



City Council and Executive Leadership Team 2024 Workplan Retreat

9am– 4pm, July 10, 2023

Port Pavilion Building – 355 Hudson Street

You can join this meeting remotely by using the following methods:

- Join virtually via computer or tablet at <http://joinwebinar.com> enter the 9-digit Webinar ID 242-937-955
- Join by phone in listen-only mode United States: Local Dial In – (360) 390-5064 access code: 706-376-505#
- Submit public comment emails to be included in the meeting record to: publiccomment@cityofpt.us

Summary

With another exciting PT summer in full-swing and the 2023 strategic workplan being steadily delivered, this all-day retreat aims to step back, survey the scene, and plan ahead for success in 2024. The main objective is to come to general agreement on high-level strategic priorities with the right balance of ambition and realism. This will allow staff to build out and integrate deeper workplan details, and then feed it all into the budget process that kicks off in autumn and back to Council for a vote in December. This year, this retreat sits perfectly astride the Financial Sustainability Task Force Report, which serves to ground strategic workplan priorities for 2024 and beyond.

Key Objectives

- Agree high-level priorities of the 2024 workplan with some reach into 2025 and beyond
- Listen to, consider, and incorporate advisory board and community feedback
- Focus on policy decisions and work to map out decisions from inception to implementation
- Develop a common understanding of the breadth and depth of our work together at the right level of detail and focus without getting stuck in the weeds
- Build connections, trust, and a sense of one-team; enjoy time together, learn together, have some fun

Guiding Principles

- Embedding diversity, equity, inclusion, access, and belonging into the workplan
- Consideration of dependencies across priorities, timelines, departments, and agencies
- Department strategic capacity not resilient given our small organizational scale and lack of redundancies - we're just one 'rockstar/superstar' away from greatness or from failure
- A shorter, simplified workplan is easier to communicate, collaborate on and realistic to deliver
- 90% of what we do is required, ongoing, core service provision. This leaves 10% max for initiatives that deliver better, more equitable, or higher quality outcomes from operations
- The Financial Sustainability Initiative lays the groundwork for the 2024 workplan with its integrated systems approach and recommendations to draw into the workplan
- Recent leadership team training has helped cement principles to further involve our entire team in consultation and participation in workplan development
- Community engagement has been ongoing with feedback from a variety of initiatives and plans drawn into this workplan; ongoing feedback may help refine the workplan
- We depend on partners and they depend on us. We continue to integrate collaboration into our workplan but this means some dependency on others' deliverables is built into our planning too
- Saying no is difficult always, but a well-developed strategic workplan helps weigh new initiatives against existing priorities to determine whether/how we adjust to allow a new item or not

Materials & Preparation

Review of materials and preparation is critical to a successful retreat. Provided and forthcoming materials:

1. 2023 strategic workplan status report
2. Draft 2024 strategic workplan overview
3. Advisory Board priorities/letters
4. Financial Sustainability Task Force Report and Support Materials - *watch the videos if you can*

Agenda

- 9.00 Arrival, tea & coffee, pastries
- 9.30 Opening kick-off, introductions, purpose & intentions, getting to know each other better
- 1 word describing where you're at right now
 - 1 thing you want to get out of this day
 - 1 thing you're grateful for
- 10.00 Leg 1: Looking back at our wake - 2023 workplan status, successes, and struggles
- 10.30 Leg 2: Using our stars to navigate – Advisory Body reflections on priorities
- 11.00 Leg 3: Dead reckoning – Overview/Discussion of Financial Sustainability Task Force Report
- 12.00 A Captain's Welcome from Port Executive Director Eron Berg
Continued City Council/Director discussion and connections over lunch (lunch provided)
- 12.30 Leg 4: GPS check – Draft 2024 workplan, Q&A, discussion
- 2.00 Leg 5: Off the chart(s) – Policy mapping our priorities
- 3.30 Recap, actions, reflections, next steps
- 4.00 Close
- 4.30 Social/drinks (Bishop Bottleshop)



Quarterly Workplan Status Report

City Council Retreat

July 10, 2023

Overview

1. What is/was the plan?
2023 workplan overview
2. Where are we at?
2023 workplan status and key themes
3. Suggestion Board review
4. Questions & Discussion

2023 Workplan Priorities

INVEST IN OUR PEOPLE - Build and nurture the capacity of our staff, teams, volunteers, advisory board members, Councilmembers and partnerships and provide them the toolsets, skillsets, and mindsets to achieve more together

ENGAGE OUR COMMUNITY - Build beyond notification and response to more deeply and inclusively engage our community in decisions that affect their lives and livelihoods as well as ground civic dialogue in civility and kindness

STRENGTHEN OUR FINANCIAL POSITION - Set the City and community up for sustained success by deliberately choosing to build financial sustainability to address the challenges of today and prepare for tomorrow

ENVISION OUR SUSTAINABLE FUTURE - Determine the future of parks, streets, facilities, community assets, as well as our strategic direction as an organization and community

EMBRACE AND RESOLVE OUR COMMUNITY'S CHALLENGES - Work through additional challenging decisions previously deferred that help shape our community's well-being, including many that have been put off for years or decades

DELIVER THE BASICS - Advance additional capital & operational departmental priorities with needed City Council policy or budget action(s)

SERVE OUR COMMUNITY - Deliver on critical operations, ongoing statutory responsibilities, and core City functions

2023 Workplan Status

INVEST IN OUR PEOPLE - Build and nurture the capacity of our staff, teams, volunteers, advisory board members, Councilmembers and partnerships and provide them the toolsets, skillsets, and mindsets to achieve more together	STATUS (color) & 2024
Restore training budgets across departments and prioritize professional development opportunities for staff and Councilmembers	Green
Provide coordinated, simultaneous executive leadership training for department directors to build the best leadership team in WA	Green
Develop and launch an engagement survey for all staff to repeat annually alongside regular management training to work through and build on results	Red 2024
Bolster staff recruitment approaches, tools and resources	Yellow 2024
Improve IT infrastructure, robustness and cybersecurity; make upgrades to council chambers	Green
Enhance and improve the City's preparedness for disasters, including a continuity of operations plan	Yellow 2024
Develop a handbook and enhanced, coordinated, and regular training for advisory boards	Green
Relaunch and continually enhance the City's volunteer program	Green
Launch an equity, diversity and inclusion campaign/program and integrate into our work with the staff and community	Green
Develop gap analysis and skills enhancement program for staff to acquire skills, save resources and improving service delivery	Green
Construct City Hall Phase 3 improvements to support staff work environment	Green

2023 Workplan Status

ENGAGE OUR COMMUNITY - Build beyond notification and response to more deeply and inclusively engage our community in decisions that affect their lives and livelihoods as well as ground civic dialogue in civility and kindness	STATUS (color) & 2024
Invest in communications and marketing function to serve internal and external needs, including leveraging Engage PT, social media, other channels	Green
Develop and launch "How Your City Works" v2.0, including curated and resourced short videos of core city functions	2024
Develop a 2023 theme and program (e.g., year of kindness) for 2024 with tangible and visible participatory elements	Yellow
Broaden our relationship with local media, including paid inserts and advertising	Green
Develop a (paid) volunteer day for staff to encourage local engagement in ways different than regular staff duties and functions	Yellow
Develop a residents leadership academy with links to How Your City Works to train the advisory bodies, volunteers and city councilmembers of the future in core city business	Yellow

2023 Workplan Status

STRENGTHEN OUR FINANCIAL POSITION - Set the City and community up for sustained success by deliberately choosing to build financial sustainability to address the challenges of today and prepare for tomorrow	STATUS (color) & 2024
Carry the Financial Sustainability Project and Task Force to completion and a report to City Council	2024
Plan and deliver on any actions determined by City Council from the financial sustainability report	2024
Revise the budget schedule, process and reporting with integrated software tools to better streamline with City Council for the workplan and strategic plan	2024
Analyze our current debt load, capacity and policy	2024
Address stormwater and sewer rate needs as a result of updating the rate studies for new rate implementation effective January 1, 2024	2024
Assess priority opportunities for consultant gap-filling to take advantage of federal funding opportunities and deliver on projects	2024
Address Streets, Parks, Facilities funding needs and prioritize investments; begin to consider future year priorities and phased investments (i.e. Library Strategic Plan)	2024

2023 Workplan Status

ENVISION OUR SUSTAINABLE FUTURE - Determine the future of parks, streets, facilities, community assets, as well as our strategic direction as an organization and community	STATUS (color) & 2024
Determine the vision and future for Evans Vista and deliver infrastructure to make it development-ready	[Green]
Continue decision-making on the future of the golf course and Mountain View Campus and begin implementing the community-backed preferred approach	[Green]
Develop sustainable park funding (such as parks district, foundations, grants) and strive for equitable distribution of funds in parks and trails	[Green]
Embark on decision-making and engagement around the future of aquatics/community health and wellness center	[Green]
Develop a capital facilities plan (including parks capital plan) as required for 2024	2024
Develop an open space plan including pre-2025 comp plan update assessment of buildable lands inventory	2024
Revisit Tree Conservation ordinance for private property and tree retention policies for right of way	2024
Coordinate with the ICG and agency partners on capital facilities of regional significance and work to bring in state and federal support for us all	[Green]
Nurture our relationship with PT Main Street to deliver new placemaking initiatives, projects, and infrastructure	[Green]
Assess and deliver upgrades to fleets, facilities and infrastructure to deliver climate resilience and reduce emissions	2024

2023 Workplan Status

EMBRACE AND RESOLVE OUR COMMUNITY'S CHALLENGES - Work through additional challenging decisions previously deferred that help shape our community's well-being, including many that have been put off for years or decades	STATUS (color) & 2024
Prioritize and deliver targeted, timed, and impactful zoning code changes to help unlock and inspire affordable, dense, quality infill development	2024
Decide on the future of the Carmel Building/Cherry Street project	2024
Determine a strategic direction, approach to and implementation of parking management with a focus on the downtown core	2024
Determine an approach to deer management in partnership with State Fish & Wildlife and begin taking action on the decision through implementation	2024

2023 Workplan Status

DELIVER THE BASICS - Advance additional capital & operational departmental priorities with needed City Council policy or budget action(s)	STATUS (color) & 2024
Complete Discovery Road	Green
Library capital projects	Green
OGWS Pipeline Condition Assessment to prioritize Phase 1 of pipe replacement	Yellow (2024)
Implement hot patch pavement repair techniques	Green
Solicit funding through grant applications and legislative coordination	Green
Coordinate with partner agencies on multi-jurisdiction projects (unforeseen)	Green
West Boatyard Expansion - Stormwater Management - Project with the Port - See past resolution	Green
Jefferson County Transfer Station Planning Project	Green
NW Maritime Center and Port coordination of right of way management	Red
Open space planning - Jefferson Co. Land Trust	Yellow (2024)
Sims Way Construction - Port and PUD	Green
Kearney Construction (WSDOT)	Green
Secure NPDES permit coverage for stormwater	Green
Secure permits for outfall project	Red
Implement preventative pipe rehabilitation and replacement through general sewer and water capital programs	Yellow (2024)
Adoption/enforcement of 2021 Wildland Urban Interface Code (WAC51-54A; codified by State in December and effective July 1, 2023)	Green
Develop park rules (ie leash law, etc.) and pre-approved tree lists for street trees and park trees	Green
Inventory public art and consider links to functional plans	Yellow
Deliver/plan for banked capacity projects	Yellow
NEW: ADA transition plan	Green
NEW: Tyler Street Overlay project (TIB grant)	Green
NEW: Discovery Road nonmotorized improvements (HSIP grant)	Green
NEW: Engineering Design Standards	Green (2024)

2023 Workplan Status

Anticipated Surprises (the short list)

- Sewer mainline collapse
- Capital fund audit
- ADA Transition Plan
- Tyler Street Overlay Project (TIB grant)
- Discovery Road nonmotorized improvements (HSIP grant)
- Skate park lights
- Pool roof replacement
- Engineering design standards
- Affordable Housing packages
- Additional and deeper recruitment and retention

2023 Workplan Status

Everything else to Serve Our Community!

Deliver on critical operations, ongoing statutory responsibilities, and core City functions

- Legal services
- Insurance and risk management
- Records management
- Responding to public records requests
- Public meetings
- Training of elected members, staff and volunteers
- Liaison with Councilmembers and stewardship of political decision-making
- Community leadership and partnership with other agencies and organizations
- Workplan and budget development; integration and oversight of City operations
- Compliance with internal and external policies, regulations and requirements
- Coaching, mentoring and performance evaluation of employees
- Special projects, communication, engagement and advocacy
- Code compliance
- Permitting review and approval
- Building inspections
- Current planning
- Long-range planning
- Recruitment, including development of a recruitment strategy
- Union contract negotiations
- Retention, including a retention strategy and employee recognition program
- Performance evaluation
- Employee engagement, engagement survey and manager follow up
- Coaching, mentoring and training programs
- Internal HR-related policy development, application and evaluation
- Facilities management, oversight, property management, rentals and event permitting
- City Volunteer Program, including adopt-a-trail, adopt-a-park and Library/Police volunteers
- Budgets and financial reporting
- Forecasting and financial analysis
- Utility billing and cashing for variety of City services
- Annual reporting and municipal audits
- Business license compliance and business and occupation tax reporting
- Purchasing administration and accounts payable
- Payroll
- Information Technology – including network security and user support
- Books & material circulation including curbside delivery, databases, e-books and e-audiobooks, children's web resources, grab bags, interlibrary loan
- Programs and events, including virtual programming, youth programming and adult programming
- Staff response to patron requests and associated services
- Access to technology
- Emergency response
- Patrol, investigation
- Special events
- Emergency preparedness
- Records requests
- Policy development and refinement
- Street maintenance, operations and programming
- Stormwater operation and maintenance
- Wastewater collections and treatment and compost
- Management of trash collection and recycling
- Drinking water treatment and distribution
- Engineering, major capital projects
- Development review for infrastructure extension
- Right of way management including urban forestry
- Fleet operations, maintenance, and replacement
- Management of parks and trails systems

Policy Suggestion Board: Status

Housing, Land use, Planning, Zoning, and Community Development	
Item	Status
Notice of mobile home rent increases	Under exploration/monitoring as moving forward at state level
Explore new housing developments regulations to include electric vehicle charging stations	Under exploration
Street vending	Tabled for consideration in 2024 workplan
Eliminate gas cooking in new residential construction as part of state building code updates	Tabled for consideration in 2024 workplan
Streets	
Item	Status
Update the downtown plan	Tabled for consideration in 2024 workplan
Parks and Facilities	
Item	Status
Skate park lights	Commenced and active
Dog park shade structure	Part of Mountain View Master Plan

