



**NOTICE OF SPECIAL WORKSHOP MEETING
Council Chambers, 865 SE Barrington Drive**

NOTICE IS HEREBY GIVEN that the Oak Harbor City Council will hold a Special Workshop Meeting on April 10, 2024 at 2:00 PM to discuss the following agenda items. This meeting will be held in the Council Chambers, 865 SE Barrington Drive .

DATED this 4th of April, 2024 .

Julie Nester, City Clerk

The City Council may meet informally in workshop sessions (open to the public) to do concentrated strategic planning, to review forthcoming programs of the City, receive progress reports on current programs or projects, or receive other similar information from the Interim City Administrator, provided that all discussions and conclusions thereon shall be informal. The Council may elect to make disposition of any item at a workshop meeting when noticed for action. Public comment is not normally allowed at workshop meetings, although Council may allow, or request participation.

**** Please Note: No action will be taken****

**SPECIAL WORKSHOP MEETING
APRIL 10, 2024 CITY COUNCIL AGENDA AT 2:00 PM**

2:00 P.M. MAYOR

2:05 P.M. ADMINISTRATION

a. CITY COUNCIL OVERARCHING PRIORITIES

3:05 P.M. FINANCE

a. CITY COUNCIL FINANCIAL PRIMER PART 1 - BUDGET PROCESS OVERVIEW

City of Oak Harbor
City Council
Workshop Agenda Bill

Date: a. April 10, 2024

Subject: City Council Overarching
Priorities

FROM: Administration

SUMMARY STATEMENT

As a follow-up to the Council retreat of February 12, 2024, staff will review the Council's overarching priorities from that meeting and discuss how these may be implemented in terms of timelines, funding and the budget process.

ATTACHMENTS

1. [2024 Overarching Priorities Presentation](#)
2. [Draft Council Overarching Priorities](#)

2024

City Council

Priorities

Interim City Administrator Sabrina Combs



SPECIAL
City Council Workshop
April 10, 2024



Background

The draft 2024 priorities list was created during the February 12, 2024 Council Retreat.



Retreat Insights

We Do What We Fund

Our priorities are great ideas, plans, projects, amenities; but how do we fund it?

Items that include a need for on-going operations should include how they will be funded whether it be through grants, partnerships, levies, taxes, etc.

We need to include the public in the conversation because we are spending their dollars.

Overarching Priorities

- Central Development Area (CDA)
- Marina
- Recreation/Pool/Civic Center
- Infrastructure Facilities Improvement
- Quality/Safety
- Housing
- Affordability
- Representative Form of Government

Ranking Priorities

1

Central Development Area

2

- **Marina**
- **Recreation Center/Pool/Civic Center**
- **Infrastructure/Facilities**
- **Quality/Safety**

3

- **Housing**
- **Affordability**
- **Representative Form of Government**



CENTRAL DEVELOPMENT AREA (CDA)

An area of commercial development is located in the downtown corridor between State Route 20 and the City of Oak Harbor Marina. Creating a connective and inviting downtown corridor for residents, businesses, and tourists.

- Infrastructure**
- Market Analysis**
- Design Guidelines**
- Cohesive Connection between Downtown and Waterfront**
- Add Housing Supply and Increase Density**
- Consider the building of a tourism-related venue as a potential revenue source for the City (hotel, convention center, mixed-use facility, etc.)**



Oak Harbor Marina

Develop the current City of Oak Harbor Marina into a destination location by addressing required dredging for larger vessels, making necessary repairs, enhancing and adding amenities, and pursuing the addition of other buildings to increase the facility use.

- **Draft a Marina Development Plan.**
- **Implementation of the Dredging Project with phases for dredging of the Marina, the channel, replacement of the breakwater and failing docks.**
- **Identify funding methods for the Marina Dredging project.**
- **Gain community support for Marina projects.**
- **Grow Marina usage for non-boaters by creating events and venues that attract both boaters and non-boaters to the Marina.**
- **Upgrade the Harbormasters office, restrooms, showers, and laundry facilities.**
- **Address boat storage needs and parking for increased use of the property.**
- **Identify transportation resources to move people between downtown and the Marina.**
- **Consider building a tourism-related venue as a potential revenue source.**
- **Identify recurring revenue sources outside of user fees (B&O funding for debt service).**

2

Recreation Center/Pool/Civic Center

Create a strategic plan for building a recreation center with indoor/outdoor amenities, including walking tracks, classrooms, sports recreation fields, pool for community use and increased tourism opportunities, and office space for staffing to support programs.

- **Complete a feasibility study.**
- **Investigate funding sources.**
- **Identify building needs based on current facilities and potential site locations.**
- **Consider the addition of an EV Charging Station**
- **Consider transition from current structures (i.e., The Center).**
- **Address inclusion for various age groups and cultures.**
- **Engagement with the community for needs assessment including input regarding priorities for spaces, programs, and potential funding sources.**
- **Provide multiple transportation options to meet community needs.**
- **Include security features for cameras, badge readers, and broadcast system for emergencies and lost child notices.**
- **Establish a cost recovery model to ensure sustainable operations.**

2

Infrastructure/Facilities Improvements

Identify necessary building improvements and options for short-term repairs and long-term replacement of the City Hall, Police Department, and The Center. Future facility discussions must include plans for future City services and an increase in staffing to provide resources for residential growth. The plan needs to include funding of the Facility Replacement Fund (504), by using the facility evaluation as a baseline to understand potential funding requirements.

2

Infrastructure/Facilities Improvements

City Hall

This building was formerly the community library before being a shared City Hall and library and finally the City Hall building. It is more than sixty years old and has the needs of a building of that age, including the need for multiple repairs and facility challenges as an older building. The major systems, such as electrical, HVAC, roofs, windows, will all require replacement at some point. The City needs to consider future options for housing City Hall staff because these buildings have potential safety and seismic standard concerns. Facilities staff is conducting limited (low cost) office improvements and basic repairs as the City starts the planning process for future replacement structures.

2

Infrastructure/Facilities Improvements City Hall

Here is a list of items staff is currently working on:

- **Procurement is working on ordering generators. There is a new state contract that is under review before we go out to bid. Generators should have EV charging capability.**
- **Consider the addition of an EV Charging Station**
- **Roof replacement is required. Need to determine a funding source and the type of roofing repair the City wants to complete.**
- **Consideration of building a new City Hall and requirements, including but not limited to space for additional staff, community space, larger Council Chambers with technology enhancements for meetings, Council office space, breakroom/workout room to address wellness needs for staff, parking for staff/community use, and security cameras/badging systems for staff safety. A new facility should be designed in a way to address serving the City for several decades.**

2

Infrastructure/Facilities Improvements Fire Department

- **Building a second Fire Station.**
- **Adding staff to improve response times.**
- **Identify if there are any current or upcoming needs for the current Fire Station.**

2

Infrastructure/Facilities Improvements The Center

- **Procurement is working on ordering generators. There is a new state contract that is under review before we go out to bid. Generators should have EV charging capability.**
- **Roof was replaced in 2023.**
- **Additional facilities on the property require repairs/roof.**
- **Currently working on funding to address parking lot repairs.**
- **Considering new facility options as part of the plan for a Recreation Center and which services in this building and additional buildings on-site need to be included in the plans for the recreation center.**
- **Consider the addition of an EV Charging Station**

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Infrastructure/Facilities Improvements Police Department

This facility is also nearing the end of its useful life cycle. This building requires multiple repairs and has several facility challenges as an older building. The major systems, such as electrical, HVAC, roofs, windows, will require replacement. The City needs to consider future options for housing Police Department staff because these buildings have potential safety and seismic standard concerns. Currently, staff is working to address roof replacement as a necessary repair. However, the City needs to determine a funding source and decide the type of roof replacement plan they want to use.

A new facility should be designed in a way to address serving the City for several decades, including but not limited to jail requirements/needs, space for staff growth, training, workout room/break rooms, storage, and community space.

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Facility staff are currently addressing limited low-cost office improvements that provide basic repairs while the City starts the planning process to replace (or purchase) structures that will address future needs.



Quality/Safety

Improve the amenities and accessibility for the community while addressing the safety concerns of community members by increasing Police presence by adding more officers to the Police Department.

- **Identify funding for more police officers.**
- **Look for creative ways to provide more police presence through technology opportunities.**
- **Research funding mechanisms for adding more police officers to the department.**
- **Continue to highlight and share the work our law enforcement staff are doing in our community.**
- **Work with legislators to increase regional training opportunities to increase the number of applicants for positions.**
- **Continue to keep competitive pay for officers.**
- **Restarting Citizen Academy and Police Advisory Board.**

3 Housing

Provide more workforce housing to increase affordable housing options for the community.

