

# CITY OF CAMAS

*Washington*

**OPERATING AND  
CAPITAL BUDGET**  
FISCAL BIENNIUM 2023-2024





# Adopted Operating and Capital Budget

Fiscal Biennium 2023 – 2024



*The City of Camas commits to preserving its heritage, sustaining and enhancing a high quality of life for all its citizens and developing the community to meet the challenges of the future.*

*We take pride in preserving a healthful environment while promoting economic growth. We encourage citizens to participate in government and community, assisting the City in its efforts to provide quality services consistent with their desires and needs.*

-City of Camas Mission Statement

Prepared by:  
City of Camas  
Finance Department  
616 NE 4th Avenue  
Camas, WA 98607





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Camas  
Washington**

For the Biennium Beginning

**January 01, 2021**

*Christopher P. Morrill*

**Executive Director**



# Table of Contents

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## Section I – Introduction

Reader’s Guide to the Budget .....	8
Mayor’s Budget Message .....	10
City of Camas Strategic Goals .....	18

## Section II – Budget Overview

Budget Process .....	21
Financial Structure .....	24
Public Engagement .....	30
Budget Summary .....	33

## Section III – Budgets by Fund

General Fund Summary .....	47
Legislative .....	50
Executive – Mayor and Administrator .....	53
Finance .....	58
Administrative Services .....	63
Law Enforcement .....	70
Information Technology .....	78
Engineering .....	82
Community Development .....	87
Parks and Recreation .....	94
Facilities and Central Services .....	102
Library .....	106
Legal Counsel .....	112
Operating Transfers .....	115
Special Revenue Funds Summary .....	118
Streets .....	120
Fire and Emergency Medical Services .....	126
Cemetery .....	133
American Rescue Plan Act (ARPA) Fund .....	137
Lodging Tax .....	139
Debt Service Funds Summary .....	141
Limited General Obligation Bond Debt Service .....	149
Capital Funds Summary .....	151
Real Estate Excise Tax Capital .....	154
Impact Fees (Parks, Transportation, Fire) .....	157
Capital Facilities .....	160
Lacamas Legacy Lands .....	163
38th Avenue Construction .....	166

**Section III – Budgets by Fund (continued)**

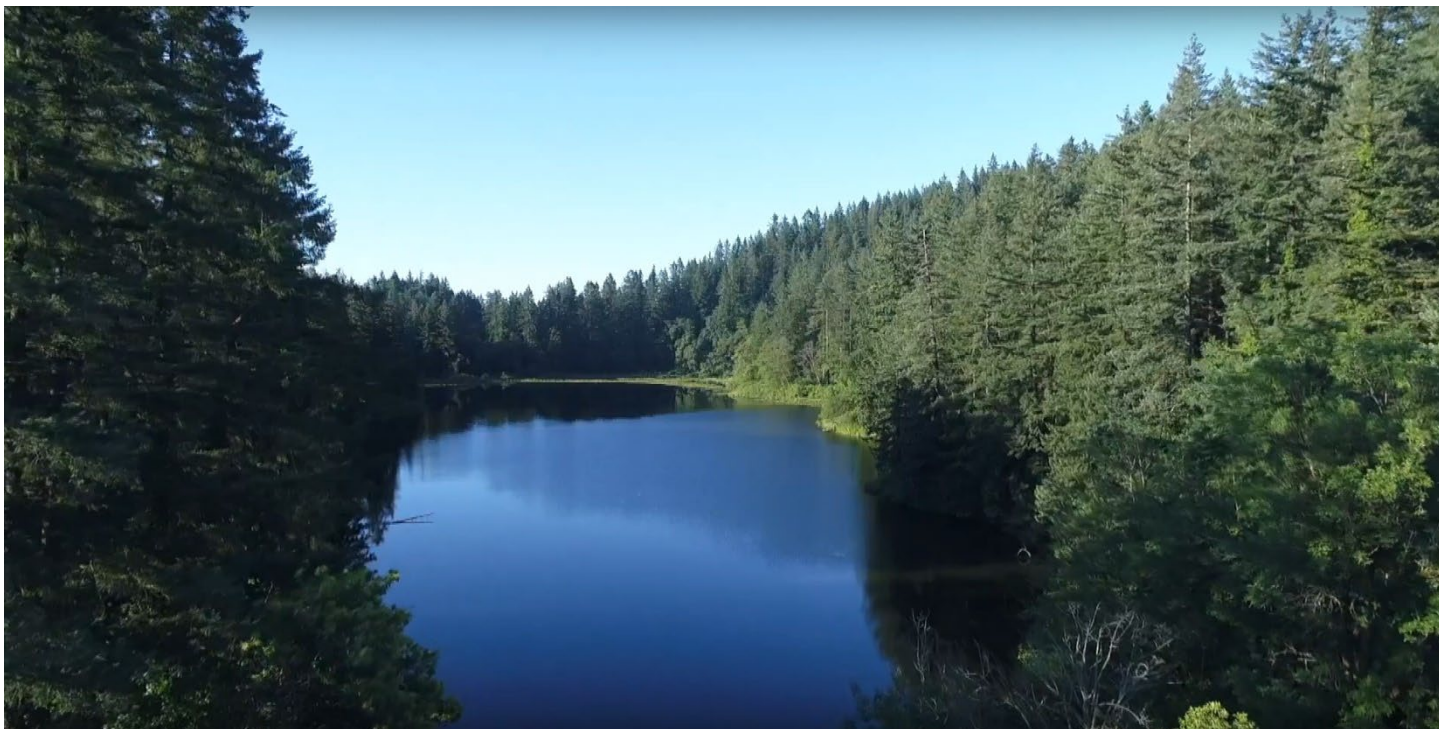
Enterprise Funds Summary .....	168
Storm Water .....	170
Solid Waste .....	177
Water and Sewer (Operating, Capital, Capital Reserve) .....	181
Internal Service Funds Summary .....	190
Equipment Rental & Repair .....	191
Fiduciary Funds Summary .....	196
Fiduciary Funds (Firefighters' Pension, Retiree Medical, LEOFF I Disability) .....	198

**Section IV – Supplemental Information**

Form of Government .....	201
City Geography .....	204
Community Profile .....	206

**Section V – Appendix**

Operating Decision Packages .....	211
Capital Decision Packages .....	246
Capital Improvement Plan .....	294
City Policies .....	303
Budget Adoption Ordinance .....	309
2023 Salary Schedules .....	312
Glossary .....	314



## Section I: Introduction



Reader's Guide to the Budget . . . .	8
Mayor's Budget Message . . . .	10
City of Camas Strategic Plan . . . .	18

# Reader's Guide to the Budget

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Government budget documents can be difficult to understand for those not familiar with governmental budget language and the highly-structure development process. The Reader's Guide to the Budget was developed to help readers understand what is contained in the City's budget and where to find it, with the goal of making the document more meaningful and informative for all readers, no matter their knowledge of City budgeting.

The following is a brief description of the contents of each section of the budget.

## SECTION I: INTRODUCTION

- The Reader's Guide to the Budget to assist readers with understanding the document contents
- The Mayor's message which highlights key elements of the budget and the perspective from which it was drafted
- The City of Camas Strategic Plan, which is the City's guiding document, outlining the mission, vision, decision principals, and internal values that drive decision-making

## SECTION II: BUDGET OVERVIEW

- The budget creation process and calendar, which explains the steps involved in the preparation and administration of the budget
- The City's financial structure, including how funds are organized and method used for accounting
- The public engagement strategy the City uses during the budget process
- The high-level budget summary, including fund-level appropriations and impacts to fund balances, and a revenue forecast that guides the development of appropriations

## SECTION III: BUDGETS BY FUND

Budget broken out into sub-sections by fund and/or department, which include:

- Department purpose
- Major functions of the department and the number of staff assigned, with an organizational chart structure
- Key accomplishments in the previous biennium
- Goals and new initiatives for the current biennium
- Future challenges facing the department and the strategy for mitigating these issues
- Performance measurements to demonstrate the success in meeting or maintaining levels of service
- Budget changes and how these changes are helping meet or maintain levels of service
- Budget summary for the department, including spending actuals from previous budget cycles

## SECTION IV: SUPPLEMENTAL INFORMATION

- More detail about the City’s form of government, including a city-wide organizational chart, highlights about elected officials, and the FTEs position history and breakdown by department
- City geographical information to provide context to geographically related budget impacts
- A community profile to provide context for the community of the City, including statistical information about population demographics and economic climate

## SECTION V: APPENDIX

- The operating decision packages weighed by the legislative body to determine whether increases to baseline budgets were warranted
- The capital decision packages weighed by the legislative body to determine whether to fund projects that would add or alter City assets
- The Capital Improvement Plan
- City policies
- The official budget adoption ordinance
- Salary schedules for the first year of the biennium
- A glossary and guide to abbreviations used in the budget document

## Budget Message from Mayor Steve Hogan



Steve Hogan  
Mayor

Term: November 23, 2021 – December 31, 2023

Dear Council Members, Citizens, and Staff:

I am pleased to present the City's Biennial Budget for 2023-2024. This budget reflects my key initiatives, the Council's goals, and ongoing services our citizens have come to expect. The budget document incorporates our collective priorities from the public engagement events, various Council workshops, meetings, and adopted plans. It is a combined budget document incorporating both the operating and capital budgets. The budget was built from the last biennium as a baseline budget with additional decision packages with input from the public and carefully considered by the Mayor and Council.

### **Economic Environment**

The City of Camas is home to large high-tech manufacturing industries as well as from its origins, a paper mill operated by Georgia Pacific Corporation. The high-tech companies include Wafer Tech, Analog Devices and Fuel Medical. One of the largest companies in Camas is Fisher Investments, which is growing a campus and continues to draw new residents to the City. Other companies which have moved to Camas over the last few years include Sigma Designs, a large engineering consultant group and nLight, a supplier of high-power semiconductor lasers and fiber lasers for industrial, microfabrication, and aerospace and defense applications.

The robust economy in Camas started in 2017 and remained steady through the COVID-19 pandemic but slowed in the spring of 2022. The City is anticipating the slowdown to continue in the first half of the 2023-2024 biennium with residential construction improving in 2024. New construction in housing is anticipated to lessen with increasing mortgage rates, with an anticipated pace for new homes to slow from over 330 constructed annually to 200. The City remains attractive with the City's proximity to the City of Portland, Oregon and the Portland International Airport. As well, nationally recognized public schools also enhance the marketability of homes in Camas for families.

In addition, Camas prides itself on supporting education and recreational opportunities for its community. It is a community that continues to fund school levies for educational activities and raises funds for its educational foundation. It participates in City volunteer activities, attends boards and committee meetings, and funds recreational programming. It uses the City Library for materials, attends its all-ages programming, and supports its fundraising efforts.

As much as Camas welcomes new growth, the City seeks to preserve strategic natural open space for future generations. In 2018-2020, the City acquired approximately 140 acres of open space on the shoreline of Lacamas Lake with the goal to expand the trail system, including trail access fully around the lake. In addition, the City received a donation of 115 acres (60 acres donated and 55 acres purchased for \$3.5 million) of green



space on Green Mountain which will also be a component of the overall project called the Legacy Lands project. The City is in the process of updating the Parks Comprehensive Plan to incorporate these parcels into our Parks network.

The Legacy Lands and Green Mountain are located on the north shore of Lacamas Lake. This area consists of large land holdings for farming, pastures, and country lifestyle living. In the last five years, development has started to occur which prompted the City to preserve some of the natural open space. The City as well as the current land owners worked together with public engagement to prepare the North Shore Sub-Area Plan. This plan, which is in its final stages, will provide a vision and zoning to guide the future development of the area to meet the needs of the overall Camas community. The plan will allow a mix of residential and commercial as well as essential infrastructure and parks to reflect the community that is Camas.

Commercial activity was thriving with store fronts in Historic Downtown Camas. Special events like First Fridays continue to draw large crowds. To further support the downtown, the City plans to initiate in 2024 the Downtown Sub-Area Plan to enhance the walkability, parking, and accessibility to downtown. Despite the restrictions from the pandemic, a few new businesses have taken the place of a few that closed, and storefronts in downtown remain filled. Downtown will have a second multi-family complex built downtown which will contribute to the work, live, and play atmosphere.

With the vibrant downtown, the City receives most of its sales tax receipts from construction and e-commerce. During the pandemic, e-commerce sales contributed to an increase in sales tax as did the South Dakota v. Wayfair case. This increase in sales tax and strong property taxes provided the stability of revenues to enable the City to maintain levels of service during a difficult period.



*Entrance sign to the historic Downtown Camas shopping district*

Some of the growth in the local economy is due to the concept of “build it and they will come,” in other words, provide the infrastructure to better retain important businesses in the City and attract new businesses. In 2023-2024 the City has approximately \$79 million in capital projects. The four largest include:

Project	Timing	Funding	Benefit for the City
<b>Wastewater Treatment Plant (WWTP) Upgrades</b>	General Sewer Plan and WWTP Facilities Plan will be completed in 2023 with projects identified for 2023-2024.	The projects will largely be funded from existing service development charges collected from new construction and connections into the sewer system.	The projects will include upgrading, repairing, replacing and maintenance of essential equipment and technology for the operation of the City’s WWTP. The WWTP technology is essential to the City’s industrial customers to its microbrewery businesses.
<b>Slow Sands Water Filtration and Distribution System</b>	The City built a water filtration system in watershed to diversify water sources for the City and to provide a quality of water important to the City’s industrial customers. A number of water projects will enhance delivery of the water in the 2023-2024 biennium.	These projects will be largely funded from system development charges.	Boulder Parallel Intake Line will provide a secondary intake line into the plant to ensure continuity of the plant with boulders block the main intake. The North Shore Water Transmission Main will send water from the Slow Sands Filtration to the North Shore water customers. Hathaway Road Line Replacement will provide better flow of water from the plant.
<b>Fire Station Replacement Project</b>	The Fire Capital Improvement Plan identified the City’s Fire Department Headquarter Station in need of immediate replacement. It is budgeted in the 2023-2024 biennium.	This project will be funded from voted general obligation bonds during the biennium.	This replacement will address inadequate housing of personnel and response apparatuses for emergency response to the downtown core of the City. It will be located to ensure optimal service to the needs to the community.
<b>38<sup>th</sup> Ave. Phase 3</b>	Project started in 2021 and expected to be complete in the 2023	Federal funding for the design and right-of-way with construction funded with limited general obligation bonds.	To improve an arterial in Grass Valley with bike lanes, sidewalks, stormwater facilities, illumination and turn lanes.

### Budget Revenue Projections

New construction projections have a direct impact on three major sources of funds for the City: property taxes, sales tax, and real estate excise tax. Property tax collections increased in the last several years with the robust growth of new construction and assessed values which were at historic highs and which lowered tax rates. With rising interest rates and real estate prices softening due to high inflation, new construction has slowed in Camas. Sales tax that is generated from new construction may decrease with slower growth in residential activity. Sales tax should still grow with more expensive capital projects from the City and School District. Real estate excise tax is projected to slow as it is tied to the sales price of the home, as well as the volume of sales. Commercial activity paused with COVID-19 but continues to be offset with the increase in e-commerce activity. As a result, the economy has slowed locally and the forecast for these revenues is anticipated to decrease.

Population growth in the City of Camas has averaged approximately 3.6% annually since 1999. Even during the economic downturn, the City of Camas continued to steadily grow 1.5-3.3% annually. The City annexed Grand Ridge in the Northwest quadrant of the City in 2016 which increased the City’s population by 382 or 1.8%. The City staff is projecting an additional 2.1-2.4% annual growth for 2023-2024. This increase in growth rate is based upon slower housing assumptions as well as continued commercial development for the regional economy. Population impacts revenues such as permits, licenses, charges for services, and fines and forfeitures.



The one area of anticipated status quo support is from federal and state shared revenues. The City anticipates a drop in growth and no additional stimulus funds over the biennium. Revenues such as federal grants for public safety, and state shared revenues such as criminal justice revenue sharing will remain flat. This is dependent upon whether the U.S. Census numbers reflect an increase in the City's population. The City continues to work toward restoring federal and state funding, especially with increasing unfunded mandates.

2023-2024 Budget, revenue assumptions include:

- Property Taxes
  - 2023 Property Tax increased by 0 percent (Council action of banking the 1%)
  - 2024 Property Tax increased by 1%
- Fee Schedule
  - 2023 increase at CPI (rounded to the nearest \$)
  - 2022 increase at CPI (rounded to the nearest \$)
- Impact Fees
  - Park Impact Fees increased by CPI
- Utility Rates
  - 5 Year Analysis implemented
- System Development Charges
  - Increased with the City-wide rate

Budget assumptions could change and/or modifications may be required to the 2023-2024 budget if any of the following occur:

- Use of the 1% banked capacity for property taxes
- Repeal or Referendum of Utility Taxes
- Return of a pandemic
- Interest rates continue to climb
- Recession concerns
- Housing market improves
- Additional retail or industry
- Grant funding awarded
- Policy changes regarding revenues

### **Budget Process**

In prior budget cycles, the budget preparation was more staff driven in response to City Council themes from the Annual Planning Conference and the Mayor's input. The 2023-2024 Budget cycle attempted a more collaborative process by:

- Leadership collaborated with staff to put forth decision packages for the Camas community to provide comments, present to Council, and work directly with the Executive Team.
- The City Council had multiple opportunities in workshops, retreats, public hearings, documents, public engagement reports, and council meetings to consider the proposed budget.
- Mayor worked with staff in the formative stages of the budget leading to the Mayor's recommended budget to incorporate input from Leadership, Council, and the Community.
- Community had a variety of ways to provide input including Camas Days booth, Balancing Act, Engage Camas, public hearings, citizen advisory boards, and Farmer's Market booths.

This budget cycle has resulted in the Mayor's Budget for 2023-2024 reflecting the priorities of the whole community with future planning documents to guide the City forward.

Operating Budgets fund the day-to-day operations of the City. The largest of these budgets is the General Fund which funds the basic services of the City excluding the utilities. Other operating funds include Streets, CWFD, Lodging Tax, Cemetery, Water/Sewer, Stormwater, and Solid Waste.

Capital Budget funds facilities, street construction, parks, trails, equipment and rolling stock of the city as well as large infrastructure such as wastewater treatment facilities, water reservoirs, miles of water, stormwater and sewer pipes, and transmission mains.

These decision packages were presented to the City Council at two separate workshops, August 1 and August 15 as well as several special meetings in August and September. Decision packages were presented to the Council with the package description, expense amount, revenue sources, justification, and a flag for ongoing costs. Department heads presented their projects to the Council and answered questions. At the September 30 Planning Meeting, the City Council discussed the capital decision priorities.

Public Engagement for decision packages were held at the Farmer's Market where the public could select their top priorities. Online, public engagement was accessed using Balancing Act link from the City's website from August 23 through September 9. The results were provided in a document sent to Council on September 1 and discussed as part of the Mayor's Recommended Budget Presentation on October 3.

Funding options were provided to City Council at Workshops and to the public via an Open House, social media outreach and Balancing Act tool on Engage Camas.

All these efforts culminated in the budget presented in Ordinance 22-028. This budget supports staffing needs, addresses deferred facility maintenance, provides for necessary technology enhancements, and provides essential capital improvements to a growing community.

### 2023-2024 City Baseline Budget Assumptions

During the City Council workshops, the assumptions used to build the 2023-2024 Budget included:

Budget Item	Assumption
Salaries	COLA and Steps (6.5% for IAFF, and 4.5% for CPOA, CPEA, AFSCME, OPEIU Local #11, and the non-represented employees)
Benefits	Healthcare, depending on the plan, increased 5-12% annually Vision and Dental plans saw no increases
Supplies	Consumer Price Index for Western Region (CPI) with department adjustments
Services	Contracts, CPI, and department adjustments
Intergovernmental	Contracts and known reductions in the Clark Regional Emergency Service Agency rates
Capital	Projects as prioritized by Departments and Council
Utilities	A Rate Study is built into the budgets
Fund Balance	At Council's request, the Budget maintains a fund balance to the policy rate of 17% of expenditures over the two years and sets aside a year's worth of budget for Community Development and Engineering attributed to Development review – the combination of the two is approximately 22%

## New City Staffing

The City had suspended the hiring of a number of critical positions during the pandemic. For the 2023-2024 Budget staff requested and Council agreed to fund the following positions based upon whether the positions were critical, a compliance need, or would be risk management issue if not filled.

Position	Service Delivery	Source of Funding
Records Specialist	Process and maintain paper and electronic City records. Coordinate and process public records requests	General Fund
Volunteer Coordinator	Assist departments with volunteers, responsible for paperwork, backgrounding, and union considerations	General Fund
Development Engineering Manager	Manage the volume of development projects for engineering oversight and free the City Engineer to focus on City capital projects	Development revenues in General Fund
Operations Project Manager	Support the development and completion of operations and maintenance related projects which are typically “repair and replacement” type items.	General/Streets/Utilities
IT Support Specialist	Provide end user technology support	General Fund
System Administrator	Support user accounts, permissions, access rights, security, and storage allocations	General Fund
Parks Project Manager	Will take parks and/or trails projects from planning through construction phases	General Fund
Recreation Specialist	Work on recreation program needs as well as provide backfilling of staff	General Fund and recreation fees
2 Overhire Police Officers	To pre-hire officers to fill positions when an officer leaves or retires	General Fund
2 Police Sergeants	Increase level of supervision for the on-duty patrol officers	General Fund
2 Maintenance Worker I	Complete routine maintenance in the right-of-way	Streets
2 Maintenance Worker	Convert two seasonal workers to full time maintenance workers	Streets/Cemetery
Division Chief of Operations	Reclass Admin BC to Division Chief to maintain continuity of fire operations between three shifts and would administer all fire programs and manage volunteers	CWFD
EMS Training Officer	Perform day-to-day EMS training for all personnel, maintain outfitting EMS equipment, and maintain all required EMS certifications	CWFD
3 Person Engine Companies	Addition of eight fire fighters to increase engine staffing from the current minimum staffing of two personnel per engine to three personnel per engine	CWFD
2 Maintenance Worker I	Increase stormwater maintenance workers	Stormwater rates
2 Utility Maintenance Workers	Assist with operation of Water Treatment Plant and 10 wells. The other to focus on underground utility locating, general water maintenance and provide backfill	Water rates
Cross-Connection Control Specialist	Complete mandated cross connection control tasks	Water rates
2 Utility Maintenance Workers	Complete STEP system pumping and maintenance. The other will focus on locating underground utilities and general sewer collections system maintenance	Sewer rates
WWTP Operator (Lab Technician)	Frees up an additional operator to focus on operations and maintenance	Sewer rates
Sewer Lead	Provide dedicated management role to free other staff to sewer maintenance	Sewer rates

## Capital Improvements Moving Forward

The 2023-2024 \$78.9 million capital budget includes 70 packages:

- \$11 million for the City for building maintenance and provide essential technology upgrades
- 5 street packages for a total of \$9.4 million in projects including NW 38<sup>th</sup> Avenue Phase 3 construction and pavement preservation projects.
- \$25.3 million to replace two fire engines, new equipment and two replacement fire stations.
- \$9.4 million for Parks projects which include essential trail links, equipment, and upgrades.
- Stormwater improvements of nearly \$2.55 million to repair, improve, and equip for better water quality.
- \$8.1 million in ten projects to provide, store, and move water to various parts of our growing city.
- \$12 million for critical upgrades, repairs and replacement sewer projects.
- \$1.3 million for new vehicles and equipment.

These capital projects are funded from a combination of eighteen diverse sources. Below is a summary from the largest source to the smallest:

Debt	\$38.3 million
Utility service charges (new construction)	\$14.5 million
Utility rates	\$9 million
Real estate excise tax	\$6.7 million
General Fund	\$5.6 million
Grants	\$2.8 million
Impact fees (new construction)	\$2 million

## Core Services

The 2023-2024 budget continues to fulfill the City's mission of contributing to a high quality of life for our citizens by delivering a consistent, customer-oriented set of core services. These services will ensure a safe, economically viable place to live and work while continuing to ensure the quality of life the citizens of Camas expect. The 2023-2024 Budget continues to support the City's role to sustain a set of core services across future budget cycles as we continue to accommodate current and future growth.

To continue the essential services reinforced with recent budget cycles, the 2023-2024 budget reflects investment in the following suite of core services for the City of Camas. These services generally reflect the overall organization of the City's service delivery structure.

- Executive assures efficient and prudent execution of the City Council's budget goals and legislative policies, including overall management of the City, community relations and legislative affairs program, economic development, media relations, and oversight of legal services.
- Administration is central support for services such as human resources, information technology and the City Clerk's services.
- Public Safety includes police, fire protection and the justice system.
- Library provides resources to the community in several ways beyond books, such as programming, virtual resources and rental space.
- Transportation and Engineering includes capital projects and maintenance of assets such as roadways.
- Parks and Recreation includes maintenance of existing parks and programming of new recreation amenities in the City.
- Utilities include engineering, maintenance and operations of water, sewer and storm drainage.

- Community Development is the combination of both comprehensive planning under the Washington State Growth Management Act, including annexations and special district planning, as well as building service program pursuant to state law.
- Finance is responsible for accounting, treasury, risk management, auditing, utility billing, budgeting, and payroll for all departments and funds.

The 2023-2024 Budget maintains the current level of service delivery in the core services while restoring, strategically investing, and ensuring compliance in today's growing economy in Camas, Washington.

### **Implementing the 2023-2024 Budget**

As part of the budget adoption process, the City Council voted to offset the new utility tax by banking the 1% property tax levy for a future year. By doing so, the Administration will defer the hiring of new positions until June of 2023 to offset the reduced property tax revenues for 2023.

### **Summary**

In conclusion, the City of Camas is in a slower growth period which will bring many exciting and new challenges. The City will continue to provide our citizens with essential and enhanced services, from our street preservation program to public safety, from our parks maintenance to our clean drinking water and from our first responders to our library resources. Our City has a lot to offer our citizens, and our community support is greatly appreciated. This biennial budget reflects the values of our community.

The City will continue to invest strategically with resources for capital assets. The City will continue to work with the community to grow in a planned strategic manner that honors our heritage as well as welcomes the new and exciting opportunities to come.

In closing, thank you for a successful biennial budget process to the citizens who provided public input to the collaboration and diligent work of city staff and the hours spent by City Council in formulating policy and conducting the business of the City. I would also like to thank the citizens, commissions, service organizations, and the countless community volunteers that make our City thrive.

Respectfully submitted,



Steven C. Hogan  
Mayor

# The Strategic Plan and Performance

The City of Camas adopted a City Strategic Plan in 2017 to provide guidance and leadership for the ensuing three years. Each year, the Strategic Plan was reviewed to highlight achievements and to ensure progression, with a goal to revisit and amend the plan in 2020.

With the significant impact of COVID-19 on City operations, the City Council made the decision to extend the Strategic Plan through the 2021-2022 biennium. This extension not only allowed staff and elected officials to focus time and effort on the pandemic and subsequent recovery, but it also gave the City time to recover from the transition of a number of critical leadership roles within the staff as well as in the legislative body.

The City expects to see a revision of the Strategic Plan during the 2023-2024 biennium.



## THE STRATEGIC PLAN

OUR MISSION		CITY OF CAMAS 2018-2020 STRATEGIC PRIORITIES			
<p><i>The City of Camas commits to preserving its heritage, sustaining and enhancing a high quality of life for all its citizens and developing the community to meet the challenges of the future.</i></p>		1. Meet <b>COMMUNITY NEEDS</b> with optimal use of community resources	2. Build <b>FINANCIAL SUSTAINABILITY</b> for our City	3. Ensure <b>CORE INFRASTRUCTURE</b> to meet community needs	4. Proactively <b>MANAGE GROWTH</b> in line with our vision & decision principles
OUR VISION		2018-2020 KEY OBJECTIVES			
<p>Camas is... <b>HOME TOWN FEEL</b> <b>SAFE</b></p> <p>Great Place to <b>Great Schools</b> <b>Jobs That Support Our Community</b></p> <p>Raise A Family <b>Integrated with Outdoors</b></p>		<ul style="list-style-type: none"> <li>All community needs &amp; chosen priorities funded at defined service levels by 2020</li> <li>Improve efficiency: Six (6) process improvements completed annually</li> </ul>	<ul style="list-style-type: none"> <li>Balanced Budget (with reserve funded AND community needs and high priority wants funded)</li> <li>Improve Bond Rating from AA to AAA</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure capacity</li> <li>Corrective Maintenance/ Preventive Maintenance %</li> </ul>	<ul style="list-style-type: none"> <li>"Jobs" Ready Land/Residential "Ready" Land</li> <li>Green Space per capita</li> <li>Infrastructure capacity</li> </ul>
OUR DECISION PRINCIPLES		2018-2020 KEY INITIATIVES			
<p>Are we... <b>Service Oriented</b></p> <ul style="list-style-type: none"> <li>Providing services in line with community needs &amp; priorities?</li> <li>Maintaining or building financial sustainability for our City?</li> <li>Preserving our integration with the outdoors?</li> <li>Creating an inclusive community that feels like a home town?</li> </ul>		<ol style="list-style-type: none"> <li>Define and prioritize service levels, including performance measures</li> <li>Implement Lean city-wide</li> <li>Develop technology roadmap</li> <li>Evaluate service delivery models</li> <li>Develop community engagement and communications strategy</li> </ol>	<ol style="list-style-type: none"> <li>Update all Financial Policies to GFOA best practices</li> <li>Open and transparent program-based budget</li> <li>Update Utility Rates, Impact Fees, SDC's</li> <li>Revenue Strategy (overall size and diversification)</li> <li>Develop Long-Term Financial Plan, Including Capital Programs</li> </ol>	<ol style="list-style-type: none"> <li>Complete Condition assessment on all core infrastructure and facilities</li> <li>SR500 corridor strategy with a Lake-Everett Intersection plan</li> <li>Infrastructure and facilities capacity plan</li> <li>Asset Management System specified</li> <li>Water &amp; Sewer Level of Service Analysis</li> </ol>	<ol style="list-style-type: none"> <li>Protect Backdrop of Lacamas Lake on North Shore</li> <li>Prioritize, fund &amp; implement an updated Parks Recreation Open Space (PROS) plan</li> <li>Complete Grass Valley subarea plan</li> <li>Transportation Capital Facilities Plan and level of service analysis</li> </ol>
OUR INTERNAL VALUES		Enhance tools and processes to improve communications: within departments, across departments, and with Council.			
<ul style="list-style-type: none"> <li><b>Service Oriented</b></li> <li><b>Vision Driven</b></li> <li><b>Partnering and Collaboration</b></li> <li><b>Accountability</b></li> <li><b>Continuous Improvement</b></li> </ul>					



## PERFORMANCE METRICS

In Section III of the budget document, Budgets by Fund, some departments have highlighted performance metrics that tie back to the strategic plan or to service level goals. These metrics can be identified and understood through the following matrix:

Icon	Goal Area	Purpose
	<b>City Strategic Goal: Communications</b>	Improving communication within City departments, between staff and City Council, and with community stakeholders.
	<b>City Strategic Goal: Community Needs</b>	Meeting community needs with optimal use of City resources, including identifying and seeking improvements within systems to realize efficiency.
	<b>City Strategic Goal: Financial Sustainability</b>	Building financial sustainability for the City by maintaining a balanced budget with healthy fund balance reserves and improving the City's bond rating.
	<b>City Strategic Goal: Core Infrastructure</b>	Ensuring city infrastructure supports the needs of the community, including population growth, and is maintained proactively.
	<b>City Strategic Goal: Manage Growth</b>	Managing growth in line with strategic plan vision and decision principles, including job creation and green space per capita.
	<b>Service Level Goals</b>	Ensuring departments are providing levels of service in line with defined priorities and community expectations.

## DATA IN TRANSITION

The City is currently in a Citywide enterprise resource software system conversion to replace a 20-year-old legacy system. This legacy system was adopted and implemented before the focus in the past decade towards data transparency and performance metrics, and as a result, staff have struggled with meaningful development of a performance program with consistently obtainable and accurate data.

As the City works through this multi-year software implementation, department teams are already learning about and identifying the ways that a modern enterprise resource system can assist with data tracking and development of metrics and goals. The City anticipates that by the next biennial budget cycle, the Camas Performance program will be more robust and better able to support staff as they develop budget goals.



## Section II: Overview



Budget Process . . . .	21
Financial Structure . . . .	24
Public Engagement . . . .	30
Budget Summary . . . .	33



## Budget Process

In Washington State, city government fiscal years are the same as the calendar year, running January 1 through December 31. Municipal government fiscal years do not coincide with the fiscal years of the state government (July 1 - June 30) or the federal government (October 1 -September 30).

In Washington State, cities have the option to budget for two years for a biennial budget, which the City Council elected to do in June 2014. The intent for the change in the budget process was to provide for more strategic long-term planning and staff savings in budget preparation.

### BUDGET AUTHORITY

The legal level of budgetary control (the level at which expenditures may not legally exceed appropriations) is adopted at the fund level. All appropriations lapse at the end of the year.

The City Administrator is authorized to transfer budget amounts between departments within any fund; however, any revisions that alter the total expenditures of a fund or that affect the number of authorized employee positions, salary ranges, or other conditions of employment must be approved by the City Council.

State law provides for budgets to be amended or updated. The City of Camas limits the number of amendments to primarily address unforeseen or changed circumstances, or major changes in Council policies or priorities. In the spring, the budget may be amended for prior year carry forward items and, in the fall, to amend the budget for unforeseen year-end items.

### BUDGET PHASES

**1. Budget Formulation** – Staff begin to develop and submit initial budget decision packages or requests to the Finance Department. The Management Team then reviews the preliminary budget requests against projected revenues and requested expenditures to develop as the Mayor’s Recommended Budget (June-September).

**2. Review and Adoption** – The City Council reviews the Mayor’s Recommended Budget, holds public hearings and then adopts the budget for the next year (October-December).

**3. Implementation** – Staff carries out the approved budget for services, programs and projects (ongoing January-December).

**4. Monitoring** – Finance and the department heads monitor revenues and expenditures throughout the year to ensure that funds are available and used in an approved manner. Quarterly reports are made to the City Council and the Finance Committee on the status of the budget and the progress being made on various projects. Monitoring also includes keeping an eye on trends, changes in laws, and other material events to be able to evaluate the impact of external changes on the City’s sources of revenues and expenditure limitations or mandates (ongoing January-December).

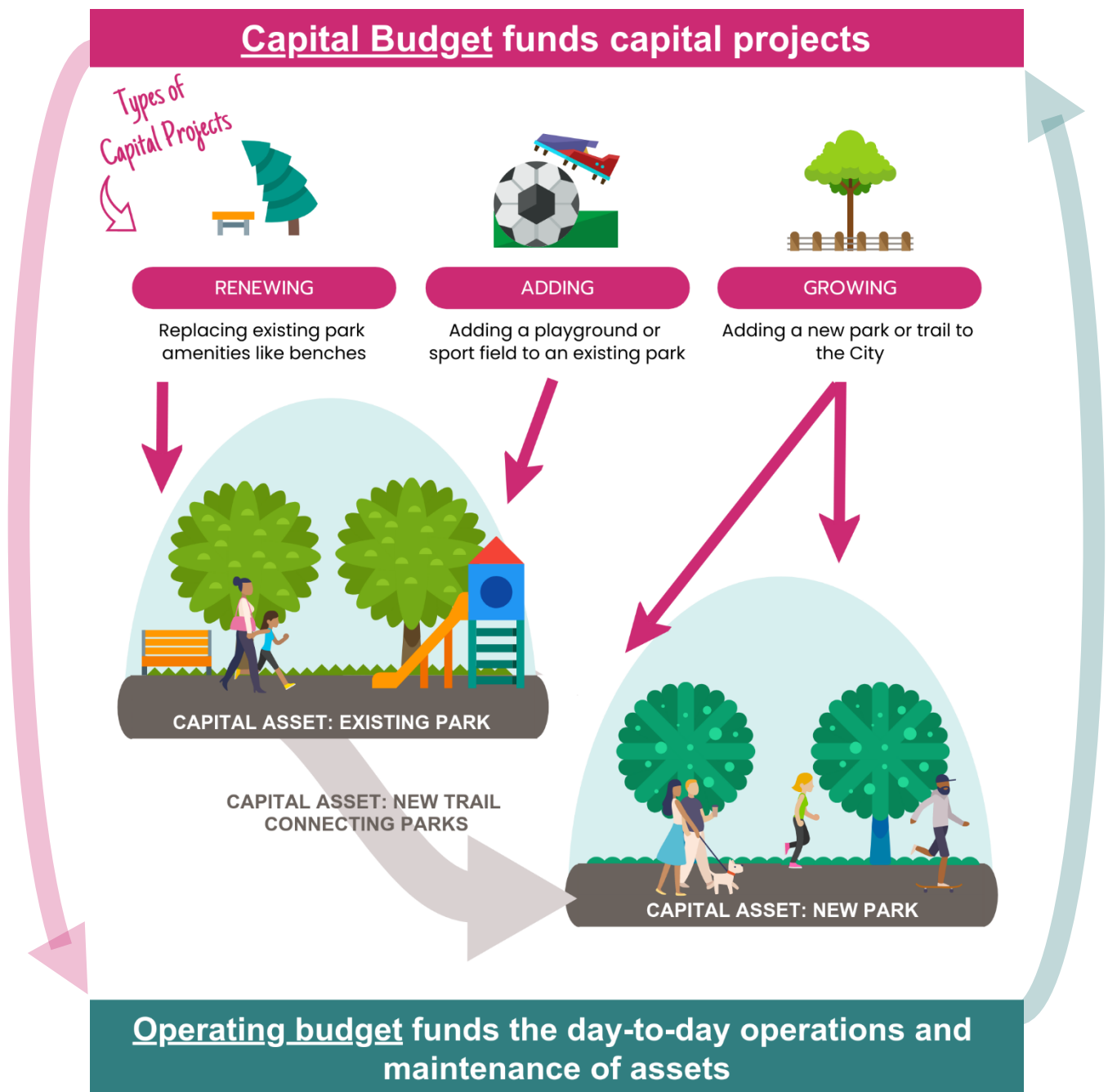
**5. Evaluation** – During this stage, audits are conducted by the State and annual financial reports are produced (February-May). Each phase involves a coordinated effort between the City Council, the City Administrator, the Finance Team, and other City departments. The entire budget process covers a period of approximately six to seven months.

## BUDGET CALENDAR

Budget Step	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Early Sept	Mid Sept	Late Sept	Early Oct	Late Oct	Early Nov	Mid Nov	Dec
City Council meets to establish budget priorities																
Public engagement strategy is developed																
Preliminary Revenue Forecast Prepared for the Five-Year Financial Model																
Departments discuss goals and potential needs with the executive team and finance team																
The Mayor sends a budget message to departments with budget guidelines and expectations for revenues																
Departments submit budget requests, which are reviewed with the Leadership Team and finance team																
Capital budget is developed																
Draft budget is submitted to the City Administrator with the updated five-year financial model																
Departments meet with the executive team to develop the Recommended Budget																
Final changes and revenue estimate revisions are made, and the Mayor's Recommended Budget document is prepared																
The Mayor's Recommended Budget is presented to City Council																
The Mayor's Recommended Budget is reviewed by the City Council and the Finance Committee																
The Mayor's Proposed Budget is submitted to the City Council and public hearings on the proposal are held																
City Council holds a Public Hearing and directs any changes to be made																
The Final Budget is adopted																

## CAPITAL PLANNING

The financial planning model and the Capital Improvement Plan illustrate the estimated amount planned to be expended for capital items in the next six years, and the revenues available or planned to finance the improvements. Capital items are fixed assets such as facilities and equipment. The financial planning model and the capital improvement plan are the blueprints for preparation of both the operation and capital budgets, and they are integrated with the budget preparation process. Any new initiatives desired by the City Council would require a budget appropriation and are analyzed in terms of costs and financing options. New initiatives are typically programmed into the next budget cycle.



## Financial Structure

The City is required by state law to budget by funds which are designated for a specific purpose or set of purposes as a self-contained, independent financial entity. The number and variety of funds required by statute promotes accountability but can make municipal budgeting complex. In the budget you will find revenues and expenditures attributable to specific funds, which restricts them to the specific purposes of that fund. By understanding the fund structure, it will be easier to understand the City's financial plan.

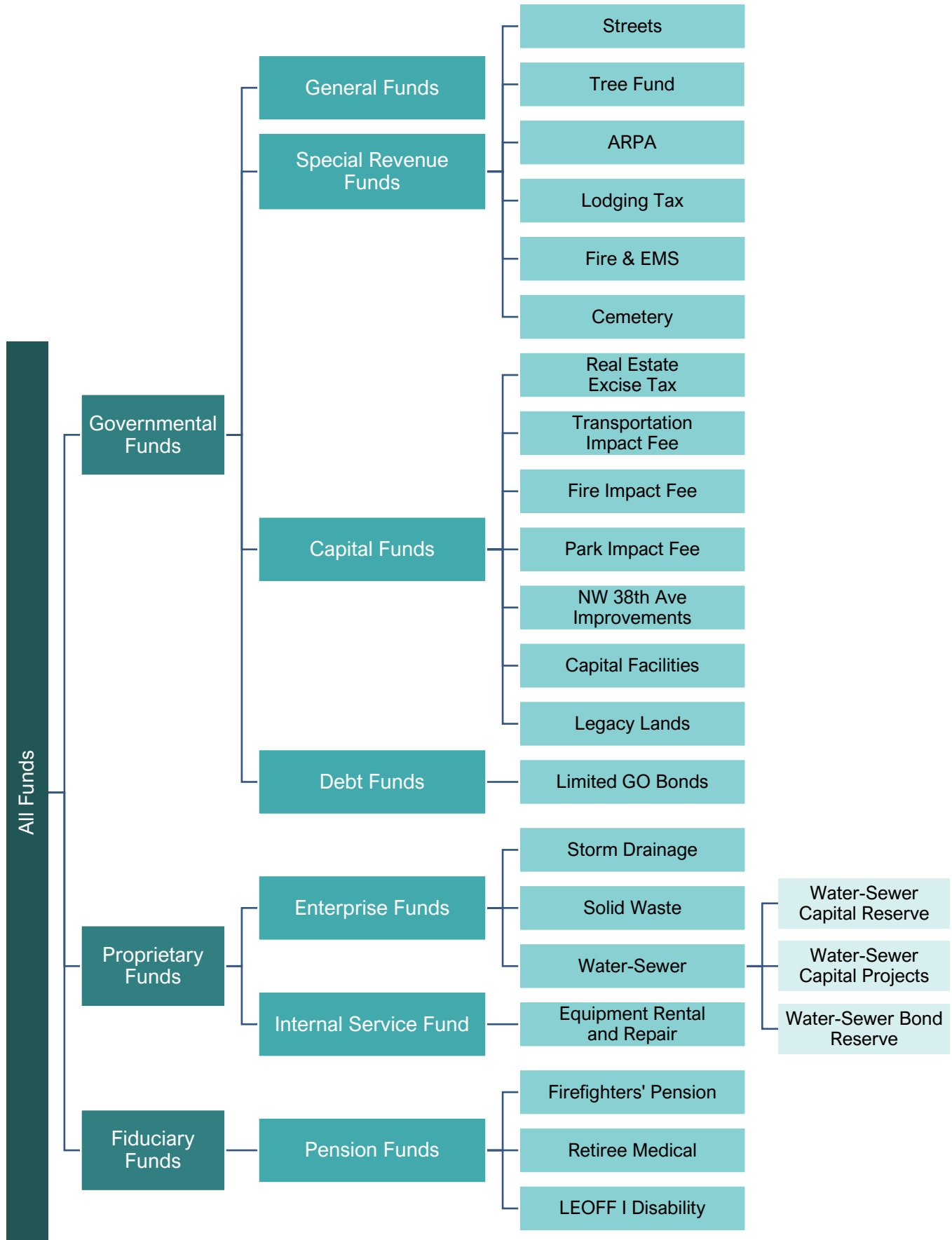
The City uses the revenue and expenditure classifications contained in the Budgeting, Accounting and Reporting System (BARS) manual. The manual is prescribed by the Washington State Auditor's Office under the authority of the Revised Code of Washington (RCW) 43.09. The accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity. Each fund is accounted for with a separate set of single-entry accounts that comprise its cash, investments, liabilities, revenues, and expenditures as appropriate. The City's resources are allocated to and accounted for in individual funds depending on their intended purpose. The City's funds are separated into three main fund type classifications:

- **Governmental:** Funds that account for the activities which are of a governmental nature
- **Proprietary:** Funds that account for the activities which are proprietary or "business" in nature
- **Fiduciary:** Funds held by the City as a trustee, such as deposits

### FUND TYPES AND CODES

General Fund	(000-999)	The City's primary operating fund used to track the revenues and expenses associated with basic City services that are not required to be accounted for in other funds; includes services such as police, parks and recreation, and general administration
Special Revenue Funds	(100-199)	Accounts for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purpose, such as the Street Fund and Fire/Emergency Medical Service Fund
Debt Service Funds	(200-299)	Accounts for the accumulation of resources for and the payment of general long-term debt principal and interest
Capital Project Funds	(300-399)	Accounts for the financial resources to be used for the acquisition or construction of major capital assets
Enterprise Funds	(400-499)	Used to account for operations that are financed and operated in a manner similar to private business where the intent is for the fund to be self-supporting, such as the Water-Sewer and Solid Waste Funds
Internal Service Funds	(500-599)	Used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost-reimbursement basis
Pension Trust Funds	(610-619)	Used to report resources that are required to be held in trust for the members and beneficiaries of defined benefit pension plans, defined contribution plans, other post-employment benefit plans, or other employee benefit plans

## FUND STRUCTURE



## MAJOR FUND DESIGNATION

Fund	Major Fund*	Non-Major Fund	Included in Budget	Included in Financial Report
General	X		X	X
City Street		X	X	X
American Rescue Plan Act Fund		X	X	X
Tree Fund		X	X	X
C/W Fire and EMS	X		X	X
Lodging Tax		X	X	X
Cemetery		X	X	X
Limited G.O. Bond Debt Service		X	X	X
Real Estate Excise Tax Capital		X	X	X
Park Impact Fee Capital		X	X	X
Transportation Impact Fee Capital		X	X	X
Fire Impact Fee		X	X	X
NW 38th Ave Phase 3 Construction		X	X	X
Facilities Capital		X	X	X
Legacy Lands Project		X	X	X
Storm Water Utility	X		X	X
City Solid Waste		X	X	X
Water-Sewer	X		X	X
Water-Sewer Capital Projects		X	X	X
Water-Sewer Capital Reserve		X	X	X
Water-Sewer Bond Reserve		X	X	X
Equipment Rental		X	X	X
Firefighter's Pension		X	X	X
Retiree Medical		X	X	X
LEOFF 1 Disability Board		X	X	X

\*Major Fund designation is any fund whose revenues or expenditures constitute more than 10% of the total appropriated budget.

## DEPARTMENT-FUND RELATIONSHIP

The following shows which departments are represented within each budgeted fund for the biennium:



## REVENUE AND EXPENSE CODING

The revenue accounts of the City are also prescribed by the BARS manual. Revenue accounts are also called Resource accounts and always start with a “3” in the Basic Account. The remaining numbers indicate the funding source for that revenue.

Revenue Code	Revenue Source
<b>310</b>	Tax Revenues
<b>320</b>	Licenses and Permits
<b>330</b>	Intergovernmental Services and Payments
<b>340</b>	Charges for Goods and Services
<b>350</b>	Fines and Forfeitures
<b>360</b>	Miscellaneous Revenues
<b>380</b>	Non-Revenues
<b>390</b>	Other Financing Sources

There is also a specific chart of accounts for various types of City expenditures. The expenditure account may contain as many as 13 numbers. Each account consists of a 3-digit fund number (e.g. 001=General Fund), an optional department code number (2 digits for the City), a 3-digit basic account number (describing the function being performed), a 3-digit element number further refining the type of function being performed, a 2-digit object number explaining the type of expenditure (e.g. 31=office supplies).

The funds allocated in each department budget listed in Section 2 are categorized according to the following “object” expenditure classification:

Object Code	Classification	Description
<b>10</b>	Salaries & Wages	Amounts paid for services rendered by employees in accordance with the rates, hours, terms and conditions authorized by state law or employment contracts. Includes overtime, on-call, sick, vacation, and holiday paid leave.
<b>20</b>	Payroll Taxes and Benefits	Amounts paid by the employer as part of the conditions of employment. Includes employer paid portions of Social Security, Medicare, Industrial Insurance, Unemployment Insurance, retirement, and health insurance benefits.
<b>30</b>	Supplies	Amounts paid for articles and commodities purchases for consumption or resale. Includes office and operating supplies, small tools and minor equipment, etc.
<b>40</b>	Services	Amounts paid for services other than personnel that are needed by the City. Services may be provided by a public agency or private business. Includes such services as professional services (consultants), communications, travel, insurance, utility services, repairs and maintenance, membership dues, subscriptions, etc.
<b>50</b>	Intergovt Services	Amounts paid for intergovernmental purchases for specialized services typically performed by local governments.
<b>60</b>	Capital	Expenditures which result in the acquisition of, rights to, or additions to capital assets including incidental costs such as legal, appraisal, and brokerage fees; land preparations and demolition of buildings; and fixtures and delivery costs. Includes all major purchases of capital assets and infrastructure.
<b>78/80</b>	Debt Service	70 refers to the principal payment of debt with 80 for interest payments.
<b>90</b>	Transfers	Expenditures made to other funds for services rendered.



## BASIS OF ACCOUNTING AND BUDGETING

The Basis of Accounting is a term that refers to the revenues, expenditures and transfers—and the related assets and liabilities that are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made, regardless of the nature of the measurement, on either the cash or accrual method.

The City uses a modified accrual basis of accounting for its governmental funds and a full accrual basis for its enterprise (utility) funds. This is fairly typical for a City the size of Camas. Some general government accounts such as fines are accounted for on a cash basis—revenues and other financial resource increments are recognized when they are received—that is, when they become both “measurable” and “available” to finance expenditures for the current period. Expenditures are recognized when the fund liability is paid.

The Basis of Budgeting differs from the Basis of Accounting only by the assumptions that are made regarding the timing of the recognition of revenues and expenditures. The budget assumes that all revenues and expenditures, as well as associated cash, will be expended or received during the fiscal year. Conversely, the basis of accounting only recognizes revenues when they become both measurable and available, and it only recognizes expenditures when they are incurred. Cash is not necessarily received or expended at the same time. Some distinct differences as they relate to modified accruals and full accrual include:

### *Modified Accrual - Governmental Funds*

Transaction	Exception
<b>Encumbrances</b>	Treated as expenditures in the year they are encumbered, not when the expenditure occurs.
<b>Grants</b>	Considered revenue when awarded, not when earned.
<b>Sales and Use Tax</b>	Considered to be revenue when received rather than when earned.
<b>Project Length Budgets (Carry-Forward Projects)</b>	Adopted during the year are considered to reduce funds available in the year funds were originally appropriated. Overspending the project length budgets is considered to reduce funds available. Closeout of unspent project length budgets is considered to increase funds available.

### *Accrual Basis - Proprietary Funds*

Transaction	Exception
<b>Capital Outlay</b>	Budgeted as expenditure in the year purchased.
<b>Depreciation</b>	Not budgeted.
<b>Interest Capitalized on Construction Projects</b>	Budgeted as interest expense.
<b>Debt Proceeds</b>	Considered to be revenues, not an increase in liabilities.
<b>Principal Payments</b>	Shown as expenditures rather than reductions in liabilities.
<b>Grants for Construction</b>	Considered as revenues, not capital contributions.
<b>Receipts of Long-Term Receivables</b>	Considered to be revenues, not reductions of the receivable.
<b>Proceeds from the Sale of an Asset</b>	Recognized as revenue, but the gain or loss is not.
<b>Purchases of Inventory</b>	Considered to be expenditure when purchased, not when sold or used.
<b>Debt Issuance and Discount Costs</b>	Considered to be expended when paid, not capitalized or amortized over the life of the bonds.

## Public Engagement

The City tested a new public engagement strategy this budget cycle, something which had been in development prior to COVID-19 but was put on hold due to social distancing. The new strategy incorporated existing online tools with new in-person activities to introduce spending packages to the public for feedback.

While the City was ultimately able to fund all spending packages and did not need to make any cuts, the opportunity to engage with the community was a successful strategy for growing financial transparency and citizen understanding of government finance, as well as learning where citizens prioritize City spending activity.

As always, staff also held multiple public hearings around the proposed property tax levy, the potential adopted of utility taxes, and the 2023-2024 proposed budget appropriation. As well, several additional special public meetings were held with the City Council throughout the summer to introduce spending packages.

### ENGAGEMENT ACTIVITIES

The engagement team started the summer budget season engagement at the annual Camas Days community event, which brings thousands of attendees to the downtown main street for two days in July. The City has not taken budget topics to special events like this in the past, so it was an opportunity to begin to familiarize residents with the City's presence on financial topics, while introducing some early budget package drafts for informational purposes only. With the focus on education, staff were not seeking feedback at the event.

Later in the summer, staff attended three Farmer's Markets to build on the education around municipal finance and to obtain feedback from the community about proposed spending packages. At the markets, staff asked residents to rank one of six spending packages as their highest priority by placing a colored ball into a jar. The concept was easy for attendees to quickly understand, which was well suited to the market environment. Additionally, the bright colors made it fun, which helped keep the formidable nature of government finance from deterring participation. The public expressed appreciation for having an easy way to provide feedback to City leaders and learn about the spending priorities being considered.



Alongside each Market, staff also used social media and online tools to reach residents virtually. Balancing Act was used for online polling of the same spending packages taken to each market, allowing for a more in-depth ranked voting. At in-person events, when participants expressed difficulty choosing a single priority, staff were able to direct them to the online tool so they could provide more in-depth responses to the City's inquiry.

The final new engagement activity that occurred for the biennium was a fall open house for the proposed addition of a utility tax. Staff used the forum to provide further education about not just the proposed tax, but also the broader spending packages under consideration that would be funded by the tax, as well as general financial topics. Although no measurable input was sought at the event, staff expressed an overall positive sentiment from conversations with attendees, and the utility tax was ultimately adopted by the City Council.

## THE RESULTS

### Proposed New Capital Projects: In-Person Event 08/24/2022

Project	Description	Votes Cast	Pctg of Votes
Pool Planning	Investigating funding, siting, and operations of a city pool to replace the aging pool removed 5 years ago due to deterioration	73	29.2%
Parks & Trail Development	Encompassed a number of projects under consideration by the City, including large scale improvements to Crown Park, development of several trails, and master planning in the Legacy Lands north of Lacamas Lake	69	27.6%
Fire Equipment	Replacement of aging Fire infrastructure and equipment, including two fire engines and two facilities	37	14.8%
Library Learning Hive	Development of a STEM focused space in underutilized space in the Camas Public Library	26	10.4%
Police Cameras	Adding interview room and squad car cameras to supplement the recently implemented body worn cameras	24	9.6%
Roadway Maintenance	Encompasses roadway projects including the next phase of the 38 <sup>th</sup> Avenue improvements, annual street preservation and maintenance, and adding a signal at a key intersection on Lake/Sierra	21	8.4%

### Proposed New Operating Expenses: In-Person Event 08/31/2022

Expense	Description	Votes Cast	Pctg of Votes
Police Staffing	Adding 4 FTEs: two sergeants and two overhire patrol officers	55	28.8%
Parks Staffing	Adding 2 FTEs: a project manager and a recreation specialist	35	18.3%
Fire Staffing	Adding 10 FTEs: eight firefighter/paramedics and two admin staff	31	16.2%
Library Staffing	Adding 1 part time staff to allow broader event scheduling for weekends	30	15.7%
Streets Staffing	Adding 2 FTEs: two maintenance staff	20	10.5%
Downtown Planning	Conducting a subarea plan for the downtown main street area of Camas to ensure future growth and improvements contribute to the vision that all stakeholders determine is appropriate for the area	20	10.5%

### Proposed America Rescue Plan Act Funding Uses: In-Person Event 09/14/2022

Area to Support	Description	Votes Cast	Pctg of Votes
Crown Park Improvements	Funding the proposed phased improvements to Crown Park that include sports courts, aquatic features, and event spaces	50	32.7%
Homelessness Mitigation	Support to Clark County to support their efforts to address homelessness and support the unhoused	41	26.8%
Library Learning Hive	Fund the development of a STEM focused space in underutilized space in the Library	24	15.7%
Fire Equipment	Replacement of two fire engines	22	14.4%
Picnic Shelter Replacement	Replacement of the Fallen Leaf Lake Park Picnic Shelter, which is aging and lacks amenities that park visitors would desire	13	8.5%
Cemetery Repairs	Repairs of an aging niche wall and the addition of a more modern columbarium to expand the existing columbarium space, which is dwindling in availability	3	2.0%

**Proposed New Capital Projects: Online Activity 08/23/2022 – 9/9/2022**

	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Rank 6	Rank 7	Rank 8	Rank 9	Rank 10	Rank 11	Rank 12
Fire Apparatus & Equipment	106	40	33	26	24	21	16	15	9	5	2	3
Trail Development	28	33	41	32	34	25	16	20	16	14	10	5
Crown Park Improvements	49	24	22	27	25	18	23	11	17	14	18	7
Police Camera Systems	16	47	32	34	26	20	17	21	12	15	9	23
Street Preservation	17	35	41	44	31	28	20	12	14	13	8	5
Sport Fields Improvements	30	18	17	19	26	25	23	22	19	23	16	22
Pool Planning	27	28	30	22	14	22	18	16	16	16	17	21
38th Avenue Project, Phase 3	14	15	22	15	17	19	19	25	30	30	22	19
Library Learning Hive	24	18	17	14	23	26	20	20	20	20	21	7
Library Refurbishments	6	26	17	29	26	26	21	27	21	21	11	10
Lake/Sierra Intersection Signal	15	19	19	16	17	10	27	20	25	17	30	20
Legacy Lands Master Planning	9	15	14	16	16	23	27	30	23	17	27	22

**Proposed New Operating Expenses: Online Activity 08/23/2022 – 9/9/2022**

	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Rank 6	Rank 7
Fire Staffing	108	26	7	22	9	9	0
Police Staffing and Technology	20	77	15	22	14	16	0
Downtown Improvements	15	9	26	30	53	14	4
Parks Staffing and Improvements	9	10	23	29	31	20	12
Street Staffing and Planning	10	7	27	19	23	18	17
Library Staffing and Enhancements	6	12	15	8	12	33	24
Cemetery Staffing	5	11	10	4	2	6	59

**Proposed ARPA Fund Uses: Online Activity 09/13/2022 – 10/01/2022**

Options	Average Rank
Fire Equipment Replacements	2.19
Crown Park Improvements	2.23
Children's Library Learning Hive	3.37
Funding to Assist the Homeless	4.14
New Fallen Leaf Park Picnic Shelter	4.19
Cemetery Repairs	4.87

## Budget Summary

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The City has developed a ten-year forecast for financial sustainability, to identify future expenditure needs and revenue challenges in order to proactively develop strategies. The last few years have been strong for the City which enabled a rebuilding of the General Fund from the impact of the Great Recession. Staffing has mostly been restored for departments and service levels are stabilizing. As part of the City's Strategic Plan, the City started several initiatives to strengthen its financial sustainability these include:

- City-wide Community Survey on service levels
- Open and Transparent Budget with performance goals
- Impact Fee, Utility Rates, and SDC studies
- Updating financial policies to best practices
- Use of a ten-year forecast model to test sustainability of budget proposals

The City of Camas revenues have improved substantially with the accelerating housing construction which began in 2013 and has been building year over year. The pace of residential construction peaked during the global pandemic but as inflation grew and mortgage rates climbed, housing demand slowed dramatically. 2023 continues to reflect a real estate slowdown. Commercial activity has also slowed with planned projects appearing to be on hold.

Revenue for the City as it relates to new construction appears in waves. The first wave tends to be planning revenue and some permitting revenue. As developers ready their plans, there are regulatory processes and review processes for which the interested parties pay. The next wave once construction begins brings permitting and sales tax to the City. The final wave includes inspections and new construction value added to the City's property tax rolls, but once the home is built, the homeowner pays only property taxes which in theory increase approximately 1% per year.

Recessions have cycles and the forecast builds a mild downturn beginning in 2022. The forecast does not call for a deep recession but rather a general slowdown of growth we have seen in the last couple of years, which is anticipated to continue for a few more years. The City as part of its Strategic Plan is looking at ways to ensure more stability in a slowdown to ensure its citizens continue to receive the level of service to which they have grown accustomed. Overall, the City's fund balance has grown across the board, which helps preserve levels of service, but it is a short-term solution. The City looked at a number of options in preparing the 2023-2024 Budget to support a sustainable budget for the next ten years. These options were programmed into the forecast model to assist the City Council in consideration of options.

The options considered included:

- **Transportation Benefit District:** In this option, the City Council would have imposed a \$20 fee for vehicle license renewals. The revenues generated from this option would be used for street maintenance and in turn supplant current General Fund revenues to be used for other public services.
- **Utility Taxes:** Utility taxes are considered part of the "Three-Legged Stool" for revenue to fund general operations of a city in Washington State. Utility taxes are imposed on the utility business and not on individual utility customers. Cities are permitted to levy the utility tax upon the income of public and private utilities providing services within the boundaries of that city. In addition, cities may also levy taxes on revenues generated by the city's own utility both inside and outside the city limits. The City

Council considered options from 2%, 3%, and 6% on Water, Sewer, Stormwater, and Solid Waste. Currently, the City of Camas imposes a 3% utility tax on natural gas companies with the exception of the gas consumed by the City's industrial customers.

The City Council elected to pass Ordinance 22-024 establishing a 2% utility tax on City of Camas water, sewer, solid waste, and stormwater utilities. This tax is estimated to generate \$1,051,119 over the 2023-2024 biennium, or approximately \$500,000 a year. As a tradeoff to the resident, Council also decided to bank the 1% increase to property taxes which holds the General Fund tax levy to the same levy amount as 2022. The banking of the 1% allows Council the opportunity to increase a subsequent levy by the amount banked for 2023 in addition to that year's levy increase. It should be noted that the City Council did approve the 1% increase for 2023 for the City's Emergency Medical Levy.

## GENERAL FUND REVENUE TRENDS

### TAXES

The largest source of funds for the City of Camas General Fund is property taxes, almost 53% of the total revenues collected. From 1992-2013 (with the exception of four separate years), the City of Camas was limited by the City property tax rate cap of \$3.60/\$1,000. The cap limited the amount of property taxes the City could levy and in 2014 the City was allowed to use this bank capacity with the increase in assessed value. With a more robust economy, the City tax collections have improved. The forecast continues the robust growth driven by the new development of the North Shore of Lacamas Lake including Camas Meadows commercial and residential developments and the Grass Valley West project. It is anticipated in 2023-2024, the City will see a soft recession with new construction slowing down by 26% for 2023 and recovering with new commercial projects in 2024.

The next largest source of revenue to the City of Camas is sales and use tax which is driven by e-commerce, construction activity, and limited commercial activity in the City. In 2023, it is anticipated the City will see an additional \$400,000 a year for public safety. The City is projecting \$6.8 million in sales tax for 2023 and \$7.6 million for 2024. This forecast the economy improves in late 2023.

The 2023-2024 Budget also assumes utility tax collections of \$511,000 for 2023 and \$540,000 for 2024.

Overall, the City's taxes are the primary source of funding at approximately 66%. Taxes are stable but can be recession sensitive.

### LICENSES AND PERMITS

Licenses and permits for the City include:

- Building Permits
- Business Licenses
- Franchise Fees
- Animal Licenses
- Other non-business licenses and permits

The City's licenses and permits, specifically building permits, have increased dramatically beginning in 2013 and peaked in 2019. The permit revenue has grown from less than 3% of the General Fund revenue to 7%. This growth rate has helped to support general services of the City and to help with rebuilding service levels, but it is a volatile revenue source which is not sustainable. It does translate into new construction value for



property taxes, but is a one-time increase followed by 1% growth. It should be noted that the City anticipates housing growth to continue to slow into 2023 followed by a rebound beginning in 2024.

## **INTERGOVERNMENTAL REVENUE**

Intergovernment revenue is collected from the federal government, Washington State and affiliated agencies and other local governments. It includes grants as well as state shared revenue. Some of the larger sources of revenue include:

- Public Utility District Privilege Tax
- Liquor Board Profits and Liquor Excise Tax
- Fire Insurance Premium Tax
- Criminal Justice revenue
- Grants including traffic safety, Department of Ecology litter pick up, and ballistic vests

These revenues are typically dependent upon economic conditions and population counts. When the economy improves there is more revenue to “share” and some of the formulas are based on our population counts.

Given the current economic and political environment, the City is anticipating these revenues would hold steady at population levels and no new grant funding would be available.

## **CHARGES FOR SERVICES**

Fees for services are the second largest source of revenue after tax revenue. Revenues collected in this category include:

- Court fees
- Law Enforcement fees such as School Resource Officer
- Building fees such as inspection fees
- Planning fees including zoning and subdivision fees, plan check fees and shoreline fees
- Recreation fees such as recreation camps and lessons
- Engineering pass thru fees to developers
- Indirect charges for support services to other funds

These revenues are more stable in nature and have increased in recent years as the City rebalances how services are funded; for example, certain services such as engineering time for a subdivision should be fully paid for by the user, in this case a developer. Other services such as recreational programming are partially subsidized by the City, but users also pay a portion of the service. Likewise support services within the City such as payroll or technology services are charged to the user within the City. As a result, the user is more equitably paying for services consumed.

The forecast for these revenues shows an increase in 2023-2024 with development related revenues improving in 2024 and other revenues growing at a more modest growth rate with population and inflation increases in 2023-2024. As support services increased with salary and benefit inflation, the cost recovery of those costs begins in 2024. In addition, the 2023 Fee Schedule reflects a general inflation increase of 8% for most fees.

## FINES AND FORFEITURES

Fines and forfeitures are revenue collected by the Municipal Court as well as infractions penalties from the Police Department. These revenues include:

- Traffic Infractions
- Electronic Home Monitoring
- Other Criminal Traffic
- Driving Under the Influence
- Parking Infractions
- Other Criminal Non-Traffic
- Public Defender Costs

These revenues are regulated by the courts and the local allocation is determined by the State. Of the court revenue collected, the majority is allocated to the State, a portion to Clark County, a portion to Victim/Witness fund, and the rest to the City. The proportionate amount of each of these fines and fees varies in allocation percentages. Other variables which determine the amount collected are the general economy, number of officers on staff, and the court.

This revenue has been declining in recent years and is currently less than 1% of the General Fund revenues. The forecast for these revenues is based on population growth but may continue to decline with changes in court fee forgiveness for indigent offenders.

## MISCELLANEOUS REVENUE

Miscellaneous Revenue can fluctuate year to year and consists of revenue that cannot be anticipated.

Miscellaneous revenue can include:

- Investment interest
- Rentals for park facilities and housing
- Contributions from private contributors
- Private Grants
- Sales of City assets
- Forfeited or confiscated evidence

The City will budget for investment interest, rentals and known grants or contributions. The rest of the revenue is treated as windfall income. Therefore, the forecast is conservative with only a modest inflation increase.

## GENERAL FUND EXPENDITURE TRENDS

The City's expenditures have grown with inflation for the most part. Payroll is 89% of the City's General Fund expenditures and with a status quo service delivery model this is to be expected. The exceptions were 2014, 2017, 2019, 2022, and 2023.

In 2014, the City approved a budget which incorporated:

- use of property tax banked capacity to be used for street preservation
- merged fire protection services with the City of Washougal
- invested in technology
- increased parks and cemetery maintenance with additional seasonal help
- filled vacant positions



In 2017, the City budget included:

- rolled forward unused street preservation budget from 2016
- began more targeted effort at preventative maintenance in parks and parks facilities
- developing a City Strategic Plan
- conducting a City-wide Community Survey
- performing a salary study
- initiating union contract negotiations for all five unions
- procuring engineering professional services
- utilizing County services for weed control

In 2019, the City's budget included:

- additional five fire personnel paid partially by the City of Washougal
- new large capital equipment purchases
- hiring of new engineers
- reclasses and retirement payouts

In 2022, the City approved a budget with included:

- the implementation of a city-wide enterprise resource planning system (ERP) contract for \$3.4 million over five years
- backfilling necessary positions with the ERP implementation, retirements, and long-term leave positions
- Police and Fire contracts approved with retroactive pay

For the 2023-2024 Budget, the City anticipates expenditures will continue to grow with inflation and population requirements for service delivery of existing services. The forecast assumes inflation forecasts of approximately 8% for 2023 and 4% for 2024.

As with any forecast, this forecast will evolve over time, but with the City's dynamic changes the forecast cycle may need to be revisited more often due to changes such as the rate of housing construction, City infrastructure construction and associated operating costs, and union negotiations. It may change also as the City Council begins to implement a more priority-based budgeting approach and moves to an updated Strategic Plan.

## BUDGET SUMMARY

Fund	Projected Beginning Fund Balance	2023-2024 Revenues	2023-2024 Appropriation	Projected Ending Fund Balance	Change in Fund Balance
General	15,435,891	69,502,819	75,617,100	9,321,610	(6,114,281)
City Street	1,288,215	9,356,644	8,674,462	1,970,397	682,182
American Rescue Plan Act (ARPA)	6,236,616	75,001	6,311,617	-	(6,236,616)
Tree Fund	15,580	204	-	15,784	204
C/W Fire and EMS	2,251,230	34,716,664	36,616,903	350,991	(1,900,239)
Lodging Tax	59,634	48,028	65,000	42,662	(16,972)
Cemetery	215,904	571,615	585,532	201,987	(13,917)
Limited G.O. Bond Debt Service	-	6,540,138	6,540,138	-	-
Real Estate Excise Tax Capital	15,047,340	10,723,608	14,923,573	10,847,375	(4,199,965)
Park Impact Fee Capital	3,851,009	4,564,291	2,216,008	6,199,292	2,348,283
Transportation Impact Fee Capital	3,662,476	2,592,011	2,460,214	3,794,273	131,797
Fire Impact Fee	1,445,418	544,452	1,230,927	758,943	(686,475)
NW 38th Ave Phase 3 Construction	-	6,100,400	6,100,400	-	-
Facilities Capital	1,502,473	8,633,883	8,633,883	1,502,473	-
Legacy Lands Project	5,915,535	21,304	150,000	5,786,839	(128,696)
Storm Water Utility	3,172,862	4,787,487	7,170,142	790,207	(2,382,655)
City Solid Waste	4,019,129	6,885,529	6,095,491	4,809,167	790,038
Water-Sewer	13,843,246	32,413,055	41,170,153	5,086,148	(8,757,098)
Water-Sewer Capital Projects	-	9,710,000	9,710,000	-	-
North Shore Sewer Construction	245,340	-	-	245,340	-
2019 Water Construction Projects	6,236,979	-	-	6,236,979	-
Water-Sewer Capital Reserve	16,177,490	5,560,114	9,650,000	12,087,604	(4,089,886)
Water-Sewer Bond Reserve	1,724,690	10,747	-	1,735,437	10,747
Equipment Rental	2,606,394	4,860,637	5,522,333	1,944,698	(661,696)
Firefighter's Pension	1,140,609	17,679	187,049	971,240	(169,370)
Retiree Medical	13,371	317,111	318,120	12,362	(1,009)
LEOFF 1 Disability Board	467,345	355,278	448,241	374,382	(92,963)
<b>Total 2023-2024 Budget</b>	<b>\$ 106,574,777</b>	<b>\$ 218,908,699</b>	<b>\$ 250,397,285</b>	<b>\$ 75,086,190</b>	<b>\$ (31,488,587)</b>

## SUMMARY OF REVENUES, EXPENDITURES, AND FUND BALANCE

	General Fund	Special Revenue Funds	Debt Funds	Capital Funds	Enterprise Funds	Internal Support Funds	Reserve Funds	Total
Estimated Beginning Fund Balance 1/1/2023	15,435,891	10,067,179		31,424,252	45,419,736	2,606,394	1,621,325	106,574,777
<b>Revenues</b>								
Taxes	47,070,681	5,339,346		8,291,431				60,701,458
Licenses and Permits	2,377,897	232,143						2,610,040
Intergovernmental	1,494,146	2,347,145		5,098,400				8,939,691
Charges for Services	11,948,036	14,447,085		7,420,389	48,408,233	4,837,586		87,061,329
Fines and Forfeitures	278,950	24,420						303,370
Miscellaneous Revenue	723,883	139,678		596,846	909,060	23,051	24,817	2,417,335
Non-Revenues				9,964,000				9,964,000
Transfers	5,609,226	22,238,339	6,540,138	1,808,883	10,049,639		665,251	46,911,476
Total Revenue	69,502,819	44,768,156	6,540,138	33,179,949	59,366,932	4,860,637	690,068	218,908,699
Total Available Resources	84,938,710	54,835,335	6,540,138	64,604,201	104,786,668	7,467,031	2,311,393	325,483,476
<b>Expenditures</b>								
Salaries and Benefits	37,569,435	32,028,360			12,818,823	1,412,942	766,361	84,595,921
Supplies and Services	13,796,988	7,914,568		521,730	17,342,260	1,417,441	7,177	41,000,164
Intergovernmental	1,900,269	447,624			1,743,495			4,091,388
Capital	2,799,697	5,081,586		24,734,283	23,180,000	2,691,950		58,487,516
Debt Service			6,540,138		8,770,682			15,310,820
Transfers	19,550,711	6,781,376		10,458,992	9,940,526		179,871	46,911,476
Total Expenditures	75,617,100	52,253,514	6,540,138	35,715,005	73,795,786	5,522,333	953,409	250,397,285
Estimated Ending Fund Balance	9,321,610	2,581,821		28,889,196	30,990,882	1,944,698	1,357,984	75,086,191
Total Expenditures and Reserve Balance	84,938,710	54,835,335	6,540,138	64,604,201	104,786,668	7,467,031	2,311,393	325,483,476

## BUDGETED REVENUE SUMMARY

Fund/Dept Revenue Source	2021 Actual	2022 Projected	2023 Budget	2024 Budget	Notes
<b>General Fund</b>					
Taxes	20,238,071	21,197,879	22,673,611	24,397,070	Pub Saf Sales Tax, Utility Tax 2%, Prop Tax 1% banked
Licenses/Permits	1,289,798	743,998	750,246	1,627,651	Slower Residential Growth, commercial growth 2025
Intergovernmental	883,892	744,994	734,614	759,532	Status quo state shared revenues
Charges for Services	5,204,720	4,953,113	5,284,127	6,663,909	Commercial growth construction fees
Fines/Forfeiture	131,698	130,486	135,705	143,245	Change in state laws
Misc. Revenue	401,683	478,627	357,571	366,312	Status quo rentals and lower interest income
Transfer from other funds		227,607	2,589,379	3,019,847	ARPA projects
<b>Total General Fund</b>	<b>\$ 28,149,862</b>	<b>\$ 28,476,704</b>	<b>\$ 32,525,253</b>	<b>\$ 36,977,566</b>	
<b>Special Revenue Funds</b>					
<b>Street Fund</b>					
Intergovernmental	516,281	546,597	562,440	582,125	Status quo Motor Vehicle Gax Tax
Misc. Revenue	34,767	12,262	12,028	12,249	No budget for insurance recovery
Transfer from other funds	2,357,331	3,884,627	3,664,182	4,523,620	Preservation, ARPA & GF Subsidy
<b>Total Street Fund</b>	<b>\$ 2,908,379</b>	<b>\$ 4,443,486</b>	<b>\$ 4,238,650</b>	<b>\$ 5,117,994</b>	
<b>ARPA</b>					
Intergovernmental	3,411,447	3,411,446			ARPA Stimulus Funds
Misc. Revenue	9,208	35,351	36,765	38,236	Status quo interest income
<b>Total ARPA Fund</b>	<b>\$ 3,420,655</b>	<b>\$ 3,446,797</b>	<b>\$ 36,765</b>	<b>\$ 38,236</b>	
<b>Tree Fund</b>					
Misc. Revenue	140	95	100	104	Status quo interest income
<b>Total Tree Fund</b>	<b>\$ 140</b>	<b>\$ 95</b>	<b>\$ 100</b>	<b>\$ 104</b>	
<b>C/W Fire and EMS Fund</b>					
Taxes	2,356,877	2,463,518	2,554,113	2,737,956	Slower resident w/ higher commercial 2024
Licenses/Permits	81,584	82,444	70,968	161,175	Residential construction slows
Intergovernmental	680,344	863,018	601,290	601,290	GEMT
Charges for Services	5,334,154	5,596,506	6,873,085	7,405,495	Washougal's share adjustment
Fines/Forfeiture	251	12,109	12,000	12,420	Post COVID-19
Misc. Revenue	89,744	107,775	17,966	18,369	Private contribution 2021
Fund Transfer In	3,590,358	4,011,775	6,168,327	7,482,210	Camas transfers from ARPA, REET, FIF
<b>Total CWFD Fund</b>	<b>\$ 12,133,312</b>	<b>\$ 13,137,145</b>	<b>\$ 16,297,749</b>	<b>\$ 18,418,915</b>	
<b>Lodging Tax Fund</b>					
Taxes	21,411	22,611	23,289	23,988	Vacation rentals
Misc. Revenue	389	354	368	383	Status quo interest income
<b>Total Lodging Tax Fund</b>	<b>\$ 21,800</b>	<b>\$ 22,965</b>	<b>\$ 23,657</b>	<b>\$ 24,371</b>	
<b>Cemetery Fund</b>					
Charges for Services	99,518	80,758	82,803	85,702	Trends and fee increases
Misc. Revenue	3,634	1,509	1,540	1,570	Grant in 2021
Fund Transfer In	200,000	200,000	200,000	200,000	Transfer from General Fund
<b>Total Cemetery Fund</b>	<b>\$ 303,152</b>	<b>\$ 282,267</b>	<b>\$ 284,343</b>	<b>\$ 287,272</b>	
<b>Debt Funds</b>					
<b>Unlimited GO Debt Service Fund</b>					
Taxes	5,894	-	-		2020 last yr of levy and debt payments
<b>Total ULTGO Debt Srv Fund</b>	<b>\$ 5,894</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	

Fund/Dept Revenue Source	2021 Actual	2022 Projected	2023 Budget	2024 Budget	Notes
<b>Limited Debt Service Fund</b>					
Fund Transfer In	10,565,513	3,362,693	3,372,843	3,167,295	Based on DS schedules
Total Debt Service Fund	\$ 10,565,513	\$ 3,362,693	\$ 3,372,843	\$ 3,167,295	
<b>Capital Fund</b>					
<b>Real Estate Excise Tax Fund</b>					
Taxes	4,049,990	3,911,420	4,065,094	4,226,337	Improving real estate market in 2024
Intergovernmental	2,215,191	275,613	212,000	-	State Grant for Bridge and RCO Grant 2021-2022
Misc. Revenue	4,696,911	156,731	146,127	149,050	2023 LTGO Bond
Fund Transfer In	239,899	236,423	175,000	-	Matching funds in 2021-2022
Non-Revenues			1,750,000		
Total REET Fund	\$ 11,201,991	\$ 4,580,187	\$ 6,348,221	\$ 4,375,387	
<b>Park Impact Fee Fund</b>					
Charges for Services	1,265,530	1,551,092		3,032,327	Multi-Family Development and slowing of new constr.
Misc. Revenue	51,865	95,508	97,418	99,366	Status quo interest revenue
Transfer from other funds	3,551	2,088			
Total PIF Fund	\$ 1,320,946	\$ 1,648,688	\$ 1,432,598	\$ 3,131,693	
<b>Transportation Impact Fee Fund</b>					
Charges for Services	1,948,332	897,594	772,649	1,754,763	Multi-Family Development and slowing of new constr.
Misc. Revenue	34,974	30,806	31,854	32,745	Status quo interest income
Total TIF Fund	\$ 1,983,306	\$ 928,400	\$ 804,503	\$ 1,787,508	
<b>Fire Impact Fee Fund</b>					
Charges for Services	161,414	186,617	160,640	364,830	Multi-Family Development and slowing of new constr.
Misc. Revenue	10,547	9,213	9,397	9,585	Status quo interest income
Total FIF Fund	\$ 171,961	\$ 195,830	\$ 170,037	\$ 374,415	
<b>NW 38th Ave Phase 3 Construction</b>					
Intergovernmental	334,761	513,000	4,886,400		State Grant
Fund Transfer In	71,534	38,428	-	-	Transfers from TIF and General Fund
Non-Revenues	-		1,214,000		2023 LTGO Bond
Total NW 38th Ave Ph3 Fund	\$ 406,295	\$ 551,428	\$ 6,100,400	\$ -	
<b>Facilities Capital Fund</b>					
Fund Transfer In	2,500		1,033,883	600,000	Transfers from REET and General Fund
Non-Revenues	1,511,776		7,000,000		2023 LTGO
Total Facilities Capital Fund	\$ 1,514,276	\$ -	\$ 8,033,883	\$ 600,000	
<b>Legacy Lands Project Fund</b>					
Misc. Revenue	3,514	10,042	10,443	10,861	Interest Earnings
Total Legacy Lands Fund	\$ 3,514	\$ 10,042	\$ 10,443	\$ 10,861	
<b>Enterprise Funds</b>					
<b>Storm Water Fund</b>					
Intergovernmental	61,855	53,694			State Grants
Charges for Services	1,921,563	2,008,748	2,212,460	2,458,593	Rate Model and increase in Population
Misc. Revenue	26,715	20,526	41,404	42,232	Status quo interest earnings
Transfer from other funds	19,707	27,495	20,376	12,422	ARPA funding
Total Storm Drainage Fund	\$ 2,029,840	\$ 2,110,463	\$ 2,274,240	\$ 2,513,247	

Fund/Dept Revenue Source	2021 Actual	2022 Projected	2023 Budget	2024 Budget	Notes
<b>Solid Waste Fund</b>					
Charges for Services	3,036,429	3,121,159	3,266,371	3,465,211	Rate Increase 2.5% + Population
Misc. Revenue	28,624	24,748	25,242	25,747	Status quo interest earnings
Transfer from other funds		42,160	63,962	38,996	ARPA funding
<b>Total Solid Waste Fund</b>	<b>\$ 3,065,053</b>	<b>\$ 3,188,067</b>	<b>\$ 3,355,575</b>	<b>\$ 3,529,954</b>	
<b>Water/Sewer Fund</b>					
Charges for Services	15,451,086	14,546,376	15,345,265	16,338,161	Rate Model and increase in population
Misc. Revenue	397,339	253,055	260,320	265,426	Status quo interest earnings
Non-Revenues	42,016	1,236			
Transfer from other funds	11,042	90,393	126,661	77,222	ARPA funding
<b>Total Water/Sewer Fund</b>	<b>\$ 15,901,483</b>	<b>\$ 14,891,060</b>	<b>\$ 15,732,246</b>	<b>\$ 16,680,809</b>	
<b>Water/Sewer Construction Fund</b>					
Misc. Revenue	80	-			
Transfer from other funds	265,057	443,886	1,210,000	8,500,000	SDC Contributions & Rates
<b>Total W/S Capital Fund</b>	<b>\$ 265,137</b>	<b>\$ 443,886</b>	<b>\$ 1,210,000</b>	<b>\$ 8,500,000</b>	
<b>2019 Water Projects Constr Fund</b>					
Misc. Revenue	25,811	26,222	-		
Transfer from other funds	22,039	6,620			
<b>Total 2019 Water Projects</b>	<b>\$ 47,850</b>	<b>\$ 32,842</b>	<b>-</b>	<b>-</b>	
<b>Water/Sewer Capital Reserve Fund</b>					
Charges for Services	3,455,163	1,416,962	2,622,332	2,699,840	Multi-Family Development and slowing of new constr.
Misc. Revenue	131,705	113,799	117,213	120,729	Status quo interest earnings
<b>Total W/S Cap. Fund</b>	<b>\$ 3,586,868</b>	<b>\$ 1,530,761</b>	<b>\$ 2,739,545</b>	<b>\$ 2,820,569</b>	
<b>Water/Sewer Bond Reserve Fund</b>					
Misc. Revenue	2,880	5,140	5,294	5,453	
<b>Total W/S Bond Res. Fund</b>	<b>\$ 2,880</b>	<b>\$ 5,140</b>	<b>\$ 5,294</b>	<b>\$ 5,453</b>	
<b>Internal Support Funds</b>					
<b>Equipment Rental Fund</b>					
Charges for Services	1,591,957	1,958,449	2,388,659	2,448,927	Updated ERR model
Misc. Revenue	(14,905)	11,025	11,355	11,696	Status quo interest earnings
<b>Total ERR Fund</b>	<b>\$ 1,577,052</b>	<b>\$ 1,969,474</b>	<b>\$ 2,400,014</b>	<b>\$ 2,460,623</b>	
<b>Reserve Funds</b>					
<b>Firefigher's Pension Fund</b>					
Misc. Revenue	11,435	8,455	8,709	8,970	Status quo interest earnings
<b>Total Firemen's Pension Fund</b>	<b>\$ 11,435</b>	<b>\$ 8,455</b>	<b>\$ 8,709</b>	<b>\$ 8,970</b>	
<b>Retiree Medical Fund</b>					
Misc. Revenue	459	49	50	52	Status quo interest earnings
Fund Transfer In	127,583	130,135	156,162	160,847	Increasing medical costs
<b>Total Retiree Medical Fund</b>	<b>\$ 128,042</b>	<b>\$ 130,184</b>	<b>\$ 156,212</b>	<b>\$ 160,899</b>	
<b>LEOFF 1 Disability Board</b>					
Misc. Revenue	4,952	3,365	3,466	3,570	Status quo interest earnings
Transfer from other funds	157,124	166,551	171,548	176,694	
<b>Total LEOFF 1 Disability Fund</b>	<b>\$ 162,076</b>	<b>\$ 169,916</b>	<b>\$ 175,014</b>	<b>\$ 180,264</b>	



## BUDGETED EXPENDITURES SUMMARY

Fund/Dept Expenditure Type	2021 Actual	2022 Projected	2023 Budget	2024 Budget	Notes
<b>General Fund</b>					
Salaries and Benefits	13,213,867	14,321,894	18,077,904	19,491,531	Filled vacant positions, 2 new positions, seasonals
Supplies and Services	4,236,012	5,406,332	7,025,634	6,771,354	ERP system, planning contracts,
Intergovernmental	792,516	759,678	919,764	980,505	Increases from Clark Co. and State
Capital	231,633	177,165	1,866,231	933,466	Tech proj, park rehab projects, vehicles
Transfers to other funds	6,578,427	7,530,033	9,439,190	10,111,521	Support for additional firefighters
<b>Total General Fund</b>	<b>\$ 25,052,455</b>	<b>\$ 28,195,102</b>	<b>\$ 37,328,723</b>	<b>\$ 38,288,377</b>	
<b>Special Revenue Funds</b>					
<b>Street Fund</b>					
Salaries and Benefits	746,367	772,844	1,123,971	1,167,192	Positions filled, seasonals
Supplies and Services	996,565	1,236,567	1,449,753	1,545,763	Transportation Plan, ERP
Intergovernmental	37,097	17,358	40,599	41,573	Striping Program
Capital	404,892	2,715,701	1,338,302	1,583,430	Preservation Prog,
Transfers to other funds	-	188,204	192,103	191,776	Debt Service, Retiree Medical
<b>Total Street Fund</b>	<b>\$ 2,184,921</b>	<b>\$ 4,930,674</b>	<b>\$ 4,144,728</b>	<b>\$ 4,529,734</b>	
<b>ARPA Fund</b>					
Supplies and Services	80,606	787			
Transfers to other funds		549,443	3,119,288	3,192,329	
<b>Total ARPA Fund</b>	<b>\$ 80,606</b>	<b>\$ 550,230</b>	<b>\$ 3,119,288</b>	<b>\$ 3,192,329</b>	
<b>Tree Fund</b>					
Supplies and Services					
<b>Total Tree Fund</b>					
<b>C/W Fire and EMS Fund</b>					
Salaries and Benefits	10,043,765	12,171,445	14,529,644	14,931,251	
Supplies and Services	1,831,140	1,932,367	2,309,007	2,310,815	
Intergovernmental	139,748	161,225	180,559	184,893	CRESA rates
Capital	214,309	17,926	343,000	1,741,854	Ambulance and Engines
Transfer to other funds	41,342	41,378	42,905	42,975	
<b>Total CWFD Fund</b>	<b>\$ 12,270,304</b>	<b>\$ 14,324,341</b>	<b>\$ 17,405,115</b>	<b>\$ 19,211,788</b>	
<b>Lodging Tax Fund</b>					
Supplies and Services	5,024	16,000	35,000	30,000	Effort to reduce fund balance from COVID
<b>Total Lodging Tax Fund</b>	<b>\$ 5,024</b>	<b>\$ 16,000</b>	<b>\$ 35,000</b>	<b>\$ 30,000</b>	
<b>Cemetery Fund</b>					
Salaries and Benefits	121,200	132,171	136,030	140,272	
Supplies and Services	67,333	83,211	115,726	118,504	
Capital		80,000	37,500	37,500	
<b>Total Cemetery Fund</b>	<b>\$ 188,533</b>	<b>\$ 295,382</b>	<b>\$ 289,256</b>	<b>\$ 296,276</b>	
<b>Debt Fund</b>					
<b>Limited GO Debt Service Fund</b>					
Principal	2,880,724	2,911,975	1,923,948	1,773,115	
Interest	1,367,498	956,762	1,448,895	1,394,180	
<b>Total ULTGO Debt Srv Fund</b>	<b>\$ 4,248,222</b>	<b>\$ 3,868,737</b>	<b>\$ 3,372,843</b>	<b>\$ 3,167,295</b>	

Fund/Dept Expenditure Type	2021 Actual	2022 Projected	2023 Budget	2024 Budget	Notes
<b>Capital Fund</b>					
<b>Real Estate Excise Tax Fund</b>					
Supplies and Services	39,528	15,984	257,010	264,720	
Capital	6,106,738	838,976	5,375,000	3,975,000	
Transfers to other funds	1,251,688	447,725	2,320,745	2,731,098	
Total REET Fund	\$ 7,397,954	\$ 1,302,685	\$ 7,952,755	\$ 6,970,818	
<b>Park Impact Fee Fund</b>					
Capital	4,690	44,996	500,000	-	
Transfers to other funds	1,836,588	843,491	871,952	844,056	Lacamas Lodge and North Shore Debt Service
Total PIF Fund	\$ 1,841,278	\$ 888,487	\$ 1,371,952	\$ 844,056	
<b>Transportation Impact Fee Fund</b>					
Transfers to other funds	1,007,786	1,351,183	1,105,068	1,355,146	Debt Service for Transportation and Lake and Sierra Intersection
Total TIF Fund	\$ 1,007,786	\$ 1,351,183	\$ 1,105,068	\$ 1,355,146	
<b>Fire Impact Fee Fund</b>					
Transfers to other funds		-	360,000	870,927	Payment for Fire Apparatus and eqpmt
Total FIF Fund		\$ -	\$ 360,000	\$ 870,927	
<b>NW 38th Ave Phase 3 Construction</b>					
Capital	416,801	1,279,000	6,100,400	-	Construction of Phase 3 of 38th Ave.
Total NW 38th Ave Ph 3 Fund	\$ 416,801	\$ 1,279,000	\$ 6,100,400	\$ -	
<b>Facilities Capital Fund</b>					
Capital	19,796	1,739,874	4,533,883	4,100,000	Facilities Assessment Priority Projects
Total Facilities Capital Fund	\$ 19,796	\$ 1,739,874	\$ 4,533,883	\$ 4,100,000	
<b>Legacy Lands Project Fund</b>					
Capital	6,325,137	500,000	150,000		Legacy Lands Master Plan
Total Legacy Lands Fund	\$ 6,325,137	\$ 500,000	\$ 150,000		
<b>Enterprise Funds</b>					
<b>Storm Water Fund</b>					
Salaries and Benefits	687,411	647,735	1,179,002	1,222,689	
Supplies and Services	752,166	776,998	863,478	828,957	
Intergovernmental	93,257	54,234	100,799	103,218	
Capital	631,911	95,047	759,000	2,000,000	
Debt Service Payments	26,352	66,383	56,640	56,359	
Total Storm Water Fund	\$ 2,191,097	\$ 1,640,397	\$ 2,958,919	\$ 4,211,223	
<b>Solid Waste Fund</b>					
Salaries and Benefits	492,549	557,550	676,425	699,607	
Supplies and Services	2,062,760	1,839,904	2,153,193	2,294,194	
Capital					
Intergovernmental	128,279	131,652	131,119	140,953	
Total Solid Waste Fund	\$ 2,683,588	\$ 2,529,106	\$ 2,960,737	\$ 3,134,754	

Fund/Dept Expenditure Type	2021 Actual	2022 Projected	2023 Budget	2024 Budget	Notes
<b>Water/Sewer Fund</b>					
Salaries and Benefits	2,720,329	2,939,863	4,434,351	4,606,749	
Supplies and Services	4,702,694	5,067,627	5,548,811	5,653,627	
Intergovernmental	559,788	588,337	626,189	641,217	
Capital	633,779	643,815	3,561,000	7,150,000	
Debt Service Payments	1,792,656	3,933,317	4,331,497	4,326,186	Debt Service Schedules
Transfers to other funds	261,273	1,025,294	262,353	28,173	
Total Water/Sewer Fund	\$ 10,670,519	\$ 14,198,253	\$ 18,764,201	\$ 22,405,952	
<b>W/S Capital Projects Fund</b>					
Capital	577,534	1,480,000	1,210,000	8,500,000	
Total W/S Capital Projects	\$ 577,534	\$ 1,480,000	\$ 1,210,000	\$ 8,500,000	
<b>North Shore Sewer Construction Project</b>					
Capital	209,569	420,503	-		Lacamas Creek Pump Station, WWTP Gravity Thickener Project
Total North Shore Construction	\$ 209,569	\$ 420,503	\$ -	\$ -	
<b>2019 Water Construction Projects</b>					
Capital	1,286,642	1,860,000	-	-	
Total 2019 Water Projects	\$ 1,286,642	\$ 1,860,000	\$ -	\$ -	
<b>Water/Sewer Capital Reserve Fund</b>					
Transfers to other funds	-	-	1,150,000	8,500,000	
Total W/S Cap. Fund	\$ -	\$ -	\$ 1,150,000	\$ 8,500,000	
<b>Water/Sewer Bond Reserve Fund</b>					
Transfers to other funds	-	-	-	-	
Total W/S Bond Res. Fund	\$ -	\$ -	\$ -	\$ -	
<b>Internal Support Funds</b>					
<b>Equipment Rental Fund</b>					
Salaries and Benefits	510,927	582,732	693,488	719,454	Mechanic FTE
Supplies and Services	893,340	588,594	700,317	717,124	Improvements, Technology and Equipment
Capital	507,932	52,825	2,110,318	581,632	Replacement Schedule
Total ERR Fund	\$ 1,912,199	\$ 1,224,151	\$ 3,504,123	\$ 2,018,210	
<b>Reserve Funds</b>					
<b>Firefighter's Pension Fund</b>					
Professional Services	-	3,500	3,546	3,631	
Transfers to other funds	81,898	76,896	88,719	91,152	
Total FF Pension Fund	\$ 81,898	\$ 80,396	\$ 92,265	\$ 94,783	
<b>Retiree Medical Benefits Fund</b>					
Salary and Benefits	149,982	152,145	156,709	161,411	
Total Retiree Medical Fund	\$ 149,982	\$ 152,145	\$ 156,709	\$ 161,411	
<b>LEOFF 1 Disability Board</b>					
Salary and Benefits	169,437	191,445	217,593	230,648	
Total LEOFF 1 Disability Fund	\$ 169,437	\$ 191,445	\$ 217,593	\$ 230,648	



## Section III: Budgets by Fund



General Fund . . . .	47
Special Revenue Funds . . . .	118
Debt Service Funds . . . .	141
Capital Funds . . . .	151
Enterprise Funds . . . .	168
Internal Service Funds . . . .	190
Fiduciary Funds . . . .	196



## General Fund Summary

The purpose of the General Fund is to provide for traditional government programs such as: Police, Fire, Public Works, Community Development, and General Administration. The primary source of funding for these general services are taxes such as property taxes, sales taxes, and fees for service which is over 92% of the General Fund revenue. The expenditures in the General Fund currently support approximately 140 FTEs. The largest function the General Fund supports is Law Enforcement, which is approximately 21% of the expenditures in the 2023-2024 Biennial Budget followed by Fire Protection with 15% of the expenditures.

