City of Omak
Capital Facilities Plan

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DRAFT

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PART 1
INTRODUCTION & BACKGROUND

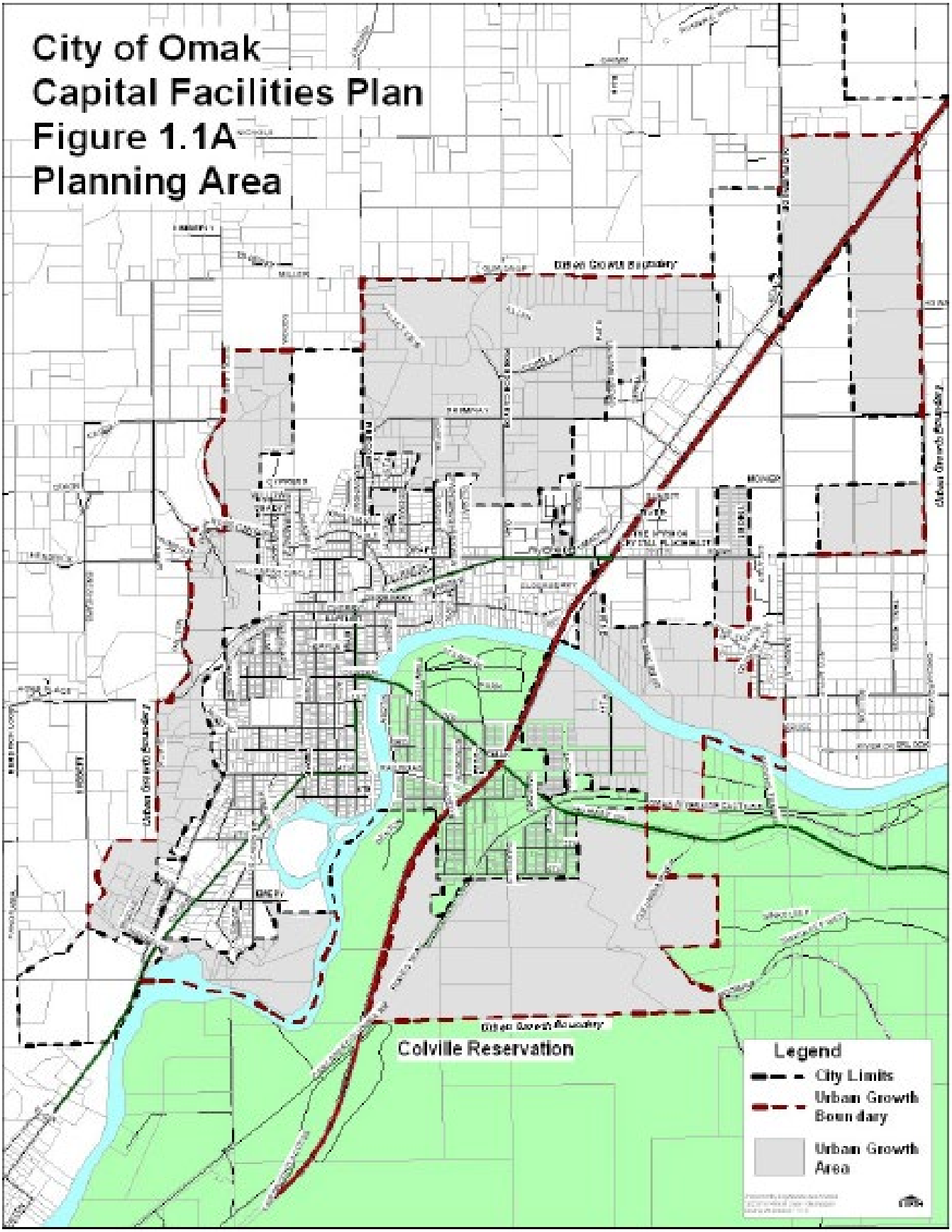
INTRODUCTION

The City of Omak is located in the north central portion of Washington State, approximately in the center of Okanogan County. The City is situated on the floor of the Okanogan River valley and straddles the river, which forms the western boundary of the Colville Indian Reservation. Immediately south of Omak is the City of Okanogan, the county seat of Okanogan County. The city limits of the two communities became contiguous in the late 1990's with the annexation of Shellrock Point. With a population of 4,940[1], Omak is the largest community in Okanogan County, and serves as the County's commercial center.

The total area within the city limits is approximately 1,928 acres. Additionally, the 2013 Greater Omak Area Comprehensive Plan designated an Urban Growth Area encompassing approximately 1,863.76 additional acres, for a total planning area of 3,791.76 acres. After remaining fairly static in terms of land area for a number of years, the City began expanding its boundaries through owner-initiated annexations during the mid-1990's. The most recent annexation was an approximately 5 acre parcel purchased and annexed by the Housing Authority of Okanogan County for a multi-family housing development. Figures 1.1A and 1.1B show the present corporate limits, adopted Urban Growth Area.

While this Capital Facilities Plan (CFP) is primarily concerned with capital improvement projects and acquisitions required for serving the needs of residents within the existing corporate limits, an effort has been made to identify future demands resulting from projected growth within the Urban Growth Area. Such planning must take place if the City is to provide adequate infrastructure as this area is developed.

[1] - April 1, 2019 OFM Population Estimate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City of Omak
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PURPOSE & GOALS OF CAPITAL FACILITIES PLAN

The purpose of this CFP is to implement the City of Omak Comprehensive Plan (as it exists or hereinafter amended). The CFP provides a "road map" for capital spending that the Mayor, Council, and staff can follow to ensure the goals and objectives of the Comprehensive Plan are met. The CFP also provides an opportunity for the City to engage its citizens in a dialog regarding capital spending needs and priorities.

The CFP is not intended to be static, but rather the subject of annual review to allow for adjustments needed to keep pace with changing financial conditions, growth patterns, and community desires.

In order to carry out these purposes, the following goals and objectives are adopted as part of this plan:

Goal 1 - To maintain a comprehensive schedule of capital improvements for all infrastructure systems, and to update this schedule as improvements are made, and new capital needs arise.

Objective 1.1 The Capital Facilities Plan shall be updated annually prior to the City budget process. The updated plan shall be reviewed by the City Council as part of its regular budget review, and shall be the subject of appropriate public hearings.

Objective 1.2 The entire CFP shall be comprehensively updated every five years and submitted to the City Council and the public for consideration. This update shall include revised population and growth projections based on the best available information.

Objective 1.3 All City staff shall participate in the annual review of the six year CFP, and all changes to the CFP budget shall be reviewed by all City departments.

Objective 1.4 The Mayor or designee shall be responsible for maintaining the CFP Project List, in cooperation with other city staff. The City Administrator shall be responsible for maintaining and updating financial information and the financing plan.

Rationale: *In order to be a useful tool, the annual project and spending lists will need to be updated. Such updates should reflect the needs and expertise of city staff, elected officials, and citizens. The population growth estimates in this plan will need to be regularly revised in the light of actual experience to remain useful.*

Goal 2 - To ensure that the CFP reflects the capital needs required for implementation of the City of Omak Comprehensive Plan.

Objective 2.1 Projects which are required to carry out the Comprehensive Plan shall be included in the Capital Facilities Plan.

Objective 2.2 Projects which are inconsistent with the comprehensive plan shall be included in the City's CFP only after the comprehensive plan has been amended and consistency achieved.

Objective 2.3 Projects shall be funded only when incorporated into the City budget as adopted by the City Council.

Rationale: *The Growth Management Act and good planning practice require that the CFP be consistent with the Comprehensive Land Use Plan of which it will be a part. A major purpose of the CFP is to assess the actual capital needs of the City's land use policies, including future development of the Urban Growth Area.*

Goal 3 - To ensure that required capital improvements are made concurrent with development, and that adequate financing for priority capital improvements is available.

Objective 3.1 Capital improvements for all new development proposals shall be evaluated for consistency with the CFP. Development proposals shall be allowed to proceed only on a finding that adequate public facilities can be made available prior to occupancy.

Objective 3.2 If probable funding for capital improvements falls short of meeting existing needs as documented in the Capital Facilities Plan and capital spending plan, the City Council will formally re-assess its land use plans and Urban Growth Area boundaries. If adequate funding for expected capital needs cannot be found, land use plans and Urban Growth Area boundaries will be amended to meet available financing (RCW 36.70A.070 as amended).

Rationale: *A key requirement of the Growth Management Act is that capital facilities be provided concurrently with new development.*

STATUTORY REQUIREMENTS

The CFP is an overall plan for major public facility projects regardless of enabling ordinances or funding mechanisms. State mandated programs, although not under direct local control, still require yearly updating. For example, the Six Year Street Improvement Plan (SIP) requires annual review and is adopted separately. However, the SIP receives its policy direction from the CFP, and as such, is an element of the CFP.

Another important component of capital planning in Washington State is the Growth Management Act of 1990 (Chapter 17, Washington Laws, 1990, 1st Ex. Sess. as amended). While Okanogan County has chosen not to plan under GMA, there are compelling reasons for Omak to conform to GMA requirements for capital planning. For one, a GMA-style CFP is a requirement for most state funding sources. Additionally, the explicit link between the CFP, the Comprehensive Plan, and the City's financial capabilities is a sound basis for budgeting capital outlays. Lastly, should Okanogan

County chose or be required to plan under GMA, the presence of a CFP which meets GMA requirements should mean less work for the City in meeting GMA requirements.

Other requirements of the Growth Management Act mandate forecasts of future needs for capital facilities, and the use of quantifiable level of service standards. As a result, public facilities in the CFP must be based on quantifiable, objective measures of capacity, such as tons of solid waste per person, traffic volume capacity per mile of road, and acres of park per capita. (See RCW 36.70A.020 as amended)

Several provisions of the Growth Management Act require that public facilities needed to support development shall be available at the time of such development. This is the "concurrency" requirement that no development order or permit be issued if it would result in a reduction in the levels of service below the standards adopted in the comprehensive plan (RCW 36.70A.020, 36.70.070, 58.17.110 as amended). Concurrency management procedures must be developed to insure that sufficient public facility capacity is available for each proposed development, or that development applications are denied when public facilities are not sufficient.

The CFP is seen by the GMA as the element that makes the comprehensive plan real. The requirements to establish measurable level of service standards, to be financially feasible, and to provide facilities concurrent with development are meant to be a reality check for the vision of community's future laid out in the comprehensive plan.

TYPES AND PROVIDERS OF CAPITAL FACILITIES

The City of Omak maintains a wide range of public facilities and services including, but not limited to: water, waste water, streets, storm drainage; public safety (law enforcement, fire protection and animal control); library, airport, parks (including the Stampede Arena), and recreation facilities, open space, and the office, shop facilities and fire hall needed to protect, administer, operate, and maintain City owned improvements. In addition, several other public and private entities own, operate, and maintain capital facilities in Omak and its surrounding area. These include: the Omak School District, the Okanogan County Public Utility District, Okanogan County, Sandflat Water Users Association, Okanogan Irrigation District, Duck Lake Water Association, Mid-Valley Hospital, TRANGO, Okanogan County Senior Citizens Association, Senior Transportation Services, CenturyLink, Spectrum Cable, NCI Data.com, the Confederated Tribes of the Colville Reservation, and others.

METHODOLOGY, ORGANIZATION AND PROCESS

This updated plan was prepared as a joint effort of City staff, Council Audit

Committee, Planning Commission, and Highlands Associates with engineering support from Gray & Osborn, Inc.

Work began on updating the 2013 Capital Facilities Plan in early summer of 2019. Inventory and background information was provided through interviews with City staff, examination of City planning documents, City budgets, and conversations with State regulatory agencies and the City's engineers.

One of the first significant actions of the update process was review of the definition for capital improvement for the City of Omak. The 1994 CFP contained a definition that required most projects or acquisitions, generally not considered to be routine maintenance, and having a cost greater than $7,500 with a life span of three or more years is included in the CFP. The 2006 CFP Update raised the dollar value up to $10,000 which the 2013 and this update maintains. In a limited number of cases, projects or acquisitions of lesser amounts and shorter life spans were included in the plan, especially if the funding for such items is derived from the Current Expense Fund.

Subsequent to adoption of the 1994 CFP, City staff developed an implementation strategy that included additional CFP policies, established an annual update process, and modified the definition for capital expenditures. This strategy was included as part of the 2006 and 2013 CFP Updates. This update to the CFP maintains the modified definition for a capital expenditure as follows:

> *"The general definition of a capital expenditure is an item/project that costs greater than $10,000, and has an expected lifespan of three or more years. While this definition provides a standard for making an initial determination of what constitutes a capital expenditure, consideration must also be given to the purpose of the proposed or planned for project or acquisition. For example, an item/project that is required solely to maintain the established level of service due to growth should be evaluated as a capital expenditure regardless of whether it meets the $10,000, three-year lifespan definition. On the other hand, the replacement or repair of existing items (e.g. replacement copier, new carpet, replacement police cars etc…) should not be considered capital expenditures; however, they do need to be considered as part of the overall financial picture. Each proposed and/or planned capital expenditure should be first evaluated based on the $10,000, three – year lifespan definition, then measured against Goal #2 of the CFP."*

A committee comprised of Department Heads and members of the Council Audit Committee met in early 2020 to rate and rank all projects funded through current expense or tax revenues (police, fire, parks, airport etc.…). The results of this effort informed the development of draft improvement plans for departments funded from these revenue sources and allowed for analysis of the financial impacts. With the completion of the sewer plan in early 2011 and the water plan in 2018, this update to the CFP was able to be completed and a series of workshops with the City Council and

Planning Commission initiated in the late summer, early fall.

Public participation in this update of the Capital Facilities Plan included briefings and discussion during meetings of the Planning Commission, periodic updates on the process before the City Council, and several articles in the City Newsletter.

These groups all had the opportunity to review and comment on the plan once the draft update was completed: the Chamber of Commerce, senior citizens, school district, tribes, hospital district, county government, adjoining municipalities, Public Utility District, private developers, the Economic Alliance, other local utilities (phone and cable), state department, the City's consulting engineers, the City Park Board, and of course, the citizens of Omak.

Throughout the planning process, department heads, committee members, and other interested parties were provided opportunities to review, comment, and help shape draft documents. The result is a plan that accurately reflects the needs and desires of community leaders and residents.

PART 2
LEVELS OF SERVICE & FORECASTED DEMAND

This section presents a general overview and summary of level of service (LOS) standards, and forecasted demand information used in this CFP. Information on how specific LOS and demand figures were derived for each capital element is found in Part 4 within the chapter on that particular element.

LEVEL OF SERVICE STANDARDS

To help prioritize and target specific capital facilities, and comply with the requirements of the Growth Management Act, this CFP identifies specific level of service (LOS) standards for each of the elements contained within the plan. Many of the elements lend themselves to a quantifiable level of service, while others are more subjective. National and State standards are available for some of the CFP elements, but these may not accurately reflect Omak's local circumstances or needs.

As part of this plan's development, the CFP Committee reviewed prevailing standards for levels of service, studied the City's existing levels of service, and then developed standards for inclusion in this plan. Often, the City's existing levels of service exceed national or State standards. In these cases, the CFP Committee has recommended that the higher levels of service be maintained into the future. The City will strive to improve service delivery where national or State LOS standards are higher than those currently provided.

Level of service standards have been quantified where possible and appropriate for the CFP element in question.

FORECASTED DEMAND

Future demand for services is, in part, a function of population and business growth in the City. Demand is also impacted by the annexation and development of new lands. Increasing population, development, and annexation drive the need for expansion of City services. This section first examines population trends, and develops 5, 10, 15, and 20-year population projections for the City and Urban Growth Area (UGA). It then offers build-out projections for the City and UGA.

The City of Omak had a 2010 Census population of 4,845, almost equally divided between the sexes (47.57% male, 52.43% female). 2010 Census data offered general characteristics of the City's population including the following information: 24.93% of the population was under eighteen years of age and 17.73% of the population was over 65. The 2010 census also revealed that the City and surrounding area was a multi-racial community with 17.36% Native American and a Hispanic or Latino population of 12.61%, with a total minority population of 28.85% which was slightly higher than the 2010 Okanogan County average of 26.07%. The 2017 population estimate for the City by the US Census Bureau counted 4,787 persons, with 45.9% male and 54.1% female. 27% of the 2017 population was

estimated to be under 18 with 19.20% over the age of 85. The 2017 numbers also found 18% of the population to be of Native American heritage, 2.5% Asian and 19.6% Hispanic. The April 1, 2019 official population from the Washington State Official of Financial Management was 4,940.

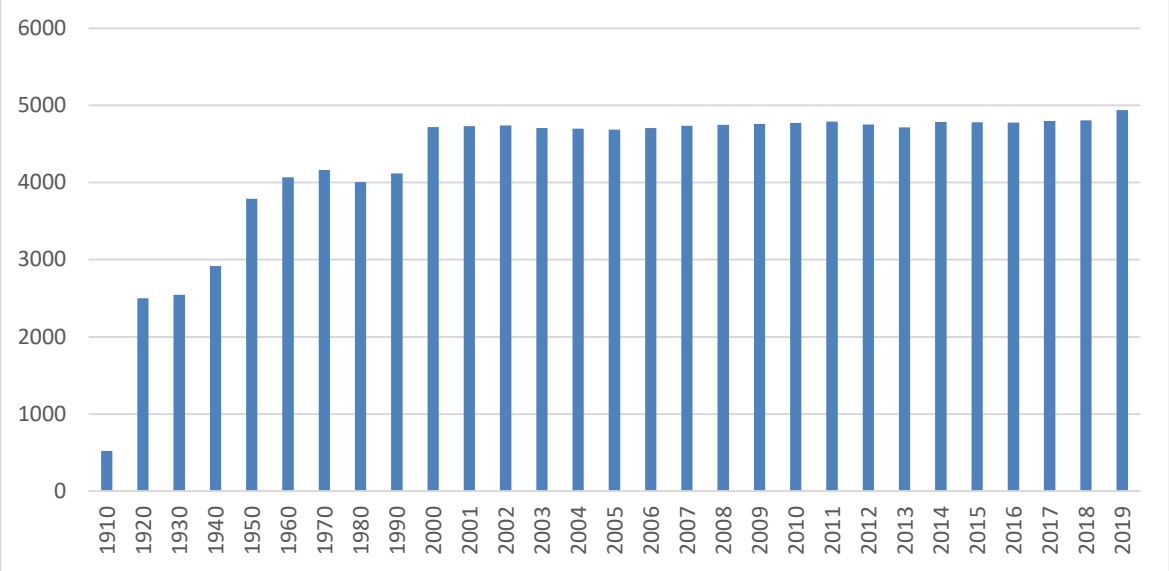
The population of the City of Omak has fluctuated over the past several decades, growing steadily from the early part of the century through the 1970's. In 1975, Omak reached a population of 4,440 residents. However, population declined to 4,000 by 1980, and only recovered to earlier levels in 1996 when it reached 4,478, then continued to slowly grow through the end of the decade. According to 2000 Washington State Office of Financial Management figures, the City of Omak had a population of 4,721. The 2010 U.S. Census counted 4,845 people in Omak but by 2017, the population estimate has fallen to 4,787. The most recent population estimate (April 1, 2019) by the Office of Financial Management is 4,940.

Table 2.1 contains historic population data and notes the percent of change by decade through 2000, and yearly from 2000 through 2019 using a combination of U.S Census and OFM estimated. This data provides a starting point for projecting population changes. Figure 2.1 illustrates the growth in numbers of residents from 1980 to 2019.

Table 2.1 - Historical City of Omak Population Trends

Year	Population	% Change
1910	520	
1920	2,500	79.20%
1930	2,547	1.85%
1940	2,918	12.71%
1950	3,791	23.03%
1960	4,068	6.81%
1970	4,164	2.31%
1980	4,007	-3.92%
1990	4,117	2.67%
2000	4,721	12.79%
2001	4,730	0.19%
2002	4,740	0.21%
2003	4,705	-0.74%
2004	4,700	-0.11%
2005	4,685	-0.32%
2006	4,705	0.43%
2007	4,735	0.63%
2008	4,750	0.32%
2009	4,761	0.23%
2010	4,774	0.27%
2011	4,791	0.35%
2012	4,752	-0.82%
2013	4,717	-0.74%
2014	4,787	1.46%
2015	4,780	-0.15%
2016	4,777	-0.06%
2017	4,800	0.48%
2018	4,806	0.12%
2019	4,940	2.71%

Figure 2.1 – Population Trends 1980 – 2019



As the data and figure illustrate, growth during the 1990's far outpaced that of the 1980's. Over the decade, growth averaged 1.2% per year, for a total of 14.7% (or 601 people) between 1991 and 2000. The City's population increased 2.67% between 1980 and 1990 and 12.79% between 1990 and 2000. However, since 2000, population growth slowed with several years of losing population, with only a 1.11% increase from 2000 to 2010, a trend which appears to be reversing with a 3.36% increase from 2010 to 2019.

POPULATION PROJECTIONS

While the resident population of the City has remained fairly stable over the past ten years, records kept by Omak's Visitor Information Center show a steady increase in the visiting population. This expansion in visitors can be attributed to the increasing emphasis on drawing tourism into the area, primarily for scenic and natural resource enjoyment. Both end-destination tourism and pass-through tourism are addressed in this document, primarily in the availability and attention to the overnight RV park and camping facilities in Eastside Park, potential for recreational trails and river access improvements and the encouragement of cultural and entertainment activities.

For the purposes of this plan, annual growth rates of 0.25%, .75% and 1.5% are projected over five-year increments to 2040. The table below shows these projections. Omak's population history appears to bear out an assumption that 0.25% growth is the slowest rate to be expected

over time. The second (.75%) and third (1.25%) rates reflect moderate rate of growth, which corresponds more with electrical load increases noted by the Public Utility District in recent years. The 2% rate shows a rapid rate of growth, and reflects the Omak area's desire to support new development.

It is important to note that the recently updated water and sewer comprehensive plans use a 0.40% annual growth rate for calculating future demand. This is reasonable given the fact that one or two significant commercial or industrial customers can account for substantial increases in consumption of water or generation of wastewater, generating demand beyond what could be expected through population growth alone.

Annexations and subsequent development over the past two decades have resulted in new residential (primarily multi-family) and commercial development, resolution of the City's water storage problems, and upgrades to the sewer treatment and collection system. These changes help make the case for assuming the City may experience a return to the higher growth rates experienced in the mid and late 1990's. However, economic uncertainty related to local agricultural products does not necessarily support such an assumption. It must be noted, however, that all population projections are speculative, and should be regularly adjusted in the light of actual population figures.

Table 2.2 - City Population Projections

	2025	2030	2035	2040
Total population at 0.25%	5,015	5,078	5,141	5,206
increase from 2019 – 4,940	*75*	*138*	*201*	*265*
Total population at .75%	5,167	5,363	5,567	5,779
increase from 2019 – 4,940	*227*	*423*	*627*	*839*
Total population at 1.25%	5,322	5,633	6,026	6,412
increase from 2019 – 4,940	*382*	*723*	*1,086*	*1,472*
Total population at 2%	5,563	6,142	6,782	7,487
increase from 2019 – 4,940	*623*	*1,202*	*1,842*	*2,547*

The other population projection which affects capital planning is the potential increase of persons residing in the unincorporated portion of City's Urban Growth Area (UGA). The 2019 population of the UGA is approximately 439 using the DOR code data from the Okanogan County Assessor's office on land uses in the area, and 2010 U.S. Census average household size of 2.36. A map of the City's UGA may be found in Part I, page 2. Using this number and the same growth rates used to project City population growth, the following table shows projections for the unincorporated portions of the UGA:

Table 2.3 - Unincorporated UGA Population Projections

	2025	2030	2035	2040
Slow Growth – 0.25%	446	451	457	463
increase from 2019 pop 439	*7*	*12*	*18*	*24*
Moderate Growth – 0.75%	459	477	495	514
increase from 2019 pop 439	*20*	*38*	*56*	*75*
Fast Growth – 1.25%	473	503	536	570
increase from 2019 pop 439	*34*	*64*	*97*	*131*
Very Rapid Growth - 2%	494	546	603	665
increase from 2019 pop 439	*55*	*107*	*164*	*226*

Table 2.4 presents an overall population projection for the entire UGA (both incorporated and unincorporated areas) based on a 2019 population estimate of 4,940 for the city and a 2010 population of 1,006 in the UGA for a total 2019 estimated population of 5,946.

Table 2.4 - City/Urban Growth Area Population Projections

	2025	2030	2035	2040
Slow Growth – 0..25%	5,460	5,529	5,598	5,669
increase from 2019	*81*	*150*	*220*	*290*
Moderate Growth – 0.75%	5,626	5,840	6,062	6,293
increase from 2019	*247*	*461*	*683*	*914*
Fast Growth – 1.25%	5,795	6,167	6,562	6,982
increase from 2019	*416*	*788*	*1,183*	*1,603*
Very Rapid Growth - 2%	6,058	6,688	7,384	8,153
increase from 2019	*679*	*1,309*	*2,005*	*2,774*

OTHER POPULATION DATA

The projections above agree relatively well with other available population and growth data. Between 2000 and 2010, Okanogan County's population increased approximately 3.78%,

from 39,564 to 41,120. That increase equates to around .38% per year, as compared with the City's growth of .36% per year. Growth has been slightly higher in unincorporated areas.

Past population projections have used information on electrical demand from Okanogan County PUD to help complete the picture of growth. However, as this update is being prepared, several factors, including shifts in the economy, power rates and conservation efforts render that data much less useful for substantiating current growth rates.

Omak School District enrollments have also been used in the past to substantiate population trends. However, the District has seen significant decreases each year since 1996 (with the exception of 2007-08 and 2002-03). In fact, enrollment for the 2010-11 school year was the lowest in the past 20 years. The figure for 2018/19 finds that the District has a significant increase in enrollment approaching the numbers experienced in the first decade of the 21st century. Table 2.5 below illustrates the changes through the 1990's and the first two decades of the new century. School district enrollment figures may not match overall population growth for three reasons. First, the boundaries of the District are much larger than those of the City. Second, census figures show that the largest component of the current population, 38.3% is the 25 - 54 age group. Third, there has been a continuing trend, both nationwide and regionally, to smaller family sizes.

Table 2.5 - School District Enrollment Data

Year	Total Enrollment	% Change from Previous Year
2018-19	1,553	9.14%
2017-18	1,411	-5.03%
2016-17	1,482	3.98%
2015-16	1,423	0.56%
2014-15	1,415	0.85%
2013-14	1,403	-1.50%
2012-13	1,424	-3.16%
2011-12	1,469	-2.72%
2010-11	1,509	-12.79%
2009-2010	1,702	-3.06%
2008-09	1,754	-2.91%
2007-08	1,805	9.36%
2006-07	1,636	-5.26%
2005-06	1,722	-2.73%

2004-05	1,769	-16.68%
2003-04	2,064	-2.23%
2002-03	2,110	13.93%
2001-02	1,816	-6.00%
2000-01	1,925	-4.42%
1999-2000	2,010	-0.90%
1998-99	2,028	-2.07%
1997-98	2,070	-1.84%
1996-97	2,108	-0.81%
1995-96	2,125	1.04%
1994-95	2,103	0.62%
1993-94	2,090	2.15%
1992-91	2,045	2.84%
1991-92	1,987	-0.50%
1990-91	1,997	

BUILD-OUT PROJECTIONS

Build-out projections are a calculation of the maximum population growth which can be expected in the City's Urban Growth area (both incorporated and unincorporated), based on reasonable assumptions about infill of vacant lots, annexations, and density of development. Maximum growth is important to consider when the City designs streets, sewer lines, water lines, parks, etc. It is generally much less expensive to install an oversized water or sewer line which will meet the 10-year or 20-year demand than to install a line to meet current needs which must eventually be replaced as demand increases.

This build-out projection is based largely upon a review and update of the analysis contained in the *City of Omak Residential Land Use Analysis*, completed in November of 1998 and updated in 2013 by Highlands Associates. That study looked at the ability of lands within the existing incorporated limits to accommodate projected growth. Undeveloped parcels were identified in each zoning district. Based upon zoning and landscape characteristics, each parcel was assigned a potential build-out in dwelling units. In summary, the 1998 study found that the City Limits, at that time, were sufficient to accommodate growth by 4,027 people, assuming an average family size of 2.46 persons, and 1,637 new residential units. Table 2.6 below contains 2019 data on undeveloped parcels for each zoning district and land use designation within the

unincorporated Urban Growth Area. The data shows that, as a result of development and annexation, the figures have changed with the potential for 1184 new residential units housing and an estimated 2793 people in the present city limits.

Table 2.6 – Build-out by Zoning District and UGA Land Use Designation

Zone	Undeveloped or Agriculture Acres[1]	Residential development potential	Population potential at 2.36 persons per household
RS[2]	13.80	35	81
RD[3]	213.80	855	2018
RM[4]	36.96	222	523
CB[5]	-	0	0
PS[6]	-	0	0
HB[3]	29.07[6]	22	52
CI	33.98	85	200
LI[6]	0	0	0
PU[6]	-	0	0
City Totals	**284.74**	**1184**	**2793**
UGA			
Residential Low Density[3]	227.6	1194	3325
Residential Medium Density[4]	647.82	1620	3822
Mixed-Use[5]	110.32	441	1041
Heavy Industrial[6]	0	0	0
UGA Totals	**985.74**	**3255**	**8188**
Total City and UGA	**1270.49**	**4439**	**10981**

The potential build-out for the City of Omak has also been altered through the Omak School District's purchase of 56.85 acres that was originally part of the Turnbull-Walla Annexation in 1999. This annexation originally added 38 acres of Residential Single-Family (RS) land, and 56 acres of Residential Duplex (RD). While the zoning for the property remains that same as at the time of annexation, the School District's acquisition of the property and near-

[1] - based on Assessors Use Codes in 80's and 90's
[2] - assumes 2.5 DU/acre
[3] - assumes 4DU/acre
[4] - assumes 6DU/acre
[5] - no new dwellings projected
[6] - approximately 20 of these acres are located on Shellrock Point

term plans to construct a new middle school, effectively removes the property from potential residential build-out.

Thus, the updated (2019) potential build-out within the existing city limits would accommodate 1184 dwelling units. This equates to 2793 people. Based on this calculation, the City has about the right amount of land within the city limits to accommodate very rapid growth (2% annual rate) for the next 20 years. In addition, a combination of undeveloped, open space and agricultural lands in the Urban Growth Area yields 985.74 acres of land with development potential. If a figure of 2.5 or 4 dwelling units per acre is assigned based on land use designation, the result is up to 3255 additional dwelling units. At the 2010 Census figure of 2.36 persons per household, that would mean the existing Urban Growth Area could accommodate 8188 more people. The total build-out calculation for the city and UGA would yield a population increase of up to 10981. Even under the most vigorous of growth conditions, this is highly unlikely to occur within the next 20 years. (See Figure 2.2 for the assumptions used to develop population and buildout projections.)

Figure 2.2 - Growth Assumptions

1. *Average housing density will be 2.5 dwelling units per acre. New development in Omak over the past decade as primarily been multi-family and it is reasonable to assume that new multi-family as well as single-family units will be built. However, the area east of U.S. 97 has typically been subdivided to larger lots, as has the unincorporated area to the west of the City. The 2.5 units per acre figure is an average, and should be examined and adjusted as development continues.*
2. *Only privately-owned parcels with Use Codes 91 (undeveloped) and 83 (agriculture) are included in the analysis. No assumption was made for redevelopment or additional development of existing developed parcels.*
3. *Average household size is assumed to be 2.36. This figure is derived from the 2010 Census. The average household size is somewhat larger statewide, at 2.53. As was noted in the 2013 CFP forecast, the average household size has been falling steadily throughout Eastern Washington. It seems reasonable to expect that much of the new construction in the Omak area will attract mostly older and lower income residents, who typically have smaller household sizes.*
4. *In calculating the acres available, no allowance was made for land which cannot be developed due to steep slopes, wetlands, or other constraints. Such factors are rare in this particular area, though it is possible that slope may limit a few sites.*
5. *The population for the Urban Growth Area was calculated based on information from the Okanogan County Assessors database. Parcels with residential uses were tallied and multiplied by 2.36, the average household size.*
6. *To calculate build-out in the Urban Growth Area, the acreage of all lands coded as agricultural, open space agriculture, or undeveloped was tallied. That acreage was then multiplied by 2, 2.5, 4 or 6 (depending on zoning) to generate the number of dwelling units, and the number of dwelling units was multiplied by 2.36 to yield the potential population.*

SUMMARY OF LEVEL OF SERVICE AND FORECASTED DEMAND

For some CFP elements, a quantitative Level of Service Standard which increases directly with population growth or forecasted demand is difficult or misleading to establish. In other cases, the City does not choose to establish a Level of Service standard at this time. Items which are difficult to quantify in terms of LOS based on population increase and those which do not have a defined LOS are described below.

Airport: The Omak Airport is automated and available for operations 24 hours per day seven days a week, 365 days a year – weather permitting. A City Crew member is assigned to the Airport and on call for snow plowing and other maintenance duties from 7:00 am to 4:00 pm seven days a week.

Fire Department: Fire Department LOS standard is established as a five-minute response time for fires within the city limits. This standard will likely be affected as the City continue to expand eastward across U.S. 97, at some point prompting interest in the development of a satellite joint City/District fire station to serve this area.

City Hall: No LOS standard is established at this time.

City Equipment: No LOS standard is established at this time.

Parks: Parks LOS standards focus on the location of neighborhood parks and the condition and upkeep of existing facilities. These standards recognize that the City has adequate overall amounts of parkland to meet the expected population increase. Location standards shall apply when new residential development is considered.

Storm Drainage: The LOS for storm drainage is to remove storm water from city streets within 24 hours of the storm event.

Solid Waste: The established standard, based on Okanogan County Solid Waste Comprehensive Plan figures, is a facility or contract arrangement sufficient to handle 2.7 pounds per person per day.

Streets: Street LOS standards are established as LOS C or better.

Library: No LOS standard is established at this time.

Animal Control: No LOS standard is established at this time.

For other CFP elements, a Level of Service standard is established which increases directly with population. These include water, sewer and law enforcement. Greater detail and projected increases in each service are included in Part 4.

Water: Water Level of Service Standard is established at 260 gallons per person per day at a pressure of 30 pounds per square inch[7]. This LOS standard is based on peak flow, and is used to predict peak daily flow, a figure which will be necessary to plan for system improvements such as lines sizes, well capacities and storage tank sizes. However, peak flow is largely the result of outdoor use during the summer. Average winter water demand is only 190 gallons per persons per day. The City can influence the amount of water used in summer by a number of means, such as limiting the hours of watering or raising the overage charge for water. As the City begins to grow to the limits of its water supply, these may become important options.

Sewer: Sewer Level of Service Standard is established at 120 gallons per person per day[8]. This LOS standard is based on an average peak summer flows, not including the two-day peak for the Omak Stampede. As with the water calculation above, this information will be used for sizing system improvements. Unlike for water, peak sewer flow is not associated with outdoor or optional water use, other than through leaks or water left to run. Thus, peak sewer flow cannot be influenced as easily by City action as can peak water flow.

Law Enforcement: Law Enforcement LOS standard shall be based on a combination of factors:

1. The number of calls for service per month per primary officer. This standard is 50 calls for service per primary patrol officer per month, plus .75 clerical support person per five sworn officers.
2. The number of primary officers per 1,000 residents. This standard is established at 2.31 officers per 1,000 residents. This is the staffing rate at the time of this plan.

7 - LOS is based on current projected peak daily demand as reported in the 2018 Water Comprehensive Plan.

8 - Sewer LOS figure is summer average as described in the 2011 Comprehensive Sewer Plan

PART 3
POLICIES & DECISION CRITERIA

One of the most critical components of a CFP are the policies and related decision criteria. This part of the City of Omak Capital Facilities Plan contains the official policies and criteria used to determine capital spending priorities.

Policies

CFP Policy 1 All properties receiving City utilities and services shall be within the corporate limits of the City of Omak, except for those uses connected prior to January 1, 2003 or necessary to serve facilities developed by the Confederated Tribes of the Colville Reservation.

CFP Policy 2 The City should upgrade utilities and services according to the following priorities:

a. Improvements that expand or enhance levels of service for existing residents/customers **and** provide capacity for future growth.

b. Improvements that expand or enhance levels of service for existing residents/customers

c. Improvements intended primarily for provision of services to unserved areas within the Urban Growth Boundary.

CFP Policy 3 The City should use the CFP as a basis for system development charges, adequacy of facilities and mitigation fees for new development.

CFP Policy 4 The City should require traffic and/or other technical studies when development requires expansion of existing infrastructure or may have an impact on existing levels of service.

CFP Policy 5 All projects which upgrade City utilities, services and/or facilities shall be coordinated, when feasible, with other projects to the maximum extent possible to achieve cost savings.

CFP Policy 6 The City should develop memorandums of understanding or other similar agreements with Okanogan County, the Public Utility District, Confederated Tribes of the Colville Reservation, Omak School District, TRANGO, City of Okanogan and other providers of public services as a means to facilitate and coordinate implementation of the CFP.

CFP Policy 8 Planning for capital facilities should give preference to those industrial and commercial uses needed for the long-term economic stability of the community.

CFP Policy 9 The City should allow varying levels of service depending on the area and type of service being provided.

CFP Policy 10 The City should pursue funding for priority improvements as it becomes available

CFP Policy 11 Where the City has established a Level of Service standard, it should develop official ordinances which require that new development be subject to concurrent provision of City infrastructure so that service does not fall below the adopted standard. Issues of timing, exemptions, funding guarantees, etc., should be resolved in these ordinances in order to provide clear guidance to future developers.

CFP Policy 12 The City shall use the Audit Committee, City Administrator, Mayor and Department heads for the purposes of reviewing, evaluating and prioritizing the City's capital needs as part of the City's annual budget process.

CFP Policy 13 The CFP Decision Matrix will be used during the six year update process as a tool to establish the relative priority of projects that receive funding from the same source. Projects will only be prioritized that have been submitted by department heads according to the steps outlined in this plan.

CFP Policy 14 Staff must consider and make recommendations to Council on staffing levels and related considerations as part of the work on prioritizing and preparing the six-year spending plan. However, staffing needs shall not be considered capital expenditures.

CFP Policy 15 The City shall establish a procedure whereby certain items will be placed into a planned replacement schedule, which will be reflected, in the annual budget as follows:

a. Computers, copiers and similar office equipment shall be scheduled for planned replacement or upgrade on a minimum three-year cycle
b. Pick-up trucks, mowers, and similar equipment shall generally be scheduled for replacement on an eight to ten year cycle, as appropriate based on miles/hours/condition
c. Police vehicles shall be scheduled for replacement on a seven-year cycle
d. Large equipment such as backhoes and loaders, dump trucks and similar equipment shall be scheduled for replacement as appropriate based on miles/hours/condition
e. Fire trucks shall be scheduled for replacement on a 30-year cycle

f. Other equipment such as pumps, jackhammers and similar tools, shall be maintained according to manufacturer's recommendations and be replaced on an as-needed basis as they wear out.

CFP Policy 16 Each department head shall have the ability to move dollars between line items in the expense side of their budgets providing the department head can provide a reasonable and responsible justification, with the Mayor's approval, that such action is required to meet the goals of the community and implement the approved six-year spending plan.

CFP Policy 17 The City shall make every effort to maintain the levels of service established in the CFP. However, the Council requests and expects that staff will evaluate and inform the Council when capital projects are required to maintain established LOS or when it becomes apparent that the established LOS is unrealistic due to the financial burden required to maintain the established level. In the later case, it is the responsibility of staff to recommend revisions to the LOS that is more consistent with the City's abilities.

CFP Policy 18 Each department head shall prepare and submit self-prioritized lists of proposed capital expenditures. The list shall contain items/projects sorted into the following categories:

a. Current Deficiencies (generally defined as capital items which need to be fixed now but are not recurring; e.g., undersized sewer clarifier, undersized water mains, existing improvements or items which do not meet established level of service)

b. Maintenance and Replacement (generally defined as regularly recurring items; e.g. patrol cars, street overlays, equipment replacement - computers, copiers, carpet, roofs, playground equipment, etc.)

c. Growth Related (generally defined as projects needed to accommodate projected growth; e.g. new reservoir, new roads, additional patrol vehicles, etc)

CFP Policy 19 Department heads shall be permitted to take advantage of good deals and opportunities only if they meet all of the following criteria:

a. The items/projects is listed in the six-year spending plan

b. The item/project will enhance the established LOS for the particular department

a. The money is available to appropriate

CFP Policy 20 Department heads shall have the flexibility to address unanticipated needs providing that:

b. The expenditure is required to address an emergency (mandated or threat to public health and safety)

c. The expenditure will resolve a current problem or deficiency

DECISION CRITERIA

The CFP policies provide a basis for the criteria used to determine the relative priority of capital improvement projects. The decision criteria, which are a series of questions, provide a means of prioritizing proposed projects through a decision matrix. The following pages contain a description of the criteria and weighting factors.

Figure 3.1 – Decision Criterion and Weighting Factors

Key	Criteria	Explanation	Weight Factor
Critical			
Health & Safety	Is the project needed to protect public health, safety and welfare?	This criterion should be considered one of the most important since it one of the basic functions of government is to protect the public, safety and welfare	5
Legal Mandate	Is the project required to comply with a legal mandate?	Compliance with legal mandates and enforcement orders often times is a prerequisite to obtaining state and/or federal funding for needed utility and facility improvements and failure to comply can result in severe penalties to the City	5
Consistency	Is the project consistent with the Comprehensive Plan and the goals, objectives and policies of this CFP?	Planning improvements, particularly utility upgrade and expansions, must be consistent with the comprehensive plan. The issue of consistency also comes into play if the City seeks outside funding for all or parts of planned projects.	3
Coordination	Is the project part of another larger project?	This criterion gives projects that, considered alone would probably not rate well, a chance to be given a higher priority because it is part of another improvement. For example, a street is scheduled for an overlay and there are water, sewer or storm drainage improvements under the street that are not planned to be upgraded for several more years. These water, sewer and/or storm drainage improvements should be upgrade prior to the street overlay and thus become part of the project.	3
LOS/Demand			
Level of Service (LOS)	Will the project enhance the level of service for existing residents/customers?	This criterion is used to determine a project's impact of current residents/customers. Those projects with no measurable impact on LOS rate a 1 and those with a significant impact a 5.	3
Forecast Demand	Is the project needed to help meet forecasted demand?	This criterion is used to determine a project's impact on forecasted demand. Those projects which do not address demand rate a 1 and those aimed primarily at future needs rate a 5.	2

Economic/ Other			
Revenue Generation	Is the project part of a utility/service that generates revenue?	This criterion is important since improvements to revenue-generating utilities/services are better able to pay for themselves or at a minimum generate local matching dollars for grants and/or loans.	4
Funding Available	Is the funding required to complete the project available?	This criterion is used to separate projects that have an identifiable and available source of funding from those that require applications for funding, bond issues or other financing mechanisms which may or may not be approved. For example, a project which could be directly budgeted out of the City's Water Reserve Fund would rate higher than one that required grant and/or loan funds to complete.	3
Cost Effective Service	Will the project result in cost effective service delivery?	This criterion is intended to include some consideration of the project's long-term impact on the City's finances. For example, a project which corrects an existing maintenance problem or a project that results in an improvement with low maintenance requirements should rate higher than a project which does not correct an existing maintenance deficiency or increase maintenance costs.	4
Tax Base	Does the project contribute to or directly improve the community's tax base?	This criterion is used to judge a project's impact on the local tax base. For example, a project that extends water service to an area outside of the corporate limits in most circumstances does not improve the City's tax base while a project that upgrades the water system within the corporate limits to serve commercial or industrial project would.	4
Partnership	Does the project create opportunities for public/private partnerships, intergovernmental cooperation or further existing commitments to private or public parties?	This criterion is intended to give weight to projects that involve other private or public entities. For example, a developer is extending a City water main to serve a new private development in an area that is presently underserved. The partnership in this instance could be that the City would participate in increasing the line size over that required for the proposed development to improved service to existing residents/customers and projected growth	4

Key	Criteria	Explanation	Weight Factor
Maintenance	Does the project have a clearly identified source of revenue for ongoing maintenance and operation?	This criterion is intended to provide an opportunity to incorporate long-term maintenance needs into the prioritization process. A project with high maintenance requirements and no identified funding source would rate low while a project with low maintenance needs and a clear funding source would rate high.	3
Department Head Priority	Is the item/project given a high priority by the proposing department head?	This criterion is intended to give weight to the priority given the proposed project by the department head responsible for the project.	5

The decision matrix, in conjunction with the weighting factors, provides an effective and objective means of determining the relative priority of individual projects through the use of a rating and scoring process driven by the decision criteria.

In order to determine priorities, each qualified project is run through the list of decision criteria with the response rate from 1 to 5, with 1 being the lowest and 5 the highest. The resulting rating is then multiplied by the weighting factor to determine the score for that criterion. Once all the decision questions have been rated and scored for a project, the scores are totaled to give the project a numerical ranking.

Since completion of the first Capital Facilities Plan in 1994, City staff has prepared a strategy for implementation of the CFP. This update to the CFP reflects and incorporates the policies and CFP update process contained in the Implementation Plan adopted by the City Council in 1998.

It is important to note that the matrix is simply a tool to be used to evaluate the relative merits of one project versus another. If adequate justification exists to ignore the results of the matrix and thus move a project ahead in terms of funding, then that decision can be made at the discretion of City staff and elected officials.

A sample of the decision matrix used to prioritize projects in this CFP is found on the following page. The results of the prioritization process used in the development of this plan are found in Appendix 1.

Figure 3.2 – Sample Decision Matrix

Criterion Key	Weight Factor	Projects					
		Rating	Score	Rating	Score	Rating	Score
Health & Safety	**5**						
Legal Mandate	**5**						
Consistency	**3**						
Coordination	**3**						
Level of Service	**3**						
Forecast Demand	**2**						
Revenue Generation	**4**						
Funding Available	**3**						
Cost Effective Service	**4**						
Tax Base	**5**						
Partnership	**4**						
Maintenance	**3**						
Department Head Priority	**5**						
	Ranking						

PART 4
CAPITAL FACILITIES

This part of the CFP contains detailed information for each of the infrastructure areas included in the plan. Each infrastructure area has its own chapter broken into sections which present information on: Background, Inventory and Existing Conditions; Demand & Level of Service Standards; Plans of Other Providers of Public Facilities; Proposed Capital Projects; Prioritized Capital Projects; Financial Information; and Planned Capital Projects.

4.1 AIRPORT

This section presents details on the City of Omak Municipal Airport.

BACKGROUND, INVENTORY AND EXISTING CONDITIONS:

The Omak Municipal Airport was built in 1942 as the Okanogan Flight Strip, and served as an Army Air Force alternate landing field for B-17 and B-26 bombers during World War II. Its construction consisted primarily of a 4,654-foot long x 150-foot wide paved runway running generally north/south, with 175-foot wide graded shoulders and graded overrun areas 1,675-feet long at each end. The runway was reconstructed in 2012 with the main runway width reduced to 75 feet.

The airport was turned over to the City of Omak in 1954, which has since made a variety of improvements to the facility, most with the assistance of the Federal Aviation Administration, and the Washington State Department of Transportation Aviation Division. A major improvement was made in 1974, including runway end turnaround loops, an aircraft parking apron pavement overlay, 3.5 acres of new apron, Visual Approach Slope Indicators, and an airport beacon. A modern administration/terminal building was completed in 1978.

Today, the airport serves a vital transportation need providing for emergency medical evacuations, access for executives and officials from government and private industry doing business in Okanogan County, air freight services, firefighting, and general aviation.

Capital improvements at the airport was the primary focus of early Capital Facilities Plans CFP. Table 4.1.1 contains the list of capital projects that have been completed since 2000.

Table 4.1.1 – Completed Airport Capital Projects (2000-2019)

Capital Project/Item	Estimated Cost	Year Completed
Relocate Fueling Facility	$236,630	1998
Cargo Apron	$665,000	1998
Parallel Taxiway Extension	$778,000	1998
Landing System	$500,000	1998
NP Pavement Markings	$24,175	2001
Runway Overlay	$993,424	2018/19
Installed PAPI on runway ends	$35,000	2019
Lighted Hold Signs & Directional Signs	$64,200	2013
Pavement Crack and Slurry Seals	$492,500	2020
TOTAL	**$3,788,929**	

Today, the airport has a 75-foot wide north/south runway, designated as Runway 17/35 with four taxi-ways connecting to a parallel taxi-way constructed in 1991. The runway has a listed weight bearing capacity of 75,000 pounds for single-wheel aircraft, 200,000 pounds for dual-wheel aircraft, and 400,000 pounds for dual-tandem wheel aircraft.

The facility has runway end identifier lights (REILS), a visual approach slope indicator (VASI U22/U22) on both ends of Runway 17/35, and runway edge lights. All lights are pilot activated using the airport code.

The airport is located at an elevation of 1,301 feet above sea level on 325 acres of open bench land, approximately 400 feet above the Okanogan River. The facility lies approximately 3 miles north of the city on Robinson Canyon Road (See Figure 1.1B in Part 1). The site is bounded on north, west and south by growing low-density residential and agricultural uses. A former Forest Service air tanker base is located on the southeast edge of the runway just off the turn-around. The base, which is leased seasonally to the Bureau of Indian Affairs and Department of Natural Resources, has an office, a trailer, four fire retardant tanks, and two sheds.

In addition to the improvements listed above, the airport has a card lock fueling facility, supplying both 100LL and Jet A. The fueling apron and facilities are located south of the terminal building; there are two above ground tanks, each holding 10,000 gallons. The Airport's apron areas have 25 aircraft tie-downs. There are nine hangers for aircraft storage and maintenance, all are privately owned. A city employee serves as manager on an as needed basis with oversight provided by the Public Works Director, and an Airport Committee.

Table 4.1.2 contains inventory, value, and other data for municipally owned facilities and equipment at the Omak Municipal Airport. Readers interested in further information are encouraged to read the Airport Layout Plan (ALP). This plan was updated during 2007 in an effort coordinated by the State of Washington.

Table 4.1.2 - Airport Equipment and Facilities Inventory

Equipment	Value (at time of improvement)	Year Acquired
Visual Approach Slope Indicators (VASIs)	$30,000	1960
High/Medium/Low Intensity Runway Lights (IRLs) Pilot Controlled	$60,000	1962
Non-Directional Beacon (NDB)	$40,000	1964 1985 2000
Runway End Identifier Lights (REILs)	$20,000	1991
Administration Building with pilot lounge, showers, toilets, and phone	$175,000	1978
Automated Surface Observing System (ASOS)	$130,000	1992
Lighted Hold Signs & Directional Signs	$64,200	2013
375 gpm Well (Water Department)	*$135,000*	*2017*
Install PAPI on both runway ends	$35,000	2019
Updated Card Lock fueling facility	$15,000	2019

DEMAND & LEVEL OF SERVICE:

Airport levels of service can be defined in terms of hangar and tie-down spaces, number of operations, and days or hours open. The airport is the largest in North Central Washington north of Wenatchee, and plays an important role in the community's economic activity.

The Omak Airport is automated and available for operations 24 hours per day, seven days a week, 365 days a year – weather permitting. A City Crew member is assigned to the Airport and on call for snow plowing and other maintenance duties from 7:00 am to 4:00 pm seven days a week.

PLANS OF OTHER PROVIDERS OF PUBLIC FACILITIES:

Plans of several other agencies and private businesses affect operations at the airport, particularly Bureau of Indian Affairs and Department of Natural Resources, both of which rely on the facility for wildland firefighting operations, and UPS and FedEx package services. At present there are plans to expand use of the airport for firefighting operations. The actual extent of such operations is impossible to predict given the reliance of legislative appropriations for planned improvements.

PROPOSED CAPITAL PROJECTS:

The following table lists the capital projects contained in the current Airport Layout Plan (2019) and staff recommendations. The proposed projects are listed prior to the city-wide CFP prioritization process.

4.1.3 - Proposed Airport Capital Projects

Capital Project/Item	Estimated Cost[1]	Year Planned
ALP Update	$75,000	2021
DNR Fire Base Building Construction	$2,000,000	2022
Internal Hangar Access Road	$244,356	2023
Hangar Site Development	$1,451,034	2023
Taxiway Reconstruction	$4,566,667	2024
TOTAL	**$4,100,390**	

PRIORITIZED LIST OF CAPITAL PROJECTS:

Table 4.1.4 is the list of proposed projects shown in priority order based on the results of scoring all projects relying on Current Expense Fund dollars using the decision matrix presented in Part 3. While the Airport has a separate Fund for accounting of revenues and expenditures, the Airport relies on transfers from the Current Expense Fund for significant capital projects.

[1] - estimated costs are based on 2007 dollars from ALP multiplied by 2% increase per year for inflation.

Table 4.1.4 - Prioritized Airport Capital Projects

Overall Priority	Project	Ranking
1	Taxiway Reconstruction	1308
3	DNR Fire Base Building Construction	1223
8	ALP Update	1101
23	Hangar Site Development	832
24	Internal Hangar Access Road	744

FINANCIAL INFORMATION:

Funding for maintenance, operation and capital improvements to the Airport is tracked through the Airport Fund. Major revenue sources include charges for services (fuel sales), intergovernmental revenue (federal and state grants) and miscellaneous revenues that include landing fees, hanger leases and other minor sources. Airport Fund expenditures include three categories: Administration, Customer Services and General Operations. Appendix 2A contains detailed revenue and expenditure data for the Omak Municipal Airport.

The following graphs illustrate the revenue and expenditure data contained in Appendix 2A. Figure 4.1.1 shows the trends in airport revenues over the past five years, and Figure 4.1.2 shows the relative size of each income type, averaged for the period from 2015 -2019. These graphs show that the major revenue sources: fuel sales, operating transfers and grants, have all been quite variable, with no clear trends emerging for any of them.

