



**AGENDA  
YAKIMA CITY COUNCIL  
STUDY SESSION  
April 23, 2024**

**City Hall -- Council Chambers - 129 N 2nd Street, Yakima, WA**

**5:00 p.m. Study Session --- This meeting will be conducted in person, live streamed at [www.yakimawa.gov/council/live-stream/](http://www.yakimawa.gov/council/live-stream/) and telecast live on Y-PAC, Spectrum Cable**

**Channel 194. You may also participate via Zoom:**

**<https://cityofyakima.zoom.us/j/91546692303> or call in by dialing 1-253-215-8782 | Webinar ID: 915 4669 2303 | Passcode: 425908 --- Individuals who wish to provide public comment remotely are encouraged to submit a Public Comment Request Form online at: [www.yakimawa.gov/council/public-comment](http://www.yakimawa.gov/council/public-comment) no later than 3:00 p.m. on the day of the meeting. If you wish to provide public comment in-person, please fill out a "Request for Appearance" form and hand it to the City Clerk before you address City Council.**

- 
1. Roll Call
  2. Public comment (allow 15 minutes)
  3. National Day of Prayer Proclamation
  4. Airport Update
  5. Discussion on Local Government Budget Methodologies
  6. Adjournment

The next meeting is a City Council regular meeting on May 7, 2024, at 5:30 p.m. in the City Hall Council Chambers

*Any invocation that may be offered before the official start of the Council meeting shall be the voluntary offering of a private citizen, to and for the benefit of the Council. The views or beliefs expressed by the invocation speaker have not been previously reviewed or approved by the Council, and the Council does not endorse the religious beliefs or views of this, or any other speaker.*

*A Council packet is available for review at the City Clerk's Office and on-line at [www.yakimawa.gov](http://www.yakimawa.gov). The City provides special accommodations, such as hearing devices, wheelchair space or language interpreters, for City meetings. Anyone needing special assistance please contact the City Clerk's office at (509) 575-6037 at least two business days prior to the meeting. All meetings are live streamed on the City of Yakima website at [www.yakimawa.gov](http://www.yakimawa.gov) and telecast live on Y-PAC, Spectrum Cable Channel 194.*



**BUSINESS OF THE CITY COUNCIL  
YAKIMA, WASHINGTON  
AGENDA STATEMENT**

Item No. 3.  
For Meeting of: April 23, 2024

**ITEM TITLE:** National Day of Prayer Proclamation

**SUBMITTED BY:** Dave Zabell, Interim City Manager

**SUMMARY EXPLANATION:**

Each year, since 1957, the President has signed a proclamation to proclaim a day, other than Sunday, as National Day of Prayer. Per the aforementioned Presidential Proclamation, the National Day of Prayer is a day when all Americans are encouraged to pray, in their own religious way, for the leaders of our communities and nation.

This year's theme is lift up the word - light up the world.

Linda Iasella will be accepting the proclamation.

**ITEM BUDGETED:**

**STRATEGIC PRIORITY:**

**APPROVED FOR SUBMITTAL BY THE CITY MANAGER**

**RECOMMENDATION:**

**ATTACHMENTS:**

Description	Upload Date	Type
<input type="checkbox"/> Proclamation_National Day of Prayer	4/18/2024	Backup Material

# *CITY OF YAKIMA*

## *PROCLAMATION*

*WHEREAS, on April 17, 1952, the Congress of the United States approved the Joint Resolution to provide for setting aside an appropriate day as a National Day of Prayer (Public Law 82-324; 66 Stat. 64); and*

*WHEREAS, the history of our nation is indelibly marked with the role that prayer has played in the lives of individuals and the nation; and*

*WHEREAS, historically, our greatest leaders have turned to prayer in times of crisis and thanksgiving; and*

*WHEREAS, the virtues of prayer reflect a common bond: hopes and aspirations, sorrows and fears, remorse and renewed resolve, thanks and joyful praise, and love; and*

*WHEREAS, May 2, 2024 has been deemed by Congress as the National Day of Prayer, when all Americans are to pray, in their own religious way, for the leaders of our nation,*

*NOW, THEREFORE, I, Patricia Byers, Mayor of the City of Yakima and on behalf of the Yakima City Council do hereby proclaim May 2, 2024 as*

### *“NATIONAL DAY OF PRAYER”*

*in the City of Yakima, in keeping with the wishes of the Congress of the United States, I urge all citizens to join me in this special observance.*

*Dated this 23<sup>rd</sup> day of April, 2024*

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*Patricia Byers, Mayor*



**BUSINESS OF THE CITY COUNCIL  
YAKIMA, WASHINGTON  
AGENDA STATEMENT**

Item No. 4.  
For Meeting of: April 23, 2024

**ITEM TITLE:** Airport Update  
**SUBMITTED BY:** Robert Hodgman, Airport Director

**SUMMARY EXPLANATION:**

Airport update on various items such as Air Service, Terminal Modernization, Taxilane Charlie and Industrial Site Development.

