WWTP to accommodate future growth within the City. By developing a Facility Plan, eligibility for funding assistance through the WA Department of Ecology's Water Quality Program will be expedited.
- Began conceptual work on the Broadmoor Area Sewer LID Project (CIP Project #1800076). This is a project that will extend sewer north and east from the Harris Road Sewer Transmission Main project. This project will accommodate the sewer needs of the fast growing northwest area.

#### WATER TREATMENT PLANT/DISTRIBUTION

- Completed construction of the Columbia Water Intake Project (CIP Project #11001) enhancing the City with an improved reliable source of water to meet the future demands of the City's potable water system.
- Completed the Butterfield WTP PLC & Control Upgrade Project (CIP Project #17019) advancing the Programmable Logic Controller (PLC) system to the same modern technology as the municipal West Pasco Water Treatment Plant (WPWTP).
- Completed the Comprehensive Water System Plan (CIP Project #15005) which looks at the expansion needs of the domestic water system as a whole to accommodate future growth within the City.
- Completed the design and construction of the Schuman Lane Waterline Extension (CIP Project #180040). This project provides fire protection to existing residences along Schuman Lane.
- Completed the Irrigation System Capacity Evaluation, which determined the existing capacity of the current system and identified the potential service area for the utility.

#### STORMWATER

- Completed the design and construction of the Valencia Drive and Santa Anna Loop Stormwater Improvement Projects. These projects addressed two areas of the City that experienced complaints about significant stormwater flooding due to inadequate facilities. City Staff designed and constructed improvements to these two problem areas. This was an added 2018 project.

#### TRANSPORTATION/TRAFFIC

- Completed 70% construction of the Oregon Avenue Safety Project – Phase 1 (CIP Project #12002), improving safety, access management and mobility on a major north/south corridor.
- Began the final design and preparation of the bid package for the Lewis Street Overpass Project (CIP Project #13007). Construction plans were completed to the 30% design level.
- Successfully worked with property owners and formed the Chapel Hill Boulevard LID Project (CIP Project #16030) and completed the road and utilities design, which will close the gap of Chapel Hill Boulevard between Road 68 and Road 84. This project will accommodate transportation needs necessary for future growth.
- Construction of the Citywide Traffic Signal – Phase 1 Project (CIP Project #13006) which enhances the City's ability to use emergency vehicle preemption and signal coordination, making our transportation system safer and more efficient. This project focused on those intersections throughout the City that did not require the acquisition of rights-of-way for

required ADA improvements. This approach allowed Phase 1 to proceed substantially quicker than Phase 2.

- Completed design of the Citywide Traffic Signal – Phase 2 (CIP Project #17014) project which will enhance the City’s ability to use emergency vehicle preemption and signal coordination, making our transportation system more efficient.
- Completed the design and construction of two Safe Routes to School projects: Road 84 Safe Walking Route Connection (CIP Project #17017) and Rowena Chess School Crossing (CIP Project #17018). These sidewalk and crosswalk improvements serve several hundred students at three area schools.
- Continued coordination with the Port of Pasco and Columbia Basin College for the Argent Road Widening Project (CIP Project #12001) which will provide for growth at this important location serving multiple modes of travel and multiple types of users.

#### PROCESS WATER REUSE FACILITY (PWRF)

- Partially completed the design and property acquisition for the Columbia East Pump Station Project (CIP Project #17003) which will add a new pump station for the food processors in the Commercial Avenue-Kahlotus Highway area and will allow for the diversion of 1.5 MGD of industrial (food processing) waste away from the municipal wastewater treatment plant, increasing capacity for additional food processors. Design and right-of-way acquisition for the associated Columbia East Force Main is underway.
- Completed the design of the new PWRF Irrigation Pump Station Replacement Project (CIP Project #18070) to improve reliability and efficiency to food processors utilizing the facility.
- Completed the PWRF Facility Plan/Engineering Report (CIP Project # 16016). This report provides a ‘current conditions’ assessment, an in-depth evaluation of the PWRF pretreatment system, and details the future needs of the PWRF. This report provides the basis of design for improving the PWRF to allow many more years of use, reduce ongoing failures and maintenance requirements, and provide the ability for future growth of the food processing industry in our area.

#### PARKS

- Began the design of the Peanuts Park Improvements Project (CIP Project #16014). This project is a collaborative effort between the Public Works (PW), Administrative & Community Services (ACS), and Community and Economic Development (CED) Departments and Downtown Pasco Development Association. PW is managing the design and construction contracts under the oversight of the ACS (the project owner), while at the same time CED Staff is pursuing project grant funding and coordinating this project with other downtown private development and revitalization efforts.

#### 2019-2020 GOALS

- Development Review Team (DRT) – Continue working with CED, Public Works Operations and Administration staff to advance a private development review process that better serves the public and provides clearly written procedures that promotes uniform review and application of City standards and expectations for private development and redevelopment projects.
- Continue to work with the City’s consultant team and the businesses and citizens of Pasco to complete the design of the Lewis Street Overpass Project and achieve “shovel-ready” status. Staff will also work with local, State and Federal agencies to pursue opportunities for filling the funding gap for the construction phase of this project.

- Continue working on projects that improve the safety and traffic congestion on the Road 68/I-182/Burden Boulevard corridor. This will include completing the Wrigley Drive Extension Project, the Road 68 Interchange Improvement Project (Striping and Signage changes) and the Road 68 Widening South of I-182 Project.
- Continued collaboration with Ben-Franklin Transit (BFT) to enhance mobility. This will be accomplished through coordination of our capital projects through regularly scheduled meetings with BFT. This will help improve the implementation of public transit improvements in conjunction with City projects.
- Work with a Consultant on the completion of a Comprehensive Transportation Plan that includes a comprehensive and inclusive planning and analysis process to facilitate the improvement of traffic flows in major corridors and supports integration of pedestrian, bicycle and other non-vehicular means of transportation. This effort will include a robust public involvement process.
- Continue to provide Engineering support for needed utilities and transportation improvements for the Broadmoor Area Master Plan and Environmental Impact Analysis.
- Complete construction of the Columbia East Lift Station and Force Main Project and the Foster Wells Force Main Project in support of the PWRF.
- Complete the design and construction of the projects identified in the Council-adopted 2019-2024 Capital Improvement Plan (CIP). These utility, transportation and park projects will support the current citizens and businesses, as well as the continued economic development of the City.
- Manage the construction of the Lewis Street Overpass Project. This is a multi-year project and its progress forward will depend heavily on obtaining additional funding from outside sources to fill the gap for the construction phase of the project.
- Continue to work with our Consultant and food processing partners on the continued efforts to design improvements to the PWRF Pretreatment Facility. This will include working with Finance Department staff to identify funding for this project.
- Continue working on projects that improve the safety and traffic congestion on the Road 68/I-182/Burden Boulevard corridor.
- Begin developing capital projects and potential funding sources based on the recommendations of the completed Comprehensive Transportation Plan. Incorporate these into an updated 2020-2025 Capital Improvement Plan and Transportation Improvement Plan.
- Complete the design and construction of the projects identified in the Council-adopted 2020-2025 Capital Improvement Plan (CIP). These utility, transportation and park projects will support the current citizens and businesses as well as the continued economic development of the City.
- Work with City Clerk to maintain a consistent records management system.

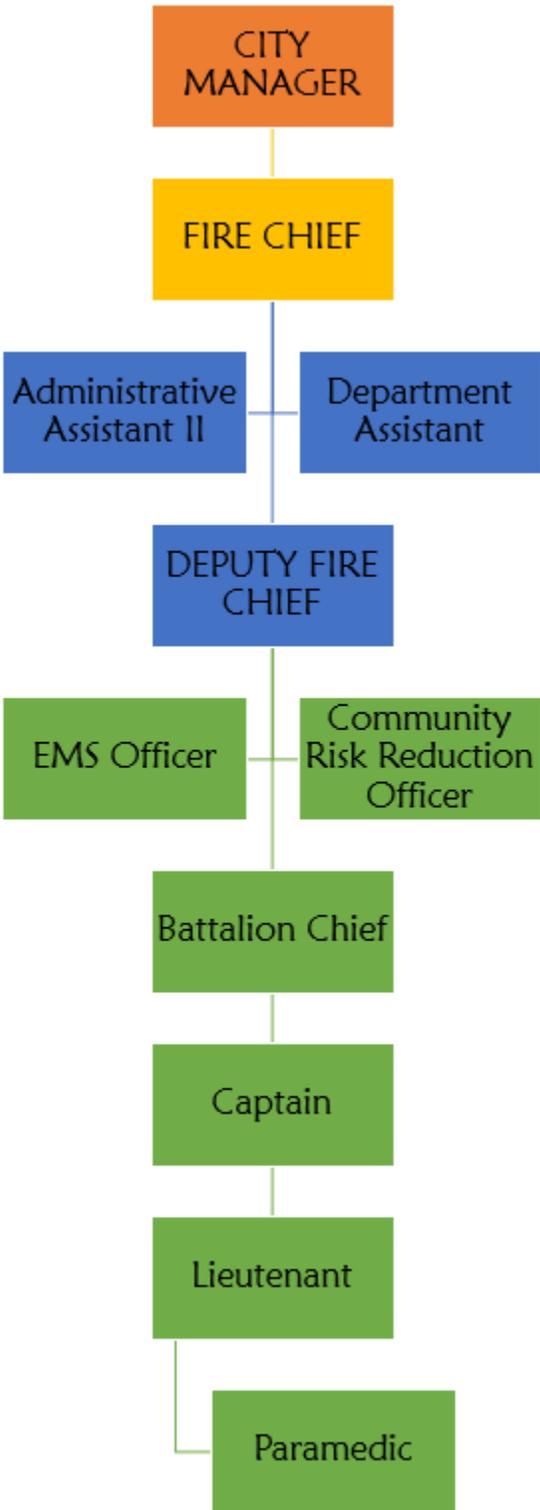
## SPECIAL REVENUE FUNDS

The City uses Special Revenue Funds to account for revenues that must be used by law for specific purposes. Examples are the City Street Fund and Arterial Street Fund that account for gasoline taxes received that can only be used for maintenance and improvements to roads and streets, as well as the Ambulance Fund, that provides vital emergency medical services to our residents.

Below is the list of all of City's Special Revenue Funds:

- Fund 110 – Street
- Fund 120 – Arterial Street
- Fund 130 – Street Overlay
- Fund 140 – Community Development Block Grant (CDBG)
- Fund 142 – HOME Program
- Fund 144 – Neighborhood Stabilization Program (NSP)
- Fund 145 – Martin Luther King (MLK) Center
- Fund 150 – Ambulance Services
- Fund 160 – City View Cemetery
- Fund 161 – Boulevard Maintenance
- Fund 165 – Athletic Program
- Fund 166 – Golf
- Fund 170 – Senior Center
- Fund 180 – Multi-Modal Facility
- Fund 182 – School Impact Fees
- Fund 185 – Rivershore Trail and Marina
- Fund 188 – Special Assessment Lodging
- Fund 189 – Litter Abatement
- Fund 190 – Revolving Abatement
- Fund 191 – TRAC Development and Operating
- Fund 192 – Park Development
- Fund 193 – Capital Improvement Fund (Real Estate Excise Tax)
- Fund 194 – Economic Development Fund
- Fund 195 – Stadium Convention Center

Ambulance Service Fund



<b>150 – AMBULANCE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	322,691	1,228,550	1,050,680
Intergovernmental	1,290	1,270	2,041,328	2,269,210	838,510
Charges Goods & Services	4,686,236	6,429,273	5,510,700	6,282,233	6,353,451
Miscellaneous Revenue	4,514	20,267	16,000	16,000	16,000
Debt Proceeds	-	-	-	-	-
Transfer In	420,000	420,000	420,000	420,000	420,000
<b>Total Revenues</b>	<b>5,112,040</b>	<b>6,870,810</b>	<b>8,310,719</b>	<b>10,215,993</b>	<b>8,678,641</b>
<b>Expenditures</b>					
Salaries & Wages	3,214,425	3,657,773	4,189,406	4,521,378	4,659,249
Personnel Benefits	829,861	1,072,825	1,344,904	1,307,406	1,346,630
Supplies	219,397	312,104	231,000	268,560	268,535
Services & Charges	1,287,716	1,472,146	1,468,186	1,702,969	1,756,818
Transfers & Pass Trough's	-	-	-	-	-
Capital Outlay	44,201	71,136	45,000	25,000	62,000
Debt Principal	-	-	765,000	1,340,000	-
Budgeted End Fund Balance	-	-	267,223	1,050,680	585,409
<b>Total Expenditures</b>	<b>5,595,600</b>	<b>6,585,984</b>	<b>8,310,719</b>	<b>10,215,993</b>	<b>8,678,641</b>

<b>Ambulance Personnel Summary</b>					
<b>Position</b>	<b>Number of Employees (FTE)</b>				
	2016	2017	2018	2019	2020
Fire Chief	0.5	0.5	0.5	0.5	0.5
Deputy Fire Chief	0.5	0.5	0.5	0.5	0.5
Battalion Chief	1.5	1.5	1.5	1.5	1.5
Captain/Medical Officer	1	1	1	1	1
Captain-Paramedic	2	2	2	6	6
Lieutenant	1	1	1	3	3
Firefighter/Paramedic	23	29	30.5	21	21
Firefighter	1	-	1.5	5	5
Department Assistant II	1	1	1	1	1
Administrative Assistant II	0.5	0.5	0.5	0.5	0.5
Community Risk Reduction Specialist	-	0.5	0.5	0.5	0.5
<b>Total</b>	<b>32</b>	<b>37.5</b>	<b>40.5</b>	<b>40.5</b>	<b>40.5</b>

5.5 FTE – The increase from 2016 to 2017 is the addition of 0.5 FTE of Community Risk Reduction Specialist Officer, 6.0 FTEs of Firefighter/Paramedic, and reduction of 1 FTE of Firefighter positions.

3.0 FTE – The increase from 2017 to 2018 is the addition of 3.0 FTEs partially funded by Staffing for Adequate Fire & Emergency Response (SAFER) grant.

No authorized changes from 2018 to 2020.

## FIRE DEPARTMENT – AMBULANCE UTILITY

### MISSION

Honorably protect and serve our community.

### MAJOR FUNCTIONS

The Ambulance Service provides well-supervised, qualified and professional basic through advanced emergency life support services in accordance with National, State, and Local ordinance and industry standards. The Department provides medical safety training and education for its members in accordance with WAC 296-305 requirements. The Emergency Medical Services (EMS) Officer serves as the City of Pasco Infectious Disease Control Officer.

The Ambulance Service provides pre-hospital training and safety education and outreach programs to the City residents and the greater Tri-Cities community. In addition, the Service provides advanced and basic life support EMS training, as defined by the Washington State Department of Health and Benton/Franklin Pre-Hospital protocols.

### 2018 ACCOMPLISHMENTS

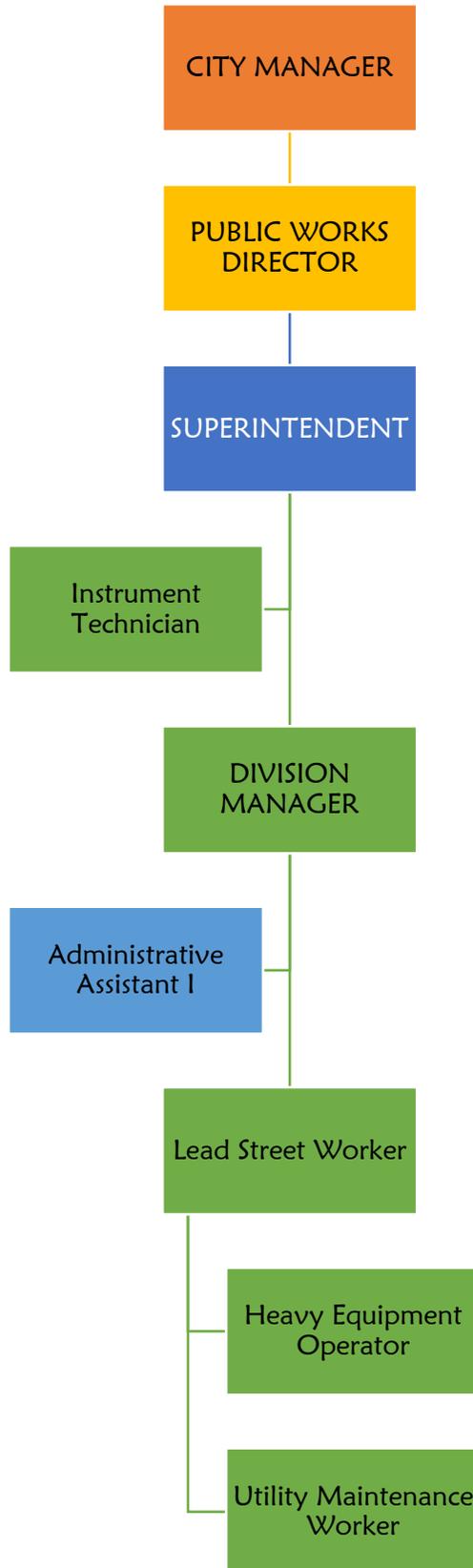
- Initiated the implementation of a tablet-based patient care reporting system. This program is dependent upon the complete integration of the Records Management System (RMS) (software) and the tablets (hardware). The regional Records Management System is scheduled to come on-line at the beginning of November 2018. Tablets have been purchased and training has been initiated for all staff members.
  - Inventories and supplies are being entered into the new RMS.
- Development of alternative funding sources such as the Ground Emergency Medical Transport (GEMT) program is in-progress.
  - Initial filing for the GEMT program has been completed and we are awaiting remuneration.
  - Secondary filing for the GEMT program has been completed and submitted.
  - Conversion of the Ambulance Utility billing process into Equivalent Residential Units (ERU's) in an effort to promote equity in the utility billing processes.
  - Continued to support and update utility billing rates study with financial consulting services.
- Completed SECOMM merger and consolidation of dispatch centers. This required:
  - The evaluation and updating of all dispatch protocols and plans for the City of Pasco Fire Department.
  - Reprogramming of 52 portable radios, 23 mobile radios, and 5 base stations.
  - Training of all staff members on new protocols and plans.
  - Integration of the records management system and computer aided dispatching (CAD) programs.
  - Update of City of Pasco GIS mapping.
- Initiated public outreach and education programs within the City of Pasco. Programs are multi-cultural and address the different needs of the community. Identify community partners (social services) to provide preventative education to “at risk” populations. This is being accomplished by:
  - Collaboration with the “Meals on Wheels” program to identify acutely at risk community members.
  - Collaboration with the Consistent Care program (RCW 35.21.930) to identify and track chronic system users. The Consistent Care program works with local non-governmental social services to provide alternative care programs.

- Collaboration with the City of Pasco Fire Department Community Risk Reduction Officer to provide initial and follow up training programs for at risk populations.
- Continued supporting regionalized and standardized training programs to maximize the utilization of resources and leverage training costs. The City of Pasco Ambulance Services continues to be a strong proponent to regionalized training. To that end, we have supported and collaborated with:
  - City of Pasco Police Department for the training and delivery of NARCAN for opiate overdoses and tactical combat casualty care (TC3) for traumatic injuries.
  - Benton/Franklin Health Department for community outreach for influenza vaccinations.
  - Continued support of community CPR programs.
  - Training of staff on the identification and notification processes for “at risk” patients.

## 2019-2020 GOALS

- Identify/secure alternative programmatic funding streams to meet the expanding needs of the community, including the re-evaluation of the ERU rate processes.
- Promote fiscal stewardship through the leveraging of regionalization.
- Identify and develop alternative care programs for special needs populations.

## Public Works – Streets



110 – STREET	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	140,000	3,092	94,875
Taxes	212,121	247,073	247,753	252,729	257,568
License & Permits	473,823	398,420	393,100	383,000	384,000
Intergovernmental	1,153,921	1,049,406	1,043,116	1,108,176	1,133,692
Charges Goods & Services	-	22,729	-	351,041	-
Misc Revenue	6,983	5,656	300	300	300
Transfer In	544,097	597,163	520,000	829,500	750,000
<b>Total Revenues</b>	<b>2,390,945</b>	<b>2,320,447</b>	<b>2,344,269</b>	<b>2,927,838</b>	<b>2,620,435</b>
<b>Expenditures</b>					
Salaries & Wages	610,168	704,813	630,302	584,994	605,777
Personnel Benefits	276,689	310,626	289,354	262,281	270,785
Supplies	158,249	234,517	319,150	403,920	394,345
Services & Charges	993,741	1,245,778	1,102,371	1,499,813	1,199,348
Capital Outlay	-	15,286	-	81,955	-
Budgeted End Fund Balance	-	-	3,092	94,875	150,180
<b>Total Expenditures</b>	<b>2,038,847</b>	<b>2,511,020</b>	<b>2,344,269</b>	<b>2,927,838</b>	<b>2,620,435</b>

**Non-recurring Capital Expenditures** – The City is planning to purchase equipment items, such as concrete mixer, stripe grinder, concrete sidewalk grinder etc., reflecting the change in the types of work the City’s Street crew is starting to perform. The estimated amount of these purchases is \$82K. We consider these items to be non-recurring capital expenditures for the current budget cycle due to the newness of the program; however, this categorization may change in future. Capital expenditures discussed above are not expected to generate additional operational expense.

<b>City Streets Personnel Summary</b>					
<b>Position</b>	<b>Number of Employees (FTE)</b>				
	2016	2017	2018	2019	2020
Public Works Director	0.11	0.11	0.11	0.11	0.11
Public Works Superintendent	0.15	0.15	0.15	0.06	0.06
Public Works Division Manager	0.5	0.5	0.5	0.5	0.5
Lead – Streets	1	1	1	1	1
Heavy Equipment Operator	5	5	5	4	4
Utility Maintenance Worker I	2	2	2	2	2
Instrumentation Tech	1	1	1	1	1
Administrative Assistant I	0.25	0.25	0.25	0.08	0.08
<b>Total</b>	<b>10.01</b>	<b>10.01</b>	<b>10.01</b>	<b>8.75</b>	<b>8.75</b>

1.26 FTE – Decrease from 2018 to 2019 is due to moving staff to the Utility Fund.

No authorized change from 2019 to 2020.

## Arterial Fund

120 – ARTERIAL	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	978,973	1,564,733	1,903,571
Intergovernmental	496,226	513,304	513,773	532,563	545,131
Charges Goods & Services	6,650	2,368	5,000	5,000	5,000
Miscellaneous Revenue	9,646	11,933	5,000	5,000	5,000
<b>Total Revenues</b>	<b>512,522</b>	<b>527,605</b>	<b>1,502,746</b>	<b>2,107,296</b>	<b>2,458,702</b>
<b>Expenditures</b>					
Services & Charges	-	-	12,123	3,725	3,911
Transfers & Pass Throughs	763,592	278,640	1,079,000	200,000	1,790,700
Budgeted End Fund Balance	-	-	411,623	1,903,571	664,091
<b>Total Expenditures</b>	<b>763,592</b>	<b>278,640</b>	<b>1,502,746</b>	<b>2,107,296</b>	<b>2,458,702</b>

**Non-recurring Capital Expenditures** – \$1M of capital expenditure from the Arterial Fund will be expended to continue the Lewis Street Overpass project – a long-time goal of the City Council. This project will be funded by several grants and internal funds. Additionally, \$662K is allocated to the Argent Road Widening project to enhance the safety and capacity between 20th Avenue and Road 36 for motor vehicles, pedestrians, bicyclists, and other non-vehicular access. Over \$312K is allocated to Citywide Traffic Signal Improvement Phase II project, increasing system reliability, traffic efficiency, and pedestrian and vehicular safety throughout the City through traffic signal controllers. Capital expenditures discussed above are not expected to generate additional operational expense.

## I-182 Impact Fund

125 - I-182 IMPACT	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	1,038,083	1,062,380	1,311,241
Charges Goods & Services	246,786	312,141	250,000	250,000	250,000
Miscellaneous Revenue	7,134	12,771	5,000	5,000	5,000
<b>Total Revenues</b>	<b>253,920</b>	<b>324,912</b>	<b>1,293,083</b>	<b>1,317,380</b>	<b>1,566,241</b>
<b>Expenditures</b>					
Services & Charges	-	-	1,391	6,139	6,445
Transfers & Pass Throughs	123,132	459,223	100,000	-	158,000
Budgeted End Fund Balance	-	-	1,191,692	1,311,241	1,401,796
<b>Total Expenditures</b>	<b>123,132</b>	<b>459,223</b>	<b>1,293,083</b>	<b>1,317,380</b>	<b>1,566,241</b>

**Non-recurring Capital Expenditures** – Over \$158K is allocated to the Citywide Traffic Signal Improvement Phase II project, increasing system reliability, traffic efficiency, and pedestrian and vehicular safety throughout the City through traffic signal controllers. Capital expenditures discussed above are not expected to generate additional operational expense.

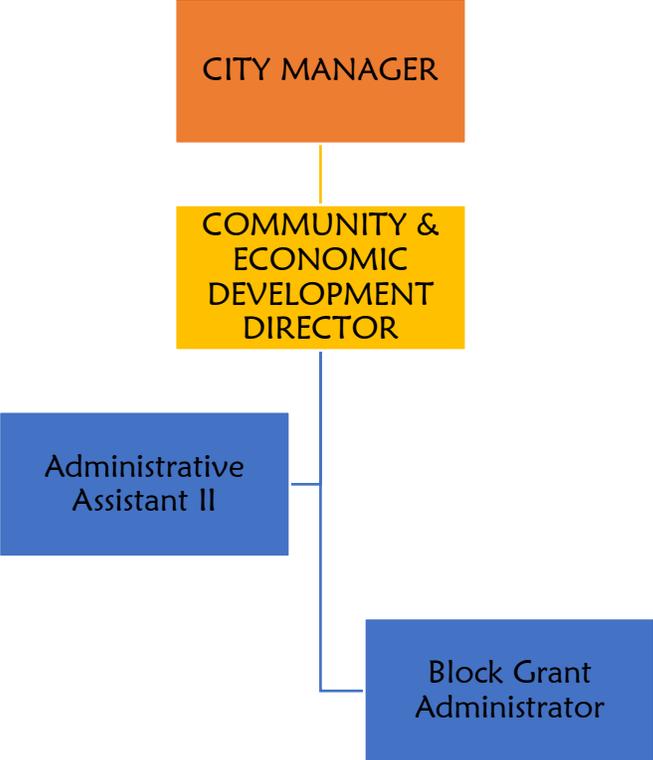
## Street Overlay Fund

130 – STREET OVERLAY	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance			3,690,031	4,327,688	4,021,551
Taxes	850,424	990,173	991,066	1,014,770	1,031,691
Miscellaneous Revenue	16,159	39,423	12,000	5,000	35,000
<b>Total Revenues</b>	<b>866,583</b>	<b>1,029,596</b>	<b>4,693,097</b>	<b>5,377,458</b>	<b>5,088,242</b>
<b>Expenditures</b>					
Services & Charges	43,030	112,597	131,871	50,907	51,006
Transfers & Pass Throughs	-	35,447	800,000	1,305,000	2,755,000
Budgeted End Fund Balance	-	-	3,761,226	4,021,551	2,282,236
<b>Total Expenditures</b>	<b>43,030</b>	<b>148,044</b>	<b>4,693,097</b>	<b>5,377,458</b>	<b>5,088,242</b>

**Non-recurring Capital Expenditures** – The Street Overlay Fund will contribute \$1M of funds to continue the Lewis Street Overpass project. The remaining fund will go to various Pavement Preservation and overlay work which is considered to be recurring for the City. Capital expenditures discussed above are not expected to generate additional operational expense.

No staffing in Arterial, I-182 Impact and Street Overlay Funds. These funds are pass through funds.

Community Development Block Grant



140 - CDBG	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance		-	8,388	-	-
Intergovernmental	530,596	457,672	1,211,145	762,399	676,579
Miscellaneous Revenue	11,061	16,029	40,100	24,346	-
<b>Total Revenues</b>	<b>541,657</b>	<b>473,701</b>	<b>1,259,633</b>	<b>786,745</b>	<b>676,579</b>
<b>Expenditures</b>					
Salaries & Wages	72,082	78,722	72,791	77,781	80,503
Personnel Benefits	27,791	31,136	29,147	30,962	31,905
Supplies	1,535	2,756	1,200	1,200	1,200
Services & Charges	110,352	149,572	297,350	204,302	422,971
Transfers & Pass Throughs	289,000	272,446	859,145	472,500	140,000
<b>Total Expenditures</b>	<b>500,760</b>	<b>534,632</b>	<b>1,259,633</b>	<b>786,745</b>	<b>676,579</b>

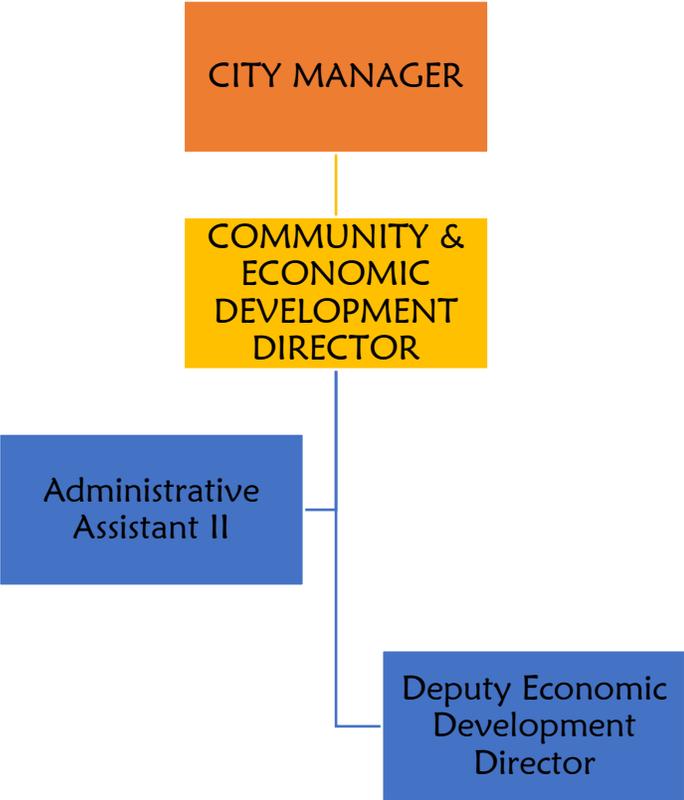
140 - HOME	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	-	-	-
Intergovernmental Transfer In	278,497	162,924	200,000	119,200	119,200
<b>Total Revenues</b>	<b>278,497</b>	<b>162,924</b>	<b>200,000</b>	<b>119,200</b>	<b>119,200</b>
<b>Expenditures</b>					
Salaries & Wages	7,879	2,683	-	-	-
Personnel Benefits	3,520	1,194	-	-	-
Supplies	1,363	182	-	-	-
Services & Charges	266,599	158,501	200,000	119,200	119,200
Budgeted End Fund Balance	-	-	-	-	-
<b>Total Expenditures</b>	<b>279,361</b>	<b>162,560</b>	<b>200,000</b>	<b>119,200</b>	<b>119,200</b>

140 - NSP	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
Revenues					
Budgeted Beg Fund Balance	-	-	63,011	-	-
Miscellaneous Revenue	-	20,000	-	52,350	52,350
<b>Total Revenues</b>	<b>-</b>	<b>20,000</b>	<b>63,011</b>	<b>52,350</b>	<b>52,350</b>
Expenditures					
Salaries & Wages	721	739	-	-	-
Personnel Benefits	304	326	-	-	-
Services & Charges	783	9,284	48,330	52,350	52,350
Budgeted End Fund Balance	-	-	14,681	-	-
<b>Total Expenditures</b>	<b>1,808</b>	<b>10,349</b>	<b>63,011</b>	<b>52,350</b>	<b>52,350</b>

Community Development Block Grant Personnel Summary					
Number of Employees (FTE)					
Position	2016	2017	2018	2019	2020
Block Grant Administrator	1	1	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

No authorized change from 2018 to 2020.

Economic Development Fund



<b>194 – ECONOMIC DEVELOPMENT</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	1,022,273	1,478,322	1,465,550
Intergovernmental	319,863	354,375	324,000	370,000	370,000
Miscellaneous Revenue	1,274,913	1,020,481	1,503,810	1,001,560	1,001,640
Debt Proceeds	-	-	-	-	-
Capital Asset Sale	54,680	66,693	-	-	-
Transfer In	-	-	-	-	-
<b>Total Revenues</b>	<b>1,649,456</b>	<b>1,441,549</b>	<b>2,850,083</b>	<b>2,849,882</b>	<b>2,837,190</b>
<b>Expenditures</b>					
Salaries & Wages	-	57,420	89,107	120,701	124,926
Personnel Benefits	-	25,197	36,408	44,561	45,757
Supplies	187,971	150,891	50,972	84,515	53,630
Services & Charges	503,295	800,492	1,276,008	643,555	319,442
Transfers & Pass Throughs	452,714	265,621	35,000	375,000	-
Capital Outlay	-	18,597	42,500	116,000	145,000
Debt Principal	466,605	475,938	-	-	-
Debt Interest	18,851	9,519	-	-	-
Budgeted End Fund Balance	-	-	1,320,088	1,465,550	2,148,435
<b>Total Expenditures</b>	<b>1,629,436</b>	<b>1,803,675</b>	<b>2,850,083</b>	<b>2,849,882</b>	<b>2,837,190</b>

<b>Economic Development Fund Personnel Summary</b>					
	<b>Number of Employees (FTE)</b>				
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Deputy CED Director	0	0	1	1	1
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>

1.0 FTE – Increase from 2017 to 2018 is due to the addition of a Deputy CED Director.

No authorized changes from 2018 to 2020.

## Martin Luther King Center Fund



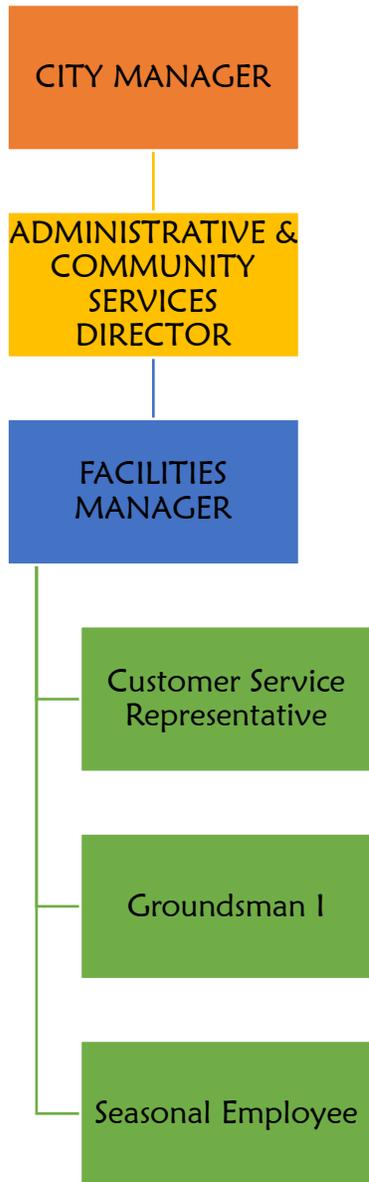
145 - MLK CENTER	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	180,000	136,139	113,431
Charges Goods & Services	2,994	2,865	3,000	-	-
Miscellaneous Revenue	40,055	44,892	41,900	47,804	48,412
Transfer In	120,000	120,000	70,000	70,000	70,000
<b>Total Revenues</b>	<b>163,049</b>	<b>167,757</b>	<b>294,900</b>	<b>253,943</b>	<b>231,843</b>
<b>Expenditures</b>					
Salaries & Wages Personnel	32,217	35,121	34,067	36,167	36,853
Benefits	12,891	14,405	14,525	15,110	15,520
Supplies	2,360	1,668	32,530	4,330	4,330
Services & Charges	57,376	58,809	82,017	84,905	86,713
Budgeted End Fund Balance	-	-	131,761	113,431	88,427
<b>Total Expenditures</b>	<b>104,844</b>	<b>110,003</b>	<b>294,900</b>	<b>253,943</b>	<b>231,843</b>

Martin Luther King (MLK) Center Personnel Summary					
	Number of Employees (FTE)				
	2016	2017	2018	2019	2020
Recreation Specialist	1	1	1	0.45	0.45
Total	1	1	1	0.45	0.45

0.55 FTE – Decrease from 2018 to 2019 is due to moving staff to the General Fund.

No authorized change from 2018 to 2020.