Figure 4.1.1 - Airport Fund Revenue Trends

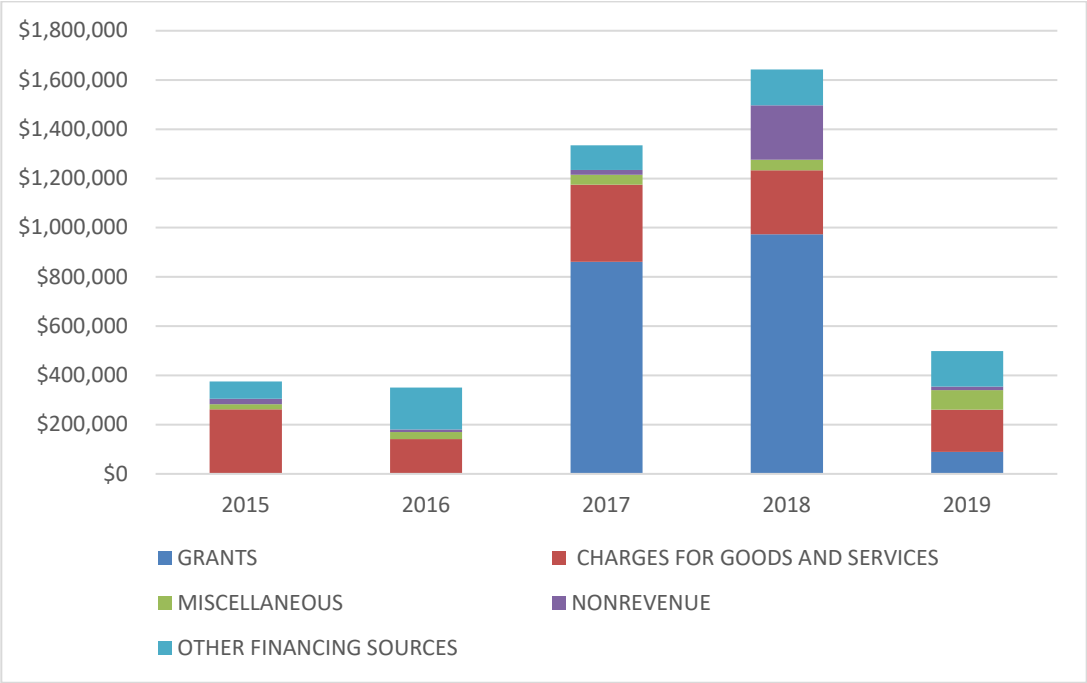
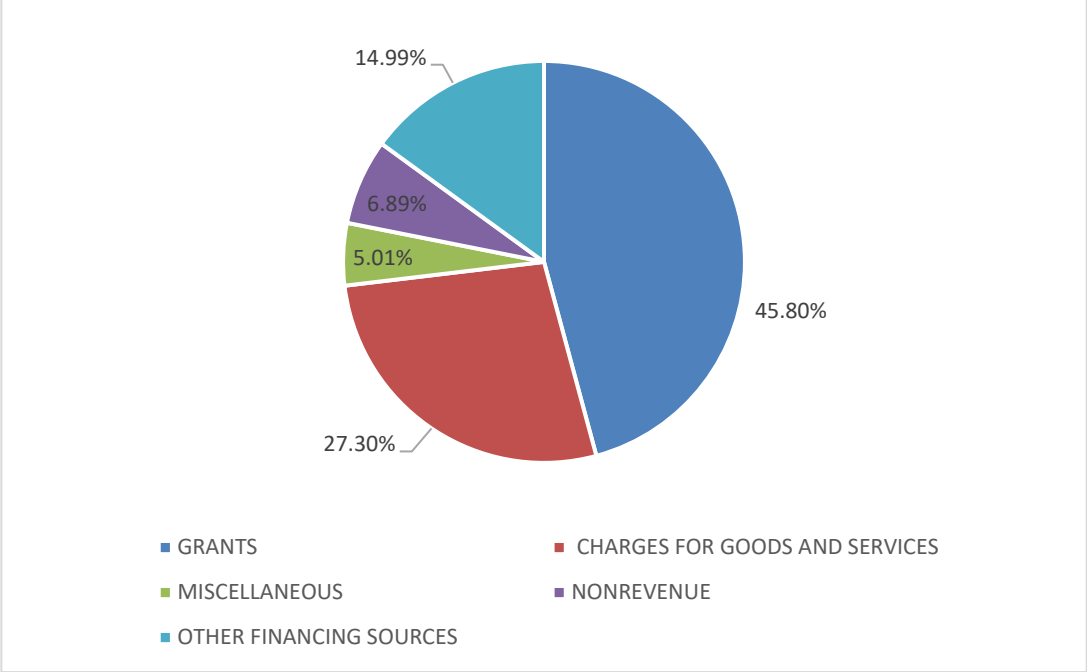


Figure 4.1.2 - Airport Fund Revenue Distribution

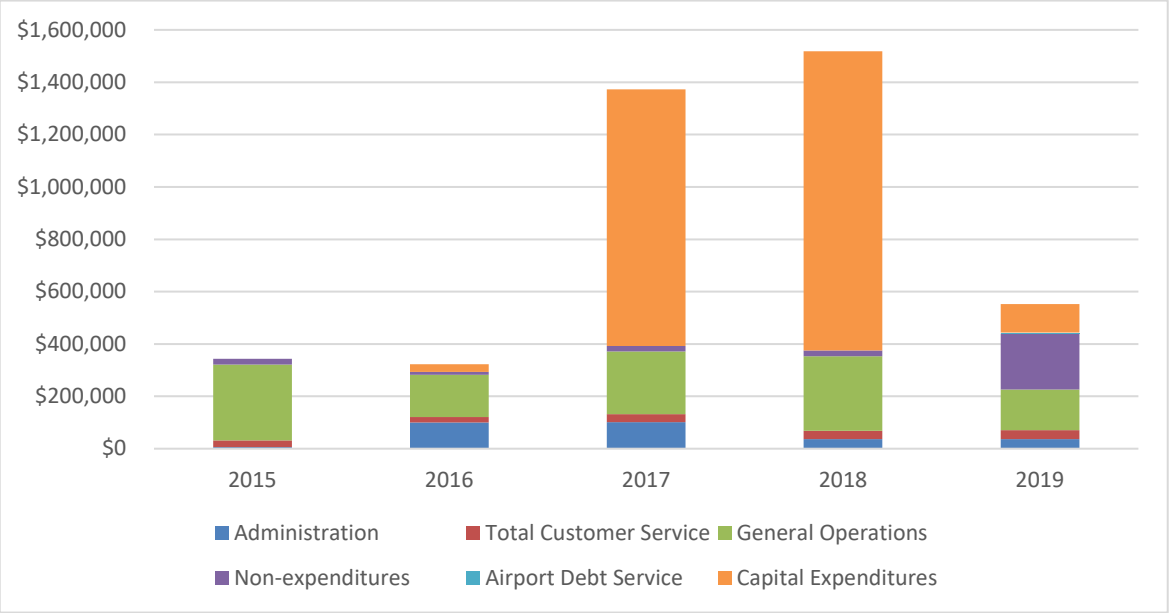


The graphs clearly illustrate the importance of grants as a source of revenue for the Airport. Grants made up nearly 46% of total revenues during the years from 2015 to

2019. However, charges for services, while only 27.3% of total revenues during this same period, make up over 50% of revenues in years when no grant funds are available. Transfers-in from the Current Expense Fund also represent an important revenue source. The ability to operate and maintain the Airport depends on transfers-in from the Current Expense Fund for daily operations and on intergovernmental revenues in the form of grants to fund airport improvements

Figures 4.1.3 and 4.1.4 show trends in expenditures.

Figure 4.1.3 - Airport Fund Expenditure Trends



The graph illustrates how grants (federal and state) and non-expenditures (interfund loan repayments and sales taxes) have a signification impact on Airport Fund expenditures in some years. Figure 4.1.4 shows the average distribution of expenditures for the years 2015 through 2019. The graph reveals that capital expenditures primarily fund with grant dollars made up 50% of expenditures for the period from 2015-2019. Without grant funded capital expenditures, General Operations comprise 61.26% of average annual expenditures.

Figure 4.1.4 - Airport Fund Expenditure Distribution

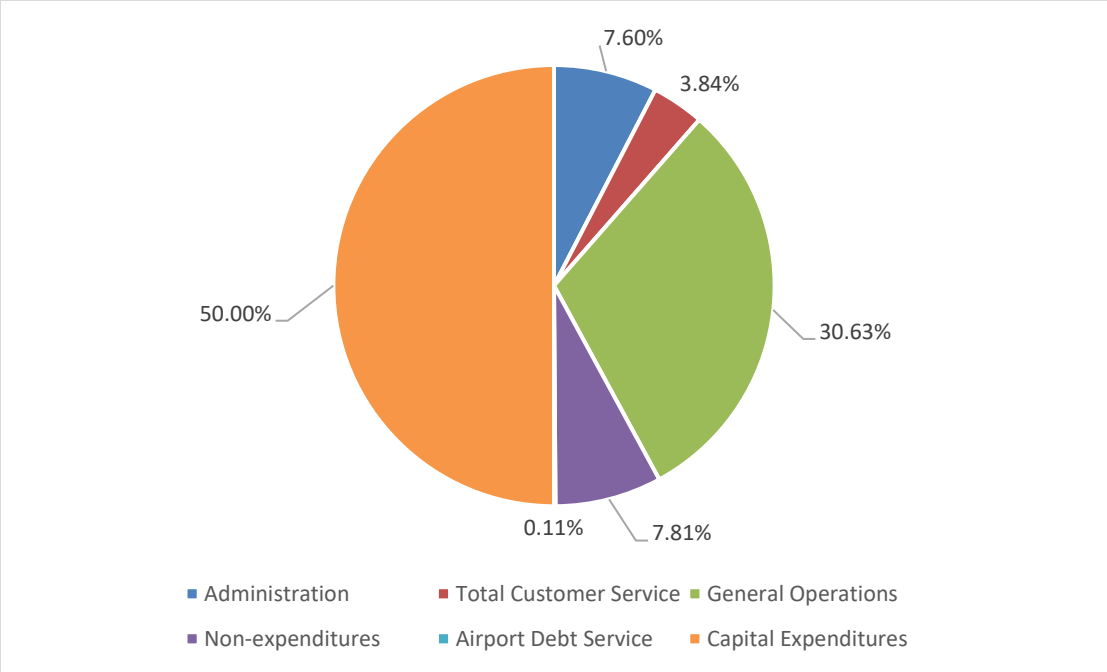


Table 4.1.6 Airport Fund Revenue and Expenditure Comparison

	2015	2016	2017	2018	2019
Revenue	$375,795	$350,488	$1,334,879	$1,642,549	$499,428
Expenditures	$355,075	$335,243	$1,384,732	$1,527,965	$564,640
Difference	**$20,720**	**$15,245**	**($49,853)**	**$114,584**	**($65,212)**

Development of revenue and expenditure projections for the airport is problematic in that revenues and expenditures, primarily due to receipt and expenditure of grant funds and variable wild land fire seasons, have not been consistent enough to allow for development of meaningful projections.

PROJECTED REVENUES AND EXPENDITURES WITHOUT PLANNED PROJECTS:

The following projections are limited to the Airport Fund. Projecting revenue is always uncertain, and depends on many assumptions that may not be accurate. For this projection, it is assumed that:

- No grant funding is projected.
- All other revenues will remain flat.

Expenditures from the Airport Fund are likewise very uncertain. For the purposes of projecting expenditures, the following assumptions were made:

- Salaries and benefits, office and operating supplies, other services and charges, legal and engineering fees, permits and taxes and other operating expenses will increase 2% annually.
- Equipment Rental charges will increase at 2% annually.
- Public Utility services will increase at 2% annually.
- All other expenditures to remain flat as budgeted in 2020.
- Capital Expenditures are limited to $20,000 annually.

The following table shows projected Airport Fund revenues and expenditures given the above assumptions.

Table 4.1.7 – Airport Fund Revenue and Expenditure Projections

REVENUES	2021	2022	2023	2024	2025	2026
Federal Grants	$0	$0	$0	$0	$0	$0
State Grants	$0	$0	$0	$0	$0	$0
Charges for Services	$260,360	$260,360	$260,360	$260,360	$260,360	$260,360
Miscellaneous Revenues	$46,500	$46,500	$46,500	$46,500	$46,500	$46,500
Non-Revenues	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000
Other Financing Sources	$145,000	$145,000	$145,000	$145,000	$145,000	$145,000
TOTAL	**$471,860**	**$471,860**	**$471,860**	**$471,860**	**$471,860**	**$471,860**
EXPENDITURES						
Administration	$37,542	$37,676	$37,812	$37,951	$38,093	$38,238
Customer Service	$28,971	$29,550	$30,141	$30,744	$31,359	$31,986
General Operations	$331,198	$331,754	$332,321	$332,900	$333,490	$334,091
Non-Expenditures	$13,805	$13,805	$13,805	$13,805	$13,805	$13,805
Debt Service	$4,000	$4,000	$4,000	$4,000	$4,000	$4,000
Capital Expenditures	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000
Total	**$448,485**	**$450,013**	**$451,572**	**$453,162**	**$454,784**	**$456,438**
Surplus/ Deficit	**$23,375**	**$21,847**	**$20,288**	**$18,698**	**$17,076**	**$15,422**

This table does not include beginning or ending fund balances. The table shows that if the assumptions are correct, present trends continue and capital expenditures are limited to $20,000 per year, the City will be generating surplus revenues required to complete and/or finance future capital improvements. However, it will be important to

review actual revenues and expenditures regularly to keep these projections up to date and realistic and to look at the projections in light of the planned capital projects described in the following section.

PLANNED CAPITAL PROJECTS:

Table 4.1.8 provides the schedule of planned capital projects over the next six years including estimated cost, year planned, funding source(s), project ranking[1] and overall priority[2]. Since the more expensive improvements require funding assistance from the Federal Aviation Administration or other state or federal sources, the timing of such projects is dependent on successful efforts to secure grant funding.

Table 4.1.8 - Planned Airport Capital Projects

Capital Project/Item	Estimated Cost[3]	Year Planned	Funding Source	Project Ranking	Overall Priority
ALP Update	$75,000	2021	Airport Fund	1101	8
2021 Total	**$75,000**				
DNR Fire Base Building Construction	$2,000,000	2022	State Capital Budget/ DNR	1223	3
2022 Total	**$2,000,000**				
Internal Hangar Access Road	$244,356	2023	FFA/Airport Fund	832	23
Hangar Site Development	$1,451,034	2023	FFA/Airport Fund	744	24
2023 Totals	**$1,695,390**				
Taxiway Reconstruction	$4,566,667	2024	FFA/Airport Fund	1308	1
2024 Totals	**$4,566,667**				
Nothing Planned					
2025 Totals	**$0**				
Nothing Planned					
2026 Totals	**$0**				
TOTAL	**$8,337,057**				

[1] - Projecting ranking represents the average total weighted score for each project.

[2] - Overall priority is the project/acquisition's priority based on project ranking.

[3] - estimated costs are 2019 dollars based on the 2007 ALP estimates using a 2% annual inflation rate or amount budgeted in adopted 2020 budget.

Please note that the projects may not occur as listed once they are reviewed in the context of availability of grant funds, capital budget allocations and condition of overall City financial resources and project needs.

PROJECTED REVENUES AND EXPENDITURES WITH PLANNED PROJECTS:

The following projections are limited to the Airport Fund. Revenue figures reflect anticipated grant funds for specific projects. Expenditures for projects listed in Table 4.1.8. For the purposes of projecting expenditures, the following assumptions were made:

- ALP update will be funded entirely by the Airport Fund.
- Projected $20,000 capital expenses included to into planned capital project.
- 100% of the costs associated with construction of the DNR Firebase will come from the State's Capital Budget or DNR funding.
- The City will be responsible for a 10% match for FAA grant funded projects.

The following table shows projected Airport Fund revenues and expenditures given the above assumptions.

Table 4.1.9 – Airport Fund Revenue and Expenditure Projections with Capital Projects

REVENUES	2021	2022	2023	2024	2025	2026
Federal Grants	$0	$0	$1,525,797	$4,110,000	$0	$0
State Grants	$0	$0	$0	$0	$0	$0
Charges for Services	$260,360	$260,360	$260,360	$260,360	$260,360	$260,360
Miscellaneous Revenues	$46,500	$46,500	$46,500	$46,500	$46,500	$46,500
Non-Revenues	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000
Other Financing Sources	$145,000	$145,000	$145,000	$145,000	$145,000	$145,000
TOTAL	**$471,860**	**$471,860**	**$1,997,657**	**$4,157,860**	**$471,860**	**$471,860**
EXPENDITURES						
Administration	$37,542	$37,676	$37,812	$37,951	$38,093	$38,238
Customer Service	$28,971	$29,550	$30,141	$30,744	$31,359	$31,986
General Operations	$331,198	$331,754	$332,321	$332,900	$333,490	$334,091
Non-	$13,805	$13,805	$13,805	$13,805	$13,805	$13,805

Expenditures						
Debt Service	$4,000	$4,000	$4,000	$4,000	$4,000	$4,000
Capital Expenditures	$75,000	$20,000	$1,695,390[1]	$4,566,667[2]	$20,000	$20,000
Total	**$503,485**	**$450,013**	**$2,126,962**	**$4,999,929**	**$454,784**	**$456,438**
Surplus/ Deficit	**-$23,375**	**$21,847**	**-$129,305**	**-$842,069**	**$17,076**	**$15,422**

This table does not include beginning or ending fund balances. The table shows that if even with FAA grant dollars, the Airport Fund does not have the capacity to complete planned capital projects without additional funds transferred from Current Expense or obtaining other grants and/or loans. The fund does have limited capacity to repay additional debt if needed, although it would be limited to under $20,000 per year.

[1] - City Share is $169,539
[2] - City Share is $499,292

4.2 FIRE DEPARTMENT

This chapter presents details on the Omak Fire Department.

BACKGROUND, INVENTORY AND EXISTING CONDITIONS:

The Omak Volunteer Fire Department consists of a full-time Fire Chief, who is a city employee, and 35 volunteer fire fighters. The department provides fire suppression services for the city and surrounding area through a mutual aid agreement with Fire District 3, which houses its equipment at the City's Fire Station. The Fire Department and Fire District operate jointly and serve both areas from the facility. Personnel work and train together.

The following sub-sections present information on Fire Department facilities, personnel and equipment.

FACILITIES:

The Department is housed in the police and fire building, an 11,352 square foot structure on Ash St. adjacent to the City Hall. The building, which was constructed in 1968, houses seven vehicles and is in generally satisfactory condition. The building includes a hose tower, vehicle storage bays, a workout room, meeting room and the Fire Chief's office. A vehicle exhaust system was added in 1999. New doors and windows were installed in 2002. A new roof was installed 2003, a new HVAC system installed in 2007, radios acquired in 2010 and in 2011 the opening for one bay door was increased in height to accommodate the new ladder truck.

EQUIPMENT:

Table 4.2.1 presents inventory data on the city's major fire equipment.

Table 4.2.1 - Fire Department Equipment Inventory Data

Item	Year Acquired	Condition
1991 E-One pumper truck	1991	Very Good
2003 E-One 75' Ladder Truck	2011	Very Good
1997 Ford F800 w/16' box	2003	Very Good
2014 Chevy Crew cab Pickup	2014	Excellent

DEMAND & LEVEL OF SERVICE:

This section presents information on demand and level of service.

CURRENT LEVEL OF SERVICE:

The fire department currently provides a good level of service, with response times ranging from three to five minutes within the city limits during good weather, and slightly longer under less optimum conditions. The fire department provides one fire fighter per 137 residents under ideal circumstances, (if all 35 firefighters are available to respond) with one fire fighter per 548 residents (9 fire fighters responding) typical during regular work days, holidays and weekends. The Fire District and Fire Department together received 294 calls for service in 2018, of which 33 (11%) were brush fires, 12(4%) were structure fires, 46 (16%) were vehicle accidents, 59 (20%) were fire alarms and 145 (49%) were for other incidents.

There is adequate street access and water available for firefighting within the city limits, excluding the Airport.

STANDARD FOR LEVEL OF SERVICE:

As the City's service area grows, the fire department may have increasing difficulty in maintaining the 3 to 5-minute response time, particularly in the northeastern portions of the City east of U.S. 97. Fire response time is closely linked to the distance and traffic encountered as the equipment travels from the fire station to the incident. For this reason, as the city's service area expands to the north and northeast, away from the current fire station, fire response times will likely increase. In order to maintain the 3 to 5-minute response time, a satellite fire station, and/or full-time firefighter(s) may be employed, might be necessary in the north or northeast part of the city. Relocation of some equipment to such a facility would make space available for additional equipment in the existing fire hall, which could eliminate the need for expansion of the present fire hall into the foreseeable future.

For the purposes of this plan, the adopted Level of Service standard will be a 5-minute response time for areas within the City Limits.

Table 4.2.2 summarizes demand and level of service information for the Fire Department.

Table 4.2.2 - Fire Department Demand and LOS

LOS Standard	Current Demand	2025	2030	2035	2040
5-minute response time	3 to 5 mins	3 to 5 mins	3 to 5 mins	3 to 5 mins	3 to 5 mins

PLANS OF OTHER PROVIDERS OF PUBLIC FACILITIES:

No known plans of other providers will affect the Department. Given their close relationship, the Department will need to coordinate any expansion plans with Fire District #3, and will need to keep abreast of annexations proposed to the city. There have been talks recently between the City and Fire District about possible expansion of the existing fire station to accommodate additional equipment.

PROPOSED CAPITAL PROJECTS:

The following section lists capital projects desired by the Fire Department. These projects are listed prior to the city-wide prioritization process.

REPLACEMENT OF VEHICLES:

The fire trucks owned by the Department are typically replaced on a 20-year cycle. The Chief's Suburban was replaced in 2014 with a Chevy Crew Cab pickup equipped with canopy and a variety of vital rescue equipment.

Using the 20-year replacement cycle, the 1991 E-One Engine should have been replaced in 2011. With the truck in very good condition, the fire chief has recommended this truck operate out to a 30-year replacement cycle, replacing it in 2021.

The city replaced the ladder truck in 2011. After the department made repeated attempts to secure a Homeland Security Assistance to Firefighters grant for $650,000 for the replacement ladder truck, all of which were unsuccessful, the City Council decided in 2011 to acquire a used 2003 E-One 75' Ladder Truck using a $432,000 loan from the State's LOCAL program.

REGULAR UPGRADES:

The Department has a regular purchase program for replacement pagers, hose, SCBA's and turnout gear. These programs are considered important to maintain the inventory of this vital equipment. Such equipment is not purchased every year, but is scheduled for replacement at regular intervals. One to three sets of turnout gear are typically purchased each year, the number of pagers, turnout gear and SCBA's acquired/replaced is dependent on the number of

personnel, and the amount of hose acquired/replaced is dependent on use. At present the Department is in good shape for fire hose and does not anticipate purchase of hose for several years. In 2007, the Department purchased 2,500 feet of large diameter supply line.

PAID PERSONNEL

While not strictly a capital expense, this item is included as an upcoming department expense. With the growth of the city it may be that operation of the fire department will become too large a job for a single paid employee. Additional personnel may need to be added to maintain current levels of service.

SATELLITE FIRE STATION IN N.E. AREA:

As the city grows the area to the north of the city limits and to the east of U.S. 97 would be a logical place for a small satellite City/District fire station, housing one or two trucks. Such a facility is not included as a proposed capital expenditure in this plan but should remain on the radar screen as a possible future expense. However, an addition to the existing fire hall is included in this plan and should be reviewed in the context of the future need for a satellite facility.

Table 4.2.3 - Proposed Fire Department Capital Projects

Capital Project/Item	Estimated Cost[1]	Year Planned
Replace 1991 Fire Truck	$475,000	2021
Full Time Firefighter	$75,000	2022
Fire Station Addition	$300,000	2023

[1] - estimated costs are 2019 dollars

PRIORITIZED LIST OF CAPITAL PROJECTS:

Table 4.2.4 is the list of proposed projects shown in priority order based on the results of scoring each project using the decision matrix presented in Part III[1].

Table 4.2.4 - Prioritized Fire Department Capital Projects

Overall Priority	Project	Ranking
2	Replace 1991 Fire Truck	1245
11	Full-Time Firefighter	1064
16	Fire Station Addition	943

FINANCIAL INFORMATION:

The Fire Department is funded through the Current Expense Fund. Revenue and Expenditure data for the Current Expense Fund is provided in Part V. The Current Expense Fund, the primary and largest fund in the city's budget, receives revenue from taxes, permits, intergovernmental transfers and grants, charges for service, fines, miscellaneous sources, other transfers and cash carry over from previous years.

Since the department receives the bulk of its operating funding through the Current Expense Fund, budget details are limited to the expenditure side. Appendix 2B contains details on Fire Department expenditures from 2015 through 2019. Fire Department expenditures during these years averaged 6.12% of all current expense expenditures.

The graphs on the following pages show expenditure trends for the data contained in Appendix 2B as well as the relative size of each expenditure category for the overall Fire Department as well as the five separate functional areas: Administration, Fire Suppression, Suppression Training and Facility and Vehicle Repairs/Maintenance.

[1] - Overall score is the average weighted total score from completed decision matrix forms.

Figure 4.2.1 – Overall Fire Department Expenditure Trends

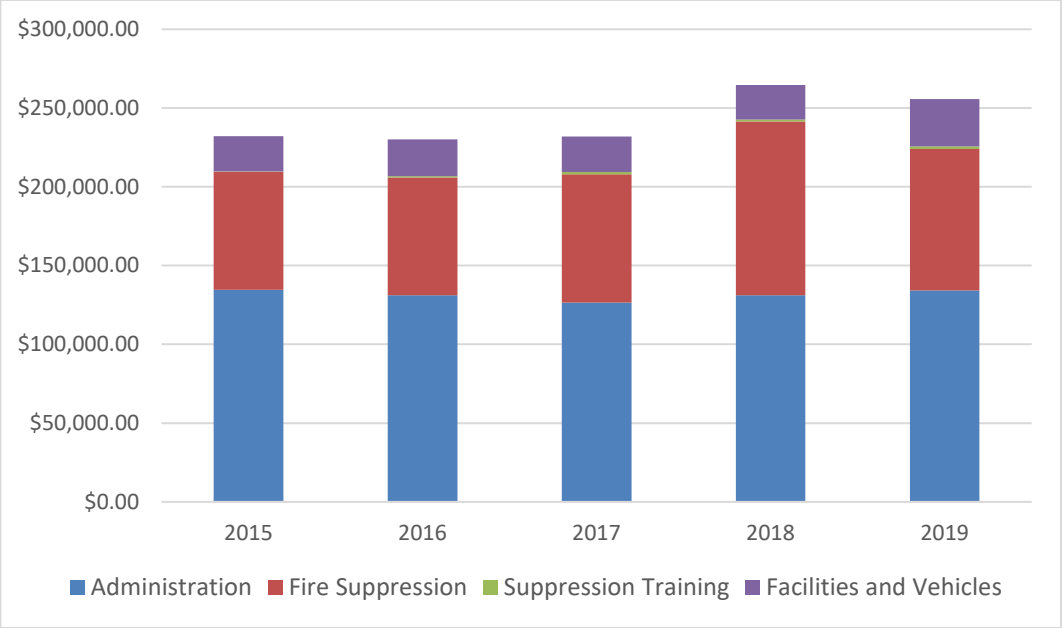
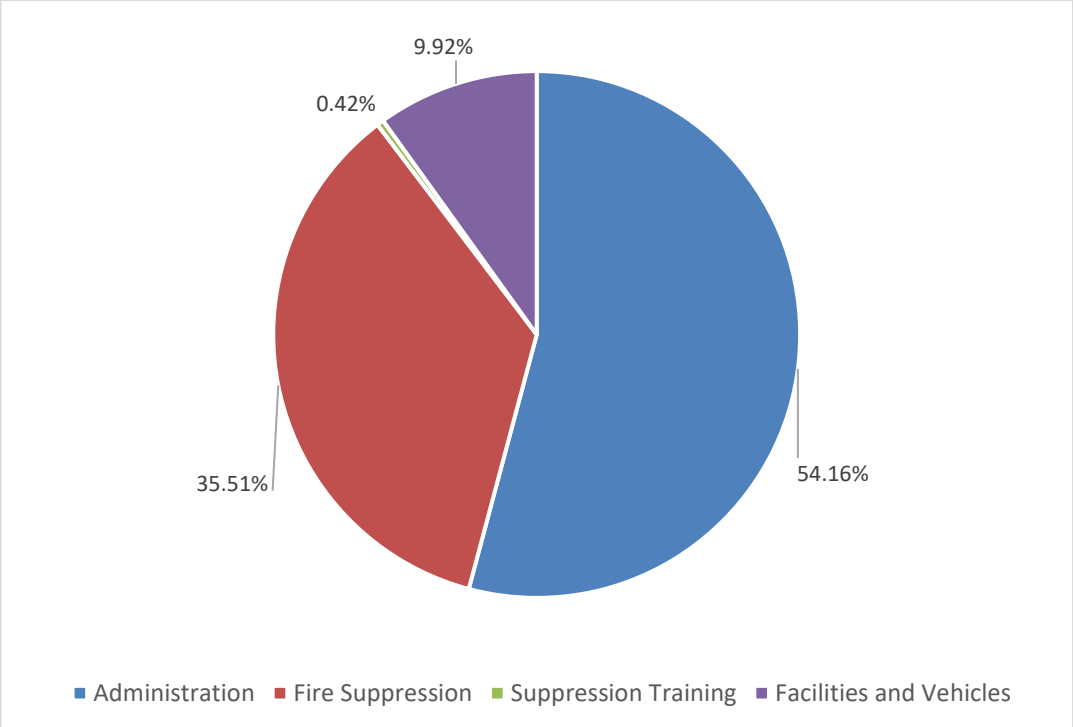


Figure 4.2.2 – Overall Fire Department Expenditure Distribution



The graphs show that Administration is the largest single expenditure category at 54.16% and that department administration (averaged for same period) comprises 35.51% of

the budget. Overall, the department's budget during this period showed an average increase of 2.19% per year.

PLANNED CAPITAL PROJECTS:

Table 4.2.5 provides the schedule of planned projects over the next six years including estimated cost, year planned, funding source(s), project ranking[1] and overall priority[2].

Table 4.2.5 - Planned Fire Department Capital Projects

Capital Project/Item	Estimated Cost[3]	Year Planned	Funding Source	Project Ranking	Overall Priority
Replace 1991 Fire Truck	$475,000	2021	Current Expense	1245	2
2021 Total	**$475,000**				
Full Time Firefighter	$76,500	2022	Current Expense	1064	11
2022 Total	**$76,500**				
Fire Station Addition	$312,120	2023	Current Expense		
2023 Totals	**$312,120**				
Nothing Planned					
2024 Totals	**$0**				
Nothing Planned					
2025 Totals	**$0**				
Nothing Planned					
2026 Totals	**$0**				
TOTAL	**$863,620**				

Please note that the projects may not occur as listed once they are reviewed in the context of overall City financial resources and project needs. The planned improvements are also considered in the analysis of Current Expense funded projects in Parts 5, and 6. See Part 7 for annual capital improvement lists.

1 - Projecting ranking represents the average total weighted score for each project.
2 - Overall priority is the project/acquisition's priority based on project ranking.
3 - estimated costs are based on 2019 dollar with 2% annual inflation rate.

4.3 CITY ADMINISTRATIVE SERVICES

This section presents details on Administrative Services equipment and related facilities.

BACKGROUND, INVENTORY AND EXISTING CONDITIONS:

Omak's Administrative Services are located in City Hall, an 8,400 square foot steel and brick structure constructed in 1999. The City Hall is located at the corner of Central Avenue and N. Ash Street. The facility houses the Council Chambers (also used for municipal court), several conference rooms, the offices for the mayor, city administrator, municipal court clerk, city clerk and clerical staff, building official and public works department, several spare offices, large walk in vault and was built with the future growth of the community in mind. Inventory information for city administrative services follows.

FACILITIES:

As noted, the City Hall building was constructed in 1999 and was designed to serve the City well into this century.

EQUIPMENT:

The table which follows contains inventory data for Administrative Services equipment, with replacement costs where known.

Table 4.3.1 - Administrative Services Equipment Inventory Data

Inventory Item
PA/Sound Equipment Stampede Arena
Telecommunications network equipment
Miscellaneous Office furnishings
2 Servers – 1 administration, 1 public works Computers and Servers
2 Laptops – 1 Clerk, 1 Court
10 Desktop Computers – 5 Clerks Office, 1 Bldg Official, 1 Administrator, 1 Mayor, 1 Code Enforcement and 1 Court
11 Printers - 5 Clerks Office, 1 Bldg Official, 1 Administrator, 1 Mayor, 1 Code Enforcement and 1 Court
2 Copiers
Stampede Arena
Stampede Office Bldg
City Hall

DEMAND & LEVEL OF SERVICE:

CURRENT LEVEL OF SERVICE:

Administrative Services staff feel that in general a good level of service is being provided to the public. However, if growth continues as projected, additional staff will be required to maintain present levels of service.

STANDARD FOR LEVEL OF SERVICE:

There are two general approaches to Level of Service Standards for city Administrative buildings. The first is to establish a minimum square footage of office space per worker, which is a standard based on office space. The second is to establish a minimum wait for service at public counters, which is to some extent a staffing standard. Each method has its advantages and disadvantages, though neither is supported by extensive data.

Given the lack of data on this subject, the City does not choose to establish a Level of Service standard for Administrative Services activities at this time. The absence of a formally adopted LOS standard will not preclude the City from using information from other jurisdictions to help size Administrative Services improvements.

PLANS OF OTHER PROVIDERS OF PUBLIC FACILITIES:

At this time there are no plans by other providers of public facilities which will affect the operations of Administrative Services.

PROPOSED CAPITAL PROJECTS:

The following table lists capital projects desired by the Mayor, Council and Administrative Service staff. These projects are listed prior to the City-wide prioritization process.

Table 4.3.2 - Proposed Administrative Service Capital Projects

Capital Project/Item	Estimated Cost[1]
Server - Upgrade	$15,000
Upgrade Entries and ADA access	$18,000
Purchase wide format Scanner	$4,000
HVAC replacement	$32,000
Total	**$69,000**

[1] - estimated costs are 2019 dollars.

FINANCIAL INFORMATION:

The majority of the financial resources required to operate the City's Administrative Services are budgeted through the Current Expense Fund. No revenue breakdown is given since there are no Current Expense Fund revenues specifically earmarked for Administrative Services alone.

Appendix 2C contains detailed data on expenditures for Administrative Services that include: City Administrator's Office; Building Inspector; Planning Commission; Hearings Examiner; and the Mayor and City Council. The Public Works Department is also headquartered in City Hall however, the budget for Public Works administrative functions is discussed in the water, wastewater, streets, and other sections of this plan.

The following graphs show expenditure trends for the years shown in the preceding tables in Appendix 2C as well as the relative size of each expenditure category for Administrative Services funded out of the Current Expense Fund.

Figure 4.3.1 - Administrative Services Expenditure Trends

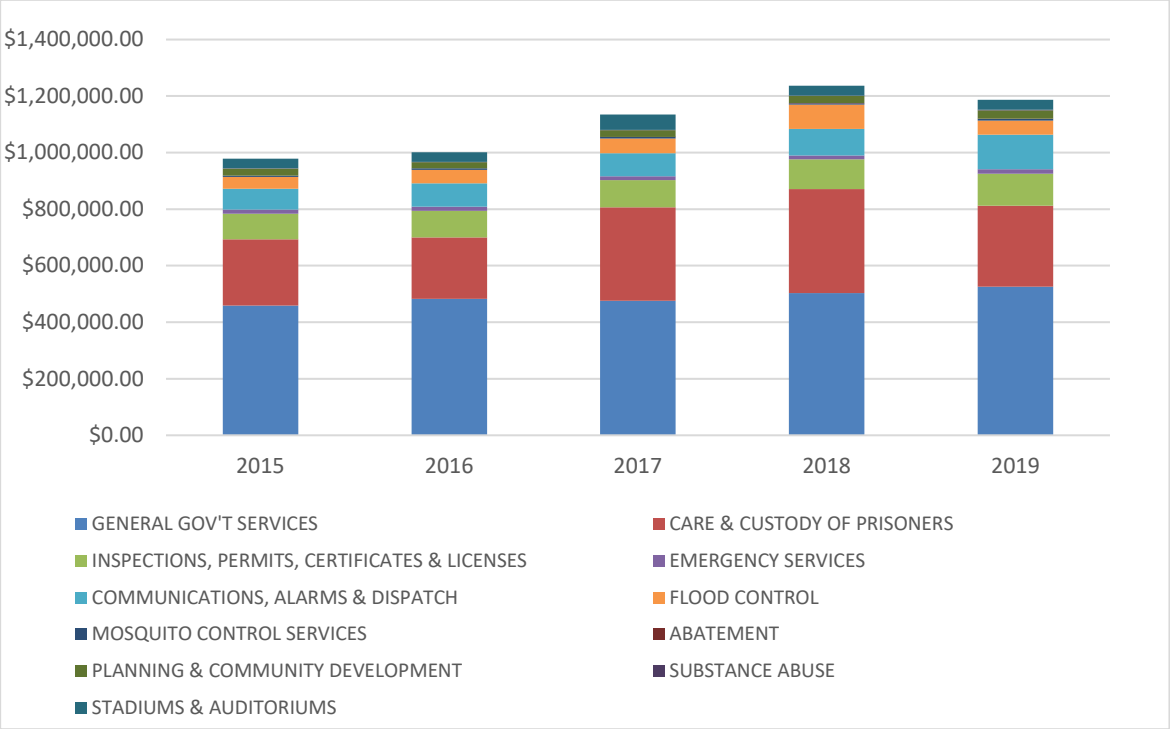
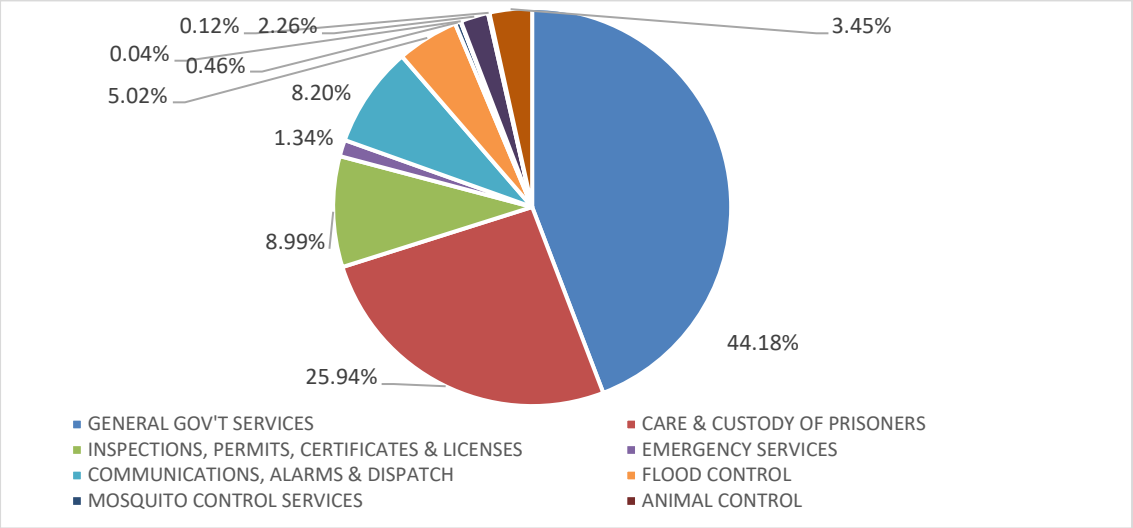


Figure 4.3.2 – Administrative Services Expenditure Distribution



The preceding graphs show that General Government Services (includes, legislative, executive, municipal court, etc.) is the largest single expenditure category at 44.18%, and that the Care and Custody of Prisoners comprises and average of 25.94% of the budget. Overall, the General Administration budget during this period showed an average increase of 4.45% per year.

The Administrative Services budget does not contain a capital expenditure line item, so all capital expenses, e.g. computers, copiers and other items exceeding the definition of a capital improvement are generally budgeted as operating supplies. It is important to note that salaries, wages, insurance and other benefits comprises an average of 60.03% of administrative services expenditures.

PLANNED AND PRIORITIZED CAPITAL PROJECTS:

Table 4.3.3 provides the schedule of planned and prioritized projects over the next six years including estimated cost, year planned, funding source(s), project ranking[1] and overall priority[2].

[1] - Projecting ranking represents the average total weighted score for each project.

[2] - Overall priority is the project/acquisition's priority based on project ranking.

Table 4.3.3 - Planned Administrative Services Capital Projects

Capital Project/Item	Estimated Cost[1]	Year Planned	Funding Source	Project Ranking	Overall Priority
Server - Upgrade	$15,300	2021	Current Expense	1007	13
2021 Total	**$15,300**				
Upgrade Entries and ADA access	$19,102	2022	Current Expense	921	17
2022 Total	**$19,102**				
HVAC replacement	$35,331	2023	Current Expense	889	21
2023 Total	**$35,331**				
Purchase wide format Scanner	$4,595	2024	Current Expense	758	25
2024 Total	**$4,595**				
Nothing Planned					
2025 Total	**$0**				
Nothing Planned					
2026 Total	**$0**				
TOTAL	**$74,328**				

Please note that the projects may not occur as listed once they are reviewed in the context of overall City financial resources and project needs. Replacement of copiers, computers and other office equipment are not included in further analysis because they do not meet the definition of a capital improvement. The planned improvements are also considered in the analysis of Current Expense funded projects in Parts 5, and 6. See Part 7 for annual capital improvement lists.

[1] - estimated costs are based on 2019 dollars with 2% annual inflation.

4.4 CITY EQUIPMENT & EQUIPMENT RENTAL FUND

This section presents details on the City's maintenance equipment and the City's Equipment Rental Fund.

BACKGROUND, INVENTORY AND EXISTING CONDITIONS:

The City maintains an Equipment Rental fund, which owns the majority of City equipment, including vehicles, heavy equipment and small equipment. Specialized equipment such as the sewer rodding machine and police vehicles are not included, and are owned by the individual departments. For each vehicle or piece of equipment, the City charges a pre-determined rental fee per mile or per hour to the department using the equipment. This revenue is then used for day to day operating costs of the equipment, and to accumulate a reserve fund to purchase replacement equipment. Each new piece of equipment is assigned a replacement date at the time of acquisition. The system has been in place since 1953 and City staff report that it is working well. The City added its police vehicles to the Equipment Rental Fund in 2012.

Facilities used by the Equipment Rental fund are located at 220 Columbia in East Omak and include a city repair shop and storage warehouse.

A list of equipment held by the Equipment Rental fund is included in Appendix 2D.

The fund also owns a number of smaller items such as computers, fax machines, printers, chainsaws, air compressors, sprayers, etc. with replacement costs that are too low to be included in this plan.

DEMAND AND LEVEL OF SERVICE:

No level of service standard is defined for city equipment, since such standards are implied by the standards for each individual department.

PLANS OF OTHER PROVIDERS OF PUBLIC FACILITIES:

There are no other providers of public facilities that have any significant effect on the Equipment Rental Fund.

PLANNED CAPITAL PROJECTS:

Appendix 2D contains a complete list of planned equipment replacements for the Equipment Rental Fund over the next fifteen years. Table 4.4.1 provides a list of expenditures planned from 2020-2025. Acquisitions planned by the Equipment Rental Fund are not included in the prioritization process in this Plan.

Table 4.4.1 - 6 Year Equipment Rental Planned Purchases

Planned Equipment Replacement	Estimated Cost	Year	Department
1995 Sullair CFM Compressor	$41,876	2021	Equipment rental
2010 FORD CROWN VIC 402 police	$33,598	2021	Police
2001 DODGE 1 TON DUMP TRUCK	$65,000	2021	Equipment rental
1986 NORLAND SNOW BLOWER	$101,500	2022	Equipment rental
1982 INGERSOL RAND 48 ROLLER	$21,742	2021	Equipment rental
2006 FORD EXT CAB 4X4 PICKUP-K	$44,000	2021	Equipment rental
2014 DODGE CHARGER	$44,152	2022	Equipment rental
2014 DODGE CHARGER	$44,152	2022	Equipment rental
2006 TORO VERSA VAC	$38,949	2021	Park/pool/rv park
1997 CAT BACKHOE	$244,972	2023	Equipment rental
2012 FORD 3/4 TON 4X4 PICKUP	$33,012	2023	Equipment rental
2012 DODGE AVENGER	$32,648	2023	Equipment rental
2015 DODGE CHARGER	$45,374	2023	Equipment rental
2006 JOHN DEERE 1435 MOWER 3	$21,000	2023	Park/pool/rv park
2006 JOHN DEERE 1435 MOWER 3	$21,000	2023	Park/pool/rv park
2007 BOBCAT UTILITY VEHICLE	$34,554	2023	Snow
1988 Peterbuilt 10 Yard Dump Truck	$194,719	2024	Equipment rental
2008 CHEV 1/2 TON 4X4 EXT CAB-	$34,151	2024	Equipment rental
2016 DODGE CHARGER	$51,655	2024	Equipment rental
1994 PETERBUILT 2500 Gallon WATER	$83,741	2025	Equipment rental
2004 CHEV 1 TON DUMP TRUCK	$42,805	2025	Equipment rental
2014 FORD F150 PICKUP 285	$27,416	2025	Equipment rental
2014 FORD F150 PICKUP 286	$27,416	2024	Equipment rental
2000 Cat 928 G Loader	$227,179	2026	Equipment rental
2015 F150 2X4	$30,063	2026	Equipment rental
1990 HYSTER 550B FORKLIFT	$5,919	2026	Equipment rental
2018 DODGE CHARGER POLICE RW	$52,885	2026	Equipment rental
SRECO SEWER RODDER	$32,620	2026	Sewer lines
6-Year TOTAL	**$1,678,098**		

PRIORITIZED LIST OF CAPITAL PROJECTS:

The projects to be funded through the Equipment Rental Fund are not prioritized using the process in this plan because the items are generally replaced on a schedule with funds set aside through the rental program.

FINANCIAL INFORMATION:

There are two Funds used to budget for equipment acquisition, replacement, and repair. The Equipment Rental and Equipment Rental Capital funds.

The Equipment Rental Fund has two sources of income: rental fees and interest income. Expenditures are in the form of personnel costs including administration, accounting services, professional services and operations; general services including fuel, small equipment, insurance, repairs, maintenance and other expenses of operating the fleet; and capital outlays for equipment and buildings. Interfund loans are occasionally made from the fund as well.

The Equipment Rental Capital Fund revenues sources include investment interest, sale of surplus equipment and transfers in from the Equipment Rental Fund. Expenditures from this fund are primarily for the acquisition or replacement of vehicles and equipment. The following tables and graphs provide data on each fund.

Table 4.4.2 - Equipment Rental Fund Revenue Information

EQUIPMENT RENTAL FUND REVENUE	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Fire District #3 Vehicle Maintenance	$8,157	$4,095	$2,990	$7,621	$2,543
Equipment Rental Fees	$512,723	$478,400	$490,499	$615,883	$701,344
Investment Interest	$202	$499	$542	$2,144	$1,300
Int Earn. Gain/loss #CUSIP 3130ABF92	$0	$0	$0	$0	$3,284
Miscellaneous Revenues	$239	$791	$0	$1,189	$135
Investment Interest	$202	$499	$542	$2,144	$3,161
Sale of Surplus Equipment	$0	$0	$0	$45	$0
Total Revenues	**$521,322**	**$483,785**	**$494,030**	**$626,881**	**$710,468**

The following graphs provide two views of Equipment Rental fund revenues for the period 2015-2019.

Figure 4.4.1 - Equipment Rental Fund Revenue Trends

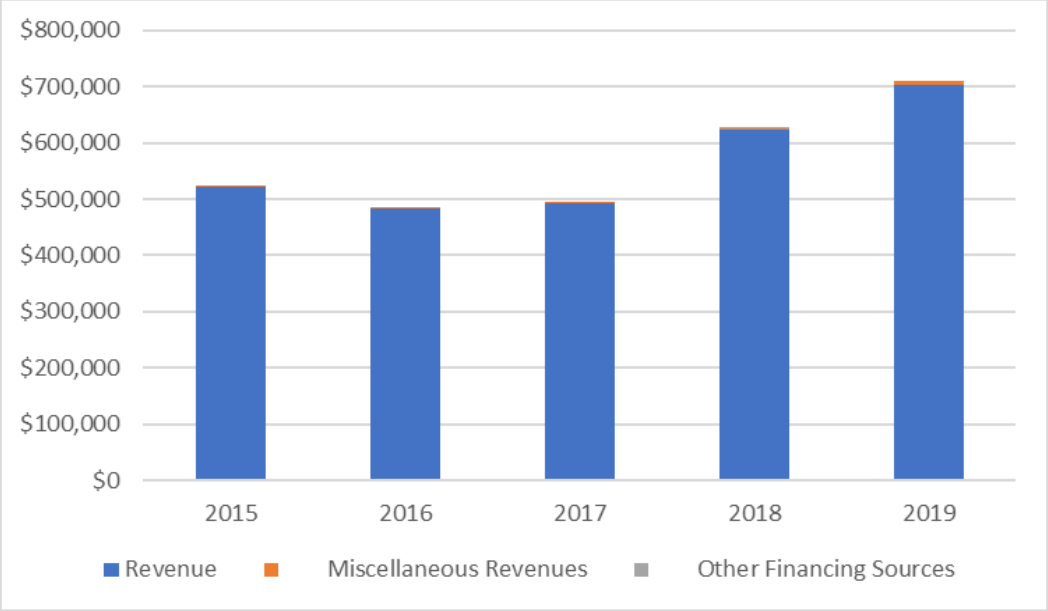
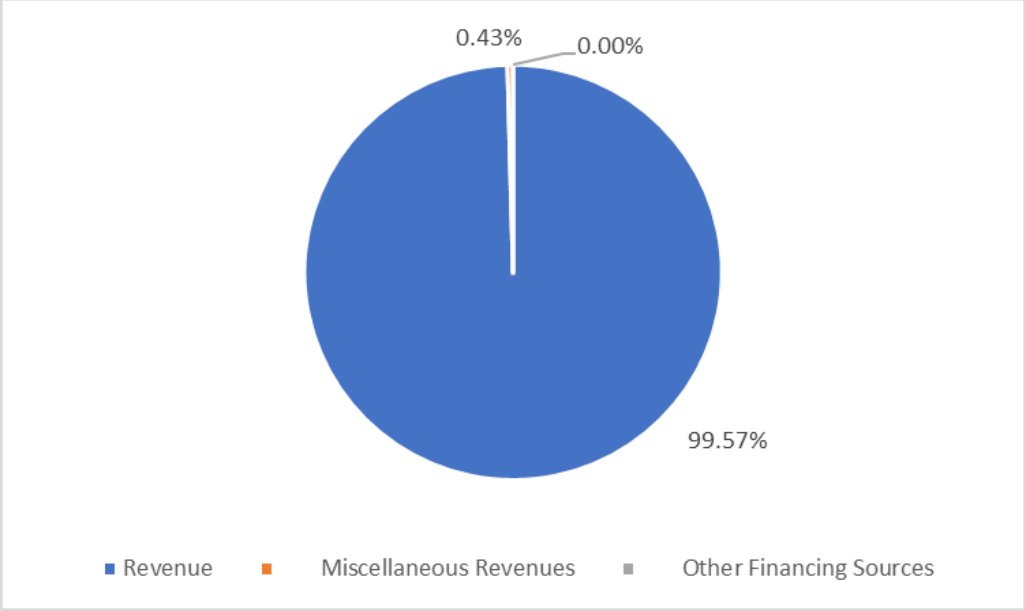


Figure 4.4.2 - Equipment Rental Fund Revenue Distribution



The preceding graphs clearly show that equipment rental fees, fees paid by all public works, police as well as some other city departments make up the majority of Equipment Rental fund revenues.

The following table and graphs provide information on Equipment Rental Capital Fund revenues from 2015-2019.

Table 4.4.3 - Equipment Rental Capital Fund Revenue Information

EQUIPMENT RENTAL CAPITAL FUND REVENUE	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Interest Earnings	$661	$2,296	$5,801	$12,542	$16,908
Int Earn. Gain/loss #CUSIP 3130ABF92	$0	$0	$0	$0	$873
Sale of Surplus	$6,125	$8,483	$1,828	$17,289	$46,863
Insurance Recoveries	$0	$0	$0	$27,288	$8,432
Transfer In from Equip. Rental	$180,802	$200,196	$160,000	$187,530	$228,280
Total Revenues	**$187,588**	**$210,975**	**$167,629**	**$244,650**	**$301,356**

The following graphs provide two views of Equipment Rental Capital Fund revenues for the period 2015-2019.

Figure 4.4.3 - Equipment Rental Capital Fund Revenue Trends

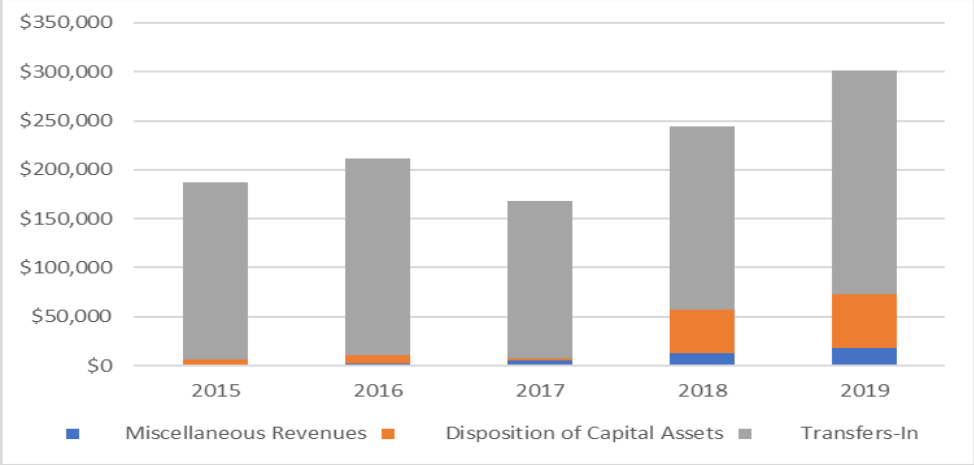
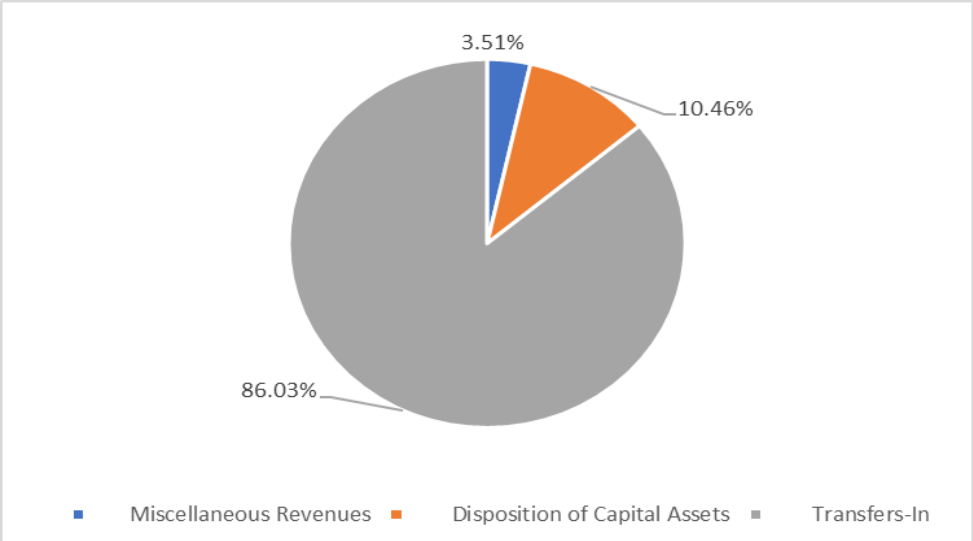


Figure 4.4.4 - Equipment Rental Capital Fund Revenue Distribution



The following table presents expenditure information for the Equipment Rental Fund. Personnel costs include administration, accounting and operation of the fund. Operating expense includes fuel, insurance, utilities, repairs and maintenance, communications, and other types of operational expenditure. Capital expenditures include both buildings and replacement equipment.

