



2023 Recommended Budget

Budget in Brief

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Mayor's Message for the 2023 Budget

To: City of White Salmon Council and Residents of White Salmon

*Five hundred, twenty five thousand, six hundred minutes
Five hundred, twenty five thousand moments so dear
Five hundred, twenty five thousand, six hundred minutes
How do you measure, measure a year?
-Seasons of Love*

Measuring a year is something I've thought about a lot as this budget for 2023 has come together. In the life of city government, a year could be measured simply in council meetings, commission meetings, public hearings, codes adopted, events attended, emergencies abated, the mix of wins and disappointments. Even with the budget itself, we reduce larger visions and aspirations for our future down to granular detail, often losing the nuance of how goals and objectives across different departments align to move us one step closer to a bigger strategic pursuit. When we fall into a rhythm of repeating patterns even if they're not working but have been the standard, those minutes and years can become a hamster wheel with limited forward movement.

Which is why it is with immense pride in my staff that I submit the 2023 budget. The collective work over this past year to change our approach, mindset, and culture in how we think about serving this city has been an all-hands-on-deck effort, and at times one that has felt Herculean. This year was marked by intentional change: change focused on setting higher standards for what we can achieve, prioritizing the public service aspect of city governance, and building a team of interim, new, and long-term members where everyone's strengths were utilized and voices were heard. All change is unsettling but shifting the foundations of our operations in such an integral way would not have worked without each person on this team giving their all in this shared pursuit. Every minute, every day, through every setback and frustration.

At its core, I view local government as having two primary responsibilities. One is to sustain and improve the infrastructure of its community: roads, traffic, transportation, public safety, code enforcement, economic development, master planning, environment and more. The other role is to build the social fabric of the community. Of those two, I think the harder to rebuild, or create, is the social fabric.

I believe White Salmon has that social fabric. We've seen it time and again in this past year alone as residents mobilized over issues such as the Parks Plan, Walker House, childcare, and the Hood River Bridge project in a respectful and passionate way; as our businesses and local organizations keep new and returning annual traditions like Community Cleanup, SpringFest, July 4th, El Grito, Halloween, and the Dock Grade ornaments alive and growing; as stakeholders come together to protect shared interests, such as the transition of Rhine Village to Cascade Columbia Housing to ensure the long-term affordability of those multi-family residences, or the ongoing multi-agency support

to realize a new pool under the White Salmon Valley Metropolitan Park District.

Instead of our residents only showing up as critics and consumers, we're fortunate that they connect with us and each other and get engaged in being producers of the future; together we share in asking the joint question "What can we create together?" In yet another year where national policies and governance lose sight of that shared commitment to the greater good, I continue to find the ethos of our city restorative and inspiring.

Which is why getting that first responsibility right was such a key focus this year. Building the right team of civil servants and having clear processes and procedures, I know we can achieve the aspirations of this council and the driving vision of our current comprehensive plan.

One of those new processes is a different approach to how we present the people's budget. This budget emphasizes the outcomes we expect from each department, and how we'll be measuring them. It also works to deliver the data points in ways we will be tracking, so council feels engaged year-round on evaluating progress and more empowered to determine what projects or department needs they want to support with limited funds. We also strived to paint a fuller picture of the city's long-term outlook, so that council can be proactive in addressing fund limitations and monitoring how my administration is continuing to cut unnecessary costs and be fiscally responsible in allocating funds.

The most noticeable shift in this approach, I hope, will be the ability of council to weigh whether they want to pursue a new project that is not part of the adopted budget. In the past, these considerations could easily get lost from being seen as part of the bigger picture, weighing if a new idea was worth reallocating a set amount of funds from something they had already committed to pursuing. In short, this budget shows the work we have planned for 2023, and our intent to work that plan.

That plan includes completion of construction projects delayed by Covid, such as repaving Garfield and replacing manhole covers along Jewett and Phase I of our mainline water project. It also anticipates installation of new park amenities in Rheingarten Park, and what could be perceived by some as the monumental launch of free mail delivery for city residents, either via cluster mailboxes or no-fee PO Boxes. It also expects we will realize the implementation of SCADA and GIS into our public works operations, as well as adoption of a housing action plan and consideration of new housing codes that reflect our support of increased housing options and affordability.

As we embark on another five hundred, twenty five thousand, six hundred minutes in 2023, I hope what we report back is noticeable ground being gained on infrastructure and housing. These two pressure points will determine our ability to successful manage our future growth and protect and nurture the strong social fabric that exists in our town.

It is with honor that I continue to humbly accept the charge of running the city responsibly and with purpose. I also graciously ask to be held accountable and challenged

to see issues from other viewpoints. We can't make a strong future together if we are more interested in being right over one another.

In closing, I would like to express my respect and gratitude to those who have walked alongside me in this pursuit of transforming our approach this year: Interim City Administrator Paul Koch, City Administrator Troy Rayburn, former Clerk/Treasurer Jan Brending – who selflessly delayed her own retirement to help us realize this vision – and our Department Heads: Clerk/Treasurer Stephanie Porter, Public Works Acting Operations Manager Jeff Cooper, Land Use Planner Jeff Broderick, Police Chief Mike Hepner, and Building Inspector and Fire Chief Bill Hunsaker. Their continued patience in navigating these shifts, as well as their daily leadership and ingenuity in serving the city has been greatly appreciated.

A handwritten signature in blue ink, appearing to read 'Marla Keethler', written in a cursive style.

Mayor Marla Keethler



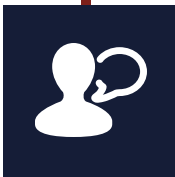
2022 Achievements

Organized by Council 2022 Priorities



Invest In & Strengthen Affordable Housing Effort

- Receiving a \$25,000 state grant to create a housing action plan
- Implementation of new short-term rental regulations
- Continued pursuit of partnerships to realize affordable housing development
- Partnered with Columbia Cascade Housing Corporation to realize a Regional Housing Rehabilitation Program for low-income residents



Increased Communication & Outreach

- Launched community listening sessions, holding 6 across a variety of subjects
- Established a local government legislative coalition to help ensure state support for community needs.
- Launched a city app to notify residents of civic events and noteworthy updates as well as emergency and service change information in a timely manner
- Purchased an electronic portable readerboard to enhance communication with the community.
- Partnered with White Salmon Arts Council to install a mural on the restroom building within Rheingarten Park by local artists.
- Improved and enhanced the sense of team at City Hall with increased transparency and agency-wide improvements in communication
- Implemented seasonal work schedules to improve productivity and respond to staff needs regarding childcare and work/life balance
- Implemented a remote work policy to create more flexibility for employees.



Support for Businesses & Downtown Core

- Partnering with local organizations to host the first Hispanic Heritage Month celebration, El Grito, in Rheingarten Park
- Partnering with local businesses and organizations to expand Halloween festivities downtown, including the closure of Jewett
- Making it to the round of 16 in the Strong Town Strongest Cities version of March Madness, a competition to recognize communities nationwide.
- Exceptional park maintenance compared to historical precedent: new drinking fountains installed, new park sign, beam replacement for shelter, pickleball court painting, new landscaping at Fireman's Park, expanded holiday décor



2022 Achievements

Organized by Council 2022 Priorities



Deliver Quality, Cost-Effective Services

- The launching of cluster-box mail delivery within city limits in 2023, the culmination of a project initiated in 2020 that will result in free mail delivery for residents
- Established a written development review process and staff team to serve new development applicants
- Hired a full time City Administrator and Land Use Planner
- Internal promotions for Clerk Treasurer and Deputy Clerk
- Redesigned Spring St/Main St and Dock Grade/Oak Street intersections to enhance public safety.
- Water meter installs citywide, improving efficiency of meter readings and supporting water conservation
- Improved response time and management of water repairs
- Completed a successful financial audit with no findings
- Moving of all street files to a secured and organized room.
- Receiving state grant funds to launch an E/V car share program in partnership with the City of Bingen and WGAP
- Receiving \$75M from Washington State towards the Hood River-White Salmon Bridge Replacement Project



Public Safety & Hazard Preparedness

- Hired part-time clerical position and a sixth police officer to improve record requests, staffing coverage, and lower overtime costs.
- Initiated a “line of sight” policy and program to reduce dangerous intersections.
- Negotiated new agreements with City of Bingen regarding shared police services and master water use that prioritized equitable cost sharing.
- Received nearly \$4M between two major loans from the state Public Works Board to implement needed improvements to the city water system in 2023.
- Collaborated with Fire District 3 to enact a Citizen Task Force to review and advise on improved approaches to emergency and fire response.
- Continued partnership with DNR to realize fuel break boundaries around city borders with grant funding.
- Completed Water System Plan Update



Leadership/Fiscal Policies

2023 Budget



White Salmon City Government

White Salmon Elected Leadership

Mayor	Marla Keethler
Council Position Member #1	Patty Fink
Council Member Position #2	David Lindley
Council Member Position #3	Jason Hartmann
Council Member Position #4	Jim Ransier
Council Member Position #5	Ben Giant

White Salmon Department Heads

City Administrator	Troy Rayburn
Clerk Treasurer	Stephanie Porter
Police Chief	Mike Hepner
Fire Chief/Building Official	Bill Hunsaker
Public Works Interim Mgr	Jeff Cooper
Land Use Planner	Jeff Broderick

White Salmon City Committees

Personnel and Finance Committee

Jason Hartmann, Chair
David Lindley
Scott Clements

Community Development Committee

Jim Ransier, Chair
Ben Giant

City Operations Committee

Jason Hartmann, Chair
Patty Fink

Tree Board

David Lindley, Chair
Patty Fink
Karen Black Jenkins
Becky Williams
Virginia Hartnett

Lodging Tax Advisory Committee

Ben Giant
David Dierck
Tammara Toppel
Julie Burgmeier
Bruce Manclark

CityLab Board

Jim Ransier
Kalama Reuter
Peter Fink
Ruth Olin
Kate Bennett

School Liaison

Jason Hartmann

Accounting Policies and Fund Structure

The City of White Salmon was incorporated on June 3, 1907 and operates under the laws of the state of Washington applicable to a class three, non-charter code city with a Mayor-Council form of government. The city is a general purpose local government and provides public safety, fire prevention, street improvement, parks and recreation, water, wastewater collection, and general administrative services.