Policy Suggestion Board: Status

Diversity, Inclusion, and Democratic Engagement	
Item	Status
CAC reps on City workgroups about parking management, land use density, and the tree ordinance	Opportunities made available as per above
Student Liaison to Council	Tabled for consideration in 2024 workplan
Miscellaneous	
Item	Status
Evaluate threshold for low-income utility discounts	Under exploration as part of housing policy
1% arts to include utility capital budgets	Tabled for consideration in 2024 workplan
Recently Completed	
Item	Status
ADUs - two ADUs in some zones	Complete
Legislation on rent control	Complete
Assessment and prioritization of affordability mechanisms	Complete (but ongoing)
Deed restriction for affordable housing	For City-involved projects/note whitepaper
Impact Fees	Part of Financial Sustainability Initiative

Strategic Workplan 2024+: Synthesis & Overview

v 7/6/23

KEY STRATEGIC PRIORITY AND TASK(S)	TIER ¹	FSI ²	2023 CARRY OVER	STATUS	BUDGET IMPLICATIONS		POLICY DECISION
					Est: \$=\$1k, \$\$=\$10k, \$\$\$=\$100k		

¹ Tier 1 = must do (legal, legislative, grant requirements); 2 = strategic priority; 3 = desirable/nice to have

² FSI = Delivers directly on Financial Sustainability Initiative

INVEST IN OUR PEOPLE - Build and nurture the capacity of our staff, teams, volunteers, advisory board members, Councilmembers and partnerships and provide them the toolsets, skillsets, and mindsets to achieve more together	TIER	FSI	STATUS		
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Prioritize professional and skills development opportunities for staff and Councilmembers	3	✓		\$\$ ongoing	
Continue to embed High Performance Organization (HPO) training and framework into the organization as a whole	3	✓		\$\$ ongoing	
Develop and launch an engagement survey for all staff to repeat annually alongside regular management training to work through and build on results	3	✓		\$\$ one-time then \$	
Bolster staff recruitment approaches, tools and resources	3	✓		\$\$ ongoing	financial and/or personnel policies - i
Improve IT infrastructure, robustness and cybersecurity	2	✓		\$\$ ongoing	
Enhance and improve the City's preparedness for disasters, including a continuity of operations plan & training	2	✓		\$\$ one-time	plan adoption, policy change
General government collective bargaining agreement	1			\$\$ ongoing	authorize signing CBA
Evaluate staffing needs and priorities	2	✓		\$\$ ongoing	FTE count, salary schedule

ENGAGE OUR COMMUNITY - Build beyond notification and response to more deeply and inclusively engage our community in decisions that affect their lives and livelihoods as well as ground civic dialogue in civility and kindness	TIER	FSI	STATUS		
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Develop integrated communications strategy	2			\$\$\$ ongoing	salary schedule, LTAC, social media p
Further produce "How Your City Works" videos and programming	3	✓		\$\$ ongoing	
Roll out a year-long community civility campaign with tangible and visible participatory elements	3	✓		\$\$ one-time	resolution, leadership
Broaden our relationship with local media by producing quarterly inserts and other educational material	3	✓		\$\$ ongoing	
Develop a (paid) volunteer day for staff to encourage local engagement in ways different than regular staff duties and functions	3	✓		\$\$\$ ongoing	personnel policies
Develop residents leadership academy to train the advisory bodies, volunteers and city councilmembers of the future in core city business	3	✓		\$\$ ongoing	program adoption, leadership
Initiate or continue targeted outreach on policy and projects (e.g., Right of Way responsibility)	2			\$ ongoing	

STRENGTHEN OUR FINANCIAL POSITION - Set the City and community up for sustained success by deliberately choosing to build financial sustainability to address the challenges of today and prepare for tomorrow	TIER	FSI	STATUS		
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Deliver Council actions from FSI and continue to plan further into the future	2	Y	✓	TBD	financial policies, resolutions, implem
Revise budget schedule, process and reporting with integrated software tools to better streamline workplanning and budgeting	3			\$\$\$ one-time, then \$\$ ongoing	rules amendment possibly needed
Address streets, parks, facilities funding needs and prioritize investments, considering future year priorities and phased investments (i.e. Library Strategic Plan, Parks Foundation, etc.)	2	Y		\$\$ one-time	financial policies

KEY STRATEGIC PRIORITY AND TASK(S)	TIER ¹	FSI ²	2023 CARRY OVER	STATUS	BUDGET IMPLICATIONS		POLICY DECISION
					Est: \$=\$1k, \$\$=\$10k, \$\$\$=\$100k		
Facilities Assessment and create facilities ERR funding program	2	Y				\$ one-time and \$\$ ongoing	
Implement Comp. Streets - TBD for Streets, fees, REET	2	Y				TBD	
Explore options presented in the housing white paper for implementation	2	Y				TBD	
Economic Development - Housing Infill	2	Y				TBD	
Economic Development - Glen Cove UGA and Annexation coordination with the County	2	Y				TBD	
Economic Development - Improve commercial intensity	2	Y				TBD	
ENVISION OUR SUSTAINABLE FUTURE - Determine the future of parks, streets, facilities, community assets, as well as our strategic direction as an organization and community	TIER	FSI		STATUS			
Continue to develop, implement, and refine code and comp plan changes to help unlock and inspire affordable, dense, quality infill development	1	Y	✓				code adoption, tasking PC, docketing
Implement the community's vision for Evans Vista neighborhood and deliver infrastructure to make it development-ready	1	Y	✓			\$\$\$ one-time	entitlements, ILAs, funding
Evans Vista - Mill Road Lift Station	1	Y	✓			\$\$\$ one-time	project decision
Develop RFP for Evans Vista phased development	2	Y					
Implement community's golf course vision	2	Y	✓			\$\$\$ one-time	decisions on assets, ILAs
Decision and implementation of sustainable park funding	2	Y	✓			\$\$\$ ongoing	decisions, policy, adoption
Implement community's vision for aquatics/wellness center	2	Y	✓			\$\$\$ one-time, partner revenue	decisions on assets, ILAs
Update capital facilities plan (including parks capital plan with masterplanning of some parks) as required for 2024	1	Y					adopt plan
Develop an open space plan including 2025 comp plan update assessment of buildable lands inventory/land cap. Analysis	1	Y	✓			\$\$ one-time (in-house)	adopt plan
Revisit Tree Conservation ordinance for private property and tree retention policies for right of way	3	Y	✓			\$\$ one-time (in-house)	adopt code
Coordinate with the ICG and agency partners on capital facilities of regional significance and work to bring in state and federal support for us all	3		✓			\$ internal time, ongoing	leadership, ILAs, funding
Nurture our relationship with PT Main Street to deliver new placemaking initiatives, projects, and infrastructure	3		✓			\$\$ ongoing	
Create policy for upgrades to fleets, facilities and infrastructure to deliver climate resilience and reduce emissions	3					\$\$\$ ongoing	
Actively advocate for our priorities at state and federal level via our legislative agenda (consider lobbyist contract?)	3		✓			\$\$ one-time	
Non-motorized Plan update	1						plan adoption
RCO grant planning and applications (for 2024 cycle)	2	Y	✓				plan adoption
Streets improvements concept plans (like Washington St, San Juan/F, Hastings, Admiralty)	2						
Mill Road Roundabout	2						
Complete Shoreline Master Program and Critical Areas Ordinance updates	1		✓				
Develop strategic plan and pathway toward accreditation for Police Department	2		✓				
EMBRACE AND RESOLVE OUR COMMUNITY'S CHALLENGES - Work through additional challenging decisions previously deferred that help shape our community's well-being, including many that have been put off for years or decades	TIER	FSI		STATUS			
Develop strategic action plan for housing, including housing assessment and inventory	2	Y					
Determine a strategic direction, approach to and implementation of parking management with a focus on the downtown core	2	Y	✓			\$\$\$ one-time (\$100k)	code adoption, policies, funding, TIF

KEY STRATEGIC PRIORITY AND TASK(S)	TIER ¹	FSI ²	2023 CARRY OVER	STATUS	BUDGET IMPLICATIONS		POLICY DECISION
					Est: \$=\$1k, \$\$=\$10k, \$\$\$=\$100k		
Determine an approach to deer management in partnership with State Fish & Wildlife and begin taking action on the decision through implementation	3		✓				leadership
Coordinate with Port, CAC, and other agencies on planning a response to sea level rise including waterwalk and BRIC application	3		✓			\$ one-time and \$\$\$ match	
DELIVER THE BASICS - Advance additional capital & operational departmental priorities with needed City Council policy or budget action(s)	TIER	FSI		STATUS			
Discovery Road	1		✓			Funded	
Library capital projects - bathrooms	1		✓			Funded	
Pink House assessment/repair	2		✓			Partially Funded	
Pope Marine Siding	2					Not funded	
OGWS Pipeline Condition Assessment to prioritize Phase 1 of pipe replacement	1		✓			Funded	
Solicit funding through grant applications and legislative coordination	3		✓				approval, ILAs
Coordinate with partner agencies on multi-jurisdiction projects (unforeseen)	3		✓				ILAs
Open space planning - Jefferson Co. Land Trust	3		✓				zoning code, comp plan
Sims Way Construction - Port and PUD	3		✓			x	already approved
Water Street Sewer Replacement	1					x	already approved
Secure permits for outfall project	1		✓			Funded	permit approval
Implement preventative pipe rehabilitation and replacment through general sewer and water capital programs	2					\$\$\$ on-going	financial policies
Inventory public art and consider links to functional plans	3		✓			\$ one-time	
ADA transition plan - Parks and Facilities	1					x	plan adoption
SS4A Grant - Placeholder/location TBD	3					x	decision on projects
Lawrence Street Stormwater (Combined Sewer Overflow elimination) - Harison to Monroe	1						
Grant applications	3		✓			x	already approved
Complete 2022 and 2023 Banked Capacity Projects	1	Y	✓				
2024 Paving Projects (Placeholder if TBD passes)	2	Y	✓				
Tyler Street Overlay	2						already approved
Standpipe Reservoir Recoating Design	2					x	decision on assets
ODT and OGWS land acquisition	1		✓			x	decision on assets
HSIP - Disc. And Sheridan project	1					x	already approved
Continue to refine Engineering Design Standards	2		✓			x	adoption
Demolition of Golden Age Club and Parks House	2					x	decision on assets
Mountain View Lease updates	2	Y					

KEY STRATEGIC PRIORITY AND TASK(S)	TIER ¹	FSI ²	2023 CARRY OVER	STATUS	BUDGET IMPLICATIONS Est: \$=\$1k, \$\$=\$10k, \$\$\$=\$100k	POLICY DECISION	
SERVE OUR COMMUNITY - Deliver on critical operations, ongoing statutory responsibilities, and core City functions					(below is not complete)		
<i>Foster interagency collaboration, manage risks, and ensure the smooth operation of City government procedures, decision-making and public engagement (Legal/Clerk)</i>							
Legal services							
Insurance and risk management							
Records management							\$ ongoing
Responding to public records requests							
Public meetings							\$\$\$ one time, \$ ongoing
Training of elected members, staff and volunteers							
<i>Deliver integrated, strategic and sustainable value from the City organization to the community by developing and leveraging partnerships, enhancing staff and team performance, providing clear direction, nurturing deep community participation and engagement and ensuring continuous delivery of quality services (City Manager's Office)</i>							
Liaison with Councilmembers and stewardship of political decision-making							
Community leadership and partnership with other agencies and organizations							
Workplan and budget development; integration and oversight of City operations							
Compliance with internal and external policies, regulations and requirements							
Creating a high-performance City culture; coaching, mentoring and performance evaluation of employees							
Special projects, communication, engagement and advocacy on behalf of the City and community							
<i>Deliver quality, efficient and customer-facing permitting, code enforcement, current and long-term planning to promote opportunity and quality of life in Port Townsend (Planning & Community Development)</i>							
Code compliance							\$ ongoing
Permitting review and approval							\$\$ ongoing
Building inspections							\$\$ ongoing
Current planning							\$\$ ongoing
Long-range planning							\$\$\$ ongoing and one-time
<i>Provide required and desired financial reporting and practices, steward preparation and collective oversight of balanced funds and budgets and information technology needs to ensure the success of all departmental and organizational activities. (Finance & Technology Services)</i>							
Budgets and financial reporting							
Forecasting and financial analysis							
Utility billing and cashing for variety of City services							
Annual reporting and municipal audits							

KEY STRATEGIC PRIORITY AND TASK(S)	TIER ¹	FSI ²	2023 CARRY OVER	STATUS	BUDGET IMPLICATIONS Est: \$=\$1k, \$\$=\$10k, \$\$\$=\$100k	POLICY DECISION
Business license compliance and business and occupation tax reporting						
Purchasing administration and accounts payable						
Payroll						
Coordinated front desk internal and external service via the Public Experience Liaisons						
Management of city investment and debt according to government regulations						
Fiscal responsibility and management of city resources						
Information Technology – including network security and user support						
<i>To uplift our community through reading, learning, connection and creativity (Library)</i>						
Books and material circulation including curbside delivery, databases, e-books and e-audiobooks, children’s web resources, grab bags, interlibrary loan						
Programs and events, including virtual programming, youth programming and adult programming						
Staff response to patron requests and associated services						
Access to technology						
<i>To work in partnership with our community to provide a safe and compassionate environment while reducing crime and the fear of crime (Police)</i>						
Emergency response						
Patrol, investigation						
Special events						
Emergency preparedness						
Records requests						
Training						
Policy development and refinement						
<i>Develop and deliver innovative solutions that allow the City to make a positive leap forward in developing and investing in people and performance, driving coordinated team excellence, continuous improvement, and accountability (People & Performance/HR)</i>						
Leadership and coordination of the City-wide equity, diversity and inclusion (EDI) work						
Recruitment, including development of a recruitment strategy, targeted departmental approaches						
Union contract negotiations						
Retention, including a retention strategy and employee recognition program						
Performance evaluation						
Employee engagement, including development and delivery of an engagement survey and an accompanying manager follow up approach						
Coaching, mentoring and training programs						
Internal HR-related policy development, application and evaluation						

KEY STRATEGIC PRIORITY AND TASK(S)	TIER ¹	FSI ²	2023 CARRY OVER	STATUS	BUDGET IMPLICATIONS <i>Est: \$=\$1k, \$\$=\$10k, \$\$\$=\$100k</i>	POLICY DECISION
<i>Provide quality and reliable infrastructure that underpin a healthy social, environmental and economic fabric and success of Port Townsend and our community (Public Works)</i>						
Street maintenance, operations and programming						
Stormwater operation and maintenance						
Wastewater collections and treatment and compost						
Management of trash collection and recycling						
Drinking water treatment and distribution						
Engineering, major capital projects, and development review for infrastructure extension						
Transportation engineering (Non-motorized, traffic, accident analysis, grant writing)						
Right of way management including urban forestry						
Fleet operations, maintenance, and replacement						
Management of parks and trails systems						
Facilities management, oversight, property management, rentals and event permitting						
City Volunteer Program, including adopt-a-trail, adopt-a-park and Library/Police volunteers						

City of Port Townsend Financial Sustainability Initiative:
Financial Sustainability Task Force Draft Report to City Council

Final Version 6.26.23



I. Purpose

The purpose of this report is to present the findings and efforts of the Financial Sustainability Task Force to City Council, including a set of recommendations and options for the City on its journey toward greater financial sustainability. The report is meant to inform the near-term and longer-term decisions by the City Council and the community for sustained, efficient, fair, and affordable provision of basic infrastructure and services that underpin a healthy natural environment, meaningful economic development, and a high quality of life for residents. The Task Force recommendations focus holistically on all city services with an emphasis on priorities determined through widespread community engagement and planning over a number of years. The two proposed packages either sustain current levels of service or enhance current levels of service, although not to the full extent of estimated needs. Achieving financial sustainability is an ongoing journey and this effort is one step along the path toward that goal.

