



# City Council Meeting Schedule October 2016

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October 4, 2016  
Tuesday, 6:30 p.m.

REGULAR COUNCIL MEETING

October 11, 2016  
Tuesday, 6:15 p.m.  
Tuesday, 6:30 p.m.

EXECUTIVE SESSION (RCW 42.30.110(1)(g) Union  
Bargaining Contract (10 minutes)

WORKSHOP MEETING

1. 2017 Tourism Promotion Area (TPA) Budget and Marketing Plan
2. Industrial Land Analysis Final Report
3. Hearing Examiner Annual Report
4. Vehicle-Based Business Update

October 18, 2016  
Tuesday, 6:30 p.m.

REGULAR COUNCIL MEETING

October 25, 2016  
Tuesday, 6:30 p.m.

WORKSHOP MEETING

1. Budget Update
2. Animal Control/Facilities Update
3. Vehicles for Hire

# Council Workshop Coversheet



Agenda Item Number	1.	Meeting Date	10/25/2016
Agenda Item Type	Presentation		
Subject	2017/2018 Proposed Biennial Budget		
Ordinance/Reso #		Contract #	
Project #		Permit #	
Department	City Manager		

Info Only	<input type="checkbox"/>
Policy Review	<input checked="" type="checkbox"/>
Policy DevMnt	<input checked="" type="checkbox"/>
Other	<input type="checkbox"/>

## Summary

During the October 25th workshop, we will be presenting to you the 2017/2018 proposed biennial budget. Similar to the last several bienniums, we have used the budgeting by priorities model to evaluate the over 300 services provided to the community. This biennial budget provides a strategic plan for a sustainable operating and capital budget for this biennium. It also describes some strategies for sustainability into the future. I have attached my budget message which details how the proposed biennial budget implements Council's broad goals for the upcoming biennium.

I encourage you to review the budget message as it provides a comprehensive summary of what is included in the proposed budget and also details the changes proposed for this biennium. For further detail, the hard copy proposed budget summary will give you a very good understanding of the budget allocation and program implementation, which will be available on November 1st. We will also provide the full proposed biennial budget at that time.

We will begin the budget workshop with a presentation on the 2017/2018 proposed budget, followed by the 2017 proposed property tax levy. The biennial budget was prepared with the Council's leadership in establishing clear goals and priorities for the biennium. The planning process began in February with our Council retreat where the priority areas and opportunity centers were discussed and affirmed. The retreat established the groundwork for which this biennial budget is formed. Subsequently, the Budget and Administrative Committee has reviewed and provided input into the biennial strategic program recommendations. This budget continues to expand on the work that has been accomplished in the previous bienniums where we established our budgeting by priorities model and your budget policies. In addition, we received feedback from our citizens and businesses through the citizen survey that was completed this summer. All of your work over the past year to establish policy direction for the City has formed the foundation for this proposed biennial budget that will be presented during the workshop.

Through

Attachments:

Message

Dept Head Approval

City Mgr Approval

Marie Mosley  
Oct 20, 22:06:42 GMT-0700 2016



*City of Kennewick*  
Office of the City Manager

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**BUDGET TRANSMITTAL  
LETTER**

**Date:** October 25, 2016  
**To:** Steve C. Young, Honorable Mayor and Members of the City Council  
**From:** Marie E. Mosley, City Manager  
**Subject:** 2017/2018 Proposed Biennial Budget Executive Summary

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It is an honor to present the 2017/2018 proposed Biennial Budget for your consideration. This budget was developed with your leadership in identifying the operating and capital priorities, providing the basis for the departments to submit their budget proposals and program requests for consideration.

The planning process for this budget began on February 19<sup>th</sup> when we held our Council budget retreat. The retreat focused on biennial priorities for our opportunity centers and also identified goals, successes and opportunities for each of the five priority areas. The overarching goal that was outlined by Council is to develop a sustainable operating and capital budget. This proposed biennial budget provides an implementation strategy to achieve the goal of providing a sustainable operating and capital budget for the biennium, but more importantly provides that sustainability into the future.

The retreat resulted in reviewing the vision and successes for the major opportunity centers within the City of Kennewick. These opportunity centers provide a unique vision as we continue to work on recruitment and retention of businesses in our community:

- Southridge
- Three Rivers Entertainment District & Vista Field Redevelopment
- Bridge to Bridge Area & Downtown – transform and connect the waterfront to the downtown
- Urban Growth Expansion South of I-82 for Industrial Development
- Columbia Park

In addition, the Council reaffirmed the five priority areas that form the basis of the biennial budget, consisting of:

- Community Safety
- Economic Development

- Infrastructure & Growth
- Quality of Life
- Responsible Government.

The third biennial citizen budget survey was conducted in the summer to assist Council with establishing goals and priorities that are aligned with our citizens and businesses. We received over 1,000 responses with 90% living in Kennewick, 36% worked in Kennewick, and 20% owned a business in Kennewick. The following is a summary of the results we heard from the community survey which are very much aligned with Council goals & priorities as recommended in this proposed budget for the upcoming biennium:

- The majority of respondents felt the current budget allocation was appropriate and should not be changed.
- The most important services provided in our community were safe drinking water, police services, fire and ambulance services, reliable sewer, street repair and pavement preservation.
- Citizens were willing to pay more for maintaining or enhancing services in the areas of safe drinking water, fire and ambulance services, street repairs and pavement preservation.
- We discovered that it is unacceptable to our citizens to reduce greenway maintenance, reduce animal control services, eliminate small parks, discontinue operation of the swimming pool and reduce non-safety related code enforcement compliance.
- The biggest challenges our citizens felt we faced as we continue to grow are crime, traffic congestion and street repairs and maintenance.

The 2017/2018 proposed biennial budget maintains our existing services, although there will be areas where programs are proposed to be realigned in order to provide for the most effective service delivery to our community and partners. Maintaining our priority services is possible as a result of the planning efforts that have occurred over the past couple of bienniums.

This biennial budget was developed using our Budgeting by Priorities model where all services have been prioritized based on Council's overall goals. The following identify the broad goals in each of the priority areas and the recommended implementation strategies this biennium to achieve Council's goals. These implementation strategies provide you with the proposed changes to this biennial budget, which achieves a sustainable operating and capital budget.

**Community Safety** – “I want to be safe where I live, work and play”

***Objective:*** Continue to Ensure the Safety of our Community by Maintaining Current Service Levels & Partnerships.

- Council objectives are achieved through the following broad programs in Community Safety:
  - Police Services
  - Emergency Medical Services
  - Safe Drinking Water
  - Fire Services
  - Code Enforcement
  - Building Safety

The following are Council's goals for the biennium and the proposed implementation strategies included in the biennial budget:

- **Goal #1 – Criminal Justice Sales Tax Strategic Staffing Implementation** – Benton County voters approved a 3/10% criminal justice sales tax that was implemented on 1/1/2015. The City of Kennewick has outlined a program to combat gang activity, which supports the citizen survey results where the majority of respondents said they were willing to pay more to combat gang activity. This budget continues the implementation of criminal justice sales tax by hiring 4 new officers in 2017, for a total of 15 new police officers that are funded with criminal justice sales tax.

We will continue to align our staffing to support the additional police officers by creating a mid-shift on Patrol. A ½ time district court specialist position will be hired to support the prosecution efforts.

During this biennium we will update our audio/video system at the police department and also replace outdated tasers and procure less lethal launchers for the patrol vehicles. In alignment with our commitment of criminal justice sales tax, we will be implementing a police cadet program. This program will provide for hiring 6 part-time cadets between the ages of 18-21 that can be trained and learn the police profession and would then be eligible to become an entry level police officer when they turn 21, if they pass all the requirements of the cadet program.

- **Goal #2 – Implement Strategic Staffing & Deployment Model for the Fire Department** – Consistent with the citizen survey results that said the majority are willing to pay more for increased response times for fire and emergency medical services, the following recommendations are included in this biennial budget:
  - *Fire Station Capital Planning* – In alignment with the recommendations from the Blue Ribbon Committee on our 25 year capital program, we are recommending that we plan for the construction of station #6 in the Southridge area. During 2016, we have been working on the purchase of land in the Southridge area that would be a good location for station #6. In addition to planning for station #6, we would plan for the remodel of station #1 and rebuilding of station #3 that were both identified as a high priority by our facility consultant study, as well as the Blue Ribbon Committee. During this biennial budget we would work on the planning and funding mechanism for implementation in the next biennium.
  - *Strategic staffing for Station #6* – In 2015 we hired a data analyst and implemented our proactive fire inspection program in an effort to free up resources from our fire and EMS personnel. The data analysis is continuing with bringing Fire Station #5 on line in August, 2016. In anticipation of the ongoing operating resources necessary to staff station #6, we are conducting an Ambulance Utility rate study to determine the appropriate rate structure to support our EMS services. The results of this study will be presented to the Council and a strategy will be proposed for funding a portion of the operations for station #6 that will provide a sustainable staffing model into the future. Each \$1 increase in our ambulance utility charge (which is currently at \$7.67 per month), generates approximately \$400k annually.

- *Equipment & Technology Strategies* – We have been successful in receiving a grant to help fund the Self Contained Breathing Apparatus (SCBA) replacement program in the upcoming biennium. We also have a need to begin replacement of our Personal Protective Equipment (PPE), which is provided for in this biennial budget. A strategy for ongoing funding of PPE replacement will be discussed and implemented in the biennium. This biennial budget also includes the replacement of our current Fire & EMS records management system (RMS) in conjunction with the IT strategic planning efforts. This will provide for a much more effective management of emergency records not only for the City of Kennewick, but on a regional basis.
- ***Goal #3 – Align the Code Enforcement Program to Achieve Council’s Objectives and Priorities*** – This past biennium, the City implemented a new code enforcement process and realigned the code enforcement responsibilities to be more effective and focus on the Council’s highest priority for code enforcement, substandard and boarded up buildings. In alignment with our citizen survey results, we will continue to enhance our webpage reporting and automated process, allowing staff to focus on high priority code enforcement issues in our community.

**Economic Development** – “I want a diverse and vibrant economy in Kennewick”

**Objective:** Support Existing Businesses and the Creation of Sustainable Family Wage Jobs.

- Council objectives are achieved through the following broad programs in Economic Development:
  - Tourism
  - Economic Vitality
  - Economic Growth

The following are Council’s goals for the biennium and the proposed implementation strategies included in the biennial budget:

- ***Goal # 1 - Implementation of the Biennial Economic Development Marketing Plan*** – This biennial budget provides for dedicated support for our economic development efforts, which has previously been shared with human resources. We will continue to work with our economic development partners (such as TRIDEC and the Downtown Association) to realize Council’s vision for our opportunity centers.
- ***Goal # 2 - Economic Development Public/Private Partnership Opportunities*** – This budget provides the resources to continue with our many community partnerships, including the following:
  - *Rural County Capital Funds* – Benton County, through their good stewardship has been able to provide the funding to pay off the debt service on the jail (which was identified as the use of rural county capital funds in Benton County). This funding source is a State sales tax credit of .09% to be used for economic development efforts until 2023. The County has adopted a resolution that allocates these remaining funds to the Cities, County and Port Districts within Benton County for economic development purposes. The City of Kennewick will be receiving approximately \$700k annually to help spur economic development and realize the

vision for our opportunity centers. It is our recommendation that we leverage these dollars by partnering with the Port of Kennewick and seeking grant opportunities to bring the community vision for Bridge to Bridge and Vista Field planning efforts to fruition.

- *Columbia Gardens* – begin the implementation of phase II partnership with the Benton County, Port of Kennewick, Columbia Basis College, and private developers to continue the redevelopment of Columbia Drive property as a vibrant destination in our community.
- *Vista Field* – begin implementation of the community’s master plan of the 112 acres at Vista Field to complement the Entertainment District and provide a unique gathering place for our community.
- *Community Branding* – this biennial budget includes some capital dollars to begin the implementation of our wayfinding signage that has been developed by the community and will help our citizens and visitors to find our unique areas and districts in our community.
- *Sustainability Plan* – through our planning efforts and partnerships we will continue to implement our sustainability plan, which is a component of the City’s comprehensive planning efforts and important to our community and developers.

**Infrastructure & Growth** – “I want a well-maintained city whose infrastructure keeps pace with growth”

***Objective:*** Maintain existing infrastructure and build new infrastructure to support economic development & expansion.

- Council objectives are met through the following broad programs in Infrastructure & Growth:
  - Safe Streets
  - Infrastructure Planning
  - Environment Services

The following are Council’s goals for the biennium and the proposed implementation strategies included in the biennial budget:

- ***Goal #1 – Strategic Funding & Implementation of the Sustainable Capital Plan*** –The Blue Ribbon Committee was formed and provided a recommendation to the City council at the end of 2014 regarding priorities and funding for a 25 year strategic capital program. In an effort to continue implementation of the Blue Ribbon Committee recommendations, the following is included in this biennial budget:
  - *Infrastructure Development Charge Consideration* – this past biennium, Council implemented a traffic impact fee in lieu of our traffic mitigation fee, with input from our development community. In addition, we currently have a moratorium on park mitigation fees for mixed used development and are working on a formula that will implement the intent of our impact fee for mixed use development. We are recommending that we work with our developer partners to bring forward a recommendation for Council consideration of a park impact fee, similar to our other local jurisdictions, during the biennium. Providing the resource to conduct a study will also address our existing zones and recommend the appropriate number of zones for our community. In addition and as we committed when we implemented

our traffic impact fee, this biennial budget funds a traffic study to update our existing traffic impacts and recommend zones for our traffic impact fees. The intent of establishing proper zones is for the impact fees collected from development to be used for projects that are needed as a result of development within that zone.

- *Other Projects Included in CIP* – the following are a list of other priority projects that are included to receive funding during the biennium:
  - *Police Fleet Replacement*
  - *Fire Fleet Replacement*
  - *Parks & Street Fleet Replacement* – partially funded within the CIP
  - *Animal Control Facility* – in partnership with Richland & Pasco
  - *10<sup>th</sup> Avenue Widening Project* – from CCB to Montana Street
  - *Metaline Widening Project*
  - *Canal & Edison Intersection*
- ***Goal #2 – Tie Land Use & Infrastructure Planning to Achieve Council’s Strategic Goals in our Opportunity Centers*** – This biennium we are recommending to implement the strategies that were developed during the last biennium as we were working on planning efforts for how we grow as a community:
  - *Water Sewer Rate Review* – Implementation of the rate recommendations by the consultant have been included for this biennium. We will prioritize and fund the capital programs identified within the biennium and plan for the programs for the next biennium. We are also recommending that we increase the municipal contribution for water & sewer services that will help us to get closer to achieving the cost of service results.
  - *Urban Growth Area (UGA) Realignment Application* – we continue to work in partnership with Benton County, the property owners, developers and Futurewise to realign our UGA from the eastside of the City (where development will not occur) to the southside of the City (where industrial development could occur). During the 2015/2016 biennium we updated our comprehensive plan, conducted an industrial land quantity analysis, and worked with the County to align our comprehensive plan to the county comprehensive plan and the county-wide planning policies. We are recommending that we apply for a smaller area (that represents the area already taken out of our UGA) south of I-82 by the end of 2016 and begin implementation in partnership with the property owners/developers during the biennium that will provide the family wage jobs in our community, specifically focused on warehousing and distribution centers.

**Quality of Life** – “I want to enjoy access to a variety of amenities and opportunities in a safe environment”

***Objective:*** Maintain Parks, Provide for Diverse Recreation Programs and a Well Planned Community.

- Council objectives are met through the following broad programs in Quality of Life:
  - Recreation Opportunities
  - Parks & Facilities
  - Livable Community

- Community Planning

The following are Council's goals for the biennium and the proposed implementation strategies included in the biennial budget:

- ***Goal #1 – Leverage Community Partnerships and Align our Service Delivery to Implement Council Goals and Priorities*** – The following priority programs are recommended for implementation in the biennium:
  - *Playground of Dreams* – we have received the results of a study regarding the improvements and repairs needed for the Playground of Dreams in Columbia Park and have identified funding in this biennium to rebuild the Playground of Dreams in partnership with the community and businesses to provide a safe playground that is widely used in Columbia Park.
  - *Park & Greenway Maintenance* – in alignment with what we heard from the citizen survey and in order to maintain our existing level of service in our parks and throughout our greenways, we are recommending an additional maintenance worker for the upcoming biennium. We will be evaluating the impacts of this new position during the mid-biennium to assess the needs in our Park maintenance program and the level of service provided to determine where gaps exist and if additional resources may be needed.
- ***Goal #2 – Prepare for Future Growth through Strategic Comprehensive Planning Efforts*** – During this biennium we will be implementing the results of our 10-year update to the comprehensive plan. The Council and community have clearly identified the vision and we continue to work to align the comprehensive plan with this vision, through code amendments. In doing so, the following are incorporated into the proposed biennial budget:
  - *10-Year Comprehensive Plan Update* – planning efforts occurred during the past biennium and we will continue with the implementation this biennium by adoption of the plan and code amendments.
  - *Creative Development Program* – This biennial budget includes the resources to continue working with our developer partners to provide an efficient, effective and expedited development review process. This biennial budget and resources will continue our commitment to site plan reviews in ½ the time, expansion of our expedited review program, backup and cross training support to be able to provide a high level of service for our development partners through the following programs, which are funded in part by the expedited review fees that have already been implemented:
    - *Customer Care Representative* – this position will support the one-stop customer service function that includes code enforcement, customer service and also provide support to the expedited review process
    - *½ time Plans Examiner & Inspector* – this position will assist inspection and expedited review process.
    - *Public Works Technician* – this position will provide the very much needed backup support during vacations and cross training needed for our succession planning efforts.

- *Assistant Traffic Engineer* – this position is necessary to provide the needed development review as well as backup support to the entire transportation planning system.

**Responsible Government** – “I want a City government that is responsive, responsible and fiscally accountable”

***Objective:*** Provide Exceptional Public Service, Transparency and a Sustainable Future.

- Council objectives are met through the following broad programs in Responsible Government:
  - Risk Management
  - Community Outreach & Engagement
  - Sound Financial Management
  - Excellence in Service

The following are Council’s goals for the biennium and the proposed implementation strategies included in the biennial budget:

- ***Goal #1 - Implementation of a Comprehensive Customer Service Program that Provides for Increased Flexibility and Areas of Enhanced Service Delivery***
  - *IT Strategic Plan* – This biennium we will continue to implement our IT strategic plan by hiring the IT customer service supervisor position. In order to continue to maintain and upgrade our IT programs and infrastructure, this biennial budget we are recommending funding:
    - *Social Media Archiving* – we need to increase our capacity so we continue to comply with public records requirements
    - *Core System Replacement Preparation* – we are recommending funding for a needs analysis and RFP in this biennium to prepare for replacement in 2019/2020 biennium
    - *Software Solution Priorities* – the following software upgrade implementation will provide a more effective environment for staff and were identified as high priorities for this biennium:
      - Wireless Large Area Network
      - Network Infrastructure Replacement
      - Policy & Procedure Compliance Program
      - Online Codification Services
      - Human Resources Onboarding Program
      - Fleet Maintenance System Replacement
- ***Goal #2 - Infuse the City’s Core Values into our Daily Work to Reinforce our Commitment to Transparency, Flexibility and Implement a Sustainable Operating & Capital Budget***
  - *Healthcare Plan* – effective as of January 1, 2018 the existing healthcare plan will be eliminated. Some of our employees have already moved to the \$250 deductible program and we will work with all employees to make the transition to a new plan by 1/1/18.

- *Columbia Park Conveyance* – we continue to work with the Corps of Engineers to convey 60 acres to the City so we can work to have minimal commercial activity in Columbia Park that is complementary to the primary focus of recreation.
- *Succession Planning* – We continue to work with existing staff and new hires to identify successor interest and provide support to develop our staff for future leadership roles and opportunities within the organization as many of our long term staff will be retiring.
- *Realignment of Existing Personnel* – we continue to evaluate where we can provide efficiencies and effect services through alignment of all staff across departmental lines. An example of this will be the implementation of an Automated Meter Reading (AMR) system that is part of the Water/Sewer capital program. We will continue to evaluate how the existing meter readers can be incorporated into other areas in our organization where we have identified needs.

The implementation of your Council goals for each of the priority areas are realized in this proposed biennial budget that also provides for sustainable operating and capital budget strategies into the future. The implementation of these recommendations will become my performance goals for the 2017/2018 biennium.

Although we have proposed a balanced budget, we recognize there are vulnerabilities that exist in this budget and are prepared to address them during the upcoming biennium as we continue to implement a Budgeting by Priorities strategic approach to decision making. In addition, there are strategic funding opportunities that will provide the sustainable operating and capital budget into the future and achieve Council's long term goals and priorities that are aligned with the long term priorities that we heard from our citizens. Some of the vulnerabilities and opportunities that we will be monitoring and discussing with Council in the upcoming biennium are:

- **Revenue Projections** – Given the uncertainty of the economy and that our largest revenue source, sales tax, is the most vulnerable, we will need to be prepared if our revenue projections do not materialize for the upcoming biennium. In addition, we have seen reductions in telephone utility tax due to consumers using more data services that are not subject to utility taxes. We will continue to closely monitor all revenue sources and be prepared to respond to any major variances from our projections.
- **Contracted Services** – The City of Kennewick has some very large contracted services, such as Jail, District Court, Dispatch Services, Emergency Management, Golf Course Management contract, Union Contract negotiations and others. We will continue to closely monitor these large expenditures and be prepared to modify the budget as needed if our current estimates do not materialize. The largest of these contracted services is the jail contract, which will be expiring on December 31, 2016. We have not received any information from Benton County regarding the new contract or the proposed budget and negotiations on the contract terms have not begun. The jail budget is between \$5M-\$6M for a biennium, and we are uncertain regarding the terms and potential impacts to our general fund budget.
- **State Budget Challenges and Potential Unfunded Mandates** – Given the State's budget challenges, we will be closely monitoring the upcoming legislative session. We will be working to preserve the City's existing state shared revenues, continuing to support revenue flexibility and trying to assure that additional unfunded mandates are not enacted or that additional fees and charges from the State are not passed onto local governments.

- **Sustainable Capital Funding** – Identifying funding for critical transportation infrastructure, City facilities, and other capital projects continues to be both a challenge and an opportunity for the City. It is important for the City to maintain the proper balance when allocating its limited resources between capital programs and the operating needs of the City and to continue exploring opportunities for dedicated funding sources, like the Transportation Benefit District (TBD) that is discussed below and will be reviewed with Council during the upcoming biennium as we continue to monitor any impacts from the State legislative session or to our transportation funding.
  - *Transportation Benefit District* – The State has allowed this revenue option to be specifically dedicated for transportation funding. State statute allows the Council to implement a \$20 car tab fee and also provides a voter approved option up to \$100. Although not popular, currently almost 90 other cities throughout the State of Washington have implemented this source. Some of the considerations in reviewing a TBD in the future are discussed below:
    - *Ridgeline/395 Interchange* – this is a priority project that is partially funded by the State Transportation gas tax package. This project will provide the full access to the Southridge area that is needed by our developer partners, school district and hospital district. The TBD could be used as a funding source initially to provide our match for this project.
    - *Pavement Preservation* – in alignment with the citizen survey results, our citizens are willing to pay more for maintaining or enhancing the level of service for our street maintenance. Once the Ridgeline/395 project is completed, this funding source could then be dedicated to our pavement preservation program, allowing the City to maintain our existing streets by utilizing asphalt overlays versus the chip seal program that has recently been used and only partially funded.
    - *Regional Partnership* – we may want to consider working with our neighboring cities to discuss this potential funding source throughout the community to initially be allocated towards the local share of our transportation package projects and then funding our pavement preservation programs.
    - *State Legislature & Transportation Commission* – we continue to hear from the state legislature and transportation commission that they expect local governments to implement their local funding sources. The State has not been sympathetic to losing state shared revenues when the local government has not implemented the funding sources available. I believe that we will continue to see pressure from the State to implement our local taxing authority in order to maintain our current state shared revenues and receive grant opportunities from the State.
- **Stormwater Rate Review** – we will be conducting a rate study for our stormwater utility and anticipate a need to increase those rates. We currently have stormwater infrastructure priorities that need to be addressed. Once the rate review is completed, we will be providing the results and recommendations for Council’s consideration.
- **Other Potential Opportunities** – we have a few unique opportunities that can be considered as we look to implement priority sources of funding to offset the impact to our citizens.