The city reports financial activity in accordance with the Cash Basis Budgeting, Accounting and Reporting System (BARS) Manual prescribed by the State Auditor's Office under the authority of Washington State law, Chapter 43.09 RCW. This manual prescribes a financial reporting framework that differs from generally accepted accounting principles (GAAP) in the following manner:

- Financial transactions are recognized on a cash basis of accounting as described below.
- Component units are required to be disclosed, but are not included in the financial statements.
- Government-wide statements, as defined in GAAP, are not presented.
- All funds are presented, rather than a focus on major funds.
- The Schedule of Liabilities is required to be presented with the financial statements as supplementary information.
- Supplementary information required by GAAP is not presented.
- Ending balances are not presented using the classifications defined in GAAP.

Financial transactions of the government are reported in individual funds. The following fund types are used:

GOVERNMENTAL FUND TYPES

General Fund (001 Current Expense)

This fund is the primary operating fund of the government. It accounts for all financial resources except those required or elected to be accounted for in another fund.

101 Street Fund

This fund is the operating fund for the management of the city's streets.

107 Pool Fund

This fund was the operating fund for the management of the city's pool. This fund was closed in 2020 with funds transferred to the Current Expense Fund (originating fund for sources of monies).

Special Revenue Funds

These funds account for specific revenue sources that are restricted or committed to expenditures for specified purposes of the government.

These funds are as follows:

110 Fire Reserve Fund – This fund is used for the purchase of equipment and other capital items associated with and used in the fire department.

GOVERNMENTAL FUND TYPES (CONT.)

112 General Reserve Fund – This fund is used for emergency purposes as determined and approved by the city council. Monies held in this fund are not to be used for recurring costs, general operating costs or planned capital items. The funds may be used for interfund loans provided that the interest rate is a minimum of two percentage points above the Local Government Investment Pool earning rate and the loan must not exceed a payback period of five years, however it is recommended to not exceed 3 years.

121 Police Vehicle Reserve Fund – This fund is used for the purchase of vehicles and equipment for use in the police department.

303 Hotel/Motel Taxes– This fund is used for tourism promotion, acquisition of tourism-related facilities, or the operation of tourism-related facilities. Funding comes from a 2% lodging tax.

307 New Pool Construction Fund – This fund was established to hold moneys collected by donations, grants, loans or bonds for the construction of a new pool. The monies currently held in this fund are donations. It is the intent of the city, through an Intergovernmental Agreement, to turn the funds over to the White Salmon Valley Pool Metropolitan Park District for construction of a new pool.

Capital Projects Funds

These funds account for financial resources which are restricted, committed, or assigned for the acquisition or construction of capital facilities or other capital assets.

108 Municipal Capital Improvement Fund – This fund is used for capital improvements to the city as designated by the city council.

PROPRIETARY (ENTERPRISE) FUND TYPES

These funds account for operations that provide goods or services to the general public and are supported primarily through user charges.

401 Water – This fund is the operating fund for the city’s water system. All operations and maintenance costs are provided for in this fund. Separate “managerial” funds have been established for capital improvements and debt as provided below.

408 Water Reserve Fund – This fund is used for keeping track of revenues and expenditures for large capital projects.

412 Water Rights Acquisitions Fund - The monies in this fund are used to repay principal and interest related to the debt for acquiring water rights.

412 Water Bond Redemption Fund - This fund is used for repayment of principal and interest related to bonds issued for debt to fund water capital improvements. The city is currently repaying two bonds from this fund: USDA Tohomish Street and USDA Jewett Blvd.

PROPRIETARY (ENTERPRISE) FUND TYPES (CONT.)

415 Water Bond Reserve Fund – Bond documents require the city to have a water bond reserve fund that establishes a certain level of funding. The purpose of this fund is to have monies available in the case that revenues from the water department are not enough to cover bond payments due.

418 Water Short Lived Asset Reserve Fund – Bond documents require the city to have a water short lived asset reserve fund and those documents establish a certain threshold for monies to be transferred from the water fund. The city may also transfer additional funds to be used for the purchase of short-lived assets when it determines is necessary. For example, the city is currently replacing existing water meters with radio read water meters and has been transferring additional funds each year to cover the costs of these meters.

420 USDA Rural Development – This fund is established per requirements of USDA Rural Development to cover the revenues and expenditures associated with USDA funded capital projects. Future principal and interest payments for the debt incurred for this project will be repaid through the 412 Water Bond Redemption Fund.

402 Wastewater Fund – This fund is the operating fund for the city’s wastewater system. The city contracts with the City of Bingen for the treatment of wastewater. The costs associated with that contract are included in this fund. Separate “managerial” funds have been established for capital improvements and debt as provided below.

409 Wastewater Reserve Fund - This fund is used for keeping track of revenues and expenditures for large capital projects.

414 Wastewater Redemption Fund - This fund is used for repayment of principal and interest related to bonds issued for debt to fund wastewater capital improvements. The city is repaying one bond from this fund: Berkadia – 1981 Water/Sewer Bonds.

417 Treatment Plant Reserve Fund – This fund holds monies as required by an intergovernmental agreement with the City of Bingen to be used for capital improvements to the City of Bingen wastewater treatment plant or, as agreed upon by the two cities, main transmission lines that transmit wastewater from the City of White Salmon to the City of Bingen.

FIDUCIARY FUND TYPES

Fiduciary funds account for assets held by the government in a trustee capacity or as an agent on behalf of others.

601 Remittances – These funds are sent to the City of White Salmon from West District Court. The funds belong to the State of Washington and Klickitat County and are the result of charges and fines assessed by West District related to City of White Salmon cases. The funds are transmitted to the State of Washington and Klickitat County in total each month. In addition, the city collects state fees associated with building permits. These fees are also transmitted to the city on a monthly basis.

FINANCIAL POLICIES

The City of White Salmon adopted financial policies in 2012 via Resolution 2012-07-349. These policies are summarized below.

General Budget Policies

The general budget policies provide overall direction to the formulation and management of the city's budget. These policies also provide direction on fund balances. The policy requires that all operating funds (Current Expense, Street, Water and Wastewater) have a minimum ending fund balance (beginning fund balance) of 10% of its operating expenditures (by fund). In addition, capital improvement funds are required to have a minimum of 15% ending fund balance (beginning fund balance) as related to the originating operating fund.

Revenue Policies

The revenue policies provide direction to the city in maintaining a diversified mix of revenues in order to maintain needed services during periods of declining economic activity and factors to consider when the city's taxes or charges for services are increased, extended, changed or reduced.

Operating Policies

The operating policies provide that ongoing resources should be equal to or exceed ongoing expenditures. One-time funds, transfers and non-recurring receipts may be applied to reserves or to fund one-time expenditures. They are not to be used for funding ongoing programs.

Purchasing and Expenditure Control

The purchasing and expenditure control policies provide that expenditures should be related to a public purpose and are reasonable in the amount and nature.

Contract Management

The contract management policies provide direction as to when and how contracts should be issued. In addition, the city adopted a Procurement Policy via Resolution 2012-07-348.

FINANCIAL POLICIES (CONT.)

General Ledger Accounts

The general ledger accounts policy provides for a petty cash fund and how that fund is restored periodically. In addition, the policy provides for how new revenue and expenditure accounts are authorized.

Debt Policy

Debt policy is established through the city's adopted financial policies. These policies address a variety of debt that is available to the city including revenue bonds, local improvement district (LID) debt, short-term debt and interim financing, lines of credit, bond anticipation notes, and limitation of indebtedness.

Investment

The investment policy provides direction as how to manage the city's total cash and investments.

Intergovernmental Revenues and Relations Policies

The financial policies provide direction related to the receipt of grants from other governmental agencies.

Accounting, Auditing, and Financial Reporting Policies

These policies provide that the city will maintain its accounting records in accordance with state and federal laws and regulations.

Fixed Assets

The financial policies provide direction to the definition of fixed assets and capitalization of those assets.

Financial Planning Policies

The policies provide direction in developing a financial forecast that estimates resources and expenditures for both operational and capital funds.

Overhead Cost Allocation

The policies provide direction on how overhead cost allocation is calculated.