**ITEM BUDGETED:** Yes  
**STRATEGIC PRIORITY:** Economic Development

**APPROVED FOR SUBMITTAL BY THE CITY MANAGER**

**RECOMMENDATION:**

**ATTACHMENTS:**


Description	Upload Date	Type
PowerPoint	4/15/2024	Backup Material



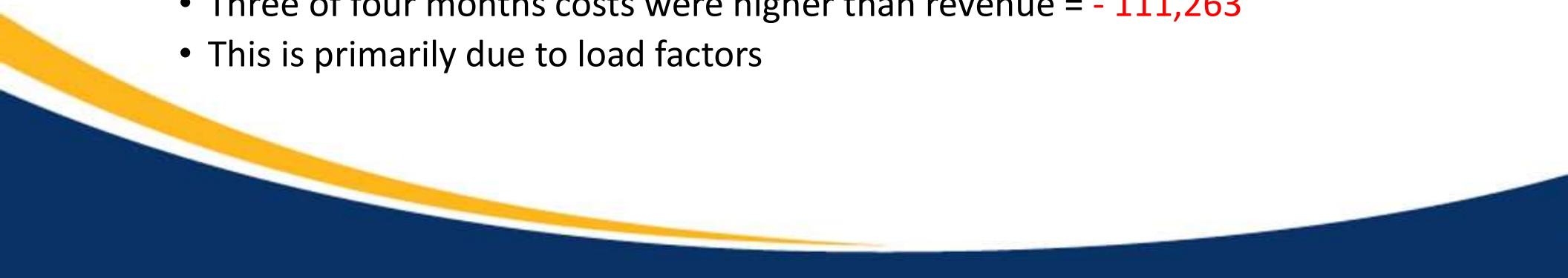
# Airport Update to City Council

Robert Hodgman, Airport Director  
Yakima Air Terminal – McAllister Field  
April 23, 2024


# Topics

- Air Service
  - Terminal Modernization
  - Taxilane Charlie
  - Industrial Site Development
- 
- A decorative graphic at the bottom of the slide consisting of two overlapping wavy lines. The top line is yellow and the bottom line is dark blue, both curving upwards from left to right.

# Air Service

- The second set of flights have been popular
    - Early morning departure = 9,600 passengers
    - Late night arrival = 7,300 passengers
  - Passenger volumes
    - 2023 prior to added flights = 35,000 or 3,500 per month
    - 2024 thru February = 26,690 or 6,672 per month
  - Financial analysis
    - Three of four months costs were higher than revenue = - 111,263
    - This is primarily due to load factors
- 

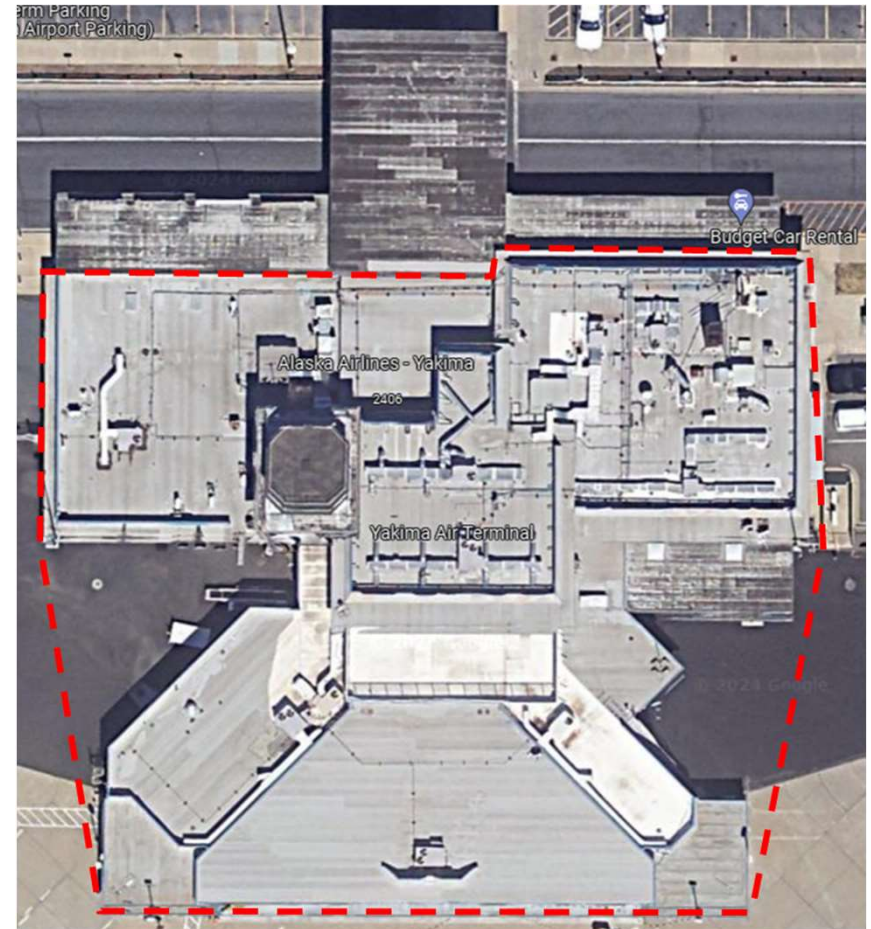
# Air Service Strategy

- Maintain full support for Alaska flights
  - Expand advertising budget
  - Continue work to add a destination/air carrier
  - Prepare the airport terminal for another air carrier
  - Continue work to restore the kitchen and adjacent café/barista
- 




# Terminal Modernization

- Phase 1A design is underway; construction planned to begin this summer
- Airport is preparing to design remaining phases
  - Reviewing proposals from consultants
  - Applying for grant funds