- *Property Tax Reductions* – the existing voted bond issue to construct the Union Street Library will be paid off at the end of 2016. This results in a reduction in our property taxes to the citizens of approximately \$.07/\$1,000 of assessed valuation. This reduction provides an opportunity as we continue to try to minimize the impact of any recommended fee increases to our citizens.
- *LEOFF I Retiree Obligation* – we have conducted a study for LEOFF I long-term care and actuarial needs for our LEOFF I retirees. Based on the results of this rate study, we believe there is a potential to reduce the 6.5% utility tax for our LEOFF I retirees that could offset a stormwater rate increase. This is in alignment with our commitment to continue to evaluate and reduce this 6.5% utility tax as the liability for LEOFF I retirees continues to be reduced.
- *Washington Survey & Ratings Bureau (WSRB)* – The WSRB recently conducted a review of our Fire and EMS services. This review will result in a report to the City that will determine our rating relating to providing fire services in the community. This rating has an impact on fire insurance premiums. We believe that we are well positioned to receive positive results that could provide savings on insurance premiums in our community. Once we receive the results, we will provide Council with an update and discuss potential strategies.

During the upcoming biennium staff will be evaluating and providing council with recommendations on several programs and services, including the results of the Ambulance Utility and Stormwater rate studies. We currently have not completed these studies and will be bringing recommendations forward for Council's consideration that may result in rate adjustments that would be used to further implement the overarching goal of providing for a sustainable operating and capital budget into the future.

In addition to providing a sustainable capital budget, the Council's budgeting by priorities model, described below, will be used during the biennium as changes to priorities or our budget assumptions occur.

- **Budgeting by Priorities** – During this Biennial Budget process over 300 services were identified and prioritized. This effort allows the City to respond quickly to any unanticipated reduction in revenues or increase in costs that occur during the biennium. The lower priority services will continue to be evaluated to determine an alternative way to deliver these services, a reduction in service level or elimination of these services as we continue to evaluate the vulnerabilities during the upcoming biennium.

It is important to note that lower priority items are not services deemed needless, inefficient or unwanted by our community. The City takes great pride in delivering every service and citizens have certain expectations for each one. In recent years, City departments have significantly streamlined programs and increased efficiencies to meet priorities with fewer staff and increased population. Due to these recent efforts further reductions or reallocations in any of these services will be challenging to implement, will result in further vulnerabilities and may also be difficult for our citizens to accept.

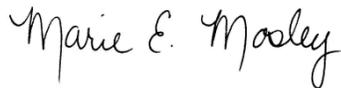
In summary, I believe this biennial budget is fiscally responsible and provides our citizens with creative means to deliver priority services. We recognize there are vulnerabilities, and we are prepared to strategically address them in the upcoming biennium using our budgeting by priorities

model to allocate resources based on the Council and community priorities for service delivery. During the upcoming biennium we will continue to review and consider strategies that will provide sustainability into the future. The implementation of Council's strategic goals through this biennial budget will set the City up for success and provide a sustainable operating & capital budget and path forward into the future.

I would like to acknowledge and thank our employees who work diligently every day to implement City-wide goals and objectives by providing exceptional customer service to our citizens and who critically evaluate the most innovative and effective manner to deliver those services. I would also like to thank the Department Head team for carefully reviewing their budget submittals and recognizing that there are limited resources to be allocated to City-wide priorities. They have approached this biennial budget as a team and from the perspective of identifying the services our citizens expect as a whole from the City, not from a departmental perspective. They continue to implement innovative solutions for effective service delivery. Finally, I would like to thank Dan Legard for his leadership in preparing the proposed biennial budget document. He and the Finance staff have done an exceptional job, with limited resources under a very tight timeframe.

I would be happy to answer any questions that you have regarding this proposed biennial budget and strategies for continuing to optimize our limited resources into the future and in preparation for any unforeseen circumstances that may occur during the upcoming biennium.

Respectfully,



Marie E. Mosley  
City Manager

The background features a faint, light blue illustration of a tree on the left and a person sitting on a rock or bench in the lower left. The overall background is a gradient of light blue.

# **2017/2018 Biennium Budget Recommendations**

**October 25, 2016  
Kennewick City Council Workshop**

# Biennial Budget Preparation

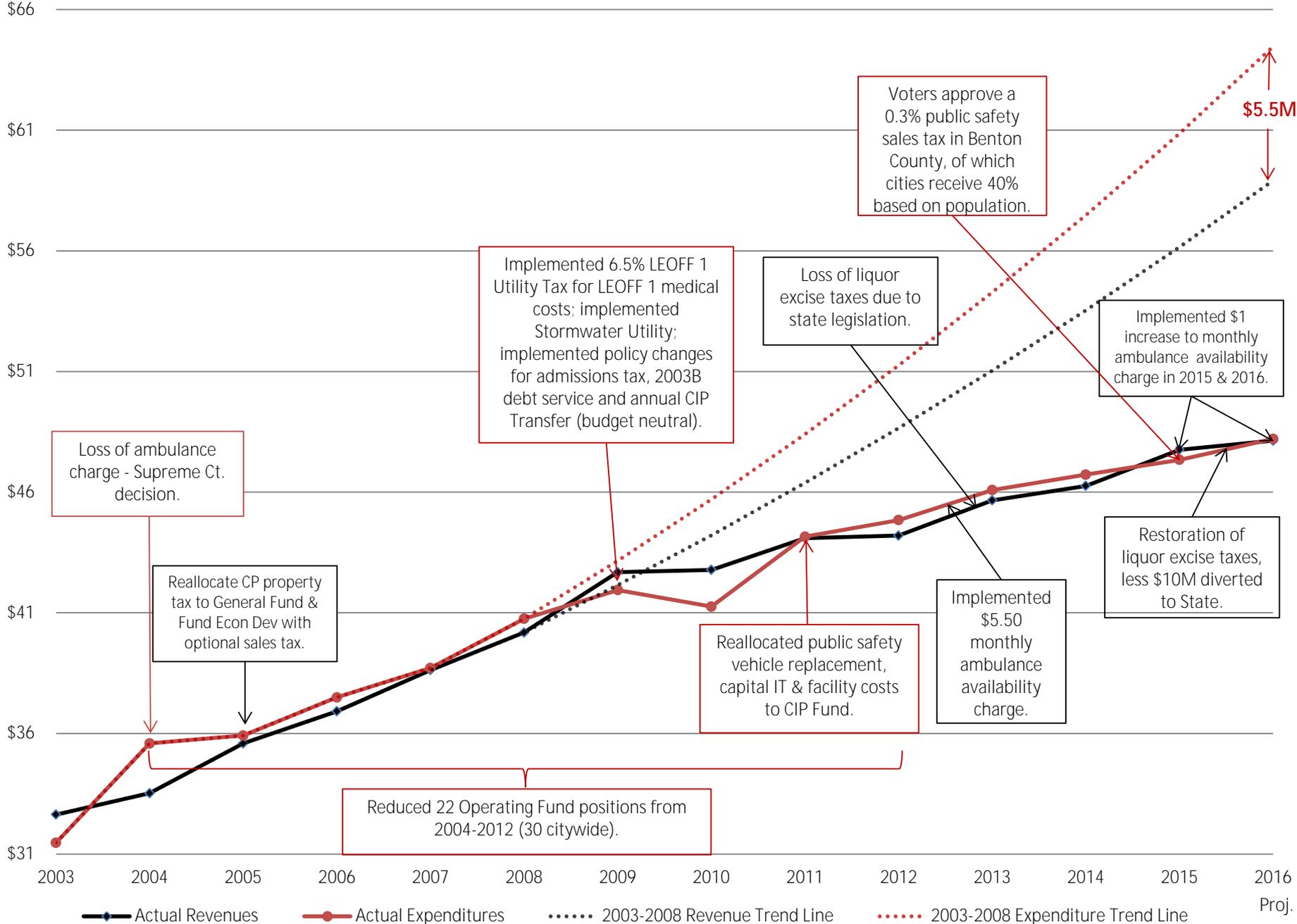
- February 19<sup>th</sup> Retreat (Formed the Foundation):
  - Reaffirm the 5 Priority Areas & Program Areas
  - Reaffirm the 5 Opportunity Centers
    - Southridge
    - Bridge to Bridge & Downtown
    - UGA South of I-82 for Industrial Development
    - Columbia Park
    - Vista Entertainment District & Vista Field
- Overarching Goal – Provide for a Sustainable Operating & Capital Budget for the Future
- Citizen Survey – Results help shape the biennial budget
- Council Policy Decisions – Future Success
- Budget Instructions & Preparation – Summer/Fall
- 2017/2018 Biennial Budget – Maintains Existing Programs

# Primary Revenue Source Challenges

- **Property tax:**
  - City receives only 19 cents of every dollar
  - Limited by law to an annual increase of lesser of 1% or inflation
  - Exception to 1% is new construction – dependent on economy and growth
- **Sales tax:**
  - For every retail and construction dollar spent, city receives less than 1 cent of sales tax
  - Very volatile revenue source tied to health of the economy and growth
  - Eroding sales tax base due to remote (internet) sales
- **Utility tax:**
  - Dependent on utility rate increases and/or consumption increases for growth
  - Erosion of telephone utility tax due to prominence of non-taxable data services and cell phones
- **Intergovernmental Revenues (State & Federal)**
  - As state and federal governments grapple with own budget issues, cuts have been made to funding cities rely on
  - Voter initiatives have limited or completely eliminated certain revenue options

# Operating Funds Revenues & Expenditures 2003 - 2016

Millions



# 2017/2018 Budget Survey

- Survey Conducted June 9<sup>th</sup> – June 30<sup>th</sup>
- Over 1,000 responses received
  - 90% live in Kennewick
  - 20% own a business
  - 36% work in Kennewick
- Majority felt like the City's budget is allocated to appropriate priorities
- Respondents indicated willingness to pay more to maintain or enhance:
  - Safe Drinking Water
  - Fire and Ambulance Services
  - Street Repairs & Pavement Preservation

# 2017/2018 Budget Survey

- Respondents indicated it would be unacceptable to reduce or eliminate:
  - Greenway Maintenance
  - Animal Control
  - Small Parks (under 2 acres)
  - Operation of Swimming Pool
  - Non-Safety Code Enforcement Compliance
- Respondents indicated the biggest challenges facing the City as we grow are:
  - Crime
  - Traffic Congestion
  - Street Repairs & Maintenance

# Priority Areas



*I want to be safe where I live, work  
and play.*



# Community Safety

Objective - Continue to Ensure the Safety of our Community by Maintaining Current Service Levels & Partnerships

- Criminal Justice Sales Tax Strategic Staffing Implementation
- Implement Strategic Staffing & Deployment Model for the Fire Department
- Align the Code Enforcement Program to Achieve Council's Objectives and Priorities



# Biennial Budget Recommendations

- **Combat Gang Activity:**
  - **New Officers** – Hire 4 Officers in 2017 (fully implement our 15 new officers to combat gang activity)
  - **One-time Resources:**
    - Audio/Video Upgrade
    - Less Lethal Taser Replacement & Launcher Program
- **Support Patrol Officers:**
  - **Strategic Staffing Alignment** (to support mid-shift on Patrol)
  - **Cadet Program** (Hire 6 PT Cadets)
  - **½ Time District Court specialist** (to support the prosecution staff)
- **Regional Dispatch Operation**
- **Fire Department Equipment & Technology:**
  - Personal Protective Equipment Replacement Plan
  - Fire & EMS Records Management System

*I want a diverse and vibrant economy  
in Kennewick.*



# Economic Development

Objective - Support Existing Businesses and the Creation of Sustainable Family Wage Jobs

- Implementation of the Biennial Economic Development Marketing Plan
- Economic Development Public/Private Partnership Opportunities



# Biennial Budget Recommendations

- **Facilitate Economic Development** – facilitate a partnership between the developer & the City:
  - **Dedicated Economic Development Specialist**  
(currently a shared position with Human Resources)
  - **Collaborative effort to identify creative solutions**
  - **Continue Expedited & Process Reviews**
  - **Implement One-Stop Customer Service**
  - **Work with our Partners:**
    - **TRIDEC** – bring family wage jobs (industrial development)
    - **Downtown Association** – transform & connect (the waterfront to downtown)

# Biennial Budget Recommendations

- **Rural County Capital Funds & Partnership:**
  - **Columbia Gardens** – begin implementation of phase II in partnership with the County, Port, CBC and private developers
  - **Vista Field** – continue planning for Vista Field in conjunction with the synergy at the Entertainment District & other partnerships
- **Community Branding:**
  - **Wayfinding** – begin implementation of Wayfinding in Kennewick
- **Sustainability Plan** – implementation of sustainability plan

*I want a well-maintained City whose infrastructure keeps pace with growth.*



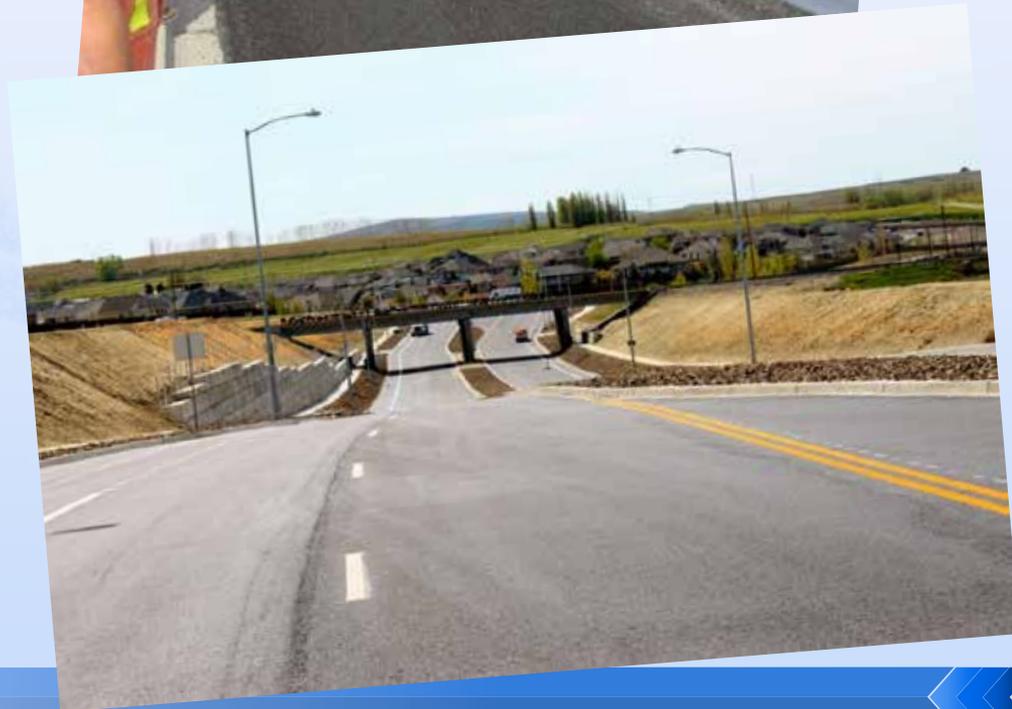
# Infrastructure and Growth

Objective - Maintain Existing Infrastructure and Build New Infrastructure to Support Economic Development & Expansion

- Strategic Funding & Implementation of the Sustainable Capital Plan



- Tie Land Use & Infrastructure Planning to Achieve Council's Strategic Goals in our Opportunity Centers



# Biennial Budget Recommendations

- **Implement Blue Ribbon Committee Recommendations:**
  - **Transportation Study** – this study will identify priority projects and recommend potential zones for traffic impact fees
  - **Park Impact Fees** (mitigation fees for mixed use development)
  - **Priority Capital Needs:**
    - **Police & Fire Fleet Replacement Program**
    - **Street & Parks Partial Fleet Replacement**
    - **Animal Control Facility**
    - **10<sup>th</sup> Avenue Widening (Montana to CCB)**
    - **Metaline Widening & Canal & Edison Intersection**
- **Rural County Capital Funds** – partnership with Benton County, Port of Kennewick, Columbia Basin College & Private Development
  - **Columbia Gardens & Vista Field**
- **UGA Realignment** – Partnership with Futurewise, Benton County & Property owner/developer for industrial development
- **Water Sewer Rate Review** – Implementation of rate recommendations:
  - **Prioritized Capital Improvements (including AMR)**
  - **Municipal W/S Contribution**

*I want to enjoy access to a variety of amenities and opportunities in a safe environment.*



# Quality of Life

Objective – Maintain Parks, Provide for Diverse Recreation Programs and a Well Planned Community

- Leverage Community Partnerships and Align our Service Delivery to Implement Council Goals and Priorities
- Prepare for Future Growth through Strategic Comprehensive Planning Efforts



# Biennial Budget Recommendations

- Rebuild Playground of Dreams
  - Partnership with the Community to rebuild the Playground of Dreams
- 10-Year Comprehensive Plan Update – Adoption of the Comprehensive Plan in 2017
- Park & Greenway Maintenance (in alignment with citizen survey results)
  - Position to maintain parks & greenways
  - Reassess the Parks maintenance program during the mid-biennium to evaluate the level of service

# Biennial Budget Recommendations

- **Creative Development Review Program** – Work with Developer Partners on Efficient & Expedited Program:
  - **One-Stop Customer Care Representative** – (provide support to one-stop, code enforcement & expedited review)
  - **½ Time Plans Examiner/Inspector** – (assist with inspection and expedited review)
  - **PW Office Technician** – (cross training & support one-stop review)
  - **Assistant Traffic Engineer** – (cross training, support to one-stop review as well as City-wide transportation system)

*I want a City government that is responsive,  
responsible and fiscally accountable.*



# Responsible Government

Objective – Provide Exceptional Public Service, Transparency and a Sustainable Future

- Implementation of a Comprehensive Customer Service Program that Provides for Increased Flexibility and Areas of Enhanced Service Delivery
- Infuse the City's Core Values into our Daily Work to Reinforce our Commitment to Transparency, Flexibility and Implement a Sustainable Operating & Capital Budget

*Leading The Way*

We will provide excellent public service and ensure the safety and wellbeing of our community and one another through the empowerment of each employee. *We value...*

INTEGRITY...  
INCLUSIVENESS...  
STEWARDSHIP...  
AND COMMUNICATION

We are accountable to our community for innovative and collaborative efforts that anticipate needs, leverage resources and deliver solutions.

**Integrity:** We hold ourselves to the highest standard of professionalism and ethical conduct.

**Inclusiveness:** We embrace diversity and value different perspectives as we work together for the common good.

**Stewardship:** We ensure the public's resources are used responsibly to provide the greatest benefit.

**Communication:** We will listen and engage in an open, honest and timely exchange of information.



# Biennial Budget Recommendations

- **IT Strategic Plan** – Continue to implement the IT strategic plan with the hiring of an IT Customer Service Supervisor and implement:
  - Social Media Archive Increase Capacity
  - Core System Replacement – needs analysis & RFP
  - Software Solution Implementation for Effectiveness
    - Wireless Large Area Network
    - Network Infrastructure Replacement
    - Policy/Procedure Compliance
    - Online Codification Services
    - HR Onboarding Program
    - Fleet Maintenance System

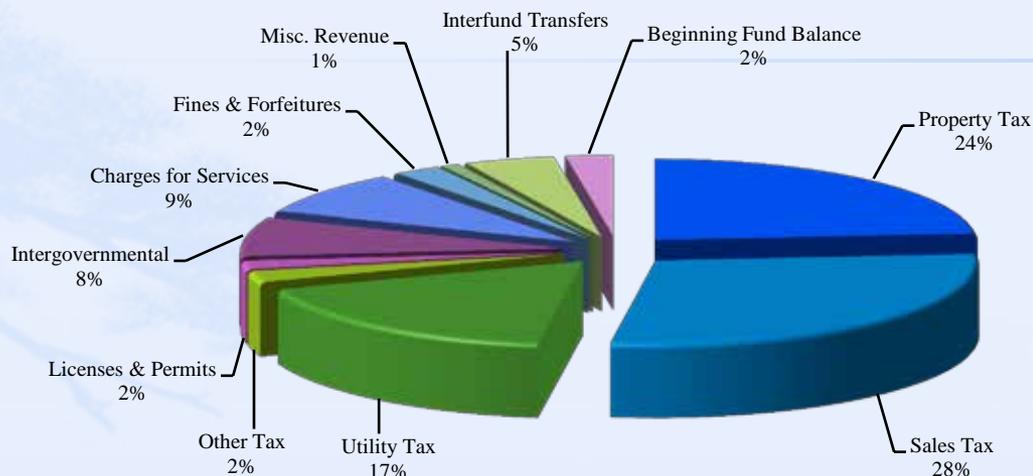
# Major Revenue Assumptions

## (General & Street Funds)

- Tax Revenues:
  - Sales Tax – 3% growth per year
  - Utility Tax:
    - Electric – 4.9% rate increase in 2016; 4% growth per year
    - Telephone – 5% declines per year
    - Natural Gas – 6.6% rate decrease in 2016; 1.5% growth per year
    - Other Utilities – 2.5% to 4% growth per year
  - Property Tax:
    - 2017 – Preliminary AV and 0.953% growth in base levy
    - 2018 - \$100M in new construction (70% in Southridge LRF)
- State Shared Revenue – No reduction in current funding
- Other Revenues – generally anticipate 2-3% increases

# Sources of Funding - Operating Funds

## 2017/2018 Proposed Budget



Sources of Funding Operating Funds	2013-2014	2015-2016	2017-2018	15/16 - 17/18	
	Actual	Adjusted Budget	Proposed Budget	\$ Change	% Change
Property Tax	\$22,174,494	23,219,507	24,578,224	\$1,358,717	6%
Sales Tax	23,763,104	25,704,900	29,546,000	3,841,100	15%
Utility Taxes	17,458,135	18,749,875	17,875,000	(874,875)	-5%
Other Taxes	2,326,522	2,436,000	2,332,000	(104,000)	-4%
Licenses & Permits	1,188,661	1,414,171	1,789,000	374,829	27%
Intergovernmental	6,759,724	6,910,717	7,988,176	1,077,459	16%
Charges for Services	9,719,729	9,936,427	8,907,108	(1,029,319)	-10%
Fines & Penalties	2,529,217	2,781,800	2,472,800	(309,000)	-11%
Miscellaneous Revenue	1,017,721	1,051,300	924,700	(126,600)	-12%
Interfund Transfers	4,976,030	5,303,166	4,740,000	(563,166)	-11%
Subtotal Revenues:	91,913,337	97,507,863	101,153,008	3,645,145	4%
Beginning Fund Balance	3,320,047	2,423,685	2,500,000	76,315	3%
<b>Total Sources</b>	<b>\$95,233,384</b>	<b>\$99,931,548</b>	<b>\$103,653,008</b>	<b>\$3,721,460</b>	<b>4%</b>