Table of Contents

I.	Purpose.....	2
	Definitions.....	4
II.	Executive Summary	6
III.	Introduction & Background	9
	Vision, Desired Outcomes, and Purpose of This Work.....	10
	Financial Sustainability Task Force and Members.....	10
	Brief Descriptions of Services, Core Service Needs, and Areas of Priority	11
	Level of Service	15
	Options and Balance	18
	Efficiencies	19
	Criteria.....	20
IV.	Packages/Options/Recommendations.....	21
	Package A: Sustain Current Services.....	21
	Package B: Enhance Services	24
V.	Conclusion/Next Steps.....	28
VI.	Appendix	31
	Select Resources of Relevance	31
	Select Tax and Non-Tax Revenue Options.....	32
	Revenue Tables	36
	Select Task Force Background Materials	44

Definitions

Area Mean Income (AMI)

AMI is a housing affordability measure calculated by the federal government (Department of Housing and Urban Development) to reflect the median (middle) household income for a region. It is usually known as a percentage (e.g., 80% AMI) and often part of a range (e.g., 50-80% AMI) used to define eligibility for various programs like the state multifamily tax exemption program (RCW 84.14). Given the cost and shortage of housing in Port Townsend, the City whitepaper referred to in the document and linked in the appendix, for instance, suggests defining “attainable housing” as housing affordable to two-person households earning up to 200% of the AMI assuming 30% of household income dedicated to housing.

Banked Capacity

Banked capacity refers to the additional property tax capacity freed up in February 2019 when residents approved adding Port Townsend to East Jefferson Fire & Rescue (EJFR) fire district. EJFR now collects the dedicated Fire and EMS levies from City property taxpayers directly. Banked capacity have been levied by City Council for parks and streets and becomes available for any governmental purpose in 2024.

Core Services

Core services are fundamental to a functioning city. They include attending to critical operations, ongoing statutory responsibilities, and core functions that individuals, businesses, and organizations rely on to survive and thrive. Examples are provided in the document. Core services underpin the success of all city departments and all other city initiatives. Simply put, without core services, all other initiatives and services suddenly or eventually fail.

Enhance Levels of Service

Enhance levels of service refers to the increase in investments beyond maintain (or sustain or “no net loss”) to improve service levels. It likely means some new services yet still necessitates efficiencies.

Facilities

Facilities refers to buildings that the City owns (or leases) and operates, like City Hall, the Mountain View Campus (lease), the Cotton Building, Pope Marine Building, the Library, and City Shops. For the purposes of this report, facilities does not refer to City buildings/structures related to utilities like the Water Treatment Plant, Wastewater Treatment Plant, and Compost facility.

Fiscal Cliff

Fiscal cliff refers to the inflection point when city revenue stops keeping up with expected expenses, and eventually drops reserve balance to below policy levels.

Fee in Lieu

Sections of the Port Townsend Municipal Code require infrastructure development that cannot be reasonably installed concurrent with the rest of the project. Instead of waiving the infrastructure requirement, a fee in lieu of program provides the community the opportunity to invest the fees elsewhere according to city plans. A fee in lieu of program is an important way to achieve fairness and equity across the city for development. The options to use fee in lieu of is strictly voluntary and the City may waive, defer, or pay fees on qualifying projects (e.g., for affordable housing). The applicant has the choice to install the required infrastructure or volunteer an equitable fee in lieu of construction of the infrastructure.

Impact Fees

Impact fees are authorized by state law (RCW 82.02.050) for streets, parks, fire services, and schools. Impact fees are determined by specific calculations based on the improvements a city needs to support planned growth. Impact fees are an equity-based strategy where all new housing units pay their proportionate share of the impacts on City infrastructure. Impact fees programs provide for credits when a developer installs their share. The City currently does not use impact fees, though many surrounding communities have aggressive impact fee programs. State law prohibits impact fee programs and fee in lieu of programs to co-exist.

Levels of Service

Levels of service defines or quantifies the desired quality, type, cost, and/or amount of any particular amenity, asset or service provided by the City to the community.

Levy

Levy is the total requested tax amount imposed by the City, usually referring to property tax.

Maintain Levels of Service

Maintain levels of service refers to the increase in investments to keep service levels constant. It likely means no new services and necessitates efficiencies, but also no “fiscal cliff” compared to the *do-nothing* (no additional investment) pathway. Also called “no net loss” of current services or “sustain levels of service.”

Metropolitan Parks District (MPD)

MPDs are junior taxing districts authorized by state law (RCW 35.61) that raise revenue for parks and recreation capital projects like pools, playfields or public parks as well as maintenance and operations of such facilities. An MPD may mirror the boundaries of a city, a county, or a defined region within a county. Revenue is raised through a property tax levy up to \$0.75 per \$1000 assessed valuation.

No Net Loss

No net loss refers to the increase in investments to keep service levels constant. It likely means no new services and necessitates efficiencies, but also no “fiscal cliff” compared to the *do-nothing* (no additional investment) pathway. Also called “maintain” current services or “sustain levels of service.”

Sustain Levels of Service

Sustain levels of service refers to the increase in investments to keep service levels constant. It likely means no new services and necessitates efficiencies, but also no “fiscal cliff” compared to the *do-nothing* (no additional investment) pathway. Also called “no net loss” of current services or “maintain” current services.

Transportation Benefit District (TBD)

TBDs are independent taxing districts authorized by state law (RCW 36.73) that raise revenue for transportation capital projects like road improvements and sidewalks as well as operations and maintenance projects, provided they are included in a transportation plan. The revenue is generated through vehicle license fees or sales tax.

II. Executive Summary

Financial sustainability is critically important for the City to meet ongoing and evolving community needs over the long-term. The aim is to deliver sustained, efficient, fair, and affordable provision of basic infrastructure and services that underpin a healthy natural environment, meaningful economic development, and a high quality of life for residents. This means carefully balancing the community's ability to generate revenues and the City's abilities to introduce efficiencies that together match the cost of services and obligations over the long-term. This work has an impact on every one of us. The City and our community owe it to our current and future generations to get that balance right.

The purpose of this report is to present the findings and efforts of our 4-member Council-appointed Financial Sustainability Task Force to City Council, including a set of recommendations and options for the City on its journey toward greater financial sustainability. The report is meant to inform the near-term (2024 budget) and longer-term (10+ year) decisions by the City Council and the community on its journey toward greater financial sustainability.

Our Task Force recommendations focus holistically on all city services with an emphasis on strategic priorities determined through widespread community engagement and planning over a number of years, including core services, housing, streets, and parks.

While nearly infinite interrelated choices exist to move forward in some way with financial sustainability, there are three most basic scenarios for how to move forward: do nothing, sustain current services, and enhance services. After review of copious materials, robust discussions, and applying criteria to various choices, the Task Force has concluded that doing nothing is not an option. Thus, this report focuses on packages of inter-related and interdependent tax and non-tax options to sustain current services and, in some cases, enhance services. These two packages are described briefly below and further in Section IV of the report.

Staff has prepared packages that are the most feasible for meeting the service levels for both sustaining current services as well as providing enhanced services. The packages represent funding possibilities and, particularly for "enhance services," do not fully deliver on the needs identified in the table on page 18.

Package A: Sustain Current Service

Core services reliant on economic development initiatives, including support of diverse commercial growth, possible future annexation of Glen Cove, implementation of a parking management program, increasing the utility tax an additional 2% above the current 2023 rate, and utilizing the banked capacity revenue. *Estimated annual revenue: \$2.21m - \$2.77m.*

Comprehensive Streets reliant on Transportation Benefit District (TBD) sales tax, Real Estate Excise Tax (REET), Fees for Service, and Fee in Lieu or Impact Fees. *Estimated annual revenue: \$1.06m.*

Parks reliant on utility tax, parks foundation, and impact fees. *Estimated annual revenue: \$352k.*

Pool reliant on regional Metropolitan Parks District (MPD) property tax and Fee for Services. *Estimated annual revenue: \$3.05m.*

Affordable Housing reliant on Fee in Lieu program, affordable housing grants, and sale of City property. *Estimated annual revenue: \$1.15m.*

Library operations reliant on levy lid lift on general property tax revenues and additional property tax from Glen Cove annexation. *Estimated annual revenue: \$273k.*

Package B: Enhance Services

Core services reliant on economic development initiatives, including support of diverse commercial growth, possible future annexation of Glen Cove, implementation of a parking management program, increasing the utility tax an additional 2% above the current 2023 rate, and utilizing the banked capacity revenue. *Estimated annual revenue: \$2.21m - \$2.77m.*

Comprehensive Streets reliant on Transportation Benefit District (TBD) sales tax, Real Estate Excise Tax, Fees for Service, and Fee in Lieu or Impact Fees, Lodging Tax. *Estimated revenue: \$1.08m.*

Parks reliant on utility tax, parks foundation, impact fees, and Real Estate Excise Tax (REET). *Estimated annual revenue: \$452k.*

Pool reliant on regional Metropolitan Parks District (MPD) property tax and Fee for Services. *Estimated annual revenue: \$4.35m.*

Affordable Housing reliant on Fee in Lieu program, affordable housing grants, and sale of City property. *Estimated annual revenue: \$1.15m.*

Library operations reliant on levy lid lifts on general property tax revenues and additional property tax from Glen Cove annexation. *Estimated annual revenue: \$533k.*

The process of performing a financial sustainability analysis is an iterative effort of balancing community values, regulations around funding, changes and needs in a more than local context, and evaluation of levels of service. This iterative process of working with the Financial Sustainability Taskforce, the public, and in coordination many other community initiatives also creates a learning opportunity. Key takeaways from this learning opportunity include the following:

- *The challenge of maintaining revenues to keep up with inflation is continuous.* This places local governments in the position of continuous financial challenge.
- *The tax and revenue systems in place for local government (as authorized by Washington State) are heavily reliant on growth.* Growth is the only way communities can remain financially sustainable over the long run in the current system.
- *The City's land base is a basis for revenue generation.* Currently, 50% of the land in Port Townsend is not subject to property tax. Much of this land is in the form of right of way, open space, non-profit ownership, and governmental ownership.
- *Existing community debt burden may delay investments.* Some investments in enhancing services may have to wait until existing debt is paid off in 2035 and staggered with any remaining debt.
- *Efficient urban form may take more time to implement, but delivers more of a structural change that drives greater financial sustainability.* The pre-platted nature of the City resulted in a low

density development pattern with substandard infrastructure. This results in a much higher tax burden per capita than cities developed in a more dense urban form. City tax structures, especially for streets, are not set up for rural development patterns.

- *A focus on economic development* is a key way to make long-term headway to a more financially sustainable community, resulting in greater housing density, greater commercial intensity, infill development, and annexing the Glen Cove area. The key to success in this arena is to seek out the desired economic development that fits Port Townsend rather than reacting to growth.

The City Council will receive these recommendations in July 2023. Deliberations are expected over the coming months with consideration of policy decisions and future budgets. Deliberations and community engagement is also expected into the foreseeable future, as it will likely take many years to craft and implement sustainable solutions. One thing is certain: inaction will only put us further at risk and potentially jeopardize a more sustainable future for us all. In contrast, proactive, sustained, collaborative efforts will help us balance our community's aspirations with financial realities and prepare us for the future that we choose – a future that is more stable, more sustainable, fairer, and better for us all.

III. Introduction & Background

Financial sustainability is critically important for the City to meet ongoing and evolving community needs over the long-term. Providing basic infrastructure and services that underpin a healthy natural environment, meaningful economic development, and a high quality of life for residents means carefully balancing the community's ability to generate revenues to match the cost of services and obligations over the long-term. This work has an impact on each and every one of us. The City owes it to our current and future generations to get that balance right.

The City of Port Townsend is in a solid financial position at the current time due to several unusual circumstances. Even with significant challenges and substantial revenue reductions caused by the COVID-19 pandemic, the City managed to adapt, innovate, and collaborate to sustain operations and to stay within its budgetary constraints. Additionally, federal and state COVID support provided funding to help the City navigate these last three years. This current financial condition provides the perfect timing and context to evaluate the long-term financial sustainability of the City.

Pre-COVID outlooks showed significant future financial challenges threatening the public services we all depend on and enjoy. Disinvestment in streets and parks are two of the largest indicators illustrating these challenges. Sustaining services and service quality in the face of increasing service costs while tax revenues are not keeping pace with those costs defines the fundamental problem. That said, this problem may not be fully understood by the public who depend on those services. The problem is compounded by the present need to address numerous deferred maintenance projects such as streets, city buildings, parks, pool, and fleet for which limited or no direct revenue is currently available. Finally, the current labor and housing market put additional stresses and challenges on the Port Townsend City government as well as on our local businesses, organizations, and the public we serve.

It will take many years to craft and implement sustainable solutions. The longer we delay action, the more likely we are to suffer a major setback and the more difficult the work will be to ensure our financial sustainability well into the future. However, working together closely as a community will help us balance our diverse aspirations with financial realities and prepares us for the future. Doing so is also a promising opportunity to align expectations, build strong and productive partnerships, develop lasting trust, and draw our community closer together as we chart a course to a better future for all.

Vision, Desired Outcomes, and Purpose of This Work

While every individual's vision for the future may be different, the general vision for this work is for the sustained, efficient, fair, and affordable provision of basic infrastructure and services that underpin a healthy natural environment, meaningful economic development, and a high quality of life for residents. Put another way, the work aims to carefully balance the community's overall needs for services that deliver important outcomes with our ability to generate corresponding revenues over the long-term.

The vision and outcomes require thoughtful, deliberate, proactive, and courageous collaboration and decision-making by the City Council and the community at large. Solving for the future our community wants also means a systems-approach to solve for the whole instead of individual pieces; this is represented by interconnected intervention packages and recommended actions described in Section IV below. It is meant to weave together core service needs for a functioning and effective city government alongside specific community-identified funding priorities of housing, streets, and parks.

The specific outcome of this Financial Sustainability Initiative effort is a 10+ year implementation strategy meant to ensure:

- Core services are sustained in order to provide a baseline level of service for an effective and functioning city government.
- Investment in housing to address the current housing crisis and improve housing attainability so that all income levels have access to quality, attainable housing.
- Investment in the street system is initiated in a preventative maintenance program and to claw back from lack of investment over the past 20+ years.
- Investment in the parks system to address a pool that needs to be replaced and improvement/development of parks and recreational facilities over the long term while sustaining maintenance of the facilities the City already is responsible for maintaining.
- Library operations are sustained at their current level of service.