Table 4.4.4 - Equipment Rental Fund Expenditure Information

EQUIPMENT RENTAL EXPENDITURES	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Budgeting, Accounting, Auditing					
Salaries & Wages	$1,506	$5,423	$5,866	$5,962	$6,254
Overtime	$0	$1	$0	$0	$0
Fica	$105	$414	$449	$456	$478
Industrial Insurance	$8	$36	$38	$38	$412
Unemployment Insurance	$3	$11	$12	$12	$12
PFML Premium	$0	$0	$0	$0	$0
Retirement	$154	$605	$700	$760	$803
All Other Benefits	$405	$1,169	$1,238	$1,229	$1,285
Total Budgeting, Accounting and Auditing	**$2,181**	**$7,659**	**$8,303**	**$8,458**	**$8,874**
Municipal Vehicles and Public Works Equipment Administration					
Salaries & Wages	$2,744	$2,418	$2,762	$2,808	$2,947
Fica	$185	$171	$202	$206	$219
Industrial Insurance	$79	$90	$87	$85	$93
Unemployment Insurance	$6	$5	$6	$6	$6
PFML Premium	$0	$0	$0	$0	$0
Retirement	$280	$270	$330	$358	$379
All Other Benefits	$700	$556	$523	$645	$583
Communications	$137	$140	$160	$175	$262
Total Municipal Vehicles and Public Works Equipment Administration	**$4,130**	**$3,650**	**$4,069**	**$4,282**	**$4,489**
Maintenance of Equipment					
Salaries & Wages	$91,912	$96,975	$103,143	$104,804	$106,330
Overtime	$346	$367	$426	$273	$73
Fica	$6,869	$6,994	$7,594	$7,708	$7,795
Industrial Insurance	$3,040	$4,550	$4,370	$4,100	$4,501
Unemployment Insurance	$182	$195	$207	$210	$213
PFML Premium	$0	$0	$0	$0	$0
Retirement	$8,876	$10,883	$12,367	$13,390	$13,659
All Other Benefits	$15,867	$23,836	$25,855	$26,695	$28,022
Medical/CDL Expenses	$472	$467	$427	$350	$258
Uniforms	$3,050	$2,883	$2,570	$3,010	$3,123
Office Supplies	$406	$224	$96	$23	$281
Fuel Consumed	$47,360	$44,859	$65,516	$66,888	$75,248
Vehicle Repair Supplies	$45,624	$55,824	$65,218	$73,826	$1,842
Small Tools & Equipment	$852	$2,480	$4,114	$1,818	$51,745
Travel & Training	$46	$106	$22	$1,375	$1,695
Equipment Rental Fees	$7,892	$10,615	$6,600	$9,573	$8,976

Insurance	$43,827	$43,103	$50,369	$49,735	$48,093
Repairs & Maintenance	$1,933	$2,252	$4,363	$2,334	$7,195
Miscellaneous	$0	$0	$0	$363	$37
Total Maintenance of Equipment	**$278,557**	**$306,613**	**$353,255**	**$366,473**	**$359,085**
Building Operations					
Operating Supplies	$887	$1,582	$2,085	$3,023	$2,794
Communications	$2,796	$2,785	$2,914	$2,942	$3,180
Public Utility Services	$20,445	$20,268	$22,745	$21,637	$22,232
Repairs & Maintenance	$103	$364	$438	$353	$547
Total Building Operations	**$24,231**	**$24,999**	**$28,181**	**$27,955**	**$28,753**
Capital Expenditures					
Building-Mechanic's Shop Door	$0	$0	$0	$0	$0
Two (2) ARI Hetra Mobile Lifts	$20,713	$0	$0	$0	$0
Car Lift Replacement	$0	$0	$7,244	$0	$0
Portable MIG & TIG Welder	$0	$0	$0	$6,789	$0
Fleet Software	$0	$0	$0	$0	$5,000
Total Capital Expenditures	**$20,713**	**$0**	**$7,244**	**$6,789**	**$5,000**
Transfer out					
Operating Transfers Out To 508	$180,802	$200,196	$160,000	$187,530	$228,280
Total Transfers out	**$180,802**	**$200,196**	**$160,000**	**$187,530**	**$228,280**
TOTAL EQUIPMENT RENTAL FUND EXPENDITURES	**$510,613**	**$543,117**	**$561,052**	**$601,486**	**$634,480**

The following graphs show two views of Equipment Rental Fund expenditures. The first shows expenditure trends over the past five years and the second shows the average size of each expenditure category for the years 2015 through 2019. These figures show that fund expenditures have been quite variable, with maintenance of equipment making up an average of 58.37% of annual expenditures with another 33.56% of annual expenditures transferred to the Equipment Rental Capital Fund.

Figure 4.4.5– Equipment Rental Expenditure Trends

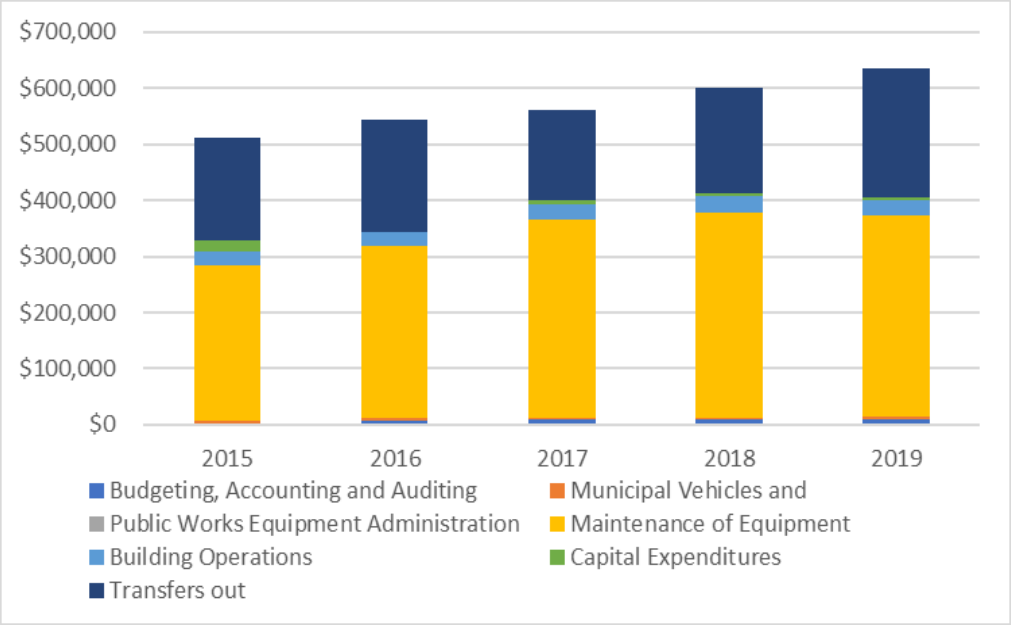
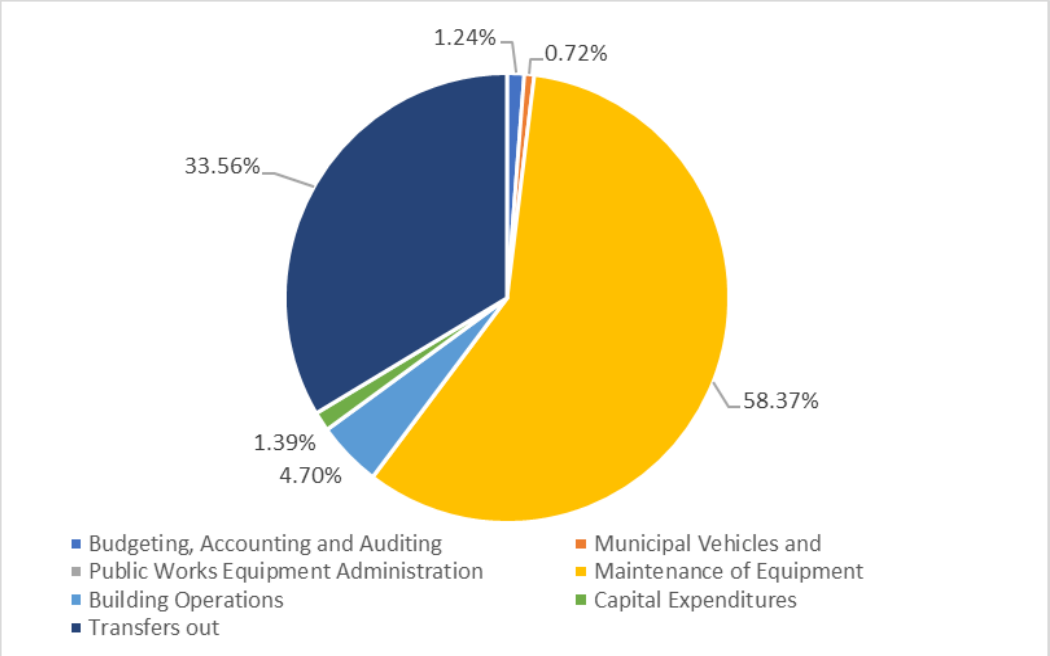


Figure 4.4.6 - Equipment Rental Expenditure Distribution



The following table presents expenditure information for the Equipment Rental Capital Fund. Capital expenditures include both buildings and replacement equipment.

Table 4.4.5 - Equipment Rental Capital Fund Expenditure Information

EQUIPMENT RENTAL CAPITAL EXPENDITURES FUND	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Capital Expenditures					
2017 3/4 Ton Pick UP	$0	$0	$33,662	$0	$0
8" Brush Mower	$0	$0	$3,333	$0	$0
2017 1 Ton Publ Works Pickup-Water Dept. Chasis	$39,037	$0	$31,281	$0	$0
2015 1/2 T. Public Works Fleet Pickup	$21,727	$0	$0	$0	$0
2016 Two Wheel Drive Tractor	$0	$19,262	$0	$0	$0
Two 2016 4x4 Fleet Pickups	$0	$55,665	$0	$184	$0
Two (2) 2018 1/2 Ton Fleet Pickups	$0	$0	$0	$57,994	$0
John Deere Mower	$0	$0	$0	$12,566	$0
Geil Road Grader	$0	$0	$0	$60,800	$0
Police Vehicle-2018 Charger	$0	$0	$0	$33,733	$0
2019 1/2 Ton Fleet Pickups - Two (2)	$0	$0	$0	$0	$61,834
Hoist	$0	$0	$0	$0	$5,718
Total Capital Expenditures	**$60,764**	**$74,927**	**$68,276**	**$165,277**	**$67,553**

It is clear that the Equipment Rental Capital Fund is dedicated to the acquisition/replacement of City vehicles and equipment.

PLANNED CAPITAL EXPENDITURES:

The following table provides a listing of the planned capital expenditures from the Equipment Rental Fund. Since purchases from this fund are regularly scheduled replacements, these purchases have not been prioritized using the criteria presented in Part 3. Also, please note that there are planned expenditures listed in department specific chapters that are intended to be purchased using Equipment Fund dollars. It is also important to understand that the expenditures may not occur as listed below once they are reviewed in the context of overall City financial resources and project needs.

Table 4.4.6 - Planned Equipment Fund Capital Projects

Replacement Capital Project/Item	Estimated Cost[1]	Year Planned	Funding Source
1995 Sullair CFM Compressor	$42,714	2021	Equipment rental
2010 Ford Crown Vic 402 police	$34,270	2021	Current Expense - Police
2021 Total	**$76,984**		
2001 Dodge 1 ton dump truck	$44,346	2022	Equipment rental
1986 Norland snow blower	$105,601	2022	Equipment rental
1982 Ingersol rand 48 roller	$22,620	2022	Equipment rental
2006 Ford ext cab 4x4 pickup-k	$34,851	2022	Equipment rental
2014 Dodge charger	$45,936	2022	Equipment rental
2014 Dodge charger	$45,936	2022	Equipment rental
2006 Toro versa vac	$40,523	2022	Current Expense - Park/pool/rv park
2022 Total	**$339,813**		
1997 Cat backhoe	$259,966	2023	Equipment rental
2012 Ford 3/4 ton 4x4 pickup	$35,033	2023	Equipment rental
2012 Dodge avenger	$48,151	2023	Equipment rental
2015 Dodge charger	$48,151	2023	Equipment rental
2006 John deere 1435 mower 3	$22,285	2023	Current Expense - Park/pool/rv park
2006 John deere 1435 mower 3	$22,285	2023	Current Expense - Park/pool/rv park
2007 Bobcat utility vehicle	$36,669	2023	Streets - Snow removal
2023 Total	**$472,540**		
1988 Peterbuilt 10 yrd dumptruck	$210,770	2024	Equipment rental
2008 Chevy 1/2 ton 4x4 ext cab-	$36,966	2024	Equipment rental
2016 Dodge charger	$55,913	2024	Equipment rental
2024 Total	**$303,649**		
1994 Peterbuilt 2500 gal water	$92,457	2025	Equipment rental
2004 Chevy 1 ton dump truck	$47,260	2025	Equipment rental
2014 Ford f150 pickup 285	$30,296	2025	Equipment rental
2014 Ford f150 pickup 286	$30,296	2025	Equipment rental
2025 Total	**$200,309**		
2000 Cat 928 g loader	$255,840	2026	Equipment rental
2015 F150 2x4	$33,825	2026	Equipment rental
1990 Hyster 550b forklift	$6,666	2026	Equipment rental
2018 Dodge charger police rw	$56,557	2026	Equipment rental
Sreco sewer rodder	$36,735	2026	Sewer
2026 Total	**$389,623**		
TOTAL	**$1,782,918**		

[1] - estimated costs are based on 2019 dollars with 2% annual inflation rate.

4.5. POLICE DEPARTMENT

This chapter presents details on the City's Police Department.

BACKGROUND, INVENTORY AND EXISTING CONDITIONS:

The Police Department is made up of a Chief of Police, two sergeants, one detective, and eight commissioned police officers, one full time secretary, and one part time records clerk. The prime function of the police department is to enforce all city ordinances, and applicable state and federal laws. Jail and dispatch services are provided through contract with Okanogan County. The following sub-sections present information on the Police Department facilities, personnel, equipment and vehicles.

FACILITIES:

The Department is housed at the Police/Fire building on N. Ash St. The building is generally in satisfactory condition, with a need for additional storage space for evidence and lost or stolen property. Office space is tight but acceptable. The building meets Washington State Accessibility Standards.

EQUIPMENT AND VEHICLES:

Cars are sometimes purchased new through the state bid process, and the department expects new patrol cars to last at least 7 years, per the current vehicle rotation schedule.

Historically, the Department purchased new vehicles through the Current Expense Fund. The Department’s vehicles are purchased by the Equipment Rental Fund. The following table presents Equipment Rental Fund inventory data on Police Department vehicles.

Table 4.5.1 - Police Department Vehicle Inventory[1]

LICENSE	YEAR/MAKE/ MODEL	MILEAGE	ASSIGNMENT	CONDITION	REPLACEMENT SCHEDULE
OOOLGC	1991 Plymouth Van	153690	Evidence/Drug	Poor	Seizure Vehicle
	2012 Avenger		401 police detective	OK	2022
	2014 Charger		404 police	OK	2021
	2014 Charger		407 police	OK	2021
	2015 Charger		406 police	OK	2022
	2016 Charger		403 police	OK	2023
	2016 Taurus		405 Chief Car	OK	2026
	2018 Ram 1500		400 police animal	OK	2026
	2018 Charger		409 police	OK	2025
	2019 Charger		410 police	OK	2026

DEMAND & LEVEL OF SERVICE:

CURRENT DEMAND:

The department presently fields 11 sworn officers (with EIGHT providing primary patrols) for a population of 4940, or 2.23 officers per thousand inhabitants. The figure of 2.23 officers per thousand is using the Chief, Detective and two Sergeants as commissioned officers. The two sergeants are supervisory personnel, and do not answer calls or handle complaints on a regular or scheduled basis. The detective has a specialized case load and is used as an investigator in the higher profile and complicated crimes. None of these personnel handle calls or cover shifts on a daily basis. They all fill as needed when staffing is low because of patrol officers being sick, on vacation, or at training. Using the eight primary officers the figures are slightly different. With a population of 4940 there are 1.62 officers per thousand.

This is below the U.S. average is 2.17 officers per thousand, and the Eastern Washington average for cities of this size of 1.76. However, this calculation is somewhat misleading, since the Department actually serves a population higher than the City alone. As the commercial center of the Okanogan Valley, Omak attracts a large regional population for shopping, restaurants, bars, recreational activities, and special events such as the Omak Stampede. With this commercial and recreational activity comes the associated law enforcement activity for this larger population. In effect, crimes such as shoplifting, DWI, drug dealing, and law enforcement activities associated with increased traffic are concentrated in Omak, since this is the local place to shop and to party.

[1] - Police vehicles are replaced through the Equipment Rental Fund.

The population of the central Okanogan Valley has been estimated at around 20,000 people. While not every person in this area impacts the Department, if even half of this number were considered the service population for the Department, it would mean that Omak provides about .88 officers per thousand population served. This is far below the statewide and Eastern Washington averages of officers per thousand residents.

Calls for service is another measure of level of service for law enforcement. The following table shows the number of incidents (criminal complaints), citations, parking tickets, and calls for service for the last 5 years:

Table 4.5.2 - Calls for Service

	2015	2016	2017	2018	2019
Incidents	729	778	938	806	634
Citations	430	488	656	507	374
Parking Tickets	2	0	4	0	2
Calls for Service	4469	4749	5093	4821	4759

For fiscal year 2019, the department averaged 49.57 calls for service (CFS) per month for each of the eight primary patrol officers, including primary and backup calls. The Chief, two sergeants, office staff, reserves, and the animal control officer handle additional incidents. Average response time was under five minutes for emergency calls.

Information on traffic counts also provides some measure of demand. Traffic counts not only relate to the Department's traffic control function, but due to the fact that Omak is the commercial center of the County, increased traffic is also a measure of shoplifting and other theft, vandalism, and juvenile crime related to cruising.

STANDARD FOR LEVEL OF SERVICE:

The City's standard for law enforcement shall be based on a combination of factors:

1. The number of calls for service per month per primary officer. This standard is 50 calls for service per primary patrol officer per month, plus .75 clerical support person per five sworn officers.
2. The number of primary officers per 1,000 residents. This standard is established at 2 officers per 1,000 residents.

The appropriate staffing levels will be derived using a combination of these factors based on data from the previous year. Each year during the budget process the Department will

report the average calls for service per primary officer per month to the City Council and population increase information, and will make recommendations for needed staffing levels based on past trends. Actual staffing levels will depend on the City budget however the City will strive to hire new officers when calls for service reach one and one half the standard, or 75 calls for service per month per primary patrol officer and the number of officers (including Chief, Sergeants, Detective and patrol officers) and per 1,000 residents falls below 2 officers per 1,000.

Table 4.5.3 - Projected Law Enforcement Demand[2]

	2019	2025	2030	2035	2040
Slow Growth - 0.25%	4940	5015	5078	5141	5206
Demand (# of officers)	11	11.2	11.3	11.4	11.6
Moderate Growth – .75%	4940	5167	5363	5567	5779
Demand (# of officers)	11	11.5	11.9	12.4	12.8
Fast Growth – 1.25%	4940	5322	5633	6026	6412
Demand (# of officers)	11	11.8	12.5	13.4	14.2
Very Rapid Growth - 2%	4940	5563	6142	6782	7487
Demand (# of officers)	11	12.4	13.6	15.1	16.6

PLANS OF OTHER PROVIDERS OF PUBLIC FACILITIES:

At the present time there are no known plans for other providers of Public Safety and Law Enforcement services that will affect the City's Police Department. However, in 2013 the Department prepared, at the request of the city of Okanogan, an estimate for providing law enforcement services for the adjoining jurisdiction. No agreement was reached.

PROPOSED CAPITAL PROJECTS:

The following table lists capital projects desired by the Police Chief and department staff. These projects are listed prior to the citywide prioritization process.

[2] - 2019 figure for City only, remaining years assume service provided to annexed portions of UGA. Projection of new officers assumes 2.23 officers per one thousand population and that calls for service will rise roughly at the same rate as the population.

Table 4.5.4 - Proposed Police Department Capital Improvements

Capital Outlay	Estimated Cost[3]	Year
Computer Server	$15,000	2021
Remodel/New Police Station Design	$30,000	2021
Radios – Handheld - replacements	$24,000	2021/22
Tasers – replacements	$10,000	2022/23
Radar Units (7)	$11,000	2023/24
Police station remodel/construction	$1,500,000	2024
Total	**$1,590,000**	

PRIORITIZED LIST OF CAPITAL PROJECTS:

Table 4.5.5 is the list of proposed improvements, excluding police vehicles, shown in priority order based on the results of scoring each project using the decision matrix presented in Part III.

Table 4.5.5 - Prioritized Police Department Capital Improvements

OVERALL PRIORITY	PROJECT	Ranking
5	Computer Server	1169
6	Radios – Hand Held	1163
12	Police Station – Remodel/Replacement Design	1038
14	Radar Units - 7	988
22	Tasers - Replacements	842

FINANCIAL INFORMATION:

Funding for the City's Police Department comes through the Current Expense Fund, which supplies the bulk of funding for the Department. The City also receives donations and court-ordered distribution of drug-related property which is placed in the Drug Enforcement Fund to cover the City's participation in the North Central Washington Drug Task Force and

[3] - estimated costs are 2019 dollars

associated equipment replacement. For the purposes of this plan, all of these funds are consolidated to give an overall picture of Police Department finances.

The Current Expense Fund operates as a central revenue collection point for the City with any revenues derived through law enforcement activities (e.g. fines, fees or grants) incorporated into the Current Expense Fund then reallocated to the department during the budget process. Since most law enforcement related activities receive operating funding through the Current Expense Fund, budget details are limited to the expenditure side (please see Part 5 for a detailed examination of the City's Current Expense Fund). Police Department expenditures during the years 2015-2019 averaged nearly 37% of all current expense expenditures.

Appendix 2E contains data on overall Police Department spending. Operating supplies include; fuel; vehicles; minor repairs; and, office and other supplies. Other services and charges include: professional services, insurance, communications, other miscellaneous expenses; dispatch fees and other intergovernmental payments.

The graphs on the following pages show expenditure trends for the years shown in the preceding table as well as the relative size of each expenditure category for the overall Police Department.

Figure 4.5.1 - Police Department Expenditure Trends

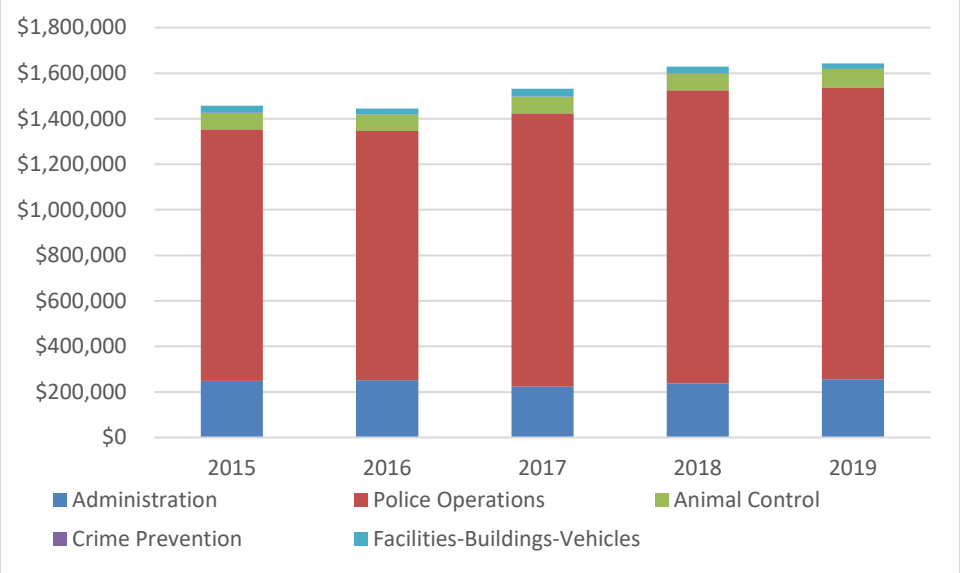
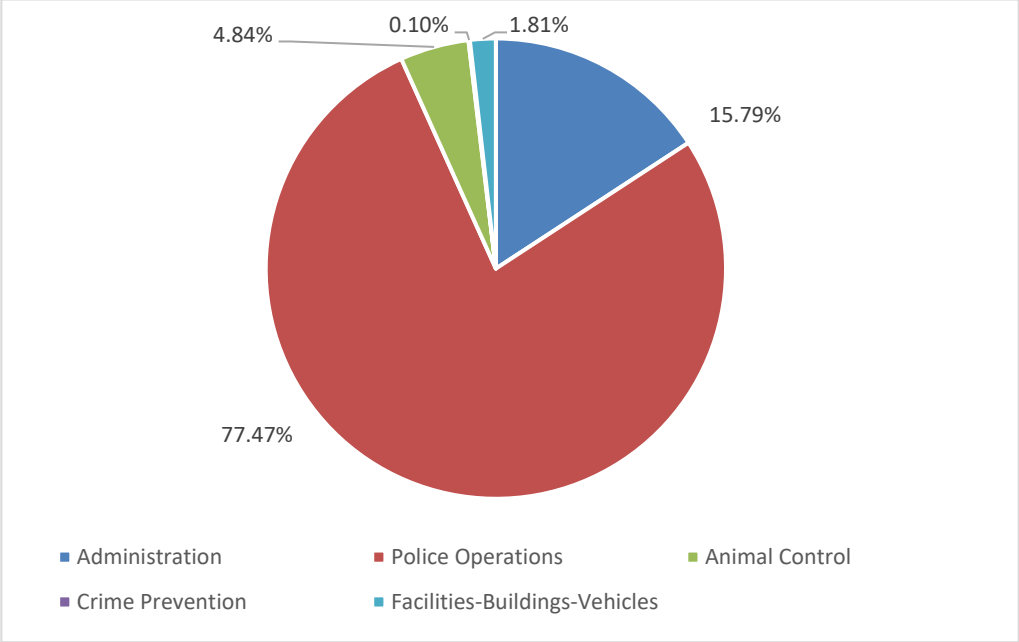


Figure 4.5.2 - Police Department Expenditure Distribution



The preceding graphs show that the majority of expenditures, 77.47%, are for Police Operations, that is officers on the street protecting public safety. A deeper analysis finds that salaries, benefits and LEOFF payments (as averaged for the period 2015-2019) is the largest single expenditure category with 73.98% of total expenditures. Overall, the department's budget during this period showed an average increase of 3.10% per year.

The Police Department budget does not contain a capital expenditure line item, so all capital expenses are funded through the Current Expense budget. Items under the amount for a defined capital improvement are budgeted as operating supplies or other expenditures in the Police budget. Many of the planned capital items are replacements of aging equipment that no longer meet current standards.

In considering hiring a new officer, the department needs to consider the cost of salaries and benefits, an equipped vehicle, and miscellaneous items such as uniforms, vest, and radio. After the initial costs, salaries and benefits continue, but vehicles and equipment costs repeat on a regular basis. These initial costs are summarized in the following table.

Table 4.5.6 - Costs of Additional Officers

Initial Expense Type	Amount
Salaries and benefits	$95,340
Vehicle	$40,000
Misc. equipment	$2,500
Total	**$137,840**
Ongoing Expenses	
Salaries and benefits	$110,000
Annual equipment costs, assuming 8-year replacement schedule:	$5,000
Total	**$115,000**

An analysis of the desired number of officers per thousand population compared to population projections finds that it is highly unlikely the city will see the type of growth that would require a new officer during the life of this plan.

PLANNED CAPITAL EXPENDITURES:

Table 4.5.7 provides the schedule of planned capital expenditures over the next six years including estimated cost, year planned, funding source(s), project ranking and overall priority.

Table 4.5.7 - Planned Police Department Capital Projects

Capital Project/Item	Estimated Cost[4]	Year Planned	Funding Source	Project Ranking	Overall Priority
Computer Server	$15,300	2021	Current Expense	1169	5
Remodel/New Police Station Design	$30,600	2021	Current Expense	1038	12
2021 Total	**$45,900**				
Radios – Handheld - replacements	$24,480	2022	Current Expense	1163	6
2022 Total	**$24,480**				
Tasers – replacements	$10,404	2023	Current Expense	842	22
2023 Total	**$10,404**				
Radar Units (7)	$11,907	2024	Current Expense	988	14
2024 Total	**$11,907**				
Police station remodel/construction	$1,656,121	2025	Current Expense/ Bond Issue/ Grants?	1038	12
2025 Total	**$1,656,121**				
Nothing Planned	$0	2026			
2026 Total	**$0**				
Total	**$1,748,812**				

Please note that the projects may not occur as listed once they are reviewed in the context of overall City financial resources and project needs. See Parts 5 and 6 for an analysis of Current Expense funded projects and Part 7 for annual capital improvement lists.

[4] - estimated costs are based on 2019 dollars with 2% annual inflation rate.

4.6 PARKS AND OPEN SPACE SYSTEM

BACKGROUND, INVENTORY AND EXISTING CONDITIONS:

This chapter presents details on the City parks and open space system. Currently, the City owns and maintains approximately one hundred and five (105) acres of park and two hundred twenty (220) acres of open space property. A brief summary of each parcel is found in the following table.

Table 4.6.1 - City Parks Inventory

Park/Open Space Name	Acreage	Primary Purpose
Civic League Park	1.50	At City center: lawn, bandshell, playground equipment, restroom facilities, picnic tables, events
Dalton-Klessig Park	1.00	Neighborhood park; lawn, walking trail, memorial trees/benches, rest area, play equipment
Eastside Park	76.60	Destination park; 8,000 seat rodeo arena, swimming pool, baseball and soccer fields, Native American dance pavilion, camping with RV hookups, exercise and river levee trails, basketball courts, picnic areas, skate park, visitor's center, Stampede Museum and Veterans Memorial
Julia Maley Park	.15	Neighborhood park; playground equipment
Kiwanis Park	.25	Neighborhood park; children's ballfield and basketball court
Oak Street Park	3.00	Neighborhood park; ball fields and concession stand
Omak Pioneer Park	1.00	Neighborhood park on river levee; river overlook with benches, gazebo and river access
Aston Island	19.00	River front; forested floodplain, wildlife and nature observation, informal trail
Law Enforcement Memorial	.15	Green space/stormwater retention area; hardscaped, law enforcement memorial
Ivy Park	.25	Green space; lawn
Johnny's Park	.25	Green space; lawn
Maley Park	.50	Green space; lawn, shade trees
Patterson Park	.25	Green space; lawn, bench
Koala Parcel	.35	Open space; future park development; 2.7 miles of river lie within or form the boundary of the City
Okanogan River		River of Statewide Significance
Suicide Race Hill		Open space, cite of start and hill for World Famous Suicide Race
River Overlook open space	28	Covered landfill with shrub steppe vegetation; river front (overlook only at this time), walking trail

OPEN SPACE AND ADDITIONAL FACILITIES:

The Omak School District also owns substantial property within the City; however, recreation facilities owned and maintained by the school are limited to playgrounds at the two elementary schools, indoor gymnasiums at the high school, middle school and elementary schools, a football/track practice complex in the southern end of the City, and the formal football field and four tennis courts located adjacent to

the high school. The school utilizes City-owned and operated ball fields, soccer fields, and tennis courts located at Eastside Park.

In addition to traditional sports related facilities, the School District also operates and maintains the Omak Performing Arts Center, a 550-seat auditorium that hosts a wide array of community and cultural events.

Private facilities in the area include the Okanogan Valley nine-hole golf course on the flats west of Omak, Valley Lanes (bowling facility) and the North Cascades Athletic Club, which includes two racquetball courts, three outdoor tennis courts four indoor tennis courts, a weight room, exercise equipment and a half-court basketball court.

Immediately south of Omak, the City of Okanogan maintains its own system of parks, which includes the Central Valley Sports Complex, a swimming pool, several picnic facilities, playground equipment, boat launch, RV parking, and green spaces.

Additionally, the Tribes owns and maintains a Community Center just outside the eastern City limits and has plans to develop a health center at the former veneer mill log yard along SR 155. The Community Center includes a basketball court, weight room and various indoor recreational areas. The Tribes also have a park, Nicholson Beach, with a beach and boat launch on Omak Lake approximately six miles from Omak where non-tribal use is allowed.

Within a thirty-minute drive of the City, recreational opportunities abound on lands managed by the State Department of Natural Resources, U.S. Forest Service, State Parks and the Department of Fish & Wildlife. These government agencies maintain a variety of recreational facilities, including campgrounds, boat launches on the Okanogan River and several area lakes, hiking, biking and horseback riding trails, opportunities for wildlife viewing, and driving for pleasure. During winter months, there are opportunities for cross-country skiing and snowmobiling on both groomed and ungroomed trails accessed from State and volunteer maintained Sno-Parks. The Loup Loup Ski Bowl, approximately 20 miles from Omak, offers a variety of terrain for cross-country and alpine skiers, snowshoeing, snowboarding, tubing, and skijoring (skiing with your dog!).

PERSONNEL:

The City parks department employs 1 full time and 2 seasonal (spring and summer) employees, and consumes around 2% of Public Works Department administration. Additionally, the City hires 10-12 part-time swimming pool employees during the summer. Operation of the RV Park in Eastside Park, formerly handled through a contract with a private party, is now operated through an online reservation system by City staff.

EQUIPMENT AND VEHICLES:

The park department uses general City equipment owned by the Equipment Rental fund, which is listed in Part IV Section IV.

DEMAND & LEVEL OF SERVICE:

CURRENT LEVEL OF SERVICE:

With 105 acres of parks and 220 acres of open space, the City provides 68.84 acres of parks and open space land per thousand residents. This is far above national standards however, two-thirds of this area is not developed or in current use.

STANDARD FOR LEVEL OF SERVICE:

Existing Level of Service standards focus on the location of neighborhood parks and the condition and upkeep of existing facilities. These standards recognize that the City has adequate overall amounts of parkland.

LOCATION:

The City has numerous small parks and green spaces scattered throughout the community. The City's focus has been and will continue to be redevelopment of larger parks such as Eastside and Oak Street. There is also an increasing demand to develop better access to the Okanogan River with levee top trails and developed access sites. The City's setting in the Okanogan Valley with literally thousands of acres of open space within close proximity and comprising much of the viewshed from the community means there is little demand for small open spaces within the community.

PERFORMANCE:

The desired level of service for performance is that all restrooms shall be cleaned daily during the seasons when they are open, playfields shall be mowed and kept in good repair be available for use daily during respective seasons and that the swimming pool and other developed recreation facilities are maintained in a safe condition and available for use.

PLANS OF OTHER PROVIDERS OF PUBLIC FACILITIES:

There are several potential recreation projects that the City could become involved in over the next few years, providing that the County, City of Okanogan, Omak School District, Tribes and/or private organizations move forward with their current

plans. Additionally, there is the proposed Omak-Okanogan Greenway, a trail system proposed to link the two communities and a proposal to build an indoor pool and recreation complex. As these or other recreational projects proceed or are completed, the City should update this plan to reflect City involvement.

PROPOSED AND PRIORITIZED CAPITAL PROJECTS:

The following table (4.6.2) of proposed park capital projects is the Capital Improvement Plan from the adopted 2020 City of Omak Park and Recreation Plan. For the purposes of prioritizing the improvements for this CFP, only the larger, overall project has been prioritized (see Table 4.6.3. Table 4.6.3 is the list of proposed capital projects shown in priority order based on the results of scoring each project using the decision matrix presented in Part 3[1].

Table 4.6.2 - Planned Park System Capital Projects

Proposed Capital Improvement	Est. Cost[2]	Year
Survey property lines for river access/trails	$30,000	2022
Repair tennis courts in Eastside Park	$40,000	2021
Professional assessment of swimming pool	$30,000	2021
Implement playground equipment upgrades/replacement	$15,000	2022
Replacement for 2006 Toro versa vac	$32,000	2021
Construct new skate park	$416,000	2023
Develop river trail/access development designs	$25,000	2023
Implement playground equipment upgrades/replacements	$15,000	2023
Construct river trail/access improvements	$250,000	2024
Implement playground equipment upgrades/replacements	$15,000	2024
Relocate Veterans Memorial	$20,000	2025
Total	**$888,000**	

[1] - Overall score is the average weighted total score from completed decision matrix forms.

[2] - estimated costs are 2004 dollars and should be adjusted for inflation when considering funding in the future.

Table 4.6.3 - Prioritized Park System Capital Projects

Overall Priority	Project	Ranking
4	Construct new skate park	1204
7	Professional assessment of swimming pool	1137
10	Renovate tennis courts in Eastside Park	1066
15	Implement playground equipment upgrades/replacement	986
18	Construct river trail/access improvements	918
19	Develop river trail/access development designs	917
20	Survey property lines for river access/trails	893
26	Relocate Veterans Memorial	648

FINANCIAL INFORMATION:

Park improvements and operations are primarily financed through the Current Expense Fund. For this reason, no revenue information is presented. For the purposes of this plan, swimming pool operations are combined with overall park operations. Operational costs associated with the new facility will be included in expenditure projections. Parks Department expenditures during the years 2015-2019 averaged 12.64% of all current expense expenditures.

Appendix 2F contains data on overall Parks Department spending. Operating supplies include; pool chemicals; minor repairs; and, office and other supplies. Other services and charges include: professional services, insurance, communications, other miscellaneous expenses; equipment rental for mowing and maintenance equipment.

The graphs on the following pages show expenditure trends for the years shown in the preceding table as well as the relative size of each expenditure category for the overall Parks Department.

Figure 4.6.1 - Park Department Expenditure Trends

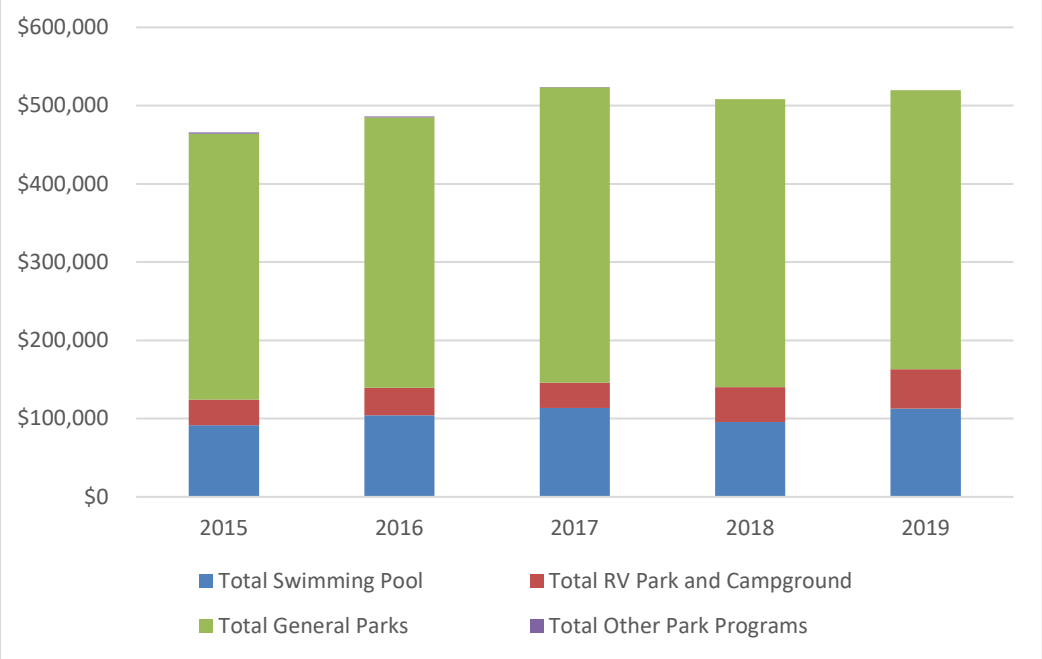
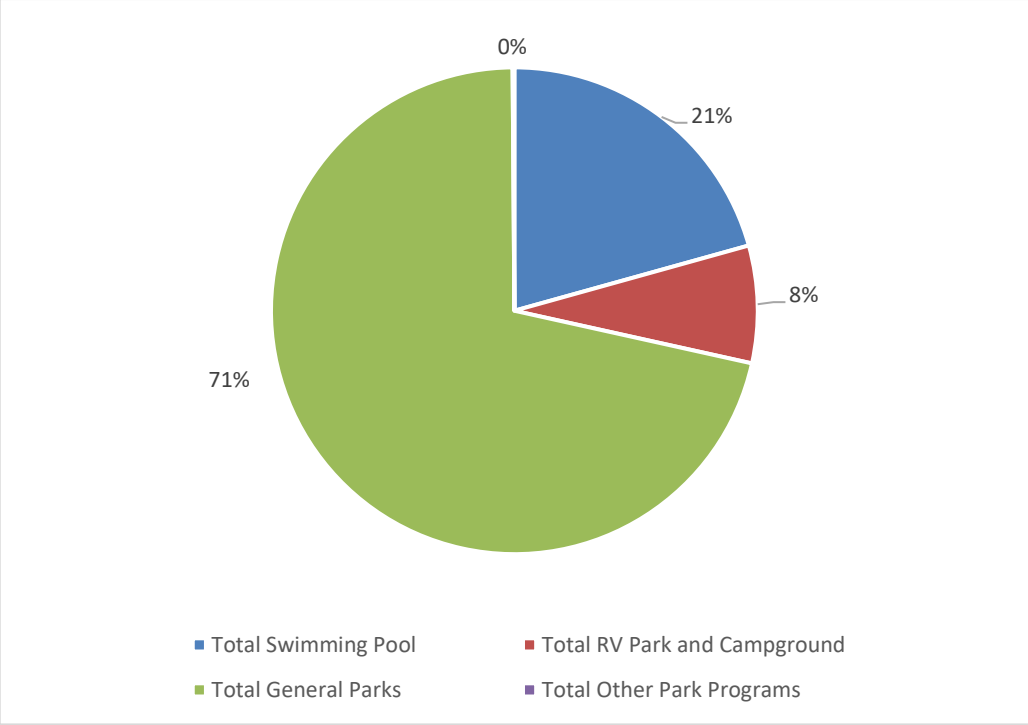


Figure 4.6.2 - Park Department Expenditure Distribution



The preceding graphs show that General Parks (as averaged for the period 2015-2019) is the largest single expenditure category at 71% with Swimming Pools comprising 21% of the budget. Overall, the department's budget during this period showed an average increase of 2.86% per year.

The Parks and Recreation Department budget does not contain a capital expenditure line item, so all capital expenses such as new restrooms, parking areas and other items exceeding the definition of a capital improvement are generally budgeted though the current expense fund.

PLANNED CAPITAL EXPENDITURES:

Table 4.6.4 provides the schedule of planned capital improvements over the next six years including estimated cost, year planned, funding source(s), project ranking[3] and overall priority[4]. It is important to note that the following table does not follow nor include all of the proposed projects listed in Table 4.6.2. The planned park improvements have been limited to priority items and by available funding.

Table 4.6.4 - Planned Capital Expenditures

Capital Project/Item	Estimated Cost[5]	Year Planned	Funding Source	Project Ranking	Overall Priority
Replacement for 2006 Toro versa vac	$32,000	2021	Current Expense	-	-
Professional assessment of swimming pool	$30,000	2021	Current Expense	1137	7
Repair tennis courts in Eastside Park	$40,000	2021	Current Expense	1066	10
2021 TOTAL	**$102,000**				
Survey property lines for river access/trails	$31,212	2022	Current Expense	893	20
Implement playground equipment upgrades/replacement	$15,606	2022	Current Expense	986	15
2022 TOTAL	**$46,818**				
Construct new skate park	$418,000	2023	Current Expense/ RCO/ Donations	1204	4
Develop river trail/access	$26,530	2023	Current	917	19

[3] - Projecting ranking represents the average total weighted score for each project.

[4] - Overall priority is the project/acquisition's priority based on project ranking.

[5] - estimated costs are based on 2019 dollars with 2% annual inflation rate.

Capital Project/Item	Estimated Cost[5]	Year Planned	Funding Source	Project Ranking	Overall Priority
development designs			Expense		
Implement playground equipment upgrades/replacements	$15,918	2023	Current Expense	986	15
2023 TOTAL	**$460,448**				
Construct river trail/access improvements	$250,000	2024	Current Expense	918	18
Implement playground equipment upgrades/replacements	$16,236	2024	Current Expense	986	15
2024 TOTAL	**$266,236**				
Relocate Veterans Memorial	$20,000	2025	Current Expense	648	26
2025 TOTAL	**$20,000**				
Nothing Planned	$0				
2026 TOTAL	**$0**				

Please note that the projects may not occur as listed once they are reviewed in the context of overall City financial resources and project needs.

4.7 LIBRARY

BACKGROUND, INVENTORY AND EXISTING CONDITIONS:

The Omak Library is located at 30 South Ash Street, at the south end of Civic League Park. The library is located in a 5,150 square foot building, which also includes a public meeting space and the Pioneer Room. The building has a replacement value of around $600,000, and received a significant energy upgrade and improvements during 2010.

The library was closed for several weeks in the fall of 2010 for some substantial energy upgrades. These upgrades included new ceiling insulation, a new 3-tab roof, new lights, new 5 ton and 15 ton heat pumps, 1 mini-split heat pump for the Pioneer Room, an ADA compliant bathroom, renovation of the front entry door for ADA compliance, new carpet, cupola ceiling fans, addition of ceiling tiles and removal of cupola ceiling tiles, addition of steel C-channels to 5 lam beams to bring structural integrity to code, addition of 2x6 ceiling joists nailed to existing joists to bring structural integrity to code, addition of ceiling fans to cupola entry area for better circulation, and the replacement of existing windows with better thermal rated glass with e-coatings. Some duct changes were done to better balance the warm air flow throughout the library. Also, the addition of Kalwall insulated plastic windows to the cupola windows, and two large windows on the south side of the library. Two areas that were suspected of having asbestos particle board were encapsulated behind rigid insulation and hardiplank siding.

Since 1983, the City of Omak contracted with the North Central Regional Library District for library services, which remains in effect unless terminated at the end of any calendar year by notice prior to October 1 of any year. The City pays for library services in an amount equal to the District's prevailing levy rate in each contract year multiplied by the final assessed valuation for property within the corporate limits of the municipality. Those living in the rural areas of the county pay the property tax fee as well, which goes directly to the Library District. Residents who live in cities and towns in the county that do not collect property taxes for library services are asked to buy a monthly fee card to use the public library.

Library hours are from 10:00 a.m. to 8:00 p.m. Monday through Thursday; 10:00 a.m. to 5:00 p.m. Friday and Saturday; and 1:00 p.m. to 5:00 p.m. on Sunday making the library available to the public seven days a week.

DEMAND & LEVEL OF SERVICE:

During 2018, the Omak Library circulated (checked out to borrowers) an average of 9,576 items including books, magazines and DVDs each month. The Omak Library Collection contains 34,828 items for public use.

Public Access Internet is a popular reason to visit the library. On average, the library has 627 log ins from our library users per month. There are now six (6) sitting access station, and

two (2) standup-quick use stations. Local people of all ages use the internet stations to send e-mail, search for information, research before buying, and social networking.

The library also supplies a Wi-Fi signal available to library card holders that allows internet use on a persons' personal portable Internet device. Wi-Fi is available inside the building, or around the outside perimeter. Wi-Fi users show an average of 45.9 log-ins each month.

Two Book Discussion groups meet monthly at the library, and the library supplies multiple copies of book titles for a handful of privately managed book clubs in the area. New books selections are displayed within the library and available for checkout each month as well. Book Discussion groups are very active in our area.

The Summer Reading Club registered 393 children, with just over one half of those participating having read 10 or more books during the summer. Children who read over the summer have been shown to maintain their reading skills from the previous year. Children who are read to and learn to enjoy reading have been shown to have better academic success in school.

Storytimes are presented each Friday Morning at 11:30am throughout the year. Attendance runs from 2-15 little ones at any given week. Early Literacy is an important part of library Storytime offerings, using a curriculum called “Links to Literacy”.

Adult Literacy Tutoring is offered in the library through the Okanogan County Literacy Council and on average 12 students meet a month at the library with community volunteers. High School and College students regularly use the library for studying and looking for support material.

The library has increased interior sitting spaces so more people can enjoy and be comfortable in the library at once. The floor plan has been re-designed to allow for more seating, efficiency and openness. New lighting, windows, doors, and heating /cooling make the library a much more pleasant and useable space, as well as prepare the library for future increasing costs for energy by reducing the energy use needed.

Since re-opening after the Energy Upgrade in the winter of 2010-11 the public has been visiting the library more frequently. The door count showed an increase in library visits in the first quarter of 2011.

The Omak Public Library remains a strong and vital part of our City, meeting the needs of local citizens for leisure reading and lifelong learning.

STANDARD FOR LEVEL OF SERVICE:

No level of service is adopted for library service at this time.

PLANS OF OTHER PROVIDERS OF PUBLIC FACILITIES:

At the present time there are no known plans of other providers of similar services that would affect current or future operations of the Omak Library.

PROPOSED CAPITAL PROJECTS:

There are no proposed capital projects within the 6-year life of this plan.

FINANCIAL INFORMATION:

The City funds the library through a separate library fund. Revenue comes from charges for service, rents, printing services, contract for building maintenance with the North Central Regional Library District and operating transfers from the Current Expense Fund. The City provides the building and provides all necessary maintenance and utilities relating to the library. In return, the District reimburses the City for building maintenance. The contract with the District provides $2.25 per square foot for building maintenance.

Expenditures are for salaries and benefits, operating expenses, professional services, capital outlay, and the contract with the North Central Regional Library. Operating expenses include supplies, utility charges, insurance, taxes and repair and maintenance. The following tables and graphs provide revenue and expenditure data for the period 2015 through 2019.

Table 4.7.1 - Library Fund Revenues

LIBRARY FUND REVENUES	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Charges for Goods and Services					
Building Maintenance Fees Received	$15,681	$15,681	$15,681	$16,888	$16,888
Total Charges for Goods and Services	**$15,681**	**$15,681**	**$15,681**	**$16,888**	**$16,888**
Miscellaneous Revenues					
Investment Interest	$37	$326	$751	$1,561	$1,828
Int Earn. Gain/loss #CUSIP 3130ABF92	$0	$0	$0	$0	$125
Miscellaneous Revenue	$0	$0	$0	$0	$0.00
Other Miscellaneous Revenue	$50	$50	$80	$20	$10.00
Total Miscellaneous Revenues	**$87**	**$376**	**$831**	**$1,581**	**$1,963**
Other Financing Sources					
Operating Transfers from C.E.	$150,000	$145,000	$140,000	$115,000	$115,000
Total Operating Transfers	**$150,000**	**$145,000**	**$140,000**	**$115,000**	**$115,000**
TOTAL LIBRARY FUND REVENUES	**$165,768**	**$161,058**	**$156,512**	**$133,468**	**$133,850**

Figure 4.7.1 – Library Revenue Trends

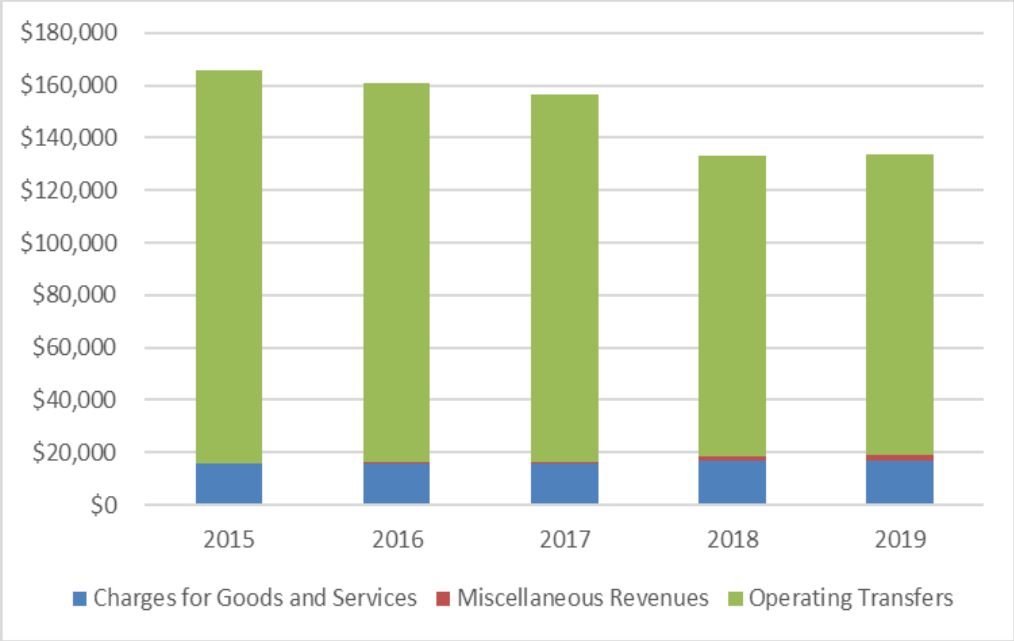
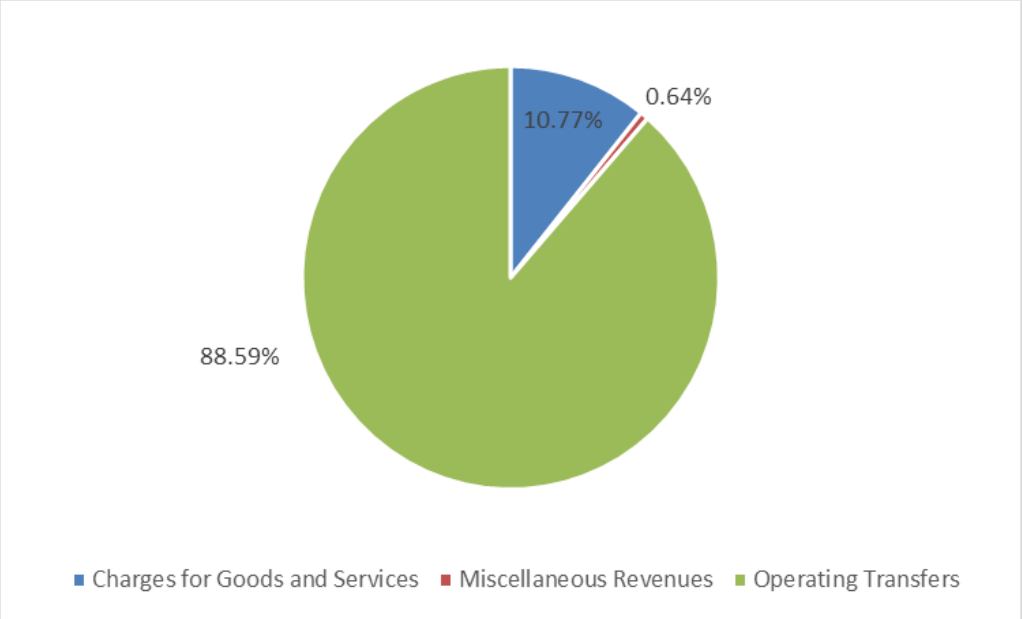


Figure 4.7.2 – Library Revenue Distribution



The graphs clearly show the importance of transfers from the Current Expense Fund to Library operations. Charges for Service show a positive trend, while transfers from Current Expense have been declining.