# Major Expenditure Assumptions

## (General & Street Funds)

- Personnel Costs:
  - Wages – anticipated contract results
  - Medical – premium increases of 5% in 2017 and 5% in 2018
    - Mandatory transition away from AWC HealthFirst plan.
  - Retirement:
    - PERS – employer contribution rate increasing 1.7%  
7/1/17
    - LEOFF – no increase to city portion of employer rate
  - Other benefits – 0-5% increases per year

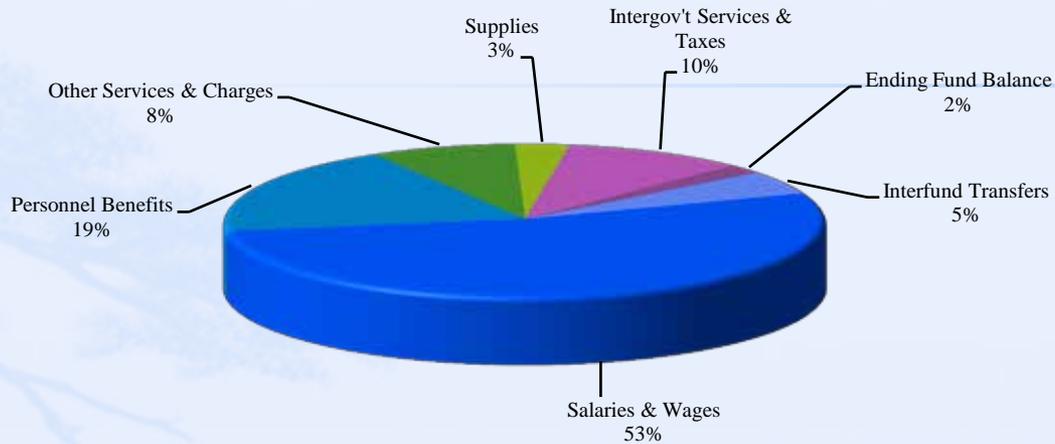
# Major Expenditure Assumptions

## (General & Street Funds)

- Major Interlocal Contracts:
  - BCES:
    - Dispatch – actual 2017 assessment & 7.5% increase in 2018
    - 800 MHz – actual 2017 assessment & 7.5% increase in 2018
  - Benton County Agencies:
    - District Court/OPD – 5% increase to budget, no change to allocation
    - Jail Services – 5% increase to budget, no change to allocation
- Transfers:
  - Risk Management Fund - \$1.1M
  - Toyota Center & Arena - \$400K (+\$350K lodging tax)
  - Capital - \$2M
  - Columbia Park Golf Links - \$92.5K
- Projected expenditure savings - \$1.5M
- Other expenditures – generally 5% increase for biennium

# Uses of Funding – Operating Funds

## 2017/2018 Proposed Budget



Uses of Funding Operating Funds	2013-2014	2015-2016	2017-2018	15/16 - 17/18	
	Actual	Adjusted Budget	Proposed Budget	\$ Change	% Change
Salaries & Wages	\$49,674,716	\$51,240,408	\$54,543,426	\$3,303,018	6%
Personnel Benefits	17,564,804	19,202,286	19,834,387	632,101	3%
Supplies	2,566,702	2,800,750	3,154,221	353,471	13%
Other Services & Charges	7,716,534	8,060,416	8,092,688	32,272	0%
Intergov't Services & Taxes	11,316,911	9,919,617	10,112,150	192,533	2%
Interfund Transfers	3,845,683	5,941,000	5,317,500	(623,500)	-10%
Capital Outlay	124,349	271,951	19,120	(252,831)	-93%
Subtotal Appropriations:	92,809,699	97,436,428	101,073,492	3,637,064	4%
Ending Fund Balance	2,423,685	2,495,120	2,579,516	84,396	3%
<b>Total Uses:</b>	<b>\$95,233,384</b>	<b>\$99,931,548</b>	<b>\$103,653,008</b>	<b>\$3,721,460</b>	<b>4%</b>

# 2017/2018 Proposed Budget

<b>FUND</b>	<b>ACTUAL 2013/2014</b>	<b>ADJUSTED BUDGET 2015/2016</b>	<b>PROPOSED BUDGET 2017/2018</b>	<b>VARIANCE</b>
<b>OPERATING (GENERAL &amp; STREET)</b>	\$95,233,384	\$99,931,549	<b>\$103,653,008</b>	4%
<b>CAPITAL PROJECTS</b>	40,976,738	54,427,541	<b>42,448,360</b>	-22%
<b>ENTERPRISE &amp; INTERNAL SERVICE</b>				
Water & Sewer	51,396,382	54,058,423	<b>47,392,291</b>	-12%
Building Safety	3,335,861	3,553,505	<b>4,520,000</b>	27%
Medical Services	8,731,119	12,027,325	<b>12,875,000</b>	7%
Coliseum Fund	7,754,012	7,987,164	<b>8,162,800</b>	2%
Stormwater	3,242,998	5,188,768	<b>2,944,900</b>	-43%
Columbia Park Golf Course	585,238	1,140,496	<b>607,700</b>	-47%
Equipment Rental	9,752,102	10,540,324	<b>12,231,918</b>	16%
Risk Management	4,045,777	3,322,968	<b>3,172,880</b>	-5%
Central Stores	675,594	704,205	<b>662,660</b>	-6%
Subtotal	89,519,083	98,523,178	<b>92,570,149</b>	-6%
<b>DEBT SERVICE</b>	6,214,492	12,855,100	<b>6,848,782</b>	-47%
<b>SPECIAL REVENUE</b>				
Cash Reserve Fund	2,715,500	2,715,500	<b>2,715,500</b>	0%
BI-PIN Operations	596,138	679,138	<b>709,954</b>	5%
Community Development	2,090,913	2,415,205	<b>1,297,000</b>	-46%
MPD Assistant Operations	61,920	60,798	-	-100%
Asset Forfeiture Fund	233,242	178,883	<b>49,300</b>	-72%
Public Safety	4,941,330	5,303,166	<b>4,740,000</b>	-11%
Lodging Tax Fund	2,872,595	3,348,814	<b>3,659,815</b>	9%
Criminal Justice Sales Tax	-	3,785,000	<b>5,756,400</b>	52%
Subtotal	13,511,638	18,486,504	<b>18,927,969</b>	2%
<b>FIDUCIARY TRUST FUNDS</b>	3,710,876	4,874,167	<b>6,373,000</b>	31%
<b>TOTAL</b>	<b>\$249,166,211</b>	<b>\$289,098,039</b>	<b>\$270,821,268</b>	-6%

# CITY TAXES & FEES

## AVERAGE FAMILY HOUSEHOLD

*Assuming an average 4-person family with a \$200,000 home and household Adjusted Gross Income between \$70,000-\$80,000 per year*

### Property Taxes

The 2016 Property Tax Levy is \$11.64 per \$1,000 in assessed valuation. The City receives 19¢ per \$1.00 paid.

### Admissions Taxes

The City collects a 5% admissions tax on admission charges to any place or event, except school events.

### Sales Taxes

The City receives just 0.85% of the 8.6% Sales Tax rate. In addition, the criminal justice sales tax of 0.10% and a voter approved public safety sales tax is distributed back to all jurisdictions in Benton County based on population through State Shared Revenues.



How much does the City of Kennewick receive from the average household?

### State Shared Revenue

State shared revenues are collected by the State and include Gas Tax, Liquor Tax, PUD Privilege Tax, and Criminal Justice funding. Distributions are made on a per capita basis.

### Utility Taxes

The City levies an 8.5% utility tax on electric, natural gas & telephone services, 7% on cable & garbage, and 15.5% on water/sewer services.

### Ambulance Utility Fee

Kennewick citizens pay \$7.67 per month for ambulance services.



### Gambling Taxes

The City currently levies a 10% tax for punch-board, pull-tab, and card room activities; 5% for bingo; and 2% for amusement games.

### Stormwater Utility Fee

Kennewick residents pay \$2.77 per month to help fund the stormwater program.

	Estimated Annual Spending	Estimated Annual Tax	Amount Distributed to the City
Property Tax	\$ 2,415	\$ 2,415	\$ 446
Water/Sewer	\$ 550	\$ 74	\$ 476
Utilities	\$ 5,695	\$ 468	\$ 468
Retail Sales	\$ 28,080	\$ 2,415	\$ 239
Admissions/Entertainment	\$ 2,000	\$ 100	\$ 100
Gambling/Arcade Games	\$ 500	\$ 10	\$ 10
State Shared Revenues	\$ 5,500	\$ 1,436	\$ 131
Ambulance Utility	\$ 92	\$ 92	\$ 92
Stormwater Utility	\$ 33	\$ 33	\$ 33
<b>TOTALS:</b>	<b>\$ 44,865</b>	<b>\$ 7,043</b>	<b>\$ 1,995</b>

*The City of Kennewick only receives a small portion of the taxes paid by the average household.*

# What does your \$166 per month get you?

For just \$166 per month, the average household in the City of Kennewick receives these basic services.





# Future Sustainability Strategies

Discussions during 2017/2018 Biennium



# Community Safety Future Opportunities

- Building & Staffing Station #6:
  - Fire Station Capital Planning (Planning this Biennium):
    - Building Station #6 (Purchasing Land in 2016; Design & Bid this biennium)
    - Remodel Station #1 (Design & Bid this Biennium)
    - Rebuilding Station #3 (Design & Bid this Biennium)
    - Financing Plan for Fire Stations (recommend funding for fire stations)
  - Staffing for Station #6 (In support of citizen survey results – planning and recommendations this biennium):
    - Medical Services Fund – Ambulance Utility Rate Study Results later this year with proposed implementation plan – each \$1 generates approximately \$400k annually
    - General Fund – Reduce a portion of the General Fund subsidy to the Medical Services Fund based on Ambulance Utility Study Results

# Infrastructure & Growth

## Future Opportunities

- Consider Blue Ribbon Committee Recommendations:
  - Transportation Benefit District (\$20 car tab fee):
    - Sustainable Capital Budget into the Future
    - Ridgeline/395 Interchange (partially funded by State Transportation Package)
    - Pavement Preservation (overlays vs. chip seal)
    - Transportation Commission Comments
    - State Legislature Discussion (implement existing revenue options)
    - Regional Partnerships
- Stormwater Rate Review – Review results in 2017
- Strategies to offset the Impact to our Citizens:
  - Reduce LEOFF I Utility Tax Rate – based on actuarial results
  - Property Tax Reductions – library voter approved bond issue
  - Washington Survey & Rating Bureau Results – fire insurance premiums

# Responsible Government

## Future Opportunities

- **Healthcare Plan** – implement by 1/1/18 for all employees
- **Conveyance** – work with USACE on 60 acres in Columbia Park
- **Succession Planning:**
  - Identify successor interest & provide support
  - Provide supervisory & leadership opportunities
- **Realignment of Existing Personnel:**
  - **AMR** – plan for implementation of automated meter reading and prioritize needs for reallocation of meter reading staff



# 2017 Property Tax Levy

# Property Tax Distribution

School District - 45¢

State - 18¢

City - 19¢

County - 11¢

Other - 7¢



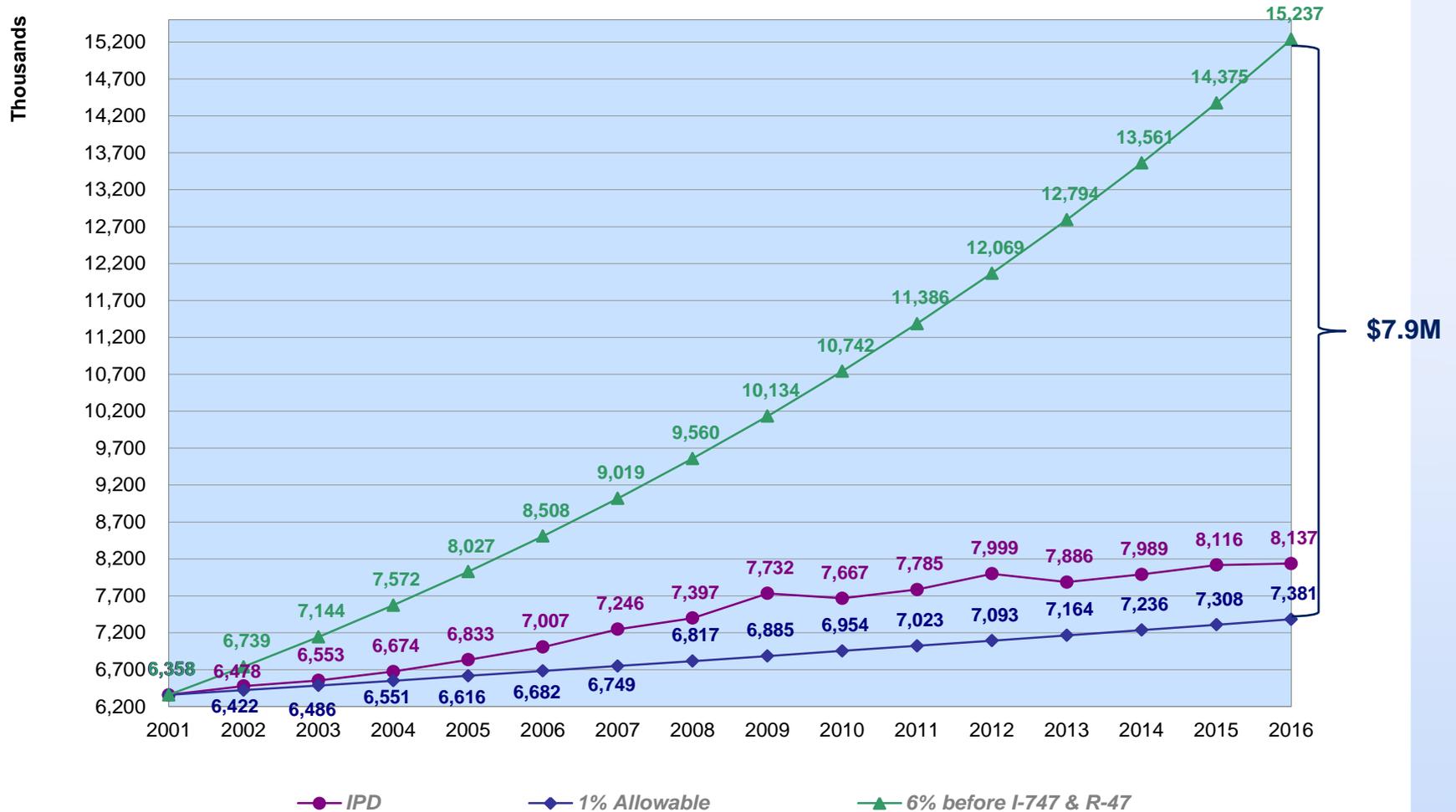
**2016 Total Property Tax Levy - \$11.64**

# Property Tax Overview

- Statutory Maximum Levy Rate is \$3.10 for Kennewick (\$3.60 less \$.50 library district) without a vote of the people
- Prior to November, 1997 base levy limit factor was 106%
- Referendum 47 (1997) reduced limit Implicit Price Deflator (IPD) but allowed for up to a 6% increase if approved by a super-majority vote of Council
- I-747 (2001) further reduced limit to the lesser of IPD or 1%
  - Revenue derived from New Construction & Annexations are above the limitation of I-747
  - I-747 was declared unconstitutional in 2007, but was then added to state law later in the year

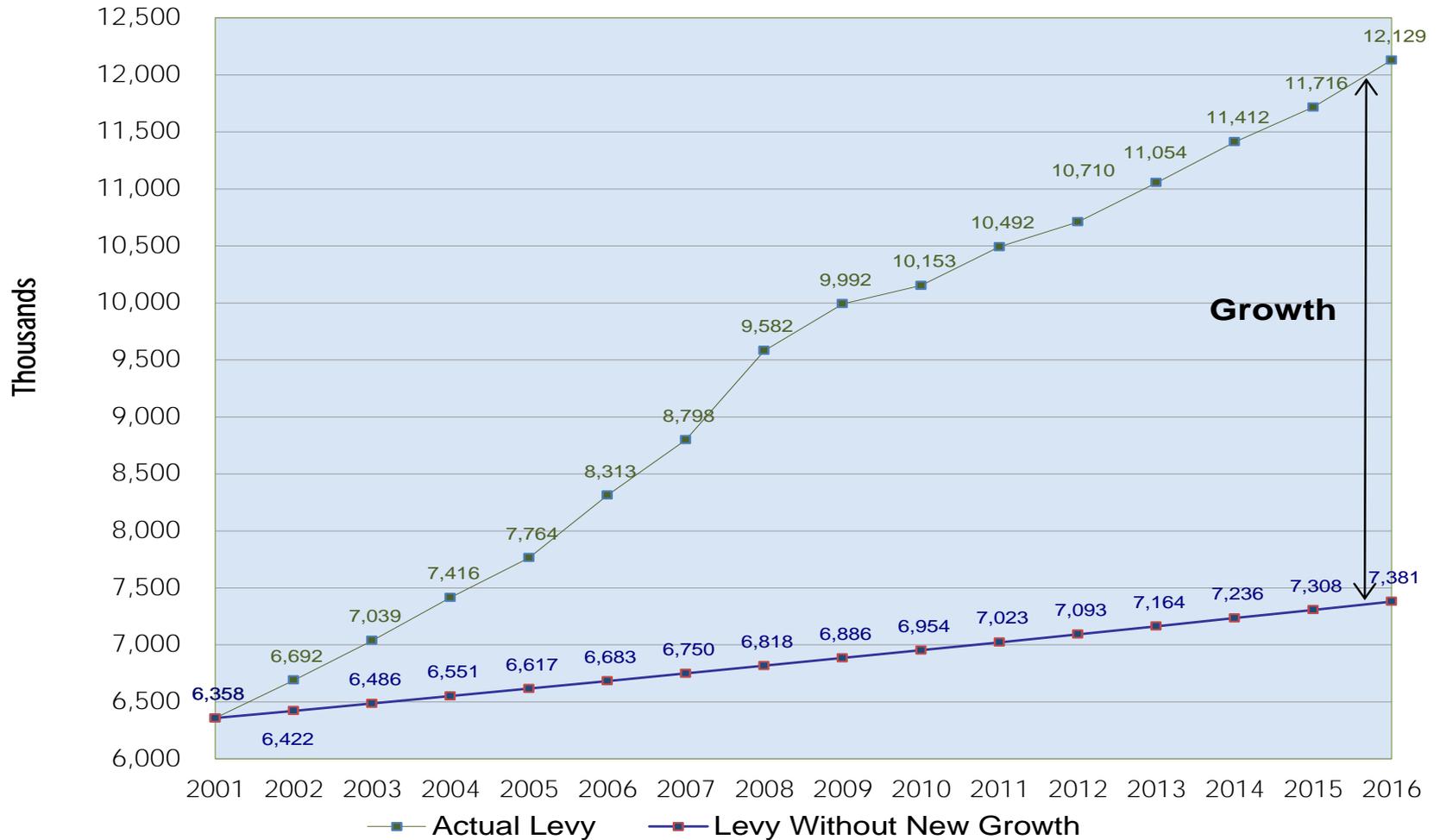
# Reduced Levy Capacity

## 2001 - 2016

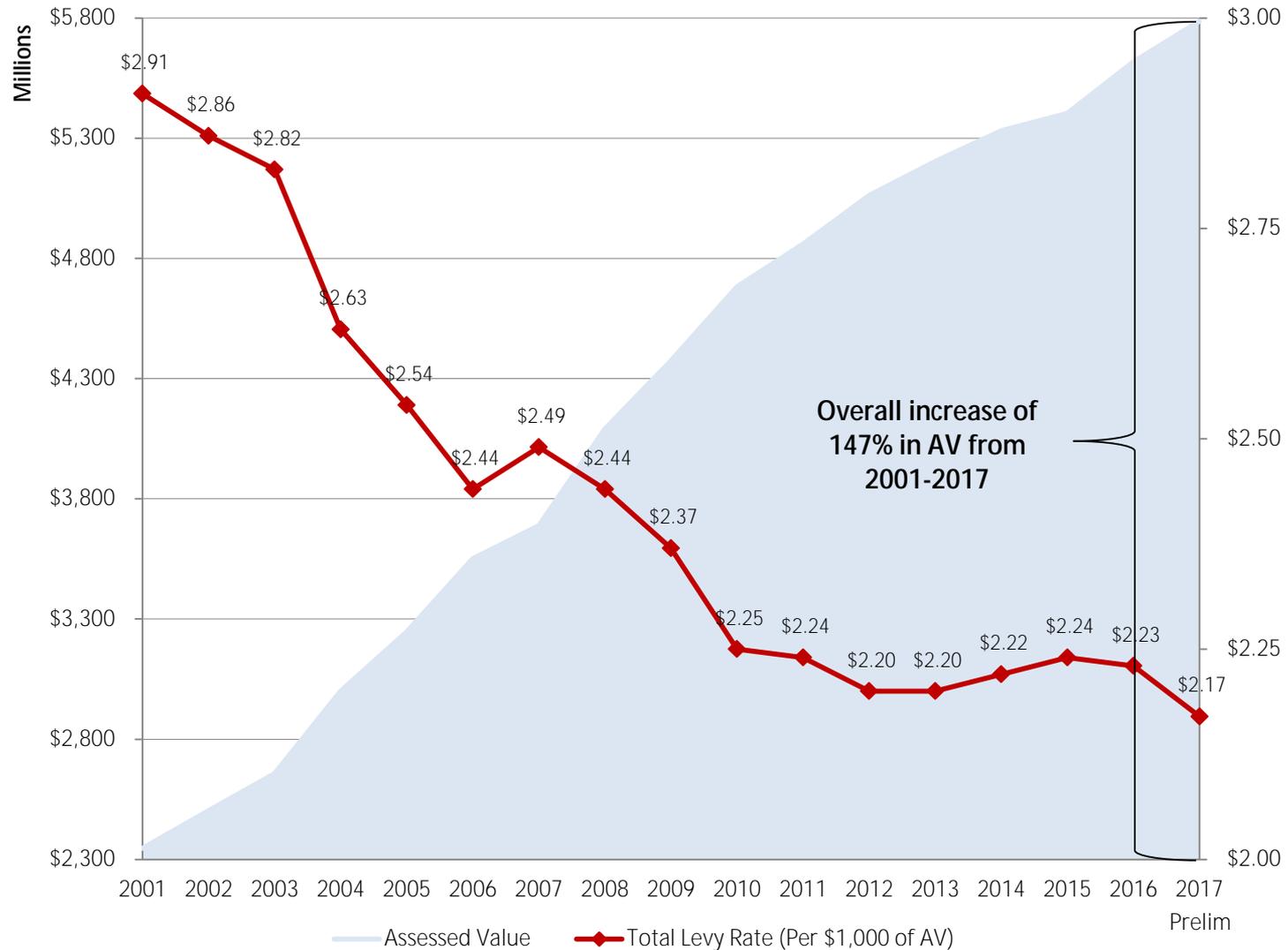


# Property Tax Levy History

## 2001 - 2016



# AV & Levy Rate 2001-2016



# 2017 Property Tax Levy Proposal

- **Property Tax Levy Rate** – Reduced 6¢ to \$2.17 (per \$1,000 of AV)
  - Reflects completion of the library facilities excess bond levy in 2016
- **Assessed Valuation** – Increased by \$168.8M (Total AV of \$5.79B)
  - \$116.3M from new construction
    - \$21.7M in Southridge LRA (75% dedicated to LRF program)
  - \$52.5M from revaluation of existing property
- **Property Tax Levy** – Increase of \$446k to \$12.575M
  - New Construction (\$116.3M in AV) - \$251k (\$47k to SR LRF)
  - Change to Base Levy - \$117k (as allowed by State law)
    - Limited by annual change in the implicit price deflator (IPD) to 0.953%

# Tri-City 2016 Levy Rate Comparison

	<u><b>Kennewick</b></u>	<u><b>Pasco</b></u>	<u><b>Richland</b></u>
Regular Levy	\$ 2.1592	\$ 1.9367	\$ 2.6264
Voted G.O. Bonds	0.0722	0.0386	0.3206
Library District	<u>0.3722</u>	<u>0.0000</u>	<u>0.0000</u>
Total Rate Per \$1,000	<u><u>\$2.6036</u></u>	<u><u>\$1.9753</u></u>	<u><u>\$2.9470</u></u>



# Questions or Comments

2017/2018 Biennial Budget  
Recommendations

# Council Workshop Coversheet



Agenda Item Number	2.	Meeting Date	10/25/2016
Agenda Item Type	Presentation		
Subject	Animal Control Program		
Ordinance/Reso #		Contract #	
Project #		Permit #	
Department	City Manager		

Info Only	<input type="checkbox"/>
Policy Review	<input checked="" type="checkbox"/>
Policy DevMnt	<input type="checkbox"/>
Other	<input type="checkbox"/>

## Summary

The cities of Kennewick, Pasco & Richland have been discussing the need to replace the existing animal control facility since before 2009. The existing facility has exceeded its useful life and it is time to have a plan for replacement of this facility as we prepare for the upcoming biennium. Since the initial discussions in 2009, the cities have continued to review potential options. In 2015, a consultant was hired to help facilitate a discussion and to bring forward options for consideration. Attached are the results of the consultant work that was previously shared with Council last October. Since that time work has continued to establish a recommendation for presentation to the City Council's. Staff will be discussing the recommendation and next steps during the workshop.