While the actions proposed in this report would make positive progress in all these areas, they also fall short of achieving all the desired outcomes. Realizing financial sustainability needs to be an ongoing effort.

Financial Sustainability Task Force and Members

The City of Port Townsend established a four-member Financial Sustainability Task Force, appointed by the Mayor and Council through an application system, to assist the City with a review of the City's current financial position and to identify options for the future. The Task Force began its work at their first meeting on November 18, 2022. They have met six subsequent times, usually for 2-hour blocks and with deep review of significant materials in-between meetings. The Task Force also met jointly with the City Council on May 8, 2023, to discuss the work they had completed to date and to provide City Council a chance to ask questions and dialogue around findings to date. That meeting is not included in the graphic below.

Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023	June 2023	July 2023
1 Taskforce Meeting		2 Taskforce Meeting		3 Taskforce Meeting	4 Taskforce Meeting	5 Taskforce Meeting	6 Taskforce Meeting	
							★ Draft Report to Council	★ Final Report to Council

The Task Force has been working toward a recommendation of long-term financial sustainability options to City Council in mid-2023, represented by this report.

The Task Force has reviewed information and materials regarding municipal budgeting, the City’s current department budgets and service levels, community engagement, financial forecasting, priority initiatives, peer city comparisons, level of service considerations, revenue options and strategies, and evaluation criteria for funding strategies. A selection of those materials can be found in the Appendix (Section VI) and all meeting minutes, agendas, materials, and video recordings can be found at: <https://cityofpt.us/engagept/page/financial-sustainability-initiative>.

All the meetings have been open to the public. Public comment was available during all these meetings.

Members of the Financial Sustainability Task Force:

- Catharine Robinson
- Earll Murman
- John Nowak
- Rick Jahnke

Brief Descriptions of Services, Core Service Needs, and Areas of Priority

Services and Cost

The City of Port Townsend directly provides a number of important services to the community. The City also works in partnership with other agencies who may play a more direct role in some service provision, as per below:

WHAT SERVICES DOES THE BUDGET PROVIDE FOR?

SERVICES PROVIDED BY THE CITY

- **Development Services:** Planning, permitting, inspections
- **General Government:** City management, legal services, finance, human resources, IT
- **Library:** Library services
- **Parks, Recreation & Community Services:** Park maintenance, recreational activities
- **Police:** Public safety services
- **Public Works:** Maintenance of physical infrastructure and transportation systems
- **Solid Waste:** Garbage and recycling services
- **Water/Sewer:** Drinking water, sewer treatment services

SERVICES PROVIDED BY JEFFERSON COUNTY

- **Assessor:** Assessment of real property
- **Economic Development:** Business attraction and retention
- **Emergency Management:** Disaster planning, mitigation, and recovery
- **Environmental Public Health:** Water quality maintenance, preservation of open space, per-mitting of waste systems
- **Municipal Court:** Processing of cases and collection of fines
- **Public Health:** Communicable disease management, family health services

SERVICES PROVIDED BY OTHER ENTITIES

- **Electricity** (via Jefferson County PUD)
- **Fire prevention and emergency response** (via East Jefferson Fire and Rescue)
- **K-12 education** (via Port Townsend School District)
- **Port maintenance** (via Port of Port Townsend)
- **Public transit** (via Jefferson Transit Authority)
- **911 services** (via [JeffCom](#))

A few key examples of services provided by the City are above. This is not an exhaustive list. The following provides the next layer of deeper detail – but is also not an exhaustive list:

Deliver on critical operations, ongoing statutory responsibilities, and core City functions

- | | |
|---|---|
| <ul style="list-style-type: none"> • Legal services • Insurance and risk management • Records management • Responding to public records requests • Public meetings • Training of elected members, staff and volunteers • Liaison with Councilmembers and stewardship of political decision-making • Community leadership and partnership with other agencies and organizations • Workplan and budget development; integration and oversight of City operations • Compliance with internal and external policies, regulations and requirements • Coaching, mentoring and performance evaluation of employees • Special projects, communication, engagement and advocacy • Code compliance • Permitting review and approval • Building inspections • Current planning • Long-range planning • Recruitment, including development of a recruitment strategy • Union contract negotiations • Retention, including a retention strategy and employee recognition program • Performance evaluation • Employee engagement, engagement survey and manager follow up • Coaching, mentoring and training programs • Internal HR-related policy development, application and evaluation • Facilities management, oversight, property management, rentals and event permitting • City Volunteer Program, including adopt-a-trail, adopt-a-park and Library/Police volunteers • Budgets and financial reporting • Forecasting and financial analysis | <ul style="list-style-type: none"> • Utility billing and cashing for variety of City services • Annual reporting and municipal audits • Business license compliance and business and occupation tax reporting • Purchasing administration and accounts payable • Payroll • Information Technology – including network security and user support • Books & material circulation including curbside delivery, databases, e-books and e-audiobooks, children's web resources, grab bags, interlibrary loan • Programs and events, including virtual programming, youth programming and adult programming • Staff response to patron requests and associated services • Access to technology • Emergency response • Patrol, investigation • Special events • Emergency preparedness • Records requests • Training • Policy development and refinement • Street maintenance, operations and programming • Stormwater operation and maintenance • Wastewater collections and treatment and compost • Management of trash collection and recycling • Drinking water treatment and distribution • Engineering, major capital projects • Development review for infrastructure extension • Right of way management including urban forestry • Fleet operations, maintenance, and replacement • Management of parks and trails systems |
|---|---|

This table illustrates a range of everyday operations necessary to keep our city functioning

The cost of city services broken down by department is below. Note that the utilities/enterprise funds like water and wastewater are not included since they are required to be separate self-sustaining budgets based on rates:

THE COST OF CITY SERVICES

Primary Services: 2023 Budget



Finally, given local, regional, statewide and federal complexities, it is no wonder that funding sources and recipient services are often misunderstood. For instance, only 11% of local (Port Townsend) sales tax revenue and 16% of property tax revenue go directly to the City of Port Townsend. A range of other regional municipalities as well as the State of Washington receive the remaining majority of sales and property tax funding generated locally in Port Townsend.



Percentage of locally-generated sales tax revenue by recipient

This means that those services provided above are not funded to the degree that many in our community believe they are, which often creates a mismatch in community expectations with ability to provide services based on revenue.



Percentage of locally-generated property tax revenue by recipient. Note that 49% schools reflects 28% for state, 21% local.

Core Services

Core services are fundamental to a functioning city. They include attending to critical operations, ongoing statutory responsibilities, and core functions that individuals, businesses, and organizations rely on to survive and thrive. For instance, City provides for public health and safety through necessary infrastructure for safe transportation. The City provides community policing to ensure an environment where community members can safely engage in day-to-day activities. The City supports a public library that provides community programming, services and safe places for everyone. Planning and Community Development provides planning, permitting and inspections for needed housing services. All core services are managed through the general government of the City. The City also provides for public health and safety through necessary infrastructure like water and sewer systems and solid waste removal. These systems are required to be self-sustaining through rates, so we are not considering them as core services as part of this work.

Core services also underpin the success of all city departments and all other city initiatives. Simply put, without core services, all other initiatives and services suddenly or eventually fail. For instance, the City relies on functioning buildings and facilities – from the carpet to the roof – to ensure other services, from police to permitting, can be provided. Historically, the City has not funded repair and replacement of key building systems like replacement of roofs, HVAC systems, painting, elevators, and carpets. Therefore, facilities needs arise as large surprise cost items every 20 years or so and either require emergency funding or further deferral, often to the point of failure and subsequent disruption of the other systems under the same roof that rely on those core services. Other examples of core service needs where deferral may create significant risk or disruption from failure include cybersecurity and IT systems, fleet, financial audits, public records management, human resource management, and union agreements.

Housing

Housing is vital to community prosperity. Multiple types of housing at many different affordability levels was historically key to sustaining a healthy workforce contributing to the City’s growth. However, over time increasingly restrictive zoning practices in conjunction with inflation, high labor costs, and the 2008 recession has limited housing with trends towards larger market rate units. The City’s population has only grown to 10,000 people even though the pre-platted historic lots in the City were designed for more than 20,000 people.

Housing uniquely generates revenue in the form of property taxes, construction tax, and real estate excise taxes, and occupants contribute sales tax. However, there is little revenue from the City to reinvest or subsidize missing middle “attainable” housing, which the City defines as affordable to those earning between 80-200% Area Median Income (AMI). Adding more housing in a dense urban pattern can help reduce utility costs for ratepayers. The City has a minimal source of money, \$250,000 annually, generated from 0.1% of sales tax that helps fund affordable housing and homeless housing programs targeting those earning less than 80% of area median income for a family of four. The funding is pooled with money from Jefferson County and allocated through a Housing Fund Board grant program and is insufficient to meet City affordable housing unit targets. There is no other dedicated revenue source to support housing and the infrastructure (streets, sewer, water line extension) needed for construction, particularly funding to help construct missing middle “attainable” housing. Several tools described in this report as well as the white paper *Exploration of Strategies for Supporting Infill and Affordable Housing Related to Infrastructure Development* (link to draft report in the Appendix, Section VI) could provide more funding such as an infill affordability strategy that links zoning reform (already in progress) to in lieu density fee payments, which charge a fee for homes that do not meet minimum density used to pay for middle housing infrastructure. The revenue source would need to subsidize fee payment for affordable and middle housing, which would require a budget of \$1.78 million annually assuming \$30,000 in fees waived per eligible unit.

The actual number of units that are supported will depend on the revenue and the amount of subsidy needed per unit. As a program develops, success will depend on the City’s ability to generate revenue to meet the demands associated with the number of units requesting support. The primary method for the City to provide this support is through the development of infrastructure, which is often lacking and a fundamental requirement for the development of housing. In addition to supporting the development of attainable units through subsidizing infrastructure, a second key housing strategy is to support housing through the development of land. It is estimated that direct reoccurring investment in preparing City property for neighborhood development such as the 150-unit neighborhood the City is planning for Evans

Vista would require an enhanced budget of \$442,000 per year. By supporting housing growth in a carefully planned manner, the City can balance the development of private attainable housing to support middle income and wage earner households and further support public or non-profit owned affordable housing. This balance of providing diverse affordability options also impacts tax revenues since most social housing is exempt from property tax. All housing provides the benefit of construction sales tax; however, the main source of revenue to support housing likely comes in the form of fees. A common objective for all housing is to prioritize density in order to reduce the overall tax and utility rate burden for the entire community in an effort to facilitate a more sustainable future.

Streets

The City is developing a Comprehensive Streets Program in response to the rapid deterioration of the 81 miles of City-maintained streets. The current investment in streets of \$1.2 million per year does not include funds for preservation and repair of street surfaces or funds for matching grants. This pattern of deficient investment has resulted in increasing debt and many streets falling into a state of disrepair that requires complete and costly reconstruction. The City Council Infrastructure and Development Committee reviewed options for street investments including a no-net loss alternative where an additional investment of \$750,000 per year maintains what we have but does not make improvements to the streets that are in disrepair. The Infrastructure and Development Committee's preliminary evaluations recommends increasing street investments by \$1.5 million per year to a total of \$2.7 million per year to claw back the condition of city streets to a state of good repair. This claw back period is likely on the order of 30 years of sustained investment.

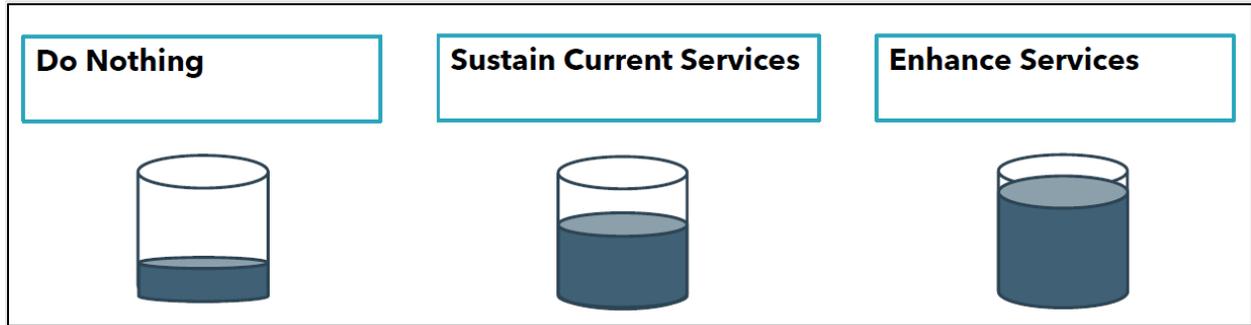
Parks

Port Townsend's parks, recreation, and trail system are consistently cited by residents as integral to maintaining and enjoying a healthy lifestyle. The City manages 190 acres of publicly owned land, maintains and contracts operations for an old pool nearing the end of its life, hosts a nature park, maintains two dog parks and 33 miles of public trails, contracts operations for a 9-hole community golf course, hosts the pickleball club with five permanent and more temporary courts, and enjoys a great collaboration with Jefferson County Parks and Recreation. This is done on a minimal budget, about one-third of the nationwide median for communities the size of Port Townsend. The City does not have dedicated funding for parks and recreation. The general fund budget currently maintains all our parks and recreation assets along with police, streets, and city administration. Funding in this manner is never guaranteed and must be approved annually by City Council. Approximately \$1 million is spent currently to maintain what we have, contract the pool and golf course operations, and work to keep our parks open. A budget of approximately \$3 million would keep parks and playgrounds open, establish a capital program to take care of deferred maintenance and replacements of tired assets. A budget of about \$4.5 million would be required to establish a Parks Department dedicated to maintaining and enhancing the current level of service, including replacement of the current Mountain View pool.