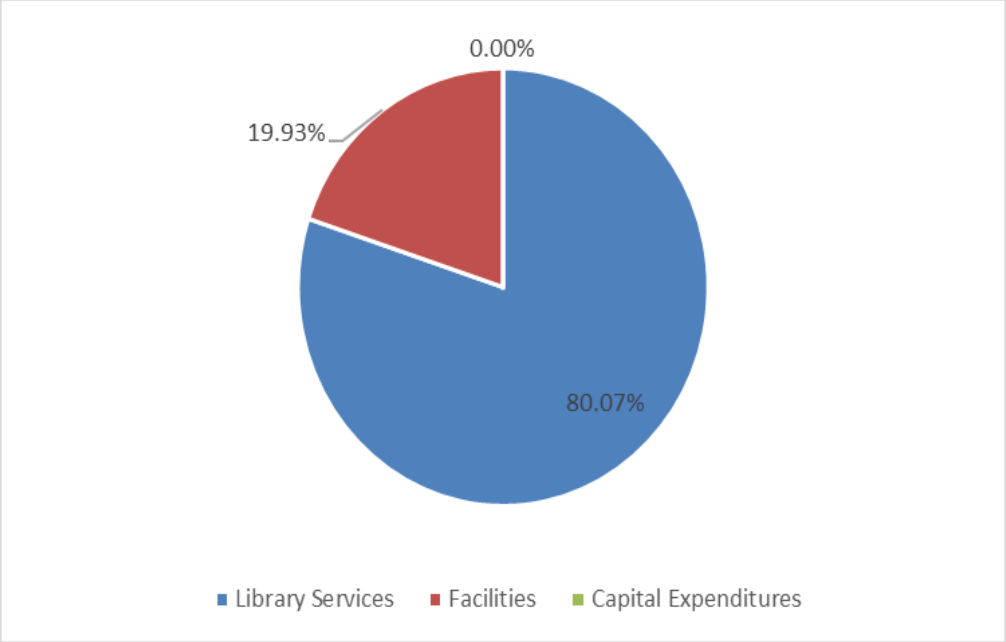
Table 4.7.2 - Library Fund Expenditures

LIBRARY FUND EXPENDITURES	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Library Services					
NCRL Contract	$128,151	$122,280	$106,743	$107,129	$108,527
Total Library Services	**$128,151**	**$122,280**	**$106,743**	**$107,129**	**$108,527**
Facilities					
Salaries & Wages	$652	$615	$2,063	$1,243	$1,079
Overtime	$63	$0	$0	$0	$154
Fica	$52	$44	$150	$91	$90
Industrial Insurance	$29	$29	$90	$48	$53
Unemployment Insurance	$1	$1	$4	$2	$2
PFML Premium	$0	$0	$0	$0	$0
Retirement	$74	$69	$246	$158	$159
All Other Benefits	$181	$160	$584	$321	$345
Office & Operating Supplies	$3,434	$2,505	$3,874	$4,235	$2,602
Small Tools & Equipment	$0	$424	$0	$0	$0
Janitorial Services	$8,318	$8,806	$8,711	$8,633	$8,552
Equipment Rental Fees	$887	$128	$553	$362	$788
Insurance	$2,187	$2,188	$2,377	$2,522	$2,095
Public Utility Services	$7,489	$7,959	$8,725	$8,526	$8,888
Repairs & Maintenance	$4,297	$962	$1,749	$3,630	$7,339
Total Facilities	**$27,664**	**$23,892**	**$29,126**	**$29,771**	**$32,146**
Capital Expenditures					
Building Improvements	$0	$0	$0	$0	$0
Total Capital Expenditures	**$0**	**$0**	**$0**	**$0**	**$0**
TOTAL LIBRARY FUND	**$155,815**	**$146,172**	**$135,869**	**$136,900**	**$140,673**

The following graphs show library expenditure trends and distribution from 2015 through 2019.

Figure 4.7.3 – Library Expenditures

Figure 4.7.4 – Library Expenditures Distribution



The graphs clearly show that the contract with the North Central Washington Regional Library accounts for most of the revenues and expenses associated with operation of the library.

Table 4.7.3 provides a comparison of Library Fund revenues and expenditures.

Table 4.7.3 – Library Fund Revenues and Expenditures Comparison

	2015	2016	2017	2018	2019
Revenue	$165,768	$161,057	$156,512	$133,469	$133,851
Expenditures	$155,815	$146,172	$135,869	$136,900	$140,673
Difference	$9,953	$14,885	$20,643	($3,431)	($6,822)

4.8 SOLID WASTE COLLECTION AND DISPOSAL

BACKGROUND, INVENTORY AND EXISTING CONDITIONS:

The City contracts with Sunrise Disposal of Okanogan for solid waste collection services. City solid waste is disposed of at the Okanogan County Central Landfill located just south of the city of Okanogan. The City's contract with Sunrise Disposal was renewed on March 1, 2018 and will expire February 28, 2023.

DEMAND & LEVEL OF SERVICE:

The established standard, based on Okanogan County Solid Waste Comprehensive Plan figures, is a facility or contract arrangement sufficient to handle 2.7 pounds per person per day.

PLANS OF OTHER PROVIDERS OF PUBLIC FACILITIES:

The City is to some extent is at the mercy of the County, which operates the landfill, and the private sector collection services. The City operates under the Okanogan County Solid Waste Plan and has an inter-local agreement with Okanogan County for operation of the central landfill. The Solid Waste Plan is in the process of being updated and will be submitted to the City for review and approval.

PROPOSED CAPITAL PROJECTS:

As the solid waste and collection service is operated by a contractor, the City does not anticipate any capital expenditures for this infrastructure item.

FINANCIAL INFORMATION:

Solid Waste revenues and expenditures are accounted in the Garbage Fund. Revenue sources include primarily charges for services, with some revenue from interest. Expenditures include primarily the collection contract, with smaller amounts for City clerical support for billing and accounting services.

Since the City contracts for sanitation services, there should be no need for capital expenditures above the $10,000 figure utilized in this plan. As there are no planned capital expenditures, no further financial information has been prepared. If in the future the City begins providing this service as a public operation this section of the plan should be revised to reflect the changed conditions.

Table 4.8.1 – Garbage Fund Revenues

GARBAGE FUND REVENUES	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual
State Grants					
D.O.E-Air Quality Grant-Citywide Clean-Up '17	$0	$0	$4,000	$0	$0
D.O.E. Air Quality Grant 2017-2018	$0	$0	$0	$4,846	$4,621
Total State Grants	**$0**	**$0**	**$4,000**	**$4,846**	**$4,621**
Charges for Goods and Services					
Garbage Utility Receipts	$981,823	$973,060	$977,823	$1,057,052	$1,098,187
Garbage B&O Reserves	$94,495	$92,035	$93,988	$101,747	$104,948
Total Charges for Good and Services	**$1,076,318**	**$1,065,095**	**$1,071,811**	**$1,158,799**	**$1,203,135**
Miscellaneous Revenues					
Investment Interest	$238	$723	$1,651	$3,943	$5,494
Int Earn. Gain/loss #CUSIP 3130ABF92	$0	$0	$0	$0	$276
Miscellaneous Revenue	$0	$0	$556	$0	$0
Total Miscellaneous Revenues	**$238**	**$723**	**$2,207**	**$3,943**	**$5,770**
Non-Revenues					
Refuse Collection Tax	$33,937	$33,025	$33,406	$35,531	$34,811
Garbage Cart Repl. - Contractor Remit	$198	$340	$0	$71	$0
Total Non-Revenues	**$34,135**	**$33,365**	**$33,406**	**$35,602**	**$34,811**
TOTAL GARBAGE FUND REVENUES	**$1,110,691**	**$1,099,182**	**$1,111,424**	**$1,203,190**	**$1,248,338**

Figure 4.8.1 – Garbage Fund Revenue Trends

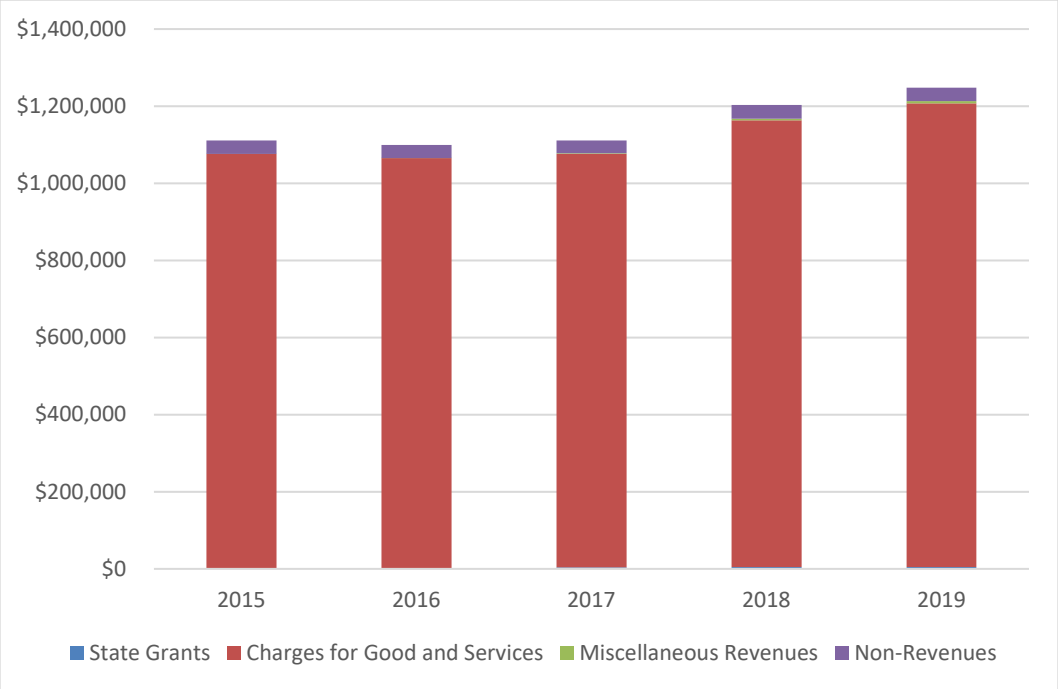
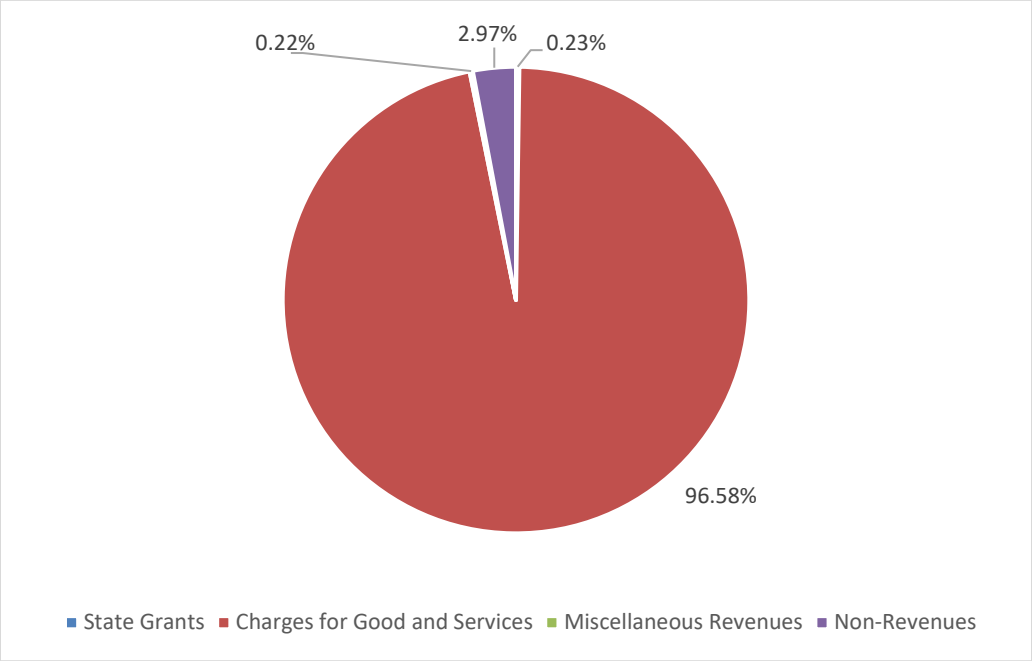


Figure 4.8.2 – Garbage Fund Revenue Distribution



The preceding graphs show that charges for services make up 96.58% of the revenues.

Table 4.8.2 - Garbage Fund Expenditures

GARBAGE FUND EXPENDITURES	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Financial Services					
Salaries & Wages	$5,540	$6,107	$5,642	$6,548	$5,994
Fica	$397	$442	$405	$484	$444
Industrial Insurance	$18	$24	$23	$32	$25
Unemployment Insurance	$11	$12	$11	$13	$12
PFML Premium	$0	$0	$0	$0	$0
Retirement	$565	$584	$674	$728	$770
All Other Benefits	$1,084	$1,019	$1,169	$1,275	$1,222
Total Financial Services	**$7,615**	**$8,189**	**$7,925**	**$9,079**	**$8,467**
Budgeting, Accounting, Auditing					
Salaries & Wages	$20,299	$19,075	$18,557	$19,186	$21,608
Overtime	$0	$11	$238	$118	$99
Fica	$1,419	$1,362	$1,427	$1,462	$1,636
Industrial Insurance	$117	$133	$113	$131	$149
Unemployment Insurance	$41	$38	$38	$39	$43
PFML Premium	$0	$0	$0	$0	$0
Retirement	$2,070	$2,130	$2,084	$2,446	$2,788
All Other Benefits	$5,824	$5,310	$3,705	$3,986	$4,563
Office & Operating Supplies	$0	$541	$0	$0	$0
Excise Taxes	$18,619	$19,292	$19,460	$20,983	$19,708
Communication	$1,806	$2,236	$2,275	$2,927	$2,855
Insurance	$687	$731	$810	$734	$728
Office Equipment Repairs & Mntnce	$690	$713	$502	$467	$477
Miscellaneous	$0	$0	$0	$99	$11
Total Budgeting, Accounting, Auditing	**$51,571**	**$51,571**	**$49,209**	**$52,576**	**$54,666**
Contracted Processing					
Collection & Disposal Contract	$906,299	$893,521	$895,363	$959,922	$982,459
OK Valley Disposal Collection	$6,752	$4,538	$3,073	$3,389	$3,530
Fall Cleanup Program	$0	$4,097	$6,986	$0	$2,063
Total Contracted Processing	**$913,051**	**$902,156**	**$905,421**	**$963,312**	**$988,052**
B&O					
Garbage B&O Expenditure	$94,495	$92,044	$93,987	$100,601	$94,105
Total B&O	**$94,495**	**$92,044**	**$93,987**	**$100,601**	**$94,105**
D.O.E. Grants					
D.O.E. Grant - Air Quality - Citywide Clean Up '17	$0	$0	$3,742	$0	$0.00
D.O.E. Air Quality Grant 2017-2018	$0	$0	$0	$4,891	$1,256
Total D.O.E Grants	**$0**	**$0**	**$3,742**	**$4,891**	**$1,256**
Non-Expenditures					

GARBAGE FUND EXPENDITURES	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Excise Taxes	$34,118	$33,630	$33,934	$36,867	$34,585
Garbage Cart Repl.-Contractor Remit	$0	$0	$0	$71	$0
Total Non-Expenditures	**$34,118**	**$33,630**	**$33,934**	**$36,938**	**$34,585**
Capital Expenditures					
Clerical Software Equipment	$0	$0	$0	$0	$0
Clerical Utility Software	$0	$0	$0	$0	$0
Total Capital Expenditures	**$0**	**$0**	**$0**	**$0**	**$0**
TOTAL GARBAGE FUND EXPENDITURES	**$1,100,851**	**$1,087,590**	**$1,094,218**	**$1,167,396**	**$1,181,131**

Figure 4.8.3 - Garbage Fund Expenditure Trends

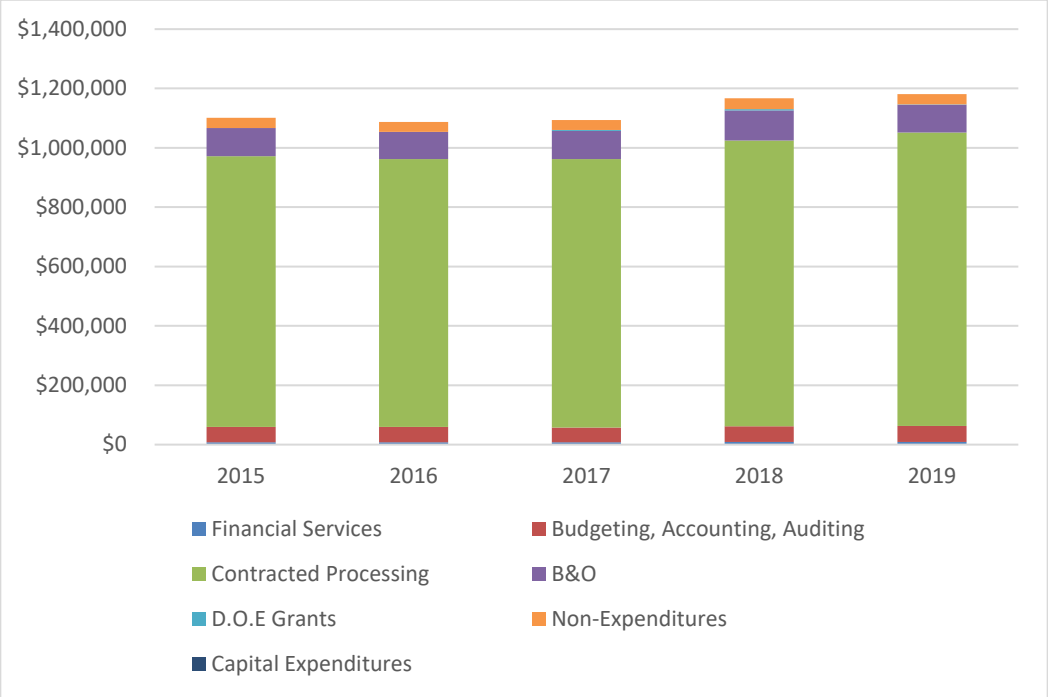


Figure 4.8.4 - Garbage Fund Expenditure Distribution

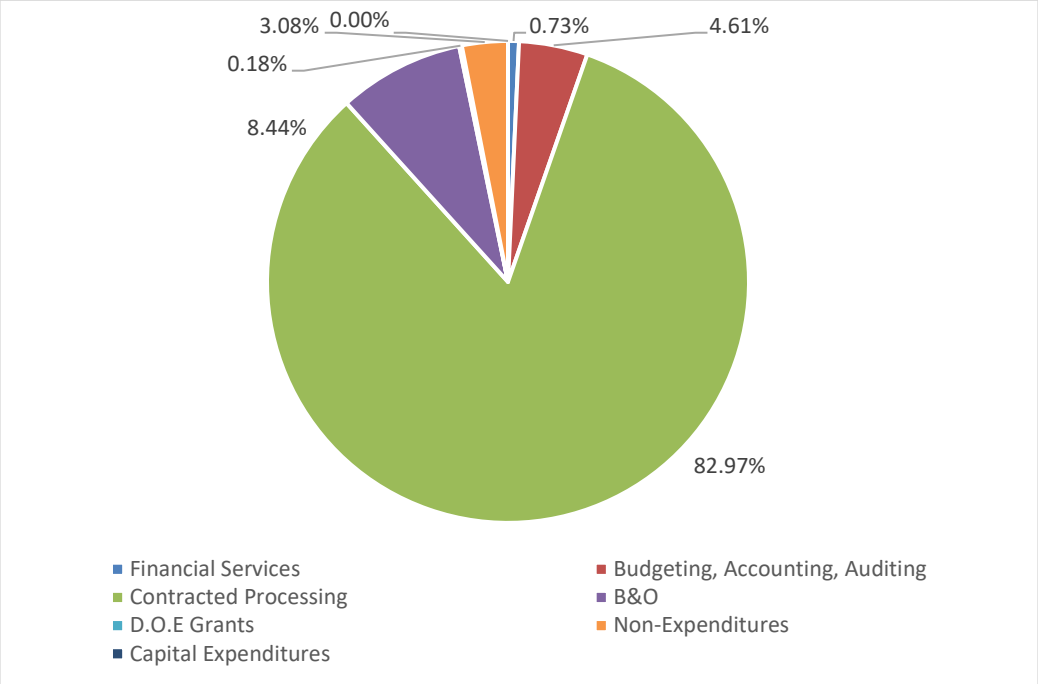


Table 4.8.3 provides a comparison of Garbage Fund revenues and expenditures.

Table 4.8.3 – Garbage Fund Revenues and Expenditures Comparison

	2015	2016	2017	2018	2019
Revenue	$1,110,691	$1,099,183	$1,111,424	$1,203,190	$1,248,337
Expenditures	$1,100,850	$1,087,590	$1,094,218	$1,167,397	$1,181,131
Difference	**$9,841**	**$11,593**	**$17,206**	**$35,793**	**$67,206**

4.9 STREET SYSTEM

BACKGROUND, INVENTORY AND EXISTING CONDITIONS:

Omak's street system contains roughly 28 miles of roadway within the incorporated city limits (see Table 4.9.1 for inventory data). This total does not include those portions of U.S. 97, S.R. 155, and S.R. 215 within the city limits, which comprise approximately another 5 miles of road. Of these 28 miles of city streets, approximately 8.3 miles have curb and gutter, and an estimated 4.2 miles have curb, gutter and sidewalk.

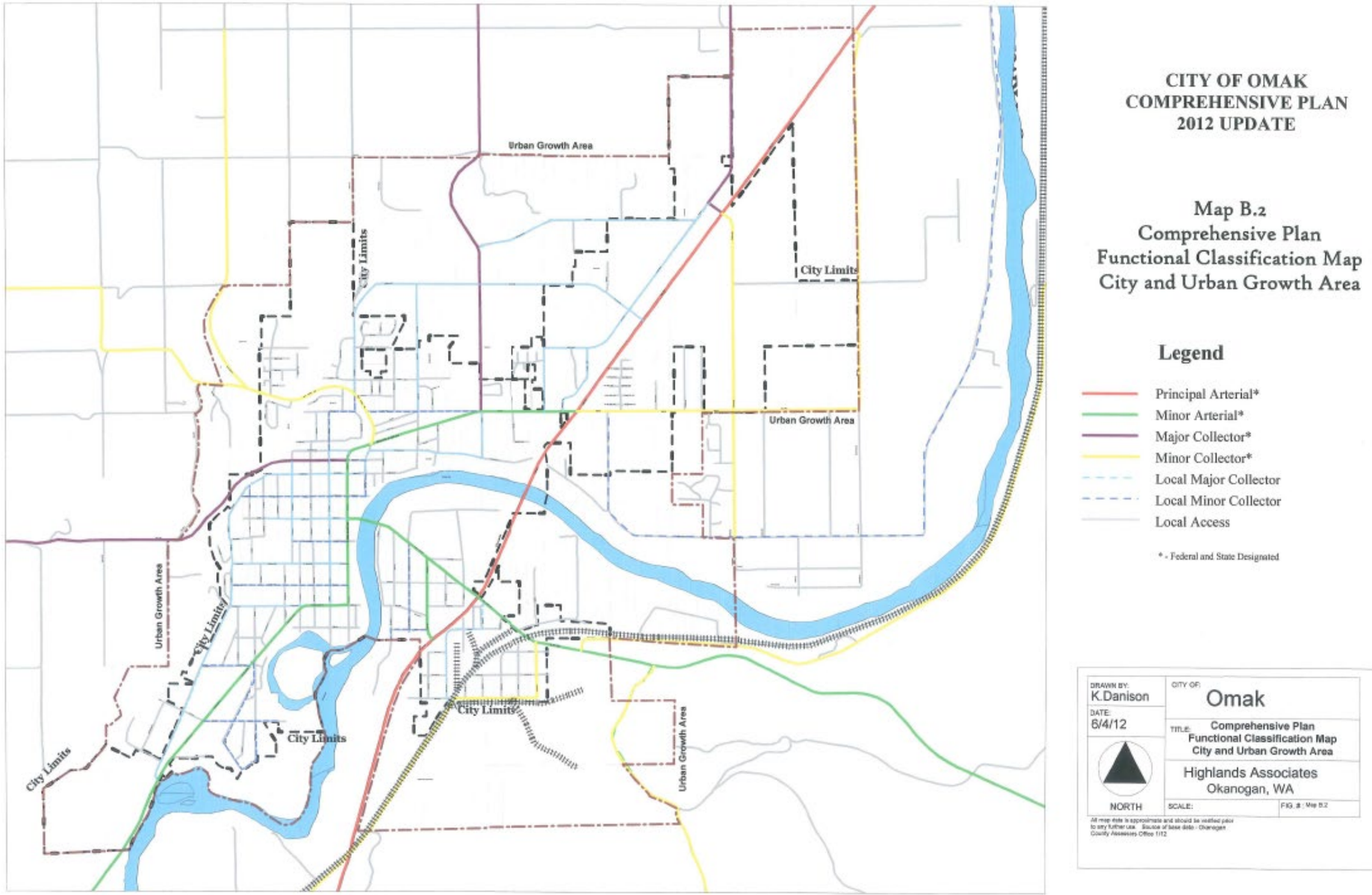
It should be noted that throughout the city, there are many streets with a “mix and match” combination of improvements. For example, Douglas Street going northerly from Central Avenue on the north side of the Omak Middle School has curb and sidewalk on both sides of the street to Apple Avenue, and then only sidewalk on the west side to Bartlett Avenue. On Bartlett Avenue, there is curb and sidewalk between Main and Ash on both sides; between Ash and Birch, there is still curb and gutter on both sides, but only sidewalk on the north side; then at its intersection with Elm Street, there is still curb and gutter on both sides, and a sidewalk along the northerly and westerly side of the street that goes southerly to a point just north of 2nd street. (At or about West Apple Avenue, Bartlett Ave. becomes Granite Street). From 2nd Street southerly, Granite/Jasmine has curb and gutter only to 6th Street. Fourth Avenue westerly from Cedar Street to Jasmine has curb only on both sides but no sidewalks. In the Wildwood neighborhood in northwest Omak, there is curb and gutter throughout, but sidewalks on only one side of the streets, and only in select places.

While most residential access streets are BST surfaced, the City, until recently, has been striving to upgrade approximately 2.0 miles of streets with asphalt surfacing each year. Budget constraints and the need for matching funds for significant street improvements (e.g. Ross Canyon, Oak Street and Engh Road) has meant that the dollars previously allocated for asphalt overlays on local major and minor collectors has been diverted. State routes and new streets and roads are primarily paved with asphalt. Figure 4.9.1 shows a map of Omak's street system keyed to classification of each street.

Table 4.9.1 – Street Inventory

Functional Class	City Miles	UGA Miles
Major Arterial (U.S. 97)	1.8	1.1
Minor Arterial (S.R. 155 & S.R. 215)	3.9	0.8
Major Collector	0.7	2.2
Minor Collector	1.8	5.0
Local Major Collector	6.4	2.0
Local Minor Collector	4.9	4.7

Figure 4.9.1



CITY OF OMAK
COMPREHENSIVE PLAN
2012 UPDATE

Map B.2
Comprehensive Plan
Functional Classification Map
City and Urban Growth Area

Legend

- Principal Arterial*
- Minor Arterial*
- Major Collector*
- Minor Collector*
- Local Major Collector
- Local Minor Collector
- Local Access

* - Federal and State Designated

DRAWN BY: K.Danison	CITY OF: Omak
DATE: 6/4/12	TITLE: Comprehensive Plan Functional Classification Map City and Urban Growth Area
NORTH	Highlands Associates Okanogan, WA
	SCALE: / FIG. # : Map B.2

All map data is approximate and should be verified prior to any further use. Source of base data - Okanogan County Assessors Office 1/12

DEMAND AND LEVEL OF SERVICE:

Information on traffic counts provides some measure of demand. Since 2000, at least three transportation studies have been completed (several by private development interests) which provide detailed information on traffic counts at area intersections. The Okanogan County Transportation Element, prepared by Bucher, Willis and Ratliff in 1995, presented Washington State Department of Transportation (DOT) projected growth factors for state routes in Okanogan County. At that time DOT estimated an annual growth rate of 1.51% for principal arterials, 1.40% for minor arterials, and 1.29% for collector arterials. A calculation of the increased volumes of traffic at the same intersections in 2011 and 2018 finds as follows:

Table 4.9.2 - Traffic Volume Increases

Road	2011 AADT	2018 AADT	% Increase
S.R. 215 jct U.S. 97			
North of Signal	5100	8600	68.63%
S.R. 215/Quince	10000	11000	10.00%
SR.215 West of Quince	13000	13000	0.00%
S.R. 215 jct Central Ave.			
North of Signal	11000	11000	0.00%
South of Signal	9600	9700	1.04%
East of Signal S.R. 155	4300	6700	55.81%
U.S. 97 jct S.R. 155 Spur	7200	8600	19.44%

STANDARD FOR LEVEL OF SERVICE:

Street Level of Service standards are often challenging for smaller towns and cities to develop. Street congestion gets worse gradually with increasing traffic loads, and is also influenced by posted speed limits, traffic signals, and terrain. Unlike sewer or water, the capacity of a street to carry traffic is not fixed, and is determined partly by the public's tolerance for congestion. Street LOS standards are most typically given a letter value, usually A through F, based on relative ease of travel. The most commonly used Level of Service standards are based on the 2016 Highway Capacity Manual (HCM) Signalized Intersection Method, used by the Washington State Department of Transportation. This method estimates the average minutes of delay at intersections. Communities which use the HCM standards usually adopt LOS C or D as their standard, since funding is usually unavailable from state sources for streets operating above this level.

The HCM method is often not particularly appropriate for smaller communities, where traffic congestion is not the major problem. Therefore, other rating methods have

been developed which consider the physical condition of the roadway, the number of accidents along a particular section, and other factors to arrive at similar street ratings of A through F. A variation of this method geared more towards rural areas is used in the Okanogan County Transportation Element. This plan adopts LOS C for arterials and collectors as defined in the County Transportation Element.

PLANS OF OTHER PROVIDERS OF PUBLIC FACILITIES:

There are four other government entities that provide transportation related services in and around Omak. Okanogan County, through the development and maintenance of its road system and land use planning, can have an impact on city streets. The state Department of Transportation operates and maintains three state routes through the City – S.R. 155, S.R. 215 and U.S. 97. The City of Okanogan, which adjoins the city to the south, is linked to Omak via S.R. 215 and the Confederated Tribes of the Colville Reservation that are presently working on a feasibility study related to implementation of development plans that includes a new access to U.S. 97 just outside the southern City Limits.

Fortunately, Omak, Okanogan County, the Department of Transportation, the Colville Tribes, and the City of Okanogan have developed a close working relationship in regards to transportation planning. Because of this relationship, no significant capital projects seem likely to occur without the City having an opportunity to plan and participate as appropriate. An example of such cooperation in the reconstruction of Oak St/Robinson Canyon Road from Riverside Drive in the City north to Nichols Road in the county completed in 2008.

PROPOSED CAPITAL PROJECTS:

The City has a current Comprehensive Plan with a Transportation Element updated in 2013 that provides a list of recommendations for improvements to the transportation system in the community. The following table contains those recommendations that relate directly to the city street and non-motorized transportation systems. It is important to note that the Transportation Element provides a number of recommendations related to improving non-motorized access throughout the community, primarily through the provision of bike lanes and pedestrian ways along all major and minor collectors and local major and minor collectors.

Table 4.9.3 – Comprehensive Plan Recommended Projects

Capital Project/Item
Motorized Transportation Improvements:
• One-way couplets along Main and Ash streets
• Widen Central Avenue Bridge
• Designate Ash Street as SR-215, eliminate center lane on Main Street and provide for diagonal parking on both sides from Third north to Bartlett.
• Maintain Main Street as SR 215 but eliminate center lane on Main Street and provide for diagonal parking on both sides from Third north to Bartlett, route southbound traffic off Main to Ash via Barlett if desire is to head east on SR 155, route northbound traffic off of Fourth onto Ash if desire is to travel to High/Middle School Campus (no left turns at traffic signal at Main and Central).
• Add right hand turn lane on north side (westbound lane) of S.R.-215 from U.S. 97 to Omache Drive and continue working with WSDOT and adjoining landowners on long term solutions to increasing traffic issues
• Adopt Level of Service D as the standard for area streets and roads
• Update NWOTS study and begin planning for new road providing direct, lower grade access from U.S. 97 to Conconully Highway
• Extend left and right hand turn pockets on Engh Road at signalized intersection with U.S. 97.
• Widen S.R. 215 (Riverside Drive) to 5 lanes from Quince to U.S. 97 and Engh Road from U.S. 97 to Omak River Road.
• Signalize the intersections of Quince, Oak St and Ross Canyon with S.R. 215 (Riverside Drive) when warrants are met.
Improve, construct, and/or reclassify the following roadways to Major Collector standards:
• Engh Road from US 97/Riverside Drive intersection east then north to intersection with US 97.
• Robinson Canyon Road from Miller Road to Airport.
• Old Riverside Highway from Copple Road to Omak Airport Road.
• Omak Airport Road from Airport to Old Riverside Highway.
• Ross Canyon Road from Ironwood Street north and west to the Conconully Highway.
• Duck Lake Road from Ross Canyon to Nichols Road.
Improve, construct, and/or reclassify the following roadways to Minor Collector standards:
• Sand Flat Road from intersection with Engh Road north to intersection with U.S. 97.
• New road connecting U.S. 97 (Tribal Trails fueling station) with Rodeo Trail.
• Eighth Avenue/Edmonds Street/Fifth Avenue connection between Rodeo Trail and S.R. 155.
• Bartlett, Granite, Jasmine from Main St (S.R. 215) to Okoma Drive (S.R. 215).
Improve, construct, and/or reclassify the following roadways to Local Major Collector standards:
• Entire length of Shumway Road from U.S. 97 and Ironwood Street to Ross Canyon Road.

Capital Project/Item
• East leg of U.S. 97/Shumway intersection.
• Copple Road from Robinson Canyon Road east to U.S. 97.
• New road from Engh Road north to proposed frontage road along east side of U.S. 97 northward to Sandflat with intersections with the east leg of Shumway and to Sandflat Road.
• Koala Avenue east from Locust/Hopfer Road to Koala Drive.
• Quince Street from Koala Avenue to Shumway.
• Extension of Eighth Avenue to new road connecting with Tribal Trails Travel Plaza.
Improve, and construct the following roadways to Local Access standards:
• All residential streets in downtown/central Omak.
• New road providing access from Ironwood/Shumway to Wildwood.
• Jonathan Avenue from Oak Street east to Quince Street.
• Koala Avenue from Kenwood Street east to Oak Street.
• New street running from Oak Street east connecting with Elderberry and proposed extension of Quince Street.
• Extension of Quince Street south from Riverside Drive (S.R. 215) to Dewberry.
Non-Motorized/Pedestrian Transportation Improvements:
• Pedestrian/bike trail that between Eastside Park and Omache shopping center area along U.S. 97 and via bridge under U.S. 97 bridge at Eastside Park
• Pedestrian ways along both sides of Central and Omak Avenues from Granite Street east to corporate limits
• Identify, prioritize and replace existing deficient ADA ramps on all sidewalks.
• Identify, prioritize and install new ADA ramps where none presently exist.
• Review and amend City Code to require pedestrian improvements as part of all substantial improvements to existing development and all new development.
• Pedestrian Bulb-outs at the intersections of Ash with First, Central and Apple.
• Sidewalks from the downtown core up Ross Canyon (both sides) from Ironwood west to the City Limits.
• Sidewalk on the south side of Shumway from Ironwood to Koala Drive.
• Sidewalk along south and east sides of West Bartlett, Granite, and Jasmine Streets.
• Sidewalks along both sides of Central and Omak Avenue (S.R. 155) from Granite Street east to corporate limits.
• Sidewalks along both sides of Sandflat from Engh Road north to U.S. 97.
• Sidewalk along the south side of Riverside Drive (S.R. 215).
• Sidewalks along both sides of Quince from Riverside to Koala and north to Shumway when street is constructed.
• Sidewalks along both sides of S.R. 215 (Riverside Drive) east from Quince to U.S. 97.
• Sidewalks along both sides of Omache Drive from S.R. 215 (Riverside Drive) to Koala.
• Sidewalk along the south side of of Okoma Drive.

Capital Project/Item
• Sidewalks along both sides of Koala Drive.
Non-Motorized Bicycle Facilities:
• Bike lanes along Rodeo Trail from Omak to Okanogan.
• Bike lanes from U.S. 97 east and north along Engh Road to northerly intersection with U.S. 97.
• Bike lanes along both sides of Central Avenue and S.R. 155 Omak Avenue) from Cedar Street east to corporate limits. Where practical and feasible, bike lanes may be combined with paths/trails.
• Bike lanes along Shumway from eastern city limit to northern city limits at Ironwood.
• Bike lanes along Copple Road from U.S. 97 west to Robinson Canyon Road.
• Bike lanes along West Bartlett, Granite, and Jasmine Streets.
• Bike lanes along the length of Okoma Drive (S.R. 215).
• Bike lanes along the length of Riverside Drive (S.R. 215).
• Bike lanes along S.R. 215 from south City Limits to downtown Okanogan and beyond.
• Bike lanes along Ash Street from Fourth north to Cherry.
• Bike lanes along Fourth Ave from Ash to Granite.
• Bike lanes from Ross Canyon Road north along Duck Lake Road and up Ross Canyon to Conconully Highway, up Hendricks Rd to Dalton.
• Bikes lanes along Dalton from Hendricks to Kermal.
• Bike lanes along Cherry from Main Street (S.R. 215) west up Kermal to Conconully Highway.
• Bike lanes along Oak St/Robinson Canyon from Riverside Drive (S.R. 215) northward to the Omak Airport.
• Bike lanes along Quince (existing and proposed) and Koala Drive from Riverside Drive (S.R. 215) north to and including the Old Riverside Highway.
• Bike lanes along Engh Road from U.S. 97 in the south to U.S. 97 in the north.
• Bike lanes along Sandflat Road from Engh Road north to U.S. 97.
• Bike lanes along Omak River Road from Engh Road to Orchard View Road then north to Engh Road.
• Bike lanes along Benton Street from S.R. 155 (Omak Avenue) south to the Omak Community Center.
• Bike lanes along the Hanford St, Fifth Ave, Edmonds St, Eighth Ave and Jackson St loop connection with S.R. 155.
• Bike lanes on Grape Avenue from Ross Canyon east to Riverside Drive (S.R. 215).
• Bikes lanes on Locust Street north from Grape to Shumway.

The following table shows proposed capital projects. While most are taken from the Six Year Street Plan, several of the proposed projects arise from recommended

projects in the Greater Omak Area Comprehensive Plan and recent development activities. Projects are listed as prioritized in the adopted Six Year Street Improvement Plan (STIP).

Table 4.9.4 - Proposed Capital Projects

Capital Project/Item	Estimated Cost[1]	Year Planned
Engh Road/U.S. 97 Intersection	$561,000	2021
Annual Asphalt Preservation	$100,000	Ongoing
Sandflat Road/U.S. 97 Intersection Improvements	$235,000	2023
Construct New Intersection at Jasmine & S.R. 215	$750,000	2023
Ash Street Sidewalk ADA Improvements	$90,000	2022
Ross Canyon Reconstruction Phase 2	$1,000,000	2022
Cherry Avenue Overlay and Drainage	$420,000	2023
Sandflat Road, Engh Road north to city Limits	$1,300,000	2022
Central Avenue Reconstruction Cedar to Fir	$250,000	2022
Fourth Avenue Reconstruction from Cedar to Jasmine/Granite	$800,000	2026
East Leg Shumway, East of U.S. 97	$1,050,000	2022-24
Community Center Sidewalks (from community center to S.R. 155/U.S. 97)	$700,000	2024
Quince/S.R. 215 Traffic Signal or round-a-bout	$300,000	2023
U.S. 97 Pedestrian Bridge	$1,500,000	2022
Quince Street Extension	$500,000	2025
Central Avenue Bridge Project	$25,000,000	2022
Shumway Road Improvements	$4,750,000	2025-26
Safe Pedestrian Crosswalks (East Omak School)	$40,000	2021
Omache Drive S.R. 215 Intersection	$110,000	2022
Resurface Granite St. from 2nd Avenue to 4th Avenue	$50,000	2022
Acquire Right-of-Way and Construct Koala from Quince west to Locust	$750,000	As needed
Traffic Signal Oak St. and S.R. 215	$250,000	2025
Construct Jonathan from Oak to Quince	$175,000	2021
TOTAL	**$36,190,000**	

[1] - estimated costs are 2019 dollars.

PRIORITIZED LIST OF CAPITAL PROJECTS:

Table 4.9.5 shows the list of proposed projects shown in priority order.

TABLE 4.9.5- PRIORITIZED STREET CAPITAL PROJECTS[1]

Capital Project/Item	Estimated Cost	Year
Engh Road/U.S. 97 Intersection	$561,000	2021
Safe Pedestrian Crosswalks (East Omak School)	$40,000	2021
Construct Jonathan from Oak to Quince	$175,000	2021
2021 TOTAL	**$776,000**	
Omache Drive S.R. 215 Intersection	$110,000	2022
U.S. 97 Pedestrian Bridge	*$1,500,000*	*2022*
Ash Street Sidewalk ADA Improvements	$90,000	2022
Quince/S.R. 215 Traffic Signal or round-a-bout	*$300,000*	*2022*
Resurface Granite St. from 2nd Avenue to 4th Avenue	$50,000	2022
Ross Canyon Reconstruction Phase 2	$1,000,000	2022
Sandflat Road, Engh Road north to city Limits	$1,300,000	2022
Central Avenue Reconstruction Cedar to Fir	$250,000	2022
East Leg Shumway, East of U.S. 97	$1,050,000	2022-24
2022 TOTAL	**$4,480,000**	
Cherry Avenue Overlay and Drainage	$420,000	2023
Construct New Intersection at Jasmine & S.R. 215	$750,000	2023
Sandflat Road/U.S. 97 Intersection Improvements	$235,000	2023
2023 TOTAL	**$1,405,000**	
Community Center Sidewalks (from community center to S.R. 155/U.S. 97)	$700,000	2024
Fourth Avenue Reconstruction from Cedar to Jasmine/Granite	$800,000	2024
2024 TOTAL	**$1,500,000**	
Traffic Signal Oak St. and S.R. 215	*$250,000*	*2025*
Quince Street Extension	$500,000	2025
Central Avenue Bridge Project	*$25,000,000*	*2025*
Shumway Road Improvements	$4,750,000	2025-26
2025 TOTAL	**$30,500,000**	
Nothing planned	$0	2026
2026 TOTAL	**$0**	

1 - Projects in *italics* are on state highways and will be primarily funded through the State Department of Transportation.

FINANCIAL INFORMATION:

Prior to 2007, the City funded street improvements through two accounts, the Arterial Street Fund, and the City Street Fund. This separation reflected the two categories of State tax revenues passed to cities for street improvements. In practice, the City Street Fund was used for ongoing maintenance and operation, and the Arterial Street Fund was used for capital improvements. Subsequent to 2007 the two funds were combined in the City budget process.

REVENUES:

Street system revenue comes primarily from the two types of motor vehicle fuel taxes, various state and federal grant programs including the Transportation Improvement Board (TIB), the Surface Transportation Program (STP) and the Urban Arterial Trust Account (UATA), and general property tax revenue. Other revenue sources include interest earnings and operating transfers from other departments. Appendix 2G contains details on Street Fund Revenues.

The following graphs illustrate overall street fund revenues. Figure 4.9.1 shows the trends by year, and Figure 4.9.2 shows the average size of each revenue category over the period.

Figure 4.9.1 – Street Fund Revenue Trends

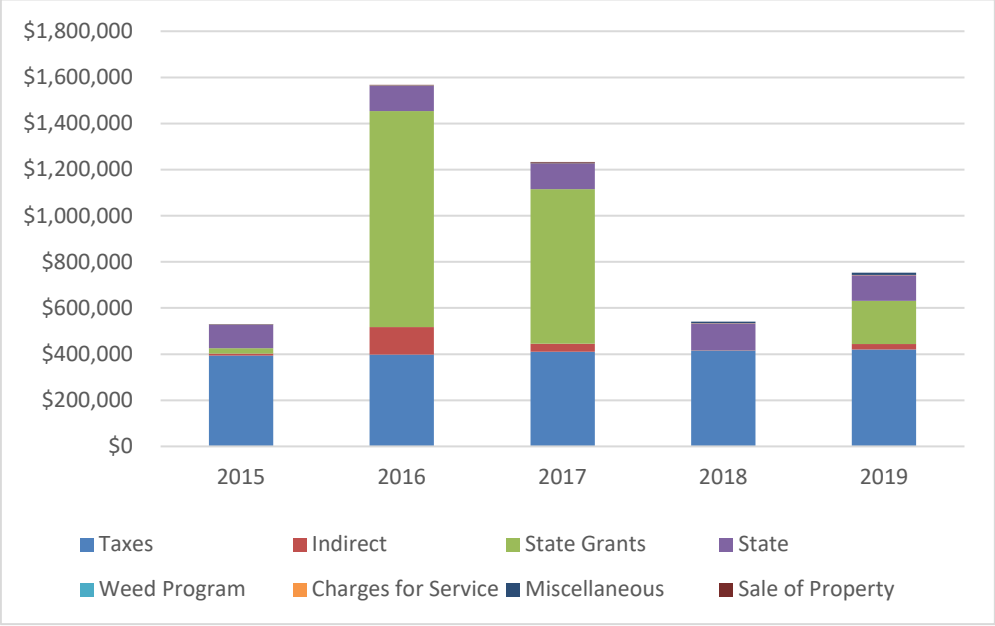
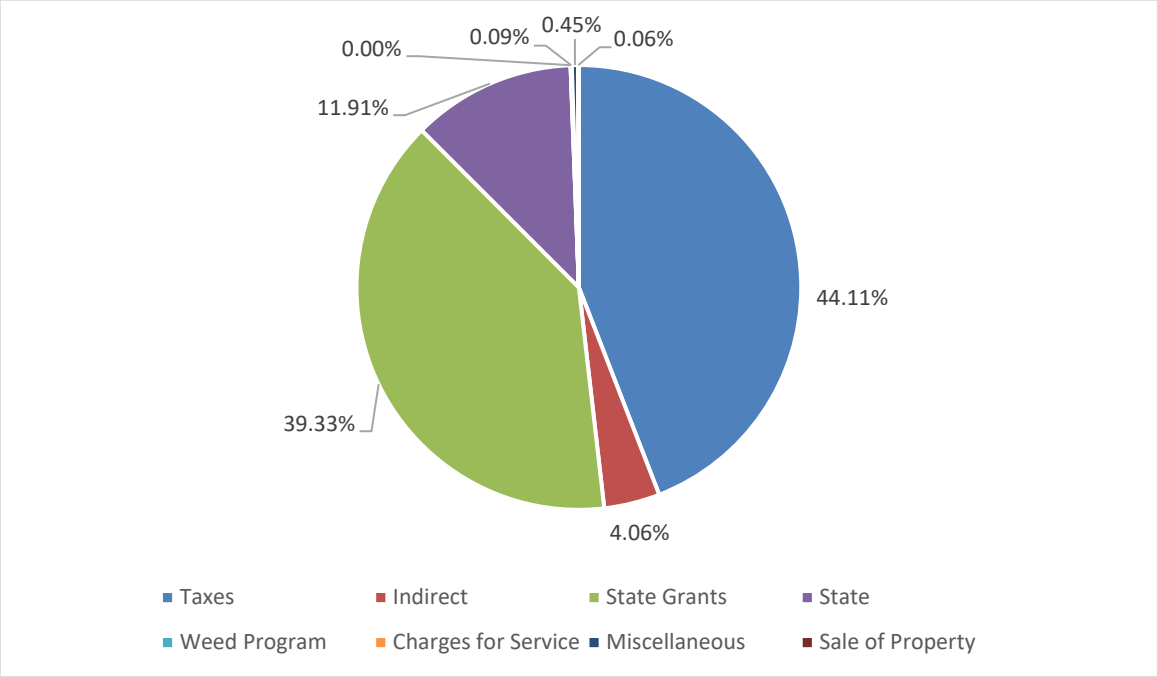


Figure 4.9.2 - Street System Revenue Distribution



A review of the graphs shows that state grants (39.33%), taxes (44.11%) and state shared dollars (11.91%), in that order, comprise the bulk of Street Fund revenues as averaged for the period 2015-2019. Only two sources of revenue are dedicated: taxes and state shared, which represents tax dollars passed from the State to the City as well as local sales and property tax revenues the City dedicates to the Street system. State Grants represent grant or loan dollars obtained from state or federal sources for specific street system improvements. For example, the nearly 66% increase in Street Fund revenue from 2015 to 2016 was the result of two TIB grants for improvements on Cedar, Central and Ash. The decline from 2017 to 2018 is clearly due to the lack of grant funds.

EXPENDITURES:

Expenditures include salaries and benefits, professional services such as planning and engineering, operating expenses including supplies, utilities, insurance, equipment rental and capital outlay. Salaries and benefits and operating expenses mostly go towards street maintenance done by the City, while professional services and capital outlay are mostly dedicated to major street projects that are contracted. Appendix 2G contained detailed Street Fund expenditure data.

The following graphs show two views of Street Fund expenditures. The first shows expenditure trends over the past five years, and the second shows the relative size of each expenditure category for the period of 2015 through 2019.

Figure 4.9.3 –Street Fund Expenditure Trends

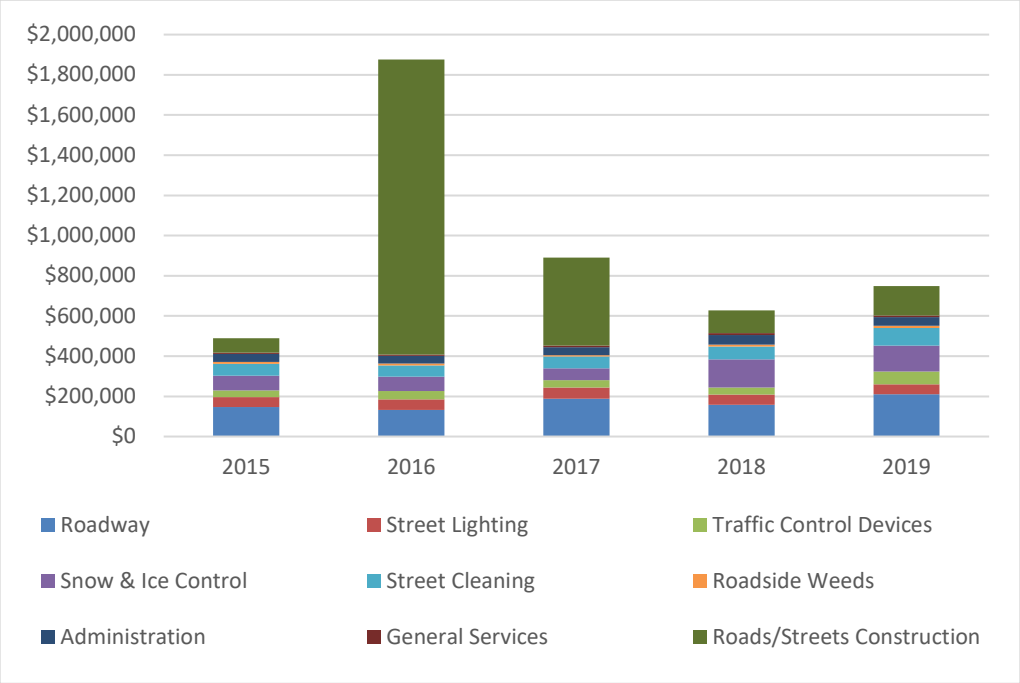
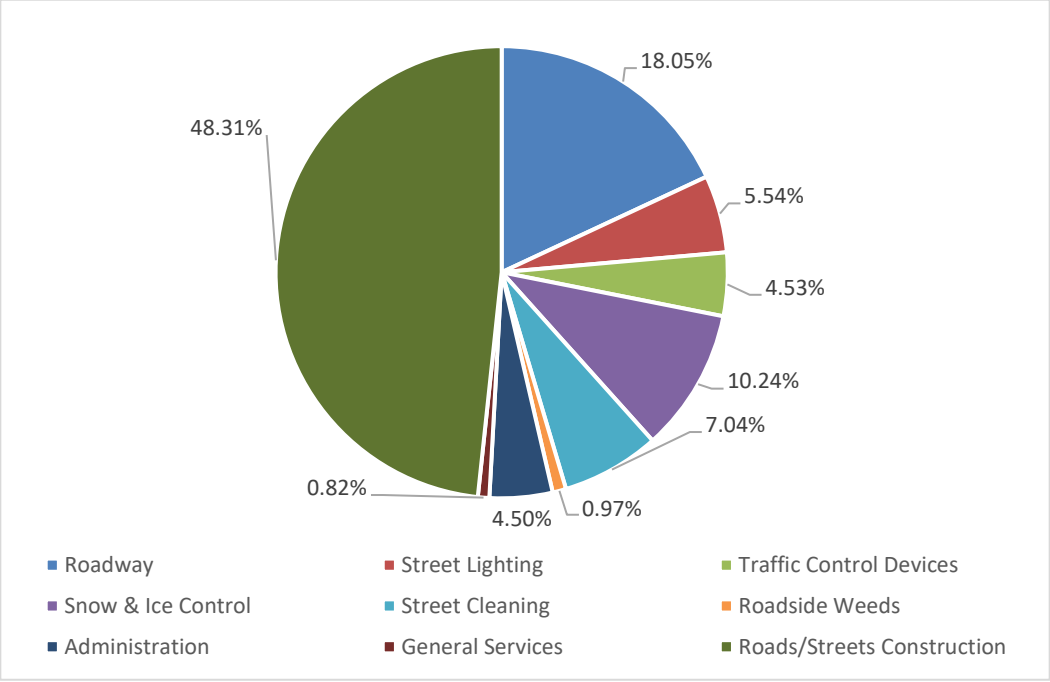


Figure 4.9.4 - Street System Expenditure Distribution



These graphs show that expenditures vary significantly, primarily due to large, grant funded projects. Regular operating expenses such as salaries and benefits, operating supplies etc… have remained relatively stable but increasing each year.

An analysis of the data finds that salaries and benefits (as averaged for the period 2015-2019) represents 28.82% of Street Fund Expenditures. Due to capital improvements, which significantly vary from year to year and are primarily grant funded, salaries and benefits comprise anywhere from 9.5% to 38% of annual expenditures. Overall, if construction dollars are removed, Street Fund expenditures during this period showed an average increase of 9.83% per year.

Table 4.9.6 provides a comparison of Street Fund revenues and expenditures.

Table 4.9.6 Street Fund Revenue and Expenditure Comparison

	2015	2016	2017	2018	2019
Revenue	$528,717	$1,566,175	$1,233,482	$540,886	$752,575
Expenditures	$488,346	$1,875,768	$889,804	$627,146	$748,788
Difference	**$40,371**	**($309,593)**	**$343,678**	**($86,260)**	**$3,787**

PROJECTED REVENUES AND EXPENDITURES:

The following projections are limited to the Street Fund. Projecting revenue is always uncertain, and depends on many assumptions that may not be accurate. For this projection, it is assumed that:

- property tax revenue will increase 1% annually.
- no Indirect Revenues are projected.
- no grant funding is projected.
- state shared revenues will increase at 1% annually.
- Charges for Service will average $1000 annually.
- miscellaneous revenues will increase 1% annually.
- no revenue is projected from sale of property.

Expenditures from the Street Fund are likewise very uncertain. For the purposes of projecting expenditures, the following assumptions were made:

- Salaries and benefits, office and operating supplies, other services and charges, legal and engineering fees, permits and taxes and other operating expenses will increase 2% annually.
- Equipment Rental charges will increase at 2% annually.
- Public Utility services will increase at 2% annually.
- $30,000 will be spent on small capital projects each year.
- None of the planned capital projects have been included.

The following table shows projected Street Fund revenues and expenditures given the above assumptions.