General Fund	2023	2024
<b>Beginning Balance</b>	\$ 15,435,891	\$ 10,632,423
<b>Revenues</b>	\$ 32,525,253	\$ 36,977,566
<b>Expenditures</b>	\$ 37,328,722	\$ 38,288,376
<b>Ending Balance</b>	\$ 10,632,422	\$ 9,321,613



*The General Fund includes the Camas Public Library, whose staff are seen here during preschool story time*

## REVENUES

The General Fund is primarily supported by taxes, with approximately two-thirds of the revenue from this source. The remaining third consists of combined revenues from all other minor resources. Tax resources are a stable source of revenue for the City. Camas is fortunate to have a strong industrial assessed value which offsets the lower sales tax and low utility taxes.

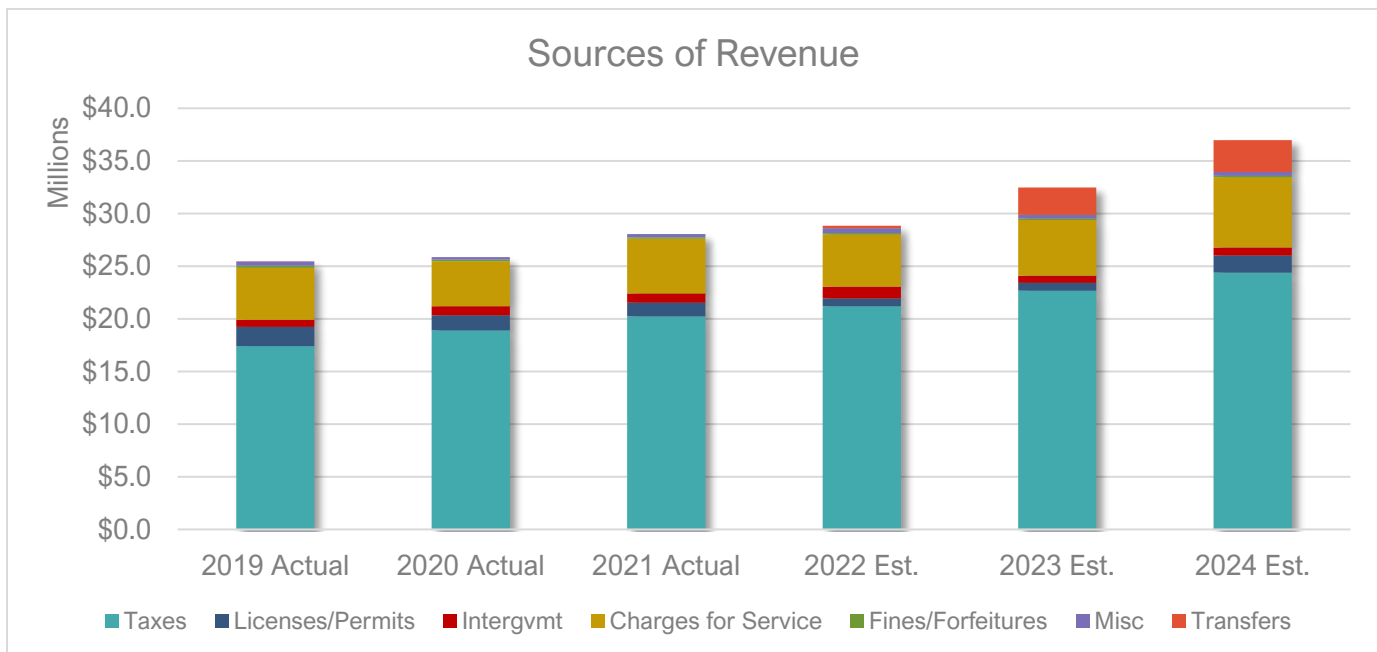
Licenses and permits are collected according to the City's adopted fees. The City reviews the permit and license fees and modifies the charges when necessary, in order to collect sufficient revenue to provide the needed services. Building permits are expected to continue to decrease following the pandemic, supply chain shortages, and possible economic downturn.

State funding is expected to remain status quo due to fiscal constraints at the state level, with state shared revenues remaining stable in the biennium.

Moderate population growth will impact projects for charges for services. As the City's population grows general fees and law and justice fees increase proportionately.

Interest revenue is expected to increase moderately over the biennium due to higher fund balances available for the City to invest. The City anticipates fund balance reserves will continue to exceed policy levels.

Overall, the General fund revenues are anticipated to be somewhat status quo into the biennium due to a slowing of the real estate market. The projected revenue model is conservative given the recent economic events.



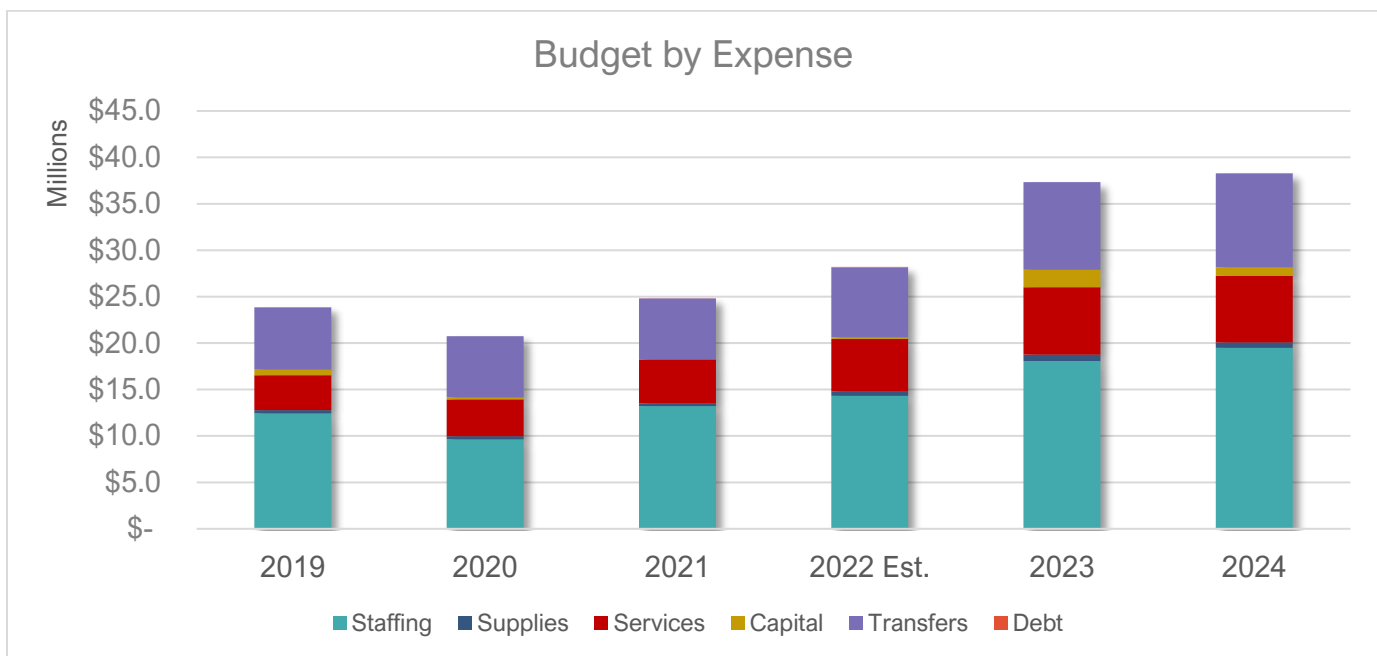


## PROGRAMS

Programs supported by the General Fund are primarily Public Safety which includes Law Enforcement, Fire Protection, and Judicial. Other areas include Community Development, Support Services, Parks and Recreations and Library. Support Services include Executive, Finance, Administrative Services and Information Services. The General Fund subsidizes street maintenance and cemetery services from property taxes.

## EXPENDITURES

The largest expenditures paid by the General Fund are salaries and benefits which are about 50% of the General Fund budget. Services include activities such as utilities, advertising, communication, and building maintenance. Transfers from the General Fund support programs such as Fire Protection, Streets maintenance, and the Cemetery maintenance.

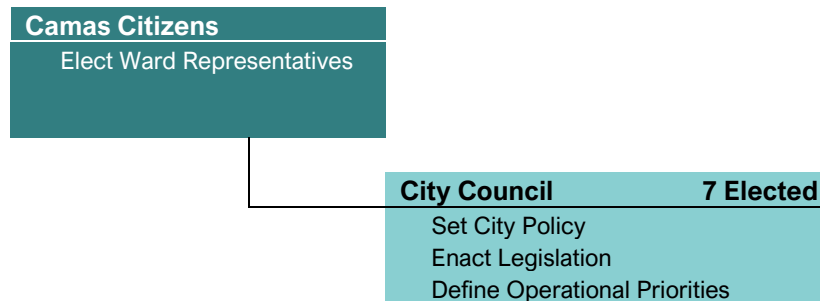


# General Fund: Legislative – City Council

## PURPOSE

Determines policy as it relates to all city functions and activities, enacts ordinances and resolutions, and reviews certain appointments of the Mayor.

## FUNCTIONS



\*Staff that assist with legislative process are reflected in the Administrative Services organization chart, but are partially budgeted in legislative.

## KEY ACCOMPLISHMENTS IN 2021 – 2022

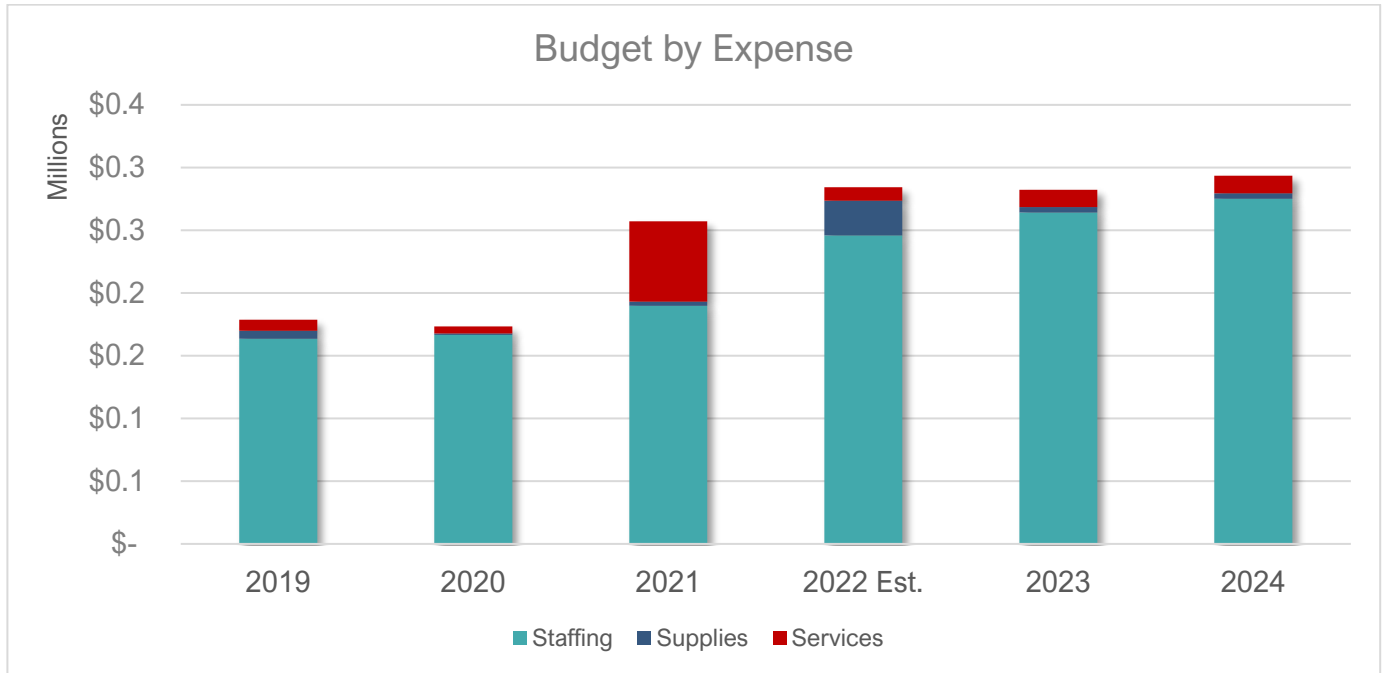
- Provided legislative policy direction for the City

## GOALS AND NEW INITIATIVES IN 2023 – 2024

- Continue fiduciary oversight of the City's assets, resources, and budget
- Continue working toward a diversified revenue strategy
- Continue work to prioritize service levels

## BUDGET CHANGES

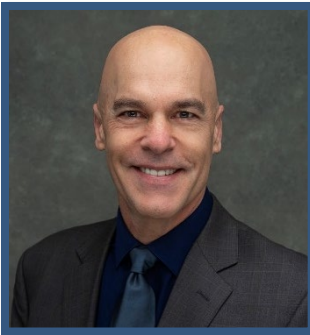
There were no significant budget changes for the Legislative Department in this biennium.



## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
Salaries And Wages	128,626	134,395	155,258	199,503	213,377	222,466
Legislative Intern	3,882	736	1,315		5,200	5,720
Overtime	81					
<b>Salaries</b>	<b>132,589</b>	<b>135,131</b>	<b>156,573</b>	<b>199,503</b>	<b>218,577</b>	<b>228,186</b>
Personnel Benefits	30,546	31,382	33,145	46,417	44,089	45,185
Intern Benefits	377	69	123		1,560	1,716
<b>Benefits</b>	<b>30,923</b>	<b>31,452</b>	<b>33,268</b>	<b>46,417</b>	<b>45,649</b>	<b>46,901</b>
Operating Supplies	6,356	872	2,693	27,670	4,296	4,399
COVID-19 Supplies		321	535			
<b>Supplies</b>	<b>6,356</b>	<b>1,194</b>	<b>3,228</b>	<b>27,670</b>	<b>4,296</b>	<b>4,399</b>
Advertising	4,481	3,682	4,277	4,380	4,410	4,516
Professional Ser	130	392	56,200		500	500
Communication	138	107	105	1,356	1,368	1,401
Travel	2,609	57	165	970	1,850	1,895
Insurance	1,441	1,376	3,295	4,020	5,629	5,764
Miscellaneous	3					
<b>Services</b>	<b>8,801</b>	<b>5,615</b>	<b>64,042</b>	<b>10,726</b>	<b>13,757</b>	<b>14,075</b>
<b>Total Legislative</b>	<b>\$ 178,668</b>	<b>\$ 173,391</b>	<b>\$ 257,111</b>	<b>\$ 284,317</b>	<b>\$ 282,279</b>	<b>\$ 293,561</b>
<i>Budget Change</i>	8.9%	-3.0%	48.3%	10.6%	-0.7%	4.0%

## General Fund: Executive – Mayor and Administrator



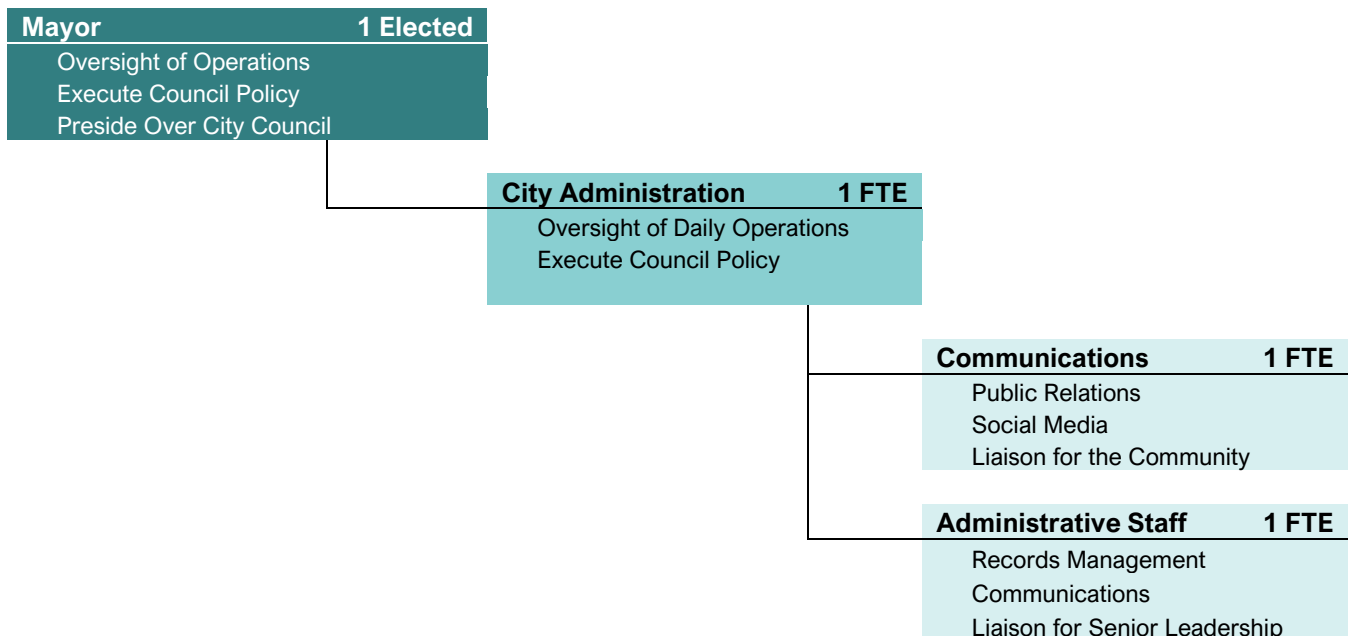
**Doug Quinn**  
City Administrator

- 33 Years in the Public Sector
- 13 Years with the City of Camas

### PURPOSE

The Executive Department which houses the Mayor, City Administrator, Communications Director and Mayor's Executive Assistant is responsible for directing and coordinating the activities of the City departments. This includes carrying out Council policies, directing day-to-day operations and communications, both internally and externally.

### FUNCTIONS



## KEY ACCOMPLISHMENTS IN 2021 – 2022

- Hired key leadership positions, including IT Director, Fire Chief, Community Development Director, and City Administrator
- Continued building up public engagement with the community, including launching a quarterly newsletter, filming monthly Mayor's updates, and using the Engage Camas platform to both inform and conduct dialogue with the community about large City projects
- Hire and train a new Court Clerk

## GOALS AND NEW INITIATIVES IN 2023 – 2024

- Economic Development – Work to recruit, retain and grow local businesses.
- Continue and improve on communication/engagement with Public
- Continue to define and work on critical and future needs for the City, along with a funding mechanism
- Backfill the retiring Police Chief

## FUTURE CHALLENGES

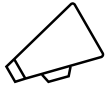
Issue	Plan for Resolution
In the face of continuing City growth, the City is struggling to meet expectations for service levels without increasing budget	This challenge will be addressed in the biennium as the City revisits its Strategic Plan and considers the results from the 2022 community survey.
Deferred maintenance on City facilities has become dire, as well as having run out of room for a growing staff	The City has budgeted new fire stations and \$7 million to address facility issues, and will consider issuing debt to address critical facility needs



## PERFORMANCE METRICS

### INTERNAL COMMUNICATIONS

#### Goal Area: Strategic Plan – Communication



Enhance tools and processes to improve communications within departments

2020	2021	2022
✓	✓	✓

### EXTERNAL COMMUNICATION

#### Goal Area: Strategic Plan – Meet Community Needs

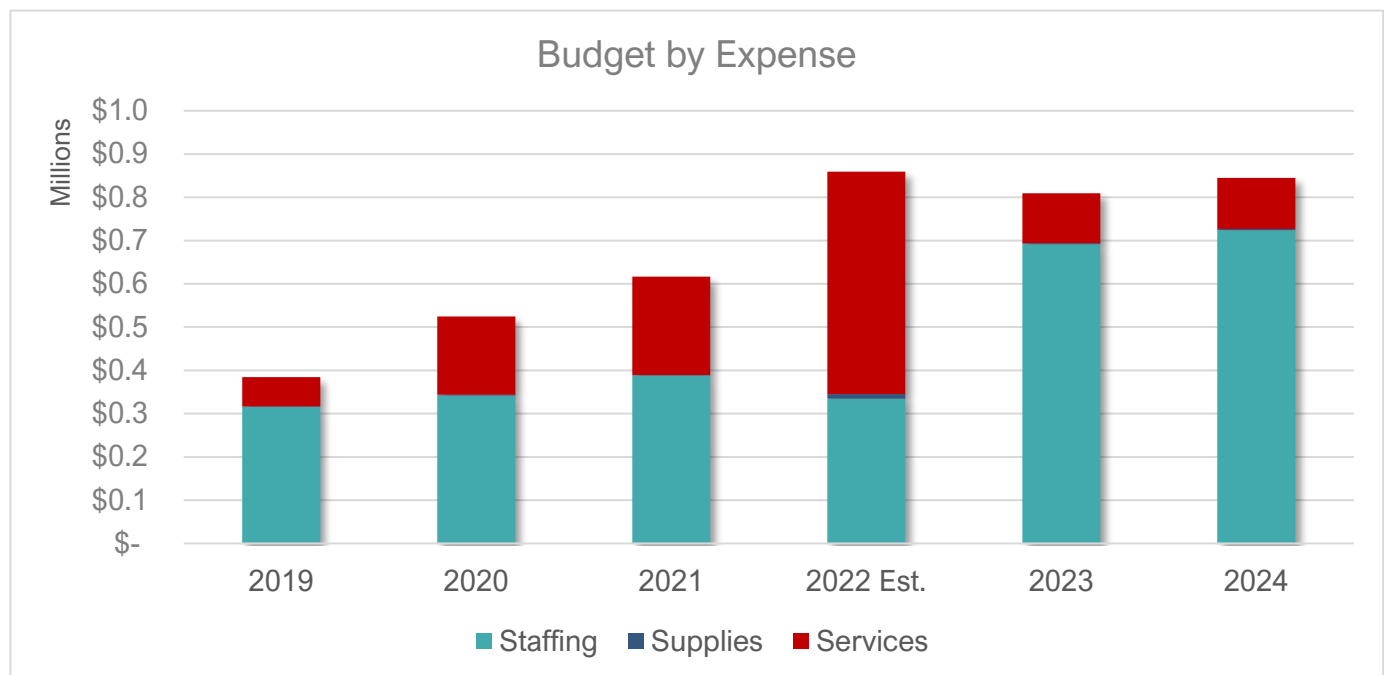
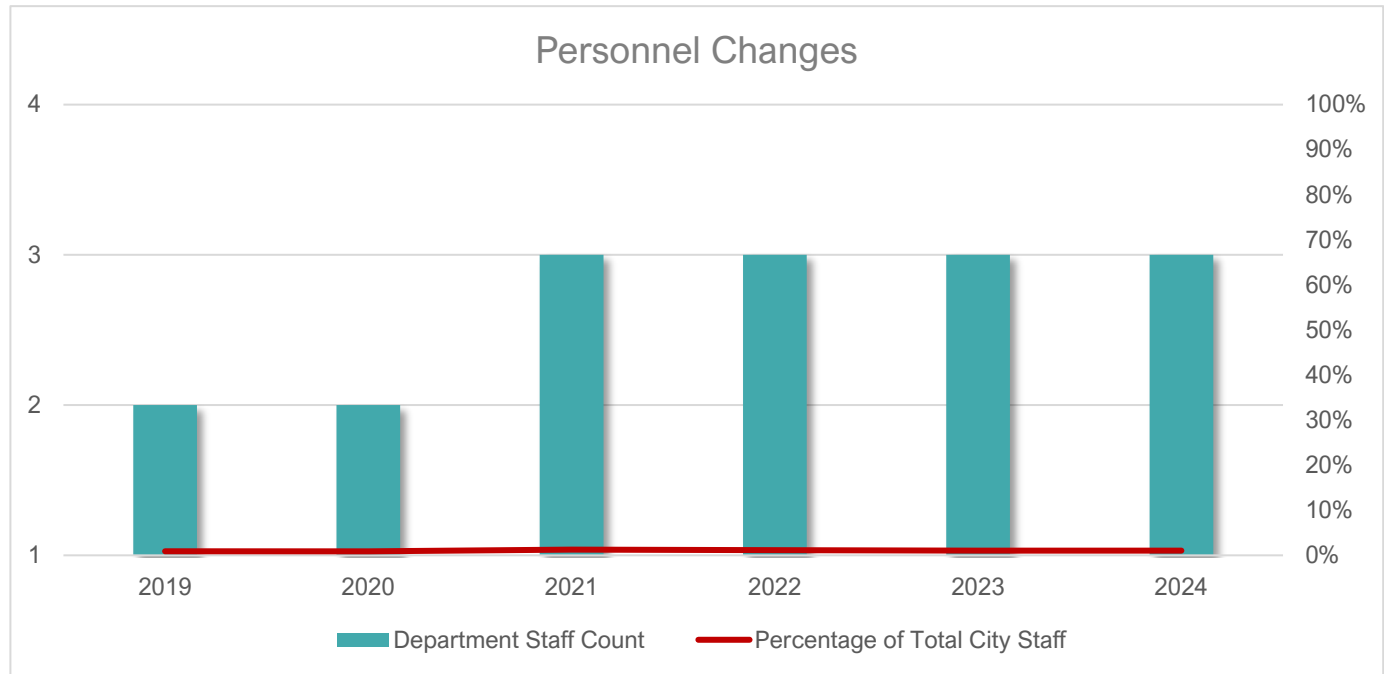


To meet community needs with optimal use of community resources, we developed Engage Camas, a Quarterly Newsletter and Monthly Mayoral videos.

2020	2021	2022
✓	✓	✓

## BUDGET CHANGES

Increased professional service costs for 2022 that were paid for a consultant to fill the vacant City Administrator position have reverted to salary and benefit costs in 2023 for the now permanently filled position. All salaries for the non-represented employees also increased in a market adjustment.



## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Executive</b>						
Salaries And Wages	244,702	284,983	293,672	232,301	499,768	525,440
Overtime	79			772	362	378
<b>Salaries</b>	<b>244,781</b>	<b>284,983</b>	<b>293,672</b>	<b>233,073</b>	<b>500,130</b>	<b>525,818</b>
<b>Personnel Benefits</b>	<b>70,913</b>	<b>56,864</b>	<b>94,392</b>	<b>101,285</b>	<b>191,133</b>	<b>198,074</b>
Operating Supplies	1,191	1,819	994	10,785	2,754	2,820
COVID-Office Supplies		16				
<b>Supplies</b>	<b>1,191</b>	<b>1,835</b>	<b>994</b>	<b>10,785</b>	<b>2,754</b>	<b>2,820</b>
Professional Ser	35,781	133,999	213,475	494,860	75,000	76,800
COVID-Prof Svcs		27,871	123			
Communication	1,898	2,482	2,128	12,690	2,059	2,108
Travel	2,351	285	1,267	1,253	1,912	1,958
Insurance	2,766	2,642	4,704	3,590	5,027	5,147
Repairs & Maint.					647	663
Miscellaneous	5,014	6,510	5,774	1,746	4,991	5,111
Miscellaneous-Outreach	3,004	3,000			3,000	3,000
<b>Services</b>	<b>50,815</b>	<b>176,789</b>	<b>227,471</b>	<b>514,140</b>	<b>92,636</b>	<b>94,787</b>
<b>Outreach</b>	<b>16,651</b>	<b>4,221</b>			<b>22,736</b>	<b>23,282</b>
<b>Total Executive</b>	<b>\$ 384,352</b>	<b>\$ 524,693</b>	<b>\$ 616,530</b>	<b>\$ 859,283</b>	<b>\$ 809,389</b>	<b>\$ 844,781</b>
<i>Budget Change</i>	<i>11.4%</i>	<i>36.5%</i>	<i>17.5%</i>	<i>39.4%</i>	<i>-5.8%</i>	<i>4.4%</i>

## General Fund: Finance Department



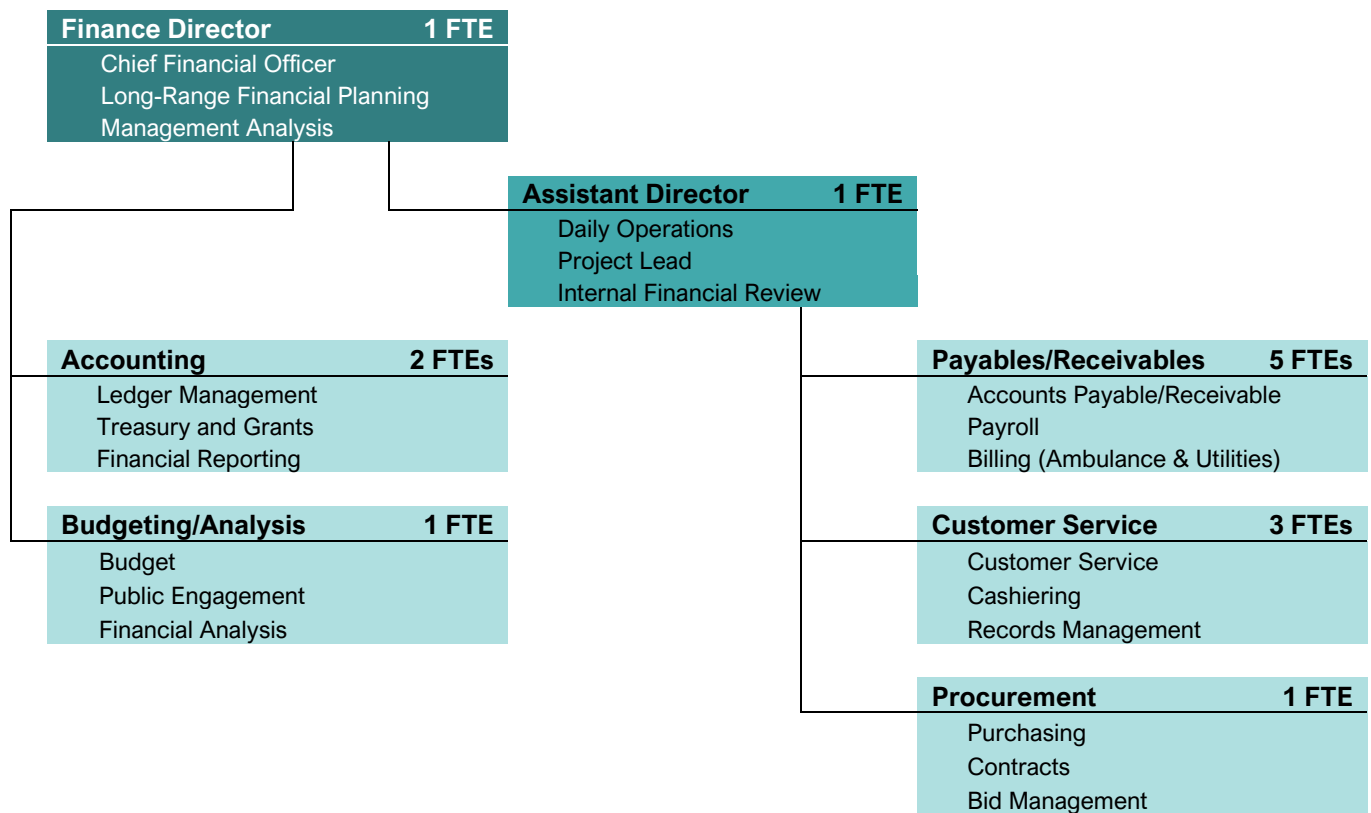
Catherine Huber Nickerson  
Finance Director

- 36 Years in the Public Sector
- 9 Years with the City of Camas

### PURPOSE

To ensure the City's financial stability and maximize the use of its financial resources, while maintaining the highest level of public trust.

### FUNCTIONS



\*Finance shares one Administrative Staff FTE with Administrative Services (shown in the functions for Administrative Services)

## KEY ACCOMPLISHMENTS IN 2021 – 2022

- Continued work on updating financial policies
- Began implementation of a new City-wide Enterprise Resource Planning (ERP) Software Upgrade
- Implemented a successful low-income utility assistance program

## GOALS AND NEW INITIATIVES IN 2023 – 2024

- Prepare a Budget worthy of the Government Finance Officers Association (GFOA) recognition, the Distinguished Budget Presentation Award
- Prepare an Annual Comprehensive Financial Report (ACFR) worthy of GFOA Recognition and receive clean audit opinions from the State Auditor's Office
- Continue migration of financial data and work processes to the new ERP system and successfully go live with the first module in 2023, bringing subsequent modules on board through the biennium.
- Continue developing a program of financial transparency and robust public engagement

## FUTURE CHALLENGES

Issue	Plan for Resolution
Maintaining staff development and cross-training while ensuring continuity of operations during a software migration with substantial staff impacts	Adding staff, including succession planning for known retirements, to add capacity and resiliency during the ERP implementation
Developing a centralized purchasing contract program that serves internal and external partnerships and ensures compliance with best practices	Addition of a centralized Procurement Specialist FTE and adding a purchasing module during the ERP implementation to assist with further program development
Providing effective grant management in a centralized program while actively pursuing grants	Division of duties to allow the Accountant grant management specialization and adding a grant module during the ERP implementation to assist with further program development

## PERFORMANCE METRICS

### BALANCED BUDGET

Goal Area: Strategic Plan – Financial Sustainability



To support the City of Camas Strategic Plan priority to “Build Financial Sustainability for our City”, the Finance Department will balance the budget while ensuring reserves, needs, and high priority wants are funded.

2020	2021	2022
✓ Balanced	✓ Balanced	✓ Balanced

### BOND RATING

Goal Area: Strategic Plan – Financial Sustainability



To support the City of Camas Strategic Plan priority to “Build Financial Sustainability for our City”, the Finance Department will improve the City’s bond rating from AA to AAA and maintain the rating.

2020	2021	2022
✗ AA+	✗ AA+	✗ AA+

### EXCELLENCE IN FINANCIAL REPORTING

Goal Area: Service Levels



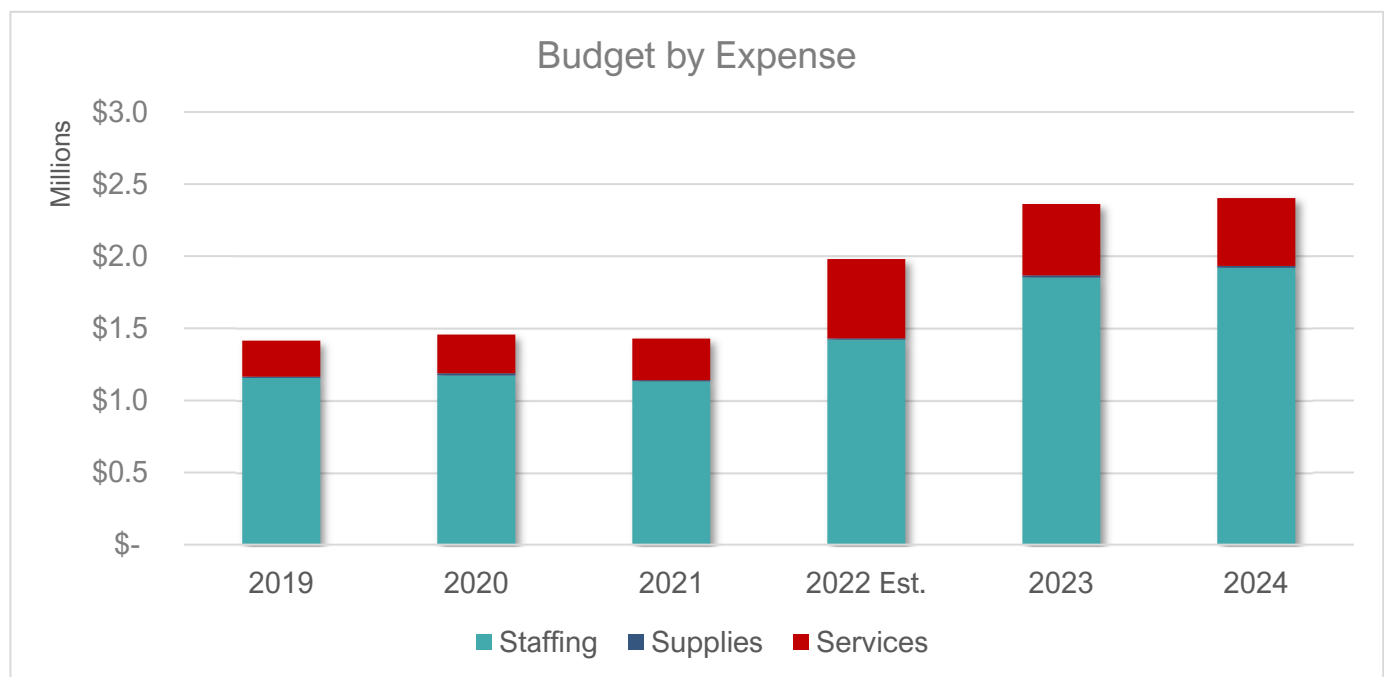
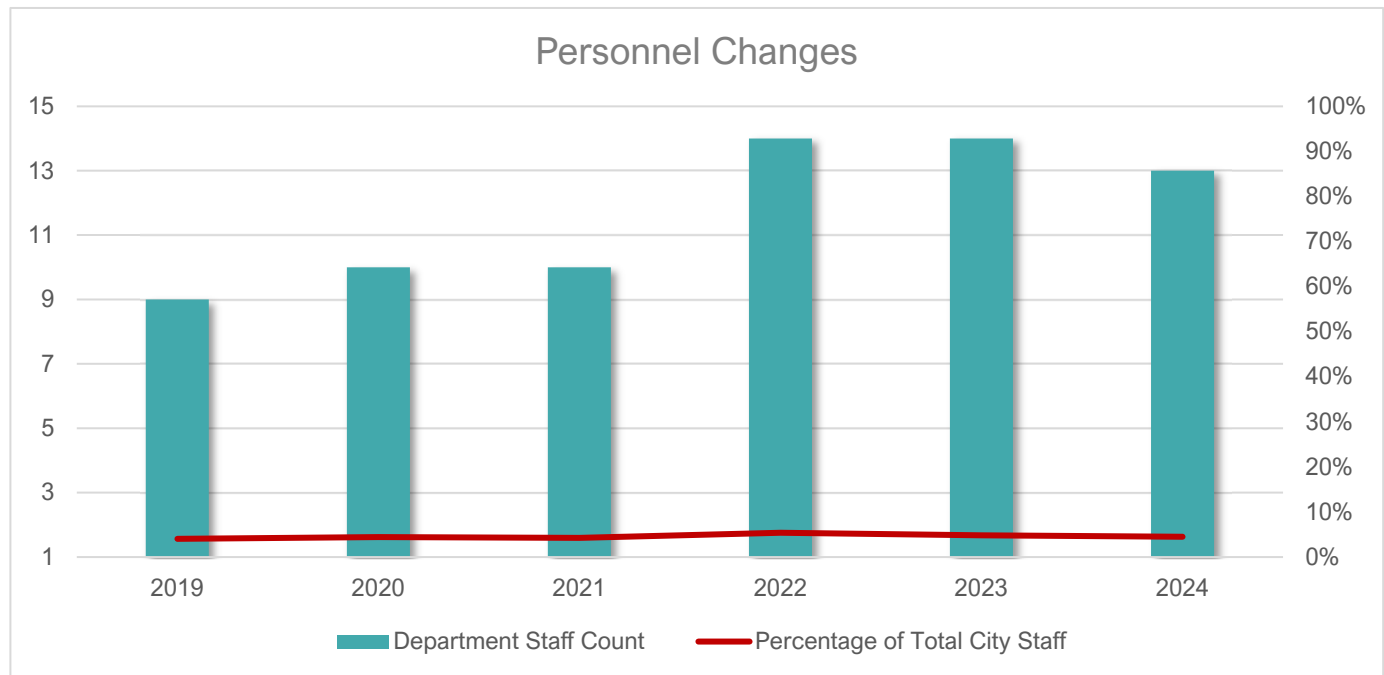
To ensure trust in the use of public funds, the Finance Department is committed to earning the Achievement for Excellence in Financial Reporting from the Government Finance Officers’ Association (GFOA).

2020	2021	2022
No Data	Awards Not Yet Announced	Reporting In Progress



## BUDGET CHANGES

The City began a multi-year Citywide enterprise resource planning (ERP) software upgrade in 2022, which created higher expenses for professional services due to the contract with the vendor and project management consultant. The department continues also to see increases for salaries and benefits due to added staffing in order to maintain continuity of operations and meet deadlines during the project.



## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Finance</b>						
Salaries And Wages	808,725	811,457	773,130	991,345	1,301,515	1,358,196
Overtime	6,445	4,489	10,259	8,541	18,000	18,000
<b>Salaries</b>	<b>815,170</b>	<b>815,945</b>	<b>783,388</b>	<b>999,886</b>	<b>1,319,515</b>	<b>1,376,196</b>
<b>Personnel Benefits</b>	<b>341,194</b>	<b>356,564</b>	<b>348,514</b>	<b>421,702</b>	<b>531,993</b>	<b>542,748</b>
Operating Supplies	8,911	8,030	6,895	8,873	15,421	13,291
COVID-Supplies		7,582	1,662			
<b>Supplies</b>	<b>8,911</b>	<b>15,612</b>	<b>8,558</b>	<b>8,873</b>	<b>15,421</b>	<b>13,291</b>
Professional Ser	177,470	170,333	184,204	431,255	346,330	317,802
COVID Prof Services		2,283	2,635			
Communication	3,594	3,482	4,007	8,057	6,841	7,005
Travel	3,670	1,973			2,160	2,212
Rentals & Leases	2,271	2,565	2,461	3,939	4,586	4,696
Insurance	14,905	15,820	17,620	21,500	30,100	30,822
Repairs & Maintenance					500	500
Misc./Membership & Dues	8,488	6,991	11,668	9,992	20,000	20,480
<b>Services</b>	<b>210,399</b>	<b>203,447</b>	<b>222,596</b>	<b>474,743</b>	<b>410,517</b>	<b>383,517</b>
<b>Intgovt Profess. Serv.</b>	<b>39,245</b>	<b>64,610</b>	<b>65,761</b>	<b>75,042</b>	<b>85,000</b>	<b>87,040</b>
<b>Total Finance</b>	<b>\$ 1,414,919</b>	<b>\$ 1,456,179</b>	<b>\$ 1,428,818</b>	<b>\$ 1,980,246</b>	<b>\$ 2,362,446</b>	<b>\$ 2,402,792</b>
<i>Budget Change</i>	<i>18.2%</i>	<i>2.9%</i>	<i>-1.9%</i>	<i>38.6%</i>	<i>19.3%</i>	<i>1.7%</i>

## General Fund: Administrative Services



**Jennifer Gorsuch**  
Administrative Services Director

- 20 Years in the Public Sector
- 18 Years with the City of Camas

### PURPOSE

Provide centralized services for all City Departments including records management, public information, and senior management of City Clerk's Office, Information Technology Department, and Human Resources.

Develop and maintain a fair and equitable judicial process in the Camas/Washougal Municipal Court. Under an interlocal agreement with the City of Washougal, Camas performs the municipal court functions for both cities. The City of Camas contracts with Clark County District Court for certain judicial services including the service of the Judge.

### FUNCTIONS

<b>Admin Svcs Director</b>	<b>1 FTE</b>
Administration Long-Range Planning Contract Negotiation	
	<b>Human Resources</b> <b>3 FTEs</b> Recruitment and Employee Mgmt Training and Development Compliance and Workplace Safety
	<b>City Clerk's Office</b> <b>3 FTEs</b> Legislative Body Meetings Mgmt Public Records Management Support for Elected Officials
	<b>Municipal Court</b> <b>3 FTEs</b> Daily Operations Records Management Work Crew Coordination
	<b>Administrative Staff</b> <b>1 FTE</b> Records Management Communications Liaison for Senior Leadership

## KEY ACCOMPLISHMENTS IN 2021 – 2022

- Installation of upgraded equipment and security systems in the Municipal Court
- Continued development of workflow in Laserfiche Records Management System, including beginning to archive personnel files and a grant to assist with the extensive digitizing and archiving of Engineering records
- Added a Records Management Coordinator, an HR Analyst, and a part-time Court Clerk to improve service delivery in the respective departments
- Successful recruitment of 68 new employees and settlement of 4 collective bargaining agreements

## GOALS AND NEW INITIATIVES IN 2023 – 2024

- Continue to improve security and ADA access at the Municipal Court
- Ensure disaster preparedness for essential City records
- Continue centralizing public records and the disposition thereof
- Successful implementation of a new human resources module in the Citywide software migration
- Update all personnel policies

## FUTURE CHALLENGES

Issue	Plan for Resolution
Increasing costs for indigent defense services, detention, security services, and technology needs at the Court	Continue looking at options and service delivery models to maintain service with costs that are outside of the City's control
Management plan for dual records management systems (Laserfiche and Tyler Content Management)	Continue to have project team assess capabilities of both systems to determine proper data and records storage for retrieval, storage and disposition
Increased demand for public records transparency	Continue maintaining records in public-facing portals and using technology to increase efficiency
Ensuring continuity of operations during turnover of leadership positions and staff vacancies	Continue to work with departments to develop and follow succession plans
Employee retention in a tight labor market	Manage expectations of wage increases in the face of inflationary pressure

## PERFORMANCE METRICS

### WORK CREW SENTENCE COMPLIANCE

Goal Area: Department Service Goals



To keep jail costs to a minimum, staff will do their part to ensure 100% of offenders assigned to work crew understand the conditions and are successfully able to complete their sentenced hours.

2020	2021	2022
COVID-19: Work Crew on Hold	✗ 71.86%	✗ 84.47%

### PUBLIC RECORD RESPONSIVENESS

Goal Area: Department Service Goals



80% of all public records requests categorized as Category 2 or 3 under the City's PRA Administrative Rules will be fulfilled within 10 working days of submission.

2020	2021	2022
✓ 90%	✓ 88%	✗ 77%

### RECRUITMENT OF NEW HIRES

Goal Area: Department Service Goals



To ensure adequate levels of staffing for the City departments, the Administrative Services Department will fill 75% of vacant positions within 60 days from date of job closing to start date

2020	2021	2022
COVID-19: No Hiring	✗ 56%	✗ 61%

### EMPLOYEE TURNOVER RATE

Goal Area: Department Service Goals

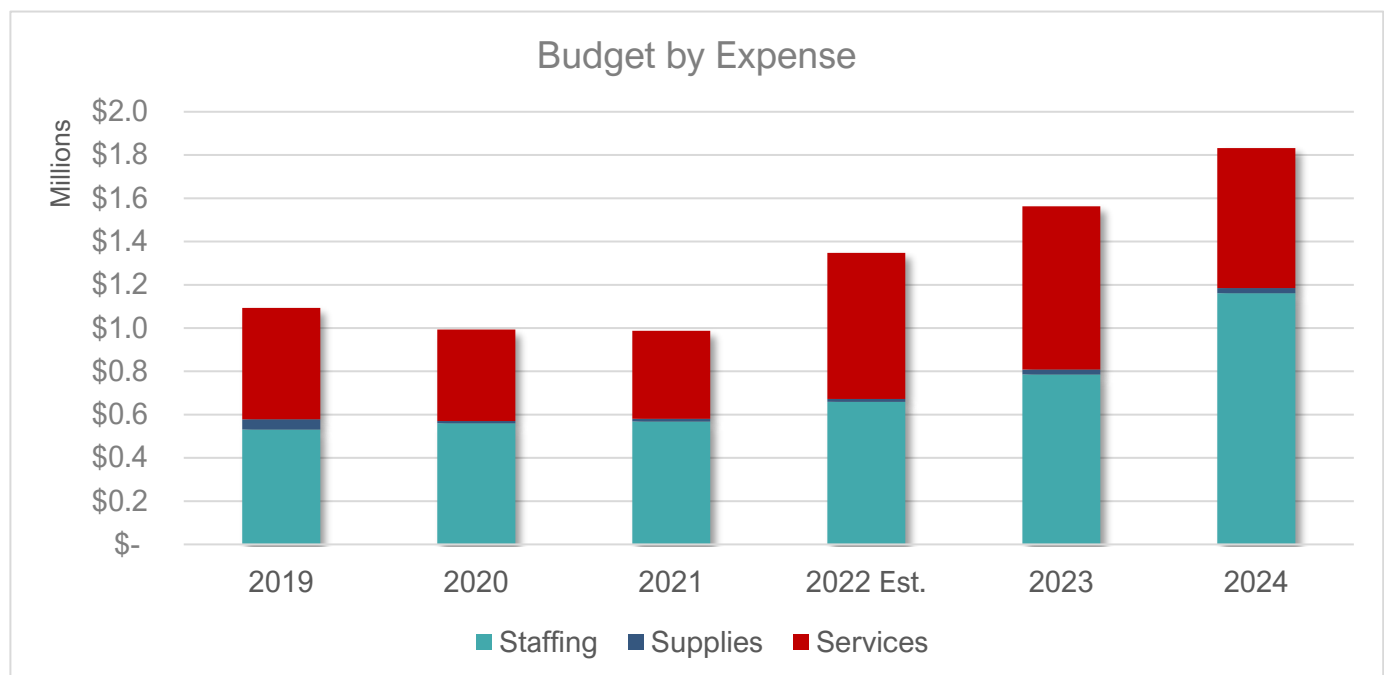
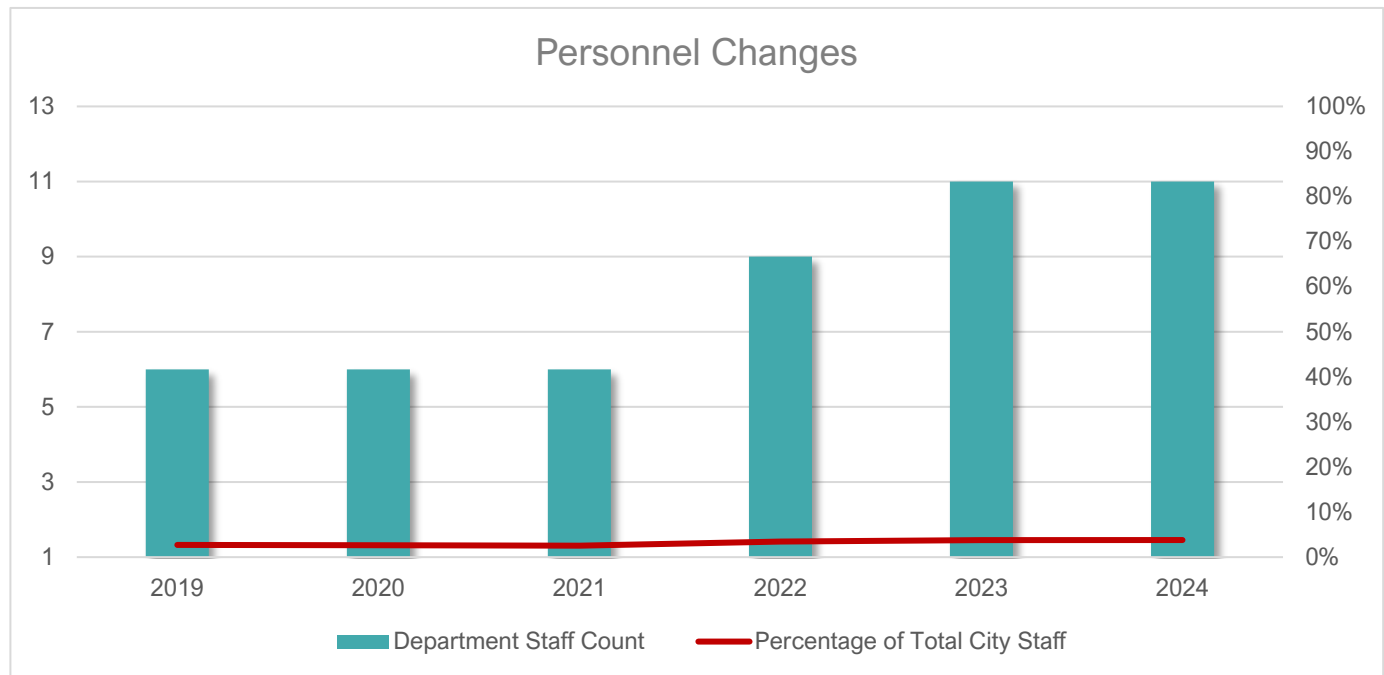


To decrease recruitment costs, risks of poor hires and loss of productivity, the City will work to maintain an employee turnover rate of less than 7%

2020	2021	2022
✓ 6.5%	✓ 6.3%	✓ 6.5%

## BUDGET CHANGES

The Administrative Services Department is adding two FTEs, one for volunteer coordination and one for records management, which have impacted the salaries and benefits for the biennium. Human Resources will also incur professional service costs for the Human Resources Module in the Citywide ERP software upgrade.



## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Municipal Court</b>						
Salaries and Wages	146,674	163,183	171,059	155,138	172,970	180,420
Overtime	504	67	92	46	100	100
<b>Salaries</b>	<b>147,178</b>	<b>163,251</b>	<b>171,151</b>	<b>155,184</b>	<b>173,070</b>	<b>180,520</b>
<b>Personnel Benefits</b>	<b>63,358</b>	<b>68,245</b>	<b>62,949</b>	<b>61,140</b>	<b>69,085</b>	<b>70,451</b>
Operating Supplies	3,870	1,602	2,800	2,126	2,337	2,393
COVID-19 Supplies		717	70			
Tools and Minor Eqpmt			120		428	438
<b>Supplies</b>	<b>3,870</b>	<b>2,319</b>	<b>2,990</b>	<b>2,126</b>	<b>2,765</b>	<b>2,831</b>
Professional Services	78,655	73,115	78,293	83,717	83,050	85,043
COVID - Prof Svcs		598				
Communication	1,229	1,328	1,600	1,843	1,514	1,550
Rents and Leases	44,004	45,513	46,680	54,038	79,083	80,981
Insurance	3,524	5,537	6,162	7,449	10,429	10,679
Public Utility	10,861	13,934	12,544	13,554	13,958	14,293
Repairs and Maint.	47,620	16,392	4,086	3,934	4,448	4,555
Miscellaneous	23					
<b>Services</b>	<b>185,916</b>	<b>156,416</b>	<b>149,365</b>	<b>164,535</b>	<b>192,482</b>	<b>197,101</b>
<b>Intgovt Profess. Serv.</b>	<b>95,808</b>	<b>92,247</b>	<b>85,197</b>	<b>111,326</b>	<b>103,299</b>	<b>105,778</b>
<b>Total Judicial</b>	<b>\$ 496,131</b>	<b>\$ 482,478</b>	<b>\$ 471,651</b>	<b>\$ 494,312</b>	<b>\$ 540,701</b>	<b>\$ 556,682</b>
<i>Budget Change</i>	<i>28.6%</i>	<i>-2.8%</i>	<i>-2.2%</i>	<i>4.8%</i>	<i>9.4%</i>	<i>3.0%</i>



Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Human Resources</b>						
<b>Salaries And Wages</b>	<b>126,153</b>	<b>128,845</b>	<b>131,074</b>	<b>215,825</b>	<b>253,071</b>	<b>268,502</b>
<b>Personnel Benefits</b>	<b>44,581</b>	<b>45,190</b>	<b>44,798</b>	<b>78,477</b>	<b>215,487</b>	<b>219,136</b>
Operating Supplies	5,637	1,014	577	540	7,510	7,690
Operating Supplies	3,415	149	1,905	2,046	2,837	2,905
Supplies-COVID19		102				
<b>Supplies</b>	<b>9,052</b>	<b>1,265</b>	<b>2,482</b>	<b>2,586</b>	<b>10,347</b>	<b>10,595</b>
Travel	239			267	1,160	1,187
Repairs and Maintenance	304	2,569	4,929	1,366	1,408	1,442
Professional Ser	1,350	41,775	31,000	152,470	240,315	121,083
COVID Prof Services		200				
Communication	360	585	581	601	717	734
Travel	1,062	1,006		1,754	3,454	3,537
Insurance	2,153	2,057	2,291	2,795	3,913	4,007
Misc./Membership & Dues	1,237	1,967	1,154	3,559	4,842	4,958
<b>Services</b>	<b>6,704</b>	<b>50,158</b>	<b>39,955</b>	<b>162,812</b>	<b>255,809</b>	<b>136,948</b>
<b>Total Human Resources</b>	<b>\$ 186,490</b>	<b>\$ 225,459</b>	<b>\$ 218,309</b>	<b>\$ 459,699</b>	<b>\$ 734,714</b>	<b>\$ 635,182</b>
<i>Budget Change</i>	-2.6%	20.9%	-3.2%	110.6%	59.8%	-13.5%

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Administrative Services</b>						
Salaries And Wages	113,010	116,836	121,141	148,735	245,059	324,816
Overtime	79				100	100
<b>Salaries</b>	<b>113,089</b>	<b>116,836</b>	<b>121,141</b>	<b>148,735</b>	<b>245,159</b>	<b>324,916</b>
<b>Personnel Benefits</b>	<b>36,761</b>	<b>37,363</b>	<b>37,336</b>	45,499	74,501	97,477
Operating Supplies	13,632	6,805	7,045	8,416	9,452	9,679
COVID Supplies		131	65			
Fuel Consumed					100	100
Tools and Equipment	20,798				500	500
<b>Supplies</b>	<b>34,430</b>	<b>6,936</b>	<b>7,110</b>	<b>8,416</b>	<b>10,052</b>	<b>10,279</b>
Professional Services	113,918	39,179	45,260	162,634	77,106	78,957
COVID Prof Services		10				
Communications	3,428	2,254	3,849	3,343	4,131	4,230
Travel	3,760			404	4,212	4,313
Rents and Leases	27,278	24,245	25,109	20,971	31,181	31,929
Insurance	3,297	3,091	3,309	3,776	5,286	5,413
Census 2020 Costs		951				
Repairs and Maint	8,788	3,024	3,841	5,353	5,644	5,779
Miscellaneous	9,168	2,958	12,024	18,228	23,000	23,552
<b>Services</b>	<b>169,637</b>	<b>75,711</b>	<b>93,392</b>	<b>214,710</b>	<b>150,560</b>	<b>154,174</b>
Intgovt Prof Services	55,489	42,085	31,414	14,810	45,294	46,381
Intgovt Prof Services	1,311	6,475	6,904	6,802	7,013	7,181
<b>Intergovernmental</b>	<b>56,800</b>	<b>48,560</b>	<b>38,318</b>	<b>21,612</b>	<b>52,307</b>	<b>53,563</b>
<b>Total Admin Services</b>	<b>\$ 410,716</b>	<b>\$ 285,407</b>	<b>\$ 297,298</b>	<b>\$ 438,971</b>	<b>\$ 532,579</b>	<b>\$ 640,408</b>
<i>Budget Change</i>	31.0%	-30.5%	4.2%	47.7%	21.3%	20.2%

## General Fund: Law Enforcement



Mitch Lackey  
Chief of Police

- 33 Years in the Public Sector
- 33 Years with the City of Camas

### PURPOSE

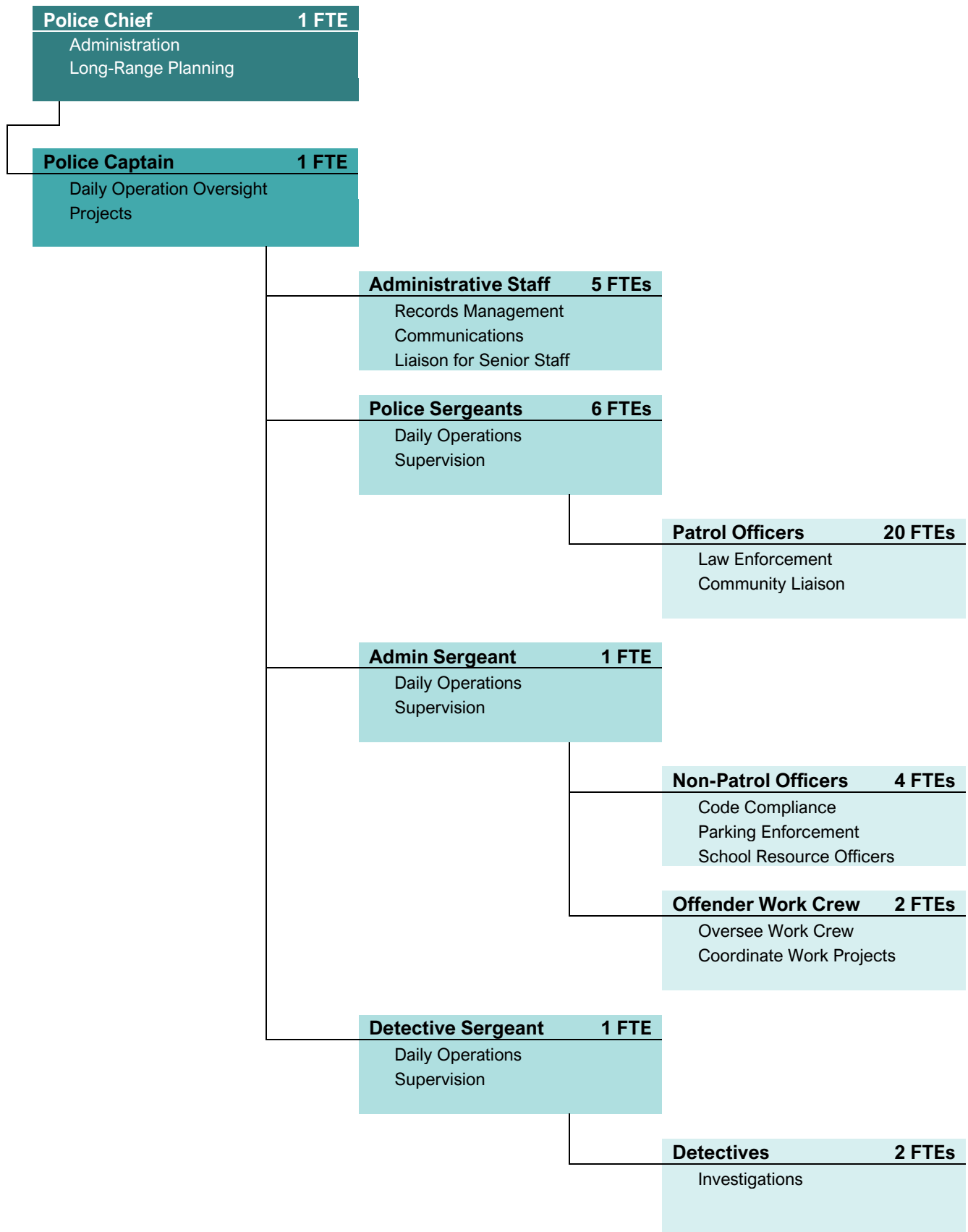
Protect lives and property in our community and to maintain public order.

Provides for cost of animal control and impounding in partnership with the City of Washougal.

Detention & Corrections provides for cost of care of prisoners and parole services, as well as the operation of a local offender work crew program as an alternative to incarceration. The City is required by law to fund justice accountability programs, including prisoner incarceration and corrections-based programs.



## FUNCTIONS



## KEY ACCOMPLISHMENTS IN 2021 – 2022

- Implemented police reform laws passed by the Washington State Legislature
- Adopted a Use of Force Policy that complies with the model policy published by the Washington State Attorney General
- Received high marks in our annual WCIA risk management audit for adopted best practices in law enforcement and having a very favorable claim history
- Hired and trained new staff positions and added a second School Resource Officer
- Implemented body worn camera and Narcan programs
- Maintained participation in regional law enforcement teams such as SWAT, Regional Major Crimes, and the Independent Investigation Team
- Achieved reaccreditation by the Washington Association of Sheriffs and Police Chiefs

## GOALS AND NEW INITIATIVES IN 2023 – 2024

- Start a drone program to be used by the patrol officers
- Replace camera systems in the Police interview room, add dash cams to marked patrol cars, and replace the fingerprinting system that's at the end of its useful life
- Add two additional patrol sergeants to provide necessary supervision during shifts
- Continue to keep jail incarceration days down through offender screenings and use of Work Crew
- Continue all safety protocols to protect the community through thorough screening of offenders assigned to Work Crew

## FUTURE CHALLENGES

Issue	Plan for Resolution
Increasing demands for managing daily operations	Consider adoption of a second Police Captain
Police reform efforts continue to draw local, state, and national attention	Adjustments are vital to being successful in the changing face of law enforcement
Overcrowded conditions at the Operations Center	Locating a new home base for Work Crew
Imbalance in Work Crew through the week	Investigate ways to balance across Mon - Sat

Issue	Plan for Resolution
Higher jail costs due to fewer offender assignments to Work Crew following COVID-19	Staff will be exploring partnership and other options.
Contractual changes between the West Columbia Gorge Humane Society and the Humane Society of Southwest Washington will result in higher fees for impounded animals, as well as greater costs for travel to the impound facility.	The WCGHS contract ends in April 2023. Staff will be looking into other options for impound.

## PERFORMANCE METRICS

### RESPONSE TIMES – HIGH PRIORITY

Goal Area: Department Service Goals



To meet community needs and expectations, we will strive to maintain response times to priority 1 and 2 (more critical) calls to under six minutes

2020	2021	2022
✓ 5m 20s	✓ 4m 23s	✗ 6m 37s

### RESPONSE TIMES – MEDIUM PRIORITY

Goal Area: Department Service Goals



To meet community needs and expectations, we will strive to maintain response times to priority 3 calls to under eight minutes

2020	2021	2022
✓ 6m 58s	✓ 7m 00s	✗ 8m 05s

### RESPONSE TIMES – LOW PRIORITY

Goal Area: Department Service Goals

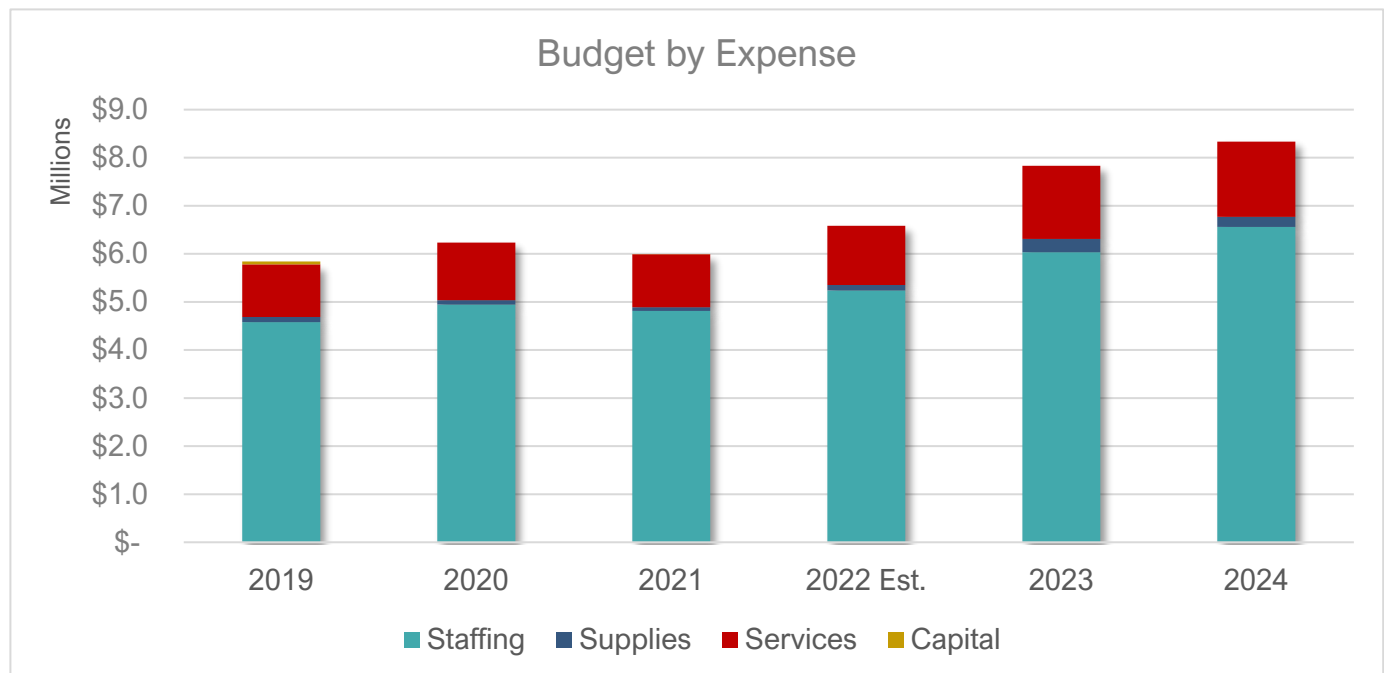
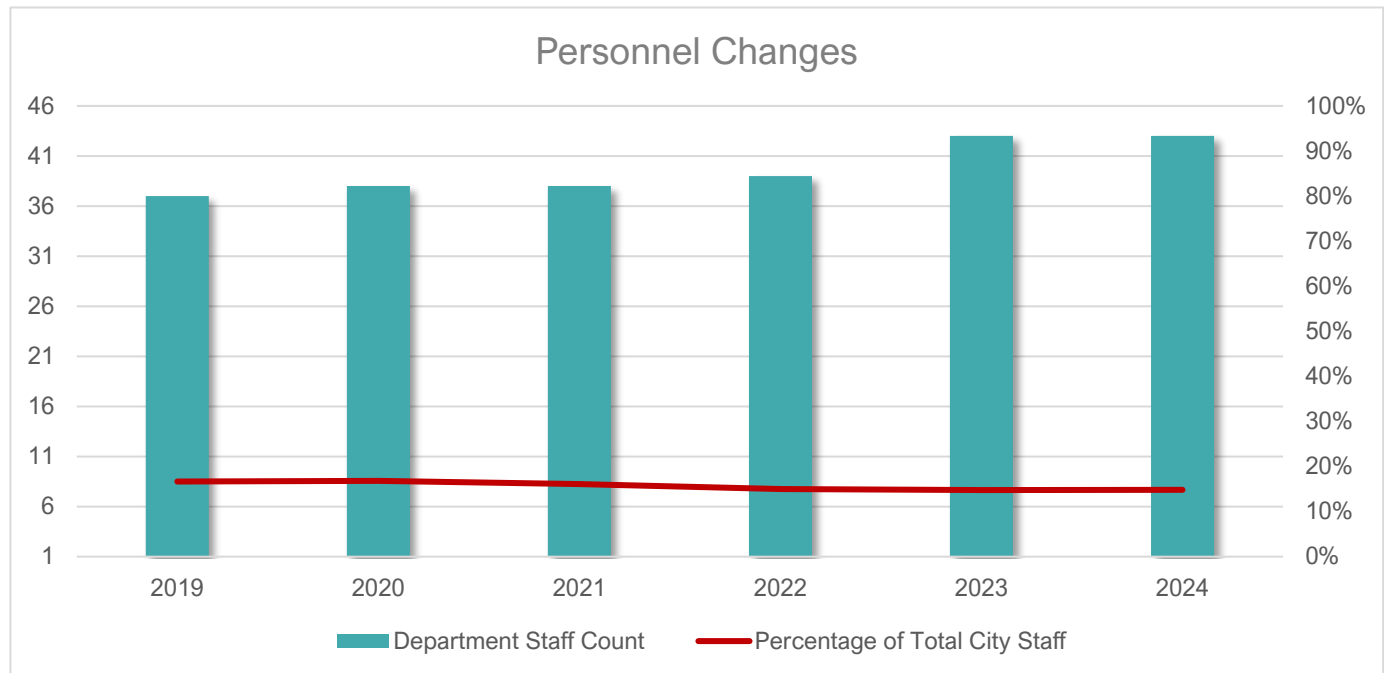


To meet community needs and expectations, we will strive to maintain response times to priority 4 and 5 calls to under ten minutes

2020	2021	2022
✓ 6m 02s	✓ 7m 17s	✓ 9m 10s

## BUDGET CHANGES

This budget contains funding for two new patrol sergeants and for two “overhires” to assist during staff injuries, vacancies, or leaves of absence. This is the most significant increase in uniformed police officers to the agency in over 20 years and adds expenses for salary and benefits, as well as one-time costs for equipment and training.





## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Law Enforcement</b>						
Salaries And Wages	3,068,240	3,265,964	3,237,452	3,462,970	4,048,950	4,454,397
Substitute Salaries	139					
Parking Enf Salaries		34,435	23,037	22,970	42,055	43,948
Code Enf Salaries	67,486	64,520	35,863	64,245	73,613	76,926
Overtime	110,613	151,279	156,527	183,444	200,432	217,053
Overtime				45	100	100
<b>Salaries</b>	<b>3,246,478</b>	<b>3,516,198</b>	<b>3,452,879</b>	<b>3,733,674</b>	<b>4,365,150</b>	<b>4,792,424</b>
Personnel Benefits	1,178,550	1,248,068	1,219,459	1,325,591	1,486,082	1,579,964
Sub Benefits	30					
Parking Enf Benefits		20,165	9,501	13,609	20,122	20,272
Code Enf Benefits	33,546	43,601	25,132	42,768	46,357	46,965
Uniforms And Clothing	19,588	23,128	12,659	32,254	38,630	39,557
<b>Benefits</b>	<b>1,231,714</b>	<b>1,334,961</b>	<b>1,266,751</b>	<b>1,414,222</b>	<b>1,591,191</b>	<b>1,686,758</b>
Operating Supplies	27,805	32,262	23,750	25,255	51,880	53,350
Operating Supplies	420				100	100
Operating Supplies	1,390	85	250		173	177
COVID - Supplies		6,905	681			
Fuel	34	25		67,081	70,000	71,680
Tools and Equip		5,865			500	500
Tools and Equip	73,613	43,810	50,015	18,636	139,255	67,598
<b>Supplies</b>	<b>103,262</b>	<b>88,952</b>	<b>74,697</b>	<b>110,972</b>	<b>261,908</b>	<b>193,405</b>
Professional Svcs	40,673	39,976	43,599	114,364	173,820	177,992
Professional Svcs	2,589					
COVID Prof Svcs		4,012	3,038			
Communication	24,845	32,756	37,368	38,411	38,995	39,931
Travel	24,137	3,481	6,574	6,765	28,894	29,588
Travel					500	500
Advertising		78			500	500
Intfund Op Rents	12,422	12,906	11,480	20,340	29,338	30,042
Operating Rentals	237,803	265,933	299,956	296,036	376,602	385,640
Intfund Op Rents	13,505	12,139	5,867	6,245	8,167	8,363
Intfund Op Rents			6,786	5,893	8,508	8,712
Insurance	51,177	64,661	67,607	70,303	98,425	100,787
Insurance	10,362	13,766	16,958	18,572	26,001	26,625
Public Utility	25,508	24,549	23,903	28,982	25,377	25,986
Repairs & Maint.	42,276	38,562	31,728	39,257	40,000	41,200
Miscellaneous	37,708	32,178	31,304	40,452	77,652	49,516

Miscellaneous	2,783	495			621	636
Miscellaneous	176	381	43		146	149
<b>Services</b>	<b>525,963</b>	<b>545,874</b>	<b>586,213</b>	<b>685,620</b>	<b>934,545</b>	<b>927,190</b>
<b>Intgovt Prof Svcs</b>	<b>271,368</b>	<b>233,285</b>	<b>277,014</b>	<b>259,026</b>	<b>254,615</b>	<b>260,726</b>
<b>Machinery &amp; Equip</b>	<b>57,952</b>		<b>1,422</b>			
<b>Total Law Enforcement</b>	<b>\$ 5,436,736</b>	<b>\$ 5,719,271</b>	<b>\$ 5,658,976</b>	<b>\$ 6,203,514</b>	<b>7,407,409</b>	<b>7,860,502</b>
<i>Budget Change</i>	6.1%	5.2%	-1.1%	9.6%	19.4%	6.1%

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Animal Control</b>						
<b>Operating Supplies</b>	<b>140</b>			<b>538</b>	<b>185</b>	<b>189</b>
<b>Intgovt Prof Svcs</b>	<b>108,018</b>	<b>110,961</b>	<b>54,602</b>	<b>98,903</b>	<b>101,870</b>	<b>104,926</b>
<b>Total Animal Control</b>	<b>\$ 108,158</b>	<b>\$ 110,961</b>	<b>\$ 54,602</b>	<b>\$ 99,441</b>	<b>\$ 102,055</b>	<b>\$ 105,115</b>
<i>Budget Change</i>	-15.5%	2.6%	-50.8%	82.1%	2.6%	3.0%

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Detention and Correction</b>						
<b>Probation &amp; Parole Services</b>						
Salaries And Wages	81,394	76,317	78,468	74,786	59,282	61,853
Overtime	1,259	343	102	636	1,311	1,370
<b>Salaries</b>	<b>82,653</b>	<b>76,660</b>	<b>78,570</b>	<b>75,423</b>	<b>60,593</b>	<b>63,223</b>
Personnel Benefits	17,993	15,679	14,071	14,931	16,717	17,111
Uniforms And Clothing		1,077			370	379
<b>Benefits</b>	<b>17,993</b>	<b>16,755</b>	<b>14,071</b>	<b>14,931</b>	<b>17,087</b>	<b>17,490</b>
Operating Supplies	1,385	1,202	341		2,000	2,200
Fuel				1,717	8,500	8,704
Tools & Minor Equip	2,324	1,660	1,853	953	5,000	5,000
<b>Supplies</b>	<b>3,709</b>	<b>2,861</b>	<b>2,194</b>	<b>2,670</b>	<b>15,500</b>	<b>15,904</b>
Communications	640	543	521	651	564	578
Interfund Rentals	46,965	51,249	16,545	41,301	20,579	21,073
Interfund Rentals					23,995	24,571
Insurance	2,028	1,623	3,569	4,351	6,091	6,238
Repairs & Maint.	381	640	473	30	1,050	1,075
Misc.			18		397	407
<b>Services</b>	<b>50,013</b>	<b>54,055</b>	<b>21,125</b>	<b>46,333</b>	<b>52,676</b>	<b>53,940</b>
<b>Intgovt Prof Svcs</b>	<b>49,054</b>	<b>65,780</b>	<b>81,913</b>	<b>70,681</b>	<b>75,777</b>	<b>78,051</b>
<b>Total Probation Svcs</b>	<b>203,422</b>	<b>216,111</b>	<b>197,873</b>	<b>210,037</b>	<b>221,633</b>	<b>228,608</b>
<b>Care &amp; Custody of Prisoners</b>						
Uniforms And Clothing					153	157
<b>Benefits</b>					153	157
Travel					500	500
Miscellaneous	421	607	491	498	464	475
<b>Services</b>	<b>421</b>	<b>607</b>	<b>491</b>	<b>498</b>	<b>964</b>	<b>975</b>
<b>Intgovt Prof Svcs</b>	<b>92,130</b>	<b>186,955</b>	<b>82,254</b>	<b>71,125</b>	<b>100,000</b>	<b>140,000</b>
<b>Total Care &amp; Custody</b>	<b>92,551</b>	<b>187,562</b>	<b>82,745</b>	<b>71,624</b>	<b>101,117</b>	<b>141,132</b>
<b>Total Detn &amp; Correction</b>	<b>\$ 295,973</b>	<b>\$ 403,674</b>	<b>\$ 280,618</b>	<b>\$ 281,661</b>	<b>\$ 322,750</b>	<b>\$ 369,740</b>
<i>Budget Change</i>	<i>50.4%</i>	<i>36.4%</i>	<i>-30.5%</i>	<i>0.4%</i>	<i>14.6%</i>	<i>14.6%</i>

## General Fund: Information Technology



**Michelle Jackson**  
Information Technology Director

- 18 Years in the Public Sector
- First Year with the City of Camas

### PURPOSE

To provide quality information technology services, in a cost-effective manner, to support the City of Camas department's ability to deliver excellent services to the community.