Operating Budgets

001 Current Expense – Proposed Revenue

Type of Resources	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Proposed Budget 2023
Taxes	1,379,478.32	1,403,848.32	1,533,255.64	1,536,451.00	1,729,976.00
Licenses & Permits	146,249.68	108,252.48	213,481.83	115,822.00	115,138.00
Intergovernmental Revenue	77,567.10	200,130.45	462,284.12	490,005.00	75,296.00
Charges for Goods and Services	670,199.38	687,430.59	742,693.91	694,183.00	813,873.00
Fines and Penalties	11,259.59	6,975.37	18,901.79	6,934.00	7,840.00
Miscellaneous Revenues	35,209.13	18,723.40	9,580.35	17,482.00	8,257.00
Transfers/Non Revenues	255,235.55	64,473.55	3,214.95	7,060.00	0.00
Total	2,575,198.75	2,489,834.16	2,983,412.59	2,867,937.00	2,750,380.00
Beginning Cash	360,709.17	800,111.35	868,655.77	1,320,716.00	1,005,443.00
Total Revenue	2,935,907.92	3,289,945.51	3,852,068.36	4,188,653.00	3,755,823.00

001 Current Expense – Proposed Expenditures by Department

Department	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Proposed Budget 2023
Finance	451,549.77	450,513.60	482,119.78	583,560.00	508,690.00
Central Services (HR)	49,608.86	67,529.88	70,139.68	81,969.00	61,788.00
General Government	105,356.66	123,131.75	227,166.57	101,961.00	154,811.00
Building	117,088.74	119,065.22	127,012.63	148,908.00	171,095.00
Community Services	6,813.98	130,567.59	52,306.74	903,360.00	666,118.00
Planning	229,677.07	197,024.33	240,616.54	344,625.00	280,354.00
Park	109,512.76	172,918.05	216,153.60	272,621.00	214,626.00
Police	962,728.85	986,271.89	978,546.22	1,248,256.00	1,291,38.00
Fire	103,459.88	174,267.43	137,291.44	155,689.00	123,622.00
Total	2,135,796.57	2,421,289.74	2,531,353.20	4,188,653.00	3,755,823.00
Ending Cash	800,111.35	868,655.77	1,320,715.16	347,704.00	283,331.00
Total Expenditures	2,935,907.92	3,289,945.51	3,648,729.00	3,840,949.00	3,472,492.00

001 Current Expense – Proposed Expenditures by Type of Expenditures

Type of Expenditures	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Proposed Budget 2023
Personnel	1,269,353.58	1,363,579.55	1,400,746.59	1,761,670.00	1,902,951.00
Supplies	66,930.96	169,291.78	85,082.63	121,252.00	92,774.00
Services & Charges	687,230.86	657,598.86	757,429.34	1,350,357.00	860,567.00
Operating Transfers	27,108.00	134,000.00	170,921.00	60,000.00	237,500.00
NonExpenditures (Clearing)	3,740.68	451.19	326.41	0.00	0.00
Capital Purchases	81,432.49	96,368.36	116,847.23	547,670.00	378,700.00
Total	2,135,796.57	2,421,289.74	2,531,353.20	3,840,949.00	3,472,492.00
Ending Cash	800,111.35	868,655.77	1,320,715.16	347,704.00	283,331.00
Total Budget	2,935,907.92	3,289,945.51	3,648,729.00	4,188,653.00	3,755,823.00

101 Street Fund – Proposed Revenue

Type of Resources	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Proposed Budget 2023
Taxes	346,701.57	307,924.05	334,451.66	346,710.00	275,154.00
Licenses & Permits	0.00	0.00	0.00	0.00	0.00
Intergovernmental Revenue	295,695.13	130,231.42	53,884.62	136,977.00	314,242.00
Charges for Goods and Services	0.00	0.00	0.00	0.00	0.00
Fines and Penalties	0.00	0.00	0.00	0.00	0.00
Miscellaneous Revenues	14,698.44	680.73	694.16	1,462.00	0.00
Transfers/Non Revenues	0.00	0.00	97,201.00	0.00	0.00
Total	657,095.14	438,836.20	486,231.44	485,149.00	589,396.00
Beginning Cash	117,999.01	90,217.14	193,268.23	292,479.00	175,450.00
Total Revenue	775,094.15	529,053.34	679,499.67	777,628.00	764,846.00

101 Street Fund – Proposed Expenditures by Type of Expenditures

Type of Expenditures	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Proposed Budget 2023
Personnel	166,757.10	199,430.62	208,154.41	218,755.00	233,032.00
Supplies	27,926.01	23,657.78	38,171.86	47,000.00	44,237.00
Services & Charges	84,588.21	81,185.88	105,633.99	328,187.00	140,006.00
Operating Transfers	258,677.61	0.00	0.00	0.00	0.00
NonExpenditures (Clearing)	0.00	0.00	0.00	0.00	0.00
Capital Purchases	146,928.08	31,510.83	35,060.77	8,236.00	301,154.00
Total	684,877.01	335,785.11	452,279.03	777,628.00	764,846.00
Ending Cash	90,217.14	193,268.23	65,258.00	175,450.00	56,417.00
Total Budget	775,094.15	529,053.34	686,035.00	953,078.00	821,263.00

401 Water Fund – Proposed Revenue

Type of Resources	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Proposed Budget 2023
Taxes	0.00	0.00	0.00	0.00	0.00
Licenses & Permits	0.00	0.00	0.00	0.00	0.00
Intergovernmental Revenue	0.00	0.00	118,975.48	164,606.00	0.00
Charges for Goods and Services	1,884,596.63	1,910,179.87	2,047,660.09	2,073,209.00	2,222,990.00
Fines and Penalties	14,606.00	3,846.00	1,650.00	15,000.00	15,000.00
Miscellaneous Revenues	20,417.13	7,406.55	1,114.31	13,104.00	0.00
Other Funding Sources	0.00	84,240.80	307,140.43	358,714.00	0.00
Transfers/Non Revenues	0.00	11,671.62	0.00	0.00	0.00
Total	1,919,619.76	2,017,344.84	2,476,540.31	2,624,633.00	2,237,990.00
Beginning Cash	792,260.28	442,685.38	138,235.10	119,078.00	284,172.00
Total Revenue	2,711,880.04	2,460,030.22	2,614,775.41	2,743,711.00	2,522,162.00

401 Water Fund – Proposed Expenditures by Type of Expenditures

Type of Expenditures	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Proposed Budget 2023
Personnel	463,676.41	481,558.97	468,210.76	472,047.00	610,857.00
Supplies	82,910.84	78,584.66	136,777.51	86,200.00	99,025.00
Services & Charges	957,642.05	1,035,306.63	1,437,658.85	1,319,875.00	964,703.00
Operating Transfers	414,478.00	427,003.00	299,277.93	481,518.00	414,206.00
Debt Service	237,771.36	233,461.55	61,927.28	89,123.00	83,920.00
Capital Purchases	112,716.00	65,880.31	91,846.01	10,776.00	65,000.00
Total	2,269,194.66	2,321,795.12	2,495,698.34	2,459,254.00	2,237,711.00
Ending Cash	442,685.38	138,235.10	119,077.07	284,172.00	284,451.00
Total Budget	2,711,880.04	2,460,030.22	2,614,775.41	2,743,711.00	2,522,162.00

402 Wastewater Fund – Proposed Revenue

Type of Resources	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Proposed Budget 2023
Taxes	0.00	0.00	0.00	0.00	0.00
Licenses & Permits	0.00	0.00	0.00	0.00	0.00
Intergovernmental Revenue	0.00	0.00	0.00	0.00	0.00
Charges for Goods and Services	998,074.11	978,435.69	1,038,025.45	1,014,351.00	1,101,460.00
Fines and Penalties	0.00	0.00	0.00	0.00	0.00
Miscellaneous Revenues	7,087.56	5,164.87	167.99	107.00	0.00
Transfers/Non Revenues	0.00	0.00	0.00	0.00	0.00
Total	1,005,161.67	983,600.56	1,038,193.44	1,014,458	1,101,460.00
Beginning Cash	559,891.18	281,683.41	347,025.44	330,368.00	270,744.00
Total Revenue	1,565,052.85	1,265,283.97	1,385,218.88	1,344,826.00	1,372,204.00

402 Wastewater Fund – Proposed Expenditures by Type of Expenditures

Type of Expenditures	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Proposed Budget 2023
Personnel	154,918.44	166,703.94	160,095.17	127,491.00	128,952.00
Supplies	10,267.82	12,899.13	24,223.75	18,350.00	15,603.00
Services & Charges	672,708.13	688,764.41	718,395.91	765,563.00	699,723.00
Debt Services	0.00	0.00	0.00	6,780.00	71,687.00
Operating Transfers	337,589.00	26,680.00	45,172.00	110,500.00	185,498.00
Capital Purchases	107,886.05	23,211.05	106,964.19	45,398.00	0.00
Total	1,283,369.44	918,258.53	1,054,861.02	1,074,082.00	1,101,463.00
Ending Cash	281,683.41	347,025.44	330,367.86	270,744.00	270,741.00
Total Budget	1,565,052.85	1,265,283.97	1,385,218.88	1,344,826.00	1,372,204.00

Non - Operating Budgets

Proposed Budgets – Non-Operating Budgets

Non-Operating Funds	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Proposed Budget 2023
107 Pool Fund	61,867.43	47,874.78	0.00	0.00	0.00
108 Municipal Capital Improve. Fund	550,844.81	312,219.29	427,861.44	486,279.00	494,695.00
110 Fire Reserve Fund	209,679.40	285,682.31	334,046.07	337,288.00	365,229.00
112 General Fund Reserve	648,629.92	339,154.41	339,308.03	342,808.00	346,307.00
121 Police Vehicle Reserve Fund	172,195.28	179,328.32	150,053.91	152,668.00	153,468.00
200 Unlimited GO Bond Fund	18,052.69	18,061.63	0.00	0.00	0.00
303 Hotel/Motel Taxes	0.00	39,696.91	117,447.14	193,271.00	229,094.00
307 New Pool Construction Fund	2,563.96	2563.96	2,563.96	2564.00	37,564.00
408 Water Reserve Fund	401,049.74	423,578.82	472,076.35	228,759.00	2,357,058.00
409 Wastewater Reserve Fund	675,215.97	679,098.68	679,533.71	783,725.00	770,904.00
412 Water Rights Acquisition Fund	384,162.77	419,310.05	456,537.26	496,488.00	539,636.00
413 Water Bond Redemption Fund	58,277.48	106,988.75	182,273.89	176,355.00	177,018.00
414 Wastewater Bond Redemption Fund	24,528.50	24,628.23	26,620.23	11,450.00	11,450.00
415 Water Bond Reserve Fund	52,658.93	69,740.33	86,158.23	106,425.00	121,786.00
416 Wastewater Bond Reserve Fund	73,369.39	74,543.47	74,583.61	75,345.00	76,106.00
417 Treatment Plant Reserve Fund	553,966.19	573,932.29	604,292.05	619,596.00	378,922.00
418 Water Short Lived Asset Reserve Fund	183,112.20	183,112.20	269,593.04	385,033.00	394,725.00

420 USDA Rural Development - Jewett	100,000.00	2,441,758.11	2,951,643.70	150,500.00	7,670,600.00
601 Remittances	11,082.37	5,897.37	4,921.97	5,191.00	5,191.00
Total	4,181,257.03	6,227,169.91	7,179,514.59	4,553,745.00	14,129,753.00

The above amounts are the “total budget” amounts for the fund.