# Cemetery Fund

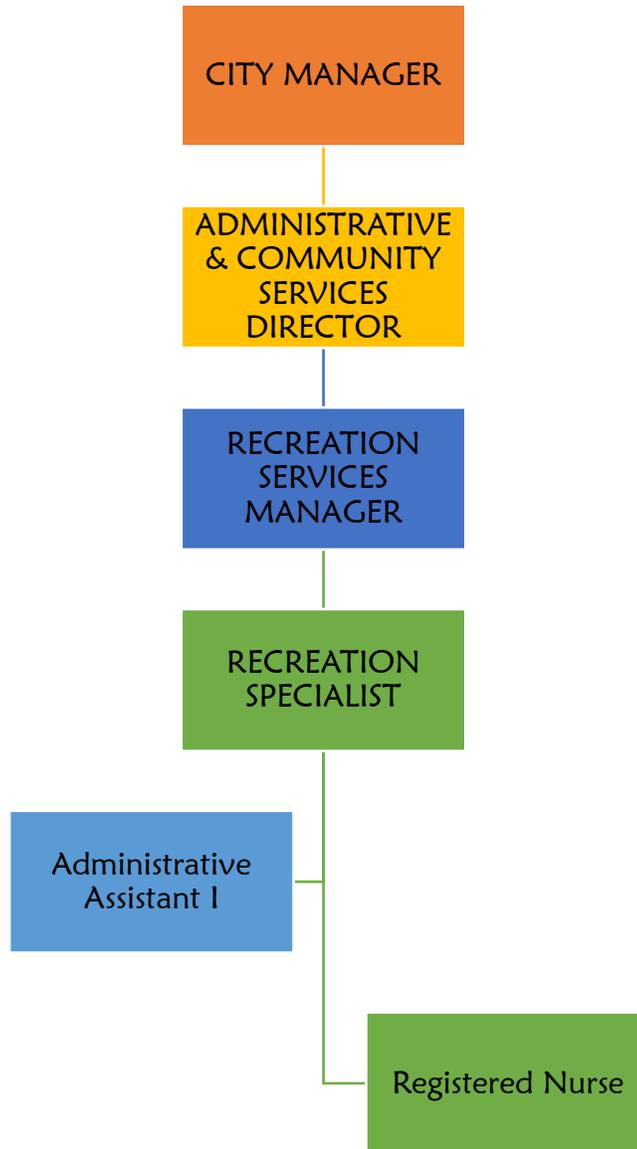


<b>160 – CEMETERY</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	40,807	40,011	28,748
Charges Goods & Services	248,456	214,595	245,390	256,000	258,800
Miscellaneous Revenue	678	3,280	750	1,700	1,700
Transfer In	60,000	-	-	-	-
<b>Total Revenues</b>	<b>309,134</b>	<b>217,875</b>	<b>286,947</b>	<b>297,711</b>	<b>289,248</b>
<b>Expenditures</b>					
Salaries & Wages	92,795	89,297	98,210	101,864	105,430
Personnel Benefits	32,009	32,401	31,662	32,081	32,905
Supplies	57,662	53,864	55,910	62,910	65,810
Services & Charges	73,532	69,033	72,348	72,108	75,988
Budgeted End Fund Balance	-	-	28,817	28,748	9,115
<b>Total Expenditures</b>	<b>255,998</b>	<b>244,595</b>	<b>286,947</b>	<b>297,711</b>	<b>289,248</b>

<b>Cemetery Personnel Summary</b>					
	<u>Number of Employees (FTE)</u>				
<b>Position</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Groundsman I	0.5	0.5	0.5	0.5	0.5
Customer Service Representative	1	1	1	1	1
<b>Total</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>

No authorized changes from 2018 to 2020.

## Senior Services



<b>170 – SENIOR CENTER</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	21,361	16,926	19,905
Intergovernmental	16,487	15,370	18,500	17,500	17,500
Charges Goods & Services	24,525	15,671	15,100	15,100	15,100
Miscellaneous Revenue	43,616	15,282	16,100	27,300	16,100
Transfer In	250,000	231,000	280,000	240,000	244,116
<b>Total Revenues</b>	<b>334,628</b>	<b>277,323</b>	<b>351,061</b>	<b>316,826</b>	<b>312,721</b>
<b>Expenditures</b>					
Salaries & Wages	146,340	149,488	155,072	120,172	123,977
Personnel Benefits	56,198	58,959	59,443	47,828	49,249
Supplies	13,859	6,941	6,000	8,850	5,350
Services & Charges	108,574	74,443	111,681	120,071	114,998
Budgeted End Fund Balance	-	-	18,865	19,905	19,147
<b>Total Expenditures</b>	<b>324,971</b>	<b>289,831</b>	<b>351,061</b>	<b>316,826</b>	<b>312,721</b>

<b>Senior Center Personnel Summary</b>					
<b>Position</b>	<b>Number of Employees (FTE)</b>				
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Recreation Specialist	1	1	1	0.5	0.5
Administrative Assistant I	1	1	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1.5</b>	<b>1.5</b>

0.5 FTE – Decrease from 2018 to 2019 is due to moving a part time staff to ACS.

No authorized changes from 2019 to 2020.

## Boulevard Maintenance Fund

161 – BLVD MAINTENANCE	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	1,945,877	2,311,220	2,353,406
Charges Goods & Services	131,620	157,750	151,000	135,000	135,000
Miscellaneous Revenue	32,082	38,368	20,031	18,744	17,519
Debt Proceeds	152,308	243,387	218,484	35,000	22,000
<b>Total Revenues</b>	<b>316,010</b>	<b>439,505</b>	<b>2,335,392</b>	<b>2,499,964</b>	<b>2,527,925</b>
<b>Expenditures</b>					
Services & Charges	-	-	4,228	8,958	9,406
Transfers & Pass Through's	75,000	170,000	137,600	137,600	137,600
Budgeted End Fund Balance	-	-	2,193,564	2,353,406	2,380,919
<b>Total Expenditures</b>	<b>75,000</b>	<b>170,000</b>	<b>2,335,392</b>	<b>2,499,964</b>	<b>2,527,925</b>

## Athletics Fund

165 – ATHLETICS	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	215,000	234,778	193,394
Charges Goods & Services	141,041	122,678	145,690	156,590	158,005
Miscellaneous Revenue	3,920	4,088	5,000	5,000	5,000
<b>Total Revenues</b>	<b>144,961</b>	<b>126,766</b>	<b>365,690</b>	<b>396,368</b>	<b>356,399</b>
<b>Expenditures</b>					
Salaries & Wages	17,297	14,132	27,896	20,822	19,700
Personnel Benefits	4,216	3,642	7,373	5,827	5,685
Supplies	34,570	27,111	33,280	42,770	43,270
Services & Charges	61,513	62,933	84,834	133,555	136,953
Budgeted End Fund Balance	-	-	212,307	193,394	150,791
<b>Total Expenditures</b>	<b>117,596</b>	<b>107,818</b>	<b>365,690</b>	<b>396,368</b>	<b>356,399</b>

## Golf Fund

166 – GOLF	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	158,000	27,000	89,647
Charges Goods & Services	1,382,764	1,325,669	1,473,500	1,578,500	1,578,500
Miscellaneous Revenue	277,433	283,639	280,500	280,500	280,500
<b>Total Revenues</b>	<b>1,660,197</b>	<b>1,609,308</b>	<b>1,912,000</b>	<b>1,886,000</b>	<b>1,948,647</b>
<b>Expenditures</b>					
Supplies	40	-	2,000	2,000	2,000
Services & Charges	1,693,915	1,769,789	1,742,269	1,794,353	1,794,029
Budgeted End Fund Balance	-	-	167,731	89,647	152,618
<b>Total Expenditures</b>	<b>1,693,955</b>	<b>1,769,789</b>	<b>1,912,000</b>	<b>1,886,000</b>	<b>1,948,647</b>

## Multi-Modal Fund

180 – MULTI-MODAL	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	289,063	341,661	163,574
Intergovernmental	70,965	74,191	101,069	101,554	102,585
Miscellaneous Revenue	76,569	86,585	82,715	87,809	90,304
<b>Total Revenues</b>	<b>147,534</b>	<b>160,776</b>	<b>472,847</b>	<b>531,024</b>	<b>356,463</b>
<b>Expenditures</b>					
Supplies	2,545	3,150	9,000	10,000	10,000
Services & Charges	56,633	40,326	182,823	57,450	58,123
Transfers & Pass Through's	-	-	-	300,000	-
Budgeted End Fund Balance	-	-	281,024	163,574	288,340
<b>Total Expenditures</b>	<b>59,178</b>	<b>43,476</b>	<b>472,847</b>	<b>531,024</b>	<b>356,463</b>

## School Impact Fund

182 – SCHOOL IMPACT	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	-	-	-
Charges Goods & Services	1,902,075	2,325,575	2,500,000	2,500,000	2,500,000
Miscellaneous Revenue	850	1,367	-	-	-
<b>Total Revenues</b>	<b>1,902,925</b>	<b>2,326,942</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>2,500,000</b>
<b>Expenditures</b>					
Services & Charges	1,915,573	2,333,355	2,500,000	2,500,000	2,500,000
<b>Total Expenditures</b>	<b>1,915,573</b>	<b>2,333,355</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>2,500,000</b>

## Marina Fund

185 - MARINA	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	43,125	82,484	88,532
Miscellaneous Revenue	17,762	19,184	19,600	19,600	19,600
<b>Total Revenues</b>	<b>17,762</b>	<b>19,184</b>	<b>62,725</b>	<b>102,084</b>	<b>108,132</b>
<b>Expenditures</b>					
Salaries & Wages	50	-	-	-	-
Personnel Benefits	27	-	-	-	-
Supplies	-	-	-	-	-
Services & Charges	12,514	10,471	13,710	13,552	13,580
Budgeted End Fund Balance	-	-	49,015	88,532	94,552
<b>Total Expenditures</b>	<b>12,591</b>	<b>10,471</b>	<b>62,725</b>	<b>102,084</b>	<b>108,132</b>

## Lodging Fund

188 – LODGING	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	-	-	-
Taxes	277,117	327,947	275,000		-
Charges Goods & Services	-	-	-	325,000	325,000
Miscellaneous Revenue	136	430	-	250	250
<b>Total Revenues</b>	<b>277,253</b>	<b>328,377</b>	<b>275,000</b>	<b>325,250</b>	<b>325,250</b>
<b>Expenditures</b>					
Services & Charges	308,697	328,241	275,000	325,250	325,250
Budgeted End Fund Balance	-	-	-	-	-
<b>Total Expenditures</b>	<b>308,697</b>	<b>328,241</b>	<b>275,000</b>	<b>325,250</b>	<b>325,250</b>

## Litter Abatement Fund

189 – LITTER ABATEMENT	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	9,651	19,618	22,052
Charges Goods & Services	10,625	12,500	12,500	12,500	12,500
Miscellaneous Revenue	35	116	50	50	50
Transfer In	5,000	5,000	5,000	5,000	5,000
<b>Total Revenues</b>	<b>15,660</b>	<b>17,616</b>	<b>27,201</b>	<b>37,168</b>	<b>39,602</b>
<b>Expenditures</b>					
Services & Charges	12,816	8,705	15,145	15,116	15,122
Budgeted End Fund Balance	-	-	12,056	22,052	24,480
<b>Total Expenditures</b>	<b>12,816</b>	<b>8,705</b>	<b>27,201</b>	<b>37,168</b>	<b>39,602</b>

## Revolving Abatement Fund

190 – REVOLVING ABATEMENT	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	497,402	328,473	239,413
Charges Goods & Services	124,153	79,278	50,000	50,000	50,000
Fines & Penalties	235,467	171,813	130,500	130,500	130,500
Miscellaneous Revenue	7,060	10,523	5,500	5,500	5,500
<b>Total Revenues</b>	<b>366,680</b>	<b>261,614</b>	<b>683,402</b>	<b>514,473</b>	<b>425,413</b>
<b>Expenditures</b>					
Services & Charges	162,372	296,240	112,934	275,060	275,258
Budgeted End Fund Balance	-	-	570,468	239,413	150,155
<b>Total Expenditures</b>	<b>162,372</b>	<b>296,240</b>	<b>683,402</b>	<b>514,473</b>	<b>425,413</b>

## TRAC Fund

191 – TRAC	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	217,847	465,228	466,597
Taxes	276,864	325,587	275,000	-	-
Miscellaneous Revenue	427	1,192	300	3,000	3,000
Transfer In	-	-	-	275,000	275,000
<b>Total Revenues</b>	<b>277,291</b>	<b>326,779</b>	<b>493,147</b>	<b>743,228</b>	<b>744,597</b>
<b>Expenditures</b>					
Services & Charges	273,948	122,003	278,094	276,631	276,713
Budgeted End Fund Balance	-	-	215,053	466,597	467,884
<b>Total Expenditures</b>	<b>273,948</b>	<b>122,003</b>	<b>493,147</b>	<b>743,228</b>	<b>744,597</b>

## Park Development Fund

192 – PARK DEVELOPMENT	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	1,877,837	2,196,028	1,719,769
Charges Goods & Services	293,209	465,088	504,100	504,100	504,100
Miscellaneous Revenue	11,978	30,369	10,000	10,000	10,000
<b>Total Revenues</b>	<b>305,187</b>	<b>495,457</b>	<b>2,391,937</b>	<b>2,710,128</b>	<b>2,233,869</b>
<b>Expenditures</b>					
Services & Charges	-	-	21,247	30,359	30,977
Transfers & Pass Throughs	287,560	924,619	20,000	960,000	420,000
Budgeted End Fund Balance	-	-	2,350,690	1,719,769	1,782,892
<b>Total Expenditures</b>	<b>287,560</b>	<b>924,619</b>	<b>2,391,937</b>	<b>2,710,128</b>	<b>2,233,869</b>

**Non-recurring Capital Expenditures** – The Park Development Fund is planning to build/improve several parks over the next biennium. \$800K will be used to build Road 84 park, \$420K will be used to develop Chapel Hill Park, and improvements will be made to the 'A' Street Sporting Complex and Road 54 Park for \$140K and \$20K, respectively. The capital expenditures discussed above are expected to increase operational expense in the future by about \$100K each year collectively for all projects.

## Capital Improvement (REET) Fund

193 – CAPITAL IMPROVEMENT REET	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	3,208,745	7,042,960	1,669,400
Taxes	1,722,389	2,235,264	1,700,000	1,750,000	1,760,000
Miscellaneous Revenue	45,669	80,411	28,000	75,000	75,000
Transfer In	-	-	-	-	-
<b>Total Revenues</b>	<b>1,768,058</b>	<b>2,315,675</b>	<b>4,936,745</b>	<b>8,867,960</b>	<b>3,504,400</b>
<b>Expenditures</b>					
Services & Charges	-	-	7,260	19,016	19,967
Transfers & Pass Throughs	642,917	1,422,673	4,407,000	7,179,544	1,010,000
Budgeted End Fund Balance	-	-	522,485	1,669,400	2,474,433
<b>Total Expenditures</b>	<b>642,917</b>	<b>1,422,673</b>	<b>4,936,745</b>	<b>8,867,960</b>	<b>3,504,400</b>

**Non-recurring Capital Expenditures** – The Capital Improvement Fund receives its revenue from Real Estate Excise Tax and is earmarked for large capital projects. Over \$8M authorized for this biennium will be allocated to some high priority projects, as well as other projects important to the community. Addition of a Community Center is expected to increase operational cost in future years; however, a study to determine the services available at the facility are currently being conducted and true cost of operation will not be known until those decisions are made. Construction of Fire Station 85 will increase the operational cost for the City significantly; however, the capital expenditure related to Fire Station 85 is only land purchase for this biennium as a part of long-term strategic plan.

<b>Project Name</b>	<b>Fund Authorized</b>
City Hall Remodel Phase II	1,667,544
Animal Control Facility	1,444,000
Chapel Hill Blvd Ext- LID 150	1,262,000
Community Center	900,000
Sacajawea Heritage Trail BNSF Tunnel	700,000
Fire Station 81 Remodel	355,000
Station 84 Replacement	325,000
Fire Station 85 Land Purchase	250,000
Stations 83 Replacement	225,000
Schlagel Park Improvements	220,000
Memorial Pool Upgrades	200,000
Dog Park	165,000
Highland Park Restroom/Concession/Storage	110,000
Sacajawea Heritage Trail Levee Lowering	100,000
Pasco Sporting Complex Phase II	100,000
Kurtzman Shelter	60,000
Downtown Police Substation & Services Facility	50,000
Parks & Facilities Sign Replacement	35,000
Peanuts Park Restoration	21,000
<b>Grand Total</b>	<b>8,189,544</b>

## Stadium/Convention Center Fund

195 – STADIUM/ CONVENTION CTR	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	290,735	445,254	453,943
Taxes	276,864	325,588	315,000	-	-
Miscellaneous Revenue	33,008	30,524	32,300	34,300	34,300
Debt Proceeds	-	-	-	2,000,000	-
Transfer In	-	-	-	160,000	160,000
<b>Total Revenues</b>	<b>309,872</b>	<b>356,112</b>	<b>638,035</b>	<b>2,639,554</b>	<b>648,243</b>
<b>Expenditures</b>					
Services & Charges	165,001	175,210	220,609	25,611	25,611
Transfers & Pass Throughs	-	-	-	2,000,000	-
Debt Principal	116,394	119,886	123,484	80,000	83,200
Debt Interest	10,793	7,302	3,705	80,000	76,800
Budgeted End Fund Balance	-	-	290,237	453,943	462,632
<b>Total Expenditures</b>	<b>292,188</b>	<b>302,398</b>	<b>638,035</b>	<b>2,639,554</b>	<b>648,243</b>

**Non-recurring Capital Expenditures** – The Stadium/Convention Center will provide \$2M in the next biennium to make various improvements to the Gesa Stadium. These expenditures are not expected to generate additional operational expenditures; rather there will likely be reduced utility costs because of the installation of more efficient lighting.

## Hotel/Motel Excise Tax Fund

196 – HOTEL/MOTEL EXCISE TAX	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	-	-	19,378
Taxes	-	-	-	625,500	625,500
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>625,500</b>	<b>644,878</b>
<b>Expenditures</b>					
Services & Charges	-	-	-	171,122	171,122
Transfers & Pass Throughs	-	-	-	435,000	435,000
Budgeted End Fund Balance	-	-	-	19,378	38,756
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>625,500</b>	<b>644,878</b>

No staffing in the aforementioned funds.

# ENTERPRISE FUND

## Public Works - Utilities



<b>410 - UTILITIES</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	24,457,191	22,737,575	19,589,195
Licenses And Permits	158,564	185,593	185,593	208,198	208,198
Intergovernmental	10,937	6,074,201	600,000	1,216,000	195,000
Charges for Service Finds & Forfeitures	23,419,633	25,628,338	27,244,704	29,106,353	28,477,553
Miscellaneous	-	-	-	-	-
Other Financing Source	170,541	285,358	89,438	22,963,562	9,246,227
Debt Service Proceeds	1,965,411	1,827,575	-	1,805,100	1,805,100
Transfers in	4,002,452	9,998,509	4,243,000	854,000	263,500
	-	65,000	-	-	-
<b>Total Revenues</b>	<b>29,727,538</b>	<b>44,064,574</b>	<b>56,819,926</b>	<b>78,890,788</b>	<b>59,784,773</b>
<b>Expenditures</b>					
Salaries	3,097,783	3,461,415	4,109,593	4,235,139	4,383,060
Personnel Benefits	2,255,786	1,636,421	1,816,911	1,889,050	1,949,885
Supplies	1,715,117	1,918,032	2,234,240	2,388,448	2,390,438
Other Service Charges	9,669,315	9,923,546	10,573,482	12,897,845	11,857,356
Transfer Out	-	-	-	-	-
Capital Outlay	8,277,511	10,205,709	11,515,125	31,304,700	11,150,000
Debt Services Principal	8,715,547	3,281,308	3,768,233	4,671,269	3,011,771
Debt Services Interest	1,511,021	1,629,123	1,975,729	1,915,142	1,813,475
Budgeted End Fund Balance	-	-	20,826,613	19,589,195	23,228,788
<b>Total Expenditures</b>	<b>35,242,080</b>	<b>32,055,554</b>	<b>56,819,926</b>	<b>78,890,788</b>	<b>59,784,773</b>

Non-recurring Capital Expenditure – Over \$42M is budgeted to provide Water, Sewer, Irrigation, Stormwater, and Process Water Reuse services. The major capital investments are related to improvement of existing facility like PWRF Primary Treatment (\$7.3M), Columbia East Force Main (\$6.2M), Irrigation Pump Station (\$3.8M), and utility work for Lewis Street Overpass (\$0.5M) etc. Other than minimal increase to utility cost, which is expected to be offset by the replacement of the Road 36 and 9<sup>th</sup> & WA Lift Stations to new and efficient units. Improvements of the Process Water Reuse Facility will increase capacity of the facility, but not increase operational cost.

<b>Fund</b>	<b>Project Name</b>	<b>Fund Authorized</b>
<b>Process Water Reuse Facility</b>	Columbia East Force Main & Lift Station	7,870,000
	PWRF Primary Treatment Improvements	7,359,000
	Irrigation Pump Station Improvements	4,271,000
	Solids Handling Improvements	300,000
	Foster Wells Automatic Transfer Switch Replacement	333,000
	Wemco Model "C" 3 x 3 Pump (Wasting)	43,000
	Godwin Heidra 4" Pump & Hoses	40,000
	Connex Containers (4)	35,000
	Goulds 3196 3 x 1.5" Pump (Spray Bar)	14,000
	Belt Alignment Tool	6,200
<b>Process Water Reuse Facility Total</b>		<b>20,271,200</b>
<b>Sewer</b>	River Outfall Phase 1	6,464,000
	Broadmoor Area Lift Station	3,500,000
	Harris Road Transmission Main	2,500,000
	Pearl Street lift Station	890,000
	WWTP PLC & Controls Upgrade	855,000
	9th and WA Lift Station	731,000
	Road 36 Lift Station	281,000
	Road 52 & Pearl Lift Station	270,000
	Aeration Basin Diffusers	150,000
	Maitland lift Station	132,000
	Secondary Clarifier Drive Mechanism	100,000
	MAU 701 Replacement -Air Handler for Raz Waz Basement	22,000
	Steerable Sanitary Drain Tractor (CCTV)	21,000
	MAU 801 Replacement - Air Handler for UV Building	20,000
	BOD Incubator (Replacement)	10,000
	Auto Sampler	10,000
	6" Rotork MOV - Valve & Actuator (Replacement in Digester Building)	9,000
Lime System Control Cabinet	6,000	
<b>Sewer Total</b>		<b>15,971,000</b>

<b>Water</b>	Chapel Hill Upsize	920,000
	West Pasco WTP Improvements	856,000
	West Pasco WTP Improvements	800,000
	Butterfield Chlorine Safety	250,000
	Lewis Street Overpass	250,000
	Main replacement Star Lane	218,000
	Main Replacement Alley E. of Wehe	140,000
	Butterfield Chlorine Safety	75,000
	Water main Replacement S. 18th Ave	73,000
	VFD for High Service Pump #5	57,000
	Backwash Valves (Support IMS Cap Replacement)	50,000
	Eastside Booster Pumps (2) - Replacement of Existing	25,000
	Mag Flow Meter (Support IMS Cap Replacement)	15,000
	Eastside Booster Pumps Replacement of Existing	12,500
	Pressure Monitoring System (Monitor Diff Pressure in Backwash)	11,000
	Tapping Machine	10,500
	PLC Remote Rack Cabinet - Chemical Room	10,000
	4" Hammerhead Mole	7,500
<b>Water Total</b>	<b>3,780,500</b>	
<b>Stormwater</b>	Lewis St Overpass	250,000
	Capital Participation Program	200,000
	Road 68 Interchange	50,000
	Wrigley Drive Extension	50,000
	James Street Improvements	50,000
	Gator UTV (Weed Control)	9,000
<b>Stormwater Total</b>	<b>609,000</b>	
<b>Irrigation</b>	Chapel Hill Blvd Rd 68 to Rd 84	220,000
	Main extension - Wrigley Drive	213,000
	System Evaluation Project	150,000
	Chapel Hill Blvd Main to I-182	100,000
	Chapel Hill Blvd Pressure Reduce Valve	90,000
<b>Irrigation Total</b>	<b>773,000</b>	
<b>Grand Total</b>	<b>41,404,700</b>	

<b>Utilities Personnel Summary</b>					
<b>Position</b>	<b>Number of Employees (FTE)</b>				
	2016	2017	2018	2019	2020
Public Works Director	0.63	0.63	0.63	0.63	0.63
Public Works Superintendent	0.6	0.6	0.7	0.7	0.7
Public Works Division Manager	3.17	3.17	3.17	2.5	2.5
Finance Director	0	0	0.1	0.1	0.1
Chief Plant Operator	2	2	2	2	2
Lead Water Distribution Worker	1	1	1	1	1
Lead Wastewater Worker	1	1	1	1	1
Lead Water Reuse Worker	1	1	1	1	1
Instrumentation Tech	1	1	1	1	1
Lab Technician	1	1	1	1	1
Water/Wastewater Plant Operator	11	10	9	9	9
Maintenance Worker/Mechanic	3.36	4.36	4.36	5	5
Cross Connect Specialist	2	2	1	1	1
Heavy Equipment Operator	16	16	16	17	17
Senior Management Analyst	0	1	1	1	1
Utility Maintenance Worker	12	12	12	12	12
Engineering Tech I	1	1	2	2	2
Administrative Assistant II	0.5	0.5	0.5	0.5	0.5
Administrative Assistant I	0.49	0.49	1.39	1.68	1.68
Environmental Compliance Officer	0	0	1	1	1
<b>Total</b>	<b>57.75</b>	<b>58.75</b>	<b>59.85</b>	<b>61.11</b>	<b>61.11</b>

1.26 FTE – Increase is due to staff moving from the Streets Fund to the Utilities Fund.

No authorized change for 2019 to 2020.

## PUBLIC WORKS – OPERATIONS DIVISION

### MISSION

To provide sustainable and responsive operations and maintenance of the City's streets and utilities through thoughtful and deliberate execution of municipal services in support of public needs and Council goals and objectives.

### MAJOR FUNCTIONS

Public Works Operations (Operations) provides reliable and cost-effective maintenance for the City's water, sewer, irrigation, stormwater, and process water reuse facility utilities, and also maintains the City streets and traffic signal systems. Operations also provide, as an internal service provider, regular and routine maintenance of City-owned vehicles and equipment.

### 2018 ACCOMPLISHMENTS

- Operations underwent a thorough reorganization that is unconventional within the public works community. This began in fall 2017 and included:
  - A review and analysis completed by the Division Managers and Superintendent of the organizational structure, including staff and manager assignments.
  - Restructure of the organization splitting the operation into four divisions: Maintenance, Construction, Pumps, and Plants. The intent of this shift was to better meet expectations of the public, to prioritize our work assignments with Council's goals, and to align work-types and work-functions.
  - Each of the new divisions incorporate work functions from each of the previous five divisions:
    - Maintenance and Construction Divisions will provide service to water, streets, sewer, irrigation, and stormwater related tasks and work assignments, including special projects that may come up from time to time.
    - Pump Crew performs work related to pump and mechanical maintenance at the PWRF and within the water, sewer, and irrigation utilities.
    - Plant operations will focus their time and efforts on process control at the wastewater and water treatment plants.

### WATER

- Complete an additional 22% of the Unidirectional Flushing – program is on schedule.
- Closely worked with the Fire Department and Port of Pasco to install fire service at the Fire Training Facility and on Maitland Avenue. Work is ongoing to accomplish the installation of 10 new fire hydrants.
- Evaluated vendors through field testing meters and telemetry infrastructure advancing our goal to install electronic read meters on the water system. Work will continue through 2019 (CIP Project #18050).
- Worked with Department of Health to advance their Water Plants Optimization Program including:
  - Implementation of enhanced backwash process to eliminate the turbidity spike seen when returning a filter back to service;
  - Completed several studies related to plant operation optimization, coagulation, ways to improve process, and ways to avoid inherently creating risk; and
  - Installed filter turbidity meter flow controllers and online analytics for improved disinfection monitoring, increasing the plants disinfection contact time.

- Processed and supplied nearly 3.9 billion gallons of water through September which is a 4% increase over 2017.
- Received 1<sup>st</sup> Place in the American Water Works Association (Central Washington) subsection for best tasting water.
- Completed filter system assessment to guide repair decision and determine improvements to filtration processes at the Butterfield Water Treatment Plant. The assessment will assist with determination of the existing life of filters and provide analysis to filter needs as the plant expands.

## SEWER

- Advanced goal to CCTV 100% of the City's sewer infrastructure by indexing and uploading video into Cartegraph.
- Inspected 100% of the City's manholes including indexing, GPS, and uploading into GIS and Cartegraph.
- Received zero claims against the City for sewer backups and responded to 30 customer service calls related to sewer services.
- Received recognition from the Department of Ecology for a fourth consecutive year of a violation-free wastewater plant operation.
- Completed implementation of work order module in Cartegraph. Ongoing efforts will enhance system to track work and associated costs of sewer infrastructure.

## IRRIGATION

- Streamlined maintenance assignments by aligning types of work performed by crews and assigning crews that perform similar tasks to better meet the needs of the public.
- Continued the installation of isolation valves to lessen the number of customers impacted by a major repair or routine maintenance by quickly isolating leaks.
- Completed Irrigation System Capacity Study which identified additional source capacity needs to service approximately 80 acres of future irrigable land available and bring system up to meet minimum 30 psi throughout the system.
- Reduced number of service calls needing response by over 27%.
- Increased supplied irrigation water by 11% (2.8 billion gallons).

## STORMWATER

- Redesigned maintenance programs to focus stormwater infrastructure efforts to areas that discharge into the Columbia River.
- Developed a Stormwater Utility Education and Outreach Program utilized at the Benton County Fair, Cinco de Mayo, Fiery Foods Festivals, and Tons of Trucks.
- Progressed goal of developing plan to conduct a system-wide condition assessment every five years by starting with systems that discharge directly into the river. This effort will be ongoing.
- Prioritized maintenance work with strategic and focused efforts with Cartegraph and developed a standard for timing and frequency each catch basin will be visited.
- Completed 100% identification, documentation, and mitigation of all illicit discharges.
- Maintained low quantity of low quality water from entering the Columbia River by focused efforts on the six stormwater outfalls and inspecting and cleaning each.

## PROCESS WATER REUSE FACILITY

- Installed new solids handling auger that is appropriately sized to meet current and future demands that conveys solids from industrial waste into bins for disposal.
- Rehabilitated two wells which included the looping of well infrastructure to allow for more consistent and reliable well water to pivots.

- Improvements in staff maintenance programs continued to advance operational reliability including no center-pivot breakdowns in 2018.
- Improved remote communication capabilities through the installation of new line-of-site antenna which allow all pivots and wells to be controlled remotely.
- Completed Facilities Plan/Engineering Study and will begin work on rate study for facility upgrades identified.
- Installed new style tires on Circle 5 for testing with the goal of reducing staff time filling ruts created by the irrigation pivots.
- Repaired seventeen pipe breaks throughout the farm and facility, an ongoing effort due to the age of the equipment.
- Connected five irrigation wells together to improve delivery efficiency of well water to the farm circles.
- Increased volume of industrial waste by 13.5% (5.1 billion gallons) into facility.

## 2019-2020 GOALS

### WATER

- Continue efforts to complete an additional 22% of the Unidirectional Flushing.
- Train and deploy staff for the ongoing maintenance of City fire hydrants to help mitigate future failures and support the Fire Rating.
- Continue analysis and installation of electronic read meters (CIP Project #18050).
- Continue working with the Department of Health on their water plants optimization program.
- Completion of the EPA Cyanotoxin two-year monitoring program. This is an EPA requirement based on the method in which we dose chlorine.
- Meet Uni-Directional Flushing goal of at least 22% of zones on a 5-year cycle as to ensure compliance with the Fire Rating program.
- Continue planned replacement of Butterfield filter underdrains on two complete filter units. This will be part of the maintenance program until all 16 filter underdrains have been replaced.
- Meet Fire Hydrant Maintenance goal of every hydrant maintained once per year which ensures compliance with the Fire Rating program.

### SEWER

- CCTV all critical and problem areas of the City's sewer infrastructure. This routine maintenance program ensures the sewer infrastructure operates at its highest efficiency.
- Inspect remaining City manholes so 100% are documented as assets in Cartegraph.
- Receive zero claims against the City for sewer backups; a continuing annual goal.
- Maintain a violation-free treatment plant operation; a continuing annual goal.
- Complete construction of the Wastewater Treatment Plant Programmable Logic Controllers (PLC) and Controls Upgrade Project (CIP Project #18059). This project replaces the existing outdated 1990's era system with one that has the ability to use Ethernet connectivity, that uses reliable and readily available technical support, parts and service, includes modern software packages and hardware upgrades and provides significant improvement to system reliability and continuity.
- Repair and/or replace ten manhole castings identified as top priority repairs.
- Complete the inspection of at least 33% of the gravity sewer system; a continuing annual goal.
- Develop a work order system based on Cartegraph's Overall Condition Rating for the sewer system.

## IRRIGATION

- Continue annual installation of isolation valves through the utility to lessen the number of customers impacted by a major repair or routine maintenance.
- Rehabilitate two of the irrigation well sites. This will be an annual goal to ensure reliable irrigation service.
- Rebuild three Pressure Reducing Valves. This will be an annual goal to ensure reliable irrigation service.
- Achieve over 95% system reliability.
- Improve isolation of leaks through the installation of 6 new in-line valves in the street in areas where mains run through back yards.

## STORMWATER

- Annual completion of 100% CCTV of the City's stormwater infrastructure in Basins Four and Five to ensure stormwater discharges to the Columbia River are within NPDES requirements.
- Develop a plan to conduct a system-wide condition assessment every five years. This ensures the National Pollutant Discharge Elimination System program requirements are being met.
- Identify, document, and mitigate 100% of all illicit discharges to the stormwater system.
- Repair and/or replace ten manhole castings identified as top priority repairs.
- Repair and/or replace failed catch basins as identified and prioritized during annual inspections.

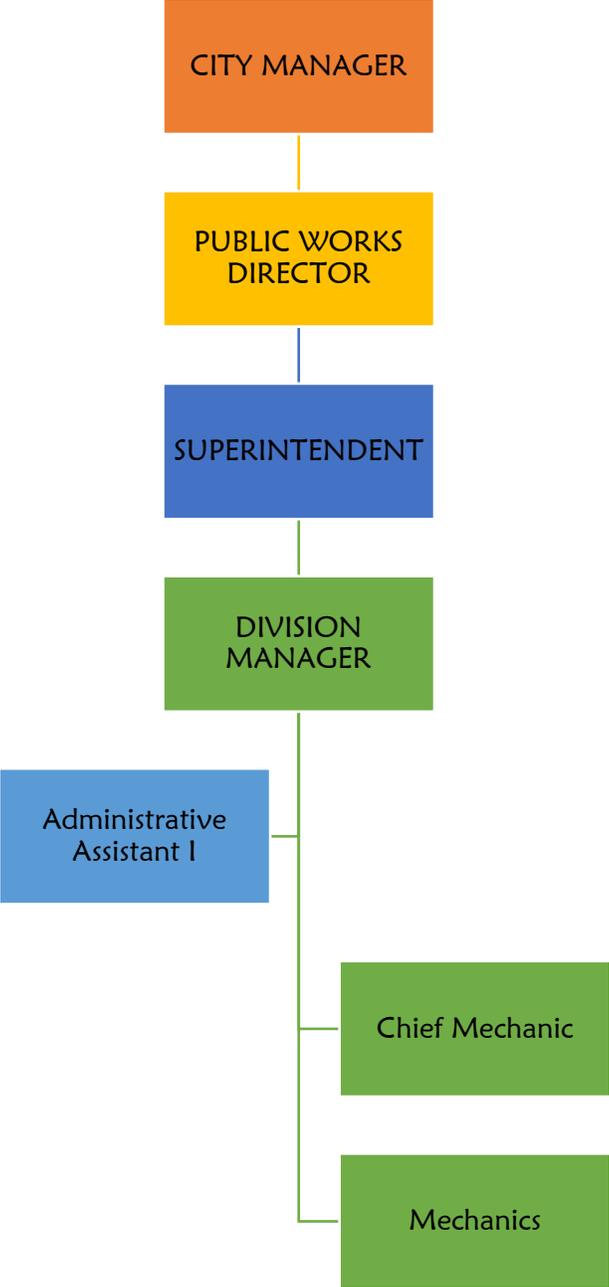
## PROCESS WATER REUSE FACILITY (PWRF) & FARM OPERATIONS

- Continue to evaluate the effectiveness of trial pivot improvements to help reduce maintenance needs throughout the irrigation season.
- Complete Solids Handling Improvements (drying bed) project (CIP Project #17011).
- Remove stored solids from old equalization pond and deliver to drying beds for drying and disposal. This will eliminate much of the odor problems with the current facility.
- Complete pump and force main reconfiguration at Foster Wells Lift station to provide more reliability and redundancy so as to reduce unanticipated shutdowns and negative impacts to Processors.
- Rehabilitate two fresh water wells. This annual effort ensures these wells continue to operate efficiently to supplement reuse water being used to irrigate the farm circles.
- Implement new pre-treatment requirements for all processors to help ensure the long-term viability of the PWRF facilities.
- Maintain functionality of PWRF while engineered improvements are being built.
- Full implementation and use of Cartegraph for a work order system to track all work and costs
- Continue pivot improvements by installing and evaluating effectiveness of boom backs for improved circle track longevity between maintenance efforts.
- Work with City Clerk to maintain a consistent records management system.