Table 4.9.7 – Street Fund Revenue and Expenditure Projections

REVENUES	2021	2022	2023	2024	2025	2026
Taxes	$437,113	$441,484	$445,899	$450,358	$454,861	$459,410
Federal Grants	$0	$0	$0	$0	$0	$0
State Grants	$0	$0	$0	$0	$0	$0
State Entitlements	$122,430	$123,654	$124,891	$126,140	$127,401	$128,675
Weed Control	$0	$0	$0	$0	$0	$0
Charges for Service	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000
Miscellaneous	$3,838	$3,876	$3,915	$3,954	$3,994	$4,034
Sale of Property	$0	$0	$0	$0	$0	$0
TOTAL	**$564,381**	**$570,015**	**$575,705**	**$581,452**	**$587,257**	**$593,119**
EXPENDITURES						
Roadway Maintenance	$267,819	$272,826	$277,932	$283,141	$288,454	$293,873
Street Lighting	$53,500	$54,520	$55,560	$56,622	$57,704	$58,808
Traffic Control Devices	$72,415	$73,041	$73,680	$74,332	$74,996	$75,674
Snow and Ice Control	$152,668	$155,541	$158,472	$161,462	$164,511	$167,621
Street Cleaning	$80,568	$82,179	$83,823	$85,499	$87,209	$88,953
Roadside Weeds	$17,214	$17,473	$17,736	$18,005	$18,279	$18,558
Administration	$50,666	$51,537	$52,425	$53,331	$54,255	$55,197
General Services	$7,794	$7,901	$8,009	$8,120	$8,234	$8,349
Roads/Streets Construction	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000
Total	**$732,644**	**$745,018**	**$757,637**	**$770,512**	**$783,642**	**$797,033**
Surplus/ Deficit	**($168,263)**	**($175,504)**	**($181,932)**	**($189,560)**	**($196,886)**	**($204,414)**

This table does not include beginning or ending fund balances. The table shows that if the assumptions are correct and present trends continue, the Street Fund will have to rely on beginning fund balances to make up the deficit, reduce services or find additional sources of revenue. It is also apparent that the millions of dollars of planned improvements will require significant grant funds through the Transportation Improvement Board, WSDOT, STP funding through County, other state or federal sources and private partners.

FINANCIAL ANALYSIS OF PLANNED CAPITAL PROJECTS:

The following table and text provide an analysis of the financial impact of the planned improvements listed in Table 4.9.5 using the projections of revenues and expenditures from the previous sections. The following assumptions, in addition to those listed in the previous sections, were used in the analysis:

- The city will be responsible for 100% of capital project costs for small projects ($30,000 included in total for small projects) with large projects funded through grants requiring a 10% to 13.5% local cash match.
- Projects on SR 155 and 215 and US 97 not included as capital expenditures.

Table 4.9.8 – Street System Capital Projects Financial Analysis

REVENUES	2021	2022	2023	2024	2025	2026
Taxes	$437,113	$441,484	$445,899	$450,358	$454,861	$459,410
Grants	$736,000	$3,152,250	$1,088,300	$1,322,000	$4,558,750	$692,000
State Entitlements	$122,430	$123,654	$124,891	$126,140	$127,401	$128,675
Weed Control	$0	$0	$0	$0	$0	$0
Charges for Service	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000
Miscellaneous	$3,838	$3,876	$3,915	$3,954	$3,994	$4,034
Sale of Property	$0	$0	$0	$0	$0	$0
TOTAL	**$1,300,381**	**$3,722,264**	**$1,664,005**	**$1,903,452**	**$5,146,006**	**$1,285,119**
EXPENDITURES						
Roadway Maintenance	$267,819	$272,826	$277,932	$283,141	$288,454	$293,873
Street Lighting	$53,500	$54,520	$55,560	$56,622	$57,704	$58,808
Traffic Control Devices	$72,415	$73,041	$73,680	$74,332	$74,996	$75,674
Snow and Ice Control	$152,668	$155,541	$158,472	$161,462	$164,511	$167,621
Street Cleaning	$80,568	$82,179	$83,823	$85,499	$87,209	$88,953
Roadside Weeds	$17,214	$17,473	$17,736	$18,005	$18,279	$18,558
Administration	$50,666	$51,537	$52,425	$53,331	$54,255	$55,197
General Services	$7,794	$7,901	$8,009	$8,120	$8,234	$8,349
Small Capital Projects	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000
Roads/Streets Construction	$776,000	$3,850,000	$1,405,000	$1,500,000	$5,250,000	$800,000
Debt Service – Principle	$0	$0	$0	$0	$0	$0
Debt Service - Interest	$0	$0	$0	$0	$0	$0
Total	**$1,508,644**	**$4,595,018**	**$2,162,637**	**$2,270,512**	**$6,033,642**	**$1,597,033**
Surplus/ Deficit	**($208,263)**	**($872,755)**	**($468,632)**	**($367,060)**	**($887,636)**	**($281,914)**

Table 4.9.8 shows that given the assumptions, Street Fund revenues will fall well short through the life of this plan with 2022 and 2025 showing a significant shortfall. Several of the projects in both years may be able to rely on some private contributions from developments benefiting from the projects (Shumway and Sandflat Road improvements). Part 6 of this plan provides two alternative spending plans.

4.10 WATER SYSTEM

This chapter presents details on the City's Water System.

BACKGROUND, INVENTORY AND EXISTING CONDITIONS:

The City of Omak's domestic water system presently serves 2,126 accounts, with 100% of the connections metered. Meters were installed in 1994, and a rate system based on meter readings was established in 1995 after preliminary readings.

The existing potable water system currently consists of seven wells, one steel reservoir, five concrete reservoirs, three booster pumping stations and one small booster, two PRV's, and approximately 42 miles of water distribution lines. Complete inventory information and details about the system are available in the City of Omak Water System Plan Update prepared by Gray & Osborne, Inc and adopted by the City Council in January 2018.

TRANSMISSION, DISTRIBUTION, SOURCE, STORAGE AND DISINFECTION SYSTEMS:

The City's existing transmission and distribution system along with main sizes, valves, and fire hydrant locations can be found in the City of Omak Comprehensive Water Plan. Line sizes within the system are six-inch or larger with only a few exceptions. All water mains are ductile iron or cast-iron pipe, and most are looped except where topography or City limit boundaries make loops impractical. An inventory of the Omak water distribution system is presented in the following table.

Table 4.10.1 – Water Distribution System Inventory[1]

Pipe Diameter (inches)	Length (feet)	% of Total
<=3	15,300	7.0
4	3,400	2.0
6	85,200	38
8	53,600	24.0
10	17,500	8.0
12	37,800	17.0
14	900	<1.0
16	7,100	3.0
20	1,500	1.0
TOTAL	**222,300**	**100.0**

[1] - Inventory data updated in 2019 based on data obtained from 2018 Comprehensive Water Plan prepared by Gray & Osborn, Inc.

Sources:

The City's domestic water system is supplied by four of its eight groundwater wells. A ninth well was drilled at the Omak Airport in 2018 and is scheduled to be developed in 2020 in order to provide fire flow and domestic water to a planned DNR Firebase as well as potential future opportunities at the airport. The City also has a well for irrigation of the City of Omak Cemetery and an existing well at the Airport that serves the terminal building and provides water for firefighting aircraft. Table 4.10.2 provides information on the wells.

Table 4.10.2 – Water Sources

Well Name/ Tag Number	Casing Size (inches)	Status	Year Drilled	Depth (feet)	GPM (maximum)	Water Rights (Gallons per Minute and Acre Feet)	Priority Date
Eastside/ AGJ179	14	Active	1958	30	1550	1,300 gpm/ 2,080 ac ft annual	1958
Apple/ N/A	11	Out of Service	1958	30	300	375 gpm/ 600 ac ft annual	1958
Kenwood/ N/A	11-14	Active Emergency	1931	20	350	500 gpm/ 600 ac ft annual	1913
Okoma/ ABR843	16	Active Emergency	1988-1989	90	500	600 gpm/ 560 ac ft annual	1970
Park/ AGJ178	48	Irrigation Only	1968	28	300	300 gpm/ 180 ac ft annual	1968
OWP No. 2/ AAR993	24	Active	1978	69	2200	5,000 gpm/ 3,500 ac ft annual	Tribal Permit
NE Omak/ AEC887	12	Active	2001	295	120	800 gpm/ 96 ac ft annual	1936
Julia Maley/ BIF542	16	Active	2016	400	800	Point of withdrawal of existing water rights	2019
Airport Well No. 1	8	Active	1964	94	10	10 gpm/ 16 ac ft annual	1959
Cemetery	6	Irrigation Only	1960	55	70	70 gpm/24 ac ft annual	1960
Airport Well No. 2	8	Inactive	2018	90	50	10/20 GPM, 4 acre feet annual	2020

STORAGE:

The City's water system contains six reservoirs. Table 4.10.3 provides inventory data on water storage infrastructure.

Table 4.10.3 – Storage Inventory

Name/ Number	Year Built	Pressure Zone	Type	Capacity (gallons)
Riverside No. 1	1946	Lower	Concrete	365,000
Riverside No. 2	Mid 1920's	Lower	Concrete	734,000
South Hill	1977	Lower	Concrete	528,000
Ross Canyon No. 1	1965	Middle	Concrete	318,000
Ross Canyon No. 2	1965	Middle	Concrete	528,000
Coleman Butte	1998	Upper	Steel	576,000

BOOSTER STATIONS:

The City operates four booster stations that serve the middle and upper pressure zones with a small closed pressure zone in the northeast part of the City. Table 4.10.4 provides inventory data on the booster stations.

Table 4.10.4 – Booster Station Inventory

Name	Pressure Zone	Year Installed	Capacity (gpm max)
Ash Street	Middle	1972	60
Koala	Upper	2000	25
Riverside	Middle	2008	78
Wildwood	Closed	1996	20

TREATMENT AND DISINFECTION:

The City provides disinfection via gas chlorinator injection directly into the discharge piping of each well currently in use. Table 4.10.5 provides information on the City's disinfection systems.

Table 4.10.5 – Chlorination and Disinfection Inventory

Source (well)	Disinfection Information
Eastside	Regal gas chlorinator
OWP No. 2	Two-cylinder Regal gas chlorinator and scale. Chlorination equipment housed in separate room
NE Omak	Regal model 216 gas chlorinator housed in separate chlorine room
Julia Maley	Correct Equipment gas chlorine system

FIRE HYDRANTS:

Fire hydrants within the system are connected to only 6-inch or larger mains. All hydrants have 5¼-inch main valve openings. Domestic services consist of 3/4-inch or 1-inch copper tubing to meters with corp stops at the main, and curb stops located at the property line. Larger services consist of galvanized iron pipe with gate valves at the main, and curb stops at the property line. Touch-read meters were installed in 1994 and are set in Mueller "McCulloch" style boxes with setters and flexible tubing. There are approximately 2,126 individual services within the City's water system at this time.

PERSONNEL:

There are presently 3 full-time equivalent employees in the water department. Additionally, the water department absorbs around 30% of the time of the Public Works Director and Assistant Director.

EQUIPMENT:

The water department uses general City equipment owned by the Equipment Rental fund, which is described more fully in Chapter 4.4.

DEMAND & LEVEL OF SERVICE:

HISTORIC AND CURRENT DEMAND:

As with most communities, water demand in Omak is seasonal, with peak use in the summer months and much lower use in the winter months. Prior to the installation of water meters, peak use reached 4,579,100 gallons per day (gpd) in the month of July, 1994, nearly six times greater than the average winter month daily rate of 800,000 gpd. At the 1994 population of 4,220 the peak use was equal to 1,085 gallons per capita per day, much higher than typical for metered systems, but quite typical of unmetered

systems. Winter use in 1994 was 190 gallons per capita per day, which is typical of winter use in Eastern Washington communities, both metered and unmetered.

With the installation of meters, and at the 2000 population of 4,721, peak use was reduced to 3,719,000 gallons. In 2001, this was equal to 786 gallons per capita per day in the summer. Winter use in 2001 was reduced to 152 gallons per capita per day.

In 2018, these figures with a population of 4,806, and 3,060,000 gallons peak use amounted to 636 gallons per capita per day. Please refer to the 2018 Water System Plan Update for data on future demand.

STANDARD FOR LEVEL OF SERVICE:

The Level of Service Standard for water is established at 260 gallons per person per day[2] at 30 pounds per square inch (psi). This LOS standard is based on use figures and projections contained in the City's 2018 Comprehensive Water Plan, prepared by Gray & Osborn and adopted by the City Council in January 2018, provides specific policy direction and implementation measures to assist the City in attaining this LOS standard.

PLANS OF OTHER PROVIDERS OF PUBLIC FACILITIES:

The operation of the City's water system can be greatly affected by actions of the public and private sectors. The public sector can affect the system in many ways, including requirements for water treatment, limitation on new water rights, increased demands for storage and fire flows, and new quality standards.

At present there are two large private systems providing domestic service to growing residential areas north and east of the City. One is the Duck Lake Water Association, which provides domestic water to residences along Shumway and Copple Roads, recently completed a significant expansion. The other, the Sandflat Water Users Association, provides water to the developed residential areas east of the City, north of the Okanogan River. In addition, there are many smaller systems in the unincorporated areas immediately adjacent to the City limits. The City's current policy on acceptance and use of an existing private system requires that such systems meet current City standards, or be upgraded to current City standards.

Other private sector impacts to the system include demands for new distribution lines, expansion of existing private or quasi-public systems within the City's Urban Growth Area and at the City's Airport, and increased demand for water and other factors created through community growth and development. The plans of major and minor developers should continue to be reviewed for impact on the water supply system.

[2] - LOS figure derived by taking the number of residential services (page 30 2018 Water Comprehensive Plan) x 2.46 (household size)/projected peak daily demand (page 30 2018 Water Comprehensive Plan).

PROPOSED CAPITAL PROJECTS:

Table 4.10.6 contains the list of proposed projects contained in the 2018 Water System Plan prepared by Gray & Osborne.

Table 4.10.6 – Proposed Capital Improvements

Capital Project/Item	Estimated Cost	Year
Okoma Well Inspection	$67,000	2021
Dewberry Avenue Loop	$405,000	2021
Airport Water Reservoir	$3,200,000	2021
2021 TOTAL	**$3,672,000**	
Julia Maley Well, Generator and Filtration	$2,000,000	2022
Jackson Street Water Main Upsize and 7th Avenue Water Main Improvements	$1,138,000	2022
Riverside Res. Transmission Line Valve Repl.	$250,000	2022
2022 TOTAL	**$3,388,000**	
Okoma Well Rehabilitation	$400,000	2023
Columbia Street Water Main	$445,000	2023
Granite Street Water Main	$214,000	2023
2023 TOTAL	**$1,059,000**	
Garfield Street Water Main and Hanford Street Alley Water Main	$286,000	2024
2024 TOTAL	**$286,000**	
Nothing Planned		2025
2025 TOTAL	**$0**	
Nothing Planned		2026
2026 TOTAL	**$0**	

FINANCIAL INFORMATION:

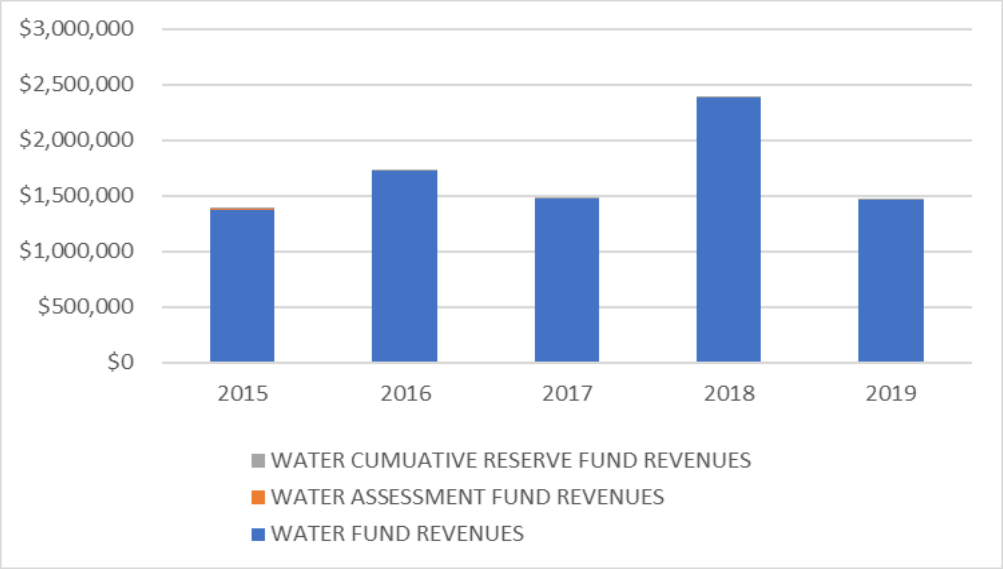
Water system revenue is primarily through water sales, with minor revenue from connection charges and interest earnings. Revenues also can include loans or grants obtained to pay for planning, engineering and construction of capital improvements. Expenditures are for wages and benefits, operating expenses such as insurance, equipment rental, electrical power charges for pumping, repairs and maintenance, and capital improvements.

The City sent its first water bills for metered water use in September, 1995, based on water use for the month of August. The current (July 2019) base rate for most residential and commercial accounts is $ between $32.69 and $75.97 per month, based on meter size, with a base amount of 1,000 cubic feet (7,481 gallons). Use over the base

amount is billed at .70 cents per 100 cubic feet. This current rate structure took effect in March, 2019.

The Water Department has three revenue funds: Water Fund, Water Assessment Fund and Water Cumulative Reserve Fund. Appendix 2H contains Water Department revenue data for the years 2015-2019. The following graph shows Water Department revenues by Fund.

Figure 4.10.1 - Water Department Revenues by Fund



The graph clearly illustrates that the Water Fund is the primary source of revenue for Water Department operations. The following graphs show Water Fund revenue trends for the period of 2015-2019, and the average distribution of each revenue category for the same period.

Figure 4.10.2 - Water Fund Revenue Trends

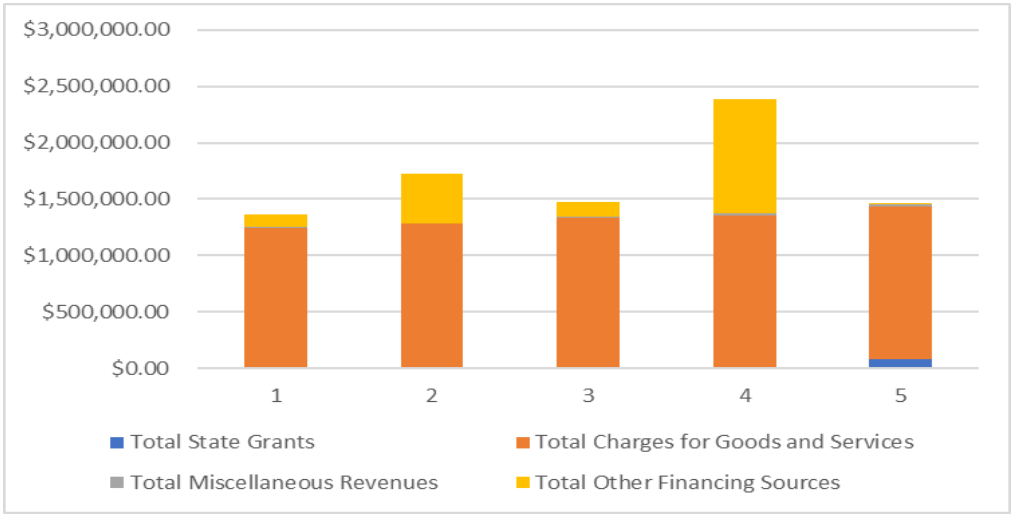
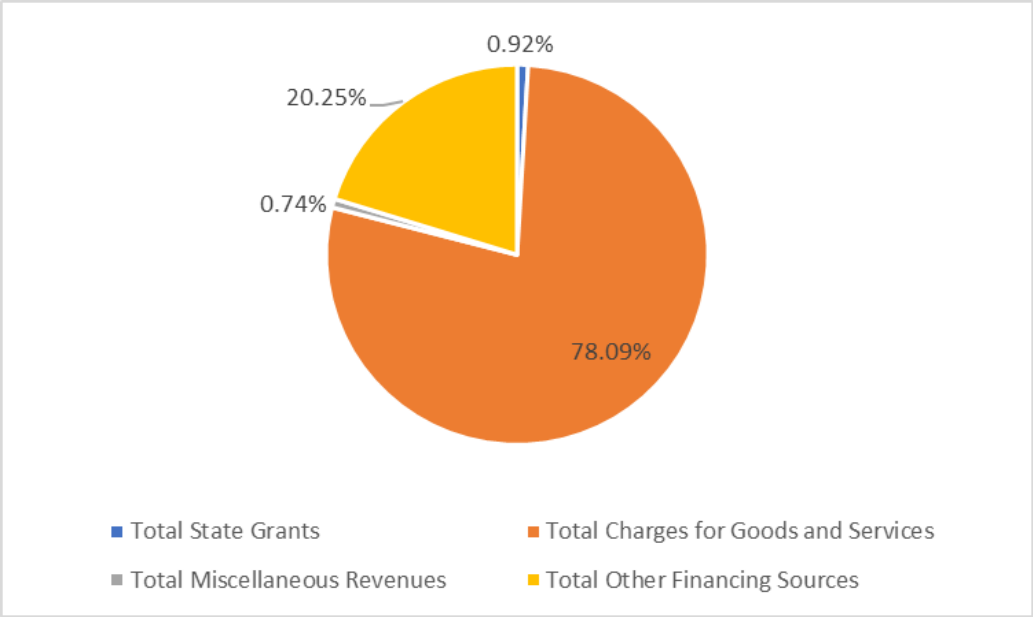


Figure 4.10.3 - Water Fund Revenue Distribution



The preceding graphs clearly show the importance of charges for services to Water Fund revenues with an average of 78.09% of annual revenue from this source.

Appendix 2H contains detailed Water Department expenditure data from 2015-2019. Given the vast majority of expenditures are from the Water Fund, the following two graphs give two views of Water Fund expenditures for the years 2015-2019. The first shows expenditure trends, the second shows the relative size of each of the expenditure categories.

Figure 4.10.4 – Water Fund Expenditure Trends

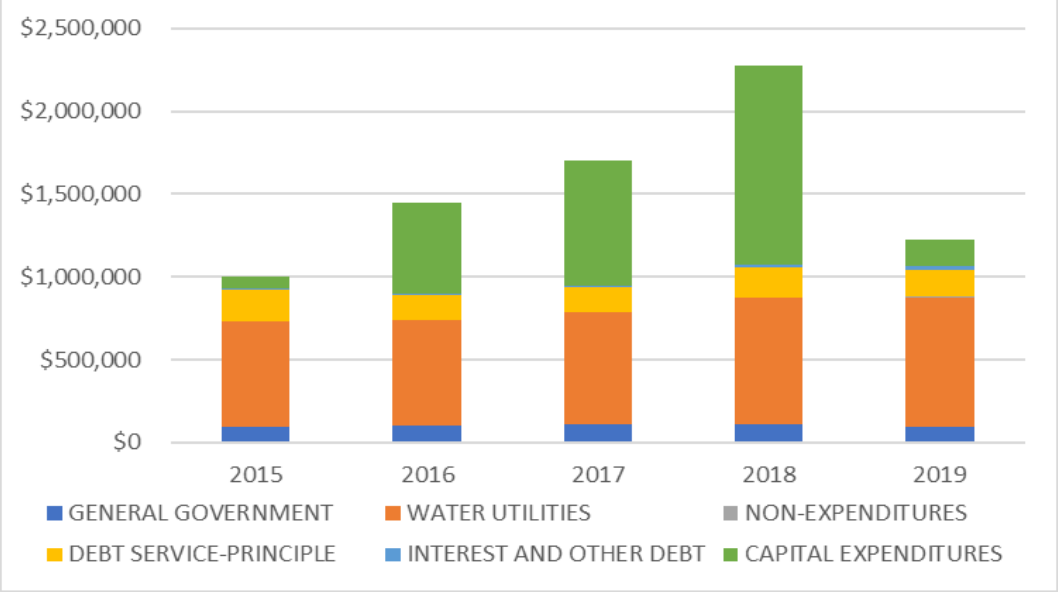
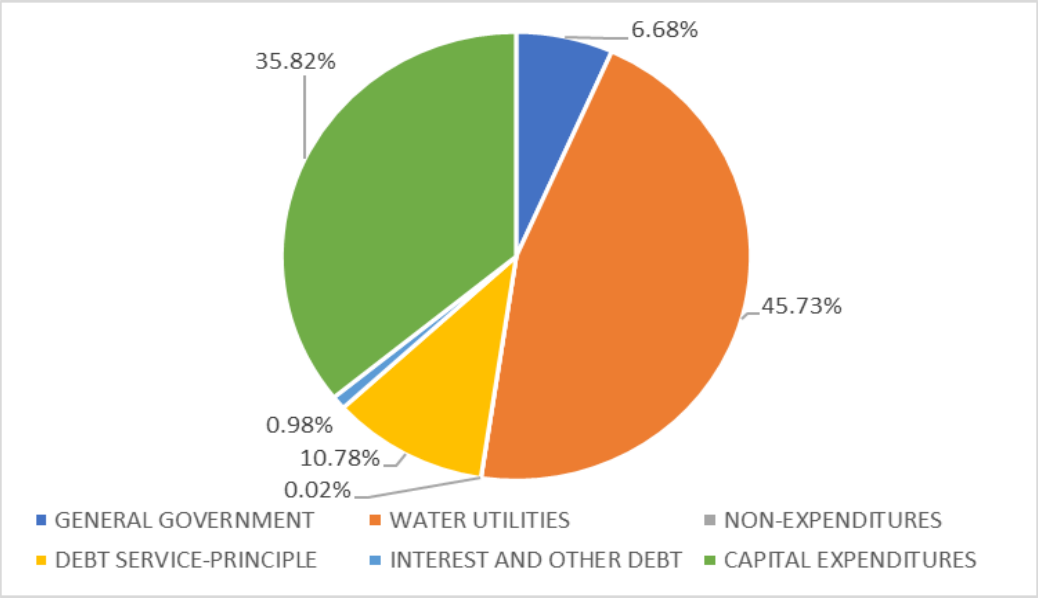


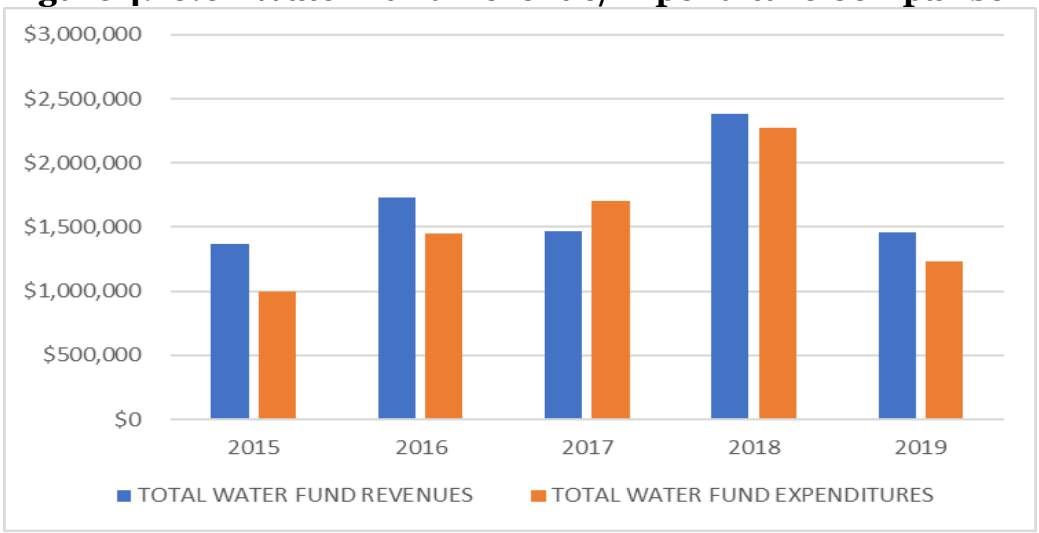
Figure 4.10.5 - Water Fund Expenditure Distribution



From the graphs it is clear that Water Utilities, which make up most of department operations, and Capital Expenditures are the two largest expenses followed by Debt Service principle and interest. It is important to note that for the period 2015-2019 salaries, wages and benefits accounted for an average of 23.38% of total Water Fund expenditures. If capital expenditures are deducted from the total, salaries, wages and benefits increase to 34.20% of annual expenditures.

The following graph provides a comparison between Water Fund revenues and expenditures for the same period.

Figure 4.10.6 - Water Fund Revenue/Expenditure Comparison



PROJECTED REVENUES AND EXPENDITURES:

The following projections are limited to the Water Fund. Projecting revenue is always uncertain, and depends on many assumptions that may not be accurate. For this projection, it is assumed that:

- the proportion of businesses and residential water accounts will remain roughly the same over time.
- revenue will rise proportional to population. In 2018, Water Fund revenue was approximately $274.33/per person per year (4,935 people, $1,353,802 in actual revenue (limited to Charges for Goods and Services).
- No revenue projected from system development charges.
- Flat revenue from other water system related items.
- the service population will grow at an annual rate of .25%.
- the City will gradually expand into the Urban Growth Area, as well as continuing to build out vacant lots inside the City itself.
- miscellaneous revenues will average $15,000 annually.
- Grants/loans not included.

Expenditures from the Water Fund are likewise very uncertain. Some expenditures are under the control of the City but many are not. For the purposes of projecting expenditures, the following assumptions were made:

- Salaries and benefits, office and operating supplies, other services and charges, legal and engineering fees, permits and taxes and other operating expenses will increase 2% annually.
- Equipment Rental charges will increase at 3% annually.
- Public Utility services will increase at 2% annually.
- debt service will be approximately $172,364 per year with interest of $34,533, until such a time as additional debt is acquired to pay for the planned capital improvements.
- interfund charges will be a constant $18,272 annually.
- $30,000 will be spent on small capital projects each year.
- transfers to water reserve and debt service will remain at $0 annually.
- None of the planned capital projects or new debt service has been included.

The following table shows projected Water Fund revenues and expenditures given the above assumptions.

Table 4.10.8 – Water System Revenue and Expenditure Projections

REVENUES	2021	2022	2023	2024	2025	2026
Charges for Services	$1,507,500	$1,510,905	$1,514,318	$1,517,740	$1,521,171	$1,524,610
Miscellaneous Revenues	$15,200	$15,200	$15,200	$15,200	$15,200	$15,200
TOTAL	**$1,524,721**	**$1,528,127**	**$1,531,541**	**$1,534,964**	**$1,538,396**	**$1,539,810**
EXPENDITURES						
General	$110,806	$112,657	$114,545	$116,470	$118,434	$120,437
Water Utilities	$872,017	$889,883	$908,132	$926,770	$945,809	$965,255
Non-Expenditures	$500	$500	$500	$500	$500	$500
Debt Service, Principle	$172,364	$172,364	$172,364	$172,364	$172,364	$172,364
Debt Service, Interest	$34,533	$34,533	$34,533	$34,533	$34,533	$34,533
Capital Expenditures	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000
Transfer to Debt Service	$0	$0	$0	$0	$0	$0
Total	**$1,220,220**	**$1,239,937**	**$1,260,074**	**$1,280,637**	**$1,301,640**	**$1,323,089**
Surplus/ Deficit	**$304,501**	**$288,190**	**$271,467**	**$254,327**	**$236,756**	**$216,721**

This table does not include beginning or ending fund balances. The table shows that if the assumptions are correct, present trends continue and capital expenditures are limited to $30,000 per year, the City will be generating surplus revenues required to complete and/or finance proposed capital improvements. Any surplus revenues within the life of this plan can be used for capital projects, placed into the Water Reserve for future projects or used to reduce debt. However, it will be important to review actual revenues and expenditures regularly to keep these projections up to date and realistic and to look at the projections in light of the planned capital.

FINANCIAL ANALYSIS OF PLANNED CAPITAL PROJECTS:

The following table and text provide an analysis of the financial impact of the planned improvements listed in Table 4.10.9 using the projections of revenues and expenditures from the previous sections. The following assumptions, in addition to those listed in the previous sections, were used in the analysis:

- The city will be responsible for 100% of capital project costs for small projects with large projects funded through a combination of grants and low interest loans.
- All grants, with the exception of the airport water reservoir, will be 50% of total project cost.
- All loans will be at 1.5% with a 20-year payback with payment to begin the year following construction.

Table 4.10.9 – Water System Capital Projects Financial Analysis

REVENUES	2021	2022	2023	2024	2025	2026
Charges for Services	$1,507,500	$1,510,905	$1,514,318	$1,517,740	$1,521,171	$1,524,610
Grants/Loans	$3,605,000	$3,388,000	$1,059,000	$257,400	$0	$0
Miscellaneous Revenues	$15,200	$15,200	$15,200	$15,200	$15,200	$15,200
TOTAL	**$5,127,700**	**$4,914,105**	**$2,588,518**	**$1,790,340**	**$1,536,371**	**$1,539,810**
EXPENDITURES						
General	$110,806	$112,657	$114,545	$116,470	$118,434	$120,437
Water Utilities	$872,017	$889,883	$908,132	$926,770	$945,809	$965,255
Non-Expenditures	$500	$500	$500	$500	$500	$500
Debt Service, Principle	$172,364	$182,536	$267,643	$294,245	$300,711	$300,711
Debt Service, Interest	$34,533	$48,782	$62,174	$66,360	$67,378	$67,378
Small Capital Expenditures	$97,000	$30,000	$30,000	$30,000	$30,000	$30,000
Large Capital Expenditures	$3,605,000	$3,388,000	$1,059,000	$257,400	$0	$0
Transfer to Debt Service	$0	$0	$0	$0	$0	$0
Total	**$4,892,220**	**$4,652,358**	**$2,441,994**	**$1,691,745**	**$1,462,832**	**$1,484,281**
Surplus/ Deficit	**$235,480**	**$261,747**	**$146,524**	**$98,595**	**$73,539**	**$55,529**

Table 4.10.12 shows that given the assumptions, Water Fund revenues will be sufficient to complete planned projects providing assumed grant/loan funding is secured. However, the projections show that surplus revenues will decline each year and will not be sufficient to build reserves or provide funding for projects that require matching funds.

4.11 SEWER

This chapter presents details on the City's Sewer Treatment System.

BACKGROUND, INVENTORY AND EXISTING CONDITIONS:

The City provides central sewer treatment services to all areas within the corporate limits.

The Sewer collection and treatment facility is a typical activated sludge oxidation ditch system with outfall to the Okanogan River. According to the city engineers, the collection system is well laid out with a good configuration of trunk and interceptor lines coupled with feeder or collector laterals. Collection pipes are mostly concrete, with newer piping being PVC plastic. The treatment facility, which was recently upgraded, is located at 635 South Fir Street in South Omak. The City's wastewater collection system includes over 24 miles of gravity sewer pipe, approximately 0.3 miles of force main pipe, four sewage lift stations, and associated telemetry.

The sections that follow present information on the current status of the treatment system, collection system, personnel, facilities, and equipment primarily derived from the October 2010 City of Omak Wastewater Treatment Facilities Engineering Report Addendum, prepared by Gray & Osborne, Inc.

TREATMENT PLANT:

The following data on the treatment system is summarized from the City's National Pollutant Discharge Elimination System permit; the Wastewater Treatment Facilities Engineering Report, and Wastewater Treatment Facilities General Sewer Plan prepared by Huibregtse, Louman, & Associates and as updated in 2010 by Gray & Osborne; and current inventory information. The following table presents an inventory of major parts of the Sewer treatment plant.

TABLE 4.11.1 - SEWER TREATMENT SYSTEM

Item	Condition
Treatment Plant Property	good
Main lift station	fair
Head works	fair
Oxidation ditch	fair
Clarifier #1	fair
Clarifier #2	fair
Clarifier #3	new
Equipment building	good
Backwash storage tank	fair
Flow diversion vault	good
UV disinfection system	good
Control and lab building	good
Shop and garage building	good
RAS/WAS Building	good
Dewatering Building	good
Compost Mixing Building	good
Compost Control Building	good

PLANT CAPACITY:

The City's discharge permits specify the following design criteria:

- Average Monthly Flow (maximum month): 1.89 million gallons/day
- Influent BOD_5 Loading (maximum month): 1,530 lbs./day
- Influent TSS Loading for (maximum month): 1,650 lbs./day
- Design population equivalent: 6,375

Since 1996, influent BOD and TSS loadings have, at times, exceeded the maximum month design loading criteria for the Omak wastewater treatment facility. Despite these higher-than-expected loadings, the facility has continuously met its permitted effluent limits. The main reasons for the higher than expected TSS and BOD-5 loadings to the plant comes from the SunOpta Fruit Group due to quality of pretreatment and plant operations. The TSS is mainly due to a high grit concentration coming from the aging (and soon to be replaced) collection system. Between 18 to 25% of the TSS is grit.

SEWAGE LIFT STATIONS

The City presently operates four sewer lift stations. Please refer to the October 2010 City of Omak Wastewater Treatment Facilities Engineering Report Addendum, prepared by Gray & Osborne, Inc. for descriptions of the City's sewage lifts stations. An inventory of the lift stations is shown in Table 4.11.2.

TABLE 4.11.2 – SEWAGE LIFT STATIONS

Parameter	E. Omak Park LS	East Dewberry LS	Wal-Mart LS	Koala Avenue
Location	North end of Ferry Street	E. Dewberry Ave.	Engh Rd/US 97	Koala Avenue
Station Type	Package Station	Wet Well	Wet Well	Wet Well
Station Size	6' ID x 12' deep	57.5" ID x 151" deep	6' ID x 271.5" deep	86" ID x 202" deep
No. of Pumps	2	2	2	2
Pump Manuf.	~~Smith & Loveless~~	ABS	~~Flygt~~	~~Flygt~~
Model No.	~~4B2B~~	Piranha	CP-3085	CP-3102
Pump type	Verticle Centrifugal	Grinder	Submersible	Submersible
Rated Flow (gpm)	300	40	300	300
Rated Head (ft)	40	20	22.5	20
Speed (rpm)	1170	3450	N/A	N/A
Motor hp	5	2	7.5	5
Force Main Pipe	4" PVC (200')	2" (210')	6" (370')	6" (625')

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DRAINAGE BASINS:

The City is presently divided into 13 sewage drainage basins with two additional basins likely due to future development. For a complete description of the drainage basins and any deficiencies, please refer to the October 2010 City of Omak Wastewater Treatment Facilities Engineering Report Addendum, prepared by Gray & Osborne, Inc.

SLUDGE DISPOSAL:

Most of the biosolids are Class "B" dewatered bio-solids hauled from the plant and stored for land application on property northeast of the City. A small percentage of the plant's biosolids are composted with wood byproducts to produce a class "A" biosolids. The Class "B" solids, the majority (80%) of the bio-solids generated the plant, are land applied under permit from the Department of Ecology, with a cover of Class "A" solids to reduce odor. The remaining 20% is mixed with wood by products to prduce Class A biosolids compost. In 2002, Omak received a statewide environmental excellence award from the Washington Department of Ecology for its successful innovation and effective treatment of biosolids.

COLLECTION/TRANSMISSION SYSTEM:

The City owns approximately 24 miles (126,720 feet) of sewer collection lines, of which, 110,000 feet (20.8 miles) are 50 to 80 year old concrete pipes. Distribution of pipe sizes is as follows:

TABLE 4.11.3 - COLLECTION SYSTEM

Pipe Size	Overall Length (feet)
4" Force Main	420
6"	9,310
8"	96,200
10"	3,620
12"	7,590
15"	5,140
18"	3,270
24"	1,050

On November 19, 2009, a sewer interceptor line with the City's sanitary sewer collection system on East Dewberry Avenue between Maple and Locust Streets failed, causing a sewage backup and overflow, ultimately spilling and estimated 30,000 gallons of raw sewage into the nearby Okanogan River. Then in March 2011, the same line failed further down Dewberry with another 25,000 gallons of raw sewage leaking into the river. The Dewberry interceptor line failures temporarily displaced local residents due to the disruption of sanitary sewer and potable water services while City personnel made necessary emergency repairs. Excavation of the Dewberry interceptor line revealed significant deterioration of the old concrete pipe.

Once repairs to the Dewberry interceptor were made, the City initiated a sewer cleaning and video inspection program to assess the conditions of its concrete sewer lines beginning with the Dewberry interceptor. Since the Dewberry interceptor sewer failure, the City has cleaned and video inspected over 8,000 feet of the more than 110,000 feet of old concrete sewer pipe within its sanitary sewer collection system. The City's records indicate concrete sewer pipe within its system is between 50 and 80 years old.

Video inspection of the old concrete sewer lines indicate severe pipe degradation, including; exposed concrete aggregate, manhole step corrosion, exposed aggregate benches. Root intrusion is also evident in the City's old brick manholes.

As a result the City is in the process of completing design work on replacement of the Dewberry interceptor and the other pieces (both public and private) of the collection system in that area and has submitted and will be submitting applications for grants and loans to complete the entire estimated $26 million project.

LABORATORY AND CONTROL BUILDING:

The City operates a state-certified laboratory and performs all required tests on site.

DISCHARGE PERMIT:

The treatment plant operates under a National Pollutant Discharge Elimination System permit issued in April, 2009 by the Washington State Department of Ecology. The current permit expires in March 2014 and establishes flow limits based on the design capacity of the plant, effluent limitations, and a testing schedule. The permit requires monitoring with reports submitted according to a schedule set in the NPDES permit. The monitoring requires a variety of daily, weekly and monthly testing and are submitted to Ecology. Details on the monitoring and reporting requirements are found in the NPDES permit on file at City Hall. The City will need to apply for a renewed NPDES permit by March 2013.

Commented [KM2]: Renewal done in 2019

An updated Operations and Maintenance Manual will be prepared for submittal to the Washington Department of Ecology as required by the permit. An Engineering Report is also being prepared submittal for the Washington Department of Ecology, and improvements recommended in the draft report are used as the basis for improvements recommended in this plan.

EFFLUENT LIMITS:

The NPDES permit establishes limits for four parameters: 5-day biochemical oxygen demand (BOD_5), total suspended solids (TSS), fecal coliform bacteria and pH. At the moment, the plant is meeting these limits. The following table represents the effluent limitations.

TABLE 4.11.4 – EFFLUENT LIMITATIONS

Parameter	Average Monthly[a]	Average Weekly[a]
Biochemical Oxygen Demand (5 day)	30 mg/L, 229.5 lbs/day and 85% minimum removal	45 mg/L, 344.3 lbs/day
Total Suspended Solids	30 mg/L, 247.5 lbs/day and 85% minimum removal	45 mg/L, 371.3 lbs/day
Fecal Coliform Bacteria	100/100 ml	200/100 ml
PH	Daily minimum is equal to or greater than 6 and the daily maximum is less than or equal to 9.	

[a] The average monthly and weekly effluent limitations are based on the arithmetic mean of the samples taken with the exception of fecal coliform, which is based on the geometric mean.

SEWER PLAN:

The City has a Wastewater Treatment Facilities General Sewer Plan (1996) and an Engineering Report (1996), both prepared by Huibregtse, Louman & Associates, Inc. An updated Engineering Report, prepared by Gray & Osborne, is slated for completion in 2011, and improvements recommended in the draft report are used as the basis for improvements recommended in this plan.

PERSONNEL:

The Sewer plant employs approximately 2.6 full-time equivalent employees, plus around 5% of the time of the Public Works Director and Assistant Director.

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EQUIPMENT:

The Sewer system makes use of general City equipment owned by the Equipment Rental fund, described in section 4.4.

DEMAND & LEVEL OF SERVICE:

HISTORICAL AND CURRENT DEMAND

Flows for the period 2000 through 2010 have ranged from a low of 0.5235 million gallons per day (MGD) in 2000, to a high of 0.6584 MGD in 2002. The average flow for the period 2000 through 2010 was .5785 MGD. With an average service population of 4,728 for the same period, the annual average flow of .5785 MGD represents a hydraulic loading of 122.37 gallons/capita/day. The highest monthly flows typically occur in May and June, and are a result of collection system infiltration brought on by high river flows elevating the surrounding ground water levels. Depending on the spring melting of the mountain snow pack, river flows may vary significantly from year to year. Data on historical plant loadings are available in the Wastewater Treatment Facilities Engineering Report Addendum (G&O 2010).

ACCOUNT BREAKDOWN:

City sewer account records provide the number of sewer connections by customer classification (residential, commercial, etc.) for 2009. Water consumption records were reviewed to determine an appropriate allocation of wastewater flows to each customer classification based on winter water usage. 2009 City Equivalent Residential Units (ERUs) by customer classification are shown in Table 4.11.5.

TABLE 4.11.5 – 2009 ERUS

Sewer Account Type	2009 ERUs
Residential[1]	2,033
Commercial[2]	822

STANDARD FOR LEVEL OF SERVICE

Sewer Level of Service Standard is based on the discussion in the Wastewater Treatment Facility Engineering Report. Average flows are estimated at 191 gallons per person per day. Maximum monthly flows, peak day flows, and peak hour flows are estimated based on the current ratio between average flows and these values. BOD and TSS loadings are based on current per capita loadings.

1 - residential includes single and multi-family residences
2 - commercial includes commercial, food services and schools

FORECAST OF FUTURE DEMAND:

Service population is based on the "moderate growth" projection of 1% per year, and assumptions about how many new residents outside the current City limits will come onto the system. While this resulted in an overall future growth rate of 1.38% per year, which is equal to the growth rate for the period of 1990 to 2000, the experience from the period 2000 through 2010 found population growth to have slowed making a .5% rate more realistic, however the 2010 Facilities Engineering Addendum uses a 1.38% growth rate to project demand, a reasonable assumption that will ensure available capacity for unanticipated users (e.g. Sunopta 12 Tribes Casino).

Commented [KM4]: Update

Data on future demand is included in the 2010 Facilities Engineering Addendum.

PLANS OF OTHER PROVIDERS OF PUBLIC FACILITIES:

The operation of the City's waste water system can be greatly affected by actions of the public and private sectors. The public sector, primarily through new regulations passed by the state and federal governments, permit provisions for treatment plant operations and Tribal development projects can affect the system in many ways, including increased requirements for testing, new quality standards and significant upgrades to the treatment plant and collection system.

The private sector impacts the system through demands for new collection lines, and other factors created through community growth and development. Plans of major and minor developers should be studied for impact on the Sewer treatment system as part of the permitting process.

PROPOSED CAPITAL PROJECTS:

Omak has several major projects underway that will result in upgrades the WWTP and replacement of the majority of the collection system.

A nearly $1 million project at the WWTP will begin in the summer of 2011 funded through a $450,000 grant and $450,000 loan. The project includes upgrades to the electrical controls, replacement and upgrades to the headworks screen, conversion of an existing unused clarifier for bio-solids processing and other items.

The City, as a result of the collection system failure in November 2009 and the subsequent cleaning and inspection work and another failure in March 2011 in the same vicinity, finds itself in the position of having nearly an entire sanitary sewer collection system in need of replacement. For the past 18 months the City, assisted by the city engineers, Gray & Osborne, Inc. have been inspecting, planning, designing, conducting environmental and cultural reviews and seeking funding for the replacement project. Part of the process has included analysis of alternatives. The alternatives are briefly summarized below.

ALTERNATIVE 1 – SEWER COLLECTION SYSTEM IMPROVEMENTS

This alternative consists of the replacement and rehabilitation of the City's existing concrete sanitary sewer collection system and replacement of brick manholes and Orangeburg side sewer pipe. More specifically, the Sewer System Improvements project consists of the replacement of over 110,000 feet of old, deteriorated concrete interceptor, trunk and collector sewers, ranging in diameter from 6" to 24", with new 8" to 30" diameter HDPE and PVC sanitary sewer pipe. The project also includes the replacement of 4" and 6" Orangeburg pipe side sewers with HDPE and PVC sewer pipe. Replacement of existing cleanouts, lampholes, and old brick manholes and the reconnection of side sewers are also part of the work. Any existing storm sewer connections to sanitary sewer lines will be rerouted to the City's storm sewer collection system as part of the work. Pipeline replacement will be via open excavation and trenchless methods.

ALTERNATIVE 2 - DO-NOTHING ALTERNATIVE (COLLECTION SYSTEM)

In this alternative, the City would continue to operate and maintain its sewer collection system and replace and/or repair sewer collection components as the need arises. City operations and maintenance costs would remain unchanged initially as long as the City's sewer collection system continued to operate without any major failures. The risk associated with this alternative is that the concrete sewer components of the City's system would continue to deteriorate, increasing the quantity and frequency of sewer line failures similar to the East Dewberry Avenue interceptor failure. Emergency sewer line repairs are generally much more costly on a per foot basis than planned improvements and the City would likely need to apply for additional emergency monies to pay for the cost of such failures. The do-nothing approach presents liability risks related to potential sewage backups on private property and environmental damage when untreated sewage finds its way into the Okanogan River through storm drains or direct runoff should sewer line failures occur.

OTHER ALTERNATIVES CONSIDERED FOR COLLECTION SYSTEM

Other alternatives briefly considered include connection to the City of Okanogan's sewer collection system, abandonment of the City's sewer collection system and the installation of individual septic systems, and partial abandonment of the City's sewer collection system and the installation of a low-pressure sewer. These alternatives were quickly abandoned for various reasons, including exorbitantly high initial and operations and maintenance costs, regulatory requirements, public perception and design feasibility issues.

PREFERRED COLLECTION SYSTEM ALTERNATIVE

Alternative 1 is the City's preferred alternative. A systemic, phased approach to replace its aging, deteriorated sanitary sewer system reduces a potential public and environmental health risk to the City and its residents, reduces the City's exposure to potential fines and/or compliance orders from Ecology, reduces operations and maintenance costs at the wastewater treatment plant due to infiltration, and positions the City for continued growth and development into the future.

It is anticipated that the Sewer System Improvements project will be divided into five phases of work. Proposed project phases were prioritized based on an analysis of sewer video inspections, sewage flow quantities, and pipeline age. Total estimated project cost for all phases is approximately $21,000,000. These costs do not include annual operations and maintenance costs as it is anticipated that operations and maintenance of the proposed system will be less than that of the existing system. As of the date this draft was prepared, the City was successful in obtaining a $7 million loan (.5% interest, 20 year payback) from the Public Works Board and $3.8 million in loans (2.5% interest, 20 year payback) from the Department of Ecology. The $7 million is for construction of Phases 1 and 2 while the Ecology funds are to engineer the entire project and construct Phase 1.

PRIORITIZED LIST OF CAPITAL PROJECTS:

The following table lists the prioritized capital projects from the Sewer Treatment Facility Engineering Report Addendum. The projects were not subject to the prioritization process outlined herein, but rather will be considered in the priority provided by the City's engineers.

TABLE 4.11.6 - PRIORITIZED CAPITAL PROJECTS

Proposed Improvement	Estimated Cost	Year Proposed
Koala Ave lift station	$30,000	2012
WWTP Improvements	$909,854	2011
~~Collection System Phase 1~~	$1,640,000	2011
Collection System Phase 2	$8,116,000	2012
Collection System Phase 3	$1,075,000	2013
Collection System Phase 4	$4,644,000	2014
Collection System Phase 5	$5,505,000	2015
Total	**$21,919,854**	

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FINANCIAL INFORMATION:

Sewer system revenue is primarily through sales of service, with minor revenue from connection charges, engineering services, and interest earnings with larger projects usually funded through grants or loans from state and/or federal sources. Expenditures are for wages and benefits, operating expenses such as insurance, equipment rental, electrical power charges for pumping, repairs and maintenance, and capital improvements. The following tables summarize sewer system revenues and expenditures for the period 2005-2009.

TABLE 4.11.7 - SEWER SYSTEM REVENUES

SEWER FUND REVENUES	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Beginning Fund Balance	$52,029	$93,052	$156,878	$285,717	$309,782
Charges for Services	$706,107	$789,111	$868,768	$910,554	$918,304
Miscellaneous Revenues	$2,509	$5,231	$9,947	$7,161	$2,664
Other Financing Sources	$49,000	$0	$0	$0	$0
Total Revenues	**$757,616**	**$794,342**	**$878,715**	**$917,715**	**$920,968**
Non-revenues	**$229,977**	**$(23)**	**$6**	**$(2)**	**$(17)**
TOTAL ALL SOURCES	**$1,039,622**	**$887,371**	**$1,035,599**	**$1,203,430**	**$1,230,733**

The following graphs give a illustrate Sewer revenue trends and the relative contribution of the different revenue sources to the total revenue picture. These graphs show the dominance of charges for Sewer service in funding the department.

GRAPH 4.11.1 - SEWER SYSTEM REVENUE TRENDS

GRAPH 4.11.2 - SEWER SYSTEM REVENUE DISTRIBUTION

The preceding graphs show that charges for service make up nearly 78% of sewer system revenue with the beginning fund balance (essentially money unspent during the previous year and a source for emergency and matching funds) and occasional infusions of non-revenues (grant or loan dollars) also significant sources.

The following table and graphs give a breakdown of Sewer system expenditure trends and distribution for the period from 2005 to 2009.

TABLE 4.11.8 - SEWER SYSTEM EXPENDITURES

SEWER FUND **EXPENDITURES**	**2005 Actual**	**2006 Actual**	**2007 Actual**	**2008 Actual**	**2009 Actual**
Financial/Records Service					
Salaries and Benefits	$36,596	$38,780	$40,496	$40,220	$43,109
Office and Operating Supplies	$1,155	$1,512	$2,116	$905	$994
Other Services & Charges	$4,606	$4,738	$4,720	$5,451	$5,797
Subtotal Finance Services	**$42,357**	**$45,030**	**$47,332**	**$46,576**	**$49,900**
Administrative					
Salaries and Benefits	$38,259	$40,423	$43,494	$47,897	$48,469
Operating Supplies	$448	$648	$627	$119	$333
Other Services/Charges	$80,364	$75,684	$93,059	$90,865	$72,685
Subtotal Administrative	**$119,071**	**$116,755**	**$137,180**	**$138,881**	**$121,487**
Sewer Collections					
Salaries and Benefits	$45,282	$28,775	$24,025	$33,978	$36,287
Operating Supplies	$4,021	$70	$51	$163	$2,229
Other Services/Charges	$1,667	$18	$163	$505	$3,564
Subtotal Sewer Collections	**$50,970**	**$28,863**	**$24,239**	**$34,646**	**$42,080**
General Operations					
Salaries and Benefits	$150,111	$152,202	$167,581	$178,632	$183,046
Operating Supplies	$26,211	$26,571	$44,709	$23,524	$37,084
Other Services/Charges	$69,735	$94,684	$82,719	$96,371	$88,931
Intergovernmental Services	$4,536	$4,615	$5,634	$4,943	$7,012
Excise Taxes	$17,890	$20,703	$21,371	$23,331	$23,388
Equipment Rental	$48,030	$61,871	$41,267	$44,066	$45,894
Subtotal Gen. Operations	**$316,513**	**$360,646**	**$363,281**	**$370,866**	**$385,355**
Capital Outlay/Transfers					
Capital Outlay	$253,741	$12,471	$0	$47,251	$194,298
Non-Expenditures	$(50)	$0	$0	$0	$0
Debt Service Principle & Interest	$163,969	$166,730	$177,850	$174,925	$153,721
Transfer to Sewer Reserves	$0	$0	$0	$80,505	$25,895
Subtotal Total Transfers	**$0**	**$0**	**$0**	**$0**	$25,895
Total Expenditures	**$946,571**	**$730,495**	**$749,882**	**$893,650**	**$972,736**
Ending Fund Balance	**$0**	**$0**	**$285,717**	**$309,782**	**$257,997**

Graph 4.11.3 - Sewer Expenditure Trends

The graph above and on the following pages show expenditure trends for the years shown in the preceding table as well as the relative size of each expenditure category for the overall Sewer Department as well as the eight separate functional areas: Financial/Records Service, Administrative, Sewer Collections, General Operations, Capital Outlay/Transfers and Ending Fund Balance.

GRAPH 4.11.4 - SEWER SYSTEM EXPENDITURE DISTRIBUTION

GRAPH 4.11.5 - SEWER SYSTEM FUNCTIONAL AREA EXPENDITURE TRENDS

GRAPH 4.11.6 - SEWER SYSTEM FUNCTIONAL AREA EXPENDITURE DISTRIBUTION

The preceding graphs show that salaries and benefits (as averaged for the period 2005-2009) is the largest single expenditure category at 27.54% and that the general operation (maintenance and operation of the system) comprises 34.91% of the budget. Overall the department's budget during this period showed an average increase of 6% per year.