By the Numbers

2023 Budget



Your Tax Dollars at Work

Annual Property Tax Allocation



\$500,000
Home Value



\$4,570
Property Taxes

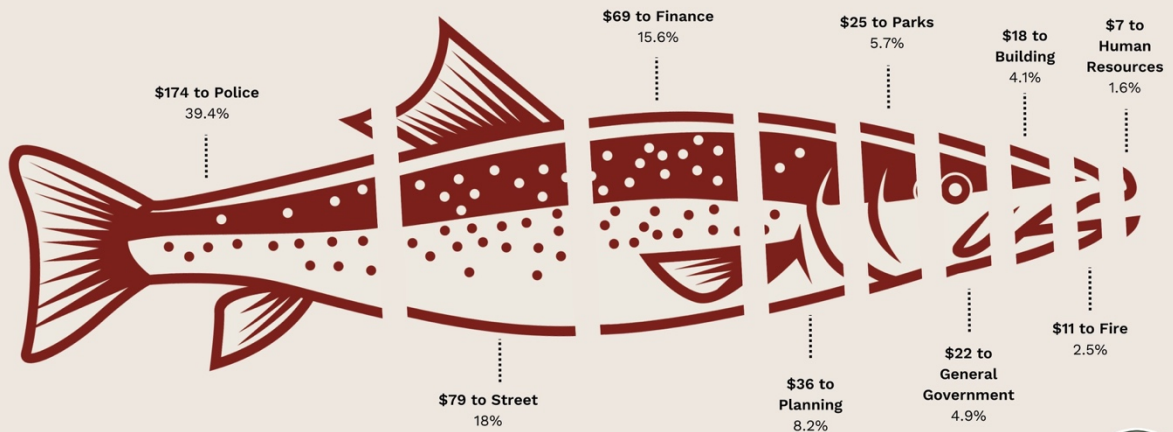


\$441
Goes to White Salmon

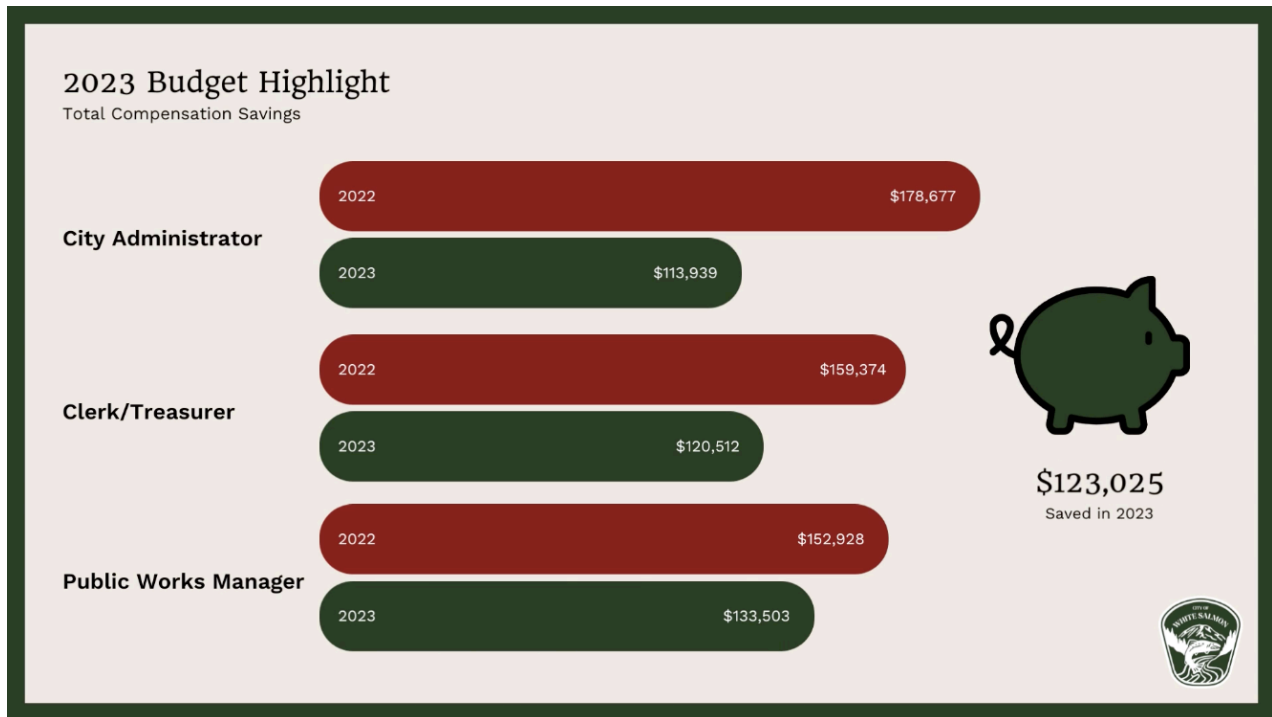


Your Tax Dollars at Work

Annual Property Tax Allocation



Personnel changes created an opportunity to reset salary compensation to be more appropriately apportioned within what our budget can support while still allowing for professional growth within those positions.



We continue to evaluate existing vendor agreements and charges the city pays for services, with an eye to supporting local businesses when possible. In 2023 the administration has identified communications costs as an area where we will be aiming to decrease overall costs by 10% or more. This includes internet, landline, and wifi access to and within city facilities.



Department Narratives

2023 Budget



2023 Department Priorities

The People's Budget

INCREASING ACCESSIBILITY AND TRANSPARENCY

The City of White Salmon values listening to the community and making improvements based on feedback. Feedback in the last couple years has highlighted very common shortfalls in City budget documents.

WHAT WE HEARD

- The City's budget information isn't accessible to many community members
- The traditional budget documents are too long and filled with confusing words and jargon
- It's hard to understand what is actually getting done with where funds are assigned.

OUR RESPONSE

This Department Budget Brief was created to address this important feedback and attempt to better communicate to the people the work that is planned to be undertaken in 2023. It is intended to be easier to read and understand. After viewing it, we encourage you to provide feedback for further improvements.



A NEW APPROACH

How success will be measured for the 2023 Budget

The recommended budget will be focused on budgeting for outcomes, where the focus is on the programs and services provided to the community. By taking a performance based approach and focusing on achieving identified outcomes, the budget gives results that are more meaningful to residents. In short, we will plan the work and then work the plan. Budget requests by departments for programs and services must align with the council directed priorities:

FUNDING PRIORITIES:

- Develop Sustainable Infrastructure Funding for the Construction, Operation, and Maintenance of Public Buildings, Roads, and Utilities
- Support a Vibrant Downtown
- Improve Communication Between the Community and City Hall/Council/Residents
- Increase Availability of Housing for All Income Levels
- Support Efforts to Increase Public Transportation

STRATEGIC PRIORITIES

- Maintain Public Safety
- Support Efforts to Increase Childcare Availability and Access
- Increase Economic Development
- Improve Existing Park Facilities and Expand Recreation Opportunities
- Support Efforts by WSVMPD to Build a New Pool

Key Expenditures By Department

Items in yellow are additions to the draft budget. Items shown can be removed or reallocated per council's direction.

ADMINISTRATION

- Councilor travel and training: \$500each
- Comms support & newsletter: \$8,000
- Translator Services: \$2,000

FINANCE

- Memberships in Chamber, Assoc. Washington Cities, WFOA: \$3,500
- Staff travel and training: \$2,100
- Risk management insurance through AWC/RMSC: \$187,880

PUBLIC WORKS

- Asphalt for road repairs, potholes, and concrete for sidewalk repairs: \$8,000.
- Masonic Lodge parking lease: \$6,540
- Garfield Street project with TIB: \$262,873 (city match: \$6,241)
- Brightly Software: \$14,502
- Battery operated tools: \$3,500
- Sweet Gum Improvements: \$25,000
- Sweet Gum Maintenance: \$5,000

PLANNING

- Shoreline Master Plan and Critical Areas Ordinance update: \$66,705
- Attorney services: \$20,000
- Granicus Software: \$9,598
- Housing Action Plan: \$25,000
- Annual GIS fee: \$1,350
- Public Outreach/Involvement: \$5,000
- AWC GIS consulting: \$7,515
- Initial GIS mapping consultation: \$5,000. (This cost to be shared with Public Works.)
- Travel, professional dues and staff training: \$2,500

BUILDING

- Brightly Software: \$32,000

HUMAN RESOURCES

- Contract services for legal and Human Resource Consultant: \$6,687
- Childcare Reimbursement for Commissioners & Cmte members: \$864

COMMUNITY SERVICES

- Community center study: \$75,000
- Pool Pass Cost allocation: \$2,500
- Murals: \$500
- Downtown banners/heritage month signs: \$2,000

WATER

- Water Main Line Phase 1: \$5,337,600
- Booster Pump Project: \$2,120,300
- SCADA Project Cost: \$415,500

WASTEWATER

- Jewett Manhole Updates: \$244,420

PARKS

- Park Building, Grounds, Tree Maintenance Services: \$28,965
- New Playground/Splash Pad: \$125,000
- Contribution to new pool fund: \$35,000

POLICE

- Police contract services: \$15,820
- Dispatch services: \$34,779
- Police travel and training: \$12,000

FIRE

- Fire Reserve (truck): \$25,000
- Uniforms and safety equipment: \$20,000 is budgeted for this expenditure.
- Drill call pay to cover the expense of responding: \$12,123



Administration Budget

2023 Department Narrative

FUNDING SOURCE

Funds to support this Department come from the Current Expense Fund

STAFFING

Staff includes City Administrator, Community Development Coordinator, and Special Projects Coordinator

DEPARTMENT PURPOSE

To operate the city in an effective and fiscally sound manner with an eye to the future. To lead the city and community into the future while retaining the unique White Salmon community feeling. To facilitate a vibrant economically healthy community. To assist the departments, provide necessary and professional services. To work with the City Council to ensure effective meetings and good policy. To ensure superior communication with our citizens. To carry out the adopted priorities of the city council. To effectively coordinate with neighboring jurisdictions and lead the city's legislative efforts.