# INTERNAL SERVICE FUNDS

## Equipment Rental



<b>510 – EQUIPMENT O&amp;M GOVERNMENT</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	334,101	312,453	337,178
Charges Goods & Services	48,033	1,106,028	-	1,499,470	1,545,889
Miscellaneous Revenue	1,076,328	10,148	923,223	6,000	6,000
Transfer In	-	-	-	115,306	-
<b>Total Revenues</b>	<b>1,124,361</b>	<b>1,116,176</b>	<b>1,257,324</b>	<b>1,933,229</b>	<b>1,889,067</b>
<b>Expenditures</b>					
Salaries & Wages	172,657	201,925	285,963	464,040	480,280
Personnel Benefits	100,543	60,766	117,634	190,154	196,054
Supplies	461,683	591,553	604,970	738,150	731,114
Services & Charges	222,446	220,105	137,056	203,707	180,929
Budgeted End Fund Balance	-	-	111,701	337,178	300,690
<b>Total Expenses</b>	<b>957,329</b>	<b>1,074,349</b>	<b>1,257,324</b>	<b>1,933,229</b>	<b>1,889,067</b>

<b>511 – EQUIPMENT O&amp;M UTILITY</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	144,368	115,306	-
Charges Goods & Services	-	468,237	-	136,600	139,332
Miscellaneous Revenue	319,111	1,379	407,575	-	-
<b>Total Revenues</b>	<b>319,111</b>	<b>469,616</b>	<b>551,943</b>	<b>251,906</b>	<b>139,332</b>
<b>Expenditures</b>					
Salaries & Wages	91,870	166,554	172,003	-	-
Personnel Benefits	37,964	67,381	70,966	-	-
Supplies	199,681	208,802	251,615	136,600	139,332
Services & Charges	88,478	44,856	38,337	-	-
Transfer out	-	-	-	115,306	-
Budgeted End Fund Balance	-	-	19,022	-	-
<b>Total Expenses</b>	<b>417,993</b>	<b>487,593</b>	<b>551,943</b>	<b>251,906</b>	<b>139,332</b>

<b>515 – EQUIPMENT REPLACEMENT GOVERNMENT</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	10,518,631	11,953,885	10,927,271
Charges Goods & Services	-	2,850,783	-	1,463,495	1,472,411
Miscellaneous Revenue	1,174,112	73,942	1,617,741	656	656
Debt Proceeds	496,606	525,938	14,567	14,567	14,567
Transfer In	-	-	-	-	-
<b>Total Revenues</b>	<b>1,670,718</b>	<b>3,450,663</b>	<b>12,150,939</b>	<b>13,432,603</b>	<b>12,414,905</b>
<b>Expenditures</b>					
Supplies	68,878	83,433	-	-	220,000
Transfers & Pass Throughs	-	-	-	-	-
Capital Outlay	1,088,622	1,918,163	392,881	505,332	579,014
Debt Principal	-	-	-	2,000,000	-
Budgeted End Fund Balance	-	-	11,758,058	10,927,271	11,615,891
<b>Total Expenses</b>	<b>1,157,500</b>	<b>2,001,596</b>	<b>12,150,939</b>	<b>13,432,603</b>	<b>12,414,905</b>
<b>516 – EQUIPMENT REPLACEMENT UTILITY</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	5,227,184	5,045,599	5,015,381
Charges Goods & Services	-	535,480	-	625,382	608,070
Miscellaneous Revenue	878,757	61,884	591,867	-	-
Debt Proceeds	-	-	-	-	-
Transfer In	-	-	-	-	-
<b>Total Revenues</b>	<b>878,757</b>	<b>597,364</b>	<b>5,819,051</b>	<b>5,670,981</b>	<b>5,623,451</b>
<b>Expenditures</b>					
Supplies	-	-	-	-	-
Capital Outlay	433,218	21,127	504,200	655,600	52,470
Budgeted End Fund Balance	-	-	5,314,851	5,015,381	5,570,981
<b>Total Expenses</b>	<b>433,218</b>	<b>21,127</b>	<b>5,819,051</b>	<b>5,670,981</b>	<b>5,623,451</b>

<b>Equipment Rental Personnel Summary</b>					
	<u>Number of Employees (FTE)</u>				
<b>Position</b>	2016	2017	2018	2019	2020
Public Works Director	0.11	0.11	0.11	0.11	0.11
Public Works Superintendent	0.24	0.24	0.24	0.24	0.24
Public Works Division Manager	1	1	1	1	1
Chief Mechanic	1	1	1	1	1
Mechanic	2	2	3	3	3
Staff Accountant	0	0	0.1	0.1	0.1
Administrative Assistant I	1.24	1.24	1.24	1.24	1.24
<b>Total</b>	<b>5.59</b>	<b>5.59</b>	<b>6.69</b>	<b>6.69</b>	<b>6.69</b>

1.0 FTE – The increase from 2017 to 2018 is the addition of 1.0 FTE for Mechanic position.

No authorized changes from 2018 to 2020.

## Medical Service Fund



521 - MEDICAL	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	2,050,000	2,935,638	3,907,515
Charges Goods & Services	5,583,136	6,020,162	6,009,028	6,355,841	6,475,283
Miscellaneous Revenue	33,612	156,294	98,000	105,000	110,000
<b>Total Revenues</b>	<b>5,616,748</b>	<b>6,176,456</b>	<b>8,157,028</b>	<b>9,396,479</b>	<b>10,492,798</b>
<b>Expenditures</b>					
Salaries & Wages	-	-	26,573	30,449	31,515
Personnel Benefits	-	-	9,921	10,758	11,080
Services & Charges	5,070,824	4,890,558	5,373,757	5,447,757	5,532,257
Transfers & Pass Throughs	-	-	75,000	-	-
Budgeted End Fund Balance	-	-	2,671,777	3,907,515	4,917,946
<b>Total Expenses</b>	<b>5,070,824</b>	<b>4,890,558</b>	<b>8,157,028</b>	<b>9,396,479</b>	<b>10,492,798</b>

522 - DENTAL	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	(25,000)	63,478	61,253
Charges Goods & Services	429,315	469,086	487,943	489,852	504,548
Miscellaneous Revenue	699	1,247	1,000	2,000	2,000
Transfer In	-	-	75,000	-	-
<b>Total Revenues</b>	<b>430,014</b>	<b>470,333</b>	<b>538,943</b>	<b>555,330</b>	<b>567,801</b>
<b>Expenditures</b>					
Services & Charges	444,450	456,359	471,023	494,077	497,767
Budgeted End Fund Balance	-	-	67,920	61,253	70,034
<b>Total Expenses</b>	<b>444,450</b>	<b>456,359</b>	<b>538,943</b>	<b>555,330</b>	<b>567,801</b>

Medical/Dental Insurance Personnel Summary					
Position	Number of Employees (FTE)				
	2016	2017	2018	2019	2020
Senior HR Analyst	0.0	0.0	0.3	0.3	0.3
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>

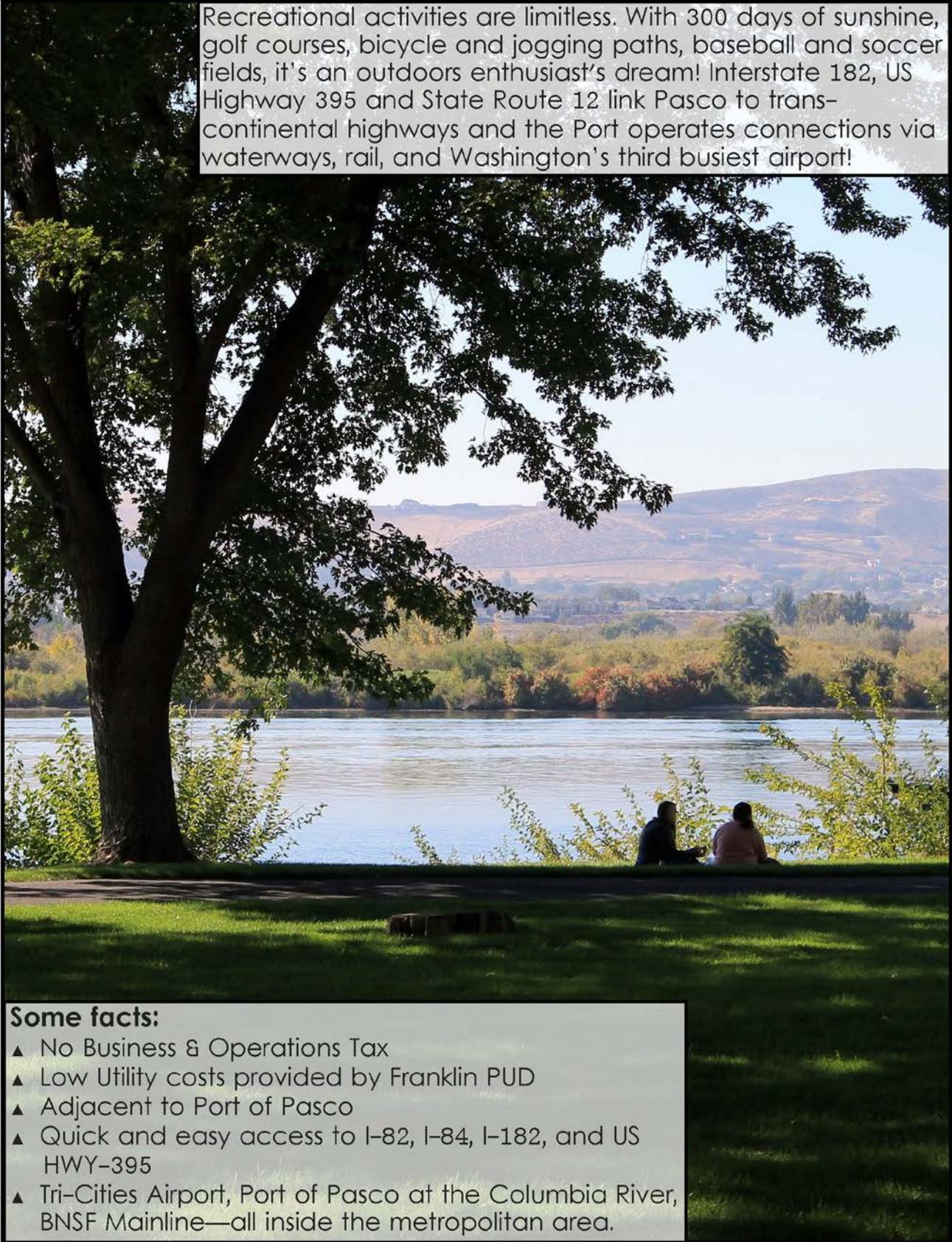
0.3 FTE – The increase from 2017 to 2018 is movement of Senior HR Analyst from General Fund to align with actual effort.

No authorized change from 2018 to 2020.

## Central Stores Fund

<b>530 – CENTRAL STORES</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	12,456	13,080	12,635
Miscellaneous Revenue	90	125	55	55	55
<b>Total Revenues</b>	<b>90</b>	<b>125</b>	<b>12,511</b>	<b>13,135</b>	<b>12,690</b>
<b>Expenditures</b>					
Supplies	-	-	500	500	500
Budgeted End Fund Balance	-	-	12,011	12,635	12,190
<b>Total Expenses</b>	<b>-</b>	<b>-</b>	<b>12,511</b>	<b>13,135</b>	<b>12,690</b>

No staffing in Central Stores Fund.



Recreational activities are limitless. With 300 days of sunshine, golf courses, bicycle and jogging paths, baseball and soccer fields, it's an outdoors enthusiast's dream! Interstate 182, US Highway 395 and State Route 12 link Pasco to trans-continental highways and the Port operates connections via waterways, rail, and Washington's third busiest airport!

**Some facts:**

- ▲ No Business & Operations Tax
- ▲ Low Utility costs provided by Franklin PUD
- ▲ Adjacent to Port of Pasco
- ▲ Quick and easy access to I-82, I-84, I-182, and US HWY-395
- ▲ Tri-Cities Airport, Port of Pasco at the Columbia River, BNSF Mainline—all inside the metropolitan area.

# ALL OTHER FUNDS

## General CIP Fund

367 – GENERAL CIP	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	-	-	-
Intergovernmental	343,019	3,192,349	9,398,000	3,102,000	14,160,000
Miscellaneous Revenue	-	35,000	-	8,973,200	6,815,300
Capital Contribution Cash	-	26,748	4,720,000	-	-
Debt Proceeds	-	-	1,320,000	7,921,000	-
Transfer In	8,432,675	4,455,223	6,690,145	27,253,544	5,383,700
<b>Total Revenues</b>	<b>8,775,694</b>	<b>7,709,320</b>	<b>22,128,145</b>	<b>47,249,744</b>	<b>26,359,000</b>
<b>Expenditures</b>					
Supplies	761,606	409,715	-	-	-
Services & Charges	224,436	437,454	789,553	848,627	853,558
Transfers & Pass Throughs	-	-	-	-	-
Capital Outlay	7,829,465	6,531,019	21,338,592	46,401,117	25,505,442
<b>Total Expenditures</b>	<b>8,815,507</b>	<b>7,378,188</b>	<b>22,128,145</b>	<b>47,249,744</b>	<b>26,359,000</b>

**Non-recurring Capital Expenditures** – All capital construction, with the exception of the Utilities construction, are carried out in the General Capital Improvement Project Fund. All non-recurring capital expenditure in this fund have been discussed in other funds.

## Cemetery Endowment Fund

605 – CEMETERY ENDOWMENT	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	501,529	532,848	562,848
Charges Goods & Services	18,609	17,552	15,000	20,000	20,000
Miscellaneous Revenue	122	1,193	200	10,000	12,500
<b>Total Revenues</b>	<b>18,731</b>	<b>18,745</b>	<b>516,729</b>	<b>562,848</b>	<b>595,348</b>
<b>Expenditures</b>					
Budgeted End Fund Balance	-	-	516,729	562,848	595,348
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>516,729</b>	<b>562,848</b>	<b>595,348</b>

## Old Fire Pension Fund

610 – OLD FIRE PENSION	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	2,411,750	2,755,894	2,741,965
Intergovernmental	58,193	63,503	64,000	73,500	73,500
Miscellaneous Revenue	255,214	347,898	17,516	8,760	8,796
Dividends	12,735	36,220	25,000	34,310	34,310
Debt Proceeds	6,348	-	6,879	7,340	7,604
<b>Total Revenues</b>	<b>332,490</b>	<b>447,621</b>	<b>2,525,145</b>	<b>2,879,804</b>	<b>2,866,175</b>
<b>Expenditures</b>					
Salaries & Wages	118,054	120,503	129,984	134,400	137,000
Services & Charges	7,914	5,870	5,423	3,439	5,273
Budgeted End Fund Balance	-	-		2,741,965	2,723,902
<b>Total Expenditures</b>	<b>125,968</b>	<b>126,373</b>	<b>2,525,145</b>	<b>2,879,804</b>	<b>2,866,175</b>

## Old Fire OPEB Fund

619 – OLD FIRE OPEB	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
<b>Revenues</b>					
Budgeted Beg Fund Balance	-	-	2,515,522	2,907,441	2,799,536
Miscellaneous Revenue	305,359	454,273	10,000	5,000	5,000
Dividends	12,858	53,582	40,000	52,000	52,000
<b>Total Revenues</b>	<b>318,217</b>	<b>507,855</b>	<b>2,565,522</b>	<b>2,964,441</b>	<b>2,856,536</b>
<b>Expenditures</b>					
Personnel Benefits	105,048	94,835	105,048	87,540	90,166
Services & Charges	86,859	54,052	81,167	77,365	77,465
Budgeted End Fund Balance	-	-	2,379,307	2,799,536	2,688,905
<b>Total Expenditures</b>	<b>191,907</b>	<b>148,887</b>	<b>2,565,522</b>	<b>2,964,441</b>	<b>2,856,536</b>

No staffing in the aforementioned funds.

## CAPITAL PLAN AND BUDGETING

The Capital Improvements Projects section lists capital improvement projects budgeted for the six-year period, including funding sources. The CIP is a six-year plan for capital and major improvements that support the City of Pasco's current and future population and economy. The City's CIP is a long-range schedule of proposed public facilities, infrastructure and major projects, which includes estimated costs and sources of funding over a six-year period. The CIP is updated annually for the purpose of confirming and/or reorganizing projects on a priority basis and to prepare the Capital Projects Budget. The Council's adoption of the CIP in no way constitutes an appropriation of funds to a specific project.

- The City will make capital improvements in accordance with an adopted Capital Improvement Plan as budgeted within the current biennial budget.
- The City will determine the most cost effective financing method for all new projects.
- For each capital project and for each year of the six-year planning period, the CIP shall include an estimate of the cost of construction, an estimate of the annual O&M impact, and anticipated sources of funding.

For more detail, please refer to 2019-2024 Capital Improvement Plan available on City's website.

The Ordinance that follows shows the authorized capital budget for biennium 2019-2020.

ORDINANCE NO. 4402

AN ORDINANCE ADOPTING THE CITY OF PASCO CAPITAL PROJECTS BUDGET FOR THE 2019-2020 BIENNIUM WHEREAS, subsequent to due notice and public hearing thereon, the City Council for the City of Pasco has approved the following Capital Project Budget for the 2019-2020 biennium; NOW, THEREFORE,

THE CITY COUNCIL OF THE CITY OF PASCO, WASHINGTON, DO ORDAIN AS FOLLOWS:

**Section One:**

That the capital projects are hereby authorized as detailed. The following schedule summarizes newly authorized projects, as well as continuing projects, and constitutes the Capital Projects Budget.

**CAPITAL PROJECTS BUDGET FOR 2019-2020**

	<b>2019-2020 Budget</b>
<b><u>General</u></b>	
Animal Control Shelter	4,344,000
Downtown Police Substation & Services Facility	50,000
City Hall Remodel Phase II	1,667,544
Wayfinding & Signage	415,000
Community Center	3,150,000
Gesa Stadium	2,000,000
Fire Station 83 Replacement	5,919,845
Fire Station 84 Replacement	12,630,155
Fire Station 81 Remodel	355,000
Fire Station 85 Land Purchase	250,000
<b>Total General</b>	<b>30,781,544</b>
<b><u>Parks &amp; Recreation</u></b>	
Peanuts Park Restoration	5,225,000
Schlagel Park Improvements	720,000
Chapel Hill Park	420,000
Highland Park Restroom/Concession/Storage Building	200,000
Dog Park	200,000
Road 84 Park	800,000
Road 54 Park Improvement Erwen Property	20,000
A Street Sporting Complex	1,040,000
Pasco Sporting Complex Update Phase II	100,000
Memorial Pool Upgrades	500,000
Kurtzman Shelter	60,000
Parks & Facilities Sign Replacement	35,000
Sacajawea Heritage Trail- Levee Lowering	100,000
Sacajawea Heritage Trail - BNSF Tunnel Passage	1,650,000
<b>Total Park &amp; Facilities</b>	<b>11,070,000</b>
<b><u>Transportation</u></b>	
Chapel Hill Blvd Extension - LID 150	9,183,000
Argent Road (20th Ave to Rd 44)	3,255,200
Lewis Street Overpass	16,447,000
James Street Improvements	1,569,000
Road 68 Interchange Improvements	548,000
Crescent Road (Rd 108 to Chapel Hill Blvd)	200,000
Sandifur Parkway Widening (Rd 52 to 60)	250,000
Wrigley Drive Extension	354,000
20th Avenue Court Street to Interstate 182 Overlay	440,000
Pavement Preservation Program	555,000
City Wide Traffic Signal Improvement Phase II	3,000,000
Road 76 Overpass	50,000
<b>Total Transportation</b>	<b>35,851,200</b>
<b><u>Water</u></b>	
Annual Water System Improvements - Development	200,000
Annual Water Upsize - Development	200,000
Chapel Hill Boulevard Water Main Upsize	920,000
West Pasco (WTP) Plant Improvements	1,656,000
Butterfield (WTP) - Chlorine Safety	325,000
Water Main Replacement - Star Lane (Rd 100 to Rd 97)	218,000
Water Main Replacement - South 18th Ave (Court St to WA Ave)	73,000
Water Main Replacement - Alley East of Wehe Ave	140,000
<b>Total Water</b>	<b>3,732,000</b>

**Irrigation**

Chapel Hill Boulevard (Road 84 to Road 68)	220,000
Chapel Hill Boulevard to Interstate 182 - Irrigation Main	100,000
Chapel Hill Boulevard Pressure Reducing Valve (PRV)	90,000
Irrigation Main Extension - Wrigley Drive	213,000
<b>Total Irrigation</b>	<b>623,000</b>

**Sewer**

Annual Sewer System Improvements - Development	200,000
Annual Sewer Upsize - Development	200,000
Wastewater Treatment Plant (PLC)s and Controls Upgrade	855,000
River Outfall Phase I	6,464,000
Harris Road Sewer Transmission Main	2,500,000
9th & Washington Lift Station	731,000
Pearl Street Lift Station	890,000
Road 36 Lift Station Upgrades	281,000
Maitland Lift Station - Purchase/ Install 4th Pump	132,000
Broadmoor Area Lift Station	3,500,000
Road 52 & Pearl Street Lift Station	270,000
<b>Total Sewer</b>	<b>16,023,000</b>

**Stormwater**

Annual Stormwater Improvements - Development	200,000
Capital Stormwater Participation Program	200,000
<b>Total Stormwater</b>	<b>400,000</b>

**Process Water Reuse Facility**

Columbia East Force Main & Lift Station	7,870,000
PWRF Solids Handling Improvements	300,000
PWRF Irrigation Pump Station (IPS) Improvements	4,271,000
Foster Wells Automatic Transfer Switch Replacement	150,000
PWRF Primary Treatment Improvement	7,359,000
<b>Total PWRF</b>	<b>19,950,000</b>

**TOTAL CIP BUDGET**

**118,430,744**

**Section Two:**

This Ordinance is approved at the program level as shown below and shall be in full force and effect on January 1, 2019.

<b><u>Program</u></b>	<b><u>2019 Budget</u></b>
General	30,781,544
Park & Facilities	11,070,000
Transportation	35,851,200
Water	3,732,000
Irrigation	623,000
Sewer	16,023,000
Stormwater	400,000
PWRF	19,950,000
<b>TOTAL CIP BUDGET</b>	<b>118,430,744</b>

PASSED by the City Council of the City of Pasco this 3rd day of December 2018.

  
Matt Watkins, Mayor

ATTEST:  
  
Daniela Erickson, City Clerk

Approved as to Form:  
  
Leland B. Kerr, City Attorney

CITY OF PASCO

CIP PROJECT SUMMARY BY CATEGORY: 2019-2024

Project Name	Current									Total Request 2019-2024
	Total Project Cost	Project to Date 12/31/17	Year Anticipated Cost	Plan Year 2019	Plan Year 2020	Plan Year 2021	Plan Year 2022	Plan Year 2023	Plan Year 2024	
<b>FACILITIES</b>	<b>13,558,544</b>	<b>44,000</b>	<b>788,000</b>	<b>9,151,544</b>	<b>3,375,000</b>	<b>200,000</b>	-	-	-	<b>12,726,544</b>
Animal Control Shelter	4,991,000	44,000	603,000	4,344,000	-	-	-	-	-	4,344,000
Downtown Police Substation & Services Facility	100,000	-	50,000	50,000	-	-	-	-	-	50,000
City Hall Remodel Phase II	1,767,544	-	100,000	1,667,544	-	-	-	-	-	1,667,544
Wayfinding & Signage	650,000	-	35,000	190,000	225,000	200,000	-	-	-	615,000
Community Center	4,050,000	-	-	900,000	3,150,000	-	-	-	-	4,050,000
Gesa Stadium	2,000,000	-	-	2,000,000	-	-	-	-	-	2,000,000
<b>FIRE/AMBULANCE</b>	<b>19,527,107</b>	<b>-</b>	<b>122,107</b>	<b>18,980,000</b>	<b>175,000</b>	<b>-</b>	<b>250,000</b>	<b>-</b>	<b>-</b>	<b>19,405,000</b>
Fire Station 83 Replacement	5,966,952	-	47,107	5,919,845	-	-	-	-	-	5,919,845
Fire Station 84 Replacement	12,705,155	-	75,000	12,630,155	-	-	-	-	-	12,630,155
Fire Station 81 Remodel	605,000	-	-	180,000	175,000	-	250,000	-	-	605,000
Fire Station 85 Land Purchase	250,000	-	-	250,000	-	-	-	-	-	250,000
<b>PARK &amp; RECREATION</b>	<b>23,491,000</b>	<b>137,000</b>	<b>1,469,000</b>	<b>7,465,000</b>	<b>3,605,000</b>	<b>5,500,000</b>	<b>2,560,000</b>	<b>1,435,000</b>	<b>1,320,000</b>	<b>21,885,000</b>
Peanuts Park Restoration	6,007,000	104,000	678,000	5,225,000	-	-	-	-	-	5,225,000
Schlagel Park Improvements	736,000	16,000	-	110,000	610,000	-	-	-	-	720,000
Chapel Hill Park	440,000	-	20,000	420,000	-	-	-	-	-	420,000
Highland Park Restroom/Concession/Storage Building	210,000	-	10,000	200,000	-	-	-	-	-	200,000
Dog Park	200,000	-	-	200,000	-	-	-	-	-	200,000
Road 84 Park	800,000	-	-	400,000	400,000	-	-	-	-	800,000
Road 54 Park Improvement Erwen Property	320,000	-	-	-	20,000	300,000	-	-	-	320,000
Rd 48 Park Development	1,250,000	-	-	-	-	1,250,000	-	-	-	1,250,000
Community Park - Northwest	2,500,000	-	-	-	-	-	200,000	1,400,000	900,000	2,500,000
A Street Sporting Complex	1,072,000	-	32,000	140,000	900,000	-	-	-	-	1,040,000
Sylvester Park Tennis Court Upgrades	80,000	-	-	-	-	80,000	-	-	-	80,000
Marina Dock Replacement	1,800,000	-	500,000	-	-	1,300,000	-	-	-	1,300,000
Pasco Sporting Complex Update Phase II	250,000	-	150,000	100,000	-	-	-	-	-	100,000
Memorial Pool Upgrades	500,000	-	-	500,000	-	-	-	-	-	500,000
Kurtzman Shelter	60,000	-	-	-	60,000	-	-	-	-	60,000
Parks & Facilities Sign Replacement	50,000	-	-	20,000	15,000	15,000	-	-	-	50,000
Sacajawea Heritage Trail- Levee Lowering	4,696,000	17,000	79,000	100,000	-	2,500,000	2,000,000	-	-	4,600,000
Sacajawea Heritage Trail - BNSF Tunnel Passage	1,650,000	-	-	50,000	1,600,000	-	-	-	-	1,650,000
FCID Trail Phase I	415,000	-	-	-	-	55,000	360,000	-	-	415,000
FCID Trail Phase II	455,000	-	-	-	-	-	-	35,000	420,000	455,000
<b>TRANSPORTATION</b>	<b>72,511,000</b>	<b>6,517,000</b>	<b>3,843,000</b>	<b>16,682,000</b>	<b>19,638,000</b>	<b>15,881,000</b>	<b>1,550,000</b>	<b>2,270,000</b>	<b>6,130,000</b>	<b>62,151,000</b>
Chapel Hill Blvd Extension - LID 150	11,714,000	19,000	1,454,000	10,241,000	-	-	-	-	-	10,241,000
Argent Road (20th Ave to Rd 44)	7,195,000	272,000	794,000	1,634,000	317,000	4,178,000	-	-	-	6,129,000
Lewis Street Overpass	34,142,000	6,089,000	1,053,000	1,000,000	15,447,000	10,553,000	-	-	-	27,000,000
James Street Improvements	1,617,000	3,000	45,000	480,000	1,089,000	-	-	-	-	1,569,000
Road 68 Interchange Improvements	796,000	134,000	114,000	548,000	-	-	-	-	-	548,000
Crescent Road (Rd 108 to Chapel Hill Blvd)	200,000	-	-	-	200,000	-	-	-	-	200,000
Sandifur Parkway Widening (Rd 52 to 60)	250,000	-	-	-	250,000	-	-	-	-	250,000
Road 100 Widening	1,220,000	-	-	-	-	-	-	1,220,000	-	1,220,000
Wrigley Drive Extension	354,000	-	-	354,000	-	-	-	-	-	354,000
Sacajawea Park Road Overlay	385,000	-	-	385,000	-	-	-	-	-	385,000
20th Avenue Court Street to Interstate 182 Overlay	440,000	-	-	440,000	-	-	-	-	-	440,000
Sycamore, Hugo & Waldemar Grind & Overlay	195,000	-	-	-	-	195,000	-	-	-	195,000
Annual Sidewalk & Complete Street Project	800,000	-	-	100,000	200,000	200,000	100,000	100,000	100,000	800,000
Pavement Preservation Program	3,360,000	-	-	-	555,000	555,000	750,000	750,000	750,000	3,360,000
Sandifur Sidewalk Replacement	80,000	-	-	-	80,000	-	-	-	-	80,000
City Wide Traffic Signal Improvement Phase II	3,383,000	-	383,000	1,500,000	1,500,000	-	-	-	-	3,000,000
Court Street & Road 68 Intersection Improvements	850,000	-	-	-	-	150,000	700,000	-	-	850,000
Oregon Ave (SR397) Corridor Improvement Phase II	2,730,000	-	-	-	-	-	-	200,000	2,530,000	2,730,000
Road 76 Overpass	50,000	-	-	-	-	50,000	-	-	-	50,000
Pedestrian Walkway on Road 68 Overpass	1,250,000	-	-	-	-	-	-	-	1,250,000	1,250,000
Pedestrian Walkway on Sylvester Street Overpass	1,500,000	-	-	-	-	-	-	-	1,500,000	1,500,000

**CITY OF PASCO**  
**CIP PROJECT SUMMARY BY CATEGORY: 2019-2024**

Project Name	Current									
	Total Project Cost	Project to Date 12/31/17	Year Anticipated Cost	Plan Year 2019	Plan Year 2020	Plan Year 2021	Plan Year 2022	Plan Year 2023	Plan Year 2024	Total Request 2019-2024
<b>UTILITIES</b>	<b>93,850,000</b>	<b>495,000</b>	<b>4,876,000</b>	<b>30,620,000</b>	<b>10,788,000</b>	<b>9,379,000</b>	<b>13,421,000</b>	<b>12,701,000</b>	<b>11,570,000</b>	<b>88,479,000</b>
<b>IRRIGATION</b>	<b>2,038,000</b>	<b>-</b>	<b>75,000</b>	<b>850,000</b>	<b>453,000</b>	<b>165,000</b>	<b>165,000</b>	<b>165,000</b>	<b>165,000</b>	<b>1,963,000</b>
Annual Irrigation System Improvements - Development	525,000	-	25,000	200,000	200,000	25,000	25,000	25,000	25,000	500,000
Annual Irrigation Upsize - Development	350,000	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
System Improvement & Rehab Projects	540,000	-	-	90,000	90,000	90,000	90,000	90,000	90,000	540,000
Chapel Hill Boulevard (Road 84 to Road 68)	220,000	-	-	220,000	-	-	-	-	-	220,000
Chapel Hill Boulevard to Interstate 182 - Irrigation Main	100,000	-	-	100,000	-	-	-	-	-	100,000
Chapel Hill Boulevard Pressure Reducing Valve (PRV)	90,000	-	-	90,000	-	-	-	-	-	90,000
Irrigation Main Extension - Wrigley Drive	213,000	-	-	100,000	113,000	-	-	-	-	213,000
<b>PROCESS WATER REUSE FACILITY</b>	<b>22,820,000</b>	<b>147,000</b>	<b>2,723,000</b>	<b>17,111,000</b>	<b>2,839,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19,950,000</b>
Columbia East Force Main & Lift Station	10,509,000	122,000	2,517,000	6,943,000	927,000	-	-	-	-	7,870,000
PWRF Solids Handling Improvements	325,000	25,000	-	300,000	-	-	-	-	-	300,000
PWRF Irrigation Pump Station (IPS) Improvements	4,454,000	-	183,000	4,271,000	-	-	-	-	-	4,271,000
Foster Wells Automatic Transfer Switch Replacement	173,000	-	23,000	150,000	-	-	-	-	-	150,000
PWRF Primary Treatment Improvement	7,359,000	-	-	5,447,000	1,912,000	-	-	-	-	7,359,000
<b>SEWER</b>	<b>40,303,000</b>	<b>348,000</b>	<b>1,778,000</b>	<b>10,173,000</b>	<b>5,850,000</b>	<b>5,424,000</b>	<b>5,420,000</b>	<b>6,110,000</b>	<b>5,200,000</b>	<b>38,177,000</b>
Annual Sewer System Improvements - Development	717,000	17,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Annual Sewer Upsize - Development	700,000	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
WWTP Facility Capital Improvement Projects	18,696,000	160,000	-	-	-	3,536,000	5,000,000	5,000,000	5,000,000	18,536,000
Wastewater Treatment Plant (PLC)s and Controls Upgrade	855,000	-	-	855,000	-	-	-	-	-	855,000
River Outfall Phase I	6,464,000	-	-	1,464,000	5,000,000	-	-	-	-	6,464,000
Harris Road Sewer Transmission Main	3,829,000	114,000	1,215,000	2,500,000	-	-	-	-	-	2,500,000
9th & Washington Lift Station	793,000	27,000	35,000	731,000	-	-	-	-	-	731,000
Pearl Street Lift Station	1,173,000	17,000	266,000	510,000	380,000	-	-	-	-	890,000
Road 36 Lift Station Upgrades	338,000	12,000	45,000	281,000	-	-	-	-	-	281,000
Maitland Lift Station - Purchase/ Install 4th Pump	150,000	1,000	17,000	132,000	-	-	-	-	-	132,000
Broadmoor Area Lift Station	3,500,000	-	-	3,500,000	-	-	-	-	-	3,500,000
Road 52 & Pearl Street Lift Station	1,370,000	-	-	-	270,000	1,100,000	-	-	-	1,370,000
Road 84 & Roberts Drive Lift Station	1,130,000	-	-	-	-	-	220,000	910,000	-	1,130,000
Road 44 Corrosion & Odor Control	588,000	-	-	-	-	588,000	-	-	-	588,000
<b>STORMWATER</b>	<b>1,889,000</b>	<b>-</b>	<b>-</b>	<b>200,000</b>	<b>200,000</b>	<b>310,000</b>	<b>779,000</b>	<b>200,000</b>	<b>200,000</b>	<b>1,889,000</b>
Annual Stormwater Improvements - Development	600,000	-	-	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Capital Stormwater Participation Program	600,000	-	-	100,000	100,000	100,000	100,000	100,000	100,000	600,000
North Industrial Way Infiltration Retrofit Project	110,000	-	-	-	-	110,000	-	-	-	110,000
1st Avenue Pipe Rehab	249,000	-	-	-	-	-	249,000	-	-	249,000
Sylvester Pipe Relining	330,000	-	-	-	-	-	330,000	-	-	330,000
<b>WATER</b>	<b>26,800,000</b>	<b>-</b>	<b>300,000</b>	<b>2,286,000</b>	<b>1,446,000</b>	<b>3,480,000</b>	<b>7,057,000</b>	<b>6,226,000</b>	<b>6,005,000</b>	<b>26,500,000</b>
Annual Water System Improvements - Development	700,000	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Annual Water Upsize - Development	700,000	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Chapel Hill Boulevard Water Main Upsize	920,000	-	-	920,000	-	-	-	-	-	920,000
Aquifer Storage & Recovery (ASR) System	1,950,000	-	100,000	-	-	350,000	1,500,000	-	-	1,850,000
West Pasco (WTP) Plant Improvements	3,476,000	-	-	800,000	856,000	1,100,000	720,000	-	-	3,476,000
Butterfield (WTP) - Chlorine Safety	325,000	-	-	75,000	250,000	-	-	-	-	325,000
Automated Meter Reading	3,750,000	-	-	-	-	750,000	1,000,000	1,000,000	1,000,000	3,750,000
Reservoir Storage Tank(s) west of Owen St)	11,700,000	-	-	-	-	150,000	2,850,000	4,200,000	4,500,000	11,700,000
Water Main Extension - Riverhaven Street (Rd 36 to Rd 40)	327,000	-	-	-	-	-	327,000	-	-	327,000
Water Main Replacement - Star Lane (Rd 100 to Rd 97)	305,000	-	-	-	-	-	-	-	305,000	305,000
Water Main Replacement - South 18th Ave (Court St to Wehe Ave)	218,000	-	-	218,000	-	-	-	-	-	218,000
Water Main Replacement - Alley East of Wehe Ave	73,000	-	-	73,000	-	-	-	-	-	73,000
Water Main Replacement - Road 60 (Court St to W Pearl)	140,000	-	-	-	140,000	-	-	-	-	140,000
Water Main Replacement - Richardson Road (Rd 92 to Rd 826,000)	930,000	-	-	-	-	930,000	-	-	-	930,000
Water Main Replacement - Road 92 to Rd 826,000	460,000	-	-	-	-	-	460,000	-	-	460,000
Water Main Replacement - Road 76 (Wemett Rd to Court	826,000	-	-	-	-	-	-	826,000	-	826,000