- Work with Legislators to address growth requirement impacts to Oak Harbor and to spread growth out evenly across Whidbey Island.**
- Increase affordable housing options for individuals working in Oak Harbor.**



Affordability

Reduce the cost impact to residents for utilities.

- **Work with legislators to reduce the City's debt.**
- **Continue to educate customers about rate structures.**



Representative Form of Government

Council is discussing the options for changing government operations in the City of Oak Harbor. Currently the City has a strong Mayor form of government. Any changes would require a vote by registered voters in the City limits. Some of the options under consideration include:

- No changes – keep part-time strong Mayor.**
- Increasing part-time Mayor to a full-time Mayor position.**
- Consider shifting to a City Manager/Council form of government.**

2024 Council Priorities

This is the list of priorities discussed at the 2024 Council Retreat at the Whidbey Campus of Skagit Valley College on February 12, 2024. Of the 15 potential priorities identified, eight received the majority of support from City Council and the Leadership Team.

Overarching Priorities

- Central Development Area (CDA)
- Marina
- Recreation/Pool/Civic Center
- Infrastructure Facilities Improvement
- Quality/Safety
- Housing
- Affordability
- Representative Form of Government

Ranking Priorities

The ranking of the eight overarching priorities by the City Council and City Leadership Team to include:

Ranking One	Ranking Two	Ranking Three
<ul style="list-style-type: none">• Central Development Area (CDA)	<ul style="list-style-type: none">• Marina• Recreation Center/Pool/Civic Center• Infrastructure/Facilities• Quality/Safety	<ul style="list-style-type: none">• Housing• Affordability• Representative Form of Government

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City of Oak Harbor
City Council
Workshop Agenda Bill

Date: April 10, 2024

Subject: **a. City Council Financial Primer
Part 1 - Budget Process
Overview**

FROM:David Goldman, Deputy City Administrator Finance

SUMMARY STATEMENT

Deputy City Administrator Goldman will present the first part of the biennial budget primer series - Budget Process Overview.

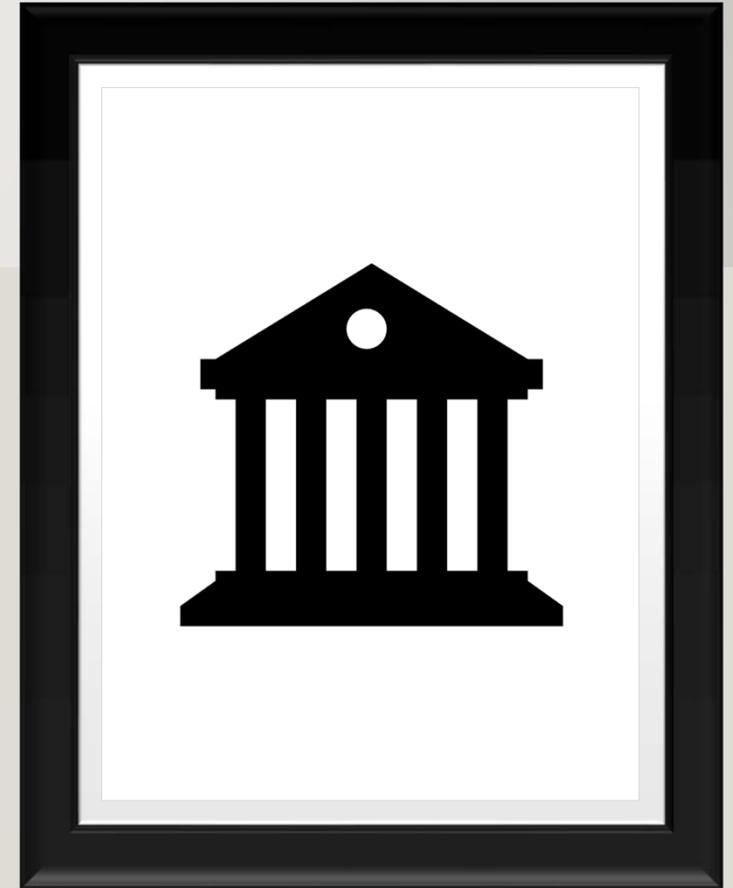
This presentation has been updated with new budgeting techniques which will be rolled out for the 2025-26 Biennial Budget Process.

ATTACHMENTS

1. [2024 City Council Financial Primer - Part 1](#)

COUNCIL FINANCE & BUDGET PRIMER

PART I: BUDGET

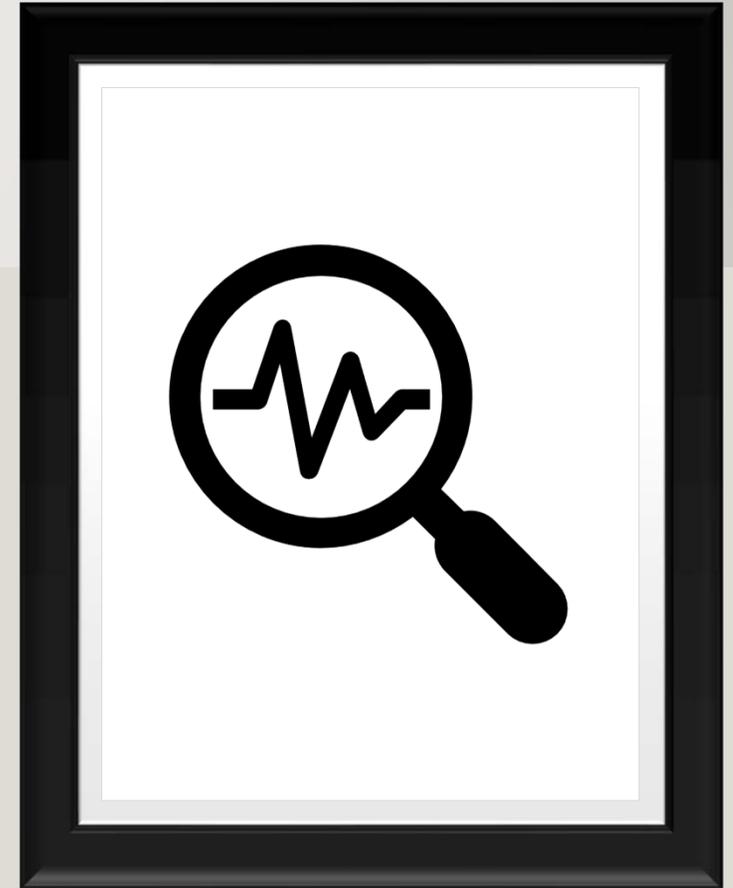


CONTENTS

- Budget Overview
- Budget Components
- Biennial Budgeting Development Process
- Fund Organization
- Overall Budget Amounts
- Budget Types
- Advanced Budgeting Examples

WHAT IS A BUDGET?

BUDGET OVERVIEW



A BUDGET IS...

- An Expression of Public Policy
 - Resolves conflicting views on resource allocation
 - Reflects council's priorities for community
- A Financial Plan
 - Coordination of revenues and expenditures
- A Control Mechanism
 - Authorizes amounts to be spent
 - Compares past to proposed expenditures

REGULATORY REQUIREMENTS

- State Auditors Office requirements, accounting standards, and auditing standards
- Government Accounting Standards Board
- Generally Accepted Accounting Principles
- Fund Accounting

WHAT TO LOOK FOR

- Structural Integrity
 - Maintenance of services
 - Current revenues supports current expenses (e.g., on-going operations and maintenance)
 - One-time revenues support one-time expenses (e.g. grant revenues, capital projects)
 - Future commitments are supported by growth or planned resource enhancements
- Safety Net
 - Reserves to support short term needs, if needed. Replenish at first opportunity
- Planning for the future
 - For future service needs
 - For funding sources