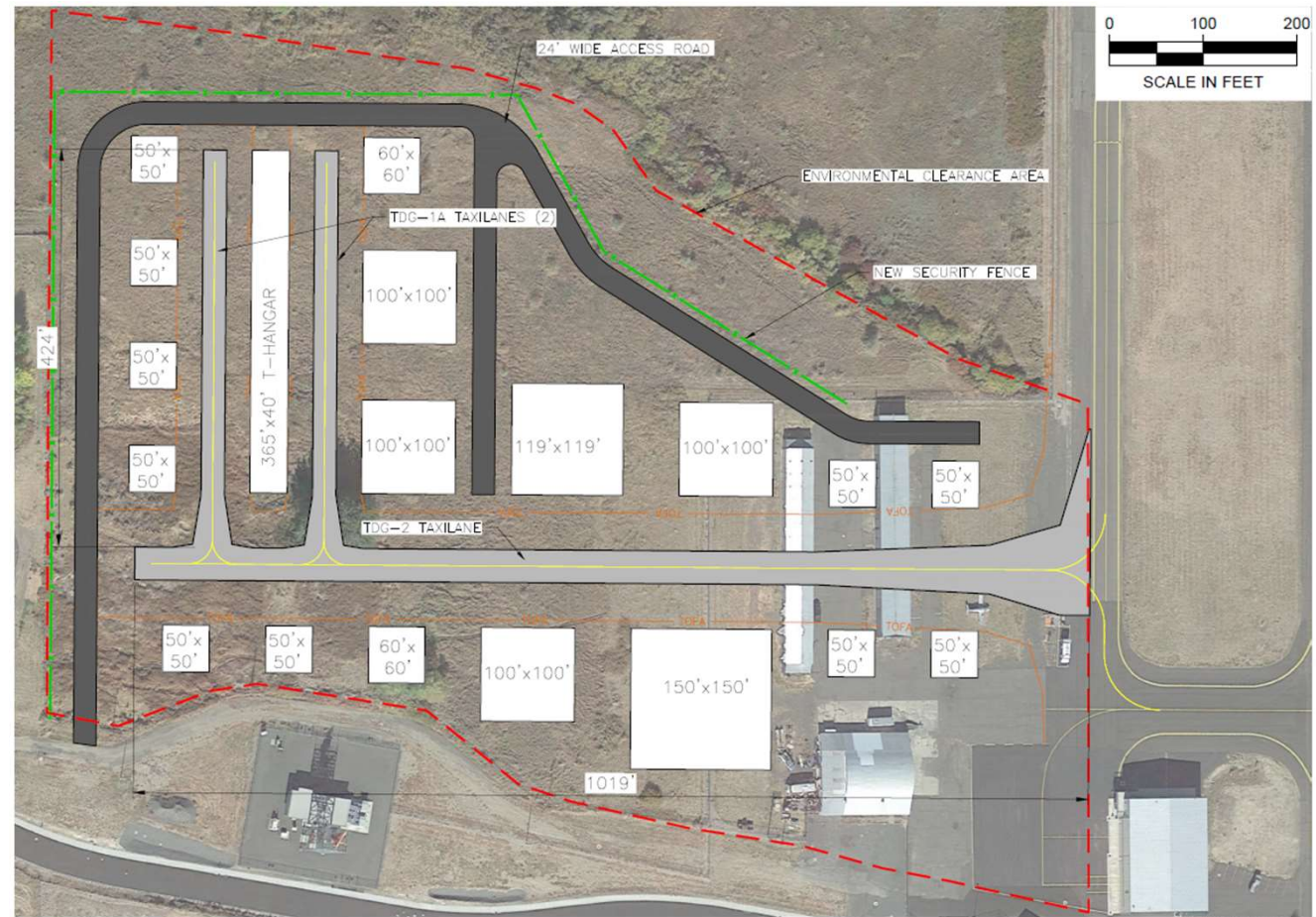


# Terminal Modernization Strategy

- Complete phase 1A construction this year.
    - Finalize kitchen renovation
    - Solicit vendor to operate kitchen/café, and coffee stand
  - Design phase 1B, 2, and 3 with one architect firm to ensure cohesive design
  - Frontload phase 1B design to enable an Airport Terminal Program grant application this fall
  - Seek CERB grant application to match phase 1B construction (2025)
- 

# Taxilane C

- Located on south end of airport, accessible from Ahtanum road
- Opens 13 acres for aeronautical development
- Total project cost \$2.1M
- Construction substantial completion Sep 2023





# Taxilane C

- Striping completed last week
- Advertising in Yakima Herald to interested developers
- 2024 lease rate \$0.22/square foot -> projected 2025 rate \$0.25/square foot