**CITY OF PASCO**  
**CIP PROJECT SUMMARY BY REVENUE SOURCE: 2019-2024**

Project Name	Total Fund Contribution	Current			Plan Year 2020	Plan Year 2021	Plan Year 2022	Plan		Total Request 2019-2024
		Project to Date 12/31/17	Year Anticipated Cost	Year 2019				Year 2023	Year 2024	
<b>INTERNAL CITY FUNDS</b>	<b>27,269,651</b>	<b>379,000</b>	<b>1,819,107</b>	<b>11,533,544</b>	<b>5,319,000</b>	<b>3,839,000</b>	<b>1,100,000</b>	<b>2,235,000</b>	<b>1,045,000</b>	<b>25,071,544</b>
<b>Ambulance Utility Rate</b>	<b>302,500</b>	-	-	<b>90,000</b>	<b>87,500</b>	-	<b>125,000</b>	-	-	<b>302,500</b>
Fire Station 81 Remodel	302,500	-	-	90,000	87,500	-	125,000	-	-	302,500
<b>Arterial</b>	<b>4,684,000</b>	<b>42,000</b>	<b>501,000</b>	<b>931,000</b>	<b>1,446,000</b>	<b>1,714,000</b>	-	<b>50,000</b>	-	<b>4,141,000</b>
City Wide Traffic Signal Improvement Phase II	435,000	-	123,000	183,000	129,000	-	-	-	-	312,000
Argent Road Widening (20th Ave to Rd 44)	3,126,000	-	364,000	731,000	317,000	1,714,000	-	-	-	2,762,000
Road 68 Interchange Improvements	73,000	42,000	14,000	17,000	-	-	-	-	-	17,000
Lewis Street Overpass	1,000,000	-	-	-	1,000,000	-	-	-	-	1,000,000
Oregon Ave (SR397) Corridor Improvement Phase II	50,000	-	-	-	-	-	-	50,000	-	50,000
<b>Capital Improvement REET 1</b>	<b>3,900,651</b>	<b>16,000</b>	<b>372,107</b>	<b>2,612,544</b>	<b>185,000</b>	<b>15,000</b>	-	<b>700,000</b>	-	<b>3,512,544</b>
Dog Park	165,000	-	-	165,000	-	-	-	-	-	165,000
Schlagel Park Improvements	236,000	16,000	-	110,000	110,000	-	-	-	-	220,000
City Hall Remodel Phase II	1,767,544	-	100,000	1,667,544	-	-	-	-	-	1,667,544
Community Park - Northwest	700,000	-	-	-	-	-	-	700,000	-	700,000
Kurtzman Shelter	60,000	-	-	-	60,000	-	-	-	-	60,000
Parks & Facilities Sign Replacement	50,000	-	-	20,000	15,000	15,000	-	-	-	50,000
Fire Station 83 Replacement	272,107	-	47,107	225,000	-	-	-	-	-	225,000
Fire Station 84 Replacement	400,000	-	75,000	325,000	-	-	-	-	-	325,000
Pasco Sporting Complex Phase II	250,000	-	150,000	100,000	-	-	-	-	-	100,000
<b>Capital Improvement REET 2</b>	<b>7,390,500</b>	<b>184,000</b>	<b>732,000</b>	<b>4,477,000</b>	<b>737,500</b>	<b>905,000</b>	<b>125,000</b>	<b>35,000</b>	<b>195,000</b>	<b>6,474,500</b>
Animal Control Shelter	2,091,000	44,000	603,000	1,444,000	-	-	-	-	-	1,444,000
Chapel Hill Blvd Extension - LID 150	1,281,000	19,000	-	1,262,000	-	-	-	-	-	1,262,000
Community Center	900,000	-	-	900,000	-	-	-	-	-	900,000
Highland Park Restroom/Concession/Storage Building	110,000	-	-	110,000	-	-	-	-	-	110,000
Peanuts Park Restoration	125,000	104,000	-	21,000	-	-	-	-	-	21,000
Sacajawea Heritage Trail - BNSF Tunnel Passage	700,000	-	-	50,000	650,000	-	-	-	-	700,000
Fire Station 81 Remodel	302,500	-	-	90,000	87,500	-	125,000	-	-	302,500
Fire Station 85 Land Purchase	250,000	-	-	250,000	-	-	-	-	-	250,000
Sacajawea Heritage Trail - Levee Lowering	1,046,000	17,000	79,000	100,000	-	850,000	-	-	-	950,000
Downtown Police Substation & Services Facility	100,000	-	50,000	50,000	-	-	-	-	-	50,000
FCID Trail Phase 1	55,000	-	-	-	-	55,000	-	-	-	55,000
FCID Trail Phase 2	230,000	-	-	-	-	-	-	35,000	195,000	230,000
Memorial Pool Upgrades	200,000	-	-	200,000	-	-	-	-	-	200,000
<b>Economic Development</b>	<b>100,000</b>	<b>61,000</b>	<b>39,000</b>	-	-	-	-	-	-	-
Wayfinding and Signage	35,000	-	35,000	-	-	-	-	-	-	-
Columbia East Force Main & Lift Station	65,000	61,000	4,000	-	-	-	-	-	-	-
<b>Guarantee Fund</b>	<b>1,058,000</b>	-	-	<b>1,058,000</b>	-	-	-	-	-	<b>1,058,000</b>
Chapel Hill Blvd Extension - LID 150	1,058,000	-	-	1,058,000	-	-	-	-	-	1,058,000
<b>Park Development</b>	<b>2,287,000</b>	-	<b>52,000</b>	<b>960,000</b>	<b>420,000</b>	<b>255,000</b>	-	<b>600,000</b>	-	<b>2,235,000</b>
Chapel Hill Park	440,000	-	20,000	420,000	-	-	-	-	-	420,000
Road 54 Park Improvement Erwen Property	195,000	-	-	-	20,000	175,000	-	-	-	195,000
Sylvester Park Tennis Court Upgrades	80,000	-	-	-	-	80,000	-	-	-	80,000
A Street Sporting Complex	172,000	-	32,000	140,000	-	-	-	-	-	140,000
Community Park - Northwest	600,000	-	-	-	-	-	-	600,000	-	600,000
Road 84 Park	800,000	-	-	400,000	400,000	-	-	-	-	800,000
<b>Street</b>	<b>880,000</b>	-	-	<b>100,000</b>	<b>280,000</b>	<b>200,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>880,000</b>
Annual Sidewalk & Complete Street Project	800,000	-	-	100,000	200,000	200,000	100,000	100,000	100,000	800,000
Sandfur Sidewalk Replacement	80,000	-	-	-	80,000	-	-	-	-	80,000

**CITY OF PASCO**  
**CIP PROJECT SUMMARY BY REVENUE SOURCE: 2019-2024**

Project Name	Total Fund Contribution	Current				Plan Year 2020	Plan Year 2021	Plan Year 2022	Plan Year 2023	Plan Year 2024	Total Request 2019-2024
		Project to Date 12/31/17	Year Anticipated Cost	Year 2019	Year						
<b>Street Overlay</b>	<b>6,358,000</b>	<b>3,000</b>	<b>45,000</b>	<b>1,305,000</b>	<b>2,005,000</b>	<b>750,000</b>	<b>750,000</b>	<b>750,000</b>	<b>750,000</b>	<b>6,310,000</b>	
Crescent Road (Rd 108 to Chapel Hill Blvd)	200,000	-	-	-	200,000	-	-	-	-	200,000	
Lewis Street Overpass	1,000,000	-	-	-	1,000,000	-	-	-	-	1,000,000	
Pavement Preservation Program	3,360,000	-	-	-	555,000	555,000	750,000	750,000	750,000	3,360,000	
James Street Improvements	528,000	3,000	45,000	480,000	-	-	-	-	-	480,000	
Sandifur Parkway Widening (Rd 52 to Rd 60)	250,000	-	-	-	250,000	-	-	-	-	250,000	
Sacajawea Park Road Overlay	385,000	-	-	385,000	-	-	-	-	-	385,000	
20th Avenue Court Street to Interstate 182 Overlay	440,000	-	-	440,000	-	-	-	-	-	440,000	
Sycamore, Hugo & Waldemar Grind & Overlay	195,000	-	-	-	-	195,000	-	-	-	195,000	
<b>Traffic Impact Fee</b>	<b>309,000</b>	<b>73,000</b>	<b>78,000</b>	<b>-</b>	<b>158,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>158,000</b>	
City Wide Traffic Signal Improvement Phase II	158,000	-	-	-	158,000	-	-	-	-	158,000	
Argent Road Widening (20th Ave to Rd 44)	151,000	73,000	78,000	-	-	-	-	-	-	-	
<b>GRANT</b>	<b>30,331,000</b>	<b>6,441,000</b>	<b>3,584,000</b>	<b>4,701,000</b>	<b>14,355,000</b>	<b>250,000</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>20,306,000</b>	
<b>0.09 Franklin County Grant</b>	<b>500,000</b>	<b>-</b>	<b>75,000</b>	<b>375,000</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>425,000</b>	
Columbia East Force Main & Lift Station	500,000	-	75,000	375,000	50,000	-	-	-	-	425,000	
<b>CDBG Grant</b>	<b>811,000</b>	<b>-</b>	<b>678,000</b>	<b>133,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>133,000</b>	
Peanuts Park Restoration	811,000	-	678,000	133,000	-	-	-	-	-	133,000	
<b>Connecting WA Grant</b>	<b>15,000,000</b>	<b>-</b>	<b>1,053,000</b>	<b>1,000,000</b>	<b>12,947,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,947,000</b>	
Lewis Street Overpass	15,000,000	-	1,053,000	1,000,000	12,947,000	-	-	-	-	13,947,000	
<b>Department of Commerce Grant</b>	<b>2,575,000</b>	<b>-</b>	<b>1,339,000</b>	<b>1,091,000</b>	<b>145,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,236,000</b>	
Columbia East Force Main & Lift Station	2,575,000	-	1,339,000	1,091,000	145,000	-	-	-	-	1,236,000	
<b>Department of Ecology Grant</b>	<b>1,325,000</b>	<b>-</b>	<b>75,000</b>	<b>-</b>	<b>-</b>	<b>250,000</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>1,250,000</b>	
Aquifer Storage & Recovery (ASR) System	1,325,000	-	75,000	-	-	250,000	1,000,000	-	-	1,250,000	
<b>Economic Development Administration Grant</b>	<b>65,000</b>	<b>61,000</b>	<b>4,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Columbia East Force Main & Lift Station	65,000	61,000	4,000	-	-	-	-	-	-	-	
<b>STP Grant</b>	<b>9,908,000</b>	<b>6,380,000</b>	<b>360,000</b>	<b>1,955,000</b>	<b>1,213,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,168,000</b>	
City Wide Traffic Signal Improvement Phase II	2,643,000	-	260,000	1,170,000	1,213,000	-	-	-	-	2,383,000	
Lewis Street Overpass	6,089,000	6,089,000	-	-	-	-	-	-	-	-	
Argent Road Widening (20th Ave to Rd 44)	199,000	199,000	-	-	-	-	-	-	-	-	
Road 68 Interchange Improvements	673,000	92,000	100,000	481,000	-	-	-	-	-	481,000	
Wrigley Drive Extension	304,000	-	-	304,000	-	-	-	-	-	304,000	
<b>TAP Grant</b>	<b>147,000</b>	<b>-</b>	<b>-</b>	<b>147,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>147,000</b>	
City Wide Traffic Signal Improvement Phase II	147,000	-	-	147,000	-	-	-	-	-	147,000	
<b>LOAN</b>	<b>2,683,000</b>	<b>-</b>	<b>183,000</b>	<b>2,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,500,000</b>	
<b>HAEFIC Loan</b>	<b>683,000</b>	<b>-</b>	<b>183,000</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500,000</b>	
PWRF Irrigation Pump Station (IPS) Improvements	683,000	-	183,000	500,000	-	-	-	-	-	500,000	
<b>Interfund Loan</b>	<b>2,000,000</b>	<b>-</b>	<b>-</b>	<b>2,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000,000</b>	
Gesa Stadium	2,000,000	-	-	2,000,000	-	-	-	-	-	2,000,000	
<b>INSURANCE</b>	<b>500,000</b>	<b>-</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Marina Dock Replacement	500,000	-	500,000	-	-	-	-	-	-	-	

**CITY OF PASCO**  
**CIP PROJECT SUMMARY BY REVENUE SOURCE: 2019-2024**

Project Name	Total Fund Contribution	Current			Plan Year 2020	Plan Year 2021	Plan Year 2022	Plan		Total Request 2019-2024
		Project to Date 12/31/17	Year Anticipated Cost	Year 2019				Year 2023	Year 2024	
<b>MUNICIPALITIES PARTNERSHIP</b>	<b>2,900,000</b>	-	-	<b>2,900,000</b>	-	-	-	-	-	<b>2,900,000</b>
Animal Control Shelter	2,900,000	-	-	2,900,000	-	-	-	-	-	2,900,000
<b>PRIVATE DONATIONS</b>	<b>170,000</b>	-	-	<b>170,000</b>	-	-	-	-	-	<b>170,000</b>
Dog Park	35,000	-	-	35,000	-	-	-	-	-	35,000
Highland Park Restroom/Concession/Storage Building	35,000	-	-	35,000	-	-	-	-	-	35,000
Memorial Pool Upgrades	100,000	-	-	100,000	-	-	-	-	-	100,000
<b>PRIVATE PARTNERSHIPS</b>	<b>3,619,000</b>	-	<b>352,000</b>	<b>903,000</b>	-	<b>2,364,000</b>	-	-	-	<b>3,267,000</b>
Argent Road Widening (20th Ave to Rd 44)	3,619,000	-	352,000	903,000	-	2,364,000	-	-	-	3,267,000
<b>PROPOSED LID</b>	<b>9,375,000</b>	-	<b>1,454,000</b>	<b>7,921,000</b>	-	-	-	-	-	<b>7,921,000</b>
Chapel Hill Blvd Extension - LID 150	9,375,000	-	1,454,000	7,921,000	-	-	-	-	-	7,921,000
<b>REGIONAL MUNICIPALITIES DONATIONS</b>	<b>100,000</b>	-	-	<b>100,000</b>	-	-	-	-	-	<b>100,000</b>
Memorial Pool Upgrades	100,000	-	-	100,000	-	-	-	-	-	100,000
<b>SALES OF ASSETS</b>	<b>750,000</b>	-	-	<b>750,000</b>	-	-	-	-	-	<b>750,000</b>
Fire Station 83 Replacement	750,000	-	-	750,000	-	-	-	-	-	750,000
<b>SCHOOL DONATIONS</b>	<b>100,000</b>	-	-	<b>100,000</b>	-	-	-	-	-	<b>100,000</b>
Memorial Pool Upgrades	100,000	-	-	100,000	-	-	-	-	-	100,000
<b>UNSECURED</b>	<b>130,471,000</b>	<b>160,000</b>	<b>1,128,000</b>	<b>45,407,000</b>	<b>15,891,000</b>	<b>23,432,000</b>	<b>13,837,000</b>	<b>13,406,000</b>	<b>17,210,000</b>	<b>129,183,000</b>
<b>Unsecured</b>	<b>44,656,000</b>	-	<b>1,118,000</b>	<b>13,432,000</b>	<b>8,165,000</b>	<b>14,341,000</b>	<b>1,700,000</b>	<b>2,370,000</b>	<b>3,530,000</b>	<b>43,538,000</b>
Community Center	3,150,000	-	-	-	3,150,000	-	-	-	-	3,150,000
Lewis Street Overpass	10,553,000	-	-	-	-	10,553,000	-	-	-	10,553,000
Marina Dock Replacement	1,300,000	-	-	-	-	1,300,000	-	-	-	1,300,000
Peanuts Park Restoration	1,290,000	-	-	1,290,000	-	-	-	-	-	1,290,000
Pearl Street Lift Station	357,000	-	-	-	357,000	-	-	-	-	357,000
James Street Improvements	1,039,000	-	-	-	1,039,000	-	-	-	-	1,039,000
Wayfinding and Signage	615,000	-	-	190,000	225,000	200,000	-	-	-	615,000
Road 44 Corrosion & Odor Control	588,000	-	-	-	-	588,000	-	-	-	588,000
Road 48 Park Development	750,000	-	-	-	-	750,000	-	-	-	750,000
Sacajawea Heritage Trail - BNSF Tunnel Passage	750,000	-	-	-	750,000	-	-	-	-	750,000
Columbia East Force Main & Lift Station	7,304,000	-	1,095,000	5,477,000	732,000	-	-	-	-	6,209,000
PWRF Primary Treatment Improvement	7,359,000	-	-	5,447,000	1,912,000	-	-	-	-	7,359,000
Court Street & Road 68 Intersection Improvements	850,000	-	-	-	-	150,000	700,000	-	-	850,000
Oregon Ave (SR397) Corridor Improvement Phase II	2,680,000	-	-	-	-	-	-	150,000	2,530,000	2,680,000
Road 100 Widening	1,220,000	-	-	-	-	-	-	1,220,000	-	1,220,000
Road 76 Overpass	50,000	-	-	-	-	50,000	-	-	-	50,000
Automated Meter Reading	3,750,000	-	-	-	-	750,000	1,000,000	1,000,000	1,000,000	3,750,000
Harris Road Sewer Transmission Main	878,000	-	-	878,000	-	-	-	-	-	878,000
Foster Wells Automatic Transfer Switch Replacement	173,000	-	23,000	150,000	-	-	-	-	-	150,000

**CITY OF PASCO**  
**CIP PROJECT SUMMARY BY REVENUE SOURCE: 2019-2024**

Project Name	Total Fund Contribution	Current								Total Request 2019-2024
		Project to Date 12/31/17	Year Anticipated Cost	Year Plan 2019	Plan Year 2020	Plan Year 2021	Plan Year 2022	Plan Year 2023	Plan Year 2024	
<b>Unsecured Future Bond</b>	<b>17,250,000</b>	-	-	<b>17,250,000</b>	-	-	-	-	-	<b>17,250,000</b>
Fire Station 83 Replacement	4,944,845	-	-	4,944,845	-	-	-	-	-	4,944,845
Fire Station 84 Replacement	12,305,155	-	-	12,305,155	-	-	-	-	-	12,305,155
<b>Unsecured Grant</b>	<b>2,815,000</b>	-	<b>10,000</b>	<b>55,000</b>	-	-	-	-	<b>2,750,000</b>	<b>2,805,000</b>
Highland Park Restroom/Concession/Storage Building	65,000	-	10,000	55,000	-	-	-	-	-	55,000
Pedestrian Walkway on Road 68 Overpass	1,250,000	-	-	-	-	-	-	-	1,250,000	1,250,000
Pedestrian Walkway on Sylvester Street Overpass	1,500,000	-	-	-	-	-	-	-	1,500,000	1,500,000
<b>Unsecured RCO Grant</b>	<b>7,660,000</b>	-	-	-	<b>1,600,000</b>	<b>2,275,000</b>	<b>2,560,000</b>	<b>100,000</b>	<b>1,125,000</b>	<b>7,660,000</b>
Road 54 Park Improvement Erwen Property	125,000	-	-	-	-	125,000	-	-	-	125,000
Sacajawea Heritage Trail - Levee Lowering	3,650,000	-	-	-	-	1,650,000	2,000,000	-	-	3,650,000
Schlagel Park Improvements	500,000	-	-	-	500,000	-	-	-	-	500,000
A Street Sporting Complex	900,000	-	-	-	900,000	-	-	-	-	900,000
Community Park - Northwest	1,200,000	-	-	-	-	-	200,000	100,000	900,000	1,200,000
FCID Trail Phase I	360,000	-	-	-	-	-	360,000	-	-	360,000
FCID Trail Phase II	225,000	-	-	-	-	-	-	-	225,000	225,000
Road 48 Park Development	500,000	-	-	-	-	500,000	-	-	-	500,000
Sacajawea Heritage Trail - BNSF Tunnel Passage	200,000	-	-	-	200,000	-	-	-	-	200,000
<b>Unsecured Revenue Bond</b>	<b>54,309,000</b>	<b>160,000</b>	-	<b>10,889,000</b>	<b>6,126,000</b>	<b>6,816,000</b>	<b>9,577,000</b>	<b>10,936,000</b>	<b>9,805,000</b>	<b>54,149,000</b>
Reservoir Storage Tank(s)	11,700,000	-	-	-	-	150,000	2,850,000	4,200,000	4,500,000	11,700,000
WWTP Facility Capital Improvement Projects	18,696,000	160,000	-	-	-	3,536,000	5,000,000	5,000,000	5,000,000	18,536,000
Wastewater Treatment Plant (PLC)s and Controls Upgrade	855,000	-	-	855,000	-	-	-	-	-	855,000
Water Main Replacement - Road 60	930,000	-	-	-	-	930,000	-	-	-	930,000
PWRP Irrigation Pump Station (IPS) Improvements	3,771,000	-	-	3,771,000	-	-	-	-	-	3,771,000
River Outfall Phase I	6,464,000	-	-	1,464,000	5,000,000	-	-	-	-	6,464,000
Water Main Replacement - Star Lane (Rd 100 to Rd 97)	218,000	-	-	218,000	-	-	-	-	-	218,000
Water Main Extension - Alton Street	327,000	-	-	-	-	-	327,000	-	-	327,000
Water Main Replacement - Richardson Road (Rd 92 to Rd 9)	460,000	-	-	-	-	-	460,000	-	-	460,000
Water Main Replacement - Road 76 (Wernett Rd to Court	826,000	-	-	-	-	-	-	826,000	-	826,000
Water Main Extension - Riverhaven Street (Rd 36 to Rd 40)	305,000	-	-	-	-	-	-	-	305,000	305,000
Road 36 Lift Station Upgrades	281,000	-	-	281,000	-	-	-	-	-	281,000
Road 52 & Pearl Street Lift Station	1,370,000	-	-	-	270,000	1,100,000	-	-	-	1,370,000
West Pasco (WTP) Plant Improvements	3,476,000	-	-	800,000	856,000	1,100,000	720,000	-	-	3,476,000
Broadmoor Area Sewer Lift Station	3,500,000	-	-	3,500,000	-	-	-	-	-	3,500,000
Road 84 & Roberts Drive Lift Station	1,130,000	-	-	-	-	-	220,000	910,000	-	1,130,000
<b>Unsecured Section 108 Loan</b>	<b>3,781,000</b>	-	-	<b>3,781,000</b>	-	-	-	-	-	<b>3,781,000</b>
Peanuts Park Restoration		-	-	3,781,000	-	-	-	-	-	3,781,000

**CITY OF PASCO**  
**CIP PROJECT SUMMARY BY REVENUE SOURCE: 2019-2024**

Project Name	Total Fund Contribution	Current			Plan Year 2020	Plan Year 2021	Plan Year 2022	Plan		Total Request 2019-2024
		Project to Date 12/31/17	Year Anticipated Cost	Plan Year 2019				Year 2023	Year 2024	
<b>CURRENT REVENUE BOND</b>	<b>4,860,000</b>	<b>189,000</b>	<b>1,578,000</b>	<b>3,070,000</b>	<b>23,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,093,000</b>
<b>Utility 2013 Revenue Bond</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
PWRF Solids Handling Improvements	25,000	25,000	-	-	-	-	-	-	-	-
<b>Utility 2015 Revenue Bond</b>	<b>946,000</b>	<b>105,000</b>	<b>35,000</b>	<b>806,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>806,000</b>
9th & Washington Lift Station	766,000	-	35,000	731,000	-	-	-	-	-	731,000
Butterfield (WTP) - Chlorine Safety	75,000	-	-	75,000	-	-	-	-	-	75,000
Pearl Street Lift Station	8,000	8,000	-	-	-	-	-	-	-	-
Harris Road Sewer Transmission Main	84,000	84,000	-	-	-	-	-	-	-	-
Road 36 Lift Station Upgrades	12,000	12,000	-	-	-	-	-	-	-	-
Maitland Lift Station- Purchase/ Install 4th Pump	1,000	1,000	-	-	-	-	-	-	-	-
<b>Utility 2017 Revenue Bond</b>	<b>3,889,000</b>	<b>59,000</b>	<b>1,543,000</b>	<b>2,264,000</b>	<b>23,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,287,000</b>
9th & Washington Lift Station	27,000	27,000	-	-	-	-	-	-	-	-
Pearl Street Lift Station	808,000	9,000	266,000	510,000	23,000	-	-	-	-	533,000
Harris Road Sewer Transmission Main	2,860,000	23,000	1,215,000	1,622,000	-	-	-	-	-	1,622,000
Road 36 Lift Station Upgrades	45,000	-	45,000	-	-	-	-	-	-	-
Maitland Lift Station- Purchase/ Install 4th Pump	149,000	-	17,000	132,000	-	-	-	-	-	132,000
<b>UTILITY RATE</b>	<b>9,959,000</b>	<b>24,000</b>	<b>500,000</b>	<b>2,993,000</b>	<b>1,993,000</b>	<b>1,075,000</b>	<b>1,844,000</b>	<b>765,000</b>	<b>765,000</b>	<b>9,435,000</b>
<b>Utility Rate</b>	<b>9,959,000</b>	<b>24,000</b>	<b>500,000</b>	<b>2,993,000</b>	<b>1,993,000</b>	<b>1,075,000</b>	<b>1,844,000</b>	<b>765,000</b>	<b>765,000</b>	<b>9,435,000</b>
1st Avenue Pipe Rehab	249,000	-	-	-	-	-	249,000	-	-	249,000
Butterfield (WTP) - Chlorine Safety	250,000	-	-	-	250,000	-	-	-	-	250,000
Chapel Hill Boulevard (Rd 84 to Rd 68)	220,000	-	-	220,000	-	-	-	-	-	220,000
Annual Irrigation System Improvements - Development	525,000	-	25,000	200,000	200,000	25,000	25,000	25,000	25,000	500,000
Annual Irrigation Upsize - Development	350,000	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Chapel Hill Boulevard to Interstate 182 - Irrigation Main	100,000	-	-	100,000	-	-	-	-	-	100,000
Irrigation Main Extension - Wrigley Drive	213,000	-	-	100,000	113,000	-	-	-	-	213,000
PWRF Solids Handling Improvements	300,000	-	-	300,000	-	-	-	-	-	300,000
Annual Sewer System Improvements - Development	717,000	17,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Annual Sewer Upsize - Development	700,000	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
North Industrial Way Infiltration Retrofit Project	110,000	-	-	-	-	110,000	-	-	-	110,000
Sylvester Pipe Relining	330,000	-	-	-	-	-	330,000	-	-	330,000
Annual Water System Improvements - Development	700,000	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Annual Water Upsize - Development	700,000	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Chapel Hill Boulevard Water Main Upsize	920,000	-	-	920,000	-	-	-	-	-	920,000
Harris Road Sewer Transmission Main	7,000	7,000	-	-	-	-	-	-	-	-
Aquifer Storage & Recovery (ASR) System	625,000	-	25,000	-	-	100,000	500,000	-	-	600,000
Annual Stormwater Improvements - Development	600,000	-	-	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Capital Stormwater Participation Program	600,000	-	-	100,000	100,000	100,000	100,000	100,000	100,000	600,000
System Evaluation Project	150,000	-	-	150,000	-	-	-	-	-	150,000
Chapel Hill Boulevard Pressure Reducing Valve (PRV)	90,000	-	-	90,000	-	-	-	-	-	90,000
System Improvement & Rehab Projects	540,000	-	-	90,000	90,000	90,000	90,000	90,000	90,000	540,000
Argent Road Widening (20th Ave to Rd 44)	100,000	-	-	-	-	100,000	-	-	-	100,000
Road 68 Interchange Improvements	50,000	-	-	50,000	-	-	-	-	-	50,000
Lewis Street Overpass	500,000	-	-	-	500,000	-	-	-	-	500,000
Wrigley Drive Extension	50,000	-	-	50,000	-	-	-	-	-	50,000
James Street Improvements	50,000	-	-	-	50,000	-	-	-	-	50,000
Water Main Replacement - Alley East of Wehe Ave	140,000	-	-	-	140,000	-	-	-	-	140,000
Water Main Replacement - South 18th Ave (Court St to WA	73,000	-	-	73,000	-	-	-	-	-	73,000

# APPENDICES

APPENDIX 1 .....	GLOSSARY OF BUDGET TERMS
APPENDIX 2 .....	ACRONYM KEY
APPENDIX 3 .....	REVENUE MANUAL
APPENDIX 4 .....	FEE SCHEDULE
APPENDIX 5 .....	SALARY SCHEDULES
APPENDIX 6 .....	WHITE PAPER ON BANKED CAPACITY
APPENDIX 7 .....	STATISTICS



## Glossary of Budget Terms

This glossary identifies terms used in this budget. Accounting terms are defined in general and user friendly terminology.

**Account** – A record of additions, deletions, and balances of individual assets, liabilities, equity, revenues and expenses.

**Ad Valorem Taxes (Property Tax)** – A tax levied on the assessed value of real property.

**Agency Fund** – A fund used to account for assets held by a government as an agent for individuals, private organizations, other governments and/or other funds.

**Appropriation** – A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

**Appropriation for Ordinances or Resolutions** – An ordinance or resolution by means of which appropriations are given legal effect. It is the method by which the expenditure side of the annual operating budget is enacted into law by the legislative body.

**Assessed Valuation** – A valuation set upon real estate or other property by the County Assessor as a basis for levying property taxes.

**Balanced Budget** – A budget is considered balanced when the fund's total resources of beginning fund balance, revenues and other financing sources is equal to the total of expenditures, other financing uses and ending fund balance.

**Basis of Accounting** – The timing of recognition; that is, when the effects of transactions or events should be recognized for financial reporting purposes. For example, the effects of transactions or events can be recognized on an accrual basis (that is, when the transactions or events take place), or on a cash basis (that is, when cash is received or paid). Basis of accounting is an essential part of measurement focus because a particular timing of recognition is necessary to accomplish a particular measurement focus.

**Cash Basis** – A basis of accounting under which transactions are recognized only when cash is received or disbursed.

**Accrual Basis** – A basis of accounting under which transactions are recorded in the periods in which those transactions occur, rather than only in the periods in which cash is received or paid by the government.

**Modified Accrual Basis** – A basis of accounting according to which (a) revenues and other financial resources are recognized when they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

**Modified Cash Basis** – A basis of accounting where the cash basis of accounting is adjusted for Washington State statute. RCW 35.33.151 and RCW 35A.33.150 requires cities to keep their books open in order to pay December bills by the following January 20. RCW 36.40.200 requires counties to keep their books open until January 30 in order to pay December bills and charge the prior year.

**Benefits** – For budgeting purposes, employee benefits are employer payments for social security, retirement, group health and life insurance, and worker's compensation.

**Bond** – A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

**Budget** – A legal document that provides City officials with the authority to incur obligations and pay expenses, allocating resources among departments and funds to reflect Council priorities and policies.

**Budgetary Control** – The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

**Budget Document** – The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. In addition to the budget document, an appropriation ordinance is necessary to formally approve the budget.

**Budget Amendment** – The method used to make revisions to the adopted budget. Transfers between expenses within a fund do not require Council approval unless the adjustment includes use of fund balance.

**Capital Assets** – Capital assets include land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, infrastructure, and all other tangible or intangible assets that are used in operations and have a useful life extending beyond a single reporting period, and a cost of \$5,000 or greater.

**Capital Expenditures** – Any asset purchase or creation over the \$5,000 threshold as set by the State. As signified by expenditure category “Capital Outlay”.

**Capital Improvement Plan (CIP)** – A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or otherwise.

**Capital Outlays** – Expenditures that result in the acquisition of or addition to fixed assets.

**Capital Projects Fund** – A type of fund which accounts for financial resources that are restricted, committed or assigned to expenditures for the acquisition and construction of major capital facilities for general governmental purposes.

**Community Development Block Grant (CDBG)** – A grant received annually by the City from the Department of Housing and Urban Development. While included in the budget for accounting purposes, specific allocation of these funds occurs in a separate process.

**Comprehensive Plan** – A long-range policy adopted by the City to guide decisions affecting the community’s physical development.

**Consumer Price Index (CPI)** – CPI measures a price change for a constant market basket of goods and services from one period to the next within the same city.

**Cost Allocation** – The assignment of applicable costs incurred by a central services department to a fund based on the benefit to the fund being assessed.

**Councilmanic Bonds** – General Obligation bonds whose issuance was authorized by the City Council.

**Debt** – An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, registered warrants, notes, contracts and accounts payable.

**Debt Service** – Interest and principal payments on debt.

**Debt Service Fund** – A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. Formerly called a sinking fund.

**Debt Limit** – The maximum amount of gross or net debt that is legally permitted.

**Deficit** – (1) The excess of the liabilities of a fund over its assets; and (2) The excess of expenditures over revenues during an accounting period; or, in the case of proprietary funds, the excess of expense over income during an accounting period.

**Enterprise Fund** – Proprietary fund type used to report an activity for which a fee is charged to external users for goods or services.

**Esri** – Esri is an international supplier of geographic information system software, web GIS and geodatabase management applications.

**Expenditures** – For Governmental Funds. Decreases in net current assets. Expenditures include debt service, capital outlays, and those current operating costs that require the use of current assets.

**Expenses** – For Business Type Funds. Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.

**Fiduciary Fund** – A fund that accounts for assets held by the City as a trustee.

**Fiscal Policy** – The City Government’s policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year** – A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

**Fixed Assets** – Assets intended to be held or used for a long term purpose, such as land, buildings, and improvements other than buildings, machinery and equipment. The City's capitalization threshold is \$5,000.

**Full Time Equivalent (FTE) Position** – Refers to budgeted employee positions based on the number of hours for each position. A full-time position is 1.0 FTE and represents 2,080 hours per year.

**Fund** – A fiscal and accounting entity with self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of attaining certain objectives in accordance with special regulations, restrictions, or limitations.

**Fund Balance** – Fund Balance is a calculation of the difference between the assets and liabilities of a governmental fund. Fund balances are either designated (funds that have been dedicated to a particular purpose) or undesignated (the remaining unappropriated balance of the fund after account for the designated funds).

**General Fund** – A specific Governmental Fund that accounts for tax supported activities of the City and other types of activities not accounted for in other funds.

**General Fund** – Accounts for all revenues and expenditures that are not accounted for in any other fund except those required by statute. It is a fund supported by taxes, fees and other miscellaneous revenues.

**General Obligation Bonds** – Bonds for the payment of which the full faith of the issuing government is pledged. G.O. Bonds can be voter approved (unlimited-tax general obligation bond-UTGO) where property owners are assessed property taxes for the debt repayment, or non-voted (limited-tax general obligation bonds-LTGO) that are authorized by the governing authority (City Council) and are paid with existing tax revenues or another source.

**Governmental Fund Types** – Funds that provide general government services. These include the General Fund, Special Revenue Funds, Capital Project Funds and Debt Service Funds.

**Intergovernmental Revenue** – Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

**Internal Service Funds** – These funds account for operations that provide goods or services to other departments or funds of the City or to other governmental units on a cost-reimbursement basis.

**Levy Rate** – The property tax percentage rate used in computing the property tax amount due the City.

**Major Fund** – Major funds represent the government's most important funds and are determined by a mathematical calculation. Each major fund must be presented in a separate column on the fund financial statements, for reporting purposes.