Through

Dept Head Approval

City Mgr Approval

Marie Mosley  
Oct 20, 12:08:14 GMT-0700 2016

Attachments:

Presentation  
Report

# ***Animal Control Update***

***Council Workshop  
October 25, 2016***



# *Background & Update*

- Background:
  - In 2009 a feasibility study & preliminary design for a 15,000 sq ft facility was completed by Shelter Planners of America
  - Study found the current facility was in poor condition & too small (2007 demand of 2,200 dogs & 2,300 cats)
  - Recommended replacement facility would accommodate 3,060 dogs and 3,270 cats (over twice the 2014 levels)
  - Cost for facility was estimated at \$4.2M, plus the cost of land
  - RFP for site was completed – two sites were identified
- Subsequently in 2015:
  - Hired a consultant to facilitate selection of a facility, scope, operating and funding alternatives



# *Results from Consultant*

- Evaluation of Potential Partnerships & Sites:
  - Pasco Existing Site – Preferred Alternative
  - Grant Place Kennewick Site in Partnership with Benton County
  - Humane Society Site in Partnership in Kennewick
  - Broadway & Oregon Avenue Site in Pasco
  - Belmont & Keene in Partnership with West Richland
- Evaluation of Facility Needs:
  - 8,000 sq ft Facility on up to 5 acres
  - Ability to incrementally increase based on future needs



# ***Recommend – Feasibility Study***

- Build Facility on Existing Pasco Site
- Perform Feasibility Study:
  - Cost would not exceed \$60k
  - Determine feasibility of constructing 8k sq ft facility on Pasco site with ability to expand for future needs
  - Facility should provide for 4,563 animals (2433 cats and 2130 dogs)
  - Determine appropriate size of the site
  - Determine feasibility of constructing new facility while operating existing facility
  - Determine costs & steps needed for site preparation, etc.
  - Estimated long term operating costs



# *Next Steps - After Study Results*

- Upon Acceptance of Feasibility Study:
  - Purchase Property – 1/3 by each City (based on FMV)
  - RFP Prepared for Design & Construction Management
  - Prepare & Submit Bid for New Facility
  - Construction of New Facility
  - Demolition of Old Facility & Completion of Site Improvements



# ***Actions Needed***

- Pasco will determine if land is available for animal shelter
- December 5<sup>th</sup> & 6<sup>th</sup> – Approve Interlocal Agreements:
  - Construction Agreement – Feasibility Study, Land Purchase, Construction of Facility and Cost Sharing Formula
  - Operating Agreement – Discusses Fixed vs Variable Cost and Cost Sharing Formula
- Incorporate Funding into 6-year CIP Programs



***Questions or Comments?***



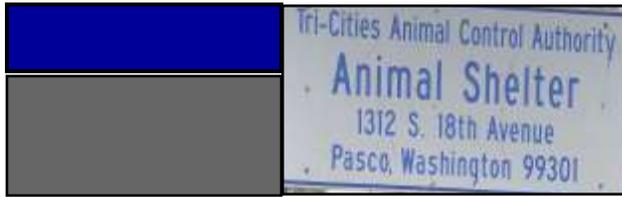


Anne Pflug

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# Tri-Cities Animal Control Facility Replacement Project White Paper

*July 2015*



## Animal Control Facility Replacement Project

### Introduction

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#### The Project

The cities of Kennewick, Pasco and Richland contracted with Anne Pflug to facilitate selection of a facility, scope, operating and funding alternative meeting the current needs of the parties who wish to participate in a regional Animal Control Authority in the Benton and Franklin county area.

The contractor is charged with developing this **document as a “white paper” laying out the facts, issues and alternatives.** *Approaching property owners or potential partners will occur after the cities agree on policy direction.*

**Following the “white paper’s” completion representatives of the parties will be invited to participate in discussions to finalize a proposal that can be approved by all parties so that a replacement facility project can move forward.**

#### Previous Work

In 2009 prior to the recession, a feasibility study and preliminary design for a new 15,000 sq ft replacement animal control facility was completed by *Shelter Planners of America (S)*.

The study found that the current facility was in poor condition and too small for 2007 demand of approximately 2,200 dogs and 2,300 cats per year.

The recommended replacement facility design would accommodate up to 3,060 dogs and 3,270 cats per year, more than twice 2014 animal intake of 1,337 dogs and 1,274 cats.

The estimated project cost was \$4.2 million in 2009 dollars plus the cost of three acres of land estimated at \$1.3 million.

Since 2009 an RFP for a building site was completed and at least two alternative sites identified. No site decisions have been made.



## Scope of White Paper

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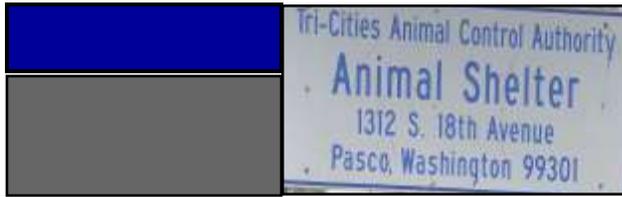
### Problem Statement:

Select an animal control replacement facility, scope, operating and funding alternative that meets the current needs of the parties wishing to participate in a regional solution.

### Key Questions:

1. What are the available cooperative animal control facility and service alternatives?
2. **How do the parties' interests align with the identified alternatives?**
3. What are the next steps that need to be taken in order to move forward with a replacement animal control facility?





## Animal Control Facility Replacement Project

### Executive Summary — Existing Facility and Services

Tri-Cities Animal Control Authority, an intergovernmental agency, was established in 1998 between the cities of Pasco, Kennewick and Richland (1).

The facility, owned by Pasco, includes 8,120 square feet in three buildings. Main buildings constructed 1950 and 1975 are located on 1.75 acres (2 and 3).

Housing totals 61 dog kennels and 80 cat units. At peak use, 15 dividable indoor/outdoor kennels are added to manage demand.

Services are provided by a contractor operating on site selected through a competitive process in 2007 (9).

Governed by a board of staff representatives designated by each city set up by inter-local agreement (1).



### Scope of Service

- Shelter and holding facility for stray and owner surrender animals.
- Enforcement of animal control ordinances of three cities.
- Cooperation with police departments and licensing programs in three cities.
- Animal control or non-profit sponsored demand management programs such as spay and neuter, chip ID, transfer to cooperating adoption providers.
- Adoption offered to public through non-profit operating on site.

## Animal Control Replacement Facility and Service Alternatives



### Findings

The animal control replacement facility *white paper* presents facts, issues and alternatives in a user friendly graphic format for decision makers.

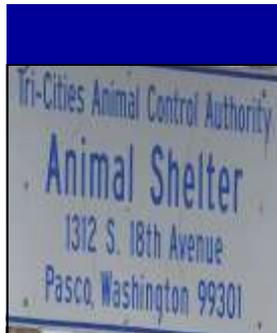
The *white paper* is designed to provide a path for the cooperating cities to follow to address the major interconnected components that need to be aligned in order for a replacement project to move forward.

When decisions are made about all components and confirmed with each participating City Council, the cities will be ready to appoint a project manager or lead, negotiate and adopt necessary agreements and proceed to project design and financing.

The decision components are:

- Regional service objectives
- Scope of service statement for new facility
- Parameters for replacement facility
  - Capacity and size
  - Location
  - Finishes
- Capital and operating cost sharing formula

## Animal Control Replacement Facility and Service Alternatives



### Conclusions

### Regional service objectives

Kennewick, Pasco and Richland work cooperatively in many arenas to seamlessly provide public services in the Tri-Cities area. Each city shares leadership responsibilities for joint services by “hosting” a portfolio of services for the other two. Pasco currently “hosts” animal control services. During the individual interviews conducted for this project, the cities clearly expressed a desire to continue providing animal control as a regional service and further to broaden participation to the greatest extent possible in order to facilitate convenient service to residents and consistent uniform animal regulation in support of safe, pleasant neighborhoods.

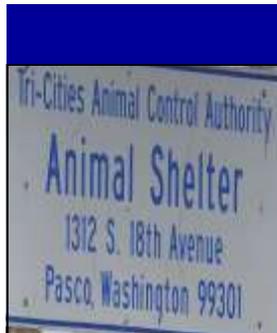
An invitation to join in the animal control replacement facility project and regional animal control services was extended to both Counties and to West Richland. Franklin County and West Richland wanted to explore participation that would meet their needs and current plans. Neither Franklin County or West Richland were interested in participating in regional animal control enforcement services however each would like to discuss potential future participation in shelter services. Benton County is not interested in further discussions at this time. (12)

As a result, to meet their objectives, the cities could move forward in partnership leaving open the opportunity to add other jurisdictions over time. The parameters section of this *white paper* provides various alternatives that will facilitate future extension of service.

### Scope of service statement for new facility

In order to move forward with facility design and construction, the cities will need to reach agreement on the scope of services provided in the facility. Specifically, the desired level of adoption and demand management programs will impact the size and cost of the replacement facility and the cost of operations into the future.

## Animal Control Replacement Facility and Service Alternatives



Conclusions

### Parameters for replacement facility

- Capacity and size

Interviews identified a preference for a facility that was smaller and less costly than the recommended 15,000 square foot alternative. (12)

Five facility alternatives are presented ranging in size from 15,000 square feet to 7,000 square feet (existing facility is 8,120 square feet). 2015 cost estimates are included based on *Shelter Planners of America's* (8) cost assumptions. Annual animal capacity of the alternatives varies from 3,193 to 6,330.

A discussion of capacity and demand factors frames the decision about size and capacity.

- Location

A request for proposals was conducted by Pasco for a replacement facility site. A five acre site in Pasco was acquired but no further work has been done. A feasibility study was also conducted on a Kennewick site at Grant Place across **the street from Benton County's animal control facility** (14). For this project, additional sites were identified and explored. Public and privately owned sites were considered in industrial and lower traffic commercial areas where noise would be less of a factor. A short list of five alternative sites are presented here along with their opportunities and challenges.

## Animal Control Replacement Facility and Service Alternatives



### Conclusions

### Parameters for replacement facility, cont.

- Finishes

The appearance of the facility was identified as a concern during the interviews (12). A continuum of finishes and dog kennel types is presented for discussion and decision. In order to meet current building and fire code requirements the range of alternatives is relatively narrow. The selected alternative impacts both cost and public perception.

### Capital and operating cost sharing formula

During the interviews there was general recognition that the current cost sharing method may need to be modified (12). Four alternatives are presented based on relative population, animal in-take, calls for enforcement services and the current equal one third share methodology.

**Estimates of the alternative formulas' impact on each city's projected capital and operating cost is provided in the appendix.**

### Institutional arrangements

Three alternative facility ownership and operating arrangements are presented for financing, management and operation of the Tri-Cities animal control regional service and facility. Each would allow for the addition of the two counties and/or small cities at a future date under different parameters.

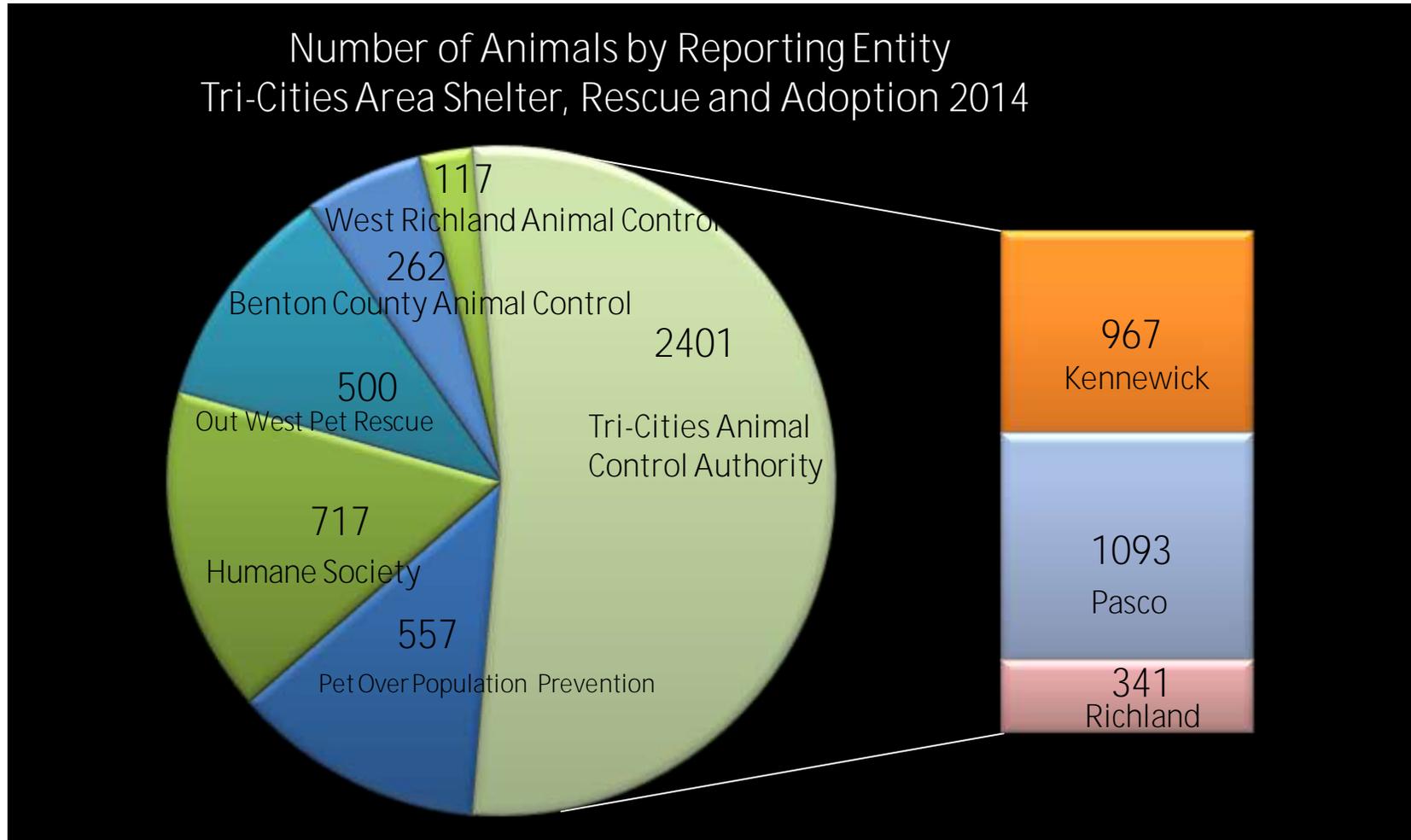
### Next Steps

Finally, next steps are identified for both the planning and design of a replacement facility and the decision making and institutional agreement process.



## Facts and Issues

Local Major Shelter, Rescue and Adoption Organizations





# Facts and Issues

## Tri-Cities Shelter, Adoption and Rescue System

### Local Government Animal Control and Shelters



### Rescue and Adoption Non-Profits



### Humane Society

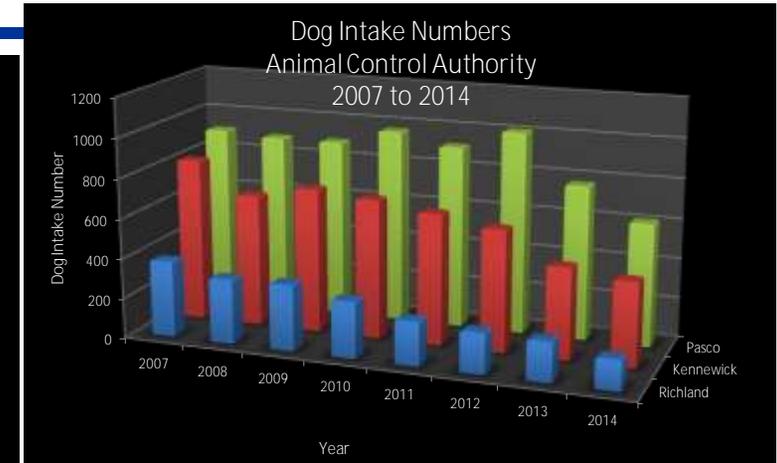
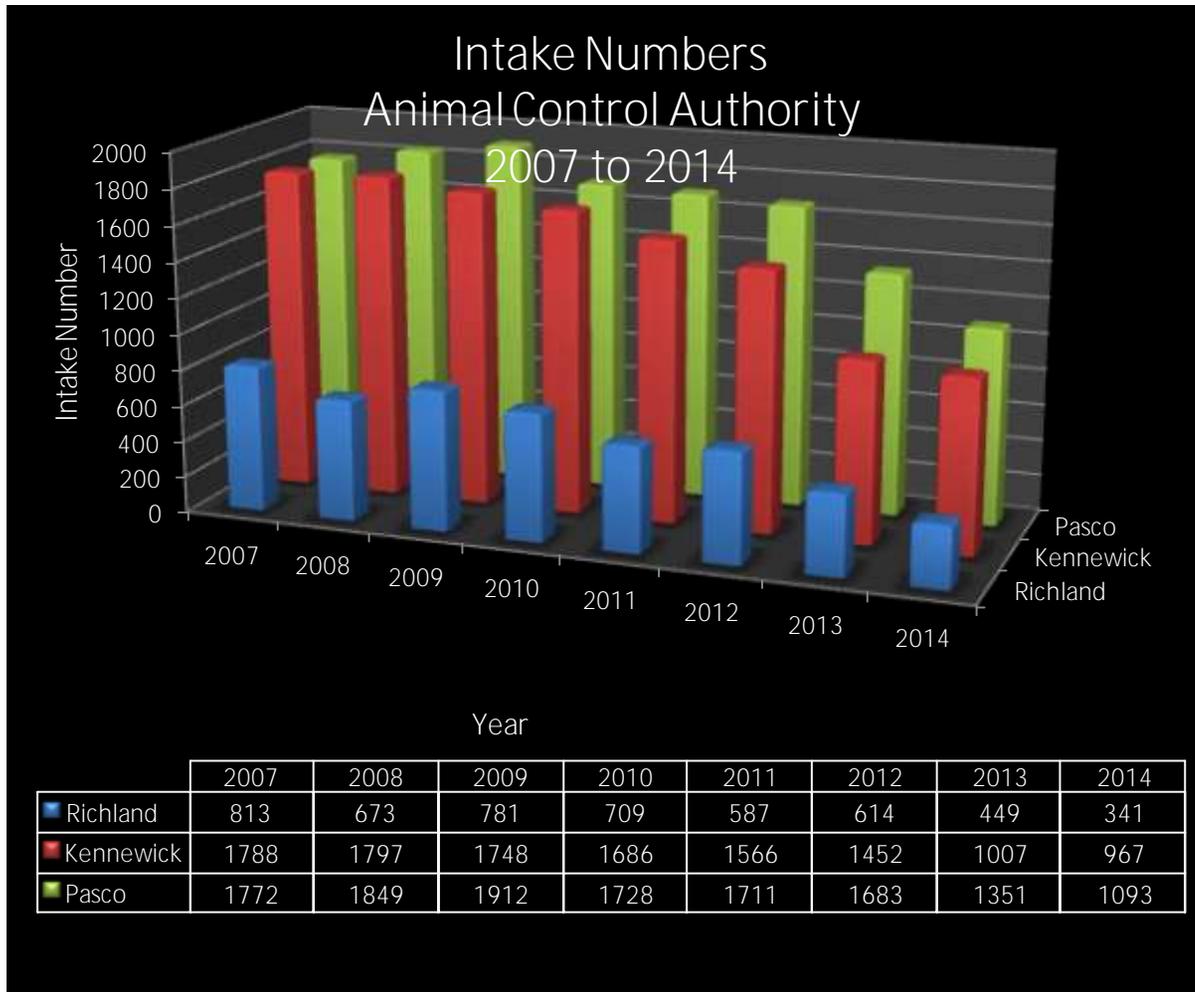


Source: Interviews

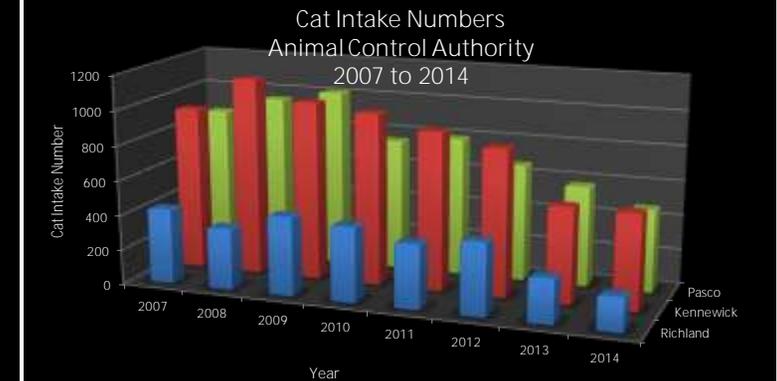


## Facts and Issues

### Animal Control Authority Shelter Services



	2007	2008	2009	2010	2011	2012	2013	2014
Richland	382	322	329	281	219	200	196	149
Kennewick	818	662	723	698	656	609	457	421
Pasco	911	893	894	971	915	1013	774	616