Taxilane C

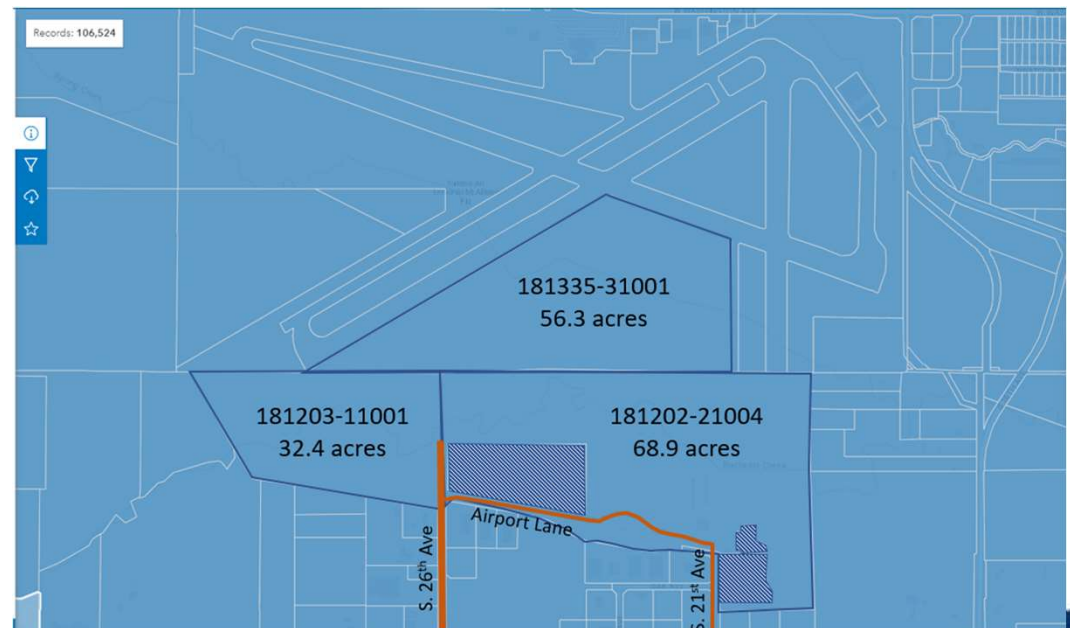


Taxilane C spurs

# Industrial Site Development


- *Funding is provided for pre-development planning grants to develop large manufacturing sites*
- *Studies related to specific site issues including traffic, archaeological, topographical, geotechnical, cultural or business attraction planning for underdeveloped rural areas are eligible*
- This work, if funded, will make development on this site more desirable to industry
- The City is applying for \$250K to conduct environmental analysis, cultural resource analysis, and soils analysis

WA State Department of Commerce: The Industrial Site Readiness grant program is created to boost the state's portfolio of project-ready sites and accelerate private investment.



# Contact:

Robert Hodgman  
Airport Director, Yakima Air Terminal  
[Robert.Hodgman@yakimawa.gov](mailto:Robert.Hodgman@yakimawa.gov)  
509-575-6260





**BUSINESS OF THE CITY COUNCIL  
YAKIMA, WASHINGTON  
AGENDA STATEMENT**

Item No. 5.  
For Meeting of: April 23, 2024

**ITEM TITLE:** Discussion on Local Government Budget Methodologies

**SUBMITTED BY:** Rosylen Oglesby, Assistant City Manager

**SUMMARY EXPLANATION:**

A budget methodology is an approach used to develop a fiscal budget. There are several approaches to the development of budgets, each uses a different name for the particular method. This presentation will present and discuss various approaches to budgeting and their advantages and disadvantages.

This a follow up to and earlier request from Council to discuss the topic of zero-based budgeting and other models. Mr. Mike Bailey, well-known nationally and throughout Washington State as an expert in municipal government finance, will be presenting.

**ITEM BUDGETED:** No

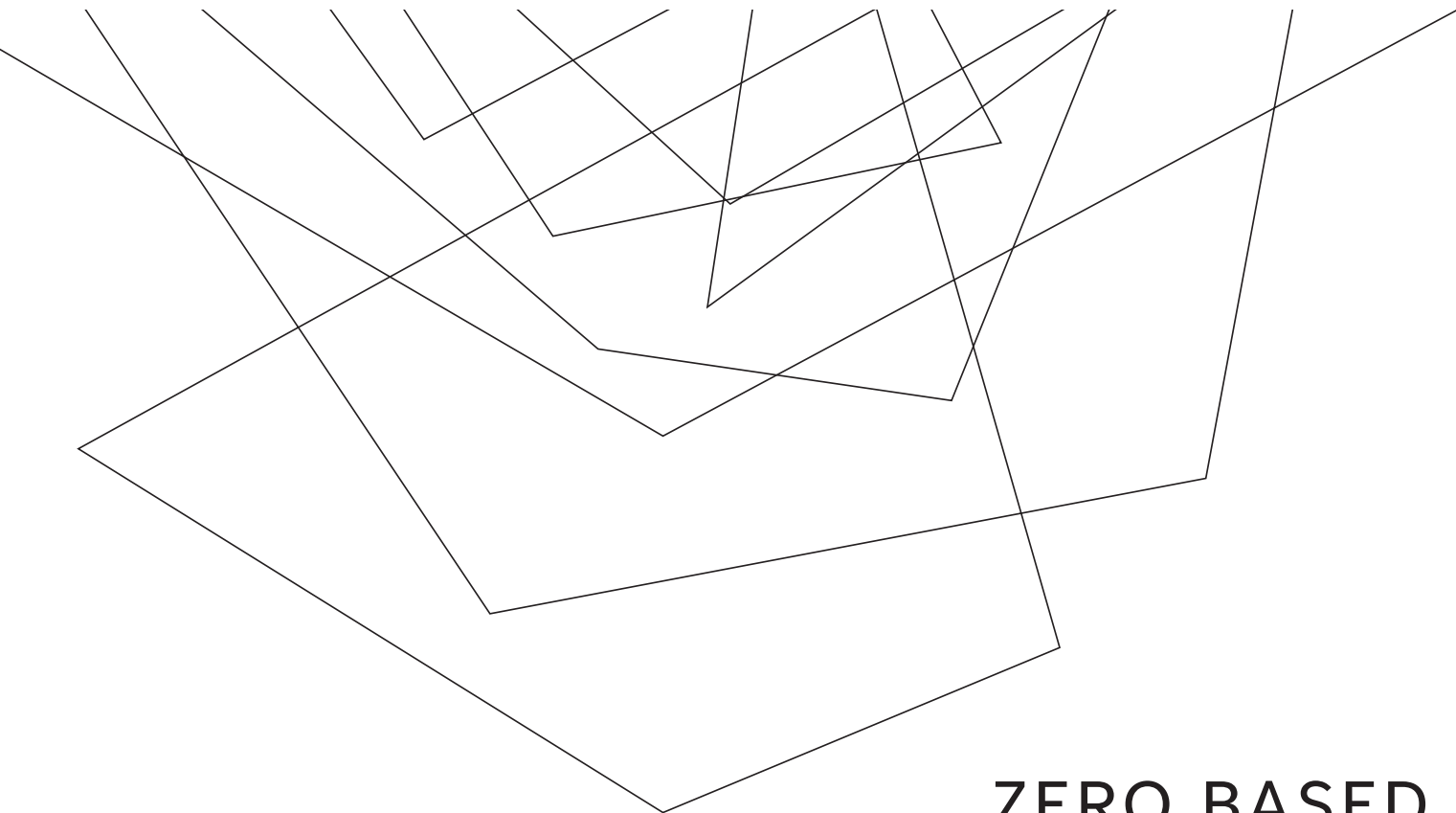
**STRATEGIC PRIORITY:** Public Trust and Accountability