**Operating Budget** – The annual appropriation to maintain the provision of City services to the public. Annual operating budgets are essential to sound financial management and should be adopted by every government.

**Operating Transfer** – Routine and/or recurring transfers of assets between funds.

**Organizational Chart** – A graphic portrayal of relationships among positions and officials established by the City.

**Personnel** – Refers to the number of full-time or part-time regular authorized positions which may be employed within the operation of the City.

**Permanent Fund** – A fund whose resources are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the fund's programs.

**Refunding Bonds** – Bonds issued to retire bonds already outstanding. The refunding bonds may be sold for cash and outstanding bonds redeemed in cash, or the refunding bonds may be exchanged with holders of outstanding bonds.

**Reserve** – (1) An account used to segregate a portion of fund balance to indicate that it is not available for expenditure; and (2) an account used to segregate a portion of fund equity as legally set aside for a specific future use.

**Revenue** – Income received by the City in support of a program of services to the community. It includes such items as property taxes, fees, user charges, grants, fines and forfeits, interest income and miscellaneous revenue.

**Revenue Bonds** – Bonds whose principal and interest are secured by and payable exclusively from earnings of an Enterprise or Proprietary Fund.

**Salaries and Wages** – Monetary compensation in the form of an annual or hourly rate of pay for hours worked.

**Services and Charges** – Expenditures for services other than personal services which are required by the City in the administration of its assigned functions, such as contracted services, insurance, utilities, printing, advertising, insurance and rental of equipment.

**Special Revenue Funds** – Funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specific purposes.

**Supplies and Materials** – Articles and commodities which are consumed or materially altered when used; such as, office supplies, motor fuel, building supplies and postage.

**Taxes** – Compulsory charges levied by a government to finance services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments. Neither does the term include charges for services rendered only to those paying such charges (e.g., sewer service charges).

**Tax Rate Limit** – The maximum rate at which a government may levy a tax. The limit may apply to taxes raised for a particular purpose or to taxes imposed for all purposes and may apply to a single government or to a class of governments operating in a particular area. Overall tax rate limits usually restrict levies for all purposes and of all governments, state and local, having jurisdiction in a given area. The tax rate limit for general purposes for the City of Pasco is \$3.60.

**Working Capital** – Working capital is generally defined as current assets minus current liabilities. Working capital measures short term financial health of a proprietary fund.



## Acronym Key

**ACA** – Animal Control Authority

**ACS** – Administrative and Community Services

**ADA** – Americans with Disabilities Act

**AFG** – Assistance to Firefighters Grant

**AOC** – Washington State Administrative Office of the Courts

**ARFF** – Aircraft Rescue and Firefighting.

**AV** – Assessed Value

**AWC** – Association of Washington Cities

**BARS** – Budgeting, Accounting and Reporting System

**BFT** – Ben Franklin Transit

**BNSF** – Burlington Northern Santa Fe Railway

**BUILD** – Better Utilizing Investments to Leverage Development

**CAD** – Computer-aided Dispatching

**CAFR** – Comprehensive Annual Financial Report

**CALEA** – Commission on Accreditation for Law Enforcement Agencies

**CBC** – Columbia Basin College

**CCTV** – Closed Circuit Television

**CDBG** – Community Development Block Grant

**CIP** – Capital Improvement Plan

**CLJ** – Courts of Limited Jurisdiction

**CMC** – Certified Municipal Clerk

**COPS** – Community Oriented Policing Services Grant

**CPI** – Consumer Price Index

**DNR** – Department of Natural Resources

**DOC** – Department of Corrections

**DOH** – Department of Health

**DPDA** – Downtown Pasco Development Authority

**DRT** – Development Review Team

**EIS** – Environmental Impact Statement

**EPA** – Environmental Protection Agency

**ER** – Equipment Rental

**ERS** – Emergency Reporting System

**ERU** – Equivalent Residential Unit

**FBI** – Federal Bureau of Investigation

**FCID** – Franklin County Irrigation District

**FTE** – Full-time Equivalent

**GAP** – Graffiti Abatement Program

**GAAP** – Generally Accepted Accounting Principles

**GASB** – Governmental Accounting Standards Board

**GEMT** – Ground Emergency Medical Transportation

**GFOA** – Government Finance Officers Association

**GIS** – Geographic Information System

**GMA** – Growth Management Act

**HAEIFAC** – Hanford Area Economic Investment Fund Advisory Committee

**HIP** – Highway Improvement Grant

**HLO** – Homeless Liaison Officer

**HUD** – Housing and Urban Development

**HVAC** – Heating, Ventilation and Air Conditioning

**IAFF** – International Association of Fire Fighters

**IPD** – Implicit Price Deflator

**IUOE** – International Union of Operating Engineers

**K** – Thousand (i.e. \$15K = \$15,000)

**LEOFF** – Law Enforcement Officers and Fire Fighters

**LID** – Local Improvement District

**LTGO** – Limited Tax General Obligation Bond

**M** – Million (i.e. \$15M = \$15,000,000)

**MGD** – Million Gallons a Day

**MRT-DV** – Moral Reconciliation Therapy for Domestic Violence

**MVET** – Motor Vehicle Excise Tax

**NFPA** – National Fire Protections Association

**NSP** – Neighborhood Stabilization Program

**O & M** – Operations and Maintenance

**OPEB** – Other Post-Employment Benefits

**PERS** – Public Employees' Retirement System

**PLC** – Programmable Logic Controller

**PMC** – Pasco Municipal Code

**PPFD** – Pasco Public Facility District

**PPOA** – Pasco Police Officers Association

**PSC-TV** – Pasco City Television

**PUD** – Public Utility District

**PWRF** – Process Water Reuse Facility

**RCO** – Washington State Recreation and Conservation Office

**RECon** – The Global Retail Real Estate Convention

**REET** – Real Estate Excise Tax

**RFP** – Request for Proposal

**RISS** – Regional Information Sharing Systems

**RMS** – Records Management Software

**SAFER** – Staffing for Adequate Fire and Emergency Response Grant

**SCADA** – Supervisory Control and Data Acquisition

**SECOMM** – Southeast Communications Center

**SEPA** – State Environmental Policy Act

**TC3** – Tactical Combat Casualty Care

**TIB** – Transportation Improvement Board

**TPA** – Tourism Promotion Area

**TRAC** – Trade, Recreation, Agriculture Center

**UGA** – Urban Growth Area

**UTGO** – Unlimited Tax General Obligation Bond

**WAC** – Washington Administrative Code

**WASPC** – Washington Association of Sheriffs & Police Chiefs

**WPWTP** – West Pasco Water Treatment Plant

**WSDOT** – Washington State Department of Transportation

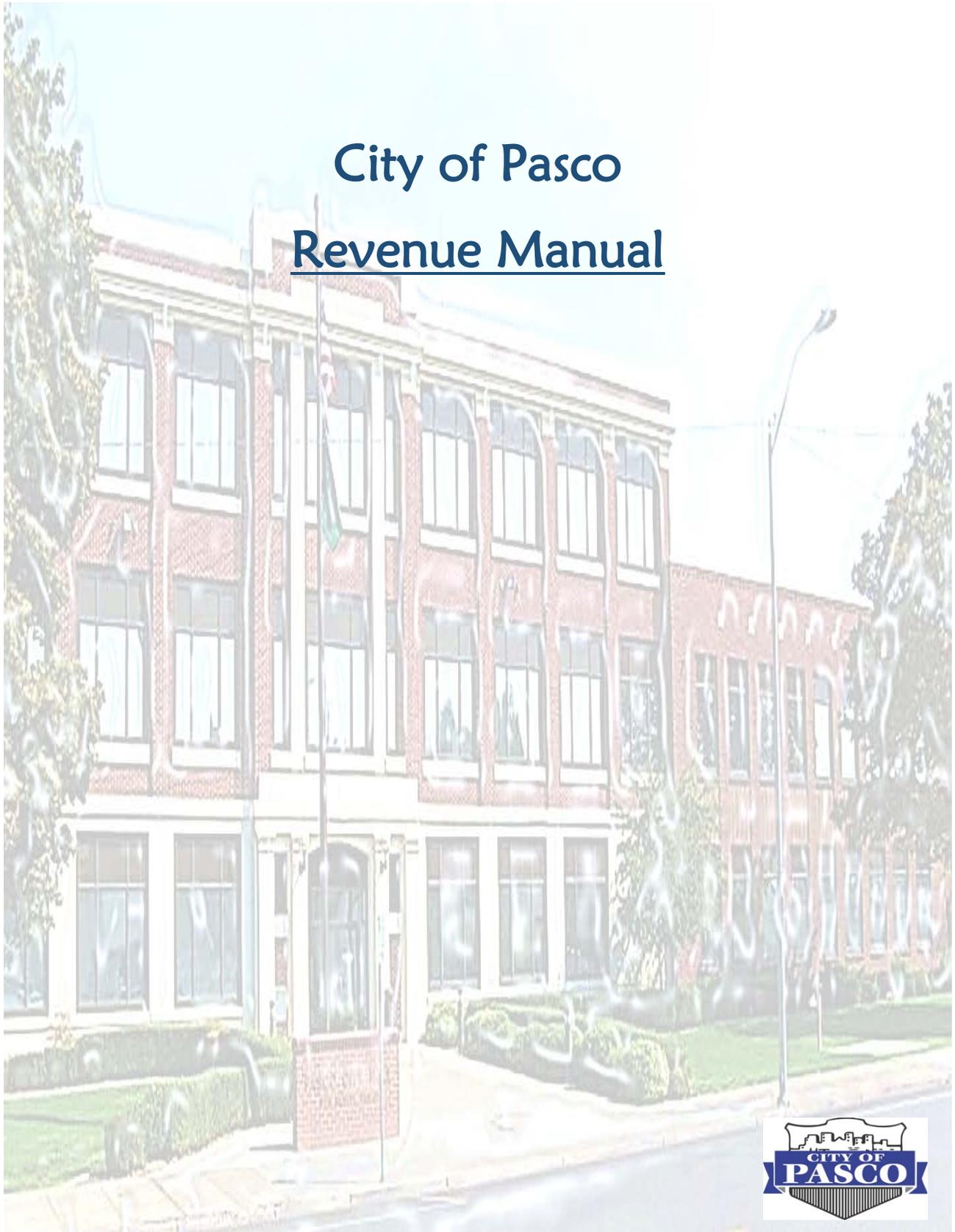
**WSRB** – Washington Surveying and Ratings Bureau

**WTP** – Water Treatment Plant

**WWTP** – Wastewater Treatment Plant

# City of Pasco

## Revenue Manual



Dear Reader:

The purpose of this document is to provide the City Council, the residents of the City of Pasco, and any reader a clear understanding of the major sources of General Fund revenue. All governmental entities are subject to accounting standards that require fund accounting. This requirement has the benefit of segregating revenues and expenditures by their unique purpose, when applicable. As its title suggests, the General Fund is the general, nonspecific fund that captures revenue activity that is not restricted to a specific purpose and accounts for expenditures that are the outcome of general purpose governmental activity.

As with any organization, beneficial planning includes an understanding of sources of revenue and anticipated expenditures. This document outlines the major sources of General Fund revenues, providing a brief description and, where applicable, key attributes of the revenue and the historical revenue level. As part of the City's budget process, the anticipated 2019 and 2020 revenues have been estimated. Those 2019 and 2020 budgeted General Fund revenues are included in this Revenue Manual.

If you have any questions, please contact Richa Sigdel at (509) 545-3488.

**Summary - General Fund Revenue Sources by Category**

	2019 Proposed Budget	2020 Proposed Budget	
<b>Taxes</b>			
General Property Tax	10,561,963	10,987,008	16%
Retail Sales Tax	15,352,183	15,771,026	23%
Utility Tax	9,583,525	9,725,394	14%
Other Tax	1,216,350	1,221,400	2%
<b>Sub-Total Taxes</b>	<b>36,714,021</b>	<b>37,704,828</b>	
<b>Fees &amp; Charges</b>			
General Govt	3,790,214	3,986,542	6%
Public Safety	1,611,056	1,589,155	2%
Culture & Recreation	199,525	204,525	0%
Economic Environment	2,018,000	2,018,000	3%
<b>Sub-Total Fees &amp; Charges</b>	<b>7,618,795</b>	<b>7,798,222</b>	
<b>Intergovernmental Revenues</b>			
PUD Privilege Tax	680,000	685,000	1%
Liquor Board Profits	600,494	604,949	1%
Grants	504,164	373,464	1%
Liquor Excise Tax	378,253	397,516	1%
Other	253,199	260,829	0%
<b>Sub-Total Intergovernmental Revenues</b>	<b>2,416,110</b>	<b>2,321,758</b>	
<b>Licenses &amp; Permits</b>			
Building Permits	1,350,000	1,350,000	2%
Business License	509,500	509,500	1%
Animal License	222,000	222,000	0%
Other	148,000	148,000	0%
<b>Sub-Total Licenses &amp; Permits</b>	<b>2,229,500</b>	<b>2,229,500</b>	
<b>Fines &amp; Forefeits</b>			
Traffic	774,000	774,000	1%
Non Traffic	91,000	91,000	0%
Court	40,600	40,600	0%
<b>Sub-Total Fines &amp; Forefeits</b>	<b>905,600</b>	<b>905,600</b>	
<b>Other Sources</b>			
Bond Proceeds	17,250,000	-	25%
Rent	319,350	320,550	0%
Transfer in	227,600	227,600	0%
Interest	200,000	210,000	0%
Other	72,750	73,150	0%
<b>Sub-Total Other Sources</b>	<b>18,069,700</b>	<b>831,300</b>	
<b>Total General Fund Revenue</b>	<b>67,953,726</b>	<b>51,791,208</b>	

## Significant General Fund Revenue Sources by Category

	2019 Proposed Budget	2020 Proposed Budget
<b>Taxes</b>		
General Property Tax	10,561,963	10,987,008
Retail Sales Tax	15,352,183	15,771,026
Natural Gas	705,020	721,020
Solid Waste	738,312	745,695
Cable TV	463,208	467,606
Telephone	1,199,929	1,200,000
Electricity	4,208,069	4,303,556
Water	883,479	892,302
Irrigation	128,816	133,227
Sewer	819,953	829,660
Stormwater	145,580	154,403
PWRF	291,159	277,925
Gambling	856,350	861,400
Leasehold	225,000	225,000
Admissions Tax	135,000	135,000
<b>Sub-Total Taxes</b>	<b><u>36,714,021</u></b>	<b><u>37,704,828</u></b>
<b>Licenses &amp; Permits</b>		
Building Permits	1,350,000	1,350,000
Business License	509,500	509,500
Animal License	222,000	222,000
Rental License	126,500	126,500
Other	21,500	21,500
<b>Sub-Total Licenses &amp; Permits</b>	<b><u>2,229,500</u></b>	<b><u>2,229,500</u></b>
<b>Intergovernmental Revenues</b>		
PUD Privilege Tax	680,000	685,000
Liquor Board Profits	600,494	604,949
Liquor Excise Tax	378,253	397,516
Grants	504,164	373,464
City-County Assistance	110,000	112,000
Criminal Justice	104,499	110,129
DUI-Cities	11,000	11,000
Other	27,700	27,700
<b>Sub-Total Intergovernmental Revenues</b>	<b><u>2,416,110</u></b>	<b><u>2,321,758</u></b>

## Significant General Fund Revenue Sources by Category

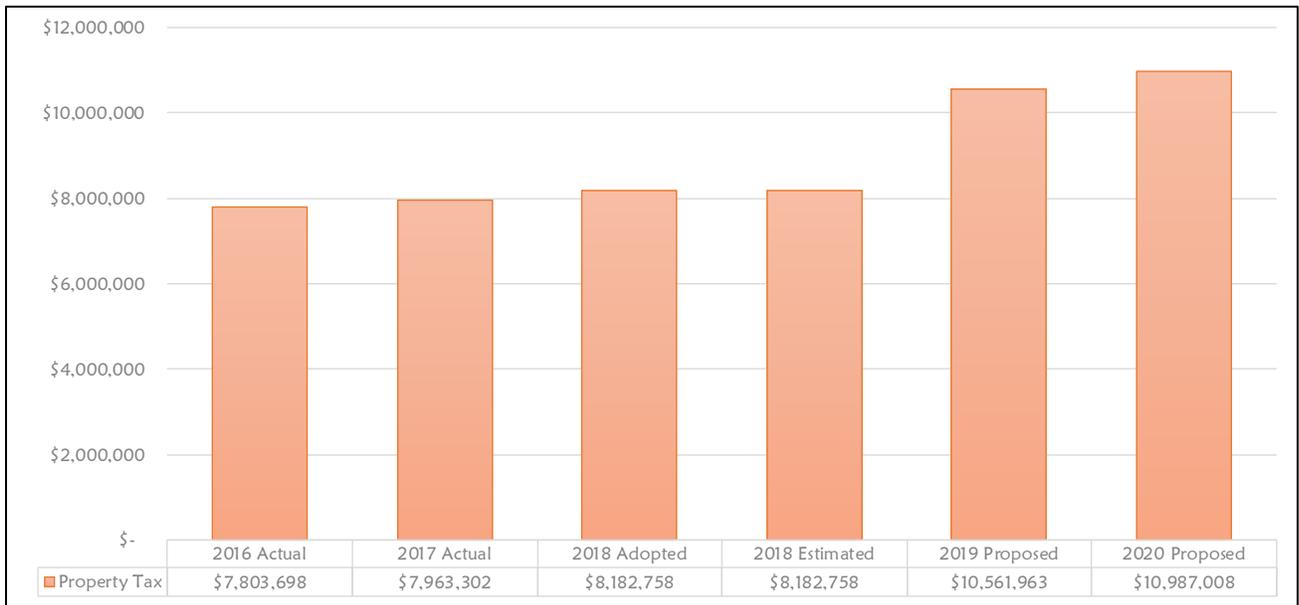
	2019 Proposed Budget	2020 Proposed Budget
<b>Fees &amp; Charges</b>		
General Govt	3,790,214	3,986,542
Public Safety	1,611,056	1,589,155
Culture & Recreation	199,526	204,525
Economic Environment	2,018,000	2,018,000
<b>Sub-Total Fees &amp; Charges</b>	<b>7,618,796</b>	<b>7,798,222</b>
<b>Fines &amp; Forefeits</b>		
Non Traffic	91,000	91,000
Court	40,600	40,600
Traffic	774,000	774,000
<b>Sub-Total Fines &amp; Forefeits</b>	<b>905,600</b>	<b>905,600</b>
<b>Other Sources</b>		
Bond Proceeds	17,250,000	-
Interest	200,000	210,000
Other Misc	59,350	59,350
Contributions	13,400	13,800
Rent	319,350	320,550
Transfer in	227,600	227,600
<b>Sub-Total Other Sources</b>	<b>18,069,700</b>	<b>831,300</b>
<b>Total General Fund Revenue</b>	<b>67,953,727</b>	<b>51,791,208</b>

# Taxes

**Revenue: Property Tax**

**Description:** A property tax is an ad valorem tax on the value of a property, usually levied on real estate. This revenue is used to support general government purposes like police, fire and parks. Rates are expressed in “dollars per \$1,000 of assessed value (AV)”. The Washington State Constitution limits the annual rate of property taxes that may be imposed on an individual parcel of property to one percent of its true and fair value. Hence, Property Tax revenue can be increased by the said one percent, plus any construction and annexation.

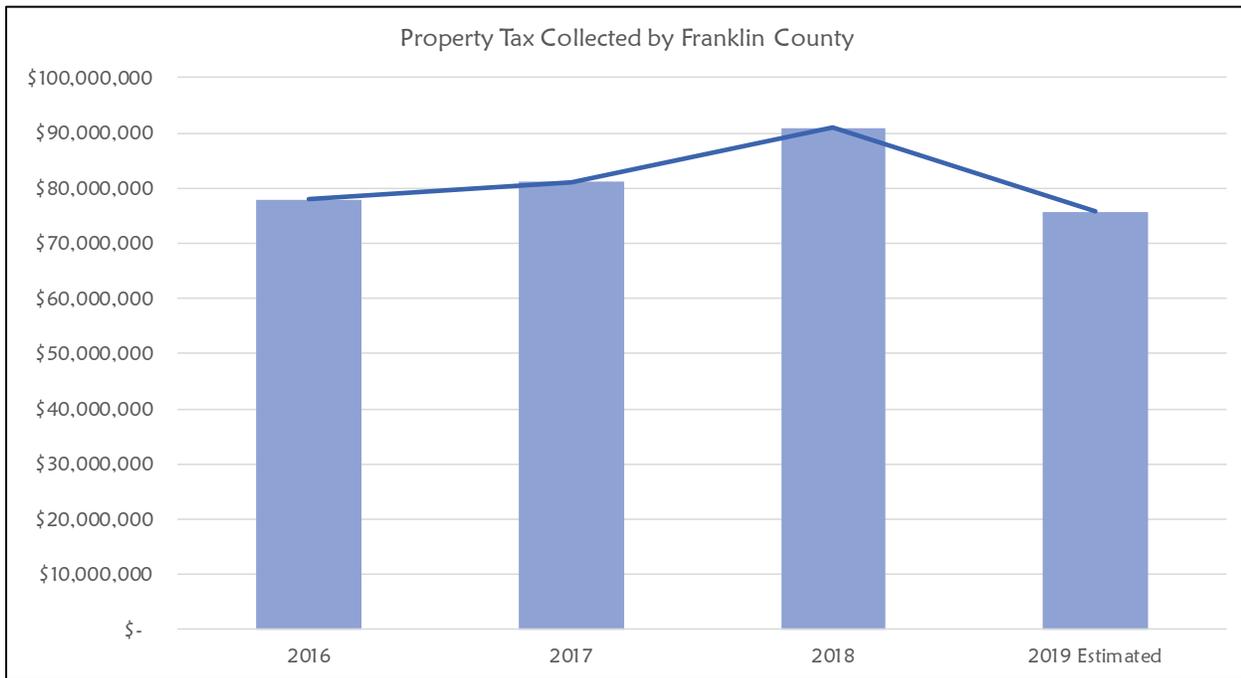
**Historical Data:**



**Where Do Your Property Tax Dollars Go?**



**Changes:** The Supreme Court ruling on the McCleary decision in 2012 has shifted the responsibility for funding schools to the State, finding that the State was failing in its “paramount duty” to pay for basic education under the State constitution. This decision will result in a significant decrease in property taxes for City of Pasco property owners, an estimated decrease of \$2.44 per thousand assessed value. The chart below shows actual property tax levied by Franklin County, as well as an estimated collection for 2019 that factors the decrease in the Maintenance and Operations Bond for the Pasco School District from \$3.94 to \$1.50 per assessed valuation.

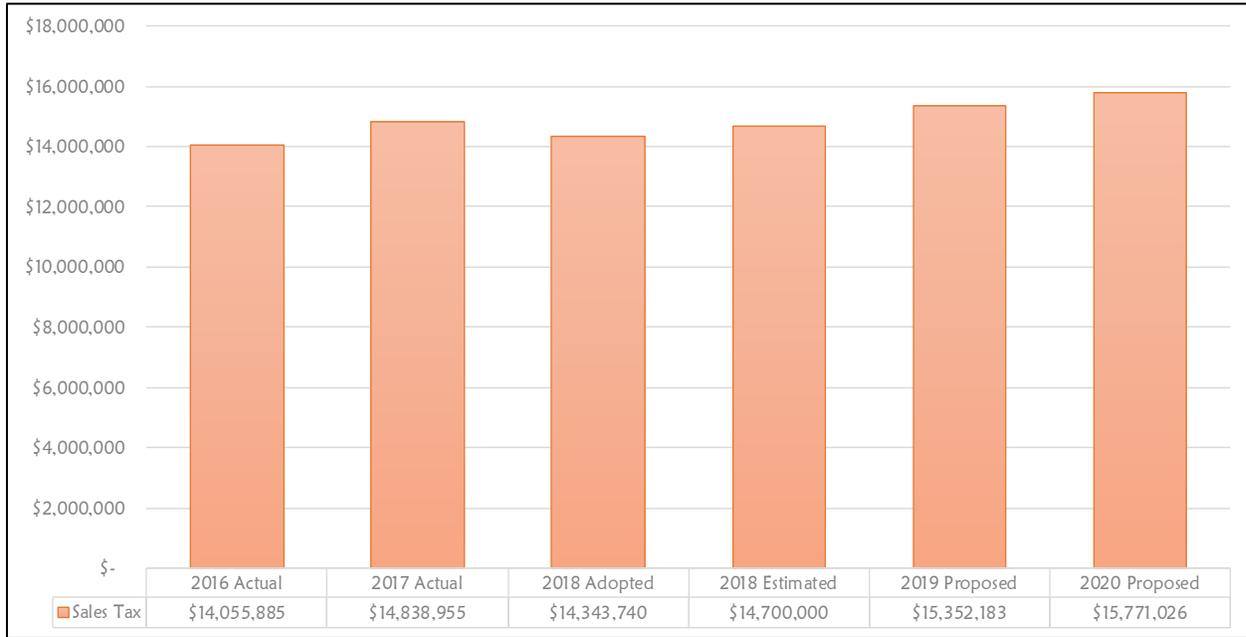


Property Tax Levy Rates	2018 Rates
<b>Direct Levy</b>	
<b>City of Pasco</b>	<b>1.75</b>
<b>Overlapping Regular and Special Levies</b>	
Veterans Relief	0.01
Mental Health	0.03
Courthouse Restoration	0.10
Current Expense	1.23
State School Pt1	1.90
State School Pt2	1.03
Port of Pasco	0.28
School #1 M&O	3.95
School #1 Bond	2.00
<b>Subtotal - Overlapping Levies</b>	<b>10.52</b>
<b>Total</b>	<b>12.27</b>

**Revenue: Sales Tax**

**Description:** Revenue from Sales Tax is used to support general City services, as well as, for criminal justice and public safety purposes. Sales Tax is the largest revenue for the City’s General Fund.

**Historical Data:**



**Breakdown of Sales**

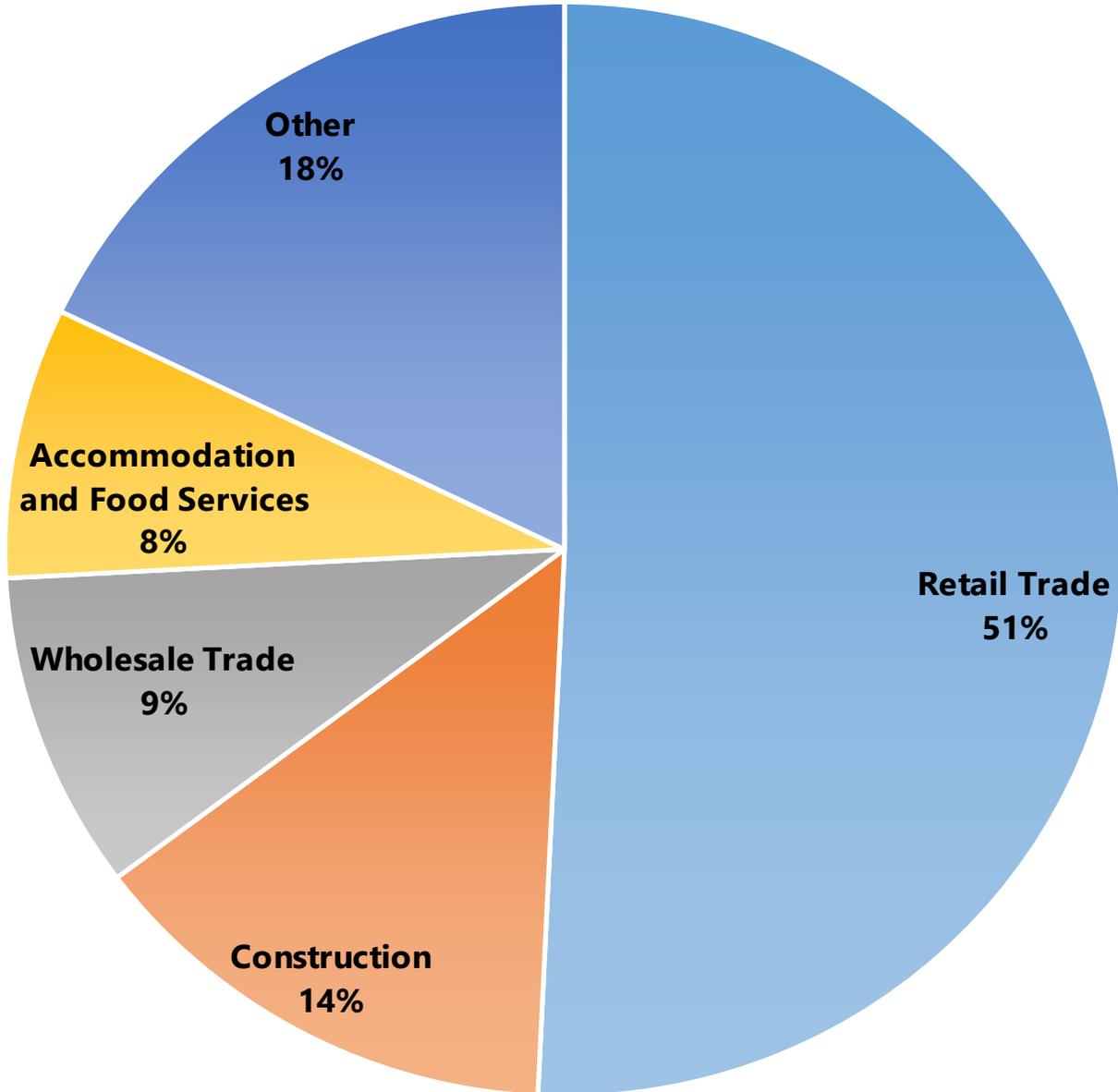
<b>Tax Rate</b>	<b>2018 Rates</b>
State	6.5%
City/County (85%/15%)	1.0%
Transit	0.6%
Public Safety*	0.3%
Criminal Justice**	0.1%
Juvenile Detention	0.1%
<b>Total</b>	<b>8.6%</b>

\*RCW 82.14.450; 60% is retained by counties, remaining 40% is allocated to cities on a per capita basis

\*\*RCW 82.14.340; County receives 10% of tax proceeds; remaining 90% is distributed to cities and unincorporated areas based on population

### From Where Do the City's Sales Tax Dollars Come?

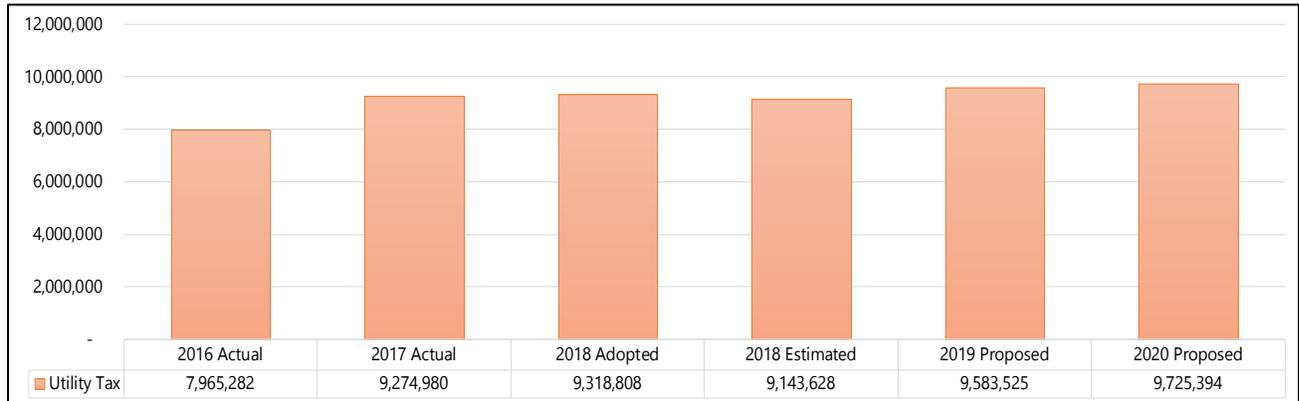
The City of Pasco has a fairly diverse economy with approximately half of the City's Sales Tax revenue being collected from retail activity, including automotive dealerships. The chart below illustrates the major sources for the City's Retail Sales Tax collections for the year 2017.



**Revenue: Utility Tax**

**Description:** The City has the authority to tax 8.5% on utility revenue including water, sewer, garbage, irrigation, solid waste, stormwater, electricity, telephone, and cable. Of this tax, 7.5% of the proceeds are disbursed to the City’s General Fund, with the remainder being disbursed to the Street Overlay and Street Operations Funds.

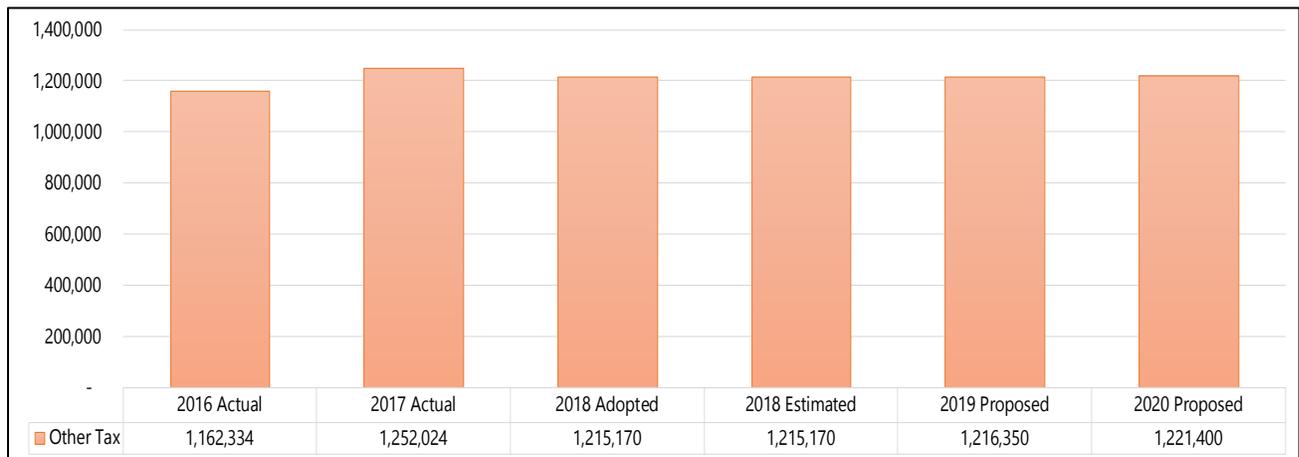
**Historical Data:**



**Revenue: Other Tax**

**Description:** This category includes Leasehold, Gambling, and Admissions Taxes. Gambling Tax applies to all card games, punch board games, pull tabs, bingo games, raffles, and amusement games played within the City limits. Admissions Tax (2.5%) is levied upon every person who pays an admission charge to gain entrance to any business or activity located in the City limits.

**Historical Data:**



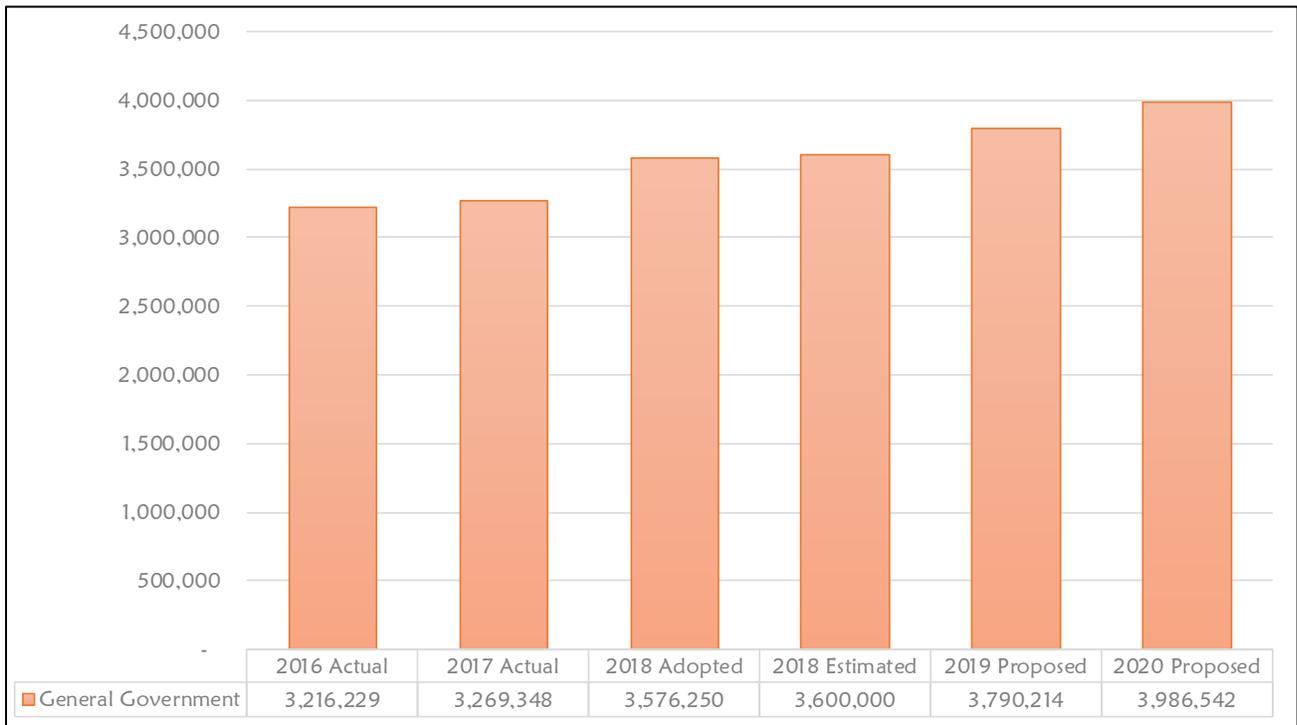
# Fees & Charges\*

\*Categories are based on Washington State's Budgeting, Accounting, and Reporting System (BARS)

**Revenue: General Government**

**Description:** Resources funded out of the General Fund provide services like finance, human resources, safety and administration to all funds within the City. The City uses a cost allocation plan to adequately distribute the administrative services cost to funds within the City. The largest revenue source accounted for within this category is the administrative services cost at \$3M in 2018.