CRITICAL GOALS

The Department will achieve the following goals in 2023.

- To carry out the 2023 Budget priorities as established by the City Council. (Council Priority)
- To strengthen the team amongst city employees, be visible and transparent with employees and involve them in decision making where appropriate. Ensure that adopted personnel policies are carried out.
- To update the city's Personnel Policies and the employee evaluation form and process.
- To create and publish an effective newsletter for the community on a quarterly basis. (Council Priority)
- To improve the appearance of City Hall thus improving the look of downtown and enhancing community pride.
- To review all expenditures for cost cutting and cost reduction.
- To plan and implement a comprehensive water conservation program.
- To develop and implement a state and federal legislative strategy through a local coalition supporting critical local projects.
- To begin implementation of the adopted Park Master Plan. (Council Priority)
- To enhance the quality and effectiveness of Committees and provide training and orientation to all committees.
- To analyze City Hall operations and office hours so as to be more effective and efficient.
- To establish a childcare strategy to serve the needs of the community. (Council Priority)
- Enhance the skills and capabilities of all city staff through a comprehensive staff development program.
- Get prepared for the completion of the new Hood River-White Salmon Bridge. (Council Priority)

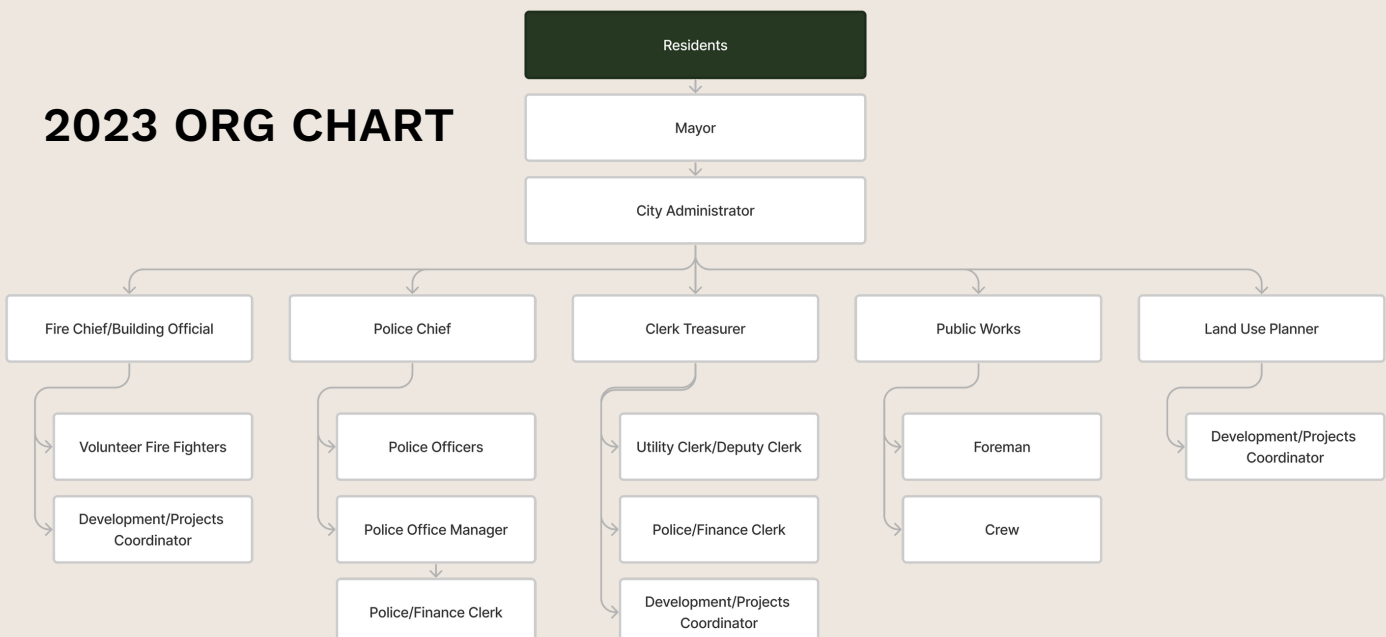
ROLES & RESPONSIBILITIES

- The Mayor of White Salmon serves as the Chief Executive Officer of the City.
- The Mayor works with and supports the City Council in its role as the legislative and policy setting body.
- The Mayor works in a responsive and collaborative manner with citizens to address their needs and concerns, interacts with the business community to foster economic development and works with various community organizations to enrich the quality of life in White Salmon.
- The Mayor represents the city and protects its interests in county, regional, state and national arenas. The Mayor provides a ceremonial presence at activities and events within the community.
- The Mayor recruits and hires a City Administrator with the approval of the City Council. The Administrator is responsible for the daily management of the organization and supervises the daily operation as carried out by the Department Heads.

MEASURES OF SUCCESS

1. There is a formal water conservation program and water use is reduced.
2. The City newsletter has been created and citizens are more effectively informed.
3. A childcare strategy has been established.
4. A plan to carry out the Fire Services Task Force recommendations as adopted by the City Council has been established that including a renewed updated wildfire mitigation effort.
5. City Hall looks more attractive and community pride has been enhanced.
6. All staff have benefited from additional training and skill building to better serve the needs of the community.
7. The Hood River-White Salmon Bridge project remains on track..
8. Expenditures have been reduced.

2023 ORG CHART





Finance

2023 Department Narrative

FUNDING SOURCE

- Current Expense Fund

STAFFING

Clerk Treasurer, the Deputy Clerk Treasurer and a portion of the Community Development Special Projects Coordinator.

DEPARTMENT PURPOSE

To provide clerical services and work with the Mayor and Administrator, assist in the management of the city council meeting by preparing and posting the agenda, putting together the council packet and keeping the minutes of the meeting. Keep all city records, and keep track of the city's financial records, process accounts payable and receivables, and reports. In collaboration with the City Administrator, assist the Mayor and City Council in making difficult decisions.



CRITICAL GOALS

The Department will achieve the following goals in 2023.

- Serve the public in a friendly customer-oriented fashion.
- Keep City Council informed of the City's financial status. (Council Priority)
- Assist the Departments manage their budgets.
- File state and federal reports in a timely manner.

MEASURES OF SUCCESS

1. The general public recognizes the Department as helpful and accessible.
2. City Council is better informed and aware of the city's budget, financial outlook, and progress on funded projects.
3. Other Departments become more capable and competent in managing their operations and budgets.



Human Resources

2023 Department Narrative

FUNDING SOURCE

- Current Expense Fund

STAFFING

The Clerk Treasurer and a contract Human Resource Specialist

DEPARTMENT PURPOSE

To provide human resources support including payroll, job advertising, recruitment and hiring, Union relations and personnel functions. Assist the city and its departments recruit, advertise and employ individuals who meet requirements.



CRITICAL GOALS

The Department will achieve the following goals in 2023.

- To keep a good and effective working relationship with the Union.
- Hire and retain excellent employees.
- Review and change the Personnel Rules and employee evaluation form and process.

MEASURES OF SUCCESS

1. Personnel Rules and evaluation form and process will be improved.
2. The working relationship with the Union will be enhanced.



Community Services

2023 Department Narrative

FUNDING SOURCE

- Current Expense Fund

STAFFING

Administrative staff and support from the Community Development Committee

DEPARTMENT PURPOSE

To build a sense of community and involvement through year-round activities and services, such as:

- Free Pool passes to Hood River Pool for citizens. (Council Priority)
- Provide banners and information for Heritage Months.
- Halloween parade and event.
- Murals
- Youth center support in return for services
- Community Center study and action.



CRITICAL GOALS

The Department will achieve the following goals in 2023.

- Provide free passes to the Hood River Pool to local citizens.
- Complete Community Center study.
- Enhance sense of community pride.
- Facilitate relocation of Youth Center to an improved facility and location.

MEASURES OF SUCCESS

1. Youth are provided with passes to the Hood River Pool.
2. Community events receive positive community feedback.
3. The community has a plan of action for a community center.
4. The Youth Center has a new home.



Planning

2023 Department Narrative

FUNDING SOURCE

- Current Expense Fund

STAFFING

Planning Director and a portion of the Community Development Coordinator to assist in the development process and permitting.

DEPARTMENT PURPOSE

The Planning and Community Development Department exists to ensure orderly development within the city limits and to influence development within the urban growth boundary in collaboration with Klickitat County. This department also works to ensure fair and equitable administration of city codes and ordinances leading to orderly development. The Department also reflects community values and aspirations and finds ways to guide growth to achieve those objectives. The Department helps to guide the community through future changes and serves as the face of the city regarding growth and development issues and projects. The Department serves developer/customers with accurate and timely information and assistance.



CRITICAL GOALS

The Department will achieve the following goals in 2023.

- Complete a review and overhaul of the land use housing code to allow for more types of housing with more clear standards for development. (Council Priority)
- Amend codes to make the city more fire-resistant. (Council Priority)
- Strengthen the department's capability by additional training of Planning staff.
- Strengthen the Development Review Team (DRT) and its process through enhanced procedures and training for DRT members. Conduct an annual review of the DRT process.
- Establish a public education program focused on planning and housing issues.
- Significantly enhance communication between the community and city.
- Develop and implement code changes with public input and engagement.
- Work with emergency service providers to suggest code enhancements that strengthen community wildfire mitigation and preparedness. (Council Priority)
- Ensure that development review is accomplished in a timely manner within the time limits of city policy.
- Fully implement the county interlocal agreement, paying specific attention to the long-term impact on the city of development outside the city limits.
- Work to obtain grant funding to implement and enhance city projects and services.