**APPROVED FOR SUBMITTAL BY THE CITY MANAGER**

**RECOMMENDATION:**

**ATTACHMENTS:**

Description	Upload Date	Type
<input type="checkbox"/> Presentation	4/17/2024	Presentation



# **ZERO BASED BUDGETING**

## **In Washington Local Governments**

**Mike Bailey**



# AGENDA

Definition

The History

It's Problems

The Pivot

Best Practices

The End

## ZERO BASED BUDGET - DEFINITION

- **A Budget Method**
  - Theoretically starts at “zero”
    - No presumption that last year’s budget should inform this years
    - A proverbial “blank sheet of paper”
  - Every expense has to be justified – staff as well!
    - Budgets take the form of “decision units”
  - In that era – a lot of paper was involved!

**Contrasted to “Incremental Budgeting”**



# THE HISTORY

## ZERO BASED BUDGET IN GOVERNMENT

- **Zero based budgeting – (ZBB)**
  - Popular in business starting in the 1960s
  - Federal Government – 1970s
    - Jimmy Carter promised to use it to balance federal budget
      - Had previously used it in Georgia
    - As we all know – the federal budget didn't get balanced
  - Use of ZBB was small and has declined over the years

1- Zero Based Budgets, Modern Experiences and Current Practices, GFOA – June 2011



IT'S PROBLEMS

## ZERO BASED WANED BECAUSE IT ISN'T PRACTICAL

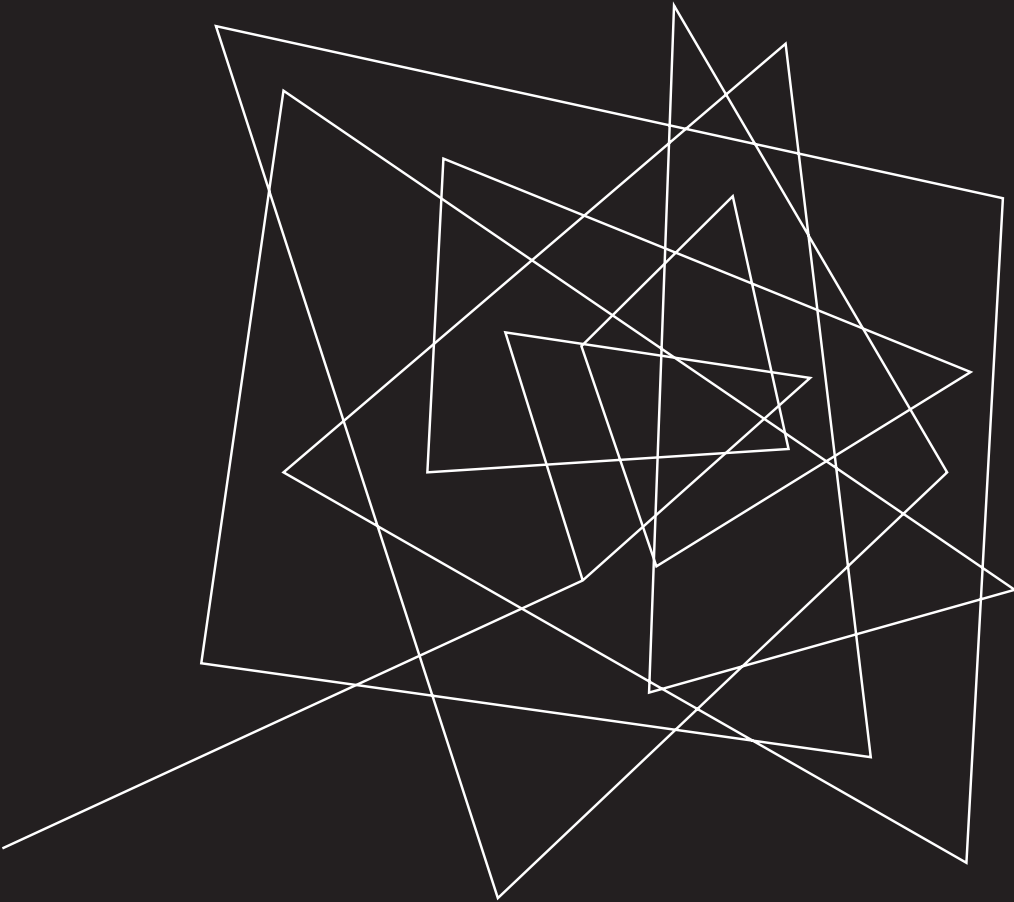
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- **There is some value in what already exists** (i.e. last year's budget)
  - A tension exists between benefiting from this value and not letting it distract from better decisions about the future
- **It wasn't worth all the extra effort**
  - As I said, a lot of paper and effort is required – by everyone
- **The benefits were limited**
  - While permitting a fresh view of the future budget – no related “value” for the money spent was defined
    - More on this later