TWO BUDGET ACTIVITIES

BIENNIAL BUDGET

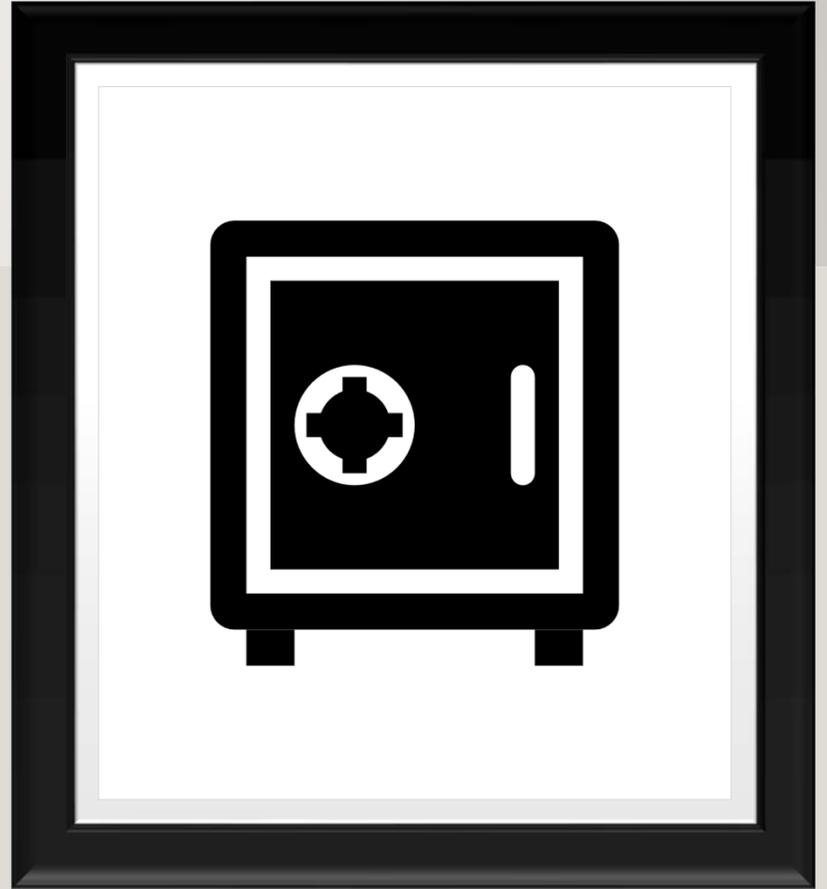
- Operating expenses / public services
- Non-operating
 - Capital
 - Reserves
 - Debt payments
- Two-year focus

CAPITAL IMPROVEMENT PROGRAM (CIP)

- Led by Development Services in conjunction with other departments
- Capital projects with value greater than \$50,000
- Six-year focus
- First two years are included in the biennial budget

WHAT IS IN THE BUDGET?

BUDGET COMPONENTS



BUDGET DOCUMENTS

- Two Documents Produced
 - Preliminary Budget (Mayor's Proposed Budget)
 - City Council's Adopted Budget

MAIN SECTIONS

- Budget Message (Transmittal Required by Law)
- Budget Highlights
- City Council Policy Direction & Goals (from retreat)
- Financial Management Policies Overview
- Budget Summary
- Long-term Capital Plan (the first two-years included in budget)
- Fund/Department Overviews
- Appendix (Glossary, Budget Ordinance, and Wage and Salary Schedule)

2025-2026 BIENNIAL BUDGET DEVELOPMENT PROCESS – COUNCIL INTERACTION AND FEEDBACK

- City Council Priorities/Goals Discussion (February Retreat)
- City Council Financial Primers (February – August Workshops)
- Public Hearing: Revenue Projections for the Upcoming Biennial Budget (September. Must Be Done Prior To Adoption Of Property Tax Levy - RCW 84.55.120)
- Financial Status update (September)
- Presentation of Mayor’s Preliminary Budget Proposal (Sept. Workshop. By Oct. 7 – RCW 35.34.230)
- Capital Project Presentations (September - October)
- Filing of Mayor’s Final Preliminary Budget with Council (By Nov. 1 – RCW 35.34.090)
- Public Hearing: Adopt Property Tax levy and certification of levy for 2025 (By Nov. 30 – RCW 84.52.070))
- Public Hearing: Preliminary Hearing on the Budget (By Dec. 7 - RCW 35.34.090)
- Public Hearing: Adoption of the Budget (By Dec. 31 - RCW 35.34.110)



Upcoming Council Policy Action

FINANCIAL MANAGEMENT POLICIES (HIGHLIGHTS)

- Biennial operating budgets should include appropriations for maintenance and replacement of the City's capital facilities and equipment to protect the City's capital investments and minimize future maintenance and replacement costs.
- On-going revenues will be sufficient to support on-going expenditures.
- A well-diversified and stable revenue system will be maintained to shelter public services from short-run fluctuations from a particular revenue source.
- One-time, limited, or indefinite revenues will be used for capital projects or one-time operating expenditures to ensure that no ongoing service program is unexpectedly lost when such revenues are reduced or discontinued.

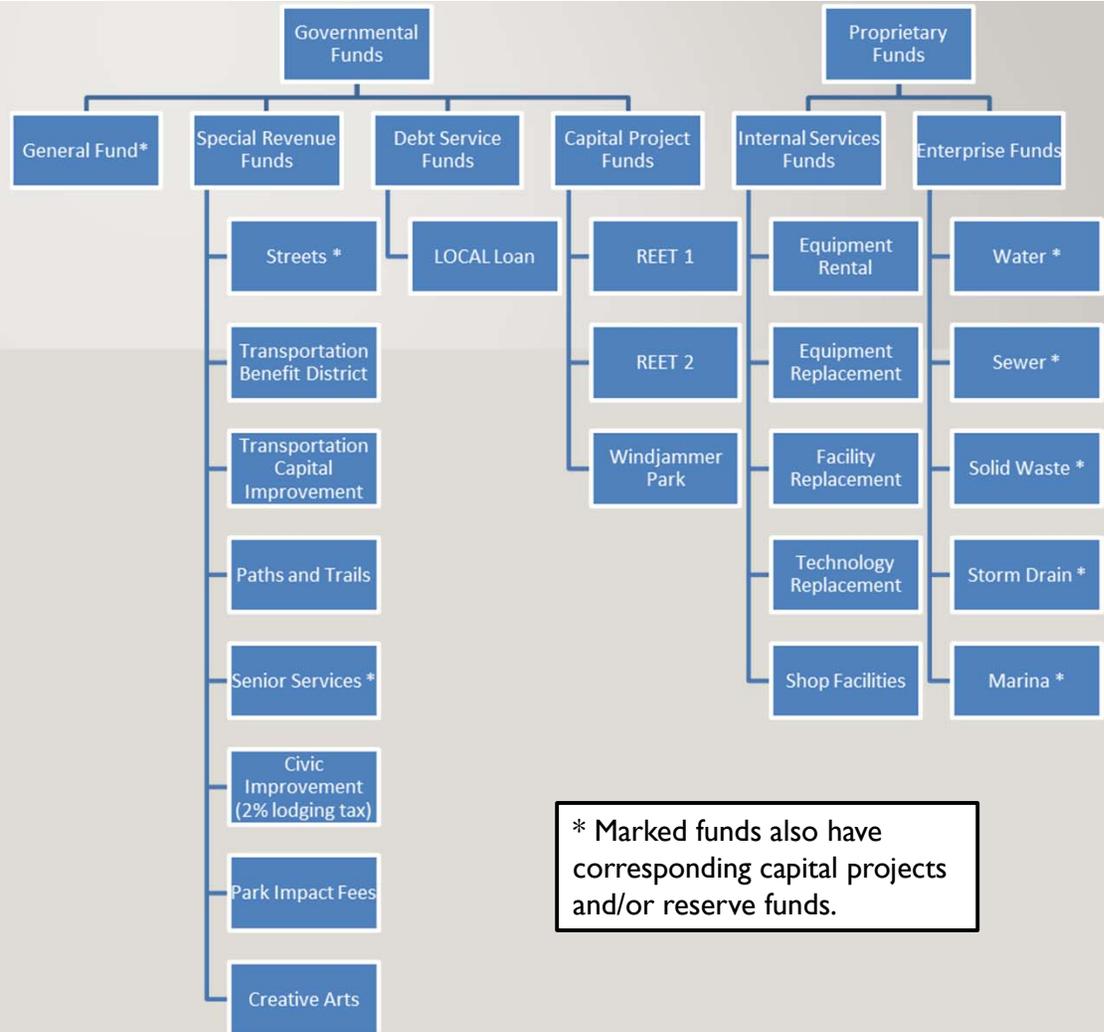
FINANCIAL MANAGEMENT POLICIES (HIGHLIGHTS)

- When considering grants for capital construction or other projects of an acquisition nature, an analysis will be made of the City's ongoing ability to maintain, repair, or commit the facilities to a specific economic purpose.
- To ensure enterprise funds remain self-supporting, user fees/rate structures will be updated periodically to support all current and known future expenses and reserves.
- High priority will be given to technology expenditures that will increase efficiencies and reduce future operating costs.
- Emphasis is placed on improving individual and workgroup productivity rather than adding to the workforce.

FINANCIAL MANAGEMENT POLICIES (HIGHLIGHTS)

- Develop and maintain a comprehensive productivity/work measurement program to improve efficiency and effectiveness of service delivery.
- Maximize the reporting and analysis of data that demonstrates progress and highlight areas for further refinement.
- Investment and Debt Policies (future primer).
- Special revenue funds will be created and maintained in accordance with Governmental Accounting Standards Boards (GASB) and reviewed by the City during the budget process.

HOW THE BUDGET IS ORGANIZED



* Marked funds also have corresponding capital projects and/or reserve funds.