MEASURES OF SUCCESS

1. The housing code has been created that allows for a greater variety of housing and housing types.
 2. New grants enhancing services and programs have been received.
 3. Improved and more consistent records are kept both electronically and in hard copy.
 4. The DRT process has been enhanced leading to more effective and efficient decisions and greater customer service satisfaction.
 5. Development proposals are reviewed, and decisions made within the city's timeline and process.
-



Building

2023 Department Narrative

FUNDING SOURCE

- Current Expense Fund

STAFFING

One Building Official who also serves as the Fire Chief.

DEPARTMENT PURPOSE

To ensure safe buildings in town through timely inspections. Issues building permits and addresses code enforcement issues in a timely manner. Participates in the Development Review Team.



CRITICAL GOALS

The Department will achieve the following goals in 2023.

- To complete inspections thoroughly and in a timely manner.
- To participate in the Development Review Team.
- To review, update and recommend revised Building codes and fees.
- To purchase and implement software to enhance permit creation, code enforcement and building inspections.

MEASURES OF SUCCESS

1. All inspections are completed in a timely manner.
2. Line of sight issues are eliminated.
3. The Building Codes and fees have been updated.



Police

2023 Department Narrative

FUNDING SOURCE

- The Current Expense Fund.
- Cost sharing with the City of Bingen.

STAFFING

A Chief, 6 Police Officers, Office Manager and Clerk. (6th officer added by Council Action in 2022)

DEPARTMENT PURPOSE

To work in partnership between White Salmon and Bingen communities to enhance law enforcement effectiveness, reduce the incidence of crime and fear while ensuring justice and safeguarding the rights of all and to provide for a safe and vibrant community.



CRITICAL GOALS

The Department will achieve the following goals in 2023.

- To treat everyone with dignity and compassion.
- Hold Police Officers accountable for honest and ethical behavior
- To exercise integrity in the use of the power and authority that has been given to us by the people.
- Follow the law enforcement code of ethics.
- Reduce crime in the city. (Council Priority)
- Assist in making community events safe and successful.
- Maintain high standards for the selection of Police Officers.
- Continue to work with and coordinate with other law enforcement agencies.

MEASURES OF SUCCESS

1. Continued positive relationships within the community and with partnering agencies
2. Department staffing is better equipped to adapt to shortages or shifting needs
3. Public Safety is prioritized.
4. The Chief and department are open, transparent, and accessible to the public.



Fire

2023 Department Narrative

FUNDING SOURCE

- Current Expense Fund

STAFFING

Staff includes one Chief who also serves as the Code Enforcement Officer and 10 volunteer fire fighters.

DEPARTMENT PURPOSE

To help ensure the community will be proactive in taking steps to mitigate risks of fire and wildfire through collaboration with local and state agencies in the region. To provide quality emergency services. To carry out the recommendation of the citizen Task Force.



CRITICAL GOALS

The Department will achieve the following goals in 2023.

- Implement the recommendations of the Citizen Task Force dealing with emergency fire services as directed by the City Council.
- To create an update to the wildfire mitigation plan working with other regional entities. (Council Priority)
- To recruit and train volunteer firefighters.
- To supply firefighters with necessary equipment to safely do their jobs.

MEASURES OF SUCCESS

1. An updated wildfire mitigation plan will be developed working in collaboration with other regional entities.
2. The Department will have responded in a timely manner to emergencies.
3. The recommendations of the Task Force will be implemented.



Public Works

2023 Department Narrative

FUNDING SOURCE

- Funded from Water(401), Wastewater(402), Streets(101) and Parks(001). Mechanic Work is also paid by police(001) and fire(001) for the time worked on police and fire vehicles.

STAFFING

One Department Head, a Foreman and five Maintenance Workers.

DEPARTMENT PURPOSE

The Public Works Department is responsible for the operations and maintenance of the City's physical infrastructure and buildings including streets, sidewalks, parks, right of ways, traffic control systems, storm and surface water drainage, sewer collection system, snow removal, pollutant discharge mitigation, city owned buildings, the water system, water quality control and the maintenance of the city's vehicle fleet.



CRITICAL GOALS

The Department will achieve the following goals in 2023.

- Begin installation of the new SCADA system with portable laptops for staff use in the field.
- Provide approximately 200 hours annually for City Hall maintenance and beautification.(Council Priority)
- Install new work order system.
- Develop maintenance programs and valve conditioning for the following systems to ensure safe and efficient operations.
 - Storm water system
 - Fire hydrants
 - Sewer system
 - All valves
- Provide training and skill building training to strengthen the skill base of employees.
- Complete annual employee evaluations according to Union contract requirements.
- Continue to enhance communication within the work team and department.
- Create and recruit a new Public Works Director to lead the department.
- Continue with the new work schedules. 4/10from April 1 to September 30 annually.Regular work schedule 7 am to 3:30 pmOctober 1 to March 31. Evaluate the effectiveness of these work schedules annually.

MEASURES OF SUCCESS

1. The new SCADA system will be installed, and employees will have laptops to access the system. Travel time will be saved.
 2. City Hall will be clean, neat and more attractive.
 3. A new work order system has been installed. (Brightly)
 4. Implementation of a 5-year plan to fast track street improvement projects that align with the city's Transportation Plan Lite as well as council priorities.
 5. Maintenance programs will have been developed for critical systems, valves and repair costs will be reduced.
 6. Annual performance evaluations will have been completed for all Department employees.
 7. A new Public Works Director will be hired to lead the department.
 8. Electric Vehicle stations will be installed as part of the launch of the White Salmon-Bingen EV Car Share Program.
-



Water

2023 Department Narrative

FUNDING SOURCE

- Water Fund (Water Rates)

STAFFING

Staff support is provided through the Public Works Department.

DEPARTMENT PURPOSE

The purpose of the White Salmon Water Department is to provide safe, fresh and quality water to residents and customers.



CRITICAL GOALS

The Department will achieve the following goals in 2023.

- To provide preventive maintenance to the water system.
- Clean and paint the Los Altos water reservoir.
- Begin implementation of the water master plan.
- Completion of identified infrastructure projects for 2023, as well as strategic development of a funding plan for identified systemwide modernization projects.
- Inspect and clean all reservoirs and then schedule cleaning for every 5 years.
- Fix leaks the same day.
- Water calibration will be completed so as to comply with state law.
- Plans will be developed for the proper maintenance of valves and hydrants and costs will be reduced.
- Purchase and install a generator for the Buck Creek Plant.

MEASURES OF SUCCESS

1. Water leaks will be repaired the same day they are reported.
 2. Water use will be reduced. (Water Conservation)
 3. Water system calibration will have been completed.
-



Wastewater

2023 Department Narrative

FUNDING SOURCE

- Wastewater Collection Fund (Customer fees)

STAFFING

Public Works Staff

DEPARTMENT PURPOSE

The Public Works Department is responsible for the sewer collection system and two sewer pump stations. The Department is responsible for provision of safe, sanitary and effective collection system operation.



CRITICAL GOALS

The Department will achieve the following goals in 2023.

- To provide safe efficient sewer services to the community.
- To repair system leaks immediately.
- To provide periodic inspections of required system elements to ensure proper operation.
- To develop proper maintenance programs for the collection system and two pump stations.

MEASURES OF SUCCESS

1. The system is inspected and kept in excellent working order.



Parks

2023 Department Narrative

FUNDING SOURCE

- Current Expense Fund
- Capital Projects are eligible for Municipal Capital improvement Funds.

STAFFING

Staff support is provided through the Public Works Department.

DEPARTMENT PURPOSE

The purpose of the White Salmon Parks Department is to provide clean, safe and enjoyable park areas to enhance community pride, contribute to a healthy community and enhance a strong sense of community.



CRITICAL GOALS

The Department will achieve the following goals in 2023.

- Refurbish and paint the picnic shelter in the Park. (Council Priority)
- Complete an analysis of the current irrigation system and plan phased improvements. (Council Priority)
- Install a splash pad and new play area to serve the community. (Contract) (Council Priority)

MEASURES OF SUCCESS

1. Positive community feedback regarding the good condition and appearance of the Parks.
2. Park use will have increased.
3. The Splash Pad and Play Area will have been installed.

Public Works Annual Work Plan 2023

Introduction

The below establishes a calendar view for the known annual maintenance of buildings and grounds, parks, vehicles and equipment, streets, storm water and most important water and sewer infrastructures.

Monthly Activities

<u>Month</u>	<u>Department</u>	<u>Activities/Programs</u>
<u>January</u>	<u>Water</u>	<ul style="list-style-type: none">• Emergency water repair.• Monthly water samples.• Parts inventory.• Weekly data collecting and inspections of stations.• Monthly compliance reports.• Meter reading.• UCMR5 testing• 31st WRP report due.• 1st WFI report due.•
	<u>Waste Water</u>	<ul style="list-style-type: none">• Emergency sewer repair.• Parts inventory.• Weekly data collecting and inspections of stations.• Sewer meter reads, and battery change out.•
	<u>Streets</u>	<ul style="list-style-type: none">• Snow plowing and deicing.• Clear snow and ice on down town sidewalks.• Take down Christmas decorations when weather permits.• Snow removal on sidewalks down E Jewett Blvd to SE Oak St.
	<u>Parks</u>	<ul style="list-style-type: none">• Clear snow and ice from park sidewalks.• Clear snow and ice Hwy 14/ Park & Ride sidewalks.• Park debris clean-up weekly.• Clean Rheingarten and Park & Ride bathrooms.