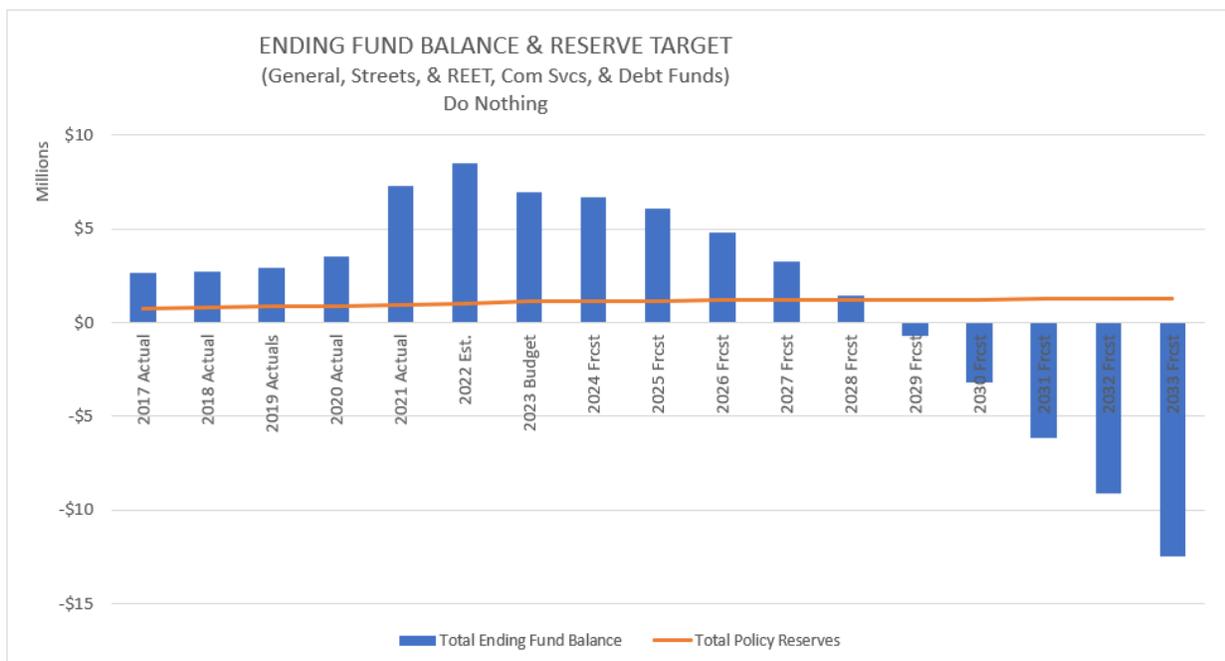
Level of Service

While nearly infinite interrelated choices exist to move forward in some way with financial sustainability, there are three most basic scenarios for how to move forward. Each scenario is a pathway with particular

impacts to our community, both in the short and long-term. Each pathway results in a level of service for those services and needs requested and required by our community, as described above.



The first pathway is to do nothing. This means no new revenue and reductions of current service levels since current funding does not keep pace with inflation and costs. While the City is required by state law to balance a budget each year, under the *do-nothing* scenario, the current service level would drop significantly by 2029 as reserve funds would be utilized to plug the interim gaps (see chart below). This looks like a “fiscal cliff.” It means things like significant service cuts, cuts to hours, and cessation of certain functions currently provided by the City. The City has previously made such service level reductions to balance the budget. As an example of the *do-nothing* pathway, city streets would continue to deteriorate and become worse over a short time period. This is largely because revenues for streets fell significantly with the state initiatives of the late 1990s related to reduction of car tabs. While some cities have developed new revenue sources in order to avoid a *do-nothing* pathway, Port Townsend has not yet developed new revenue sources for streets.



The second pathway is to sustain current services. This means “no net loss” of current services and yet still requires an increase in investments to keep service levels constant. It likely means no new services, but also no “fiscal cliff” compared to the *do-nothing* pathway above. This pathway requires efficiencies, as do all of them. Using the streets example, decay of city streets would slow and then mostly stop with sustained investment, but they would not become better than they are today. This “sustain” pathway for streets would require approximately \$750,000 of new annual investment. At the City-wide scale, sustaining current services would require an additional investment of approximately \$4.8m above current funding levels across all general government functions.

The third pathway is to enhance services. While efficiency continues to remain important and necessary and there are trade-offs between desired services, new revenue allows for enhancement of services. Increasing investments above the sustain services level allows the community to realize the vision that the community desires. Using the streets example again, city streets would gradually improve over time, eventually leading to a system-wide improvement over the coming decades. The approximate investment beyond current levels to enhance streets is estimated to be \$1.5m. Enhancing all general government services results in an increase of \$10.6m in revenue above the current funding levels. Overall, the enhancement of services has been quantified by community feedback through development of a Comprehensive Streets Program, exploration of housing initiatives, and evaluation of parks improvements such as the Healthier Together initiative for a new pool, and the Envision the Golf Course discussion.

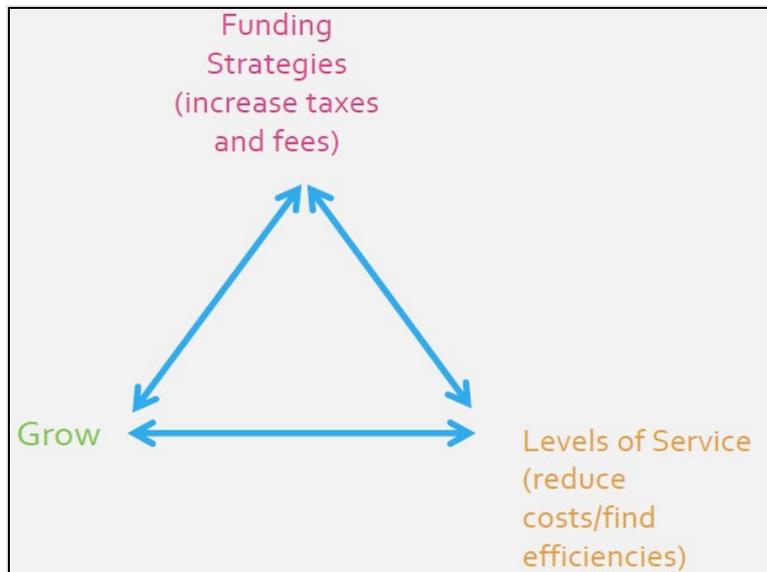
The following table illustrates approximations for various functions of general government. The three columns of the table illustrate current investment levels, the level of investment to sustain services, and the level of investment needed to enhance services. These figures are expressed in totals with the delta provided at the bottom of the table.

The estimates in this table quantify the level of revenues needed for the three scenarios; Section IV identifies strategies to generate those needed revenues. The numbers do not necessarily match exactly for a few reasons worth mentioning. First, there are insufficient revenue tools to achieve desired outcomes. Also, strategies are developed over a 10-year timeframe with the goal of maintaining ending fund balance. Finally, the estimates in the table correspond to a snapshot in time in today’s dollars.

	Bucket		
	Do Nothing	No net Loss	Enhance Services
Funding Description	Current Inv.	Inc. Inv.	Inc. Inv.
Level of Service Impacts	Lower	Sustain	Increase
General Fund			
Police	\$ 4,213,400	\$ 4,213,400	\$ 4,463,400
Finance / Inf. Technology	\$ 1,047,215	\$ 1,047,215	\$ 1,207,215
Legal/Clerk/Records	\$ 989,543	\$ 989,543	\$ 1,150,000
City Manager/City Council/Communications	\$ 393,000	\$ 393,000	\$ 658,000
Human Resources	\$ 475,072	\$ 475,072	\$ 510,072
Planning and Community Development	\$ 1,550,000	\$ 1,550,000	\$ 1,680,000
Fleet Replacement (Police, Parks, Eng., Admin, Fac.)	\$ -	\$ 264,000	\$ 394,600
Facilities Repair and Replacement	\$ -	\$ 395,492	\$ 612,977
Pool	\$ 400,000	\$ 2,650,000	\$ 3,850,000
Parks	\$ 600,000	\$ 890,000	\$ 1,365,000
Streets	\$ 1,200,000	\$ 1,950,000	\$ 2,700,000
Library	\$ -	\$ 300,000	\$ 450,000
Debt Service	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000
Housing direct investment	\$ 62,000	\$ 442,000	\$ 442,000
Attainable Housing Incentive Program - Rev. Source Impact fees and/or fee in lieu	\$ 40,000	\$ 100,000	\$ 1,780,000
Parking Management and Event Management	\$ 101,000	\$ 150,000	\$ 300,000
GIS programs (general fund services)	\$ 30,000	\$ 100,000	\$ 130,000
Total	\$ 12,801,230	\$ 17,609,722	\$ 23,393,264
Increase in Revenue	\$ -	\$ 4,808,492	\$ 10,592,034

Options and Balance

The three basic options above can also be considered as balanced trade-offs between three concepts: growth, funding strategies, and level of service. Efficiency plays an important role in each. For the second (sustain current services) and third (enhance services) pathways, if new funding strategies are not pursued, the options are for a community to focus on growth. Reduction of costs will be required in terms of level service cuts.



Reducing costs through efficiencies is required in all three basic concepts. If new funding strategies are not pursued, then growth is the only way to maintain or enhance level of service.

While the Task Force and this report do not take a direct stance on the current state and federal tax policy or on growth, for better or worse, it is a growth-based tax system and growth is likely to happen whether we direct it, plan it, or not. Thus, it often requires non-tax (growth) policies to achieve desired outcomes.

Efficiencies

Finding efficiencies is a critical element for any pathway forward. Not only does the landscape of service provision continually change – demanding an ability to anticipate change and adapt accordingly – but delivering value to our community simply requires a mindset of continual quality and process improvement. To those ends, a few examples of City efficiencies in the past few years:

- Contracting for pool services
- Enhanced volunteer programs for parks and other areas in the city
- Online permitting
- Public Experience Liaisons and new City Hall front counter
- On-call permitting services
- Change to mowing
- Lean thinking
- Electronic City Council and Advisory Board materials
- Updated financial software and electronic payment options

The need for efficiencies is eternal; the above list only denotes an ongoing challenge, commitment, and efforts to gain efficiencies and make best use of existing and future resources.

Criteria

The Task Force used six general criteria to evaluate a set of tax and non-tax revenue options. Those criteria included:

- **Magnitude.** How much net revenue could this option generate?
- **Growth:** How is this revenue source expected to grow or decline in the future?
- **Stability:** How stable is this revenue source?
- **Equity:** How much does the revenue option align the burden of who pays with who benefits?
- **Political feasibility:** How politically feasible is the option?
- **Restrictions/Alignment with needs:** What can the revenue be used for? Can it meet the City's needs?

As an exercise to help bolster the conversation and discussion, the Task Force used the criteria to evaluate and score options. The tax and non-tax revenue options can be found in the Appendix (Section VI).

IV. Packages/Options/Recommendations

After review of copious materials, robust discussions, and applying criteria to various choices, the Task Force has concluded that doing nothing is not an option. Thus, the following are two packages of inter-related and interdependent tax and non-tax options to A) sustain current services and B) enhance services. To date, a suitable combination of strategies has not yet been identified that is fully able to meet the funding requirements of each package, particularly the higher requirements of the enhance services package.

Note that the numerical values of funding options below do not directly correspond with the needs identified in the table on page 18 given financial strategies must be evaluated over a multi-year period, are implemented over time, and are reflective of market conditions (particularly for the growth-related strategies). Also note that actual revenue packages and timelines need to be reconciled with implementation schedule, so implementation dates are currently estimates and may need to be spread out over several years.

Package A: Sustain Current Services

A1: Core Services

Long-term general government (core services) are reliant on economic development strategies to increase revenues in excess of inflation for financial sustainability. These include support of diverse commercial growth as well as a possible future annexation of Glen Cove. Proposed strategies also include the implementation of a parking management program, increasing the utility tax an additional 2% above the current 2023 rate, and utilizing the banked capacity revenue. Even with these proposed strategies, the City will not be able to sustain current services beyond 2030.

Revenue Option	Annual Amount	Note/Timeline
Banked Capacity	\$900k	Est. to begin in 2024; unrestricted use
Utility Tax-Councilmanic ¹	\$152k	Raise to 24% effective rate (includes continuing 2% at 100% to Parks); Est. to begin 2024
Diverse Commercial Growth	\$50k - \$610k	Est. to begin in 2025; grows considerably with commercial development
Planning-Fees for Services	\$100k	Est. to begin in 2025
Parking Management Program	\$150k net	Est. to begin in 2025
Infill Development Strategy	\$95k	Est. to begin in 2025
Multi-family development- Sales Tax add # of units	\$76k	Est. to begin in 2025
Multi-family development- Property Tax add # of units	\$7k	Est. to begin in 2025
Glen Cove Annexation ²	\$680k	Est. to begin in 2030
Total Revenue Options	\$2.21m - \$2.77m	

¹ The 2024 sunset on 2% utility tax is dedicated to the general fund per municipal code. Historically, this tax has been dedicated to parks maintenance. Reinstating this tax would continue to allow for the Council to choose to invest in parks maintenance.

² For more on Glen Cove Annexation, see Housing Non-Revenue Options in Section VI Appendix, page 32.

A2: Comprehensive Streets

A comprehensive streets program requires identifying a new revenue source in order to begin the process of rebuilding our street infrastructure. Proposed strategies include implementing a Transportation Benefit District funded through sales tax. Additional strategies include Fees for Services, Fee in lieu or Impact Fees and Real Estate Excise Tax (REET) for federal or state grants. With this funding package, the City would be able to meet the financial objective to sustain current services.

Revenue Option	Annual Amount	Note/Timeline
Transportation Benefit District (TBD) Sales Tax 0.1%	\$225k	Councilmanic Est. to begin January 1, 2024
Transportation Benefit District (TBD) Sales Tax 0.2%	\$550k	Voted Est. to begin April 1, 2024
Fees for Service (Permit fees)	\$85k	Est. to begin in 2024
Fee in lieu of or Impact Fees	\$100k	Est. to begin in 2024
Real Estate Excise Tax (REET) ¹	\$100k	Est. to begin in 2025; For federal or state grant match
Total Revenue Options	\$1.06m	

¹ Allocation of existing REET revenues

A3: Parks

Long-term operations of the Parks and Trails system rely on general government revenues. Additional proposed revenues include reinstatement of the historically dedicated 2% Utility Tax for Parks, creating Impact Fees and establishing a Parks Foundation that would encourage legacy donations as well as public / private partnerships. With these additional funding options, the City's parks and trails will remain reliant on general government revenues and are not able to sustain current services independently. This scenario does not anticipate any investment or change in current operations of the golf course.

Revenue Option	Annual Amount	Note/Timeline
Utility Tax-Councilmanic ¹	\$152k	Reinstate 2% Utility Tax set to expire December 31, 2023
Parks Foundation	\$100k	Est. to begin in 2024 (currently under evaluation)
Park Impact Fees	\$100k	Est. to begin in 2024
Total Revenue Options	\$352k	

¹ The 2024 sunset on 2% utility tax is dedicated to the general fund per municipal code. Historically, this tax has been dedicated to parks maintenance. Reinstating this tax would continue to allow for the Council to choose to invest in parks maintenance.

A4: Pool

The Mountain View pool is beyond its useful life and will require the full support of the community and region to establish a new funding source to replace the existing pool, or the pool will likely close within 5 years. With this funding option, the City and partners would be able to build and sustain a pool similar to the existing pool. The proposed strategy is to establish a Metropolitan Parks District (MPD) through an additional property tax levy. Other proposed revenues include establishing Fees for Services. Since the current pool has serious layout and configuration shortcomings and would cost an estimated \$25 million, this option is not being seriously considered and would likely result in pool closure.

Revenue Option	Annual Amount	Note/Timeline
Metropolitan Parks District (MPD) (.70 per 1000) City only ¹	\$1.8m	Voted Est. to begin in 2025
Fees for Services ²	\$450k	Est. to begin in 2025
Total Revenue Options	\$2.25m	

¹ Assumes \$6 million in grants which may not be competitive for the existing pool configuration.

² In addition to current investment of \$400k.