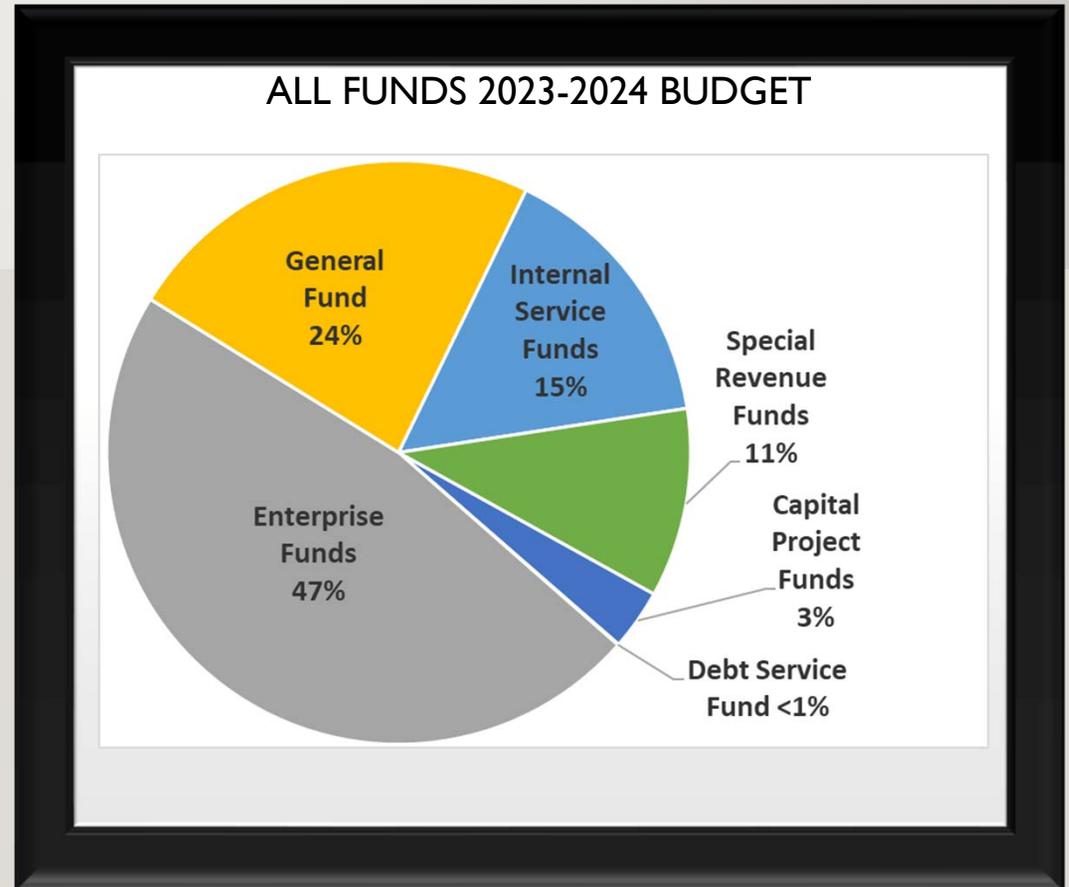
- Governmental Funds:
 - General Fund
 - Special Revenue
 - Debt Service
 - Capital Projects
- Proprietary Funds
 - Enterprise
 - Internal Service

2023-2024 BUDGET BY CATEGORY AND FUND TYPE

Revenues:	General Fund	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	Grand Total
Resources (Beg. Fund. Bal.)	5,353,775.14	6,745,701.16	0.00	3,271,767.85	29,550,591.15	13,006,175.98	57,928,011.28
Property Tax	9,615,700.00						9,615,700.00
Sales Taxes	11,025,000.00	3,070,000.00					14,095,000.00
Utility Taxes	5,834,568.00	120,282.00					5,954,850.00
REET				2,000,000.00			2,000,000.00
Other Taxes	17,120.00				90,000.00		107,120.00
Licenses and Permits	1,009,750.00	14,400.00			5,762.00		1,029,912.00
Intergovt Revenues	3,783,420.00	5,303,295.00		260,000.00	6,116,000.00	0.00	15,462,715.00
Charges for Services	784,600.00	631,875.00			56,097,652.00		57,514,127.00
Fines and Penalties	193,300.00						193,300.00
Bond Proceeds	7,867,305.00	0.00			0.00		7,867,305.00
Miscellaneous	754,000.00	148,075.00		25,000.00	944,088.00	54,650.00	1,925,813.00
Interfund Allocations	4,937,600.00	315,000.00				14,002,606.98	19,255,206.98
Transfers	1,605,000.00	5,492,506.00	119,792.00	626,104.00	516,200.00	445,000.00	8,804,602.00
Total Resources and Revenues	52,781,138.14	21,841,134.16	119,792.00	6,182,871.85	93,320,293.15	27,508,432.96	201,753,662.26
Expenses	General Fund	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	Grand Total
Resources (End. Fund. Bal.)	5,492,390.10	4,050,126.99		1,557,717.85	27,393,093.47	11,977,836.13	50,471,164.54
Personnel	25,161,528.00	1,565,947.00			7,666,673.00	4,281,101.00	38,675,249.00
Operating & Maintenance	9,568,691.86	1,930,514.95		0.00	20,453,777.25	4,123,257.66	36,076,241.72
Interfund Charges	3,765,530.18	2,773,183.22		0.00	10,177,391.43	2,276,238.17	18,992,343.00
Debt Service	0.00		119,792.00		15,096,748.00	0.00	15,216,540.00
Capital Outlay	8,313,000.00	8,179,062.00		1,054,050.00	11,566,410.00	4,405,000.00	33,517,522.00
Transfers	479,998.00	3,342,300.00		3,571,104.00	966,200.00	445,000.00	8,804,602.00
Total Resources and Expenses	52,781,138.14	21,841,134.16	119,792.00	6,182,871.85	93,320,293.15	27,508,432.96	201,753,662.26

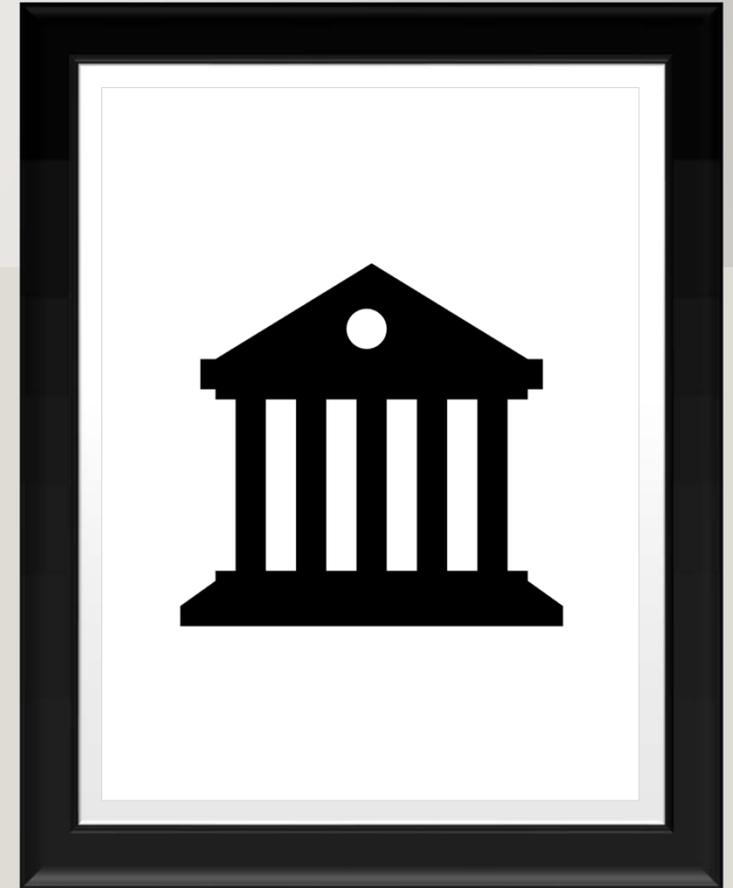
ALL FUNDS BUDGET

- General Fund comprises about one-fifth of the budget
- Enterprise Funds comprise about half of the budget
- Remaining Funds comprise about one-third of the budget.