THE CITY ALSO MAINTAINS BOTH A SEWER RESERVE FUND AND A SEWER CONSTRUCTION FUND FOR MAJOR CAPITAL IMPROVEMENTS. THE SEWER RESERVE FUND ACCOUNTS FOR FUNDS SET ASIDE FOR FUTURE SEWER IMPROVEMENTS. THIS DEDICATED AMOUNT HAS TYPICALLY BEEN ABOUT 10% OF SEWER UTILITY RECEIPTS OR EXCESS REVENUES AFTER OPERATION/MAINTENANCE EXPENSES ARE SATISFIED.

Table 4.11.9 - Sewer System Reserve Fund

SEWER RESERVE FUND	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual
Revenues					
Beginning Fund Balance	$152,299	$114,088	$119,100	$122,417	$129,185
Miscellaneous Revenues	$1,789	$5,012	$3,317	$6,768	$809
Transfer in from Sewer	$0	$0	$0	$0	$0
Transfer from Sewer Const.	$0	$0	$0	$0	$0
Total Revenues	**$154,088**	**$119,100**	**$122,417**	**$129,185**	**$129,994**
TOTAL ALL SOURCES	**$154,088**	**$119,100**	**$122,417**	**129,185**	**$129,994**
Expenditures					
Transfer Out	$40,000	$0	$0	$0	$0
Total Expenditures	**$40,000**	**$0**	**$0**	**$0**	**$0**
Ending Fund Balance	**$114,088**	**$119,100**	**$122,417**	**$129,185**	**$129,994**

The Sewer Construction Fund accounts for the loan proceeds, grant or sewer funds utilized for capital improvements to the sanitary sewer collection system and the wastewater treatment facility. Major improvements to the wastewater treatment facility were completed in 2000 and 2001. This fund is currently depleted was merged with the Sewer Fund in 2010.

Table 4.11.10 - Sewer System Construction Fund

SEWER **CONSTRUCTION FUND**	**2005 Actual**	**2006 Actual**	**2007 Actual**	**2008 Actual**	**2009 Actual**
Revenues					
Beginning Fund Balance				$81,755	$0
Miscellaneous Revenues				$0	$0
PWTF Loan				$0	$0
Non-revenues				$0	$0
Transfer In from Sewer Reserve				$0	$0
Total Revenues				**$81,755**	**$0**
TOTAL ALL SOURCES				**$0**	**$0**
Expenditures					
Legal Services				$0	$0
Advertising				$0	$0
Capital Improvements				$0	$0
Engineer Services				$0	$0
Total Expenditures				**$16,652**	**$0**
Non-expenditures				$0	$0
Total Expenditures				**$0**	**$34,434**
Ending Fund Balance				**$65,103**	**$56,893**

PROJECTED REVENUES AND EXPENDITURES:

Projecting revenues and expenditures is always uncertain, and depends on many assumptions that may not be accurate. Some expenditures are under the control City but many are not. For a number of years no or limited rate increases were imposed on system customers. However, rates were increased by nearly $12/month during 2010 and again in March 2011 up to a total of nearly $57/month in order to begin building reserves for the collection line replacement project and to meet funding agency criteria that allow loans to be converted to either grant or no payback.

The following projections are limited to the Sewer Fund. For these projections, it is assumed that:

- the proportion of businesses and residential water accounts will remain roughly the same over time
- revenue will rise proportional to population. In 2010, sewer revenue was approximately $247/per person per year (4,774 people, $1,180,000 actual revenue – charges for services), in 2011 this is estimated to increase to $1,558,000 or $326/per person.
- the service population will grow at an annual rate of .5% (the average from 2000 to 2010)
- the City will gradually expand into the Urban Growth Area, as well as continuing to build out vacant lots inside the City itself
- miscellaneous revenues will average $1,000 annually
- other revenue sources will be $0 annually
- State grant dollars will include $400,000 in 2011 and $50,000 in 2012 for WWTP upgrades then are assumed to be $0 given the uncertain nature of grant programs and funding
- Intergovernmental loans in 2011 include the balance of the $450,000 loan for WWTP upgrades ($398,832) and a portion of the $10.8 in Ecology and PWTF loans. The balance of the loans for Phases 1 and 2 and design of the entire collection system project are spread between 2012 and 2013
- Beginning in 2011, sewer rates were increased to approximately $57/month in anticipation of debt service for the collection system project and to build reserves for capital projects

- Salaries and benefits, supplies, services and charges, permits and taxes and equipment rental are all projected to increase 2% annually
- Interfund charges will remain at $32,230 annually
- Capital outlay in 2011 is $1,073,354 as budgeted then assumed to be $5,506,500 in 2012 and $5,245,202 in 2013 with the remaining years $101,000 (average for 2005-2009).
- debt service will be $140,207 per year with$27,417 in interest in 2011 then increased in 2012 to include service on the $450,000 loan for WWTP improvements then remain at that level (debt service for capital improvements funded for construction with loan dollars in 2012-2016 are included in the analysis in Section H which follows)

The following table shows projected Sewer Fund revenues and expenditures given the above assumptions.

TABLE 4.11.11 – SEWER SYSTEM REVENUE AND EXPENDITURES

REVENUES	2011	2012	2013	2014	2015	2016
Charges for Services	$1,558,000	$1,558,779	$1,559,558	$1,560,338	$1,561,118	$1,561,899
Miscellaneous Revenues	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000
Other Financing Sources	$0	$0	$0	$0	$0	$0
State Grants	$400,000	$0	$0	$0	$0	$0
Intergovern-mental loans	$950,000	$6,750,000	$3,550,000	$0	$0	$0
TOTAL	**$2,909,000**	**$8,309,779**	**$5,110,558**	**$1,561,338**	**$1,562,118**	**$1,562,899**
EXPENDITURES						
Salaries and Benefits	$410,050	$418,251	$426,616	$435,148	$443,851	$452,728
Office and Operating Supplies	$62,800	$64,056	$65,337	$66,644	$67,977	$69,336
Other Services/ Charges	$156,625	$159,758	$162,953	$166,212	$169,536	$172,927
Inter-fund Charges	$35,230	$35,230	$35,230	$35,230	$35,230	$35,230
Permits & Taxes	$43,500	$44,370	$45,257	$46,163	$47,086	$48,028
Equipment Rental	$88,976	$90,756	$92,571	$94,422	$96,310	$98,237
Capital Outlay Improvements	$1,073,354	$5,506,500	$5,245,202	$101,000	$101,000	$101,000
Update Sewer Plan	$0	$0	$0	$0	$0	$0
Debt Service, Principle	$140,207	$163,859	$773,359	$773,359	$773,359	$733,359
Debt Service, Interest	$27,417	$29,577	$150,777	$150,777	$150,777	$150,777
Transfer to Sewer Reserve	$0	$0	$0	$0	$0	$0
Transfer to Debt Service	$855,753	$0	$0	$0	$0	$0
TOTAL	**$2,893,912**	**$6,512,356**	**$6,997,302**	**$1,868,954**	**$1,885,126**	**$1,901,621**
Surplus/ Deficit	**$15,088**	**$1,797,423**	**($1,886,743)**	**($307,616)**	**($323,008)**	**($338,723)**

This table does not include beginning fund balances or planned capital projects. The table shows that if the assumptions are correct and present trends continue, the City, depending on when loan dollars are drawn and expended will not have enough revenue to build reserves for future improvements or cover service on the debt acquired through loans for replacement of the collection system. It will be important to review actual revenues and expenditures regularly to keep these projections up to date and realistic.

PLANNED CAPITAL PROJECTS:

Table 4.11.12 provides the schedule of planned improvements including estimated cost and year planned. It is important to note that the planned improvements are listed as recommended by the City's consulting engineer and reflects the 2011 update to the City's Facilities Plan prepared by Gray & Osborne.

TABLE 4.11.12 –PLANNED SEWER FUND CAPITAL PROJECTS

Department	Capital Project	Estimated Cost[3]	City Share	Year Planned
Sewer				2011
	WWTP Improvements	$909,854	$241,525	"
	~~**Collection System Phase 1**~~	$163,500	$0	"
	2011 TOTALS	**$1,073,354**	**$241.525**	
Sewer				2012
	Koala Ave lift station	$30,000	$30,000	"
	~~**Collection System Phase 1**~~	$1,476,500	$0	"
	Collection System Phase 2	$4,000,000	$0	"
	Collection System Phase 3 – apply for funding	$0	$0	"
	2012 TOTALS	**$5,506,500**	**$30,000**	
Sewer				2013
	Collection System Phase 2	$4,116,000	$0	"
	Collection System Phase 3	$1,129,202	$112,920	"
	Collection System Phase 4 – apply for funding	$0	$0	"
	2013 TOTALS	**$5,245,202**	**$112,920**	
Sewer				2014
	Collection System Phase 4	$4,999,616	$499,962	"
	Collection System Phase 5 – apply for funding	$0	$0	"
	2014 TOTALS	$4,999,616	$499,962	
Sewer				2015
	Collection System Phase 5	$6,074,119	$607,419	"
	2015 TOTALS	**$6,074,119**	**$6,074,119**	

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3 - 2011 costs based on Engineering News Record (ENR) National Construction Cost Index January 2011 = 8938, subsequent year estimates based on 2011 cost times an annual inflation rate of 2.49%.

Department	Capital Project	Estimated Cost[3]	City Share	Year Planned
Sewer				2016
	None Planned	$0	$0	"
	2016 TOTALS	**$0**	**$607,419**	

FINANCIAL ANALYSIS OF PLANNED CAPITAL PROJECTS:

The following table and text provides an analysis of the financial impact of the planned improvements listed in Table 4.11.13 using the projections of revenues and expenditures from Section F. The following assumptions, in addition to those listed in Section F, were used in the analysis:

- The city will be responsible for 100% of capital project costs for smaller projects
- 2011 WWTP upgrades and engineering for the entire sewer collection system project as well as construction of Phases 1 and 2 will be 100% paid with loan and/or grant dollars (except for WWTP upgrade city expenses of approximately $241,525)
- PWTF loan for Phases 1 and 2 construction of the collection system ($7 million) is .5% with 20 year payback beginning in 2013. Loan dispersed: $250,000 in 2011, $4,750,000 in 2012 with the balance of $2,000,000 in 2013.
- Ecology loans for engineer all Phases of collection system and construction of Phase 1 ($3.8 million) are 1.5% with 20 year payback beginning in 2013. Loan dispersed: $250,000 in 2011, $2,000,000 in 2012 with the balance of $1,550,000 in 2013.
- PWTF loan for WWTP upgrade is .5% with 20 year payback beginning in 2012
- Ecology loan for collection system is 2.5% with 20 year payback beginning in 2013
- Loans for Phases 3, 4 and 5 of the collection system project will be at 2%, require a 10% match, have a 20 year payback with payment to begin the year following construction

TABLE 4.11.13 – SEWER SYSTEM CAPITAL PROJECTS FINANCIAL ANALYSIS

REVENUES	2011	2012	2013	2014	2015	2016
Charges for Services	$1,558,000	$1,558,779	$1,559,558	$1,560,338	$1,561,118	$1,561,899
Miscellaneous Revenues	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000
Other Financing Sources	$0	$0	$0	$0	$0	$0
State Grants	$400,000	$0	$0	$0	$0	$0
Intergovern-mental loans	$950,000	$6,750,000	$4,453,362	$3,999,693	$4,859,295	$0
TOTAL	**$2,357,832**	**$1,559,779**	**$1,560,558**	**$1,561,338**	**$1,562,118**	**$1,562,899**
EXPENDITURES						
Salaries and Benefits	$410,050	$418,251	$426,616	$435,148	$443,851	$452,728
Office and Operating Supplies	$62,800	$64,056	$65,337	$66,644	$67,977	$69,336
Other Services/ Charges	$156,625	$159,758	$162,953	$166,212	$169,536	$172,927
Inter-fund Charges	$35,230	$35,230	$35,230	$35,230	$35,230	$35,230
Permits & Taxes	$43,500	$44,370	$45,257	$46,163	$47,086	$48,028
Equipment Rental	$88,976	$90,756	$92,571	$94,422	$96,310	$98,237
Capital Outlay Improvements	$1,073,354	$5,506,500	$5,245,202	$4,999,616	$6,074,119	$101,000
Update Sewer Plan	$0	0	0	0	0	0
Debt Service, Principle	$140,207	$163,859	$773,359	$832,207	$1,105,363	$1,437,235
Debt Service, Interest	$27,417	$29,577	$150,777	$165,477	$249,477	$351,477
Transfer to Sewer Reserve	$0	$0	$0	$0	$0	$0
Transfer to Debt Service	$855,753	$0	$0	$0	$0	$0
TOTAL	**$2,038,159**	**$6,512,356**	**$6,997,302**	**$6,841,119**	**$8,288,949**	**$2,766,197**
Surplus/ Deficit	**$15,088**	**$1,797,423**	**($983,381)**	**($1,280,088)**	**($1,867,536)**	**($1,203,299)**

Table 4.11.14 shows that given the assumptions, Sewer Fund revenues will be insufficient to cover the projected expenditures in all but two of the next 6 years. The deficit is in part the result of the assumption that the city will provide a 10% match for any loan dollars it is awarded for the planned capital projects and of course to the increasing debt service and interest as the major capital

projects are constructed.

As in the current expense fund, the projected deficit can be covered all or in part by the beginning fund balance, however in only a matter of a few years there would be no beginning fund balance. The other options are to increase rates or eliminate or postpone planned projects.

4.12 STORM WATER FACILITIES

This chapter presents details on the City's storm water system.

BACKGROUND, INVENTORY AND EXISTING CONDITIONS:

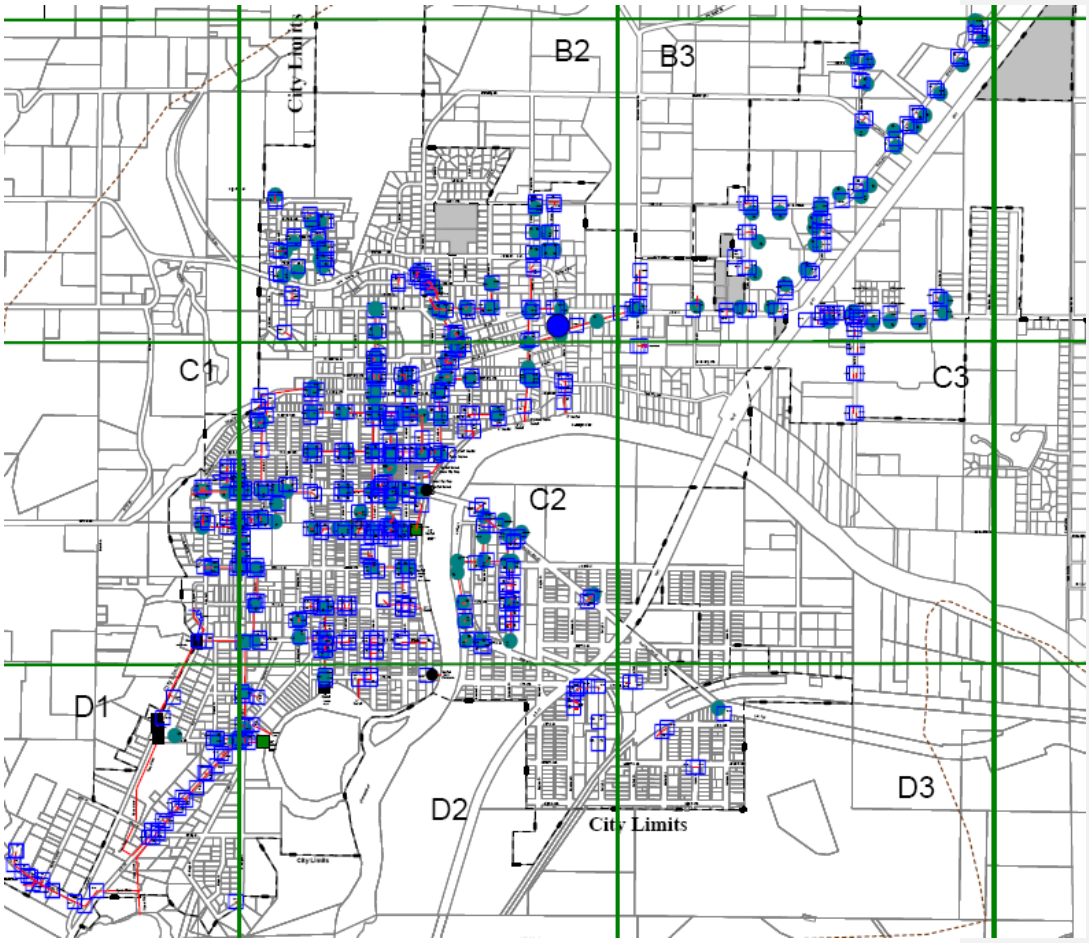
In 1987, the U.S. Congress amended the Federal Clean Water Act requiring a two phase implementation of a comprehensive national program to address the water quality of storm water discharges. The Department of Ecology (DOE) administers the program within the state of Washington. However, the City of Omak is not specifically designated under the program requirements, but the City is growing, and would like to have storm water regulations in place prior to anticipated development to maintain the integrity of the City's storm water system, and to protect the health of the Okanogan River. It is also anticipated that future regulations will be promulgated that apply to smaller communities, and Omak will already have the necessary storm water management program in place. The current system was built in the mid to late 1980's, and is described in the City's Comprehensive Storm Drainage Plan (2009).

The Storm Water Management Plan has two study boundaries. The first boundary is the physical limits of the drainage basins that encompass the area above, and within the City that contribute storm water runoff, either overland, or through the existing drainage system. The second boundary is the limit of existing, and future development (a.k.a. Urban Growth Area) within the drainage basins. The purpose of the storm water study was to create a new City of Omak Storm Water Management Plan for control of storm water runoff within the study area, develop a capital improvement plan, and examine a means of financing the recommended improvements to the storm water system.

The City of Omak's existing storm water system (See Figure IV-XII 1 for map of existing storm water system) serves portions of the residential, commercial, and industrial areas of the City, and consists of a series of roadway and parking lot inlets, storm water pipes, and surface drains. However, not all areas within Omak are served by the storm water system. In un-served areas, storm water typically flows off the roadway, and onto adjacent properties where it is absorbed into the ground. This is common in portions of the study area where the roadway is without curb and gutter.

An analysis was performed on the City of Omak storm drainage system to determine the hydraulic (or flow) capacity of the system. Runoff amounts from various storm events were calculated using a computer model. These amounts were than compared with the capacities of the existing pipe system, and existing lift stations. The primary focus of the analysis was to determine if the lift stations adjacent to the Okanogan River are capable of handling the larger flows due to increased development. The storm water models were run for each watershed using the

FIGURE 4-12.1



following storm events: 10-year 24-hour storm, 25-year 3-hour storm, 25-year 4-hour storm, 25-year 24-hour storm, and the 50-year 24-hour storm. The storm water flow rates from each watershed were compared to the existing pump capacities to determine if additional pumping capacity was necessary.

Existing system deficiencies relate primarily to the physical ability of the existing storm drain system to carry the flows. These deficiencies are summarized below.

TABLE 4-12.1 – STORM WATER SYSTEM DEFICIENCIES

Storm Water Infrastructure Location	**Deficiency**
Fir Street and Central Avenue intersection	shallow pipeline
3rd Street and Cedar Street intersection	sediment collection & ponding
Ross Canyon Road	excessive runoff & erosion
4th Street, 5th Street, & Juniper Street intersections	ponding & flooding at high river levels.
Juniper and Apple	ponding
Riverside Drive	discharge onto private property
Central and Birch	ponding
Central and Ash	ponding
Elm from Bartlett south to Apple	sediment in pipeline
Ash Street from Bartlett south to Central	sediment in pipeline
4th Ave. from Jasmine east to Fir	shallow pipeline
Elm Street between Bartlett and Central, and Central heading west from Elm to Fir	inadequate pipe capacity
Alley west of Fir and south of Apple	inadequate inlet and pipeline capacity
Ross Canyon Road	inadequate inlet and pipeline capacity
Kenwood Street	inadequate inlet and pipeline capacity
Storm Water Lift Stations	
Log Cabin Lift Station	single undersized pump
Log Cabin Lift Station	continuous flow of water
~~1st Street Lift Station~~	~~pump seal failure~~
Apple Lift Station	inadequate capacity for 50 year storm
First Ave. Lift Station	inadequate capacity for 50 year storm
Log Cabin Lift Station	inadequate capacity for 50 year storm

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DEMAND & LEVEL OF SERVICE:

The general approach to Level of Service standards for storm drainage design is to size the system to handle a given type of storm event, such as the 5-year, 24-hour storm. In addition to calculating the expected flow from such a storm, given local rainfall patterns and the area of the local drainage, you must take into account the runoff from Spring snowmelt, and higher river levels associated with this snow melt which will directly impact the system's ability to pump water into the river.

According to City staff, the current system is sized to handle a 50-year storm event, and the desired LOS is the removal of all storm water from City streets within 24 hours of a storm event.

Future demand for storm drainage will be very strongly influenced by land use decisions by the City. If land use development causes surface waters to run over the ground instead of percolating into the ground, then this water will eventually flow down City streets and into the storm water facilities. In order to minimize expansions of the City system, the City requires storm drainage facilities be provided on site as new development proceeds.

REGULATORY CONSIDERATIONS

Currently, two major regulations apply to storm water management in Omak – the Underground Injection Control (UIC) regulations, and the construction storm water permit requirements for projects disturbing more than one acre of ground. The Washington Department of Ecology's (WDOE) Phase II NPDES Municipal Storm Water Permit does not apply to Omak because the census defined urban area population is less the 50,000 people. Therefore, if Omak wants greater control over storm water discharges, the City must develop its own program.

The Underground Injection Control (UIC) regulations apply to subsurface disposal of storm water. These regulations affect all communities, industries, and individuals who use dry wells and infiltration trenches, the two most common methods of subsurface disposal. UIC storm water disposal facilities must either be rule-authorized, or covered by a state waste discharge permit to operate. If a UIC well is rule-authorized, a permit is not required, but the well must be registered with WDOE. For a storm water UIC well to be rule authorized, the well must be designed, constructed, operated, and maintained according to an Ecology storm water manual, or another equivalent department approved manual. As a result, Omak has specified that all storm water infiltration facilities meeting the definition of a UIC well meet the requirements of an approved manual (e.g., the *Storm Water Management Manual for Eastern Washington)*, and registered with WDOE.

Construction storm water permits are required for all projects that disturb one acre or more. These permits are obtained through WDOE. Omak would like to extend

control of construction storm water to projects that disturb 10,000 square feet or more. Projects larger than one acre would still fall under the jurisdiction of WDOE.

RECOMMENDATIONS

To help achieve the desired storm water quality goals, the City of Omak has adopted two ordinances that relate to storm water quality, and the discharge of pollutants into the storm water system: Illicit Discharge Detection and Elimination; and Erosion and Sediment Control. The capacity of the existing system can be protected through the implementation of more stringent design standards.

Illicit Discharge Detection and Elimination Ordinance: The "Illicit Discharge Detection and Elimination" ordinance makes it illegal to dump anything down the storm drain system, have any sanitary sewer lines that are connected to the storm drain system, and sets fines for non-compliance.

Erosion and Sediment Control Ordinance: The "Erosion and Sediment Control" ordinance defines BMPs that construction contractors must implement and install to treat storm water before it leaves the site. The goal is to reduce the amount of sediment that leaves construction sites, either through rainstorm runoff, or on the wheels of trucks that drive from public roads onto a construction site and back. Fines should be determined for non-compliance. The ordinance differentiates between projects of more than one acre, which continue to fall under the jurisdiction of WDOE, and projects between 10,000 SF and one acre, which will fall under the jurisdiction of the City of Omak.

PLANS OF OTHER PROVIDERS OF PUBLIC FACILITIES:

There are no plans of other providers of public facilities that impact the City's storm water system at the present time, other than the City's own sewer collection system replacement project. In the future it will be important for the City to examine proposed projects which may impact the storm drainage system by increasing the amount of impermeable surfaces within, and adjacent to the City's service area. In these cases the City should pursue requirements for on-site retention and treatment of storm water runoff.

PROPOSED CAPITAL PROJECTS:

Recommended improvements to the City of Omak storm water system are summarized in Table 4-12.2. The existing system is well maintained, and many of the system deficiencies are related to minor flooding that occurs during storm events. Lift station improvements are proposed to increase capacities to meet demands placed on the system during a 50-year storm. The intent of the capital improvement plan is to provide a guide for constructing future improvements, and establish a schedule of costs

so financing strategies can be formulated. More severe problems are addressed first, but consideration was given to spreading out the annual costs to provide adequate funds for making the improvements. However, the schedule of improvements could be changed to coordinate with other public facility improvements, such as construction of storm drain improvements in conjunction with sewer, water or street improvements. Proposed improvements should be reviewed yearly as priorities and City growth patterns change.

TABLE 4.12.2 PROPOSED CAPITAL PROJECTS

Proposed Improvement	Estimated Cost[1]	Year Proposed
New Elm and Central Storm Drain	$140,000	?
Upper Ross Canyon Improvements (part of second phase Ross Canyon Road improvements)	$356,000	2015
Replace Catch Basins at Cedar and 3rd, New Cedar System Lift Station	$346,000	2015
New Storm Drain in Juniper, New Lift Station near Juniper and 5th	$280,000	?
~~First St. Lift Station~~	$20,000	2012
Replace Catch Basins at Juniper and Apple	$46,000	2011
Riverside Drive Subsurface Infiltration System	$58,000	2014
Replace Catch Basins at Central and Birch	$44,000	2011
Replace Catch Basins at Central and Ash	$45,000	2013
Replace 4th Street Storm Drain, Jasmine to Fir	$125,000	2018
Replace Storm Drain in Alley West of Fir and South of Apple	$105,000	2016
Construct Log Cabin Lift Station	$453,000	2010
Increase Capacity of Apple Avenue Lift Station	$213,000	2015
Replace culverts on Jasmine	$20,000	2015
Replace collection line on First Ave. from Granite to Fir	$30,000	2013
Total	**$2,211,000**	

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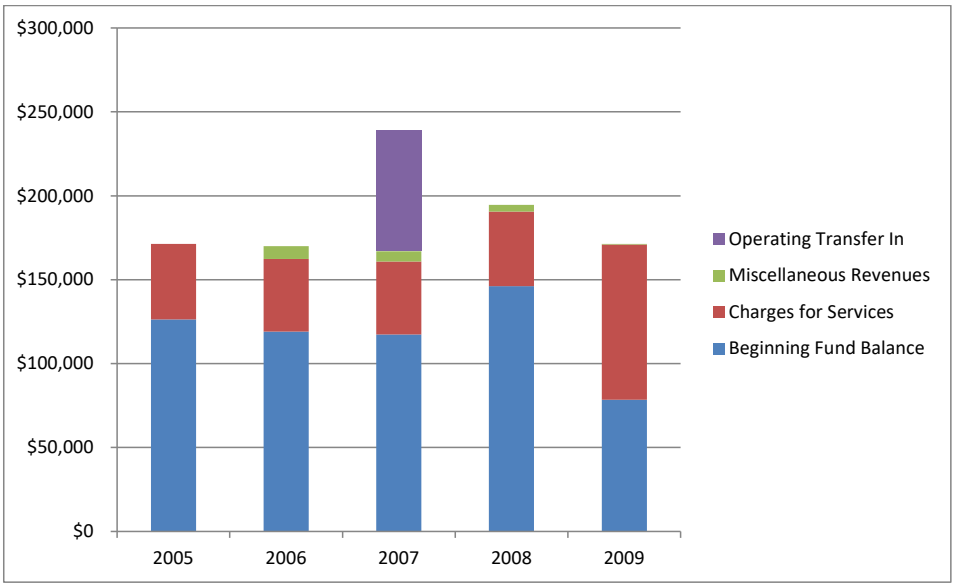
FINANCIAL INFORMATION:

Omak has already taken a positive step in funding a storm water management program by establishing a storm drainage and surface water utility (Omak Municipal Code Chapter 9.12). As a funding method, a storm water utility provides a stable and equitable source of revenue from which to operate the storm water program.

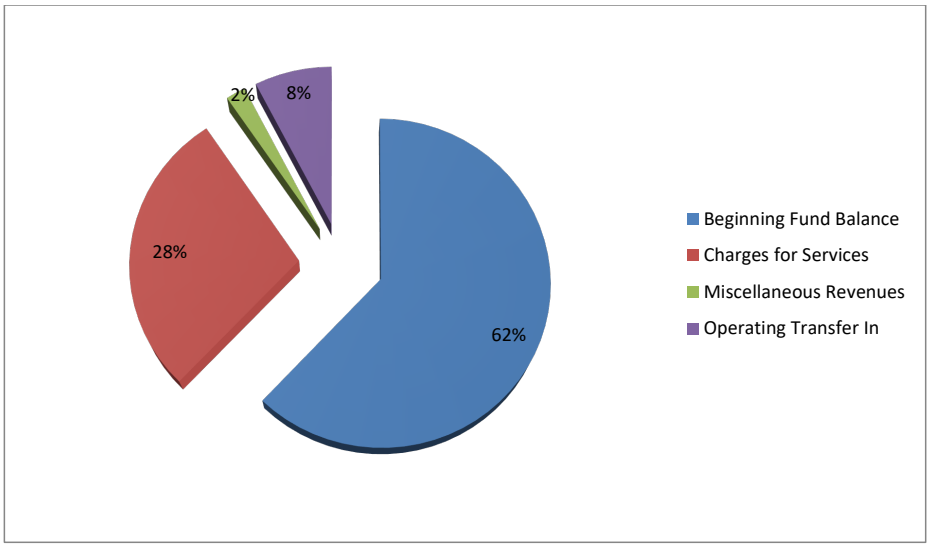
1- Improvements with a planned construction year have had cost estimates adjusted for 3% annual inflation in accordance with the 2009 City of Omak Stormwater Management Plan.

The following graphs depict revenue information (2005-2009) for the storm drainage utility.

GRAPH 4.12.1 - STORM DRAINAGE UTILITY REVENUE TRENDS



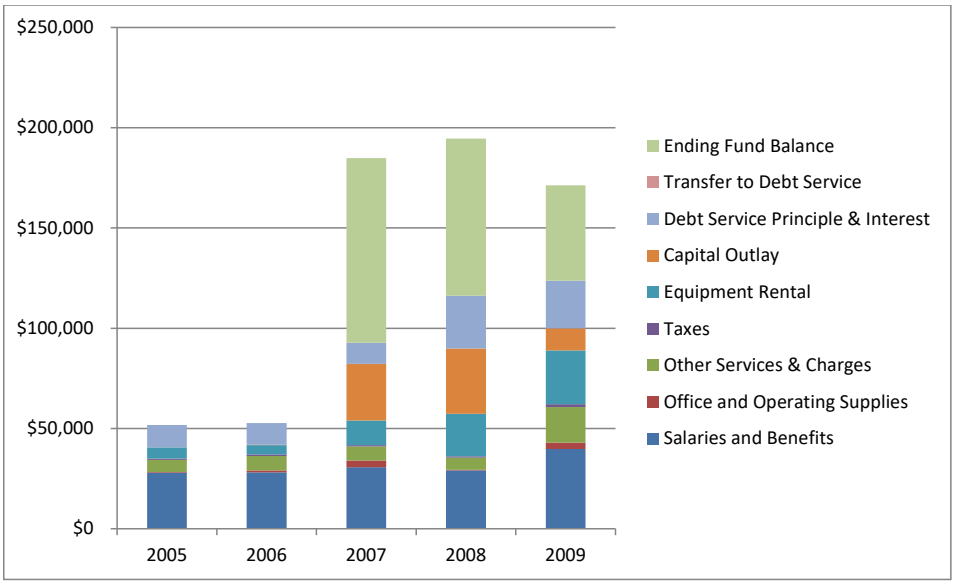
Graph 4.12.2 - STORM DRAINAGE UTILITY REVENUE DISTRIBUTION



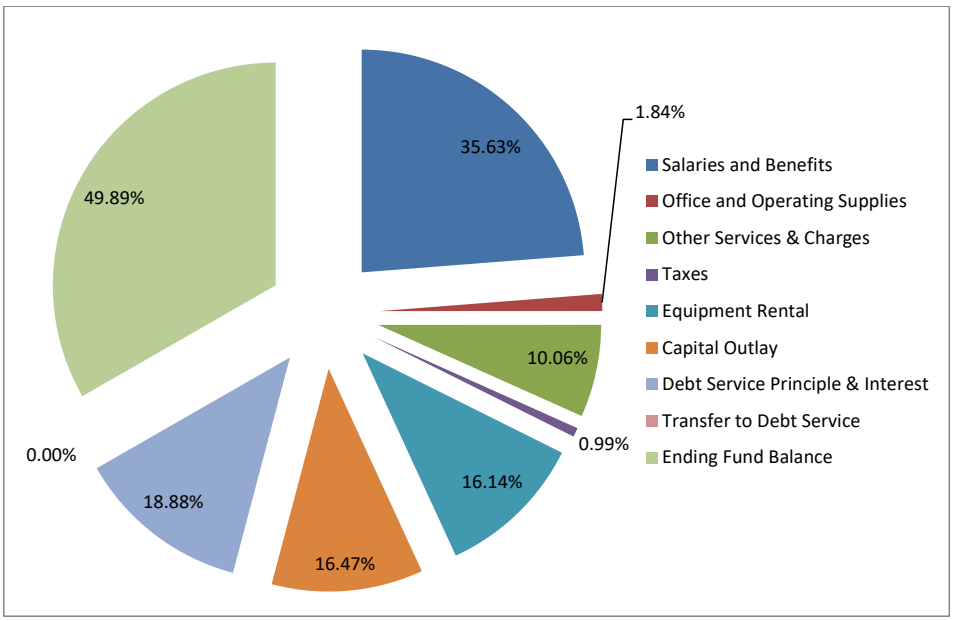
Storm drainage utility expenditure information is presented in the following graphs.

The first graph shows storm drainage expenditure trends from 2005 through 2009, and the second shows the relative size of each category of expenditure over the same four years.

GRAPH 4.12.3 - STORM DRAINAGE UTILITY EXPENDITURE TRENDS

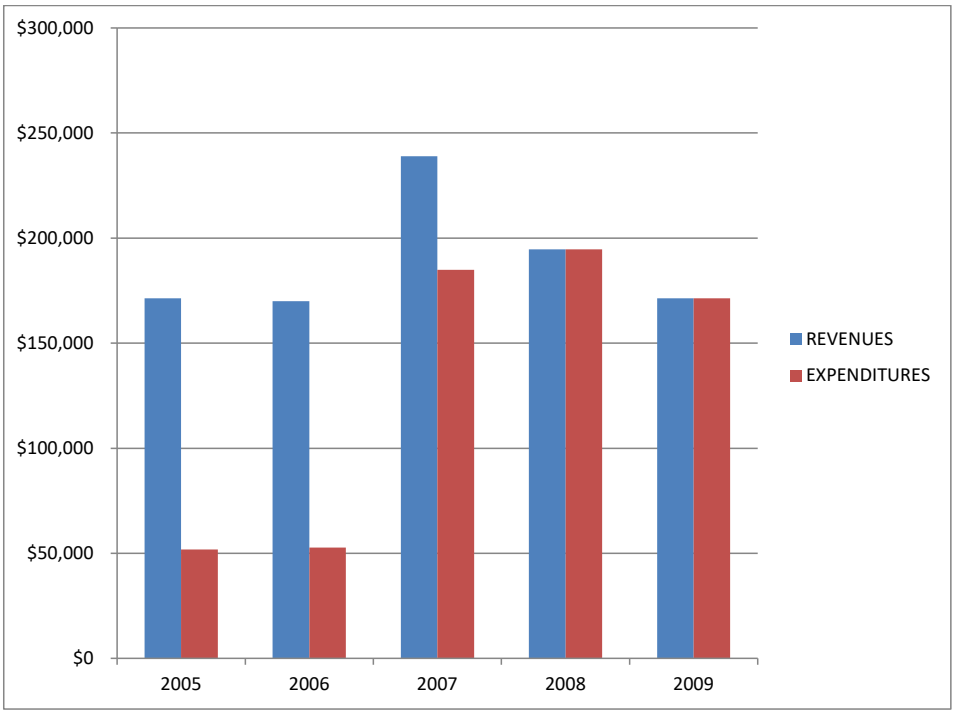


GRAPH 4.12.4 - STORM DRAINAGE UTILITY EXPENDITURE DISTRIBUTION



The following graph provides a comparison of revenues and expenditures for the Storm Water Utility for the years 2005 through 2009.

GRAPH 4.12.5 - STORM DRAINAGE UTILITY REVENUE/EXPENDITURE COMPARISON



PROJECTED REVENUE AND EXPENDITURES:

Projecting revenue is always uncertain, and depends on many assumptions which may not be accurate. For this projection, it is assumed that revenue (Charges for service) will increase proportional to population. It is also assumed that the service area population will grow at the rate of .5% per year, the rate experienced from 2000 to 2010. The expectation is that the City will gradually expand into the Urban Growth Area, as well as continuing to build out vacant lots inside the City itself, and that the storm drainage system will gradually be expanded with other City utilities.

Expenditures are also very uncertain. Some expenditures are under the control of the City, but many are not. It is also likely that improvements to the system will be included as part of the sewer collection system replacement project. It is anticipated that any work required on the storm water system as a result of the sewer project will be included as part of the cost of that project.

Currently, the storm drainage system has a small surplus of revenue which is used to build reserves for debt service for needed capital improvements. However, should inflation continue to be higher than population growth and the city begins to address the deficiencies, this surplus will quickly be eliminated. The following table provides projections of Storm Drain revenues and expenditures. Please note the projections do not include beginning or ending fund balances or planned capital expenditures.

The following projections are limited to the Storm Drain Fund. For these projections, it is assumed that:

- revenue will rise proportional to population, the service population will grow at an annual rate of .5% (the average from 2000 to 2010)
- the City will gradually expand into the Urban Growth Area, as well as continuing to build out vacant lots inside the City itself
- miscellaneous revenues will average $150 annually
- other revenue sources will be $0 annually
- Salaries and benefits, supplies, services and charges, and equipment rental are all projected to increase 2% annually
- Interfund charges for equipment rental will remain increase 2% annually
- Capital outlay in 2011 is $15,000 then assumed to be $15,000 each year for the remaining years. Planned Capital improvements funded for construction with loan dollars in 2012-2016 are included in the analysis which follows
- debt service will be $13.367 in 2011 and 2012 then $0 for debt service (debt service for capital improvements funded for construction with loan dollars in 2012-2016 are included in the analysis which follows)

TABLE 4.12.3 REVENUE AND EXPENDITURE PROJECTIONS[1]

REVENUES	2011	2012	2013	2014	2015	2016
Charges for Services	$98,000	$98,490	$98,982	$99,477	$99,975	$100,475
Miscellaneous Revenues	$150	$150	$150	$150	$150	$150
Other Financing Sources[2]	$0	$0	$0	$0	$0	$0
TOTAL	**$98,150**	**$98,640**	**$99,132**	**$99,627**	**$100,125**	**$100,625**
EXPENDITURES						
Salaries and Benefits	$34,795	$35,491	$36,201	$36,925	$37,663	$38,416
Office and Operating Supplies	$4,900	$4,998	$5,098	$5,200	$5,304	$5,410
Other Services/ Charges	$34,595	$35,287	$35,993	$36,712	$37,447	$38,196
Inter-fund Charges	$5,252	$5,357	$5,464	$5,573	$5,685	$5,799
Permits & Taxes	$0	$0	$0	$0	$0	$0
Equipment Rental	$22,444	$22,893	$23,351	$23,818	$24,294	$24,780
Capital Outlay Improvements	$90,000	$15,000	$15,000	$15,000	$15,000	$15,000
Debt Service, Principle	$13,367	$13,367	$0	$0	$0	$0
Debt Service, Interest	$0	$0	$0	$0	$0	$0
TOTAL	**$205,353**	**$132,393**	**$121,106**	**$123,228**	**$125,393**	**$127,601**
Surplus/ Deficit	**($107,203)**	**($33,753)**	**($21,974)**	**($23,601)**	**($25,268)**	**($26,976)**

The Table shows that without tapping into beginning or ending fund balances or rate increases, storm water revenues, given the assumptions, will not be sufficient to cover maintenance and operation costs let alone the capital projects contained in the 2009 Storm Water Management Plan.

PLANNED CAPITAL PROJECTS:

Table 4.12.4 provides the schedule of planned improvements over the next six years including estimated cost, year planned and funding source(s).

1-Does not include beginning or ending fund balances.
2 - includes any loan or grant dollars.

TABLE 4.12.4 - PLANNED STORM DRAIN CAPITAL PROJECTS

Capital Project/Item	Estimated Cost[1]	Year Planned	Funding Source	Project Rank	Overall Priority
Replace Catch Basins at Juniper and Apple	$46,000	2011	City	N/A	N/A
Replace Catch Basins at Central and Birch	$44,000	"	City	"	"
2011 TOTAL	**$90,000**				
First St. Lift Station (pump replacement)	$20,000	2012	City	"	"
2012 TOTAL	**$20,000**				
Replace Catch Basins at Central and Ash	$45,000	2013	City	N/A	N/A
Construct Log Cabin Lift Station	$459,829	"	City/PWTF	"	"
2013 TOTAL	**$504,829**				
Riverside Drive Subsurface Infiltration System	$58,000	2014	City	N/A	N/A
Replace Storm Drain in Alley West of Fir and South of Apple	$105,000	2014	City	N/A	N/A
2014 TOTAL	**$163,000**				
Upper Ross Canyon Improvements (part of second phase Ross Canyon Road improvements)	$356,000	2015	City/WSDOT	N/A	N/A
Replace culverts on Jasmine at	$20,000	"	City	"	"
2015 TOTAL	**$376,000**				
None planned	$0	2016	N/A	N/A	N/A
2016 TOTAL	**$0**				

Please note that the projects may not occur as listed once they are reviewed in the context of overall City financial resources and project needs.

[1] - estimated costs are 2009 dollars adjusted for inflation at 2.49% per year.

FINANCIAL ANALYSIS OF PLANNED CAPITAL PROJECTS:

The following table and text provides an analysis of the financial impact of the planned improvements listed in Table 4.12.4 using the projections of revenues and expenditures from previous sections. The following assumptions, in addition to those listed in previous sections, were used in the analysis:

- The city will be responsible for 100% of capital project costs for smaller projects
- Larger projects will be funded through 20 year, 1.5% loans requiring a 10% local match.

TABLE 4.12.5 – STORM WATER SYSTEM CAPITAL PROJECTS FINANCIAL ANALYSIS

REVENUES	2011	2012	2013	2014	2015	2016
Charges for Services	$98,000	$98,490	$98,982	$99,477	$99,975	$100,475
Miscellaneous Revenues	$150	$150	$150	$150	$150	$150
Other Financing Sources[1]	$0	$0	$454,346	$0	$503,100	$0
TOTAL	**$98,150**	**$98,640**	**$553,479**	**$99,627**	**$603,225**	**$100,625**
EXPENDITURES						
Salaries and Benefits	$34,795	$35,491	$36,201	$36,925	$37,663	$38,416
Office and Operating Supplies	$4,900	$4,998	$5,098	$5,200	$5,304	$5,410
Other Services/ Charges	$34,595	$35,287	$35,993	$36,712	$37,447	$38,196
Inter-fund Charges	$5,252	$5,357	$5,464	$5,573	$5,685	$5,799
Permits & Taxes	$0	$0	$0	$0	$0	$0
Equipment Rental	$22,444	$22,893	$23,351	$23,818	$24,294	$24,780
Capital Outlay Improvements	$15,000	$90,000	$504,829	$58,000	$559,000	$105,000
Debt Service, Principle	$13,367	$13,367	$0	$22,717	$22,717	$47,872
Debt Service, Interest	$0	$0	$0	$3,592	$3,592	$7,569
TOTAL	**$130,353**	**$207,393**	**$610,935**	**$192,537**	**$695,702**	**$273,042**
Surplus/ Deficit	**($32,203)**	**($108,753)**	**($57,457)**	**($92,910)**	**($92,477)**	**($172,417)**

Table 4.12.5 shows that given the assumptions, Storm Water revenues will be insufficient to cover expenditures required to implement the Storm Water Management Plan over the next 6 years. The expanded deficit is the result of the assumption that the city will provide a 10% match for any loan dollars it is awarded for the planned capital

1 - includes any loan or grant dollars.

projects, no assumed rate increases and of course to the increasing debt service and interest as the major capital projects are constructed.

As in the current expense fund, the projected deficit can be covered all or in part by the beginning fund balance, however by 2013 there would be no beginning fund balance if projects are constructed as planned. The other options are to increase rates or eliminate or postpone planned projects.

PART 5

FINANCIAL INFORMATION

This part of the CFP describes overall financial conditions for the Current Expense Fund, Street Department Funds and long-term debt and debt capacity. Financial information for revenue generating utilities – water, sewer, storm drainage and garbage, and funds with separate revenue funds is contained in Part 4.

Financial data for five years (2015-2019) were analyzed and assumptions developed to project both revenue and expenditures. These assumptions are then applied to the future to estimate how much surplus revenue might be available for projects that meet the definition of a capital expenditure contained in Part 1. This potential surplus revenue is then compared to the capital projects identified by each department that relies on the Current Expense Fund or Street Department Funds for these projects and/or acquisitions.

CURRENT EXPENSE FUND REVENUES:

Table 5.1 shows the various categories of revenue and Figures 5.1 and 5.2 show trends and average percentage each source makes up of the Current Expense Fund.

Table 5.1 Current Expense Revenues

Source	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual
TAXES					
Property Taxes	$393,500	$398,562	$410,545	$416,601	$421,132
Retail Sales Tax	$1,738,638	$1,748,923	$1,842,059	$1,992,959	$2,000,000
Criminal Justice Tax	$67,383	$68,158	$70,755	$75,556	$71,000
Electric Utility Tax	$288,240	$298,324	$321,562	$312,160	$310,000
C.E. B&O-Water	$100,478	$99,621	$103,790	$97,428	$106,285
C.E. B&O-Sewer	$207,686	$211,732	$220,661	$205,980	$224,705
C.E. B&O-Garbage	$94,495	$92,044	$93,987	$91,978	$100,330
C.E. B&O-St. Drain	$10,440	$9,624	$10,504	$9,814	$12,000
Television Cable	$40,920	$39,801	$28,617	$38,049	$37,500
Telephone Utility Tax	$143,036	$134,911	$130,690	$125,524	$105,750
Leasehold Excise Tax	$6,835	$7,318	$7,705	$7,856	$7,500
TOTAL TAXES	**$3,091,651**	**$3,109,018**	**$3,240,875**	**$3,373,904**	**$3,396,202**
LICENSES AND PERMITS					
Fire Permits	$2,600	$2,260	$2,060	$2,005	$2,000

Source	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Float Permits & Firework Permits	$50	$100	$340	$260	$230
Taxi Cab Fees	$360	$0	$0	$0	$0
Cable TV Franchise Fee	$23,609	$23,257	$22,788	$22,669	$22,000
Business Registration Fees	$1,125	$1,325	$1,200	$1,725	$1,400
Building Permits	$44,672	$42,667	$52,121	$58,763	$57,750
Animal License	$4,470	$4,825	$3,420	$4,588	$3,000
Street Closure Permits	$100	$150	$100	$325	$450
Other License/Permits-NON Business	$723	$145	$0	$310	$185
Concealed Weapon Permit-City	$335	$418	$611	$694	$400
Peddler Permits	$0	$220	$400	$300	$300
TOTAL LICENSES AND PERMIT	**$78,044**	**$75,367**	**$83,039**	**$91,639**	**$87,715**
DIRECT FEDERAL GRANTS					
Bullet Proof Vest Program	$861	$0	$0	$0	$0
TOTAL DIRECT FEDERAL GRANTS	**$861**	**$0**	**$0**	**$0**	**$0**
INDIRECT FEDERAL GRANTS					
WASPC Traffic Safety Grant	$0	$0	$0	$0	$0
Reimb. Admin Costs-July 2012 Storm Damage Revenue	$250	$0	$0	$0	$0
FEMA-Indirect Disaster Assistance	$0	$9,948	$0	$0	$0
TOTAL INDIRECT FEDERAL GRANTS	**$250**	**$9,948**	**$0**	**$0**	**$0**
STATE GRANTS					
Criminal Justice Training Com	$0	$0	$0	$0	$0
A.O C.-Reimbursment for Court Laptop	$0	$0	$0	$0	$0
State Military Grant-2015 Okanogan Complex Fire	$0	$1,658	$0	$0	$0
Military Grant-2014 Carlton Compl Fire	$1,323	$0	$0	$0	$0
WA Traffic Safety Commission Grant '17	$0	$0	$2,904	$823	$0
WA Traffic Safety Commission Grant '18	$0	$0	$0	$6,476	$0
WA Traffic Safety	$0	$0	$0	$0	$4,603

Source	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Commission Grant '19					
Growth Manage Update Grant	$0	$0	$0	$0	$3,713
Firefighter Medical Reimbursement	$680	$280	$166	$0	$0
TOTAL STATE GRANTS	**$2,004**	**$1,938**	**$3,071**	**$7,299**	**$8,316**
PUD TAX					
P.U.D. Privilege Tax	$44,235	$42,899	$44,870	$48,134	$46,700
TOTAL PUD TAX	**$44,235**	**$42,899**	**$44,870**	**$48,134**	**$45,700**
STATE ENTITLEMENTS					
City Assistance	$42,227	$74,686	$97,433	$121,036	$113,000
Dnr-Nap-Nrca Pilt	$2,498	$2,865	$2,728	$2,874	$2,735
Fish & Wildlife State PILT	$3,692	$3,625	$3,525	$6,082	$3,500
CJ High Crime	$13,983	$0	$0	$0	$0
CJ- Population	$5,919	$4,041	$1,392	$1,428	$1,400
CJ Special Programs	$4,739	$4,921	$5,054	$5,162	$5,350
Marijuana Enforcement	$0	$0	$3,315	$0	$0
Marijuana Excise Tax	$2,153	$3,494	$1,838	$13,907	$13,000
DUI - Cities	$733	$764	$746	$728	$728
Liquor Excise Tax	$13,177	$22,862	$23,739	$24,897	$26,300
Liquor Board Profits	$42,410	$42,210	$41,581	$40,808	$40,200
TOTAL STATE ENTITLEMENTS	**$131,530**	**$159,467**	**$181,353**	**$216,923**	**$264,529**
INTERGOVERNMENTAL					
Polygraph Exam Fee	$0	$0	$0	$0	$0
Fire Dist 3 Annual HVAC Share	$0	$0	$0	$0	$0
FD #3 Vehicle Maintenance	$0	$0	$0	$0	$0
TOTAL INTERGOVERNMENTAL	**$0**	**$0**	**$0**	**$0**	**$0**
CHARGES FOR GOOD AND SERVICES					
Crim Justice Legal Srvs	$209	$0	$41	$0	$100
Duplication & Printing Services	$504	$42	$30	$109	$79
Notary/fingerprint Fees	$1,490	$1,770	$1,350	$840	$1,025
Public Works M&O Hotel Motel Reimbursement	$0	$0	$0	$0	$0

Source	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Central Svcs.-Interfund Charges	$76,286	$58,808	$97,901	$118,613	$52,066
Law Enforcement Svcs-MIP Patrols	$2,389	$7,765	$6,119	$9,967	$1,121
Law Enf. Services-Serve Papers	$80	$120	$140	$20	$80
DUI Emergency Response Fee	$4	$0	$33	$0	$0
Towing Services OPD - Reimbursement	$0	$0	$242	$879	$1.116
Fire Protection Services & Cost Share	$4,800	$4,800	$6,000	$9,818	$9,285
Firefighter Medical Reimbursement-Fire District	$0	$0	$0	$200	$850
Colville Tribe Fire Protection	$12,141	$12,141	$27,342	$27,342	$27,341
Service Air Tanks	$63	$231	$138	$432	$200
Part-Time Firefighter-Cost Share-Fire Dist No. 3	$0	$0	$0	$0	$0
Charge For Service - Bldg Official	$0	$0	$0	$559	$0
DUI Emergency Response Recovery Fee (Ok Cnty)	$1,913	$1,147	$832	$585	$625
Animal Shelter Fees	$525	$2,177	$1,025	$1,320	$750
Abatement Fees	$0	$0	$0	$660	$0
Other Planning & Development Services	$0	$0	$0	$3,000	$0
Land Use Fees	$2,811	$3,639	$3,159	$1,651	$943
Pool Admissions & Rentals	$23,242	$21,751	$23,269	$25,088	$27,552
Arena Admissions Royalty	$32,961	$36,993	$39,744	$39,992	$39,464
Swimming Lessons	$5,150	$5,540	$4,940	$5,010	$5,990
TOTAL CHARGES FOR GOODS AND SERVICES	**$164,568**	**$156,923**	**$212,305**	**$246,084**	**$168.587**
FINES AND PENALTIES					
Proof of Vehicle Insurance	$164	$140	$356	$224	$0
Traffic Fines	$947	$3,698	$13,989	$17,134	$10,000
Traffic Fines	$17,038	$8,921	$0	$0	$0
Legislative Assmnt-Traffic	$538	$638	$835	$1,010	$300

Source	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Deferred Finding Administrative Fees	$0	$0	$0	$0	$650
Non-Traffic Fines	$766	$282	$1,647	$1,445	$850
Parking Fines	$120	$35	$87	$125	$111
Non-Court Fines & Penalties	$525	$100	$375	$128	$75
TOTAL FINES AND PENALTIES	**$20,098**	**$13,814**	**$17,289**	**$20,066**	**$11,986**
Miscellaneous Revenue					
Investment Interest	$1,776	$4,608	$9,457	$19,304	$17,500
Int Earn. Gain/loss #CUSIP 3130ABF92	$0	$0	$0	$0	$992
Sales Tax Interest	$763	$1,070	$1,506	$2,664	$1,900
Int. Income Municipal Court	$3,027	$1,935	$2,064	$1,873	$1,300
Interfund Loan Interest - Airport Fund	$0	$0	$0	$0	$4,000
Tax Interest to Towns	$0	$0	$0	$0	$0
R.V. Park Rentals	$81,897	$94,721	$83,434	$104,704	$92,000
Police Impound Fees	$400	$300	$300	$450	$500
Fire District 3 Lease	$6,000	$6,000	$6,000	$6,000	$7,500
Tourist Center Lease	$2,000	$2,000	$2,000	$2,000	$2,000
Surface Leases	$50	$50	$50	$2,219	$2,000
E/side Park Fire Camp	$10,000	$0	$0	$200	$0
R.V. Park Showers	$3,039	$2,612	$2,757	$2,829	$2,700
Private Donations	$196	$0	$1,100	$11,394	$5,000
Private Donations-Pol Memorial	$0	$0	$0	$0	$0
Rodeo-Reimb Park Supplies/damages	$0	$0	$0	$0	$0
Private Donation-Rotary Club	$0	$0	$0	$0	$0
Private Donations-Dog Park	$0	$0	$0	$0	$0
Sale of Unclaimed Property	$0	$0	$0	$0	$0
Unclaimed Money	$0	$0	$0	$0	$193
Felony Seizures	$0	$176	$0	$0	$0
Judgements, Settlements & Restitution	$927	$94	$154	$271	$430
Over/short	$37	($40)	($44)	($24)	($50)
Other Misc. Revenue	$1,434	$23,649	$15,045	$19,065	$9,022
Court - Customer	$0	$1	$0	$0	$0

Source	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Overpayment					
Petty Cash	$725	$0	$0	$0	$0
NSF Fees	$770	$770	$745	$795	$500
TOTAL MISCELLANEOUS REVENUE	**$113,041**	**$137,946**	**$124,568**	**$173,744**	**$147,487**
NON-REVENUES					
Interfund Loan Received	$0	$0	$0	$0	$200,000
Completion Bond-River Ridge	$0	$0	$0	$0	$0
Prior Year Correction	$0	$0	$73,404	$0	$0
Park Sales & Lodging Taxes	$9,064	$11,793	$10,332	$13,221	$11,782
Legislative Assmnt-Court Fees-Shared	$8	$3	$68	$0	$0
Trauma Care	$120	$687	$1,060	$1,619	$960
Other Non-Revenue	$590	$590	$0	$681	$641
TOTAL NON-REVENUES	**$9,782**	**$13,074**	**$84,864**	**$15,521**	**$213,383**
DISPOSITION OF CAPITAL					
Sale of Surplus	$0	$400	$0	$1,800	$0
Sale of Incubator Property	$0	$0	$0	$66,848	$0
Insurance Recoveries	$151	$7,060	$1,863	$2,458	$7,902
TOTAL DISPOSITION OF CAPITAL	**$151**	**$7,460**	**$1,863**	**$71,106**	**$7,902**
TOTAL CURRENT EXPENSE	**$3,656,214**	**$3,727,853**	**$3,994,096**	**$4,264,420**	**$4,297,791**

A better picture of the relative importance of each of each revenue category is developed in the following graphs. Figure 5.1 depicts revenue trends by category and Figure 5.2 shows the average distribution of total revenues by category.