### FUNCTIONS

<b>IT Director</b>	<b>1 FTE</b>
Administration	
Long-Range Planning	
Project Management	
	<b>GIS</b>
	<b>1 FTE</b>
	Graphic Reporting & Mapping
	Data Analysis
	Geo-Spatial App Development
	<b>Network</b>
	<b>1 FTE</b>
	Network Architecture
	Administer LAN/WAN
	Maintenance & Support
	<b>Support</b>
	<b>3 FTEs</b>
	Procurement
	Implementation
	Maintenance & Support
	<b>Systems</b>
	<b>2 FTEs</b>
	System Administration
	Data Management
	Programming

## KEY ACCOMPLISHMENTS IN 2021 – 2022

- Implemented Duo Multi-Factor Authentication Citywide
- Deployed a new audio/visual system in City Council Chambers meeting room
- Developed an internal intranet and deployed an intranet learning site
- Continued cyber security training for all staff

## GOALS AND NEW INITIATIVES IN 2023 – 2024

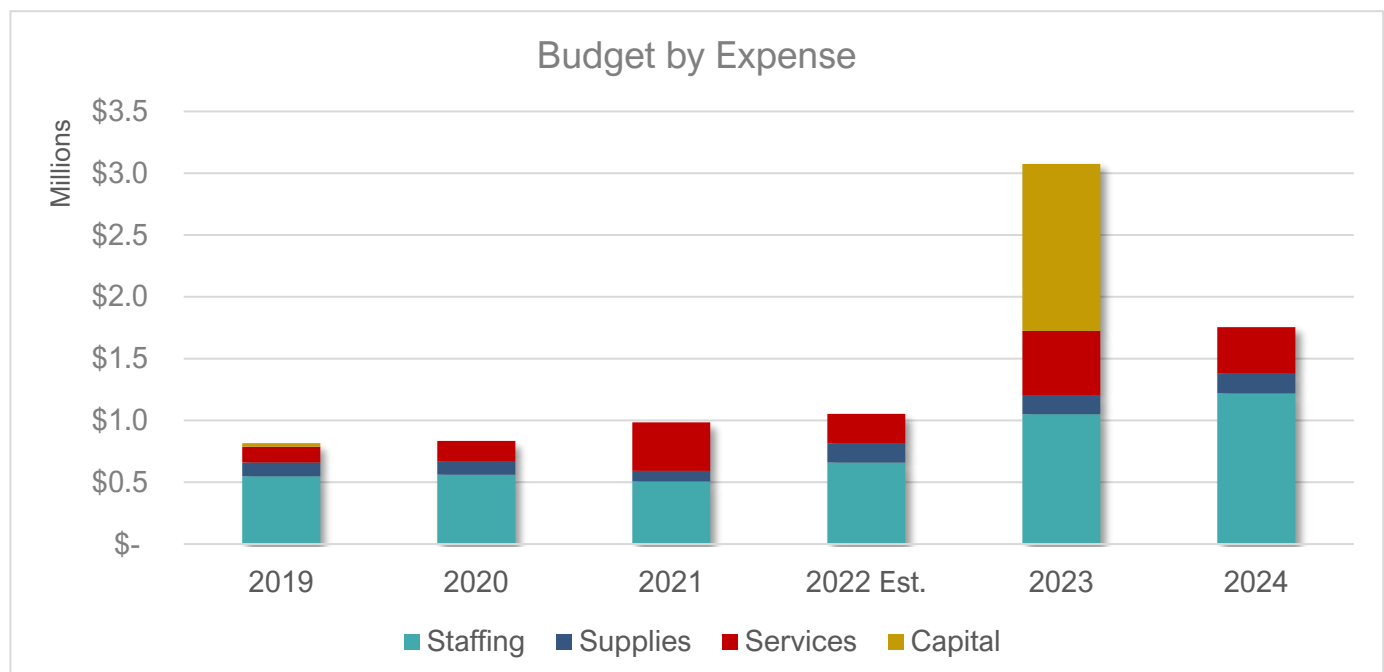
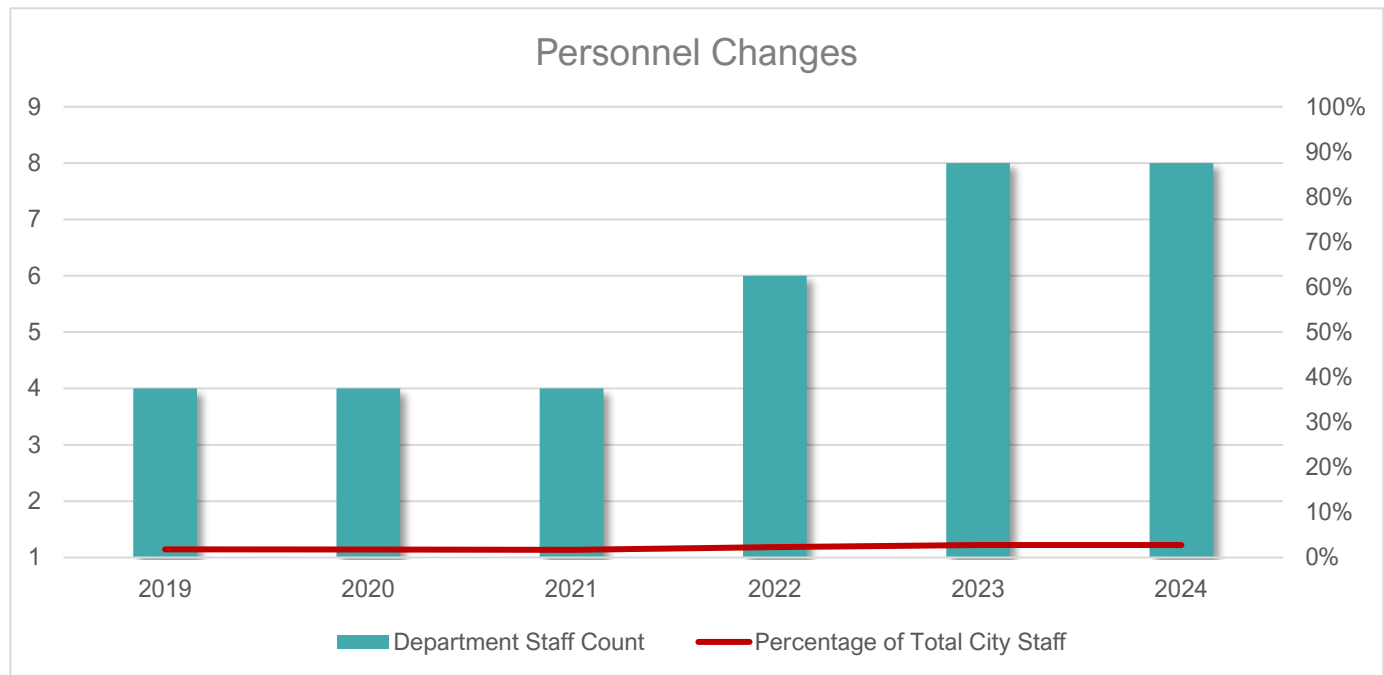
- Configuration and rollout of Microsoft Office 365 city-wide with security features such as data loss prevention, access control policies and global device management
- Implementation of cyber security threat protection and monitoring software and services
- Acquisition and implementation of new VOIP phone system to replace current phone and voice mail system
- Network refresh, updating and hardening our infrastructure environment to support the new hybrid working environment
- Development of GIS applications for mobile and interactive maps for citizen engagement

## FUTURE CHALLENGES

Issue	Plan for Resolution
Having the resources needed to complete upcoming projects within scope, budget and time while maintaining the city's expected level of service.	There are 2 budget packages submitted for 23-24 for 2 additional IT staff members that will aid in balancing the operational work with project work.
Focus on technical and physical security	Acquired software and services to implement secure technology, monitoring and threat protection as well as developed a security training plan leveraging our security training application to train users on cyber threats. For physical security we are working on a city-wide unified platform for access control and security for our buildings.
Aging phone system does not support current work environment and has EOL making it difficult to find phone handsets and other replacement equipment as well as support	submitted a budget package for 23-24 to replace the phone system to meet the current and future needs of the City

## BUDGET CHANGES

Two additional FTEs were added in the biennium to assist with service delivery, which increased expenses for salaries and benefits. Professional service increased to facilitate a temporary move into rented space while the City Hall Annexation Building is renovated for staff to relocate to permanently. Lastly, multiple capital projects were added in 2023 for Office 365 licensing and implementation and true up of Windows 10 licensing, a telephone system replacement, a network infrastructure upgrade and refresh, and cyber security monitoring and threat protection.



## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Information Tech</b>						
Salaries And Wages	383,785	396,999	365,049	450,901	733,936	865,072
Intern Salaries	7,196	8,032	7,670	19,190	25,000	25,600
Overtime	4,405	1,712	2,369	3,512	3,374	3,526
<b>Salaries</b>	<b>395,386</b>	<b>406,743</b>	<b>375,088</b>	<b>473,603</b>	<b>762,310</b>	<b>894,198</b>
<b>Personnel Benefits</b>	<b>152,559</b>	<b>154,047</b>	<b>131,907</b>	<b>185,880</b>	<b>287,987</b>	<b>323,978</b>
Operating Supplies	6,534	5,225	7,993	5,917	8,960	9,175
COVID Supplies		5,277	623			
Tools And Minor Equip	104,740	94,358	76,886	147,105	146,710	151,111
<b>Supplies</b>	<b>111,274</b>	<b>104,860</b>	<b>85,502</b>	<b>153,022</b>	<b>155,670</b>	<b>160,286</b>
Professional Ser	99,167	134,042	358,215	216,452	458,322	335,235
COVID Prof Services		11,000	5,695			
Communication	4,976	5,738	6,549	5,390	5,962	6,105
Travel	1,210			30	500	500
Insurance	7,039	6,328	8,810	6,450	9,030	9,247
Repairs & Maint.		369			6,898	7,064
Miscellaneous	5,366	91	1,183	604	26,311	6,462
Intgovt Prof Svcs	10,640	10,825	10,937	11,064	11,259	11,529
<b>Services</b>	<b>128,397</b>	<b>168,392</b>	<b>391,389</b>	<b>239,991</b>	<b>518,282</b>	<b>376,142</b>
<b>Machinery &amp; Eqpmt</b>	27,987				1,350,924	
<b>Total Information Tech</b>	<b>\$ 815,602</b>	<b>\$ 834,042</b>	<b>\$ 983,886</b>	<b>\$ 1,052,496</b>	<b>\$ 3,075,173</b>	<b>\$ 1,754,604</b>
<i>Budget Change</i>	<i>-10.0%</i>	<i>2.3%</i>	<i>18.0%</i>	<i>7.0%</i>	<i>192.2%</i>	<i>-42.9%</i>



## General Fund: Engineering



**Alan Peters**  
Community Development Director

- 12 Years in the Public Sector
- First Year with the City of Camas



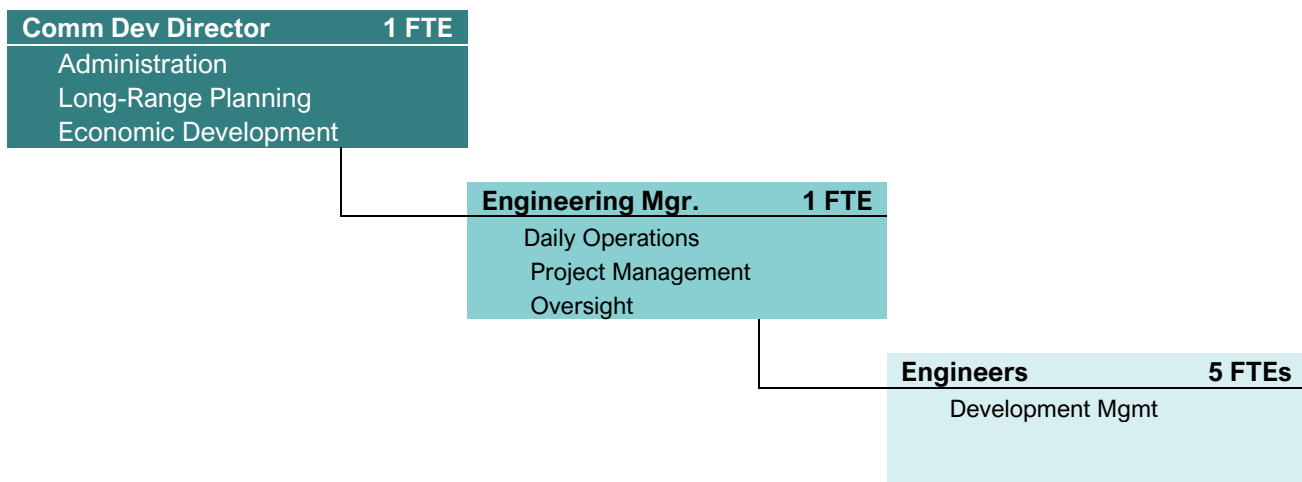
**Steve Wall**  
Public Works Director

- 18 Years in the Public Sector
- 9 Years with the City of Camas

### PURPOSE

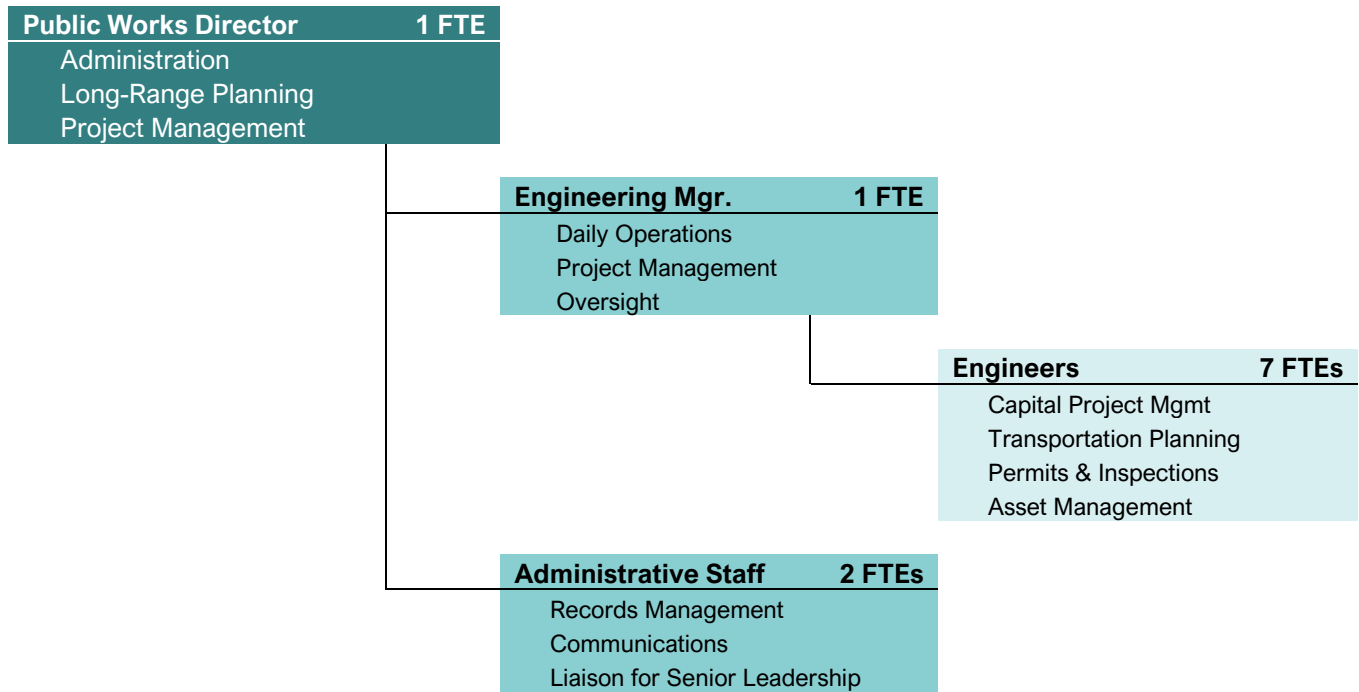
Responsible for engineering services including capital planning, project implementation, development review, and operational support.

### DEVELOPMENT FUNCTIONS



\*The Engineering Mgr. for Development is reflected in the organizational structure here, but is budgeted in Community Development.

## CAPITAL AND UTILITY FUNCTIONS



*A City Engineer oversees annual pavement preservation work*

## KEY ACCOMPLISHMENTS IN 2021 – 2022

- Significant capital projects completed include NE 3rd Avenue Bridge Seismic Upgrades, NW 12th Avenue CDBG Reconstruction, NW Ostenson Canyon Road and Storm Repair, NE 2nd Avenue CDBG Reconstruction, NW Sierra Drive Street Rehabilitation, Lacamas Creek and Belz Sewer Pump Stations, and ADA upgrades.
- Development engineering completed over 115 pre-application staff reports, 49 development application staff reports, 14 final plat reviews, approximately 40 construction plan reviews, which included single-family infill lots, subdivisions, short plats, multi-family sites, and commercial.
- Development engineering inspected the construction of 7 commercial sites, 2 multi-family sites, the infrastructure for approximately 878 single-family residential lots, and two parks.
- Provided engineering support for other departments.

## GOALS AND NEW INITIATIVES IN 2023 – 2024

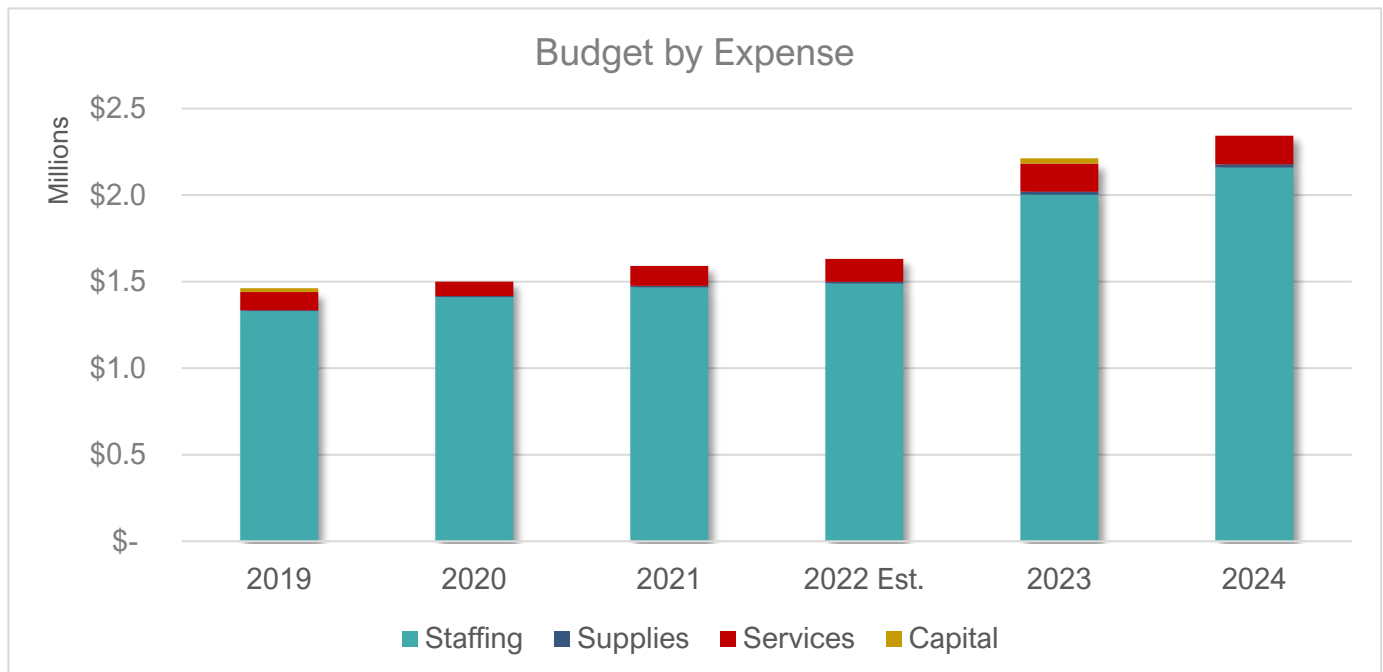
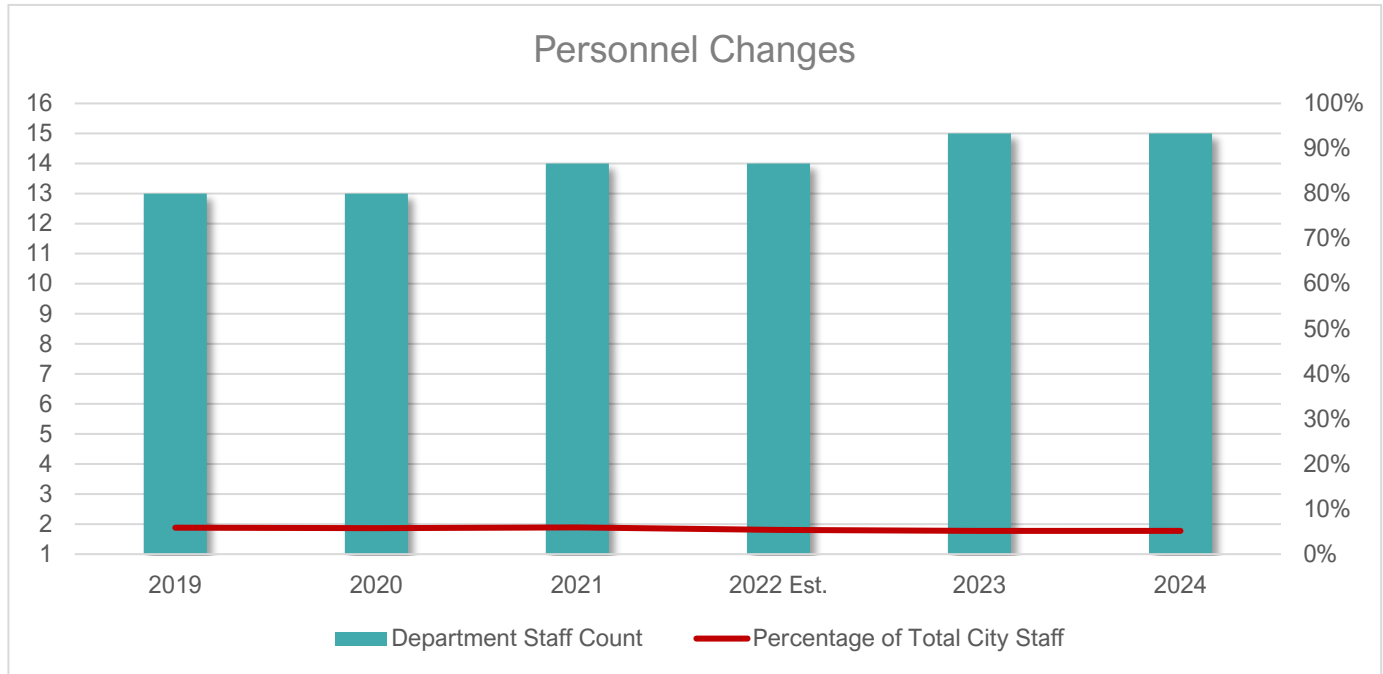
- Seek additional training and cross-training opportunities for engineering staff
- Continue to seek opportunities for efficiencies, including the use of new tools and technology improvements
- Provide support and guidance to other City departments
- Management, design, and construction of Capital Projects outlined in the Capital section of the budget
- Continue to meet the demanding deadlines for pre-applications meeting notes, application staff reports, construction drawings reviews, and development inspections

## FUTURE CHALLENGES

Issue	Plan for Resolution
With the projection of more growth in the City there will be continual demands for internal Engineering services and construction management for capital and development projects.	A new engineering manager position will be created to meet increase workload demands. More efficiencies in our processes should be realized with additional technology upgrades and staff training.

## BUDGET CHANGES

The Engineering Department is adding staff to further facilitate the division of Development and Capital engineering into separate programs under their respective departments, which increased expenses for salaries and benefits in the biennium. One vehicle was also added to replace use of a depleted reserve vehicle with a rental vehicle within the fleet’s cost recovery rate structure, impacting capital expenses.



## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Engineering</b>						
Salaries And Wages	900,647	981,438	1,023,947	1,032,212	1,353,630	1,476,178
Seasonal Salaries	5,545				54,383	56,830
Overtime	18,988	6,339	11,702	16,101	12,095	12,639
<b>Salaries</b>	<b>925,179</b>	<b>987,777</b>	<b>1,035,648</b>	<b>1,048,313</b>	<b>1,420,108</b>	<b>1,545,647</b>
Personnel Benefits	401,861	423,040	431,129	440,643	566,025	596,975
Seasonal Benefits	2,471		84		16,315	17,049
<b>Benefits</b>	<b>404,332</b>	<b>423,040</b>	<b>431,213</b>	<b>440,643</b>	<b>582,340</b>	<b>614,024</b>
Operating Supplies	4,521	2,795	3,372	3,244	7,000	7,168
COVID Supplies		2,231	491			
Fuel Consumed				7,241	8,074	8,267
Tools & Minor Equip	358	716	5,638	148	2,277	2,332
<b>Supplies</b>	<b>4,878</b>	<b>5,741</b>	<b>9,501</b>	<b>10,634</b>	<b>17,351</b>	<b>17,767</b>
Professional Ser	22,319	10,415	42,700	58,352	50,000	51,200
Communication	6,208	7,978	8,380	8,557	9,225	9,447
Travel	70	15		58	500	512
Rents & Leases	33,940	28,299	26,226	26,635	45,225	46,310
Insurance	30,301	21,535	24,710	26,296	36,815	37,698
Repairs & Maint.	277	37	75	497	508	520
Miscellaneous	12,564	15,205	11,847	11,538	20,000	20,480
<b>Services</b>	<b>105,678</b>	<b>83,484</b>	<b>113,938</b>	<b>131,932</b>	<b>162,273</b>	<b>166,168</b>
<b>Machinery &amp; Eqpmt</b>	<b>21,721</b>				<b>31,000</b>	
<b>Total Engineering</b>	<b>\$ 1,461,789</b>	<b>\$ 1,500,042</b>	<b>\$ 1,590,300</b>	<b>\$ 1,631,522</b>	<b>\$ 2,213,072</b>	<b>\$ 2,343,606</b>
<i>Budget Change</i>	<i>12.0%</i>	<i>2.6%</i>	<i>6.0%</i>	<i>2.6%</i>	<i>35.6%</i>	<i>5.9%</i>



## General Fund: Community Development



Alan Peters  
Community Development Director

- 12 Years in the Public Sector
- First Year with the City of Camas

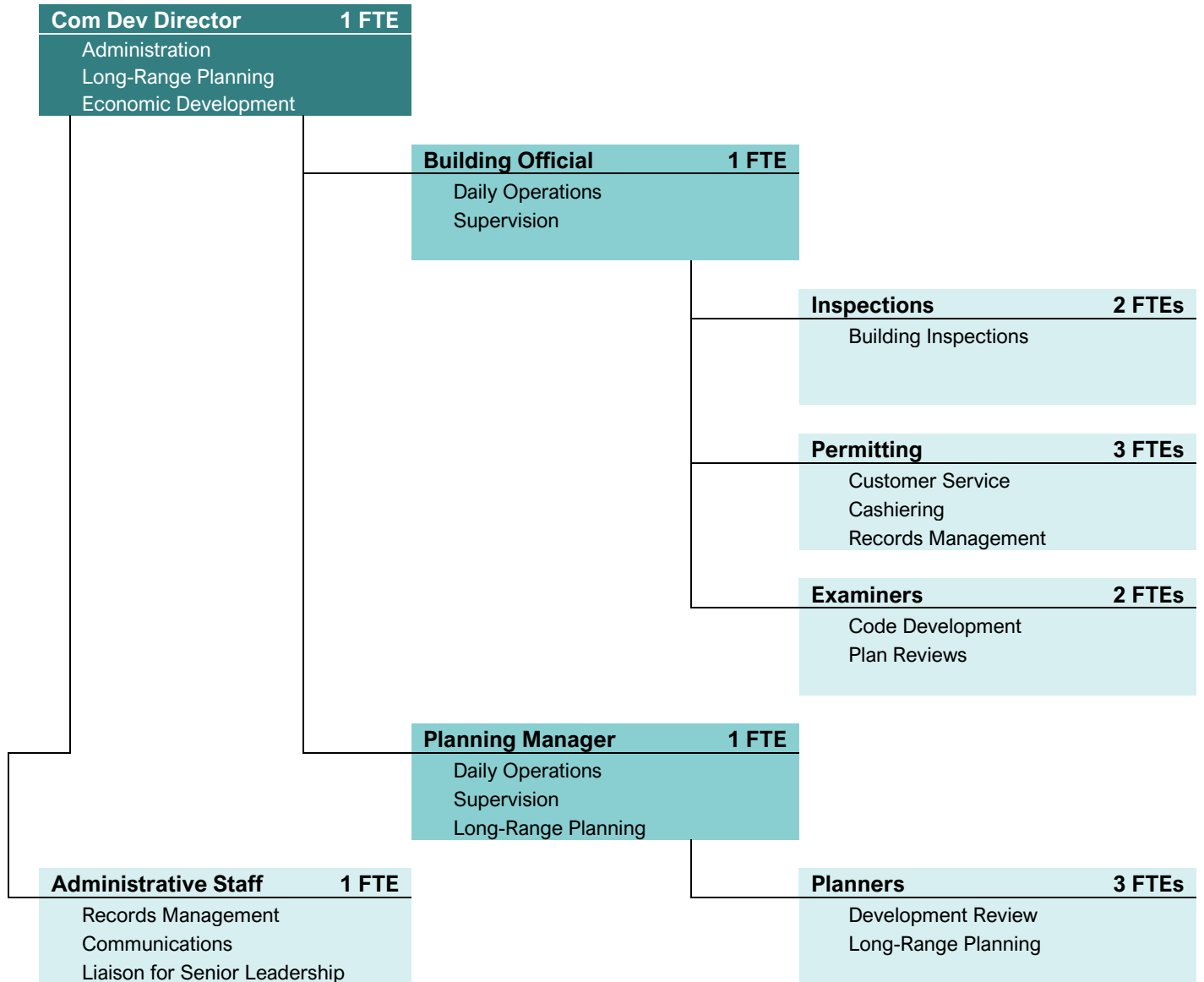
### PURPOSE

The Community Development Department is responsible for current and long-range planning, building plan review and inspections, economic development, and environmental review. The department guides growth and development through long range visioning and comprehensive planning; development of legislative procedures; implementation of plans and procedures as well as enforcement of development regulations.



Artist rendering for the Hudson East building planned for Downtown Camas

## FUNCTIONS



\*An Engineering Manager to oversee the development side of engineering is reflected in the Engineering org chart, but budgeted from Community Development

## KEY ACCOMPLISHMENTS IN 2021 – 2022

- Adoption of the Camas Housing Action Plan to encourage housing diversity, affordability, and access to opportunity for people of all incomes
- Successful completion of a North Shore Subarea plan for 990-acre district North of Lacamas Lake that will include capacity for 2,969 dwelling units and 1,299 jobs.
- Approved commercial developments that included a new downtown mixed-use project with retail space and 56 apartment units, and more than one million square feet of industrial warehouse and office space
- Issued over 2000 building permits, including 347 new single-family dwelling permits.



## GOALS AND NEW INITIATIVES IN 2023 – 2024

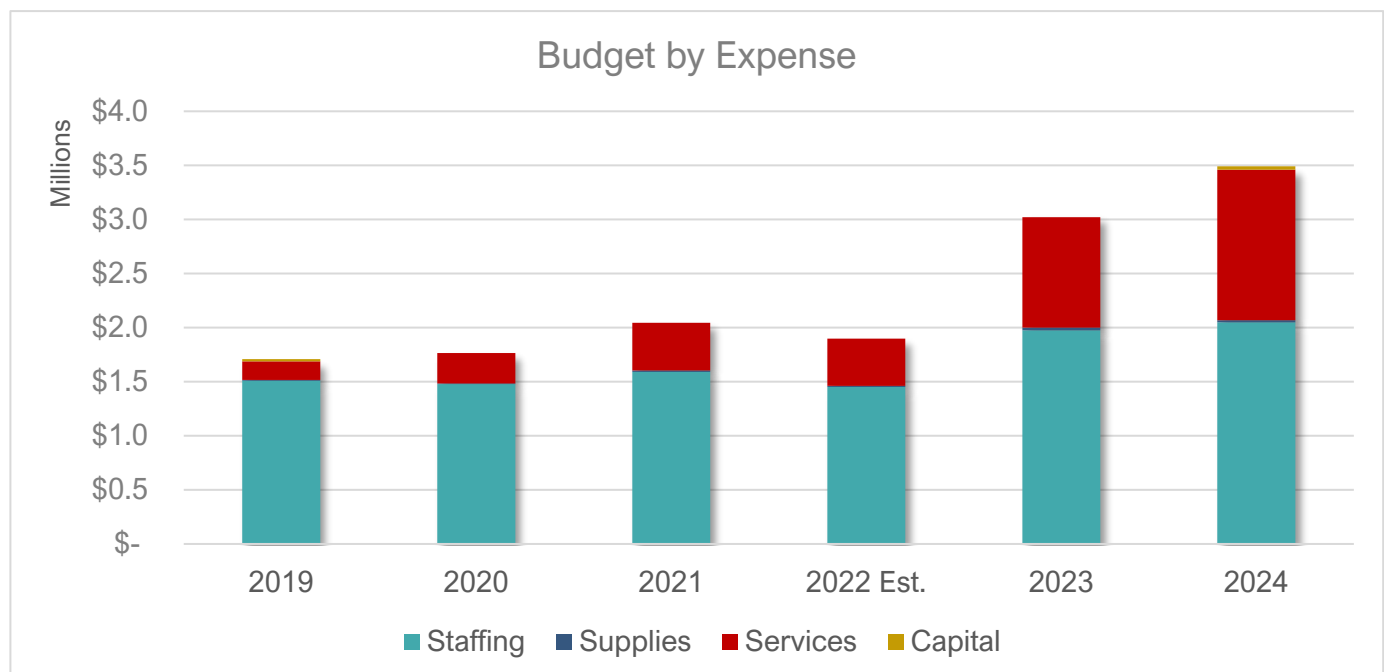
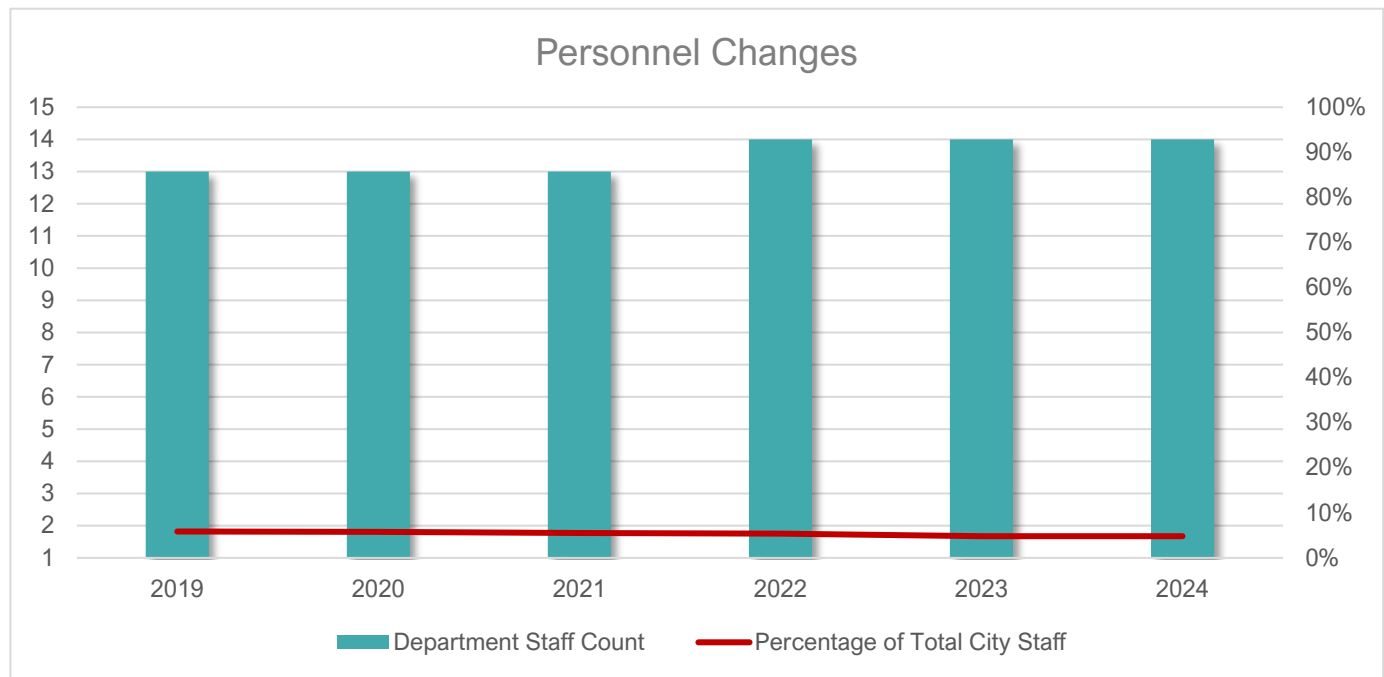
- Prepare a long-range subarea plan for Downtown Camas
- Update the Camas Comprehensive Plan, due by 2025, as required by Washington State’s Growth Management Act.
- Update land use regulations in the North Shore to be consistent with the recently adopted subarea plan for the area.
- Prepare and implement updates to Camas Municipal Code Title 15 (Building Code) to reflect changes in the Washington State Building Code.
- Provide professional development opportunities for staff.

## FUTURE CHALLENGES

Issue	Plan for Resolution
Office to field collaboration with increased development review workloads	Implementation of the new Citywide ERP software system will maximize productivity and departmental collaboration while increasing efficiency and community engagement
The adoption of new comprehensive and subarea plans, changes to state land use laws, and community desires may create increased need for plan and code amendments	It may be necessary to create a long-range planning position in a future budget cycle
Building Code Changes	Train staff and inform development community on new building code changes, including the new Wildland Urban Interface code

## BUDGET CHANGES

The budget includes increased funding for recently-filled personnel vacancies (including market rate adjustments), impacting salaries and benefits. Professional services are impacted by two major long-range planning projects, the Downtown Subarea Plan and Comprehensive Plan Periodic Update, as well as supporting the addition of an Enterprise Asset Management module in the Citywide software upgrade. One vehicle was also added to replace use of a depleted reserve vehicle with a rental vehicle within the fleet's cost recovery rate structure, which is a capital expense.



## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Community Development</b>						
<b>Administration</b>						
Salaries And Wages	204,228	140,538	198,459	186,034	382,810	399,053
Overtime	60		2,797	365	382	399
<b>Salaries</b>	<b>204,288</b>	<b>140,538</b>	<b>201,256</b>	<b>186,034</b>	<b>383,192</b>	<b>399,452</b>
<b>Personnel Benefits</b>	<b>80,489</b>	<b>48,807</b>	<b>49,075</b>	<b>52,013</b>	<b>107,895</b>	<b>111,764</b>
Operating Supplies	6,911	185	47	602	1,241	1,271
COVID-19 Supplies		108				
<b>Supplies</b>	<b>6,911</b>	<b>293</b>	<b>47</b>	<b>602</b>	<b>1,241</b>	<b>1,271</b>
Professional Services				129,771	188,451	121,760
Communication	1,078	2,627	2,694	9,453	5,254	5,380
Travel	4,002				2,912	2,982
Advertising				1,150	395	405
Insurance	3,413	1,582	1,762	2,150	3,010	3,082
Miscellaneous	1,066	1,125	1,028	1,131	1,517	1,553
<b>Services</b>	<b>9,558</b>	<b>5,334</b>	<b>5,483</b>	<b>143,654</b>	<b>201,539</b>	<b>135,162</b>
<b>Total Development</b>	<b>\$ 301,246</b>	<b>\$ 194,973</b>	<b>\$ 255,860</b>	<b>\$ 382,303</b>	<b>\$ 693,867</b>	<b>\$ 647,649</b>
<i>Budget Change</i>	5.3%	-35.3%	31.2%	49.4%	81.5%	-6.7%

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Tree Fund</b>						
Professional Services	-	-	-	-	-	-
<b>Services</b>		-	-	-	-	-
<b>Total Tree Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Building</b>						
Salaries And Wages	429,801	464,597	545,471	544,835	619,778	647,308
Overtime	5,449		1	2,331	4,273	4,376
<b>Salaries</b>	<b>435,250</b>	<b>464,597</b>	<b>545,471</b>	<b>547,166</b>	<b>624,051</b>	<b>651,684</b>
Personnel Benefits	212,834	220,777	242,634	255,535	297,896	302,928
Uniforms and Clothing						
<b>Benefits</b>	<b>212,834</b>	<b>220,777</b>	<b>242,634</b>	<b>255,535</b>	<b>297,896</b>	<b>302,928</b>
Operating Supplies	56	4,188	5,818	3,054	10,021	4,118
COVID-19 Supplies		1,877	688			
Fuel Consumed				3,882	3,737	3,827
Tools And Minor Equip			5,493		5,000	5,120
<b>Supplies</b>	<b>56</b>	<b>6,065</b>	<b>11,999</b>	<b>6,936</b>	<b>18,758</b>	<b>13,064</b>
Professional Ser	418	320	96,037	51,596	270,122	276,605
Communication	2,249	2,403	3,035	4,080	4,537	4,646
Travel	20		365	1,708	9,417	9,643
Intfund Rents & Lease	10,528	15,652	11,278	19,752	27,904	28,574
Insurance	8,281	9,491	10,572	15,050	21,070	21,575
Repairs & Maint.	4,119	1,508	3,295	3,942	3,865	3,958
Miscellaneous	13,272	44,970	48,333	3,307	15,000	15,360
<b>Services</b>	<b>38,887</b>	<b>74,344</b>	<b>172,915</b>	<b>99,435</b>	<b>351,915</b>	<b>360,361</b>
<b>Vehicle</b>	<b>21,721</b>					<b>31,000</b>
<b>Total Building</b>	<b>\$ 708,747</b>	<b>\$ 765,783</b>	<b>\$ 973,020</b>	<b>\$ 909,072</b>	<b>\$ 1,292,620</b>	<b>\$ 1,359,037</b>
<i>Budget Change</i>	20.7%	8.0%	27.1%	-6.6%	42.2%	5.1%

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Planning</b>						
Salaries And Wages	421,886	437,075	399,098	285,354	369,683	386,318
Seasonal Salaries					27,191	28,415
Overtime	662	311	35		179	187
<b>Salaries</b>	<b>422,547</b>	<b>437,386</b>	<b>399,133</b>	<b>285,354</b>	<b>397,053</b>	<b>414,920</b>
Personnel Benefits	154,363	165,373	152,353	125,565	157,067	160,120
Seasonal Benefits					8,157	8,525
<b>Benefits</b>	<b>154,363</b>	<b>165,373</b>	<b>152,353</b>	<b>125,565</b>	<b>165,224</b>	<b>168,645</b>
Operating Supplies		158	835	3,379	4,438	4,545
COVID-19 Supplies		558	1,253			
<b>Supplies</b>		<b>716</b>	<b>2,088</b>	<b>3,379</b>	<b>4,438</b>	<b>4,545</b>
Professional Ser	58,237	66,760	134,988	134,611	315,000	740,000
Communication	852	1,601	1,697	5,405	5,980	6,123
Travel	3,404				6,000	6,144
Advertising	411		375	1,143	522	534
Insurance	6,625	12,282	11,794	9,965	13,950	14,285
Miscellaneous	4,694	2,622	11,411	4,015	12,494	12,794
<b>Services</b>	<b>74,222</b>	<b>83,264</b>	<b>160,265</b>	<b>155,138</b>	<b>353,946</b>	<b>779,881</b>
<b>Intgovt Prof Svcs</b>	<b>48,121</b>	<b>117,799</b>	<b>102,177</b>	<b>37,306</b>	<b>113,490</b>	<b>116,214</b>
<b>Total Planning</b>	<b>\$ 699,253</b>	<b>\$ 804,539</b>	<b>\$ 816,016</b>	<b>\$ 606,742</b>	<b>\$ 1,034,151</b>	<b>\$ 1,484,204</b>
<i>Budget Change</i>	<i>1.7%</i>	<i>15.1%</i>	<i>1.4%</i>	<i>-25.6%</i>	<i>70.4%</i>	<i>43.5%</i>

## General Fund: Parks and Recreation



Trang Lam  
Director of Parks and Recreation

- 17 Years in the Public Sector
- 2 Years with the City of Camas



Steve Wall  
Public Works Director

- 18 Years in the Public Sector
- 9 Years with the City of Camas

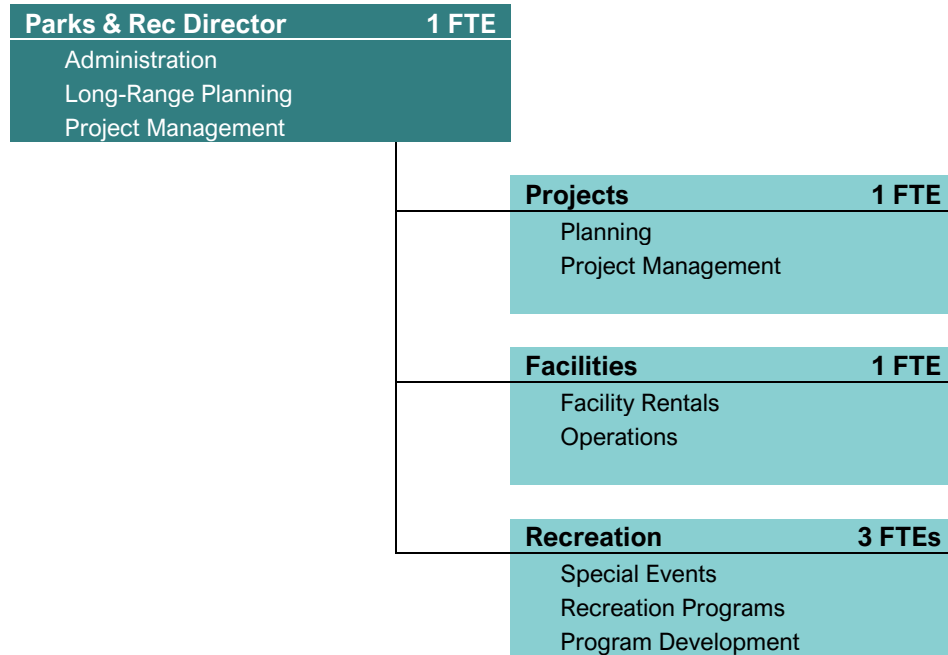
### PURPOSE

Camas Parks and Recreation promotes a healthy and sustainable community by listening and responding to the community's needs and desires, protecting, and preserving its natural spaces to improve ecological health, and developing and maintaining parks, trails and recreation programs that are welcoming for all.

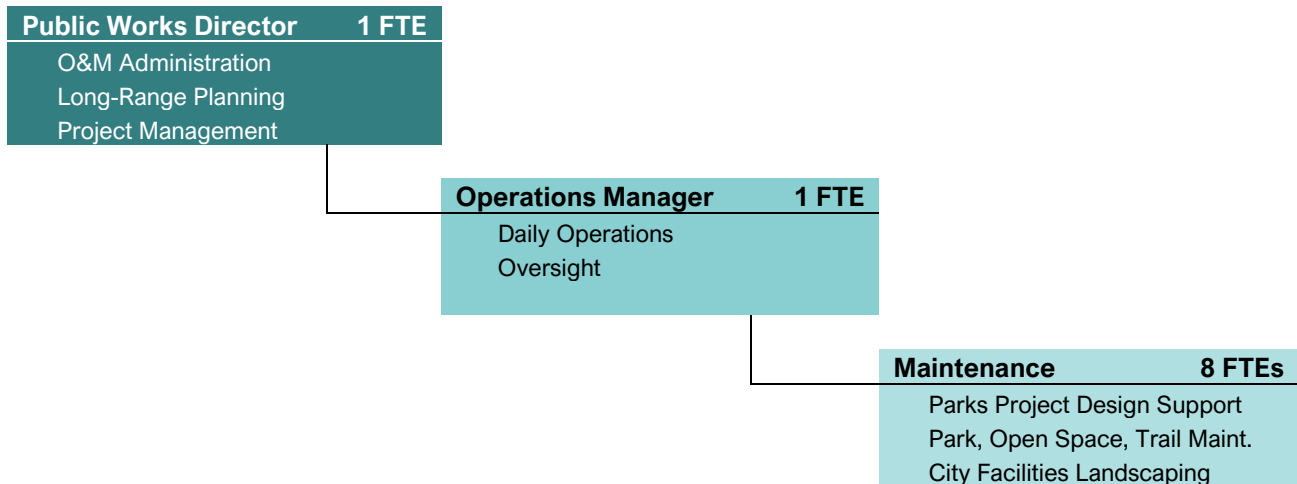


Residents participate in engagement activities at a May 2022 Open House Event for the Crown Park Improvements

## PARKS & RECREATION FUNCTIONS



## PARKS MAINTENANCE FUNCTIONS





## KEY ACCOMPLISHMENTS IN 2021 – 2022

- Completed acquisition of Legacy Land, totaling 165 acres of open space and Green Mountain, totaling 115 acres of forested lands to preserve public access and future recreational opportunities
- With the lens of “safety for all” and under Washington State’s COVID-19 Health Washington Reopening Plan and guidelines, Camas steadily reopened its recreation programs, special events and facilities rentals
- Adopted the 2022 Parks, Recreation and Open Space (PROS) Plan as passed through City Council
- Completed rehabilitation of the Heritage Trail and responded to weather damage on other trails
- Completed new sports court surfacing at Grass Valley Park with additional striping for pickleball
- Improved drainage at the Forest Home Little League baseball fields


## GOALS AND NEW INITIATIVES IN 2023 – 2024

- Complete construction of the S. Lacamas Creek Trailhead improvements.
- Complete Legacy Lands Master Plan
- Complete design, engineering, and initial construction of Crown Park Improvements
- Develop comprehensive Open Space Management Plan to provide guidance for stewarding City-owned open spaces and forested lands
- Continue addressing the removal of invasive species and the spraying of noxious weeds from open spaces
- Continue replacing and improving playground safety zones including new borders and additional play surfacing in various parks, outdated park furniture and fixtures, restrooms, and sports dugouts
- Develop a cost recovery model for work provided by Parks Maintenance to other City departments
- Evaluate potential relocation spaces to more centrally locate Parks Maintenance for increased productivity and reduced fuel consumption
- Continue improving sports field drainage and apply surface treatments to paved trails

## FUTURE CHALLENGES

Issue	Plan for Resolution
Escalating construction costs	Project value engineering to reduce scope to align project cost to requested budget
Delayed recruitment of new parks positions will delay implementation of some programs/projects	Evaluating and implementing updates and putting projects and programs on hold as needed
Community desires to add new amenities (capital asset) such as synthetic fields and pool facility to the parks system	Implementation/funding strategy needed for future growth of parks amenities & programs along with funding for operations & maintenance (O&M).
Health of open spaces is being impacted by invasive species and noxious weeds	City has added an on-going budget item to ensure annual resources will be dedicated to resolving the issue
Use of parks increasing with a growing population	Potential need to add staff to address the 7-day-per-week use of parks

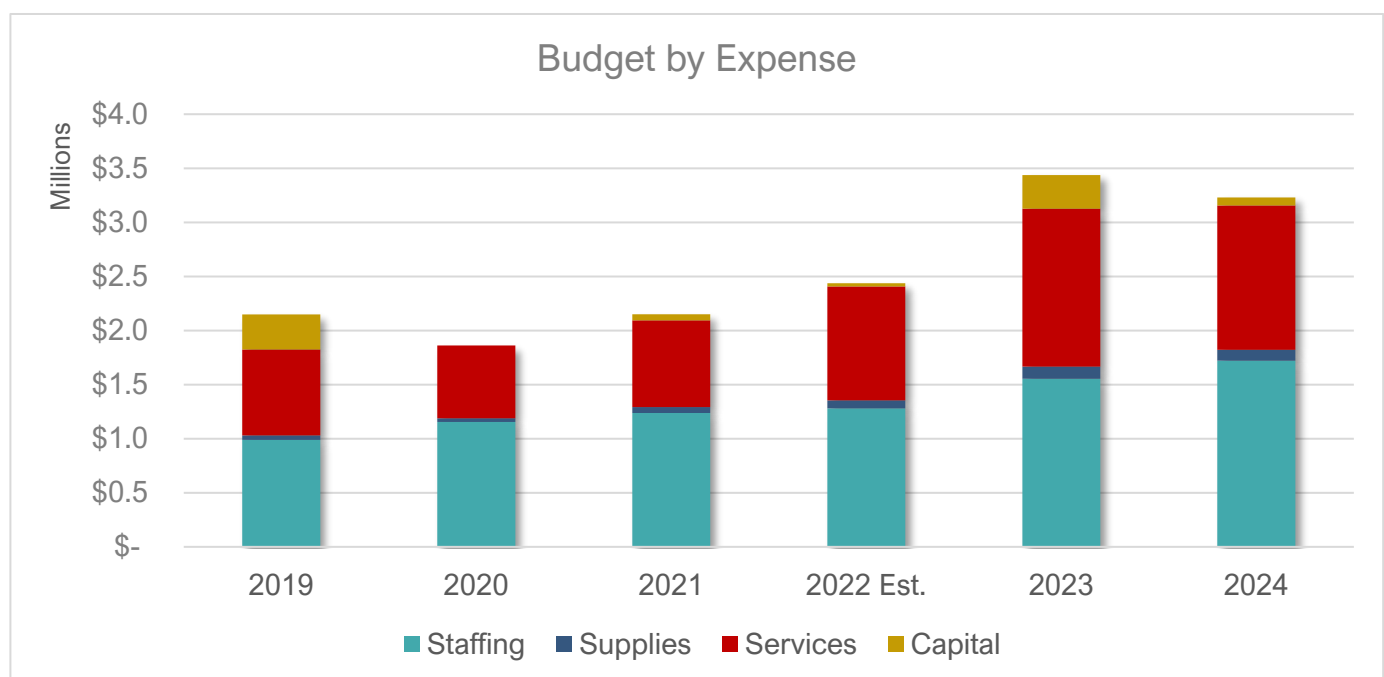
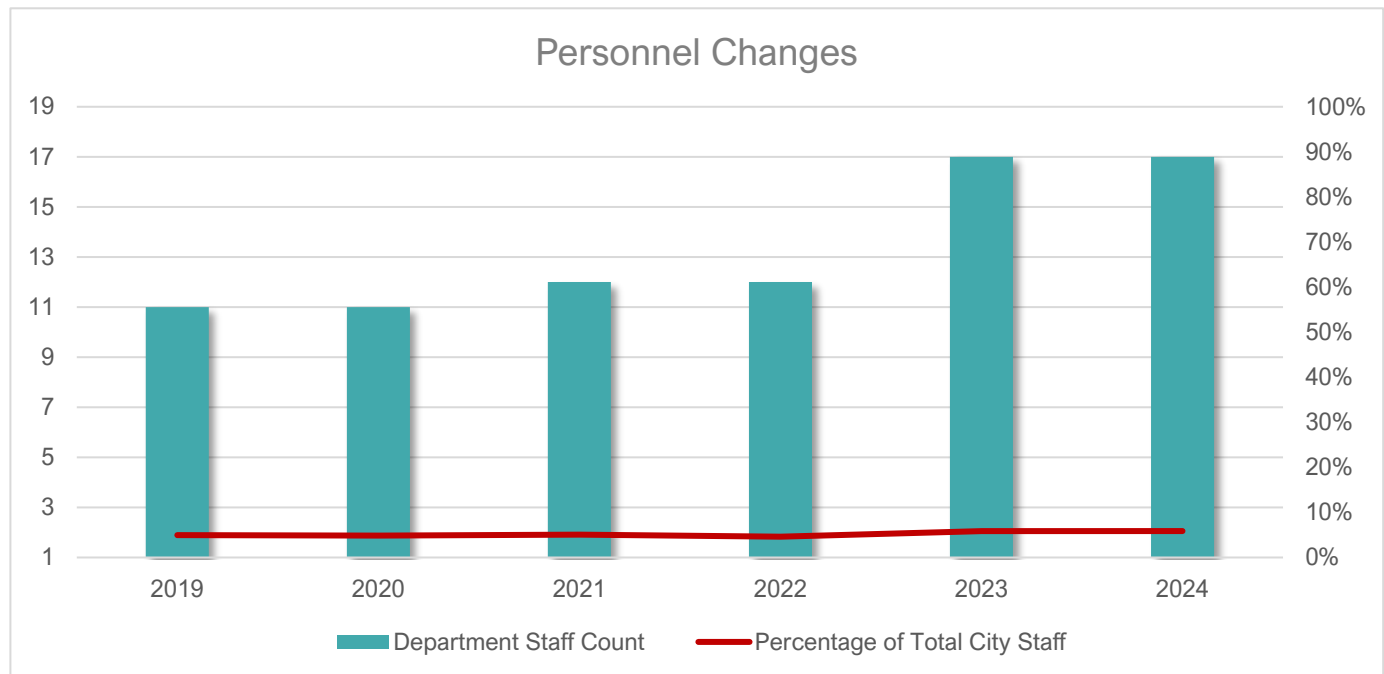
## PERFORMANCE METRICS

PROGRAMMING ATTENDANCE			
Goal Area: Department Service Goals			
		Actively communicate and improve outreach and marketing to increase program participation to pre-COVID 2019 average of 38 participants per event/program	
2020	2021	2022	
<span style="color: red;">✗</span> 6.79	<span style="color: green;">✓</span> 46.53	<span style="color: green;">✓</span> 47.48	

## BUDGET CHANGES

The department has experienced cost increases for seasonal personnel, supplies, and professional services for operations and recreational programs. Seasonals have moved to professional services rather than salaries and benefits. As well, the department has added two additional positions to assist with succession planning in the recreation team and adding capacity to allow current staff to work on improving existing programs, which impacts salaries and benefits.

Additionally, there are several capital projects added for the biennium as well as some vehicles.



## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Parks and Recreation</b>						
<b>Participant Recreation</b>						
Salaries & Wages	141,535	139,521	144,659	142,695	191,746	234,791
Seasonal Salaries	28,277	2,222	10,752	3,419		
Overtime	121		120	407	515	539
<b>Salaries</b>	<b>169,932</b>	<b>141,743</b>	<b>155,531</b>	<b>146,521</b>	<b>192,261</b>	<b>235,330</b>
Personnel Benefits	47,920	48,118	52,218	56,946	72,728	84,809
Seasonal Benefits	4,684	352	1,542	497		
<b>Benefits</b>	<b>52,603</b>	<b>48,470</b>	<b>53,760</b>	<b>57,443</b>	<b>72,728</b>	<b>84,809</b>
Operating Supplies	8,885	9,498	12,690	7,344	10,595	10,849
COVID-19 Supplies		4,217	182			
Fuel Consumed				87	258	264
Tools And Minor Equip	637	159	1,797	962	4,455	1,123
<b>Supplies</b>	<b>9,522</b>	<b>13,874</b>	<b>14,669</b>	<b>8,394</b>	<b>15,308</b>	<b>12,236</b>
Professional Svcs	75,033	11,807	44,417	79,852	97,512	103,171
COVID-19 Prof Svcs		219				
Communication	423	1,415	2,362	2,361	2,347	2,403
Travel	66			37	290	297
Advertising	2,918	742	851	3,215	3,187	3,263
Rents & Leases	15,719	4,265	6,412	15,290	18,142	18,578
Insurance	7,469	3,559	25,108	30,637	42,892	43,922
Miscellaneous	1,768	980	3,004	2,410	9,221	9,442
<b>Services</b>	<b>103,397</b>	<b>22,988</b>	<b>82,154</b>	<b>133,802</b>	<b>173,590</b>	<b>181,075</b>
<b>Total Participant Rec</b>	<b>335,454</b>	<b>227,075</b>	<b>306,114</b>	<b>346,159</b>	<b>453,887</b>	<b>513,451</b>
<b>Administration</b>						
<b>Salaries &amp; Wages</b>	<b>110,855</b>	<b>109,560</b>	<b>120,977</b>	<b>128,448</b>	<b>202,139</b>	<b>258,665</b>
<b>Personnel Benefits</b>	<b>39,301</b>	<b>32,046</b>	<b>43,171</b>	<b>45,318</b>	<b>77,884</b>	<b>84,809</b>
Professional Svcs	136,843	63,465	107,592	63,921	359,083	203,861
Travel	416		91	3,062	4,671	4,783
Miscellaneous		697	165		6,000	6,144
<b>Services</b>	<b>137,260</b>	<b>64,162</b>	<b>107,848</b>	<b>66,983</b>	<b>369,754</b>	<b>214,788</b>
<b>Machinery &amp; Eqpmt</b>					<b>60,000</b>	
<b>Total Administration</b>	<b>287,415</b>	<b>205,768</b>	<b>271,996</b>	<b>240,750</b>	<b>709,777</b>	<b>558,262</b>

<b>Community Centers</b>						
Salaries & Wages	16,010	16,671	16,683	16,683	18,567	19,403
Overtime			120	407	515	539
<b>Salaries</b>	<b>16,010</b>	<b>16,671</b>	<b>16,804</b>	<b>17,090</b>	<b>19,082</b>	<b>19,942</b>
<b>Personnel Benefits</b>	<b>5,734</b>	<b>7,040</b>	<b>8,057</b>	<b>8,220</b>	<b>8,793</b>	<b>8,946</b>
Operating Supplies	3,221	1,924	1,374	1,452	3,277	3,356
Tools & Minor Equip	(54)		207	176	500	512
<b>Supplies</b>	<b>3,167</b>	<b>1,924</b>	<b>1,581</b>	<b>1,629</b>	<b>3,777</b>	<b>3,868</b>
Professional Svcs	20,500	24,813	15,727	27,700	28,101	28,776
Communication	417	326	317	279	500	512
Intfund Rentals & Lease	1,796	1,980	1,650	2,433	2,925	2,995
Insurance	4,099	5,150	3,955	6,443	9,020	9,236
Public Utility	14,636	11,703	11,264	12,995	14,135	14,474
Repairs & Maint.	4,652	3,080	5,454	4,666	15,850	16,230
Miscellaneous	9,411	4,009	4,577	8,621	2,200	2,253
<b>Services</b>	<b>55,511</b>	<b>51,063</b>	<b>42,945</b>	<b>63,136</b>	<b>72,731</b>	<b>74,476</b>
<b>Total Comm Centers</b>	<b>80,422</b>	<b>76,699</b>	<b>69,386</b>	<b>90,075</b>	<b>104,383</b>	<b>107,232</b>
<b>Lacamas Lake Lodge</b>						
Salaries & Wages	16,009	16,671	16,682	16,683	18,567	19,403
Overtime			120	407	515	539
<b>Salaries</b>	<b>16,009</b>	<b>16,671</b>	<b>16,803</b>	<b>17,089</b>	<b>19,082</b>	<b>19,942</b>
<b>Personnel Benefits</b>	<b>5,734</b>	<b>7,040</b>	<b>8,057</b>	<b>8,220</b>	<b>8,793</b>	<b>8,946</b>
Operating Supplies	4,004	595	1,885	2,091	5,500	5,632
Tools & Minor Equip	1,452		441	1,297	14,163	2,163
<b>Supplies</b>	<b>5,456</b>	<b>595</b>	<b>2,326</b>	<b>3,388</b>	<b>19,663</b>	<b>7,795</b>
Professional Svcs	18,668	9,773	20,889	25,217	22,000	22,528
Communication	10,086	8,981	8,513	7,584	11,000	11,264
Advertising	1,754	71	107	2,079	3,930	4,024
Op Rents & Leases	4,732	362	366	854	4,500	4,608
Insurance	2,658	2,508	2,778	3,204	4,485	4,593
Public Utility	12,425	11,117	12,340	30,110	18,207	18,644
Repairs & Maint.	4,569	5,234	5,611	7,921	6,104	6,251
Miscellaneous	4,179	386	682	410	2,200	2,253
<b>Services</b>	<b>59,069</b>	<b>38,432</b>	<b>51,287</b>	<b>77,378</b>	<b>72,426</b>	<b>74,164</b>
<b>Total Lacamas Lodge</b>	<b>86,268</b>	<b>62,738</b>	<b>78,472</b>	<b>106,075</b>	<b>119,964</b>	<b>110,847</b>

<b>Fallen Leaf Lake Park</b>						
Salaries & Wages	16,010	16,671	16,683	16,683	18,567	19,403
Overtime			120	407	515	539
<b>Salaries</b>	<b>16,010</b>	<b>16,671</b>	<b>16,804</b>	<b>17,090</b>	<b>19,082</b>	<b>19,942</b>
<b>Personnel Benefits</b>	<b>5,734</b>	<b>7,041</b>	<b>8,057</b>	<b>8,220</b>	<b>8,793</b>	<b>8,946</b>
Professional Svcs	2,506	19,216			2,715	2,780
Communication					172	176
Insurance	414	396	440	538	753	771
<b>Services</b>	<b>2,920</b>	<b>19,612</b>	<b>440</b>	<b>538</b>	<b>3,640</b>	<b>3,727</b>
<b>Total Fallen Leaf Lake</b>	<b>24,664</b>	<b>43,323</b>	<b>25,301</b>	<b>25,848</b>	<b>31,515</b>	<b>32,615</b>
<b>Parks Maintenance</b>						
Salaries & Wages	352,924	451,611	506,777	549,995	600,175	637,994
Overtime	2,355	1,984	4,093	2,096	3,000	3,135
<b>Salaries</b>	<b>355,279</b>	<b>453,595</b>	<b>510,870</b>	<b>552,091</b>	<b>603,175</b>	<b>641,129</b>
<b>Personnel Benefits</b>	<b>195,595</b>	<b>297,557</b>	<b>279,200</b>	<b>275,392</b>	<b>321,945</b>	<b>330,183</b>
Operating Supplies	18,663	14,642	22,430	23,198	25,307	25,914
Fuel Consumed				29,314	31,574	32,332
Tools & Minor Eqpmt	4,691	3,390	13,188	6,826	17,038	17,447
<b>Supplies</b>	<b>23,354</b>	<b>18,033</b>	<b>35,618</b>	<b>59,338</b>	<b>73,919</b>	<b>75,693</b>
Professional Svcs	44,432	2,385	45,394	147,992	120,000	122,880
Communication	5,591	7,623	8,885	7,170	8,043	8,236
Travel	662	55	12	1,300	618	633
Intfund Rents & Leases	179,113	201,914	172,800	232,154	271,136	277,643
Intfund Rents & Leases					22,376	22,913
Insurance	19,250	18,718	22,057	25,969	36,357	37,230
Public Utility	125,925	134,079	145,698	142,409	141,617	145,016
Intfund Repairs & Maint.	55,804	98,591	111,402	130,771	149,057	152,634
Miscellaneous	5,856	3,719	5,880	9,871	8,000	8,192
<b>Services</b>	<b>436,634</b>	<b>467,084</b>	<b>512,127</b>	<b>697,636</b>	<b>757,204</b>	<b>775,377</b>
<b>Intgovt Prof Svcs</b>		<b>10,006</b>	<b>5,280</b>	<b>14,657</b>	<b>10,669</b>	<b>10,925</b>
<b>Other Improvements</b>					<b>125,000</b>	<b>75,000</b>
<b>Maint of Play Eqpmt</b>	<b>67,048</b>		<b>55,242</b>			
<b>Machinery &amp; Eqpmt</b>	<b>169,251</b>			<b>29,157</b>	<b>126,000</b>	
<b>Equipment - Mowers</b>	<b>88,137</b>					
<b>Total Park Maint.</b>	<b>1,335,298</b>	<b>1,246,274</b>	<b>1,398,338</b>	<b>1,628,271</b>	<b>2,017,912</b>	<b>1,908,307</b>
<b>Total Parks</b>	<b>\$ 2,149,520</b>	<b>\$ 1,861,877</b>	<b>\$ 2,149,608</b>	<b>\$ 2,437,176</b>	<b>\$ 3,437,438</b>	<b>\$ 3,230,714</b>
<i>Budget Change</i>	<i>31.4%</i>	<i>-13.4%</i>	<i>15.5%</i>	<i>13.4%</i>	<i>41.0%</i>	<i>-6.0%</i>

## General Fund: Facilities and Central Services



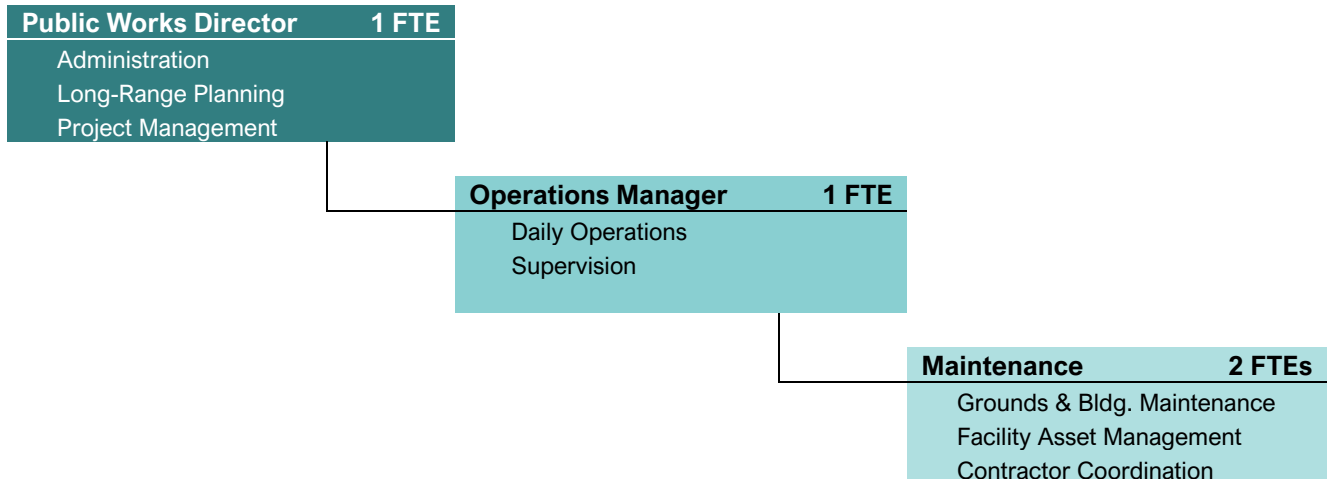
**Steve Wall**  
Public Works Director

- 18 Years in the Public Sector
- 9 Years with the City of Camas

### PURPOSE

Provides operations, maintenance, and repair of City-owned facilities, including buildings such as City Hall, Police Station, and the Library. Coordinates with contractors specializing in building trades to maximize the use and longevity of the City's facilities.

### FUNCTIONS



### KEY ACCOMPLISHMENTS IN 2021 – 2022

- Continued preventative maintenance of the HVAC system throughout City facilities
- Completed a significant number of maintenance and installation requests across all facilities
- Developed a complete inventory and condition assessment of all City facilities



## GOALS AND NEW INITIATIVES IN 2023 – 2024

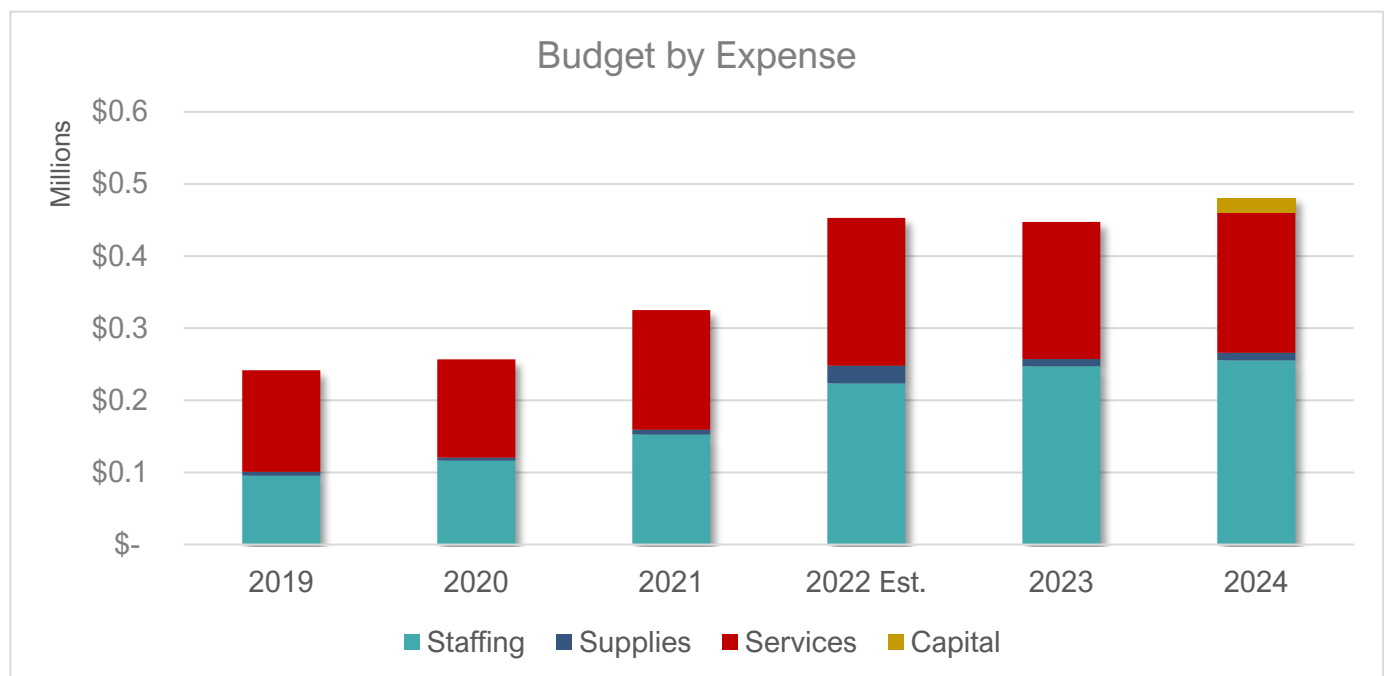
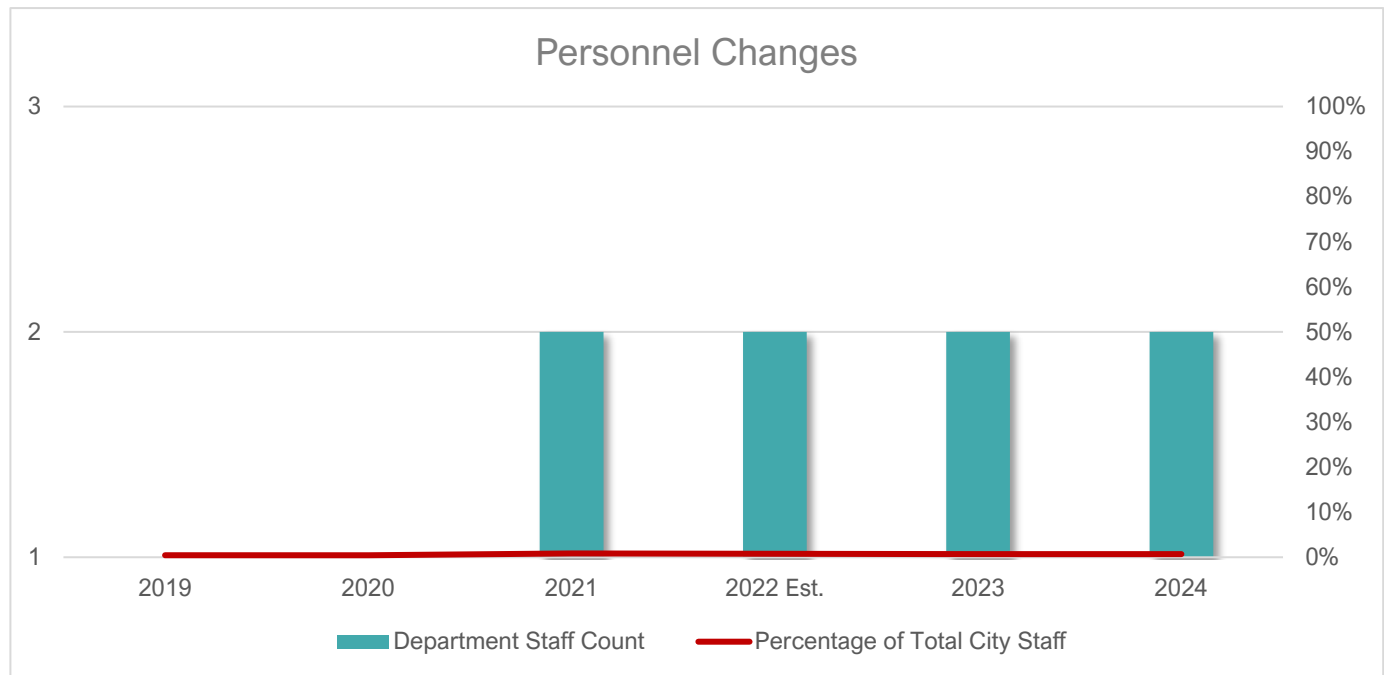
- Develop a Comprehensive Capital Facilities Plan
- Create a Central Services Revolving Fund to support ongoing operations and maintenance
- Design and construct an emergency generator for the City Hall complex
- Implement facility improvements based on recommendations from the Condition Assessment
- Complete design and begin construction on the City Hall Annexation Remodel project
- Complete the analysis and purchase property for a new Public Works Operations Center

## FUTURE CHALLENGES

Issue	Plan for Resolution
Addressing the aging facilities with ongoing major maintenance needs and addressing the lack of space to accommodate staff and equipment	Replacement of City Hall/Fire Station 41 and Fire Station 43 will both need to be explored
The Public Works Operations Center is not of sufficient size to accommodate all the staff, equipment and materials needed to serve the City	Replacement of the Operations Center will continue to make progress towards a property purchase and construction

## BUDGET CHANGES

The Central Services Department may acquire a scissor lift in 2024, which would impact capital expenses.



## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Central Services</b>						
Salaries And Wages	60,170	74,574	91,837	141,593	158,296	165,356
Overtime	823		8,135	395	500	500
<b>Salaries</b>	<b>60,993</b>	<b>74,574</b>	<b>99,972</b>	<b>141,988</b>	<b>158,796</b>	<b>165,856</b>
<b>Personnel Benefits</b>	<b>34,572</b>	<b>41,732</b>	<b>52,608</b>	<b>81,501</b>	<b>88,524</b>	<b>89,726</b>
Operating Supplies	4,720	4,050	3,266	19,730	4,272	4,374
COVID-19 Supplies		85	403			
Fuel Consumed				4,008	4,309	4,438
Tools And Minor Equip	459	66	3,026	729	1,373	1,406
<b>Supplies</b>	<b>5,179</b>	<b>4,201</b>	<b>6,695</b>	<b>24,468</b>	<b>9,954</b>	<b>10,218</b>
Professional Ser	50,790	46,090	37,492	74,207	56,481	57,836
Communication	426	602	617	703	765	783
Travel					386	395
Rents & Leases	5,855	1,211	127	5,714	7,957	8,148
Insurance	12,512	15,946	17,667	23,061	32,285	33,060
Public Utility	36,314	38,001	35,518	35,502	34,942	35,781
Repairs & Maint.	34,516	31,822	73,861	65,121	55,909	57,251
Miscellaneous	539	2,699	565	609	1,404	1,438
<b>Services</b>	<b>140,953</b>	<b>136,372</b>	<b>165,847</b>	<b>204,918</b>	<b>190,129</b>	<b>194,692</b>
<b>Other Improvement</b>						
<b>Vehicles &amp; Eqpmt</b>						<b>20,000</b>
<b>Total Central Services</b>	<b>\$ 241,697</b>	<b>\$ 256,879</b>	<b>\$ 325,121</b>	<b>\$ 452,875</b>	<b>\$ 447,403</b>	<b>\$ 480,492</b>
<i>Budget Change</i>	20.0%	6.3%	26.6%	39.3%	-1.2%	7.4%

## General Fund: Library



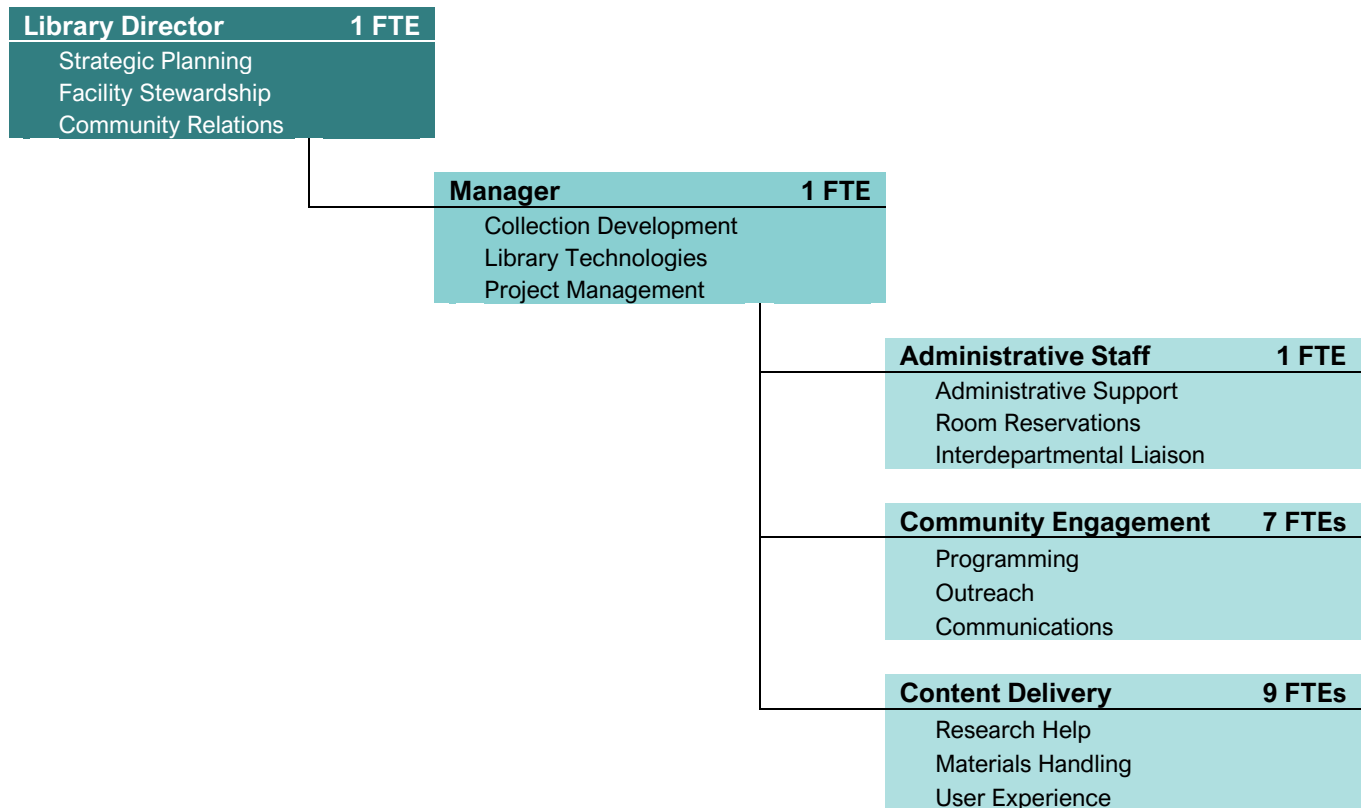
Connie Urquhart  
Library Director

- 21 Years in the Public Sector
- 7 Years with the City of Camas

### PURPOSE

The Camas Public Library is dedicated to serving our community with meaningful connections, engaging enrichment, and pathways to knowledge.

### FUNCTIONS



## KEY ACCOMPLISHMENTS IN 2021 – 2022

- Completed a strategic plan for 2023 – 2026
- Re-opened the Second Story Gallery
- Added STEM kits and Launchpads to the collection

## GOALS AND NEW INITIATIVES IN 2023 – 2024

- Open a Children’s Learning Hive in the Children’s Library, with early learning center, STEM lab, and outdoor creative space
- Complete upgrades to the Library building, which include additional or new flooring, lighting, exterior doors, security, shelving, monument signs, roofing, HVAC, and furniture
- Honor the Library’s 100<sup>th</sup> anniversary with a year of special events and services for the community

## FUTURE CHALLENGES

Issue	Plan for Resolution
The Library is three stories, 34,677 square feet, and with renovations reflecting various states of age or infrastructure. This presents a challenge when attempting proactive maintenance on a building both 20 and 80 years old.	The Library will implement the following upgrades in the next biennium: flooring, lighting, exterior doors, security, shelving, monument signs, roof, HVAC, and furniture, drainage, ADA accessibility to the courtyard, and sidewalk improvements.
The City’s population continues to grow, as does the Library’s service population. The building size stays the same, providing challenges in the way of collection size and space for programs.	A mobile unit is the next logical step to serve the growing population by meeting users where they are, utilizing cloud-based technology and a rotating collection.
While technically the Library meets the state and national average for FTEs per capita, the layout of the building combined with potential services that might be added to serve the needs of the community may require additional staff.	The Library will begin with a .5 FTE position in 2023 to help meet the requests by the community for more programming in the evenings and on weekends.
In the last contract negotiation, the Library agreed to conduct a salary study in 2023.	The budget for salaries and benefits may need to be increased, pending market adjustments and reclassifications.

## PERFORMANCE METRICS

### BORROWERS

#### Goal Area: Department Service Goals



This Library tracks borrowers to get an idea of the growing service population and if the Library is keeping pace with the expanding City population at large. No goal values are currently set.

2020	2021	2022
18,823	21,470	24,241

### VISITS

#### Goal Area: Department Service Goals



Reflects the sum of visits to the building, website, library catalog, and library app. All of these portals can be accessed independently without going through another site and all are used regularly by patrons. While the numbers below are shown in total, when broken out they tell the Library where and how patrons access their services. No goal values are currently set.

2020	2021	2022
138,171	161,832	247,353

### CIRCULATION

#### Goal Area: Department Service Goals

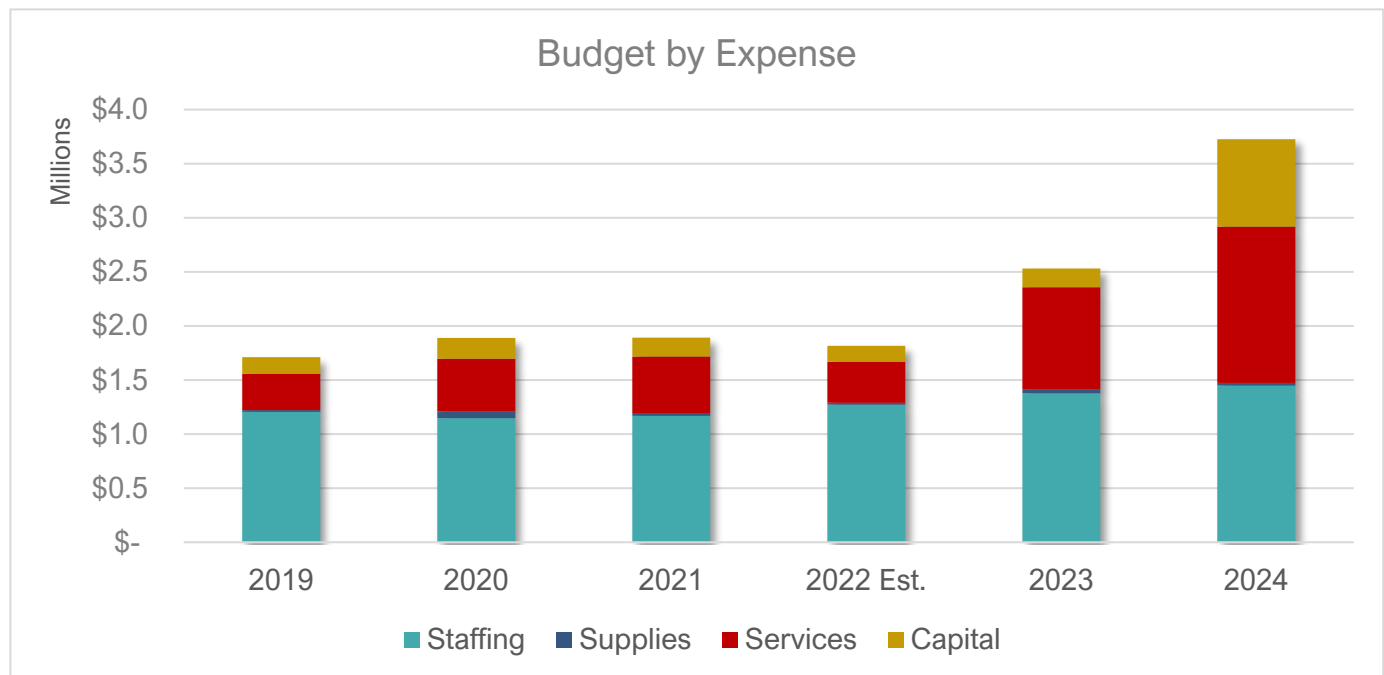
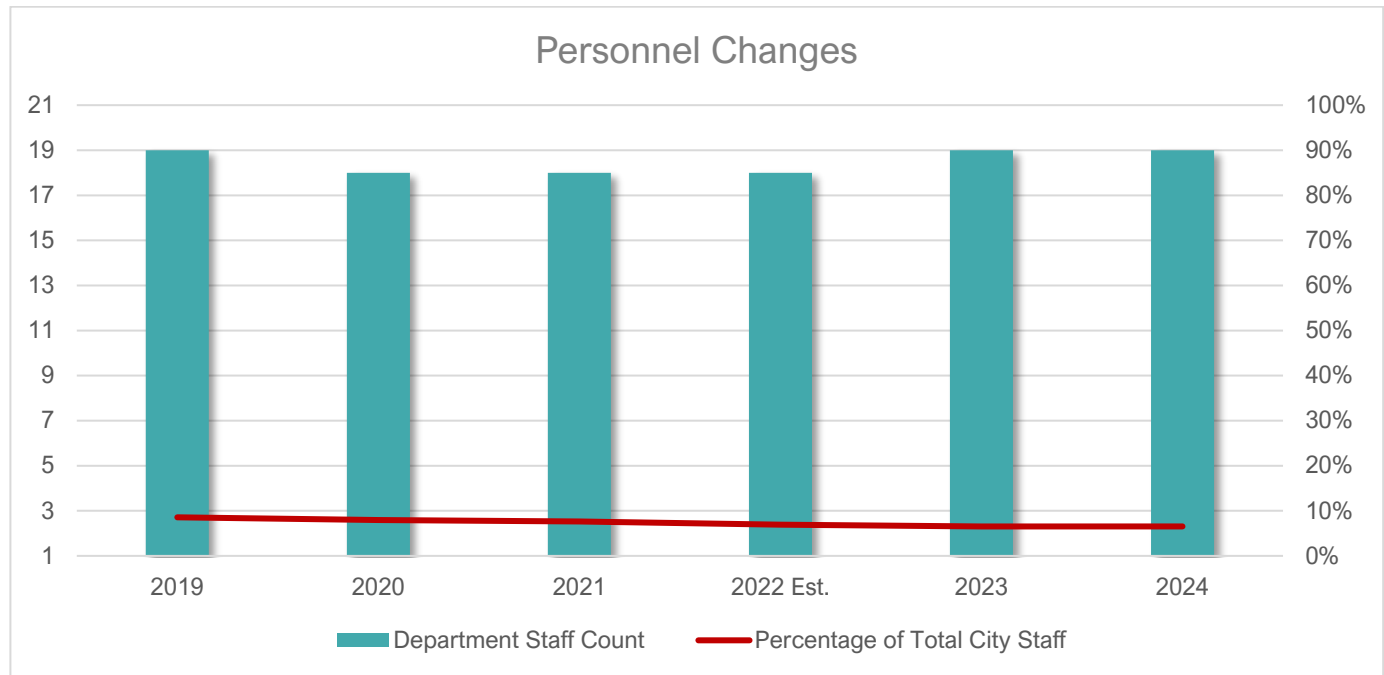


A standard in library service, libraries keep circulation statistics to monitor activity in their collections. In recent years, the numbers have encompassed digital materials, as well as non-book items such as kits and devices. No goal values are currently set.