PROGRAM PERFORMANCE BUDGET

OAK HARBOR



RETHINKING BUDGETING

- Partnership between:
 - Government Finance Officer's Association (GFOA),
 - National League of Cities (NLC)
 - International City/County Management Association (ICMA)
- <https://www.gfoa.org/rethinking-budgeting>





What Does It Take to Rethink
Budgeting?
Annual Conference 2023
Portland, OR

gfoa.org/conference | [#GFOA2023](https://twitter.com/GFOA2023)

Presenters



Mark McDaniel

Interim Chief
Transformation Officer

City of Fort Worth, Texas



Emily M. Zwetzig

Budget Director

Clark County, Washington



David Goldman

Finance Director

*City of Oak
Harbor, Washington*



Chris Adams

President

*Balancing Act
By Polco*



Survey Purpose

- Understand what is currently happening with budgeting across the country
- Assess the biggest challenges and strengths of current budget methods
- Identify the readiness of organizations to embrace modern budgeting practices
- Test the characteristics the GFOA Rethinking Budgeting team considers to be important in preparing organizations to improve budgeting methods

Survey Methods

- Multi-wave online survey
- Administered on Polco platform
- Mailed surveys to approximately 2,000 jurisdictions receiving GFOA's Distinguished Budget award
- Total of 211 surveys complete for this preliminary analysis
- Goal to increase the response to survey from municipalities across the country

People

Organizational Barriers to Changing the Current Budget



Traditional Budget

What Works:

- Simplicity
- Control
- Predictability
- Flexibility

What Doesn't:

- Frozen in Place
- Not Strategic
- Zero sum game

Source: *Why Do We Need to Rethink Budgeting*, GFOA, 2022

INCREMENTAL LINE-ITEM BUDGETING (TRADITIONAL BUDGET)

- Most used Budget Style due to its simplicity.
- Simply take last year's appropriations and increase (or decrease) by X%.
- Request forms used for items in excess of X %.
- Every program increases (or decreases) automatically.
- Little use of goals, strategy, or performance in allocating funds.
- Little outside input from stakeholders.

PROGRAM PERFORMANCE BUDGET

- Groups revenues and expenses into programs.
- Provides relevant and measurable performance measures.

Anywhere City - Recreation Department

Programs

- Cultural Investments
- Golf
- Swimming
- Parks Maintenance
- Volunteer Program
- Library

PROGRAM PERFORMANCE BUDGET

- Golf Program

Measure	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Estimated
Golf Cost Recovery	98%	101%	93%	94%	105%
Golf Revenues	\$9,376,868	\$11,456,743	\$10,827,000	\$10,351,000	\$11,897,876

Measure	2014 Actual	2015 Actual	2016 Actual	2017 Adopted	2018 Proposed
Total Budget	\$9,584,006	\$11,332,883	\$11,667,533	\$10,999,000	\$11,302,982
Total Positions (FTEs)*	24	24	24	24	24

*FTE total for Golf includes Parks positions only. Additional staff support golf programs as employees of Premier Golf.

Provide welcoming and safe spaces to play, learn, contemplate and build community

Provide a high-quality, financially sustainable golf operation

2018 Proposed Budget \$11,302,982 (2018)

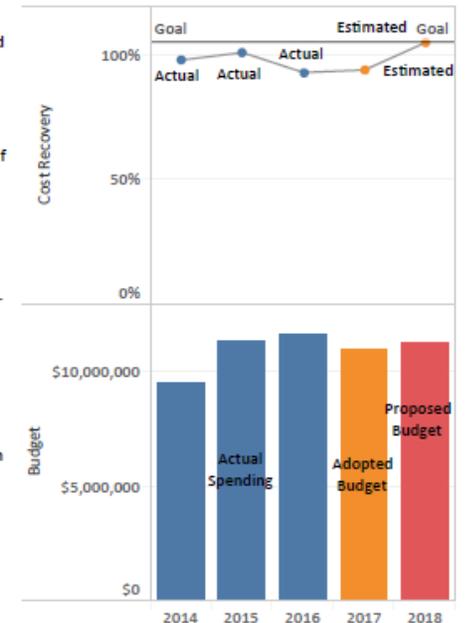
Program Summary: Golfers play more than 200,000 rounds at the City of Seattle's four public courses. Revenue from greens fees, driving range fees, restaurants, and merchandise sales covers the courses' operating costs and provides for ongoing major maintenance work and golf improvements. Premier Golf operates the courses while DPR runs the ground maintenance operations.

The golf program's financial sustainability depends on the City continuing to provide competitive courses and amenities for golfers. Investments made in the Golf Master Plan, such as the recently renovated Jefferson Park Clubhouse and driving range and the driving range and perimeter trail around the Jackson Golf Course, support the long-term sustainability of the golf program. The annual revenues received by providing this recreation opportunity to the golf community is vital to sustaining this public amenity.

Past Performance: In 2016, the Golf Program recovered 93% of its expenses, short of the 105% goal.

2018 Goal Statement: Provide a high-quality golf experience within a sustainable operating model that covers operating and capital improvement expenses and returns 5% of gross revenues to support general park and recreation services. DPR will assess the Golf Program in 2018 to evaluate whether the program can realistically cover 100% or more of its expenses.

Expected Result: Golf revenues can vary year-over-year as they are materially-impacted by weather. For example, as of mid-2016, unusually wet weather caused the number of golf rounds region-wide to be down by approximately 7%.



PROGRAM PERFORMANCE BUDGET

- Swim Program

Measure	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Estimated
Number of Swim Lessons	336,709	345,793	347,996	340,000	340,000

Measure	2014 Actual	2015 Actual	2016 Actual	2017 Adopted	2018 Proposed
Swimming Pool Revenues	\$5,020,413	\$5,212,516	\$5,185,925	\$5,314,100	\$5,339,101
Swimming Pool Cost Recovery	68.70%	70.70%	67.60%	68.80%	67.10%
Total Swimming Pool Budget	\$7,305,597	\$7,373,020	\$7,672,001	\$7,723,165	\$6,934,842
Total Positions (FTEs)	46.25	48.25	49.25	49.25	49.25

Provide welcoming and safe opportunities to play, learn and build community

Teach our community to swim

2018 Proposed Budget: \$6,934,842 (2018)

Program Summary: The Department of Parks and Recreation (DPR) recognizes the importance of knowing how to swim in a city surrounded by water. Drowning is the second leading cause of unintentional injury or death for children 1-17 years old in Washington. Our goal is to get kids and adults proficient at swimming so they can safely participate in programs at swimming beaches, eight indoor and two outdoor pools as well as safely participate in recreational activities such as boating and fishing.

DPR's pool programs include swim and water safety lessons, fitness classes, lap swims, and recreation swims. There are also various special events, swim team rentals, summer swim team programs, high school rentals for their swim teams, and other rentals (e.g. scuba classes).

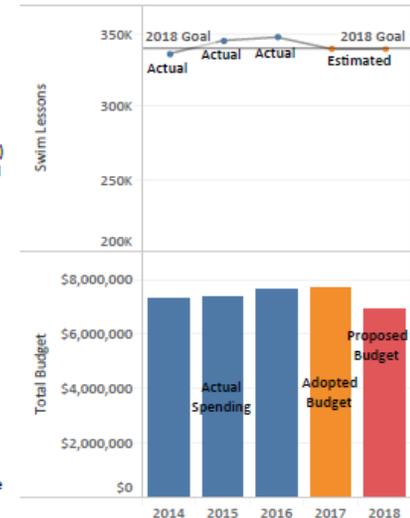
Past Performance: In 2016, DPR taught more than 347,996 lessons at swimming pools and swimming beaches well exceeding the target of 270,000 lessons.

2018 Goal Statement: Given the past success of the swim lesson program, DPR raised the target from 270,000 to 340,000 for 2017. For 2018, DPR will continue to set the goal at 340,000.

Expected Result: The number of lessons has grown by 23% over the past five years. DPR attributes that to: (1) the expansion of Rainier Beach Community Center and Pool facility, (2) increased funding for scholarships, (3) expanded free lessons at swimming beaches, and (4) DPR's increased emphasis on the importance of swim lessons.

Because capacity at pool facilities is limited, there is steep competition for space, especially during the evening hours. Swim lessons must compete with popular uses such as lap swimming, aerobics, and competitive swim teams. Adding more lessons at any facility requires shuffling other popular activities. In 2018, DPR will add a seventh day of operation to the Meadowbrook Pool. The additional Sunday hours will allow DPR to meet unmet demand for swim lessons and provide additional swimming opportunities for the community.

Revenue from program fees covers a substantial amount of the staffing, utilities, and operating costs of the pools. The cost recovery of an individual pool varies based on the specifics of the facility, the programs and amenities offered, and the number of participants utilizing the City's low-income swim fees. The cost recovery figure averages cost recovery across the 10 pools.



PROGRAM PERFORMANCE BUDGET

- Parks Maintenance

Measure	2014 Actual	2015 Actual	2016 Estimated	2017 Estimated	2018 Estimated
Number of park sites inspected	0	0	NA	10	40
Acres of park land (4,500)					

Measure	2014 Actual	2015 Actual	2016 Actual	2017 Adopted	2018 Proposed
Cost per Acre	\$6,789	\$7,028	\$7,150	\$7,631	\$8,706
Total Positions (FTEs)	234	243	244	243	265
Total Spending on Parks	\$30,549,162	\$31,627,943	\$32,176,942	\$34,338,013	\$39,179,885

Provide welcoming and safe opportunities to play, learn and build community

Maintain assets for continued public use and enjoyment

2018 Proposed \$39,179,885 (2018)

Program Summary: The City of Seattle’s parks system includes approximately 4,500 acres of developed park space in 400 locations throughout Seattle. Department of Parks and Recreation (DPR) has a financial obligation to maintain these assets for continued public use and enjoyment.