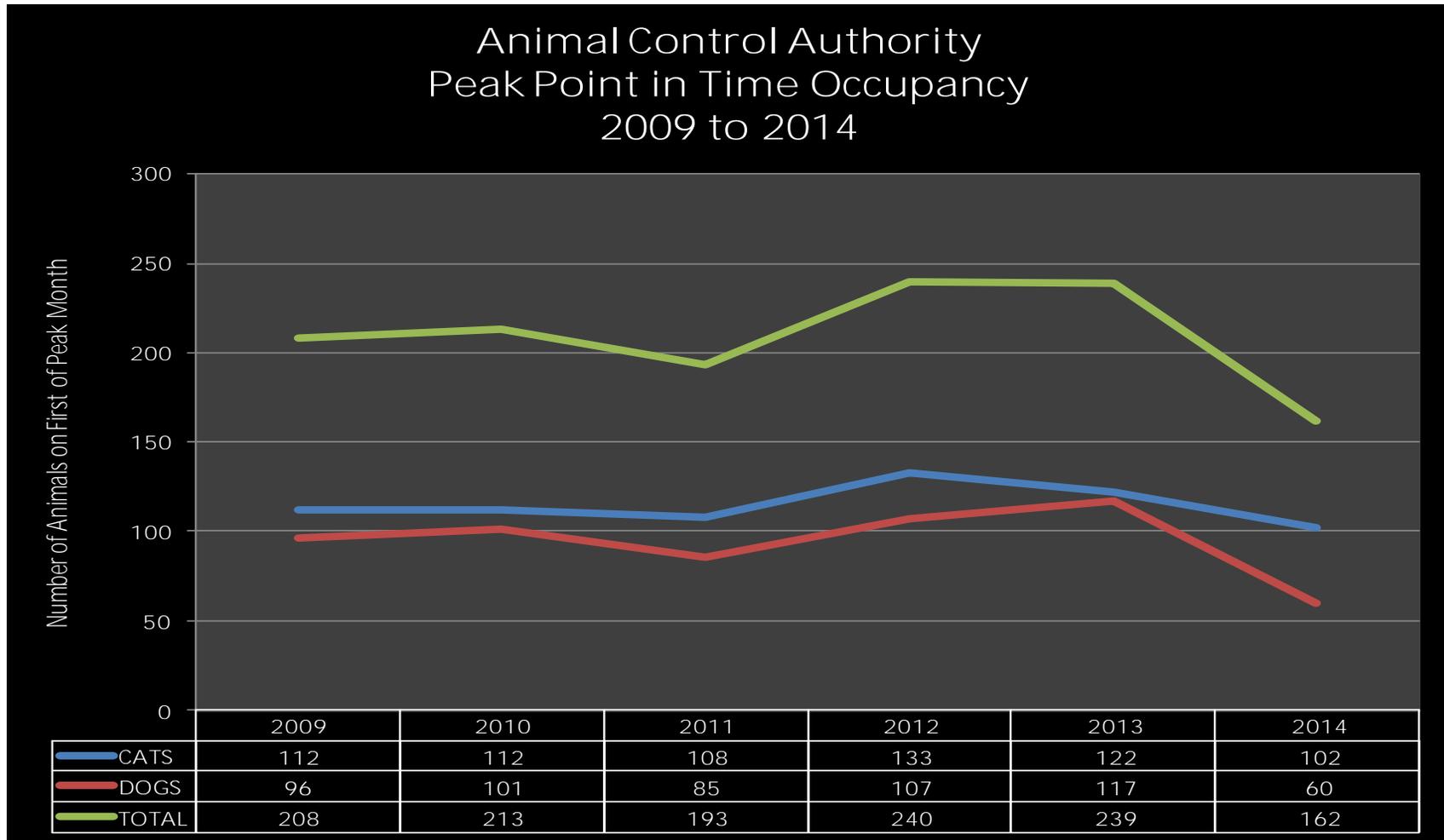


	2007	2008	2009	2010	2011	2012	2013	2014
Richland	431	351	452	428	368	414	253	192
Kennewick	940	1135	1025	988	910	843	550	546
Pasco	861	956	1018	757	796	670	577	477



## Facts and Issues

Peak Usage is Declining





## Facts and Issues

### Enforcement Level of Service <sup>(12)</sup>

Entity	Regulation	Enforcement Methods	License-Chip
Benton County - unincorporated	<ul style="list-style-type: none"> <li>Leash</li> <li>Rabies/RCW's</li> </ul>	Sheriff RCW response; Building Department Code Enforcement – 2 FTE Animal Control Officers	License - None
Kennewick	<ul style="list-style-type: none"> <li>Leash</li> <li>Rabies/RCW's</li> <li>Breed specific</li> </ul>	1 FTE animal control officer	License - None
Richland	<ul style="list-style-type: none"> <li>Leash, heel command</li> <li>Rabies/RCW's</li> <li>Modified Breed Specific</li> </ul>	1 FTE animal control officer Noise complaints handled through city attorney and code enforcement process	License – Dogs and Cats
West Richland	<ul style="list-style-type: none"> <li>Leash</li> <li>Rabies/RCW's</li> </ul>	1 FTE animal control officer in Police Dept.	License – Dogs
Franklin County - unincorporated	<ul style="list-style-type: none"> <li>Leash</li> <li>Rabies/RCW's</li> </ul>	Sheriff RCW response; Vet contract for impound	License - None
Pasco	<ul style="list-style-type: none"> <li>Leash, heel command</li> <li>Rabies/RCW's</li> <li>Breed specific</li> </ul>	2 FTE animal control officers (one under separate contract); Annual city license canvas	License - Dogs Optional - Cats

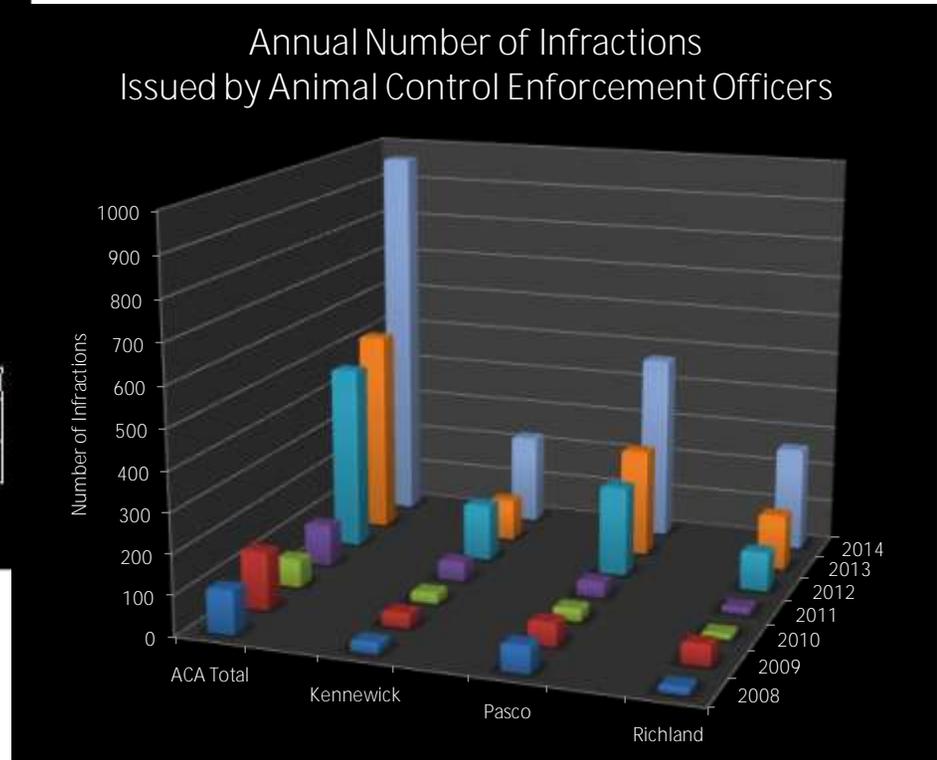
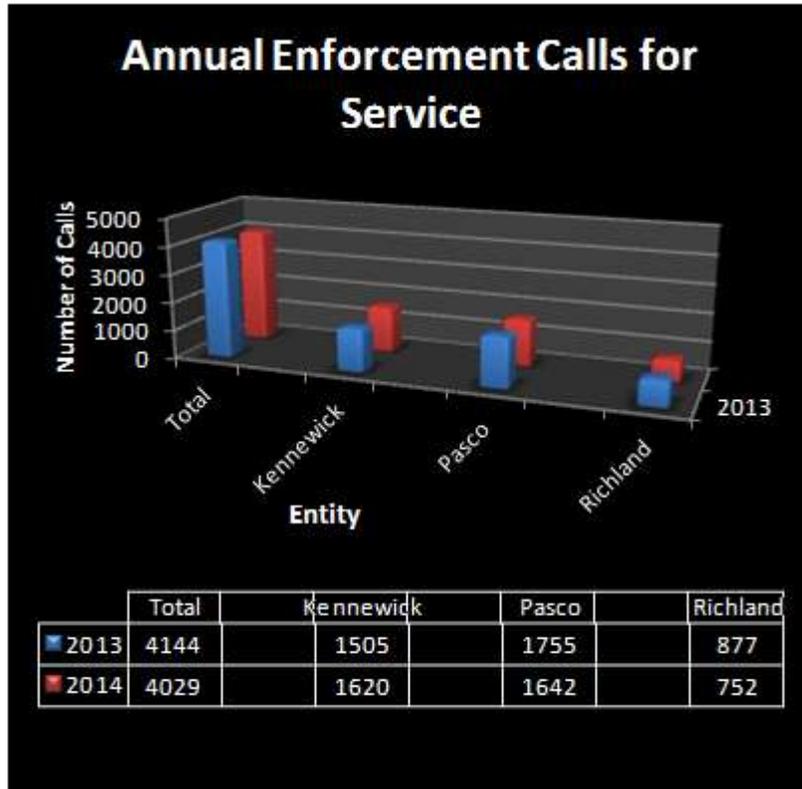
- Richland alone in licensing cats
- Reported confusion by public and some city officials about scope of animal control enforcement program
- City governments enforce “barking dog” complaints through each city’s noise ordinance procedures**

Animal Control Enforcement Scope	
Infractions	Property damage; Rabies; License; At-large off leash
Criminal Violation Reports to Prosecutor	Animal bite; cruelty; harboring dangerous animal
Code Enforcement Noise Complaints	Municipal code noise ordinance enforced by cities



## Facts and Issues

Animal Control Enforcement Activity is Increasing



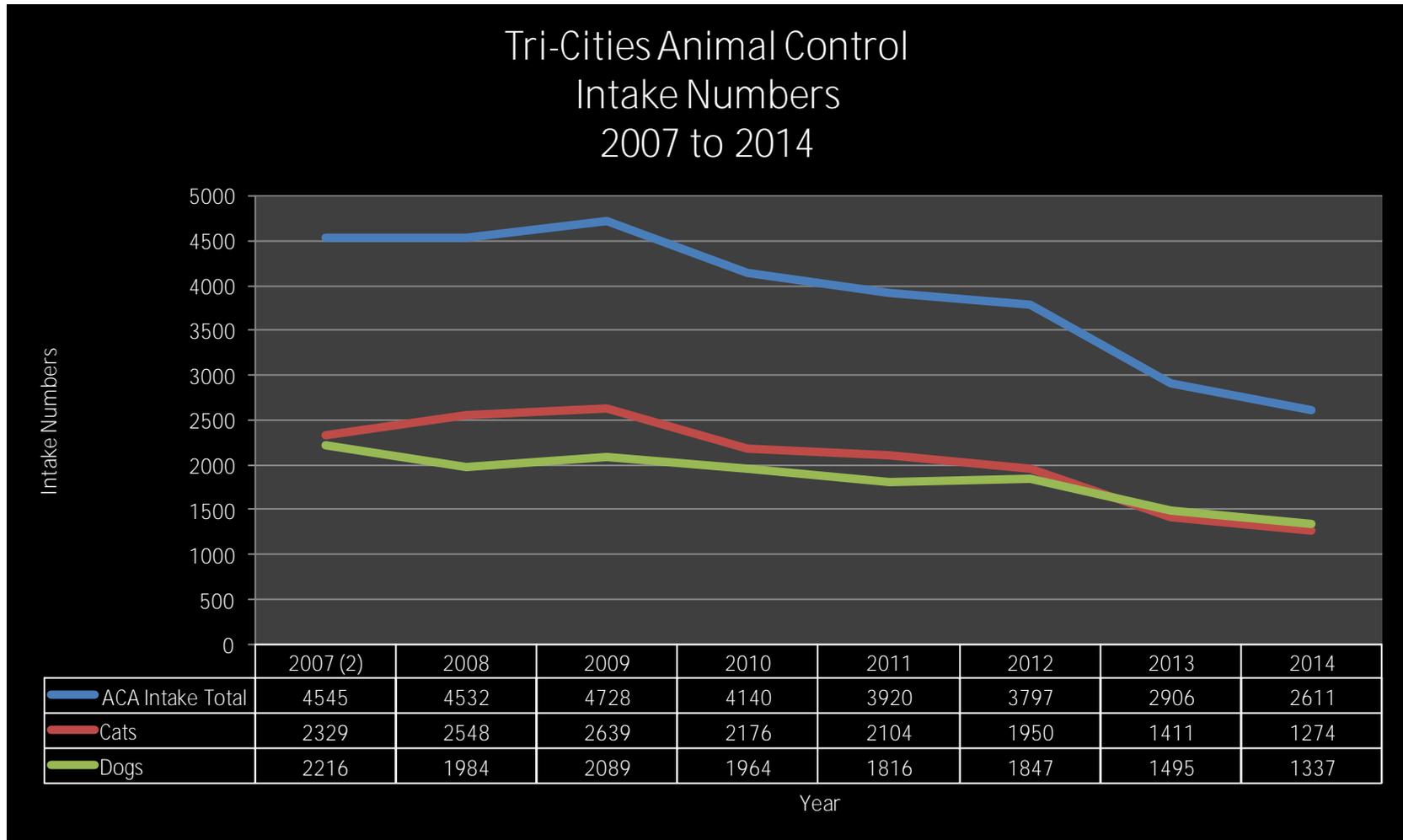
Sources:

1. Animal control case status and type by jurisdiction annual report, Angela Zilar
2. Tri-Cities Animal Shelter Annual Data by jurisdiction 2007 to 2014, City Clerk's Office City of Pasco



## Facts and Issues

Demand is Declining



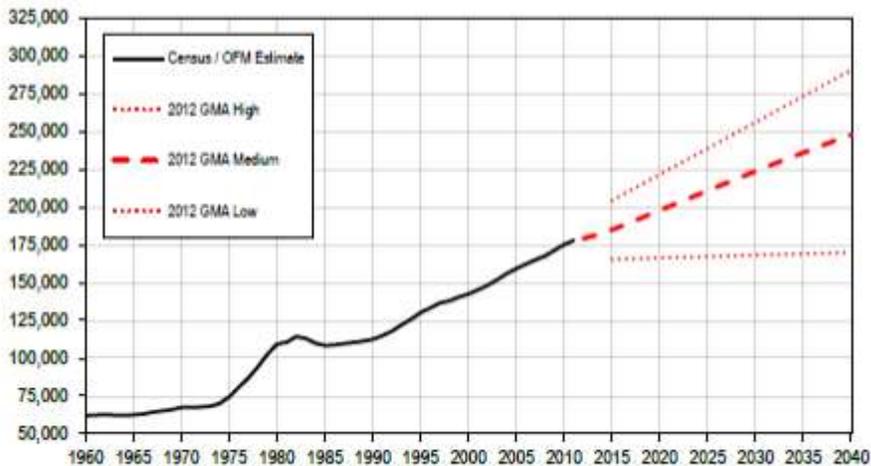


## Facts and Issues

### Demand in Future

#### 2012 GMA Population Projections

##### Benton County



- Shelter Planners<sup>®</sup> facility designs assumed a total shelter demand of 6,330 animals .
- National growth trend predictions are mixed, however, a decline in pet ownership per household is consistent with local shelter use.

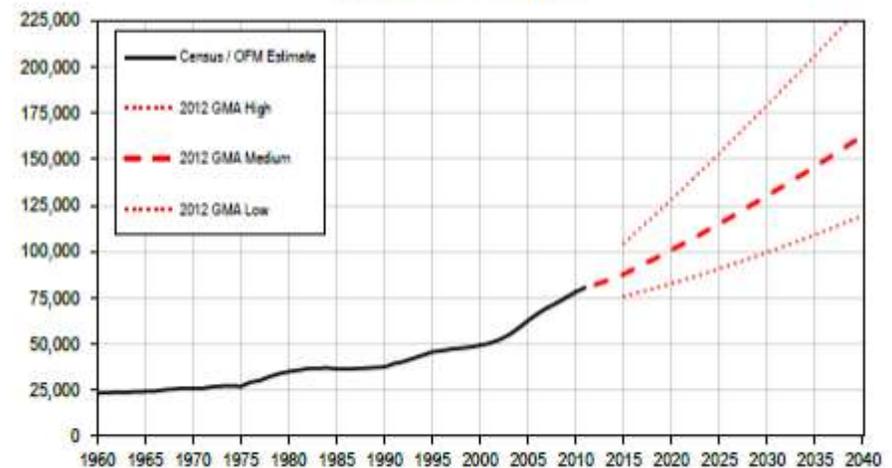
- Area population is projected to grow by 48% through 2040 in the medium growth scenario (4)

- Animal control shelter use in 2014 was 2,611 animals with current community character and demand management practices. (7)

- A 48% increase in animal control shelter demand would represent 3,860 animals.

#### 2012 GMA Population Projections

##### Franklin County





## Facts and Issues

### Expanding Demand Management Programs May Reduce Shelter Use Demand <sup>(12)</sup>

#### Existing Tri-Cities Non-Profits Practices

- Reduced cost spay and neuter (Example: POPP 837 animals in 2014)
- Adoption programs predominately feature spayed and neutered animals
- Chip ID at adoption (so strays can be returned to owner) is becoming a more common practice
- Limited feral cat catch, neuter and release for pest control

#### Existing Shelter Practices

- Field return of licensed or chip ID animals
- Active adoption through on-site non-profit with spay/neuter and chip ID
- Transfer of adoptable animals to out-of-area rescue and adoption non-profits with higher demand

#### Demand Management Opportunities

1. *Expanded use of feral cat catch, neuter and release for pest control (TNR)*
2. *Transition from licensing to accessible chip ID programs, especially for cats*
3. *Active owner education programs*
4. *Expanded use of socialization and training programs to increase the adoptability of animals*
5. *More extensive use of on-line pictures and information about stray and adoptable animals*
6. *Additional incentives and investments in spay and neuter programs*
7. *Continued transfer of adoptable animals to higher demand regions of the country*



## Facts and Issues

Current Major Tri-Cities Area Animal Facility Capacity <sup>(12)</sup>

Facility Characteristics			Animal Housing				Capacity		
Facility	Building Size (square feet)	Land	Dog Housing	Cat Housing	Grouped animals for adoption or overflow	Exercise and/or Adoption Visitation	Single Animal Occupancy Peak Capacity	Housing with dividers for multiple animals	All Weather Capacity Per Year
Tri-Cities Animal Control Facility	8,120	1.75 acres plus surrounding city owned acreage	61 including 9 puppy pens	80 (68 cages)	9 puppy pens and 15 overflow indoor/outdoor	Two cat rooms and one outdoor dog area	141 all weather; 156 good weather	15	Dogs 2204 Cats 2295 Total 4499  LOS 11 days
Benton County Animal Control	3,200	1 acre	32	0	3	6 outdoor dog areas	64 all weather	32	Dogs 600 Cats 0 LOS 20 days
Humane Society	10,000	3.7 acres	100 when complete	100 when complete	Included in other numbers	Cat rooms and four outdoor dog visit areas	200 all weather	None	Dogs 3,041 Cats 3,041 Total 6,082 LOS 12 days
West Richland	NA	NA	9	6	3 holding at Police Department	NA	NA	NA	Dogs 110 Cats 72 Total 182 LOS 30 days



## Facts and Issues

### Potential Replacement Facility Capacity

Facility Characteristics			Animal Housing			Capacity		
Facility Options	Building Size (square feet)	Land (acres)	Dog Housing	Cat Housing	Exercise and/or Adoption Visitation	Single Animal Occupancy Peak Capacity	Housing with dividers for multiple animals	All Weather Capacity Per Year
Existing Animal Control Facility	8,120	1.75 plus adjacent city owned	61 including 9 puppy pens and 15 dual overflow	80 (68 cages)	Two cat rooms and one outdoor dog area.	141 all weather; 156 good weather	15	Dogs 2204 Cats 2295 Total 4499 LOS 11 days
Shelter Planners 2009: all runs indoor/outdoor	15,000	3 to 5	81 capacity for 102 (44 adoption with capacity for 64)	109 (73 for adoption with 45 in three cat rooms)	Multiple outdoor pens and three community cat rooms	211 poor weather; 263 good weather	Added 24 adoption outdoor; 28 stray outdoor in good weather	Dogs 3060 Cats 3270 Total 6330 LOS 12 days
Shelter Planners Revised 2009: all runs are indoor/outdoor	10,000	3 to 5	81 capacity for 102 (44 adoption with capacity for 64)	109 (73 for adoption with 45 in three cat rooms)	Multiple outdoor pens and three community cat rooms	211 poor weather; 263 good weather	Added 24 adoption outdoor; 28 stray outdoor in good weather	Dogs 3060 Cats 3270 Total 6330 LOS 12 days
Smaller Alternative: 30 runs indoor/outdoor	8,000	4 to 5	70	80	Two community cat rooms and outdoor dog visitation/exercise areas	180 good weather; 150 poor weather	30 dog	2130 dogs 2433 cats 4563 total LOS 12 days
Smaller Alternative: all runs indoor with guillotine doors	8,000	4 to 5	70	80	Two community cat rooms and outdoor dog visitation/exercise areas	220 all weather	70 dog	4258 dogs 2433 cats 6691 total LOS 12 days
Small Shelter with No Adoption	7,000	4 to 5	50	55	Outdoor exercise areas for dogs only	155 good weather; 125 poor weather	30 dog 20 cat	1520 dogs 1673 cats 3193 total



## Facts and Issues

### Financing — Operating Costs

Animal Control Operations Staffing				Animal Control Operations Budget			
	2009 Budget	2009 Proposed Shelter Planners	2015 Budget		2009 Budget	2009 Proposed Shelter Planners	2015 Budget
<b>Total Staff Positions</b>	<b>12</b>	<b>17</b>	<b>15</b>	<b>Operating Budget</b>	<b>\$514,747</b>	<b>\$869,000</b>	<b>\$645,170</b>
Shelter Director	1	1	1	Salaries and Benefits	\$418,562	\$636,000	\$542,115
Animal Control	5	5	4	Animal Care	\$41,107	\$74,000	\$28,100
Pasco Added Officer			1	Supplies	\$40,863	\$96,000	\$39,912
Dispatch & Front Desk	1	3	3	Office operations	\$36,441	\$63,000	\$35,040
Animal Care	2FT, 3 PT	5	1FT, 4 PT	Building and vehicle operations	\$36,441	\$63,000	\$35,040
Animal Intake			1	ACA Administration	\$16,000	Not included	\$19,850
Humane Education Director		1		Building Rental and Operation	Not included	Partly included	\$50,950
Animal Health		2		Professional Services	Not included	Not included	\$2,000
				<b>Total</b>	<b>\$530,747</b>	<b>\$869,000</b>	<b>\$717,970</b>
				<b>Average Operating Cost Per Animal</b>	<b>\$118</b>	<b>\$174</b>	<b>\$275</b>
				<b>Annual Animals</b>	<b>4499</b>	<b>5000</b>	<b>2,611</b>

Source: 2009 Shelter Planners Report and Animal Control Personal Services Agreement annual addendum



## Facts and Issues

### Financing — Capital Cost Estimates

Facility Options		Animal Capacity	Cost Estimate of Facility with out Land	
	Building Square Feet	All Weather Capacity Per Year	2009 Cost	Updated Cost Adjusted by 5%
Existing Animal Control Facility	8,120	4499	NA	NA
Shelter Planners 2009: Indoor/outdoor runs	15,000	6330	\$4,184,541	\$4,393,768
Shelter Planners Revised 2009: Indoor/outdoor runs	10,000	6330	\$3,037,041	\$3,188,893
Smaller Alternative: 30 indoor/outdoor runs	8,000	4563	\$2,550,701	\$2,678,236
Smaller Alternative: Indoor runs with guillotine doors	8,000	6691	\$2,753,676	\$2,891,360
Small Shelter with No Adoption	7,000	3193	\$2,051,892	\$2,154,487