2020	2021	2022
105,387	347,782	456,394

## BUDGET CHANGES

Market rate adjustments to non-represented employees resulted in salary and benefit increases. A number of new service contracts have increased the professional service expenses. Lastly, the library has a number of capital expenses in the biennium, including major building renovations and adding an additional learning center in the children's library space.





## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Library</b>						
<b>Administration</b>						
Salaries And Wages	188,205	200,361	217,515	222,211	269,641	281,721
Personnel Benefits	77,134	77,327	78,413	79,914	93,813	95,949
Travel	704		1,389	101	547	560
<b>Total Administration</b>	<b>266,044</b>	<b>277,688</b>	<b>297,317</b>	<b>302,225</b>	<b>364,001</b>	<b>378,230</b>
<b>Library Services</b>						
Salaries And Wages	638,430	579,822	584,325	642,865	656,100	700,749
Overtime	130			36	609	636
Sub Salaries	31,574	2,541	4,106	23,222	24,000	25,440
<b>Salaries</b>	<b>670,134</b>	<b>582,364</b>	<b>588,430</b>	<b>666,123</b>	<b>680,100</b>	<b>726,189</b>
Personnel Benefits	260,190	288,099	284,123	301,849	326,473	336,652
Sub Benefits	9,645	227	407	2,085	7,200	7,632
<b>Benefits</b>	<b>269,835</b>	<b>288,326</b>	<b>284,530</b>	<b>303,934</b>	<b>333,673</b>	<b>344,284</b>
Operating Supplies	10,857	3,776	9,884	16,045	11,056	11,321
COVID Supplies		12,387	4,230			
FFCL Oper. Supplies	14	107		51	67	69
Tools And Minor Equip	2,093	39,270	10,372	1,971	3,139	3,214
<b>Supplies</b>	<b>12,964</b>	<b>55,541</b>	<b>24,487</b>	<b>18,067</b>	<b>14,262</b>	<b>14,604</b>
Professional Ser	92,184	155,467	131,242	90,127	256,000	262,144
COVID-19 Prof Svcs		12,102				
FFCL Professional Svcs	1,215	1,451	2,250	2,341	2,255	2,310
Communication	5,822	5,550	6,067	7,542	7,618	7,801
Intfund Rents & Lease	6,173	2,715	2,808	1,534	2,000	2,048
Insurance	22,358	28,476	38,763	55,899	78,259	80,138
Repairs & Maintenance	4,787	41,389	22,081	51,969	35,690	36,546
FFCL Miscellaneous	10,710	7,770	21,177	19,310	24,118	24,697
Miscellaneous	33,843	44,583	26,608	25,488	34,314	35,138
<b>Services</b>	<b>177,091</b>	<b>299,502</b>	<b>250,996</b>	<b>254,210</b>	<b>440,254</b>	<b>450,820</b>
<b>Total Library Services</b>	<b>1,130,024</b>	<b>1,225,732</b>	<b>1,148,443</b>	<b>1,242,335</b>	<b>1,468,289</b>	<b>1,535,898</b>

<b>Training</b>						
Miscellaneous	4,818	430	494	2,239	3,077	3,151
<b>Services</b>	<b>4,818</b>	<b>430</b>	<b>494</b>	<b>2,239</b>	<b>3,077</b>	<b>3,151</b>
<b>Facilities</b>						
Operating Supplies	3,184	1,694	1,385	129	4,897	5,015
Tools And Minor Equip	211	4,028	696		19,136	5,595
<b>Supplies</b>	<b>3,395</b>	<b>5,721</b>	<b>2,081</b>	<b>129</b>	<b>24,033</b>	<b>10,609</b>
Professional Ser	48,526	33,338	52,564	49,856	201,276	56,107
Communication	3,068	3,077	3,100	2,866	3,239	3,317
Insurance	14,250	19,855	21,940	25,037	35,052	35,893
Public Utility	46,966	39,736	39,860	43,419	48,000	49,152
Repairs & Maint.	39,865	35,593	150,923	908	37,850	38,759
<b>Services</b>	<b>152,675</b>	<b>131,599</b>	<b>268,387</b>	<b>122,086</b>	<b>325,418</b>	<b>183,228</b>
<b>Total Facilities</b>	<b>156,070</b>	<b>137,320</b>	<b>270,468</b>	<b>122,215</b>	<b>349,450</b>	<b>193,837</b>
Machinery & Eqpmt		41,878				630,000
Intang. Books & Other	2,403		39,306	26,678	33,206	34,003
Books & Other	143,547	142,341	133,416	114,408	133,882	137,095
FFCL Books & Other	8,802	7,927	2,248	6,921	6,219	6,368
<b>Capital</b>	<b>154,752</b>	<b>192,146</b>	<b>174,969</b>	<b>148,008</b>	<b>173,307</b>	<b>807,466</b>
<b>Total Library</b>	<b>\$ 1,711,707</b>	<b>\$ 1,833,316</b>	<b>\$ 1,891,691</b>	<b>\$ 1,817,022</b>	<b>\$ 2,358,124</b>	<b>\$ 2,918,582</b>
<i>Budget Change</i>	<i>10.0%</i>	<i>7.1%</i>	<i>3.2%</i>	<i>-3.9%</i>	<i>29.8%</i>	<i>23.8%</i>

## General Fund: Legal Counsel

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### PURPOSE

The Legal Department is essential a contract with a local legal firm to provide civil and criminal legal services. The roles of City Attorney and Prosecutor are included in the City's legal services contract. Outside legal services for certain lawsuits, bond counsel, labor contracts and personnel law are funded on a case by case basis to specialized law firms and budgeted accordingly.

### KEY ACCOMPLISHMENTS IN 2021 – 2022

- Advised on Council position changes
- Advised Interim Mayor and Interim City Administrator positions
- Administered civil lawsuits
- Prepared legal documents
- Advised City officials as to legal rights, obligations, practices, and other phases of applicable local, state and federal law
- Drafted and reviewed contracts, agreements, resolutions and ordinances under consideration by the City Council to ensure that the documents adequately protect the legal interests of the City
- Provided for the prosecution of persons cited into Municipal Court for traffic or misdemeanor charges

### GOALS AND NEW INITIATIVES IN 2023 – 2024

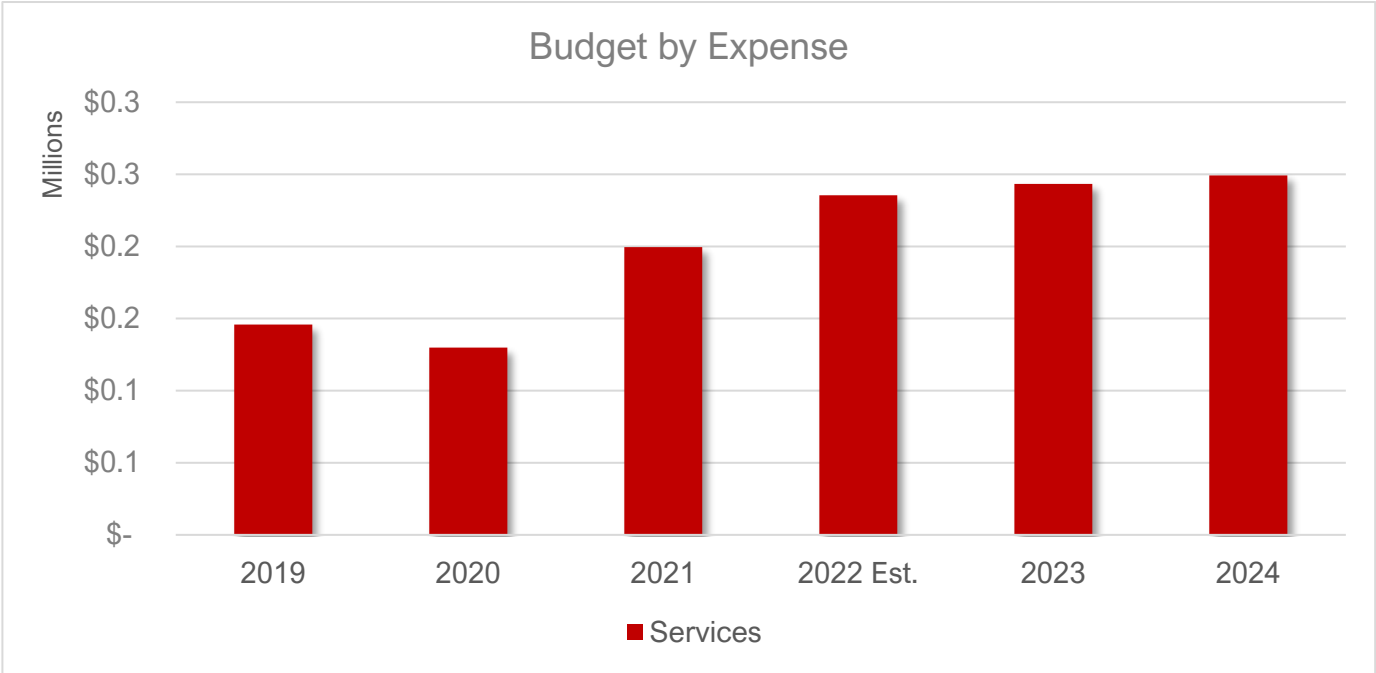
- Provided City Attorney services as required
- Provided adequate Prosecutorial services to the Municipal Court

FUTURE CHALLENGES

Issue	Plan for Resolution
Compliance with indigent defense requirements, additional court days	Continue analysis of potential need for additional staff
Increasing court costs	Continued analysis of the plausibility of discontinuing the contract with Clark County District Court for services
Assist in the analysis of a potential Regional Fire Authority for Camas & Washougal	Work with existing Joint Policy Advisory Board to determine necessary ballot measures and steps

BUDGET CHANGES

There were no significant budget changes for the legal services budget in this biennium, following a market rate adjustment in 2022.



## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Legal</b>						
Travel	581	206		2,015	1,161	1,189
Miscellaneous	615		206	250	307	314
Prof Svcs (Criminal)	29,355	30,236	31,143	38,864	39,529	40,477
Prof Svcs (Civil)	115,285	99,393	168,144	194,395	202,366	207,223
<b>Services</b>	<b>145,837</b>	<b>129,835</b>	<b>199,493</b>	<b>235,523</b>	<b>243,362</b>	<b>249,203</b>
<b>Total Legal</b>	<b>\$ 145,837</b>	<b>\$ 129,835</b>	<b>\$ 199,493</b>	<b>\$ 235,523</b>	<b>\$ 243,362</b>	<b>\$ 249,203</b>
<i>Budget Change</i>	-12.1%	-11.0%	53.7%	18.1%	3.3%	2.4%

# General Fund: Transfers

## PURPOSE

Provide for the General Fund support for Streets, Fire, and Cemetery programs as well to pay for portion of debt service and retiree medical payments.

## KEY ACCOMPLISHMENTS IN 2021 – 2022

- The City has maintained its commitment to fund street preservation with General Fund property taxes from the banked capacity and to add new construction each year as well as the proportionate share of the 1% increase to the levy.

## FUTURE CHALLENGES

Issue	Plan for Resolution
General Fund support for the Camas-Washougal Fire and EMS fund is unsustainable	The City will be working with the City of Washougal through the Joint Policy Advisory Board to determine better long-term funding solutions for both cities to sustain the merged Fire & EMS departments

## BUDGET CHANGES

As a result of significant new hiring approved for the biennium, the need for General Fund support in the Special Revenue funds increased proportionately, impacting the transfers out expenses for the fund.





## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
Interest Line of Credit	3		5,120	38,893		
Transfer for Engineering	279,544	347,397	318,354	269,957		
Transfer to Facilities Fund		1,525				
Transfer to Street Fund	2,180,224	2,274,215	2,310,533	2,920,584	3,545,999	4,012,534
Transfer to Cemetery	180,000	200,000	200,000	200,000	200,000	200,000
Transfer to Retiree Medical	105,851	127,306	83,956	85,635	102,762	105,845
Transfer to LEOFF	111,910	120,242	82,826	87,795	90,429	93,142
Transfer to C-W Fire Dept	3,840,156	3,536,686	3,582,758	3,966,062	5,500,000	5,700,000
<b>Total Transfers</b>	<b>\$ 6,697,685</b>	<b>\$ 6,607,371</b>	<b>\$ 6,578,427</b>	<b>\$ 7,530,033</b>	<b>\$ 9,439,190</b>	<b>\$ 10,111,521</b>
<i>Budget Change</i>	6.3%	-1.3%	-0.4%	14.5%	25.4%	7.1%

## Special Revenue Funds Summary

The City has five special revenue funds.

- The Street Fund is to provide for maintaining the existing transportation infrastructure of 263 miles. Traffic impact fees are collected to help build infrastructure to support the growth of the City. The Transportation Capital Facilities Plan plays a significant role in determining future projects and the timing for those improvements.
- The Camas/Washougal Fire and Emergency Rescue Services Fund is to provide fire protection, fire inspections, paramedic and ambulance transports to the communities of Camas and Washougal and paramedic and ambulance transports to the community of East County Fire and Rescue. Camas is the only fire district in Clark County, Washington to provide ambulance service.
- The Cemetery Fund is for the care and maintenance of the City cemetery which was assumed by the City in 2007.
- The Lodging Tax Fund is used to market and support economic development activities within the City of Camas.
- The American Rescue Plan Act (ARPA) Fund is used to record the receipt of COVID-19 recovery stimulus funds from the Federal Government.

### STREET FUND

Revenues for the Street Fund are primarily taxes indirectly from property taxes and directly from motor vehicle fuel tax. The motor vehicle fuel tax is a flat rate of cents on the gallon and therefore is projected to be modest due to conservation efforts. In 2014, the City Council earmarked the property tax banked capacity with growth each year from new construction, assessed value and the 1% property tax increase, the City will be able to generate revenue to maintain the preservation program for streets at a modest level.

### CAMAS-WASHOUGAL FIRE AND EMS FUND

The Camas/Washougal Fire and EMS Fund is primarily funded with property taxes collected in Camas as well as payments from both the City of Washougal and East County Fire and Rescue for services provided by Camas/Washougal Fire Department (CWFD). The City also collects medical insurance from ambulance service and user fees for Fire Marshal services.

### CEMETERY FUND

The Cemetery Fund is supported with fees charges associated with burials and interments but the majority of the support is from the General Fund. The maintenance of the cemetery is performed by Public Works staff with the majority of the costs tied to seasonal watering and mowing.

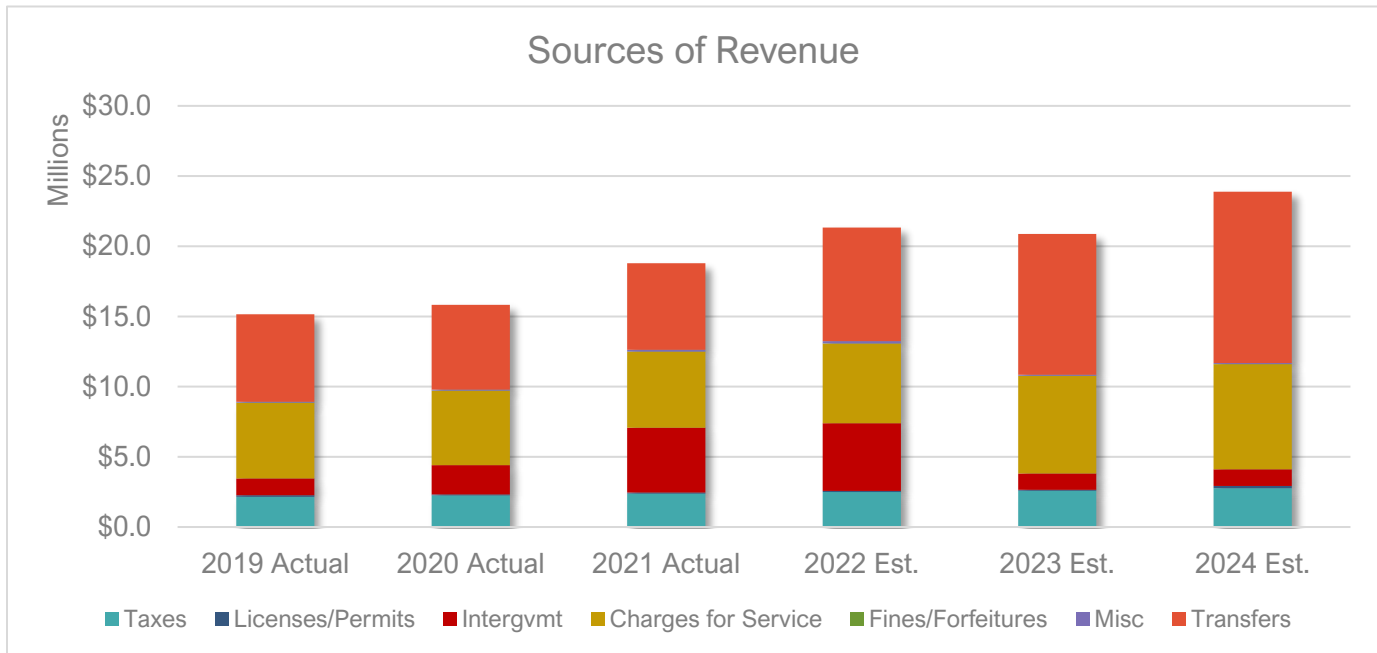
### LODGING TAX FUND

The Lodging Tax Fund is primarily funded through lodging tax distributions from the State and investment earnings.

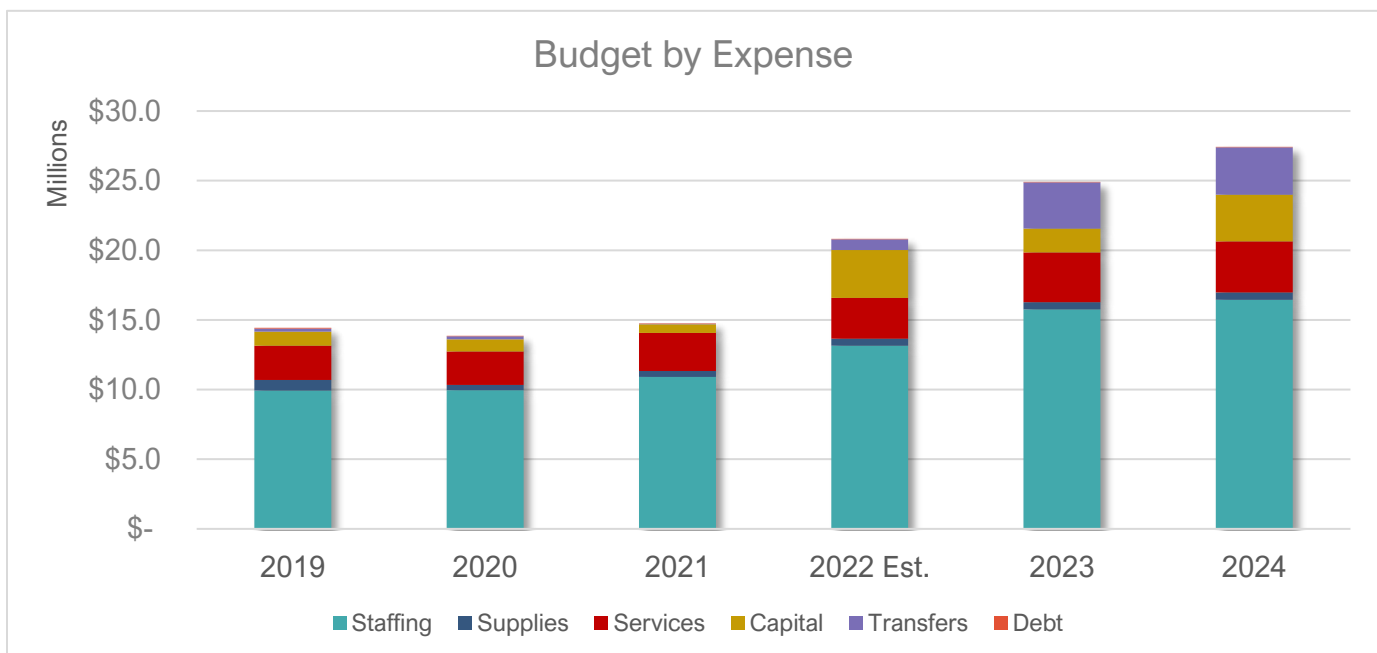
## AMERICAN RESCUE PLAN ACT FUND

The ARPA Fund is to account for federal stimulus funds received from the federal government to assist in the recovery from the COVID-19 pandemic. Revenue is solely through stimulus funds from the U.S. Treasury.

### REVENUES



### EXPENDITURES



## Streets Fund



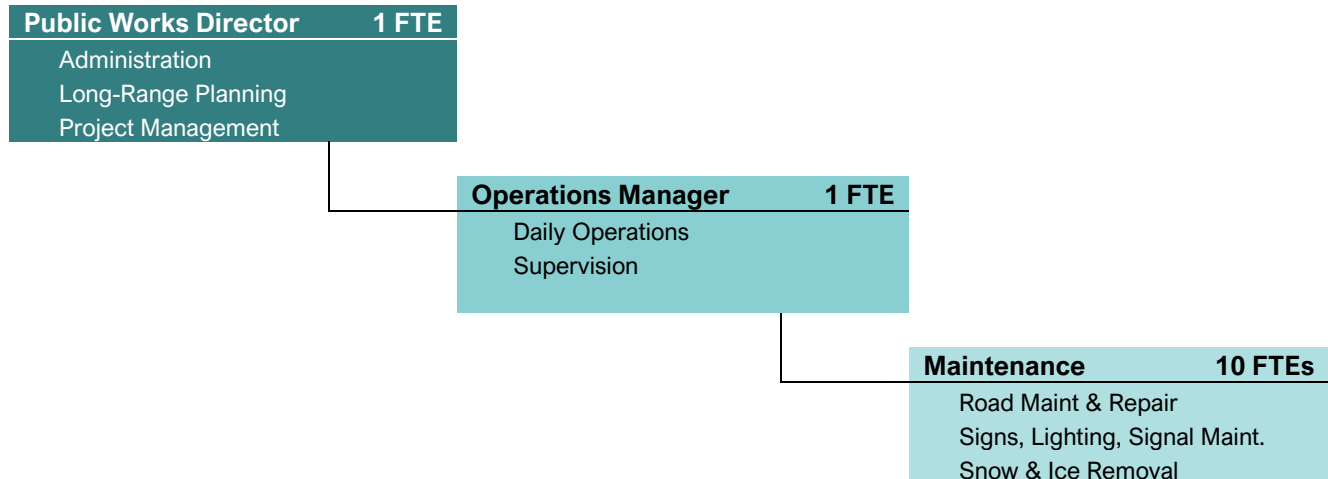
**Steve Wall**  
Public Works Director

- 18 Years in the Public Sector
- 9 Years with the City of Camas

### PURPOSE

Provide for the operation and maintenance of the street system including pavement repair and maintenance, roadside maintenance, street lighting, traffic signals, signing and snow/ice removal. The Street Fund also provides support to the Downtown Camas Association and maintenance of the “Downtown Mall” area.

### FUNCTIONS



### KEY ACCOMPLISHMENTS IN 2021 – 2022

- Maintained streets to expected levels of service including minor snow and ice events
- Provided significant support for the various Downtown Camas special events
- Complete all preparatory work ahead of pavement management projects, including significant efforts on Sierra Street, SE 2<sup>nd</sup> Avenue, and NE 14<sup>th</sup> Avenue

## GOALS AND NEW INITIATIVES IN 2023 – 2024

- Complete a network-wide inspection of all City streets and evaluate current condition
- Complete asphalt improvement on Sierra Street
- Add two full-time employees, at minimum, to increase levels of service

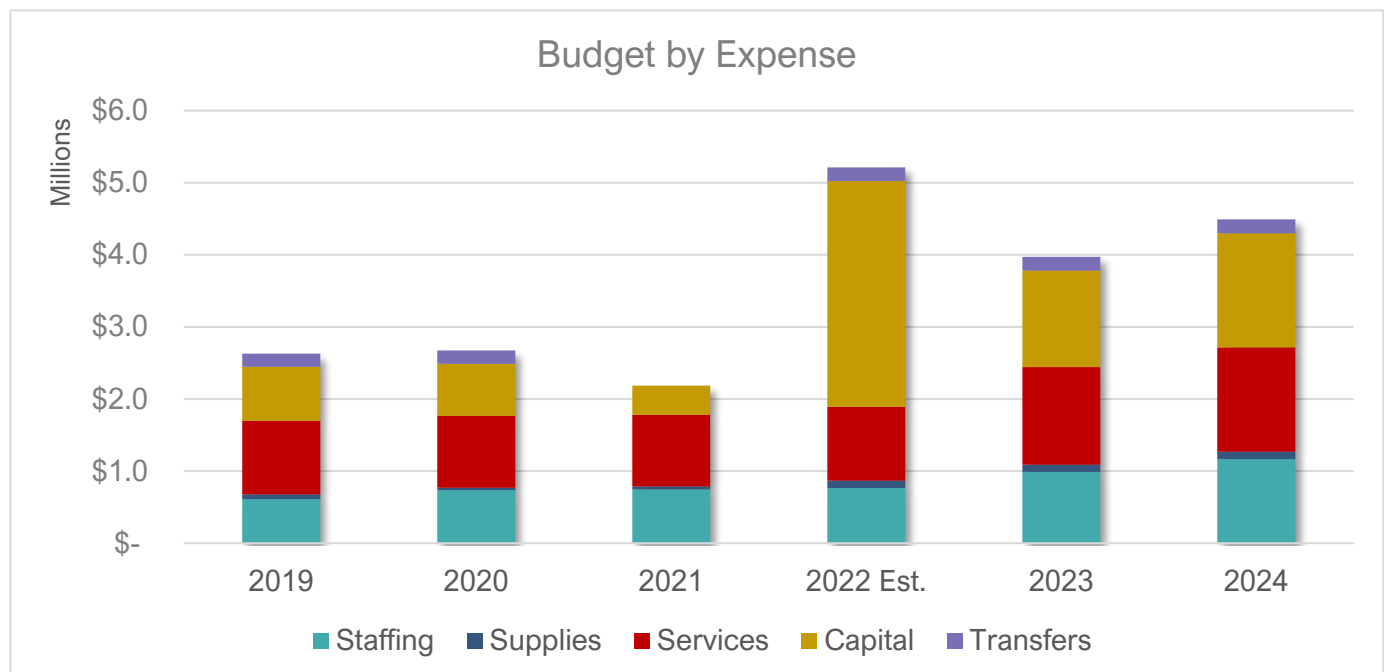
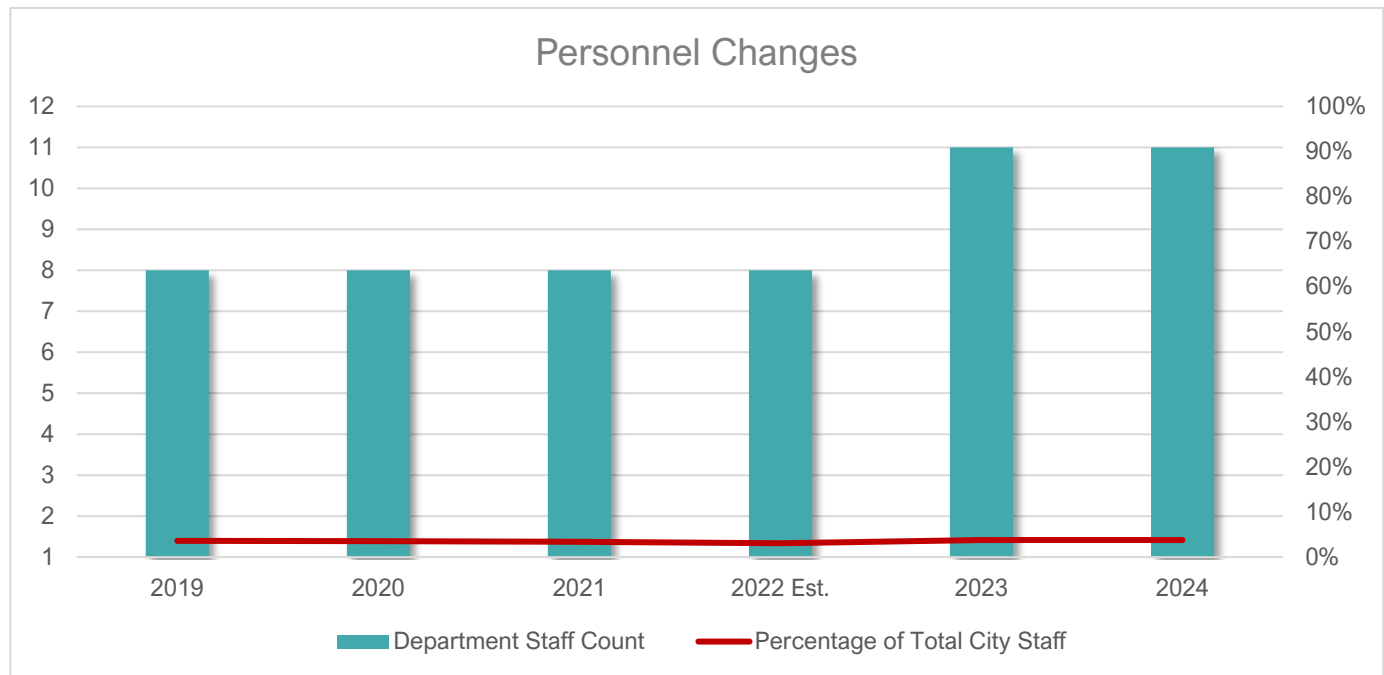
## FUTURE CHALLENGES

Issue	Plan for Resolution
Impacts to existing pavement life from repairs and new development	Update pavement repair standards to ensure development and utility companies contribute proportionately
Maintaining roads in annexed areas that do not adhere to City standards	Incorporating roads into pavement preservation plan and transportation capital facilities plan
ADA access upgrade as a component of all preservation projects consumes 25-40% of project budget	Addition of funds in biennium in capital ADA budget, and strategically planning preservation project locations
Maintaining levels of service given the available resources	Added two FTEs in the biennium

## BUDGET CHANGES

The department is adding two FTEs and converting an existing seasonal to 1 FTE, which will impact salaries, benefits, and capital expenses for vehicles.

Streets is implementing an annual downtown tree replacement program and downtown utility revitalization plan, both of which will dovetail with the Community Development Department's creation of a Downtown Camas subarea plan. These items will impact the repairs and maintenance line items.



## ADOPTED BUDGET DETAIL

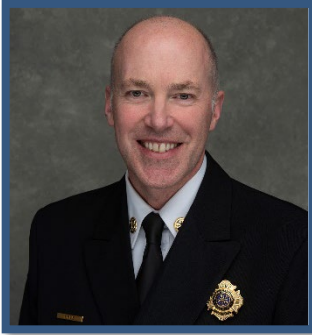
Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Roadway Maintenance</b>						
Salaries & Wages	345,910	442,844	447,353	485,829	611,818	733,708
Overtime	3,777	1,376	6,214	8,318	16,138	18,703
<b>Salaries</b>	<b>349,687</b>	<b>444,219</b>	<b>453,567</b>	<b>494,147</b>	<b>627,956</b>	<b>752,411</b>
<b>Benefits</b>	<b>176,364</b>	<b>205,093</b>	<b>206,191</b>	<b>215,396</b>	<b>245,266</b>	<b>279,002</b>
Operating Supplies	18,908	27,674	2,942	9,329	13,728	14,057
Fuel Consumed				35,986	37,102	37,992
Tools & Minor Eqpmt	3,434	2,016	3,502	1,406	12,380	12,677
<b>Supplies</b>	<b>22,342</b>	<b>29,690</b>	<b>6,445</b>	<b>46,721</b>	<b>63,209</b>	<b>64,726</b>
Professional Svcs	62,200	78,864	36,599	18,293	110,000	125,000
Communication	3,645	3,422	3,683	4,294	4,381	4,487
Travel	232	68			500	500
Intfund Rents & Lease	110,648	126,776	143,035	159,330	194,685	199,357
Insurance	30,491	37,700	71,065	88,564	168,922	172,976
Public Utility	34,534	51,761	47,174	21,642	41,438	42,433
Repairs & Maint.	123,572	65,322	66,655	81,819	73,475	75,238
Miscellaneous	2,024	233	910	5,594	5,768	5,906
<b>Services</b>	<b>367,347</b>	<b>364,146</b>	<b>369,121</b>	<b>379,536</b>	<b>599,169</b>	<b>625,897</b>
<b>Intgovt Svcs</b>	<b>31,923</b>	<b>78,170</b>	<b>37,097</b>	<b>20,149</b>	<b>40,599</b>	<b>41,573</b>
<b>Total Roadway</b>	<b>947,662</b>	<b>1,121,319</b>	<b>1,072,420</b>	<b>1,155,949</b>	<b>1,576,199</b>	<b>1,763,609</b>
<b>Street Light Maintenance</b>						
<b>Operating Supplies</b>	<b>21,037</b>	<b>2,759</b>	<b>9,899</b>		<b>6,525</b>	<b>6,682</b>
Professional Svcs					500	500
Public Utility	63,324	50,663	74,397	62,477	75,000	76,800
Repairs & Maint.	23,628	27,117	37,521	53,660	75,000	76,800
<b>Services</b>	<b>86,952</b>	<b>77,780</b>	<b>111,918</b>	<b>116,137</b>	<b>150,500</b>	<b>154,100</b>
<b>Total Street Light</b>	<b>107,989</b>	<b>80,538</b>	<b>121,817</b>	<b>116,137</b>	<b>157,025</b>	<b>160,782</b>
<b>Snow and Ice Maintenance</b>						
<b>Personnel Benefits</b>	<b>2,265</b>	<b>180</b>				
<b>Operating Supplies</b>	<b>21,719</b>	<b>500</b>	<b>23,674</b>	<b>54,505</b>	<b>30,000</b>	<b>30,720</b>
Professional Services			7,580	1,516		
Repairs & Maintenance	4,252	886	4,482	247	2,374	2,431
<b>Services</b>	<b>4,252</b>	<b>886</b>	<b>4,482</b>	<b>247</b>	<b>2,374</b>	<b>2,431</b>
<b>Total Snow &amp; Ice</b>	<b>28,237</b>	<b>1,567</b>	<b>28,157</b>	<b>54,752</b>	<b>32,374</b>	<b>33,151</b>

<b>Downtown Mall Maintenance</b>						
Salaries & Wages		3,308				
Overtime						
<b>Salaries</b>		<b>3,308</b>				
<b>Benefits</b>		<b>531</b>				
<b>Operating Supplies</b>	<b>26</b>		<b>361</b>		<b>500</b>	<b>500</b>
Professional Services	35,478	19,762	11,255	6,573	25,000	125,600
Rents & Leases	5,897	3,000	4,322	(1,322)	5,143	5,267
Public Utilities	8,023	8,036	8,249	6,031	7,669	7,853
Repairs & Maintenance	6,316	1,075	13,737	1,281	57,500	58,880
<b>Services</b>	<b>55,714</b>	<b>31,873</b>	<b>37,563</b>	<b>12,562</b>	<b>95,312</b>	<b>197,600</b>
<b>Total Downtown</b>	<b>55,740</b>	<b>35,712</b>	<b>37,923</b>	<b>12,562</b>	<b>95,812</b>	<b>198,100</b>
<b>Administration</b>						
Salaries & Wages	56,980	58,663	62,693	40,018	84,253	99,148
Overtime	1,695	766	1,482		773	791
<b>Salaries</b>	<b>58,675</b>	<b>59,429</b>	<b>64,175</b>	<b>40,018</b>	<b>85,026</b>	<b>99,939</b>
<b>Personnel Benefits</b>	<b>25,668</b>	<b>24,540</b>	<b>22,434</b>	<b>15,616</b>	<b>31,757</b>	<b>35,840</b>
Professional Svcs	333,629	306,770	443,102	432,218	415,160	373,924
Prof Svc - Transp Plan	58,512	6,676	6,909	24,752	7,003	7,171
Travel	401	81	24		500	500
Intfund Rents & Lease	7,676	8,239	9,322	12,269	15,382	15,751
Miscellaneous	1,858	1,365	1,874	6,300	3,278	3,357
Miscellaneous	600	2,042	1,575	2,230	2,299	2,354
<b>Services</b>	<b>402,676</b>	<b>325,174</b>	<b>462,806</b>	<b>477,769</b>	<b>443,622</b>	<b>403,057</b>
<b>Total Admin</b>	<b>487,020</b>	<b>409,143</b>	<b>549,415</b>	<b>533,403</b>	<b>560,404</b>	<b>538,836</b>
<b>Maintenance of Stations and Bridges</b>						
Intfund Rents & Lease	67,509	118,895	(29,703)	16,522	20,385	20,792



Road and Street Construction						
Roadway						
Capital - ROW			49,520			
Construction Projects	2,044	37,257	15,522	307,000	100,000	500,000
Vehicles	185,784				131,000	31,000
Ostenson Repairs				1,200,000		
Professional Services	1,626	624				
ADA Upgrades			23,920		50,000	50,000
2013 Roadway Preserv	564,572	684,693		1,568,287	957,302	1,002,430
15th Ave Roadway Prsv			346,645			
NW 6th Ave			18,805	60,000		
Astor Sidewalk Repairs				150,000		
Cemetery Road Improv					100,000	
<b>Capital</b>	<b>754,027</b>	<b>722,574</b>	<b>404,892</b>	<b>3,135,287</b>	<b>1,338,302</b>	<b>1,583,430</b>
Trnsf to Retiree Medical	8,352	9,187		14,974	17,969	18,508
Trnsf to Debt Svc	173,502	174,074		173,230	174,134	173,268
<b>Total Roadway</b>	<b>935,880</b>	<b>905,835</b>	<b>404,892</b>	<b>3,323,491</b>	<b>1,530,405</b>	<b>1,775,206</b>
<b>Total Capital</b>	<b>1,689,907</b>	<b>1,628,409</b>	<b>809,785</b>	<b>6,458,778</b>	<b>2,868,707</b>	<b>3,358,636</b>
<b>Total Streets</b>	<b>\$ 3,384,063</b>	<b>\$ 3,395,582</b>	<b>\$ 2,589,813</b>	<b>\$ 8,348,103</b>	<b>\$ 5,310,906</b>	<b>\$ 6,073,906</b>
<i>Budget Change</i>	<i>23.76%</i>	<i>0.34%</i>	<i>-23.73%</i>	<i>222.34%</i>	<i>-36.38%</i>	<i>-36.38%</i>

## Camas and Washougal Fire and Emergency Medical Services Fund



Cliff Free  
Fire Chief

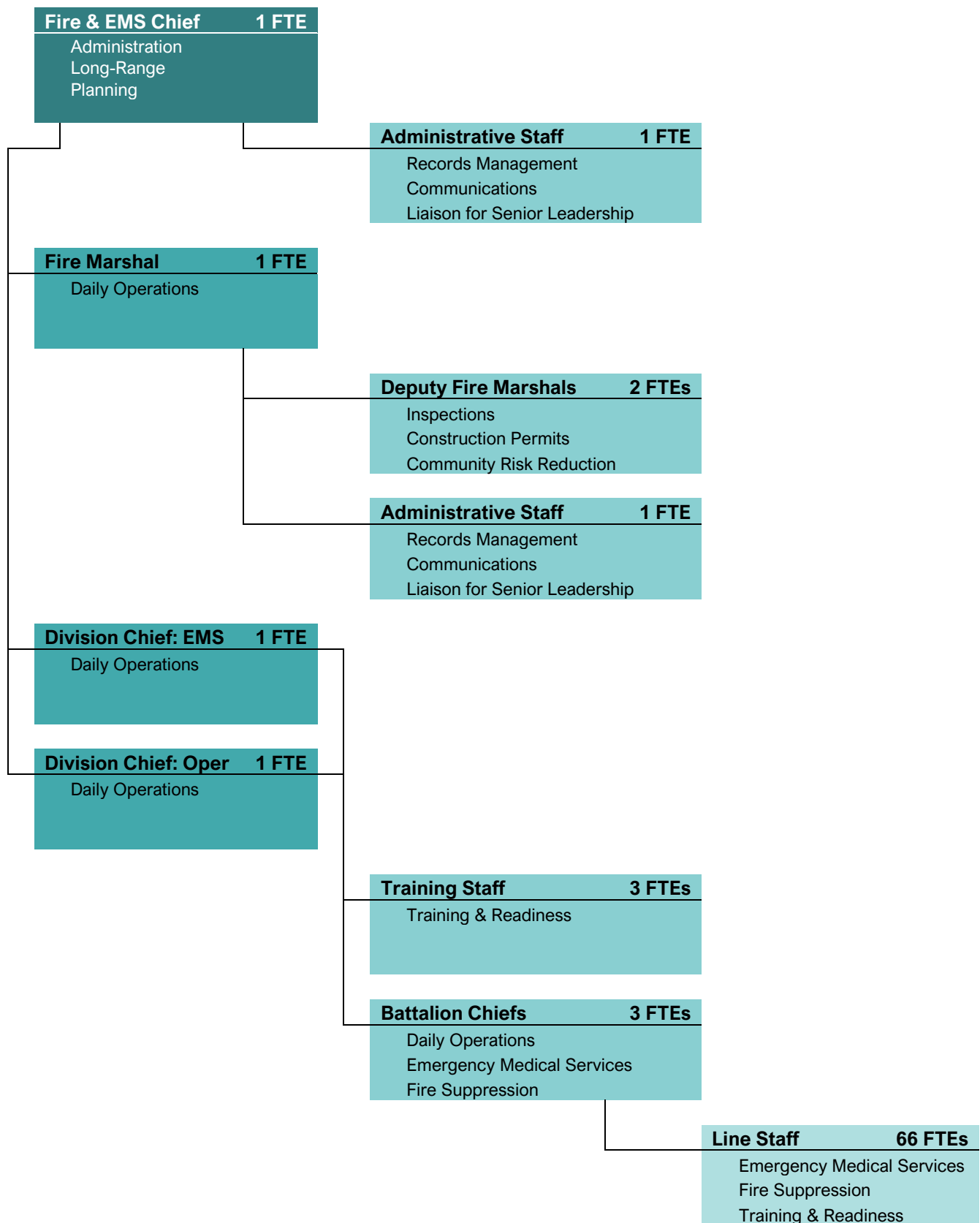
- 20 Years in the Public Sector
- 18 Years with the City of Camas

### PURPOSE

To provide the highest quality of service to our community through the protection and preservation of life and property.



## FUNCTIONS



## KEY ACCOMPLISHMENTS IN 2021 – 2022

- Transitioned Department Leadership following the unexpected departure of the Fire Chief
- Completed Department Capital Needs Assessment and updated Capital Facilities Plan (CFP) through Ordinance
- Updated Fire Impact Fee (FIF) Resolution to support future capital needs
- Completed compliance reporting and eligibility requirement submissions for Ground Emergency Medical Transport (GEMT) remuneration

## GOALS AND NEW INITIATIVES IN 2023 – 2024

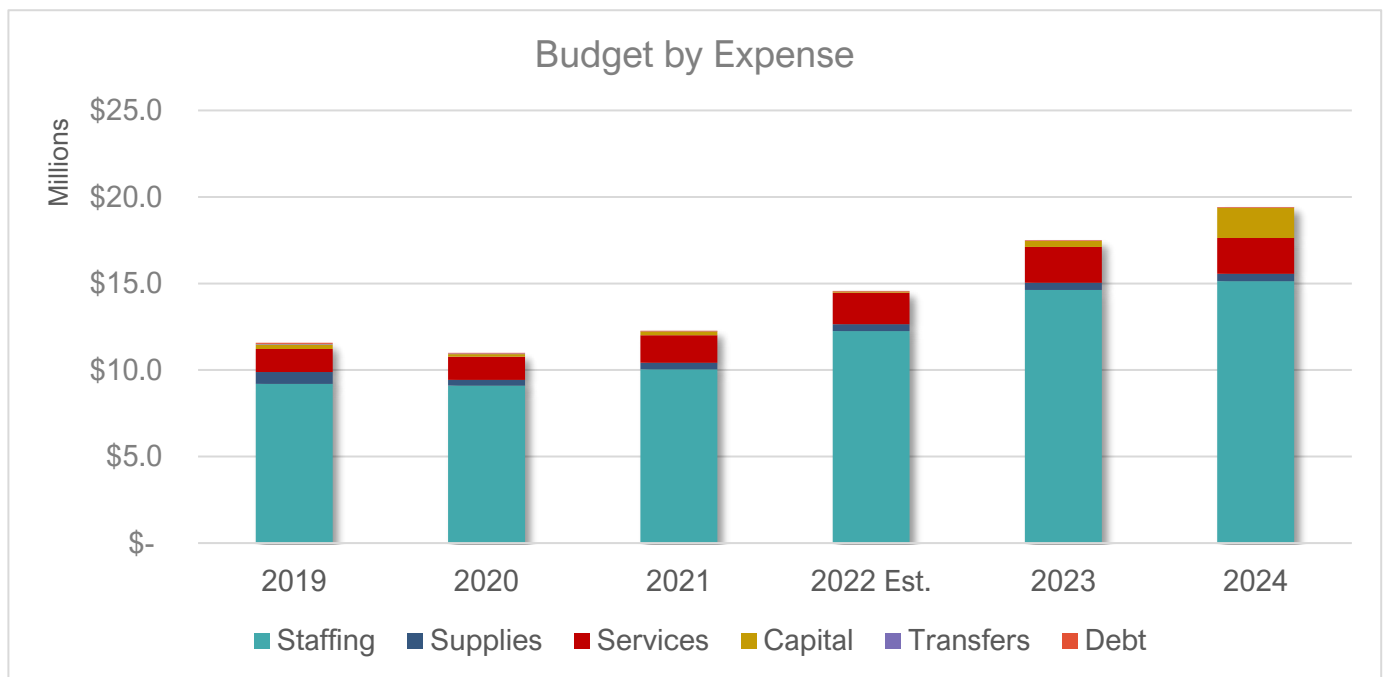
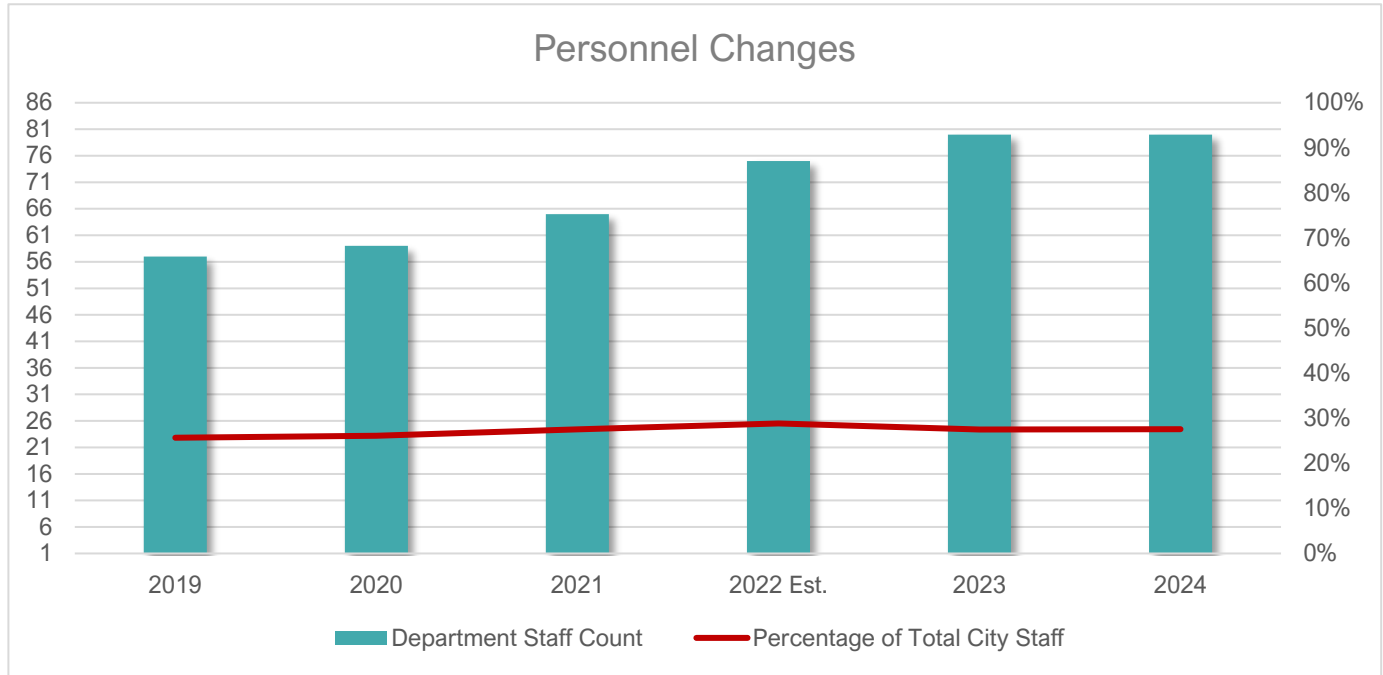
- Fill vacant department leadership positions with innovative and progressive candidates
- Enhance water rescue capability
- Replace essential capital assets to ensure future response capacity

## FUTURE CHALLENGES

Issue	Plan for Resolution
Stability of Interlocal Agreement (ILA) with Washougal and equitability of cost share formula.	Joint Policy Advisory Committee (JPAC) is working on an ILA addendum and contemplating the future direction of the partnership.
Immediate need for two fire station replacements.	Development and coordination of Capital Bond ballot measures in both cities to fund land procurement, station design, and construction.

## BUDGET CHANGES

The Fire Department is implementing a three-person engine company, which will add eight FTEs in the biennium, to comply with a Revised Code of Washington mandate that the minimum number of personnel available to enact an emergency rescue of a victim is three. Additionally, two leadership positions were approved to assist with the increasing personnel. These additions will impact salaries, benefits, training, and uniforms. The leadership positions will also require the addition of capital expenses for vehicles.



## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Administration</b>						
<b>Salaries &amp; Wages</b>	<b>209,013</b>	<b>215,822</b>	<b>222,052</b>	<b>249,398</b>	<b>327,988</b>	<b>402,468</b>
<b>Personnel Benefits</b>	<b>82,796</b>	<b>83,857</b>	<b>85,902</b>	<b>64,454</b>	<b>125,059</b>	<b>146,994</b>
Intfund Prof Svcs	543,534	566,435	639,764	700,751	797,883	809,156
COVID-19 Prof Svcs			536			
Travel	471				500	500
Intfund Rent & Leases					150	154
Miscellaneous	1,845	6,389	2,260	1,035	3,328	3,408
<b>Services</b>	<b>545,851</b>	<b>572,824</b>	<b>642,560</b>	<b>701,786</b>	<b>801,862</b>	<b>813,217</b>
<b>CRESA Emerg Mgmt</b>	<b>26,384</b>	<b>26,740</b>	<b>26,648</b>	<b>27,772</b>	<b>30,248</b>	<b>30,974</b>
<b>Total Administration</b>	<b>864,043</b>	<b>899,242</b>	<b>977,162</b>	<b>1,043,410</b>	<b>1,285,157</b>	<b>1,393,653</b>
<b>Fire Suppression</b>						
<b>Salaries &amp; Wages</b>	<b>3,607,814</b>	<b>3,661,393</b>	<b>3,928,412</b>	<b>4,717,160</b>	<b>5,636,515</b>	<b>6,174,308</b>
<b>Volunteer Reimbsmt</b>	<b>35,000</b>	<b>34,995</b>	<b>35,989</b>	<b>35,989</b>	<b>36,763</b>	<b>37,646</b>
<b>Overtime</b>	<b>655,423</b>	<b>564,452</b>	<b>630,583</b>	<b>847,699</b>	<b>1,121,674</b>	<b>1,064,735</b>
<b>Salaries</b>	<b>4,298,237</b>	<b>4,260,841</b>	<b>4,594,984</b>	<b>5,564,860</b>	<b>6,794,952</b>	<b>7,276,689</b>
<b>Personnel Benefits</b>	<b>1,141,810</b>	<b>1,138,563</b>	<b>1,157,747</b>	<b>1,256,628</b>	<b>1,655,740</b>	<b>1,753,718</b>
<b>Volunteer Benefits</b>	<b>2,901</b>	<b>2,677</b>	<b>16,428</b>	<b>2,340</b>	<b>2,806</b>	<b>2,873</b>
<b>Uniforms and Clothing</b>	<b>28,577</b>	<b>27,392</b>	<b>15,966</b>	<b>55,907</b>	<b>57,640</b>	<b>59,024</b>
<b>Uniforms - Volunteers</b>	<b>312</b>	<b></b>	<b>2,241</b>	<b></b>	<b>3,027</b>	<b>3,100</b>
<b>Protective Clothing</b>	<b>94,468</b>	<b>25,516</b>	<b>78,850</b>	<b>100,734</b>	<b>103,856</b>	<b>106,349</b>
<b>VEBA Benefit</b>	<b>129,320</b>	<b>101,400</b>	<b>107,800</b>	<b>137,200</b>	<b>163,452</b>	<b>173,259</b>
<b>Benefits</b>	<b>1,397,389</b>	<b>1,295,547</b>	<b>1,379,032</b>	<b>1,690,009</b>	<b>1,986,522</b>	<b>2,098,323</b>
<b>Operating Supplies</b>	<b>25,595</b>	<b>24,143</b>	<b>16,286</b>	<b>23,969</b>	<b>27,212</b>	<b>27,865</b>
<b>Fuel Consumed</b>	<b>15,924</b>	<b>14,529</b>	<b>18,708</b>	<b>38,783</b>	<b>39,986</b>	<b>40,945</b>
<b>Tools &amp; Minor Eqpmt</b>	<b>380,495</b>	<b>43,518</b>	<b>79,034</b>	<b>71,703</b>	<b>71,703</b>	<b>73,424</b>
<b>Supplies</b>	<b>422,014</b>	<b>82,190</b>	<b>114,029</b>	<b>134,456</b>	<b>138,900</b>	<b>142,234</b>
<b>Professional Services</b>	<b>78,610</b>	<b>42,210</b>	<b>131,141</b>	<b>63,161</b>	<b>65,119</b>	<b>66,682</b>
<b>Communication</b>	<b>28,072</b>	<b>32,229</b>	<b>25,584</b>	<b>28,484</b>	<b>29,367</b>	<b>30,072</b>
<b>Intfund Rent &amp; Leases</b>	<b>42,774</b>	<b>54,925</b>	<b>53,872</b>	<b>58,215</b>	<b>73,378</b>	<b>75,139</b>
<b>Insurance</b>	<b>73,711</b>	<b>74,257</b>	<b>89,300</b>	<b>101,337</b>	<b>193,284</b>	<b>197,923</b>
<b>Public Utilities</b>	<b></b>	<b></b>	<b></b>	<b></b>	<b></b>	<b></b>
<b>Repairs &amp; Maint.</b>	<b>48,892</b>	<b>61,735</b>	<b>82,145</b>	<b>83,667</b>	<b>101,260</b>	<b>88,691</b>
<b>Miscellaneous</b>	<b>18,105</b>	<b>14,765</b>	<b>48,140</b>	<b>22,183</b>	<b>22,871</b>	<b>23,420</b>
<b>Services</b>	<b>290,164</b>	<b>280,121</b>	<b>430,182</b>	<b>458,383</b>	<b>485,279</b>	<b>481,926</b>
<b>Intgovt Prof Svcs</b>	<b>88,935</b>	<b>78,532</b>	<b>71,732</b>	<b>82,134</b>	<b>96,550</b>	<b>98,867</b>
<b>Total Suppression</b>	<b>6,496,739</b>	<b>5,997,231</b>	<b>6,589,959</b>	<b>7,929,841</b>	<b>9,502,204</b>	<b>10,098,038</b>

<b>Ambulance Service</b>						
Salaries & Wages	1,775,438	1,846,366	2,178,703	2,817,390	3,215,163	3,085,857
Overtime	349,895	222,854	261,656	340,061	507,817	467,495
<b>Salaries</b>	<b>2,125,333</b>	<b>2,069,219</b>	<b>2,440,359</b>	<b>3,157,450</b>	<b>3,722,980</b>	<b>3,553,352</b>
Personnel Benefits	545,958	531,034	636,571	782,416	903,340	839,534
Uniforms & Clothing	8,154	5,806	3,333	11,004	11,346	11,618
Wellness/Fitness	28				80	81
VEBA Benefit	52,480	72,400	87,000	93,000	101,038	103,463
<b>Benefits</b>	<b>606,621</b>	<b>609,239</b>	<b>726,904</b>	<b>886,420</b>	<b>1,015,803</b>	<b>954,696</b>
Operating Supplies	175,608	93,561	108,887	135,459	139,658	143,010
COVID-19 - Supplies		94,345	65,995			
Fuel Consumed	23,235	18,888	25,830	33,037	34,061	34,879
Tools & Minor Eqpmnt	37,187	11,299	26,038	51,134	52,719	53,984
<b>Supplies</b>	<b>236,030</b>	<b>218,093</b>	<b>226,751</b>	<b>219,630</b>	<b>226,438</b>	<b>231,873</b>
Professional Ser	14,007	19,535	40,937	15,275	26,032	26,657
COVID-19-Prof Svcs		3,613	5,337			
Communication	22,014	18,767	21,060	20,270	21,294	21,805
Intfund Rent & Leases	11,496	15,114	15,914	15,714	22,654	23,198
Insurance	35,429	46,046	47,963	66,203	126,272	129,302
Repairs & Maint.	19,885	16,531	32,238	40,027	31,462	32,217
Miscellaneous	10,206	6,942	9,292	8,657	8,925	9,139
<b>Services</b>	<b>113,035</b>	<b>126,548</b>	<b>172,742</b>	<b>166,146</b>	<b>236,639</b>	<b>242,318</b>
<b>Intgovt Prof Svcs</b>	<b>50,413</b>	<b>44,828</b>	<b>41,367</b>	<b>52,145</b>	<b>53,761</b>	<b>55,051</b>
<b>Total EMS Services</b>	<b>3,131,433</b>	<b>3,067,927</b>	<b>3,608,123</b>	<b>4,481,790</b>	<b>5,255,621</b>	<b>5,037,290</b>
<b>Training - Fire</b>						
<b>Operating Supplies</b>	<b>3,077</b>	<b>3,665</b>	<b>5,442</b>	<b>3,762</b>	<b>4,422</b>	<b>4,529</b>
Travel	6,729	1,489	2,570		1,395	1,428
Intfund Rent & Leases	3,000				3,000	3,072
Miscellaneous	55,952	37,711	45,882	84,831	72,005	73,733
<b>Services</b>	<b>65,681</b>	<b>39,200</b>	<b>48,452</b>	<b>84,831</b>	<b>76,400</b>	<b>78,233</b>
<b>Total Training</b>	<b>68,758</b>	<b>42,865</b>	<b>53,894</b>	<b>88,593</b>	<b>80,822</b>	<b>82,762</b>
<b>Training - EMS</b>						
<b>Operating Supplies</b>	<b>975</b>		<b>18</b>	<b>3,741</b>	<b>1,938</b>	<b>1,984</b>
Travel	316		194	486	502	514
Intfund Rent & Leases	2,675	2,160	2,880	6,350	6,547	6,704
Miscellaneous	1,556	1,825	1,506	8,084	8,335	8,535
<b>Services</b>	<b>4,547</b>	<b>3,985</b>	<b>4,580</b>	<b>14,921</b>	<b>15,383</b>	<b>15,752</b>
<b>Total Training</b>	<b>5,522</b>	<b>3,985</b>	<b>4,598</b>	<b>18,662</b>	<b>17,321</b>	<b>17,737</b>



Fire Prevention and Investigation						
Salaries & Wages	366,127	425,722	454,472	494,540	498,256	545,310
Overtime	8,303	10,917	11,937	6,969	13,518	14,126
<b>Salaries</b>	<b>374,429</b>	<b>436,639</b>	<b>466,410</b>	<b>501,509</b>	<b>511,774</b>	<b>559,436</b>
Personnel Benefits	104,688	118,802	121,724	127,066	135,189	139,392
VEBA Benefit	2,200	6,400	6,400	12,800	6,870	7,282
<b>Benefits</b>	<b>106,888</b>	<b>125,202</b>	<b>128,124</b>	<b>139,866</b>	<b>142,059</b>	<b>146,674</b>
Operating Supplies	1,768	1,856	2,357	1,837	2,079	2,129
Prevention Supplies	2,627	145	1,373	200	590	605
Tools & Minor Eqpmt	5,368	8,657	3,956	314	4,443	4,549
<b>Supplies</b>	<b>9,763</b>	<b>10,658</b>	<b>7,686</b>	<b>2,352</b>	<b>7,112</b>	<b>7,283</b>
Professional Ser	11		450		155	158
Travel	1,447	589	1,303	2,814	2,901	2,970
Intfund Rent & Lease	9,688	10,704	10,665	10,830	13,233	13,551
Miscellaneous	7,625	13,462	10,195	6,167	10,249	10,495
<b>Services</b>	<b>18,772</b>	<b>24,755</b>	<b>22,613</b>	<b>19,811</b>	<b>26,538</b>	<b>27,175</b>
<b>Total Prevention</b>	<b>509,853</b>	<b>597,254</b>	<b>624,832</b>	<b>663,537</b>	<b>687,484</b>	<b>740,569</b>
Facilities						
Operating Supplies	3,899	9,661	13,155	15,057	15,524	15,896
COVID-19 Supplies		4,818	516			
Tools & Minor Eqpmt	5,467	8,247	9,157	16,134	16,634	17,033
<b>Supplies</b>	<b>9,366</b>	<b>22,726</b>	<b>22,827</b>	<b>31,191</b>	<b>32,157</b>	<b>32,929</b>
Professional Svcs	12,135	8,580	11,380	18,153	18,716	19,165
COVID-19 Prof Svcs		49	2,249			
FM Office Lease	20,520	20,520	21,302	29,904	30,831	31,571
Insurance	10,917	8,911	9,859	11,247	21,452	21,967
Public Utilities	39,488	38,299	40,089	42,400	43,714	44,763
Repairs & Maint	47,210	64,964	48,379	106,612	139,917	112,555
<b>Services</b>	<b>130,269</b>	<b>141,322</b>	<b>133,258</b>	<b>208,316</b>	<b>254,630</b>	<b>230,021</b>
<b>Total Facilities</b>	<b>139,635</b>	<b>164,048</b>	<b>156,086</b>	<b>239,506</b>	<b>286,787</b>	<b>262,950</b>
Capital						
<b>Machinery &amp; Eqpmt</b>	260,610	149,499	214,309	66,345	343,000	1,741,854
<b>Transfer Out</b>	64,949	34,815	34,742	34,646	34,827	34,654
<b>Trnsf Retiree Med</b>	30,439	32,266	6,600	6,732	8,078	8,321
<b>Total CWFD Fund</b>	<b>\$ 11,571,981</b>	<b>\$ 10,989,131</b>	<b>\$ 12,270,305</b>	<b>\$ 14,573,062</b>	<b>\$ 17,501,300</b>	<b>\$ 19,417,828</b>
<i>Budget Change</i>	<i>18.91%</i>	<i>-5.04%</i>	<i>11.66%</i>	<i>18.77%</i>	<i>20.09%</i>	<i>10.95%</i>



# Cemetery Fund



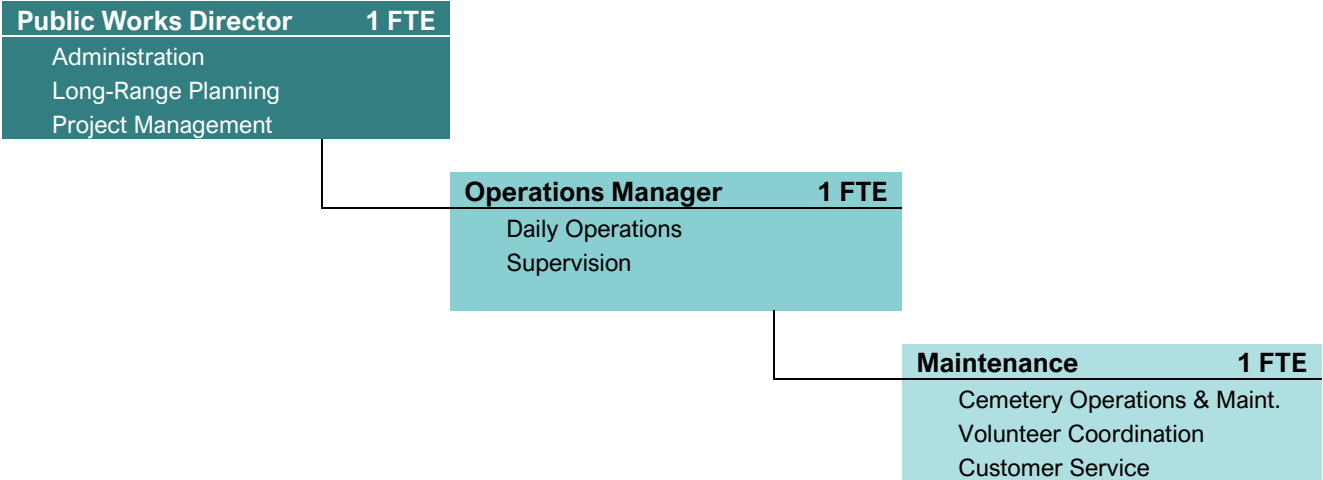
Steve Wall  
Public Works Director

- 18 Years in the Public Sector
- 9 Years with the City of Camas

## PURPOSE

Provide for the operation and maintenance of the Camas Cemetery. Cemetery staff maintain facilities and grounds, coordinate burials and interments, and assist visitors. The Cemetery fund is financed primarily from the General Fund with a portion paid with the fees associated with burials and interments.

## FUNCTIONS



## KEY ACCOMPLISHMENTS IN 2021 – 2022

- Provided maintenance and visitor support during the COVID-19 pandemic
- Improved access road shoulders and paved the East half of the cemetery
- Continued a successful volunteer outreach program for Memorial Day service
- Worked on a program to improve mapping of burial plots

## GOALS AND NEW INITIATIVES IN 2023 – 2024

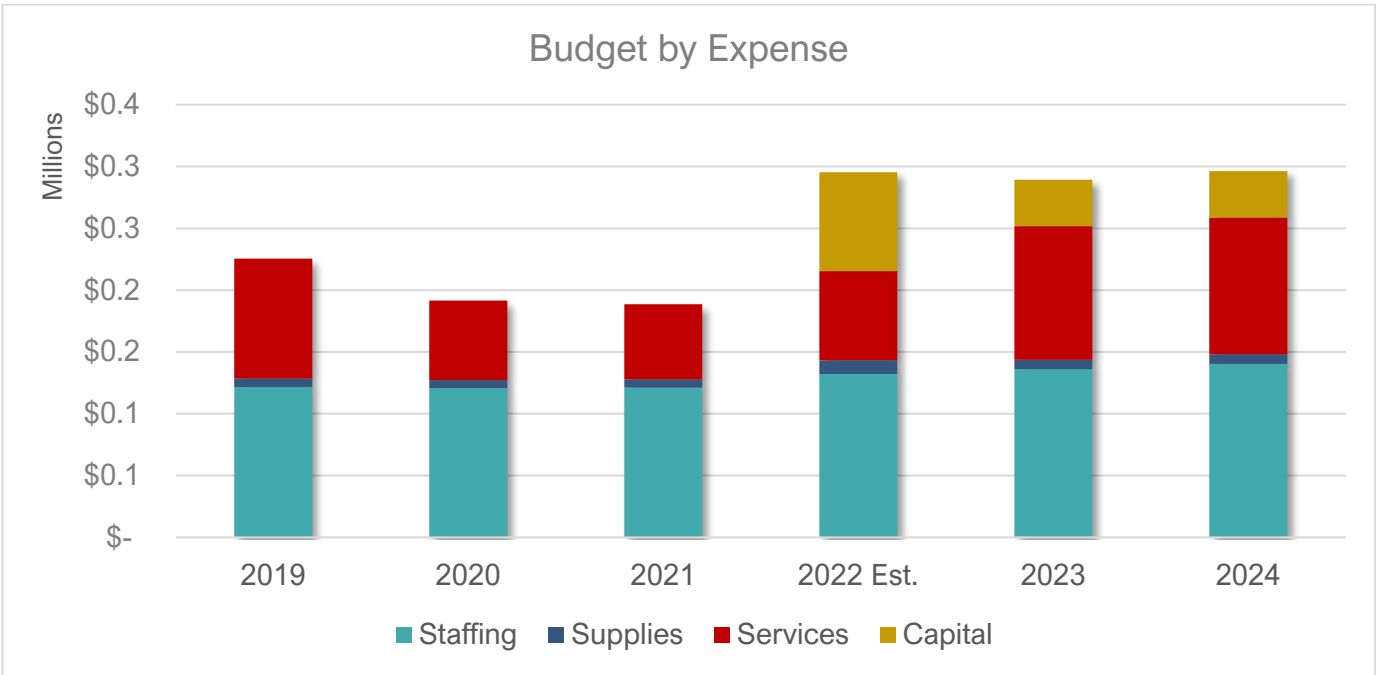
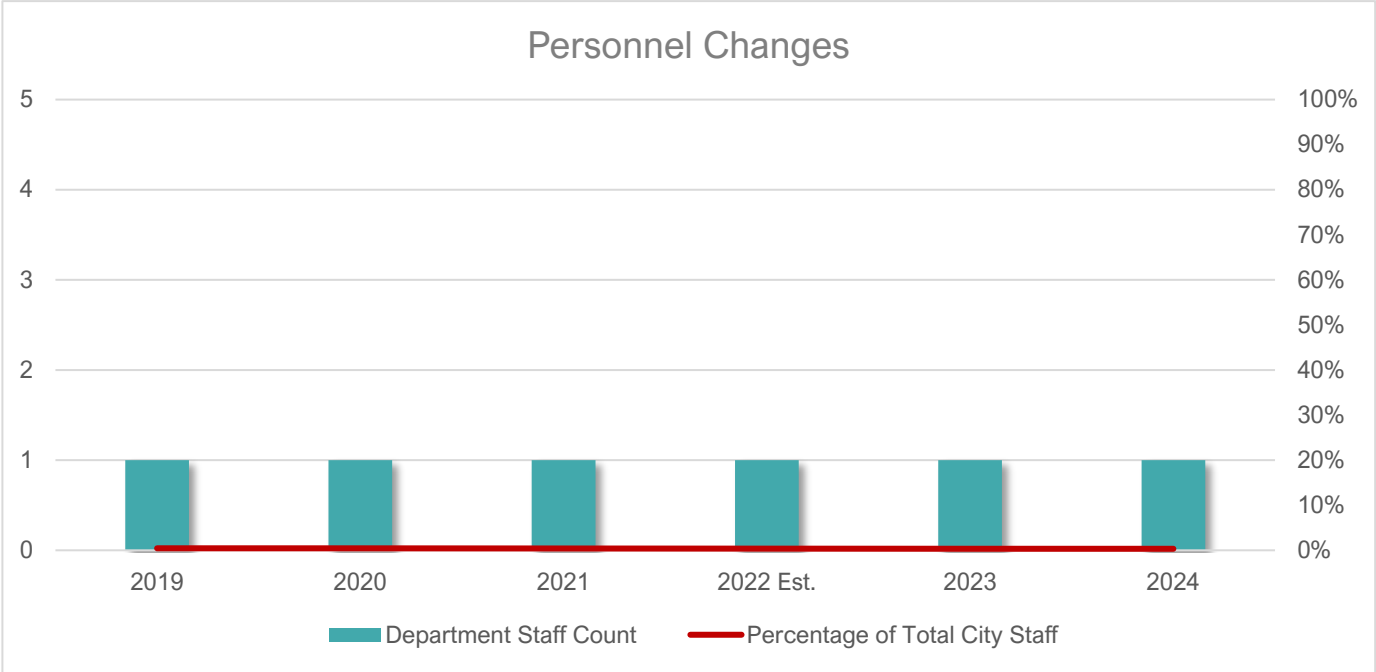
- Continue a program to develop and improve cemetery mapping.
- Ensure the cemetery grounds are maintained to the highest possible standard given the available funding and personnel
- Keep grass green through irrigation use in warm weather
- Pave the West half of the cemetery, which will complete paving on all roadway surfaces
- Purchase and install a new columbarium
- Repair the existing niche wall
- Open additional plotted space to accommodate future burial needs

## FUTURE CHALLENGES

Issue	Plan for Resolution
The top issue facing the Cemetery continues to be available revenues or funding to support operations and maintenance.	Options to be considered include reducing the administrative functions of the Cemetery, joining, or creating an existing Cemetery taxing district, partnerships with churches and funeral home facilities, and volunteer organizations.

BUDGET CHANGES

The Cemetery has budget increases in this biennium for additional seasonal staffing services, as well as the capital purchase and installation of an additional columbarium and repairs to an existing niche wall.



## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Cemetery</b>						
Salaries and Wages	79,062	81,542	82,760	103,247	78,039	81,551
Overtime	2,861	123	185	788	2,057	2,150
<b>Salaries</b>	<b>81,923</b>	<b>81,665</b>	<b>82,946</b>	<b>104,035</b>	<b>80,096</b>	<b>83,701</b>
<b>Personnel Benefits</b>	<b>39,618</b>	<b>39,066</b>	<b>38,254</b>	<b>28,136</b>	<b>55,934</b>	<b>56,571</b>
Operating Supplies	7,042	6,589	6,057	10,149	6,705	6,866
Tools and Minor Equip		(39)	560	857	884	905
<b>Supplies</b>	<b>7,042</b>	<b>6,550</b>	<b>6,617</b>	<b>11,007</b>	<b>7,589</b>	<b>7,771</b>
Interfund Prof Svcs	41,172	14,017	13,571	22,970	40,000	40,960
Communication	2,606	2,710	2,690	1,031	1,063	1,089
Interfund Rents & Leases	38,869	32,748	24,506	26,126	35,997	36,861
Insurance	1,899	1,935	2,152	2,485	4,740	4,853
Public Utility	8,177	8,877	10,331	3,201	12,000	12,288
Interfund Repairs & Maint.	3,819	3,484	6,735	13,526	13,945	14,280
Miscellaneous	338	550	731	381	393	402
<b>Services</b>	<b>96,881</b>	<b>64,320</b>	<b>60,716</b>	<b>72,204</b>	<b>108,137</b>	<b>110,733</b>
Pavement Improvements				80,000		
Machinery and Eqpmt					37,500	37,500
<b>Capital</b>				<b>80,000</b>	<b>37,500</b>	<b>37,500</b>
<b>Total Cemetery</b>	<b>\$ 225,464</b>	<b>\$ 191,600</b>	<b>\$ 188,533</b>	<b>\$ 295,382</b>	<b>\$ 289,256</b>	<b>\$ 296,275</b>
<i>Budget Change</i>	3.66%	-15.02%	-1.60%	56.67%	-2.07%	2.43%

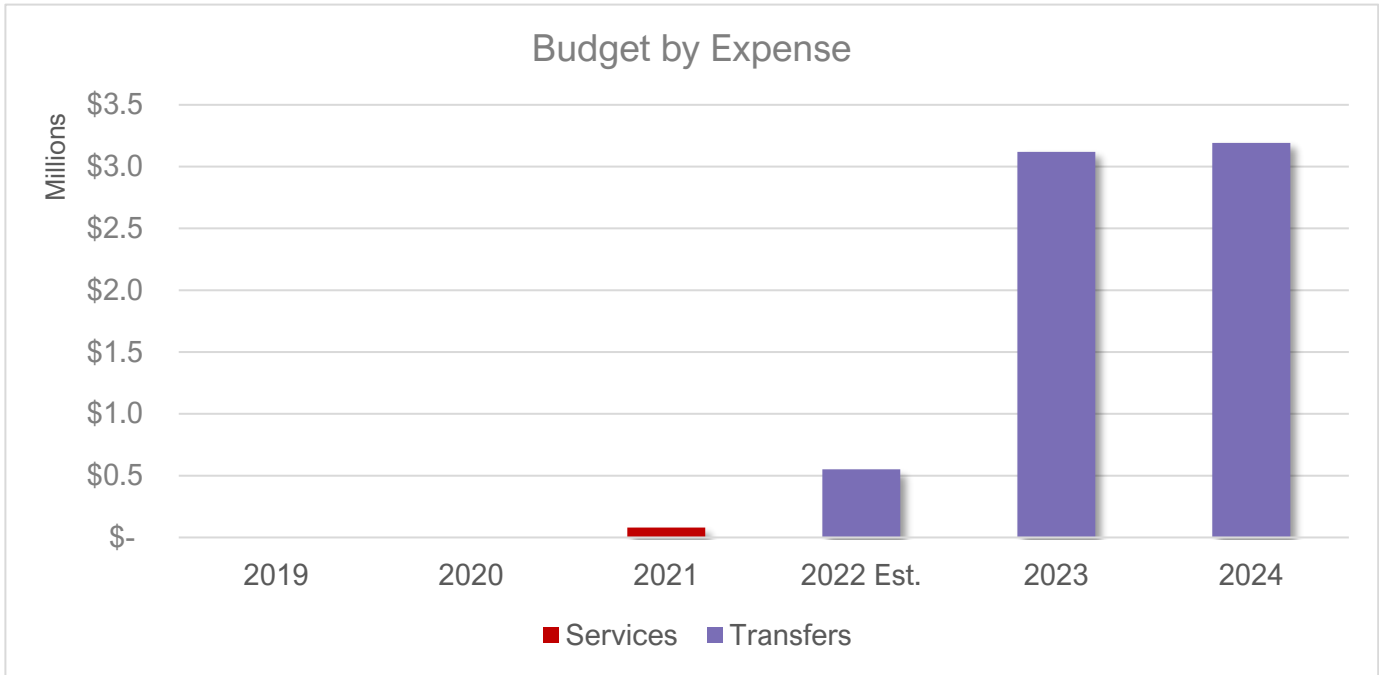
# American Rescue Plan Act (ARPA) Fund

## PURPOSE

The American Rescue Plan Act (ARPA) Fund is designated for the receipt of federal grant funds for the recovery from COVID-19.

## BUDGET CHANGES

The Final Rule from the U.S. Treasury requires that ARPA funds be encumbered by December 31, 2024, and fully spent by December 31, 2026. In accordance with those requirements, the entirety of the \$6.24m the City received was taken to supplant lost revenue and will be transferred to other funds in the biennium to support one-time expenditures.



## ADOPTED BUDGET DETAIL

Description	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
Professional Services	1,651			
CAP Utility Assistance	78,955	787		
<b>Services</b>	<b>80,606</b>	<b>787</b>		
Transfer Out-General Fund		227,607	2,589,379	3,019,847
Transfer Out-Street Fund		12,892	18,183	11,086
Transfer Out-CWFD		37,961	300,727	32,756
Transfer Out-Capital Facilities		125,000		
Transfer Out-Stormwater		13,722	20,376	12,422
Transfer Out-Solid Waste		42,160	63,962	38,996
Transfer Out-Water-Sewer		90,101	126,661	77,222
<b>Total ARPA Fund</b>	<b>\$ 80,606</b>	<b>\$ 550,230</b>	<b>\$ 3,119,288</b>	<b>\$ 3,192,329</b>
<i>Budget Change</i>		583%	467%	2%

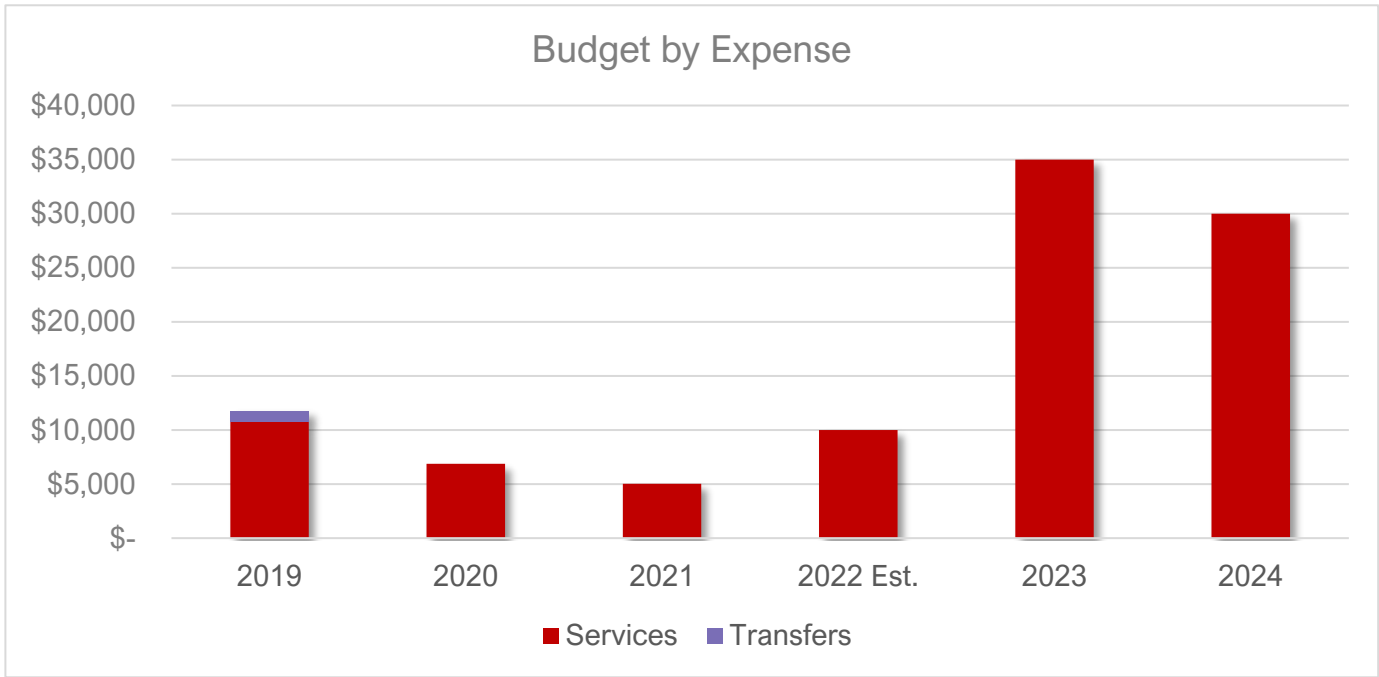
# Lodging Tax Fund

## PURPOSE

The Lodging Tax Fund is to be used towards the promotion of tourism in the City. Revenues for this fund are receipts from a 2% Hotel/Motel tax.

## BUDGET CHANGES

The Lodging Tax had few requests for advertising during COVID-19, so to help boost continued recovery from the pandemic, spending for the biennium was increased. This impacts spending for advertising services.



## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
Professional Svcs						
Advertising	10,779	6,875	5,024	16,000	35,000	30,000
<b>Services</b>	<b>10,779</b>	<b>6,875</b>	<b>5,024</b>	<b>16,000</b>	<b>35,000</b>	<b>30,000</b>
<b>Trnsf to Gen Fund</b>	<b>1,000</b>					
<b>Total Lodging Tax Fund</b>	<b>\$ 11,779</b>	<b>\$ 6,875</b>	<b>\$ 5,024</b>	<b>\$ 16,000</b>	<b>\$ 35,000</b>	<b>\$ 30,000</b>
<i>Budget Change</i>	27.72%	-41.63%	-26.92%	218.47%	118.75%	-14.29%



## Debt Service Funds Summary

Debt in a governmental entity is an effective financial management tool. Active debt management provides fiscal advantages to the City of Camas and its citizens. Debt can serve several different purposes.

- It is useful in matching costs to benefits of public assets.
- As an economic development tool, it allows governments to build and acquire assets that would not otherwise be able to be built or acquired. It provides for all residents, current and future, to participate in the funding of a shared asset such as a park or street.
- Debt eliminates the need for governments to build up large reserve balances to build or acquire assets.

In other words, debt is not something that should be avoided or eliminated. Rather, debt is something that should be used and managed effectively. Debt can be mismanaged, however. Overuse of debt places a burden on the financial resources of the City and its taxpayers. Thus, it is important to create policies and follow practices to ensure debt is used wisely.

Debt management is a critical component of the City of Camas financial operations. The City takes an active role in managing its debt. This is done through a variety of means including: debt management policies, bond ratings, comprehensive planning for future bond issues, and management of existing and proposed debt levels, and legal debt margins, and debt service payments. This section of the budget provides an analysis of each of these factors in addition to providing a detailed schedule of future debt service obligations of the City.

### MAJOR BOND ISSUES

Listed below is a brief description of the City's major outstanding bond issues, followed by a graphic overview of all outstanding debt of the City, by purpose.

**2015 Limited General Obligation Bond** – These bonds funded several projects for the City including transportation projects such as 6<sup>th</sup> Avenue traffic circle, 38<sup>th</sup> Avenue Phase 2, Friberg-Strunk Street, city-wide LED street lighting project and associated wetland mitigation. The bonds also funded the acquisition of a fire engine and facility improvements. The total bond issuance amount was \$7.3 million with \$1 million in premium. The bonds are to be repaid over 20 years with utility savings from reduced electricity bills, real estate excise taxes, stormwater rates, and transportation impact fees. The total interest cost on the bonds is 3.37%.

#### **2015 LTGO BOND DEBT SERVICE EXPENDITURES FOR 2023-2024 = \$1,149,500**

**2018 Limited General Obligation Bond** - These bonds funded acquisition of Legacy Lands located on the north shore of Lacamas Lake, construction of Brady Road and Larkspur, and acquisition of the City Hall Annex. The total bond issuance was \$9.8 million with \$984,000 in a premium. The bonds are to be repaid over 20 years with real estate excise tax, transportation impact fees, and park impact fees. The total interest cost on the bonds is 3.66%.

#### **2018 LTGO BOND DEBT SERVICE EXPENDITURES FOR 2023-2024 = \$1,535,000**

**2020 Limited General Obligation Bond** – These bonds funded the final acquisition of Legacy Lands located on the north shore of Lacamas Lake. The total bond issuance was \$9,065,000 with a \$1.4 million in a premium. The bonds are to be repaid over 25 years with real estate excise taxes and park impact fees. The total interest cost on the bonds is 2.46%.

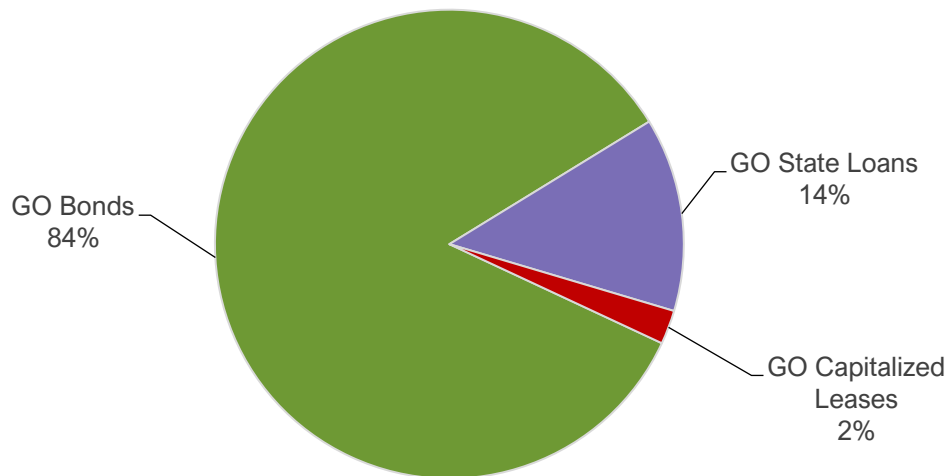
**2020 LTGO BOND DEBT SERVICE EXPENDITURES FOR 2023-2024 = \$1,121,175**

**2021 Limited General Obligation Bond** – These bonds funded the acquisition of open space land on Green Mountain, remodel and facility upgrades for a City Hall Annex building, and refinancing a land contract. The bonds are to be repaid over 20 years with real estate excise taxes and park impact fees. The total interest costs on the bonds are 2.16%.