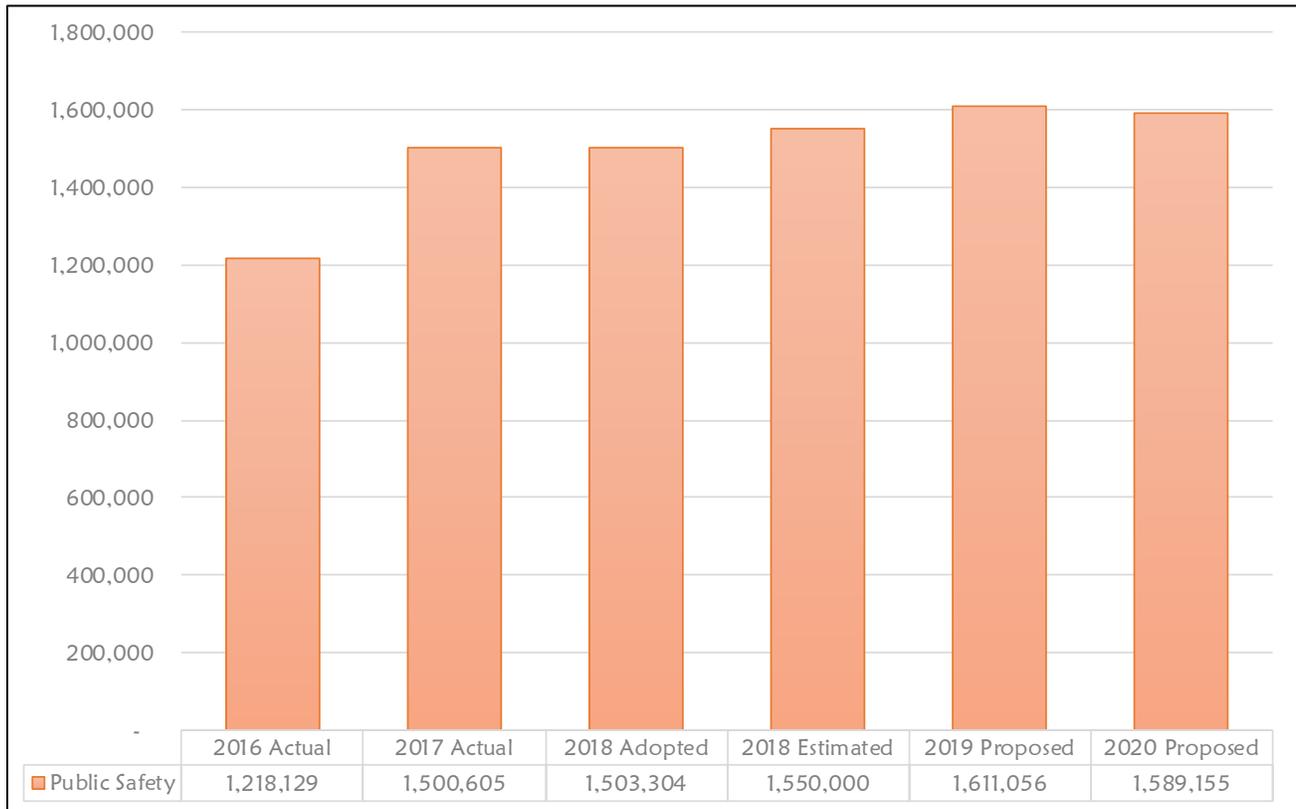
**Historical Data:**



**Revenue: Public Safety**

**Description:** Resources funded out of the General Fund provide services to external agencies like the Port of Pasco and the Pasco School District. The majority of the revenue collected in the category is attributed to the Airport Rescue and Firefighting (ARFF) and School Resource Officers (SRO) programs.

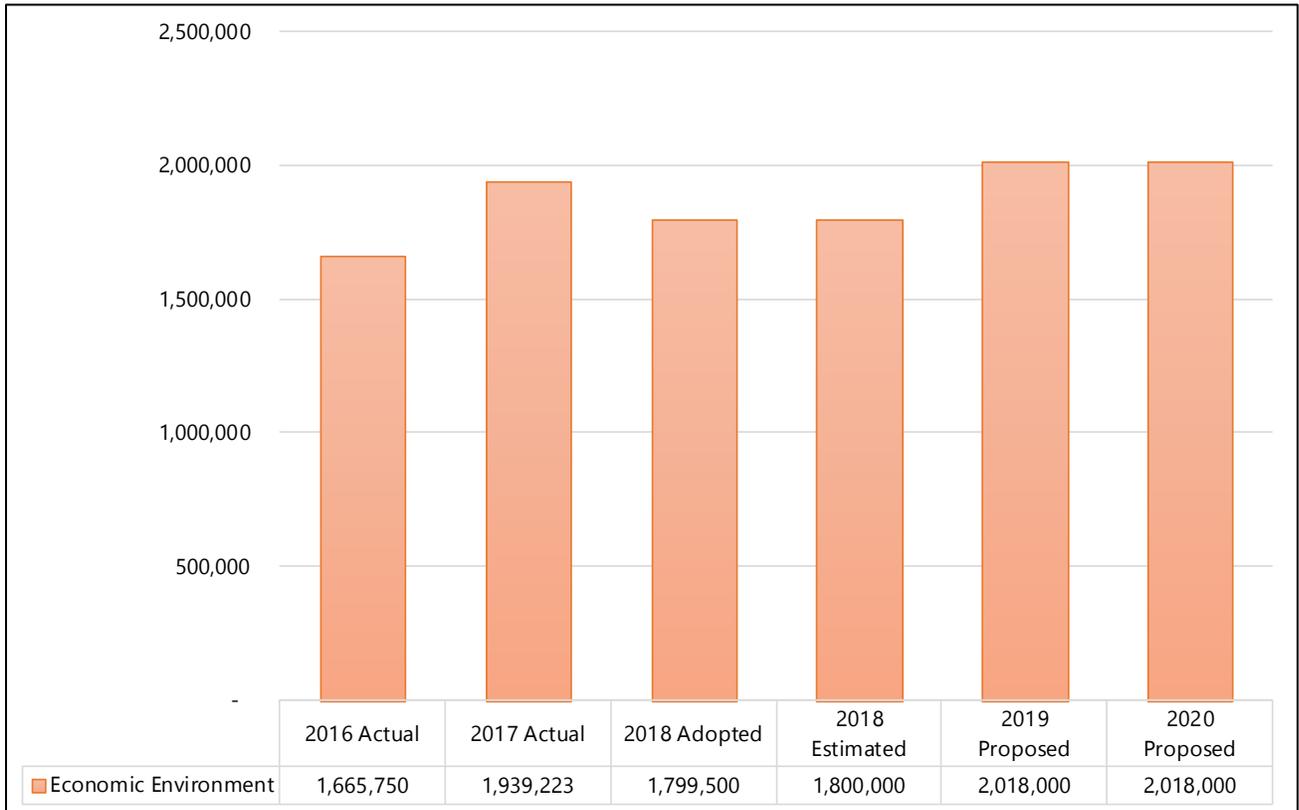
**Historical Data:**



**Revenue: Economic Environment**

**Description:** The City's Engineering Division provides services to all projects undertaken by the City. The revenue received from Engineering Staff's efforts on projects are deposited to the General Fund. Additionally, this category includes plan check, zoning, inspection and SEPA fees.

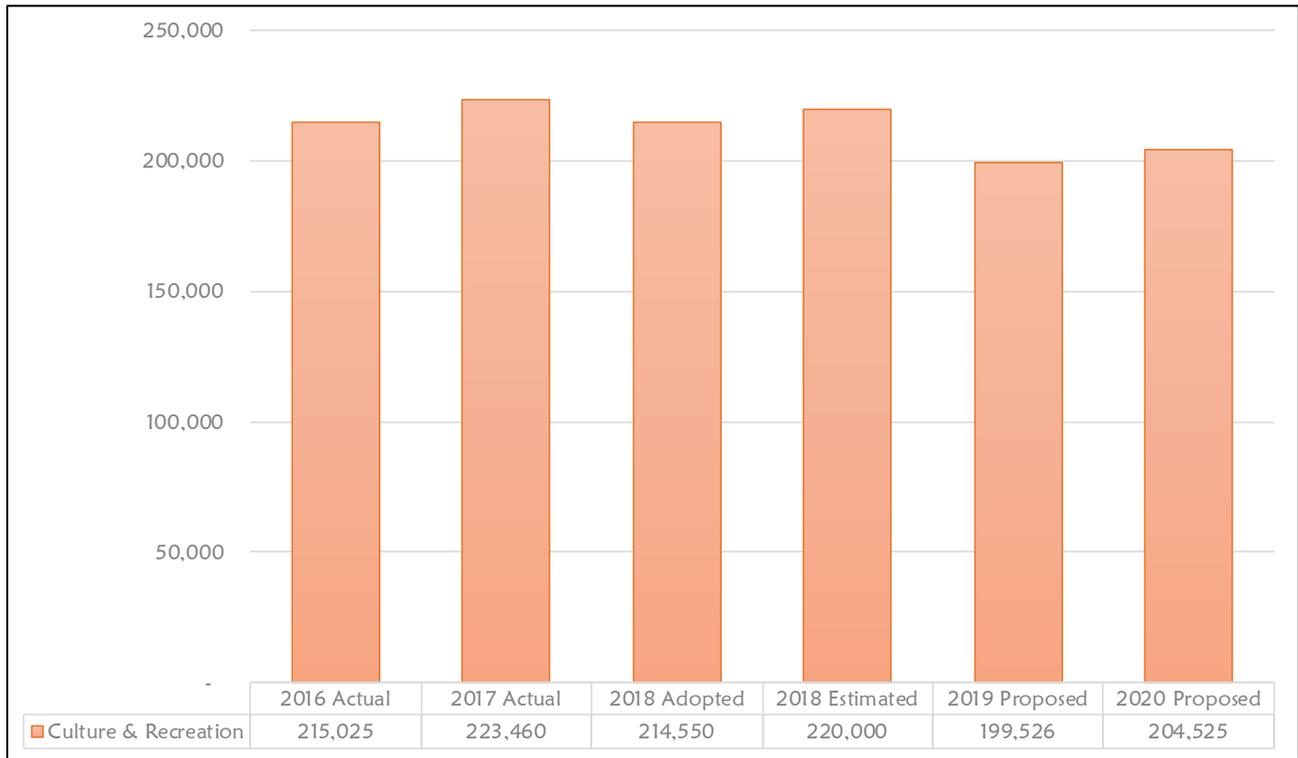
**Historical Data:**



**Revenue: Culture and Recreation**

**Description:** The City’s Recreation Division provides the public with a variety of recreation opportunities, such as swimming lessons and exercise classes. All revenues from such recreation related activities are included in this category.

**Historical Data:**

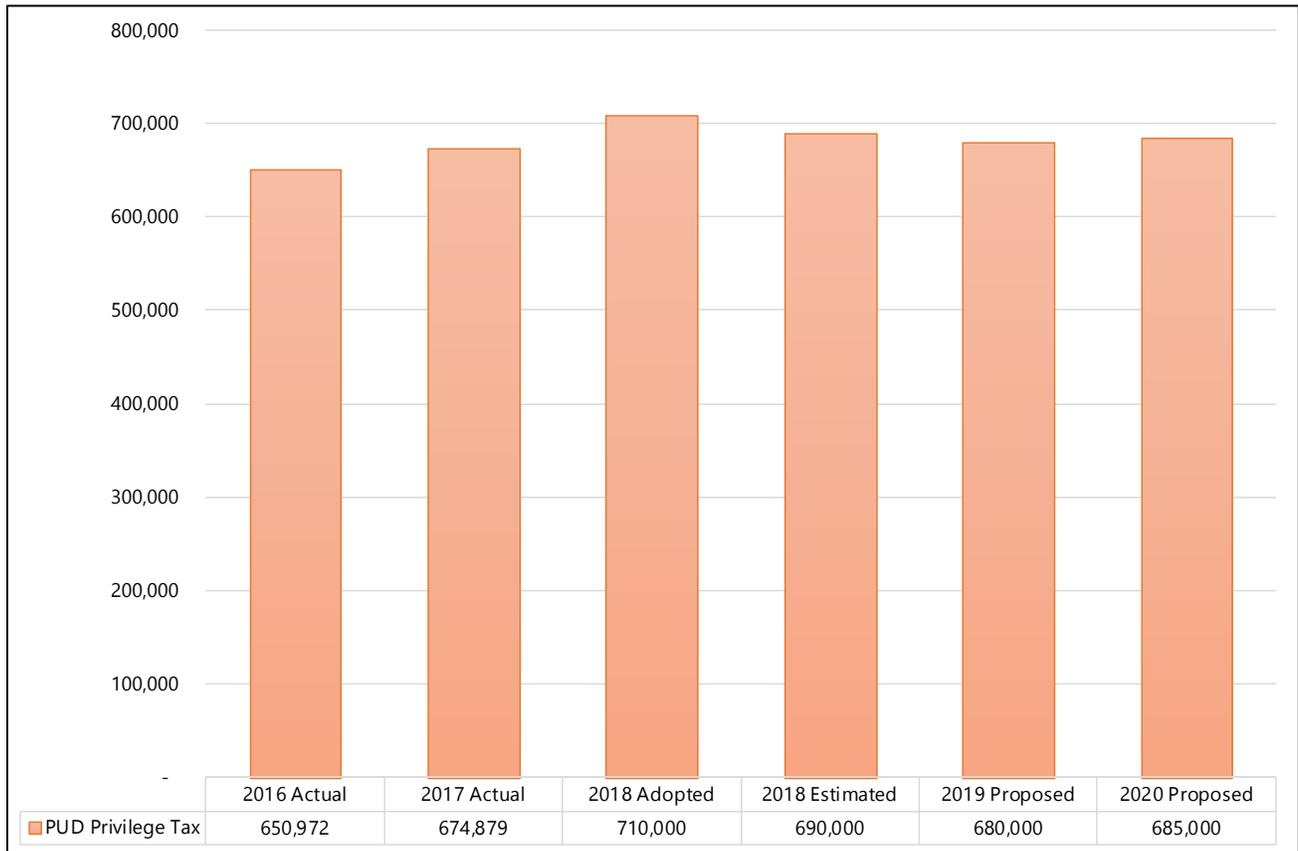


# Intergovernmental Revenues

**Revenue: Public Utility District (PUD) Privilege Tax**

**Description:** State and County collected revenue that is shared with schools, counties, and cities based on a set of factors including sales, location of dams and reservoirs, and population. The tax is assessed to the Public Utility District when it generates, distributes and sells electricity.

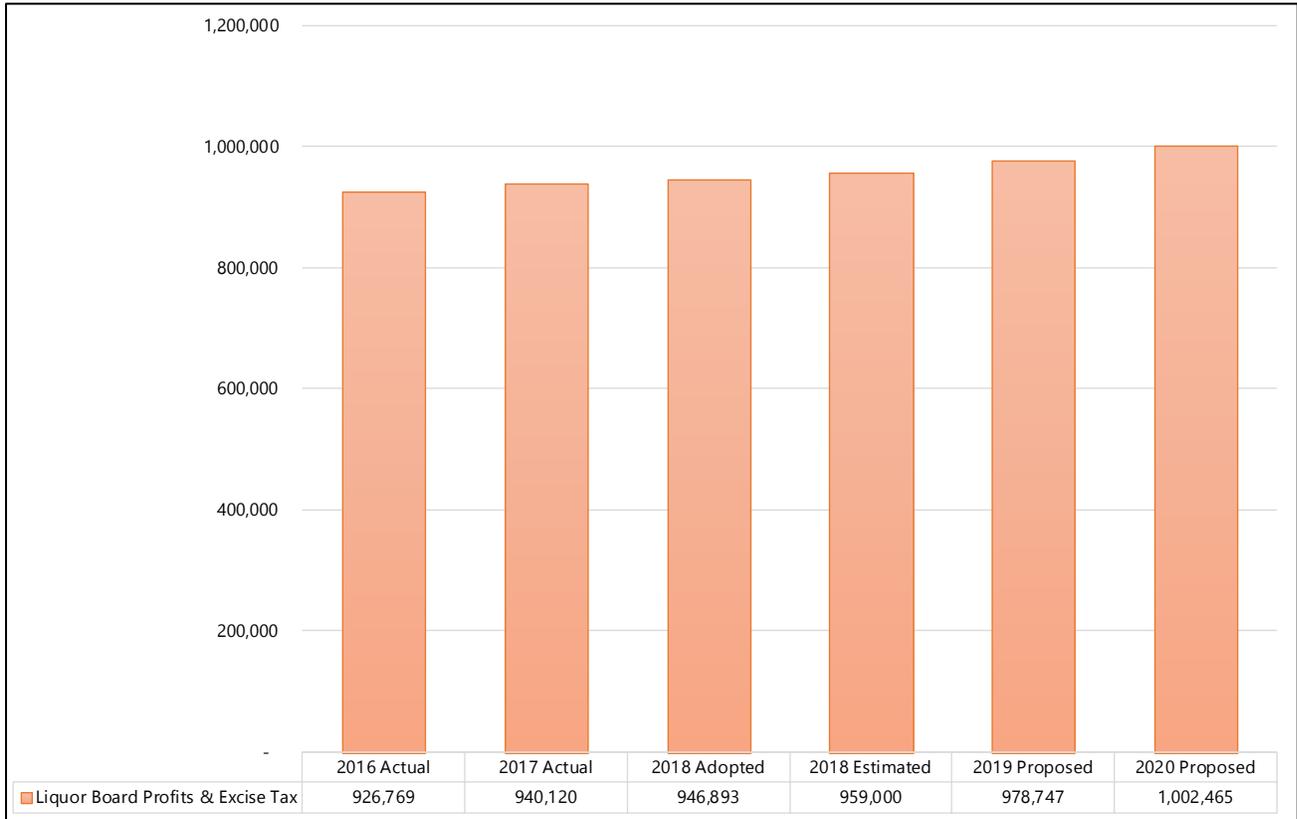
**Historical Data:**



**Revenue: Liquor Board Profits and Excise Tax**

**Description:** State-collected revenues that are shared with all cities are derived from liquor receipts (profits and excise taxes). Cities get 40% of the share of Liquor Board profits and 28% of the Liquor Excise Tax receipts.

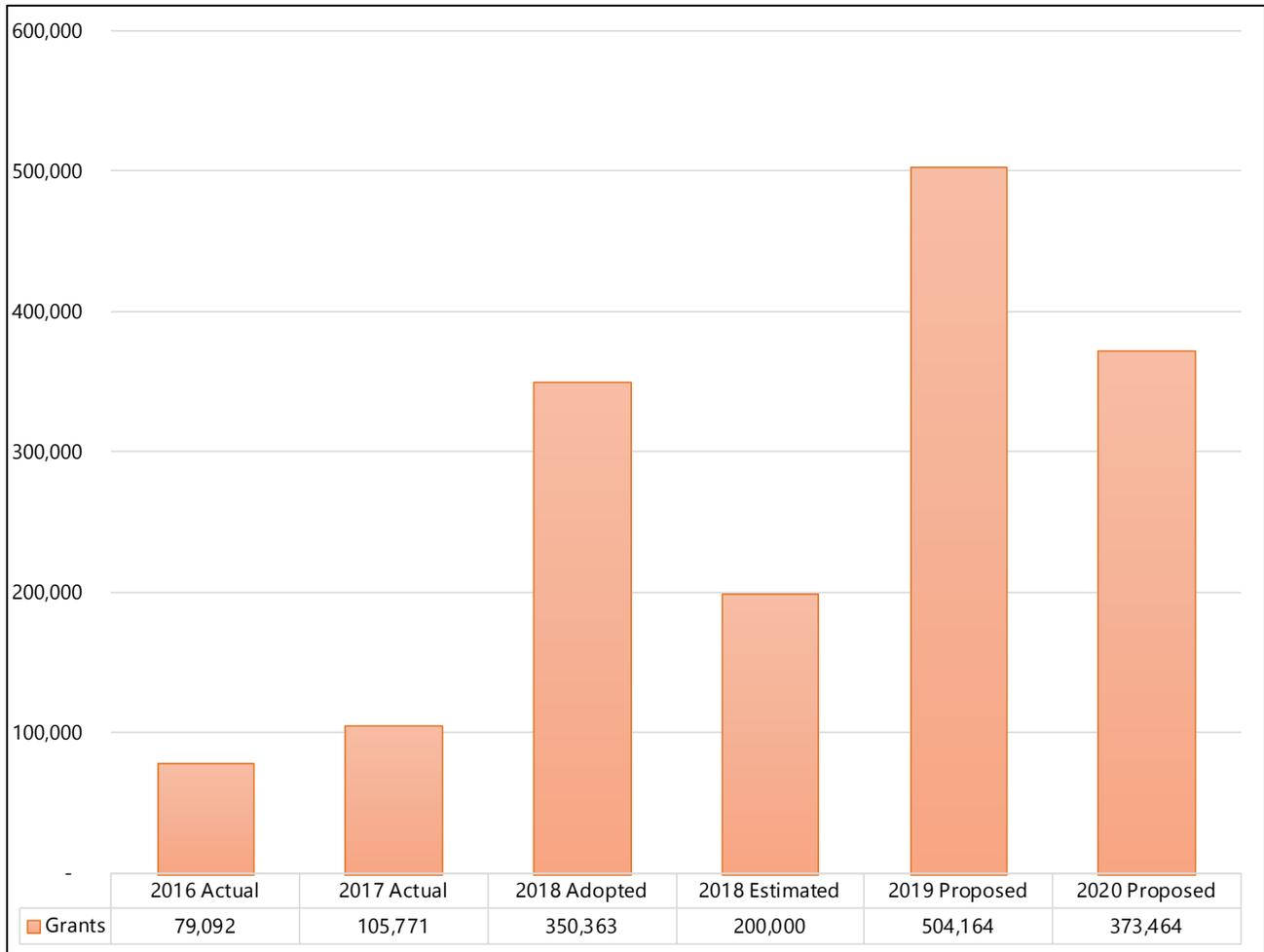
**Historical Data:**



**Revenue: Grants**

**Description:** The City actively seeks grant funding from local, State and Federal agencies for a variety of programs that benefit the City. The grants included as revenue for the General Fund are generally related to Police and Fire services. The 2018, 2019 and 2020 budgets include Community Oriented Policing Services (COPS) and Staffing for Adequate Fire & Emergency Response (SAFER) grant revenues for the Police and Fire Departments, respectively.

**Historical Data:**

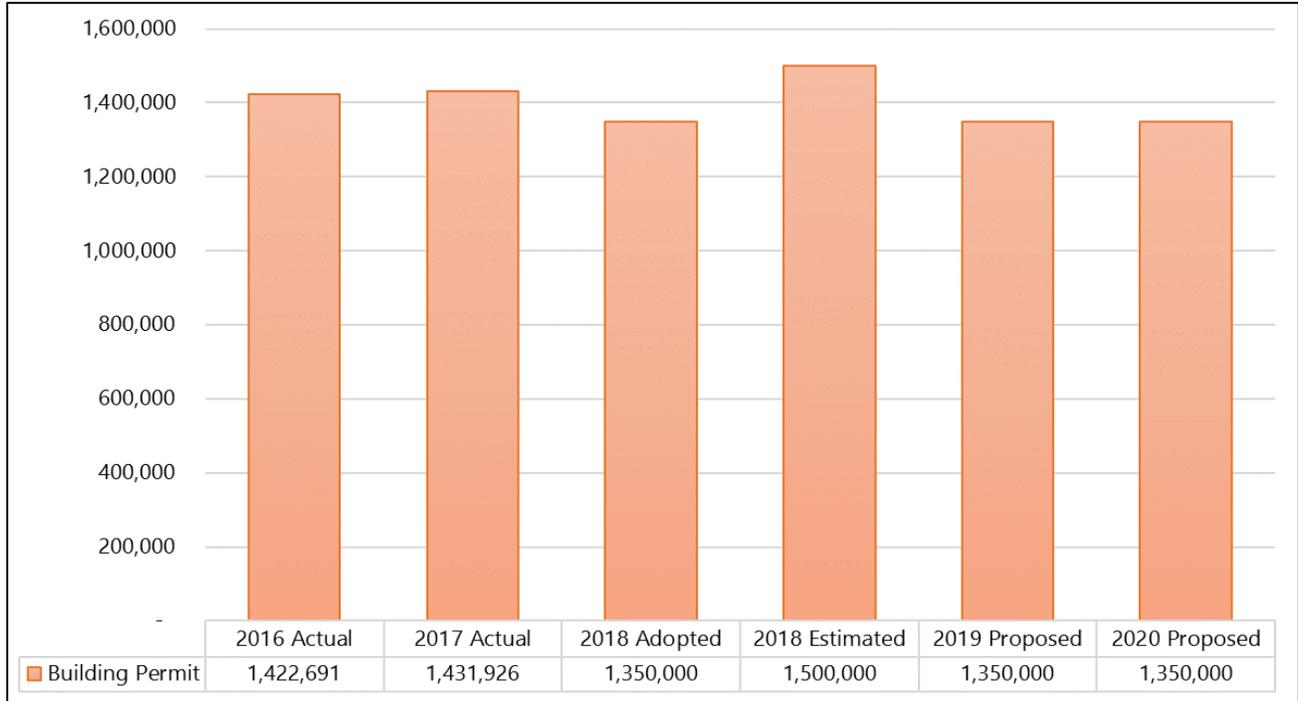


# Licenses & Permits

**Revenue: Building Permit Fee**

**Description:** Building Permit fees include basic building, mechanical and electrical permit fees. A permit fee is based upon the improvement value of the project.

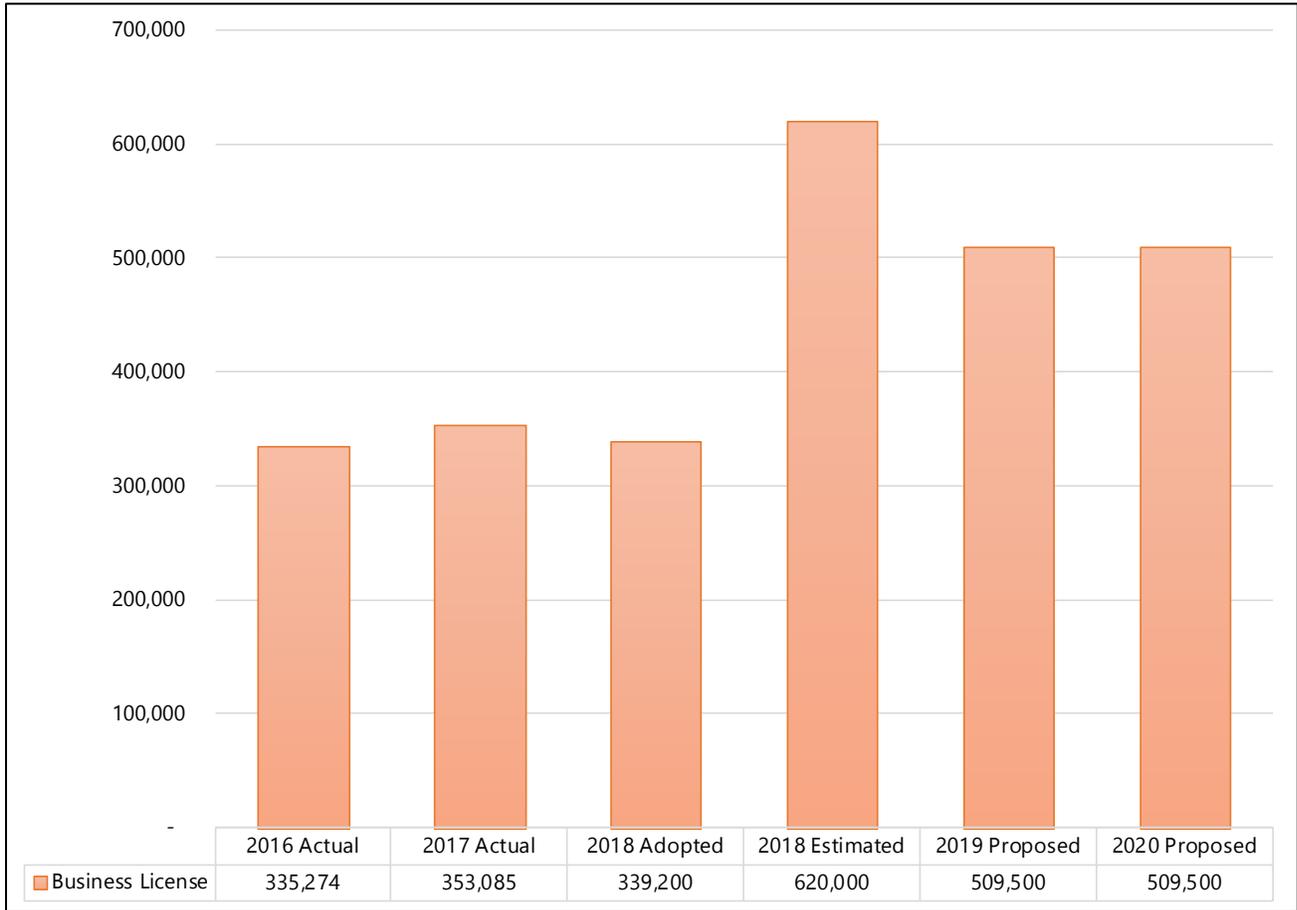
**Historical Data:**



**Revenue: Business License Fee**

**Description:** Businesses located within the City, or that operate temporarily within the City, must obtain a business license. The annual fee for a business license is a flat \$80, plus \$20 per full time equivalent employee (FTE).

**Historical Data:**

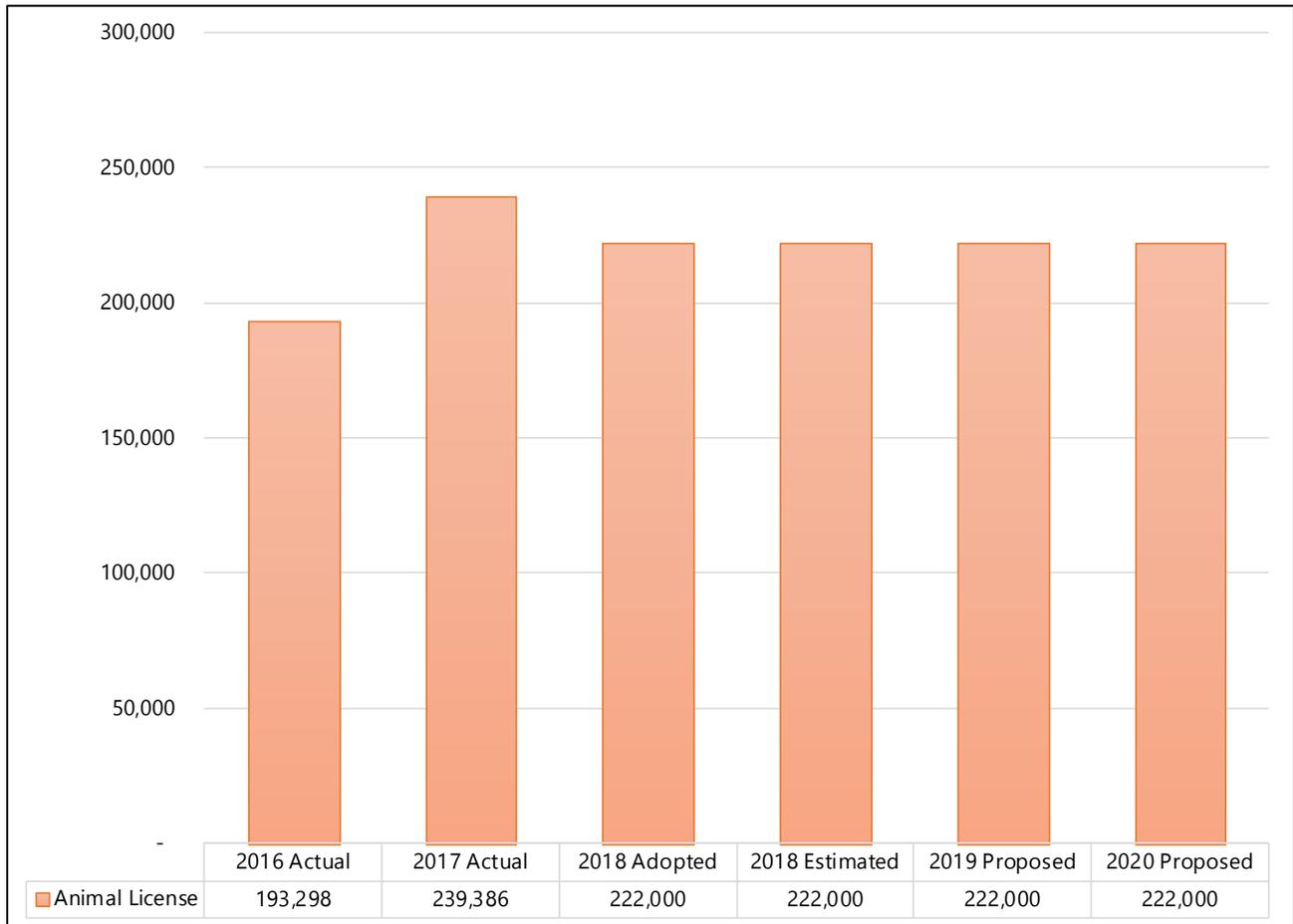


**Revenue: Animal License Fee**

**Description:** Animal licensing is required in the City for all dogs. Licenses are issued on a one or three-year basis.

Altered Dogs: One Year	\$15	Unaltered Dogs: One Year	\$55
Three Years	\$40	Three Years	\$160

**Historical Data:**

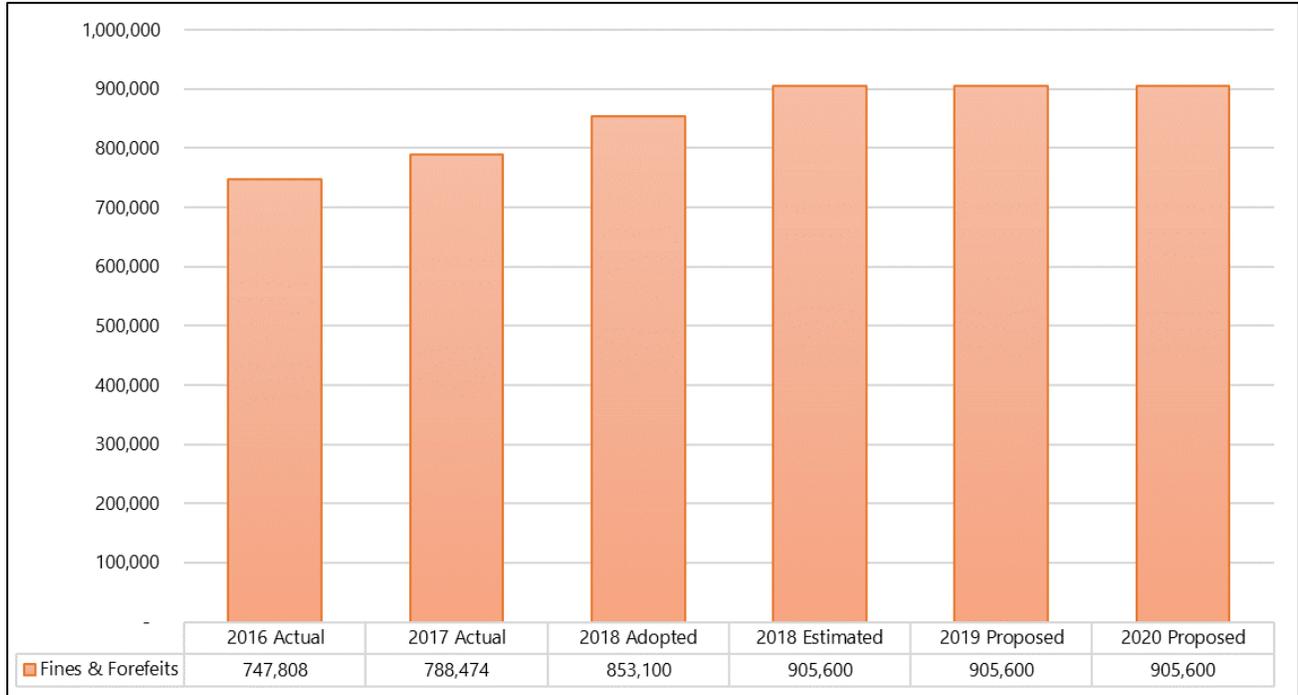


# Fines & Forfeits

**Revenue: Fines and forfeits**

**Description:** Includes traffic and non-traffic fines and penalties. Traffic infraction fines are set by the State Supreme Court. However, non-traffic infractions are set by the City.