## ZERO BASED WANED BECAUSE IT ISN'T COMPREHENSIVE

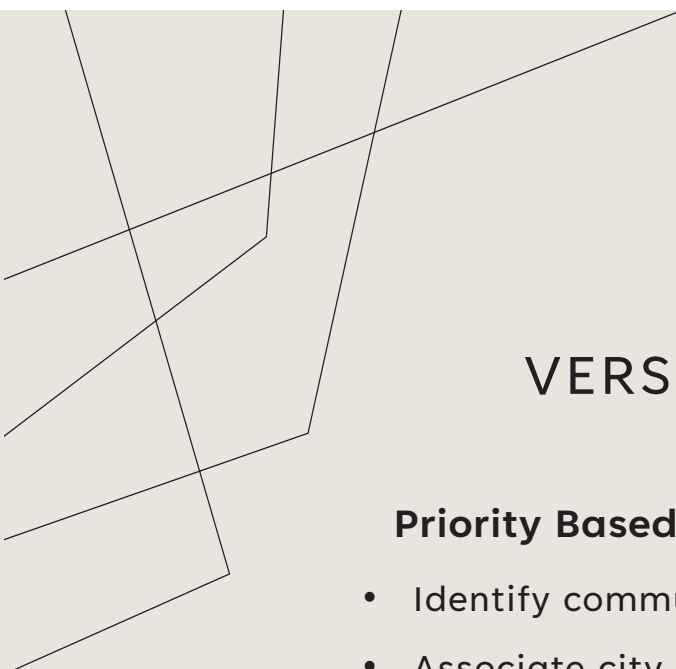
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- **Does not address alternative service delivery**
  - Governments in fiscal distress should analyze alternative approaches to service delivery
- **It doesn't address service levels**
  - The focus is on line-items in the budget, not levels of service
  - This is the wrong conversation – budget should be about value
- **It doesn't address efficiency**
  - Efficiency of government services is often a concern
  - Without corresponding efforts (e.g. performance evaluation) it is insufficient to address efficiency



THE PIVOT  
to alternatives





## VERSIONS OF ZERO-BASED BUDGETING

### **Priority Based Budgeting**

- Identify community priorities
- Associate city services with priorities
  - Customer's perspective
  - Stratify services in context of priorities
  - “Purchase” the highest priority services with the available funds
  - “Scale” services to afford more

### **Performance Management**

- Services should illustrate value to community
- The construct is purchasing services with public funds.
- Can be “zero-based”
  - Services are reevaluated each year
  - Budget conversations are fundamentally different

## The Budgeting Priorities



Healthy and  
Sustainable



Safe and  
Resilient



Vibrant and  
Connected



Strategic and  
Responsive

Don't cut the budget  
Build the right budget



## THE PRICE OF GOVERNMENT AND PRIORITY BASED BUDGETING

A method to:

- Engage the public in this work
- Gain trust
- Speak their language
- Make hard choices  
(it isn't always a revenue problem)



# Healthy and Sustainable

We value a healthy environment that supports an active community

Outcomes	Environmental preservation responsibly balanced with growth	Climate action goals achieved through green practices and policies	Places and programs that support an active and involved community
Dashboard Indicators	<ul style="list-style-type: none"> <li>Percentage of drinking water quality tests that meet compliance regulations</li> <li>Freshwater Water Quality Index</li> </ul>	<ul style="list-style-type: none"> <li>Community-wide greenhouse gas emissions (metric tons)</li> </ul>	<ul style="list-style-type: none"> <li>Recreation expenditures per capita</li> <li>Percentage of residents and employees in Redmond that have convenient access to outdoor sports and fitness facilities from their residence or place of employment</li> </ul>
Objectives	<p><b>Objective 1:</b> Use the City's environmental and park plans to guide strategic investments and partnerships that support a healthy and sustainable environment and community</p> <p><b>Objective 2:</b> Provide engagement, education, and outreach opportunities to promote actions that preserve the natural environment</p> <p><b>Objective 3:</b> Measure performance to improve service delivery and program effectiveness</p> <p><b>Objective 4:</b> Support efforts that improve the sustainability of natural resources and the community's ability to connect with the natural environment</p> <p><b>Objective 5:</b> Maintain Redmond's quality of life and healthy local ecosystem through compliance to local, state, and federal environmental regulations</p> <p><b>Objective 6:</b> Inspect, clean, and maintain infrastructure to prevent pollutants from entering streams and groundwater</p>		

## PERFORMANCE MEASURES

Measures	Actual			Target		
	2019	2020	2021	2022	2023	2024
Recreation expenditures per capita	\$75.25	\$73.10	\$48.46	\$42.48	\$75.00	\$75.00
Number of people served through recreation activities	16,065	7,825	16,312	15,000	16,000	18,000
Number of hours indoor and outdoor facilities are scheduled for use	67,324	26,114	63,270	70,000	70,000	80,000
Community-wide greenhouse gas emissions (metric tons)	N/A	631,000	N/A	740,000	N/A	700,000
City of Redmond government operations greenhouse gas emissions (metric tons)	N/A	6,050	N/A	5,700	N/A	4,000
Community energy consumption (New)	N/A	N/A	N/A	N/A	5,300,000	5,200,000
Percentage of community-wide solid waste diverted from the landfill	47%	45%	43%	49%	46%	50%
Number of business and multi-family complexes participating in organics recycling	201	232	197	200	220	230
Percentage of drinking water quality tests that meet compliance regulations	100%	100%	100%	100%	100%	100%
Percentage of groundwater monitoring wells that meet quality standards	65%	56%	53%	57%	57%	57%
Percentage of high-risk sites provided with technical assistance	100%	91%	100%	100%	100%	100%
Percentage of water system assets that meet the level of service standards	20%	0.02%	20%	80%	20%	20%