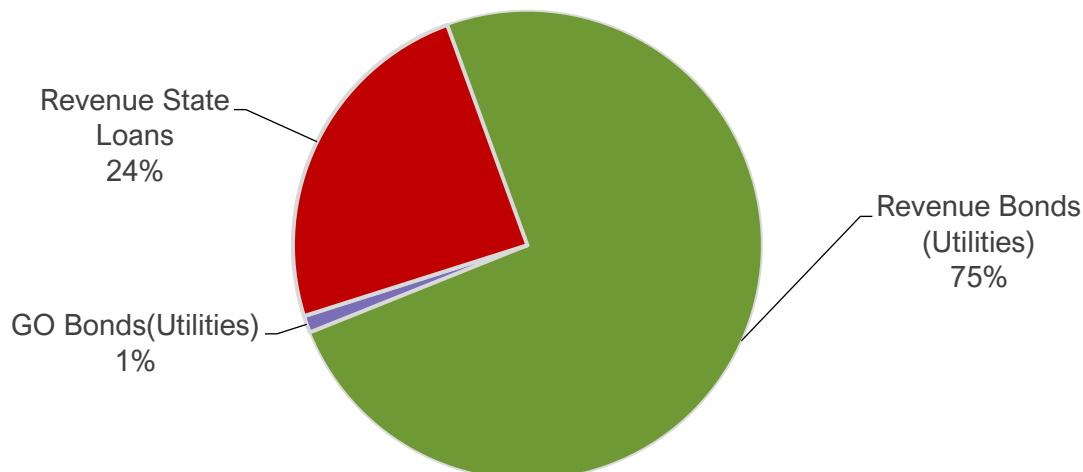
**2021 LTGO BOND DEBT SERVICE EXPENDITURES FOR 2023-2024 = \$1,491,700****OUTSTANDING DEBT**

The City of Camas allocation of debt outstanding is represented in the charts below:

General Obligation Debt as of December 31, 2022



Revenue Debt (City Utilities) as of December 31, 2022



At the end of 2022, the City of Camas had \$79 million of long-term debt outstanding of which approximately \$63.6 million was bonded debt. Of this amount, 50% comprises debt backed by the full faith and credit of the City of Camas and the remaining 50% is backed by the City's Water and Sewer utilities.

**CITY OF CAMAS OUTSTANDING PROJECTED DEBT (as of December 31st)**

	Government Activities		Business Activities		Total	
	2023	2024	2023	2024	2023	2024
Limited GO Bonds	30,462,554	29,171,855	467,446	438,145	30,930,000	29,610,000
Public Works Trust Fund Loans	4,531,397	4,178,982	6,131,832	5,178,656	10,663,229	9,357,638
State LOCAL Program	715,000	585,000			715,000	585,000
Other State Loans			2,885,744	2,579,359	2,885,744	2,579,359
Revenue Bonds			30,005,000	28,520,000	30,005,000	28,520,000
Total Outstanding Debt	\$ 35,708,951	\$ 33,935,837	\$ 39,490,022	\$ 36,716,160	\$ 75,198,973	\$ 70,651,997

The City of Camas total debt will decrease by 11% at the end of the biennium because more debt will be paid off and no debt is anticipated to be issued.

## DEBT CAPACITY – LEGAL DEBT MARGIN

State statutes limit the amount of general obligation debt that can be incurred. A government entity may issue 2.5% if its total assessed value for debt approved by the voters. Currently, the City does not have any voted debt outstanding. The last voted GO bonds were paid off in 2020 for the Camas Library building. The state statutes limit on non-voted general obligation debt is 1.5% of total assessed value. The current debt limitation for the City of Camas is \$252 million which is significantly in excess of the City's outstanding general obligation debt. For the Fiscal Year end of 2022, the City was only utilizing about 15% of its legal capacity.

The schedule below provides a visual calculation of the City's debt capacity. It is anticipated the City will issue any additional debt in the 2023-2024 biennium. The City will evaluate the size and timing of the debt issuance in 2023.

### Legal Debt Margin Calculation for Fiscal Year 2022

Taxable Assessed value (2020 Assessment for 2021 Revenue)		\$ 7,276,498,632
Debt Limit		
Debt limit with vote (2.5% of assessed value)		\$ 181,912,466
Debt applicable with vote limit:		
General Obligation Bonds	\$ -	
Less: assets available	\$ -	
Total debt applicable to limit with vote		\$ -
Total legal debt margin with vote		<u>\$ 181,912,466</u>
Debt limit without a vote (1.5% of assessed value)		\$ 109,147,479
Debt applicable to without vote limit:		
Limited General Obligation Bonds	\$ 32,220,000	
Other	\$ 5,909,187	
Less: assets available	\$ 23,366	
Total net debt applicable to limit without vote:		<u>\$ 38,105,821</u>
Total legal debt margin without vote		<u>\$ 71,041,658</u>
Legal Debt Margin		<u><u>\$ 252,954,124</u></u>

## BOND COVERAGE – WATER-SEWER REVENUE BONDS

The City also issues bonds where the government pledges income derived from the acquired or constructed assets to pay debt service. Revenue bonds are created by ordinance, adopted by the City Council, and financed from enterprise fund revenue, for Camas this is water and sewer utility revenue. Revenue bond debt service is backed by the gross revenues for the utility, primarily utility rates. Revenue bonds generally have coverage requirements as defined by the bond covenants set in the bond ordinance. The City is required to maintain debt service coverage of its revenue bonded debt of at least 1.25. Total operating revenues less operating expenses, not including depreciation and amortization, must be 1.25 times the maximum principal and interest due in any one year until the date of retirement of the bonds. Below is a table which shows the City has maintained a coverage and plans to continue the coverage well above the 1.25 coverage requirement.

### Water - Sewer Revenue Bonds

Pledged-Revenue Coverage

Fiscal Year	Gross Revenue		Less: Operating Expenses	Net Available Revenue	Debt Service		Coverage
					Principal	Interest	
2017	\$	12,488,469	\$ 6,558,803	\$ 5,929,666	\$ 981,842	\$ 535,713	3.91
2018	\$	13,351,180	\$ 6,462,319	\$ 6,888,861	\$ 1,030,588	\$ 501,713	4.50
2019	\$	13,918,290	\$ 7,881,256	\$ 6,037,034	\$ 1,240,172	\$ 763,272	3.01
2020	\$	18,318,412	\$ 7,574,193	\$ 10,744,219	\$ 1,249,821	\$ 739,004	5.40
2021	\$	19,200,233	\$ 7,319,433	\$ 11,880,800	\$ 1,260,385	\$ 666,944	6.16
2022	\$	17,185,169	\$ 8,670,491	\$ 8,514,678	\$ 1,256,800	\$ 629,037	4.52

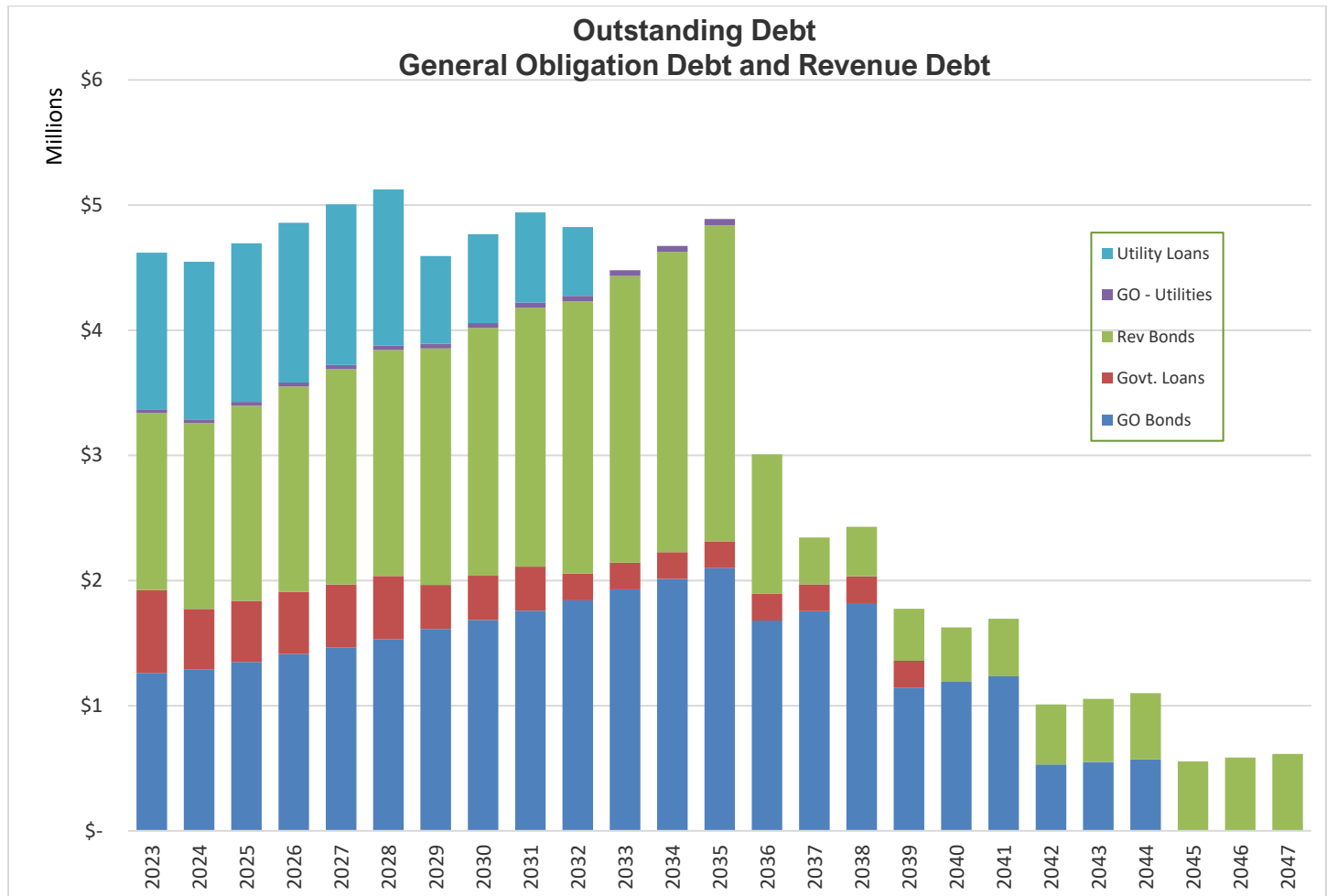
Gross Revenue is defined as all operating and nonoperating revenues of the Water-Sewer Fund

Operating expenses do not include depreciation or amortization

Debt service is the average annual debt service

## DEBT SERVICE

Below is a summary of the City's debt outstanding as of 12/31/2022 and the budgeted debt service for the governmental and proprietary funds. The table reflects the terms of the debt as well as the purpose and the funds which service the debt.



### City of Camas Governmental Activities (Transportation, Parks, Facilities)

Debt Issue	Issued	Purpose	Issued Date	Terms (Yrs)	12/31/2022 Balance			2023	2024	Budget
	Amount				Principal	Interest	Total	Debt Pymt	Debt Pymt	Funds
2003 PWTf Loan	2,350,000	Lake Road	5/21/04	20	143,988	720	144,708	144,708	-	TIF
2012 PWTf Loan	2,600,000	38th Ave, Wetland	12/13/11	20	1,277,547	31,939	1,309,486	148,337	147,628	TIF, Storm water
2013 State LOCAL	1,715,000	Lacamas Lodge	8/22/13	15	840,000	116,225	956,225	160,825	159,450	PIF
2013 State LOCAL	259,767	HVAC Equipment	8/22/13	8	41,387	1,035	42,422	42,422	-	REET
2015 LTGO Bonds	7,325,000	Transp, Fire Eng, Facil	3/18/15	20	5,420,000	2,070,625	7,490,625	578,125	575,250	TIF, Storm, REET, CWFD
2018 LTGO Bonds	9,810,000	Legacy Lands, Transp, Facil	11/20/18	20	8,525,000	3,735,700	12,260,700	765,000	767,000	REET, PIF, TIF
2018 PWTf Loan	1,000,000	Lake Traffic Circle	11/22/18	20	894,737	136,089	1,030,826	67,753	66,863	REET, TIF
2020 PWTf Loan	3,700,000	Lake Traffic Circle	6/1/20	20	2,743,424	390,115	3,133,539	204,724	202,174	REET, TIF
2020 LTGO Bonds	9,065,000	Legacy Lands	4/23/20	24	8,450,000	4,110,650	12,560,650	570,588	560,588	REET, PIF
2021 LTGO Bonds	10,195,000	Legacy Lands, Facil, Ref	12/15/21	20	9,825,000	4,368,900	14,193,900	747,000	744,700	REET, PIF
Total	\$48,019,767				\$38,161,083	\$14,961,998	\$53,123,081	\$3,429,482	\$3,223,653	

### City of Camas Proprietary Activities (Water and Sewer Utilities)

Debt Issue	Issued	Purpose	Issued Date	Terms (Yrs)	12/31/2022 Balance			2023	2024	Budget
	Amount				Principal	Interest	Total	Debt Pymt	Debt Pymt	Funds
2007 PWTf Loan	1,000,000	WWTP Impvmt Ph 2	8/6/07	20	225,695	3,385	229,080	46,267	46,042	Sewer
2008 PWTf Loan	10,000,000	WWTP Impvmt Ph 2	3/7/08	20	3,331,579	58,303	3,389,882	571,921	569,145	Sewer
2009 DWSRF Loan	1,313,000	Camas Well #14	4/24/09	23	286,161	15,742	301,903	31,478	31,192	Water
2011 DOE Loan	5,168,026	WWTP Impvmt	1/10/11	21	2,898,307	425,239	3,323,546	349,847	349,847	Sewer
2012 PWTf Loan	2,040,000	Gregg Reservoir	8/9/12	20	1,599,682	43,991	1,643,673	167,967	167,167	Water
2012 PWTf Loan	2,600,000	Sewer Main	12/13/11	20	1,892,612	26,023	1,918,635	193,993	193,520	Sewer
2015 Revenue Bonds	19,145,000	Sewer Main & Pump Stations	9/10/15	20	14,480,000	5,441,925	19,921,925	1,533,025	1,531,775	Sewer
2019 Revenue Bonds	18,210,000	Water Projects & Refunding	3/20/19	28	16,940,000	10,284,000	27,224,000	1,437,000	1,437,500	Water
Total	\$59,476,026				\$41,654,036	\$16,298,608	\$57,952,644	\$4,331,497	\$4,326,187	

## BOND RATING

Bond ratings reflect the relative strength of the city's financial management and planning capabilities and the quality of its elected and administrative leadership, as well as its wealth and social characteristics. Bond ratings serve as a statement of a municipality's economic, financial, and managerial condition and represent the business community's assessment of the investment quality of the local government. High rated bonds are more attractive to the investor and therefore more competitive in the market, which helps lower interest costs paid by the City taxpayers.

The City of Camas has made the goal of continuing to improve the City's debt rating to provide the highest level of service at the lowest cost. Concentrated efforts have been made to maintain and improve the City's high-grade ratings for its general obligation and revenue bonds through improvements in the management of its funds as well as debt management. The City's bond ratings are AA+ for its GO bonds and Aa3 for its revenue bonds:

Quality of Rating	Moody's	Standard & Poor's (S&P)
Best Quality	Aaa	AAA
High Quality	Aa1 Aa2 Aa3	AA+ AA AA-
Upper Medium	A1 A2 A3	A+ A A-
Medium Grade	Baa1 Baa2 Baa3	BBB+ BBB BBB-

The S&P rating is based upon their assessment of the City's:

- Very strong and diversified economy, with high wealth and income levels, a rapidly growing population, and access to a broad and diverse metropolitan statistical area (MSA).
- Very strong financials, including consistent operating surpluses and very strong budgetary flexibility, with fund balances we expect will likely remain above 30% of operating expenditures.
- Adequate debt and contingent liability profile, given moderately elevated net direct debt levels, partially resulting from growth pressures for a rapidly expanding city; and
- Adequate institutional framework score.

The Moody's rating is based upon their assessment of the City's small water-sewer system:

- Healthy financial profile with good debt coverage and liquidity
- System serves an affluent and growing population in the Portland metro area
- Benefits from proactive management
- Good rate raising history
- Solid plan for future rate increases



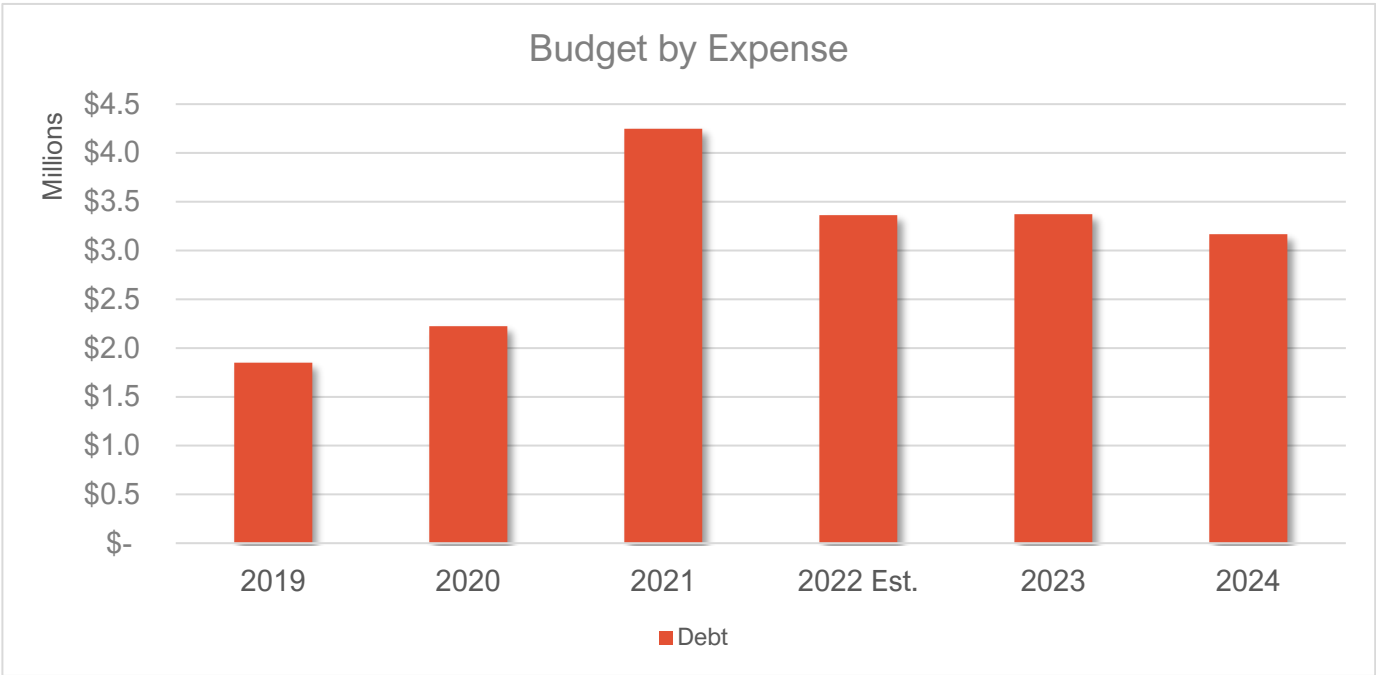
# Limited General Obligation Bonds (LTGO)

## PURPOSE

To make payments on non-voted general obligation bonds and loans of the City. Debt service is paid from this fund include payments for principal and interest on: street projects, fire engine, community center, HVAC equipment, ambulance, open space, and City Hall Annex.

## BUDGET CHANGES

There were no significant budget changes for the LTGO Fund in this biennium.



## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
Go Bonds Principal	540,277	724,361	818,446	1,222,530	1,261,157	1,290,699
Principal- Ambulance	29,511					
Principal- PWTF Loan Lodge	100,000	105,000	110,000	115,000	125,000	130,000
Principal- PWTF Loan HVAC	33,884	35,621	37,448	39,368	41,387	
Principal- Land Contract			1,412,659			
Principal- PWTF Loans Street	315,645	315,645	502,171	496,404	496,404	352,416
Interest PWTF Loans Street	13,094	15,984	51,866	68,084	65,415	60,564
Interest Ambulance	738					
Interest PWTF Loans Lodge	57,950	52,825	47,450	41,825	35,825	29,450
Interest PWTF Loans HVAC	8,538	6,801	4,974	3,054	1,035	
Interest LT Debt- Fire Truck	18,435	17,947	17,273			
Interest LT Debt- Annex Bldg	11,061	10,768	10,364			
Interest LT Debt- Fribg/Strnk	36,502	26,562	25,563			
Interest LT Debt- Parker St.	9,218	17,947	17,273			
Interest LT Debt- LED Light	92,176	89,736	86,363			
Interest LT Debt- 6th/Norwd	110,611	107,684	103,636			
Interest Land Contract			225,000			
Interest 2018 GO Bond	473,160	697,090	777,738	1,376,428	1,346,620	1,304,166
<b>Total ULTGO Debt Service</b>	<b>\$ 1,850,801</b>	<b>\$ 2,223,973</b>	<b>\$ 4,248,222</b>	<b>\$ 3,362,693</b>	<b>\$3,372,843</b>	<b>\$3,167,295</b>
<i>Budget Change</i>	<i>64.14%</i>	<i>20.16%</i>	<i>91.02%</i>	<i>-20.84%</i>	<i>0.30%</i>	<i>-6.09%</i>

## Capital Funds Summary

The Capital projects for the City of Camas are funded largely from impact fees, system development fees, grant funding, and real estate excise taxes. The rationale for utilizing revenues derived from growth is that most of the capital projects are attributed to infrastructure needs because of growth. To adequately plan for growth, the City of Camas has system Master Plans to direct the orderly growth of the City. Camas has adopted master plans for: Storm Water Drainage, Water, Sewer, Transportation, and Parks. These long-range planning documents help develop mid-range plans such as the City's six-year plans.

The budget appropriates to fund the projects of the highest priority by the Mayor and the City Council for the upcoming fiscal years. The respective Master Plan documents describe the anticipated projects in detail and the timing associated with each project. The budget only identifies the project by short title and the funding level appropriated for the fiscal year. All the projects that the City anticipates incurring any expense during the fiscal year are listed in the budget document. Most of the projects are budgeted within the appropriate proprietary fund. The governmental capital projects are budgeted in 300 – Real Estate Excise Tax Capital Projects Fund with other major capital projects in separate funds such as the Park Impact Fee Fund or the NW 38<sup>th</sup> Avenue Phase III Construction Fund.

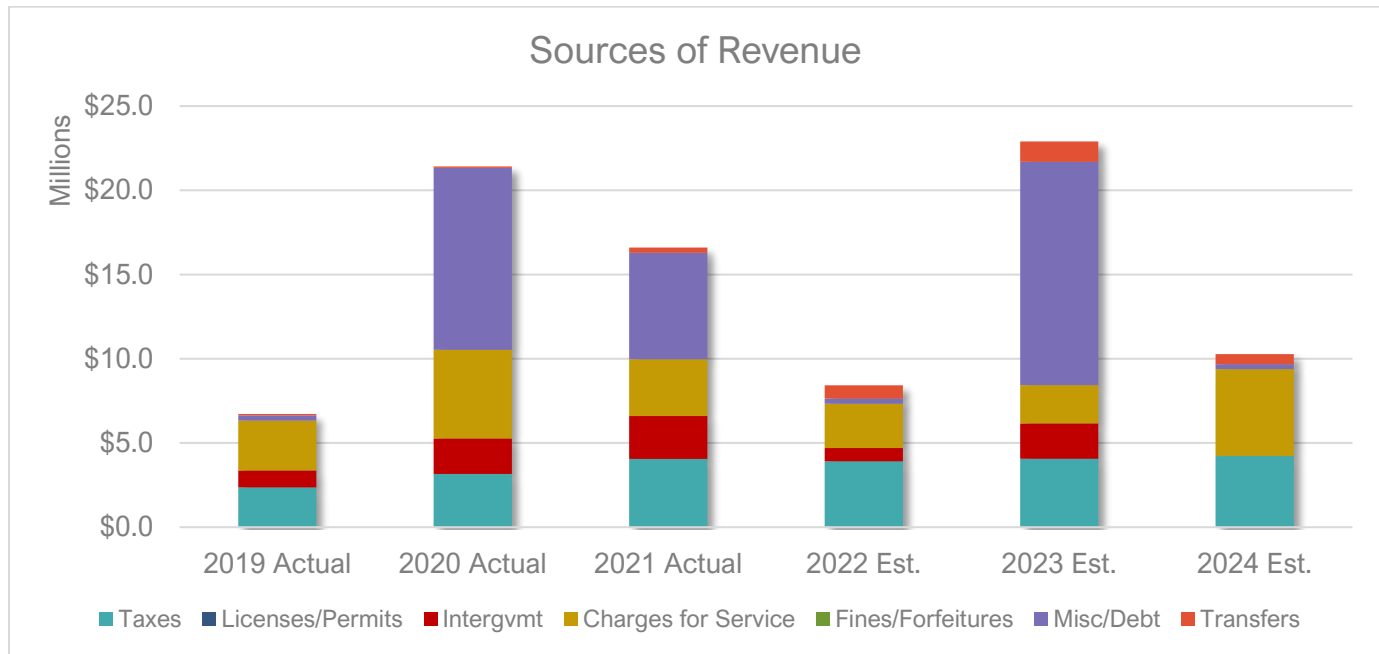
### CAPITAL PROJECT FUNDS

The City has the following capital project funds:

- Real Estate Excise Tax (REET)
- Park Impact Fees (PIF)
- Transportation Impact Fees (TIF)
- Fire Impact Fees (FIF)
- Capital Facilities
- Legacy Lands
- NW 38th Avenue Improvements

The City of Camas under Washington State's Growth Management Act (GMA) has a full set of planning requirements in establishing goals, evaluating community assets, writing comprehensive plans, and implementing plans. The key goal of GMA is to plan for public facilities and services. The plan includes 20-year capital facilities plan which is updated annually.

To fund the capital projects outlined in the capital facilities plan, the City utilizes revenues primarily generated from growth and then the remaining is from project specific sources such as transportation grants, impact fees, utility rates and service development charges.



## CAPITAL IMPROVEMENT PLAN

The capital program in the City of Camas is based upon the City's six-year capital improvement plan (CIP) which is a multi-year financial plan for the acquisition and construction of infrastructure and capital assets. The CIP is the result of several City capital improvement plans including:

- City of Camas Comprehensive Plan
- Transportation Improvement Plan
- Parks and Recreation Master Plan
- General Sewer/Wastewater Facility Plan
- Water System Plan
- Storm Water Drainage Plan

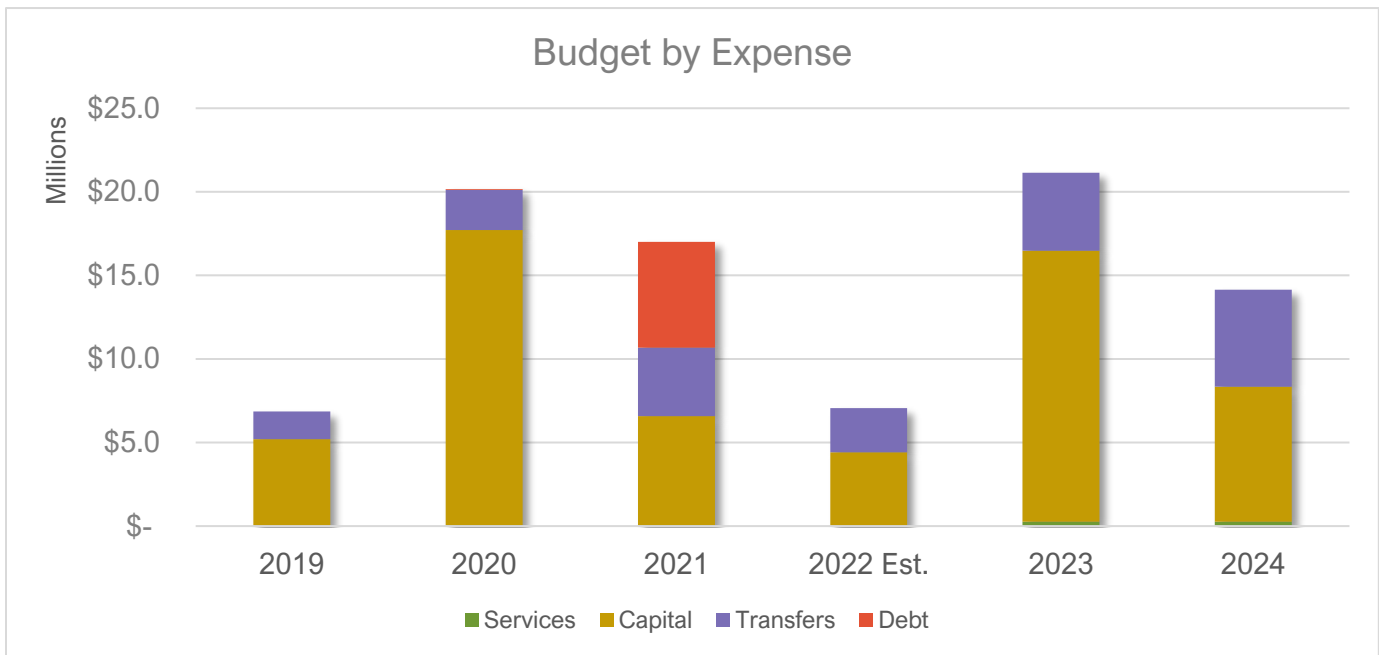
The purpose of the CIP is to collectively plan for the funding of the City's long-term capital improvement needs to maximize the delivery of services to our citizens. The plan establishes a framework for the City's overall capital planning and it is from this document Council directs capital resources for the budget.

The City utilizes the Capital fund to implement the CIP. Other capital acquisitions in other funds are considered more routine, typically items over \$25,000 and have a greater useful life of more than one year. These types of purchases fall outside of the Capital Improvement Plan and include the replacement of service vehicles and heavy equipment based upon replacement schedules, network infrastructure, and major maintenance.

## CAPITAL FUNDING SOURCES

Capital purchases differ from operating expenses in that these purchases typically occur periodically and are spent over multiple years. Operating expenses cover items such as payroll, office supplies, and services. Capital expenditures on the other hand include items such as police cars, heavy equipment, land acquisition, construction or improvement to buildings.

Although capital expenditures are not directly related to operations of the City, over time capital projects can have a significant impact on operating revenues and expenses. Therefore, the City evaluates capital expenditures on a project-by-project basis to determine any impact on the operating budget. For example, as the City built the Lacamas Lodge Community Center, staff planned for ongoing operating costs and programming for the building. Costs such as custodial services, security, utilities, and supplies needed to be estimated and budgeted accordingly.



# Real Estate Excise Tax (Growth Management Act) Capital Fund

## PURPOSE

To be used for design and construction of governmental capital projects. The Real Estate Excise Tax may only fund projects that are identified as part of the City's Capital Improvement Plan. The City's Street projects, park projects, and general governmental projects are funded through the Real Estate Excise Tax Capital Fund.

## KEY ACCOMPLISHMENTS IN 2021 – 2022

- Completion of a seismic retrofit to the 3<sup>rd</sup> Avenue bridge
- Improvements to NE 2<sup>nd</sup> Avenue, NW 12<sup>th</sup> Avenue

## GOALS AND NEW INITIATIVES IN 2023 – 2024

- Improvements to Crown Park, first two phases
- 3<sup>rd</sup> Avenue Trailhead
- NW 14<sup>th</sup> Avenue Improvements

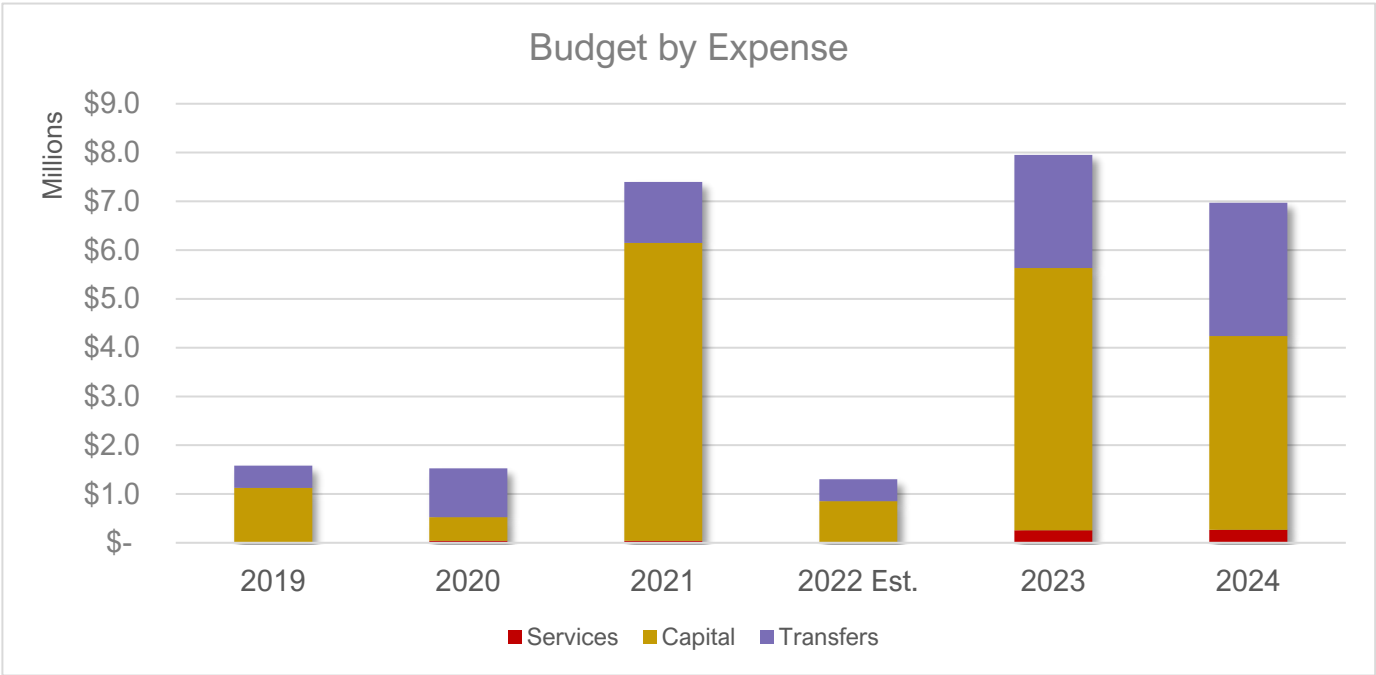
## FUTURE CHALLENGES

Issue	Plan for Resolution
Cooling of the housing boom in Camas following the pandemic	Revenues will continue to be monitored, and if necessary, projects will be held or alternative funding sources pursued

BUDGET CHANGES

The rapid housing growth in the City prior to 2020 continues to cool from inflationary and supply chain pressures resulting from COVID-19. This cooling has significantly impacted growth-based revenues like real estate excise tax, which is a primary funding mechanism for street and park projects. With these considerations in mind, this budget is focused on continuing in-progress projects from the prior biennial budget, projects with dedicated revenues, and long-deferred maintenance in the City’s aging facilities and infrastructure that are critical and can be delayed no longer.

The fund will see the initial stages of several large projects in the biennium. As a capital fund, the impacts are primarily to capital line items, although internal services for the fund will also see increases. Additionally, the REET fund funds the Capital Facilities Fund, which is also seeing large projects starting, so transfers also increased in the biennium.



## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
Prof Svcs - Indirects	6,789	40,489	39,528	15,984	257,010	264,720
<b>Services</b>	<b>6,789</b>	<b>40,489</b>	<b>39,528</b>	<b>15,984</b>	<b>257,010</b>	<b>264,720</b>
Land			3,768,400			
Dalles Street - CDBG	20,331					
Adams Street - CDBG	27,483					
NE 2nd Ave Project			10,443	38,581		
NW 12th Ave - CDBG				29,113		
NW 14th Ave CDBG					475,000	
Major Bldg. Maintenance	104,052	52,995				
Open Space, Trails, Park	34,138	296,809	69,469	3,036	250,000	250,000
Wayfinding Signs	6,950					
Other Imp-ADA Ramps	4,602	16,069	181,637	4,183	75,000	75,000
Mill Ditch Trail	13,501					
Crown Park Improvements	298,399			78,621	3,150,000	3,150,000
NE 3rd Ave Bridge Retrofit	502,598	118,411	2,026,475	641,179		
Construction - Larkspur	107,291					
3rd Ave Trailhead			50,314	44,263	1,100,000	
Bike Park					325,000	
Fallen Leaf - Picnic Shelter						500,000
<b>Capital</b>	<b>1,119,345</b>	<b>484,283</b>	<b>6,106,738</b>	<b>838,976</b>	<b>5,375,000</b>	<b>3,975,000</b>
Transfer Out - Fire/EMS						870,927
Transfer Out - Streets				300,000		
Transfer Out - Fund 313				131,000		
Transfer Out - Brady		340,729	56,295			
Transfer Out - Cap Facilities	45,631	48,311		500,000	1,033,883	600,000
Transfer Out - Legacy		4,012				
Transfer Out - Debt Svc	408,915	608,381	1,195,393	1,304,687	1,286,862	1,260,171
<b>Transfers</b>	<b>454,546</b>	<b>1,001,432</b>	<b>1,251,688</b>	<b>447,725</b>	<b>2,320,745</b>	<b>2,731,098</b>
<b>Total REET Capital Fund</b>	<b>\$ 1,580,681</b>	<b>\$ 1,526,204</b>	<b>\$ 7,397,955</b>	<b>\$ 1,302,685</b>	<b>\$ 7,952,755</b>	<b>\$ 6,970,818</b>
<i>Budget Change</i>	<i>-16.85%</i>	<i>-3.45%</i>	<i>384.73%</i>	<i>-82.39%</i>	<i>510.49%</i>	<i>-12.35%</i>



## Impact Fees Capital Funds: Park, Transportation, Fire

### PURPOSE

Park Impact Fees (PIF): To be used for design and construction of park capital projects related to residential growth. The Park Impact Fees may only fund projects that are identified as part of the City's Park Plan and the fees must be spent within ten years. The City's parks projects built with Park Impact Fees include the Lacamas Lodge, Legacy Lands, and neighborhood trails.

Transportation Impact Fees (TIF): To be used for design and construction of transportation capital projects related to urban growth. The Transportation Impact Fees may only fund projects that are identified as part of the City's Transportation Plan and the fees must be spent within ten years.

Fire Impact Fees (FIF): To be used for acquisition, design and construction of fire facilities including fire engines. The Fire Impact Fees may only fund projects that are identified as part of the City's Comprehensive Plan and the fees must be spent within ten years.

### KEY ACCOMPLISHMENTS IN 2021 – 2022

- Successful in bringing PIF and FIF updates to Council, which were adopted

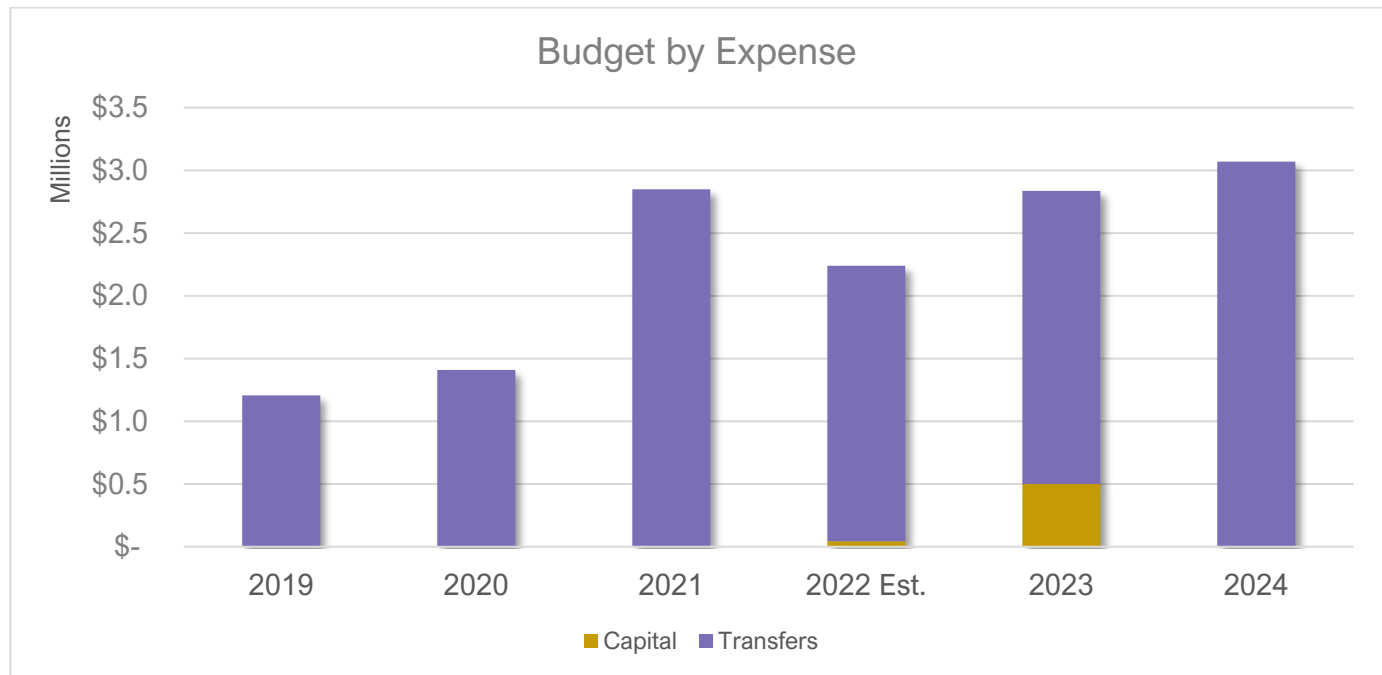
### GOALS AND NEW INITIATIVES IN 2023 – 2024

- Continued development of a North Shore/East Lake Trail
- Acquisition of replacement Fire Apparatus

## BUDGET CHANGES

PIF will continue to be used for development and construction of a North Shore/East Lake Trail. There is an increase to capital this biennium, as the project moves into construction phase.

FIF resources will be transferred to fund the acquisition of new fire apparatus to help replace aging fire engines past their useful life.



## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Park Impact Fees</b>						
Parklands Trail	1,748	2,213				
N Shore Park Acquisition						
N Shore/East Lake Trail	1,968		4,690	44,996	500,000	
<b>Capital</b>	<b>3,715</b>	<b>2,213</b>	<b>4,690</b>	<b>44,996</b>	<b>500,000</b>	
Transfer to Debt Service	431,876	631,024	1,836,588	843,491	871,952	844,056
<b>Total PIF Fund</b>	<b>\$ 435,591</b>	<b>\$ 633,237</b>	<b>\$ 1,841,278</b>	<b>\$ 888,487</b>	<b>\$ 1,371,952</b>	<b>\$ 844,056</b>
<i>Budget Change</i>	<i>87.16%</i>	<i>45.37%</i>	<i>190.77%</i>	<i>-51.75%</i>	<i>54.41%</i>	<i>-38.48%</i>

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Transportation Impact Fees</b>						
Transfer to Debt Svc	771,559	775,680	1,007,786	1,006,639	1,005,068	855,146
Transfer to Streets					100,000	500,000
Transfer to 38th Ave			35,319	335,000		
<b>Total TIF Fund</b>	<b>\$ 771,559</b>	<b>\$ 775,680</b>	<b>\$ 1,007,786</b>	<b>\$ 1,351,183</b>	<b>\$ 1,105,068</b>	<b>\$ 1,355,146</b>
<i>Budget Change</i>	<i>15.34%</i>	<i>0.53%</i>	<i>29.92%</i>	<i>34.07%</i>	<i>-18.21%</i>	<i>22.63%</i>

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
<b>Fire Impact Fees</b>						
Transfer to Debt Svc					360,000	
Transfer to CWFD						870,927
<b>Total FIF Fund</b>					<b>\$ 360,000</b>	<b>\$ 870,927</b>
<i>Budget Change</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>100.00%</i>	<i>141.92%</i>

# Capital Facilities Fund

## PURPOSE

The Capital Facilities Fund is intended to be a comprehensive place for all facility-related projects. By consolidating these projects into a single fund, the City can more easily monitor ongoing needs to assist in development of a long-term Capital Facilities Plan.

## KEY ACCOMPLISHMENTS IN 2021 – 2022

- Completed a comprehensive facilities condition assessment of all City facilities to identify criticality of failing infrastructure
- Started work on the Library roofing and HVAC projects to repair failing infrastructure
- Completed a remodel and upgrade to A/V in City Hall Council Chambers

## GOALS AND NEW INITIATIVES IN 2023 – 2024

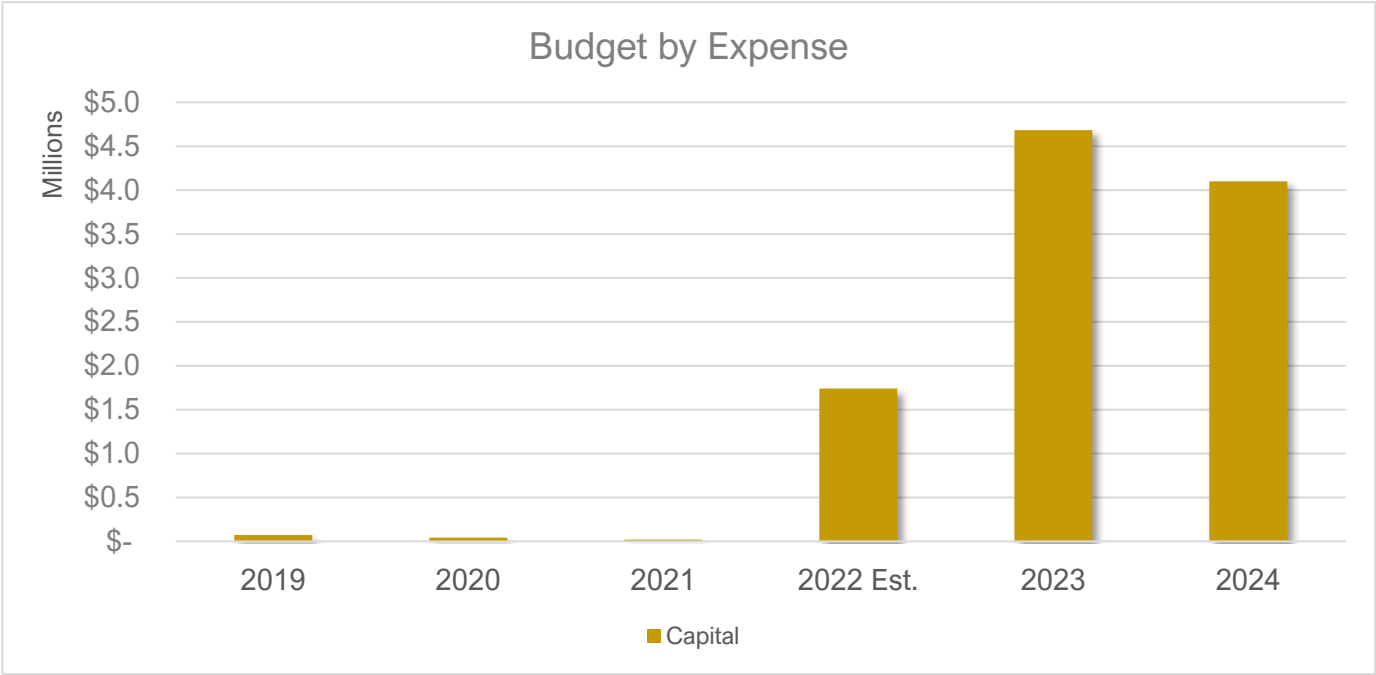
- Start addressing the critical areas identifies in the facilities condition assessment across City facilities
- Continue work on the Library roofing & HVAC, as well as starting replacements for security systems, lighting, flooring and other failing infrastructure in the aging facility

## FUTURE CHALLENGES

Issue	Plan for Resolution
Deferred maintenance across City facilities has reached crisis level	The facilities condition assessment will provide guidance to ensure that resources are being dedicated to the areas of greatest criticality
The scope of repairs needed in City facilities are cost prohibitive	The City continues to seek grants where possible to help cover the expenses of repairs
Deferred maintenance plus inflation/supply chain are driving up the cost of repairs	Development of a facilities plan and potential rate model to ensure adequate resources for necessary repairs and replacements

BUDGET CHANGES

With a facilities condition assessment completed to help prioritize the work, the City has put significantly more resources into the capital line items for major building maintenance in the biennium to address the critical nature of a number of City facilities suffering from long-deferred maintenance needs.



## ADOPTED BUDGET DETAIL

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Projection	2024 Projection
Council Chambers Upgrade				125,000		
Major Building Maintenance				100,000	4,100,000	4,100,000
Library Roofing			2,500			
Annex Building	73,134	40,676		915,324		
Library HVAC Repair/Replace			2,500	499,550		
Community Center				100,000		
Debt Issuance Costs		1,525	14,797			
Library Repair/Replacements					583,883	
<b>Total Facilities Fund</b>	<b>\$ 73,134</b>	<b>\$ 42,201</b>	<b>\$ 19,796</b>	<b>\$ 1,739,874</b>	<b>\$ 4,683,883</b>	<b>\$ 4,100,000</b>
<i>Budget Change</i>	<i>-96.46%</i>	<i>-42.30%</i>	<i>-53.09%</i>	<i>8688.94%</i>	<i>169.21%</i>	<i>-12.47%</i>

# Lacamas Legacy Lands Fund

## PURPOSE

To be used for the acquisition of open space lands north of Lacamas Lake with the intent to preserve the forest and pastures in perpetuity.

## KEY ACCOMPLISHMENTS IN 2021 – 2022

- The acquisition of legacy lands North and East of Lacamas Lake.

## GOALS AND NEW INITIATIVES IN 2023 – 2024

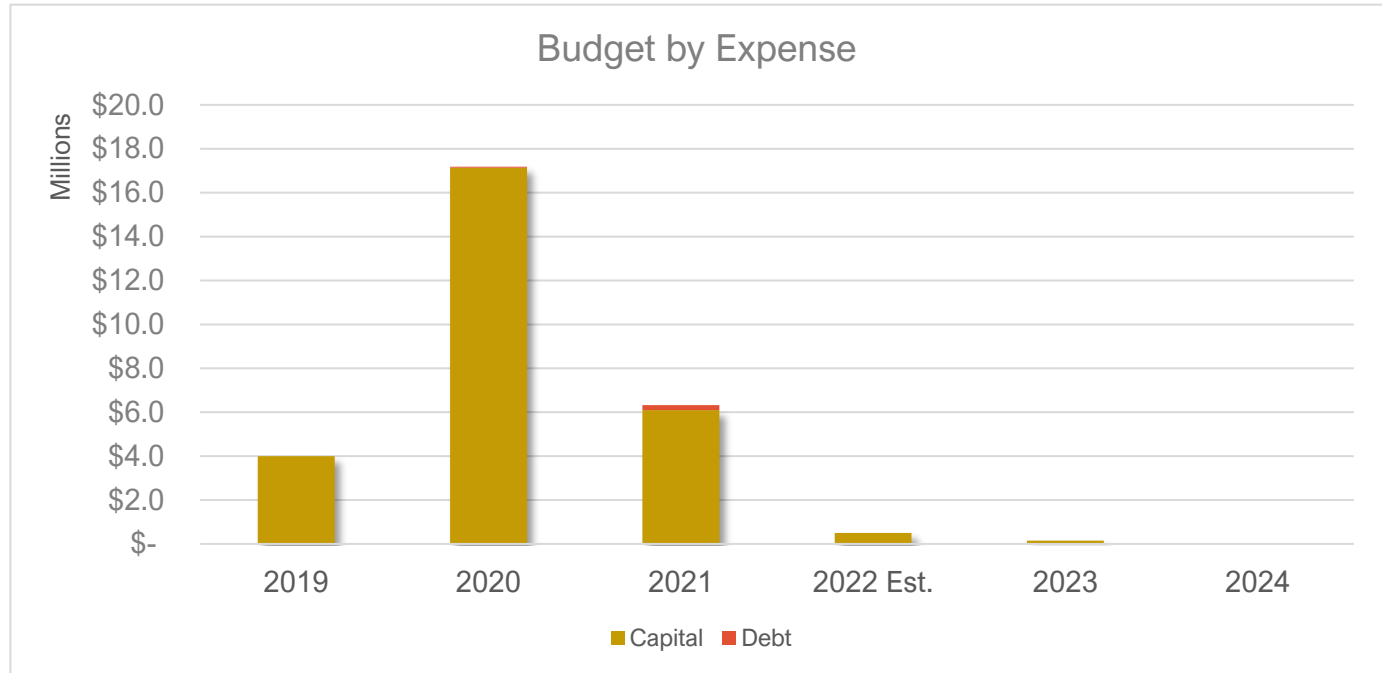
- Continue to assess the maintenance needs of the lands and facilities
- Develop a long-range plan to manage the assets
- Continue work to complete the trail loop around Lacamas Lake

## FUTURE CHALLENGES

Issue	Plan for Resolution
Revenue needs to maintain large tracts of land outside of the core City area	Continue to seek grant funding where available
Managing large areas of open space and forested land	Continue work to remove invasive species and noxious weeds, and continue to assess the needs for hiring staff to manage urban forestry

## BUDGET CHANGES

With the completed acquisition of the Lacamas Legacy Lands, expenses in the biennium have reduced considerably. The fund is primarily focused on maintenance and care until further plans are developed for use of the spaces and facilities.





## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projection	2023 Adopted	2024 Adopted
N Shore Conservation Lands	3,991,088	17,142,236	4,250		150,000	
Principle-Notes Land Contract			6,087,341			
North Shore Buildings			3,596	500,000		
Wildlife League	9,940					
LOC Interest		282	136,965			
Debt Issuance Costs		43,448	92,985			
<b>Total Legacy Lands Fund</b>	<b>\$ 4,001,029</b>	<b>\$ 17,185,966</b>	<b>\$ 6,325,137</b>	<b>\$ 500,000</b>	<b>\$ 150,000</b>	
<i>Budget Change</i>	<i>262.22%</i>	<i>329.54%</i>	<i>-63.20%</i>	<i>-92.10%</i>	<i>-70.00%</i>	<i>-100.00%</i>

## 38th Ave Construction Fund

### PURPOSE

This is a multi-year, multi-phase project to improve the corridor from NW Parker Street to Grass Valley Park. The improvements are to include widening the street to include bike lanes, sidewalks, storm facilities, illumination and turn lanes.

### KEY ACCOMPLISHMENTS IN 2021 – 2022

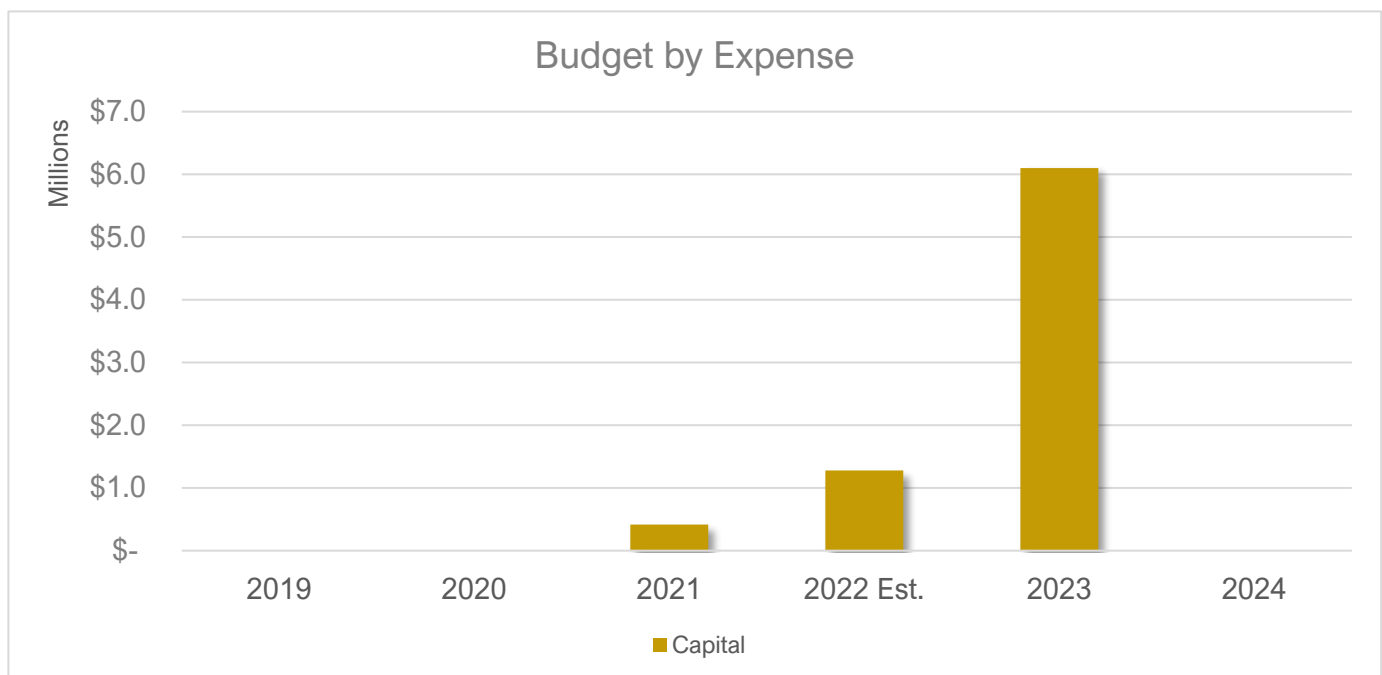
- Initial steps for Phase III of the project were completed

### GOALS AND NEW INITIATIVES IN 2023 – 2024

- Complete construction of Phase III

### BUDGET CHANGES

Capital costs have increased for the biennium due to a substantial part of Phase III occurring in 2023.



ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Adopted	2024 Adopted
Phase III Construction			416,801	1,279,000	6,100,400	
Capital				1,279,000	6,100,400	
Total NW 38th Ave Fund				\$ 1,279,000	\$ 6,100,400	
Budget Change	0.00%	0.00%	0.00%	100.00%	376.97%	377.0%

## Enterprise Funds Summary

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The City has three utilities: Storm Water, Solid Waste, and Water/Sewer. The utilities are enterprise funds that are self-sufficient funds supported by utility rate payers. Utility rate studies are completed every five years to ensure the rate model is still accurately reflecting the needs of the respective utilities. A new utility rate study will be completed in 2023, with the new five-year rate plan to start in 2024.

The Storm Water Fund provides for maintenance, operations, planning, and construction of the City's storm water drainage system in compliance with the National Pollutant Discharge Elimination System Phase II Permit (NPDES). Maintenance items include street sweeping, ditch cleaning, treatment and detention facility upkeep, catch basin cleaning, and storm line cleaning and repair. The fund also supports public outreach, illicit discharge hotlines, and capital improvements.

The Solid Waste Fund provides for the collection and disposal activities. The City services residential and commercial customers and provides drop box services for containers up to two yards. Larger drop box as well as yard debris services are contracted out to an external vendor. The City bills for residential recycling services and pays a private contractor for the pickup and removal of the material.

The Water/Sewer operation provides for furnishing water and sanitary sewage disposal services to industrial, commercial, and residential areas within the City and some surrounding areas. The utilities are currently combined in a single fund but operate as separate entities.

### STORM WATER REVENUE

Revenues for the Storm Water Fund are primarily fees collected as part of the utility billing process. These fees cover a wide variety of activities all in the effort to minimize storm water and mitigate for future problems. These activities can range from street cleaning to education to catch basin maintenance to mitigation sites.

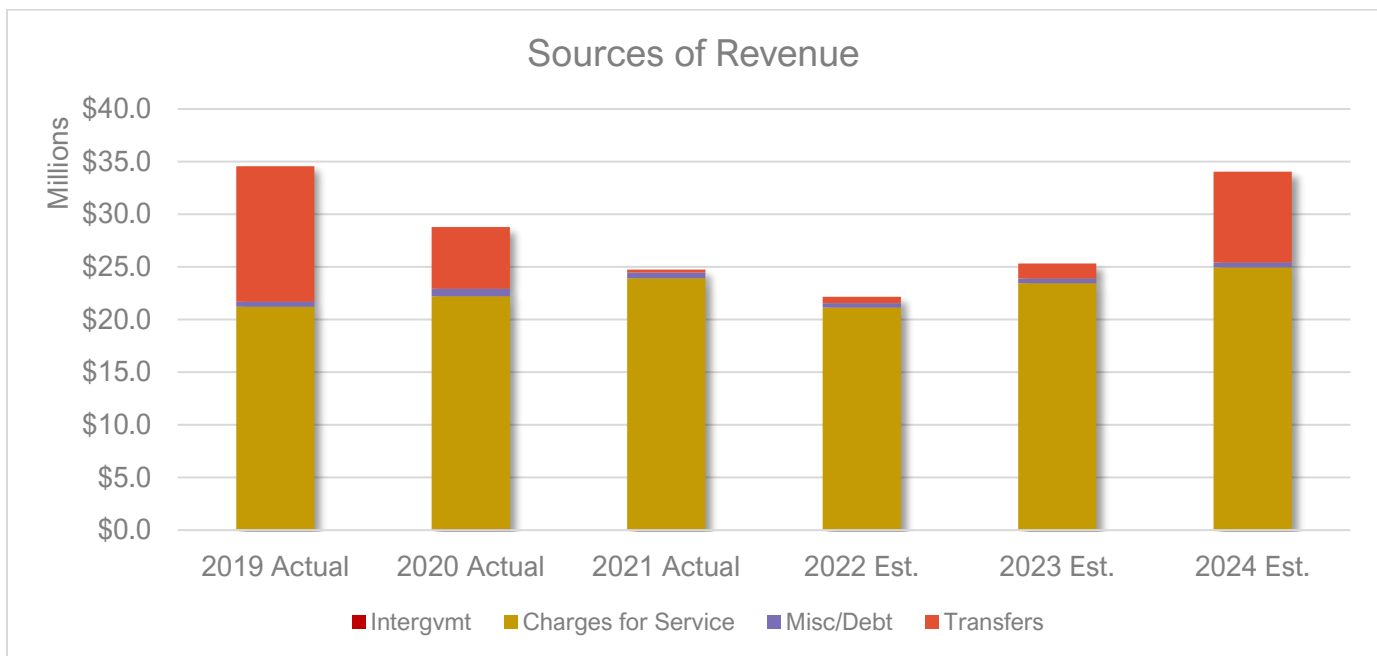
### SOLID WASTE REVENUE

The City collects general refuse daily and/or weekly as well as disposes the solid waste. The City also contracts for recycling services that are available on the same cycles. The growth of the City will require an additional driver and garbage truck.

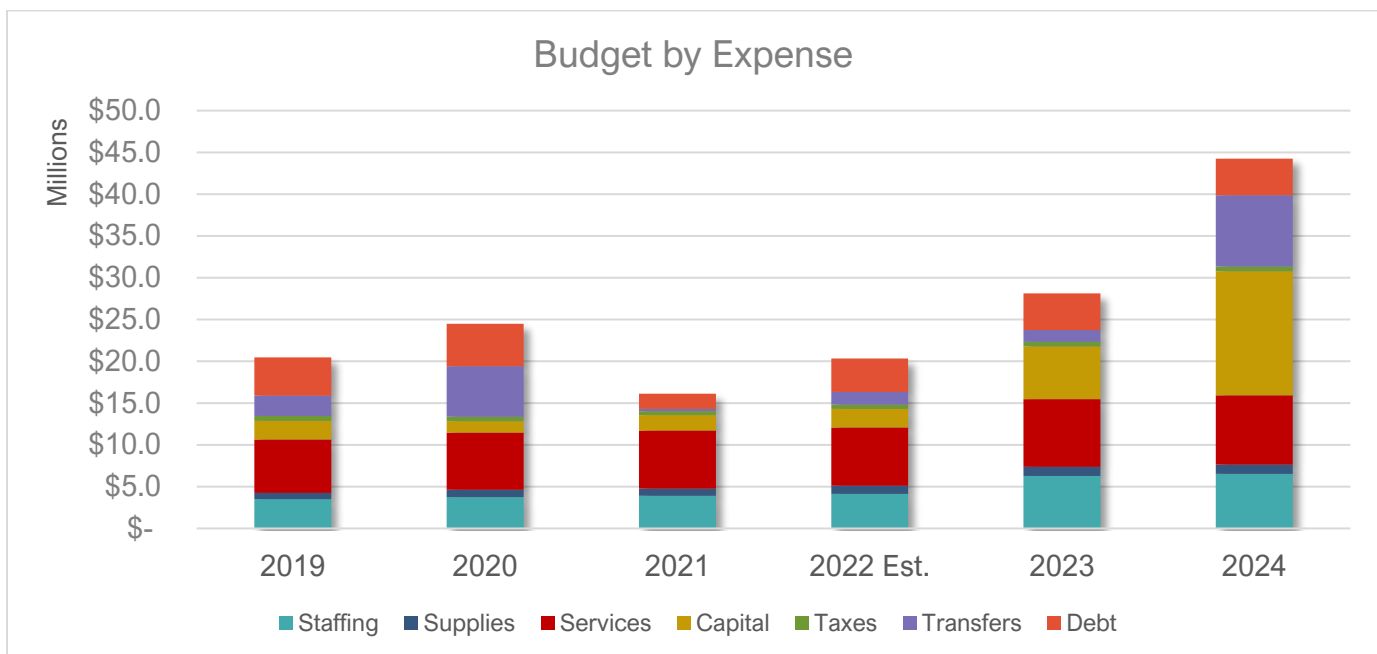
### WATER-SEWER REVENUE

The Water/Sewer Fund is a shared utility fund with 53% of the revenue generated from Sewer activity and 31% from Water activity and the rest from system development charges on new growth, and miscellaneous revenue

## ENTERPRISE FUND REVENUE BY SOURCE



## EXPENDITURES BY TYPE



## Storm Water Fund



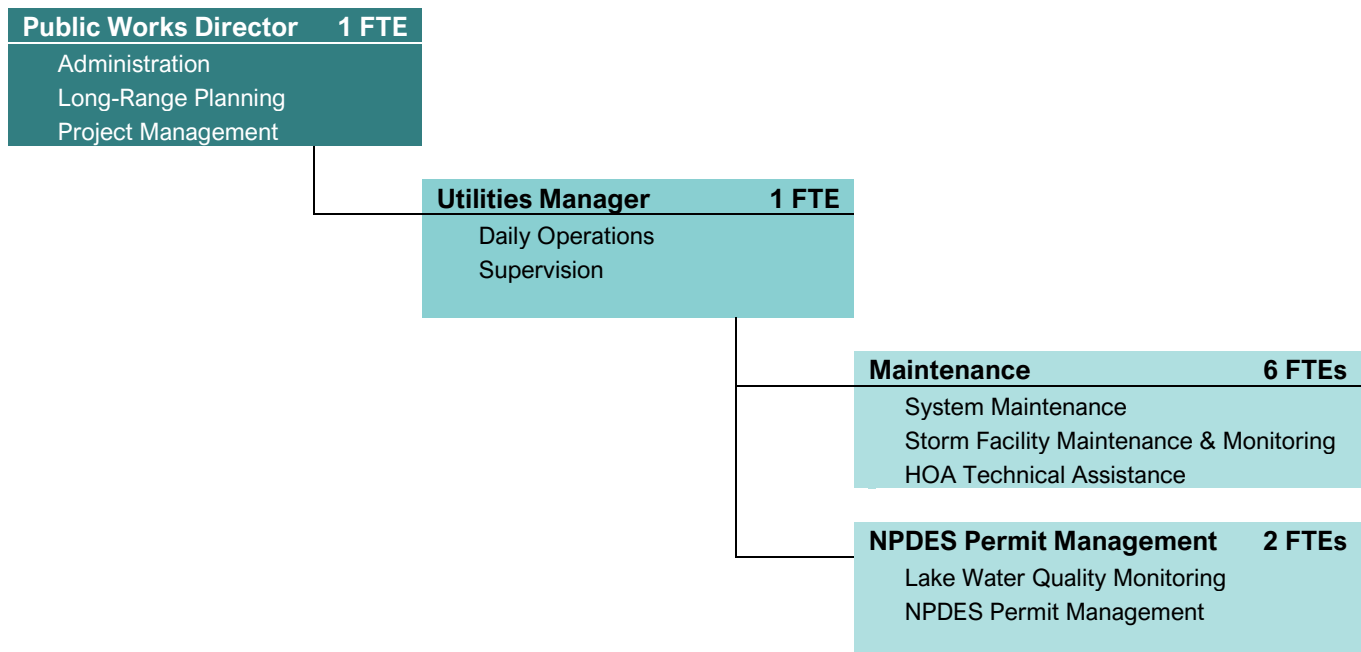
**Steve Wall**  
Public Works Director

- 18 Years in the Public Sector
- 9 Years with the City of Camas

### PURPOSE

Provide for the management, maintenance, and operations of the City's storm water drainage facilities in accordance with the City's National Pollutant Discharge Elimination System (NPDES) Phase II permit in accordance with the Federal Clean Water Act and administered by the Washington State Department of Ecology.

### FUNCTIONS



## KEY ACCOMPLISHMENTS IN 2021 – 2022

- Developed GIS database and mapping of the municipal stormwater system
- Completed the Ostenson Canyon Road repair project
- Completed rehabilitation of the Parker Estates stormwater system
- Began development of the Lacamas, Round, and Fallen Leaf Lakes Management Plan
- Met all reporting requirements for the NPDES Phase II Permit
- Continued coordination with the Department of Ecology Safety Office regarding the Haigh Reservoir, of which the City is partial owner

## GOALS AND NEW INITIATIVES IN 2023 – 2024

- Meet NPDES permit standards and compliance requirements.
- Complete the Stormwater Action Management Plan (SMAP)
- Hire seasonal help to maintain publicly owned stormwater systems for state regulatory compliance
- Continue developing long-term strategies for Lacamas Lake, Round Lake, and Fallen Leaf Lake
- Replace dam gates at the Upper Dam on Round Lake
- Begin design of the Columbia Summit retrofit projects determined through the Julia Street Pond Analysis

## FUTURE CHALLENGES

Issue	Plan for Resolution
Increased resource needs to meet NPDES Permit conditions and stay compliant, while completing the necessary maintenance and capital-related projects	Will be completing a rate study for utilities in the biennium, which will look at cost to maintain the service
Developing an asset management strategy	Implementation of an enterprise asset management module in the Citywide ERP software upgrade
Upward trend in housing and commercial activity creates additional pressure on existing staffing	Adding two FTEs in the biennium, will reassess need for additional staff thereafter
Lake water quality	Continuing to complete a comprehensive lake study
Need efficiency for monitoring and controlling lake dams with limited staffing	Will continue to explore possible remote access and control of dams

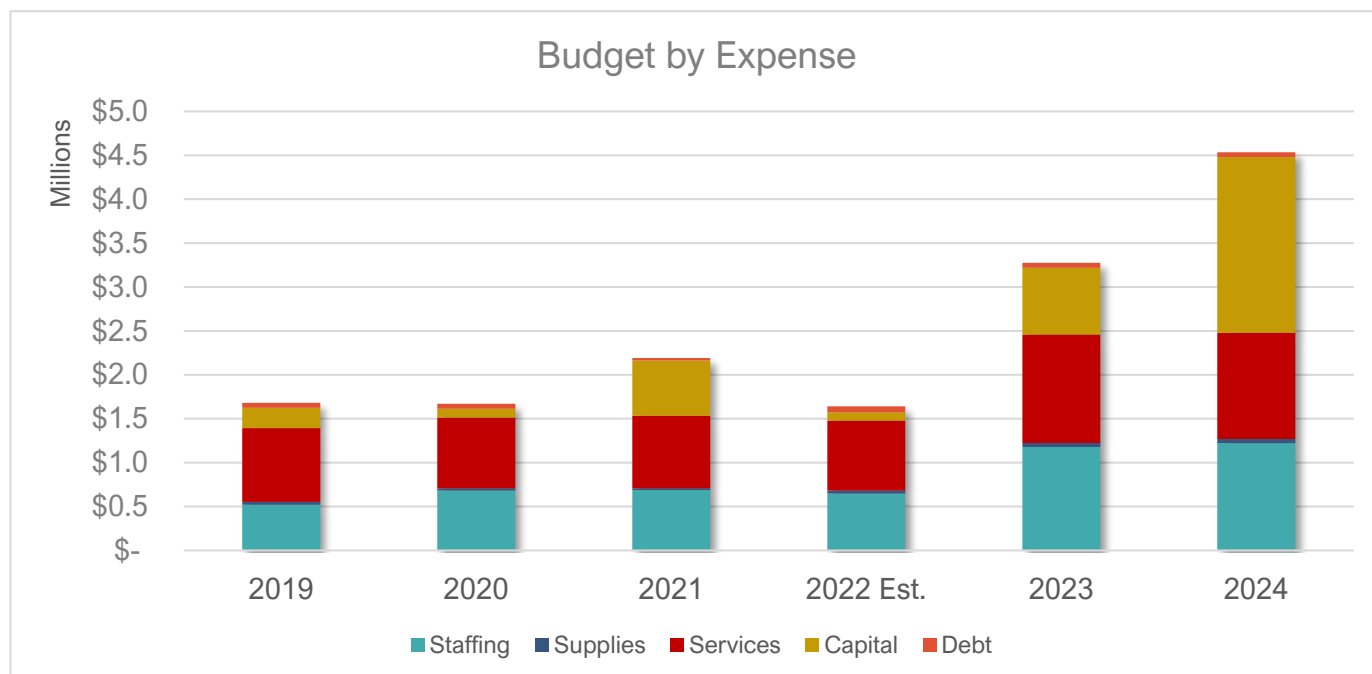
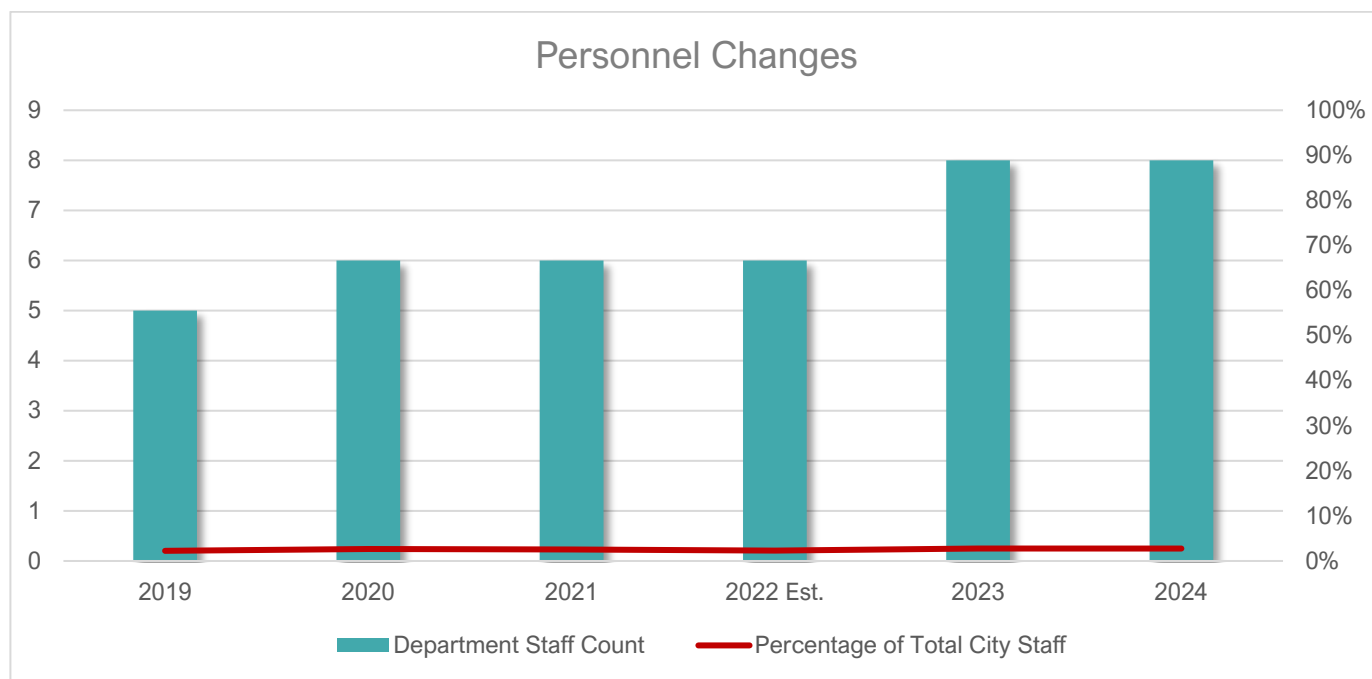


Lacamas Lake, looking North from the Lacamas Lake Lodge



## BUDGET CHANGES

Salaries, benefits, and capital for vehicles will increase with the addition of two FTEs for maintenance, and an engineering tech to assist with maintaining compliance with the City's NPDES permit. Professional services will increase with the addition of a new utility billing system as part of the Citywide ERP software upgrade, a full system survey of storm lines, and the addition of two seasonal workers. Capital line items will increase in the biennium with the acquisition of a vector truck, work on the lake dams, and a large project to retrofit the Columbia Summit storm facilities.



## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Adopted	2024 Adopted
<b>O &amp; M</b>						
Salaries & Wages	102,658	104,332	108,585	100,079	317,987	332,178
Overtime	1,271	596	1,896		3,301	3,334
<b>Salaries</b>	<b>103,929</b>	<b>104,927</b>	<b>110,480</b>	<b>100,079</b>	<b>321,288</b>	<b>335,512</b>
<b>Personnel Benefits</b>	<b>37,594</b>	<b>36,284</b>	<b>34,502</b>	<b>29,084</b>	<b>105,034</b>	<b>108,629</b>
Operating Supplies	2,246	6,287	3,985	5,137	5,296	5,423
Fuel consumed				8,576	8,842	9,054
Tools & Minor Eqpmnt	23,097	11,244	10,910	16,542	20,000	20,480
<b>Supplies</b>	<b>25,342</b>	<b>17,530</b>	<b>14,895</b>	<b>30,255</b>	<b>34,138</b>	<b>34,957</b>
Interfund Prof Serv	497,183	388,904	425,918	412,407	704,384	716,044
Communications	1,876	3,178	2,826	3,848	3,967	4,062
Travel	540	191	48		500	512
Intfund Rents & Leases	169,072	177,988	174,499	158,766	194,750	199,424
Insurance	4,969	9,334	10,687	14,263	27,205	27,858
Utilities	1,142	1,156	1,397	1,192	1,327	1,359
Repairs & Maint.	44,656	28,655	22,187	15,715	100,000	52,400
Miscellaneous	20,479	13,728	9,223	17,322	10,000	10,240
<b>Services</b>	<b>739,918</b>	<b>623,134</b>	<b>646,785</b>	<b>623,513</b>	<b>1,042,133</b>	<b>1,011,899</b>
<b>Intgovt Prof Services</b>	<b>10,017</b>	<b>32,881</b>	<b>30,989</b>		<b>30,888</b>	<b>31,630</b>
<b>Extnl Taxes &amp; Assess</b>	<b>20,797</b>	<b>30,083</b>	<b>28,167</b>	<b>34,348</b>	<b>35,412</b>	<b>36,262</b>
<b>Total O&amp;M</b>	<b>937,597</b>	<b>844,839</b>	<b>865,818</b>	<b>817,278</b>	<b>1,568,893</b>	<b>1,558,889</b>
<b>Street Cleaning</b>						
Salaries & Wages	158,168	260,499	261,847	251,091	302,339	315,790
Overtime	976	6,304	6,155	2,562	3,240	3,386
<b>Salaries</b>	<b>159,144</b>	<b>266,803</b>	<b>268,002</b>	<b>253,653</b>	<b>305,579</b>	<b>319,176</b>
<b>Personnel Benefits</b>	<b>100,646</b>	<b>149,992</b>	<b>145,257</b>	<b>133,594</b>	<b>154,196</b>	<b>156,642</b>
<b>Total Street Cleaning</b>	<b>259,790</b>	<b>416,795</b>	<b>413,259</b>	<b>387,248</b>	<b>459,775</b>	<b>475,818</b>

Lake Dams						
Operating Supplies	1,015				1,047	1,072
Tools & Minor Eqpmt		405	5,351	139	2,026	2,074
<b>Supplies</b>	<b>1,015</b>	<b>405</b>	<b>5,351</b>	<b>139</b>	<b>3,072</b>	<b>3,146</b>
Intfund Rents & Leases	3,529	22,569	14,314		20,000	20,480
Repairs & Maint.	18,761	16,436	24,340	19,581	20,743	21,241
Miscellaneous			48	40		
<b>Services</b>	<b>22,290</b>	<b>39,005</b>	<b>38,703</b>	<b>19,620</b>	<b>40,743</b>	<b>41,721</b>
<b>Intergovernmental</b>	<b>881</b>	<b>2,089</b>	<b>2,089</b>		<b>2,123</b>	<b>2,174</b>
<b>Total Lake Dams</b>	<b>24,186</b>	<b>41,499</b>	<b>46,143</b>	<b>19,759</b>	<b>45,938</b>	<b>47,041</b>
NPDES Permit						
Salaries	77,944	83,008	87,153	88,493	184,594	192,901
Overtime					500	500
<b>Salaries</b>	<b>77,944</b>	<b>83,008</b>	<b>87,153</b>	<b>88,493</b>	<b>185,094</b>	<b>193,401</b>
<b>Personnel Benefits</b>	<b>41,763</b>	<b>42,032</b>	<b>42,017</b>	<b>42,832</b>	<b>107,811</b>	<b>109,329</b>
Operating Supplies	4,897	640	67	1,009	5,000	5,120
Tools & Minor Eqpmt		7,162		2,925	3,016	3,088
<b>Supplies</b>	<b>4,897</b>	<b>7,802</b>	<b>67</b>	<b>3,934</b>	<b>8,016</b>	<b>8,208</b>
Intfund Rents & Leases	45,850	18,670	33,833	97,178	51,441	52,675
Communications	123	435	940	470	485	496
Repairs & Maint.		459				
Miscellaneous	1,750	16,770	11,592	1,887	5,000	5,120
<b>Services</b>	<b>47,723</b>	<b>36,333</b>	<b>46,365</b>	<b>99,536</b>	<b>51,925</b>	<b>53,172</b>
<b>Permit Fees</b>		<b>42,306</b>	<b>32,013</b>	<b>19,886</b>	<b>32,375</b>	<b>33,152</b>
<b>Total NPDES</b>	<b>172,328</b>	<b>211,481</b>	<b>207,613</b>	<b>254,681</b>	<b>385,221</b>	<b>397,262</b>
Admin						
<b>Princ on GO Bonds</b>	<b>28,267</b>	<b>29,183</b>		<b>31,014</b>	<b>32,387</b>	<b>32,845</b>
<b>Interest on GO Bonds</b>	<b>28,252</b>	<b>27,493</b>	<b>26,352</b>	<b>35,369</b>	<b>24,253</b>	<b>23,514</b>
<b>Total Admin</b>	<b>56,519</b>	<b>56,675</b>	<b>26,352</b>	<b>66,383</b>	<b>56,640</b>	<b>56,359</b>

<b>Capital</b>						
Machinery & Eqpmt	168,199				209,000	
Construction Projects					200,000	2,000,000
NW 38th Wetland	5,599					
NW Friberg Wetland	21,911					
Ostenson Canyon Repair		47,002	179,499			
Parker Estates Storm		53,653	321,759			
Dam Improvements					250,000	
Lakes Water Quality			130,653	95,047		
38th Ave Wetland Ph 2	5,728					
Leadbetter Wetland	4,509					
Fargo Street Pipeline					100,000	
Water Main Wetland	25,378					
<b>Capital</b>	<b>231,324</b>	<b>100,655</b>	<b>631,911</b>	<b>95,047</b>	<b>759,000</b>	<b>2,000,000</b>
<b>Capital</b>	<b>231,324</b>	<b>100,655</b>	<b>631,911</b>	<b>95,047</b>	<b>759,000</b>	<b>2,000,000</b>
<b>Total Storm Water</b>	<b>\$ 1,681,744</b>	<b>\$ 1,671,944</b>	<b>\$ 2,191,097</b>	<b>\$ 1,640,396</b>	<b>\$ 3,275,468</b>	<b>\$ 4,535,368</b>
<i>Budget Change</i>	<i>36.47%</i>	<i>-0.58%</i>	<i>31.05%</i>	<i>-25.13%</i>	<i>99.68%</i>	<i>38.46%</i>

# Solid Waste Fund



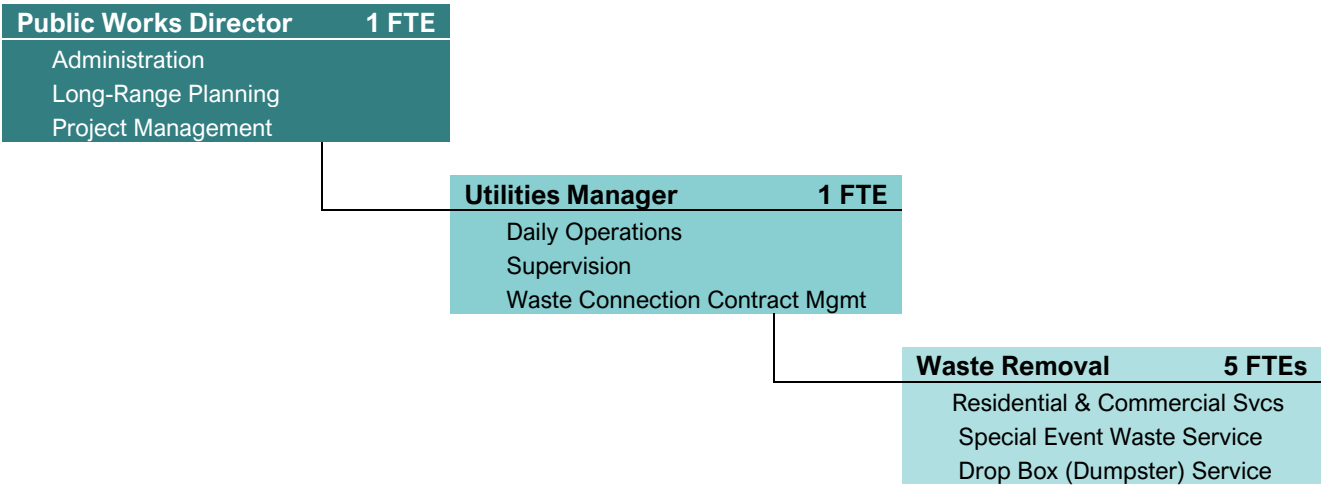
Steve Wall  
Public Works Director

- 18 Years in the Public Sector
- 9 Years with the City of Camas

## PURPOSE

Provide for the maintenance and operations of the City's Solid Waste and Recycling programs. The enterprise fund receives its revenues mostly from user fees. The solid waste management function provides for the collection and disposal of refuse from businesses and residences within the City of Camas. Recycling and Yard Debris is provided by Waste Connections through a contract with the City.