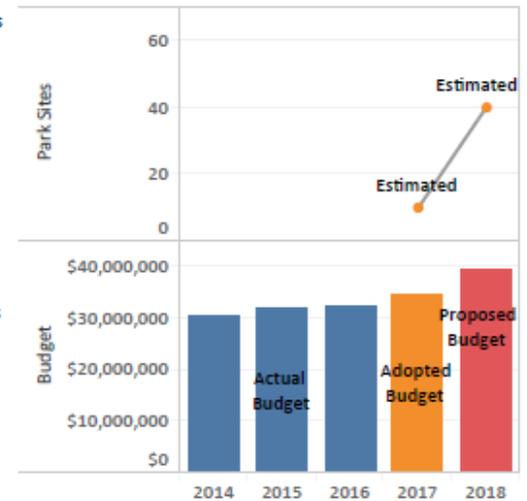
To meet this obligation, geographically-based crews keep grass and trees watered and trimmed, remove litter and garbage, maintain athletic fields and picnic shelters, clean off-leash dog areas, irrigate, establish new trees and plants, clean restrooms, keep play areas safe, support volunteer projects, and help prepare for special events.

To ensure these parks are maintained equitably and effectively across the system, DPR piloted an inspection program in 2017 based in part on recommendations made through a City Council-lead performance review of grounds maintenance activities. The pilot began in the fourth quarter of 2017.

Past Performance: This is a new initiative, initial results will occur in 2017.

2018 Goal Statement: Pilot a new park inspection program in 2017 and establish a longer-term approach based on lessons learned in pilot year. The goal is to inspect 10% of developed parks within the system annually.

Expected Result: These open spaces and recreational facilities are open to all members of the community, and as density increases, their use by the community is anticipated to increase which will affect future maintenance costs. While the resources required to maintain a specific park are influenced by the park’s size, amenities, natural features and usage, the cost per acre measure includes costs across the system as a whole.



The Decision Architect

How budget officers can reduce the impact of bias and noise for better decision making

BY JASON RIIS AND JARED PETERSON

Organizations benefit from decision architecture. Budget officers can be the decision architects of local government by building on four job responsibilities that allow them to reduce the impact of well-known problems of bias

consider everything. There is always uncertainty, usually more than we realize. And it is done by humans, so it comes with the myriad well-documented cognitive biases^{1,2} and inconsistencies (i.e., “noise”)³ in human thought.

Budget officers are positioned to help government officials reduce the negative impact of bias and noise in

The Budget Officer’s Four Job Responsibilities as a Decision Architect



Widen the option set:

The budget officer’s role in budget preparation gives them a bird’s-eye view on the wide set of activities the government must pursue. They can thus help decision makers see the big picture and



Responsibility 1

Help decision-makers see a wider option set



Responsibility 2

Help decision-makers test assumptions (and uncertainty)



Responsibility 3

Help decision-makers choose highest-value options



Responsibility 4

Create trust in the process

NEXT STEPS

- Meet with Departments to develop a Service Inventory.
- Group Service Inventory items into programs.
- Tie dedicated revenues with expenses.
- Allocate Departmental expenses between programs.
- Develop meaningful and measurable (and available) performance measurements.
- Develop program tracking codes in new ERP system.
- All expenses (and dedicated revenues) tied to a program code for coverage comparison.
- Allocate staff times to one or more programs (this can be done once per year or via the new timekeeping system).



The background features a chalkboard with several mathematical elements: a graph of a curve labeled $y = g(x)$ with a secant line drawn through two points on the curve; the derivative formula $f'(x) = \lim_{h \rightarrow 0} \frac{f(x+h) - f(x)}{h}$; and another limit expression $\lim_{h \rightarrow 0} \frac{h}{h(x+h-x)}$.

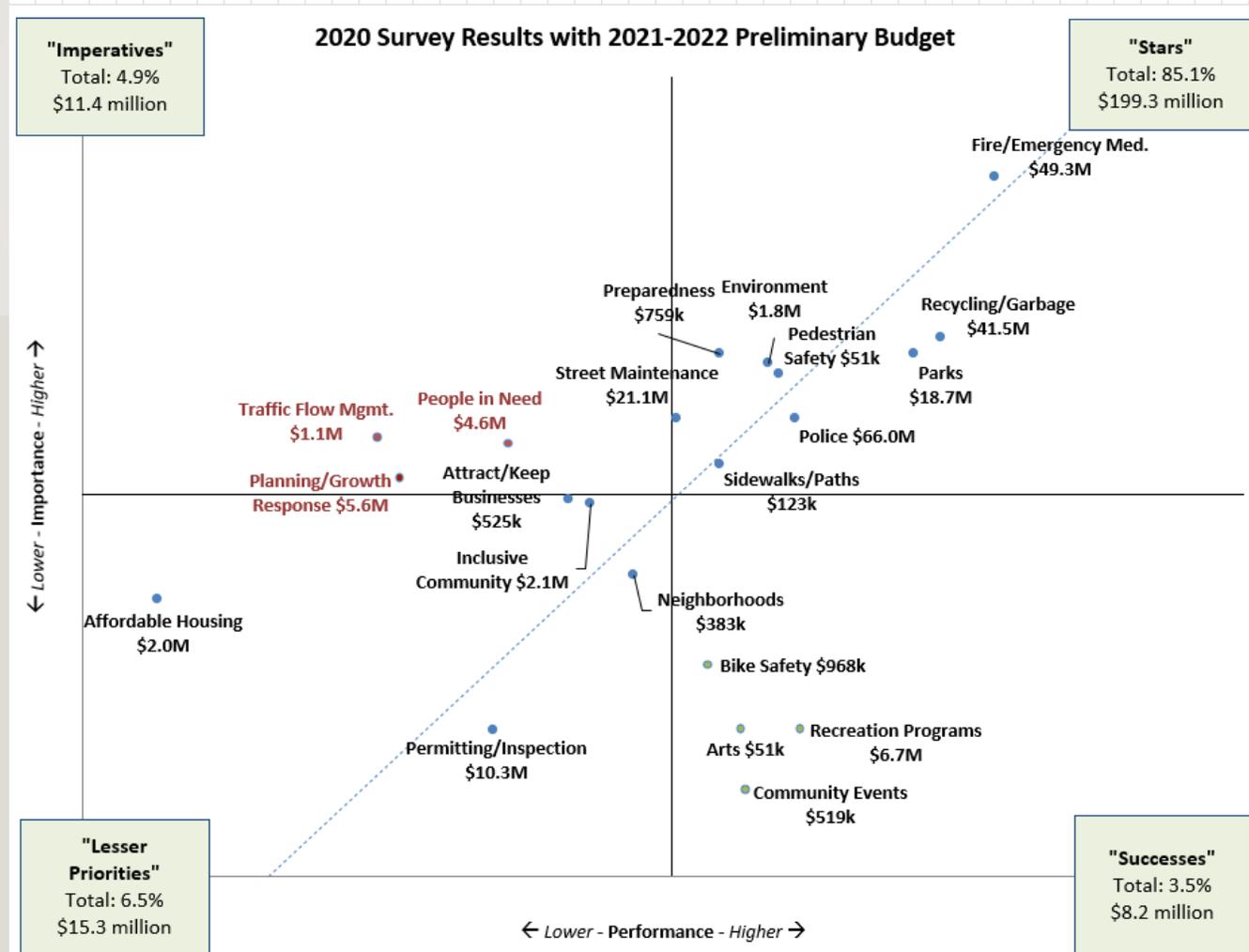
PERFORMANCE EXAMPLES

Kirkland Example – Council Goals

	Goal Area	Short Title
1	Fire and Emergency Medical Services	Fire/Emergency Med.
2	Recycling and Garbage Collection	Recycling/Garbage
3	Police Services	Police
4	Pedestrian Safety	Pedestrian Safety
5	City Parks	Parks
6	Protecting Our Natural Environment	Environment
7	Recreation Programs and Classes	Recreation Programs
8	Support for Arts in the Community	Arts
9	Community Events	Community Events
10	Emergency Preparedness	Preparedness
11	Availability of Sidewalks and Walking Paths	Sidewalks/Paths
12	Bike Safety	Bike Safety
13	Maintaining Streets	Street Maintenance
14	Services for People in Need	People in Need
15	Support for Neighborhoods	Neighborhoods
16	Managing Traffic Flow	Traffic Flow Mgmt.
17	Attracting and Keeping Businesses in Kirkland	Attract/Keep Businesses
18	City planning & response to growth (Prev. Zoning and Land Use)	Planning/Growth Response
19	Building, Permitting and Inspection	Permitting/Inspection
20	Support for an inclusive & welcoming community	Inclusive Community
21	Ensuring Affordable Housing Options	Affordable Housing

Kirkland Example – Survey Quad

- Stars – Residents view these as very important and that the City performs at a high level. Most valued strengths.
- Imperatives – Important to the residents. Opportunities for improvement.
- Lesser Priorities – Not a priority, but City should always strive to improve.
- Successes – Residents feel that these are doing well but are believed to be less important. Not major drivers of satisfaction with the City.