# Healthy and Sustainable

## 2023-2024 Adopted Budget

### Budget Offer Summary

Page #	Budget Offer #	Budget Offer Title	Lead Department	2023-2024 Baseline
65	0000008	Community Recreation	Parks	\$12,772,625
67	0000007	Environmental Sustainability	Executive	654,634
69	0000002	Ground & Surface Water Management	Public Works	\$5,954,105
71	0000009	Parks, Trails & Open Space	Parks	15,153,982
73	0000003	Safe & Reliable Drinking Water	Public Works	34,364,691
75	0000006	Solid Waste Management	Public Works	2,500,097
77	0000004	Stormwater Management	Public Works	17,672,590

## Budgeting by Priorities

Budget offer

### Healthy and Sustainable

Department Name: Parks

Id: 0000008

#### Community Recreation

Recreation creates community by offering programs and spaces that invite everyone to play, explore and learn while forging relationships with neighbors and instilling community pride. Recreation programs supported by community partnerships and the financial stewardship of the cost-of-service policy create opportunities for a diverse community to cultivate healthy living through active recreation and sports leagues, creative opportunities such as art and pottery, socialize through senior and teen groups, foster leadership opportunities through teen-led programs, and connect with their community through volunteerism. Our welcoming spaces bring generations together and encourage our community members to live healthy and vibrant lives through the diversity of spaces and places, such as our parks and open spaces within the City.

#### Performance Measures:

##### Outcome: Places and programs that support an active and involved community

- Dashboard Indicator: Recreation expenditures per capita
- Program Measure: Number of people served through recreation activities
- Program Measure: Number of hours indoor and outdoor facilities are scheduled for use

#### Baseline Program Description

**Programs:** Provides community members of all ages with numerous, diverse, and accessible activities such as sports, camps, farm animals, outdoor education, art, and activities for people with all levels of ability.

**People:** Connects community members through community centers, stakeholder groups, volunteer opportunities, and activities for all ages, including farm, environmental, arts, and sports programs.

**Places:** Maintains inclusive and friendly spaces for gatherings and community building, including the Redmond Community Center at Marymoor Village, Old Firehouse Teen Center, Old Redmond Schoolhouse, senior services at City Hall Bytes Café, the farm at Farrel-McWhirter Park, Redmond Senior & Community Center, as well as the scheduling of City parks (including sports fields, picnic shelters, and cabins) and school district gymnasiums and sports fields.

**Service:** Maintains the City's customer service philosophy and works in collaboration with City leadership to establish training and processes to support the City's commitment to serve consistently at all facilities.



## Budgeting by Priorities

Budget offer

### Healthy and Sustainable

Department Name: Parks

Id: 0000008

### Community Recreation

#### Budget Offer Summary

##### Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$3,952,763.17	\$4,422,217.79	\$8,374,980.96
Ongoing-Others	\$2,176,558.00	\$2,221,086.00	\$4,397,644.00
Total	\$6,129,321.17	\$6,643,303.79	\$12,772,624.96

	FTE Year1	FTE Year2
FTEs	24.25	24.25



## PRIORITY BASED BUDGETING

**2023-2024 Renton Results**

**Summary and Detail**

***Desired Results - Strategies - Key Performance***

***Indicators - Metrics/Measures - Targets***





#### Programs, Resources and Results

Programs/services that support the City Service Area of Safety and Health have provided metrics/measures ("Results") to indicate the outcomes of their efforts. Each metric is unique - some are simply counts of data points, others are more qualitative indicating customer satisfaction, and many intend to show efficiency and effectiveness. It should be noted for those that are marked "no data" indicate a metric for which information is not available. This could be due to a number of reasons including changes in staffing, programs and/or surveys not taking place (due to Covid-19 or other impacting circumstances), and/or tools and technology not available to collect the data. These metrics remain in this report as it is the intent of the program to provide the data when possible.

### City Service Area: Safety and Health

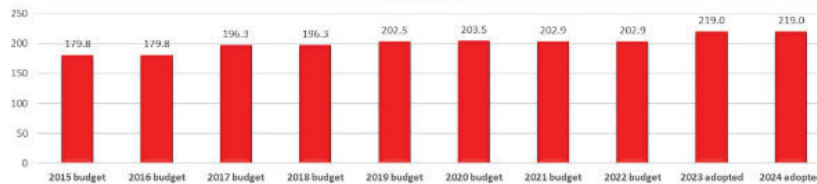
**Desired Result:** I want a safe and healthy community.

**Strategies Renton is using to work toward and achieve the desired results:**

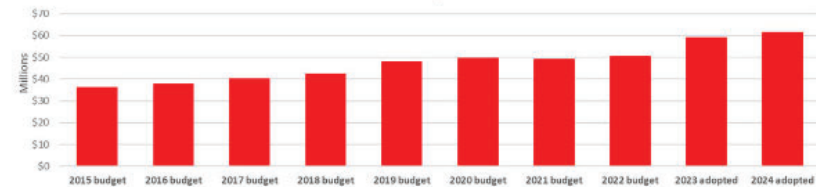
- Encouragement of a self-reliant community through programs and education.*
- Timely responsiveness and "projection of effort," when the community cannot help itself.*
- Recovery and restoration of the community after a disaster.*
- Encourage the community to comply with local, state, and federal laws.*

	<b>Adopted FTE's</b>	<b>2023</b>	<b>2024</b>
<b>Operating</b>		<b>219.00</b>	<b>219.00</b>
<b>Percent of Operating Budget</b>		<b>\$59,152,716</b>	<b>\$61,448,603</b>
		<b>29%</b>	<b>29%</b>

FTE's Budgeted



Annual Budgets



#### City Resources

budgeted to support the

Safety and Health City Service Area

	2015 budget	2016 budget	2017 budget	2018 budget	2019 budget	2020 budget	2021 budget	2022 budget	2023 adopted	2024 adopted
<b>FTE's:</b>	179.83	179.83	196.33	196.33	202.50	203.50	202.90	202.90	219.00	219.00
<b>Dollars:</b>	\$ 36,336,698	\$ 37,824,001	\$ 40,485,130	\$ 42,636,579	\$ 48,205,345	\$ 49,645,700	\$ 49,347,522	\$ 50,684,751	\$ 59,152,716	\$ 61,448,603