## FUNCTIONS



## KEY ACCOMPLISHMENTS IN 2021 – 2022

- Added new routes and added a new driver and truck to meet new growth
- Ordered five new trucks in accordance with the Fleet Asset Management model to replace existing inventory and provide an additional driver
- Continued to service the community by providing solid waste removal for public events

## GOALS AND NEW INITIATIVES IN 2023 – 2024

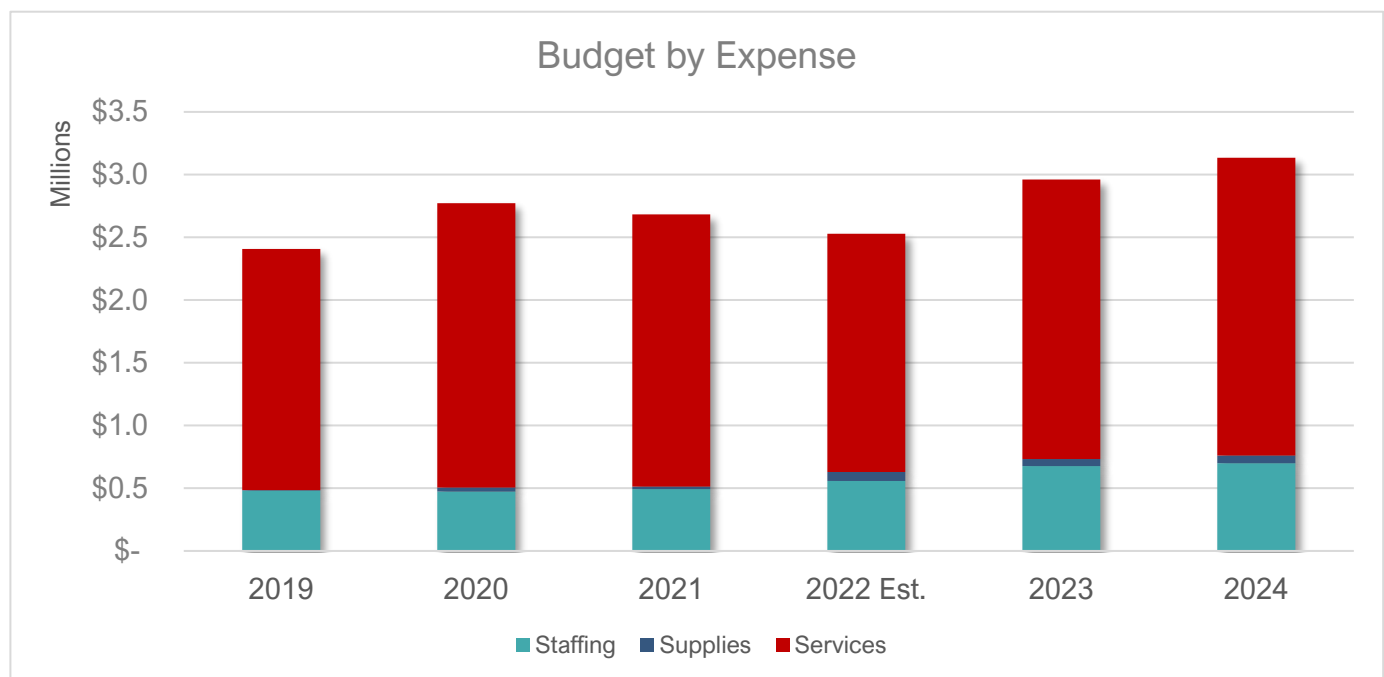
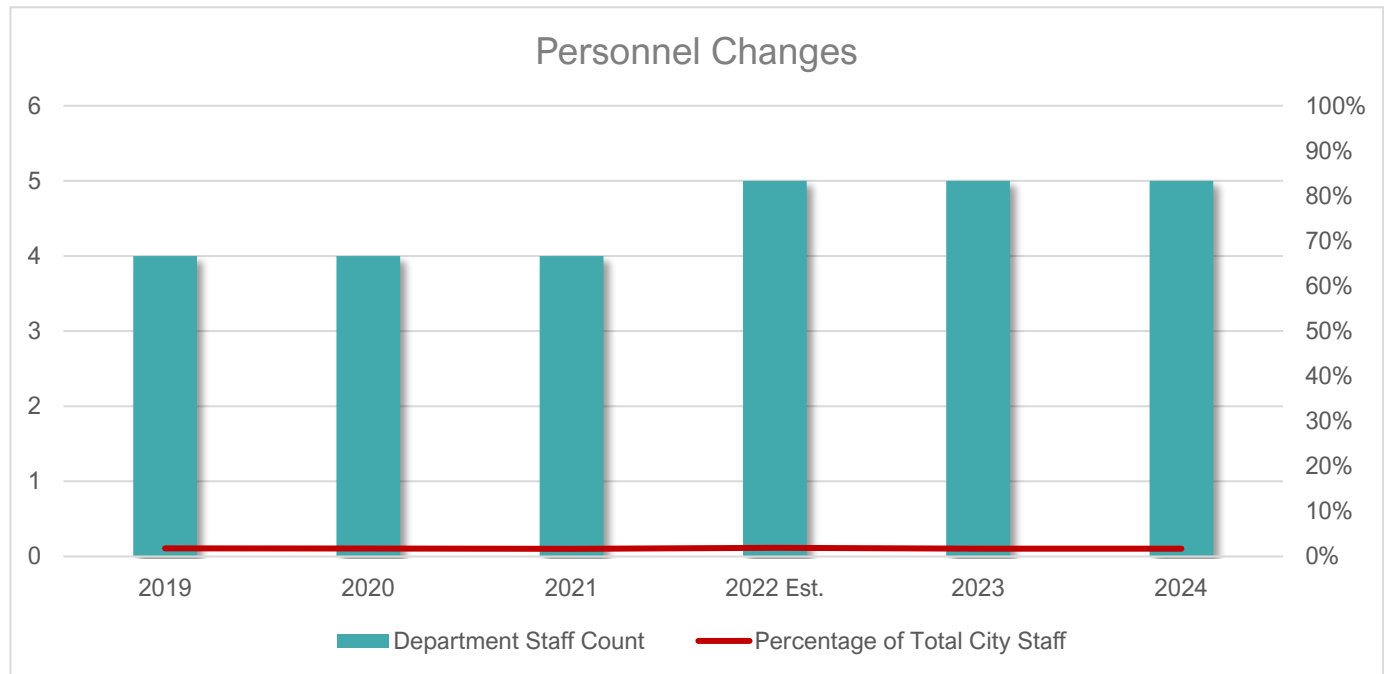
- Continue working on recycling goals
- Work with regional partners on planning and programs

## FUTURE CHALLENGES

Issue	Plan for Resolution
Areas annexed into the City are still being served by Waste Connections, rather than by the City	Assess staffing and equipment needed to add these large residential areas to the City's service
Growing population creates additional waste and applies pressure on staff, resulting in overtime	<p>Continue to explore food waste diversion programs with Waste Connections and Clark County</p> <p>Realized efficiencies with technology for pickup routing and extra service transactions</p> <p>Streamlining commercial service</p>

## BUDGET CHANGES

Professional services will increase with the addition of a new utility billing system as part of the Citywide ERP software upgrade.



## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projection	2023 Adopted	2024 Adopted
<b>Disposal</b>						
Public Utility	669,891	834,738	803,923	684,689	705,915	758,858
<b>Total Disposal</b>	<b>669,891</b>	<b>834,738</b>	<b>803,923</b>	<b>684,689</b>	<b>705,915</b>	<b>758,858</b>
<b>Recycling</b>						
Professional Svcs	627,477	729,894	707,316	467,078	721,700	775,828
Miscellaneous	900					
<b>Services</b>	<b>628,377</b>	<b>729,894</b>	<b>707,316</b>	<b>467,078</b>	<b>721,700</b>	<b>775,828</b>
<b>Total Recycling</b>	<b>628,377</b>	<b>729,894</b>	<b>707,316</b>	<b>467,078</b>	<b>721,700</b>	<b>775,828</b>
<b>Admin/General</b>						
<b>Salaries &amp; Wages</b>	<b>31,728</b>	<b>32,784</b>	<b>33,489</b>		<b>39,760</b>	<b>41,513</b>
<b>Personnel Benefits</b>	<b>10,153</b>	<b>9,179</b>	<b>9,028</b>	<b>9,065</b>	<b>15,470</b>	<b>15,791</b>
Professional Ser				39,852	39,361	21,825
Intfund Prof Svcs	173,052	206,003	209,267	223,415	204,662	220,011
Communication	1,503	1,739	1,359	2,028	2,180	2,344
Communication	875	2,904	1,145	525	1,572	1,690
Insurance	8,325	7,818	8,671	10,530	20,084	21,591
Miscellaneous	10,715	16,576	14,394	20,380	21,908	23,551
<b>Services</b>	<b>194,470</b>	<b>235,041</b>	<b>234,836</b>	<b>307,260</b>	<b>289,767</b>	<b>291,012</b>
<b>Extnl Taxes &amp; Assess</b>	<b>118,659</b>	<b>121,599</b>	<b>128,279</b>	<b>131,652</b>	<b>131,119</b>	<b>140,953</b>
<b>Total Administration</b>	<b>355,011</b>	<b>398,602</b>	<b>405,632</b>	<b>488,351</b>	<b>476,116</b>	<b>489,269</b>
<b>Refuse Collection</b>						
Salaries & Wages	271,418	280,072	289,661	315,095	383,410	400,665
Overtime	18,233	6,192	11,707	19,421	17,008	17,773
<b>Salaries</b>	<b>289,651</b>	<b>286,264</b>	<b>301,368</b>	<b>334,516</b>	<b>400,418</b>	<b>418,438</b>
<b>Personnel Benefits</b>	<b>149,552</b>	<b>145,431</b>	<b>148,664</b>	<b>173,595</b>	<b>220,777</b>	<b>223,865</b>
Operating Supplies	1,442	1,436	1,905	6,432	6,915	7,433
Tools & Minor Equip	3,321	30,590	18,439	65,728	49,438	53,146
<b>Supplies</b>	<b>4,763</b>	<b>32,027</b>	<b>20,344</b>	<b>72,161</b>	<b>56,353</b>	<b>60,579</b>
Intfund Rents & Lease	310,481	345,658	296,030	308,580	379,313	407,761
Intfund Repairs & Maint.	194	213	136	135	146	156
Miscellaneous			175			
<b>Services</b>	<b>310,675</b>	<b>345,871</b>	<b>296,341</b>	<b>308,715</b>	<b>379,458</b>	<b>407,918</b>
<b>Vehicles/Equipment</b>				<b>500,000</b>	<b>60,000</b>	
<b>Total Refuse Collection</b>	<b>754,641</b>	<b>809,593</b>	<b>766,717</b>	<b>888,986</b>	<b>1,057,006</b>	<b>1,110,800</b>
<b>Total Solid Waste Fund</b>	<b>\$ 2,407,921</b>	<b>\$ 2,772,826</b>	<b>\$ 2,683,588</b>	<b>\$ 2,529,105</b>	<b>\$ 2,960,737</b>	<b>\$ 3,134,755</b>
<i>Budget Change</i>	<i>2.14%</i>	<i>15.15%</i>	<i>-3.22%</i>	<i>-5.76%</i>	<i>17.07%</i>	<i>5.88%</i>



## Water-Sewer Fund



Steve Wall  
Public Works Director

- 18 Years in the Public Sector
- 9 Years with the City of Camas

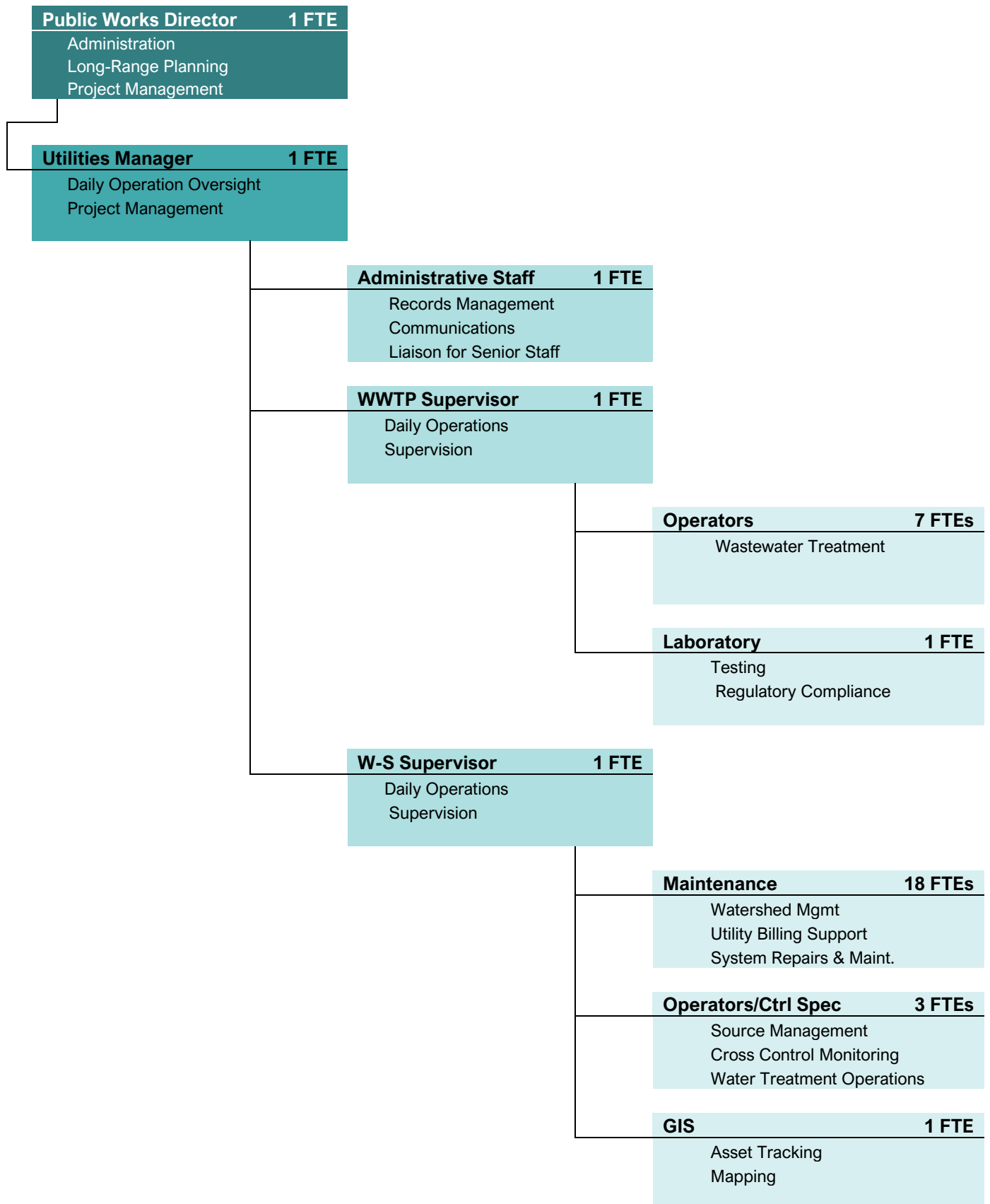
### PURPOSE

Provide for the management, operations, and maintenance of the City's Water and Sewer Systems to furnish domestic water and sanitary sewage disposal services to industrial, commercial, and residential customers within the City and surrounding areas.



*City staff repair the sidewalk following waterline maintenance*

## FUNCTIONS



## KEY ACCOMPLISHMENTS IN 2021 – 2022

- Met all Federal and State water quality requirements to provide safe drinking water
- Complete a multi-year Citywide radio meter replacement program
- Complete construction of a new 2.0 million gallon water reservoir
- Inspected and completed cathodic protection for the City’s reservoirs to prevent corrosion
- Completed General Sewer Plan and Wastewater Treatment Facility Plan Updates
- Continued identifying possible sewer line issues through a TV inspection program
- Developed a wastewater treatment plant (WWTP) long-term repair and replacement strategy

## GOALS AND NEW INITIATIVES IN 2023 – 2024

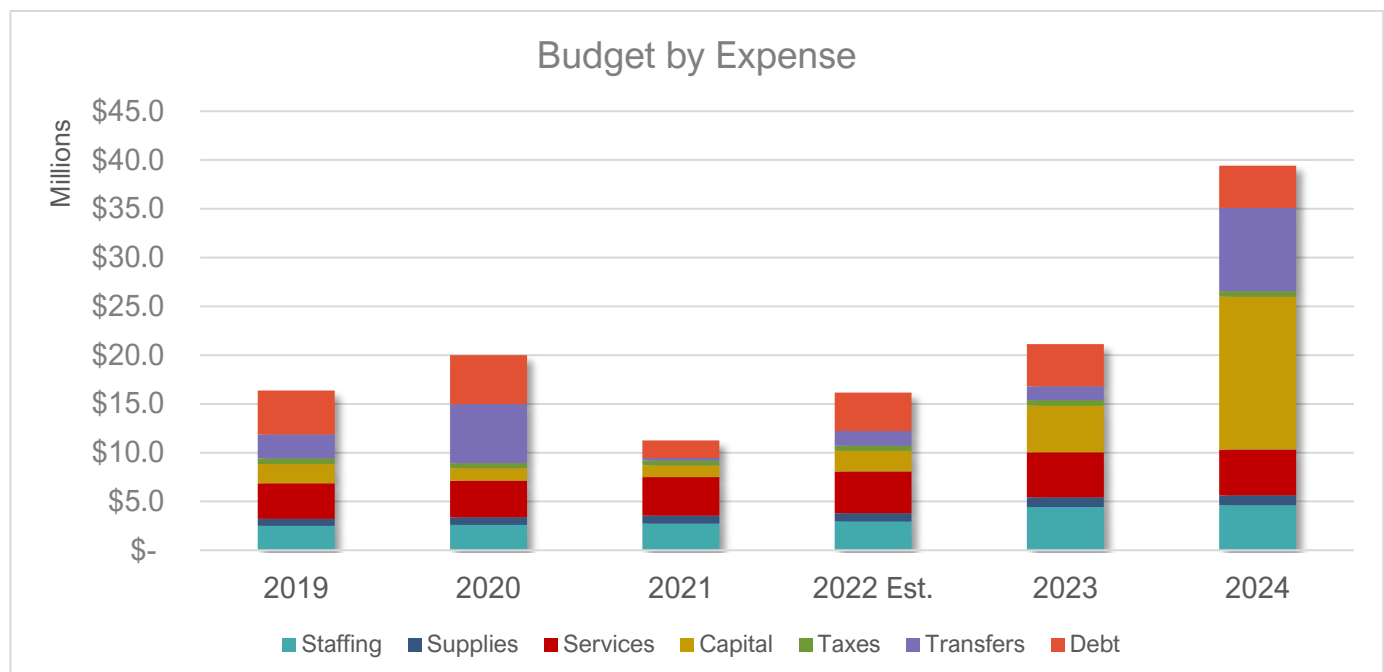
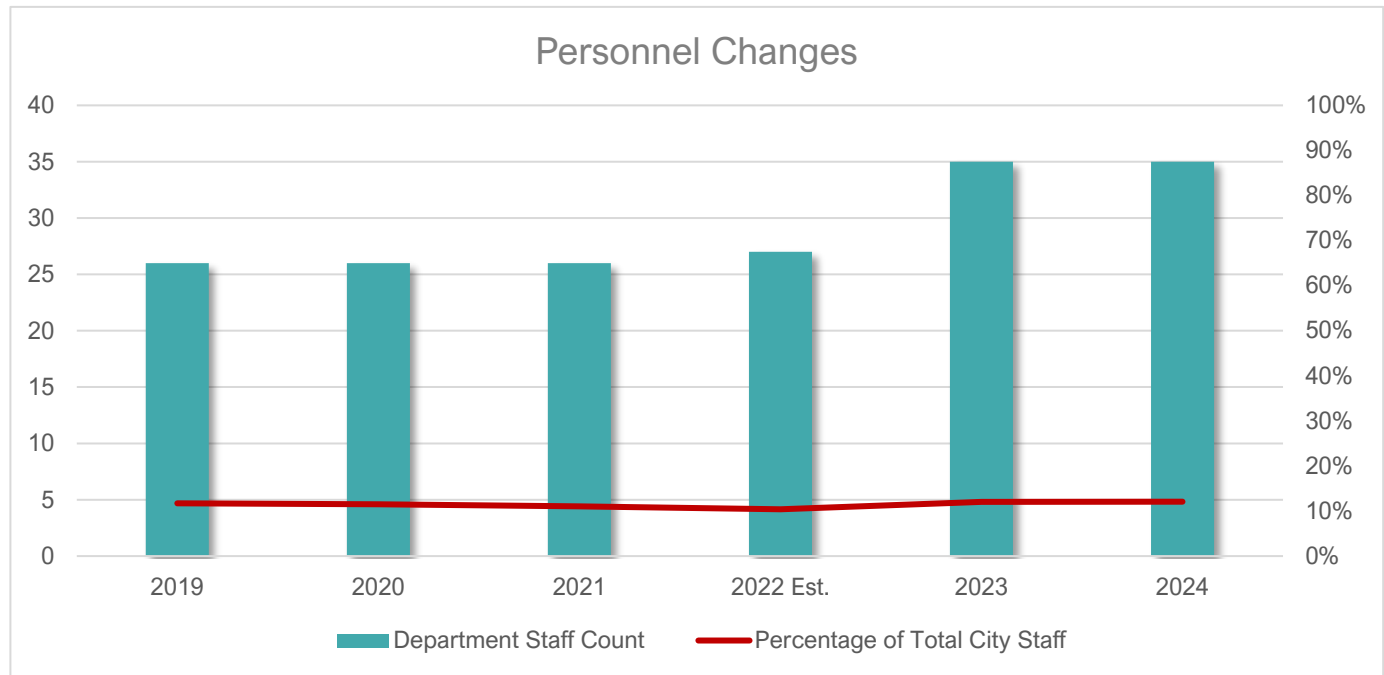
- Complete a five-year utility rate study
- Implement the Jones and Boulder Creeks Forest Management Plan
- Complete upgrades and repairs for the wastewater treatment plant repair strategies
- Implement the utility module as part of the Citywide ERP software upgrade
- Complete several large capital projects, including adding a reservoir, and well connections/upgrades
- Improve backflow compliance, including adding a Cross Connection Control Specialist in the division

## FUTURE CHALLENGES

Issue	Plan for Resolution
Source development for Jones & Boulder Creeks	Continue upgrades to the SCADA system, and implement major seasonal operating changes
System-wide repair and rehab needs	Will use results of TV inspections to target problem areas
Increasing regulatory pressures	Continue testing program, inventory lead & copper service lines

## BUDGET CHANGES

Salaries, benefits, and capital for vehicles will increase with the addition of seven FTEs necessary to maintain levels of service prioritized by City Council. Professional services will increase with the new utility billing system as part of the Citywide ERP software upgrade. Capital line items will increase in the biennium with a significant number of very large capital projects to address aging infrastructure and population growth.



## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projection	2023 Adopted	2024 Adopted
<b>Operating Fund</b>						
<b>Excise Tax - Water</b>						
<b>Extnl Taxes &amp; Assess</b>	<b>404,171</b>	<b>287,356</b>	<b>277,276</b>	<b>253,780</b>	<b>281,261</b>	<b>288,012</b>
<b>Water Services</b>						
Salaries & Wages	770,513	823,956	847,630	949,446	1,437,730	1,501,329
Overtime	38,941	26,300	41,496	32,558	52,571	54,822
<b>Salaries</b>	<b>809,454</b>	<b>850,256</b>	<b>889,126</b>	<b>982,004</b>	<b>1,490,301</b>	<b>1,556,151</b>
Personnel Benefits	405,902	408,007	430,807	454,041	589,095	602,223
<b>Benefits</b>	<b>405,902</b>	<b>408,007</b>	<b>430,807</b>	<b>454,041</b>	<b>589,095</b>	<b>602,223</b>
Operating Supplies	34,868	31,751	44,771	48,306	49,803	50,999
Operating Supplies	3,702	10,098	21,139	26,313	27,129	27,780
Fuel Consumed				46,667	48,114	49,269
Tools & Minor Eqpmt	195,445	176,179	96,601	160,517	175,493	179,705
Tools & Minor Eqpmt		39				
Supplies - Chemicals	95,568	117,250	144,929	81,480	84,006	86,022
<b>Supplies</b>	<b>329,583</b>	<b>335,317</b>	<b>307,439</b>	<b>363,283</b>	<b>384,545</b>	<b>393,774</b>
Professional Ser	105,241	230,976	95,160	53,638	87,305	89,400
Risk & Resilience			76,232			
Prof Svcs	13,999	690	3,548		2,185	2,237
Parkers Land WWTP	4,102		896			
Communication	9,672	14,241	14,791	16,799	17,320	17,735
Intfund Rents & Leases	133,697	185,421	205,764	200,636	251,505	257,541
Insurance	58,432	123,331	125,535	165,832	316,299	323,890
Public Utility	378,250	410,364	424,513	295,885	388,605	397,932
Repairs & Maint.	159,327	192,729	129,215	75,162	186,472	190,947
Repairs & Maint.	1,125	21,777	2,593	12,377	5,531	5,664
Miscellaneous	4,829	2,164	3,470	6,525	6,728	6,889
Miscellaneous	288	205	175	239	246	252
<b>Services</b>	<b>868,962</b>	<b>1,181,898</b>	<b>1,081,893</b>	<b>992,924</b>	<b>1,262,195</b>	<b>1,292,488</b>
<b>Intgovt Prof Svcs</b>	<b>27,614</b>	<b>19,117</b>	<b>31,471</b>	<b>36,082</b>	<b>37,200</b>	<b>38,093</b>
Machinery & Eqpmt	181,013					
Water System R&R			331,433	400,000	500,000	500,000
<b>Capital</b>	<b>181,013</b>		<b>331,433</b>	<b>125,850</b>	<b>500,000</b>	<b>500,000</b>
<b>Total Water Services</b>	<b>2,622,529</b>	<b>2,794,595</b>	<b>3,072,169</b>	<b>2,954,183</b>	<b>4,263,337</b>	<b>4,382,729</b>



Water Treatment Plant						
Operating Supplies			2,119	10,093	10,405	10,655
Tools & Minor Eqpmt				3,818	3,937	4,031
<b>Supplies</b>			<b>2,119</b>	<b>13,911</b>	<b>14,342</b>	<b>14,686</b>
Professional Svcs			30,882		30,000	30,720
Repairs & Maint.			12,383	63,540	65,510	67,082
<b>Services</b>			<b>43,265</b>	<b>63,540</b>	<b>95,510</b>	<b>97,802</b>
<b>Total WTP</b>			<b>45,384</b>	<b>77,451</b>	<b>109,852</b>	<b>112,489</b>
Excise Tax - Sewer						
<b>Extnl Taxes &amp; Assess</b>	<b>185,447</b>	<b>247,967</b>	<b>212,408</b>	<b>273,579</b>	<b>282,060</b>	<b>288,829</b>
Sewer Collection						
Operating Supplies	949	6	1,828	1,757	1,812	1,855
Tools & Minor Eqpmt	885		15	3,843	3,962	4,057
<b>Supplies</b>	<b>1,833</b>	<b>6</b>	<b>1,842</b>	<b>5,601</b>	<b>5,774</b>	<b>5,913</b>
Professional Ser		7,060	4,089	6,700	6,908	7,073
Repairs & Maint.	27,025	23,573	27,215	108,129	111,481	114,157
<b>Services</b>	<b>27,025</b>	<b>30,633</b>	<b>31,304</b>	<b>114,829</b>	<b>118,389</b>	<b>121,230</b>
<b>Total Collections</b>	<b>28,859</b>	<b>30,638</b>	<b>33,146</b>	<b>120,430</b>	<b>124,163</b>	<b>127,143</b>
Sewer Pressure Collection						
Salaries & Wages	75,570	71,314	66,284	78,175	294,950	308,194
Overtime	2,047	1,296	2,039	1,293	5,825	5,971
<b>Salaries</b>	<b>77,617</b>	<b>72,610</b>	<b>68,323</b>	<b>79,468</b>	<b>300,775</b>	<b>314,165</b>
<b>Personnel Benefits</b>	<b>40,814</b>	<b>42,444</b>	<b>37,235</b>	<b>55,126</b>	<b>111,091</b>	<b>114,619</b>
Operating Supplies	14,135	2,928	39,205	81,159	73,675	75,443
Fuel Consumed				4,316	4,450	4,557
Tools & Minor Eqpmt	7,572	3,251	4,337	257	2,696	2,761
Chemicals	36,033	63,765	42,969	45,375	52,275	53,529
<b>Supplies</b>	<b>57,740</b>	<b>69,944</b>	<b>86,511</b>	<b>131,106</b>	<b>133,095</b>	<b>136,289</b>
Professional Ser	70,666	10,586	3,350		75,000	75,000
General Sewer Plan	293,316	112,865	101,175	111,163		
Communication					950	972
Intfund Rents & Leases	50		619	1,410	10,763	11,021
Insurance	3,312	4,644	2,624	3,180	6,065	6,211
Intfund Repairs & Maint.	65,866	43,173	30,060	50,003	51,553	52,790
Miscellaneous	175	205	175	175	180	185
<b>Services</b>	<b>433,385</b>	<b>171,472</b>	<b>138,003</b>	<b>169,111</b>	<b>144,511</b>	<b>146,179</b>
<b>Total Collection</b>	<b>609,556</b>	<b>356,471</b>	<b>330,072</b>	<b>434,811</b>	<b>689,472</b>	<b>711,253</b>

<b>Sewer Pumping</b>						
Operating Supplies	18	3,372	11,254	16,430	10,673	10,929
Fuel Consumed	2,921	2,315				
Tools & Minor Eqpmt			54,121		27,899	28,569
<b>Supplies</b>	<b>2,939</b>	<b>5,687</b>	<b>65,375</b>	<b>16,430</b>	<b>38,572</b>	<b>39,498</b>
Professional Ser	32,884	14,093	27,826	17,777	20,516	21,008
Communication	2,700	3,805	3,950	1,097	3,042	3,115
Public Utility	71,988	88,179	93,698	100,023	103,123	105,598
Repairs & Maint.	58,004	93,768	151,781	142,227	146,636	150,155
<b>Services</b>	<b>165,577</b>	<b>199,845</b>	<b>277,255</b>	<b>261,124</b>	<b>273,317</b>	<b>279,877</b>
<b>Total Sewer Pumping</b>	<b>168,516</b>	<b>205,532</b>	<b>342,630</b>	<b>277,553</b>	<b>311,889</b>	<b>319,375</b>
<b>Sewer Treatment</b>						
Salaries & Wages	519,328	630,098	651,860	681,033	833,140	870,206
Overtime	27,599	22,396	26,017	24,583	38,687	40,427
<b>Salaries</b>	<b>546,926</b>	<b>652,494</b>	<b>677,877</b>	<b>705,616</b>	<b>871,827</b>	<b>910,633</b>
<b>Personnel Benefits</b>	<b>234,082</b>	<b>281,325</b>	<b>289,258</b>	<b>263,494</b>	<b>325,545</b>	<b>332,735</b>
Operating Supplies	47,876	30,088	33,883	30,912	32,608	33,391
WWTP – Supplies			145			
Fuel Consumed				6,280	6,475	6,630
Tools & Minor Eqpmt	1,779	13,439	3,368	14,060	24,496	25,084
WWTP Tools & Eqpmt			9,654			
Supplies - Chemicals	275,232	312,759	315,663	271,635	340,000	348,160
<b>Supplies</b>	<b>324,887</b>	<b>356,287</b>	<b>362,713</b>	<b>322,887</b>	<b>403,579</b>	<b>413,265</b>
Professional Svcs	113,450	80,045	74,879	86,795	100,000	102,400
Communication	8,244	10,051	13,405	13,076	13,481	13,805
Travel	264	120			500	512
Intfund Rents & Leases	53,377	66,039	77,205	89,782	92,649	94,873
Insurance	137,933	98,340	109,013	122,651	233,938	239,553
Public Utility	171,442	173,951	171,970	134,096	164,966	168,925
Repairs & Maint.	190,860	248,093	318,338	175,152	254,858	260,974
WWTP-Repair & Maint			17,497			
Miscellaneous	10,164	9,237	16,891	59,019	60,849	62,309
<b>Services</b>	<b>685,735</b>	<b>685,878</b>	<b>799,198</b>	<b>803,221</b>	<b>921,241</b>	<b>943,351</b>
<b>Intergovt Prof Svcs</b>	<b>29,437</b>	<b>628</b>	<b>38,633</b>	<b>24,896</b>	<b>25,668</b>	<b>26,284</b>
<b>Total Treatment</b>	<b>1,821,067</b>	<b>1,976,611</b>	<b>2,167,679</b>	<b>2,120,114</b>	<b>2,547,860</b>	<b>2,626,268</b>

<b>Administration</b>						
Salaries & Wages	268,717	214,883	246,529	303,548	551,676	576,321
Overtime					1,664	1,817
<b>Salaries</b>	<b>268,717</b>	<b>214,883</b>	<b>246,529</b>	<b>303,548</b>	<b>553,340</b>	<b>578,138</b>
Personnel Benefits	119,369	74,003	81,175	96,566	192,377	198,085
<b>Benefits</b>	<b>119,369</b>	<b>74,003</b>	<b>81,175</b>	<b>96,566</b>	<b>192,377</b>	<b>198,085</b>
Operating Supplies	496	305	775	3,089	3,185	3,261
COVID-19 Supplies		1,072	34			
<b>Supplies</b>	<b>496</b>	<b>1,377</b>	<b>810</b>	<b>3,089</b>	<b>3,185</b>	<b>3,261</b>
Intfund Prof Svcs	1,198,887	1,230,131	1,351,392	1,616,702	1,546,542	1,557,105
Intfund Prof Svcs	37,719	45,374	46,877	50,248	51,806	53,049
Professional Services					5,000	5,120
Communication	10,159	6,781	8,790	7,029	7,247	7,421
Travel	747	230	300	134	2,000	2,048
Intfund Rents & Leases	90,329	89,565	(9,413)	22,506	25,925	26,547
Insurance	6,542	4,667	3,436	6,342	12,097	12,388
Miscellaneous	5,927	17,614	11,018	10,824	11,159	11,427
Miscellaneous	44,696	68,273	92,568	86,446	89,125	91,264
<b>Services</b>	<b>1,395,005</b>	<b>1,462,636</b>	<b>1,504,967</b>	<b>1,806,573</b>	<b>1,750,902</b>	<b>1,766,369</b>
<b>Trnsf - GMA</b>					175,000	
<b>Trnsf - Cap Resv</b>	(211,588)					
<b>Trnsf - Cap Fund</b>	2,177,160	1,147,235	261,273	1,002,500	60,000	
<b>Trnsf - 2019 Proj</b>		2,907				
<b>Trnsf - Larkspur</b>	180,323					
<b>Trnsf - Brady</b>		173,913				
<b>Trnsf - Retiree Med</b>	10,022			22,794	27,353	28,173
<b>Total Administration</b>	<b>3,939,506</b>	<b>3,076,953</b>	<b>2,094,753</b>	<b>3,235,070</b>	<b>2,762,157</b>	<b>2,574,026</b>
<b>Debt</b>						
Rev Bonds Principal	970,000	1,090,000		1,350,000	1,415,000	1,485,000
Principal - Loans	1,884,624	2,063,432		1,240,906	1,248,356	1,256,016
Utility Interest Expense	1,657,747	1,864,513	1,792,656	1,739,753	1,668,141	1,585,170
<b>Debt</b>	<b>4,512,371</b>	<b>5,017,945</b>	<b>1,792,656</b>	<b>3,933,317</b>	<b>4,331,497</b>	<b>4,326,186</b>
<b>Capital</b>						
Machinery & Eqpmt	48,979				411,000	
WWTP Upgrades		74,925	164,391	500,000	1,000,000	5,000,000
Pump Station R&R			98,678	550,000	1,000,000	1,000,000
Sewer Main R&R			39,277	600,000	650,000	650,000
<b>Capital</b>	<b>48,979</b>	<b>74,925</b>	<b>302,346</b>	<b>517,964</b>	<b>3,061,000</b>	<b>6,650,000</b>
<b>Total W-S Fund</b>	<b>\$ 14,341,001</b>	<b>\$ 14,068,993</b>	<b>\$ 10,670,519</b>	<b>\$ 14,198,253</b>	<b>\$ 18,764,548</b>	<b>\$ 22,406,309</b>
<i>Budget Change</i>	<i>16.09%</i>	<i>-1.90%</i>	<i>-24.16%</i>	<i>33.06%</i>	<i>32.16%</i>	<i>19.41%</i>



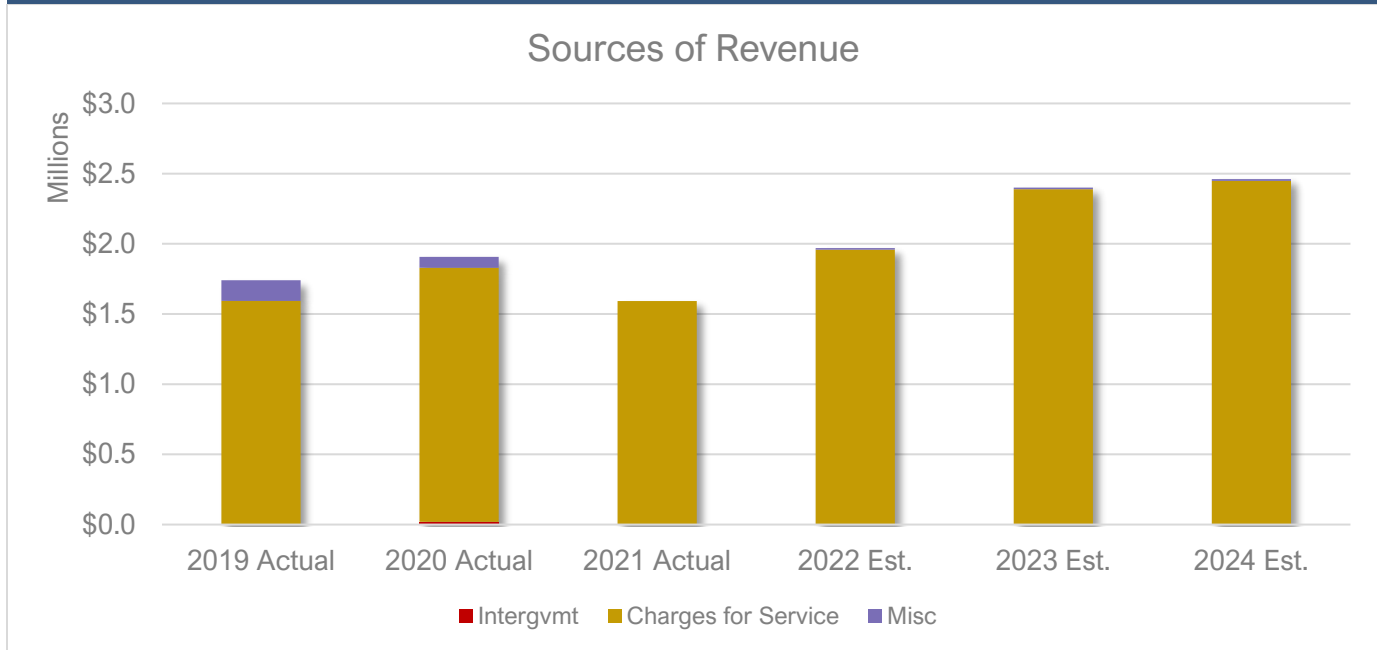
Description	2019 Actual	2020 Actual	2021 Actual	2022 Projection	2023 Adopted	2024 Adopted
<b>Capital Fund</b>						
Radio Meters Project	237,971		464,893	465,000		
544ft Main (Slow Sands)	127,913					
16th - Hood to Cascade WL			147			
Dallas St - 1st to 2nd WL		3,619	1,408	100,000		
Slow Sands Caustic Feed	209,917	669,072				
Well 614 Main	24,206	271		440,000		
Jones Timber Sale	37,943	127,868	21,234			
SE 6th Ave Waterline			290	75,000		
Well 6 Motor Ctrl Replcmt	76,867	12,770				
343 Zone Supply Main		324,475				
Water System R&R	36,121					
11th - Brady Extension		3,396	1,577	275,000		
15th & Everett Valve Repair			362	75,000		
Washougal Rvr Wellfield Impv				50,000	500,000	
Boulder Parallel Intake Line						350,000
Site Security Upgrades					300,000	
Gregg Reservoir Siting						200,000
Hathaway Road Replacement					30,000	300,000
NE 43rd/Franklin					30,000	500,000
NE 6th Ave Bridge Crossing						1,500,000
N Shore WL Improvements	4,763				100,000	2,000,000
<b>Water Capital</b>	<b>755,703</b>	<b>1,141,471</b>	<b>489,911</b>	<b>1,480,000</b>	<b>960,000</b>	<b>4,850,000</b>
Local Limits Development	63,738					
Gravity Thickener	19,368					
WWTP Roofs	94,707					
STEP Transmission Main						850,000
Crown View PS Rehab	47,071	31,336				
STEP Tank Pump Truck	201,277					
Pump Station R&R						1,800,000
Lacamas Shores PS Impvmt	92,349	14,085				
View Ridge Sewer Impvmt	342,992	15,774				
Crown Road BS Upgrade	116,763		87,623		250,000	1,000,000
I/I Elimination Projects	15,061					
<b>Sewer Capital</b>	<b>993,327</b>	<b>61,195</b>	<b>87,623</b>		<b>250,000</b>	<b>3,650,000</b>
<b>Total W/S Capital Fund</b>	<b>\$ 1,749,030</b>	<b>\$ 1,202,666</b>	<b>\$ 577,534</b>	<b>\$ 1,480,000</b>	<b>\$ 1,210,000</b>	<b>\$ 8,500,000</b>
<i>Budget Change</i>	<i>-48.19%</i>	<i>-31.24%</i>	<i>-51.98%</i>	<i>156.26%</i>	<i>-18.24%</i>	<i>602.48%</i>

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projection	2023 Adopted	2024 Adopted
<b>Capital Reserve Fund</b>						
Trnsf - Operating	211,587	4,720,781				
Trnsf - W-S Capital	43,556			477,500	1,150,000	8,500,000
<b>Transfers</b>	<b>255,143</b>	<b>4,720,781</b>			<b>1,150,000</b>	<b>8,500,000</b>
<b>Total Cap Reserve Fund</b>	<b>\$ 255,143</b>	<b>\$ 4,720,781</b>		<b>\$ 477,500</b>	<b>\$ 1,150,000</b>	<b>\$ 8,500,000</b>
<i>Budget Change</i>	<i>-60.98%</i>	<i>1750.25%</i>	<i>-100.00%</i>	<i>100.00%</i>	<i>140.84%</i>	<i>639.13%</i>

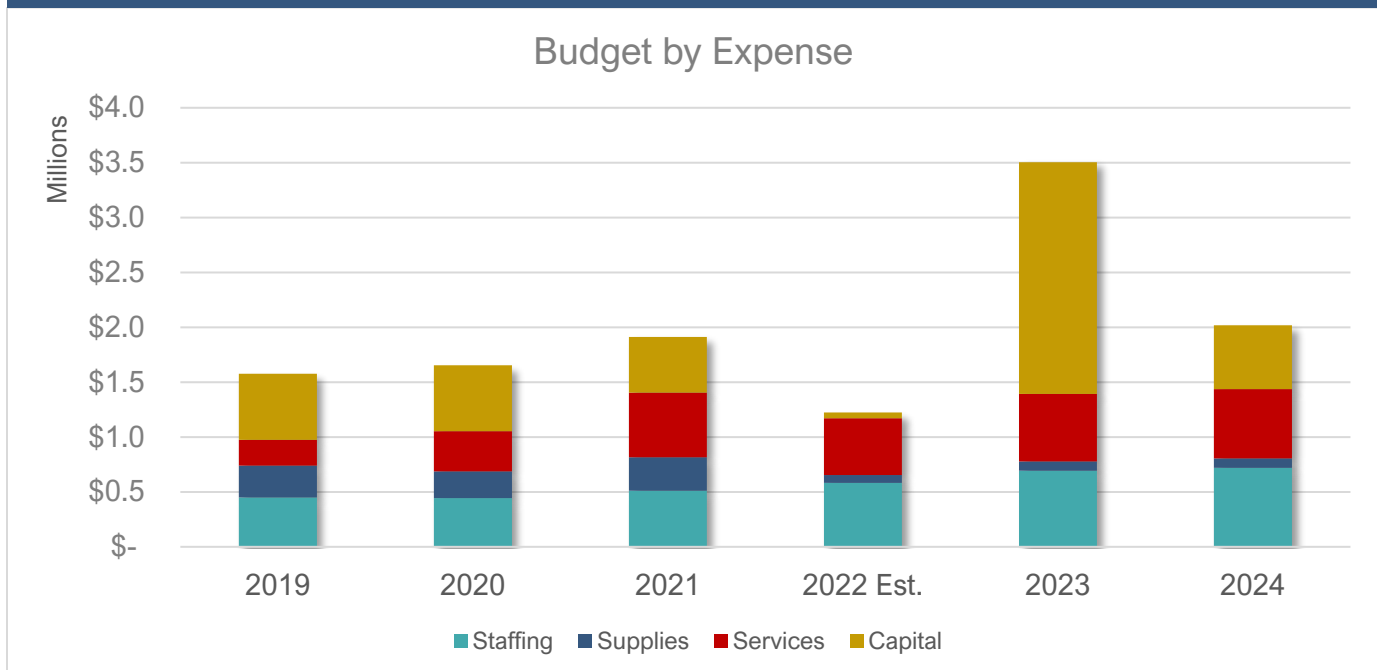
## Internal Service Fund Summary

The Equipment Rental Fund maintains and replaces all mobile equipment for the City other than fire apparatus and emergency rescue ambulance equipment. The rental fund owns, operates, and maintains city repair and storage shops. Expenditures of the fund are reimbursed by renting the equipment owned by the fund.

### REVENUES BY SOURCE



### PROGRAM EXPENDITURES



# Equipment Rental & Repair Fund



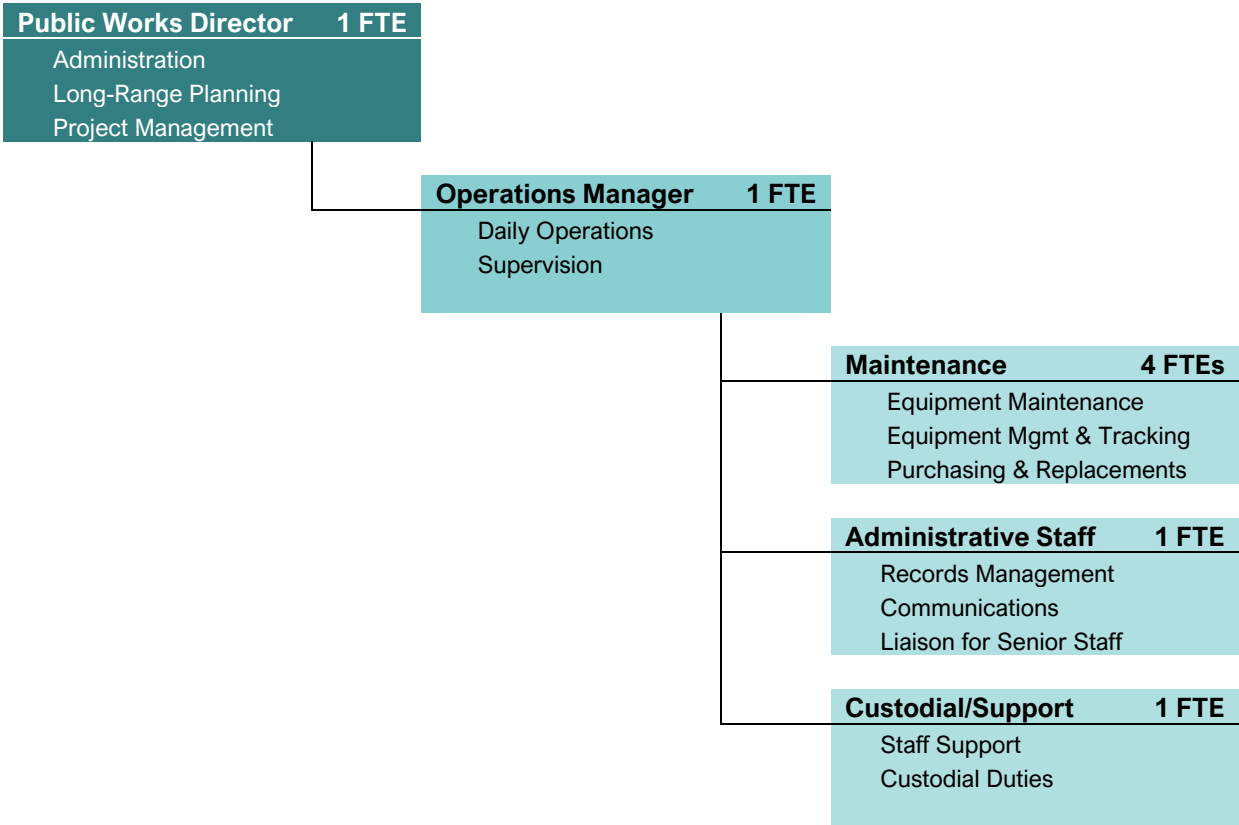
Steve Wall  
Public Works Director

- 18 Years in the Public Sector
- 9 Years with the City of Camas

## PURPOSE

Operates and maintains the City’s equipment rental fleet including vehicle replacement. The Equipment Rental Fund owns, operates, and maintains city repair and storage shops.

## FUNCTIONS



## KEY ACCOMPLISHMENTS IN 2021 – 2022

- Replaced several vehicles and pieces of equipment to maintain a safe and efficient fleet
- Implemented a new fleet management program (AssetWorks)
- Worked through supply chain issues with new vehicle/equipment purchases as procurement times have been unpredictable

## GOALS AND NEW INITIATIVES IN 2023 – 2024

- Research and implement practical new fuel alternatives
- Formalize the fleet operations business plan
- Evaluate the equipment R&R cost recovery model using information gathered from AssetWorks
- Develop benchmarks to reduce reserve vehicle dependency
- Develop a long-range plan for space management and staffing needs
- Expand the Operations Center Shop Mezzanine for better inventory and storage space

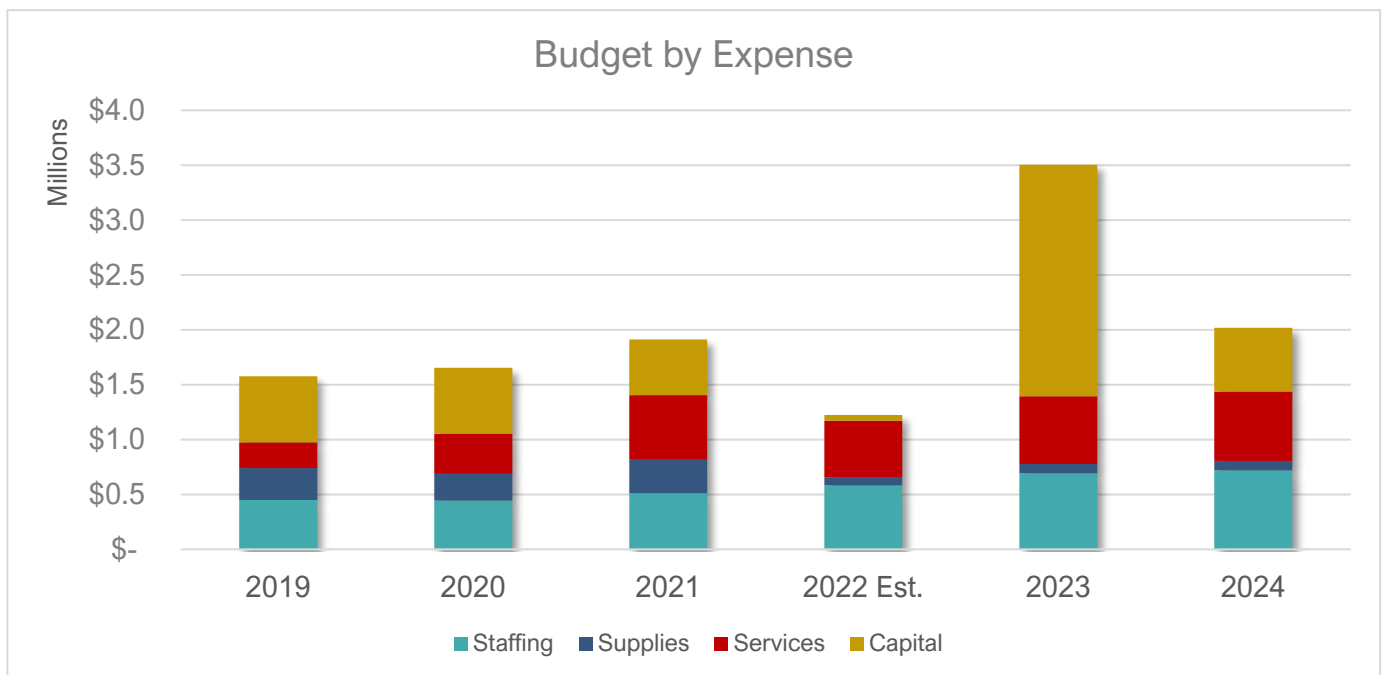
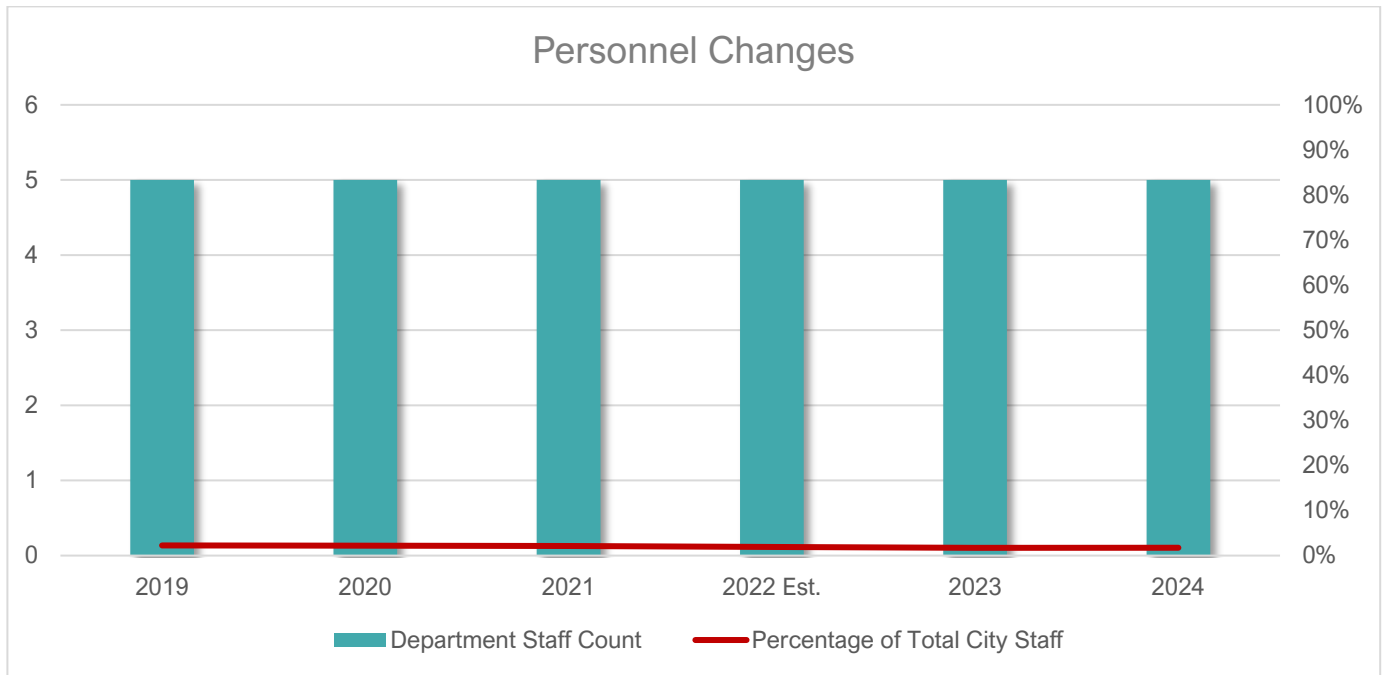
## FUTURE CHALLENGES

Issue	Plan for Resolution
Overcrowded conditions at the Operations Center	Expand Shop Mezzanine, continue to investigate options for departments sharing space at the Ops Center
Regulatory pressures	Training staff and making facility improvements to maintain alternative fuel vehicles  Compliance with reduction of petroleum-based fuels
Reduction of reliance on reserve vehicles that have exceeded useful life	Several departments currently using reserve vehicles will be purchasing new vehicles that will be added to the ER&R model to ensure the fleet is properly maintained to meet staff needs

## BUDGET CHANGES

Capital expenses are larger for the biennium due to supply chain issues hindering the delivery of vehicles ordered in the prior biennium. These vehicles will be received in the current biennium instead, so the expenses have rolled forward accordingly.

Budgetary line items for fuel have been moved to departments to reduce volatility in the vehicle rate model, and oil and tires have been consolidated to line items under shop maintenance for supplies and miscellaneous expenses. With the addition of a fleet management program, the decision was made to keep details in the system of record, rather than in the financial system and budget.



## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projection	2023 Adopted	2024 Adopted
<b>Equipment Maintenance</b>						
Salaries & Wages	194,121	200,679	229,279	286,005	311,088	325,086
Overtime	7,457		4,250	4,561	3,831	4,003
<b>Salaries</b>	<b>201,578</b>	<b>200,679</b>	<b>233,530</b>	<b>290,566</b>	<b>314,919</b>	<b>329,089</b>
<b>Personnel Benefits</b>	<b>82,398</b>	<b>83,975</b>	<b>115,602</b>	<b>123,560</b>	<b>131,902</b>	<b>134,451</b>
Operating Supplies	23,069	23,662	25,527	22,137	44,128	45,188
Fuel Consumed					1,944	1,991
<b>Supplies</b>	<b>23,069</b>	<b>23,662</b>	<b>25,527</b>	<b>22,137</b>	<b>46,073</b>	<b>47,179</b>
Intfund Prof Svcs			147		150	154
Rents & Leases	4,801	3,117	4,071	4,163	4,292	4,395
Insurance	7,618	8,068	8,986	26,015	49,619	50,810
Repairs & Maint.	92,871	69,959	89,257	99,096	130,606	133,741
<b>Services</b>	<b>105,291</b>	<b>81,143</b>	<b>102,460</b>	<b>129,274</b>	<b>184,667</b>	<b>189,099</b>
<b>Total Maintenance</b>	<b>412,336</b>	<b>389,459</b>	<b>477,119</b>	<b>565,537</b>	<b>677,561</b>	<b>699,818</b>
<b>Building</b>						
Operating Supplies	17,008	13,769	23,182	24,093	24,840	25,436
<b>Supplies</b>	<b>17,008</b>	<b>13,769</b>	<b>23,182</b>	<b>24,093</b>	<b>24,840</b>	<b>25,436</b>
Intrfund Prof Svcs	4,724	11,143	17,038	17,358	17,896	18,326
Communication	4,548	5,898	5,401	5,370	5,536	5,669
Rents & Leases	4,155	2,674	3,014	4,010	4,134	4,234
Insurance	19,842	5,736	6,307	13,986	26,676	27,316
Public Utility	25,361	25,602	26,385	25,473	26,263	26,893
Repairs & Maint.	25,442	10,562	15,393	7,591	7,826	8,014
<b>Services</b>	<b>84,071</b>	<b>61,616</b>	<b>73,539</b>	<b>73,788</b>	<b>88,332</b>	<b>90,452</b>
<b>Total Building</b>	<b>101,079</b>	<b>75,386</b>	<b>96,720</b>	<b>97,880</b>	<b>113,171</b>	<b>115,887</b>
<b>Gas</b>						
GAS - Oper. Supply	1,266	52	107			
Fuel Consumed	136,368	124,897	143,528	1,764		
<b>Total Gas</b>	<b>137,635</b>	<b>124,949</b>	<b>143,635</b>	<b>1,764</b>		
<b>Diesel</b>						
Fuel Consumed	72,292	67,361	93,731	122		
<b>Total Diesel</b>	<b>72,292</b>	<b>67,361</b>	<b>93,731</b>	<b>122</b>		
<b>Lube</b>						
LUBE OIL - Oper. Supply	4,533	3,854	5,915	12,567		
<b>Total Lube</b>	<b>4,533</b>	<b>3,854</b>	<b>5,915</b>	<b>12,567</b>		

<b>Tires</b>						
<b>TIRES - Oper. Supply</b>	<b>422</b>		<b>1,776</b>			
Repairs & Maint.	44,270	29,910	50,588	26,454		
Miscellaneous			317			
<b>Services</b>	<b>44,270</b>	<b>29,910</b>	<b>50,904</b>	<b>26,454</b>		
<b>Total Tires</b>	<b>44,692</b>	<b>29,910</b>	<b>52,681</b>	<b>26,454</b>		
<b>BATTERY - Oper. Supply</b>						
<b>BATTERY - Oper. Supply</b>	<b>91</b>					
<b>Insurance</b>		<b>16,228</b>	<b>18,011</b>	<b>17,981</b>	<b>18,538</b>	<b>18,983</b>
<b>Administration</b>						
Salaries & Wages - Shop	23,491	24,226	27,457	33,823	37,044	38,713
Salaries & Wages - Admin	112,017	109,992	111,623	117,753	135,646	141,732
Overtime			607		547	572
Overtime	3,088	96	1,399	1,303	1,240	1,295
<b>Salaries</b>	<b>115,105</b>	<b>110,088</b>	<b>113,629</b>	<b>119,056</b>	<b>174,477</b>	<b>182,312</b>
Personnel Benefits	10,053	9,978	11,892	14,615	15,617	15,921
Personnel Benefits	50,737	48,822	48,166	49,550	56,573	57,681
<b>Benefits</b>	<b>50,737</b>	<b>48,822</b>	<b>48,166</b>	<b>49,550</b>	<b>72,190</b>	<b>73,602</b>
Shop Operating Supplies	3,909	4,772	5,208	921	3,746	3,836
COVID Supplies		4,651	279			
Tools And Minor Equip	30,726	1,056	5,799	9,731	10,032	10,273
<b>Supplies</b>	<b>34,635</b>	<b>10,479</b>	<b>11,286</b>	<b>10,652</b>	<b>13,779</b>	<b>14,110</b>
Intfund Prof Svcs	(8,605)	166,113	333,912	259,336	308,549	315,954
COVID-19 Prof Svcs		5,117	2,200			
Communication	960	749	729	576	706	723
Travel	83		12	5,198	5,359	5,488
Repairs & Maint.	5,833	2,245	3,617	2,922	5,155	5,279
Miscellaneous	3,056	2,910	2,903	1,731	3,942	4,036
Miscellaneous	127				378	387
<b>Services</b>	<b>1,454</b>	<b>177,134</b>	<b>343,373</b>	<b>269,762</b>	<b>324,089</b>	<b>331,867</b>
<b>Total Administration</b>	<b>201,930</b>	<b>346,523</b>	<b>516,455</b>	<b>449,020</b>	<b>584,535</b>	<b>601,890</b>
<b>Capital</b>						
Buildings & Structures					155,000	
Machinery & Eqpmt	602,501	600,358	507,932	52,825	1,955,318	581,632
<b>Capital</b>	<b>602,501</b>	<b>600,358</b>	<b>507,932</b>	<b>52,825</b>	<b>2,110,318</b>	<b>581,632</b>
<b>Total ER&amp;R Fund</b>	<b>\$ 1,577,089</b>	<b>\$ 1,654,028</b>	<b>\$ 1,912,198</b>	<b>\$ 1,224,150</b>	<b>\$ 3,504,123</b>	<b>\$ 2,018,210</b>
<i>Budget Change</i>	<i>-6.10%</i>	<i>4.88%</i>	<i>15.61%</i>	<i>-35.98%</i>	<i>186.25%</i>	<i>-42.40%</i>

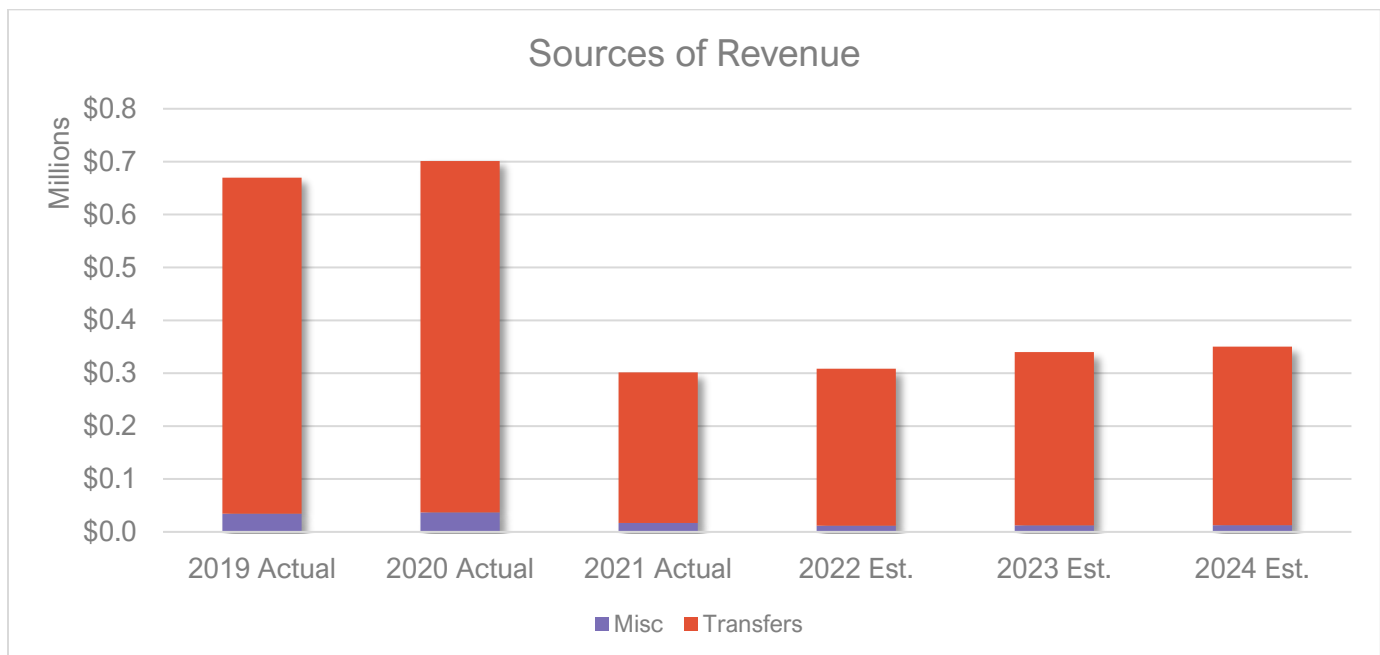
## Fiduciary Funds Summary

The Firefighter's Pension Fund provides for medical care and pension payments for the City's regular paid firefighters employed prior to January 1, 1971. Firefighters retired after that date are paid from the Law Enforcement Officers and Firefighters Retirement System (LEOFF) administered by the State of Washington.

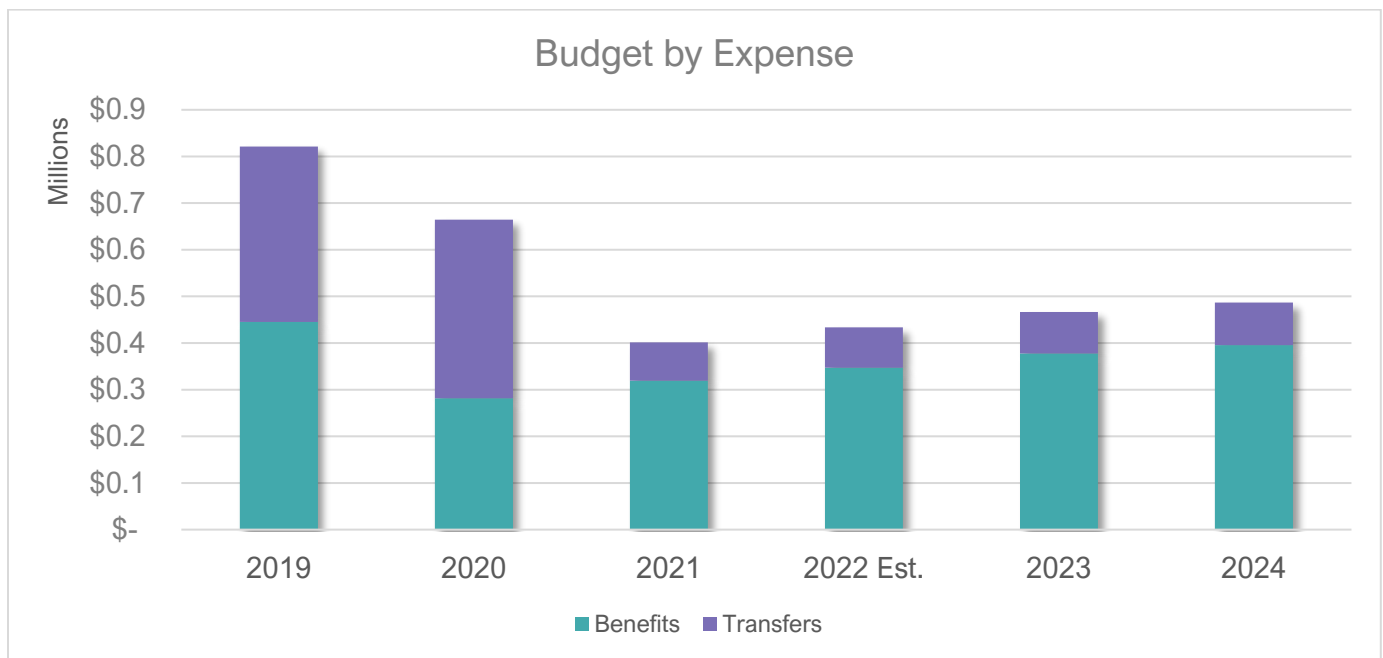
The Retiree Medical Fund tracks the medical premiums for which the City is obligated to pay for employees hired before 1997-2006 depending upon their union contract at the time until they are eligible for Medicare.

The LEOFF I Disability Fund tracks medical costs the City pays the LEOFF system for employees hired before 1998. There is a LEOFF 1 Disability Board which reviews the requests and determines the costs to be funded.

### REVENUES BY SOURCE





**PROGRAM EXPENDITURES**

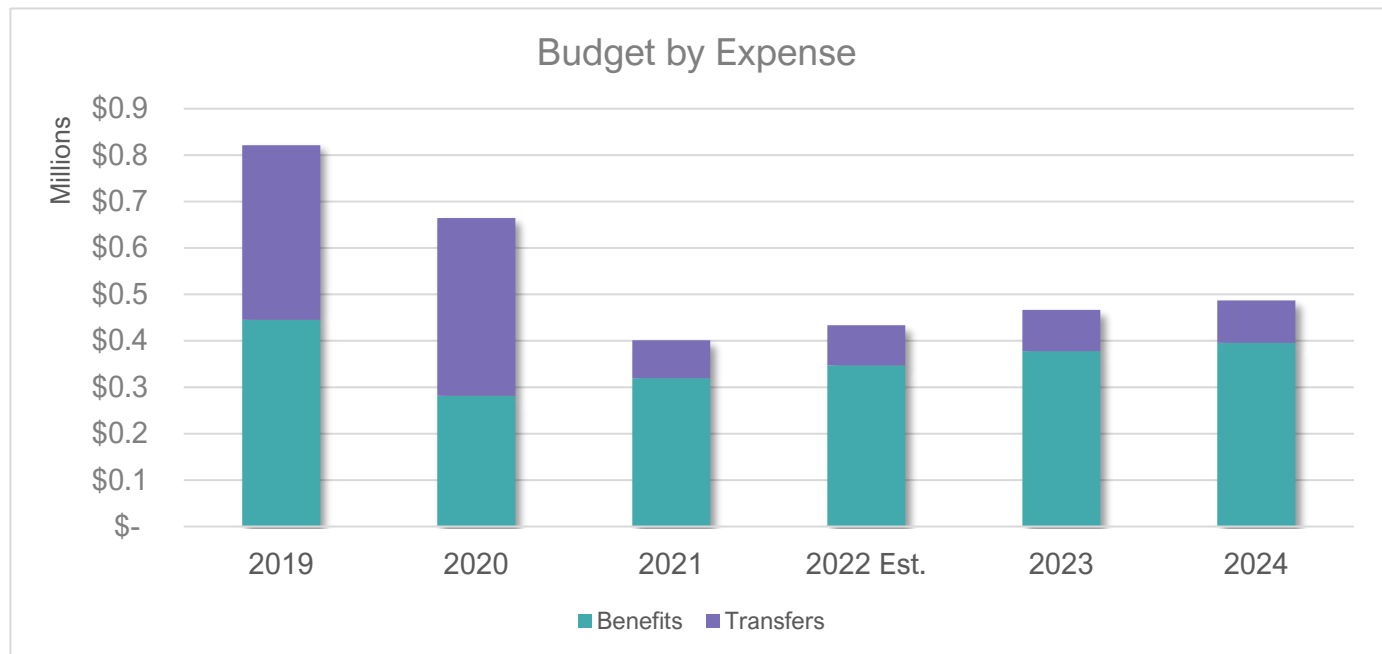
## Fiduciary Funds: Firefighters' Medical, Retiree Medical, LEOFF I

### PURPOSE

The Firefighter's Pension Fund provides for medical care and pension payments for the City's regular paid firefighters who were employed prior to January 1, 1971. LEOFF 1 Disability Fund provides for medical costs of firefighters after 1971 and police officers. Retiree Medical Fund pays for medical premiums for retirees hired before 1998.

### BUDGET CHANGES

There were no significant budget changes in the fiduciary funds for this biennium.



## ADOPTED BUDGET DETAIL

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projection	2023 Adopted	2024 Adopted
<b>firefighter's Pension</b>						
Professional Services	1,200	3,500		3,500	3,546	3,631
<b>Benefits</b>	<b>1,200</b>	<b>3,500</b>		<b>3,500</b>	<b>3,546</b>	<b>3,631</b>
<b>Trnsf to CWFD</b>	7,235	7,451	7,600	7,752	7,600	7,600
<b>Trnsf to LEOFF</b>	368,805	375,416	74,298	78,756	81,119	83,552
<b>Total FF Pension</b>	<b>\$ 377,240</b>	<b>\$ 386,367</b>	<b>\$ 81,898</b>	<b>\$ 90,008</b>	<b>\$ 92,265</b>	<b>\$ 94,783</b>
<i>Budget Change</i>	22.47%	2.42%	-78.80%	9.90%	2.51%	2.73%

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projection	2023 Adopted	2024 Adopted
<b>Retiree Medical</b>						
Pension and Disability	139,375	127,575	149,982	152,145	156,709	161,411
<b>Total Retiree Medical Fund</b>	<b>\$ 139,375</b>	<b>\$ 127,575</b>	<b>\$ 149,982</b>	<b>\$ 152,145</b>	<b>\$ 156,709</b>	<b>\$ 161,411</b>
<i>Budget Change</i>	9.51%	-8.47%	17.56%	1.44%	3.00%	3.00%

Description	2019 Actual	2020 Actual	2021 Actual	2022 Projection	2023 Adopted	2024 Adopted
<b>LEOFF I Disability</b>						
Pension and Disability	88,055	83,144	86,393	91,957	118,832	125,961
<b>Police Benefits</b>	<b>88,055</b>	<b>83,144</b>	<b>86,393</b>	<b>91,957</b>	<b>118,832</b>	<b>125,961</b>
Pension and Disability	194,761	49,202	57,814	67,441	70,320	74,539
Professional Services	21,762	18,154	25,229	32,048	28,441	30,148
<b>Fire Benefits</b>	<b>216,523</b>	<b>67,356</b>	<b>83,044</b>	<b>99,488</b>	<b>98,761</b>	<b>104,687</b>
<b>Total LEOFF Disability Fund</b>	<b>\$ 304,578</b>	<b>\$ 150,500</b>	<b>\$ 169,437</b>	<b>\$ 191,445</b>	<b>\$ 217,593</b>	<b>\$ 230,648</b>
<i>Budget Change</i>	-21.30%	-50.59%	12.58%	12.99%	13.66%	6.00%



## Section IV: Supplemental Information



Form of Government . . . .	201
City Geography . . . .	204
Community Profile . . . .	206

## Form of Government

The City of Camas was incorporated June 2, 1906, and operates under laws of the State of Washington applicable to non-charter code cities with a mayor-council form of government. Of the seven elected Council members, there is one elected at-large and six elected within wards. The wards are established based on population estimates within the City's boundaries and are reviewed and modified periodically by the City Council. Every two years, part of the Council body is elected, resulting in staggered four-year terms.

### ELECTED OFFICIALS



**Steve Hogan, Mayor**

Term: 11/23/2021 - 12/31/2023



**Jennifer Senescu, Ward 3**

Term: 02/20/2023 - 11/28/2023



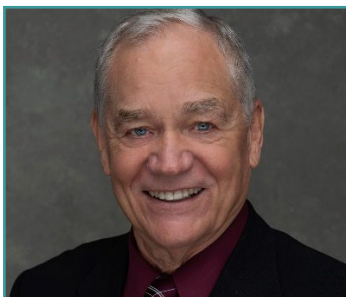
**Marilyn Boerke, Ward 1**

Term: 01/01/2022 - 12/31/2025



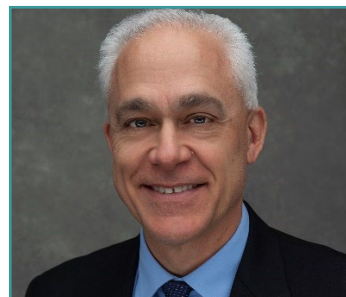
**Bonnie Carter, Ward 2**

Term: 01/01/2020 - 12/31/2023



**Don Chaney, At-Large (All Wards)**

Term: 01/01/2020 - 12/31/2023



**Tim Hein, Ward 2**

Term: 11/29/2021 - 12/31/2025



**Leslie Lewallen, Ward 3**

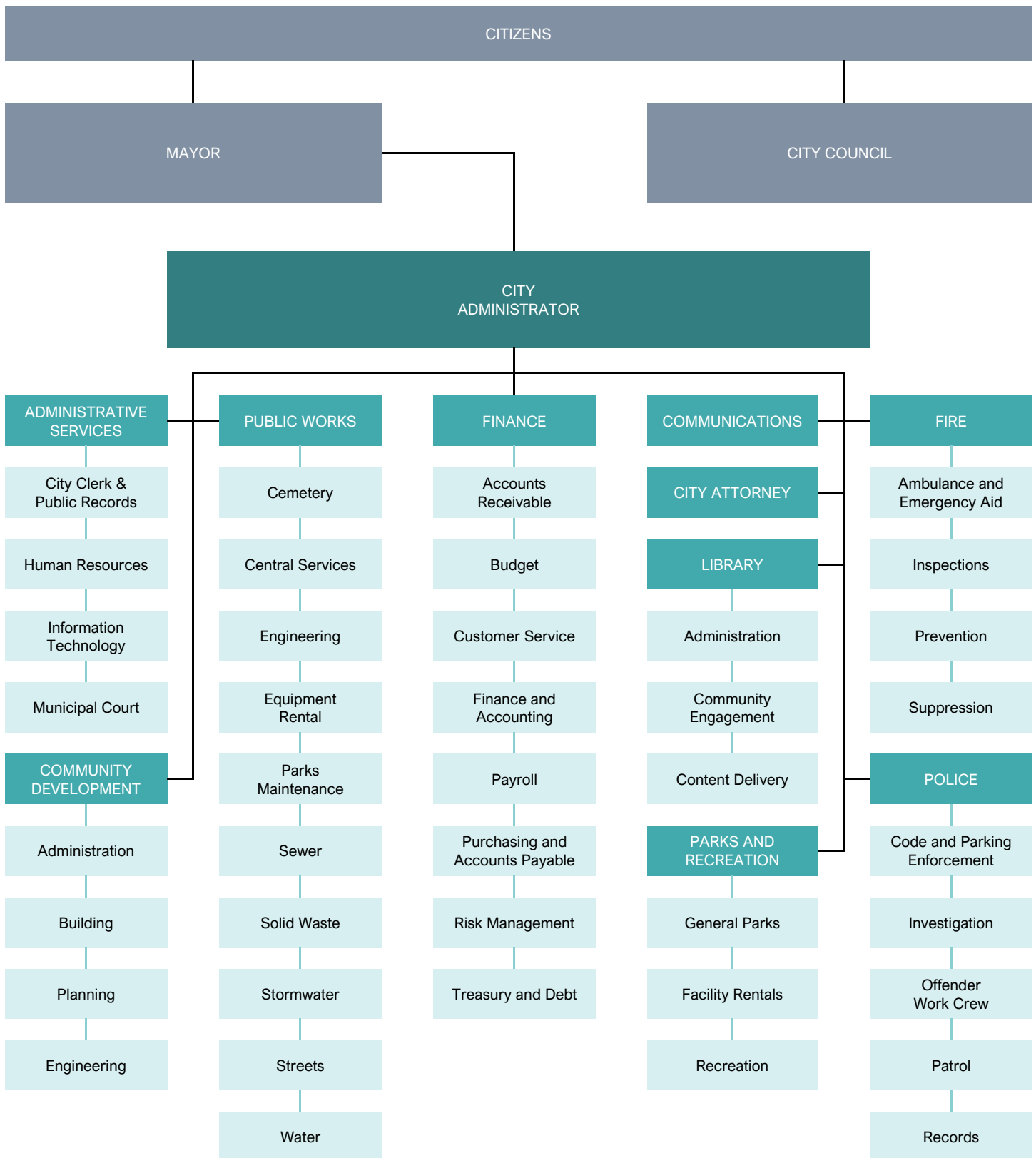
Term: 11/23/2021 - 12/31/2025



**John Nohr, Ward 1**

Term: 10/17/2022 - 12/31/2023

## CITY-WIDE ORGANIZATIONAL CHART



## EMPLOYEE POSITION COUNT HISTORY

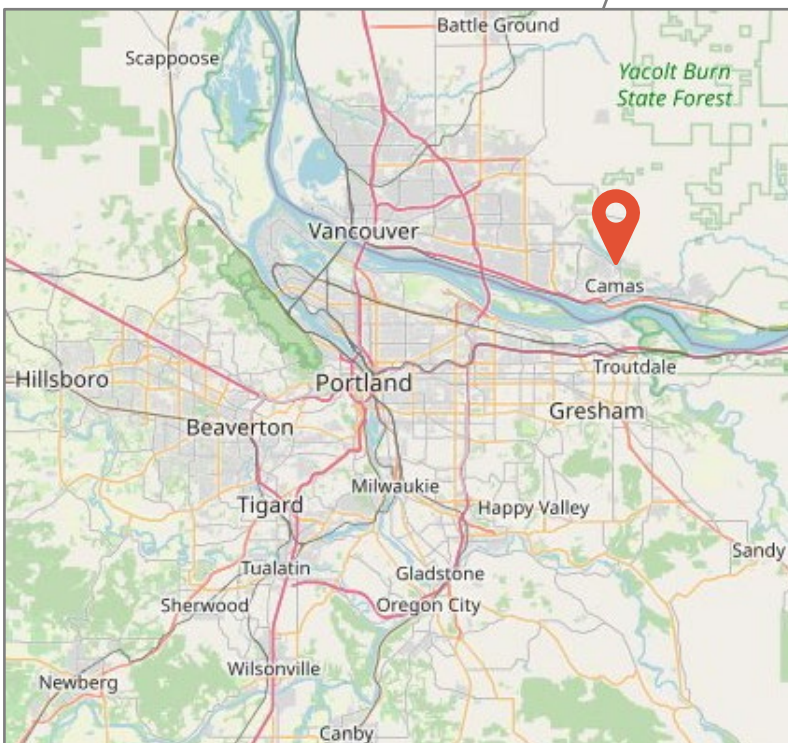
Department	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget	Percent Change
<b>Executive/Legislative</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0%</b>
<b>Municipal Court</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0%</b>
<b>Administrative Services</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>6</b>	<b>8</b>	<b>8</b>	<b>33%</b>
Admin Services	2	2	2	2	2	2	2	4	6	6	50%
Human Resources	1	1	1	1	1	1	1	2	2	2	0%
<b>Finance</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>14</b>	<b>14</b>	<b>13</b>	<b>-7%</b>
<b>Information Technology</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>6</b>	<b>8</b>	<b>8</b>	<b>33%</b>
<b>Police</b>	<b>35</b>	<b>35</b>	<b>34</b>	<b>35</b>	<b>37</b>	<b>38</b>	<b>38</b>	<b>39</b>	<b>43</b>	<b>43</b>	<b>10%</b>
Police	33	33	32	33	35	36	36	37	41	41	11%
Detention	2	2	2	2	2	2	2	2	2	2	0%
<b>Fire &amp; EMS</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>57</b>	<b>59</b>	<b>65</b>	<b>75</b>	<b>80</b>	<b>80</b>	<b>7%</b>
<b>Library</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>19</b>	<b>19</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>19</b>	<b>19</b>	<b>6%</b>
<b>Community Development</b>	<b>20</b>	<b>11</b>	<b>11</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>15</b>	<b>7%</b>
Community Dev	3	2	2	2	2	2	1	2	2	2	0%
Engineering	8	0	0	0	0	0	0	0	1	1	100%
Planning	3	3	3	4	4	4	4	4	4	4	0%
Building	6	6	6	7	7	7	8	8	8	8	0%
<b>Public Works</b>	<b>45</b>	<b>54</b>	<b>55</b>	<b>60</b>	<b>71</b>	<b>72</b>	<b>75</b>	<b>78</b>	<b>92</b>	<b>92</b>	<b>18%</b>
Public Works Admin	3	3	3	3	4	4	5	5	6	6	20%
Facilities Maint	1	1	1	1	1	1	2	2	2	2	0%
Engineering	0	9	9	9	10	10	10	11	11	11	0%
Equipment Rent & Repair	4	4	4	4	5	5	5	5	5	5	0%
Parks Maintenance	4	4	4	5	7	7	8	8	8	8	0%
Cemetery	1	1	1	1	1	1	1	1	1	1	0%
Solid Waste	4	4	4	4	4	4	4	5	5	5	0%
Storm Water	0	0	0	4	5	6	6	6	8	8	33%
Streets	9	9	9	9	8	8	8	8	11	11	38%
Water/Sewer	19	19	20	20	26	26	26	27	35	35	30%
<b>Parks and Recreation</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>6</b>	<b>6</b>	<b>50%</b>
<b>Total Permanent Employees</b>	<b>193</b>	<b>194</b>	<b>195</b>	<b>205</b>	<b>222</b>	<b>226</b>	<b>236</b>	<b>260</b>	<b>291</b>	<b>290</b>	<b>12%</b>
Executive/Legislative	2	2	1	1	2	1	3	1	3	3	200%
Finance			1		1		1		1	1	100%
Information Technology			2	1	1	1			1	1	100%
Police	2				1	1	1	1	1	1	0%
Engineering	3	3		1	1				2	2	200%
Planning					1				1	1	100%
Parks and Recreation	24	32	51	20	14	11	17	11			-100%
Library	13	10	11	10	9	8	7	13	12	12	-8%
Public Works	1	1	3			1					0%
<b>Total Temporary Employees</b>	<b>45</b>	<b>48</b>	<b>69</b>	<b>33</b>	<b>30</b>	<b>23</b>	<b>29</b>	<b>26</b>	<b>21</b>	<b>21</b>	<b>-19%</b>
Population	21,655	22,345	23,705	24,638	25,045	26,065	26,870	27,250	27,822	28,351	
Per Capita FTE	91	92	90	104	99	105	101	95	89	91	



## City Geography

Camas is located in southern Clark County, Washington which is the State's southernmost county and borders the states of Washington and Oregon. The City is located 20 miles east of the City of Portland, Oregon, 13 miles from Portland International Airport, the major air transportation hub of the area, and 15 miles from the City of Vancouver, which serves as the County seat.

Camas is a fast-growing city surrounded by country landscapes and located on the shores of the Columbia River. Olympia is a 2-hour drive North and Seattle about a 3-hour drive. Camas is located alongside State Route 14 with easy connections to Interstate 84, Interstate 5, and Interstate 205. Camas residents can drive to ocean beaches in 1.5 to 2 hours and to boating, sailing, fishing, hiking, hunting, golfing, swimming, and windsurfing in 30 minutes to 1 hour, and skiing in 1.5 hours. Mt. Hood, Mt. St. Helens, Mt. Adams and the Columbia River Gorge are within an hour drive.



At the west end of downtown Camas is a large Georgia-Pacific paper mill from which the high school teams get their name the Papermakers. Historically the City has been a mill town but in recent years several high-tech and professional companies including Analog Devices, WaferTech, and Fisher Investments have located here. The east side of town borders the City of Washougal, Washington with the west side of town bordered by Vancouver, Washington. Camas lies along the Washington shore of the Columbia River and has Lacamas Lake to the north.

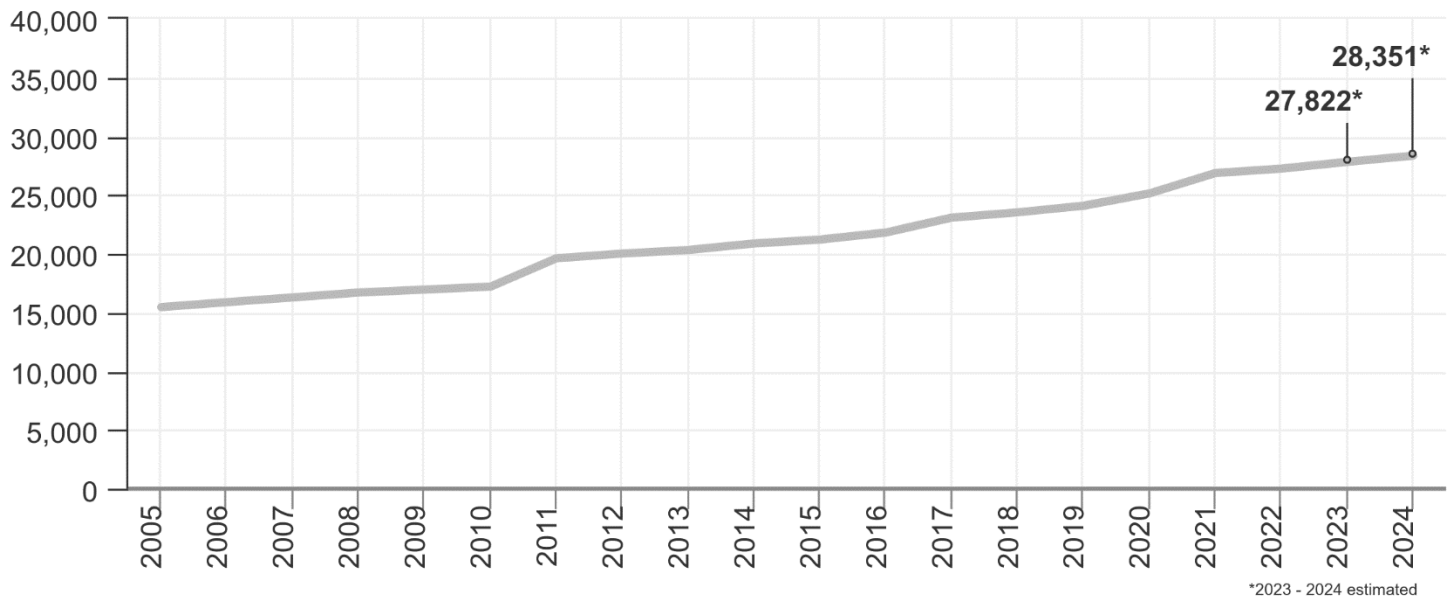
Camas has average rainfall of 61 inches, with mild to moderate winters. The average summer temperatures are around 81° and winters average 33° with an altitude of about 376 feet above sea level.