Figure 5.1 - Current Expense Fund Revenue Trends

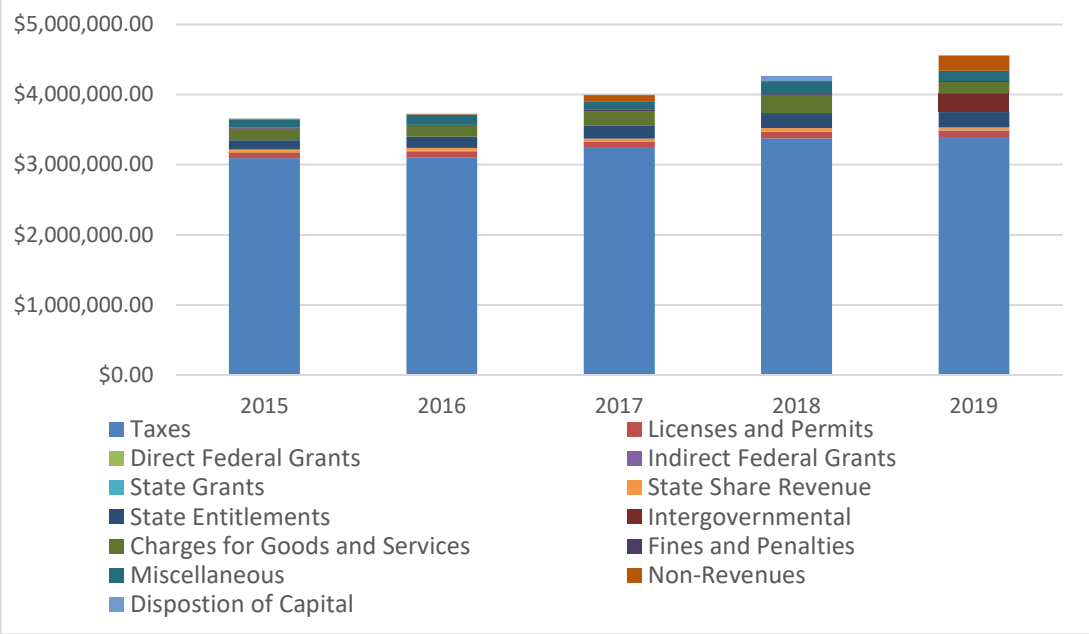
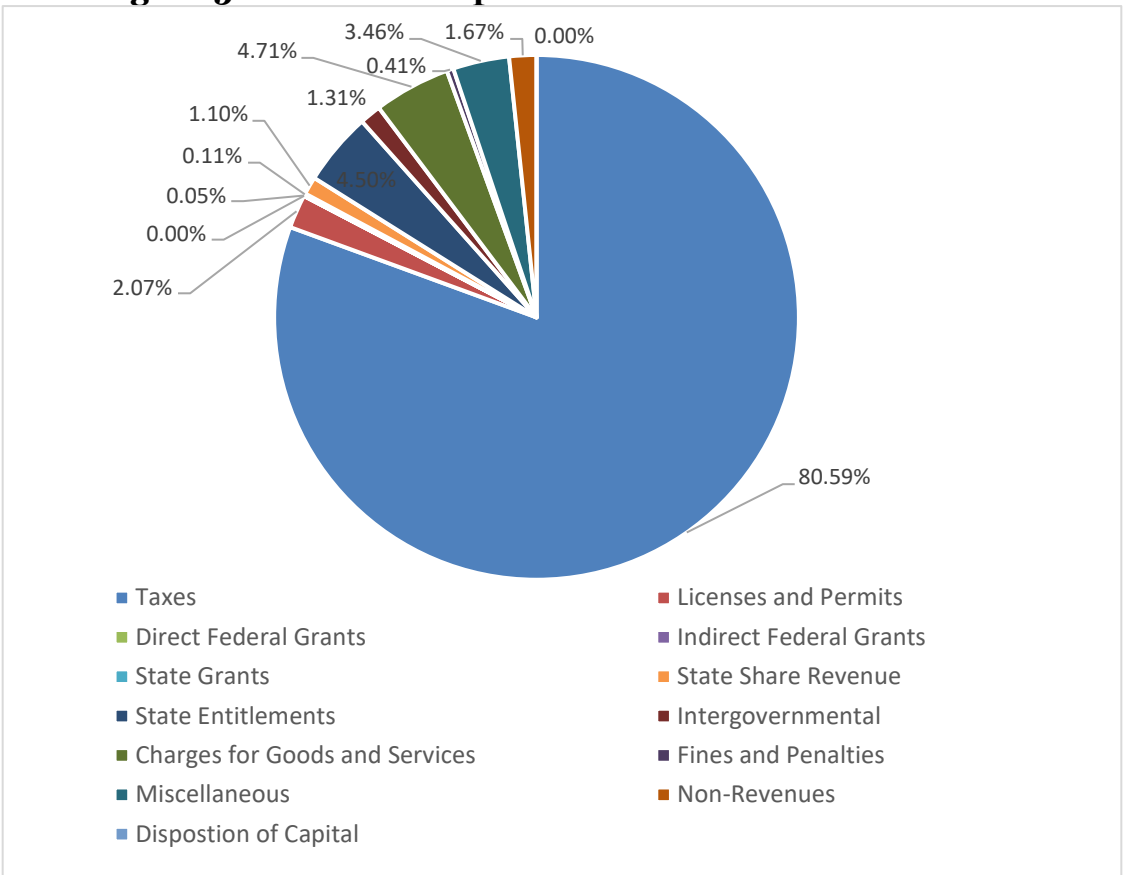


Figure 5.2 - Current Expense Fund Revenue Distribution



A review of the table and graphs shows that Current Expense Fund revenues, excluding the beginning fund balance, have been growing an average of 3.83% per year. It is important to note that grants, licenses and permits, disposition of capital and non-revenues can significantly alter the revenue in any given year. It is also clear that revenue from taxes (property, sales, utility) represents that largest portion of revenues, an average of 75.44% over the past five years (when excluding beginning fund balance).

Given the importance of tax revenues to the Current Expense Fund, Figures 5.3 and 5.4 provide more detailed information about the sources of these revenues and their trends and distribution.

Figure 5.3 - Current Expense Fund Tax Revenue Trends

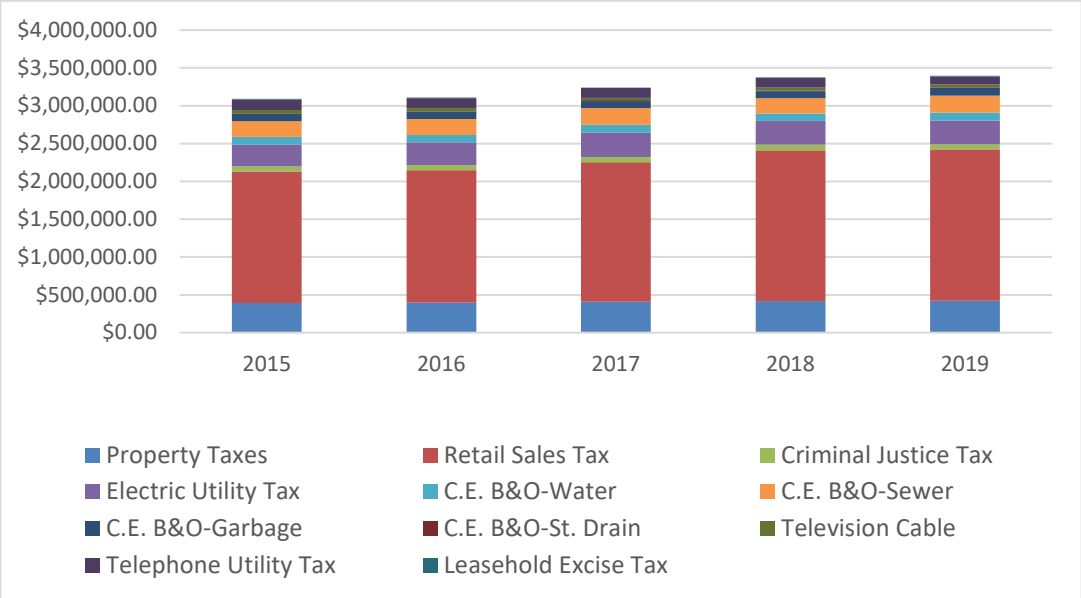
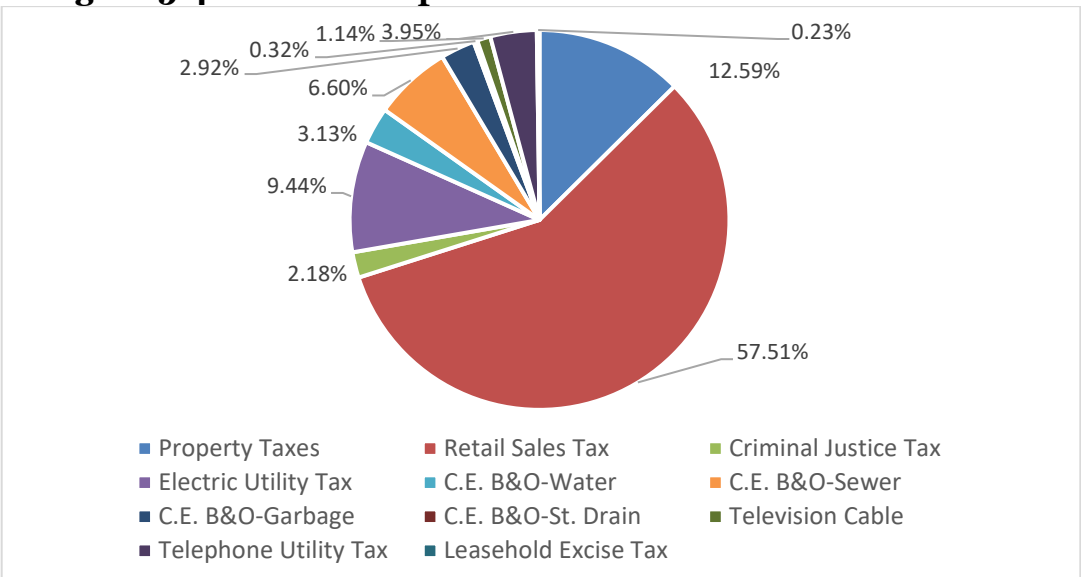


Figure 5.4 - Current Expense Fund Tax Revenue Distribution



The preceding graphs clearly show that retail sales and property taxes, 57.51% and 12.59% respectively are the most important sources of revenue for the Current Expense Fund. The electric utility tax (9.44%) and B&O Sewer Utility Tax (6.60%) make up a significant portion of the balance of current expense tax revenues.

CURRENT EXPENSE FUND EXPENDITURES:

The following table presents data on Current Expense Fund expenditures.

Table 5.2 - Current Expense Expenditures

Expenditure	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual
General Government Legislative Services					
Salaries & Wages	$25,800	$30,750	$31,650	$38,250	$36,800
Fica	$1,974	$2,352	$2,421	$2,926	$2,815
Industrial Insurance	$25	$29	$29	$32	$32
Office & Operating Supplies	$61	$59	$0	$0	$1,782
Legislative Services	$16,000	$0	$0	$0	$0.00
Travel & Training	$837	$934	$445	$2,037	$1,845
Insurance	$5,844	$6,402	$8,051	$7,770	$7,394
Legislative Services Total	**$50,540**	**$40,527**	**$42,597**	**$51,015**	**$50,668**
Lobbying Activities					
Lobbying Activities	$0	$18,000	$18,000	$18,000	$18,000
Lobbying Activities Total	**$0**	**$18,000**	**$18,000**	**$18,000**	**$18,000**
Municipal Court					
Salaries & Wages	$9,600	$10,800	$10,800	$11,400	$12,246
Fica	$734	$826	$826	$872	$872
Industrial Insurance	$7	$8	$8	$8	$9
Small Tools & Equipment	$0	$0	$0	$0	$0
Interpreter Services	$30	$45	$180	$210	$90
Travel	$0	$54	$260	$137	$156
Miscellaneous	$0	$0	$0	$0	$0
Salaries & Wages	$6,419	$7,301	$7,272	$6,965	$7,922
Overtime	$0	$1	$1	$1	$8
Fica	$491	$551	$556	$533	$605
Industrial Insurance	$35	$48	$48	$45	$56
Unemployment Insurance	$13	$15	$14	$14	$16

Expenditure	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual
PFML Premium	$0	$0	$0	$0	$0
Retirement	$654	$816	$856	$888	$1,018
All Other Benefits	$1,349	$1,667	$1,579	$1,476	$1,646
Office & Operating Supplies	$228	$256	$324	$32	$11
Small Tools & Equipment	$0	$0	$109	$0	$45
Legal Services	$203	$0	$0	$0	$0
Communications	$1,324	$1,436	$1,454	$1,389	$1,393
Travel & Training	$25	$0	$961	$586	$1,2568
Repairs & Maintenance	$0	$0	$0	$0	$445
Miscellaneous	$0	$0	$12	$0	$0
Municipal Court Total	**$21,111**	**$23,824**	**$25,259**	**$24,557**	**$27,791**
Executive					
Mayor					
Salaries & Wages	$14,400	$15,600	$15,600	$15,683	$15,600
Fica	$1,102	$1,193	$1,193	$1,193	$1,193
Industrial Insurance	$104	$122	$118	$120	$128
Office & Operating Supplies	$0	$25	$26	$41	$14
Small Tools & Equipment	$216	$1,794	$0	$0	$0
Communications	$611	$754	$898	$981	$599
Travel & Training	$1,196	$427	$486	$50	$1,313
Repairs & Maintenance	$308	$239	$311	$309	$286
Administrator					
Salaries & Wages	$64,495	$71,164	$63,630	$64,697	$67,931
Fica	$4,923	$5,033	$4,395	$4,662	$4,901
Industrial Insurance	$169	$273	$205	$211	$228
Unemployment Insurance	$129	$142	$127	$129	$136
PFML Premium	$0	$0	$0	$0	$0
Retirement	$6,575	$7,956	$7,597	$8,245	$17,831
All Other Benefits	$6,517	$12,234	$13,460	$15,517	$15,948
Office & Operating Supplies	$0	$274	$69	$368	$32
Small Tools & Equipment	$1,581	$0	$0	$1,913	$0
Communications	$211	$181	$219	$231	$241
Travel & Training	$542	$1,751	$1,698	$1,479	$2,237
Repairs & Maintenance	$308	$239	$311	$309	$442
Miscellaneous	$0	$40	$0	$0	$0

Expenditure	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Executive Total	**$103,387**	**$119,442**	**$110,346**	**$116,138**	**$129,060**
FINANCIAL AND RECORDS					
Financial Services					
Salaries & Wages	$42,936	$47,330	$43,517	$44,246	$46,455
Fica	$3,074	$3,428	$3,119	$3,263	$3,445
Industrial Insurance	$141	$184	$181	$177	$195
Unemployment Insurance	$86	$95	$87	$89	$93
PFML Premium	$0	$0	$0	$0	$0
Retirement	$4,377	$4,528	$5,196	$5,649	$5,966
All Other Benefits	$8,399	$7,901	$9,014	$9,894	$9,466
Travel & Training	$528	$1,123	$1,281	$1,316	$1,514
Financial Services Total	**$59,542**	**$64,589**	**$62,394**	**$64,632**	**$67,134**
Budgeting					
Salaries & Wages	$31,261	$40,211	$45,623	$43,129	$47,772
Overtime	$0	$17	$20	$38	$32
Fica	$2,206	$3,020	$3,475	$3,296	$3,637
Industrial Insurance	$164	$283	$291	$302	$328
Unemployment Insurance	$63	$80	$91	$84	$96
PFML Premium	$0	$0	$0	$0	$0
Retirement	$3,187	$4,480	$5,398	$4,894	$6,139
All Other Benefits	$8,363	$9,090	$9,318	$7,758	$10,203
Office & Operating Supplies	$10,504	$10,028	$10,817	$10,277	$10,532
Small Tools & Equipment	$0	$1,194	$1,814	$5,539	$1,795
State Audit Services	$9,157	$9,076	$0	$13,023	$1,500
Communications Website	$0	$0	$0	$0	$5,500
Travel & Training	$1,558	$2,884	$2,153	$3,559	$3,719
Advertising	$3,555	$2,890	$1,183	$2,192	$1,240
Equipment Lease	$6,488	$7,159	$7,124	$7,943	$6,577
Office Equipment Repairs & Mtnce	$6,295	$10,002	$7,546	$7,735	$13,784
Miscellaneous	$325	$315	$390	$6,857	$335
Budgeting Total	**$83,127**	**$100,730**	**$95,244**	**$116,625**	**$113,187**
Election Costs					
Election Costs	$1,092	$0	$2,792	$0	$3,000
Voter Registration Costs	$7,780	$7,565	$8,249	$6,611	$7,615
Election Costs Total	**$8,872**	**$7,565**	**$11,041**	**$6,611**	$0

Expenditure	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual
FINANCIAL AND RECORDS TOTAL	**$151,540**	**$172,884**	**$168,680**	**$187,869**	**$187,936**
Legal Services					
City Attorney-Advice	$32,285	$18,579	$24,003	$24,623	$25,228
Codification Services	$2,824	$1,442	$496	$3,401	$2,458
Legal Service CJ Arbitration	$293	$0	$0	$0	$0
Legal Services-Personnel	$0	$0	$575	$0	$0
City Attorney-Claims & Litigation	$0	$0	$0	$0	$0
Legal Services Total	**$35,402**	**$20,022**	**$25,074**	**$28,024**	**$27,687**
L&I Retro					
L&I Retro	$5,525	$5,584	$14,560	$7,092	$7,070
L&I Retro Total	**$5,525**	**$5,584**	**$14,560**	**$7,092**	**$7,070**
Central Services					
Salaries & Wages	$2,981	$3,045	$1,880	$1,734	$3,716
Overtime	$18	$223	$75	$99	$79
Fica	$215	$235	$146	$134	$280
Industrial Insurance	$114	$147	$84	$72	$167
Unemployment Insurance	$6	$6	$4	$4	$7
PFML Premium	$0	$0	$0	$0	$0
Retirement	$304	$365	$234	$234	$487
All Other Benefits	$749	$811	$460	$491	$995
Operating Supplies	$2,797	$2,444	$1,605	$1,860	$3,873
Small Tools & Minor Equipment	$378	$3,816	$1,934	$770	$2,306
Janitorial Services	$14,048	$13,727	$14,650	$14,210	$11,368
Communications	$11,789	$12,279	$12,102	$12,395	$10,943
Equipment Rental Fees	$5,551	$1,541	$2,059	$2,485	$2,447
Insurance	$10,053	$10,055	$8,941	$11,388	$11,236
Public Utility Services	$15,130	$15,815	$17,349	$15,640	$15,896
Repairs & Maintenance	$5,932	$2,564	$4,855	$4,247	$6,373
City Hall Roof Repairs	$0	$3,384	$0	$0	$1,279
City Hall Parking Lot – Crack Repair/Seal Coat	0	0	0	0	$0
Miscellaneous Fees & Dues	$4,363	$11,544	$5,247	$4,815	$6,223
Central Services Total	**$74,428**	**$82,002**	**$71,626**	**$70,577**	**$77,676**
Miscellaneous General					
Misc. Judgments & Settlements	$17,000	$0	$0	$0	$0

Expenditure	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Miscellaneous General Total	**$17,000**	**$0**	**$0**	**$0**	**$0**
GENERAL GOVERNMENT TOTAL	**$458,932**	**$482,284**	**$476,142**	**$503,271**	**$525,889**
LAW ENFORCEMENT					
Administration					
Salaries & Wages	$77,124	$86,974	$78,156	$79,464	$83,354
Fica	$5,608	$6,259	$5,304	$5,766	$6,360
Industrial Insurance	$1,865	$2,354	$2,608	$2,681	$3,443
Unemployment Insurance	$154	$174	$156	$159	$167
PFML Premium	$0	$0	$0	$0	$0
Retirement	$4,034	$3,748	$4,166	$4,315	$4,496
All Other Benefits	$13,019	$13,681	$19,228	$19,181	$10,577
Health Ins. LEOFF I Retirees	$49,451	$41,141	$27,682	$36,487	$41,380
Medical Expenses LEOFF I	$1,236	$817	$369	$1,976	$3,138
Legal Services	$4,140	$1,180	$674	$0	$0
Labor Legal Services	$175	$0	$0	$938	$3,668
Insurance Deductible	$0	$0	$0	$250	$0
Travel & Training	$451	$339	$0	$64	$693
Advertising	$50	$85	$105	$0	$120
Miscellaneous	$196	$360	$328	$180	$193
Administration Total	**$157,503**	**$157,113**	**$138,777**	**$151,461**	**$157,589**
Civil Service					
Salaries & Wages-Civil Service	$3,393	$3,024	$3,388	$4,035	$3,616
Overtime	$0	$0	$0	$0	$0
Fica	$240	$224	$252	$304	$272
Industrial Insurance	$15	$17	$18	$22	$20
Unemployment Insurance	$7	$6	$7	$8	$7
PFML Premium	$0	$0	$0	$0	$0
Retirement	$346	$312	$405	$514	$464
All Other Benefits	$811	$579	$675	$826	$728
Office & Operating Supplies	$700	$770	$700	$752	$808
Legal Services	$0	$130	$0	$0	$0
Advertising	$397	$578	$0	$0	$0
Civil Service Total	**$5,909**	**$5,641**	**$5,444**	**$6,460**	**$5,916**

Police Clerical					
Salaries & Wages-Office Staff	$64,185	$65,992	$57,985	$58,108	$67,539
Overtime	$0	$0	$0	$0	$0
Fica	$4,910	$5,048	$4,436	$4,445	$5,167
Industrial Insurance	$408	$500	$408	$417	$523
Unemployment Insurance	$128	$132	$116	$116	$135
PFML Premium	$0	$0	$0	$0	$0
Retirement	$6,558	$7,378	$6,859	$7,408	$8,674
All Other Benefits	$8,985	$9,252	$9,590	$9,410	$9,674
Travel & Training	$0	$0	$0	$0	$193
Police Clerical Total	**$85,174**	**$88,303**	**$79,394**	**$79,905**	**$91,905**
TOTAL POLICE ADMINISTRATION	**$248,586**	**$251,056**	**$223,615**	**$237,826**	**$255,410**
Police Operations					
Salaries & Wages	$608,695	$571,726	$625,372	$681,891	$661,437
Overtime	$55,535	$66,837	$63,021	$78,361	$73,117
Fica	$49,191	$47,281	$50,649	$56,094	$54,190
Industrial Insurance	$20,234	$26,391	$27,688	$30,283	$34,460
Unemployment Insurance	$1,329	$1,277	$1,377	$1,521	$1,469
PFML Premium	$0	$0	$0	$0	$0
Retirement	$34,196	$32,795	$36,712	$41,282	$38,959
All Other Benefits	$198,752	$191,445	$231,039	$229,534	$227,632
Uniforms	$4,588	$5,073	$1,965	$5,912	$6,702
Office Supplies	$2,495	$4,750	$4,804	$4,171	$4,188
Patrol Operating Supplies	$9,720	$6,170	$6,269	$3,404	$1,948
Fuel Consumed	$7,122	$5,660	$5,286	$2,691	$1,096
Small Tools & Equipment	$1,560	$172	$1,885	$2,146	$3,474
Interpreter Services	$0	$326	$0	$0	$0
Professional Services Medical	$0	$1,126	$2,264	$0	$0
Professional Services	$0	$600	$0	$1,010	$675
Communications	$22,414	$24,166	$23,140	$26,119	$25,159
Communications-Wsp Access Fees	$2,136	$2,136	$2,400	$1,800	$0
Travel & Training	$3,390	$6,103	$6,385	$4,970	$3,186
Basic Academy Training	$0	$3,187	$0	$0	$3,347
Equipment Rental Fees	$38,775	$49,883	$59,892	$69,572	$94,302
Insurance	$29,001	$31,143	$32,088	$36,441	$38,396
Repairs and	$8,365	$8,275	$9,073	$6,686	$7,038

Maintenance					
Miscellaneous	$0	$0	$50	$100	$172
Vehicle Towing Service	$1	$211	$1,147	$2,838	$1,795
Police Operations Total	**$1,097,499**	**$1,086,733**	**$1,192,506**	**$1,286,826**	**$1,282,743**
Stampede Police					
Salaries & Wages-Stampede Police	$5,252	$5,270	$4,562	$0	$0
Fica	$402	$403	$349	$0	$0
Industrial Insurance	$187	$249	$178	$0	$0
Unemployment Insurance	$11	$11	$9	$0	$0
PFML Premium	$0	$0	$0	$0	$0
Operating Supplies	$0	$0	$0	$0	$0
Per Diem & Lodging	$1,965	$2,035	$1,933	$0	$0
Repairs & Maintenance-Stampede	$0	$0	$0	$0	$0
Stampede Police Total	**$7,816**	**$7,968**	**$7,031**	**$0**	**$0**
POLICE OPERATIONS TOTAL	**$1,105,315**	**$1,094,701**	**$1,199,537**	**$1,286,826**	**$1,282,743**
Crime Prevention					
CJ Special Programs-Supplies	$3,441	$2,230	$0	$0	$0
Youth At Risk-Supplies	$0	$0	$0	$838	$0
Bike Safety Program	$0	$0	$1,224	$0	$0
Crime Prevention Total	**$3,441**	**$2,230**	**$1,224**	**$838**	**$0**
Facilities-building					
Operating Supplies	$1,600	$1,281	$1,753	$1,624	$440
Small Tools & Minor Equipment	$0	$53	$256	$0	$0
Janitorial Services	$4,612	$4,608	$4,796	$4,949	$2,500
Public Utility Services	$11,162	$11,071	$11,966	$12,501	$4,202
Repairs & Maintenance	$2,292	$0	$9,155	$51	$11,856
Trustee Meals	$0	$0	$0	$0	$3,289
Gun Range Lease	$2,500	$2,500	$2,500	$2,500	$0
Salaries & Wages	$2,124	$2,328	$1,524	$1,036	$717
Overtime	$0	$0	$0	$0	$0
Fica	$156	$166	$112	$75	$52
Industrial Insurance	$64	$113	$62	$41	$30
Unemployment Insurance	$4	$5	$3	$2	$1
PFML Premium	$0	$0	$0	$0	$0
Retirement	$197	$260	$182	$132	$92

All Other Benefits	$368	$612	$356	$294	$199
Vehicle Operating Supplies	$1,873	$442	$130	$1,086	$536
Repairs/maint Vehicles	$1,139	$291	$0	$2,871	$373
Repairs/maint Other Equip	$630	$505	$1,007	$468	$417
Facilities-building Total	**$28,723**	**$24,234**	**$33,802**	**$27,630**	**$24,705**
LAW ENFORCEMENT TOTAL	**$1,386,066**	**$1,372,221**	**$1,458,179**	**$1,553,120**	**$1,562,857**
FIRE CONTROL					
Administration					
Salaries & Wages	$75,660	$75,924	$76,680	$77,964	$81,864
Fica	$5,476	$5,792	$5,850	$5,947	$6,253
Industrial Insurance	$2,802	$3,773	$3,945	$4,074	$5,068
Unemployment Insurance	$151	$152	$153	$156	$164
PFML Premium	$0	$0	$0	$0	$0
Retirement	$3,957	$3,971	$4,087	$4,233	$4,411
All Other Benefits	$13,184	$9,579	$9,912	$9,718	$10,082
Health Ins. LEOFF I Retirees	$15,163	$14,203	$9,815	$10,612	$11,412
Medical Expenses LEOFF I	$3,500	$0	$0	$0	$0
Office & Operating Supplies	$1,806	$3,760	$864	$1,984	$900
Small Tools/equipment	$0	$270	$0	$141	$1,672
Professional Services	$270	$0	$0	$0	$0
Communications	$2,425	$2,778	$2,862	$2,903	$2,519
Travel & Training	$0	$55	$256	$38	$0
Advertising	$0	$14	$0	$0	$0
Insurance	$8,522	$8,894	$9,292	$8,701	$8,204
Repairs & Maintenance	$989	$923	$1,673	$4,397	$286
Miscellaneous	$768	$1,177	$1,072	$302	$1,298
Administration Total	**$134,674**	**$131,264**	**$126,461**	**$131,169**	**$134,133**
Fire Suppression					
Salaries & Wages	$33,368	$38,111	$38,440	$46,385	$38,205
Fica	$2,553	$2,916	$2,941	$3,549	$2,923
Industrial Insurance	$0	$0	$0	$0	$0
Unemployment Insurance	$67	$76	$77	$70	$0
PFML Premium	$0	$0	$0	$0	$0
Retirement	$0	$0	$0	$0	$0
Firemen Pension Fund	$3,570	$2,936	$1,586	$3,230	$4,130

Medical Expenses	$924	$521	$275	$1,909	$367
Uniforms	$1,701	$813	$1,116	$5,439	$4,172
Operating Supplies	$2,636	$2,621	$1,421	$2,732	$3,897
Fuel Consumed	$850	$616	$720	$1,284	$948
Small Tools & Equipment	$2,359	$6,157	$36	$5,662	$794
Equipment Rental Fees	$13,126	$11,754	$11,488	$13,637	$10,450
Hydrant Rental	$8,050	$4,025	$4,025	$4,063	$4,063
Fire Suppression Water Use	$26	$0	$0	$0	$0
Repairs & Maintenance	$5,614	$4,080	$4,269	$7,075	$4,810
Fire Protection - Cost Share to Fire District #3	$0	$0	$15,201	$15,201	$15,201
Fire Suppression Total	**$74,844**	**$74,625**	**$81,594**	**$110,234**	**$89,958**
Suppression Training					
Travel & Training	$182	$894	$1,261	$1,261	$1,486
Suppression Training Total	**$182**	**$894**	**$1,261**	**$1,261**	**$1,486**
Facilities/Vehicles					
Operating Supplies	$1,319	$194	$329	$561	$203
Janitorial Services	$1,100	$1,096	$1,091	$1,104	$916
Public Utility Services	$11,074	$10,443	$11,877	$12,412	$11,767
Repairs & Maintenance	$114	$3,951	$1,496	$0	$1,43
Salaries & Wages	$1,504	$1,646	$2,946	$2,044	$4,973
Overtime	$655	$0	$0	$163	$0
Fica	$159	$118	$216	$164	$363
Industrial Insurance	$75	$78	$129	$86	$219
Unemployment Insurance	$4	$3	$6	$4	$10
PFML Premium	$0	$0	$0	$0	$0
Retirement	$216	$184	$352	$281	$637
All Other Benefits	$419	$418	$779	$521	$1,399
Vehicle Repair Supplies	$3,889	$2,210	$700	$2,430	$5,318
Travel & Training	$1,058	$1,045	$1,090	$1,232	$1,206
Repairs & Maintenance	$856	$1,879	$1,647	$918	$1,632
Facilities/Vehicles Total	**$22,442**	**$23,264**	**$22,656**	**$21,921**	**$30,135**
FIRE CONTROL TOTAL	**$232,142**	**$230,047**	**$231,971**	**$264,584**	**$255,713**
CARE AND CUSTODY OF PRISIONERS					
Jail Booking/Housing Charges	$221,391	$196,626	$312,025	$351,614	$281,984
Inmate Medical	$12,756	$21,637	$17,919	$16,581	$3,771

Expenses					
CARE AND CUSTODY OF PRISIONERS TOTAL	**$234,147**	**$218,264**	**$329,944**	**$368,196**	**$285,755**
INSPECTIONS, PERMITS, LICENSES					
Salaries & Wages	$60,636	$59,104	$61,884	$62,916	$59,930
Fica	$4,639	$4,521	$4,734	$4,688	$4,456
Industrial Insurance	$1,969	$1,585	$2,194	$2,301	$2,176
Unemployment Insurance	$121	$118	$124	$126	$120
PFML Premium	$0	$0	$0	$0	$0
Retirement	$6,182	$6,608	$7,389	$8,018	$7,666
All Other Benefits	$8,991	$9,259	$9,589	$13,291	$12,851
Uniforms	$108	$0	$0	$0	$179
Office & Operating Supplies	$295	$1,313	$208	$450	$583
Small Tools & Equipment	$32	$324	$3,027	$266	$0
Plan Check Services	$0	$137	$0	$3,971	$15,869
Legal Services	$405	$810	$0	$0	$0
Interim Building Official Contr Svcs	$0	$3,632	$0	$0	$1,260
Communications	$692	$628	$593	$589	$910
Travel & Training	$666	$0	$1,029	$1,115	$289
Equipment Rental Fees	$3,355	$2,978	$3,388	$4,300	$4,641
Insurance	$1,615	$1,715	$1,900	$1,858	$1,776
Repairs & Maintenance	$343	$239	$311	$309	$286
Miscellaneous	$399	$230	$230	$276	$340
INSPECTIONS, PERMITS, LICENSES TOTAL	**$90,447**	**$93,200**	**$96,600**	**$104,474**	**$113,335**
EMERGENCY SERVICES					
OK County Emergency Services	$15,112	$14,778	$14,178	$14,448	$15,824
EMERGENCY SERVICES TOTAL	**$15,112**	**$14,778**	**$14,178**	**$14,448**	**$15,824**
COMMUNICATIONS					
County Dispatch Services	$73,450	$83,318	$80,632	$93,749	$122,645
COMMUNICATIONS TOTAL	**$73,450**	**$83,318**	**$80,632**	**$93,749**	**$122,645**
FLOOD CONTROL					
Administration					
Salaries & Wages	$2,744	$2,418	$2,762	$2,808	$2,947

Fica	$185	$171	$202	$206	$219
Industrial Insurance	$79	$90	$87	$85	$93
Unemployment Insurance	$6	$5	$6	$6	$6
PFML Premium	$0	$0	$0	$0	$0
Retirement	$280	$270	$330	$358	$379
All Other Benefits	$700	$556	$523	$645	$583
Administration Total	**$3,993**	**$3,511**	**$3,909**	**$4,107**	**$4,226**
Operations					
Salaries & Wages	$20,456	$21,816	$26,165	$17,985	$12,096
Overtime	$223	$446	$620	$13,322	$78
Fica	$1,522	$1,652	$2,009	$2,320	$926
Industrial Insurance	$709	$1,071	$1,199	$1,308	$516
Unemployment Insurance	$41	$44	$54	$62	$24
PFML Premium	$0	$0	$0	$0	$0
Retirement	$2,109	$2,489	$3,191	$3,984	$1,563
All Other Benefits	$4,566	$4,865	$5,779	$7,117	$2,347
Operating Supplies	$2,192	$1,326	$824	$927	$1,937
Small Tools & Equipment	$105	$317	$312	$150	$83
Engineering Services	$0	$0	$0	$0	$0
Equipment Rental Fees	$5,951	$9,745	$8,578	$8,105	$26,543
Repairs & Maintenance	$85	$0	$32	$240	$10
2018 Flood Repairs and Maintenance	$0	$0	$0	$25,814	$0
Operations Total	**$37,959**	**$43,771**	**$48,762**	**$81,336**	**$46,123**
FLOOD CONTROL TOTAL	**$41,952**	**$47,281**	**$52,671**	**$85,443**	**$50,349**
MOSQUITO CONTROL					
Office & Operating Supplies	$4,840	$4,476	$4,394	$4,368	$3,257
Mosquito Control Services	$0	$1,072	$585	$618	$0
Travel & Training	$0	$0	$0	$0	$696
MOSQUITO CONTROL TOTAL	**$4,840**	**$5,548**	**$4,979**	**$4,986**	**$3,953**
ANIMAL CONTROL					
Salaries & Wages	$43,992	$44,183	$45,070	$45,744	$47,988
Overtime	$0	$0	$0	$0	$0
Fica	$3,365	$3,380	$3,448	$3,499	$3,671
Industrial Insurance	$1,762	$2,463	$2,237	$2,176	$2,460
Unemployment Insurance	$88	$88	$90	$91	$96

PFML Premium	$0	$0	$0	$0	$0
Retirement	$4,485	$4,940	$5,381	$5,829	$6,163
All Other Benefits	$9,208	$9,467	$9,705	$9,525	$9,786
Uniforms	$148	$145	$0	$135	$0
Office & Operating Supplies	$101	$104	$183	$474	$330
Vehicle Repair Supplies	$0	$0	$0	$0	$0
Fuel Consumed	$0	$0	$0	$0	$0
Small Tools & Equipment	$0	$0	$171	$0	$0
Animal Disposals	$0	$23	$0	$0	$0
Communications	$265	$217	$302	$386	$565
Travel & Training	$0	$0	$0	$0	$115
Equipment Rental Fees	$6,421	$5,587	$5,477	$5,587	$7,603
Insurance	$1,311	$1,384	$1,572	$1,514	$1,425
Repairs & Maintenance	$0	$0	$80	$309	$286
Miscellaneous	$0	$0	$0	$0	$35
ANIMAL CONTROL TOTAL	**$71,147**	**$71,980**	**$73,716**	**$75,271**	**$80,522**
ABATEMENT					
Office & Operating Supplies	$0	$0	$197	$602	$820
Professional Services	$0	$0	$0	$383	$0
ABATEMENT TOTAL	**$0**	**$0**	**$197**	**$984**	**$820**
PLANNING					
Salaries & Wages	$7,097	$6,031	$7,065	$7,183	$7,542
Overtime	$0	$3	$0	$0	$0
Fica	$500	$450	$530	$543	$569
Industrial Insurance	$32	$35	$39	$40	$43
Unemployment Insurance	$14	$12	$14	$14	$15
PFML Premium	$0	$0	$0	$0	$0
Retirement	$724	$634	$844	$915	$969
All Other Benefits	$1,758	$1,193	$1,397	$1,437	$1,516
Planning Services	$14,263	$12,816	$12,830	$14,242	$17,919
Land Use Examiner	$0	$0	$475	$550	$575
Gis Map Services	$0	$0	$0	$0	$0
Advertising-Land Use Examiner	$171	$56	$219	$219	$100
Advertising	$90	$356	$276	$114	$736
PLANNING TOTAL	**$24,649**	**$21,585**	**$23,689**	**$25,257**	**$29,984**
SUBSTANCE ABUSE					
Alcohol Program Ok. County	$1,112	$1,328	$1,306	$1,314	$1,344

SUBSTANCE ABUSE TOTAL	**$1,112**	**$1,328**	**$1,306**	**$1,314**	**$1,344**
STADIUM AND AUDITORIUM					
Stampede Arena Operations	$18,000	$18,000	$29,000	$15,000	$16,250
Stampede Arena Insurance	$4,516	$4,518	$4,908	$5,208	$4,327
Stampede Arena Utilities	$11,304	$10,735	$20,159	$14,002	$15,232
STADIUM AND AUDITORIUM TOTAL	**$33,820**	**$33,253**	**$54,067**	**$34,211**	**$35,808**
PARK FACILITIES					
Swimming Pool					
Salaries & Wages	$9,947	$10,747	$15,620	$13,685	$16,483
Overtime	$456	$902	$880	$563	$896
Fica	$754	$847	$1,224	$1,051	$1,280
Industrial Insurance	$439	$559	$739	$497	$821
Unemployment Insurance	$21	$23	$33	$28	$35
PFML Premium	$0	$0	$0	$0	$0
Retirement	$1,060	$1,302	$1,971	$1,819	$2,154
All Other Benefits	$2,736	$2,884	$4,430	$3,908	$4,588
Operating Supplies	$19,985	$20,579	$18,440	$14,631	$18,121
Small Tools & Equipment	$1,631	$3,463	$1,696	$1,091	$245
Communications	$638	$799	$893	$734	$427
Travel & Training	$0	$0	$684	$0	$797
Advertising	$0	$0	$0	$0	$0
Public Utility Service	$7,949	$7,542	$13,889	$7,773	$8,000
Repairs & Maintenance	$114	$321	$449	$130	$188
Miscellaneous	$0	$300	$600	$319	$334
Salaries & Wages-Lifeguards	$36,966	$42,551	$41,171	$40,242	$47,352
Overtime	$7	$0	$192	$0	$0
Fica	$2,828	$3,255	$3,164	$3,079	$3,622
Industrial Insurance	$3,933	$5,666	$4,714	$4,159	$5,156
Unemployment Insurance	$74	$85	$83	$81	$95
PFML Premium	$0	$0	$0	$0	$0
Medical Expenses	$545	$0	$681	$0	$0
Uniforms	$703	$800	$783	$1,065	$1,273
WSI Training	$500	$1,550	$990	$810	$1,080
Miscellaneous	$150	$0	$105	$0	$0
Swimming Pool Total	**$91,437**	**$104,177**	**$113,430**	**$95,665**	**$112,949**

RV Park					
Salaries & Wages	$15,855	$16,619	$13,978	$15,873	$18,664
Overtime	$164	$0	$327	$75	$17
Fica	$1,188	$1,233	$1,061	$1,178	$1,401
Industrial Insurance	$513	$663	$373	$417	$565
Unemployment Insurance	$32	$33	$28	$31	$37
PFML Premium	$0	$0	$0	$0	$0
Retirement	$1,633	$1,858	$1,708	$1,911	$2,394
All Other Benefits	$3,019	$3,209	$3,435	$3,764	$4,080
Office & Operating Supplies	$1,538	$2,929	$1,099	$2,154	$1,404
RV Park Camp Host	$0	$0	$0	$0	$2,750
RV Park Internet Services	$385	$490	$774	$638	$700
Advertising	$792	$0	$0	$180	$190
Public Utility Services	$7,305	$7,279	$7,538	$7,217	$595
Repairs & Maintenance	$0	$132	$1,682	$1,188	$6,474
RV Reservation System Service Fees	$0	$0	$0	$9,273	$24
Excise Taxes	$541	$585	$543	$656	$10,725
RV Park Total	**$32,964**	**$35,030**	**$32,548**	**$44,557**	**$50,021**
General Parks					
Salaries & Wages	$97,238	$102,716	$115,546	$107,340	$105,358
Overtime	$5,325	$4,680	$5,877	$6,367	$6,962
Fica	$7,409	$7,784	$8,944	$8,408	$8,428
Industrial Insurance	$4,627	$5,815	$6,455	$5,568	$5,913
Unemployment Insurance	$205	$215	$243	$227	$225
PFML Premium	$0	$0	$0	$0	$0
Retirement	$10,495	$12,007	$14,509	$14,483	$14,348
All Other Benefits	$20,117	$21,147	$23,258	$20,506	$18,285
Uniforms	0	0	0	0	$0
Operating Supplies	$21,773	$17,941	$21,380	$18,971	$19,581
Irrigation Repair Supplies	$0	$0	$0	$0	$0
Small Tools & Equipment	$913	$797	$1,142	$1,773	$246
Professional Services-Engineering	$0	$0	$0	$0	$0
Travel & Training	$26	$96	$20	$104	$90
Equipment Rental Fees	$86,347	$87,414	$81,961	$79,107	$73,486
Insurance	$11,678	$12,163	$13,576	$14,401	$12,427
Public Utility Services	$37,878	$40,829	$50,307	$56,358	$54,569
Repairs & Maintenance	$5,106	$4,263	$3,149	$1,915	$3,330

Miscellaneous	$0	$0	$108	$123	$100
Administration					
Salaries & Wages	$20,265	$17,737	$20,364	$20,704	$21,730
Fica	$1,361	$1,269	$1,496	$1,520	$1,612
Industrial Insurance	$588	$677	$654	$639	$695
Unemployment Insurance	$41	$35	$41	$41	$44
PFML Premium	$0	$0	$0	$0	$0
Retirement	$2,066	$1,983	$2,432	$2,638	$2,791
All Other Benefits	$5,235	$4,007	$3,832	$4,836	$4,493
Medical/CDL Expenses	$492	$879	$771	$950	$664
Uniforms	$318	$462	$473	$255	$861
Operating Supplies	$0	$296	$493	$370	$137
Small Tools & Equipment	$122	$0	$0	$0	$30
Labor Legal Services	$0	$176	$0	$0	$0
Legal Services	0	0	0	0	$0
Communications	$60	$224	$70	$137	$138
Travel	$34	$66	$110	$0	$36
Repairs & Maintenance	$77	$93	$132	$190	$210
Miscellaneous	$0	$14	$0	$0	$27
General Parks Total	**$339,794**	**$345,787**	**$377,341**	**$367,931**	**$356,814**
Other Park Programs					
Tree Board Operating Supplies	$1,227	$1,259	$258	$0	$0
Dog Park Operating Supplies	$226	$0	$0	$0	$0
Other Park Programs Total	**$1,454**	**$1,259**	**$258**	**$0**	**$0**
PARK FACILITIES TOTAL	**$465,649**	**$486,253**	**$523,578**	**$508,154**	**$519,784**
NON-EXPENDITURES					
Interfund Loan Issued	$0	$0	$0	$200,000	$0
Proceeds of Incubator Property to HUD	$0	$0	$0	$66,848	$0
Non-Expenditures-Sales Tax	$10,159	$11,280	$8,410	$10,674	$9,274
Assignment of Bond Proceeds-River Ridge	$0	$0	$0	$0	$0
Prior Year Correction	$0	$0	$0	$0	$0
Other Non-Expenditure-Sales Tax	$590	$590	$1,885	$2,787	$2,227
Other Non-Expenditures-Stamped Ins. Reimb.	$0	$0	$641	$0	$565

NON-EXPENDITURES TOTAL	**$10,749**	**$11,870**	**$10,937**	**$280,310**	**$12,066**
REDEMPTION OF LONG-TERM DEBT					
Principal City Hall GO Bond	$70,000	$140,000	$75,000	$60,000	($2)
Principal Fire Local Loan	$0	$0	$0	$0	$0
Ladder Truck LOCAL Loan-Principle	$37,320	$38,440	$39,977	$41,576	$43,240
REDEMPTION OF LONG-TERM DEBT	**$107,320**	**$178,440**	**$114,977**	**$101,576**	**$43,238**
INTEREST AND INTEREST ON DEBT SERVICE					
Interest City Hall GO Bond	$8,108	$10,211	$5,008	$2,692	$0
Debt Reg City Hall GO Bond	$425	$0	$600	$0	$127
Interest Fire Local Loan	$0	$0	$0	$0	$0
Ladder Truck LOCAL Loan-Interest	$11,786	$10,666	$9,129	$7,530	$5,867
INTEREST ON DEBT SERVICE TOTAL	**$20,319**	**$20,878**	**$14,736**	**$10,222**	**$5,993**
CAPITAL EXPENDITURES					
Finance Dept Equipment	$0	$0	$0	$0	$0
City Hall/Fire/Pol/Insp Computer Upgrades	$0	$0	$0	$0	$69
City Hall Server Upgrade	$9,109	$0	$0	$0	$0
Carpet for City Hall	$0	$0	$0	$0	$32,418
Phone System - City Wide	$0	$0	$0	$0	$11,278
Police Building	$0	$0	$0	$0	$0
Police Dept. Equipment	$4,687	$4,154	$9	$0	$0
Police Dept. Vehicles	$37,861	$60,633	$36,405	$0	$44,371
Police Dept. Vehicle Equipment	$0	$0	$0	$0	$0
Building - Fire	$0	$0	$0	$0	$0
Fire Hall Door Modifications	$0	$0	$0	$0	$0
Fire Department Training Facility Fence	$0	$0	$0	$0	$17,853
Fire Dept. Equipment	$9,756	$85,971	$0	$0	$0
Aerial Fire Truck Purchase	$0	$0	$0	$0	$0
Fire Department Vehicle	$0	$0	$0	$0	$0
Replace City Hall HVAC	$0	$0	$0	$0	$0

Unit					
Animal Control Dog Pound Bldg Improvements	$0	$0	$0	$0	$0
Code Enforcement Vehicle Canopy	$0	$0	$0	$0	$0
Code Enforcement Vehicle	$0	$0	$0	$0	$0
High Water Replacement Pump	$0	$0	$0	$0	$0
Mosquito Fogger and Equipment	$10,995	$0	$0	$0	$0
City Hall Server Upgrade	$0	$0	$0	$0	$0
New Park-Ironwood/Ross Canyon	$0	$0	$0	$0	$0
Park Tables/Rebuild Supplies	$0	$0	$0	$0	$0
Skate Park Design	$0	$0	$0	$4,895	$12,500
Eastside Park Restroom-Utilities	$0	$0	$0	$0	$0
RV Park Reservation System	$0	$0	$0	$1,000	$0
Municipal Pool ADA Compliant Disability Lift	$0	$0	$0	$0	$0
Municipal Pool Chemical Feed Controller & PPM Sensor	$0	$0	$0	$0	$0
McCormack Field Roof Repair	$0	$0	$0	$0	$0
Replacement Municipal Pool Covers	$4,842	$0	$0	$0	$0
Parks Equipment Trailer	$2,531	$0	$0	$0	$0
Diving Board Repair and Replacement	$0	$4,714	$6,500	$0	$6,086
Municipal Pool Pulsar Chlorine Unit	$0	$4,919	$0	$0	$0
Pool Filters and Assembly Replacement	$0	$0	$7,276	$0	$0
CAPITAL EXPENDITURES TOTAL	**$79,782**	**$160,391**	**$50,189**	**$5,895**	**$124,575**
TRANSFERS OUT					
Transfer TO Drug Fund	$4,000	$5,250	$5,250	$5,250	$2,000
Transfer TO Cemetery Fund	$30,000	$30,000	$40,000	$40,000	$65,000
Transfer TO Airport Fund	$70,000	$170,000	$100,000	$145,000	$145,000
Transfer TO Library Fund	$150,000	$145,000	$140,000	$115,000	$115,000

TRANSFERS OUT TOTAL	**$254,000**	**$350,250**	**$285,250**	**$305,250**	**$327,000**
TOTAL CURRENT EXPENSE	**$3,605,635**	**$3,883,169**	**$3,897,938**	**$4,340,715**	**$4,117,455**

This table shows that total Current Expense Fund expenditures have been increasing an average of 5.57% per year.

The Current Expense Fund supports a number of other City funds through operating transfers. These include the library, streets, storm drain, cemetery, airport, and bond redemption funds. While some of the operating transfers may be used for capital expenditures, most of the funds are used for ongoing operations and maintenance needs therefore such transfers are included in the analysis of overall operation and maintenance.

Debt service for some previous capital projects (new city hall) is funded through the Current Expense Fund as well. Stampede Arena Redevelopment funds include $930,000 in loan dollars from the State's LOCAL program with the balance in the form of a one-time grant from the State Capital budget. The LOCAL loan is repaid with revenues from use of arena, an annual Okanogan County Infrastructure Fund appropriation, and if needed, a transfer from the Hotel/Motel fund. Once a capital item that requires debt financing is completed, the debt (principal and interest) becomes part of the City's operations and maintenance budget.

Finally, the Current Expense Fund has also been the source of dollars for a variety of capital projects over the past five years. The average funding from current expense committed to capital projects over the past five years has been approximately $84,000 annually. While many of the capital expenditures are for items listed in the capital facilities plan, these expenditures have included normal and routine replacement of equipment (e.g. copiers, computers, small tools, police vehicles, turnout gear, hose etc…)

The following graphs depict expenditure trends and distribution for the years 2015 through 2019.

Figure 5.5 - Current Expense Fund Expenditure Trends

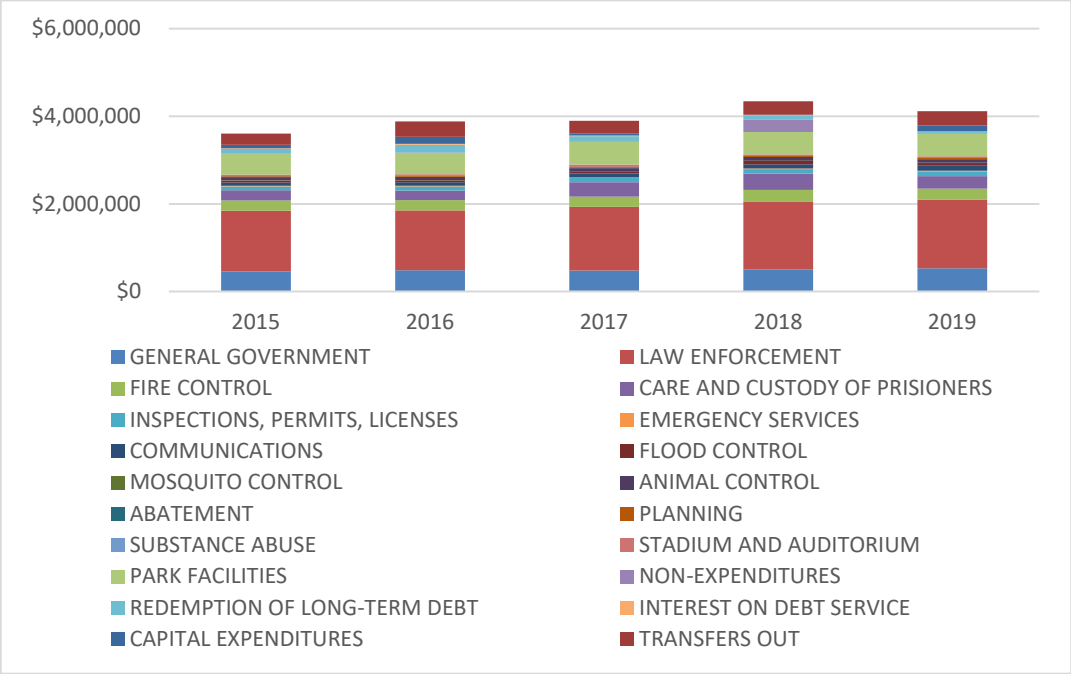
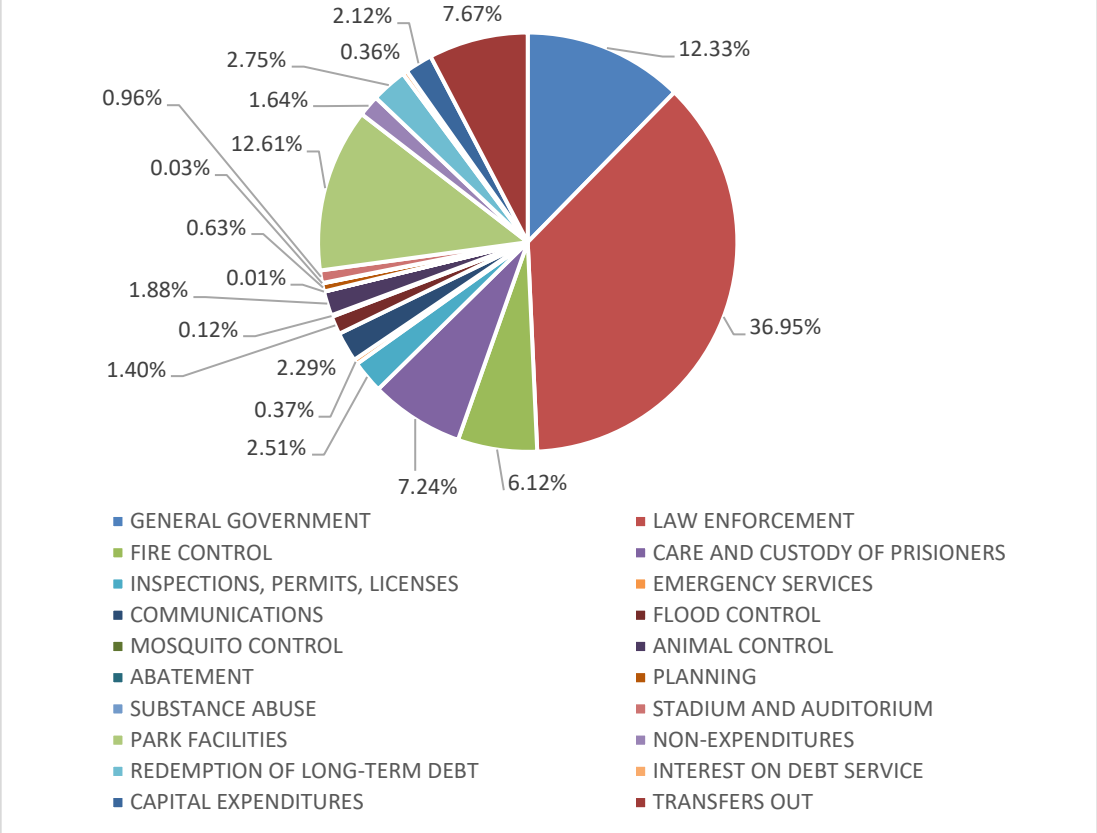


Figure 5.6 - Current Expense Fund Expenditure Distribution



The preceding graphs show that Law Enforcement account for an average of 36.95% of Current Expense expenditures followed by Park Facilities at 12.61% and General Government at 12.33%.