Bellevue Example – Benchmarking

KEY METRICS

In 2010, Bellevue began using ComEngage’s 5-Star rating, a proprietary index and benchmarking tool designed to measure quality of governance and vision as a complement to traditional measures of the quality of life and delivery of services in a city. Five powerful measures of performance are used to create this rating. This tool was reviewed and updated in 2019, though the 5 questions used are the same.

Bellevue’s 5-Star rating dropped from 4- to 3.5-Stars in 2018. While ratings improved slightly in 2019, Bellevue continues to be rated as a 3.5-Star community in 2020. Ratings increased significant in 2021 returning Bellevue to its 4.0-Star status and well within reach of being a 4.5-Star community.

2016 – 2018 (Average)	2019	2020	2021
★★★★★	★★★★★	★★★★★	★★★★★

Bellevue continues to receive its highest rating for overall quality of life, notably in terms of how Bellevue compares to other cities. Bellevue also receives high ratings for its overall quality of services. Bellevue residents’ ratings for how the quality of life in Bellevue and how it compares to other cities increased significantly in 2021

While the majority of residents are positive, Bellevue receives its lowest ratings for perceived value of services for the tax dollars paid and the direction the city is headed. Bellevue’s ratings for direction the city is headed have been improving and are not at their highest level in recent years.

		2016-2018 (Average)	2019	2020	2021
Overall Quality of Life	% Exceeds + Greatly Exceeds	93%	93%	94%	94%
	% Greatly Exceeds Expectations	30%	35%	33%	38%
	% Exceeds Expectations	63%	58%	61%	56%
	Mean	7.81	7.83	7.79	8.01↑
Compared to Other Cities	% Better + Significantly Better	94%	94%	92%	92%
	% Significantly Better than Other Cities	43%	40%	44%	50%
	% Better than Other Cities	51%	54%	48%	45%
	Mean	8.08	8.07	8.11	8.34↑
Overall Quality of City Services	% Exceeds + Greatly Exceeds	91%	91%	89%	90%
	% Greatly Exceeds Expectations	31%	34%	32%	29%
	% Exceeds Expectations	60%	57%	58%	61%
	Mean	7.69	7.75	7.64	7.63
Value of Services for Tax Dollars	% Somewhat + Strongly	78%	76%	76%	75%
	% Strongly Receive Value	20%	23%↑	20%	23%
	% Somewhat Receive Value	58%	53%	56%	52%
	Mean	6.85	7.01↑	6.91	6.91
Direction City Is Headed	% Somewhat + Strongly	75%	73%	74%	76%
	% Strongly Right Direction	19%	21%	23%	29%
	% Somewhat Right Direction	56%	52%	50%	47%
	Mean	6.81	6.72	6.76	7.10↑

Bellevue Example – Council Goals Importance/Performance

In each dimension below, we have identified the following specific items which could be considered for investment and maintenance, based on the extent to which these indicators indicate Bellevue’s 5-star rating and their relative importance to residents.

Invest <i>(High-Importance / Below-Average Performance)</i>	Maintain <i>(High-Importance / Above-Average Performance)</i>
Looking ahead to meet local challenges	Good place to raise children
Planning for growth to add quality of life	Competitive business environment
Planning for major emergencies	Supports a diverse community
Maintaining a healthy natural environment	Safe community in which to live, work, play
Being perceived as a “City in a park”	Prepared for routine emergencies
Listens to residents	Water, sewer, waste infrastructure ensures public health
Supports families	Opportunities to experience nature
Travel in reasonable / predictable amount of time	Environment supports personal health and well-being
	Water, sewer, waste infrastructure protects the environment
	Welcoming / supportive city
	Keeps residents informed
	Attractive and well-maintained
	Convenient access to activities
	Safe transportation system

Bellevue Example – Graphed Survey Results

PERCEPTIONS OF BELLEVUE AS A PLACE TO LIVE

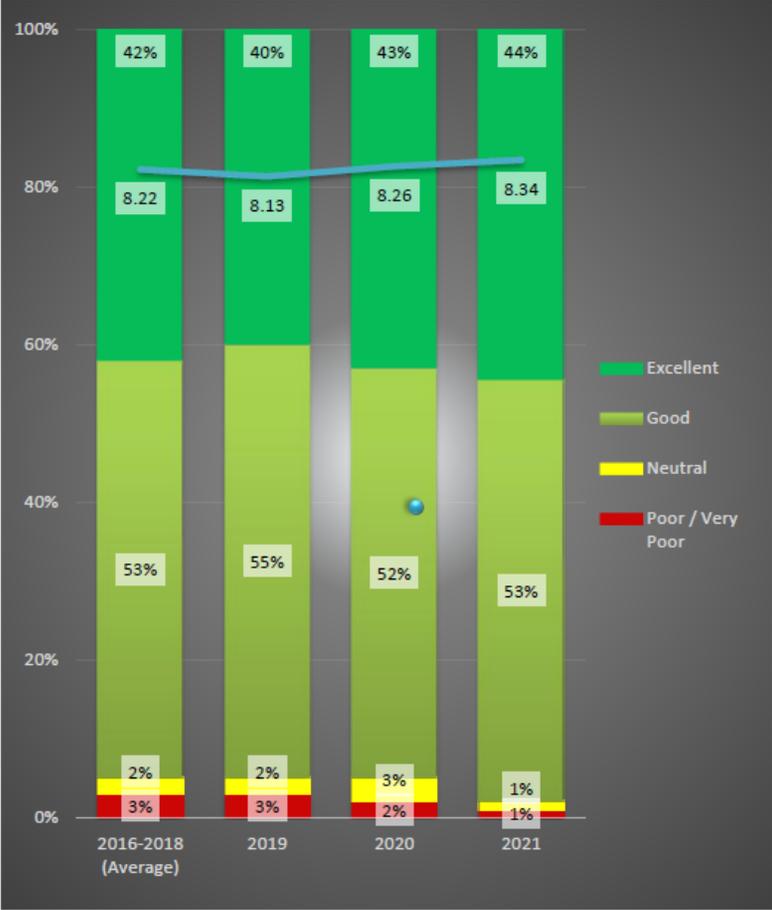
Year after year, residents give consistently high ratings of Bellevue as a place to live—more than two out of five residents say that Bellevue is an “excellent” place to live. An additional 53 percent say Bellevue is a “good” place to live.

When asked to describe Bellevue’s two best attributes, clean and safe were mentioned most often. Bellevue’s convenient location and access as well as access to parks and recreation, amenities, good schools, and general environment were also mentioned.