#### Assumptions:

1. All costs are based on Shelter Planners of America estimates in 2009 report. Cost did not include land but does include 10% contingency, 25% for site work, A&E, civil and permits. See page 32 for details.
2. Smaller 8,000 sq ft option with all indoor runs is assumed to have higher HVAC and sound dampening costs
3. 5% cost adjustment is based on national commercial construction cost index increases since 2009 from 908 to 938 (100 indexed to 1967)
4. All costs should be reviewed in a feasibility study for a specific site prior to assuming a total cost of project.
5. Capacity calculations are based on average length of stay for animals of 11 days for existing facility and 12 days for new options



## Facts and Issues

### Financing — Cost Sharing

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#### Cost Sharing Alternatives:

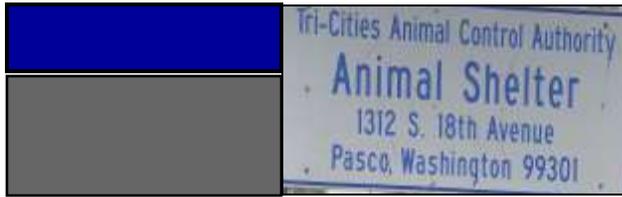
- Equal Shares — Currently each entity pays one third
- Proportioned based on animal intake over most recent five years
- Proportioned based on enforcement calls over most recent five years\*
- Proportioned based on population (6)

\*2013 and 2014 data used in examples, other years not available

#### Potential Cost Sharing Methods

Kennewick				Pasco				Richland			
Third Share	Intake	Calls	Population	Third Share	Intake	Calls	Population	Third Share	Intake	Calls	Population
33%	39%	38%	39%	33%	45%	42%	34%	33%	16%	20%	27%

Note: See Appendix for example cost distribution for operating and capital costs by city



## Parameters for Replacement Facility

### Service Alternatives

---

#### Single Service Provider Scenarios

A: **Existing service model:** Single facility for adoption, shelter and enforcement

*Assumptions:*

Cities would continue licensing programs

Same level of enforcement services

Adoption thru non-profit on site and through cooperative arrangement with adoption providers

B: **Add licensing and/or demand management programs:** Single facility for adoption, shelter, enforcement

*Assumptions:*

Cities, enforcement program and facility would offer licenses

Licensing program would be merged with demand management and enforcement programs

Adoption on site and through cooperative arrangement with adoption providers

#### Distributed Service Provider Scenarios

C: **Full service main facility and satellite shelter for Richland/West Richland**

*Assumptions:*

Licensing and enforcement would be centralized (licenses still available at city halls) operated out of main and satellite

Adoption at main facility and through cooperative arrangement with adoption providers

Shelter for animals on 72 hr hold would be at main facility for Pasco and Kennewick and satellite for Richland and West Richland

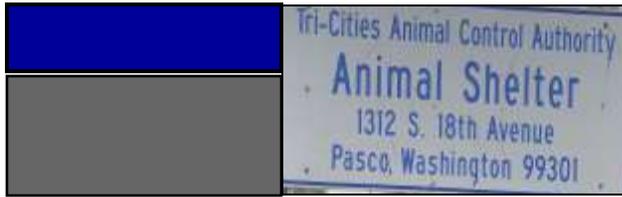
D: **All adoption contracted out:** Single facility for shelter and enforcement only

*Assumptions:*

Licensing and enforcement would be centralized (licenses still available at city halls)

No adoption, referred to contracted providers or co-located with adoption provider(s)

Shelter for animals on 72 hr hold and animals with medical or safety issues

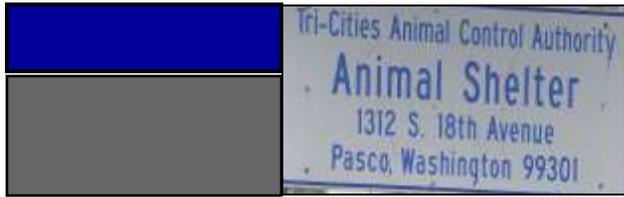


## Parameters for Replacement Facility

### Facility Size Considerations

Factors Influencing Facility Size Decision	Smaller Facility	Smaller Facility Built for Expansion	Larger Facility
<b>Scope of Service</b>			
Include Adoption		X	X
Exclude Adoption	X	X	
Satellite Location in W. Richland	X	X	
<b>Investment in Demand Management Programs</b>			
Current		X	X
Increase	X	X	
Decrease			X
<b>Growth in Demand</b>			
Demand increase with population to 2040		X	X
Demand increase faster than population to 2040			X
Demand continues modest decline per 1,000 population to 2040	X		
<b>Maintain longer term flexibility</b>			
Cost	X	X	X

- Any combination of narrower scope of service, increase in investment in demand management programs and lower growth assumptions would reduce size requirements.
- Any desire to maintain long term flexibility in scope of service, higher growth assumptions or change in pet ownership trends/practices would increase size requirements.



# Parameters for Replacement Facility

Materials and Finish Choice Continuum

Benton County Example:  
Metal building and  
modular housing



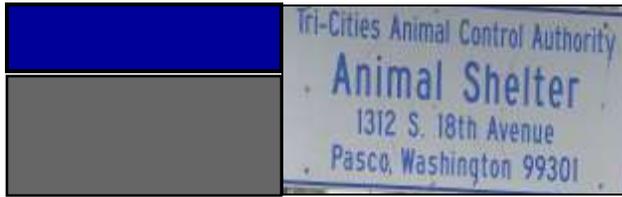
Humane Society Example:  
Masonry/wood  
and permanent  
walled runs

Converted warehouse  
with modular  
housing



West Richland Idea:  
Modular structure and  
housing





## Parameters for Replacement Facility

### Institutional Arrangements

---

#### Intergovernmental authority: entities in partnership

##### *Assumptions*

- Amend existing agreement to provide for joint ownership of new facility
- Amend existing agreement to define scope of service
- Agreement would specify share of facility costs and funding formula for services
- Adding partners would likely require contribution toward capital assets

#### Intergovernmental authority: owners with option for subscribers

##### *Assumptions*

- New agreement to provide for two types of participants
- Owners would govern facility and share facility costs and retain rights to capacity
- Subscribers could contract for services and/or excess capacity
- Agreement would define scope of service and funding formula for services

#### Single entity owner/host: long term contracting with other entities

##### *Assumptions*

- Host entity would fund, build and operate facility
- Host would enter into long term contract with other entities for scope of service and performance
- Agreement would specify funding formula for services with contribution to offset capital investment



## Question 1: Alternatives

### Replacement full service facility

---

#### Location Assumptions

- Can be constructed on four of five sites
- Central location preferred to increase visibility of adoption services, attract partners and maximize efficiency of enforcement services

#### Staffing Assumptions

- Requires at least 15 (existing) to 17 staff

#### Size and Cost

- Cost of alternative depends on initial size and finishes
- Range estimated from \$4.4M to \$2.7M without land (2015 \$)
- Growth assumptions and level of investment in demand management programs influence size

#### Mission and Public Value

- Fits existing mission
- Potential increase in public value with investment in additional demand management programs

#### Flexibility and Consolidation

- Life of facility could be extended through contracting out adoption
- Expandable smaller facility could provide increased capacity at later date
- Two of four sites would provide immediate or shorter term consolidation potential
- Long term potential for partnering with small cities for adoption and Benton and Franklin Counties for shelter and adoption services

#### Customer Service and Taxpayer Perception

- Consolidation could reduce customer frustration
- Smaller facility with durable less attractive finishes may improve taxpayer perception of cost effectiveness

#### Mid- to Long-Term Impacts on Animal Welfare System

- Continues existing role of ACA in animal welfare
- Provides stable core service for low cost adoption, shelter and enforcement
- Investment in demand management decreases use of shelter space and increases rate of strays returned



## Question 1: Alternatives

### Replacement facility with outsourced adoption services

#### Location Assumptions

- Can be constructed on four of five sites
- Central location preferred to attract partners and maximize efficiency of enforcement services

#### Staffing Assumptions

- Requires at least 13 to 15 staff

#### Size and Cost

- Smaller without adoption.
- Cost of alternative depends on initial size and finishes
- Range estimated from \$2.7M to \$2.2M without land (2015 \$)
- Growth assumptions and level of investment in demand management programs influence size

#### Flexibility and Consolidation

- Expandable smaller facility could provide increased capacity at later date
- Two of four sites would provide immediate or shorter term consolidation potential
- Long term potential for partnering with Benton and Franklin Counties for shelter services

#### Customer Service and Taxpayer Perception

- Outsourced adoption may increase customer frustration
- Smaller facility with durable finishes may improve taxpayer perception of cost effectiveness

#### Mission and Public Value

- Narrows existing mission

#### Mid- to Long-Term Impacts on Animal Welfare System

- Narrows role of ACA in animal welfare and neighborhood safety and security
- Places full responsibility for adoption on non-profit volunteer organizations
- Provides stable core service for low cost shelter and enforcement
- Investment in demand management decreases use of shelter space
- Euthanasia rates may increase for less adoptable animals



## Question 1: Alternatives

### Replacement full service facility with West Richland satellite

#### Location Assumptions

- Can be constructed on one of five sites
- West Richland location used for contract shelter of Richland animals, all adoption at central facility

#### Staffing Assumptions

- Requires at least 15 (existing) to 17 staff

#### Size and Cost

- Cost of alternative depends on initial size and finishes
- Range estimated from \$3.2M to \$2.7M without land (2015 \$) plus contract or contribution to West Richland
- Growth assumptions and level of investment in demand management programs influence size

#### Mission and Public Value

- Fits existing mission
- Potential increase in public value with investment in additional demand management programs

#### Flexibility and Consolidation

- Life of facility could be extended through contracting out Richland shelter and all adoption
- Expandable smaller facility could provide increased capacity at later date
- Provides partial consolidation of shelter services
- Long term potential for partnering with small cities for adoption and Benton and Franklin Counties for shelter and adoption services

#### Mid- to Long-Term Impacts on Animal Welfare System

- Continues existing roles of ACA in animal welfare
- Provides stable core service for low cost adoption, shelter and enforcement
- Investment in demand management decreases use of shelter space and increases rate of strays returned

#### Customer Service and Taxpayer Perception

- Consolidation could reduce customer frustration and increase convenience offset by multiple locations
- Smaller facilities with durable less attractive finishes may improve taxpayer perception of cost effectiveness



## Question 1: Alternatives

### **Re-purposing an existing area facility** (Note: A proposal would need to be presented to Humane Society Board)

#### Location Assumptions

- Could consider existing Animal Control Facility site or Humane Society location.
- Central location preferred to increase visibility of adoption services, attract partners and maximize efficiency of enforcement services

#### Staffing Assumptions

- Requires at least 15 (existing) to 17 staff

#### Size and Cost

- Cost of alternative depends on initial size and finishes
- Range estimated from \$4.4M to \$2.9M without land (2015 \$)
- Growth assumptions and level of investment in demand management programs influence size.

#### Mission and Public Value

- Fits existing mission
- Potential increase in public value with investment in additional demand management programs

#### Flexibility and Consolidation

- Consolidation and extension of life of facility possible through contracting out adoption on Humane Society site
- Expandable smaller facility could provide increased capacity at later date on existing Pasco site
- Long term potential for partnering with small cities for adoption and Benton and Franklin Counties for shelter and adoption services

#### Customer Service and Taxpayer Perception

- Consolidation could reduce customer frustration
- Smaller facility with durable less attractive finishes may improve taxpayer perception of cost effectiveness

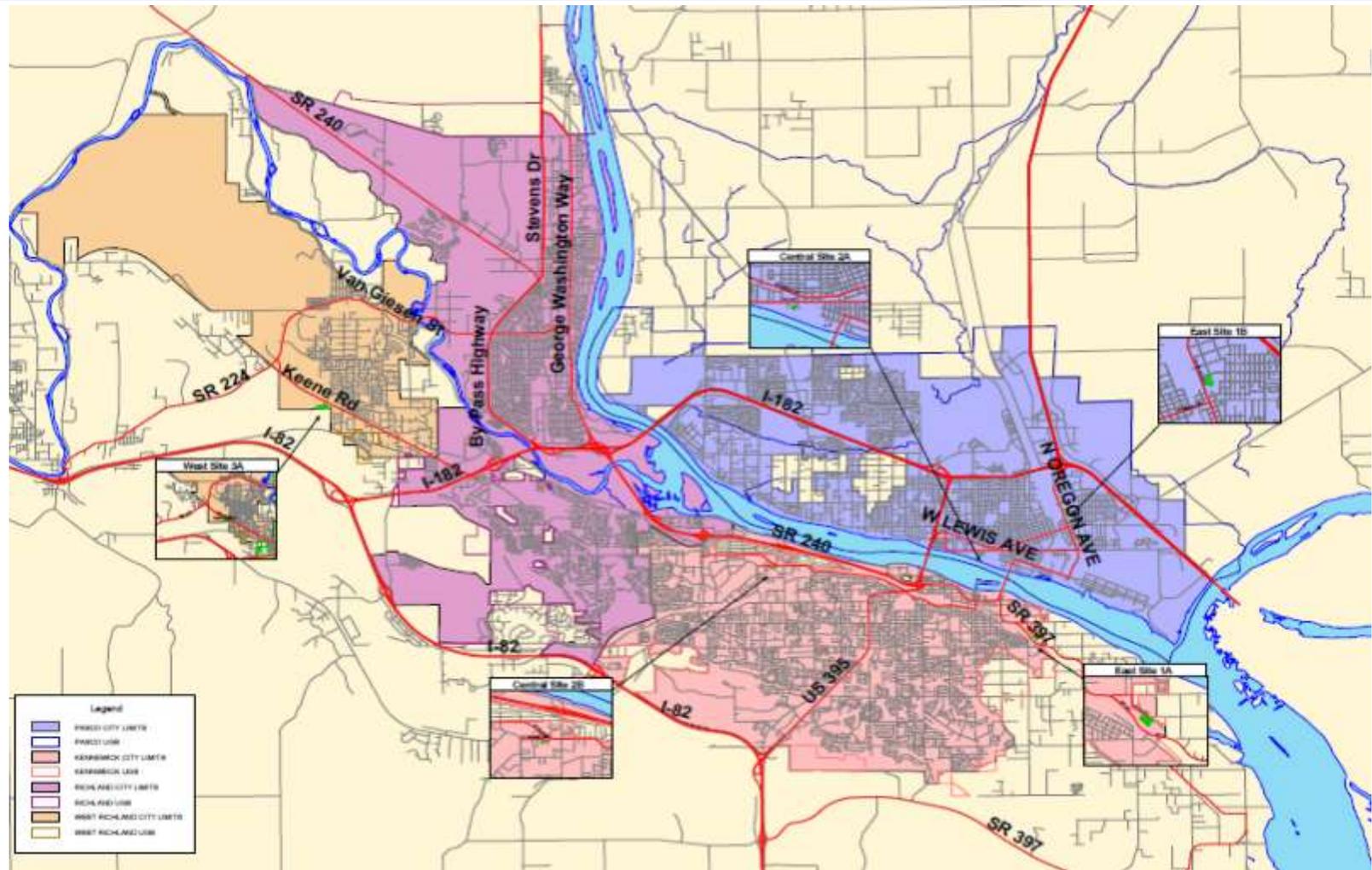
#### Mid- to Long-Term Impacts on Animal Welfare System

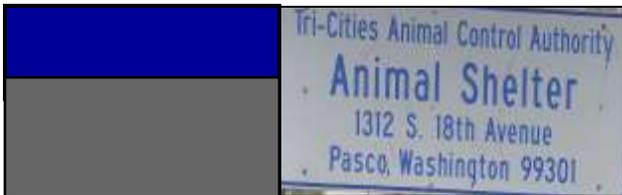
- Continues existing roles of ACA in animal welfare
- Provides stable core service for low cost adoption, shelter and enforcement
- Investment in demand management decreases use of shelter space and increases rate of strays returned



# Question 1: Alternatives

## Site Alternatives





## Question 1: Alternatives

### Site Alternatives - Central



#### Re-purpose Existing Site

- Located in Pasco
- Owned by City of Pasco
- Two parcels— four acres available after addition of street vacations and adjacent city owned land
- Commercial Zoning, Urban Conservancy Shoreline designation
- Available



#### Grant Place

- Located in Kennewick across street from Benton County Animal Control
- Owned by Benton County
- Two or three parcels to gain five acres
- Zoned Community Commercial
- Acquired through negotiations with Benton County



## Question 1: Alternatives

### Site Alternatives - Eastern and Western



#### Humane Society

- Located in Kennewick, current site of Humane Society adoption center
- Owned by Benton-Franklin Humane Society
- Two parcels to gain 3.66 acres
- Zoned Industrial
- Acquired through lease or sale negotiations with Humane Society. Would need to make proposal to Humane Society Board.



#### Broadway and Oregon Avenue Site

- Located in Pasco
- Owned by City of Pasco through RFP for new Animal Control Facility site
- Five acres
- Zoned Commercial C-3
- Available



#### Keene and Belmont Rd

- Located in West Richland
- Owned by City of West Richland
- One acre
- Zoned Public Use
- Shelter capacity available through agreement with West Richland



## Question 2: Alignment of Interests and Alternatives

### Policy Considerations and Interests (12)

---

#### Common interests of the parties

- Maintain regional approach to animal control services.
- Three largest cities are willing and prefer to work together to fund a facility and services. All three cities wanted to explore additional partners.
- General acceptance that current cost sharing model should shift to usage or population from existing equal one-third share method.
- Service and facility should be cost effective.
- Fifteen thousand square foot replacement facility proposal is too expensive when compared to other capital priorities.
- Part of the facility cost could be reduced by using a publically owned site or a lower cost industrial site rather than higher visibility, more costly commercial property.
- Facility sites should avoid or minimize impacts on residential neighborhoods from noise.

#### Often mentioned considerations

- Given all the participants in animal welfare in the **community, won't the taxpayers expect a less expensive cooperative solution to avoid perceived service replication?**
- Assurance that the life of the existing facility can not be cost effectively extended through repair.
- Facility materials should be less costly than those proposed for 15,000 square foot replacement facility.
- **How can "responsiveness" to animal related complaints be improved? What level of responsiveness is "adequate"? How could "responsiveness" be measured?**
- Rural county areas would likely only participate in shelter and/or adoption services, not enforcement, since service area would be so large.
- Smaller cities would likely only participate in adoption services.



## Question 3: Next Steps

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### Replacement Facility

1. Agree on a project lead and project design cost sharing.
2. Complete detailed feasibility analysis on short list of sites and select site.
3. Approach/negotiate with property owners and potential partners.
4. Complete site plan and facility design using agreed parameters and cost estimate.
5. Select location and confirm design.
6. Permits and financing.
7. Bid and build.

### Institutional Arrangements and Financing

1. City Managers agree and confirm with elected officials
  - Regional service objectives
  - Scope of service statement for new facility
  - Parameters for replacement facility
    - Capacity and size
    - Location
    - Finishes
  - Capital and Operating Cost sharing formula
  - Institutional arrangement
2. Draft inter-local agreement(s)



## Appendices

- 
- A. Individual Site Strengths and Challenges (12)
  - B. Cost Sharing Scenarios Impact on Capital and Operating Costs by city.
  - C. Additional Animal Control Data (7)
  - D. References and Documents List





## Contact Information

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The Other Company  
909 East Manitoba Ave. Ellensburg WA

AnnePflug@gmail.com  
509-925-2608 (office)  
425-785-8557 (cell)



## Tri-Cities Animal Control Authority Pasco Site



### Strengths

1. Owned by City of Pasco, additional street vacation and site extension onto adjacent city owned land would increase site size to 4 to 5 acres
2. Located in Industrial and commercial area where noise issues would be limited
3. Adjacent to city park and trail with potential area for leashed dog exercise
4. Would not require change in city with lead responsibility
5. Location is central, known to public and has good access to major roadways
6. Replacement on existing site could be seen as cost effective by public
7. No zoning restrictions on indoor/outdoor runs

### Challenges

1. Within Shoreline Master Plan jurisdiction in urban conservancy designation; adjacent to flood plain; would require shoreline conditional use permit with Council approval and building permit
2. Existing land is perceived as being infected with parvo virus
3. Previously considered for future City economic redevelopment site
4. Existing facility would need to be demolished
5. May require new water line to property with fire hydrant; existing local service sewer line running under buildings would be abandoned.
6. Use of vacant parcel would displace any vagrant population; Mission is building homeless housing two blocks away.
7. Adjacent to city park where noise could be an issue at certain times
8. Street vacation and attention to sub area sewer and storm sewer easement requirements would be required in site design
9. Construction on existing site would have to be carefully staged to retain existing shelter operations



## Grant Place Kennewick Site



### Strengths

1. Site would allow potential future consolidation of service within region with Benton County Animal Control across street
2. Two or three parcels together meet 5 acre size requirement
3. Located adjacent to commercial uses and large veterinary hospital
4. Known visible central location for public
5. Good access from major roadways for customers and enforcement officers
6. Kennel is permitted use in Community Commercial zone, requires only site plan review and building permit.
7. Feasibility study completed for two of potential three parcels

### Challenges

1. Location in Kennewick may result in change in lead city
2. Location is close to residential with potential for noise conflicts
3. Requires close working relationship with Benton County
4. Unless modified, site could be awkwardly shaped for large facility
5. Required indoor kennels with setback from residential for outdoor exercise areas
6. Any future consolidation with Benton County could require added staff due to multiple buildings



## Humane Society, Kennewick Site

(Note: A proposal would need to be presented to Humane Society Board)



### Strengths

1. Purchase, lease or contract would allow immediate consolidation of locations for the public within region
2. Existing building meets initial size requirements (10,000 sq ft; 100 dogs/100 cats; 3.66 acres)
3. Potential partnership with largest area adoption provider, perceived as improving customer convenience
4. Known location for public and attractive, clean image
5. Located in Industrial area next to railroad where noise issues would be limited
6. Kennel is permitted use in Industrial Zone, requires only site plan review and building permit, indoor kennels with outdoor exercise permitted.

### Challenges

1. Location in Kennewick may result in change in lead city
2. Location is on eastern edge of service area on two parcels
3. Requires close working relationship with Humane Society Board; need to work with "no kill" philosophy and replacement site, if required
4. **Building may be perceived by taxpayers as "too nice"**
5. Building would need modification for use by larger dogs, noise dampening and isolation areas
6. Site is partially in flood plain - buildings must be elevated one foot



## Broadway and Oregon Avenue Pasco Site



### Strengths

1. Purchase by City of Pasco is already completed
2. Existing property meets initial size requirements (five acres)
3. Located in Industrial and commercial area where noise issues could be limited
4. Adjacent to city park and potential area for leashed dog exercise
5. Would not require change in lead city
6. Location by major roadways for good access
7. Zoning is Commercial C-3, a conditional use permit and building permit would be required
8. No known environmental issues

### Challenges

1. Adjacent to city park where noise could be an issue at certain
2. Location is not central for population served
3. Access and utility easement may be required for adjacent commercial property
4. Unimproved right of way adjacent to property will require improvement and utility installation as part of site development
5. Recently approved Habitat for Humanity subdivision to east.