# Community Profile

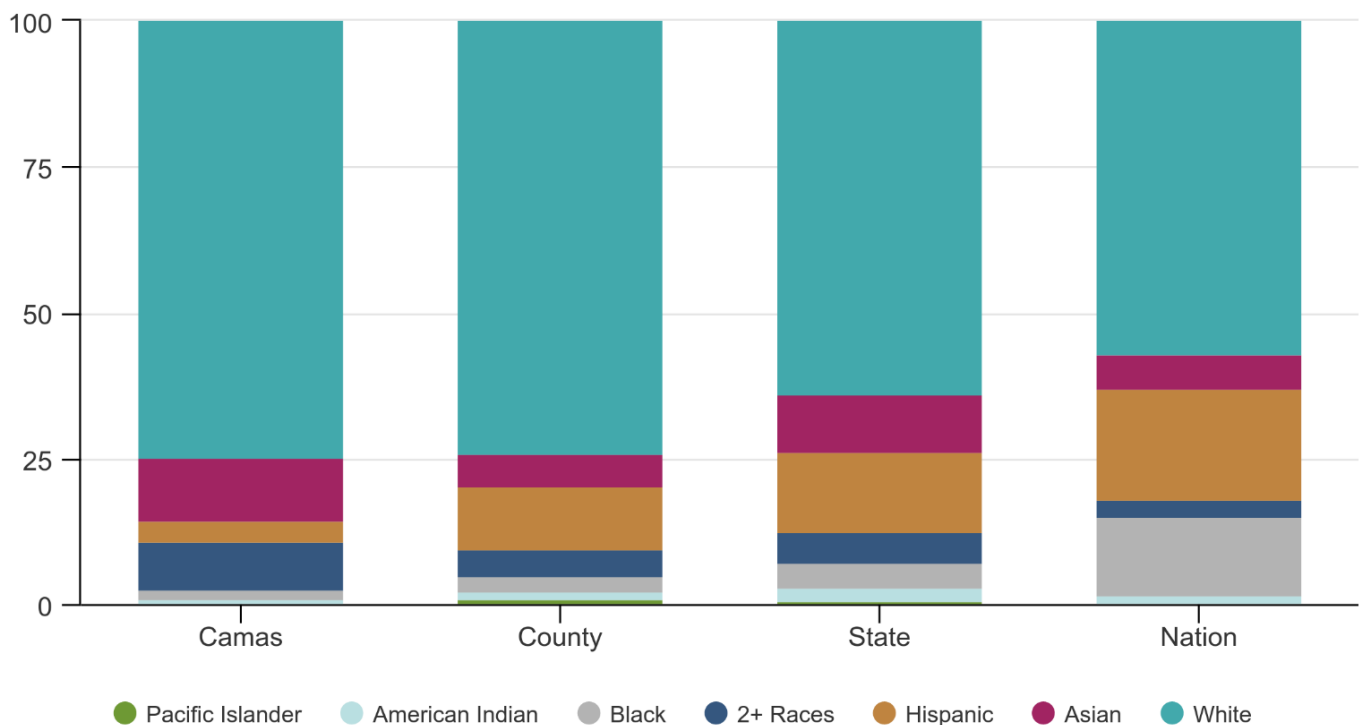
## POPULATION



## DEMOGRAPHICS

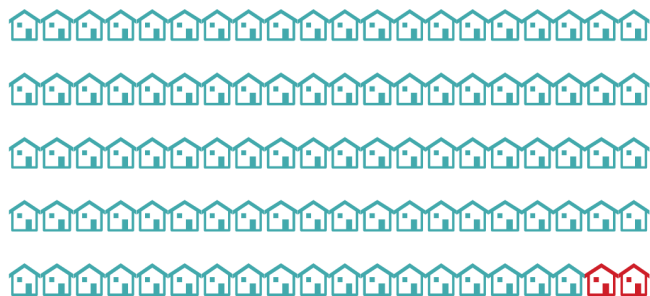


● Under 20 Yrs of Age    ● 20 - 65 Yrs of Age    ● Over 65 Yrs of Age



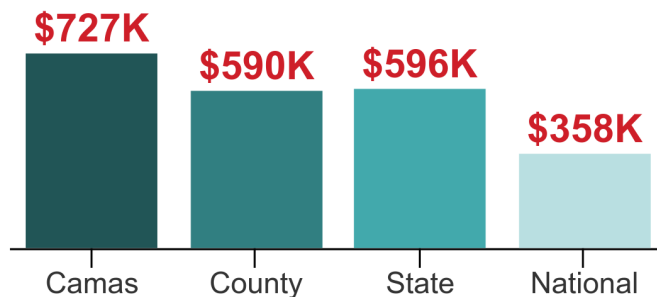
Population from WA Office of Financial Management  
All other statistical figures from U.S. Census Bureau (2017-2021)

## HOUSING



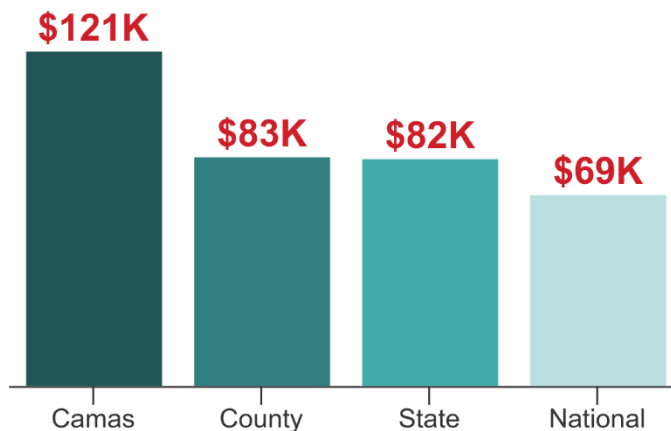
**9,730 Housing Units**  
**144 New Units**

## Median Home Value

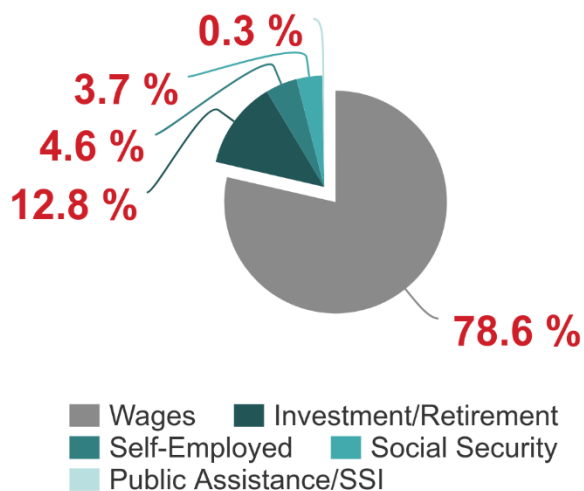


## HOUSEHOLDS

## Median Household Income



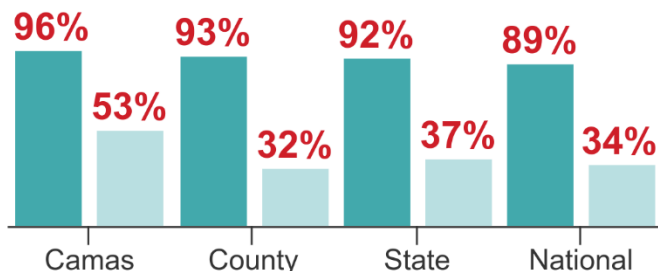
## Sources of Income



## WORKFORCE



## Level of Education



Home values from Zillow (2021)  
 All other statistical figures from U.S. Census Bureau (2017-2021)

● High School Degree ● College Degree



## ECONOMICS

Top Employers	2022 Employee Count	Percent of Total Workforce
Camas School District	1,175	13.4%
WaferTech	1,000	11.4%
Fisher Investments	905	10.3%
Analog Devices	340	3.9%
City of Camas	269	3.1%
nLight Technologies	225	2.6%
Sigma Design	196	2.2%
Fuel Medical	150	1.7%
Prestige Care & Rehab	102	1.2%
Georgia Pacific	100	1.1%

Principal Property Taxpayers	2022 Taxes Paid (Millions)	Percent of Total City Property Taxes Paid
WaferTech	\$178.81	2.46%
Georgia Pacific	\$139.49	1.92%
Kielo at Grass Valley Apartments	\$79.83	1.10%
Fisher Asset Management	\$58.59	0.81%
Fisher Creek Campus LLC	\$39.29	0.54%
Bodycote IMT Inc.	\$35.98	0.49%
Analog Devices	\$23.18	0.32%
The Terrace at River Oaks LLC	\$22.26	0.31%
GME Development LLC	\$20.37	0.28%
D Bruzzone LLC	\$17.52	0.24%

## PROPERTY TAX DISTRIBUTION



## CITY STATISTICS



## CULTURE &amp; RECREATION 2022 Value

Waterway Miles	2.17
----------------	------

Parks Acreage	477.59
---------------	--------

City Parks	16
------------	----

Recreation Facilities	3
-----------------------	---

Public Libraries	1
------------------	---

## PUBLIC WORKS 2022 Value

Waterline Miles	180.7
-----------------	-------

Water Residential Customers	9,472
-----------------------------	-------

Average Daily Water Use (gal)	4,491,619
-------------------------------	-----------

Sanitary Sewer Miles	146.8
----------------------	-------

Storm Sewer Miles	88.0
-------------------	------

Average Daily Sewer (gal/day)	2,712,000
-------------------------------	-----------

Solid Waste Customers	8,243
-----------------------	-------

Tons of Refuse Collected	8,156
--------------------------	-------

Tons of Recycling Collected	2,423
-----------------------------	-------

Miles of Paved City Streets	121.1
-----------------------------	-------

Miles of Unpaved City Streets	0
-------------------------------	---

## PUBLIC SAFETY 2022 Value

Police Stations	1
-----------------	---

Patrol Units	12
--------------	----

Police Reports	1,112
----------------	-------

Arrests	252
---------	-----

Traffic Stops	4,437
---------------	-------

Fire Stations	3
---------------	---

Fire Engines	5
--------------	---

Medic Units/Ambulances	5
------------------------	---

Total Fire & EMS Responses	5,343
----------------------------	-------

Total Fires	106
-------------	-----

Fire & Life Safety Inspections	1,491
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## Section V: Appendix

Operating Decision Packages . . . .	211
Capital Decision Packages . . . .	246
Capital Improvement Plan . . . .	294
City Policies . . . .	303
Budget Adoption Ordinance . . . .	309
Salary Schedules . . . .	312
Glossary . . . .	314

## Operating Decision Packages

<b>Department</b>	<b>Police Department</b>
<b>Package Title</b>	<b>Drone Program</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$20,000</b>
<b>Ongoing Expense</b>	<b>Unknown</b>
<b>Created Position(s)</b>	<b>N/A</b>
<b>Description</b>	<p>This budget request is for the purchase and deployment of a drone program by Camas PD staff. These budget numbers are broad until further research is completed.</p> <p>\$15,000 for equipment (This expense needs further research and vetting.) \$5,000 for training and certification tests</p> <p>Further research needs to be done regarding ongoing training requirements.</p>
<b>Improvements</b>	<p>The use of drones would help support patrol functions in multiple areas. Some of the areas are suspect apprehension, increased officer safety tactics, documentation of incidents, evidence collection, assist with de-escalation tactics which are required by law, and search and rescue missions. We currently receive drone resources from WPD, VPD and CCSO. Recently, a WPD drone located a carjacking suspect who was armed with a gun. The suspect was located hiding in a back yard of a Camas residence.</p>
<b>Unfunded Impact</b>	<p>We are able to perform the required patrol functions without a drone. However, the drone is a tool that would help support our patrol functions, to include increased officer safety and adding another de-escalation tactic.</p>

<b>Department</b>	<b>Police Department</b>
<b>Package Title</b>	<b>Fingerprinting Replacements</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$11,000</b>
<b>Ongoing Expense</b>	<b>\$300 annually</b>
<b>Created Position(s)</b>	<b>N/A</b>
<b>Description</b>	<p>The police station has a CrossMatch fingerprinting machine that was purchased and installed in 2011. It is now at the end of its useful life and needs to be replaced. This equipment is connected to the WSP fingerprinting system and it allows individuals to be electronically fingerprinted through the system. The old machine is having problems and is becoming difficult to use as the technology has advanced.</p> <p>This is a critical piece of equipment for the police department.</p>
<b>Improvements</b>	See above.
<b>Unfunded Impact</b>	If the current machine fails, we would be forced to go back to ink fingerprinting and mailing them to WSP. This would create a long delay in processing many background checks that we perform based on fingerprinting records.



<b>Department</b>	<b>Police Department</b>
<b>Package Title</b>	<b>Overhire Two Police Officer Positions</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$507,157</b>
<b>Ongoing Expense</b>	<b>\$275k+ annually</b>
<b>Created Position(s)</b>	<b>2 Police Officers</b>
<b>Description</b>	<p>This package allows the police department to "overhire" up to two positions beyond our authorized positions in the police officer category.</p> <p>These proposed budget numbers take into consideration salary, benefits, training, equipment and hiring bonuses. The 2023 costs are adjusted to indicate a mid-year start up with full employee costs in 2024. The "total expenditure" cost listed is for the two-year period.</p>
<b>Improvements</b>	<p>Due to the extremely long hiring and training time for a police officer position we are never able to truly be at our authorized force (in the budget). This creates low staffing levels for the community, mandates that other employees work overtime to fill the voids, and causes employee burnout. Our current staffing model is we only start a hiring/training process after someone leaves. A new police officer usually takes over 1 year to hire and train—the entire time that leave a hole in the work schedule.</p>
<b>Unfunded Impact</b>	We would continue to operate as we have in the past.

<b>Department</b>	<b>Camas-Washougal Fire Department</b>
<b>Package Title</b>	<b>Station 42 Pressure Relief Valve Replacement/Repair</b>
<b>Expended from</b>	<b>CWFD</b>
<b>Biennial Amount</b>	<b>\$30,000</b>
<b>Ongoing Expense</b>	<b>N/A</b>
<b>Created Position(s)</b>	<b>N/A</b>
<b>Description</b>	<p>Station 42 is in need of an in-line pressure relief valve between the City water line and the domestic and sprinkler water supply system that supplies water to the interior of the station. Water hammers have become more frequent, and in course, have broken underground pipes (X1) tripped the dry sprinkler system (X3), and caused flooding in the lobby (x3) in the last three months. Each time the dry sprinkler system is tripped requires technicians to drain the sprinkler system, reset the clapper in the riser, and reset the system. This has cost several thousand dollars (\$3,000+) this year alone in service costs in addition to replacing an underground burst pipe, which was repaired by the Water Department. The absence of an in-line pressure relief valve was a design flaw/omission in the construction of the station. The proposed solution is in concert with the recommendations of Rob Charles of the City Water Department, the Fire Marshall's Office, and the contractor responsible for the riser system in Station 42.</p>
<b>Improvements</b>	Ensures integrity of domestic water supply to Station 42. Ensures integrity of commercial sprinkler suppression system built into the station.

<b>Department</b>	<b>Camas-Washougal Fire Department</b>
<b>Package Title</b>	<b>1929 American LaFrance Fire Truck Repairs</b>
<b>Expended from</b>	<b>CWFD</b>
<b>Biennial Amount</b>	<b>\$15,000</b>
<b>Ongoing Expense</b>	<b>Unknown</b>
<b>Created Position(s)</b>	<b>N/A</b>
<b>Description</b>	<p>The 1929 American LaFrance engine was the Camas' first fully mechanized pumper engine. Wood spindled wheels and all, it served Camas faithfully through the 30's and into the 40's. It is a piece of Camas heritage. It has only been sparsely maintained by the department for many, many years; its only quantifiable utility being to carry members of Council through annual parades...and occasionally pushed to the parade finish by the council members themselves; yet still it retains its historic beauty. With Council's support, I would like to progressively restore the engine to the point that it can perform consistently in this capacity and other sentinel Camas events. The vision is not to make it car show pristine, it's scratches and dents having come from the duty it performed for the City of Camas, but to maintain it to the point that it can be portable and showcase the history of Camas. It currently needs to have a new clutch plate and assembly casted, manufactured and mounted; two new specialty rear tires; and a few other small fixes.</p>
<b>Improvements</b>	
<b>Unfunded Impact</b>	

<b>Department</b>	<b>Camas-Washougal Fire Department</b>
<b>Package Title</b>	<b>Administrative Staffing</b>
<b>Expended from</b>	<b>CWFD</b>
<b>Biennial Amount</b>	<b>\$440,107</b>
<b>Ongoing Expense</b>	<b>\$225k+ annually</b>
<b>Created Position(s)</b>	<b>EMS Training Captain (new) &amp; Division Chief of Operations (reclass)</b>
<b>Description</b>	<p>1. Division Chief of Operations is currently the missing link in maintaining accountability in the three distinctly disparate Divisions of the Dept: FMO, Fire, and EMS. They would be responsible for maintaining continuity of fire operations between the three shifts and would administer all fire programs as well as manage the Volunteers in terms of recruitment, training and retention. This position would allow a single position to stay within and be accountable for only their area of expertise rather one position spanning two distinctly separate divisions. This would not be a new position per se, rather, a reclass of the vacant Admin BC position with added responsibilities. This would be a non-represented position.</p> <p>2. EMS Training Officer responsible for performing day to day EMS training for all personnel, maintaining and outfitting EMS equipment, and maintaining all required EMS certifications. This is a new position that is not a line position but is within the bargaining group.</p> <p>3. Both positions are highly mobile and will require staff vehicles.</p>
<b>Improvements</b>	<p>DCO: Ensures a high level of performance of fire personnel and maintains a continuity of performance between shifts.</p> <p>EMS TO: Ensures that EMS providers remain highly trained, working with the right, well maintained equipment.</p>
<b>Unfunded Impact</b>	<p>DCO: The department would continue to be understaffed on the administrative side, overburdening the DC of EMS with the work of disparate divisions, that of EMS and Operations. DC of EMS retention would be difficult. Vacancy of any one of the current Admin positions would create an unmanageable workload for the remaining Admin staff to be effective.</p> <p>EMS TO: Currently, daily EMS training and equipment maintenance has declined as the workload of the EMS division has increased without additional staff support. Without additional support, the quality of EMS delivery will decline.</p>

<b>Department</b>	<b>Camas-Washougal Fire Department</b>
<b>Package Title</b>	<b>3 Person Engine Companies</b>
<b>Expended from</b>	<b>CWFD</b>
<b>Biennial Amount</b>	<b>\$2,550,698</b>
<b>Ongoing Expense</b>	<b>\$2.5M+ annually</b>
<b>Created Position(s)</b>	<b>12 Firefighter/Paramedics</b>
<b>Description</b>	<p>Addition of 12 FF positions to increase engine staffing from the current minimum staffing of 2 personnel per engine to 3 personnel per engine for each of our 3 front line fire engines.</p> <p>Cost listed is for addition of all 12 FF positions. Cost of each added position is \$118,925 per year.</p>
<b>Improvements</b>	<p>3 personnel on an engine allows for the initial fire engine to arrive on a fire scene to be staffed with the minimum number of personnel to enact an emergency rescue of a victim as defined in the RCW. Additionally, it allows for faster implementation of rescue tools (Jaws of Life) in motor vehicle accidents; faster implementation of the LUCAS device on cardiac arrest calls; faster deployment of the rope rescue system in the Potholes and other difficult to access scene locations; and allows for an additional ambulance transport attendant for complex medical interventions without having to place a resource out of service for the duration the transport and return.</p>
<b>Unfunded Impact</b>	

<b>Department</b>	<b>Information Technology</b>
<b>Package Title</b>	<b>System Administrator</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$318,900</b>
<b>Ongoing Expense</b>	<b>\$160k+ annually</b>
<b>Created Position(s)</b>	<b>System Administrator</b>
<b>Description</b>	Request for new position in IT dedicated to supporting user accounts, permissions, access rights, security and storage allocations. Offer escalated/complex technical support and troubleshoot any server hardware and software problems related to server and storage devices and monitoring systems for security risks and ensuring IT security standards are met across all systems.
<b>Improvements</b>	Having a system administrator as part of the IT team will allow for focus work of server/storage support, maintenance and implementation of systems and security of the environment by the appropriate position per industry standard. The current state is these duties are split between the programmer/analyst and network admin leading to many competing priorities and divided attention. Particularly when dealing with Internet-facing or business-critical systems, a sysadmin has a strong grasp of technological security, this includes not merely deploying software patches, but also preventing break-ins and other security problems with preventive measures. In some organizations, computer security administration is a separate role responsible for overall security and the upkeep of firewalls and intrusion detection systems, but all sysadmins are generally responsible for the security of technological systems.
<b>Unfunded Impact</b>	Lack of a dedicated position to focus on supporting the city's systems, security, maintenance of server/storage, longer times to implement acquired software/hardware/technical systems to support the city's services – IT becomes a bottleneck. No single person identified to be responsible for the growing number of systems or providing security support for the city's technology. In the background the organization could suffer dramatic losses to productivity if the network/systems remain down for long or encounter a security breach. So, the work done behind the scenes by a system administrator makes a huge difference in productivity of employees and securing our technology.

<b>Department</b>	<b>Information Technology</b>
<b>Package Title</b>	<b>IT Support Specialist</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$176,499</b>
<b>Ongoing Expense</b>	<b>\$90k+ annually</b>
<b>Created Position(s)</b>	<b>IT Support Specialist</b>
<b>Description</b>	<p>This request is for an additional IT support specialist position for the Information Technology Department. This position will provide end user technology support to meet the demands of the City of Camas internal growth to further support services we provide to the public. This position is the backbone of an organization responsible for groundwork, installation and maintenance of end user workstation, applications and equipment</p>
<b>Improvements</b>	<p>As the city has grown internally and the technology expanded even more with the events of COVID and introduction of hybrid workforce, the need for another IT Support Position is necessary. There are approx. 800 end user devices, including city owned cell phones, tablets, PC, scanners, faxes, printer etc., being supported by 2 IT Pro's which leads to the network admin and application/programmer performing IT support specialist work to support end users. This has a downstream impact to the work of the network admin and application/programmer and leads to their workload getting backlogged. This new position will provide more equitable work distribution, more effective support for end user products and provide focus time for the network admin and application/programmer position to perform the complex work/projects as defined by their job title and role in the industry.</p>
<b>Unfunded Impact</b>	<p>Lack in the ability to effectively/efficiently support end users' products, expand/update technology to meet end user needs and growth of the City and we will have to continue to pay application/programmer and network/admin to perform entry level work taking focus away from the work that should be their priority for the City to maintain high level of application/system support and maintenance and project implementation. This position will aid in the implementation of cyber security for end users which currently is not a focus, balance workload and help with the flow of project work by broadening our resource bench.</p>

<b>Department</b>	<b>Information Technology</b>
<b>Package Title</b>	<b>Staff Training</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$20,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Created Position(s)</b>	<b>N/A</b>
<b>Description</b>	Requesting funds for 2023-2024 to train the IT team on technologies we are implementing, Microsoft specific training related to their job roles to support the City's Microsoft environment. Network training for the network admin on the tools and equipment that we have deployed and/or will deploy and support in house.
<b>Improvements</b>	Employees need to understand how to perform the required work. Trainings in technology help improve the knowledge and skills of the IT team to match the various changes in the industry. These improvements will positively affect the productivity of the IT team which can increase efficiency in the organization and provide quicker time to resolve issues for customers.
<b>Unfunded Impact</b>	No up-to-date technology training for the IT team as we are updating our technology, increasing the time it takes to close out support issues or complete upcoming projects



<b>Department</b>	<b>Information Technology</b>
<b>Package Title</b>	<b>InfoTech Consulting/Training Subscription</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$44,030</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Created Position(s)</b>	<b>N/A</b>
<b>Description</b>	Infotech subscription provides personalized one-on-one support from a seasoned IT executive, 2 dedicated working sessions, price benchmarking & negotiation services. Also includes access to core research content - project blueprints, Info-Tech Academy, software selection content, tools and templates library which provides best-practice IT research and roadmaps.
<b>Improvements</b>	My previous employer had a subscription to this platform that I utilized heavily, specifically the blueprints, advisor calls and surveys. You have the opportunity to work with expert staff from various well-established businesses (like Cisco, Microsoft etc.) to help with everything from what types of M365 licenses to purchase and contracts, to helping put together an executive presentation. There are a number of services they provide to assist a leadership level employee be successful.
<b>Unfunded Impact</b>	Loss of access to blueprint templates, training, consulting services, contract review support. This membership saves time and efficiency as they provide the data needed to effectively lead IT strategy and align IT to the business

<b>Department</b>	<b>Administrative Services</b>
<b>Package Title</b>	<b>Volunteer Coordinator</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$185,425</b>
<b>Ongoing Expense</b>	<b>\$92k+ annually</b>
<b>Created Position(s)</b>	<b>Volunteer Coordinator</b>
<b>Description</b>	<p>A full-time Volunteer Coordinator would help all departments with volunteers (Library, Parks and Recreation, Public Works) Right now, we have several departments utilizing employees to coordinate and work with volunteers, including Administrative Services, due to the necessary paperwork, backgrounding and ensuring there aren't union issues with the work.</p> <p>Administrative Services seems to be best fit for where position could be housed.</p>
<b>Improvements</b>	<p>Efficiently run program including formal organization of volunteer opportunities. Increase in volunteers due to formal recruiting. Staff time is limited so unable to really engage in finding opportunities. Formal recognition of volunteers could be implemented. Currently we do not have a formal efficient system.</p>
<b>Unfunded Impact</b>	<p>Missed opportunities to utilize talent and resources across all City functions. Departments working in silos to find volunteers or volunteer opportunities. Less use of volunteers in the city.</p>

<b>Department</b>	<b>Administrative Services</b>
<b>Package Title</b>	<b>Records Specialist</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$194,125</b>
<b>Ongoing Expense</b>	<b>\$95k+ annually</b>
<b>Created Position(s)</b>	<b>Records Specialist</b>
<b>Description</b>	<p>To perform a variety of tasks in the processing and maintenance of paper and electronic city records, including determining the immediate and eventual placement and disposition of records. Ensure quality control of records data and review the work of city staff. Collect, record, transcribe, redact, maintain, edit and retrieve confidential data and information. Coordinate, organize, and/or process public disclosure requests received for various city departments. Assist with ensuring ERP records maintenance and integration.</p> <ol style="list-style-type: none"> <li>1. Paper Dispositioning per SOS, Archives - Policies and Best practices</li> <li>2. Digitizing essential and permanent records - per SOS. Critical for disaster preparedness and COOP</li> <li>3. Assisting in the Building of Paperless Business Processes - building, testing more than one process at a time</li> </ol>
<b>Improvements</b>	<p>More Accessibility. More Security. More Efficiency. Less network storage space. Less physical storage space. Laserfiche and Tyler integration is crucial to advancing Records processes. Allows staff to be proactive v. reactive. Our relationship with technology has changed our lives drastically. Citizens expect more access, transparency, and convenience from their local and state governments.</p>
<b>Unfunded Impact</b>	<p>Continued buildup of paper records. Improper dispositioning of current records. No ability to save records in event of disaster. Delayed responses to citizen requests. Additional staff time when working with records due to maintaining records improperly and non-electronically. Continued "one off" training with no city-wide consistency in process/practices. Best practices not in place.</p>

<b>Department</b>	<b>Library</b>
<b>Package Title</b>	<b>Youth Literacy Programming</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$50,000</b>
<b>Ongoing Expense</b>	<b>\$25k annually</b>
<b>Created Position(s)</b>	<b>N/A</b>
<b>Description</b>	<p>At the heart of every public library is the core value of literacy as a priority, creating a love of reading in youth, and instilling a curiosity for lifelong learning amongst its youngest patrons. We do this through programs that incentivize kids to read. The incentives vary from prizes to fun activities to being part of an insider club. Every public library does this, and virtually every public library prioritizes budget money for these programs. The City of Camas budget does not allow for any of these programs. Fortunately, the Friends &amp; Foundation of the Camas Library (FFCL) has been able to meet this need in the past. However, if Covid has taught us anything, it's that nothing is secure, especially optional funding that depends on volunteers to raise it. It's past time to prioritize literacy for youth and make these annual programs a permanent fixture: summer reading program (\$10k), reading dragons (\$8k), and book clubs (\$7k)</p>
<b>Improvements</b>	<p>Literacy-boosting youth programs are the Library's bread and butter. Without them, we'd have a very sad community. They help support the work schools do and prevent the summer slide. They give kids a chance to "read for fun" when they've got so many other demands on their time. Studies show, reading at a young age sets children up to land on the side of the success rates we like to see (high graduation rates, low crime rates, elevated empathy and communications skills). The programs listed will directly impact this type of work.</p>
<b>Unfunded Impact</b>	<p>We will continue to rely on funding from the FFCL. Funding from the FFCL is based entirely on what is raised in any given year, and revenues fluctuate based on any number of outside factors. The FFCL is also trying to help raise money for the Children's Learning Hive, but that has been slow due to support for the prioritized literacy programs.</p>

<b>Department</b>	<b>Library</b>
<b>Package Title</b>	<b>Library Shelving</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$14,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Created Position(s)</b>	<b>N/A</b>
<b>Description</b>	The Library has finite space for holding books, despite the fact that thousands of new ones get published each year. We have various ways to mitigate this obstacle; however, it would be helpful to have more shelves for the public to browse available books. There is space in the fiction section; we just need the shelves purchased and installed.
<b>Improvements</b>	The addition of this shelving range will give patrons an additional 1,750-2,100 books to browse at any given time.
<b>Unfunded Impact</b>	We continue with space-saving measures and patrons have fewer books to browse on the already-crowded shelves.

<b>Department</b>	<b>Library</b>
<b>Package Title</b>	<b>Part-Time Library Associate</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$63,804</b>
<b>Ongoing Expense</b>	<b>\$30k+ annually</b>
<b>Created Position(s)</b>	<b>Library Associate (part-time)</b>
<b>Description</b>	<p>The Library has not added a new position in so long, records are unclear as to the exact date. We know it's at least 15 years. The population has grown 58% in that time but the staff has stayed the same. Something else we know about the citizens our community, based on recent community survey results: people equate "library" with programs and events just as much as they do with books. They can get their books anytime: pick them up from the holds shelf at their convenience or check out an e-book/audiobook from one of our apps at literally any hour. But they ask that we schedule our activities during nights and weekends, and they want more than we can currently provide. We're happy to accommodate; however, in order to do this, we need additional staff to help work the Service Desk while the current staff offer programming. Staff are building community with each event but can't do it without additional support.</p>
<b>Improvements</b>	<p>It's clear that residents want the Library to provide hands-on enrichment, engaging connection beyond the book collection. It's the application side of learning. Time and time again, respondents to our community survey called the Library a community hub. Adding a part-time Library Associate to work the Service Desk allows our full-time staff to expand and develop even more well-rounded events and programs for everyone.</p>
<b>Unfunded Impact</b>	<p>In 2020, the Library saw the need for more community engagement staffing assistance and re-deployed two part-time Aides from our Content Delivery Department. The two Community Engagement Aides now support Associates with events, program prep, and administrative tasks. This was "the" step we could take without funding, and it's been done. Without funding for a part-time Associate, we won't be able to meet the needs articulated by our patrons.</p>

<b>Department</b>	<b>Library</b>
<b>Package Title</b>	<b>Increase Digital Materials</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$36,000</b>
<b>Ongoing Expense</b>	<b>\$18k annually</b>
<b>Created Position(s)</b>	<b>N/A</b>
<b>Description</b>	<p>The cost for libraries to provide eBooks' and digital audiobooks has risen significantly in the last five years, as publishers wage war on multi-use platforms such as Libby and Hoopla (both of which we offer to our patrons for free). The Camas Library is part of the Washington Library Digital Consortium, which helps provide a wide variety of content to our patrons; however, from 2016 to 2022 the member dues have risen 89% from 9,000 to \$17,000 and is proposing to raise it an additional 35% next year. In addition, the Camas Library supplements the collection provided by the State Library with local requests from Camas residents, so a supplemental budget must be set aside for that - at a growing cost. Finally, ARPA funding from the State Library allowed us to offer digital materials from the Hoopla platform in the past year (which includes videos and graphic novels in addition to books and audio). As the funding runs out, we'd like to pick up the cost, which is roughly \$10k annually.</p>
<b>Improvements</b>	<p>Demand for digital materials continues to grow. Our digital library was invaluable during the pandemic. Unfortunately, e-books and other electronic offerings come at a higher price. They also have a higher value: they are always returned on time, never damaged, and when we purchase a title--it's available immediately.</p>
<b>Unfunded Impact</b>	<p>Less variety, fewer books, longer wait times.</p>

<b>Department</b>	<b>Planning</b>
<b>Package Title</b>	<b>Downtown Subarea Plan</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$425,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Created Position(s)</b>	<b>N/A</b>
<b>Description</b>	<p>The Camas City Council has expressed a desire to engage in a subarea plan for the downtown area. Subarea planning is a highly involved effort that requires community visioning and engagement, market research, design work, mapping, and deliverables that can include maps, new ordinances, pre-SEPA work, work plan priorities, and budget planning.</p> <p>For reference here are the numbers for the North Shore subarea plan:</p> <p>Phase 1: \$79,925  Phase 2: \$224,962  Phase 2 addendum: \$74,215</p> <p>All total \$379,887.</p> <p>Using a 10% factor for inflation over the last three years that puts the total at about \$417,875, which is why staff is recommending \$425,000 for the downtown subarea plan.</p>
<b>Improvements</b>	
<b>Unfunded Impact</b>	Staff will not solicit proposals for a subarea plan for the downtown area



<b>Department</b>	<b>Engineering</b>
<b>Package Title</b>	<b>Development Engineering Manager</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$378,800</b>
<b>Ongoing Expense</b>	<b>\$190k+ annually</b>
<b>Created Position(s)</b>	<b>Engineering Manager</b>
<b>Description</b>	<p>The Community Development Department (CDD) has three divisions within it. Planning, Building, and Engineering divisions all play a key role in all community and economic development activities within the City. The Building Official and Planning Manager roles provide supervisory oversight for the building and planning divisions, while the City Engineer currently provides oversight not only for the Community Development engineering team, but also the capital team under Public Works as well. Given the amount of capital projects that are on-going annually, and the volume of development projects that continue to come in the engineering oversight for two different engineering divisions is too much for one staff person to split time between Public Works and Community Development.</p>
<b>Improvements</b>	<p>This will allow singular focus for each discipline (Capital and Development) that enables more timely review and response and attention to each respective division. Currently the City Engineer can work 45-50 hour work weeks without taking vacations, which can lead to burn out, loss of productivity, slower response times to internal and external customers, and a challenged balance. This is one of the positions that has had to carry over vacation time each year because of accruals and challenge to use the time.</p>
<b>Unfunded Impact</b>	<p>There will continue to be a burden on the City Engineer, which impacts both departments.</p>

<b>Department</b>	<b>Parks &amp; Recreation</b>
<b>Package Title</b>	<b>Project Manager</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$281,322</b>
<b>Ongoing Expense</b>	<b>\$140k+ annually</b>
<b>Created Position(s)</b>	<b>Project Manager</b>
<b>Description</b>	<p>Parks Project Manager (PM) will take parks and/or trails projects from planning through construction phases.</p> <p>The position is similar to City of Vancouver's Parks Developer - Position salary is at midpoint &amp; includes 30% overhead.</p>
<b>Improvements</b>	<p>This position adds project management capacity to the Parks &amp; Recreation (P&amp;R) department. Currently, the P&amp;R department is borrowing staff from Public Works (PW) to help manage some of their capital projects, but the majority of projects are managed by the P&amp;R Director. With this position, existing projects and smaller new projects can be transition to this position, freeing up PW Project Manager to work on PW projects and freeing up the P&amp;R Director to lead new policy projects and projects that are public engagement and partnership driven, such as the new pool initiative and sports fields partnership with the school district.</p>
<b>Unfunded Impact</b>	<p>The P&amp;R department is currently at full capacity and cannot take on new projects. If the Parks PM is not approved, there is no capacity to add new projects to the work plan for the P&amp;R and PW departments; especially projects that are public engagement and partnership driven. The Parks PM also allows for managing a project with a more specific lens on parks, trails and open spaces. Currently, even if projects are managed by PW, the P&amp;R Director needs to be involved and spend time on the project to provide the parks lens.</p>

<b>Department</b>	<b>Parks &amp; Recreation</b>
<b>Package Title</b>	<b>Recreation Specialist</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$140,085</b>
<b>Ongoing Expense</b>	<b>\$70k+ annually</b>
<b>Created Position(s)</b>	<b>Recreation Specialist</b>
<b>Description</b>	<p>The Parks &amp; Recreation department currently has 2.8 staff that work on our recreation, events and facilities rental. The current staff has been with the department for about 10 to 25 years. In addition, the department has been working on revamping our programs to better meet the needs of our growing community, which means existing staff's work plan it at capacity. The department would like to work on success planning for recreation programming and add capacity to allow current staff to work on improving existing and building new programs. This new position would be able to work on day-to-day recreation program needs as well as fill in for current staff when they are out of the office (i.e., staff out sick, on vacation, leaves for a new job, or retires). The position is similar to City of Vancouver's Rec Specialist B - Position salary is at Step 2 of 8 on the salary range &amp; includes 30% overhead. Position paid for through capital project O&amp;M request.</p>
<b>Improvements</b>	<p>This position would take on more day-to-day tasks, freeing up Recreation Coordinator (current staff) to have time to be more thoughtfully on program evaluation and improvements to continually provide the highest quality recreation program. The Recreation Coordinator will also have time to explore and initiate new pilot programs. In addition, the department will be able to have this position work on records retention and archiving.</p>
<b>Unfunded Impact</b>	<p>If is not funded, there is no capacity to add new programs to the current staff's work plan. Recreation work requires advance planning with detailed work plans, customer service oriented, fast pace and extremely time intensive. Our recreation team provides excellent customer service and recreation programing to our community. Their current work plan leaves no room for enhancement of existing programs or creativity time for developing new programs.</p>

<b>Department</b>	<b>Parks &amp; Recreation</b>
<b>Package Title</b>	<b>Open Space Management Plan</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$100,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Created Position(s)</b>	<b>N/A</b>
<b>Description</b>	<p>Develop comprehensive plan to manage and maintain City-owned 705-acres of open spaces and forested lands. This plan will also help set us up for better utilization of the new Enterprise Asset Management software in the new ERP system (which should go live in summer 2024) to capture parks asset and maintenance data.</p> <p>PROS Plan goals and objective alignment: STEWARDSHIP OF LAND, PARKS &amp; PROGRAMS</p> <p>Improve Asset Management:</p> <ul style="list-style-type: none"> <li>- Develop an urban forestry program that articulates long-term strategy for tree protection, urban forestry management and education.</li> <li>- Develop and implement improved natural area management practices to enhance ecological health and remove invasive plant species.</li> </ul>
<b>Improvements</b>	<p>This plan will help the City better understand the current conditions of our open spaces, forested lands and areas with recreational opportunities such as trails; identify and prioritize the maintenance needs; and proactively assign staff to implement the management plan. This plan has the potential for the City to manage invasive species and potential risk of wild fires. The plan will also help set us up for better utilization of the new Enterprise Asset Management (EAM) software in the new ERP system (which should go live in summer 2024) to capture parks asset and maintenance data. Better data will also help our maintenance team be more efficient.</p>
<b>Unfunded Impact</b>	<p>The City does not have a comprehensive knowledge of the existing conditions on City-owned open space and forested lands. Maintenance of these areas will continue to be on an as-needed basis or complaint driven, including the management of invasive species. Lack of a plan means that we will likely underutilize the new EAM software, which reduces our ability to capture good data that would help the maintenance team be more efficient with their scope.</p>

<b>Department</b>	<b>Parks &amp; Recreation / Streets</b>
<b>Package Title</b>	<b>Noxious Weed Abatement</b>
<b>Expended from</b>	<b>General Fund / Streets</b>
<b>Biennial Amount</b>	<b>\$200,000 (\$180,000 GF / \$20,000 Streets)</b>
<b>Ongoing Expense</b>	<b>\$90,000 (GF) &amp; \$10,000 (Streets)</b>
<b>Created Position(s)</b>	<b>N/A</b>
<b>Description</b>	Increase the baseline budget in Parks Maintenance professional services to provide for outsourcing of noxious weed abatement in accordance with County and State requirements.
<b>Improvements</b>	Supplements staff resources to ensure compliance with County and State mandates for noxious weed abatement in City-owned rights-of-ways and properties.
<b>Unfunded Impact</b>	Parks Maintenance staff would need to prioritize this work over other, more vital parks maintenance services (i.e., parks levels of service would decrease). City would also risk enforcement and monetary fines by the County and/or State.

<b>Department</b>	<b>Parks &amp; Recreation</b>
<b>Package Title</b>	<b>Parks and Trails Surface Treatments</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$60,000</b>
<b>Ongoing Expense</b>	<b>\$30k annually</b>
<b>Created Position(s)</b>	<b>N/A</b>
<b>Description</b>	Increase Parks Maintenance baseline budget to include additional funds to maintain and improve trail surfacing throughout the City.
<b>Improvements</b>	Provides a higher level of service and reduces risk by improving trail surfaces.
<b>Unfunded Impact</b>	Current funding is not adequate to purchase materials needed to significantly improve surfacing.

<b>Department</b>	<b>Public Works (Eng, Streets, Storm, Water, Sewer)</b>
<b>Package Title</b>	<b>Operations Project Manager</b>
<b>Expended from</b>	<b>General Fund, Streets, Storm, Water-Sewer</b>
<b>Biennial Amount</b>	<b>\$372,529 (\$32k Gen / \$86k Streets / \$86k Storm / \$169k W-S)</b>
<b>Ongoing Expense</b>	<b>\$185k+ annually</b>
<b>Created Position(s)</b>	<b>Project Manager</b>
<b>Description</b>	<p>Addition of an Engineering Project Manager whose primary responsibilities will be to support development and completion of operations and maintenance related projects which are typically "repair and replacement" type items. This position will also be a more direct link between Public Works Operations and the Development Engineering group. Overall, this position will support our Asset Management Programs.</p>
<b>Improvements</b>	<p>This position will support the Utilities Manager and Operations Manager to complete the significant number of operations related projects, particularly at the Wastewater Treatment Plant, allowing the Capital Engineering group to focus solely on new infrastructure projects.</p>
<b>Unfunded Impact</b>	<p>Current staff will not be able to complete the vast number of projects that are included within the various Capital Facility Plans and condition assessments.</p>

<b>Department</b>	<b>Public Works (Parks Maintenance, Streets, Storm, Solid Waste, Water, Sewer)</b>
<b>Package Title</b>	<b>Increase Small Tools &amp; Equipment Budget</b>
<b>Expended from</b>	<b>General Fund, Streets, Storm, Solid Waste, Water-Sewer</b>
<b>Biennial Amount</b>	<b>\$60,000 (\$10k each fund, except \$20k for W-S)</b>
<b>Ongoing Expense</b>	<b>\$60,000 (\$10k each fund, except \$20k for W-S)</b>
<b>Created Position(s)</b>	<b>N/A</b>
<b>Description</b>	Increase the Small Tools Baseline Budget by \$10,000 in each fund or division within Public Works. In the context of Operations, "Small Tools" can be anything from a wrench, drill, weed eater, or riding lawn mower and a variety of other tools used in the daily work tasks. This will, in part, remove some of the smaller equipment out of the City's Equipment Rental & Revolving (ER&R) Fund so they don't get charged the full overhead costs that are associated with ER&R.
<b>Improvements</b>	This item will provide the tools necessary to complete Operations and Maintenance daily tasks in accordance with Department policies.
<b>Unfunded Impact</b>	Smaller tools and equipment will ultimately break down and efficiencies in operation will be lost. Additionally, some of the equipment will remain within ER&R and the individual divisions will pay the full cost of replacement and overhead.

<b>Department</b>	<b>Streets</b>
<b>Package Title</b>	<b>Two Maintenance Workers</b>
<b>Expended from</b>	<b>Street Fund</b>
<b>Biennial Amount</b>	<b>\$329,472</b>
<b>Ongoing Expense</b>	<b>\$160k+ annually</b>
<b>Created Position(s)</b>	<b>Maintenance Workers (2)</b>
<b>Description</b>	Increase staffing by two (2) FTEs in the Public Works Streets Division.
<b>Improvements</b>	The current Street Division crew does not currently have an adequate number of personnel to complete routine maintenance in the street right-of-way when considering traffic control. Additionally, the City has added a significant number of lane miles since the last time any personnel were added in the Streets Division.
<b>Unfunded Impact</b>	The levels of service on the City's roads and rights-of-ways will continue to decrease.

<b>Department</b>	<b>Streets</b>
<b>Package Title</b>	<b>Downtown Tree Replacements</b>
<b>Expended from</b>	<b>Street Fund</b>
<b>Biennial Amount</b>	<b>\$100,000</b>
<b>Ongoing Expense</b>	<b>\$50k annually</b>
<b>Created Position(s)</b>	<b>N/A</b>
<b>Description</b>	Provide \$50,000 per year for replacement of street trees within the Downtown core, including incidental costs such as tree grates, concrete work, etc.
<b>Improvements</b>	The downtown street trees have been in place well past their useful life as a street tree. This item will allow for strategic replacement in an attempt to maintain the canopy and feel of Downtown while replacing a few trees per year.
<b>Unfunded Impact</b>	Many of the downtown street trees are causing sidewalks to buckle and/or are not healthy and are in need of replacement. Trees and sidewalks will continue to get worse.

<b>Department</b>	<b>Streets</b>
<b>Package Title</b>	<b>Downtown Revitalization Design</b>
<b>Expended from</b>	<b>Streets, Storm, Water/Sewer</b>
<b>Biennial Amount</b>	<b>\$100,000 (\$30k Streets / \$23k Storm / \$47k W-S)</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Created Position(s)</b>	<b>N/A</b>
<b>Description</b>	An increase in Professional Services to develop the previous Downtown Infrastructure Analysis to a prioritized capital improvement plan for the core downtown area. Completion of this item could be impacted by the City Council's choice to complete a Downtown Sub-Area Plan. If a sub-area plan is developed, it is recommending not completing this work until the sub-area plan is completed.
<b>Improvements</b>	Will provide a prioritized capital improvement plan for infrastructure replacement downtown.
<b>Unfunded Impact</b>	Will not have adequate information to strategically replace the downtown infrastructure



<b>Department</b>	<b>Streets</b>
<b>Package Title</b>	<b>Convert a Seasonal to a FTE</b>
<b>Expended from</b>	<b>Street Fund</b>
<b>Biennial Amount</b>	<b>\$114,736</b>
<b>Ongoing Expense</b>	<b>\$55k+ annually</b>
<b>Created Position(s)</b>	<b>Maintenance Worker</b>
<b>Description</b>	Increase the current Seasonal Worker for Downtown to a full-time employee (FTE) position beginning in 2023. Budgeted amount is \$85,000; however, that does not take into account the existing \$25,000 currently being spent on the seasonal employee (\$60,000 total budget impact from baseline).
<b>Improvements</b>	Increase levels of service Downtown and throughout the City. The additional position will focus on the maintenance activities in Downtown ensuring landscaping and other maintenance activities are addressed throughout the year (not just during the summer months). When downtown maintenance activities are all caught up and/or if there are other high priority street needs in the City, this position would assist the Streets Division in completing those tasks.
<b>Unfunded Impact</b>	The current levels of service will remain the same as in previous years.

<b>Department</b>	<b>Streets</b>
<b>Package Title</b>	<b>"Local Road Safety Plan" Update</b>
<b>Expended from</b>	<b>Street Fund</b>
<b>Biennial Amount</b>	<b>\$50,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Created Position(s)</b>	<b>N/A</b>
<b>Description</b>	
<b>Improvements</b>	
<b>Unfunded Impact</b>	

<b>Department</b>	<b>Storm Water</b>
<b>Package Title</b>	<b>Two Maintenance Workers</b>
<b>Expended from</b>	<b>Storm Drainage Fund</b>
<b>Biennial Amount</b>	<b>\$329,472</b>
<b>Ongoing Expense</b>	<b>\$160k+ annually</b>
<b>Created Position(s)</b>	<b>Utility Maintenance Workers (2)</b>
<b>Description</b>	Addition of two (2) full-time employees to the Stormwater maintenance division within Public Works.
<b>Improvements</b>	This item will help meet the requirements of the City's National Pollution Discharge Elimination System (NPDES) Permit. This item will also generally increase levels of service.
<b>Unfunded Impact</b>	The City has struggled year over year to complete all required maintenance identified in the NPDES Permit; and unfortunately, the requirements from the State continue to increase. If this item is not funded, the City will continue to struggle meeting the permit requirements.

<b>Department</b>	<b>Storm Water</b>
<b>Package Title</b>	<b>Two Seasonal Workers</b>
<b>Expended from</b>	<b>Storm Drainage Fund</b>
<b>Biennial Amount</b>	<b>\$100,000</b>
<b>Ongoing Expense</b>	<b>\$50k+ annually</b>
<b>Created Position(s)</b>	<b>N/A</b>
<b>Description</b>	Increase professional services baseline budget to maintain two seasonal workers for the biennium.
<b>Improvements</b>	Seasonal workers are an efficient way to assist in the landscaping and other work that can only be completed during the warmer months. Overall, this item will increase levels of service.
<b>Unfunded Impact</b>	The work that would otherwise be completed by seasonals would need to be completed by full-time staff, taking away from other activities.

<b>Department</b>	<b>Storm Water</b>
<b>Package Title</b>	<b>Treatment Cartridge/Filter Replacements</b>
<b>Expended from</b>	<b>Storm Drainage Fund</b>
<b>Biennial Amount</b>	<b>\$50,000</b>
<b>Ongoing Expense</b>	<b>Unspecified</b>
<b>Created Position(s)</b>	<b>N/A</b>
<b>Description</b>	Allowance of funds to inspect, clean and replace the Stormwater Treatment filters and cartridges located throughout the City.
<b>Improvements</b>	This is a budget administration improvement item. The City's Nation Pollutant Discharge Elimination System (NPDES) Permit requires that the City inspect and maintain all stormwater treatment facilities, including those with "mechanical" treatment methods such as vaults with filters. The City currently inspects and replaces treatment filters and cartridges; however, we use funds as needed and do not have a set aside budget to ensure the work can be funded in any given year. This item will increase the Operations budget to provide dedicated funding.
<b>Unfunded Impact</b>	This is an administrative only change; the physical work will be completed with or without this Decision Package. This item could be referenced as an increase to the Baseline Budget.

<b>Department</b>	<b>Storm Water</b>
<b>Package Title</b>	<b>Full System Survey / Televised Pipe Inspection</b>
<b>Expended from</b>	<b>Storm Drainage and Water-Sewer Funds</b>
<b>Biennial Amount</b>	<b>\$100,000 (\$50k each)</b>
<b>Ongoing Expense</b>	<b>\$50k annually (\$25k each)</b>
<b>Created Position(s)</b>	<b>N/A</b>
<b>Description</b>	This item will assist the City in meeting our Asset Management Goals by providing funds to complete visual inspection of the City's underground sewer and stormwater pipe.
<b>Improvements</b>	This item will provide vital information regarding the condition of underground gravity piping throughout the City. This information will be used within our asset management system to prioritize preventative maintenance and future replacements.
<b>Unfunded Impact</b>	Levels of service will continue to decline. Staff will not know the condition of the pipelines or be able to do any preventative maintenance to prevent leaks and provide continued service to residents.

<b>Department</b>	<b>Storm Water</b>
<b>Package Title</b>	<b>Wetland Monitoring</b>
<b>Expended from</b>	<b>Storm Drainage Fund</b>
<b>Biennial Amount</b>	<b>\$190,000</b>
<b>Ongoing Expense</b>	<b>\$95k annually</b>
<b>Created Position(s)</b>	<b>N/A</b>
<b>Description</b>	
<b>Improvements</b>	
<b>Unfunded Impact</b>	

<b>Department</b>	<b>Sewer</b>
<b>Package Title</b>	<b>Lead Maintenance Worker</b>
<b>Expended from</b>	<b>Water-Sewer Fund</b>
<b>Biennial Amount</b>	<b>\$247,272</b>
<b>Ongoing Expense</b>	<b>\$125k+ annually</b>
<b>Created Position(s)</b>	<b>Lead Utility Maintenance Worker</b>
<b>Description</b>	Addition of one (1) FTE to the Sewer Division. This position would be the Sewer Division Lead Worker.
<b>Improvements</b>	Staff has been working to separate the Water and Sewer combined budget and maintenance/operation for a number of years. The additional Lead Worker will provide a key role to create a standalone Sewer Division that is completely separate from the Water Division. The Lead Worker will increase our levels of service in Sewer, even if the combined Water-Sewer Crew is not separated this biennium.
<b>Unfunded Impact</b>	It will be difficult to separate the Water-Sewer Division into standalone Divisions. The City's STEP and gravity collection systems continue to grow with development within the City. Without the additional staff, service levels will continue declining. There are a number of important sewer related tasks that staff is not able to currently get to such as television inspections, smoke testing and other work that will support our asset management goals.

<b>Department</b>	<b>Sewer</b>
<b>Package Title</b>	<b>Wastewater Treatment Plant Lab Technician</b>
<b>Expended from</b>	<b>Water-Sewer Fund</b>
<b>Biennial Amount</b>	<b>\$198,319</b>
<b>Ongoing Expense</b>	<b>\$100k+ annually</b>
<b>Created Position(s)</b>	<b>Lab Technician</b>
<b>Description</b>	Addition of one (1) FTE to the Wastewater Treatment Plant (WWTP) Division to focus on Laboratory activities.
<b>Improvements</b>	Laboratory functions at the City's WWTP are currently covered by a number of different staff. Having a dedicated Lab Technician will free up an additional operator to focus on operations and maintenance. The WWTP has a large number of repair and replacement projects that are needed over the next 5-10 years.
<b>Unfunded Impact</b>	Operations and maintenance or project execution will suffer if this item is not funded.

<b>Department</b>	<b>Sewer</b>
<b>Package Title</b>	<b>Two Maintenance Workers</b>
<b>Expended from</b>	<b>Water-Sewer Fund</b>
<b>Biennial Amount</b>	<b>\$329,472</b>
<b>Ongoing Expense</b>	<b>\$160k+ annually</b>
<b>Created Position(s)</b>	<b>Utility Maintenance Workers (2)</b>
<b>Description</b>	<p>Sewer Maintenance Worker I (STEP) - Increase of one (1) FTE to focus on completion of STEP system pumping and maintenance.</p> <p>Sewer Maintenance Worker I (Maintenance and Locating) - Increase of one (1) FTE to focus on locating of underground utilities and general sewer collection system maintenance.</p>
<b>Improvements</b>	Staff has been working to separate the Water and Sewer combined budget and maintenance/operation for a number of years. The additional workers will help provide sufficient staff to create a standalone Sewer Division that is completely separate from the Water Division. The additional workers will also increase the levels of service by improving our STEP system and overall sewer system preventative maintenance.
<b>Unfunded Impact</b>	It will be difficult to separate the Water-Sewer Division into standalone Divisions. The City's STEP and gravity collection systems continue to grow with development within the City. Without the additional staff, service levels will continue declining. There are a number of important sewer related tasks that staff is not able to currently get to such as television inspections, smoke testing and other work that will support our asset management goals.

<b>Department</b>	<b>Water</b>
<b>Package Title</b>	<b>Cross Connection Control Specialist</b>
<b>Expended from</b>	<b>Water-Sewer Fund</b>
<b>Biennial Amount</b>	<b>\$198,319</b>
<b>Ongoing Expense</b>	<b>\$100k+ annually</b>
<b>Created Position(s)</b>	<b>Cross Connection Control Specialist</b>
<b>Description</b>	Addition of one (1) new full-time employee to complete mandated cross connection control tasks.
<b>Improvements</b>	State statutes require that the City maintain a cross connection control program to protect the water system and the City's customers from potential "backflows" that have the potential to occur from private property (i.e., potential for contamination of the City's system). The number of backflow prevention devices that have to be tested annually in accordance with the Statutes has increased dramatically through the years with growth. The new position will provide a dedicated employee to coordinate and manage the program.
<b>Unfunded Impact</b>	There would be a greater risk of contamination of the City's water system. Staff is not currently able to keep up with the Cross Connection Control program to ensure compliance throughout the City.

<b>Department</b>	<b>Water</b>
<b>Package Title</b>	<b>Two Maintenance Workers</b>
<b>Expended from</b>	<b>Water-Sewer Fund</b>
<b>Biennial Amount</b>	<b>\$329,472</b>
<b>Ongoing Expense</b>	<b>\$160k+ annually</b>
<b>Created Position(s)</b>	<b>Utility Maintenance Workers (2)</b>
<b>Description</b>	<p>Addition of one (1) full time employee to the Water Division within Public Works to assist with operation (or backfill as a result of operation) of the Water Treatment Plant and the City's 10 groundwater sources (wells). Addition of one (1) full time employee to the Water Division within Public Works to focus on underground utility locating, general water system maintenance, and to provide sufficient staff to create a standalone Water Division that is completely separate from the Sewer Division.</p>
<b>Improvements</b>	<p>During the months that the Water Treatment Plant is operational, it requires a minimum of one, but likely two employees from the Water Division to be on site at the treatment plant which is 20 minutes from downtown Camas. One additional employee will be able to backfill the need that remains within the system in the City Limits and complete additional deferred maintenance when the treatment plant is not operating. The second proposed employee will assist in the separation of the combined Water-Sewer Division and help maintain levels of service.</p>
<b>Unfunded Impact</b>	<p>Levels of service will continue to decline, particularly during months when the water treatment plant is operating. It would be very difficult to separate the Water-Sewer Division into standalone divisions and maintain levels of service.</p>



<b>Department</b>	<b>Water</b>
<b>Package Title</b>	<b>Hydrant Maintenance Program</b>
<b>Expended from</b>	<b>Water-Sewer Fund</b>
<b>Biennial Amount</b>	<b>\$100,000</b>
<b>Ongoing Expense</b>	<b>\$50k annually</b>
<b>Created Position(s)</b>	<b>N/A</b>
<b>Description</b>	Allowance of funds in the Water Utility to develop and implement a Fire Hydrant Replacement Program. This item will assist with the City's Asset Management Goals.
<b>Improvements</b>	The City currently has approximately 1,200 fire hydrants installed for fire protection purposes. Many of the fire hydrants within the City have reached their useful life and need to be replaced.
<b>Unfunded Impact</b>	Fire hydrants will continue to age and there is a risk that a hydrant may not be operable when needed.

<b>Department</b>	<b>Water</b>
<b>Package Title</b>	<b>Treatment Operator / Source Control Specialist</b>
<b>Expended from</b>	<b>Water-Sewer Fund</b>
<b>Biennial Amount</b>	<b>\$198,319</b>
<b>Ongoing Expense</b>	<b>\$100k annually</b>
<b>Created Position(s)</b>	<b>Treatment Operator/Source Control Specialist</b>
<b>Description</b>	
<b>Improvements</b>	
<b>Unfunded Impact</b>	

## Capital Decision Packages

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Department	Multiple
Package Title	Citywide Building Maintenance
Expended from	REET 1
Biennial Amount	\$1,200,000
Ongoing Expense	Unknown
Description	
Improvements	
Unfunded Impact	

<b>Department</b>	<b>Police Department</b>
<b>Package Title</b>	<b>Interview Room Camera System - AXON</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$54,000</b>
<b>Ongoing Expense</b>	<b>Yes</b>
<b>Description</b>	<p>The police station has a video/audio camera system for recording suspect interviews and recording the detention/custody areas. These video records are critical for criminal prosecution purposes and are used in trials by both the prosecution and defense. In 2022, the existing camera system failed and is unrepairable. The IT department has coordinated with the police department in reviewing a proposal from AXON to replace the old interview room cameras with and AXON cameras. It includes all video records storage and security. The IT department supports this proposal. This also creates a seamless package of our video records with one vendor - AXON. This is an equipment and service lease agreement for five years, that requires the City to pay the annual lease fee to AXON.</p>
<b>Improvements</b>	See above.
<b>Unfunded Impact</b>	<p>We would be in violation of one of the police reform laws of 2021 that required certain police encounters to be recorded with high quality recording (video and audio) equipment. In addition, it would create issues for the successful prosecution of criminal cases and could increase liability for undocumented incidents in the detention/custody areas.</p>

<b>Department</b>	<b>Police Department</b>
<b>Package Title</b>	<b>Police Fleet In-Car Camera System</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$53,040</b>
<b>Ongoing Expense</b>	<b>Yes</b>
<b>Description</b>	Outfit 13 police patrol vehicles with the AXON in-Car camera system - Fleet 3. This equipment augments the body camera system and provides for creating video records of police actions through a vehicle dash camera and a camera that records the suspect detention space in the back seat of the police vehicle. These video records often are critical both for criminal prosecution as well as providing evidence of law enforcement actions in tort claims.
<b>Improvements</b>	See above.
<b>Unfunded Impact</b>	Since the movement to reform law enforcement the public has become to have expectations of law enforcement to be transparent in their actions and to use video systems to record police actions. Not having this equipment will hinder our efforts to be fully transparent with the community and could also lead to higher incidents of claims of police misconduct.

<b>Department</b>	<b>Parks</b>
<b>Package Title</b>	<b>Open Space/Parks/Trails</b>
<b>Expended from</b>	<b>REET 2</b>
<b>Biennial Amount</b>	<b>\$500,000</b>
<b>Ongoing Expense</b>	<b>\$250k annually</b>
<b>Description</b>	
<b>Improvements</b>	
<b>Unfunded Impact</b>	

<b>Department</b>	<b>Parks</b>
<b>Package Title</b>	<b>Crown Park Improvements, Phases 1 &amp; 2</b>
<b>Expended from</b>	<b>Debt</b>
<b>Biennial Amount</b>	<b>\$6,300,000</b>
<b>Ongoing Expense</b>	<b>Estimated \$88k annually</b>
<b>Description</b>	<p>Crown Park is a 7.3 acre park. Implementation of 2018 Crown Park Master Plan. The Master Plan was designed with an eye for protecting, ensuring no tree removal, and highlighting our tree assets. Key park features of phases 1 and 2 include:</p> <ul style="list-style-type: none"> <li>- Phase 1 (about \$3.2M*): Interactive water feature, inclusive playground, permanent restroom, some ADA accessible pathways</li> <li>- Phase 2 (about \$6.3M*): New ADA accessible pathways (entire park), flexible lawn area, outdoor amphitheater, sport court, access improvements to Scout Hall, new site furnishings, upgraded irrigation system, and stormwater management gardens and updated plantings.</li> </ul> <p>Staff recommends completing both phases.</p> <p>* Cost will change based on market during construction bidding process.</p>
<b>Improvements</b>	<p>The park was donated to the City in 1934 and park features added over the year; however like the old grove of trees, the park amenities and features have also aged. The aging park is ready for a refresh, with aging park amenities and equipment needing replacement, and the need to bring amenities and pathways up to ADA standards. In addition, in 2018, the City decommissioned the dilapidated 1954 swimming pool. Since then, the community has lacked an interactive water feature for the community to use and cool off in the summer heat. The new improvements would include building an interactive water feature for community use. The closest water feature is in Vancouver, and Crown Park would be the first water feature in east county. In addition, Vancouver and Camas will have the first inclusive playgrounds in Clark County.</p>
<b>Unfunded Impact</b>	<p>The park's amenities have aged out of its useful life and is ready for replacement. The community has been waiting for a permanent bathroom at this park for a very long time. They have also been expecting a water feature and improvement to the park since the decommissioning of the pool. Recent community survey results (1300 participants) provided strong feedback on desires for a nature themed interactive water feature and inclusive playground. Crown Park is also our main special events space, hosting dozens of events every summer. The Master Plan creates event space (amphitheater) that will meet the needs of community events and gatherings. To meet the needs of the community and our recreation programming, staff is recommending constructing both phase 1 and 2. Finally, the City submitted an RCO grant application (\$500K) for phase 1 of the project. If awarded the grant, the City must show budgeted matching funds to at least complete phase 1 in order to collect the funds.</p>

<b>Department</b>	<b>Parks</b>
<b>Package Title</b>	<b>Legacy Lands Master Planning</b>
<b>Expended from</b>	<b>Legacy Lands Fund</b>
<b>Biennial Amount</b>	<b>\$150,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	With the completion of the North Shore Subarea Plan, Parks & Rec. will revisit the existing draft Legacy Lands Master Plan to update and get adoption, in addition the plan would recommend a phasing plan. Re-evaluate and update Leadbetter House feasibility and next steps. O&M request for Open Space at level 1
<b>Improvements</b>	This planning work would help the city phase in improvements to the existing facilities on the property and program use of the facilities and property over time. Improvements to City-owned destination park amenities in the north shore area could be catalyst for private residential and commercial development.
<b>Unfunded Impact</b>	The City-owned property would continue to only be checked on in an as needed or emergency situation, and the property and existing facilities will continue to be underutilize and likely continue to deteriorate.

<b>Department</b>	<b>Parks</b>
<b>Package Title</b>	<b>Pool Planning</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$150,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	<p>If Council would like to pursue a pool facility, funds from this package request would be used to select a consultant team to complete public engagement and concept plans. In addition, a cost recovery policy and model would need to be developed along with an operating proforma. Staff recommends this project and Camas Community Center Planning project be run together to find optimal solution for community's facility and programming desires. Please note a PM is also being requested to provide staffing resources for parks projects to free up Director to lead this project.</p>
<b>Improvements</b>	<p>In 2018, the City decommissioned the dilapidated 1954 swimming pool. Since then, there are plans to implement the adopted Crown Park Master Plan which includes an interactive water feature and inclusive playground; however, there is still a small percentage of the community that would like to see a public pool return to the community. This project could help provide a more robust community center and recreation programming to the community, as well and look at opportunities to partner with the YMCA and/or CSD to better serve the community.</p>
<b>Unfunded Impact</b>	<p>Low immediate impact to the community, as there are existing pool facilities within 30-minute driving distance to Camas that are open to the public. Camas also is currently serving the community with limited recreational programming out of the Lacamas Lodge and Camas Community Center.</p>

<b>Department</b>	<b>Parks</b>
<b>Package Title</b>	<b>South Lacamas Creek Trailhead Improvements</b>
<b>Expended from</b>	<b>REET 2</b>
<b>Biennial Amount</b>	<b>\$1,100,000</b>
<b>Ongoing Expense</b>	<b>Estimated \$15k annually</b>
<b>Description</b>	<p>S. Lacamas Creek Trailhead is about 0.5 acre site. Trailhead improvements will add much needed user capacity and amenities to the Camas trail system. Improvements include restroom, lighting, asphalt parking lot (25 spaces including 1 ADA), ADA accessible pathways, picnic area, stormwater and plantings</p>
<b>Improvements</b>	<p>The Lacamas Creek trailhead is located with a 1-mile radius of several recreational opportunities including Lacamas Lake Regional Park, Crown Park, Louis Block Park, Camas Skate Park, Goot Park, and Fallen Leaf Lake Park. It also provides access to numerous trails systems including the Washougal River Greenway Trail, Mill Ditch Trail, Lacamas Regional Park trail system, and the Port of Camas Washougal Waterfront trail. This location provides access and trailhead amenities to residents in communities of Camas, Washougal, and Clark County.</p>
<b>Unfunded Impact</b>	<p>Lack of improved trailhead amenities overcrowd existing trailhead facilities within the area, especially on the north end of the park which creates unsafe conditions. By creating another improved trailhead location, it will help improve safety and ADA accessibility for users accessing the site.</p> <p>The need for Restrooms and Picnic Areas were two items identified by the public in the 2022 PROS Plan Update. Often, the lack of these facilities and ADA accessibility are limitations for many users and become barriers to recreational opportunities.</p>



<b>Department</b>	<b>Parks</b>
<b>Package Title</b>	<b>Sports Field Assessment &amp; Planning</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$60,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	Inventory City-wide fields that could be accessible to public and/or league use. Complete assessment of all city-owned sports fields and develop plan for proposed synthetic fields (with partnership opportunities in mind).
<b>Improvements</b>	This planning work would help the city find solutions for equitable field access, including but not limiting to upgrading existing field(s) to synthetic turf, adding lighting, and/or adding parking. The report would also be used to convene and build partnerships with CSD and various local sports leagues.
<b>Unfunded Impact</b>	Sports leagues, both youth and adult leagues, shared through the PROS Plan focus group that there are not enough fields and they are not distributed for use in an equitable way. In addition to already limited fields, this spring and early summer was a record wet season which left leagues (and families) not being able to play at all since there are only very limited synthetic fields owned by the CSD and County that could be booked. Camas Parks & Rec. fields were unusable.

<b>Department</b>	<b>Parks</b>
<b>Package Title</b>	<b>T-3 Trail Construction</b>
<b>Expended from</b>	<b>Park Impact Fee Fund</b>
<b>Biennial Amount</b>	<b>\$500,000</b>
<b>Ongoing Expense</b>	<b>Estimated \$2k annually</b>
<b>Description</b>	<p>The T-3 trail segment is on the north shores of Lacamas Lake. The trail will include 2900 feet of main trail and 650 feet of loop - totaling 3550 feet (0.67 mile) of trail. This segment of the trail will be through sensitive wetland and will include several boardwalks. In addition, there are several property use agreements with adjacent property owners which includes private docks that will need to be terminated, docks and concrete boat launch to be decommissioned and the shoreline restored; along with cleaning up property encroachments.</p>
<b>Improvements</b>	<p>This project implements the first principle in the 2017 A Conservation and Recreation Vision for the North Shore of Lacamas Lake: Accommodate Recreational Trails &amp; Promote Bicycle &amp; Pedestrian Connectivity - Complete the 7-mile loop trail around Lacamas Lake and provide connections to existing trail networks, nearby schools, neighborhoods, and places of employment. This will be the first segment of trail built on the north shores, getting us closer to accomplishing the 7-mile loop around the lake. This project also restores the health of the shoreline and cleans up encroachment issues with adjacent property owners.</p>
<b>Unfunded Impact</b>	<p>The encroachment issues will persist on City-owned property and the shoreline will continue to degrade with use of private docks and concrete boat launch.</p>

<b>Department</b>	<b>Parks / ER&amp;R</b>
<b>Package Title</b>	<b>Parks Sprinter Cargo Van</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$60,000</b>
<b>Ongoing Expense</b>	<b>Estimated \$1k annually</b>
<b>Description</b>	New cargo van to replace 2006 Dodge Caravan. A new cargo van would add capacity to what can be transported for events. Currently, U-Haul is rented to accommodate this level of transport capacity. The new van will be large enough that we can keep it stocked with regularly used events equipment and supplies.
<b>Improvements</b>	The Parks & Rec Department currently uses a 2006 Dodge Grand Caravan (with seats removed) with 45,000 miles; it is used for transporting supplies and equipment to events and camps or staff to meetings and for errands. Current van does not have replacement funding. New van would be placed in an "active rate" for Equipment Rental and Replacement. If the old van fails to work, there is no alternative available in the City's vehicle fleet. Having van pre-loaded with often-used equipment and supplies would decrease time of staff in loading and unloading in between events.
<b>Unfunded Impact</b>	Risk of not having an operable vehicle for events equipment/supplies transportation. Long term rental of U-Haul or similar cargo vehicle would need to take place during the summer months and would continue to be an on-going cost for Parks.

<b>Department</b>	<b>Parks</b>
<b>Package Title</b>	<b>Bike Park Design &amp; Construction</b>
<b>Expended from</b>	<b>REET 2</b>
<b>Biennial Amount</b>	<b>\$325,000</b>
<b>Ongoing Expense</b>	<b>Estimated \$12k annually</b>
<b>Description</b>	Design & Construction of bike park facility, which includes an asphalt pump track and other skills and trail elements. Staff currently evaluating Goot Park as the location as it is already a destination for Washougal River Greenway bikers, but other sites may be evaluated as well to ensure the best location that would be suited for a variety of bike amenities/features.
<b>Improvements</b>	A new bike park that's connected to existing trails system provides a safe progression of skills obstacles for children and cyclists of all ages and cycling levels to learn bike handling skills. With a bike park for community use, it will deter unauthorized trail building.
<b>Unfunded Impact</b>	The City will continue to see unauthorize mountain bike trail building in our open spaces, creating damage to habitat and potential hazards to park users.

<b>Department</b>	<b>Parks</b>
<b>Package Title</b>	<b>Community Center Planning</b>
<b>Expended from</b>	<b>Capital Facilities Fund</b>
<b>Biennial Amount</b>	<b>\$60,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	<p>In parallel with pool conversation, assess Community Center (CC) to determine if it's more feasible to renovate current CC or to incorporate community center function with new CC/aquatic facility.</p> <p>The recent 2022 Facilities Conditions Assessment (FCA) identified about \$3M of work needed on the CC, of which about \$1M was rated as High or Very High priority. While this assessment is a good start, it does not include actual seismic upgrades or redesign of the building to meet recreational programming needs. Staff recommends further evaluation and discussion of this facility before making the investment into the High and Very High priorities from the FCA.</p> <p>Please note a PM is also being requested to provide staffing resources for parks projects to free up Director to lead this and the Pool Planning projects.</p>
<b>Improvements</b>	<p>The recent 2022 Facilities Conditions Assessment (FCA) identified about \$3M of work needed on the CC, of which about \$1M was rated as High or Very High priority. While this assessment is a good start, it does not include actual seismic upgrades or redesign of the building to meet recreational programming needs. Staff recommends further evaluation and discussion of this facility before making the investment into the High and Very High priorities from the FCA.</p> <p>This project would help the City make more informed decisions on investments in a community center facility.</p>
<b>Unfunded Impact</b>	<p>Medium impact to the community, as the building is beginning to deteriorate (as we can see from the FCA). The City needs to make a decision on what to do with the building so that staff can start planning for transition of existing uses and/or any future recreational uses.</p>

<b>Department</b>	<b>Library</b>
<b>Package Title</b>	<b>Children's Learning Hive</b>
<b>Expended from</b>	<b>ARPA / FFCL Grants</b>
<b>Biennial Amount</b>	<b>\$630,000 (\$610k ARPA / \$20k FFCL)</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	<p>The Library currently has three under-utilized spaces that, when connected, can become a premier destination for experiential learning beyond formal education. This is an opportunity for children and caregivers to learn and grow together in a supportive, accessible environment. The Children's Learning Hive will include the following three components.</p> <ol style="list-style-type: none"> <li>1. Early Learning Center: for our youngest patrons and their caregivers, to instill a love of reading and encourage literacy through imagination. This space includes the former Storytime Room and the adjacent hallway extending toward the southeast corner of the building.</li> <li>2. STEM Lab: for school-age, hand-on learning, we'll offer on-site programs and take-home kits. The room itself resides in the southeast corner of the building and will be equipped with necessary items for group projects and homework help sessions.</li> <li>3. The Courtyard: The existing courtyard will be re-purposed to create a usable space for rotating events which include experiments, messy crafts, and sensory tables. A retractable awning and heat lamps will allow for the space to be used for a larger portion of the year. In addition, the existing entrance from and exit to the street is not ADA accessible. This would be rectified in the redesign.</li> </ol> <p>Additional details:</p> <ol style="list-style-type: none"> <li>1. Storytime Room and adjacent hallway transforms to Early Learning Center. \$200,000k</li> </ol> <p>The renovation will include:</p> <ul style="list-style-type: none"> <li>--Comfortable, oversize seating for reading together</li> <li>--Carpet tiles</li> <li>--Mural and accoutrement in hallway</li> <li>--Storage cabinet to rotate toys for different ages</li> <li>--Improvement to lighting in hallway</li> <li>--Demo, paint, other construction fees</li> <li>--Design consultant fee</li> </ul>

2. Room at southeast corner of building becomes STEM Lab. \$150k

The renovation will include:

- Smart white board
- Tablet dispenser (for in-Library loans)
- Storage for STEM kits
- Furniture, including tables/chairs throughout the general children's library
- Paint
- Design consultant fee

3. Courtyard gets redesigned into usable space. \$300k

The renovation will include:

- Retrofit to make Courtyard ADA accessible
- Retractable awning
- Heat lamps
- Movable tables and seating
- The ability to transform the space for adult events
- Install proper drainage and new flooring solution
- Design consultant fee

### Improvements

Families have returned to the Library post-Covid in droves. While it's impossible to increase the square footage of the Library, it is possible to improve the existing space to maximize the value families receive when they visit. This can be achieved in several ways.

1. The former Storytime Room currently sits unused. Due to a growing population and the patrons' desire to spread out post-Covid, story times have moved to the meeting rooms upstairs. Included in this phase is the hallway to the STEM lab, which is at present a dark hallway housing only the Parenting collection. Examples of how the room and hallway can improve the visits and overall early literacy of children 0-5.

2. Current status of room at end of hallway. Ways the STEM Lab will be utilized.

3. Current status of Courtyard. Ways the Courtyard will be utilized.

### Unfunded Impact

Fundraising by FFCL has been slow. This project may not happen.

<b>Department</b>	<b>Library</b>
<b>Package Title</b>	<b>Flooring - Main floor and second floor</b>
<b>Expended from</b>	<b>Capital Facilities Fund</b>
<b>Biennial Amount</b>	<b>\$165,383</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	<p>The flooring in most areas of the Library is now 20 years old. In the non-fiction area, it is much older than that as the flooring there pre-dates the 2002 renovation. New carpeting and/or tile is needed throughout.</p> <p>Reference, 2021 Meng Facility Condition Assessment: C3020 Floor Finishes.</p>
<b>Improvements</b>	We've had the carpet professionally cleaned several times, but eventually the carpet needs to be replaced - stains don't come up and it starts to fray. New flooring is an investment in the building.
<b>Unfunded Impact</b>	The building continues to look a little more worn, a little dingier. The tiles in the non-fiction area are the highest priority if we can do just one area.



<b>Department</b>	<b>Library</b>
<b>Package Title</b>	<b>Lighting</b>
<b>Expended from</b>	<b>Capital Facilities Fund</b>
<b>Biennial Amount</b>	<b>\$175,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	<p>The Library has many dark pockets, where patrons have difficulty reading the call numbers on book spines or even the titles thereupon. This issue is cited in the 2021 Meng Facility Condition Assessment as a code issue and recommends adding fixtures and/or task lighting to dark areas.</p> <p>In addition, obsolete and problematic lighting controls have been at the root of several issues, including a small fire in early 2020 and replacement electrical parts available only through online auction sites. Meng recommends upgrading to current technology, potentially in conjunction with the HVAC system upgrade, which will take place in the upcoming biennium.</p> <p>Reference, 2021 Meng Facility Condition Assessment: D3060 Controls and Instrumentation, D5020 Lighting and Branch Wiring (Lighting), D5020 Lighting and Branch Wiring (Lighting Controls).</p>
<b>Improvements</b>	<p>The lighting improvements in dark areas will help to improve patron experience and ensure the City is in compliance with any code violations. The lighting control upgrades will address safety and energy efficiency issues.</p>
<b>Unfunded Impact</b>	<p>Patrons will continue to complain about our dark Library, and we will continue to have obsolete controls that are increasingly more difficult to repair.</p>

<b>Department</b>	<b>Library</b>
<b>Package Title</b>	<b>Furniture Replacements</b>
<b>Expended from</b>	<b>Capital Facilities Fund</b>
<b>Biennial Amount</b>	<b>\$150,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	<p>Furniture at the Library is now 20 years old. There were some key pieces, so soiled that they had to be discarded, that we've replaced in the last few years, mainly in the Teen Room. Items in the Totem Room are extremely faded. Some more comfortable pieces that became worn/soiled over the years were discarded with no replacement.</p> <p>Current furniture needs include:</p> <ol style="list-style-type: none"> <li>1. Seating for Totem Room and fireplace areas</li> <li>2. Remainder of replacement furniture for Teen Room:</li> <li>3. Study pods and lounge chairs for Non-fiction Area</li> <li>4. Benches for the Gallery</li> </ol> <p>Note: Furniture for Children's Area and Courtyard is included in the Children's Learning Hive request</p>
<b>Improvements</b>	<p>User experience is paramount at the Camas Library. Here's what we know. We have four large, six-person tables in the Totem Room that take up ample space, yet they're usually only occupied by one person. On a busy Farmer's Market afternoon all four tables were occupied by one person each. We know that people like to sit at smaller tables by themselves rather than share a larger table with a stranger. We need to purchase several smaller tables to allow for more seating during busy times.</p> <p>In addition, the study carrels in the non-fiction area are outdated and require patrons to sit closely next to each other, leaving very little room for distancing or even just privacy. Taking these out and replacing them with study pods will enhance user experience and improve health safety at the Library.</p>
<b>Unfunded Impact</b>	The existing furniture is very faded, dated, and soiled. This is not a situation that will improve - it will only degrade further.

<b>Department</b>	<b>Library</b>
<b>Package Title</b>	<b>Security</b>
<b>Expended from</b>	<b>Capital Facilities Fund</b>
<b>Biennial Amount</b>	<b>\$93,500</b>
<b>Ongoing Expense</b>	<b>Yes - unknown</b>
<b>Description</b>	<p>The Library is in desperate need of an upgraded security system to replace the obsolete one, including but not limited to keys, locks, and access monitoring. The doors at both entrances will be replaced as part of the exterior improvements package through the Department of Commerce, so now is the most opportune time to develop and install a new security system.</p> <p>This item was requested for the 2021-2022 biennium and was rejected. During the preparation for that package, Library staff worked with IT staff to discuss needs and obtain quotes from vendors. Per Finance Director, we've added 10% for inflation.</p>
<b>Improvements</b>	<p>The current system currently offers entrance via key cards; however, they offer no data in terms of who accessed the building and when. The doors on 5th Ave are not accessible by key card but should be, as should the courtyard. All doors should have a physical key backup for when electricity goes out or technology fails, and the building needs to be locked up. These are features lacking in our current system that will be improved upon in the next.</p>
<b>Unfunded Impact</b>	<p>The Library's current doors are part of a security system that was put in during the renovation of 2002. As the system is now 20 years old, it is extremely difficult to find technicians able and willing to fix it when the system goes down, which it does often. We have to pay someone to travel in from Tigard (with mileage expenses for him) because he is the only one in the general area who knows how to work on this obsolete system. There have been times when he is not available when we've had to wrap chains around the front door in order to keep it locked overnight, and other times when a misfiring sensor has blared an alarm throughout the building for hours on end. If gone unchecked, we may need to dismantle (more) interior doors and rewire only the exterior.</p> <p>If this is not approved, we will continue chain the front doors of the Library when necessary.</p>

<b>Department</b>	<b>Fire/EMS</b>
<b>Package Title</b>	<b>Breathing Apparatus Refilling Station</b>
<b>Expended from</b>	<b>ARPA Fund</b>
<b>Biennial Amount</b>	<b>\$108,000</b>
<b>Ongoing Expense</b>	<b>Estimate \$1200 annually</b>
<b>Description</b>	<p>1 RevolveAir 4 bank auto cascade system  1 7000 PSI 5 stage 20hp compressor  4 ASME 7500 Cylinders and valves  1 Stand-alone 4 bank auto cascade hose and cylinder management  Site survey, Installation and training</p>
<b>Improvements</b>	<p>The SCBA fill system at Station 42 is failing, increasingly inoperable and increasingly difficult to find parts for. The system was not designed for the volume of use it is currently employed for nor for the high pressures current SCBA bottles require. As the machine ages, it takes longer to fill each bottle and longer recoup time between bottles. Heavy use, such as many bottles requiring refill after a fire, overloads the system entirely resulting in costly repairs and lengthy down time. When the system is down, crews have to travel all the way to Washougal to refill bottles which is neither fuel nor time efficient.</p>
<b>Unfunded Impact</b>	<p>The SCBA station will be unrepairable or fail catastrophically, resulting in an emergency replacement. The cost for added fuel and staff time while the system is down is high, and the cost for an emergency replacement will be higher than the quote for replacement.</p>

<b>Department</b>	<b>Fire/EMS</b>
<b>Package Title</b>	<b>Vehicle Extrication Tools</b>
<b>Expended from</b>	<b>ARPA Fund</b>
<b>Biennial Amount</b>	<b>\$88,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	<p>Hydraulic Extrication Tools (Jaws of Life): Replaces two sets of front-line extrication tools that are 21 and 23 years old, and are beyond the capacity to be overhauled and fully revitalized. Additionally, tools of this generation are often underpowered to accommodate many aspects of new car technology. Fully functioning extrication tools are imperative to being able to gain immediate access to free and treat patients entrapped in motor vehicle collisions. The new generation of tools are smaller, lighter and stronger than the tools we will be replacing.</p>
<b>Improvements</b>	<p>The new generation of tools are smaller, lighter, stronger and faster to deploy than the generation of tools we currently employ. Rapid access and extrication is paramount to better outcomes in patients entrapped in crumpled vehicles.</p>
<b>Unfunded Impact</b>	<p>Slower deployment from apparatus 'arrival to cut' than the newer alternative. Potential tool failure at critical times due to age and fatigue. Inability to quickly access patients due to the tools being underpowered to open up modern engineered vehicles efficiently and effectively.</p>

<b>Department</b>	<b>Fire/EMS</b>
<b>Package Title</b>	<b>Fire Engine 1</b>
<b>Expended from</b>	<b>Fire Impact Fee Fund</b>
<b>Biennial Amount</b>	<b>\$870,927</b>
<b>Ongoing Expense</b>	<b>Unknown annual maintenance costs</b>
<b>Description</b>	<p>New fire engine to replace aging engine, outfitted with necessary equipment to be fully operational as a first line engine. Time to receipt 21.5-25.5 mos.</p> <p>Engine cost: \$810,927</p> <p>Outfitting cost: \$60,000</p>
<b>Improvements</b>	Ensures emergency response apparatus are fully functioning and reliable.
<b>Unfunded Impact</b>	inability to reliably respond to emergency calls or limited capacity for functional operations on scene.

<b>Department</b>	<b>Fire/EMS</b>
<b>Package Title</b>	<b>Fire Engine 2</b>
<b>Expended from</b>	<b>REET 1</b>
<b>Biennial Amount</b>	<b>\$870,927</b>
<b>Ongoing Expense</b>	<b>Unknown annual maintenance costs</b>
<b>Description</b>	<p>New fire engine to replace aging engine, outfitted with necessary equipment to be fully operational as a first line engine. Time to receipt 21.5-25.5 mos.</p> <p>Engine cost: \$810,927</p> <p>Outfitting cost: \$60,000</p>
<b>Improvements</b>	Ensures emergency response apparatus are fully functioning and reliable.
<b>Unfunded Impact</b>	inability to reliably respond to emergency calls or limited capacity for functional operations on scene.

<b>Department</b>	<b>Fire/EMS</b>
<b>Package Title</b>	<b>Station 43 Replacement</b>
<b>Expended from</b>	<b>Debt</b>
<b>Biennial Amount</b>	<b>\$9,400,000</b>
<b>Ongoing Expense</b>	<b>Unknown annual maintenance costs</b>
<b>Description</b>	<p>Fire Station 43, located in Washougal is in need of immediate replacement. This is specifically cited in the Capital Improvement Plan contracted through McKenzie and adopted by Council in 2022.</p> <p>Project cost is as cited in the plan.</p>
<b>Improvements</b>	Ensures a sustainable and optimally placed emergency response station in Washougal.
<b>Unfunded Impact</b>	

<b>Department</b>	<b>Fire/EMS</b>
<b>Package Title</b>	<b>Station 41 HQ Replacement</b>
<b>Expended from</b>	<b>Debt</b>
<b>Biennial Amount</b>	<b>\$13,900,000</b>
<b>Ongoing Expense</b>	<b>Unknown annual maintenance costs</b>
<b>Description</b>	<p>Station 41, currently residing in Camas City Hall is in need of immediate replacement. This is specifically cited in the Capital Improvement Plan contracted through McKenzie and adopted by Council in 2022.</p> <p>Project cost is as cited in the plan.</p> <p>Station 41 would become the Fire Dept Headquarters Station, located in the core of the department's response area and would house response personnel and apparatuses; administrative staff; and the Fire Marshal's Office.</p>
<b>Improvements</b>	It would ensure a sustainable facility in an optimal location to serve the needs of the department and the community.
<b>Unfunded Impact</b>	Inadequate housing of personnel and response apparatuses for emergency response to the downtown core of the City of Camas.