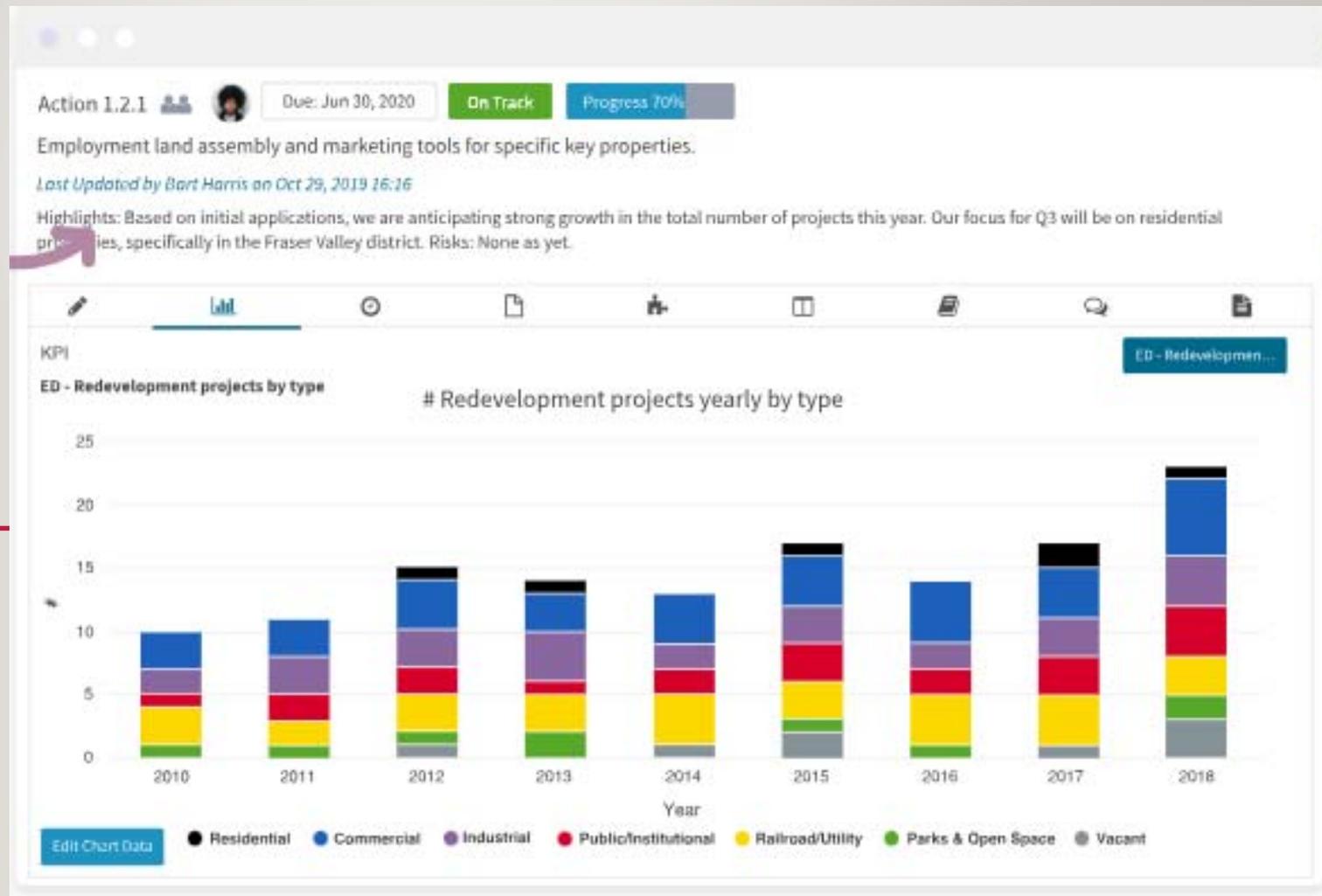
Table 2: Bellevue’s Best Attributes

	# of Mentions
Safe	104
Clean	99
Location	67
Parks	58
Schools	59
Amenities	38
Diversity	29
Recreation	28
Green	28
Beautiful	24

Figure 1: Perceptions of Bellevue as a Place to Live



ECONOMIC DEVELOPMENT EXAMPLE #1



ECONOMIC DEVELOPMENT EXAMPLE #2

The screenshot displays a dashboard for the City of Bayview, specifically for the 'Economic Development' department. The main heading is 'Increase Knowledge-led Sector Development', which has a progress bar showing approximately 25% completion. Below this, there is a table of objectives with their respective progress and status.

Objectives	Progress	Status
Work with other departments to develop new flexible bylaw that accommodates high technology businesses and our new technology park.	25%	Major Disruption
Explore expansion of our high technology incubator.	80%	On Track
Expand our grassroots technology program, focusing on local schools and universities.	100%	Completed

The 'Latest Update' section provides detailed information for two specific actions:

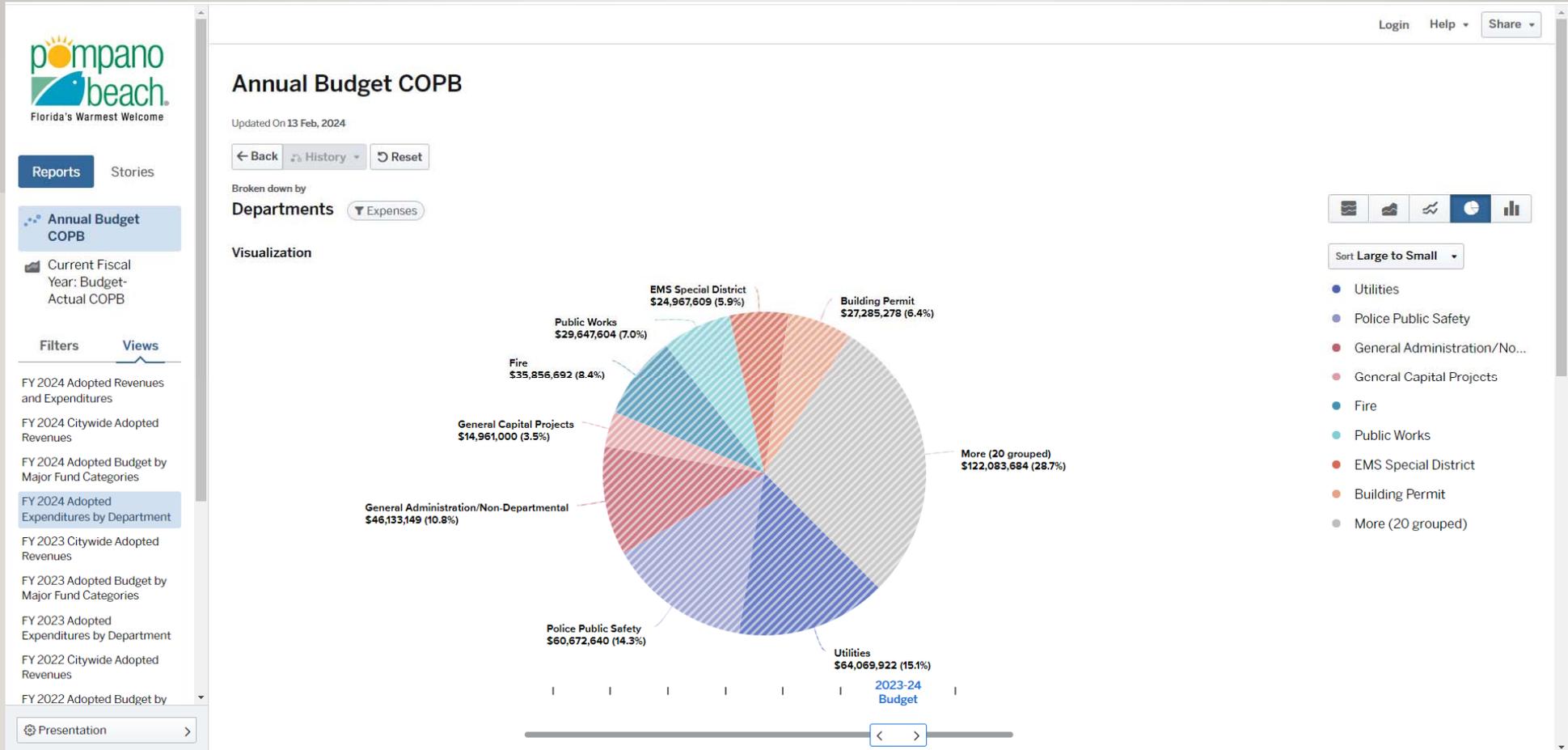
- Action 1.2.1: Work with other departments to develop new flexible bylaw that accommodates high technology businesses and our new technology park. (20% completed)**
 - Highlights:** We are still 8% below our threshold for space commitment before we can start seeking proposals from vendors. This was expected to be reached by the end of May which puts us 3 weeks behind schedule at the time of writing this. We are hopeful of securing the required amount in the next few weeks.
 - Risks:** We need to secure the final commitment asap, as it is holding up the next (three-corraged) stage.
 - Next Steps:** Once the final 8-10% is secured, we will open up the process to vendors, with the aim of breaking ground in October (pushed from September).
- Action 1.2.2: Explore expansion of our high technology incubator (80% completed)**
 - Highlights:** As you can see by the attached KPI, there is a clear correlation between the number of entrepreneurs in the incubator and the number of jobs it creates. There is strong support for expansion (both internally and externally). We are in the process of leasing the floor above the current location, to make room for more people.
 - Risks:** We don't want to expand too big, too fast, and end up watering down the quality of the product.
 - Next Steps:** We will reopen the application process now that we are no longer approaching capacity, and will offer places on an ad-hoc basis.

The left sidebar contains sections for 'Additional Content', 'Sub Plan Content', and 'Latest Update', each with a 'Feature Text' placeholder. A blue arrow points to the 'Sub Plan Content' section.

TRANS-PARENCY EXAMPLE



Financial Transparency Example



COUNCIL FINANCE & BUDGET PRIMER – PART I

UPCOMING PARTS:

- PROPERTY & SALES TAXES
- OTHER REVENUES & RESOURCES
- EXPENSE CATEGORIES AND DETAILS
- PROJECT FUNDING AND BUDGETING
- INVESTMENTS