## Belmont and Keene, West Richland Site



### Strengths

1. Owned by City of West Richland and would be part of new Public Works site with plan for one acre animal shelter.
2. Opportunity for satellite shelter/enforcement facility in closer proximity to West Richland and Richland
3. West Richland is planning shelter facility currently at site currently in facility design stage
4. Would be more central to West Richland and Richland as area grows
5. Complies with West Richland Public Use zoning, building permit required. Indoor kennel is permitted outright in zone. Outdoor runs would require buffer and approval by Planning Commission of Conditional Use Permit.
6. Adjacent Public Works site development is funded by city in 2016-17 budget with utilities to shelter site property line

### Challenges

1. Satellite for strays only may create some adoption customer confusion
2. Site needs fill to even current grade and direct storm water to shared collection facility with public works site adjacent.
3. Location is not centrally located for ACA service area, but could more conveniently serve Richland and West Richland
4. Relatively long commute for enforcement staff to rest of service area if used as central facility
5. Existing property set aside by City does not meet initial size requirements for central facility, but could be satellite. Site is similar in size to existing Benton County Animal Control facility
6. As satellite, customer service at central facility could be confusing for West Richland residents unless West Richland was part of Authority
7. Requires cooperative agreements between West Richland and ACA
8. Potential residential in area as it grows, noise could be an issue
9. Could require change in lead city if used for central facility

## Cost Sharing Scenarios– Kennewick



Potential Cost Sharing Methods	Kennewick			
	Third Share	Intake	Calls	Population
	33%	39%	38%	39%
<b>Capital Cost Range in Millions</b>				
High - \$4.4 M plus \$1M land	\$1.782	\$2.106	\$2.052	\$2.106
Medium - \$3 M plus \$500,000 land	\$1.155	\$1.365	\$1.330	\$1.365
Low - \$2.2 M	\$0.726	\$0.858	\$0.836	\$0.858
<b>Operating Cost Range</b>				
High - \$803,000	\$264,990	\$313,170	\$305,140	\$313,170
Medium - \$718,000	\$236,940	\$280,020	\$272,840	\$280,020
Low - \$633,000	\$208,890	\$246,870	\$240,540	\$246,870

### Assumptions:

Capital - Assumed high to low cost capital scenarios described elsewhere in white paper

Operating - Low has 13 staff average \$42,500 per staff member, Medium 15 staff and High 17 staff; all other operating costs are assumed at current levels

Running five year average intake and calls for service for each

## Cost Sharing Scenarios– Pasco



	Pasco			
Potential Cost Sharing Methods	Third Share	Intake	Calls	Population
Share	33%	45%	42%	34%
<b>Capital Cost Range in Millions</b>				
High - \$4.4 M plus \$1M land	\$1.782	\$2.430	\$2.268	\$1.836
Medium - \$3 M plus \$500,000 land	\$1.155	\$1.575	\$1.470	\$1.190
Low - \$2.2 M	\$0.726	\$0.990	\$0.924	\$0.748
<b>Operating Cost Range</b>				
High - \$803,000	\$264,990	\$361,350	\$337,260	\$273,020
Medium - \$718,000	\$236,940	\$323,100	\$301,560	\$244,120
Low - \$633,000	\$208,890	\$284,850	\$265,860	\$215,220

### Assumptions:

Capital - Assumed high to low cost capital scenarios described elsewhere in white paper

Operating - Low has 13 staff average \$42,500 per staff member, Medium 15 staff and High 17 staff; all other operating costs are assumed at current levels

Running five year average intake and calls for service for each jurisdiction

## Cost Sharing Scenarios– Richland



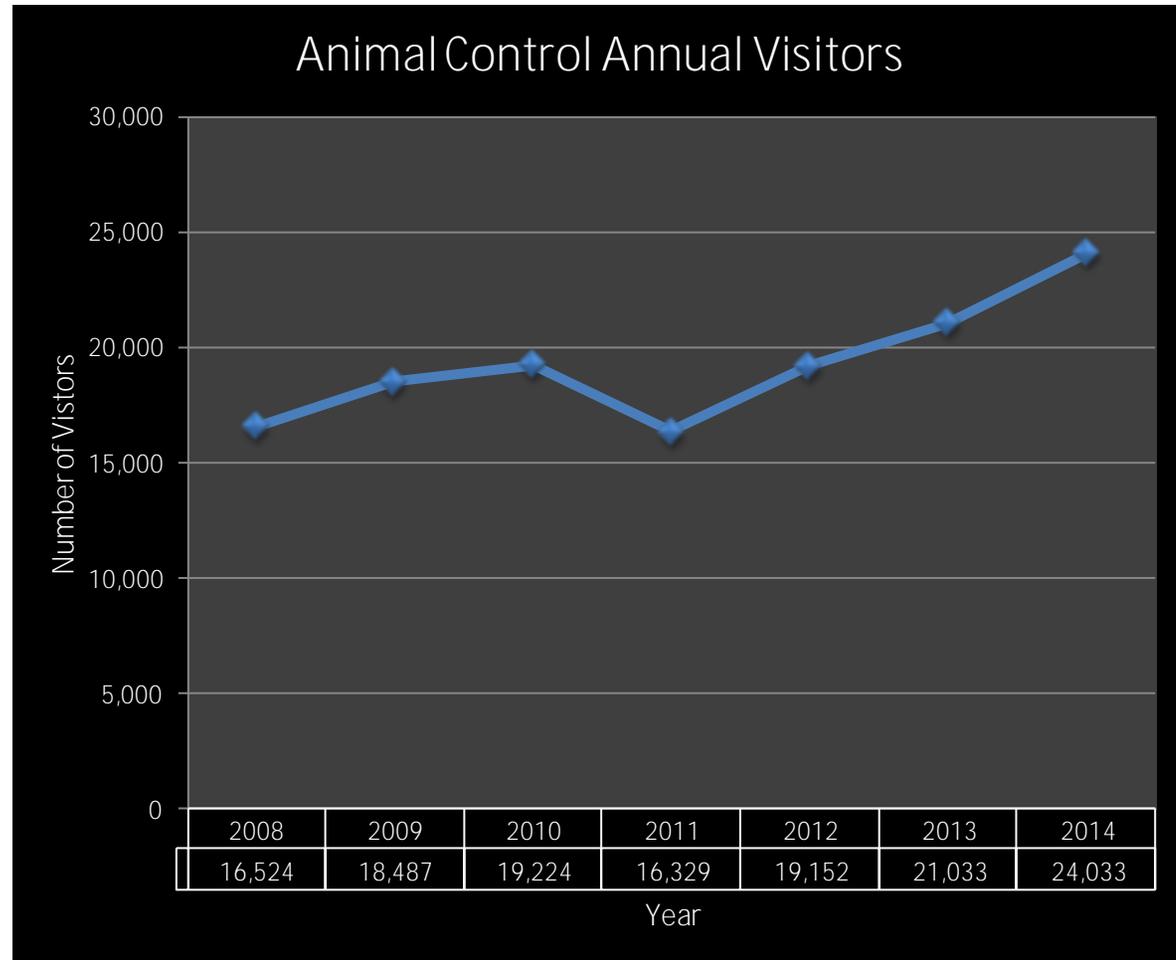
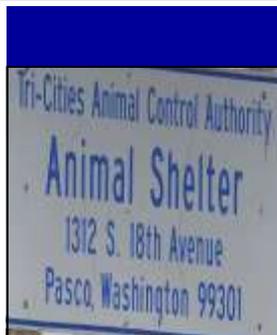
Potential Cost Sharing Methods	Richland			
	Third Share	Intake	Calls	Population
Share	33%	16%	20%	27%
<b>Capital Cost Range in Millions</b>				
High - \$4.4 M plus \$1M land	\$1.782	\$0.864	\$1.080	\$1.458
Medium - \$3 M plus \$500,000 land	\$1.155	\$0.560	\$0.700	\$0.945
Low - \$2.2 M	\$0.726	\$0.352	\$0.440	\$0.594
<b>Operating Cost Range</b>				
High - \$803,000	\$264,990	\$128,480	\$160,600	\$216,810
Medium - \$718,000	\$236,940	\$114,880	\$143,600	\$193,860
Low - \$633,000	\$208,890	\$101,280	\$126,600	\$170,910

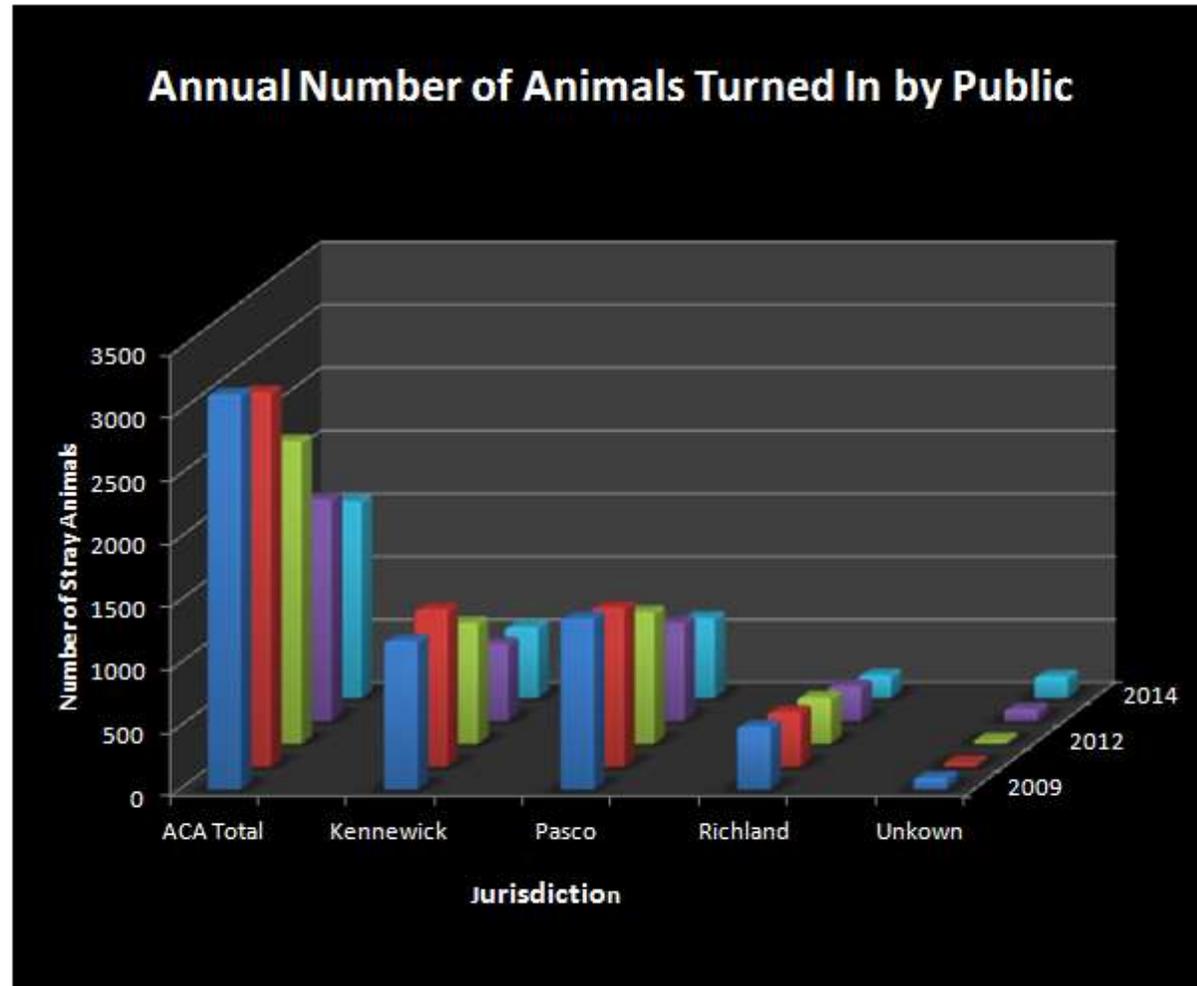
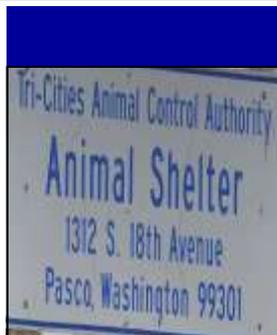
### Assumptions:

Capital - Assumed high to low cost capital scenarios described elsewhere in white paper

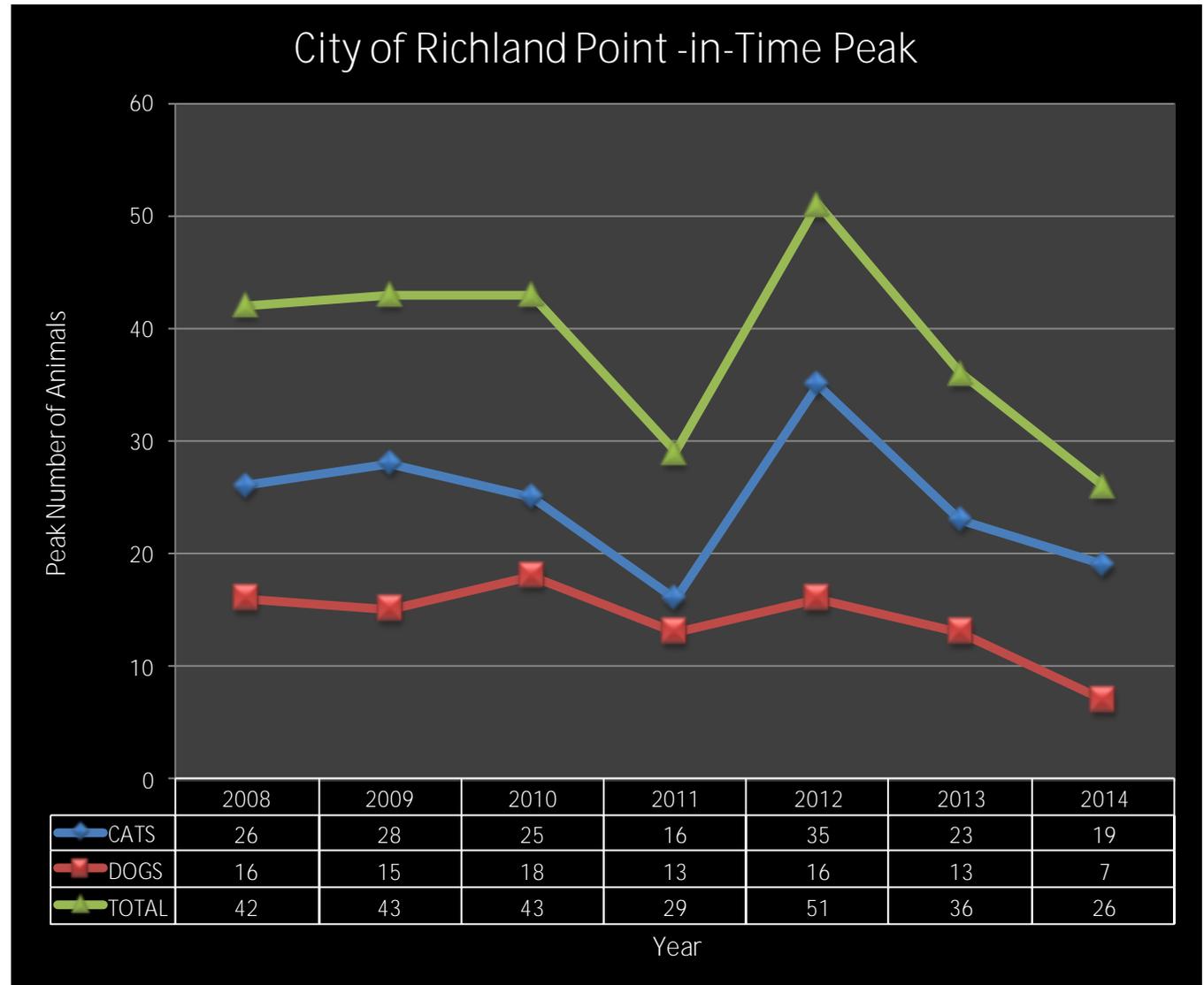
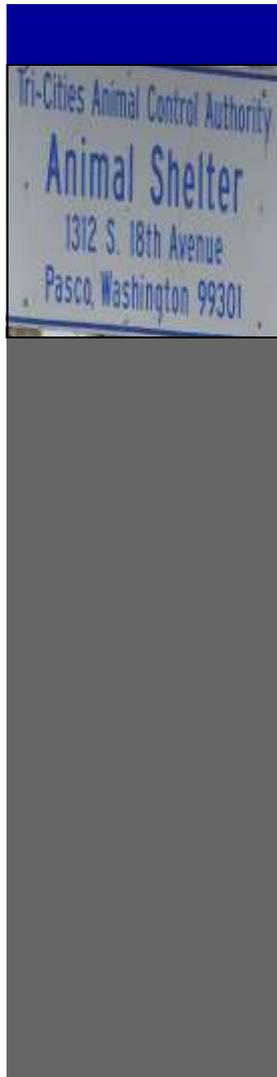
Operating - Low has 13 staff average \$42,500 per staff member, Medium 15 staff and High 17 staff; all other operating costs are assumed at current levels

Running five year average intake and calls for service for each

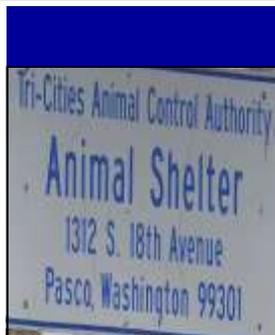




Note: Animals include strays and owner surrenders



## Appendix—References and Documents List



1. Inter-local cooperative agreement between the cities of Pasco, Kennewick and Richland for animal control, August 2005 with eight addenda.
2. **Franklin County Assessor's records for parcels 112330193 and 112330255 located at 1312 S 1<sup>8th</sup> Ave. Pasco Washington.** Purchased in 2001 from Benton Franklin Humane Society.
3. Animal Control Facility Condition Report, City of Pasco, 2015.
4. Annual Veterinarian Animal Shelter Inspection Reports, Animal Control Authority.
5. Washington State Office of Financial Management, 2012 Growth Management projections by county
6. Washington State Office of Financial Management, April 1, 2015 Population of Cities and Towns
7. **Tri-Cities Animal Shelter Annual Data by jurisdiction 2007 to 2014, City Clerk's Office City of Pasco**
8. Needs Assessment, feasibility and Building Program Study for Tri City Animal Control Authority, Shelter Planners of America, 2009.
9. Personal Services Contract between Tri-Cities Animal Control Authority and Angela Zilar, 2007 with eight addenda
10. 2013 and 2014 animal control case status and type by jurisdiction annual report, Angela Zilar
11. Operating Jurisdiction Agreement, Animal Control Authority and addenda
12. Personal interviews April and July 2015 of city and county elected officials, city managers, county administrative staff, representatives of police and sheriffs departments, Animal Control Authority Board, directors of major shelters and animal welfare providers in area, representatives of non-profit citizen groups, planning and public works department staff in cities with candidate sites.
13. **Benton and Franklin County Assessor's records for all site alternatives**
14. Due Diligence report for the Tri-Cities Animal Control Shelter location at 1117 N Grant Place, Kennewick, 2013
15. City of Pasco Geographic Information System, Jerry Dilger.
16. Recommended and Revised Site and floor plans, Shelter Planners of America, 2009

# Council Workshop Coversheet



Agenda Item Number	3.	Meeting Date	10/25/2016
Agenda Item Type	Ordinance		
Subject	Vehicles for Hire		
Ordinance/Reso #	5680	Contract #	
Project #		Permit #	
Department	City Attorney		

Info Only	<input type="checkbox"/>
Policy Review	<input type="checkbox"/>
Policy DevMnt	<input checked="" type="checkbox"/>
Other	<input type="checkbox"/>

## Summary

Ordinance 5680 proposes to repeal KMC 6.44 in its entirety and replace it with new regulations governing for-hire vehicles, specifically Taxicabs and Transportation Network Companies (TNC).

Amendments to KMC Chapter 6.44 intended to allow Transportation Network Companies (TNCs) to operate in Kennewick were proposed and adopted in July 2016. Uber would not "launch" in Kennewick under the amended regulations. Numerous citizens voiced a desire for Uber to operate in Kennewick and staff was asked to propose a new set of regulations that would encourage operations in Kennewick while still maintaining adequate and consistent regulation for all for-hire vehicle companies operating within city limits.

The proposed amendments represent a shift from our current practice of regulating for-hire vehicle drivers to regulating for-hire vehicle parent companies. The amendments would make parent companies responsible for obtaining background checks for drivers, ensuring drivers are licensed and insured, and making sure vehicles are inspected. A new Class III License will be created by these amendments – a "Taxicab Company and TNC Special License". In order to get a Special License, Taxicab companies and TNCs will be required to submit an affidavit swearing under penalty of perjury that their company and all affiliated drivers are in compliance with KMC 6.44. Compliance will be verified by the City by conducting yearly audits of twenty (20) percent of randomly selected driver records.

City Staff believe these amendments will encourage TNCs to operate in Kennewick, promote public safety in for-hire vehicle transportation, and fairly and consistently regulate both taxicab companies and TNCs.

Through	Christina M. Humann Oct 19, 12:13:40 GMT-0700 2016
Dept Head Approval	Lisa Beaton Oct 19, 12:19:39 GMT-0700 2016
City Mgr Approval	Marie Mosley Oct 20, 16:57:32 GMT-0700 2016

Attachments:

Presentation
Ordinance
Affidavit



# PROPOSED CHANGES TO KMC 6.44 VEHICLES FOR HIRE

Assistant City Attorney Jessica Foltz

# Background

- Amendments to KMC Chapter 6.44 intended to allow Transportation Network Companies (TNCs) to operate in Kennewick were proposed and adopted in July 2016.
- Although many TNC-friendly amendments/exceptions were made, all for-hire vehicle drivers were still required to obtain a chauffeur's license, which required a city-run background check.
- Uber will not “launch” in a City that requires a chauffeur's or any type of particular license (other than a generic business license) for drivers or in a City that requires drivers to undergo city-run background checks.
- After numerous citizens voiced a desire for Uber to come to Kennewick, staff was asked to look into and propose a regulation scheme that would encourage TNCs to come to Kennewick while still maintaining adequate and consistent regulation for all for-hire vehicle companies operating in Kennewick.

# Important Considerations

- 1) Ensure regulations are adequate to foster public safety.
- 2) Maintain fairness in regulations for taxicab companies and TNCs.

**Transportation Gets Tricky**



# Proposed Changes

- KMC 6.44 as written would be repealed in its entirety. The proposed amendments would be re-codified under the same chapter number.
- New title: “Taxicab and Transportation Network Company Code.”
- Amendments reflect a shift from our previous chapter, which focused on regulating for-hire vehicle drivers, to a focus on regulating the parent companies - taxicab companies and TNCs.

# New Type of License

The code creates a new type of Class III license – a “Taxicab Company and TNC Special License”.

- TNCs and Taxicab Companies will have to obtain and/or renew this license annually to operate in Kennewick.
- Three prerequisites for obtaining the license:
  - Submit the affidavit required in KMC 6.44.020. Must swear under penalty of perjury that the taxicab company or TNC and all affiliated drivers are and will remain in compliance with KMC 6.44.040-6.44.070.
  - Provide proof of insurance in the amounts required in KMC 6.44.060.
  - Pay the license fee set out in KMC 6.44.020.



# Insurance

**Taxicab Companies:** Subject to same insurance requirements as in our current code, KMC 6.44.040.

- \$100,000/\$300,000/\$50,000 or a combined \$500,000 single limit policy.