**Historical Data:**



## Fee Schedule

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**ANIMAL CONTROL**

(PMC 8.02.360)

**A) PENALTY PROVISIONS**

- |   |       |
|---|-------|
| 1) FIRST OFFENSE WITHIN 5 YEARS           | \$50  |
| 2) SECOND OFFENSE WITHIN 5 YEARS          | \$100 |
| 3) THIRD OFFENSE WITHIN 5 YEARS           | \$200 |
| 4) FOURTH OR MORE OFFENSES WITHIN 5 YEARS | \$400 |

**B) CIVIL PENALTY POTENTIALLY DANGEROUS ANIMAL**

- |   |         |
|---|---------|
| 1) FIRST OFFENSE WITHIN 5 YEARS           | \$500   |
| 2) SECOND OFFENSE WITHIN 5 YEARS          | \$1,000 |
| 3) THIRD OFFENSE WITHIN 5 YEARS           | \$1,500 |
| 4) FOURTH OR MORE OFFENSES WITHIN 5 YEARS | \$2,000 |

**C) ANNUAL LICENSE FEES**

- |   |       |
|---|-------|
| 1) ANIMAL LICENSE, ONE YEAR, SPAYED/NEUTERED  | \$15  |
| 2) ANIMAL LICENSE, THREE YEAR, SPAYED/NEUTERED  | \$45  |
| 3) ANIMAL LICENSE, ONE YEAR, UNALTERED  | \$55  |
| 4) ANIMAL LICENSE, THREE YEAR, UNALTERED  | \$160 |
| 5) ANIMAL LICENSE, TAG REPLACEMENT  | \$5   |
| 6) ANIMAL LICENSE, SENIOR TAG REPLACEMENT   |       |
| 7) 62+ years of age, responsible for the bill, at residence 90+ days,<br>income less than "very low income" of Section 8 limits based on<br>household size. | \$3   |
| 8) KENNEL AND CATTERY   | \$50  |
| 9) POTENTIALLY DANGEROUS OR DANGEROUS ANIMAL PERMIT   | \$250 |
| 10) LATE FEE  | \$10  |
| 11) DISCOUNTS TO LOW INCOME SENIOR CITIZENS (ALTERED,<br>SPAYED OR NEUTERED)  | \$3   |

**D) IMPOUND FEES**

- |                                    |       |
|------------------------------------|-------|
| 1) FIRST OFFENSE WITHIN 12 MONTHS  | \$35  |
| 2) SECOND OFFENSE WITHIN 12 MONTHS | \$50  |
| 3) THREE OR MORE WITHIN 12 MONTHS  | \$100 |
| 4) BOARDING FEE (PER DAY)          | \$10  |
| 5) VACCINATION FEE                 | \$15  |

**BUILDING PERMITS**

(PMC 3.07.030)

**A) STATE BUILDING CODE COUNCIL**

Charged on all Building Permits issued \$4.50

**B) BUILDING**

1) BUILDING PERMIT BASED ON IMPROVEMENT VALUE

\$1,000 to \$10,000	\$50
\$10,001 to \$12,000	\$195.25
\$12,001 to \$13,000	\$209.25
\$13,001 to \$14,000	\$237.25
\$14,001 to \$15,000	\$251.25
\$15,001 to \$16,000	\$265.25
\$16,001 to \$17,000	\$279.25
\$17,001 to \$18,000	\$293.25
\$18,001 to \$19,000	\$307.25
\$19,001 to \$20,000	\$321.25
\$20,001 to \$21,000	\$335.25
\$21,001 to \$22,000	\$349.25
\$22,001 to \$23,000	\$363.25
\$23,001 to \$24,000	\$377.25
\$24,001 to \$25,000	\$391.25
\$25,001 to \$50,000 (\$391.75 for the first \$25,000 + \$10.10 for each addl \$1,000, or fraction thereof)	Calculated based on dollar amount
\$50,001 to \$100,000 (\$643.75 for the first \$50,000 + \$7.00 for each addl \$1,000, or fraction thereof)	Calculated based on dollar amount
\$100,001 to \$500,000 (\$993.75 for the first \$100,000 + \$5.60 for each addl \$1,000, or fraction thereof)	Calculated based on dollar amount
\$500,001 to \$1,000,000 (\$3,233.75 for the first \$500,000 + \$4.75 for each addl \$1,000, or fraction thereof)	Calculated based on dollar amount
\$1,000,001 and up (\$5,608.75 for the first \$1,000,000 + \$3.65 for each addl \$1,000, or fraction thereof)	Calculated based on dollar amount

2) PLAN REVIEW

Improvement value less than \$10,000	No Fee
Improvement value greater than \$10,000	65% of building permit fee
3) FAST TRACK PLAN REVIEW	100% of building permit fee

**C) PLUMBING**

1) MINIMUM PERMIT FEE	\$50
2) GAS APPLIANCE AND PIPING INSTALLATION PERMIT FEE	\$50

**D) RESTROATION OF SURFACE BY CITY AND INSPECTION**

RESTORATION + 1 YEAR OF MAINTENANCE	Cost
-------------------------------------	------

**E) TESTING NEW PIPING**

EXPENSE TESTS AND INSPECTIONS	Cost
<b>F) FACTORY ASSEMBLED/MOBILE HOMES</b>	
PLACEMENT PERMIT	\$50
<b>G) MOVING BUILDINGS</b>	
1) WITHOUT USE OF PUBLIC RIGHT-OF-WAY	\$25
2) WITH USE OF RIGHT OF WAY	\$100
3) INTO CITY LIMITS FROM OUTSIDE CITY LIMITS	\$100
4) FROM WITHIN CITY LIMIT TO OUTSIDE CITY LIMITS	\$50
<b>H) MECHANICAL PERMIT</b>	
MINIMUM PERMIT FEE	\$500
<b>I) FIRE SAFETY INSPECTIONS</b>	
1) INITIAL INSPECTION – All Moderate Hazard and High Hazard inspections taking less than 2 hours’ inspection time. (Moderate Hazard is billed in annual increments of \$37.50 – High Hazard is billed \$75 annually.)	\$75
2) HIGH HAZARD INSPECTIONS OF 2 HOURS OR MORE	\$150
3) RE-INSPECTION – First re-inspection is without a fee.	\$75
<b>J) SIGNS</b>	
APPLICATION FEE	\$50
<b>K) DEMOLITION PERMITS</b>	\$50
<b>L) STREET CUT</b> – Including inspection of surfaces	
UNPAVED SURFACES	\$10

**RECREATION FACILITY RENTAL**

For recreation facility rental fees, please contact Recreation at (509) 545-3456.

**BUSINESS LICENSES**

(PMC 3.07.050)

<b>A) LICENSE BASE FEE</b>	\$80
<b>B) EMPLOYEE FEE</b> – Per full-time equivalent	\$20
<b>C) LATE PENALTY</b>	
RENTALS – Dwelling units, per license	20% of amt. due
<b>D) RENTAL DWELLINGS</b> – includes first unit (no maximum fee)	\$50
1) RESTORATION + 1 YEAR OF MAINTENANCE	Cost
2) EACH ADDITIONAL UNIT	\$10
<b>E) SPECIAL EVENTS</b>	
1) ATHLETIC, COMPETITIVE OR FESTIVAL	\$25
2) AUCTION SALES – FOR 3 DAYS	\$75

3) CARNIVALS AND CIRCUSES – FIRST DAY FEE	\$275
EACH AND EVERY DAY AFTER	\$125
4) CONCERT	\$25
5) DANCE HALL – WITHOUT LIQUOR	\$75
6) DANCE HALL – WITH LIQUOR	\$350
7) DEMONSTRATION	\$15
8) OUTDOOR MUSIC FESTIVAL	\$25
9) PARADE	\$15
10) PUBLIC DANCE	\$15
11) TEMPORARY SPECIAL SALES EVENT	\$40, first vendor
EACH ADDITIONAL VENDOR (MAXIMUM FOR EVENT, \$500)	\$20
12) STREET AND INTERSECTION CLOSURE REVIEW FEE	\$50
<b>F) SOLICITORS</b>	\$150.00
<b>G) PAWNSHOP</b>	\$250
<b>H) AMUSEMENT DEVICE DISTRIBUTOR</b>	\$500
1) AMUSEMENT DEVICE USER – 1-6 MACHINES	\$50
2) AMUSEMENT DEVICE USER – 6+ MACHINES	\$100
<b>I) ADULT ENTERTAINMENT FACILITY</b>	\$700
1) ADULT ENTERTAINER	\$150
2) ADULT WAITPERSON	\$150
3) ADULT ENTERTAINMENT BUSINESS MANAGER	\$150
<b>J) TAXICAB AND TRANSPORTATION NETWORK COMPANY LICENSING</b>	
1) ANNUAL FOR HIRE (TAXICAB/TNC) BUSINESS LICENSE APPLICATION REVIEW AND BUSINESS LICENSE FEE IN THE AMOUNT AS FOLLOWS:	
a. COMPANIES EMPLOYING OR CONTRACTING WITH TEN (10) OR FEWER DRIVERS	\$300
b. COMPANIES EMPLOYING OR CONTRACTING WITH ELEVEN (11) TO FORTY (40) DRIVERS	\$700
c. COMPANIES EMPLOYING OR CONTRACTING WITH FORTY-ONE (41) OR MORE DRIVERS	\$2,000
2) ANNUAL FOR-HIRE DRIVER BUSINESS LICENSE	\$40
3) PHOTOGRAPH (AS APPLICABLE)	\$5
4) FINGERPRINTS (AS APPLICABLE)	\$5
5) CRIMINAL HISTORY CHECK (AS APPLICABLE)	\$30
6) WSP/FBI CRIMINAL HISTORY CHECK	\$34.75
<b>K) SIDEWALK SALES</b>	No Fee
<b>L) MOBILE HOME PARK</b>	

INSPECTION FEE	\$20
M) YARD SALE PERMIT	No Fee
YARD SALE SIGN VIOLATION	\$50

**CEMETERY**

(PMC 3.07.060)

**A) CHARGE FOR LOTS EXCLUSIVE OF ENDOWMENT CARE**

1) Baby	\$250
2) Adult and Juvenile	\$650
3) Urn	\$340
4) Urn (on existing grave)	\$170

**B) CHARGE FOR LOTS EXCLUSIVE OF ENDOWMENT CARE**

Niche Prices Posted at Cemetery	As posted at Cemetery
---------------------------------	-----------------------

**C) CHARGES FOR BURIALS, INURNMENT**

1) Baby	\$450
2) Adult and Juvenile	\$750
3) Urn (burial)	\$275
4) Niche (inurnment)	\$275

**D) CHARGES FOR DISINTERMENT:**

1) Baby	\$450
2) Adult and Juvenile	\$725
3) Urn	\$275
4) Niche	\$275

**E) CHARGES FOR ENDOWMENT CARE:** 30% of cost

**CODE ENFORCEMENT PROGRAM**

(PMC 3.07.070)

**A) PMC VIOLATIONS:**

1) The maximum monetary penalty for each separate violation per day or portion thereof to a maximum of \$5,000).	\$500
2) The maximum daily penalty for violations per day per site for infractions resulting from the Fire Safety Inspection Program.	\$50
3) Repeat violation	Doubled daily
4) Repeat Violations resulting from the Fire Safety Inspection Program (separate violations are aggregated and considered as one).	Maximum of \$200
5) Fire Safety Program violations scheduled for hearing before the Code Enforcement Board shall not be assed penalties if resolved prior to the hearing.	

**STATE AND FEDERAL BACKGROUND INVESTIGATION CRIMINAL HISTORY CHECK**  
(PMC 3.07.075)

**CRIMINAL HISTORY CHECK:** \$30

**GOLF COURSE**  
(PMC 3.07.080)

**Golf Cart Shed Rental per year** \$450

**MISCELLANEOUS**  
(PMC 3.07.090)

- |  |        |
|--|--------|
| A) Photocopy Fees – per copy                           | \$0.15 |
| B) Returned Payment Fee                                | \$25   |
| C) Late Payment Penalty                                | \$10   |
| D) Phone & Collection Fee                              | \$10   |
| E) Pre-Collection Fee                                  | \$10   |
| F) Collection Turnover Fee (charges, penalties & fees) | 5%     |
| G) Installment Plan Origination Fee (\$10 min)         | 3%     |
| H) Installment Plan Monthly Bill Fee                   | \$5    |

**PLANNING PERMITS:**  
(PMC 3.07.100)

**A) Plats and Subdivisions**

- |   |                  |
|---|------------------|
| 1) Title 4 Appeals  | Actual Cost      |
| 2) Park Impact Fee, per unit plus 3.25% annual increase   | \$450            |
| 3) Planned Unit Development                               | \$700            |
| 4) Long Plat (Preliminary Plat)                           | \$700            |
| a) Additional per lot (not to exceed \$950.00)            | \$30             |
| 5) Final Plat Inspections and Plan Approval - Engineering | Prevailing Rates |
| 6) Short Plat Applications                                | \$700            |
| 7) Rezone (Zone Change)                                   | \$700            |
| 8) Appeals from Planning Commission Decision              | \$700            |
| 9) Impact Fee Deferral                                    | \$250            |
| 10) Right of Way/Easement Vacation                        | \$300            |
| 11) Boundary Line Adjustment                              | \$50             |
| 12) Zoning Determination                                  | \$75             |
| 13) Special/Conditional Use permit                        | \$500            |

**B) Hearing Examiner:**

- 1) Hearings and Variance \$700
- 2) Copy of Hearing Examiner Review Cost

**C) Development**

- 1) Binding Site Plan \$200
- 2) Binding Site Plan Revision \$200
- 3) Comprehensive Plan Amendment \$700
- 4) Environmental Checklists and Determination \$75
- 5) Appeals of Environmental Determination \$200
- 6) Environmental Impact Statements Cost

**POLICE**

(PMC 3.07.110)

**A) Concealed Weapon Permit**

- 1) Application \$36
- 2) F.B.I. Fingerprints \$24
- 3) Renewal Application \$32
- 4) Late Renewal Application \$42
- 5) Replacement Fee \$10

**B) Vehicle Impounds**

- 1) Administration Hearing \$50
- 2) Appeal of Hearing Examiner Decision \$43

**RECREATION PROGRAMS**

(PMC 3.07.120)

**The City Manager, or designee, is hereby authorized to set park and recreation program charges based upon:**

- A) The operational costs and demands of each program.
- B) The benefit to the community for such programs at less than actual costs.
- C) The program fees and charges for similar programs
- D) Recreation market trends.

**STREETS**

(PMC 3.07.130)

- A) Paved Street Replacement \$100**
  - Additional Square Yard Fee \$25

## UTILITIES BILLING

(PMC 3.07.150)

### **A) Application Fee**

- |                                   |      |
|-----------------------------------|------|
| 1) Service To New Connection      | \$15 |
| 2) Service To Existing Connection | \$15 |

**A) Utility Deposit Water Consumption Factor** \$75

**B) Disconnect Collection Fee** \$50

### **C) Field Service**

- |                               |      |
|-------------------------------|------|
| 1) Field Service Fee          | \$15 |
| 2) After Hours Fee            | \$75 |
| 3) After Hours Fee/Collection | \$25 |

**D) Unauthorized Reconnect Penalty** \$50

**E) Late Penalty Fee** \$10

**F) Collection Notification Fee** \$10

**G) Utility Lien Search Fee** \$30

**H) Meter Test (Accuracy Test of Meter)** \$60

**I) Fire Line – Per Month** \$8

**J) Meter Repair (\$100.00 Plus Time/Material)** \$100

**K) Sewer Tap and Inspection (In/Out City)** \$75

**L) Water Tap Application Fee (Each)** \$150

## WATER USE FEES

(PMC 3.07.160)

### **A) Inside City:**

- |                                     |         |
|-------------------------------------|---------|
| 1) Consumption – per 100 cubic foot | \$ .081 |
| 2) Bulk – per 1000 gallons          | \$1.33  |

### **B) Residential – single family base fees:**

- |   |               |
|---|---------------|
| 1) 3/4 and 5/8 inch – per month                               | \$18.81       |
| 2) 1 inch per month   | \$28.19       |
| 3) Outside City; effective 11/1/02<br>Sr. Citizen/Low Income: | 90% surcharge |
| 4) 3/4 and 5/8 inch – per month                               | \$6.25        |
| 5) 1 inch – per month   | \$9.43        |
| 6) Outside City; effective 11/1/02                            | 90% surcharge |

### **C) Commercial – multi-family, irrigation, commercial base fees:**

- |                       |         |
|-----------------------|---------|
| 1) ¾ inch – per month | \$26.51 |
| 2) 1 inch – per month | \$38.78 |

3) 1-1/2 inch per month	\$74.67
4) 2 inch – per month	\$119.76
5) 3 inch – per month	\$163.57
6) 4 inch – per month	\$235.69
7) 6 inch – per month	\$367.89
8) 8 inch – per month	\$509.82
9) Outside City; effective 11/1/02	90% surcharge
<b>D) Fire Hydrant Meter Rental:</b>	
1) Refundable Deposit – As determined by Finance Manager	Not to exceed
2) Non-refundable Removal Fee	\$30
3) Monthly Base Rental Fee	\$62
4) Late Payment and Non Returning Meter after 48 hrs (per day)	\$50
5) Hydrant Rental – outside Corporate limits per year	\$20
<b>E) Charges for Water Meters and Services</b>	
1) Meter and service costs equal to average cost to City based on prior	
2) Move Meter for Owner	Cost + 15%
3) Change Meter Size	Cost + 15%
<b>F) Water System Capitol Expansion/Replacement Charges</b>	
1) Inside City Limits:	
a) 3/4 inch meter	\$360
b) 1 inch meter	\$601
c) 1-1/2 inch meter	\$1,198
d) 2 inch meter	\$1,918
e) 3 inch meter	\$3,599
f) 4 inch meter	\$5,999
g) 6 inch meter	\$11,995
h) 8 inch meter	\$19,192
i) 10 inch meter	\$27,591
2) Outside City Limits:	
a) ¾ - 10” meter	90% surcharge
<b>G) FRONT FOOTAGE (per ft.):</b>	
1) Residential:	
In & Out City Limits	\$20
2) Commercial:	
In & Out City Limits	\$25
<b>H) SQUARE FOOTAGE (per sq. ft.):</b>	
1) Residential:	

In & Out City Limits	\$0.0388
2) Commercial:	
In & Out City Limits	\$0.0426
<b>I) WATER RIGHTS ACQUISITION FEE – (per acre foot)</b>	\$1,725
1) Base Water Rights Acquisition Fee – per Residential Unit (\$1,725 per acre foot x potable use factor .30)	\$517.50
2) Potable Water Irrigation Fee ( no irrigation water available)	Equal to 50% of the area of the lot or
3) Water Rights Transfer Fee	\$1,000

**SEWER USE FEES**  
(PMC 3.07.170)

**Residential and Commercial – Base Fee:**

**A) Residential:**

1) 1-4 units – per month	\$31.45
a) 5 and over – per month	\$25.36
b) Outside City	50% surcharge
c) Consumption	none
2) Sr. Citizen/Low Income	
a) Single Dwelling Unit	\$10.52
b) Outside City	50% surcharge

**B) Commercial:**

3) Base Fee: per month	\$42.29
4) Consumption – per 100 cubic feet over 1000 cubic feet	\$1.64

**C) Hotel/Motel:**

1) Base Fee: per unit/per month	\$6.66
2) Consumption – per 100 cubic feet over 1000 cubic feet	\$1.64
3) Outside City	50% surcharge

**D) Sewer Stub-out Connection Fee** \$4,000

**E) Capital Expansion**

Residential:

1) Inside City – Homes (per unit)	\$1,288
2) Outside City – Homes (per unit)	50% surcharge

Commercial:

1) Inside City – Hotel/Motel (per unit)	\$524
2) Inside City:	
a) 3/4 inch meter	\$1,288

b) 1 inch meter	\$1,936
c) 1-1/2 inch meter	\$4,517
d) 2 inch meter	\$7,097
e) 3 inch meter	\$13,550
f) 4 inch meter	\$21,291
g) 6 inch meter	\$43,226
h) 8 inch meter	\$69,032
i) 10 inch meter	\$98,927
3) Outside City 3/4 - 10" Meter	50% surcharge
<b>F) Front Footage (per ft.):</b>	
Residential: In & Out City Limits	\$20
Commercial: In & Out City Limits	\$25
<b>G) Square Footage (per sq. ft.)</b>	
Residential: In & Out City Limits	\$0.0468
Commercial: In & Out City Limits	\$0.0468

**PUBLIC WORKS AGREEMENTS AND INSPECTIONS**

(PMC 3.07.180)

A) Developer Reimbursement Agreements (Latecomer's) – Application Fee	\$100
B) Developer Reimbursement Agreements – Segregation	\$30
C) Cost Recovery of Engineering Staff Time	Engineering Svcs Minimum Fee: \$90 first hour; \$60/hr. thereafter plus actual cost for legal recording and other incurred costs.
D) Developer Reimbursement Agreements – Collection Administration Fee	\$100
E) Water Crews on Contractor Site - (after pt visit) (per hour)	\$160
F) Sewer Crews on Contractor Site - (after pt visit) (per hour)	\$160
G) Public Works Construction Development Inspection	Minimum Fee: \$90 for first hour: \$60/hr. thereafter

**STORMWATER CONSTRUCTION**

(PMC 3.07.185)

A) Permit Fee	\$25
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**STORMWATER UTILITY**

(PMC 3.07.190)

A) Residential:	
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1) Single Family Residential (unit)	\$5.64
2) Multi-Family Residential (per unit)	\$2.82
3) Apartments (per unit)	\$2.82
4) Undeveloped Parcel (per month)	No fee
5) Vacant building (per month)	\$5.64

**B) Industrial/Commercial:**

1) Parking for 0-5 vehicles (per month)	\$5.64
2) Parking for 6-10 vehicles (per month)	\$11.27
3) Parking for 11-15 vehicles (per month)	\$22.54
4) Parking for 16 plus vehicles (per month)	\$28.18
5) Additional Charges – property runoff to City system (\$1.39 Min) per	\$111.16
6) State highway right-of-way (WSDOT) (\$.84 Min) per acre	\$26.97

**PROCESS WATER REUSE FACILITY CHARGES**

(PMC 3.07.200)

<b>A) Base O&amp;M Charges – Minimum Annual Charge Per User</b>	\$12,000
Customized O&M Charges	Overage Rate
Volume/Hydraulic	\$800/MG
BOD	\$0.40/lb.
TSS	\$0.01/lb.
TN	\$0.90/lb.
<b>B) Capital Charges – Minimum Annual Charge Per User</b>	\$12,000
<b>C) Billing Procedure:</b>	
1) Septic Tank Waste	\$ .24/gal.
2) Septic Tank Waste (Discharged September- February)	\$1.44/gal.

**IRRIGATION WATER UTILITY**

(PMC 3.07.210)

**Irrigation Water service; monthly rate, during irrigation season:**

1) Base Rate, per unit, for single family residential properties	\$28.12
2) Base rate, per unit, for non-single family residential property	\$28.12
3) Per irrigation unit	\$8.79
4) Per irrigation ace (public parks, playgrounds and open spaces)	\$81.99
<b>A) Unauthorized turn-on(any repair cost additional)</b>	\$51.50
<b>B) Disconnect/Connect Service due to violation</b>	\$51.50
<b>C) Annual System Availability Fee</b>	\$90.64

**TRANSPORTATION IMPACT FEES**

(PMC 3.07.220)

A) Residential Developments	\$709
B) Multi-Family Units	\$435
C) Commercial	\$43.00 per daily vehicle trip

**SCHOOL IMPACT FEES**

(PMC 3.07.230)

A) Single Family Residence	\$4,700
B) Multi-Family Residence	\$4,525

**PARK IMPACT FEES**

(PMC 3.07.240)

A) Single Family Dwelling	\$1,300
B) Multi-Family Dwelling	\$1,300
C) All Other Dwelling Units	\$1,300

## Pay Schedules

### Management Salary Scale - 2018 (Monthly Maximum)

*Effective 01.01.2018 - 2%*

Position	Maximum Salary
City Manager	<i>CONTRACT</i>
Deputy City Manager	13,109
Police Chief Public Works Director	11,597
A & CS Director Finance Director Fire Chief	11,258
Assistant Fire Chief C & ED Director	10,501
City Engineer Police Captain	9,988
HR Manager IS Manager PW Superintendent	9,624
Facilities Manager	8,881
Inspection Services Manager	8,227
Construction Manager PW Division Manager Senior Program Manager	7,803
Court Administrator Recreation Services Manager	7,470
Customer Service Manager	6,173

***Position by Appointment/Contract (1560 Annual Hours):***

Municipal Court Judge	9,500
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**PASCO POLICE OFFICERS ASSOCIATION - UNIFORMED  
2018 HOURLY WAGE RATES**

CLASSIFICATION	BASE	2%	3%	4%	5%	6%	7%	8%	9%	10%	11%	12%
<b>Officer 0-6</b>	33.27	33.94	34.27	34.60	34.93	35.27	35.60	35.93	36.26	36.60	36.93	37.26
<b>Officer 7-12</b>	35.09	35.79	36.14	36.49	36.84	37.20	37.55	37.90	38.25	38.60	38.95	39.30
<b>Officer 13-24</b>	36.79	37.53	37.89	38.26	38.63	39.00	39.37	39.73	40.10	40.47	40.84	41.20
<b>Officer 25-36</b>	38.66	39.43	39.82	40.21	40.59	40.98	41.37	41.75	42.14	42.53	42.91	43.30
<b>Officer 36+</b>	40.43	41.24	41.64	42.05	42.45	42.86	43.26	43.66	44.07	44.47	44.88	45.28
<b>Sergeant 0-12</b>	46.49	47.42	47.88	48.35	48.81	49.28	49.74	50.21	50.67	51.14	51.60	52.07
<b>Sergeant 13+</b>	48.52	49.49	49.98	50.46	50.95	51.43	51.92	52.40	52.89	53.37	53.86	54.34
Effective 01.03.16 <i>1st full pay period of Jan.</i>	2.00%											
Effective 01.01.17 <i>1st full pay period of Jan.</i>	2.00%											
Effective 01.14.18 <i>1st full pay period of Jan.</i>	2.00%	100% CPI-U b/c western cities - June/June (2%-3% min.-max)										
Sergeant 0-12	15%	Above Top Step Officer Wage										
Sergeant 13+	20%	Above Top Step Officer Wage										
<b>*Additional % added to base is for reference only.</b>												

<b>PASCO POLICE OFFICERS' ASSOCIATION (Non-Uniformed)</b>							
<b>2019 - WAGE SCALE</b>							
<i>Effective 01.01.2019</i>							
<b>POSITION</b>	<b>GRADE</b>	<b>STEP 1</b>	<b>STEP 2</b>	<b>STEP 3</b>	<b>STEP 4</b>	<b>STEP 5</b>	<b>MAX Merit</b>
<b>PSS</b>	6	21.07	21.49	21.92	22.36	22.81	24.63
<b>Crime Specialist Lead PSS</b>	8	26.52	27.05	27.59	28.14	28.71	31.00
All rates are hourly rates.							
All steps are dependent upon satisfactory performance evaluations.							
City Manager may grant double step increase for meritorious performance upon recommendation of Chief of Police.							
2017: 4.00% Increase over 2016 wages. (Effective 01.01.2017)							
2018: 2.00% (Effective 01.01.2018)							
2018: 0.25% (Effective 07.15.2018)							
2019: 2.50% (Effective 01.01.2019)							
<b><u>2017 Notes:</u></b>							
--- Lead PSS moved from Grade 7 to Grade 8							
--- Scale moved from 11 steps (EL - 10) to 5 steps (1-5)							
--- Max Merit & 2% increase between steps remained unchanged							

**2016 - 2018 IUOE Wage Scale**

Position	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Laborer Seasonal	01	12.50	12.75	13.01	13.27	13.53	13.80
Utility Maintenance Worker	29	20.11	20.51	20.92	21.34	21.76	22.20
Cross-Connection Specialist Groundsman II	34	22.20	22.64	23.10	23.56	24.03	24.51
Facilities Maintenance Worker 1 Groundsman 1 Heavy Equipment Operator	41	25.50	26.01	26.53	27.06	27.60	28.15
HEO/Mechanic	42	26.01	26.53	27.06	27.60	28.15	28.72
Lab Technician Maintenance Worker/Mechanic Mechanic	43	26.53	27.06	27.60	28.15	28.72	29.29
Waste Water Plant Operator Water Plant Operator	44	27.06	27.60	28.15	28.72	29.29	29.88
Lead - Collections Lead - PWRP/Irrigation Lead - Streets Lead - Water Distribution	46	28.15	28.72	29.29	29.88	30.47	31.08
Chief Mechanic	48	29.29	29.88	30.47	31.08	31.70	32.34
Chief Groundsman Chief Plant Operator - WTP Chief Plant Operator - WWTP	52	31.70	32.34	32.99	33.65	34.32	35.00

**Rate Changes:**

01.03.2016	=	New wage scale; minimum 2% increase.
01.01.2017	=	No COLA. Deferred Compensation Match (1.5% max)
01.01.2018	=	No COLA. Deferred Compensation Match (3% max)
01.01.2019	=	90% of CPI-U (West Coast B/C) - June (1% min - 3% max)

**APPENDIX A**

**Hourly Wage Rates – IAFF Local #1433 Employees**

Effective 1 <sup>st</sup> full pay period 2018 – 07/14/18 (28 day work period)				Effective 07/15/18 (24 day work period)			
		FF Rate	FF/PM Rate			FF Rate	FF/PM Rate
FF 0-12	85%	27.25	29.98	FF 0-12	85%	27.80	30.58
FF 13-24	90%	28.85	31.74	FF 13-24	90%	29.43	32.37
FF 25-36	95%	30.46	33.51	FF 25-36	95%	31.07	34.18
FF 37+	100%	32.06	35.27	FF 37+	100%	32.70	35.97
LT	110%	35.27		LT	110%	35.97	
Capt.	117.5	37.67		Capt.	117.5%	38.42	
BC	132.5	42.48		BC	132.5%	43.33	

**40-hour week positions:**

1st full pay period – 07/14/18 = current base hourly rate X 2,600 hours / 2,080 + 7.5%

Effective 07/15/18 = current base hourly rate X 2,555 hours / 2,080 + 7.5%. \

- All steps refer to months of continuous service.
- Effective July 15, 2018 Lateral hires for FF and FF/PM shall start at Step 0-12.

Effective 1<sup>st</sup> full pay period 2019, the base hourly wage rate for top-step firefighter under this agreement shall increase by 100% CPI-U, b/c western cities (June – June) with a minimum 2% - maximum 3%.

Effective 1<sup>st</sup> full pay period 2020, the base hourly wage rate for top-step firefighter under this Agreement shall increase by 100% CPI-U, b/c western cities (June – June) with a minimum 2% - maximum 3%.

Continuous Service Pay	
Percentage of increase calculated on individual base hourly rate:	Years of Service:
2%	10+ Years
3%	15+ Years
4%	20+ Years
5%	25+ Years
Section 23.4	

**ARTICLE 28 – Officer/Paramedic Incentive Pay:**

Four percent (4%) of base hourly rate shall be paid to any Firefighter/Paramedic, Lieutenant, or Captain who satisfactorily maintains a Washington State Paramedic Certification and performs said duties while in an upgrade position (lieutenant/captain upgrade.) The City shall offer those training benefits listed in Article 21 (Education article) for maintenance of Paramedic Certification. This article does not pertain to the position of Battalion Chief as the Battalion Chief’s responsibility is incident commander.

**ADMINISTRATIVE/PROFESSIONAL WAGE SCALE (Non-Represented/Non-Management) - 2018**  
 Effective 01.01.2018 - 2% (Amended to Reflect Position Changes in 2018)

Position	Grade	Step EL	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	MAX Merit
Department Assistant 1	5	11.78	12.02	12.26	12.50	12.75	13.01	13.27	13.53	13.80	14.08	14.36	15.51
Administrative Assistant 1 Cemetery Customer Service Rep.	26	17.85	18.21	18.58	18.95	19.33	19.71	20.11	20.51	20.92	21.34	21.76	23.51
Probation Services Clerk	27	18.21	18.58	18.95	19.33	19.71	20.11	20.51	20.92	21.34	21.76	22.20	23.98
Deputy Court Clerk	28	18.58	18.95	19.33	19.71	20.11	20.51	20.92	21.34	21.76	22.20	22.64	24.46
Permit Technician	29	18.95	19.33	19.71	20.11	20.51	20.92	21.34	21.76	22.20	22.64	23.10	24.94
Accounting Clerk	33	20.51	20.92	21.34	21.76	22.20	22.64	23.10	23.56	24.03	24.51	25.00	27.00
Engineering Technician 1 IS Technician: GIS Lead Court Clerk													
Administrative Assistant 2	35	21.34	21.76	22.20	22.64	23.10	23.56	24.03	24.51	25.00	25.50	26.01	28.09
Code Enforcement Officer	37	22.20	22.64	23.10	23.56	24.03	24.51	25.00	25.50	26.01	26.53	27.06	29.23
Court Services Specialist Legal Secretary/Paralegal Planner 1 Recreation Specialist RN	39	23.10	23.56	24.03	24.51	25.00	25.50	26.01	26.53	27.06	27.60	28.15	30.41
Engineering Technician 2	40	23.56	24.03	24.51	25.00	25.50	26.01	26.53	27.06	27.60	28.15	28.72	31.02
Contract Specialist Court Probation Officer Database Specialist HR Specialist Lead Recreation Specialist Network Specialist Payroll Specialist PC Specialist	41	24.03	24.51	25.00	25.50	26.01	26.53	27.06	27.60	28.15	28.72	29.29	31.64
Executive Administrative Assistant Policy Analyst Procurement Specialist Safety/Training Specialist	43	25.00	25.50	26.01	26.53	27.06	27.60	28.15	28.72	29.29	29.88	30.48	32.91
Building Inspector Construction Inspector Staff Accountant	45	26.01	26.53	27.06	27.60	28.15	28.72	29.29	29.88	30.48	31.09	31.71	34.24
Associate Planner City Clerk Engineering Tech 3 GIS Administrator Plans Examiner	49	28.15	28.72	29.29	29.88	30.48	31.09	31.71	32.34	32.99	33.65	34.32	37.07

**ADMINISTRATIVE/PROFESSIONAL WAGE SCALE (Non-Represented/Non-Management) - 2018**

Effective 01.01.2018 - 2% (Amended to Reflect Position Changes in 2018)

Position	Grade	Step EL	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	MAX Merit
Associate Engineer	51	29.29	29.88	30.48	31.09	31.71	32.34	32.99	33.65	34.32	35.01	35.71	38.56
Block Grant Administrator	53	30.48	31.09	31.71	32.34	32.99	33.65	34.32	35.01	35.71	36.42	37.15	40.12
Database Administrator System Administrator													
Communication Manager Instrumentation Technician	54	31.09	31.71	32.34	32.99	33.65	34.32	35.01	35.71	36.42	37.15	37.89	40.92
City Planner Civil Engineer Lead Accountant Network Administrator Senior HR Analyst	56	32.34	32.99	33.65	34.32	35.01	35.71	36.42	37.15	37.89	38.65	39.42	42.58
Senior Civil Engineer	61	35.71	36.42	37.15	37.89	38.65	39.42	40.21	41.02	41.84	42.67	43.53	47.01



# White Paper on Banked Capacity

As presented to Council during 2019-2020 Budget preparation.