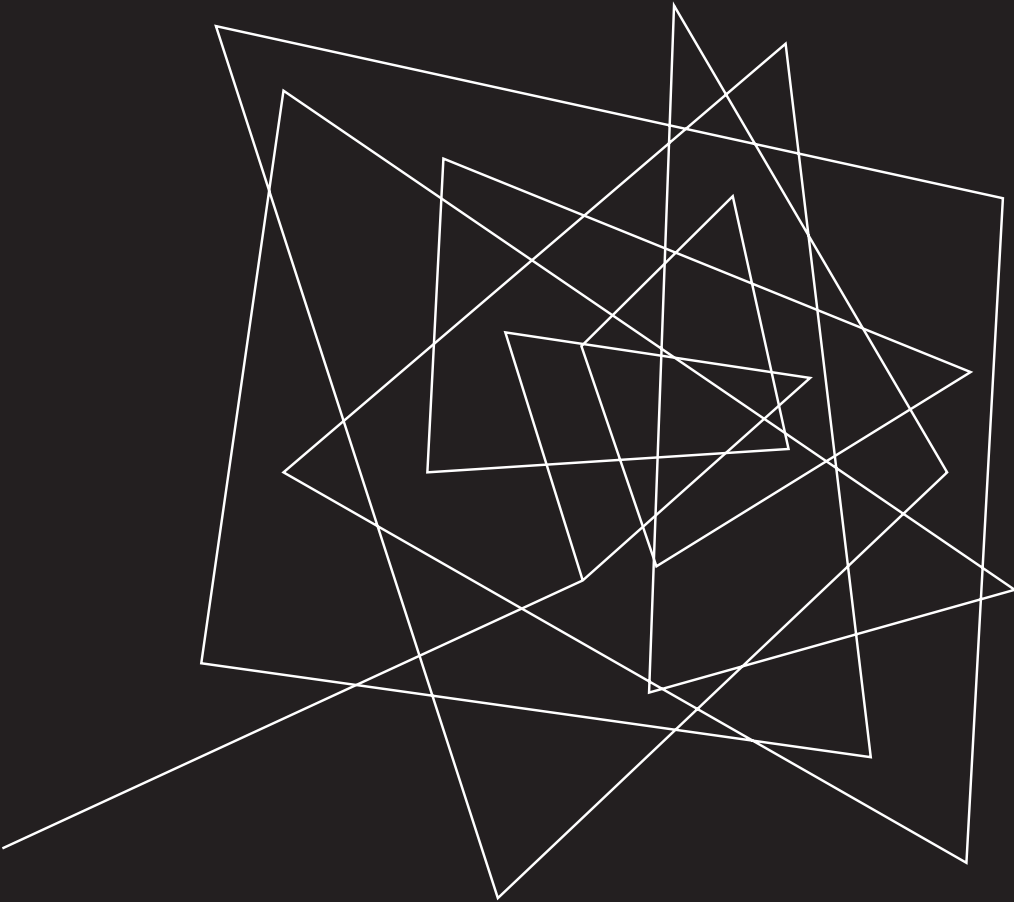
## Renton Results Key Performance Indicators

*Due to timing of available data some indicators remain "TBD" for 2022.*

### City Service Area - Safety and Health

**Desired Result: I want a safe and healthy community.**

	2015 results	2016 results	2017 Results	2018 Results	2019 Results	2020 Results	2021 Results	2022 Results	Target
Residents report feeling somewhat or very safe during the day in their neighborhood.	90	next survey 2017	90	next survey 2019	survey canceled	survey canceled	next survey 2023	next survey 2023	minimum of 90 percent
Residents report feeling somewhat or very safe during the night in their neighborhood.	70	next survey 2017	73	next survey 2019	survey canceled	survey canceled	next survey 2023	next survey 2023	minimum of 90 percent
Community report feeling somewhat or very safe during the day in the downtown area.	81	next survey 2017	84	next survey 2019	survey canceled	survey canceled	next survey 2023	next survey 2023	minimum of 80 percent
Community report feeling somewhat or very safe during the night in the downtown area.	70	next survey 2017	73	next survey 2019	survey canceled	survey canceled	next survey 2023	next survey 2023	minimum of 80 percent
Average response time (in minutes) to Priority I calls.	4.52	4.43	4.61	4.66	4.06	4.44	5.11	TBD	less than 3.5 minutes
Number of Emergency Management Accreditation Program (EMAP) standards that are met completely or partially met and currently in progress, as a measure of emergency management excellence and indication of preparedness.	new 2019	new 2019	new 2019	new 2019	25%	55%	86%	TBD	percent of total



BEST PRACTICES

# GFOA BEST PRACTICES

## Outcome Based Budgeting

- Focus on the community outcomes
- Align budget services with outcomes
  1. Strategies to make a difference
  2. Evaluate based on impacts
  3. Does not inform efficiency
  4. No right answer – just informs discussion

## Re-Thinking Budgeting

- Financial Foundations
  1. Establish a long-term vision
  2. Build Trust and Open Communication
  3. Use Collective Decision Making
  4. Create Clear Rules
  5. Treat Everyone Fairly
- Budgeting for Equity



## DISCUSSION / Q&A

Mike Bailey, Finance Consultant

[baileyno6@msn.com](mailto:baileyno6@msn.com)

LinkedIn: [mike-bailey-5521b430/](https://www.linkedin.com/in/mike-bailey-5521b430/)