General

- Daily work orders.
- Vehicle maintenance and repairs.
- Regular monthly cleaning and attention to City Hall. Remove moss, make repairs, remove weeds

February

Water

- Emergency water repair.
- Monthly water samples.
- Parts inventory.
- Weekly data collecting and inspections of stations.
- Monthly compliance reports.
- Meter reading.
- UCMR5 testing
- TTHM's and HAA5's water samples at test sites.

Waste Water

- Emergency sewer repair.
- Parts inventory.
- Weekly data collecting and inspections of stations.
-

Streets

- Snow plowing and deicing.
- Clear snow and ice on down town sidewalks.
- Snow removal on sidewalk down E Jewett Blvd to SE Oak St.
-

Parks

- Clear snow and ice from park sidewalks.
- Clear snow and ice Hwy 14/ Park & Ride sidewalks.
- Park debris clean-up weekly.
- Clean Rhinegarden and Park & Ride bathrooms.
-

General

- Daily work orders.
- Vehicle maintenance and repairs.
-

March

Water

- Emergency water repair.
- Monthly water samples.
- New water meter services.
- Weekly data collecting and inspections of stations.
- Monthly compliance reports.
- Meter reading.
- UCMR5 testing
- Remove Schmutzdecke Buck Creek SWTP.

Waste Water

- Emergency sewer repair.
- New sewer lateral services.
- Weekly data collecting and inspections of stations

Streets

- Snow plowing and deicing.
- Clear snow and ice on down town sidewalks.
- Snow removal on sidewalk down E Jewett Blvd to SE Oak St.

Parks

- Prep parks for spring.
- Fix irrigation leaks dig out and pull up all rotors.
- Clean curb lines.
- Mow and edge.
- Clean Rhinegarden and Park & Ride bathrooms.
- Clean sidewalks on Hwy 14 daily.
- Park debris clean-up weekly.

General

- Daily work orders.
- Vehicle maintenance and repairs.

April

Water

- Emergency water repair.
- Monthly water samples.
- New water meter services.
- Clean up reservoirs, mow and edge weekly.
- Weekly data collecting and inspections of stations.
- Monthly compliance reports.
- Meter reading.
- UCMR5 testing
- Remove Schmutzdecke Buck Creek SWTP.

- 30th end ASR and do final testing.

Waste Water

- Emergency sewer repair.
- New sewer lateral services.
- Weekly data collecting and inspections of stations.
- Read sewer meters.

Streets

- Pot hole repair.
- Street sweeping weekly.
- Inspect and prune Sweet Gum tree on Jewett.

Parks

- Plug and fertilize parks.
- Seed parks.
- Mow and edge parks weekly.
- Water flower baskets daily.
- Clean Rhinegarden and Park & Ride bathrooms.
- Clean sidewalks on Hwy 14 daily.
- Park debris clean-up weekly.
- Maintain irrigation systems.

General

- Daily work orders.
- Vehicle maintenance and repairs.
- Fire sprinkler systems test

May

Water

- Emergency water repair.
- Monthly water samples.
- Clean up reservoirs, mow and edge weekly.
- New water meter services.
- Weekly data collecting and inspections of stations.
- Monthly compliance reports.
- Meter reading.
- UCMR5 testing

Waste Water

- Emergency sewer repair.
- New sewer lateral services.

Streets

- Weekly data collecting and inspections of stations.
- Pot hole repair.
- Spray herbicide on curbs and rock wall.
- Street sweeping weekly.

Parks

- Mow and edge parks weekly.
- Clean sidewalks on Hwy 14 daily.
- Water flower baskets daily.
- Clean Rhinegarden and Park & Ride bathrooms.
- Park debris clean-up weekly.
- Maintain irrigation systems.
- Repair and paint park benches.

General

- Daily work orders.
- Vehicle maintenance and repairs.

June

Water

- Emergency water repair.
- Monthly water samples.
- New water meter services.
- Clean up reservoirs, mow and edge weekly.
- Spray herbicide at stations.
- Weekly data collecting and inspections of stations.
- Monthly compliance reports.
- Meter reading.
- Cross connection control annual report.
- UCMR5 testing

Waste Water

- Emergency sewer repair.
- Spray herbicide at stations.
- New sewer lateral services.
- Weekly data collecting and inspections of stations.

Streets

- Pot hole repair.
- Cut weeds from curbs in town.
- Street sweeping weekly.
- Paint curbs.

Parks

- Paint crosswalks and T-bars.
- Mow and edge parks weekly.
- Water flower baskets daily.
- Clean Rhinegarden and Park & Ride bathrooms.
- Spray herbicide on curbs, rock wall and stations.
- Clean sidewalks on Hwy 14 daily.
- Park debris clean-up weekly.
- Maintain irrigation systems.

General

- Daily work orders.
- Vehicle maintenance and repairs.
- Fire extinguishers serviced.
- 30th risk assessment report due.

July

Water

- Emergency water repair.
- Monthly water samples.
- New water meter services.
- Clean up reservoirs, mow and edge weekly.
 - Weekly data collecting and inspections of stations.
- Monthly compliance reports.
- Meter reading.
- UCMR5 testing
- 1st W.U.E. report due.
- 1st C.C.R. report due.

Waste Water

- Emergency sewer repair.
- New sewer lateral services.
 - Weekly data collecting and inspections of stations.
 - Sewer meter reads, and battery change out.

Streets

- Street sweeping weekly.
- Paint curbs.
- Paint crosswalks and T-bars.
- Traffic control for 4th of July parade.
- Inspect and prune Sweet Gum tree on Jewett.

Parks

- Mow and edge parks weekly.
- Water flower baskets daily.
- Clean Rhinegarden and Park & Ride bathrooms.
- Clean sidewalks on Hwy 14 daily.
- Park debris clean-up weekly.
- Maintain irrigation systems.

General

- Daily work orders.
- Vehicle maintenance and repairs.

August

Water

- Emergency water repair.
- Monthly water samples.
- New water meter services.
- Clean up reservoirs, mow and edge weekly.
- Weekly data collecting and inspections of stations.
- Monthly compliance reports.
- Meter reading.
- UCMR5 testing.

Waste Water

- Emergency sewer repair.
- New sewer lateral services.
- Weekly data collecting and inspections of stations.

Streets

- Street sweeping weekly.
- Paint curbs.
- Paint crosswalks and T-bars.

Parks

- Mow and edge parks weekly.
- Water flower baskets daily.
- Clean Rhinegarden and Park & Ride bathrooms.
- Clean sidewalks on Hwy 14 daily.
- Park debris clean-up weekly.
- Maintain irrigation systems.

General

- Daily work orders.
- Vehicle maintenance and repairs.

September

Water

- Emergency water repair.
- Monthly water samples.
- New water meter services.
- Clean up reservoirs, mow and edge weekly.
 - Weekly data collecting and inspections of stations.
- Monthly compliance reports.
- Meter reading.
- UCMR5 testing

Waste Water

- Emergency sewer repair.
- New sewer lateral services.
 - Weekly data collecting and inspections of stations.

Streets

- Street sweeping weekly.

Parks

- Mow and edge parks weekly.
- Water flower baskets daily.
- Clean Rhinegarden and Park & Ride bathrooms.
- Clean sidewalks on Hwy 14 daily.
- Park debris clean-up weekly.
- Maintain irrigation systems.

General

- Daily work orders.
- Vehicle maintenance and repairs.
- Service and load test generators.

October

Water

- Emergency water repair.
- Monthly water samples.
- New water meter services.

- Clean up reservoirs, mow and edge.
- Weekly data collecting and inspections of stations.
- Monthly compliance reports.
- Meter reading.
- UCMR5 testing
- ASR start up tests due.

Waste Water

- Emergency sewer repair.
- New sewer lateral services.
- Weekly data collecting and inspections of stations.

Streets

- Street sweeping weekly.
- Inspect and prune Sweet Gum tree on Jewett.

Parks

- Mow and edge parks weekly.
- Clean Rhinegarden and Park & Ride bathrooms.
- Clean sidewalks on Hwy 14 daily.
- Park debris clean-up weekly.
- Maintain irrigation systems.
- Plug and weed & feed the parks.

General

- Daily work orders.
- Vehicle maintenance and repairs.
- Service all fire trucks.

November

Water

- Emergency water repair.
- Monthly water samples.
- New water meter services.
- Weekly data collecting and inspections of stations.
- Monthly compliance reports.
- Meter reading.
- UCMR5 testing
- Startup of ASR.

Waste Water

- Emergency sewer repair.

- New sewer lateral services.
- Weekly data collecting and inspections of stations.

Streets

- Street sweeping weekly.

Parks

- Blow out water from irrigation for winter.
- Clean Rhinegarden and Park & Ride bathrooms.
- Clean sidewalks on Hwy 14 daily.
- Park debris clean-up weekly.

General

- Daily work orders.
- Vehicle maintenance and repairs.
- Mount snow plows and service trucks.
- Put snow tires on police cars.

December

Water

- Emergency water repair.
- Monthly water samples.
- Parts inventory.
- Weekly data collecting and inspections of stations.
- Monthly compliance reports.
- Meter reading.
- UCMR5 testing
- 31st ASR report due.

Waste Water

- Emergency sewer repair.
- Parts inventory.
- Weekly data collecting and inspections of stations.

Streets

- Snow plowing and deicing.
- Clear snow and ice on down town sidewalks.
- Put up Christmas decorations when weather permits.
- Grader rental from DNR.

Parks

- Clean Rhinegarden and Park & Ride bathrooms.
- Park debris clean-up weekly.
- Prep for winter.
- Snow removal – park sidewalks.

General

- Clear snow and ice Hwy 14/ Park & Ride sidewalks.
- Daily work orders.
- Vehicle maintenance and repairs.