A5: Affordable Housing

Developing a program for Affordable Housing requires establishing new revenue sources and policies dedicated to the creation of both affordable and attainable housing. Proposed strategies include the creation of In Lieu Fees (at \$5,000/unit) for housing units above an affordable rate, obtaining affordable housing grants and the sale of City property to provide a direct investment in housing. The sale of City property is a limited resource as it is dependent on available land inventory. These proposed resources do not adequately provide for the level of housing required to sustain the City’s workforce housing needs.

Revenue Option	Annual Amount	Note/Timeline
In Lieu fees (\$5,000 per unit for above market units)	\$150k	Est. to begin in 2025
Sale of property – to support direct investment in housing ¹	\$250k	Est. to begin in 2025 Limited City resource, dependent upon available land inventory
Affordable Housing Grants	\$250k	Est. to begin in 2026
Total Revenue Options	\$650k	

¹ Estimated \$2m total available, \$250k annualized until all property is sold

A6: Library Operations

Long-term library operations are reliant on general property tax revenues as the primary revenue source to sustain services. Strategies are limited to increase revenues that keep pace with inflation for financial sustainability. The current levy lid lift has not kept up with inflation as of 2023, so an additional levy lid lift or revenue will need to be considered in 2026 to maintain current level of service.

Revenue Option	Annual Amount	Note/Timeline
Levy Lid Lift (.10 per 1,000) City Only	\$260k	Voted Est. to begin in 2027
Glen Cove Annexation	\$13k	Est. to begin in 2030
Total Revenue Options	\$273k	

Package B: Enhance Services

B1: Core Services

Long-term general government (core services) are reliant on economic development strategies in both packages to increase revenues in excess of inflation for financial sustainability. These include support of diverse commercial growth as well as a possible future annexation of Glen Cove. Proposed strategies also include the implementation of a parking management program, increasing the utility tax an additional 2% above the current 2023, and utilizing the banked capacity revenue. Even with these proposed strategies, the City will not be able to sustain or enhance current services beyond 2030. The inability to enhance core services in the General Government, has an impact on the ability of City to succeed in other key initiatives. For example, enhanced services include increased involvement in working in the State and Federal legislative agendas. Enhanced services include increased investment in planning services which is necessary to achieve the growth strategies. Parking management is also a key community concern under core services which can be implemented but may not provide additional revenue depending on the level of parking fees. Finally, the biggest risk to the City financial sustainability relies on recruiting and retaining quality staff in a labor market that is particularly challenging. The inflationary pressures on these core services make a constant challenge for the City to sustain the core services the community relies upon.

Revenue Option	Annual Amount	Note/Timeline
Banked Capacity	\$900k	Est. to begin in 2024; unrestricted use
Diverse Commercial Growth	\$50k - \$610k	Est. to begin in 2025; grows considerably with commercial development
Planning-Fees for Services	\$100k	Est. to begin in 2025
Parking Management Program	\$150k net	Est. to begin in 2025
Utility Tax-Councilmanic ¹	\$152k	Raise to 24% effective rate (includes continuing 2% at 100% for Parks); Est. to begin 2024
Infill Development Strategy	\$95k	Est. to begin in 2025
Multi-family development–Sales Tax	\$76k	Est. to begin in 2025
Multi-family development-Property Tax	\$7k	Est. to begin in 2025
Glen Cove Annexation ²	\$680k	Est. to begin in 2030
Total Revenue Options	\$2.21m - \$2.77m	

¹ The 2024 sunset on 2% utility tax is dedicated to the general fund per municipal code. Historically, this tax has been dedicated to parks maintenance. Reinstating this tax would continue to allow for the Council to choose to invest in parks maintenance.

² For more on Glen Cove Annexation, see Housing Non-Revenue Options in Section VI Appendix, page 32.

B2: Comprehensive Streets

A comprehensive streets program requires identifying a new revenue source in order to begin the process of rebuilding our street infrastructure. Proposed strategies include implementing a Transportation Benefit District funded through sales tax. Additional strategies include Fees for Services, Fee in lieu or Impact Fees, Real Estate Excise Tax (REET) for federal or state grants, and Lodging Tax. Even with this funding package,

the City would not yet be able to fully meet the financial objective to enhance current services. The City Council Infrastructure and Development Committee recommended seeking revenue increases totaling \$1,500,000 to achieve the outcomes desired in the Comprehensive Streets Program. Given the shortfall in core governmental services and other demands for parks, this objective falls short as shown below. The only options remaining to increase revenues for streets are a voted levy or an increase in utility tax which conflicts with some of the other funding strategies and may exceed the overall tax burden that the community is willing to pay. This investment level is a good starting point to make a difference in the City street system. A follow up revenue increase after 5 years of implementation may be a community desire.

Revenue Option	Annual Amount	Note/Timeline
Transportation Benefit District (TBD) Sales Tax 0.1%	\$225k	Councilmanic Est. to begin January 1, 2024
Transportation Benefit District (TBD) Sales Tax 0.2%	\$550k	Voted Est. to begin April 1, 2024
Fees for Service (Permit fees)	\$85k	Est. to begin in 2024
Fee in lieu of or Impact Fees	\$100k	Est. to begin in 2024
Lodging Tax	\$20k	For Place Making/Tourism Est. to begin in 2024
Real Estate Excise Tax (REET) ¹	\$100k	Est. to begin in 2025; For grant match
Total Revenue Options	\$1.08m	

¹ Allocation of existing REET revenues

B3: Parks

Long-term operations of the Parks and Trails system rely on general government revenues. Additional proposed revenues include reinstatement of the dedicated 2% utility tax for parks, creating impact fees, using Real Estate Excise Tax (REET) and establishing a Parks Foundation that would encourage legacy donations as well as public / private partnerships. With these additional funding options, the City's parks, trails, and recreational facilities will remain reliant on general government revenues and are not able to sustain current services independently. The only options remaining to increase revenues for parks are a voted levy or an increase in utility tax which is in conflict with some of the other funding strategies and may exceed the overall tax burden that the community is willing to pay. In particular, if an MPD is accepted by the community for a pool, a property tax levy for Parks may not be accepted by the community. Long term, if there is an MPD for the pool, parks maintenance and improvements could be wrapped into a larger regional MPD which includes combination of City and County Parks. This scenario anticipates gradual investment through RCO grants (with City match) in the future design and operations of the golf course.

Revenue Option	Annual Amount	Note/Timeline
Utility Tax-Councilmanic ¹	\$152k	Reinstate 2% Utility Tax set to expire December 31, 2023
Parks Foundation	\$100k	Est. to begin in 2024
Park Impact Fees	\$100k	Est. to begin in 2024
Real Estate Excise Tax (REET)	\$100k	Est. to begin in 2025; For grant match
Total Revenue Options	\$452k	

¹ The 2024 sunset on 2% utility tax is dedicated to the general fund per municipal code. Historically, this tax has been dedicated to parks maintenance. Reinstating this tax would continue to allow for the Council to choose to invest in parks maintenance.

B4: Pool

The Mountain View pool is beyond its useful life and will require the full support of the community and region to establish a new funding source to replace the existing pool, or the pool will likely close within 5 years. With this funding option, the City and partners would be able to build and sustain a pool with enhancements to the existing pool (e.g., regulation length lanes, two tanks for recreation and competition) but not the full build-out scenario with gym, physical therapy, and classrooms. The proposed strategy is to establish a regional Metropolitan Parks District (MPD) through an additional property tax levy. The regional MPD under consideration would include the Tri-area, Marrowstone Island, Cape George, and Kala Point. Other proposed revenues include establishing Fees for Services. The cost estimate for an enhanced pool is \$37 million, assuming \$7 million in grants results in financing of \$30 million over a 20 period. A newer and larger facility will also require an estimated \$890,000 per year to operate. This option recommends increasing fees comparable to other neighboring city pools resulting in fee revenue increase of \$450,000 per year. Under MPD rules, the City is required to continue its current investment of about \$400,000 per year.

The proposed structure will be built with a minimum life of 50 years. The proposed debt will cease in 20 years, which will then follow with normal long-term maintenance for sustaining the structure.

Revenue Option	Annual Amount	Note/Timeline
Metropolitan Parks District (MPD) (.42 per 1,000) Regional District	\$3.0M	Voted Est. to begin in 2025
Fees for Services	\$450k	Est. to begin in 2025
Total Revenue Options	\$3.45M	

B5: Affordable Housing

Developing a program for Affordable Housing requires establishing new revenue sources and policies dedicated to the creation of both affordable and attainable housing. Proposed strategies include the creation of significant In Lieu Fees (greater than the sustain package at \$50,000/unit) for housing units above market rate, obtaining affordable housing grants and the sale of City property to provide a direct investment in housing. The sale of City property is a limited resource as it is dependent on available land inventory. These proposed resources do not adequately provide for the level of housing required to sustain or enhance the City’s workforce housing needs. This challenge will be a specific focus of the 2025 Comprehensive Update, an effort that is being prepared for now.

Revenue Option	Annual Amount	Note
In Lieu fees (\$50,000 per unit for above market units)	\$1.5m	Est. to begin in 2025
Sale of property – to support direct investment in housing ¹	\$500k	Est. to begin in 2025 Limited City resource, dependent upon available land inventory
Affordable Housing Grants	\$500k	Est. to begin in 2026
Total Revenue Options	\$2.5m	

¹ Estimated \$2m total available, \$250k annualized until all property is sold

B6: Library Operations

Long term Library Operations are reliant on general property tax revenues as the primary revenue source to sustain services or to provide increased level of services or programs. Strategies are limited to increase revenues that keep pace with inflation for financial sustainability. The current levy lid lift has not kept up with inflation as of 2023, so an additional levy lid lift or revenue will need to be considered in 2027 to maintain and enhance levels of service.

Revenue Option	Annual Amount	Note/Timeline
Levy Lid Lift (.20 per 1,000) City Only	\$520k	Voted Est. to begin in 2027
Glen Cove Annexation	\$13k	Est. to begin in 2030
Total Revenue Options	\$533k	

V. Conclusion/Next Steps

Like many communities, Port Townsend faces serious challenges in funding the services the community desires as well as performing the base or core levels of government. This report underscores this challenge. Unlike many communities, Port Townsend has a number of unique features that make it different from other comparably sized communities. These unique differences compel us to evaluate our assets and use our strengths to grow in a way that honors community values, creates financial sustainability, and delivers lasting value to current and future generations.

The process of performing a financial sustainability analysis is an iterative effort of balancing community values, regulations around funding, changes and needs in a more than local context, and evaluation of levels of service. This iterative process of working with the Financial Sustainability Taskforce, the public, and in coordination many other community initiatives also creates a learning opportunity. Key takeaways from this learning opportunity include the following:

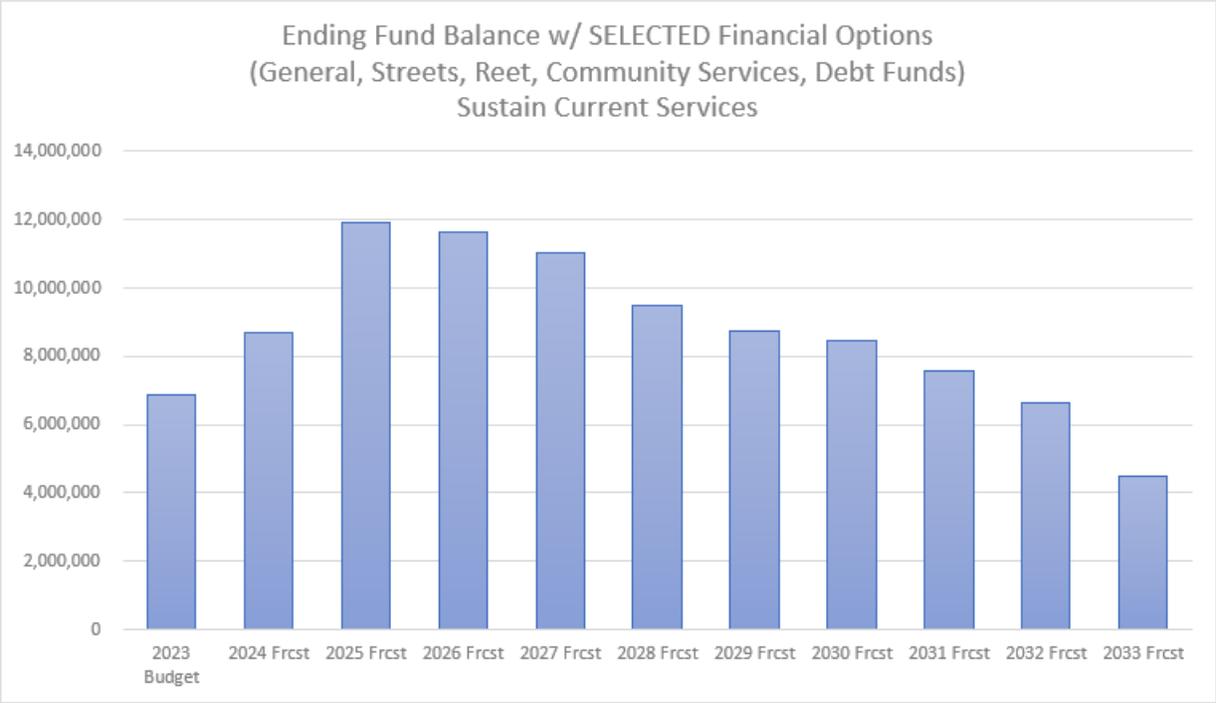
- *The challenge of maintaining revenues to keep up with inflation is continuous.* This places local governments in the position of continuous financial challenge.
- *The tax and revenue systems in place for local government (as authorized by Washington State) are heavily reliant on growth.* Growth is the only way communities can remain financially sustainable over the long run in the current system.
- *The City's land base is the basis for revenue generation.* Currently, 50% of the land in Port Townsend is not subject to property tax. Much of this land is in the form of right of way, open space, non-profit ownership, and governmental ownership.
- *Existing community debt burden may delay investments.* Some investments in enhancing services may have to wait until existing debt is paid off in 2035 and staggered with any remaining debt.
- *Efficient urban form may take more time to implement, but delivers more of a structural change that drives greater financial sustainability.* The pre-platted nature of the City resulted in a low density development pattern with substandard infrastructure. This results in a much higher tax burden per capita than cities developed in a more dense urban form. City tax structures, especially for streets, are not set up for rural development patterns.
- *A focus on economic development* is a key way to make long-term headway to a more financially sustainable community, resulting in greater housing density, greater commercial intensity, infill development, and annexing the Glen Cove area. The key to success in this arena is to seek out the desired economic development that fits Port Townsend rather than reacting to growth.