**TNCs:** Subject to requirements in RCW 48.177.

- Active on app but no passenger: \$50,000/\$100,000/\$30,000.
- During period of pre-arranged ride: Combined single limit liability coverage of 1,000,000 for death, personal injury, and property damage.



# License Fees

## Annual license fees are based on two factors:

- The cost involved in processing and issuing the Special License.
- The cost of auditing records for twenty (20) percent of drivers.

## Fee amounts are staggered by the number of drivers:

- \$300.00 for companies employing or contracting with ten (10) or fewer drivers;
- \$700.00 for companies employing or contracting with eleven (11) to forty (40) drivers; and
- \$2,000.00 for companies employing or contracting with forty-one (41) or more drivers.





# Background Checks

- Shall include a search of at least seven (7) years of database history, or the maximum number of years allowed by law.
- Shall include local, state, and national criminal history databases and publically accessible national sex offender registries.
- The taxicab company or TNC, or its agent or contractor, shall maintain records of such criminal background checks for a period of two years.



# Background Check Prohibitors

The following circumstances shall prohibit a driver from operating on behalf of a taxicab company or TNC in Kennewick:

- Presence on the sex offender registry;
- Having been convicted, within the last seven years, of crimes involving:
  - driving under the influence of alcohol or controlled substances;
  - felony fraud;
  - sexual offenses;
  - acts of violence;
  - acts of terror; or
  - use of a motor vehicle to commit a felony.

# Vehicle Requirements

All taxicab and TNC vehicles must pass a yearly inspection by an approved mechanic. KMC 6.44.050 includes an exhaustive list of items required for inspection, ranging from brakes to seatbelts. Records of inspections shall be kept by the taxicab company or TNC.



# Operational Requirements

Operational requirements are laid out in KMC 6.44.070.

- Rates: Taxicab drivers shall prominently post rates in each vehicle and charge accordingly (TNCs exempt).
- Records: Taxicab companies and TNCs shall keep a record of all trips made by all drivers for a year after each trip was made.
- Driver Information: Taxicab drivers shall have a document containing their photograph and information clearly posted in their vehicle (TNCs exempt).
- Marking of Vehicles: Taxicabs must be marked with the taxicab company name, phone number, and vehicle identification number (TNCs exempt).
- Method of Soliciting Rides: Only taxicab drivers are permitted to solicit or accept street hails.
- Receipts: All drivers shall provide a receipt when demanded.
- Zero Tolerance Policy: TNCs and taxicab companies shall implement and post in vehicles or on website a zero tolerance policy on the use of drugs or alcohol by drivers. Must also post information on how to make a complaint.

# Audit

The City may audit the taxicab company or TNC's records up to two times per year. The audit is limited to records relating to no more than twenty (20) percent of randomly selected taxicab or TNC drivers, up to a maximum of twenty (20) drivers, that have operated within the City in the last thirty (30) days.

- If discrepancies are found, the City may audit the records of all drivers.
- Notwithstanding the audit limitations, the City may require production of records directly related to an active investigation of a specific allegation of a violation of KMC 6.44.



# Revocation and Suspension

Under KMC 6.44.100(1), the License Officer may suspend, revoke, or refuse to issue a Special License if the licensee or applicant has violated any of the provisions of KMC 6.44. A violation includes:

- any and all failures to meet or maintain any of the requirements or qualifications necessary for obtaining a Special License; and
- the making of a materially false statement in the affidavit required under KMC 6.44.020.

The decision of the License Officer may be appealed to the Hearing Examiner.

# Penalties and Enforcement

Upon a violation of KMC 6.44, the License Officer may assess a penalty of \$250.00 per violation, up to a maximum of \$10,000.00.



The City may use any lawful means to collect penalties assessed, including the use of a collection agency.

# Questions or Comments



CITY OF KENNEWICK  
ORDINANCE NO. 5680

AN ORDINANCE RELATING TO TAXICAB AND TRANSPORTATION  
NETWORK COMPANY CODE AND REPEALING AND RECODIFYING  
CHAPTER 6.44 OF THE KENNEWICK MUNICIPAL CODE

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

Section 1. Chapter 6.44 of the Kennewick Municipal Code be, and the same hereby is, repealed  
and recodified as follows:

CHAPTER 6.44

TAXICAB AND TRANSPORTATION NETWORK COMPANY CODE

SECTION:

- 6.44.005: Purpose
- 6.44.010: Definitions
- 6.44.020: Taxicab Company and Transportation Network Company Special License - Fees
- 6.44.030: Class
- 6.44.040: Taxicab and TNC Driver Requirements
- 6.44.050: Vehicle Requirements
- 6.44.060: Insurance Requirements
- 6.44.070: Operational Requirements
- 6.44.080: Registered Agent Required
- 6.44.090: Audit
- 6.44.100: Revocation, Suspension, and Penalties
- 6.44.110: Enforcement

**6.44.005: Purpose:** The purpose of this chapter is to provide for and promote the safety and welfare of the general public by regulating transportation by for-hire vehicles within the City. This chapter does not create or designate any particular class of persons who will or should be specifically protected by its terms. Nothing contained in this chapter is intended nor shall be construed to create any liability on the part of the City or its employees for any injury or damage resulting from the failure of the licensee to comply with the provisions of this chapter, or by reason or in consequence of any act or omission in connection with the implementation or enforcement of this chapter on the part of the City or its employees. (Ord. 5680 Sec. 1 (part), 2016)

**6.44.010: Definitions:** As used in this Chapter:

- (1) "City" means the City of Kennewick, Benton County, Washington.

(2) "For-hire vehicle" means any motor vehicle used for the transportation of passengers for compensation, including taxicabs and transportation network company ("TNC") vehicles. The following motor vehicles are excluded from the definition of for-hire vehicles:

- (a) School buses operating exclusively under a contract to a school district;
- (b) Ride-sharing vehicles under Chapter 46.74 RCW;
- (c) Limousine carriers licensed under Chapter 46.72A RCW;
- (d) Vehicles used by nonprofit transportation providers solely for elderly or handicapped persons and their attendants under Chapter 81.66 RCW;
- (e) Vehicles used by auto transportation companies licensed under Chapter 81.68 RCW;
- (f) Vehicles used to provide courtesy transportation at no charge to and from parking lots, hotels, and rental offices;
- (g) Vehicles licensed under, and used to provide "charter party carrier" and "excursion service carrier" services as defined in, and required by, Chapter 81.70 RCW; and
- (h) Vehicles used to provide Ambulance Service under KMC 6.36.110.

(3) "Independent Contractor" means a person who contracts to do a piece of work according to his own methods and subject to the employer's control only as to the end product of his or her work. An independent contractor performs work but is not considered an "employee."

(4) "Licensing Officer" means the Chief of the Kennewick Police Department or his designee.

(5) "Operate", "Operated", or "Operating" means using a taxicab or transportation network company vehicle to at any time transport any passenger or item of property for compensation from a point within the corporate limits of the city.

(6) "Person" and "he" and "she" means and includes any natural person, and in addition, a partnership, corporation or an unincorporated association unless a contrary intention plainly appears.

(7) "Special License" shall mean a Special License issued by the License Officer to a taxicab company or TNC.

(8) "Taxicab" means a motorized vehicle that is held out to the public as providing transportation to passengers or articles:

- (a) Where the route traveled, destination, or both route and destination is controlled by the customer; and
- (b) Where the fare is based on an amount recorded and indicated on a taxi meter; and
- (c) Where the vehicle is not operating as a TNC vehicle on a TNC's digital network in accordance with this chapter.

(9) "Taxicab Company" means any entity operating one or more taxicabs other than as a driver, regardless of the legal form of the entity and regardless of whether the taxicabs so operated are owned by the company, or leased, or owned by individual members of the entity.

(10) "Taxicab Driver" means a person engaging in any combination of owning, leasing, advertising, driving, occupying or otherwise using a taxicab to at any time to transport any passenger or item of property for compensation from a point within the incorporated limits of the City.

(11) "Transportation Network Company" which may be abbreviated herein to "TNC", means a company that uses an Internet online-enabled platform or application to connect passengers with TNC drivers.

- (12) “Transportation Network Company Driver” or “TNC Driver” means a driver under contract with a TNC Company who:
- (a) Receives connections to potential passengers and related service from a TNC in exchange for payment of a fee to the TNC;
  - (b) Operates a motor vehicle that is owned, leased, or otherwise authorized for use by the individual and is used to provide TNC services;
  - (c) Is an independent contractor of a TNC; and
  - (d) Is not an employee of a TNC.
- (13) “Transportation Network Company Vehicle” means a personal vehicle used by a TNC driver to provide transportation services arranged through a TNC’s digital network. (Ord. 5680 Sec. 1 (part), 2016)

**6.44.020: Taxicab Company and Transportation Network Company Special License - Fees:**

- (1) The License Officer may issue a Special License to a taxicab company or TNC provided that:
- (e) The taxicab company or TNC provides proof of insurance coverage for the limits required in this chapter for all employed or affiliated drivers; and
  - (f) The taxicab company or TNC submits an affidavit sworn under penalty of perjury that the taxicab company or TNC is in compliance with the driver requirements, vehicle requirements, insurance requirements, and operational requirements established in KMC 6.44.040 - 6.44.070. The affidavit form will be made available by the License Officer at the Kennewick Police Department and on the department’s website.
- (2) The Special Licenses issued under this chapter are effective upon approval and must be renewed through the License Officer annually on or before the expiration date of the license in order to continue operating after the expiration date.
- (3) The application review fee shall vary based on the number of employed or contracted drivers operating for the company applying for the license. The fee amounts shall be as follows:
- (a) \$300.00 for companies employing or contracting with ten (10) or fewer drivers;
  - (b) \$700.00 for companies employing or contracting with eleven (11) to forty (40) drivers; and
  - (c) \$2,000.00 for companies employing or contracting with forty-one (41) or more drivers.
- (4) The application review fee prescribed by this section shall be paid to the City at the time of submitting both initial and renewal Special License applications.
- (5) No taxicab company or TNC Special License shall be issued or valid until the affidavit and proof of insurance referenced in this section has been reviewed and approved and the fee prescribed in this section has been paid.
- (6) Drivers who are independent contractors, affiliated with special licensed taxicab companies or TNC’s, shall obtain a business license as required in KMC Chapter 6. (Ord. 5680 Sec. 1 (part), 2016)

**6.44.030: Class:** Taxicab Company and TNC Special Licenses are Class III Licenses. (Ord. 5680 Sec. 1 (part), 2016)

**6.44.040: Taxicab and TNC Driver Requirements:**

(1) All drivers shall be at least 21 years of age and shall possess a valid driver's license, proof of motor vehicle registration, and proof of current automobile liability insurance that meets the requirements of this chapter.

(2) The TNC, its agent, or its contractor shall maintain accurate and up-to-date records for all TNC drivers accessing its digital network to operate in the City of Kennewick. Said records shall include the driver's name, age, address, social security number, criminal history, driver's license, motor vehicle registration, and automobile insurance.

(3) The taxicab company or its agent shall maintain accurate and up-to-date records for all taxicab drivers employed by the company to operate in the City of Kennewick. Said records shall include the driver's name, age, address, social security number, criminal history, driver's license, motor vehicle registration, and automobile insurance.

(4) Prior to permitting a person to operate as a taxicab driver or as a TNC driver, and biennially thereafter, the taxicab company or TNC shall conduct, or have a third party conduct, a criminal background check report for such person. The criminal background check shall include a search of no less than seven years of database history, unless prohibited by law, in which case the duration of the search shall be the maximum number of years permitted by law. The criminal background check shall include local, state, and national criminal history databases and publically accessible national sex offender registries. Any person who is on a sex offender registry or who has been convicted, within the past seven years, of crimes involving driving under the influence of alcohol or controlled substances, felony fraud, sexual offenses, acts of violence, acts of terror, or use of a motor vehicle to commit a felony, shall not be permitted to act as a taxicab or TNC driver. The taxicab company or TNC, or its agent, shall maintain records of such criminal background checks for a period of two years. For purposes of this section, the term "conviction" includes convictions, bail forfeitures, and other final adverse findings.

(5) A TNC or taxicab company shall revoke a TNC or taxicab driver's authority to operate as a driver for their company if it finds that the standards set forth in this section are no longer being met by such person. The TNC or taxicab company shall only reinstate his or her authority upon a finding by the taxicab company or TNC that all standards are again being met by such person. (Ord. 5680 Sec. 1 (part), 2016)

**6.44.050: Vehicle Requirements:** Each taxicab or TNC vehicle shall pass an inspection prior to commencing services in the City of Kennewick, and annually thereafter, by an approved mechanic. Taxicab companies and TNC's shall keep records of all such inspections. Such an inspection shall, at a minimum, include inspection of the following components:

- (1) Foot brakes;
- (2) Parking brakes;
- (3) Steering mechanism;
- (4) Windshield;
- (5) Rear window and other glass;
- (6) Windshield wipers;
- (7) Headlights;
- (8) Taillights;
- (9) Turn indicator lights;
- (10) Stop lights;
- (11) Front seat adjustment mechanism;
- (12) Doors (open, close, lock);

- (13) Horn;
- (14) Speedometer;
- (15) Bumpers;
- (16) Muffler and exhaust system;
- (17) Condition of tires, including tread depth;
- (18) Interior and exterior rear view mirrors; and
- (19) Safety belts for driver and passenger(s). (Ord. 5680 Sec. 1 (part), 2016)

**6.44.060: Insurance Requirements:**

(1) The owner or operator of every taxicab is to procure liability and property damage insurance covering passengers as well as other persons, from a company licensed to write bodily injury liability and property damage liability insurance in the state, on each taxicab used or to be used in transporting persons for compensation in an amount not less than \$100,000.00 for any recovery for personal injury by one person, and not less than \$300,000.00 for all persons receiving personal injury, by reason of one act of negligence, and, not less than \$50,000.00 for damage to property of any person other than the insured, and maintain such liability and property damage insurance in force on each motor-propelled vehicle while so used under such license. A \$500,000.00 combined single limit policy may be substituted.

(2) TNC's and all affiliated drivers shall comply with the automobile liability insurance requirements contained in RCW Chapter 48.177 as enacted or subsequently amended.

(3) A certificate for each policy for liability or property damage insurance required herein shall be filed with the License Officer and kept in full force and effect, and failure so to do shall be cause for the revocation of the license. (Ord. 5680 Sec. 1 (part), 2016)

**6.44.070: Operational Requirements:**

(1) Rates: Taxicab drivers shall prominently post rates in each vehicle and charge accordingly. Drivers who solely operate as TNC Drivers are exempt from this requirement. The TNC's software application or website shall display for the passenger the applicable rates being charged and the option to receive an estimated fare before the passenger enters the TNC vehicle.

(2) Records: TNC's and taxicab companies shall maintain the individual records of all trips made by all drivers for at least one year from the date each trip was provided.

(3) Driver Information: Taxicab drivers shall have a document containing their name, photograph, driver's license number, and company worked for clearly posted in any taxicab being operated by the driver. The TNC's software application or website shall display for the passenger the first name and photograph of the TNC driver.

(4) Marking of Vehicles: All taxicabs shall be clearly marked as such and shall include the taxicab company name, phone number, and a vehicle identification number in plain sight. The company name and vehicle identification number shall use letters and numbers a minimum of four (4) inches in height with width proportional. The taxicab company phone number shall use numerals a minimum of two and one half (2 ½) inches in height with the width proportional. Vehicles operated solely by TNC Drivers are exempt from the above marking requirements. The TNC's software application or website shall display for the passenger the make, model, and license plate number of the TNC vehicle.

(5) Method of Soliciting Rides: Only taxicab drivers are permitted to solicit or accept street hails. TNC drivers shall accept only rides arranged through a TNC's digital network and shall not solicit or accept street hails.

(6) Receipts: Whenever demanded by the passenger, the driver of a taxicab or TNC vehicle shall deliver to the person paying for the hiring of said vehicle, at the time of such payment, a receipt therefor either in hard copy or electronically in legible printing or writing. This receipt shall contain the name of the taxicab company or TNC and its address, the name of the driver, any and all items for which a charge is made, the total amount paid, and the date of payment.

(7) Zero Tolerance: TNC's and taxicab companies shall implement a zero tolerance policy on the use of drugs or alcohol applicable to any taxicab drivers employed or affiliated with the company and any TNC drivers on a TNC's digital network. Taxicab companies and TNC's shall provide notice of the zero tolerance policy on their website, if they have one, as well as the procedures to report a complaint about a driver with whom the passenger was matched and for whom the passenger reasonably suspects was under the influence of drugs or alcohol during the course of the ride. If a taxicab company or TNC does not have a website, they must clearly post the zero tolerance policy and procedures to report a complaint in all taxicabs or TNC vehicles owned or operated by the company and its drivers. Taxicab companies and TNC's shall immediately suspend a driver upon receipt of a passenger complaint alleging a violation of the zero tolerance policy. The suspension shall last the duration of the investigation. (Ord. 5680 Sec. 1 (part), 2016)

**6.44.080: Registered Agent Required:** Taxicab companies and TNC's shall maintain a registered agent for service of process in the State of Washington. The name, telephone number, and physical address of the registered agent shall be submitted to the City of Kennewick at the time of license application. The taxicab company or TNC shall notify the City of Kennewick in writing of any changes to its registered agent during the term of the license. (Ord. 5680 Sec. 1 (part), 2016)

**6.44.090: Audit:** No more than twice per license year, the City may audit the taxicab company or TNC's records to review compliance with this chapter. Each audit shall be limited to records relating to twenty (20) percent of randomly selected taxicab or TNC drivers, up to a maximum of twenty (20) drivers, that have operated within the last thirty (30) days in the City of Kennewick. In the event the audit reveals discrepancies in the records reviewed, the City reserves the right to audit all of the taxicab company or TNC's records related to taxicab or TNC drivers operating in the City of Kennewick. The audit shall occur at the Kennewick Police Department, 211 West Sixth Avenue, Kennewick, Washington; provided that the City may in its discretion agree to an alternative location. Notwithstanding the foregoing, the City may require the taxicab company or TNC to produce records directly related to an active investigation of a specific allegation of a violation of this chapter. (Ord. 5680 Sec. 1 (part), 2016)

**6.44.100: Revocation, Suspension and Penalties:**

(1) The License Officer, or on review the Hearing Examiner, may suspend, revoke or refuse to issue a Special License if the licensee or applicant has violated any of the provisions of this Title. A violation includes any and all failures to meet or maintain any of the requirements or qualifications set forth in this chapter for obtaining a Special License and the making of a materially false statement in the affidavit required under KMC 6.44.010. The decision to suspend, revoke or refuse to issue a Special License may be appealed to the Hearing Examiner pursuant to KMC 6.01.120(6) and KMC Chapter 4.04.

(2) Upon a violation of this chapter, the License Officer may assess a penalty of \$250.00 per violation, up to a maximum of \$10,000.00. The failure of the licensee to pay a penalty assessment automatically suspends the license until such time as it is paid. The License Officer, City Treasurer or their designee are hereby authorized to use any lawful means to collect penalties assessed under this chapter, including the use of a collection agency. Suspensions, revocations and penalties are suspended during the course of hearing, appeal and review unless the License Officer or Hearing Examiner finds that the licensee or applicant's claim is meritless. (Ord. 5680 Sec. 1 (part), 2016)

**6.44.110: Enforcement:** The License Officer shall have the administrative authority to implement and enforce this chapter, and may adopt rules and regulations for its administration, not inconsistent with this chapter. This provision shall not be construed to abrogate or limit the jurisdiction of the Kennewick Police Department to enforce any provisions of this chapter or of any other city ordinance relating to motor vehicles or the operation of taxicabs or TNC vehicles. (Ord. 5680 Sec. 1 (part), 2016)

Section 2. This ordinance shall be in full force and effect five days from and after its passage, approval and publication as required by law.

PASSED BY THE CITY COUNCIL OF THE CITY OF KENNEWICK, WASHINGTON, this \_\_\_\_\_ day of \_\_\_\_\_, 2016, and signed in authentication of its passage this \_\_\_\_\_ day of \_\_\_\_\_, 2016.

Attest:

\_\_\_\_\_  
STEVE C. YOUNG, Mayor

\_\_\_\_\_  
TERRI L. WRIGHT, City Clerk

ORDINANCE NO. 5680 filed and recorded in the office of the City Clerk of the City of Kennewick, Washington this \_\_\_\_\_ day of \_\_\_\_\_, 2016.

Approved as to Form:

\_\_\_\_\_  
LISA BEATON, City Attorney

\_\_\_\_\_  
TERRI L. WRIGHT, City Clerk

DATE OF PUBLICATION \_\_\_\_\_



# TAXICAB COMPANY / TNC SPECIAL LICENSE AFFIDAVIT FORM

Mail: CITY OF KENNEWICK, PO BOX 6108, KENNEWICK, WA 99336  
KENNEWICK CITY HALL, 210 W 6TH AVENUE, KENNEWICK, WA 99336

Questions: Email: [csinfo@ci.kennewick.wa.us](mailto:csinfo@ci.kennewick.wa.us) or Phone: (509) 585-4268

## COMPANY INFORMATION

Applicant Name \_\_\_\_\_ WA State UBI# \_\_\_\_\_ - \_\_\_\_\_ - \_\_\_\_\_

Doing Business as (OBA) \_\_\_\_\_

Owner/Principal Name(s) \_\_\_\_\_

Physical Address \_\_\_\_\_  
STREET CITY STATE ZIP CODE

Mailing Address \_\_\_\_\_  
(IF DIFFERENT THAN ABOVE) STREET OR PO BOX CITY STATE ZIP CODE

Contact Phone Number \_\_\_\_\_ Email Address \_\_\_\_\_

## COMPANY ATTESTATIONS

1. *I attest that all drivers operating as drivers on behalf of the applicant, whether as employees or independent contractors, are in and will remain in compliance with all requirements in KMC 6.44.040 "Taxicab and TNC Driver Requirements" while operating vehicles in the City of Kennewick under the authority of applicant.*
2. *I attest that applicant's vehicles, whether owned by the company or owned by drivers contracted with to provide TNC services, are in and will remain in compliance with all requirements in KMC 6.44.050 "Vehicle Requirements" while in the City of Kennewick and operating under the authority of applicant.*
3. *I attest that applicant and all drivers operating on behalf of the applicant are in and will remain in compliance with KMC 6.44.060 "Insurance Requirements" while operating in the City of Kennewick.*
4. *I attest that applicant and all drivers operating on behalf of the applicant are in and will remain in compliance with KMC 6.44.070 "Operational Standards" while operating in the City of Kennewick.*
5. *I attest that I have authority to execute this application on behalf of the company making this application.*

*I hereby declare under penalty of perjury of the laws of the State of Washington that the information and attestations contained in this application are accurate and complete. I further understand that making a material false statement in this affidavit may result in suspension or revocation of my company's Special License, or refusal of the City to grant my company a Special License, and may also result in the imposition of monetary penalties as provided in KMC 6.44.100.*

\_\_\_\_\_  
 Signature of Owner or Authorized Company Representative Date

\_\_\_\_\_  
 Print Name of Signatory Title Phone #



# City Council Meeting Schedule November 2016

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November 1, 2016  
Tuesday, 6:30 p.m.

WORKSHOP MEETING - *Tentative*

November 8, 2016  
Tuesday, 6:30 p.m.

REGULAR COUNCIL MEETING

November 15, 2016  
Tuesday, 6:30 p.m.

REGULAR COUNCIL MEETING

November 22, 2016  
Tuesday, 6:30 p.m.

WORKSHOP MEETING  
1. Ambulance Update  
2. Fall Budget Adjustment

November 29, 2016  
Tuesday, 6:30 p.m.

NO MEETING