5-Year Projections

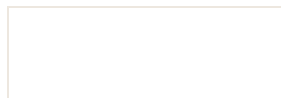
2023 Budget



Projected 5-Year Department Budget Priorities

These identified projects or focus areas are not exhaustive across all departments, but aim to illustrate known projects or priorities that align with council policies

	FY 2024	FY 2025	FY 2026	FY 2027
FINANCE	<ul style="list-style-type: none"> • Install electric records system • Create base station for automatic meter reading 	<ul style="list-style-type: none"> • Hire Financial Assistant 		
COMMUNITY SERVICES	<ul style="list-style-type: none"> • Youth Center is in a new location • Bluff Trail Project underway with funding 			
HUMAN RESOURCES		<ul style="list-style-type: none"> • Assist in recruitment of new Fire Chief/ Building Official 	<ul style="list-style-type: none"> • Assist in the recruitment for new Police Chief 	
PLANNING	<ul style="list-style-type: none"> • Begin focus on long range planning. • Implement the new housing code. • Implement Shoreline and Critical Areas Plans. • Complete fire resistance review and implement. 	<ul style="list-style-type: none"> • Begin community preparation for new Bridge construction. • Review the Comprehensive Plan. • Begin downtown and parking plan collaborating with WSDOT and local businesses. 	<ul style="list-style-type: none"> • Waterfront Park development. • Review the Parks Plan. • Increased outreach in the community regarding the impact of the new Bridge. 	<ul style="list-style-type: none"> • Assess and evaluate the Housing Code.
BUILDING	<ul style="list-style-type: none"> • New computer for Building Official 	<ul style="list-style-type: none"> • Hire new Building Official 		
POLICE	<ul style="list-style-type: none"> • Continue funding for 6th Police Officer. • Install generator at Police Station. 	<ul style="list-style-type: none"> • Continue funding for 6th Police Officer. • Purchase new police vehicle. Replace retiring Police Officer. 	<ul style="list-style-type: none"> • Continue funding 6th Police Officer. • Hire new Chief of Police. 	<ul style="list-style-type: none"> • Continue funding for 6th Police Officer.
FIRE	<ul style="list-style-type: none"> • Fund Fire Truck Reserve. • Order new fire truck for delivery in 2026. • Work with state and local jurisdictions to strengthen Wildfire Mitigation. • Make changes in alignment with Council approved Fire Task Force recommendations. 	<ul style="list-style-type: none"> • Hire new Fire Chief/Building Official • Fund Fire Truck Reserve 	<ul style="list-style-type: none"> • Take delivery of new Fire Truck 	<ul style="list-style-type: none"> • Continue to set funds aside in reserves for necessary equipment. (Oxygen. New Brush Truck, radios etc.)
PUBLIC WORKS	<ul style="list-style-type: none"> • Review and update the Annual Work Plan. • Purchase Bucket Truck. • Replace lower gate on Dock Grade. 	<ul style="list-style-type: none"> • Due to a retirement hire a new Maintenance Worker • Review and update the Annual Work Plan. 	<ul style="list-style-type: none"> • Purchase new Maintenance truck (replace the blue truck) • Review and update the Annual Work Plan. • Renegotiate the contracts for generators and cathodic protection for LA Reservoir. 	<ul style="list-style-type: none"> • Purchase sewer tract camera. • Hire one additional Maintenance Worker • Review and update the Annual Work Plan.
PW/WATER	<ul style="list-style-type: none"> • Construct roof access at Buck Creek Sand Plant. 	<ul style="list-style-type: none"> • Install new fence at Strawberry Mountain Reservoir site. 		
PW/WASTEWATER	<ul style="list-style-type: none"> • Update Sewer Maintenance contract 	<ul style="list-style-type: none"> • Camera all sewer lines 		
PW/STREETS	<ul style="list-style-type: none"> • TID Street Improvements 	<ul style="list-style-type: none"> • TID Street Improvements 	<ul style="list-style-type: none"> • TID Street Improvements 	<ul style="list-style-type: none"> • TID Street Improvements
PW/PARKS	<ul style="list-style-type: none"> • Construct Phase 1 Irrigation system • Add Teague Reservoir to Park System. 	<ul style="list-style-type: none"> • Construct Phase 2 Irrigation System • Add new Park to the system. 	<ul style="list-style-type: none"> • Construct Phase 3 Irrigation System. (Final) 	





Proposed Budget Summary

2023 Budget



**2023 Ending Cash Balances Requirement (using operations & maintenance costs only)
As of 11/30/2022**

Current Expense	10%	Base Budget	
Finance	508,690.00		
HR	61,788.00		
General Government	154,811.00		
Building	171,095.00		
Community Services	17,000.00		
Planning	278,354.00		
Parks	210,393.00		
Police	1,276,388.00		
Fire	95,122.00		
Total Current Expense O&M	2,773,641.00		
10% Required Ending Balance	277,364.10	283,331.00	5,966.90
Street	10%		
Total Street O&M	407,275.00		
10% Required Ending Balance	40,727.50	56,417.00	15,689.50
Water	10%		
Total Water O&M	1,674,585.00		
10% Required Ending Balance	167,458.50	284,451.00	116,992.50
Wastewater	10%		
Total WW O&M	844,278.00		
10% Required Ending Balance	84,427.80	270,741.00	186,313.20

City of White Salmon
 2023 Budget Summary with History
 As of 11/30/2022

	2020 Actual Revenue	2021 Actual Revenue	2022 Budget Revenue	2023 Proposed Revenue	2020 Actual Expenditures	2021 Actual Expenditures	2022 Budget Expenditures	2023 Proposed Expenditures
001 Current Expense								
Finance					450,513.60	482,119.78	583,560.00	508,690.00
Central Services (HR)					67,529.88	70,139.68	81,969.00	61,788.00
General Government					123,131.75	227,166.57	101,961.00	154,811.00
Building					119,065.22	127,012.63	148,909.00	171,095.00
Community Services					130,567.59	52,306.74	903,360.00	666,118.00
Planning					197,024.33	240,616.54	344,625.00	280,354.00
Park					172,918.05	216,153.60	272,621.00	214,626.00
Police					986,271.89	978,546.22	1,248,256.00	1,291,388.00
Fire					174,267.43	137,291.44	155,689.00	123,622.00
001 Current Expense	2,489,834.16	2,983,412.59	2,867,937.00	2,750,380.00	2,421,289.74	2,531,353.20	3,840,949.00	3,472,492.00
101 Street Fund	438,836.20	486,231.44	485,149.00	589,396.00	335,785.11	387,021.03	602,178.00	708,429.00
107 Pool Fund	183.79	0.00	0.00	0.00	47,874.78	0.00	0.00	0.00
108 Municipal Capital Impr. Fund	68,569.22	132,949.40	58,416.00	58,416.00	17,307.25	0.00	50,000.00	125,000.00
110 Fire Reserve Fund	76,002.91	48,363.76	3,241.00	27,941.00	0.00	0.00	0.00	0.00
112 General Fund Reserve	123,894.49	153.62	3,499.00	3,499.00	0.00	0.00	0.00	0.00
121 Police Vehicle Reserve Fund	59,649.00	30,080.20	60,800.00	800.00	59,354.61	58,186.04	0.00	70,000.00
200 Unlimited GO Bond Fund	8.94	0.00	0.00	0.00	18,061.63	0.00	0.00	0.00
303 Hotel/Motel Taxes	39,696.91	77,750.23	75,823.00	75,823.00	0.00	0.00	40,000.00	78,000.00
307 New Pool Construction Fund	0.00	0.00	0.00	35,000.00	0.00	0.00	0.00	0.00
401 Water Fund	2,017,344.84	2,476,540.31	2,624,633.00	2,237,990.00	2,321,795.12	2,495,698.34	2,459,539.00	2,237,711.00
402 Wastewater Collection Fund	983,600.56	1,038,193.44	1,014,458.00	1,101,460.00	918,258.53	1,054,851.02	1,074,082.00	57 1,101,463.00

City of White Salmon
 2023 Budget Summary with History
 As of 11/30/2022

	2020 Actual Revenue	2021 Actual Revenue	2022 Budget Revenue	2023 Proposed Revenue	2020 Actual Expenditures	2021 Actual Expenditures	2022 Budget Expenditures	2023 Proposed Expenditures
408 Water Reserve Fund	200,880.99	48,497.53	362.00	2,356,696.00	0.00	243,679.58	228,397.00	2,120,300.00
409 Wastewater Reserve Fund	3,882.71	435.03	104,191.00	188,998.00	0.00	0.00	201,819.00	265,195.00
412 Water Rights Acquisition Fund	159,131.52	161,211.45	163,894.00	167,173.00	123,984.24	123,984.24	123,985.00	123,985.00
413 Water Bond Redemption Fund	91,372.00	118,121.14	112,181.00	112,181.00	42,836.00	118,098.51	111,518.00	111,518.00
414 Wastewater Redemption Fund	13,180.00	15,172.00	0.00	0.00	13,180.00	15,172.49	0.00	0.00
415 Water Bond Reserve Fund	17,081.40	16,417.90	20,266.00	15,361.00	0.00	0.00	0.00	0.00
416 Wastewater Bond Reserve Fund	1,174.08	40.14	761.00	761.00	0.00	0.00	0.00	0.00
417 Treatment Plant Resesrve Fund	19,966.10	30,359.76	15,303.00	15,303.00	0.00	0.00	255,977.00	0.00
418 Water Short Lived Asset Reserve Fund	100,000.00	115,929.87	200,096.00	129,692.00	29,449.03	84,656.32	120,000.00	394,725.00
420 USDA Rural Develop Jewett Water	2,346,598.81	2,951,643.70	150,500.00	7,520,100.00	2,441,758.11	2,951,643.70	0.00	7,670,600.00
601 Remittances	5,897.37	4,921.97	5,191.00	5,191.00	5,897.37	4,921.97	5,191.00	5,191.00
Total	9,256,786.00	10,736,425.48	7,966,701.00	17,392,161.00	8,796,831.52	10,069,266.44	9,113,635.00	18,484,609.00

Note: Revenue does not including beginning balances and expenditures do not include ending balances.