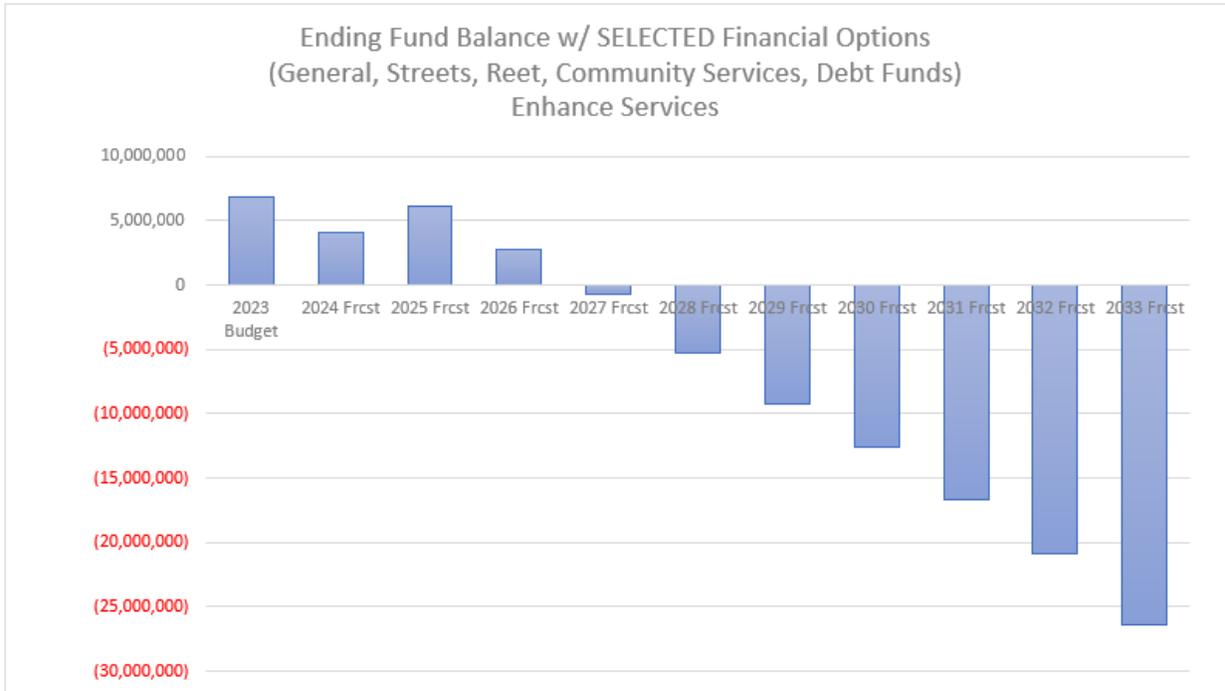
This report is a culmination of discussions and analysis addressing the key issues the City is facing. The analysis of sustainability of core governmental services, parks, pool, and streets resulted in an outcomes that limit the level of enhancements and struggles to sustain services in their current form. Following the general recommendations of this analysis will result in increased efficiency, targeted growth for sustainable outcomes, housing investment reform, and increased sales, property, and utility tax. The following table illustrates the estimated resulting tax rates if all measures in this report were implemented. Many of these measures would be voted measures.

Resulting Tax Rates			
	Do Nothing	Sustain	Enhance
Sales Tax	9.1%	9.4%	9.4%
Property Tax City Rate ¹	\$1.45167/1,000	+ \$0.10/1,000	+ \$0.20/1,000
Property Tax MPD	---	+ \$0.70/1,000 (City only)	+ \$0.42/1,000 (City + Regional)
Utility Tax	20%	24%	24%

¹Banked capacity is accounted for in the do-nothing column even though it is allocated as revenue in sustain and enhance columns. See Definitions section on page 4 for additional information.

As outlined in the introduction, the ending fund balance chart under the *do-nothing* pathway shows the City financials falling off a cliff in the 2027-2028 timeline. This means that under the *do-nothing* scenario, service cuts would be required as early as 2026. If all the options for revenue are realized under the enhanced service pathway, the ending fund balance challenge comes sooner due to increased expenses without revenue. The challenges of sustaining and enhancing services desired by the community is illustrated in the charts below.





As a result of the reality our community faces, this report recommends City Council take action methodically over the next few years starting now. The key initial actions we recommend include:

- Re-instate 2% utility tax which sunsets at the end of 2023.
- Pursue a Transportation Benefit District (TBD) with the City Council adding 0.1% sales tax this fall and placing an additional 0.2% on the ballot for streets.
- Pursue a regional Metropolitan Parks District (MPD) to address replacement of the pool.
- Pursue economic development and planning implementation in the form of housing (especially multi-family), infill development, strategic commercial infill development, and start the process of considering annexation of Glen Cove in partnership with Jefferson County.

Many other smaller but also important steps and actions are included in this report that are recommended to be considered at the same time.

The timeline for implementation is on the 10-year horizon. The report illustrates an aggressive timeline recognizing certain items may move faster than others. The report is also a road map for the 2024 workplan/budget and beyond. Implementation of the strategies identified in this report requires diligence and persistence by the City and, most of all, requires community support. Prioritization of implementation is recommended based on desired outcomes either in the form of level of service for the public or in actual quantitative results such as number of multifamily units created.

It is increasingly clear that inaction will only put us further at risk and potentially jeopardize a more sustainable future for us all. But we believe our community is up for the challenge. We are a visionary, collaborative, and creative community – and we have the power to work together to choose the future we want – a future that is more stable, more sustainable, fairer, and better for us all.

VI. Appendix

Select Resources of Relevance

White Paper: *Exploration of Strategies for Supporting Infill and Affordable Housing Related to Infrastructure Development*

City staff produced a white paper that is related in particular to the housing component and briefly referenced in the report above. The draft white paper, dated May 3, 2023, and presented to the City Council Infrastructure and Development Committee, can be found here:

https://cityofpt.granicus.com/MetaViewer.php?view_id=4&clip_id=2663&meta_id=215676

Housing Initiatives

A general overview of City housing initiatives can be found here:

<https://cityofpt.us/engagept/page/housing>.

Streets Initiatives: Comprehensive Streets Program

A general overview of City streets initiatives, including the Comprehensive Streets Program, can be found here: <https://cityofpt.us/engagept/page/comprehensive-streets-program>.

Parks Initiatives: Healthier Together (Pool) and Envision the Golf Course/Mountain View

An overview of the Healthier Together (Pool) initiative can be found here:

<https://cityofpt.us/engagept/page/healthier-together>.

An overview of the Envision Port Townsend Golf Course and Mountain View Commons can be found here:

<https://cityofpt.us/engagept/page/envision-port-townsend-golf-course-and-mountain-view-commons>

Video Series

A new video series providing a brief overview of core services and the three priority areas of housing, streets, and parks can be found:

- On the City Facebook Page: <https://www.facebook.com/CityofPT>
- On the City YouTube Channel: <https://www.youtube.com/@CityofPortTownsend/videos>
- On the City website: <https://cityofpt.us/engagept/page/videos>

Select Tax and Non-Tax Revenue Options

General Purpose Tax Revenue Options

Revenue Options with Evaluation Criteria	Level of Service Impact	Estimated potential revenue	Growth potential	Sustainability	Equity	Political Feasibility	Alignment with Needs
General Purpose							
Property tax increase - temporary, permanent or limited purpose	Could fund no-net loss or enhancements	\$.50/\$1000 = \$900,000	Subject to 1% budgetary growth	Can be ongoing	Impacts all property owners	Requires voter approval	Can be used for any purpose
Water, Sewer & Stormwater Utility tax increases	Could fund no-net loss or enhancements	1% increase = \$76,000	Would grow as development grows	Current 22% rate eff to 12/2023; Jan 2024 reverts to 20% (\$152k reduction in revenue)	Impacts all utility users	Can be implemented without voter approval	Can be used for any purpose
Electric and Telephone	Could fund no-net loss or enhancements	1% = \$8,500	Would grow as development grows	Ongoing	Impacts all utility users	Requires voter approval	Can be used for any purpose
B&O Tax	Could fund no-net loss	Current rate 0.2%, maximum allowed	Would grow with increased economic development	Ongoing	Impacts all business owners	Already implemented	Can be used for any purpose
Parking fees	Allows implementation of a parking management program (assume 500 out of 1,000 stalls at 50% occupancy at \$5 per day)	\$312,500	Would grow with time and inflation	Self-sustaining	Impacts tourism. Concern over accessibility and upper story housing	Needs study, community buy-in, and council decision	Can be used for any purpose
User Fees	Fees must be attributed directly to a provider's service	TBD	Would grow with use	Ongoing	Impacts specific users	Can be implemented without voter approval	16

General Purpose Non-Tax Revenue Options

Options with Evaluation Criteria	Level of Service Impact	Estimated potential revenue	Growth potential	Sustainability	Equity	Political Feasibility	Alignment with Needs
General Purpose							
Charge lease rates for City Space at Mtn. View/City Hall	Could reduce the ability to provide subsidized services for public benefit	10,000 sf of leased space at \$15/year NNN, est. = \$150,000 per year. (SF is estimated and needs to be verified)	N/A	Stable	Current leased spaces do not pay rent for public benefit. The City subsidizes services like the food bank, historical society, YMCA.	Council decision	Current subsidy supports community
Increase reserve fund balance requirements.	Stabilizes City services	Addresses reduction of services and saves on unexpected infrastructure costs. Helps city weather recessions.	Investment pool	Improves sustainability. Recessions are prime times for government to build infrastructure instead of laying people off.	Equitable to employees and provides better services.	Council decision	Sustainable Services and Community
Re-instate Fleet Replacement Reserves with one time funds	Creates consistent funding for replacement of vehicles. Allows transition to electric fleet.	Saves one time unexpected expenses when equipment fails. Also saves maintenance costs for old vehicles	N/A	High sustainability strategy	Allows good year funding to be applied to community projects instead of fleet replacement		Sustainable Services and Community
Establish a Facilities Repair Reserve with one time funds	Creates consistent funding for maintenance of buildings such as roof replacements, carpet, painting, etc.	Saves one time unexpected expenses when building systems fail. Also saves unintended damage to buildings by staying ahead of repairs.	N/A	High sustainability strategy	Allows good year funding to be applied to community projects instead of building repairs	Council Decision	Sustainable Services and Community

General Purpose Non-Tax Revenue Options (continued)

Contract Engineering Services - Jefferson Co.	Loss of local control and tailored services for urban needs (i.e., non-motorized). Still requires management. Reduction in public process.	No savings to general fund because internal service fund. Could be more efficient, but may lose local control and public process associated with key features like non-motorized transportation. Also would require contract manager(s). Saves Overhead.	N/A	No guarantee of staffing given labor market	Concern over lack of attention for city specific problems	Council and County decision	Operational and may not be strategic. May have misalignment between urban and rural goals.
Contract Planning Services - Jefferson Co.	Loss of local control and tailored services for urban needs (i.e., non-motorized). Still requires management. Reduction in public process.	Savings undetermined. Not likely a cost saving unless programs like historic preservation are eliminated. Saves overhead	N/A	No guarantee of staffing given labor market	Concern over lack of attention for city specific problems	Council and County decision	Operational and may not be strategic. May have misalignment between urban and rural goals.
Contract Police Services - Jefferson Co.	Rural versus urban policing	Savings undetermined. Requires analysis. Saves overhead, equipment, and other potential efficiencies.	N/A	No guarantee of staffing given labor market	Concern over lack of attention for city specific problems	Council and County decision	Operational and may not be strategic. May have misalignment between urban and rural goals.
Contract Library Services - Jefferson County Library	Delamarter report, considered the annexation of PT Library to Jefferson County Library (November 2001)	No savings determined. Would result in a revenue/expense gap of est. \$400k + annually based on taxing authority. Currently, no general fund subsidy of the library. In the future, may require general fund contribution due to inflation.	N/A	Sustainable for the City finances. May not be sustainable for library services.	Maintains access for everyone.	Council and Jefferson County Library decision	Current Structure (CLEO Cooperative Libraries of Eastern Olympics) aligns the needs of City and County by working together to make seamless services for community
Contract Park Services - Jefferson Co.	Absent creating a metro parks district, could create efficiency of service.	Savings could result in no increase in operational costs. Assume \$1 m per year continues.	N/A	Sustainable for the City finances. May not be sustainable for parks.	Maintains access for everyone. Concern over the ability to build new parks as the city grows.	Council and County decision	May help with park maintenance deficiencies. Could expand recreational programs with Jefferson Co.

Transportation, Roads, Trails, Tax Revenue Options

Revenue Options with Evaluation Criteria	Level of Service Impact	Estimated potential revenue	Growth potential	Sustainability	Equity	Political Feasibility	Alignment with Needs
Transportation, Roads, Trails							
Transportation Benefit District sales tax	Could fund no-net loss or enhancements	0.2% = \$550,000	Would grow with increased economic development	Sales tax available for 10 years with indefinite number of renewals	Impacts all purchases	May require voter approval	For transportation projects
Transportation Benefit District sales tax	Could fund no-net loss or enhancements	0.1% = \$275,000	Would grow with increased economic development	Sales tax available for 10 years with indefinite number of renewals	Impacts all purchases	Can be implemented without voter approval	For transportation projects
Transportation Benefit District vehicle license fee	Could fund no-net loss or enhancements	\$20 fee = \$186,000	Would grow with more vehicles registered	Sales tax available for 10 years with indefinite number of renewals	Same fee for all vehicle owners	Can be implemented without voter approval	For transportation projects
Impact Fees - Transportation	Impact Fees strategy to achieve attainable housing goal.	\$5,000/housing unit x 50 units per year = \$250,000 per year current levels of development. \$5,000 would need to be justified by study for non-motorized facilities	Growth could be reduced by attainable housing incentive program for additional units. If all new units are market rate (75 per year), then growth in revenue goes up to \$375,000.	Ongoing until strategy is achieved.	Impacts specific users	Can be implemented without voter approval	For capital projects specific to the fee (housing, streets, parks)
Capital Bond	Could fund no-net loss or enhancements	Based on Capital Improvement Plan	One time money	Improves and maintains infrastructure	Impacts all property owners	Requires voter approval	For capital projects specific to the bond

Parks, Pools, Public Facilities Tax Revenue Options

Revenue Options with Evaluation Criteria	Level of Service Impact	Estimated potential revenue	Growth potential	Sustainability	Equity	Political Feasibility	Alignment with Needs
Parks, Pools, Public Facilities							
Metropolitan Park District property tax	Could fund no-net loss or enhancements	\$0.75 per \$1,000 = ~\$1,600,000	Subject to 1% budgetary growth	Ongoing	Impacts all property owners	Requires voter approval	For park projects
Parks and Recreation District	Could fund no-net loss or enhancements	6 year levy	Subject to 1% budgetary growth; limited to 6 years	Limited to 6 years	Impacts all property owners	Requires voter approval	For parks services, limited term
Parks and Recreations Service Area	Could fund no-net loss or enhancements	6 year levy	Subject to 1% budgetary growth; limited to 6 years	Limited to 6 years	Impacts all property owners	Requires voter approval	For parks services, limited term
Public Facilities District sales tax	Could fund no-net loss or enhancements	0.2% = \$550,000	Would grow with increased economic development	Ongoing	Impacts all purchases	Requires voter approval	For a regional facility
Impact Fees - Parks / Open Space	Impact Fees strategy to achieve attainable housing goal.	\$5,000/housing unit x 50 units per year = \$250,000 per year current levels of development. \$5,000 would need to be justified by study for non-motorized facilities	Growth could be reduced by attainable housing incentive program for additional units. If all new units are market rate (75 per year), then growth in revenue goes up to \$375,000.	Ongoing until strategy is achieved.	Impacts specific users	Can be implemented without voter approval	For capital projects specific to the fee (housing, streets, parks)
Pool Use fees	Fees must be attributed directly to user	Current fees, \$100k Current cost to run existing pool, \$600k Increase fees, \$100k	Would grow with use	Ongoing	Impacts specific users	Can be implemented without voter approval	Specific for O&M of facility