CURRENT EXPENSE REVENUE AND EXPENDITURE PROJECTIONS:

While Table 5.1 above shows that current expense revenues have been increasing at an average annual rate of 3.83%, while expenditures are increasing at 5.57% on the average. With this in mind and uncertainty in the local, state and national economies, this analysis assumes that revenue growth will remain in the 3% range and expenditures will be adjusted accordingly.

Tax revenues show an average annual growth rate of around 2.39% for the analysis period, however 2016 showed only a slight .56% increase over 2015 with overall tax revenue in 2019 declining .66% from 2018. It seems reasonable that tax revenues will maintain a slower growth rate in the 2% range as the City feels the continuing effects of the national recession.

Other categories of current expense revenue are also generally growth related and should show a similar 2% growth rate.

The projected revenues also include the Stampede Arena and Airport Funds since both impact the Current Expense Fund. Revenues included in the projection for the Stampede Arena Fund are limited to $77,000 annually from admission tax and allocation from the Okanogan County Infrastructure Fund. Airport Fund revenues are limited to those funds placed directly into the Fund which excludes any interfund transfers or grant dollars, which is assumed to be $300,000 a year.

In an attempt to be conservative, total revenues, are projected to rise at 2% per year, well under the average for the past five years. The beginning fund balance and other financing sources are not included in the projection since they are quite variable and are not considered actual revenue. This projection is of course speculative, and should be examined and adjusted each year.

It is likewise impossible to predict operation and maintenance expenditures with precision, but it seems reasonable and conservative to assume that such expenditures will rise at a 2-3% growth rate well below the 5.63% average experienced over the past five years and the rate of inflation – 2.30%[1]. The expenditure projection assumes expenditures will increase at 2% per year, with the exception of debt service which was $49,106 in 2019 and will continue to decrease as the City Hall debt has been retired leaving the only outstanding Current Expense debt for the new ladder truck begins. Debt service is projected to remain the same through 2025. Debt for the Stampede Arena Redevelopment project is included in the analysis with the assumption that revenue from the County Infrastructure Fund and events will be more than adequate for debt service (assumed to be $69,000 per year). Annual capital outlay, excluding

[1] - the average rate of inflation as of December 31, 2019.

large projects that require grant or loan dollars, is assumed to be $80,000 for the purposes of this projection.

The following table shows projected revenues given the above assumptions.

Table 5.3 - Current Expense Revenue Projections[2]

Revenues	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Taxes	$3,371,982	$3,439,422	$3,508,210	$3,578,375	$3,649,942	$3,722,941
Licenses and Permits	$114,760	$116,147	$117,562	$119,005	$120,477	$121,979
Federal Grants	$0	$0	$0	$0	$0	$0
State Grants	$0	$0	$0	$0	$0	$0
State Shared Revenue	$50,552	$51,563	$52,594	$53,646	$54,719	$55,813
State Entitlements	$195,908	$197,546	$199,216	$200,919	$202,657	$204,429
Intergovernmental	$0	$0	$0	$0	$0	$0
Charges for Goods and Services	$159,632	$161,980	$164,375	$166,818	$169,310	$171,851
Fines and Penalties	$13,100	$13,100	$13,100	$13,100	$13,100	$13,100
Miscellaneous Revenue	$138,313	$140,498	$142,726	$144,998	$147,316	$149,680
Non-revenues	$13,600	$13,600	$13,600	$13,600	$13,600	$13,600
Disposition of Capital	$0	$0	$0	$0	$0	$0
Revenue Totals	**$4,054,931**	**$4,130,882**	**$4,208,350**	**$4,287,367**	**$4,367,965**	**$4,453,393**

This table does not include beginning fund balances or other financing sources such as grants or loans which have not been approved.

Given the assumptions used for revenue growth, and past surpluses that have created beginning/ending fund balances, this projection may somewhat understate available revenue. It will be important to review actual revenues and expenditures regularly to keep these projections up to date and realistic.

It is likewise impossible to predict operation and maintenance expenditures with precision, but it seems reasonable and conservative to assume that such expenditures will rise at a 1-3% growth rate well below the 5.63% average experienced over the past five years and the rate of inflation – 2.30%[3]. The expenditure projection assumes expenditures will increase from .5 to 3% per year or remain flat, depending on the expenditure item. Debt service, both interest and principal, will remain the same throughout the projection period. Debt for the Stampede Arena Redevelopment project is included in the analysis with the assumption that revenue

[2] - includes airport and stampede arena funds
[3] - the average rate of inflation as of December 31, 2019.

from the County Infrastructure Fund and events will be more than adequate for debt service (assumed to be $37,000 per year). Annual capital outlay, excluding large projects that require grant or loan dollars, is assumed to be $45,000 for the purposes of this projection.

The following table shows projected expenditures given the above assumptions.

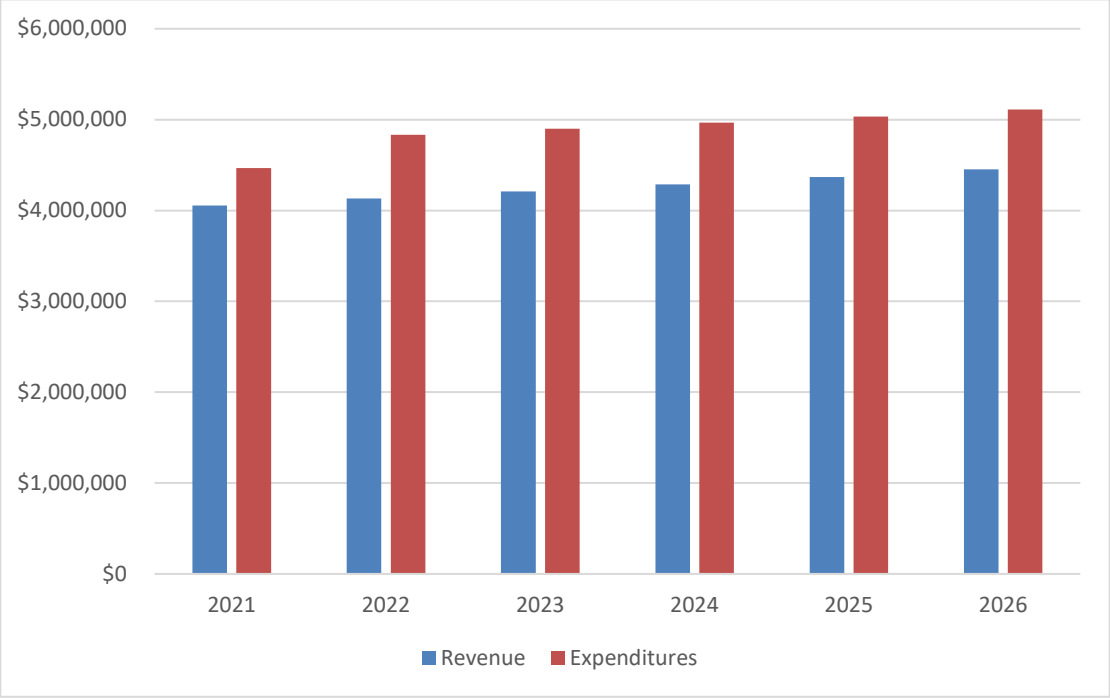
Table 5.4 - Current Expense Expenditure Projections[4]

Expenditures	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
General Government	$524,280	$529,045	$534,241	$539,198	$544,255	$549,413
Law Enforcement	$1,724,618	$2,061,973	$2,100,861	$2,140,526	$2,180,985	$2,222,254
Fire Control	$288,560	$292,941	$297,409	$301,966	$306,614	$311,356
Care and Custody of Prisoners	$392,700	$400,554	$408,565	$416,736	$425,071	$433,573
Inspections, Permits, Licenses	$135,268	$137,852	$140,487	$143,175	$145,917	$148,713
Emergency Services	$16,728	$17,063	$17,404	$17,752	$18,107	$18,469
Communications	$111,690	$113,924	$116,202	$118,526	$120,897	$123,315
Flood Control	$36,547	$37,207	$37,880	$38,566	$39,266	$39,980
Mosquito Control	$6,108	$6,230	$6,355	$6,482	$6,611	$6,743
Animal Control	$89,468	$91,164	$92,895	$94,661	$96,461	$98,298
Abatement	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000
Planning	$27,386	$27,558	$27,733	$27,912	$28,094	$28,279
Substance Abuse	$1,400	$1,425	$1,450	$1,475	$1,500	$1,525
Stadium and Auditorium	$37,000	$37,000	$37,000	$37,000	$37,000	$37,000
Park Facilities	$590,000	$590,000	$590,000	$590,000	$590,000	$590,000
Non-Expenditures	$14,650	$14,650	$14,650	$14,650	$14,650	$14,650
Redemption of Long-Term Debt	$46,768	$0	$0	$0	$0	$0
Interest on Debt	$2,338	$0	$0	$0	$0	$0
Capital Expenditures	$45,000	$45,000	$45,000	$45,000	$45,000	$45,000
Transfers Out	$358,000	$360,000	$362,000	$364,000	$366,000	$373,320
TOTAL	**$4,468,509**	**$4,783,586**	**$4,850,132**	**$4,917,625**	**$4,986,428**	**$5,061,888**

Figure 5.7 provides a comparison of Current Expense revenue and expenditure projections.

[4] - includes stampede arena funds

Figure 5.7 - Current Expense Fund Revenue/Expenditure Projection Comparison[5]



The graph shows that, given the assumptions, excluding beginning and ending fund balances, the City, with limited capital projects, will show deficits each of the next six years resulting in a continuing decline in ending/beginning fund balances.

Table 5.5 presents the same date in tabular form.

Table 5.5 Current Expense Fund Revenue and Expenditure Projection Comparison

	2021	2022	2023	2024	2025	2026
Revenue	$4,054,931	$4,130,882	$4,208,350	$4,287,367	$4,367,965	$4,453,393
Expenditures	$4,468,509	$4,783,586	$4,850,132	$4,917,625	$4,986,428	$5,061,888
Difference	**($413,578)**	**($652,704)**	**($641,782)**	**($630,258)**	**($618,463)**	**($608,495)**

CURRENT EXPENSE CAPITAL PROJECTS:

This section lists proposed projects that will be funded all or in part through the Current Expense Fund, and compares the cost of these projects to projected revenue.

Please note that many Current Expense Fund projects listed in Part 4 are not included in the following table. Such projects are either considered normal replacement, do not meet the definition of a Capital Improvement, are not high priorities in a time of short revenues, or are

[5] - no capital projects included, except an assumed $45,000 in capital expenditures.

entirely funded from grant sources or special City funds outside of Current Expense. However, such projects have been included in the analysis in Part 4.

Table 5.6 – Current Expense Fund Capital Projects – 2021 to 2026

Department	Capital Project	Estimated Cost[6]	Current Expense Share	Year Planned
Airport	ALP Update	$75,000	$75,000	2021
Police	Computer Server	$15,300	$15,300	
	Design Remodel/New Police/Fire Station	$30,600	$30,600	
	2010 Ford Crown Vic 402 police	$34,270	$34,270	
Fire	Replacement Fire Truck	$475,000	$0[7]	
	Debt Service Ladder Truck	$49,106	$49,106	
City Admin	Server - Upgrade	$15,300	$15,300	
Parks	Replacement for 2006 Toro versa vac	$32,000	$32,000	
	Professional assessment of swimming pool	$30,000	$30,000	
	Repair tennis courts in Eastside Park	$40,000	$40,000	
	TOTALS 2021	**$796,576**	**$294,576**	
Airport	Nothing planned	$0	$0	2022
Police	Radios – Handheld - replacements	$24,480	$24,480	
Fire	Full Time Firefighter	$75,000	$75,000	
	Debt Service - Fire Truck	$40,836	$40,836	
City Admin	Upgrade Entries and ADA access	$19,102	$19,102	
Parks	Implement playground equipment upgrades/replacements	$15,606	$15,606	
	Survey property lines for river access/trails	$31,212	$31,212	
	TOTALS 2022	**$206,236**	**$206,236**	
Airport	Internal Hanger Access Road and Hanger site Development	$1,695,390	$169,539[8]	2023
Police	Tasers – replacements	$10,404	$10,404	
Fire	Debt Service - Fire Truck	$40,836	$40,836	
City Admin	Purchase wide format Scanner	$4,595	$4,595	

[6] - estimated costs are 2019 dollars with a 2% inflation rate.

[7] - annual debt service on new fire truck – 20 year loan, 2% interest, first payment in 2022

[8] - assumes City secures 90% grant funding from the FAA.

Department	Capital Project	Estimated Cost[6]	Current Expense Share	Year Planned
Parks	Construct new skate park	$418,000	$41,800[9]	
	Continue playground equipment upgrades/replacements	$15,918	$15,918	
	Develop river trail/access development designs	$26,530	$26,530	
TOTALS 2023		**$2,211,673**	**$309,622**	
Airport	Taxiway Reconstruction	$4,566,667	$456,666[10]	2024
Police	Radar Units (7)	$11,907	$11,907	
Fire	Debt Service - Fire Truck	$40,836	$40,836	
City Admin	Nothing Planned	$0	$0	
Parks	Construct river trail/access improvements	$250,000	$25,000	
	Implement playground equipment upgrades/replacements	$16,236	$16,236	
TOTALS 2024		**$4,885,196**	**$550,645**	
Airport	Nothing Planned	$0	$0	2025
Police	Police/Fire station remodel/construction	$1,656,121	$0[11]	2025
Fire	Debt Service - Fire Truck	$40,836	$40,836	2025
City Admin	Nothing Planned	$0	$0	2025
Parks	Relocate Veterans Memorial	$20,000	$20,000	2025
TOTALS 2025		**$1,716,957**	**$60,836**	
Airport	Nothing Planned	$0	$0	2026
Police	Debt Service – New/Remodeled Station	$100,536	$100,536	2026
Fire	Debt Service - Fire Truck	$40,836	$40,836	2026
City Admin	Nothing Planned	$0	$0	2026
Parks	Nothing Planned	$0	$0	2026
TOTALS 2026		**$141,372**	**$141,372**	

Table 5.7 provides a picture of projected revenues and expenditures and any projected surplus or deficit assuming the projects or debt service detailed above are completed. Capital Expenditures only include the projected City share from Table 5.6 and revenues do not include any anticipated grant or loan dollars. The alternatives analysis in Part 6 includes a more detailed discussion of projected revenues and expenditures.

[9] - assumes City is successful in obtaining 90% grant from RCO in 2022.
[10] - assumes City secures 90% grant funding from the FAA.
[11] - annual debt service on new/remodeled Police Station – 20 year loan, 2% interest, first payment not due until 2026

Table 5.7 Current Expense Revenue/Expenditure Projections with City Share of Planned Capital Improvements

	2021	2022	2023	2024	2025	2026
Revenue	$4,054,931	$4,130,882	$4,208,350	$4,287,367	$4,367,965	$4,453,393
Expenditures	$4,763,085	$4,989,822	$5,159,754	$4,973,270	$5,047,264	$5,203,260
Difference	**($708,154)**	**($858,940)**	**($951,404)**	**($685,903)**	**($679,869)**	**($749,867)**

It is clear from the table that the addition of the City's anticipated share of planned capital expenditures increases the potential deficit given the assumptions in projecting revenues and expenditures. It is possible that increases in retail sales tax, real estate excise taxes and onetime revenues from infrastructure projects and building activity may provide more revenues, but it is clear the City cannot afford the planned projects without use of the ending fund balance or other sources of revenue. Part 6 contains several alternatives that provide examples of how eliminating projects, changing assumptions on project funding and modifying the timing and scope of some projects affects the bottom line in Current Expense.

PART 6
CAPITAL SPENDING ALTERNATIVES

This part of the CFP examines two possible spending alternatives, based on assumptions about:

- availability of funding
- continued slow population growth
- maintaining existing level of service standards
- need for project (priorities)
- slow revenue growth

The alternatives were developed using the project descriptions and financial projections presented in earlier sections. It is also important to note that the majority of the planned improvements, under any alternative, are required in order to correct deficiencies or maintain current levels of service. This means that, with the exception of projects funded primarily through the Current Expense Fund or funds dependent on tax revenues, the timing for most water, wastewater and stormwater system upgrades, the initial six-year spending plan for this CFP varies little from alternative to alternative. However, it is important to note that water, sewer, stormwater and street projects that require significant funding, may be combined, delayed or broken into smaller projects depending on the amount and timing of funding available and ability of the community to absorb utility (water, sewer, storm water) rate increases needed to provide for capital spending and/or debt service.

CURRENT EXPENSE:

ALTERNATIVE #1

The following table, shows that with the capital projects requested by Current Expense funded departments, expenditures will far exceed projected revenues[1] over the next six years[2]. This alternative, intended to maintain current levels of service and provide for slow population growth, based on the following general assumptions:

- Funding constraints will limit the number and cost of projects funded with Current Expense dollars. The department specific projects/acquisitions included

[1] - does not include beginning or ending fund balances.

[2] - based on the assumptions used to project expenditures and revenues.

in the alternative analysis are generally limited to high priority projects as listed in the Planned and Prioritized Projects Tables at the end of each department's section and included in the analysis in Part 5. These projects have been reviewed and using the assumptions noted above, projects were eliminated, local share reduced or moved into the future in order to fit revenue projections. Projects that differ from the list in Part 5 are overstruck and in red or highlighted in green.

- the City will receive the grant and loan funds it needs to complete planned projects, including but not limited to: local bonds or other grants/loans for the expansion/remodel of the Public Safety Building; and, RCO or other grant funds or donations for park projects.
- the improvements contained within the planned capital project tables in Parts 4 and 5 are needed within the next 6 years in order to maintain current levels of service, meet forecast demand and maintain compliance with state and federal law.
- revenues and expenditures will grow as projected in Parts 4 and 5.

Table 6.1 – Alternative #1 Spending Plan Current Expense Capital Projects

Department	Capital Project	Estimated Cost	Grant/Loan /Donation	Current Expense Fund Share	Year Planned
Airport					2021
	Nothing Planned	$0	$0	$0	"
Fire					"
	Replacement Fire Truck	$608,000	$108,000	$500,000	"
	Debt Service Ladder Truck	$49,106	$0	$49,106	"
City Admin					"
	Server - Upgrade	$15,300	$0	$15,300	"
Police					"
	Computer Server	$15,300	$0	$15,300	"
	Tasers – replacements	$23,000	$0	$23,000	"
	Feasibility Study Police/Fire facility	$30,000	$0	$30,000	"
	2021 Ford Interceptor	$59,000	$balance ER&R	$15,000	"
Parks					"
	Professional assessment of swimming pool	$30,000	$0	$30,000	"
	2021 TOTALS	**$799,706**	**$108,000**	**$677,706**	
Airport					2022
	Taxiway reconstruction design and engineering	$228,630	$217,199	$11,431	"
Fire					"

Department	Capital Project	Estimated Cost	Grant/Loan /Donation	Current Expense Fund Share	Year Planned
City Admin	Debt Service - Fire Truck[1] two trucks	$55,685	$0	$55,685	"
					"
	Upgrade Entries and ADA access	$19,102	$0	$19,102	"
Police					"
	Nothing Planned	$0	$0	$0	"
Parks					"
	Implement playground equipment upgrades/replacements[2]	$15,000	$15,000	$0	"
	2022 TOTALS	**$318,417**	**$232,199**	**$86,218**	
Airport					2023
	Taxiway reconstruction, Runway Pavement Maintenance	$1,264,520	$1,201,294	$63,226	"
Fire					"
	Debt Service - Fire Truck	$6,579	$0	$6,579	"
City Admin					"
	Purchase wide format Scanner	$4,595	$0	$4,595	"
Police					"
	Nothing Planned	$0	$0	$0	"
Parks					"
	Construct new skate park	$418,000	$376,200	$41,800[3]	"
	Continue playground equipment upgrades/replacements[2]	$15,000	$15,000	$0	"
	Repair tennis courts in Eastside Park	$40,000	$0	$40,000	"
	2023 TOTALS	**$1,735,194**	**$1,592,494**	**$156,200**	
Airport					2024
	Taxiway and Runway Reconstruction Design	$780,000	$741,000	$39,000	"
Fire					"
	Debt Service - Fire Truck	$6,579	$0	$6,579	"
City Admin					"
	Nothing Planned	$0	$0	$0	"
Police					"
	Nothing Planned	$0	$0	$0	"
Parks					"
	Survey property lines for river access/trails	$31,212	$0	$31,212	"
	Implement playground equipment upgrades/replacements[2]	$15,000	$15,000	$0	"
	2024 TOTALS	**$832,791**	**$756,000**	**$76,791**	

[1] - annual debt service on new fire truck – 20 year loan, 2% interest
[2] - assumes the City is successful at obtaining donations from civic organizations, e.g. Rotary
[3] - assumes City is successful in obtaining 90% grant from RCO in 2022.

Department	Capital Project	Estimated Cost	Grant/Loan /Donation	Current Expense Fund Share	Year Planned
Airport					2025
	Taxiway and Runway Reconstruction Construction	$3,120,000	$2,964,000	$156,000	"
	ALP Update	$75,000	$0	$75,000	"
Fire					"
	Debt Service - Fire Truck	$6,579	$0	$6,579	"
	Full Time Firefighter	$75,000	$0	$75,000	"
City Admin					"
	Nothing Planned	$0	$0	$0	"
Police					"
	New/Remodeled Station	$1,656,121	$1,656,121	$0	"
Parks					"
	Develop river trail/access development designs	$26,530	$0	$26,530	"
	Relocate Veterans Memorial	$20,000	$0	$20,000	"
	2025 TOTALS	**$4,904,230**	**$4,620,121**	**$359,109**	
Airport					2026
	Internal Hanger Access Road and Hanger site Development	$1,695,390	$1,525,851	$169,539[1]	"
Fire					"
	Debt Service - Fire Truck	$6,579	$0	$6,579	"
City Admin					"
	Nothing Planned	$0	$0	$0	"
Police					"
	Debt Service – New/Remodeled Station	$100,536	$0	$100,536	"
Parks					"
	Construct river trail/access improvements	$250,000	$225,000	$25,000	"
	2026 TOTALS	**$2,052,505**	**$1,750,851**	**$301,654**	

[1] - assumes City secures 90% grant funding from the FAA.

The following table compares the revenues and expenditures for the Alternative #1 Current Expense Spending Plan and provides an estimate of potential surplus or deficit for each year. The table provides a clear illustration that even with some reduction in city share or shifting of projects to future years leaves a deficit in each of the next six years.

Table 6.2 – Alternative #1 Current Expense Revenue/Expenditure Projections

	2021	2022	2023	2024	2025	2026
Revenue Totals[7]	$4,162,931	$4,363,081	$5,800,814	$5,043,367	$8,988,086	$6,204,244
Capital Expenditures						
City Share	$677,706	$86,218	$156,200	$76,791	$359,109	$301,654
Grant/Loan/ Donation	$108,000	$232,199	$1,592,494	$756,000	$4,620,121	$1,750,851
Expenditure Totals	$5,268,215	$5,102,003	$6,585,326	$5,750,416	$9,890,658	$7,114,393
Difference	**($1,105,284)**	**($738,922)**	**($784,512)**	**($707,049)**	**($902,572)**	**($910,149)**

ALTERNATIVE #2

This alternative, while intended to maintain current levels of service and provide for slow population growth, limits projects to the top ten based on the prioritization process described in Part 3. In addition, the following assumptions were used in the financial analysis:

- the City will receive the grant and loan funds it needs to complete planned projects, including but not limited to: local bonds or other grants/loans for the expansion/remodel of the Public Safety Building; and, RCO or other grant funds or donations for park projects.
- Replacement of existing items eliminated not considered a capital expenditure.
- revenues and expenditures will grow as projected in Parts 4 and 5.

7 - projected revenues from Table 5.7 with grants/loans/donations added

Table 6.3 – Alternative #2 Spending Plan Current Expense Capital Projects

Department	Capital Project	Estimated Cost	Grant/Loan /Donation	Current Expense Fund Share	Year Planned
Airport					2021
	Nothing Planned	$0	$0	$0	"
Fire					"
	Replacement Fire Truck	$608,000	$508,000	$100,000[8]	"
	Debt Service Ladder Truck	$49,106	$0	$49,106	"
City Admin					"
	Server - Upgrade	$15,300	$0	$15,300	"
Police					"
	Computer Server	$15,300	$0	$15,300	"
	Feasibility Study Police/Fire facility	$30,000	$0	$30,000	"
	2021 Ford Interceptor	$59,000	$balance ER&R	$15,000	"
Parks					"
	Professional assessment of swimming pool	$30,000	$0	$30,000	"
	2021 TOTALS	**$806,706**	**$508,000**	**$254,706**	
Airport					2022
	Taxiway reconstruction design and engineering	$228,630	$217,199	$11,431	"
Fire					"
	Debt Service - Fire Truck two trucks	$55,685	$0	$55,685	"
City Admin					"
	Nothing Planned	$0	$0	$0	"
Police					"
	Nothing Planned	$0	$0	$0	"
Parks					"
	Implement playground equipment upgrades/replacements[9]	$10,000	$10,000	$0	"
	2022 TOTALS	**$294,315**	**$227,199**	**$67,116**	
Airport					2023
	Taxiway reconstruction, Runway Pavement Maintenance	$1,264,520	$1,201,294	$63,226	"
Fire					"
	Debt Service - Fire Truck	$36,683	$0	$36,683	"
City Admin					"
	Nothing Planned	$0	$0	$0	"
Police					"
	Nothing Planned	$0	$0	$0	"
Parks					"
	Construct new skate park	$418,000	$376,200	$41,800[10]	"

[8] - annual debt service on new fire truck –15 year loan, 1% interest

[9] - assumes the City is successful at obtaining donations from civic organizations, e.g. Rotary

[10] - assumes City is successful in obtaining 90% grant from RCO in 2022.

Department	Capital Project	Estimated Cost	Grant/Loan /Donation	Current Expense Fund Share	Year Planned
	Continue playground equipment upgrades/replacements[11]	$10,000	$10,000	$0	"
	2023 TOTALS	**$1,729,203**	**$1,527,494**	**$141,664**	
Airport					2024
	Taxiway and Runway Reconstruction Design	$780,000	$741,000	$39,000	"
Fire					"
	Debt Service - Fire Truck	$36,683	$0	$36,683	"
City Admin					"
	Nothing Planned	$0	$0	$0	"
Police					"
	Nothing Planned	$0	$0	$0	"
Parks					"
	Nothing Planned	$0	$0	$0	"
	2024 TOTALS	**$816,683**	**$741,000**	**$75,683**	
Airport					2025
	Taxiway and Runway Reconstruction Construction	$3,120,000	$2,964,000	$156,000	"
Fire					"
	Debt Service - Fire Truck	$36,683	$0	$36,683	"
City Admin					"
	Nothing Planned	$0	$0	$0	"
Police					"
	New/Remodeled Police/Fire Station	$1,656,121	$1,656,121	$0	"
Parks					"
	Nothing Planned	$0	$0	$0	"
	2025 TOTALS	**$4,812,804**	**$4,620,121**	**$192,683**	
Airport					2026
	Internal Hanger Access Road and Hanger site Development	$1,695,390	$1,525,851	$169,539[12]	"
Fire					"
	Debt Service - Fire Truck	$36,683	$0	$36,683	"
City Admin					"
	Nothing Planned	$0	$0	$0	"
Police					"
	Debt Service – New/Remodeled Station	$100,536	$0	$100,536	"
Parks					"
	Nothing Planned	$0	$0	$0	"
	2026 TOTALS	**$1,832,609**	**$1,525,851**	**$306,758**	

[11] - assumes the City is successful at obtaining donations from civic organizations, e.g. Rotary
[12] - assumes City secures 90% grant funding from the FAA.

The following table compares the revenues and expenditures for the Alternative #2 Current Expense Spending Plan and provides an estimate of potential surplus or deficit for each year. The table provides a clear illustration that even with eliminating replacements, projects outside of the top ten and moving projects around still leaves a deficit in each of the next six years.

Table 6.4 – Alternative #1 Current Expense Revenue/Expenditure Projections

	2021	2022	2023	2024	2025	2026
Revenue Totals[13]	$4,562,931	$4,358,081	$5,735,844	$5,028,367	$8,988,086	$5,979,244
Capital Expenditures						
City Share	$254,706	$67,116	$141,664	$75,683	$192,683	$306,758
Grant/Loan/ Donation	$508,000	$227,199	$1,527,494	$741,000	$4,620,121	$1,525,851
Expenditure Totals	$5,275,215	$5,077,901	$6,579,335	$5,734,308	$9,799,232	$6,894,497
Difference	**($712,284)**	**($719,820)**	**($843,491)**	**($705,941)**	**($811,146)**	**($915,253)**

STREET DEPARTMENT:

ALTERNATIVE #1

Alternative #1 for the Street Department moves some projects forward to a subsequent year in an effort to provide more of a balance in the projected deficit each year. As with the data presented in Chapter 4.9, the City has more street projects than available funding even if successful at obtaining maximum grant funds and/or developer contributions. Assumptions used to develop the financial projections in Table 6.6 are included as footnotes in Table 6.3.

Table 6.5 – Alternative #1 Street Department Capital Projects

Capital Project	Estimated Cost	Grants/ Loans/ Donations	Street Fund Share	Year Planned
Engh Road/U.S. 97 Intersection[14]	$561,000	$485,265	$75,735	2021
Community Center Sidewalks (from community center to S.R. 155/U.S. 97)[15]	$700,000	$630,000	$70,000	”
Safe Pedestrian Crosswalks (East Omak School)[16]	$40,000	$0	$40,000	”
Construct Jonathan from Oak to Quince[17]	$175,000	$175,000	$0	”

[13] - projected revenues from Table 5.7 with grants/loans/donations added
[14] - Project paid with Federal STP Funds, 13.5% match
[15] - assumes state grant with 10% City match
[16] - Represents City Match for WSDOT funded project

Capital Project	Estimated Cost	Grants/ Loans/ Donations	Street Fund Share	Year Planned
2021 TOTALS	**$1,476,000**	**$1,290,265**	**$185,735**	
Omache Drive S.R. 215 Intersection[18]	$110,000	$95,150	$14,850	2022
Resurface Granite St. from 2nd Avenue to 4th Avenue[18]	$131,000	$113,315	$17,685	”
Central Avenue Reconstruction Cedar to Fir[19]	$250,000	$237,500	$12,500	”
2022 TOTALS	**$491,000**	**$445,965**	**$46,035**	
Cherry Avenue Overlay and Drainage[19]	$420,000	$399,000	$21,000	2023
East Leg Shumway, East of U.S. 97[20]	$1,050,000	$840,000	$210,000	”
Sandflat Road, Engh Road north to City Limits[20]	$1,300,000	$1,040,000	$260,000	”
Sandflat Road/U.S. 97 Intersection Improvements[21]	$235,000	$176,250	$58,750	”
2023 TOTALS	**$3,005,000**	**$2,455,250**	**$549,750**	
Ash Street Sidewalk ADA Improvements[22]	$90,000	$81,000	$9,000	”
Ross Canyon Reconstruction Phase 2[19]	$1,000,000	$950,000	$50,000	”
Fourth Avenue Reconstruction from Cedar to Jasmine/Granite[19]	$800,000	$760,000	$40,000	”
2024 TOTALS	**$1,890,000**	**$1,791,000**	**$169,000**	
Quince Street Extension[20]	$500,000	$400,000	$100,000	2025
Construct New Intersection at Jasmine & S.R. 215[19]	$750,000	$712,500	$37,500	”
2025 TOTALS	**$1,250,000**	**$1,112,500**	**$137,500**	
Shumway Road Improvements[19]	$4,750,000	$4,512,500	$237,500	2026
2026 TOTALS	**$4,750,000**	**$4,512,500**	**$237,500**	

The following table compares the revenues, expenditures with modified planned capital outlay for the Alternative #1 Spending Plan and provides an estimate of potential surplus or deficit for each year. The table provides a clear illustration that even with moving projects around and assumptions about grant and developer contributions towards projects the City is left with a deficit in each of the next six years. However, it is important to note that projected revenues do not include the beginning or ending fund balance with intergovernmental revenue limited to fuel tax and assumed grant dollars.

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17 - Project to be constructed as condition for development of Meadow Point Planned Development and Meadow Lark Senior Housing projects

18 - Funding included in STP grant for Engh/US 97 project 13.5%

19 - assumes TIB grant with City 5% match

20 - assumes City provides 20% match with balance from private developers

21 - assumes City 25%, County 50% and developers 25%

22 - City share 10%

These are the likely source for the larger or pedestrian oriented projects (with local match requirements varying) providing various grant and loan programs are funded at the state and federal level.

Table 6.6 – Alternative #1 Street Department Capital Projects Revenue/Expenditure Projections

REVENUES	2021	2022	2023	2024	2025	2026
Taxes	$437,113	$441,484	$445,899	$450,358	$454,861	$459,410
Indirect Federal	$485,265	$0	$0	$0	$0	$0
State Grants	$630,000	$445,945	$399,000	$1,791,000	$712,000	$4,512,500
Private Developers/ County	$175,000	$0	$2,056,250	$0	$400,000	$0
State Entitlements	$122,430	$123,654	$124,891	$126,140	$127,401	$128,675
Weed Control	$0	$0	$0	$0	$0	$0
Charges for Service	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000
Miscellaneous	$3,838	$3,876	$3,915	$3,954	$3,994	$4,034
Sale of Property	$0	$0	$0	$0	$0	$0
TOTAL	**$1,854,646**	**$1,015,959**	**$3,030,955**	**$2,372,452**	**$1,699,256**	**$5,105,619**
EXPENDITURES						
Roadway Maintenance	$267,819	$272,826	$277,932	$283,141	$288,454	$293,873
Street Lighting	$53,500	$54,520	$55,560	$56,622	$57,704	$58,808
Traffic Control Devices	$72,415	$73,041	$73,680	$74,332	$74,996	$75,674
Snow and Ice Control	$152,668	$155,541	$158,472	$161,462	$164,511	$167,621
Street Cleaning	$80,568	$82,179	$83,823	$85,499	$87,209	$88,953
Roadside Weeds	$17,214	$17,473	$17,736	$18,005	$18,279	$18,558
Administration	$50,666	$51,537	$52,425	$53,331	$54,255	$55,197
General Services	$7,794	$7,901	$8,009	$8,120	$8,234	$8,349
Small Capital Projects	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000
Roads/Streets Construction	$1,476,000	$491,000	$3,005,000	$1,890,000	$1,250,000	$4,750,000
Debt Service – Principle	$0	$0	$0	$0	$0	$0
Debt Service - Interest	$0	$0	$0	$0	$0	$0
Total	**$2,208,644**	**$1,236,018**	**$3,762,637**	**$2,660,512**	**$2,033,642.**	**$5,547,033**
Surplus/ Deficit	**($353,998)**	**($220,059**	**($731,682)**	**($288,060**	**($334,386)**	**($441,414)**

ALTERNATIVE #2

Alternative #2 for the Street Department moves the large Shumway project to beyond 2026, other projects grouped together, e.g. projects related to Sandflat and east leg of Shumway, and others moved to different years in an effort to provide a financial plan that limits the projected deficit each year. As with the data presented in Chapter 4.9 and Alternative #1, the City has more street projects than available funding even if successful at obtaining maximum grant funds and/or developer contributions. Assumptions used to develop the financial projections in Table 6.8 are included as footnotes in Table 6.7.

Table 6.7– Alternative #2 Street Department Capital Projects

Capital Project	Estimated Cost	Grants/ Loans/ Donations	Street Fund Share	Year Planned
Engh Road/U.S. 97 Intersection[23]	$561,000	$485,265	$75,735	2021
Community Center Sidewalks (from community center to S.R. 155/U.S. 97)[24]	$700,000	$630,000	$70,000	”
Safe Pedestrian Crosswalks (East Omak School)[25]	$40,000	$0	$40,000	”
Construct Jonathan from Oak to Quince[26]	$175,000	$175,000	$0	”
2021 TOTALS	**$1,476,000**	**$1,290,265**	**$185,735**	
Ash Street Sidewalk ADA Improvements[27]	$90,000	$81,000	$9,000	”
Sandflat Road/U.S. 97 Intersection Improvements[28]	$235,000	$176,250	$58,750	”
Sandflat Road, Engh Road north to City Limits[29]	$1,300,000	$1,040,000	$260,000	”
East Leg Shumway, East of U.S. 97[29]	$1,050,000	$840,000	$210,000	”
2022 TOTALS	**$2,675,000**	**$2,137,250**	**$537,750**	
Cherry Avenue Overlay and Drainage[30]	$420,000	$399,000	$21,000	2023
Construct New Intersection at Jasmine & S.R. 215[30]	$750,000	$712,500	$37,500	”
2023 TOTALS	**$1,170,000**	**$1,111,500**	**$58,500**	
Fourth Avenue Reconstruction from Cedar to Jasmine/Granite[30]	$800,000	$760,000	$40,000	”
2024 TOTALS	**$800,000**	**$760,000**	**$40,000**	
Quince Street Extension[30]	$500,000	$400,000	$100,000	2025

23 - Project paid with Federal STP Funds, 13.5% match
24 - assumes state grant with 10% City match
25 - Represents City Match for WSDOT funded project
26 - Project to be constructed as condition for development of Meadow Point Planned Development and Meadow Lark Senior Housing projects
27 - City share 10%
28 - assumes City 25%, County 50% and developers 25%
29 - assumes City provides 20% match with balance from private developers
30 - assumes TIB grant with City 5% match

Capital Project	Estimated Cost	Grants/ Loans/ Donations	Street Fund Share	Year Planned
Resurface Granite St. from 2nd Avenue to 4th Avenue[31]	$131,000	$113,315	$17,685	”
Central Avenue Reconstruction Cedar to Fir[31]	$250,000	$237,500	$12,500	”
2025 TOTALS	**$881,000**	**$750,815**	**$130,185**	
Ross Canyon Reconstruction Phase 2[31]	$1,000,000	$950,000	$50,000	”
2026 TOTALS	**$1,000,000**	**$950,000**	**$50,000**	

Table 6.8 – Alternative #2 Street Department Capital Projects Revenue/Expenditure Projections

REVENUES	2021	2022	2023	2024	2025	2026
Taxes	$437,113	$441,484	$445,899	$450,358	$454,861	$459,410
Indirect Federal	$485,265	$0	$0	$0	$0	$0
State Grants	$630,000	$81,000	$1,111,500	$760,000	$750,815	$950,000
Private Developers/ County	$175,000	$2,056,250	$0	$0	$0	$0
State Entitlements	$122,430	$123,654	$124,891	$126,140	$127,401	$128,675
Weed Control	$0	$0	$0	$0	$0	$0
Charges for Service	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000
Miscellaneous	$3,838	$3,876	$3,915	$3,954	$3,994	$4,034
Sale of Property	$0	$0	$0	$0	$0	$0
TOTAL	**$1,854,646**	**$2,707,264**	**$1,687,205**	**$1,341,452**	**$1,338,071**	**$1,543,119**
EXPENDITURES						
Roadway Maintenance	$267,819	$272,826	$277,932	$283,141	$288,454	$293,873
Street Lighting	$53,500	$54,520	$55,560	$56,622	$57,704	$58,808
Traffic Control Devices	$72,415	$73,041	$73,680	$74,332	$74,996	$75,674
Snow and Ice Control	$152,668	$155,541	$158,472	$161,462	$164,511	$167,621
Street Cleaning	$80,568	$82,179	$83,823	$85,499	$87,209	$88,953
Roadside Weeds	$17,214	$17,473	$17,736	$18,005	$18,279	$18,558
Administration	$50,666	$51,537	$52,425	$53,331	$54,255	$55,197
General Services	$7,794	$7,901	$8,009	$8,120	$8,234	$8,349
Small Capital Projects	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000

[31] - assumes TIB grant with City 5% match

Roads/Streets Construction	$1,476,000	$2,675,000	$1,170,000	$800,000	$881,000	$1,000,000
Debt Service – Principle	$0	$0	$0	$0	$0	$0
Debt Service - Interest	$0	$0	$0	$0	$0	$0
Total	**$2,208,644**	**$3,420,018**	**$1,927,637**	**$1,570,512**	**$1,664,642**	**$1,797,033**
Surplus/ Deficit	**($353,998)**	**($712,754)**	**($240,432)**	**($229,060)**	**($326,571))**	**($253,914)**

WATER SYSTEM:

ALTERNATIVE #1

Based on the assumptions used to develop financial projections in Chapter 4.10, projected water system revenues and expenditures are well within the utility's ability to complete the planned project list. Given the assumptions in Chapter 4.10 include approval of combination grant (50%)/Loan (50%) with no City match, alternative scenarios primarily analyze the impacts of increased match requirements and lesser grant percentages.

Table 6.9 presents Alternative #1 for water system capital projects using the following assumptions:

- All grants/loans require a 10% local match
- Grants (50%)/Loans (50%) secured for projects
- All loans are 1.5% with 20-year term
- Revenues remain as projected in chapter 4.10

Table 6.9 – Alternative #1 Water System Capital Projects

Capital Project/Item	Estimated Cost	Grant/Loan /Donation	Water Fund	Year
Okoma Well Inspection	$67,000	$0	$67,000	2021
Dewberry Avenue Loop	$405,000	$364,500	$40,500	"
Airport Water Reservoir	$3,200,000	$2,880,000	$320,000	"
2021 TOTAL	**$3,672,000**	**$3,244,500**	**$367,200**	
Julia Maley Well, Generator and Filtration	$2,000,000	$1,800,000	$200,000	2022
Jackson Street Water Main Upsize and 7th Avenue Water Main Improvements	$1,138,000	$1,024,200	$113,800	"
Riverside Res. Transmission Line Valve Repl.	$250,000	$225,000	$25,000	"
2022 TOTAL	**$3,388,000**			
Okoma Well Rehabilitation	$400,000	$360,000	$40,000	2023
Columbia Street Water Main	$445,000	$400,500	$44,500	"

Granite Street Water Main	$214,000	$192,600	$21,400	"
2023 TOTAL	**$1,059,000**	**$953,100**	**$105,900**	
Garfield Street Water Main and Hanford Street Alley Water Main	$286,000	$257,400	$28,600	2024
2024 TOTAL	**$286,000**	**$257,400**	**$28,600**	
Nothing Planned				2025
2025 TOTAL	**$0**	**$0**	**$0**	
Nothing Planned				2026
2026 TOTAL	**$0**	**$0**	**$0**	

Table 6.10 – Alternative #1 Water System Capital Projects Financial Analysis

REVENUES	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Charges for Services	$1,507,500	$1,510,905	$1,514,318	$1,517,740	$1,521,171	$1,524,610
Grants/Loans	$3,244,500	$3,049,200	$953,100	$231,660	$0	$0
Miscellaneous Revenues	$15,200	$15,200	$15,200	$15,200	$15,200	$15,200
TOTAL	**$4,767,200**	**$4,575,305**	**$2,482,618**	**$1,764,600**	**$1,536,371**	**$1,539,810**
EXPENDITURES						
General	$110,806	$112,657	$114,545	$116,470	$118,434	$120,437
Water Utilities	$872,017	$889,883	$908,132	$926,770	$945,809	$965,255
Non-Expenditures	$500	$500	$500	$500	$500	$500
Debt Service, Principle	$172,364	$252,979	$329,211	$355,813	$361,605	$288,495
Debt Service, Interest	$34,533	$47,278	$59,330	$66,360	$67,278	$63,621
Small Capital Expenditures	$97,000	$30,000	$30,000	$30,000	$30,000	$30,000
Large Capital Expenditures	$3,605,000	$3,388,000	$1,059,000	$257,400	$0	$0
Transfer to Debt Service	$0	$0	$0	$0	$0	$0
Total	**$4,892,220**	**$4,721,297**	**$2,500,718**	**$1,753,313**	**$1,523,626**	**$1,468,308**
Surplus/ Deficit	**($125,020)**	**($145,992)**	**($18,100)**	**$11,287**	**$12,745**	**$71,502**

Alternative #1 for the Water System, given a 10% match requirement for projects, results in a projected deficit in 2021, 2022, 2023 then a slowly increasing surplus in subsequent years.

ALTERNATIVE #2

The following assumptions were used to develop Alternative #2:

- 10% Local match required
- Grant/Loan combination limited to 35% grant/65% loan
- All loans are 1.5% with 20-year term
- Revenues remain as projected in chapter 4.10

Table 6.11 – Alternative #2 Capital Improvements

Capital Project/Item	Estimated Cost	Grant/Loan /Donation	Water Fund	Year
Okoma Well Inspection	$67,000	$0	$67,000	2021
Dewberry Avenue Loop	$405,000	$364,500	$40,500	"
Airport Water Reservoir	$3,200,000	$2,880,000	$320,000	"
2021 TOTAL	**$3,672,000**	**$3,244,500**	**$367,200**	
Julia Maley Well, Generator and Filtration	$2,000,000	$1,800,000	$200,000	2022
Jackson Street Water Main Upsize and 7th Avenue Water Main Improvements	$1,138,000	$1,024,200	$113,800	"
Riverside Res. Transmission Line Valve Repl.	$250,000	$225,000	$25,000	"
2022 TOTAL	**$3,388,000**			
Okoma Well Rehabilitation	$400,000	$360,000	$40,000	2023
Columbia Street Water Main	$445,000	$400,500	$44,500	"
Granite Street Water Main	$214,000	$192,600	$21,400	"
2023 TOTAL	**$1,059,000**	**$953,100**	**$105,900**	
Garfield Street Water Main and Hanford Street Alley Water Main	$286,000	$257,400	$28,600	2024
2024 TOTAL	**$286,000**	**$257,400**	**$28,600**	
Nothing Planned				2025
2025 TOTAL	**$0**	**$0**	**$0**	
Nothing Planned				2026
2026 TOTAL	**$0**	**$0**	**$0**	

Table 6.12 – Alternative #2 Water System Capital Projects Financial Analysis

REVENUES	2021	2022	2023	2024	2025	2026
Charges for Services	$1,507,500	$1,510,905	$1,514,318	$1,517,740	$1,521,171	$1,524,610
Grants/Loans	$3,244,500	$3,049,200	$953,100	$231,660	$0	$0

Miscellaneous Revenues	$15,200	$15,200	$15,200	$15,200	$15,200	$15,200
TOTAL	**$4,767,200**	**$4,575,305**	**$2,482,618**	**$1,764,600**	**$1,536,371**	**$1,539,810**
EXPENDITURES						
General	$110,806	$112,657	$114,545	$116,470	$118,434	$120,437
Water Utilities	$872,017	$889,883	$908,132	$926,770	$945,809	$965,255
Non-Expenditures	$500	$500	$500	$500	$500	$500
Debt Service, Principle	$172,364	$277,817	$376,917	$408,036	$415,569	$342,459
Debt Service, Interest	$34,533	$51,204	$66,872	$71,757	$72,947	$69,290
Small Capital Expenditures	$97,000	$30,000	$30,000	$30,000	$30,000	$30,000
Large Capital Expenditures	$3,605,000	$3,388,000	$1,059,000	$257,400	$0	$0
Transfer to Debt Service	$0	$0	$0	$0	$0	$0
Total	**$4,892,220**	**$4,750,061**	**$2,555,966**	**$1,810,933**	**$1,583,259**	**$1,527,941**
Surplus/ Deficit	**($125,020)**	**($174,756)**	**($73,348)**	**($46,333)**	**($46,888)**	**$11,869**

Alternative #2 for the Water System finds that a 15% reduction in grant funding has a significant impact on projected deficits.

SEWER SYSTEM

No alternatives have been developed for the Sewer System based on the analysis contained in Chapter 4.11 which finds that the department can easily cover capital projects planned over the next 6 years.

STORMWATER

ALTERNATIVE #1

Table 4.12.3 in Chapter 4.12 shows that the planned projects outstrip the City's financial resources given the assumptions used in the analysis. The Alternative #1 spending plan is based on the following assumptions:

- The city will be responsible for 100% of capital costs for smaller projects.
- Grants (75%)/Loans (25%) will be available for the projects
- Loans will be 1.5% within 20-year term
- Large projects will require a 10% local match

Table 6.13 Planned Stormwater Capital Projects

Planned Improvement	Estimated Cost	Grants/ Loans/ Donations	City Share	Year Proposed
Replace culverts on Jasmine	$20,000	$0	$20,000	2022
Replace Catch Basins at Juniper and Apple	$46,000	$0	$46,000	"
Replace Log Cabin Lift Station	$453,000	$407,700	$45,300	"
2022 TOTALS	**$519,000**	**$407,700**	**$111,300**	
New Cedar System Lift Station	$346,000	$311,400	$34,600	2023
Replace Catch Basins at Central and Ash	$45,000	$0	$45,000	"
2023 TOTALS	**$391,000**	**$311,400**	**$79,600**	
New Elm and Central Storm Drain	$140,000	$126,000	$14,000	2024
New Storm Drain in Juniper, New Lift Station near Juniper and 5th	$280,000	$252,000	$28,000	"
2024 TOTALS	**$420,000**	**$378,000**	**$42,000**	
Upper Ross Canyon Improvements (part of second phase Ross Canyon Road improvements)	$356,000	$320,400	$35,600	2025
Replace 4th Street Storm Drain, Jasmine to Fir	$125,000	$112,500	$12,500	"
Replace Storm Drain in Alley West of Fir and South of Apple	$105,000	$94,500	$10,500	"
2025 TOTALS	**$586,000**	**$527,400**	**$58,600**	
Nothing Planned	$0	$0	$0	2026
2026 TOTALS	**$0**	**$0**	**$0**	

Table 6.14 – Alternative #1 Storm Water Capital Projects Revenue/Expenditure Projections

REVENUES	2021	2022	2023	2024	2025	2026
Charges for Services	$152,343	$155,842	$159,428	$163,103	$166,871	$170,733
Miscellaneous Revenues	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000
Grants/Loans	$0	$407,700	$311,400	$378,000	$527,400	$0
Transfers-In	$0	$0	$0	$0	$0	$0
TOTAL	**$154,343**	**$469,242**	**$472,828**	**$543,103**	**$696,271**	**$172,733**
EXPENDITURES						

General Government	$13,406	$13,658	$13,915	$14,178	$14,445	$14,718
Interfund Charges	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000
System Operations	$148,431	$151,282	$154,190	$157,157	$160,182	$163,269
Capital Expenditures	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000
Capital Expenditures	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000
Capital Outlay Improvements - Small	$0	$46,000	$45,000	$0	$0	$0
Capital Outlay Improvements – Large	$0	$519,000	$391,000	$420,000	$586,000	$0
Debt Service, Principle	$0	$0	$3,072	$6,018	$9,183	$13,597
Debt Service, Interest	$0	$0	$484	$ 948	$1,446	$2,141
TOTAL	**$193,837**	**$761,940**	**$639,661**	**$630,301**	**$803,256**	**$225,725**
Surplus/ Deficit	**($39,494)**	**($292,698)**	**($166,833)**	**($87,198)**	**($106,985)**	**($52,992)**

Alternative #1 does not significantly change the ongoing projected deficit.

ALTERNATIVE #2

The Alternative #2 spending plan is based on the following assumptions:

- The city will be responsible for 100% of capital costs for smaller projects.
- Grants (90%) will be available for the projects
- Large projects will require a 10% local match
- Project list as presented in Table 6.13

Table 6.15 – Alternative #2 Storm Water Capital Projects Revenue/Expenditure Projections

REVENUES	2021	2022	2023	2024	2025	2026
Charges for Services	$152,343	$155,842	$159,428	$163,103	$166,871	$170,733
Miscellaneous Revenues	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000
Grants/Loans	$0	$467,100	$351,900	$378,000	$527,400	$0
Transfers-In	$0	$0	$0	$0	$0	$0
TOTAL	**$154,343**	**$624,942**	**$513,328**	**$543,103**	**$696,271**	**$172,733**
EXPENDITURES						
General Government	$13,406	$13,658	$13,915	$14,178	$14,445	$14,718

Interfund Charges	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000
System Operations	$148,431	$151,282	$154,190	$157,157	$160,182	$163,269
Capital Expenditures	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000
Capital Expenditures	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000
Capital Outlay Improvements - Small	$0	$46,000	$45,000	$0	$0	$0
Capital Outlay Improvements – Large	$0	$519,000	$391,000	$420,000	$586,000	$0
Debt Service, Principle	$0	$0	$0	$0	$0	$0
Debt Service, Interest	$0	$0	$0	$0	$0	$0
TOTAL	**$193,837**	**$761,940**	**$636,105**	**$623,335**	**$792,627**	**$209,987**
Surplus/ Deficit	**($39,494)**	**($136,998)**	**($122,777)**	**($80,232)**	**($96,356)**	**($37,254)**

Alternative #2 with 90% grant funding does little to reduce projected deficits. Projects will either have to be delayed or stormwater utility rates increased, likely a combination of the two in order to balance the utility's budget.

EQUIPMENT RENTAL

No alternatives were developed for Equipment Rental as it is assumed the City will purchase equipment and vehicles as planned in Part 4.4.