## **FUNDING OPTIONS FOR GENERAL CAPITAL PROJECTS**

### **Introduction**

Council has been briefed previously on the need to replace Fire Stations 83 and temporary Station 84, along with possible funding alternatives. To summarize, relocation of Fire Station 83 to the vicinity of Road 68 and Sandifur Parkway will significantly lessen response times to homes and businesses within the station service area and accommodate for response times within adopted standards for the developing areas in the Road 100 area. While the repurposing of an old volunteer station and modification of an adjacent single-family home on Road 48 south of Court Street as a temporary Fire Station (84) greatly accelerated the City's ability to improve response times in the Riverview area, a permanent Fire Station 84, designed for the mission and located closer to Court Street arterial is necessary. Both stations are proposed to be located on property the City currently owns.

### **Background**

The recently adopted Emergency Services Master Plan identified the relocation of Fire Station 83 to the area of Road 68 and Sandifur Parkway, and the construction of a permanent Fire Station 84, which will be located near Court Street in the Riverview area. This action was recommended as the most efficient and effective manner in which to meet the travel time recommendations of 6 minutes to 90% of incidents experienced within the City limits. While beneficial on all levels to residents, businesses and property owners within the City, these proposed stations represent a significant financial investment which will necessitate the issuance of debt and the need for a funding source to service the debt. The City has a few options for the Council to consider in funding such a significant investment which are listed immediately below.

### **Fire Station Projected Costs**

The City Council was provided a briefing on August 27, 2018 on the Station 83 and 84 projects, with estimated costs reported at approximately \$21 million dollars for both facilities. In the interim, Staff has worked closely with the pre-design team and has been able to reduce projected costs to \$18 million dollars without sacrificing the quality or utility of either station. Assuming a 20-year loan with an interest rate of 5.0%, the annual debt service needed to fund these two projects is approximately \$1.5 million.

### **Funding Alternatives Options:**

As discussed during the September briefing, there are essentially three means by which to finance a project like the Fire Station replacement. As a refresher, below is a description of each of the available options and pertinent background information.

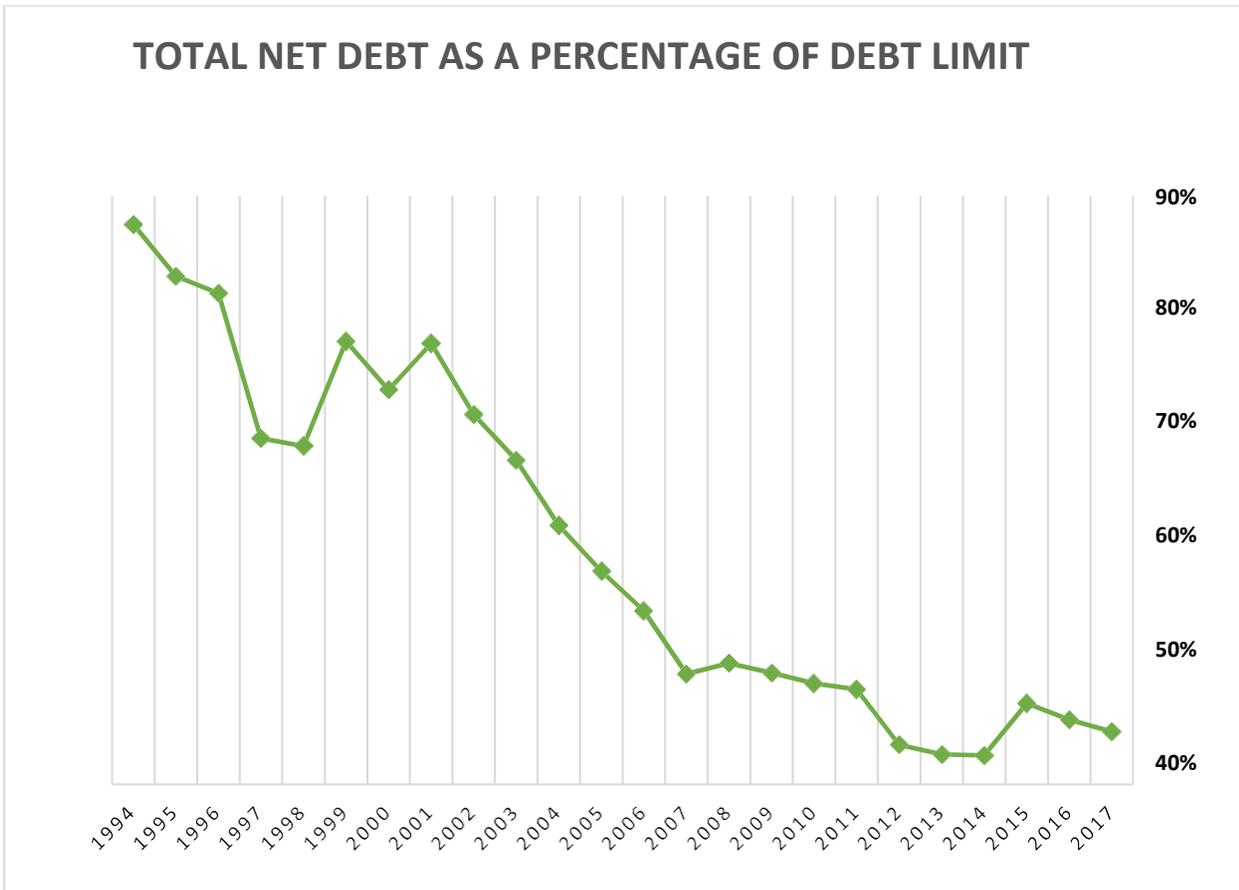
#### **Unlimited Tax General Obligation Bond (UTGO)**

A common method of financing capital improvements for local governments is through the issuance of municipal bonds known as "Unlimited Tax General Obligation Bonds" or "UTGO Bonds." The voters of the local government must approve UTGO Bonds. UTGO Bonds are secured by and payable out of annual property taxes, in excess of regular property taxes, unlimited as to rate or amount. In other words, a local government is obligated to levy excess property taxes at whatever rate is necessary to repay the UTGO Bonds. Further, UTGO Bonds constitute a general obligation of the local government, and, as such, the full faith, credit and resources of the local government are pledged for their repayment.

The approval process requires the local government voters to approve the bond ballot proposition at a properly conducted election. UTGO Bonds must be approved by 60% of the qualified voters within the local government. In addition, the total number of voters casting ballots at the election cannot be less than 40% of the number of votes cast in the last State **general election**. Further, a local government may only place a bond ballot proposition before its voters twice in any calendar year.

Voted indebtedness for cities may not exceed 2.5% of Assessed Value (AV) for general municipal purposes (any outstanding non-voted or councilmanic debt is counted against this 2.5%), 2.5% for certain utility purposes, and 2.5% for certain parks, open space and economic development purposes. The total amount of voted and non-voted debt may not exceed 7.5%. The City has significant bonding capacity, with voted indebtedness being 0.2588% in 2017. The City has no UTGO bonds outstanding. The last UTGO bond issued by the City was in 1999 to fund a Library and a Fire Station (Station 81).

The graph below illustrates the City’s total net debt as a percentage of debt limit for general municipal purposes since the high point of 1994.



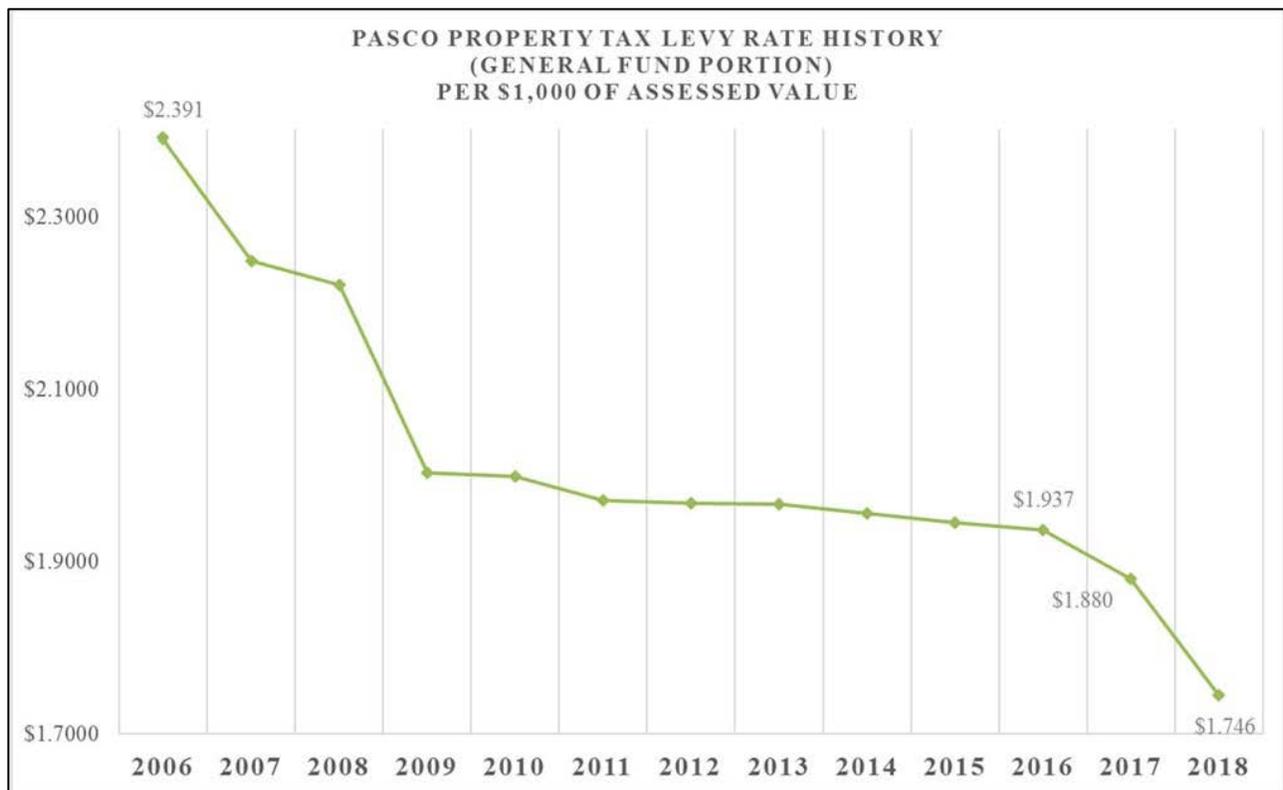
**Limited Tax General Obligation Bond (LTGO)**

Another often-utilized method of financing capital improvements is through the issuance of Limited Tax General Obligation Bonds, also called “councilmanic” bonds or non-voted debt. These bonds may be issued by a majority vote of the legislative body. Because the voters have

not been asked to approve a tax increase to pay for the principal and interest, existing General Fund revenues must be pledged to pay the debt service on a LTGO Bond. It is important to note that unlike the UTGO process, LTGO debt does not provide any additional revenue to fund debt service payments, but must be paid from existing revenue sources. As an example, the City issued \$8,795,000 of LTGO bond in 2015 to build the Pasco Police and Community Services Building, which is being serviced by a voted Public Safety Tax.

**Fire Tax Levy**

Municipalities are authorized to levy an additional property tax of \$0.225 per thousand dollars of assessed value against all taxable property. The graph below illustrates a rapidly declining property tax rate for the City since 2006. This decline is primarily due to the statutory limit of a 1% increase on prior year’s property tax, rising home and property values, and the addition of assessed valuation through new construction within the City and annexations. The City has been levying a Fire Tax Levy for at least the last five decades. Once the rate was incorporated into the property tax, it became subject to the same restrictions as the City’s general levy. Thus, this levy rate has been significantly diluted as the assessed valuation of the City has grown. Upon consultation with numerous property tax law experts, Municipal Research and Services Center (MRSC), and Department of Revenue (DOR), it has been determined that there is no way under current law to restore the original levy rate to the statutory \$0.225 per thousand dollars of assessed valuation.



**Debt Service**

Whether a bond is voter approved (UTGO) or councilmanic (LTGO), the debt on that bond requires servicing for the length of the bond. As noted above, a UTGO bond is serviced by revenue generated from voter-approved increased property taxes. However, existing financial resources can service councilmanic bonds, such as an increase in revenues through property taxes, increased utility taxes, or

other stable sources of revenue. A quick feasibility of these alternatives concludes the following:

- **Use of current resources.** The City lacks existing General Fund revenues on a level to service the amount of debt necessary to fund development and construction of the aforementioned Fire Stations.
- **Increase in utility tax on all utilities.** The voters previously approved an increase in utility taxes to 8.5% several years ago to fund pavement preservation and public safety. While it is possible to ask the electorate to increase the utility tax, this would create a revenue source that will increase over time for a cost that is fixed for the term of the bond.
- **Increase in utility tax on city-owned utilities.** Similar to the option above, with a significant difference being that Council can unilaterally increase the utility tax on city-owned utilities, such as water, sewer, stormwater, and irrigation. A difference being that this source could be adjusted by Council periodically to match debt service needs or other purposes approved by Council.
- **Use of banked capacity.** Beginning in 1986, local governments have been allowed to levy less than the maximum increase in property taxes allowed under law without losing the ability to levy higher taxes later, if necessary. This provision encouraged districts to levy only what they needed rather than the maximum allowable with the confidence that, when additional revenues were needed, they would be available, subject to a vote of the legislative body. The banked capacity concept allowed municipalities to be more fiscally conservative and strategic without being penalized. The City has taken advantage of the flexibility allowed by law and has opted to bank the capacity over the years as part of a long-term strategy.

The banked capacity for the City as of 2010 was \$1,525,000 annually. However, a Department of Revenue (DOR) audit of Franklin County Assessor's Office conducted in 2010 reduced the City's banked capacity to \$114,000. In evaluating the history of this transition over the past couple of years, Staff came to believe that this reduction by DOR was based on a clerical error and that the adverse annual financial impact of \$1,411,000 was not proportional to the error. Staff has been working with the Franklin County Assessor's office and DOR to resolve this issue for the past two years. As of October 16, 2018, both DOR and Franklin County Assessor's office are in agreement with the City's assessment of the situation. DOR has provided the Franklin County Assessor's office a path forward for reinstatement of the City's banked capacity to an amount of \$1,859,000. This process is expected to be completed by end of November 2018. Without this action, the City's banked capacity was slated to be just over \$400,000 annually.

To provide a frame of reference, \$1,859,000 (implementation of the full-banked capacity available to the City) represents a potential increase from \$1.746 to \$1.968 per \$1,000 assessed valuation, an increase of \$0.222 per \$1,000 of assessed valuation. This increase adds up to about \$44 a year for a home valued at \$200,000.

### **Fire Station Funding Strategies**

Given the above, the most plausible courses of action to establish a reliable source of funding for the Fire Stations are:

- 1) UTGO, or
- 2) LTGO, with the strategic use of banked capacity.

Should Council choose to build the new Fire Stations, the UTGO bond option provides the City with new revenue in the form of an additional tax levy to service the debt. However, as mentioned above, UTGO Bonds must be approved by 60% of the voters within the local government. In addition, the total number of voters casting ballots at the election cannot be less than 40% of the number of votes cast in the last State general election. The City would put the UTGO bond vote to the people in 2019 with the hope that the bond will not only get 60% of the votes, but also that 40% of the number of votes cast in the 2018 General Election will be cast in 2019. If the bond is approved, the construction of the Fire Stations will be moved to 2020-2021, and Staff estimates the cost escalation for this project to be about \$900,000 each year due to construction cost inflation plus the cost of the election.

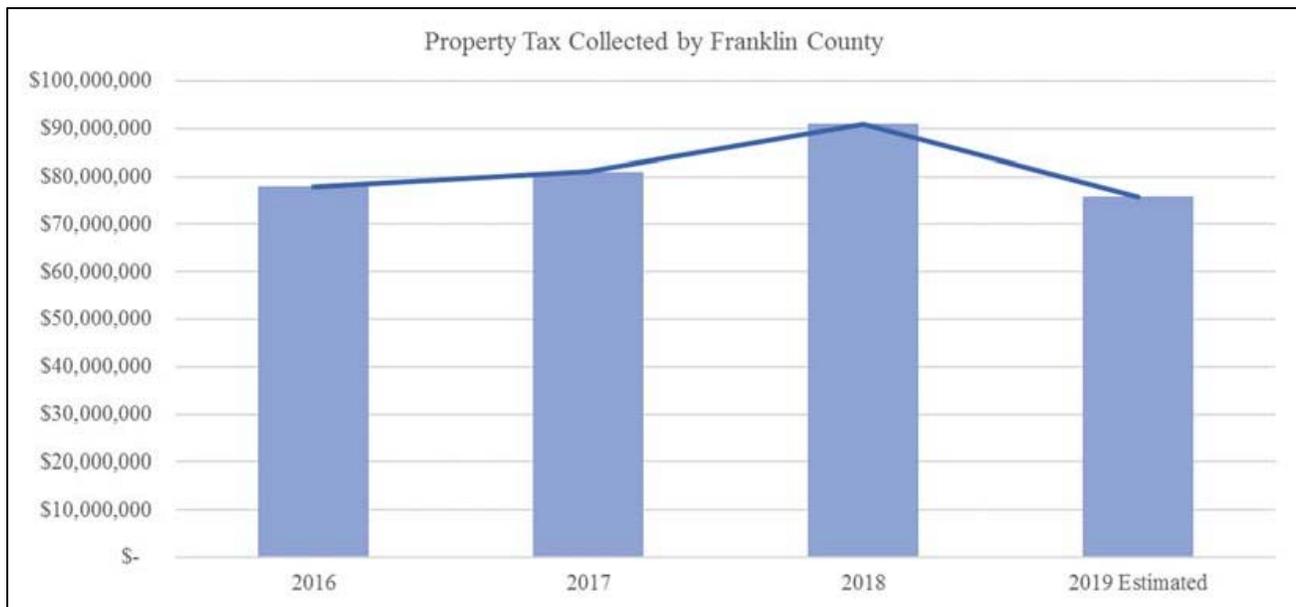
If Council chooses to issue a LTGO bonds through a majority vote of the Council, construction could commence in 2019 and the construction inflation referenced above would be avoided. The \$1.86 million in banked capacity is the result of Council choosing to save the statutorily allowed increase to property taxes over many years. Due to this, the only action needed to implement banked capacity is majority Council approval during the yearly Ad Valorem Tax Levy process. An LTGO bond without taking the banked capacity will necessitate at least \$1.5 million dollars of yearly cost reductions to the General Fund which could not occur without immediate major program reductions that would be difficult to implement and more difficult to sustain over the life of the bond.

As noted above, projected debt service for the Fire Stations is approximately \$1.5 million annually. However, should Council choose to implement all of the available banked capacity, projects like the Community Center and Levy Lowering, with potential for uniform benefit across the community, could be partially funded through this process with the excess. Additionally, Council has approved seven full-time equivalent (FTE) positions to strengthen public safety: three in Fire and four in Police. Currently these positions are being partially reimbursed through grants; however, the City will incur full costs upon completion of the three-year period of performance for both grants.

### **Recommendation**

Staff recommends that Council implement all of the banked capacity available to the City and authorize the issuance of LTGO bonds to be serviced with the banked capacity for following reasons:

- 1) Council had been banking the levy authority to fund future capital projects like Fire Stations and the Community Center.
- 2) The McCleary Act creates a one-time windfall of historic proportions for all property taxpayers in the City by reducing the property tax for residents by approximately \$2.44 per \$1,000 assessed value. This provides the City a rare opportunity to take the banked capacity without significantly impacting the tax burden of its residents. The graph below illustrates the actual property tax amounts collected in 2016, 2017, projected for 2018 based on current levy rates, and estimated for 2019. The increase in the 2018 tax is due to the increase in State taxes to fund basic education, whereas the drop in 2019 represents the decrease in the School Maintenance and Operation Bond from the current amount of \$3.94 to \$1.50 per \$1,000 assessed value. This drop represents a significant decrease of \$488 a year for a home with an assessed value of \$200,000. As previously mentioned, the estimated increase in property tax due to the City taking the banked capacity is estimated at \$44 annually for the same home. The property owner will still benefit from a substantial decrease in property tax.



- 3) Council has made a significant investment to the public safety services in last five years. This includes an increase in staffing, investment in infrastructure – for example, the temporary Fire Station and Burn Training Prop – consolidation of emergency dispatch services, and the addition of programs such as Community Risk Reduction. This long-term vision and commitment to the community has made a significant impact; the City has been recognized as the third safest City in Washington and the Washington State Rating Bureau has improved the community rating from Class 5 to Class 3. The improvement to the City’s community rating class alone equates to an estimated savings of \$100 per year for a typical household within the City, more than double the impact of the increased City levy, should the Council implement all of the City’s banked capacity.
  
- 4) Finally, Staff spent a considerable amount of effort to reinstate the banked capacity from \$400,000 to the current \$1,859,000. There are lingering concerns over the future of the current capacity and any subsequent audits that might reduce it further. Staff is confident that the City and the Franklin County Assessor’s Office have been correctly banking the capacity. The City is not the primary party to certify levies to the State; the County does. As we have experienced, the risk of any mistake, not just by the City, but by the County or the State can negatively affect the official banked capacity of the City. In this case, the tenacity of the Finance Director is what brought life back to this alternative.

**Staff is requesting Council to consider the following options:**

Option A: Council would fund the Fire Stations through a UTGO and have a voted bond pay for the resulting debt service. This option increases the property tax rate by \$.29 or \$59 per year for a home assessed at \$200,000.

Option B: Council would opt to take \$1.5 million of levy capacity banked by the Council in previous years to fund debt service for the Fire Stations and leave the remaining banked capacity to be implemented, or not, at some point in the future. This option increases the property tax rate by \$.156 or \$31 per year for a home assessed at \$200,000.

Option C: Recommended option, Council would implement all of the levy capacity banked by the Council in the previous years. This will help the City fund debt service for the Fire Stations, the Community Center, Levee Lowering, and other large infrastructure projects, if Council decides to undertake them. This option increases the property tax rate by \$.222 or \$44 per year for a home assessed at \$200,000.

As an alternative to the options outlined above, Council could opt not to construct the new stations at this time. This would result in limiting growth in the Broadmoor Area due to the limited reach of Station 83 in its current location, and the continued use of temporary Station 84, which was built for another time and purpose and does not meet standards.

## Conclusion

In summary,

- A voted UTGO Bond will conservatively add nearly \$1.8 million in construction costs to the project due to a two-year delay in the construction schedule.
- Implementation of banked capacity, Options B and C, will potentially generate similar concerns as the difference in impact between the two is minimal.
- Through Council's prior actions in the area of fire protection and community safety, the resulting Class 3 designation will save the example \$200,000 home an estimated \$100 annually on homeowner's insurance. All properties across the community will enjoy a \$2.44 per thousand of assessed valuation decrease in overall property taxes equating to an annual reduction of \$488 for the example \$200,000 home.
- Finally, the need for the Fire Stations, but also the Community Center, and possible backfill for the police and fire grants as they time out, are all justified needs of the community.

This writer does not take the topic of property tax increases or the exercise of unilateral authority of City Council lightly; however, the aforementioned factors coexisting at one point in time represent a minimal impact on the community tax-wise, while providing a maximum benefit service-wise and are a set of circumstances one could only imagine. If there is ever a time to use banked capacity, in my experience, and based on the unique circumstances at-hand, such an action could not be more easily explained, justified and defended. For these reasons, Staff will be recommending that the Council opt to exercise Option C by levying the full \$1,859,000 of banked capacity during the Ad Valorem Tax discussion Monday evening. Council is not anticipated to take potential action on this recommendation until the October 29 Special Meeting.



# Statistics

## Demographic and Economic Statistics Last Ten Fiscal Years

Fiscal Year Ended December 31	Pasco			Tri Cities			Franklin County			State
	Population <sup>1</sup>	Population <sup>1</sup>	Unemployment rate <sup>1,4</sup>	Population <sup>1</sup>	Population <sup>1</sup>	Unemployment rate <sup>1,4</sup>	Population <sup>1</sup>	Total Personal Income <sup>3</sup> (in thousands)	Median household income <sup>1</sup>	
2008	54,993	166,933	10.3%	72,230	22,955	1,658,040	44,797	28.20	13,701	2
2009	57,579	172,169	7.26%	75,111	26,342	1,978,574	43,754	27.40	14,437	2
2010	59,781	181,756	7.79%	78,163	Not Available	Not Available	53,355	Not Available	15,427	2
2011	61,000	184,755	7.92%	80,500	Not Available	Not Available	53,644	28.53	16,143	2
2012	62,670	187,720	8.73%	82,500	30,169	2,488,943	56,221	Not Available	15,994	2
2013	65,600	193,160	9.10%	84,800	30,534	2,589,283	57,196	29.14	16,612	2
2014	67,770	197,560	7.70%	86,600	Not Available	Not Available	58,538	29.71	17,016	2
2015	68,240	199,610	6.80%	87,150	33,953	Not Available	57,664	29.10	17,353	2
2016	70,560	203,090	6.90%	88,670	32,999	Not Available	58,854	29.30	17,780	2
2017	71,680	206,110	5.70%	90,330	Not Available	Not Available	57,535	Not Available	19,932	5

Fiscal Year Ended December 31	Average wage per job <sup>1,3</sup>	Unemployment rate <sup>1,4</sup>	Population <sup>1</sup>	Per capita personal income <sup>1,3</sup>	Total Personal Income <sup>3</sup> (in thousands)	Median household income <sup>1,3</sup>	School enrollment K-12 <sup>1</sup>
2008	47,140	5.50%	6,608,245	44,162	291,833,316	57,858	1,025,495
2009	47,993	9.30%	6,672,159	42,112	280,977,960	55,458	1,032,678
2010	49,337	9.90%	6,724,540	42,521	285,934,165	54,888	1,037,219
2011	51,139	9.20%	6,767,900	44,420	300,630,118	55,500	1,037,676
2012	52,945	8.20%	6,817,770	46,045	313,924,220	56,444	1,040,631
2013	53,334	7.00%	6,882,400	48,353	332,784,687	57,554	1,047,353
2014	55,427	6.10%	6,968,170	49,583	345,502,773	58,686	1,057,388
2015	57,057	5.70%	7,061,410	51,146	361,162,876	62,108	1,067,998
2016	Not Available	5.40%	7,183,700	53,493	Not Available	65,500	1,080,027
2017	Not Available	4.40%	7,310,300	Not Available	Not Available	68,550	1,104,039

**SOURCES:**  
<sup>1</sup> State of Washington Office of Financial Management  
<sup>2</sup> Pasco School District (October Enrollment), Office of Financial Management October Headcount Enrollment  
<sup>3</sup> 2013 and 2014 Data is inflation adjusted to 2013 Dollars per State of Washington Office of Financial Management  
<sup>4</sup> Unemployment Data from the U. S. Bureau of Labor Statistics  
<sup>5</sup> 2017 K12.wa.us/DataAdmin/enrollment  
<sup>6</sup> United States Census Bureau / Fact Finder.census.gov

**Property Tax Levies and Collections  
Last Ten Fiscal Years  
(amounts expressed in thousands)**

Fiscal Year Ended December 31	Total tax levy for fiscal year	Collected within the fiscal year of the levy		Collections in Subsequent years <sup>1</sup>	Total collections to date	
		Amount	Percentage of levy		Amount	Percentage of levy
2008	6,061	5,887	97.1%	158	6,045	99.7%
2009	5,738	5,579	97.2%	160	5,739	100.0%
2010	6,400	6,211	97.0%	138	6,349	99.2%
2011	6,638	6,480	97.6%	141	6,621	99.7%
2012	6,850	6,693	97.7%	154	6,847	100.0%
2013	7,011	6,833	97.5%	163	6,996	99.8%
2014	7,064	6,933	98.1%	74	7,007	99.2%
2015	7,287	7,169	98.4%	77	7,246	99.4%
2016	7,748	7,627	98.4%	67	7,694	99.3%
2017	7,949	7,942	99.9%	0	7,942	99.9%

Source: Franklin County Treasurer's Office Tax Rolls

<sup>1</sup> County provides four prior years and combines five years or more together.

**Principal Property Taxpayers  
Current Year and Ten Years Prior  
Fiscal Year Ended December 31  
(amounts expressed in thousands)**

Taxpayer	2017			2008		
	Taxable assessed value	Rank	Percentage of total taxable assessed value	Taxable assessed value	Rank	Percentage of total taxable assessed value
Kenyon Zero Storage	\$37,740	1	0.89%			
Autozone Parts Inc	\$37,654	2	0.89%	31,316	1	1.09%
Syngenta Seeds LLC	\$32,328	3	0.76%			
Pasco Processing LLC	\$30,580	4	0.72%			
Grimmway Enterprises Inc	\$26,210	5	0.62%			
Twin City Foods, Inc.	\$18,947	6	0.45%	22,098	2	0.77%
Columbia Villas LLC	\$18,621	7	0.44%	16,432	3	0.57%
Frank Tiegs LLC	\$17,355	8	0.41%	16,085	4	0.56%
Broadmoor LLC	\$17,083	9	0.40%			
Simplot-RDO LLC	\$17,069	10	0.40%	13,745	6	0.48%
Western State Equipment				14,400	5	0.50%
Skywest Airlines, Inc				13,241	7	0.46%
Conagra Foods Lamb-Weston, Inc.				12,632	8	0.44%
BNSF Railway Co.				12,255	9	0.43%
Old Standard Life Insurance				11,234	10	0.39%
	<u>\$253,587</u>		<u>5.98%</u>	<u>\$163,438</u>		<u>5.69%</u>

Source: Franklin County Assessor's Office

**Taxable Retail Sales  
Last Ten Fiscal Years**

Fiscal Year Ended December 31	City of Pasco <sup>1</sup>	Franklin County <sup>1</sup>
2008	877,529,074	1,052,102,171
2009	802,641,083	917,095,762
2010	825,267,329	964,584,879
2011	839,174,222	1,007,226,337
2012	861,063,371	1,037,096,483
2013	933,301,814	1,110,257,463
2014	1,016,794,531	1,196,017,085
2015	1,125,060,910	1,315,962,291
2016	1,250,472,836	1,428,477,621
2017	1,333,597,814	1,534,638,802

<sup>1</sup> Source: Washington State Department of Revenue

**Top Ten Industries that Generate Sales Tax  
Current Year and ten Years Prior  
Fiscal Year Ended December 31**

Industries	2008			2017		
	Sales Tax Paid	Rank	% of Total Sales Tax	Sales Tax Paid	Rank	% of Total Sales Tax
Motor Vehicle and Parts Dealers	\$1,249,062	1	15.47%	\$3,927,890	1	27.96%
Merchant Wholesale, Durable Goods	802,995	2	9.95%	1,062,526	2	7.56%
Construction of Buildings	779,667	3	9.66%	995,868	3	7.09%
Specialty Trade Contractors	515,638	4	6.39%	940,391	4	6.69%
Food Services, Drinking Places	410,259	6	5.08%	899,867	5	6.40%
General Merchandise Stores	481,991	5	5.97%	722,292	6	5.14%
Building Material and Garden	353,684	8	4.38%	609,767	7	4.34%
Rental and Leasing Services			0.00%	337,214	8	2.40%
Telecommunications			0.00%	334,972	9	2.38%
Miscellaneous Store Retailers	409,489	7	5.07%			0.00%
Repair and Maintenance	333,228	9	4.13%			0.00%
Other	2,736,782	10	33.90%	4,218,844	10	30.04%
Total	\$8,072,795		66.10%	\$14,049,631		69.96%

Source: Washington State Department of Revenue

**Legal Debt Margin  
Last Ten Fiscal Years  
(amounts expressed in thousands)**  
Fiscal Year Ended December 31

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Debt limit	\$ 72,012	\$ 73,370	\$ 72,923	\$ 75,213	\$ 80,378	\$ 88,541	\$ 88,576	\$ 91,985	\$ 98,436	\$ 105,699
Total net debt applicable to limit	13,252	12,501	11,954	11,670	4,966	4,053	4,063	12,174	10,442	9,660
Legal debt margin	\$ 58,760	\$ 60,869	\$ 60,969	\$ 63,543	\$ 75,412	\$ 84,488	\$ 84,513	\$ 79,811	\$ 87,994	\$ 96,039
Total net debt applicable to the limit as a percentage of debt limit	18.40%	17.04%	16.39%	15.52%	6.18%	4.58%	4.59%	13.23%	10.61%	9.14%

**Legal debt margin calculation for fiscal year 2017**

Assessed Valuation for 2017 Collections	\$ 4,227,978
Non-Voted Debt Capacity Value (1.5% of Assessed Value)	63,420
Less:	
Non-Voted GO Bonds Outstanding	(9,660)
Other Non-voted General Obligations Outstanding	53,760
Remaining capacity without a vote	105,699
Voted and Non-Voted Debt Capacity: (2.5% of Assessed Value)	-
Less:	
Voted GO Bonds Outstanding	(9,660)
Non-Voted GO Bonds Outstanding	-
Other Non-voted General Obligations Outstanding	96,039

Note: The total indebtedness for general purposes with or without a vote cannot exceed 2.5% of the value of taxable property. The general purposes indebtedness includes debt for capital leases without a vote. The legal limit for capital leases debt (RCW 35.42.200) is included in the 2.5 percent and does not constitute extra allowable debt.

The 1.5 percent is the maximum limit for general purposes without a vote (councilmanic debt). A council may choose to allocate any portion of this debt capacity to the "voted" category. If done so, this 1.5 percent of the indebtedness available without vote is to be proportionately reduced by the excess "voted" debt over 1 percent.

**Direct and Overlapping Governmental Activities Debt**  
**As of December 31, 2017**  
**(amounts expressed in thousands)**

<u>Direct debt</u>	<u>Amount</u>
Voted General Obligation	\$ -
Councilmanic General Obligation Debt	9,660
Total direct debt	<u>9,660</u>

Overlapping Debt

<u>Jurisdiction</u>	<u>Outstanding debt</u>	<u>Percent applicable</u>	<u>Estimated Share of Overlapping Debt</u>
Franklin County	26,804	49.53%	13,276
Pasco School District	218,401	60.81%	132,810
Port of Pasco	28,442	49.95%	14,207
Total overlapping debt			<u>160,293</u>
Total direct & overlapping debt			<u>169,953</u>

Governmental activities debt ratios

Assessed valuation- 2017 (established in November, 2016 for the 2017 tax year)	4,227,978
Population	71
Net direct debt to assessed valuation	0.23%
Net direct debt and overlapping debt to assessed valuation	4.02%
Assessed valuation per capita	59,549
Net direct debt per capita	136
Direct debt and overlapping debt per capita	2,394

Councilmanic debt and other obligations:

G.O. Bonds Outstanding	9,660
Other Non-voted G.O. Outstanding	-
	<u>\$ 9,660</u>

Voted GO debt:

G.O. Bonds Outstanding	-
	<u>\$ -</u>

(1) Outstanding debt represents total general obligation debt.

(2) Applicable percentage is determined by ratio of assessed valuation of property subject to taxation in the overlapping unit to valuation of property subject to taxation in the reporting unit.

Sources:

Franklin County Assessor's Office  
Franklin County Assessor's website- tax booklet

**Building Permits  
Last Ten Fiscal Years**  
(amounts expressed in thousands)

Fiscal Year Ended December 31	Residential <sup>2</sup>		Commercial		Industrial		Total			
	New		Permits	Value	Permits	Value	Permits	Value		
	Single Family Permits	Single Family Value								
2008	404	77,891	1,403	82,934	227	17,494	47	22,554	1,677	122,982
2009	476	96,228	1,499	102,110	261	43,189	90	16,799	1,850	162,098
2010	544	111,392	1,908	119,197	234	31,251	45	7,324	2,187	157,772
2011	492	105,577	1,817	113,320	289	16,591	28	3,519	2,134	133,430
2012	338	72,768	1,507	85,314	328	30,317	54	26,360	1,889	141,991
2013	220	50,396	1,705	73,701	364	44,173	44	6,862	2,113	124,736
2014	223	53,923	1,517	67,408	297	58,575	74	37,832	1,888	163,815
2015	248	62,949	1,724	83,033	317	48,618	98	36,291	2,139	167,942
2016	389	94,956	387	110,833	368	53,880	111	90,563	866	255,276
2017	474	119,754	2,618	134,519	421	56,276	80	10,034	3,119	200,829

SOURCE:

<sup>1</sup> City of Pasco website Building Permit History.

<sup>2</sup> Includes single family and mobile home