<b>Department</b>	<b>Fire/EMS</b>
<b>Package Title</b>	<b>Ambulance Gurneys</b>
<b>Expended from</b>	<b>ARPA Fund</b>
<b>Biennial Amount</b>	<b>\$51,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	<p>In 2005, CFD received a generous donation of 4 power load gurneys. At the time, this model of gurney was at the leading edge of technology designed to reduce EMS provider injuries associated with repeatedly lifting patients over the course of a career. Those gurneys are now 17 years old and pushing end of life. In the last 3 years we have had multiple stress fractures of gurney struts, wheel assemblies and weakening of the motor assist lifting system. It is time to replace the gurneys. The current gurney system has been replaced by a gurney system that will additionally reduce the repetitive lifting and awkward loading and unloading of transported patients even further. Retrofitting our current ambulances with the new gurney system would require modification to the floor of the ambulance and incur a greater cost to the agency. This option package would pay for the modification of the next new ambulance at the factory of build; and the purchase of a new gurney, as the first step in incrementally replacing our aging gurney fleet.</p>
<b>Improvements</b>	<p>The new gurney system is designed to reduce the impact of repetitive lifting and awkward loading of patients in and out of an ambulance over the length of a career; thereby reducing on the job injuries and extending the length of the career of the city personnel.</p>
<b>Unfunded Impact</b>	<p>Replacement of gurneys without the reduction of workplace injury potential. Replacing one gurney at a time with the new gurney and gurney loading system would provide a spare gurney to either replace a catastrophic failure of a remaining gurney or used as spare parts to extend the life of in-service gurneys until they can be replaced.</p>



<b>Department</b>	<b>Information Technology</b>
<b>Package Title</b>	<b>Phone System</b>
<b>Expended from</b>	<b>ARPA Fund</b>
<b>Biennial Amount</b>	<b>\$485,000</b>
<b>Ongoing Expense</b>	<b>Estimate \$16k annually</b>
<b>Description</b>	<p>RFP was sent out in 2020 with a limited budget to replace our aging phone system, after reviewing the responses and adding the cost of inflation, the amount above reflects closer actuals costs for a project of this size. These costs include the equipment, server and user licensing, phone replacement, cabling and labor.</p> <p>There will be ongoing licensing, support and maintenance costs, estimated around \$1200 for SIP trunk and fax lines and about \$15,000 annually for software and hardware support and maintenance. These costs are for on premise phone solution.</p>
<b>Improvements</b>	Better user and customer experience as upgrading our phone system can resolve issues such as frequent dropped calls, offer more relevant security options, better integrations and improve disaster recovery in addition to meeting the needs of the hybrid work force by making soft phones available to City of Camas employees - soft phones are software installed on your device for calls and voice mail.
<b>Unfunded Impact</b>	Aging voice mail system is currently failing and there is no support or parts available for this system. There is also no new licenses available for new employees to have the option for voice mail to email because there is no longer support. Purchase of new phones are through Amazon and e-bay because the model of phone is also no longer supported - all of these are at risk items, if any one piece fails the equipment/support is no longer available to get the system online extending any possible outage which normally could be resolved in a reasonable time period to possibly non-recoverable.

<b>Department</b>	<b>Information Technology</b>
<b>Package Title</b>	<b>Cyber Threat - Manage Detection &amp; Response</b>
<b>Expended from</b>	<b>General Fund (recovered from all funds via indirect rate model)</b>
<b>Biennial Amount</b>	<b>\$60,000</b>
<b>Ongoing Expense</b>	<b>Annual subscription fees</b>
<b>Description</b>	<p>Critical Insight is a cloud-based solution specifically designed for businesses that provides managed detection and response services. The software allows businesses to mitigate and identify potential cyber threats and issues. It provides users tools that integrate machines with human intelligence which allows the application to automatically collect data from cloud, on-premises or hybrid environments. This service provides real time response, deep packet investigation, response preparation, 24x7 SOC (security operations center), and rapid quarantine.</p>
<b>Improvements</b>	<p>This service provides around the clock monitoring of our infrastructure and systems which is an excellent way to reduce downtime in the organization. A full functioning network is essential for business operations and managed security service provider ensures that everything is working optimally with no threats so that employees can continue business operations. This service also provide protection for citizen and city data, any threat to this data is the City's responsibility and can take impact one person to the entire city taking 1 day - months to recover with steep overhead costs.</p>
<b>Unfunded Impact</b>	<p>In event of a cyber threat it could take the City days, weeks, months to recover, resulting in exponential costs and potential leak or loss of citizen data to malicious parties. Without having visibility to cyber threats in the wild and real time monitoring, we will not be able to proactively thwart or block these threats before they become widespread or make their way into our environment. Right now we have minimal monitoring of our systems creating limited visibility in event of a threat like ransomware.</p>

<b>Department</b>	<b>Information Technology</b>
<b>Package Title</b>	<b>Microsoft Windows 10 and Office 365 Licensing</b>
<b>Expended from</b>	<b>General Fund (recovered from all funds via indirect rate model)</b>
<b>Biennial Amount</b>	<b>\$416,163</b>
<b>Ongoing Expense</b>	<b>\$114k / 3 years</b>
<b>Description</b>	<p>The current O365 and Windows 10 software/operating system are not properly licensed for government as there currently is no Enterprise agreement in place or contract with reseller as required by the state and is currently purchased off of P-card one license at a time totaling 100 purchased licenses. The Microsoft Enterprise Agreement is required for the City of Camas government as we have more than 250 PCs, devices and/or users, and need to license software and cloud services for our organization for a minimum, three-year period. This is to request funds to enter into an enterprise agreement through an approved DES 3rd party reseller and purchase the appropriate licensing for Windows 10 and O365. The M365 E3 includes all client office products (outlook, word, excel, power point, OneNote, etc.), office cloud products (one drive, teams, SharePoint, outlook, word, power point, whiteboard etc.). Administration products - exchange online, rights management, DLP, access control, Azure AD plan 1, Microsoft endpoint manager, e-discovery (PDR), auditing and Windows 10 which includes latest upgrades of Windows operating system version at no additional cost. The professional services hired will help the team configure the tenant to be secure and meet the needs of the city as well as provide training for the team to better support the product.</p>
<b>Improvements</b>	<p>This licensing for Microsoft 365 Government is a set of productivity, security, operating system, and mobility software capabilities tailored for US government agencies to hold controlled, unclassified information. Delivered to meet the most stringent of compliance requirements M365 G3 licensing helps US government be productive by enabling mobile productivity and secure collaboration with compliance by helping agencies effectively manage regulatory data-compliance requirements. The products offered by Microsoft have supported the ability for the City of Camas to access data securely from anywhere, collaborate and work in an hybrid environment.</p>
<b>Unfunded Impact</b>	

<b>Department</b>	<b>Information Technology</b>
<b>Package Title</b>	<b>Network Equipment Replacements/Refresh</b>
<b>Expended from</b>	<b>ARPA Fund</b>
<b>Biennial Amount</b>	<b>\$389,761</b>
<b>Ongoing Expense</b>	<b>Estimate \$1k annually</b>
<b>Description</b>	<p>Requesting to upgrade end of life/unsupported network equipment and consumer grade equipment to supported, flexible, scalable, robust network equipment that is government and enterprise grade and compliant with maintenance and support contracts for the life of the equipment. This would include replacing gray market network switches to enterprise/government grade Aruba HP appliances throughout the City of Camas. This would also include adding an EDI circuit for redundancy of current firewall which allows access for all city employees to the intranet/internet and allow the city to have a true failover and redundancy.</p>
<b>Improvements</b>	<p>The replacement of the switches would allow us to reach out to vendors for maintenance and support in event of issues, hardening our network posture with enterprise equipment, allowing for redundancy, and recovery of services to better support City of Camas services to the departments and the public. The new firewall EPL circuit will allow fail over of firewalls in event of outage (which happens) and currently without the EPL circuit when the firewall goes down there is not access to intranet/internet, a tech has to come in and physically move the connection and without the circuit there is no fail over to a working firewall to maintain services to</p>
<b>Unfunded Impact</b>	<p>Out of date equipment and out of compliance equipment (does not meet government requirements), no vendor support in event of outage (which may include replacement of equipment), impact to services we provide internally and publicly, possible failing equipment that needs to be replaced, maintaining out of compliance equipment, compatibility issues with newer technology that we may be looking to purchase</p>

<b>Department</b>	<b>Cemetery</b>
<b>Package Title</b>	<b>Access/Road Improvements</b>
<b>Expended from</b>	<b>Streets</b>
<b>Biennial Amount</b>	<b>\$100,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	This will complete the Hot Mix Asphalt (HMA) overlay of the cemetery road surfaces.
<b>Improvements</b>	This should provide the cemetery with many years of service-free road surface as well as greatly improve the aesthetics of the property.
<b>Unfunded Impact</b>	Half of the cemetery should be an HMA overlay this year (2022). The current state of the roadways inside the cemetery are very deteriorated and have reached the end of life. Continual pothole/crack repair will be ongoing if it is not repaired.

<b>Department</b>	<b>Cemetery</b>
<b>Package Title</b>	<b>New Columbarium &amp; Niche Wall Repairs</b>
<b>Expended from</b>	<b>ARPA</b>
<b>Biennial Amount</b>	<b>\$75,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	<p>The cemetery is in need of a new columbarium, the others are almost completely full. With a new design, a new columbarium could bring the Camas cemetery well into the future.</p> <p>The current niche wall is in desperate need of rehab. The concrete needs to be repaired and then sealed to prolong its lifespan.</p>
<b>Improvements</b>	<p>The columbarium is needed for future use because of very little available space on the existing structures.</p> <p>The niche wall needs to be saved, and it is looking really run-down.</p>
<b>Unfunded Impact</b>	<p>It is possible we will run out of space in the next year if we do not purchase a new columbarium.</p> <p>The niche wall is currently run-down but repairable. If the condition worsens we will have to completely rebuild.</p>

<b>Department</b>	<b>Equipment Rental</b>
<b>Package Title</b>	<b>4-ton Diesel HMA Hot Box (replacement)</b>
<b>Expended from</b>	<b>Street Fund</b>
<b>Biennial Amount</b>	<b>\$45,000</b>
<b>Ongoing Expense</b>	<b>Annual fleet maintenance - no amount provided</b>
<b>Description</b>	This would be utilized all year when we need small amounts of asphalt in several areas throughout the City. It keeps the asphalt hot so it is easier to work and cures correctly. Necessary for doing winter/spring potholes.
<b>Improvements</b>	Currently we only get 1-2 tons of asphalt at a time because we cannot keep more than that hot so it can be used in several location. This would allow us to get 4 tons at a time and efficiently treat areas throughout the City for an entire work shift.
<b>Unfunded Impact</b>	Our response to winter potholes will continue to be slow and inefficient. Our current hot box is undersized and has major repair issues.

<b>Department</b>	<b>Equipment Rental</b>
<b>Package Title</b>	<b>Electric Manlift</b>
<b>Expended from</b>	<b>General Fund (facilities)</b>
<b>Biennial Amount</b>	<b>\$20,000</b>
<b>Ongoing Expense</b>	<b>Annual fleet maintenance - no amount provided</b>
<b>Description</b>	This would be an electric scissor lift, capable of lifting a worker 24' and be narrow enough to fit through doorways.
<b>Improvements</b>	We currently rely on rental lifts or ladders. This would greatly improve safety over a ladder and be more available than a rental which are not always around. This should reach the interior ceilings of all our buildings.
<b>Unfunded Impact</b>	We would continue to use ladders and rent when necessary.

<b>Department</b>	<b>Equipment Rental</b>
<b>Package Title</b>	<b>Operations Center Generator</b>
<b>Expended from</b>	<b>Multiple - General, Streets, Water-Sewer, Stormwater, Solid Waste, ER&amp;R Funds</b>
<b>Biennial Amount</b>	<b>\$400,000 (\$60k General / \$55k Streets / \$55k ER&amp;R / \$55k Storm / \$55k Solid Waste / \$120k W-S)</b>
<b>Ongoing Expense</b>	<b>Annual maintenance - no amount provided</b>
<b>Description</b>	Operations does not currently have a backup generator. This would power operations in the event of an outage.
<b>Improvements</b>	Currently we would be unable to function without power at Operations
<b>Unfunded Impact</b>	In the event of a power outage, Operations would not be able to function

<b>Department</b>	<b>Equipment Rental</b>
<b>Package Title</b>	<b>Operations Center Mezzanine Expansion</b>
<b>Expended from</b>	<b>ER&amp;R Fund</b>
<b>Biennial Amount</b>	<b>\$100,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	<p>This would complete the mezzanine in the shop that was started several years ago. This provides room for supplies/inventory and gets materials out of work areas.</p> <p>This would also fund a light enclosure of an open bay which includes electrical upgrades, air compressor, and weather barrier. This would provide an additional workspace.</p>
<b>Improvements</b>	Currently the shop can be filled with two vehicles and there are a large variety of tools/machine that are on the shop floor that make operations cumbersome. By moving some machines to a new space we could work on the smaller vehicles more efficiently.
<b>Unfunded Impact</b>	The shop is currently overcrowded with no space to work on additional vehicles and we must keep inventory to a minimum due to limited storage space.

<b>Department</b>	<b>Equipment Rental</b>
<b>Package Title</b>	<b>Sewer Line Rapid Assessment Tool</b>
<b>Expended from</b>	<b>Sewer &amp; Storm Drainage Funds</b>
<b>Biennial Amount</b>	<b>\$30,000 (\$15k each)</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	Tool which locates blockages in sewer and storm lines from manholes.
<b>Improvements</b>	Pinpoints blockages to more effectively guide ops staff on repairs.
<b>Unfunded Impact</b>	Less efficiency by ops staff to locate line blockages.

<b>Department</b>	<b>Equipment Rental</b>
<b>Package Title</b>	<b>Vehicle - CCTV Van</b>
<b>Expended from</b>	<b>Sewer &amp; Storm Drainage Funds</b>
<b>Biennial Amount</b>	<b>\$200,000 (\$50k Storm / \$150k W-S)</b>
<b>Ongoing Expense</b>	<b>Annual fleet maintenance - no amount provided</b>
<b>Description</b>	Van to televise condition of sewer and storm pipes.
<b>Improvements</b>	Allows ops staff to video and plan for repairs as needed based on pipe condition and identify problems in the system when they occur, rather than contracting for this activity.
<b>Unfunded Impact</b>	The city does not have a van to televise pipes currently, so any problems in the system cannot be identified proactively.



<b>Department</b>	<b>Equipment Rental</b>
<b>Package Title</b>	<b>Vehicle - STEP System Van</b>
<b>Expended from</b>	<b>Sewer Fund</b>
<b>Biennial Amount</b>	<b>\$75,000</b>
<b>Ongoing Expense</b>	<b>Annual fleet maintenance - no amount provided</b>
<b>Description</b>	Maintenance van to manage STEP tank maintenance.
<b>Improvements</b>	A dedicated van to manage step tanks in the city.
<b>Unfunded Impact</b>	Less efficiency by sewer ops staff to manage the STEP system in the city.

<b>Department</b>	<b>Equipment Rental</b>
<b>Package Title</b>	<b>Vehicle - SUV (PW Admin)</b>
<b>Expended from</b>	<b>Multiple - General, Streets, Storm, Solid Waste, Water-Sewer</b>
<b>Biennial Amount</b>	<b>\$31,000 (\$6k General / \$5k each Streets, Storm, Solid Waste / \$10k W-S)</b>
<b>Ongoing Expense</b>	<b>Annual fleet maintenance - no amount provided</b>
<b>Description</b>	Purchase of a new pool car for use by Public Works management and administration staff. There are currently not enough vehicles within Public Works to provide all services and management and administration staff often times need to use their own vehicles to complete field inspections, go to meetings, or make deliveries to other facilities.
<b>Improvements</b>	Efficiency in operations for Public Works management and administration staff that work out of the Operations Center.
<b>Unfunded Impact</b>	Staff will need to continue using their personal vehicles to complete City related business.

<b>Department</b>	<b>Equipment Rental</b>
<b>Package Title</b>	<b>Vehicle - SUV (Water CCC Specialist)</b>
<b>Expended from</b>	<b>Water-Sewer Fund</b>
<b>Biennial Amount</b>	<b>\$31,000</b>
<b>Ongoing Expense</b>	<b>Annual fleet maintenance - no amount provided</b>
<b>Description</b>	Vehicle for new position in water department.
<b>Improvements</b>	Provides vehicle for new position.
<b>Unfunded Impact</b>	Sharing vehicles for new position.

<b>Department</b>	<b>Equipment Rental</b>
<b>Package Title</b>	<b>Vehicle - SUV 1 &amp; 2 (Engineering &amp; Building)</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$62,000</b>
<b>Ongoing Expense</b>	<b>Annual fleet maintenance - no amount provided</b>
<b>Description</b>	Replace surplus vehicles with new fleet vehicles (one annually.)
<b>Improvements</b>	Fleet vehicles cost less to maintain than surplus vehicles.
<b>Unfunded Impact</b>	Continued increased costs to maintain surplus vehicles.

<b>Department</b>	<b>Equipment Rental</b>
<b>Package Title</b>	<b>Ven-Trac Infield Attachment</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$10,000</b>
<b>Ongoing Expense</b>	<b>Annual fleet maintenance - no amount provided</b>
<b>Description</b>	This is an attachment for grooming the infields for baseball/softball fields. This attaches to our PTO on a current Ven-trac tractor.
<b>Improvements</b>	We currently have no way of grooming the infields to the baseball/softball fields. This levels the infield while controlling any vegetation trying to grow with minimal effort.
<b>Unfunded Impact</b>	Infields will continue to be extremely high maintenance with vegetation issues and uneven grade.

<b>Department</b>	<b>Equipment Rental</b>
<b>Package Title</b>	<b>Work Truck - Quad Cab (Parks)</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$50,000</b>
<b>Ongoing Expense</b>	<b>Annual fleet maintenance - no amount provided</b>
<b>Description</b>	When next truck that is up for replacement, we would like to replace with a quad cab truck to accommodate more workers.
<b>Improvements</b>	We currently only have standard cab trucks that can take two personnel at a time. With a quad cab we could bring 5 personnel in one truck, freeing up two trucks.
<b>Unfunded Impact</b>	We are currently short vehicles in Parks when seasonals are employed leaving the Lead to share/borrow from other departments. It is also inefficient to bring three trucks to one work area/park.

<b>Department</b>	<b>Equipment Rental</b>
<b>Package Title</b>	<b>Work Truck - Two Regular Duty (Streets)</b>
<b>Expended from</b>	<b>Street Fund</b>
<b>Biennial Amount</b>	<b>\$82,000</b>
<b>Ongoing Expense</b>	<b>Annual fleet maintenance - no amount provided</b>
<b>Description</b>	This will add a truck into the Streets Department to accommodate a new FTE. [one per year]
<b>Improvements</b>	This will give a new FTE a truck to drive to efficiently travel around the City for maintenance tasks.
<b>Unfunded Impact</b>	Depending on the task/season it is difficult/inconvenient to find a vehicle to get around the City.

<b>Department</b>	<b>Equipment Rental</b>
<b>Package Title</b>	<b>Work Truck - Stake Bed/Tip (Storm)</b>
<b>Expended from</b>	<b>Storm Drainage Fund</b>
<b>Biennial Amount</b>	<b>\$79,000</b>
<b>Ongoing Expense</b>	<b>Annual fleet maintenance - no amount provided</b>
<b>Description</b>	1-ton 4WD 3-4 yard small dump truck for the Stormwater Department to accommodate a new FTE.
<b>Improvements</b>	With an additional employee the Stormwater Department will need an additional truck and this truck would be a great asset in the many maintenance activities they perform such as ditching, stormwater facility maintenance and vegetation control.
<b>Unfunded Impact</b>	With a new employee it will be difficult/inconvenient to find a vehicle for them to get around the City.

<b>Department</b>	<b>Parks</b>
<b>Package Title</b>	<b>Field Drainage Improvements</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$150,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	We have three sports fields that remain very wet until late summer. Adding drainage would add months annually to playing opportunities. Dorothy Fox, Forrest Home and Prune Hill are the fields. This suggested budget should take care of at least one of the fields.
<b>Improvements</b>	By adding drainage the fields will not have standing water and can be utilized for sport practices and games. It will also allow for much improved maintenance since we will be able to mow with larger riding mowers.
<b>Unfunded Impact</b>	Fields will continue to hold water and only be available for full use in later summer months and be maintenance heavy due to not being able to get riding mower on the field.

<b>Department</b>	<b>Parks</b>
<b>Package Title</b>	<b>Restroom/Dug Out Structures Rehab</b>
<b>Expended from</b>	<b>General Fund</b>
<b>Biennial Amount</b>	<b>\$50,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	<p>Many of the baseball dug outs have failing benches, leaky roofs and no or very poor concrete floors. Most could use a coat of paint and cosmetic work.</p> <p>Through the years of use/abuse many of the park restrooms could use new partitions to replace the worn out current ones that have been carved into and painted over many times. Many could also use new plumbing and fixtures.</p>
<b>Improvements</b>	The dug outs would improve the baseball experience for the players and look much more appealing to the public. The restroom work would greatly improve the aesthetics and lessen maintenance demands for staff.
<b>Unfunded Impact</b>	<p>Dug-outs will continue to deteriorate and require major rehab in the future.</p> <p>Park restrooms will continue to deteriorate and maintenance demands will increase.</p>

<b>Department</b>	<b>Sewer</b>
<b>Package Title</b>	<b>Gravity Sewer Upgrades</b>
<b>Expended from</b>	<b>Water-Sewer SDCs</b>
<b>Biennial Amount</b>	<b>\$2,000,000</b>
<b>Ongoing Expense</b>	<b>Yes - amount unknown</b>
<b>Description</b>	<p>The General Sewer Plan and Wastewater Treatment Facilities Plan is nearing completion. Through that effort, a large number of Gravity Sewer upgrade, repair, replacement, and maintenance related projects were identified.</p> <p>This Budget request will allow for planned gravity sewer projects to be completed during the Budget cycle.</p>
<b>Improvements</b>	This item is part of the City's asset management program. Replaces undersized and/or deficient gravity sewer piping throughout the City with new assets.
<b>Unfunded Impact</b>	The potential for sewer leaks, overflows, or not enough capacity to provide service to future customers which would also result in a violation of the City's NPDES Permit issued by the State.

<b>Department</b>	<b>Sewer</b>
<b>Package Title</b>	<b>Pump Station Repair &amp; Replacement</b>
<b>Expended from</b>	<b>Water-Sewer Fund</b>
<b>Biennial Amount</b>	<b>\$1,300,000</b>
<b>Ongoing Expense</b>	<b>Yes - amount unknown</b>
<b>Description</b>	<p>The General Sewer Plan and Wastewater Treatment Facilities Plan is nearing completion. Through that effort, a large number of sewer Pump (or Lift) Station upgrade, repair, replacement, and maintenance related projects were identified. This Budget request will allow for planned, and unplanned, sewer pump station related projects to be completed during the Budget cycle.</p>
<b>Improvements</b>	This item is part of the City's asset management program. Replaces undersized, faulty and/or end of life infrastructure with new assets.
<b>Unfunded Impact</b>	The potential for sewer overflows and/or not enough capacity to provide service to future customers which would also result in a violation of the City's NPDES Permit issued by the State.

<b>Department</b>	<b>Sewer</b>
<b>Package Title</b>	<b>Pump Station Telemetry Upgrades</b>
<b>Expended from</b>	<b>Water-Sewer SDCs</b>
<b>Biennial Amount</b>	<b>\$1,800,000</b>
<b>Ongoing Expense</b>	<b>Yes - amount unknown</b>
<b>Description</b>	Provides more reliable communication with pump stations.
<b>Improvements</b>	Allows better and consistent communication between city staff and lift stations.
<b>Unfunded Impact</b>	Continued poor communication between city staff and lift station sites.

<b>Department</b>	<b>Sewer</b>
<b>Package Title</b>	<b>STEP Main Assessment &amp; Cleaning</b>
<b>Expended from</b>	<b>Water-Sewer Fund</b>
<b>Biennial Amount</b>	<b>\$850,000</b>
<b>Ongoing Expense</b>	<b>Unknown</b>
<b>Description</b>	Complete an assessment of all 6 inch and larger force mains to determine if they are leaking or flow restricted.
<b>Improvements</b>	Lift station pump life can be extended if flow restrictions are removed from force mains. Leaks from pipes may also be reduced minimizing staff time at leaks.
<b>Unfunded Impact</b>	Force mains will continue to leak or be inefficient causing increased wear and tear to lift station pumps as well as potential for sanitary sewer overflows (SSO's).

<b>Department</b>	<b>Sewer</b>
<b>Package Title</b>	<b>Wastewater Treatment Plant Upgrades</b>
<b>Expended from</b>	<b>Water-Sewer SDCs</b>
<b>Biennial Amount</b>	<b>\$6,000,000</b>
<b>Ongoing Expense</b>	<b>Yes - amount unknown</b>
<b>Description</b>	The General Sewer Plan and Wastewater Treatment Facilities Plan is nearing completion. Through that effort, a large number of Wastewater Treatment Plant (WWTP) upgrade, repair, replacement, and maintenance related Projects were identified. This Budget request will allow for planned, and unplanned (emergency) projects to be completed during the Budget cycle.
<b>Improvements</b>	This is part of the City's asset management program and will ensure the WWTP meets our State NPDES Permit requirements.
<b>Unfunded Impact</b>	The potential to be unable to provide sewer service to the community and/or meet our Permit requirements.

<b>Department</b>	<b>Storm Water</b>
<b>Package Title</b>	<b>Columbia Summit Retrofit Design &amp; Construction</b>
<b>Expended from</b>	<b>Storm Drainage Fund</b>
<b>Biennial Amount</b>	<b>\$2,200,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	The project includes a retrofit to an existing pond, and the installation of new detention facilities for subdivisions that currently do not contain them.
<b>Improvements</b>	This project will help address channel erosion in tributaries to the Dwyer Creek coming off the northwest side of Prune Hill.
<b>Unfunded Impact</b>	The stream channel will continue to erode.



<b>Department</b>	<b>Storm Water</b>
<b>Package Title</b>	<b>Fargo Street Pipeline Upsize &amp; Detention Design</b>
<b>Expended from</b>	<b>Storm Drainage Fund</b>
<b>Biennial Amount</b>	<b>\$100,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	Upsize of an undersized storm line which overflows onto city property.
<b>Improvements</b>	Avoids flooding on city property.
<b>Unfunded Impact</b>	Continued flooding on city property.

<b>Department</b>	<b>Storm Water</b>
<b>Package Title</b>	<b>Upper Lacamas Lake Dam Gate Replacement</b>
<b>Expended from</b>	<b>Storm Drainage Fund</b>
<b>Biennial Amount</b>	<b>\$250,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	The Upper Dam on Lacamas Lake has four gates that control the water level for both Lacamas and Round Lakes. Due to the material being wood, it needs annual maintenance and complete replacement approximately every 10 years. The gates are due to replacement in the next few years, and we want to replace the wood with a different material, stainless steel or aluminum. The new materials would last much longer and be lighter which would help with future automation.
<b>Improvements</b>	It will greatly reduce the maintenance demands and costs in the future.
<b>Unfunded Impact</b>	The gates must be replaced in the next couple years. This has been recommended by our consultants that conduct the mandatory annual inspections. If we replace with like materials, we will continue to have heavy maintenance demands annually with complete replacement in another 10 years.

<b>Department</b>	<b>Streets</b>
<b>Package Title</b>	<b>Pavement Preservation</b>
<b>Expended from</b>	<b>Street Fund</b>
<b>Biennial Amount</b>	<b>\$1,959,732</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	
<b>Improvements</b>	
<b>Unfunded Impact</b>	

<b>Department</b>	<b>Streets</b>
<b>Package Title</b>	<b>ADA Upgrades</b>
<b>Expended from</b>	<b>Streets &amp; REET Funds</b>
<b>Biennial Amount</b>	<b>\$250,000 (\$100k Streets / \$150k REET 1)</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	Based on the Camas ADA Transition Plan, annual funds are allocated to make improvements in the public rights of way. These updates may include new and replacement sidewalks and ramps as well as ADA parking spaces. The budget is increased to fund mandatory ADA upgrades on Pavement Preservation paving projects.
<b>Improvements</b>	These improvements provide for better access for persons with disabilities in high pedestrian traffic areas.
<b>Unfunded Impact</b>	This item addresses the ADA program that provides for systematic improvements that comply with the Public Rights of Way Accessibility Guidelines (PROWAG) from the Department of Justice. The potential for loss of grants and mandatory garnishing of City budget to make ADA improvements is possible without this program.

<b>Department</b>	<b>Streets</b>
<b>Package Title</b>	<b>NW 14th Avenue CDBG Project</b>
<b>Expended from</b>	<b>Street &amp; Water-Sewer Funds, and Grants</b>
<b>Biennial Amount</b>	<b>\$475,000 (\$88k Streets / \$212k Grants / \$175k W-S)</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	Water, roadway and sidewalk improvements.
<b>Improvements</b>	This project improves a failed roadway and improves the water system.
<b>Unfunded Impact</b>	Return of CDBG grant funds would be required. The street would remain in a failed condition. Maintenance costs will increase.

<b>Department</b>	<b>Streets</b>
<b>Package Title</b>	<b>NE 38th Avenue, Phase 3 - Construction</b>
<b>Expended from</b>	<b>Grants / Debt</b>
<b>Biennial Amount</b>	<b>\$6,100,400</b>
<b>Ongoing Expense</b>	<b>Annual maintenance of landscaping &amp; utilities - no amount provided</b>
<b>Description</b>	Improve NW 38th Avenue from Parker Street to Grass Valley Park with median, left turn pockets, sidewalks, bike lanes and illumination.
<b>Improvements</b>	This project improves safety for all users and better mobility for bicyclists and pedestrians.
<b>Unfunded Impact</b>	This roadway would remain a narrow two-lane roadway with no shoulders. If not built in a timely manner, the return of grant money, whether spent or unspent, might be mandated.

<b>Department</b>	<b>Streets</b>
<b>Package Title</b>	<b>NW Lake &amp; Sierra St Signal Improvements - Design &amp; Construction</b>
<b>Expended from</b>	<b>Transportation Impact Fees</b>
<b>Biennial Amount</b>	<b>\$600,000</b>
<b>Ongoing Expense</b>	<b>Yes, annual O&amp;M - no amount provided</b>
<b>Description</b>	Installation of a traffic signal at NW Lake Road and NW Sierra Street.
<b>Improvements</b>	This signal provides "green time" for the NW Sierra Street leg of the intersection.
<b>Unfunded Impact</b>	Intersection traffic will continue to increase. Gap times for entering onto Lake Road will continue to decrease.

<b>Department</b>	<b>Water</b>
<b>Package Title</b>	<b>Boulder Creek Parallel Intake Line - Design</b>
<b>Expended from</b>	<b>Water-Sewer SDCs</b>
<b>Biennial Amount</b>	<b>\$350,000</b>
<b>Ongoing Expense</b>	<b>Unknown</b>
<b>Description</b>	Design of a secondary intake along Boulder Creek for the Sand Filter Plant.
<b>Improvements</b>	The existing intake line gets blocked due to upstream boulders. The secondary line would allow plant operation to continue during operational periods without the need to remove the boulders plugged the existing intake line.
<b>Unfunded Impact</b>	Continued removal of boulder pickup at the existing intake annually. This work typically requires the use of contracted services to complete.

<b>Department</b>	<b>Water</b>
<b>Package Title</b>	<b>Crown Road Booster Station Upgrade - Design &amp; Construction</b>
<b>Expended from</b>	<b>Water-Sewer SDCs</b>
<b>Biennial Amount</b>	<b>\$1,250,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	New water booster station which serves areas north of the lake.
<b>Improvements</b>	Booster station will allow the city to better meet domestic and fire flow needs.
<b>Unfunded Impact</b>	Impacts to domestic and fire flow needs north of the lake.

<b>Department</b>	<b>Water</b>
<b>Package Title</b>	<b>Gregg Reservoir Siting Analysis</b>
<b>Expended from</b>	<b>Water-Sewer SDCs</b>
<b>Biennial Amount</b>	<b>\$200,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	Analysis to determine the location of a new reservoir in the "343" pressure zone.
<b>Improvements</b>	Installation of the reservoir will reduce pressures in the downtown area, provide more effective storage in this zone, and more effectively meet fire flow needs.
<b>Unfunded Impact</b>	High pressures in the downtown area and inefficient use of water in this zone.

<b>Department</b>	<b>Water</b>
<b>Package Title</b>	<b>Hathaway Road Replacement - Design &amp; Construction</b>
<b>Expended from</b>	<b>Water-Sewer Fund</b>
<b>Biennial Amount</b>	<b>\$330,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	Replace approximately 2100 feet of 2" galvanized leaking steel line.
<b>Improvements</b>	Upgrading the pipe material will reduce leaking in the pipe and will also provide better flow of water from when the sand filter plant is in operation.
<b>Unfunded Impact</b>	When the sand filter plant is in operation, this line will likely experience more leaks. Continued water ops staff time repairing leaks.

<b>Department</b>	<b>Water</b>
<b>Package Title</b>	<b>NE 43rd/Franklin Replacement - Design &amp; Construction</b>
<b>Expended from</b>	<b>Water-Sewer Fund</b>
<b>Biennial Amount</b>	<b>\$530,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	Replace older leaking 3" PVC with new connection to existing 12" line in NE 43rd.
<b>Improvements</b>	Replacement of the line will improve water flow in the area where the 3" line is located.
<b>Unfunded Impact</b>	Continued leaking of the 3" line and the chance at a large failure of the line over time.

<b>Department</b>	<b>Water</b>
<b>Package Title</b>	<b>Northshore Water Transmission Main - Design &amp; Construction</b>
<b>Expended from</b>	<b>Water-Sewer SDCs</b>
<b>Biennial Amount</b>	<b>\$2,100,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	Completing connection along 232nd Street which creates a loop around the lake.
<b>Improvements</b>	The completion of this section of water line will allow the city to send water around the north side of the lake to serve the NW portion of the city when the sand filter plant is in operation minimizing the need to utilize the water lines on the south side of the lake.
<b>Unfunded Impact</b>	Continued supply deficiencies in the water system servicing the NW portion of the city.

<b>Department</b>	<b>Water</b>
<b>Package Title</b>	<b>Repair &amp; Replacement</b>
<b>Expended from</b>	<b>Water-Sewer Fund</b>
<b>Biennial Amount</b>	<b>\$1,000,000</b>
<b>Ongoing Expense</b>	<b>Yes, O&amp;M - amount unknown</b>
<b>Description</b>	The City's Water System Plan Update was completed in 2019 which identifies a number of repair and replacement related needs within the City's water system, such as older failing or leaking lines. This request will allow for planned, and unplanned, water system projects to be completed during the budget cycle.
<b>Improvements</b>	This is part of the City's asset management program. Elimination of leaks in the system provides better efficiency for water produced into the system. It also minimizes staff time repairing leaks and ensures consistent service to the City's customers.
<b>Unfunded Impact</b>	Inefficient operation of the water system and continued staff time dedicated to leak repairs.

<b>Department</b>	<b>Water</b>
<b>Package Title</b>	<b>SE 6th Avenue Bridge Crossing - Construction</b>
<b>Expended from</b>	<b>Water-Sewer Fund</b>
<b>Biennial Amount</b>	<b>\$1,500,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	Replace an existing waterline on the SE 6th Avenue bridge.
<b>Improvements</b>	The existing line is steel and has experienced leaks in the past.
<b>Unfunded Impact</b>	Continued deterioration of this line and impacts to the public to shutdowns for repairs.

<b>Department</b>	<b>Water</b>
<b>Package Title</b>	<b>Washougal Wellfield Improvements</b>
<b>Expended from</b>	<b>Water-Sewer SDCs</b>
<b>Biennial Amount</b>	<b>\$500,000</b>
<b>Ongoing Expense</b>	<b>Yes, O&amp;M - amount unknown</b>
<b>Description</b>	The Washougal Wellfield provides the vast majority of drinking water to the City's customers. The City's Water System Plan Update was completed in 2019 which identifies a number of repair, replacement, upgrade and capacity related needs within the City's primary wellfield. This request will allow for planned water system projects to be completed during the budget cycle.
<b>Improvements</b>	This is part of the City's asset management program. Ensures the City can provide sufficient water to all of our customers, both existing and future.
<b>Unfunded Impact</b>	Lack of sufficient production of drinking water for existing and future customers.



<b>Department</b>	<b>Water</b>
<b>Package Title</b>	<b>Well &amp; Reservoir Site Security Upgrades</b>
<b>Expended from</b>	<b>Water-Sewer SDCs</b>
<b>Biennial Amount</b>	<b>\$300,000</b>
<b>Ongoing Expense</b>	<b>No</b>
<b>Description</b>	Fencing, cameras, and other security devices at sites to deter or eliminate access by the public into buildings or reservoirs.
<b>Improvements</b>	Provides security for critical water infrastructure.
<b>Unfunded Impact</b>	Potential for damage/vandalism to water infrastructure or possibly dumping of hazardous materials into water system.

# Capital Improvement Plan

					Budget	Capital Plan		
	2019	2020	2021	2022	Fiscal Yr. 2023-2024	Fiscal Yr. 2025-2026	Fiscal Yr. 2027-2028	Total
General Government								
Major Building Maintenance								
Project Description:								
To replace or repair building central systems, structural problems and/or mechanical problems								
Total Project:	Ongoing							
Funded:	GFund/ REET 1/ Debt							
Area:	Citywide							
Buildings	73,134	40,676	88,658	233,195	8,200,000	1,000,000	1,000,000	\$10,894,678
Total Project:	73,134	40,676	88,658	233,195	8,200,000	1,000,000	1,000,000	\$10,894,678
Operating & Maintenance Costs:								\$0
Technology Projects								
Project Description:								
To replace a twenty-year-old financial system with new generation software, phone systems, cyber security and network improvements								
Total Project:	\$1,500,000							
Funded:	All Funds/ ARPA							
Area:	Citywide							
Technology				1,149,964	2,512,230	1,564,424	808,268	\$6,034,886
Total Project:				1,149,964	2,512,230	1,564,424	808,268	\$6,034,886
Library Improvements								
Project Description:								
Improvements, repairs and upgrades to the Library								
Total Project:	\$1,500,000							
Funded:	GFund/ REET 1/ Debt							
Area:	Downtown							
Repairs & Maintenance	39,865	35,593	153,423	67,970	1,213,883			\$1,561,733
Total Project:	39,865	35,593	153,423	67,970	1,213,883			\$1,561,733

					Budget	Capital Plan		
	2019	2020	2021	2022	Fiscal Yr. 2023-2024	Fiscal Yr. 2025-2026	Fiscal Yr. 2027-2028	Total
Streets								
ADA Accessibility								
Project Description:								
This project is for upgrading sidewalks to ADA standards for the elderly and disabled.								
Total Project:	Ongoing							
Funded:	REET 1							
Area:	Citywide							
Other								
Improvements	4,602	8,784	181,637	234,907	250,000	100,000	100,000	\$937,487
Total Project:	4,602	8,784	181,637	234,907	250,000	100,000	100,000	\$937,487

## Street Preservation

### Project Description:

This is a sustainable street maintenance program to be funded annually with the use of property taxes.

<b>Total Project:</b>	Ongoing							
<b>Funded:</b>	Property Tax							
<b>Area:</b>	Citywide							
Roadway								
Preservation	566,198	765,444	370,565	1,757,051	1,959,732	2,018,524	2,079,080	\$12,956,725
<b>Total Project:</b>	566,198	765,444	370,565	1,757,051	1,959,732	2,018,524	2,079,080	\$12,956,725

## Lake and Sierra Improvements

### Project Description:

This project will add traffic control changes to the Lake and Everett Intersection. This improvement is due to increased traffic from residential growth in the area.

Total Project:	\$600,000																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
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## 38th Avenue Phase 3

### Project Description:

This project is design, permit, acquire Right-of-Way, and construct a street from 192nd to Parker and improvements from Parker to Grass Valley.

<b>Total Project:</b>	\$15,136,041							
<b>Funded:</b>	Federal Funds/ State Funds/ Debt							
<b>Area:</b>	Northwest							
ROW/Professional Services			416,801	165,543	6,100,400			\$15,136,041
<b>Total Project:</b>			416,801	165,543	6,100,400			\$15,136,041

## CDBG Projects

### Project Description:

These are projects which are in federal qualified neighborhoods to Improve streets, sidewalks, curbing and utility infrastructure.

<b>Total Project:</b>	\$415,000				
<b>Funded:</b>	CDBG Grant/ GFund/ Utility Rates				
<b>Area:</b>	Northwest				
Construction	47,814	241,357	397,614	300,000	\$1,963,250
Waterline				175,000	\$175,000
<b>Total Project:</b>	47,814	241,357	397,614	475,000	\$2,138,250

	Budget				Capital Plan			Total
	2019	2020	2021	2022	Fiscal Yr. 2023-2024	Fiscal Yr. 2025-2026	Fiscal Yr. 2027-2028	

**CWFD****Fire and EMS Equipment****Project Description:**

The City funds replacement and new equipment for the CWFD. Equipment for 2023-2024 includes Breathing Apparatus Refilling System, Vehicle Extraction Tools and Ambulance Gurney Uplift.

<b>Total Project:</b>	Ongoing							
<b>Funded:</b>	Fire Interlocal Agreement							
<b>Area:</b>	Citywide/City of Washougal							
Equipment	149,499	181,637	234,907	247,000	200,000	200,000		\$1,431,818
<b>Total Project:</b>	149,499	181,637	234,907	247,000	100,000	100,000		\$1,231,818

**Vehicles****Project Description:**

The City replaces ambulances every three years and brush trucks as needed.

<b>Total Project:</b>	Ongoing							
<b>Funded:</b>	Fire Interlocal Agreement							
<b>Area:</b>	Citywide/City of Washougal							
Vehicles	260,610	214,309	85,277		250,000	250,000		\$1,550,375
<b>Total Project:</b>	260,610	214,309	85,277		250,000	250,000		\$1,550,375

**Fire Engines****Project Description:**

The City replaces fire engines as needed but is scheduling a new replacement plan.

<b>Total Project:</b>	Ongoing							
<b>Funded:</b>	Debt							
<b>Area:</b>	Citywide/City of Washougal							
Engines					1,741,854	1,000,000		\$3,244,854
<b>Total Project:</b>					1,741,854	1,000,000		\$3,244,854

**Fire Stations****Project Description:**

Fire Facilities Plan identified the need to replace the Headquarter Station and the Washougal Fire Station. In addition, a satellite station will be needed in the North Shore area.

<b>Total Project:</b>	\$38,300,000							
<b>Funded:</b>	Voted Debt							
<b>Area:</b>	Downtown/ City of Washougal							
Construction					23,300,000	15,000,000		\$38,300,000
<b>Total Project:</b>					23,300,000	15,000,000		\$38,300,000
<b>Operating &amp; Maintenance Costs:</b>								\$0

					Budget	Capital Plan		
	2019	2020	2021	2022	Fiscal Yr. 2023-2024	Fiscal Yr. 2025-2026	Fiscal Yr. 2027-2028	Total
Parks and Recreation								
Open Space/Trails/Park Upgrades								
Project Description:								
This project is a placeholder for projects in the Parks Master Plan.								
Total Project:	Ongoing							
Funded:	REET 2							
Area:	Citywide							
Trails	22,146				150,000	275,000	275,000	\$1,017,462
Open Space	8,055	179,823	69,469		200,000	100,000	100,000	\$950,551
Park Upgrades	3,936				150,000	375,000	375,000	\$1,003,810
Total Project:	34,137	179,823	69,469		500,000	750,000	750,000	\$2,971,823

### East Lake Trail

#### Project Description:

This project is to build a trail on the East side of Lacamas Lake as part of the Lacamas Lake Trail Loop.

<b>Total Project:</b>	\$586,264							
<b>Funded:</b>	Park Impact Fees							
<b>Area:</b>	Northeast							
Design, Permitting and Construction	1,968		4,690	31,189	500,000			\$586,264
<b>Total Project:</b>	<b>1,968</b>		<b>4,690</b>	<b>31,189</b>	<b>500,000</b>			<b>\$586,264</b>

### Crown Park Improvements

#### Project Description:

The City is planning to build restrooms and a sport court at Crown Park.

<b>Total Project:</b>	TBD							
<b>Funded:</b>	REET 2							
<b>Area:</b>	Central							
Park Upgrades	298,399			95,032	6,300,000			\$6,810,807
<b>Total Project:</b>	<b>298,399</b>			<b>95,032</b>	<b>6,300,000</b>			<b>\$6,810,807</b>

### Skate Park

#### Project Description:

The project is to design and construct enhancements to the skate park on 3rd Avenue.

<b>Total Project:</b>	\$75,000							
<b>Funded:</b>	REET 2/ Donations/ Washougal							
<b>Area:</b>	Southeast							
Design, Permitting and Construction				19,857	75,000			\$94,857
<b>Total Project:</b>				<b>19,857</b>	<b>75,000</b>			<b>\$94,857</b>

### Legacy Lands

#### Project Description:

This project is to acquire a potential North Shore park lands, provide maintenance to historical structures and the next phase will be to provide access to the public as open space and developed parks.

<b>Total Project:</b>	\$21,282,846							
<b>Funded:</b>	PIF/REET/GO Bonds							
<b>Area:</b>	North							
Land	4,001,029	9,692,148	6,325,137		150,000			\$21,282,846
<b>Total Project:</b>	<b>4,001,029</b>	<b>9,692,148</b>	<b>6,325,137</b>		<b>150,000</b>			<b>\$21,282,846</b>

### Park Improvements

#### Project Description:

This project is a placeholder to fund improvements on an ongoing basis.

<b>Total Project:</b>	\$525,000							
<b>Funded:</b>	General Fund							
<b>Area:</b>	Citywide							
Design, Permitting and Construction					525,000			\$525,000
<b>Total Project:</b>					<b>525,000</b>			<b>\$525,000</b>

**NE 3rd Ave Trail Improvements (South Lacamas Creek Trailhead)****Project Description:**

This project is to build a restroom and improve the parking lot at the Lacamas Creek Trailhead on 3rd Ave.

<b>Total Project:</b>	\$1,179,928
<b>Funded:</b>	REET2/PIF/RCO Grant
<b>Area:</b>	Southeast

Design,

Permitting and

Construction	29,614	50,314	1,100,000	\$1,179,928
<b>Total Project:</b>	29,614	50,314	1,100,000	\$1,179,928

**Sport Fields****Project Description:**

This initial budget is for planning for sport fields and improvements.

<b>Total Project:</b>	\$60,000
<b>Funded:</b>	General Fund
<b>Area:</b>	Citywide

Design,

Permitting and

Construction			60,000	\$60,000
<b>Total Project:</b>			60,000	\$60,000

**Pool Planning****Project Description:**

This project is to select a consultant team to complete public engagement and concept plans, as well as develop a cost recovery policy and model alongside an operating proforma.

<b>Total Project:</b>	\$150,000
<b>Funded:</b>	General Fund
<b>Area:</b>	Central

Design,

Permitting and

Construction			150,000	\$150,000
<b>Total Project:</b>			150,000	\$150,000

**Community Center Planning****Project Description:**

This project is to assess uses and needs of the Camas Community Center to determine future use and renovation feasibility

<b>Total Project:</b>	\$60,000
<b>Funded:</b>	General Fund
<b>Area:</b>	South

Design,

Permitting and

Construction			60,000	\$60,000
<b>Total Project:</b>			60,000	\$60,000

**Park Maintenance Equipment****Project Description:**

This ongoing to fund new or upsized replacement equipment for the growing park system.

<b>Total Project:</b>	Ongoing
<b>Funded:</b>	General Fund
<b>Area:</b>	Citywide

Equipment	324,436	28,601	120,000	\$473,037
<b>Total Project:</b>	324,436	28,601	120,000	\$473,037

	Budget				Capital Plan			
	2019	2020	2021	2022	Fiscal Yr. 2023-2024	Fiscal Yr. 2025-2026	Fiscal Yr. 2027-2028	Total
Stormwater								
Columbia Summit Retrofit								
Project Description:								
The project includes a retrofit to an existing pond, installation of new detention facilities for subdivisions which do not contain any. This project will help channel erosion in tributaries to Dwyer Creek from NW Prune Hill.								
Total Project:	\$2,200,000							
Funded:	Utility Rates							
Area:	Central							
					2,200,000			\$2,200,000
Fargo Street Pipeline Upsize/Detention Design								
Project Description:								
This project upsizes a storm line which overflows onto city property during flooding events.								
Total Project:	\$100,000							
Funded:	Utility Rates							
Area:	Northwest							
					100,000			\$100,000
Dam Improvements								
Project Description:								
Mechanical upgrade improvements to the Lacamas Lake Dams, removal of unnecessary equipment and hydraulic analysis.								
Total Project:	\$335,780							
Funded:	Utility Rates							
Area:	Northwest							
				85,780	250,000			\$335,780
Lake Water Quality								
Project Description:								
Provide funding for staff to work with Clark County, State and Federal agencies, and develop a short-term and long-term strategy to improve and manage water quality of Lacamas, Fallen Leaf, and Round Lakes.								
Total Project:	Ongoing							
Funded:	Utility Rates							
Area:	Northwest							
			130,653	301,558				\$432,211
Operating & Maintenance Costs:						TBD	TBD	\$0
Stormwater Equipment								
Project Description:								
This will fund new or upsized replacement equipment for the growing stormwater system.								
Total Project:	Ongoing							
Funded:	Utility Rates							
Area:	Citywide							
				168,199	279,000			\$447,199

	Budget				Capital Plan			Total
	2019	2020	2021	2022	Fiscal Yr. 2023-2024	Fiscal Yr. 2025-2026	Fiscal Yr. 2027-2028	

## Water

### Boulder Parallel Intake Line - Design

#### Project Description:

This project will design a secondary intake along Boulder Creek for the Sand Filter Plant. The existing intake line gets blocked due to upstream boulders. This line would allow for plant operation to continue during blockages.

<b>Total Project:</b>	\$2,350,000							
<b>Funded:</b>	SDCs							
<b>Area:</b>	North							
Construction					350,000	2,000,000		\$2,350,000
					350,000	2,000,000		\$2,350,000

### Crown Road Booster Station Upgrade

#### Project Description:

This new booster station will serve the North Shore and better meet domestic and fire flow needs.

<b>Total Project:</b>	\$1,337,623							
<b>Funded:</b>	SDCs							
<b>Area:</b>	Southeast							
Well 6/14 Transmission			87,623		1,250,000			\$1,337,623
			87,623		1,250,000			\$1,337,623

### Well/Reservoir Security Upgrades

#### Project Description:

This package provides for fencing, cameras and other security devices at sites to deter or eliminate access by the public into buildings and reservoirs.

<b>Total Project:</b>	Ongoing							
<b>Funded:</b>	SDCs							
<b>Area:</b>	Citywide							
					300,000			\$300,000

### North Shore Water Transmission Main

#### Project Description:

This project completes the connection along 232nd Street which will create a loop around Lacamas Lake. The Sand Filter plant will provide water to NW portion of the City and minimize the need to utilize the south waterlines.

<b>Total Project:</b>	\$2,100,000							
<b>Funded:</b>	SDCs							
<b>Area:</b>	North							
Construction					2,100,000			\$2,100,000
					2,100,000			\$2,100,000

### Gregg Reservoir Siting Analysis

#### Project Description:

Installation of the reservoir will reduce pressures in the downtown area, provide more storage and more effectively meet fire flow needs. This analysis will determine the location of the 343 pressure zone reservoir.

<b>Total Project:</b>	\$252,574							
<b>Funded:</b>	SDCs							
<b>Area:</b>	Northeast							
Construction				52,574	200,000			\$252,574
				52,574	200,000			\$252,574

### Hathaway Road Replacement Design/Construction

#### Project Description:

This project will replace 2,100 feet of 24 inch galvanized leaking steel line and provide better flow of water from the Sand Filter plant.

<b>Total Project:</b>	\$330,000							
<b>Funded:</b>	Utility Rates							
<b>Area:</b>	North							
Construction					330,000			\$330,000
					330,000			\$330,000



## Washougal River Wellfield Improvements

### Project Description:

This project is to maximize the amount of water pulled from existing Washougal River wellfield. This package funds repair, replacement, upgrades and capacity related needs within the City's primary wellfield.

<b>Total Project:</b>	\$500,000
<b>Funded:</b>	Utility Rates
<b>Area:</b>	Southeast

Construction	500,000	\$500,000
	500,000	\$500,000

## NE 43rd/Franklin Replacement Design/Construction

### Project Description:

This project is to replace older leaking 3inch PVC with a new connection to existing 12inch line in NE 43rd Ave.

<b>Total Project:</b>	\$530,000
<b>Funded:</b>	Utility Rates
<b>Area:</b>	Northeast

Construction	530,000	\$530,000
	530,000	\$530,000

## SE 6th Ave Bridge Crossing - Construction

### Project Description:

This package replaces an existing waterline on the SE 6th Ave. bridge due to the existing steel line's deterioration and leakage.

<b>Total Project:</b>	\$1,500,000
<b>Funded:</b>	Utility Rates
<b>Area:</b>	Central

Construction	1,500,000	\$1,500,000
	1,500,000	\$1,500,000

## Water Repair and Replacement

### Project Description:

The City's 2019 Water Plan Update which identified a number of repair and replacement related needs. This placeholder budget will allow for planned and unplanned water system projects to be completed in the biennium.

<b>Total Project:</b>	\$4,403,241
<b>Funded:</b>	Utility Rates
<b>Area:</b>	Citywide

Construction	36,121	331,433	171,808	1,300,000	1,300,000	1,300,000	\$4,403,241
	36,121	331,433	171,808	1,300,000	1,300,000	1,300,000	\$4,439,362

					Budget	Capital Plan		
2019	2020	2021	2022		Fiscal Yr. 2023-2024	Fiscal Yr. 2025-2026	Fiscal Yr. 2027-2028	Total
<b>Sewer</b>								
<b>Pump Station Telemetry Upgrades</b>								
Project Description:								
This project provides more reliable communications with pump stations.								
Total Project:	\$1,800,000							
Funded:	SDCs							
Area:	Citywide							
					1,800,000			\$1,800,000

**STEP Main Assessment and Cleaning****Project Description:**

This project completes an assessment of all 6inch and larger force mains to determine if they are leaking or flow is restricted.

Total Project:	\$850,000							
Funded:	Utility Rates							
Area:	Citywide							
					850,000			\$850,000

**WWTP Upgrades****Project Description:**

This placeholder is for projects identified in General Sewer Plan and WWTP Facilities Plan to upgrade, repair, replacement, and maintenance.

Total Project:	\$6,922,354							
Funded:	SDCs							
Area:	South							
		510,791	164,391	247,173	6,000,000			\$6,922,354

**Gravity Sewer Upgrades****Project Description:**

This placeholder is for projects identified in General Sewer Plan and WWTP Facilities Plan to upgrade, repair, replacement, and maintenance.

Total Project:	\$2,000,000							
Funded:	SDCs							
Area:	Southeast							
					2,000,000			\$2,000,000

**Pump Station Repair and Replacement****Project Description:**

This placeholder is for projects identified in General Sewer Plan and WWTP Facilities Plan to upgrade, repair, replacement, and maintenance.

Total Project:	\$2,099,571							
Funded:	Utility Rates							
Area:	Citywide							
		98,678	700,893	1,300,000				\$2,099,571

## City Policies

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### AMBULANCE BILLING DEBT FORGIVENESS POLICY

It is the policy of the City of Camas that ability to pay is never a condition of emergency medical services. All aspects of emergency medical services will be provided to all patients without discrimination of those with no means or inadequate means to pay. A patient that cannot pay for emergency medical services may apply for debt forgiveness based on income eligibility.

### BUDGET

A comprehensive biennial budget will be adopted that includes a concise summary of key issues and aspects of operating costs and capital components.

A detailed budget document disclosing all anticipated revenues and authorized appropriations for operating and capital expenditures will be prepared and published. The budget establishes the level of service to be provided by each department. The budget will include title of each employee position funded, number of staff in each position and full-time equivalents. Expenditures will be monitored through the accounting system with monthly reports to assure budgetary compliance.

Discretionary revenues received on a one-time basis will be used to increase fund reserves or used for capital expenditures or other uses that are not dependent on ongoing revenues and will not be used for operating expenditures.

The budget summary will disclose significant changes in priorities or service levels, identify major financial factors including future debt obligations, use of fund balance, list major capital projects, and disclose if the budget is balanced or not.

The proposed biennial budget will be presented on the city website for better communication of financial information to citizens and other interested parties. The adopted budget will be available on the city website before the new fiscal year begins.

## CAPITAL ASSET MANAGEMENT

Capital assets are in excess of \$25,000 and provide a benefit for more than two fiscal periods. Individual assets that cost less than \$25,000 but that operate as part of a network system may be capitalized in the aggregate using the group method, if the estimated average useful life of the individual asset is at least two years. A network is determined to be where individual components may be below \$25,000 but are interdependent and the overriding value to the City is on the entire network and not the individual assets.

Properly accounting and maintaining physical control of capital assets ensures accountability to the City. Annual reporting of the acquisition and disposition of all capital assets is required. Major ongoing projects which cover more than one year are capitalized as Construction Work in Progress until complete. The cost of a Capital Asset is depreciated yearly over its useful life based on Generally Accepted Accounting Principles.

## CASH MANAGEMENT

It is the policy of the City to follow prudent cash management practices to ensure the availability of funds for the payment of bills and payroll; properly safeguard the collection of cash and ensure timely deposit; maintain an accurate accounting of cash inflows and outflows; facilitate the investment of idle cash to maximize revenues; and monitor the level of funds necessary to meet short-term needs. Each City department is responsible for monitoring all funds within the purview of its budget to ensure that cash positions remain non-negative at year-end.

## CONFLICT OF INTEREST

It is the policy of the City of Camas that employees are expected to conduct themselves with personal integrity, ethics, honesty, and diligence in performing their duties. Employees are required to support and advance the interests of the City and avoid placing themselves in situations where their private interests may be in conflict with or be perceived to be in conflict with the interests of the City.

## DEBT

Long-term debt will only be issued for real property, or capital projects and capital acquisitions with a life greater than three years. Long-term debt will not be issued to finance current operations. The maturity of long-term debt will be equal to or less than the expected life of the project or acquisition, and no longer than 20 years. In some utility infrastructure financing, a 30-year financing term may be considered.

Interfund borrowing for short-term cash flow needs should be considered over external borrowing for terms less than two years. A resolution adopted by the council will approve and detail the terms of the borrowing.

Loans from state agencies with favored interest rates and repayment terms should be considered whenever possible. The funding source for repayment of the loan shall be indicated.

The bond coverage is detailed in each revenue bond issue. The current requirement is gross revenues, less operation and maintenance costs before depreciation, that equate to at least 1.25 times the maximum annual debt service.

## EQUIPMENT RENTAL RATES

Equipment rental rates will be sufficient to cover operating and maintenance costs, property and liability insurance coverage, plus depreciation and to establish a reserve sufficient to replace vehicles and equipment at the end of their useful lives. The reserve will include estimated replacement cost of vehicles and equipment, recognizing that replacement costs often escalate. Rates will be adopted by resolution and will be reviewed at least annually to determine if revenues cover all costs. Equipment is depreciated over its useful life.

## FUND BALANCE

It is the policy of the City to establish and maintain adequate reserves based on consideration of risks to operations, in the budgetary fund balance across a spectrum of City operating funds. The budgetary fund balance represents the one-time amount accumulated from prior years, which is different than the fund balance under Generally Accepted Accounting Principles (GAAP) but includes the same constraints on spending.

## GRANTS

It is the policy of the City of Camas to adhere to all applicable cost principles governing the use of federal and non-federal grants, both direct and indirect, charged to grant funded projects and that proposed and actual expenditures are consistent with the grant agreement and all applicable federal rules embodied in the Uniform Grant Guidance at 2 CFR 200 (UGG). Employees who are responsible for administering, expending, or monitoring grant funded programs should be well versed with the categories of costs that are generally allowable and unallowable.

## INVESTMENTS

It is the policy of the City to invest public funds in a manner that will provide the maximum security with best investment return, while meeting the daily cash flow demands of the City and conforming to all state and local statutes governing the investment of public funds.

## LEASES

This policy establishes the accounting treatment of lease agreements and agreements that contain lease components entered into by the City, both as a lessee and as a lessor. The lessee is the party granted use rights of an asset as part of an agreement. The lessor is the owner of the assets identified in the agreement.

There are two types of lease classifications for a lessee: capital and operating. There are three types of leases for a lessor: direct financing, sales-type, and operating leases. The proper lease classification is important because it determines the accounting and reporting requirements.

A lease exists when there is a contract, or part of a contract, which conveys the right to control the use of an asset for a period of time in exchange for consideration (i.e., payment). The lessee is determined to have control of the use of an asset if it has the ability to determine how the asset is used and the right to substantially all the economic benefits arising from the asset.

## LONG-RANGE FORECASTING

A long-range forecasting of revenues and expenditures for a future six-year period will be done each year by July 1. Utilities will have long-range rate analysis completed every five-years with monitoring of forecast to actuals completed every year.

## PROCUREMENT

It is the policy of the City to actively seek to maintain public confidence and trust in the methods it uses to purchase goods and services. The City will adopt standards that promote the proper stewardship of public funds and provide for open, transparent, and fair public contracting processes. To accomplish this, the City will use the guiding principles of integrity, accountability, equity, transparency, and inclusiveness.

## PURCHASE CARD POLICY

It is the policy of the City of Camas to utilize purchase cards for transactions over-the-counter, via telephone, by mail, or over the internet. The use of purchase cards is to enable employees to quickly and efficiently purchase goods and services. Each cardholder is required to account for all transactions made using the purchase card. This includes maintaining original, detailed receipts (printed confirmations of internet transactions). The use of a City of Camas purchase card is a privilege and not a right. Misuse of the purchase card privilege may result in immediate disciplinary action up to and including termination. Cardholders who delay or otherwise do not follow procedures are subject to restrictions or card cancellation.

## REAL ESTATE EXCISE TAX

The first quarter of one percent (.25%) of the real estate excise tax (REET 1) must be used solely on capital projects that are listed in the capital facilities plan element of the City's Comprehensive Plan. Capital projects are defined in RCW 82.46.010 as "those public works projects of a local government for planning, acquisition, construction, reconstruction, repair, replacement, rehabilitation, or improvement of streets, roads, highways, sidewalks, street and road lighting systems, traffic signals, bridges, domestic water systems, storm and sanitary sewer systems, parks, recreational facilities, law enforcement facilities, fire protection facilities, libraries, administrative and judicial facilities..."

The second quarter of one percent (.25%) of the real estate excise tax (REET 2) capital projects are defined in RCW 82.46.035 as: "those public works of a local government for planning, acquisition, construction, reconstruction, repair, replacement, rehabilitation, or improvement of streets, roads, highways, bridges, domestic water systems, storm and sanitary sewer systems, and planning, construction, reconstruction, repair, rehabilitation, or improvement of parks." The acquisition of land for parks is not permitted.

## TRAVEL POLICY

Department Heads are responsible for authorizing out-of-town travel and training, considering budget availability, efficiency and department staffing needs. The City will pay for allowable business travel expenses when reasonable, necessary, and directly related to conducting business for the City of Camas. Expenses incurred for City travel that are not in compliance with the policies outlined below will not be paid or reimbursed.

The following are considered reasonable and necessary business travel expenses:

- Transportation (City, rental, personal vehicle, airfare, parking, bus, taxi, etc.)
- Lodging
- Registration fees for conferences, training, and tuition
- Meals (gratuities not to exceed 20%)
- Other incidental business expenses (copies, fax, internet service)
- Laundry service (Actual cost of laundry and/or valet service are allowable expenses only when the travel period extends past seven days)

The following will not be paid or reimbursed

- Alcoholic beverages
- Expenses of a spouse or other persons not authorized to receive reimbursement under this policy
- Theft, loss, or damage to personal property
- Costs associated with damage caused by employee/official's actions
- Airline or other trip insurance
- Personal entertainment
- Personal telephone calls
- Personal care services (reading material, barber, hair salon, personal toiletries, laundry/valet service)
- Fines for parking or traffic violations

## UTILITY RATES

User rates and system development charges will finance all operations, capital, and debt service for utility functions.

A rate study of utility rates and system development charges will be completed at least every five years to determine if applicable rates and miscellaneous charges meet operating costs, debt obligations, and provide adequate reserve levels.

To mitigate current and future revenue shortfalls and unanticipated expenses, retained earnings of at least 90 days of operating expenses will be maintained in the Water/Sewer Utility.

Cash and investments of a minimum of \$500,000 should be retained for emergency capital repairs or other unforeseen events in the Water/Sewer Capital Reserve Fund.



# Budget Adoption Ordinance

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## ORDINANCE NO. 22-028

AN ORDINANCE adopting the biennial budget for the City of Camas, Washington, for the fiscal year beginning January 1, 2023.

WHEREAS, the Mayor of the City of Camas, Washington completed and placed on file with the City Clerk a proposed budget and estimate of the amount of moneys required to meet the public expenses, bond retirement and interest, reserve funds and expenses of government of said City for the biennium beginning January 1, 2023, and a notice was published that the Council of said City would meet on the 5<sup>th</sup> day of December, 2022 at the hour of 7:00pm, in the Council Chambers in the City Hall of said City for the purposes of considering the budget for the biennium 2023-2024 and giving taxpayers within the limits of said city an opportunity to be heard upon said budget; and,

WHEREAS, the said City Council has met and considered the matter of the budget for the biennium 2023-2024; and,

WHEREAS, the said proposed budget does not exceed the lawful limit of taxation allowed by law to be levied on the property within the City of Camas for the purposes set forth in said budget, and the estimated expenditures set forth in said budget being all necessary to carry on the government of the said City for said years and being sufficient to meet the various needs of said city during said period; and,

NOW THEREFORE, THE CITY COUNCIL OF THE CITY CAMAS DO ORDAIN AS FOLLOWS:

### SECTION I

The 2023-2024 budget of the City of Camas, Washington for the biennium beginning January 1, 2023 is adopted at the fund level in its final form and content as set forth in the document dated November 20, 2022 entitled City of Camas 2023-2024 Budget, three copies of which are on file in the Office of the Clerk. (Exhibit A)

### SECTION II

The total estimated revenues and appropriations for each fund for the City of Camas and the aggregated total for all funds are as follows:

ORD No. 22-028

**SUMMARY OF ESTIMATED REVENUES, APPROPRIATIONS  
(AND USE OF FUND BALANCE)**

Fund	Projected Beginning Fund Balance	2023-2024 Revenues	2023-2024 Appropriation	Projected Ending Fund Balance	Change in Fund Balance
General	\$ 15,435,891	\$ 69,502,819	\$ 75,617,100	\$ 9,321,610	\$ (6,114,281)
City Street	\$ 1,288,215	\$ 9,356,644	\$ 8,674,462	\$ 1,970,397	\$ 682,182
American Rescue Plan Act (ARPA funding)	\$ 6,236,616	\$ 75,001	\$ 6,311,617	\$ -	\$ (6,236,616)
Tree Fund	\$ 15,580	\$ 204	\$ -	\$ 15,784	\$ 204
C/W Fire and EMS	\$ 2,251,230	\$ 34,716,664	\$ 36,616,903	\$ 350,991	\$ (1,900,239)
Lodging Tax	\$ 59,634	\$ 48,028	\$ 65,000	\$ 42,662	\$ (16,972)
Cemetery	\$ 215,904	\$ 571,615	\$ 585,532	\$ 201,987	\$ (13,917)
Limited G.O. Bond Debt Service	\$ -	\$ 6,540,138	\$ 6,540,138	\$ -	\$ -
Real Estate Excise Tax Capital	\$ 15,047,340	\$ 10,723,608	\$ 14,923,573	\$ 10,847,375	\$ (4,199,965)
Park Impact Fee Capital	\$ 3,851,009	\$ 4,564,291	\$ 2,216,008	\$ 6,199,292	\$ 2,348,283
Transportation Impact Fee Capital	\$ 3,662,476	\$ 2,592,011	\$ 2,460,214	\$ 3,794,273	\$ 131,797
Fire Impact Fee	\$ 1,445,418	\$ 544,452	\$ 1,230,927	\$ 758,943	\$ (686,475)
NW 38th Ave Phase 3 Construction	\$ -	\$ 6,100,400	\$ 6,100,400	\$ -	\$ -
Facilities Capital	\$ 1,502,473	\$ 8,633,883	\$ 8,633,883	\$ 1,502,473	\$ -
Legacy Lands Project	\$ 5,915,535	\$ 21,304	\$ 150,000	\$ 5,786,839	\$ (128,696)
Storm Water Utility	\$ 3,172,862	\$ 4,787,487	\$ 7,170,142	\$ 790,207	\$ (2,382,655)
City Solid Waste	\$ 4,019,129	\$ 6,885,529	\$ 6,095,491	\$ 4,809,167	\$ 790,038
Water-Sewer	\$ 13,843,246	\$ 32,413,055	\$ 41,170,153	\$ 5,086,148	\$ (8,757,098)
Water-Sewer Capital Projects	\$ -	\$ 9,710,000	\$ 9,710,000	\$ -	\$ -
North Shore Sewer Construction Project	\$ 245,340	\$ -	\$ -	\$ 245,340	\$ -
2019 Water Construction Projects	\$ 6,236,979	\$ -	\$ -	\$ 6,236,979	\$ -
Water-Sewer Capital Reserve	\$ 16,177,490	\$ 5,560,114	\$ 9,650,000	\$ 12,087,604	\$ (4,089,886)
Water-Sewer Bond Reserve	\$ 1,724,690	\$ 10,747	\$ -	\$ 1,735,437	\$ 10,747
Equipment Rental	\$ 2,606,394	\$ 4,860,637	\$ 5,522,333	\$ 1,944,698	\$ (661,696)
Firefighter's Pension	\$ 1,140,609	\$ 17,679	\$ 187,049	\$ 971,240	\$ (169,370)
Retiree Medical	\$ 13,371	\$ 317,111	\$ 318,120	\$ 12,362	\$ (1,009)
LEOFF 1 Disability Board	\$ 467,345	\$ 355,278	\$ 448,241	\$ 374,382	\$ (92,963)
<b>Total 2023-2024 Budget</b>	<b>\$ 106,574,777</b>	<b>\$ 218,908,699</b>	<b>\$ 250,397,285</b>	<b>\$ 75,086,190</b>	<b>\$ (31,488,587)</b>

**SECTION III**

The Finance Director is directed to transmit a copy of this budget to the Office of the Auditor of the State of Washington, Municipal Research and Service Center, and to the Association of Washington Cities.

**SECTION IV**

This 2023-2024 City of Camas Budget for the biennium beginning January 1, 2023 is hereby adopted as the budget for the City of Camas.

ORD No. 22-028

SECTION V

This ordinance shall be in force and take effect five (5) days after its publication according to law.

PASSED by the Council and APPROVED by the Mayor this 5<sup>th</sup> day of December 2022.

SIGNED: 

ATTEST: 

Approved as to form:



City Attorney

## 2023 Salary Schedules

	Position	1	2	3	4	5	6	7
Non-Represented	Administrative Services Director	11098	11542	12003	12484	12983	13502	14042
	Assistant Finance Director	8841	9194	9562	9945	10342	10756	11186
	Building Division Manager/Building Official	8841	9194	9562	9945	10342	10756	11186
	City Administrator	14109	14673	15260	15870	16505	17165	17852
	City Clerk	6944	7222	7511	7812	8124	8449	8787
	Community Development Director	11098	11542	12003	12484	12983	13502	14042
	Director of Communications	8841	9194	9562	9945	10342	10756	11186
	Director of Parks and Recreation	10324	10736	11166	11613	12077	12560	13063
	Division Chief/Emergency Medical Svcs.	10651	11076	11519	11980	12460	12958	13476
	Division Chief/Fire Marshal	10651	11076	11519	11980	12460	12958	13476
	Engineering Manager	9707	10095	10499	10919	11356	11810	12282
	Executive Assistant	5544	5766	5996	6236	6486	6745	7015
	Finance Director	11098	11542	12003	12484	12983	13502	14042
	Fire Chief	12661	13168	13694	14242	14812	15404	16020
	Fleet Supervisor	7300	7592	7896	8212	8540	8882	9237
	Human Resources Analyst	7300	7592	7896	8212	8540	8882	9237
	Human Resources Assistant	5225	5434	5651	5877	6112	6357	6611
	Information Technology Director	10324	10736	11166	11613	12077	12560	13063
	Library Director	10324	10736	11166	11613	12077	12560	13063
	Planning Manager	8841	9194	9562	9945	10342	10756	11186
	Police Captain	10384	10800	11232	11681	12148	12634	13139
	Police Chief	12661	13168	13694	14242	14812	15404	16020
	Public Works Director	11098	11542	12003	12484	12983	13502	14042
	Public Works Operations Manager	9211	9579	9962	10361	10775	11206	11654
	Technology and Collections Manager	6803	7075	7358	7652	7958	8277	8608
	Utilities Manager	9707	10095	10499	10919	11356	11810	12282
	Wastewater Operations Manager	8841	9194	9562	9945	10342	10756	11186
	Water/Sewer Operations Manager	8841	9194	9562	9945	10342	10756	11186
AFSCME	Custodial Aide	15.87	16.34	16.83	17.34	17.86	18.40	18.95
	Facilities Operations Specialist	5955	6135	6320	6509	6707	6906	7113
	Grounds Worker I	4990	5140	5293	5452	5613	5784	5955
	Grounds Worker II	5452	5613	5784	5955	6136	6320	6509
	Lead Grounds Worker	6509	6707	6906	7113	7327	7546	7771
	Lead Maintenance Worker	6509	6707	6906	7113	7327	7546	7771
	Lead Mechanic	6906	7113	7327	7547	7771	8008	8247
	Lead Sanitation Worker	6320	6509	6707	6906	7113	7327	7547
	Lead Utility Maintenance Worker	6509	6707	6906	7113	7327	7547	7771
	Lead WW Treatment Plant Operator	6906	7113	7327	7546	7771	8007	8247
	Mechanic	6320	6509	6707	6906	7113	7327	7547
	Maintenance Worker I	4990	5140	5293	5452	5613	5784	5955
	Maintenance Worker II	5452	5613	5784	5955	6136	6320	6509
	Sanitation Worker	5452	5613	5784	5955	6136	6320	6509
	Senior Grounds Worker	5955	6136	6320	6509	6707	6906	7113
	Senior Maintenance Worker	5955	6136	6320	6509	6707	6906	7113
	Senior Utility Maintenance Worker	5955	6136	6320	6509	6707	6906	7113
	Sewer Maintenance Worker	6320	6509	6707	6906	7113	7327	7547
	Utility Maintenance Worker I	4990	5140	5293	5452	5613	5784	5955
	Utility Maintenance Worker II	5452	5613	5784	5955	6136	6320	6509
Local 11	Water Supply Operator	6509	6707	6906	7113	7327	7546	7771
	WW Treatment Plant Operator	6320	6509	6707	6906	7113	7327	7547
	Administrative Support Assistant	4600	4751	4904	5056	5205	5357	5510
	Circulation Services Specialist	4600	4751	4904	5056	5205	5357	5510
	Library Aide	2851	2947	3042	3135	3229	3322	3416
	Library Assistant	3621	3741	3860	3979	4098	4219	4339
Fire	Library Associate	4181	4318	4455	4594	4731	4869	5007
	Programming and Outreach Coordinator	6128	6330	6532	6733	6936	7137	7339
	Battalion Chief	10697	11092	11504	11932	12375	12835	-
	Fire Captain/Paramedic	9932	10300	10682	11080	11491	11918	-
	Fire Captain	9168	9507	9860	10228	10607	11001	-
	Deputy Fire Marshal	9168	9507	9860	10228	10607	11001	-
	Firefighter/Paramedic	8404	8715	9039	9375	9723	10085	-
	Firefighter	7640	7923	8217	8523	8840	9168	-



	Position							
		1	2	3	4	5	6	7
PD	Police Officer	7097	7311	7531	7755	7989	8229	8474
	Police Sergeant	8398	8645	8905	9170	9448	9731	10020
CPEA	Accountant	6980	7189	7405	7627	7856	8091	8334
	Accounting Assistant	5596	5764	5937	6115	6298	6487	6682
	Administrative Support Assistant	4761	4904	5051	5203	5359	5519	5685
	Assistant Planner	5763	5936	6114	6297	6486	6681	6881
	Building Inspector I	6156	6340	6530	6726	6928	7136	7350
	Building Inspector II	6774	6977	7186	7402	7624	7852	8088
	Code Enforcement Officer	5763	5936	6114	6297	6486	6681	6881
	Court Clerk	4761	4904	5051	5203	5359	5519	5685
	Court Security Officer	5596	5764	5937	6115	6298	6487	6682
	Engineer I	6980	7189	7405	7627	7856	8091	8334
	Engineer II	7589	7817	8051	8293	8542	8798	9062
	Engineer III	8449	8703	8964	9233	9510	9795	10089
	Engineering Project Manager	9188	9464	9748	10040	10341	10651	10971
	Engineering Technician	6156	6340	6530	6726	6928	7136	7350
	Financial Analyst	6774	6977	7186	7402	7624	7852	8088
	Financial Assistant	5085	5238	5395	5557	5723	5895	6072
	GIS Coordinator	7182	7398	7620	7848	8084	8326	8576
	IT Network Administrator	8449	8703	8964	9233	9510	9795	10089
	IT Support Specialist	5876	6052	6234	6421	6613	6812	7016
	IT Systems Analyst/Programmer	8449	8703	8964	9233	9510	9795	10089
	Lead Court Clerk	5596	5764	5937	6115	6298	6487	6682
	Lead Police Records Clerk	5596	5764	5937	6115	6298	6487	6682
	Offender Crew Leader	4622	4761	4904	5051	5202	5358	5519
	Operations Support Specialist	5596	5764	5937	6115	6298	6487	6682
	Parking Enforcement Officer	4407	4539	4675	4815	4960	5109	5262
	Permit Technician	4899	5046	5198	5354	5514	5680	5850
	Planner	6588	6786	6990	7199	7415	7638	7867
	Plans Examiner	6774	6977	7186	7402	7624	7852	8088
	Police Records Clerk/Dispatcher I	4326	4455	4589	4727	4869	5015	5165
	Police Records Clerk/Dispatcher II	5085	5238	5395	5557	5723	5895	6072
	Procurement Specialist	5876	6052	6234	6421	6613	6812	7016
	Records Management Coordinator	6233	6420	6613	6811	7016	7226	7443
	Recreation Coordinator	5656	5825	6000	6180	6365	6556	6753
	Recreation Facilities Coordinator	5656	5825	6000	6180	6365	6556	6753
	Sr. Accountant	7404	7626	7855	8091	8333	8583	8841
	Sr. Administrative Support Asst.	5596	5764	5937	6115	6298	6487	6682
	Sr. Building Inspector	7747	7979	8219	8465	8719	8981	9250
	Sr. Engineering Technician	6774	6977	7186	7402	7624	7852	8088
	Sr. Permit Technician	5596	5764	5937	6115	6298	6487	6682
	Sr. Planner	7977	8216	8463	8717	8978	9248	9525
	Sr. Plans Examiner	7041	7252	7470	7694	7924	8162	8407
Seasonals	HS Interns	16.00	17.00	18.00	19.00	20.00	21.00	22.00
	College Interns	20.00	21.00	22.00	23.00	24.00	25.00	26.00
	Seasonal Maintenance Worker	20.00	21.00	22.00	23.00	24.00	25.00	26.00
	Summer Maintenance Worker	20.00	21.00	22.00	23.00	24.00	25.00	26.00
	Recreation Leader	17.00	18.00	19.00	20.00	21.00	22.00	23.00
	Recreation Aide	16.00	17.00	18.00	19.00	20.00	21.00	22.00

# Glossary

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## Adopted Budget

Financial program that forms the basis for appropriations. Adopted by the governing body.

## Accrual Accounting

The basis of accounting that recognizes the timing of resources and expenses as follows: Revenues are recognized when earned and expenses are recognized as soon as a liability is incurred.

## Agency Fund

A fund set up to account for assets held by the City in a trustee capacity; for example, the Firemen's Pension Fund.

## Allocate

To divide a lump-sum appropriation which is designated for expenditure by specific organization units and/or for specific purposes, activities, or objects.

## Appropriation

An authorization made by the legislative body of a government which permits officials to incur obligations against and to make expenditures of governmental resources. Specific appropriations are usually made at the fund level and are granted for a one-year period.

## Assessed Value

Value set on real and personal taxable property as a basis for levying taxes.

## Assets

Resources owned or held by the City which possess a monetary value.

## Audit

Conducted by the Washington State Auditor's Office, the primary objective of an audit is to determine if the City's Financial Statements present the City's financial position fairly and results of operations are in conformity with generally accepted accounting principles.

## Balanced Budget

A budget in which planned expenditures do not exceed projected funds available.

## Balance Sheet

A financial statement reporting the organization's assets, liabilities, and equity activities.

## Biennial Budget

A two-year budget adopted by the City Council.

## Bond

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

## **Budget**

A written report showing the local government's comprehensive financial plan for one or two fiscal years. It includes a balanced statement of actual revenues and expenditures during each of the last two years, estimated revenues and expenditures, as budgeted, for the current and upcoming year.

## **Budget Document**

The compilation of the spending plans for the various funds, along with supporting schedules, tables, and charts which, in total, comprises the annual revenue and expenditure plan.

## **Budget Message**

A written explanation of the budget and the local government's financial priorities. This message was prepared by the Mayor, the executive officer of the governing body.

## **Capital Outlay**

Items which generally have a useful life of one or more years, such as machinery, land, furniture, equipment or buildings.

## **Comprehensive Plan**

The plan, or portions thereof, which has been adopted by the City Council. It is a land use policy statement that guides future growth of the City.

## **Contractual Services**

Services rendered to City activities by private firms, individuals, or other governmental agencies. Examples of these services may include street maintenance, engineering, law enforcement, and city attorney services.

## **Debt Service Fund**

A fund used to account for the monies set aside for the payment of interest and principal to holders of City Debt. There are two debt service funds, one for the Unlimited General Obligation Bonds of the City, and the other for all other City debt.

## **Department**

A major organizational unit of the City which has been assigned overall management responsibility for an operation or a group of related operations within a functional area.

## **Depreciation**

(1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during a particular period.

## **Designated Fund Balance**

A portion of unreserved fund balance designated by City policy for a specific future use.

## Encumbrances

Obligations in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation and for which a part of appropriation is reserved. When paid, the encumbrance is liquidated.

## Enterprise Funds

Funds established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services which are entirely or predominately self-supporting by user charges and fees.

## E.R.P. / ERP / Enterprise Resource Planning Software

Software incorporating multiple systems for daily business operations into an integrated database with consistency in user-interface. Systems include core functions like financials, human resources, project management, customer service, and managerial functions like budgeting. Can include additional systems for the specific industry being served. Modern systems are frequently cloud-based or subscription-based Software-as-a-Service (SaaS).

## Estimated Beginning / Change / Ending Fund Balance

These numbers are provided to give the user a feel for the financial position and the expected or anticipated change in the Fund's condition. Some of the numbers are updated after adoption of the budget appropriations resulting in occasional discrepancies from the adopted numbers. There are three to fifteen months of revenues and expenses that affect the actual Fund Balances. In some cases, even though the City has budgeted an amount and authorized expenditures, the City does not expect to spend all amounts appropriated. The table reflects the estimates only, and not actual amounts nor the legal appropriation amounts authorized by the City Council.

## Exempt

Personnel not eligible to receive overtime pay and who are expected to put in whatever hours necessary to complete their job assignments. The respective department head, as partial compensation for hours worked, may allow compensatory time off.

## Expenditures

The outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds.

## F.T.E.s / FTEs / Full-Time Equivalent

The combination of one or more employees whose work hours equal that of a full-time position, normally 40 hours/week, 52 weeks/year.



## **Fiscal Year**

A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. (January 1 through December 31 for the City of Camas)

## **Fixed Assets**

Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment that have a value of \$5,000 or more and that have a life over one year.

## **Franchise Fee**

A franchise fee is charged for the privilege of using public right-of-way and property within the City for public or private purposes. The City currently assesses franchise fees on cable television, natural gas, and solid waste.

## **Fund**

A fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances and changes, all segregated for specific, regulated activities, and objectives.

## **Fund Balance**

The excess of a fund's total assets over its total liabilities. A negative fund balance is often referred to as a deficit.

## **Funding**

Provides budgetary resources to cover the total cost of a program or project at the time it is undertaken.

## **General Fund**

Financial transactions relating to all governmental activities for which specific types of funds are not required are recorded in a General Fund. This fund is used for all receipts not dedicated for a specific purpose.

## **G.A.A.P. / GAAP / Generally Accepted Accounting Principle**

Detailed accounting standards and practices for state and local governments as prescribed by the Governmental Accounting Standards Board (GASB).

## **Governmental Funds**

Funds through most governmental functions are financed. The fund types included in the category are general, special revenue, capital projects, debt service and special assessment funds.

## **Grant**

Contributions of cash or other assets from another governmental agency to be used or expended for a specified purpose, activity, or facility.

## **Growth Management**

State requirements related to development and its impact on public infrastructure.

**Impact Fee**

A fee charged on new development to finance required infrastructure such as roads, parks, schools, and fire facilities.

**Infrastructure**

That portion of a city's assets located at or below ground level, including the water system, sewer system, and streets.

**Interfund Transactions**

Amounts distributed from one fund to finance activities in another fund. Shown as an expenditure in the originating fund and a revenue in the receiving fund.

**Internal Service Fund**

A fund which provides services to other city divisions and bills the various other funds for services rendered.

**Investment Revenue**

Revenue received as interest from the investment of funds not immediately required to meet cash disbursement obligations.

**Legacy Standards**

The casual reference name given to the complete package of revisions to the development standards to assure an elevated quality of new development as well as recognize the need to provide opportunity for new and innovative types of development.

**L.E.O.F.F. / LEOFF / Law Enforcement Officers' and Fire Fighters' Retirement System**

Law Enforcement Officers' and Fire Fighters' Retirement System.

**Liabilities**

Debt or other legal obligations arising out of transactions in the past which must be liquidated at some future date. This term does not include encumbrances.

**Modified Accrual Accounting**

The basis of accounting that recognizes the timing of resources and expenses as follows: Revenues are recognized when earned so long as they are collectible within the period or soon enough to be used to pay liabilities of the current period (measurable and available). Expenses are recognized when payment is due.

**N.P.D.E.S / NPDES / National Pollutant Discharge Elimination System**

The Clean Water Act prohibits an agency from discharging pollutants into the watershed unless they have an NPDES permit. The permit regulates what pollutants can be discharged from the treatment system, and at what concentrations.

**Non-Exempt**

Personnel eligible to receive overtime pay when overtime work has been authorized or requested by the supervisor.

**Objective**

Something worked toward and listed in the budget as anticipated for accomplishment in the budget year.

**P.E.R.S. / PERS / Public Employees' Retirement System**

Public Employees' Retirement System

**Proposed Budget**

Financial and operating program prepared by the City's administration, submitted to the public and the City Council for review.

**R.C.W. / RCW / Revised Code of Washington**

Revised Code of Washington which contains all laws of a general and permanent nature enacted by the State.

**Replacement Cost**

The cost of an asset which can render similar service (but which need not be the same structural form) as the property to be replaced.

**Reserve**

An account used to indicate that a portion of fund resources is restricted for a specific purpose or is not available for appropriation and subsequent spending.

**Revenues**

All amounts of money received by a government from external sources other than expense refunds, capital contributions, and residual equity transfers.

**Revised Budget**

A balanced budget as revised and approved by the City Council.

**Special Revenue Funds**

Special Revenue Funds are established only for special tax levies and other dedicated revenues whenever required by statutes, charter provisions, or the terms under which revenue is dedicated.

**S.D.C. / SDC / System Development Charge**

A fee charged on new development to finance required water, sewer, and drainage infrastructure.

**Tax Rate**

A percentage applied to all taxable property to raise general revenues. It is derived by dividing the total tax levy by the taxable net property valuation.

**Taxes**

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

**W.A.C. / WAC / Washington Administrative Code**

Laws adopted by State agencies to implement State Legislation.

**W.C.I.A. / WCIA / Washington Cities' Insurance Authority**

The insurance provider for the City of Camas

**Working Capital**

Difference between current assets and current liabilities.