Housing Tax Revenue Options

Revenue Options with Evaluation Criteria	Level of Service Impact	Estimated potential revenue	Growth potential	Sustainability	Equity	Political Feasibility	Alignment with Needs
Housing							
Affordable Housing Sales Tax	Implemented at County level; ILA with the County through the Housing Fund Board	\$500k	Grows with increased economic development	Ongoing	Impacts all purchases	Already implemented	Provides Affordable Housing and Homeless Housing Programs
Affordable Housing Sales Tax	Implemented by the City; ILA with the County through the Housing Fund Board	\$25k	Grows with increased economic development	Ongoing	Impacts all purchases	Already implemented	Provides Affordable Housing and Homeless Housing Programs
Development Services Fees	Provide higher level of responsiveness for permit processing by funding staff positions. Fees must be attributed directly to a providers service	TBD	Would grow as development grows	Ongoing	Impacts specific users	Can be implemented without voter approval	Supports critical attainable housing needs

Housing Non-Tax Revenue Options

Options with Evaluation Criteria	Level of Service Impact	Estimated potential revenue	Growth potential	Sustainability	Equity	Political Feasibility	Alignment with Needs
Housing							
Sale of Land	Reduce remnant ownership potentially for housing	Estimated market value = \$2,000,000 based on estimated 20 lots with net value of \$100,000	No growth potential	One time	Could be for affordable housing. Equitable strategy	Council decision. Neighborhood concerns to be considered.	Seed fund or use for affordable housing
Glen Cove UGA - Expansion	Expansion of sewer for housing and industry. Potential UGA swap. More efficient urban services based on existing development patterns and potential for infill.	100 acres existing industrial. Potential for 300 acres additional housing and light industry. Estimated annual \$1 m in revenue growth over 20 year period	Growth with time	High growth potential with utility tax, B&O, sales, and propert tax. Need subarea plan to drive density for most efficient services.	Perceived gentrification with increase business opportunity. Cost to run business could increase with urban services. Also opportunity for more family wage jobs.	Requires County and City Council approval. Requires UGA change approval by Commerce.	Supports housing and jobs
City initiated housing (Evans Vista)	Provides housing	Ongoing annual revenue resulting from workforce housing = \$15,000/yr for 150 units. Other non-tangible community value	Inflationary growth potential. Also there one time tax revenue	Continued development of attainable housing is required for a sustainable community	Provides needed access to attainable housing. Need mix of housing. TBD	Requires Council approval	Supports critical attainable housing needs
Infill Development Strategy: Examples include financial, marketing and zoning policy, ie tactical infill	Lowers tax burden on residents infrastructure. We need 75 units per year on average going forward plus 400 units right now because of backlog of not enough units being constructed over the last 20 years. (Current unit count per year is 50)	Est \$330,000 per year for new revenue associated with construction sales tax and property tax. Also, there is a density tax burden reduction of 20% for 100 miles of water, sewer, and streets.	Yes, depending on density and local capacity to build.	High level of sutainability if housing is infill compared to sprawl. Ongoing with new housing units. Will vary with market conditions and funding. Need to address building cycle problem.	Infill is equitable. Could include program to achieve attainable housing needs.	Planning process, requires Planning Commission and City Council	Critical need for housing backlog needs, climate, and infrastructure sustainability
Support diverse Commercial Business Growth	Possible new and additional jobs. Makes use of commercially zoned property. Vitality in commercial districts supports better services.	Total gross commercial activity is \$450 m for the city or \$1.3 m/acre of commercial land space (325 acres). For Example Room to increase commercial activity on land by 20% which generates \$640k additional annual revenue.	Growth can occur depending community apettite for increasing business activity and workforce housing availability.	Cyclic based on economy. However, on average very sustainable based on WA State tax structure. Commercial activity is what drives city revenue. This includes professional services, trades, small business, manufacturing, etc.	Depends on job types	Requires dedicated investment in economic development and housing	Balancing good paying jobs with community needs is the key strategy for commercial growth. (ie arts community)
Support Market Multifamily Housing	Improves level of service for housing and infrastructure due to maximum density opportunity.	High revenue potential for market rate apartments due to utility tax, sales tax, and property tax revenue.	High growth potential if MF development can be established as the norm for unit creation.	Creates long term financial sustainability for cities.	Huge improvement in equity in housing. Apartments serve all people at different stages of life and don't discriminate.	Zoning is the key driver for making land available for apartments. Council decision	Best return on investment is apartment complexes. - Strong Towns.
Reduce or eliminate off-street parking requirements	Helps with housing density, increases cost of street maintenance	Not estimated yet. May be a net zero if housing density is achieved.	Depends on housing density development	N/A	Equitable use of the right of way for housing purposes	Council decision	Growth potential for housing density
150% AMI Multi Family Tax Exemption Program	Increase attainability of housing from 120% to 150% AMI qualified households.	revenue neutral , but transfers property tax costs to rest of property tax base	Goal to maximize development of new attainable units. We need 80% of all new units to be attainable or affordable. Based on Dept. of Commerce 20 yr projection	N/A	Makes housing available for more people.	Marking and strategy development.	growth potential for housing = >1176 eligilbe units out of 1448 units needed by 2044



Maintain Levels of Service

	2023 Budget	2024 Frctst	2025 Frctst	2026 Frctst	2027 Frctst	2028 Frctst	2029 Frctst	2030 Frctst	2031 Frctst	2032 Frctst	2033 Frctst
Core Services											
Beginning Fund Balance	7,379,830	5,995,035	5,965,540	6,250,296	5,707,129	4,919,671	3,870,893	2,543,086	1,497,846	201,057	(1,360,413)
Revenue	15,058,582	15,359,754	15,666,949	15,980,288	16,299,893	16,625,891	16,958,409	17,297,577	17,643,529	17,996,399	18,356,327
Expense	13,989,999	15,039,248	15,640,818	16,266,451	16,917,109	17,593,793	18,297,545	19,029,447	19,790,625	20,582,250	21,405,540
LTGO Debt	2,799,016	1,100,000	1,100,000	1,700,000							
Ending Fund Balance	5,995,035	5,215,540	4,891,671	4,264,132	3,389,913	2,251,769	831,757	(888,784)	(2,349,250)	(4,084,794)	(6,109,625)
No Net Loss Revenue Options											
Glen Cove Annexation - incr. property tax, other tax revenues and utility connections (assume 10% growth per year for results of sewer)								680,000	748,000	822,800	905,080
City space lease at Mtn. View and City Hall			75,000	76,500	78,030	79,591	81,182	82,806	84,462	86,151	87,874
Support Diverse Commercial Business Growth			50,000	120,000	190,000	260,000	330,000	400,000	470,000	540,000	610,000
Planning-Fees for Services			100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166
Contract Services - Police											
Contract Services - Planning											
Contract Services - Engineering											
Parking fees (Implementation over time)			200,000	220,000	242,000	266,200	292,820	322,102	354,312	389,743	428,718
Utility Tax - Councilmanic 2% - Raise to 22% effective rate - if not in parks			152,000	155,040	158,141	161,304	164,530	167,820	171,177	174,600	178,092
Utility Tax - Councilmanic 2% - Raise to 24% effective rate including parks			152,000	155,040	158,141	161,304	164,530	167,820	171,177	174,600	178,092
Infill Development Strategy - attainable (inc. of 25 housing units per year from 50 to 75)			95,625	100,406	105,427	110,698	116,233	122,044	128,147	134,554	141,282
Multi-family development (Ave of 30 units per year) - Sales Tax			76,500	78,795	81,159	83,594	86,101	88,684	91,345	94,085	96,908
Multi-family development (Ave of 30 units per year) - General Property Tax			6,600	13,398	20,196	26,994	33,792	40,590	47,388	54,186	60,984
Property Tax Levy - Voted		900,000	909,000	918,090	927,271	936,544	945,909	955,368	964,922	974,571	984,317
Banked Capacity for increased debt payment + achieve No Net Loss		900,000	909,000	918,090	927,271	936,544	945,909	955,368	964,922	974,571	984,317
Total ALL No Net Loss Revenue Options	0	1,800,000	2,725,725	2,857,359	2,991,675	3,128,891	3,269,249	4,093,012	4,308,467	4,534,731	4,772,830
Total SELECTED No Net Loss Revenue Options	0	900,000	1,589,725	1,707,729	1,828,233	1,951,454	2,077,628	2,887,017	3,087,907	3,299,409	3,522,546
No Net Loss Expenses											
Fleet Replacement		80,000	110,000	140,000	170,000	200,000	230,000	260,000	290,000	320,000	350,000
Facilities Repair & Replacement		395,492	407,357	419,577	432,165	445,130	458,484	472,238	486,405	500,997	516,027
Planning & Community Development			0	0	0	0	0	0	0	0	0
Parking Management & Event Management			49,000	50,470	51,984	53,544	55,150	56,804	58,509	60,264	62,072
subtract Glen Cove expenses (Streets)								100,000	103,000	106,090	109,273
GIS programs (general fund services)		70,000	72,100	74,263	76,491	78,786	81,149	83,584	86,091	88,674	91,334
Total ALL No Net Loss Expenses	0	545,492	638,457	684,310	730,640	777,459	824,783	972,626	1,024,005	1,076,025	1,128,706
Total SELECTED No Net Loss Expense Options	0	150,000	231,100	264,733	298,475	332,329	366,299	500,388	537,600	575,028	612,679
Total No Net Loss Change w-SELECTED Financial Options	0	750,000	1,358,625	1,442,996	1,529,758	1,619,124	1,711,329	2,386,629	2,550,307	2,724,381	2,909,868
Ending Fund Balance w/ Financial Options	5,995,035	5,965,540	6,250,296	5,707,129	4,919,671	3,870,893	2,543,086	1,497,846	201,057	(1,360,413)	(3,199,758)
Minimum Reserve Requirement (8% Revenue)	1,204,687	1,372,780	1,471,414	1,507,012	1,543,325	1,580,383	1,618,213	1,711,247	1,756,160	1,802,490	1,850,333
STREET OPS & CAPITAL											
Beginning Fund Balance	415,414	292,913	219,278	349,093	444,839	504,446	525,747	506,480	444,278	336,666	181,059
Revenue	1,171,775	1,195,211	1,219,115	1,243,497	1,268,367	1,293,734	1,319,609	1,346,001	1,372,921	1,400,380	1,428,387
Expense	1,294,275	1,391,346	1,447,000	1,504,880	1,565,075	1,627,678	1,692,785	1,760,497	1,830,916	1,904,153	1,980,319
Ending Fund Balance	292,913	96,778	(8,607)	87,710	148,131	170,502	152,571	91,985	(13,717)	(167,108)	(370,873)
No Net Loss Revenue Options											
TBD 0.1% (Councilmanic)		275,000	280,500	286,110	291,832	297,669	303,622	309,695	315,889	322,206	328,650
TBD 0.2% (Voted)		412,500	561,000	572,220	583,664	595,338	607,244	619,389	631,777	644,413	657,301
TBD 0.3%		581,250	790,500	806,310	822,436	838,885	855,663	872,776	890,231	908,036	926,197
TBD tabs		186,000	189,720	193,514	197,385	201,332	205,359	209,466	213,656	217,929	222,287
Real Estate Excise Tax (for grants match)		0	100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166
LTAC (for Place Making/Tourism)		20,000	20,400	20,808	21,224	21,649	22,082	22,523	22,974	23,433	23,902
Fees for Service (Permit fees)		85,000	86,700	88,434	90,203	92,007	93,847	95,724	97,638	99,591	101,583

Fin Sustainability No Net Loss

Fee in lieu of or Impact Fees		100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166	119,509
Parking fees (Implementation over time)			200,000	220,000	242,000	266,200	292,820	322,102	354,312	389,743	428,718
Property Tax Levy - Voted		900,000	909,000	918,090	927,271	936,544	945,909	955,368	964,922	974,571	984,317
Banked Capacity		0	0	200,000	202,000	204,020	206,060	208,121	210,202	212,304	214,427
Total ALL No Net Loss Revenue Options	0	2,559,750	3,239,820	3,511,526	3,588,176	3,668,007	3,751,257	3,838,188	3,929,085	4,024,261	4,124,057
Total SELECTED No Net Loss Revenue Options	0	872,500	1,130,200	1,152,804	1,175,860	1,199,377	1,223,365	1,247,832	1,272,789	1,298,245	1,324,209
No Net Loss Expenses											
Capital Expense Increase											
Comprehensive Streets Capital Projects		750,000	772,500	795,675	819,545	844,132	869,456	895,539	922,405	950,078	978,580
Total No Net Loss Expenses	0	750,000	772,500	795,675	819,545	844,132	869,456	895,539	922,405	950,078	978,580
Total No Net Loss Change w-SELECTED Financial Options	0	122,500	357,700	357,129	356,315	355,246	353,909	352,293	350,383	348,167	345,630
Ending Fund Balance w/ SELECTED Financial Options	292,913	219,278	349,093	444,839	504,446	525,747	506,480	444,278	336,666	181,059	(25,243)
COMMUNITY SERVICES - OVERALL FUND											
Beginning Fund Balance	652,494	0	0	0	0	0	0	0	0	0	0
Revenue (GF Transfer, All Areas)	2,479,904	2,529,502	2,580,092	2,631,694	2,684,328	2,738,014	2,792,775	2,848,630	2,905,603	2,963,715	3,022,989
No Net Loss Revenue Options											
Remove Parks Strategy (one time ARPA funding)	(125,000)	(50,000)									
Move Facilities out of Community Services?											
* Reduce Revenue Transfer	(1,012,215)	(1,113,436)	(1,146,840)	(1,181,245)	(1,216,682)	(1,253,183)	(1,290,778)	(1,329,501)	(1,369,386)	(1,410,468)	(1,452,782)
Total No Net Loss Revenue Option	(1,137,215)	(1,163,436)	(1,146,840)	(1,181,245)	(1,216,682)	(1,253,183)	(1,290,778)	(1,329,501)	(1,369,386)	(1,410,468)	(1,452,782)
Adjusted Beginning Fund Balance	1,342,689	1,366,066	1,433,253	1,450,449	1,467,646	1,484,832	1,501,997	1,519,129	1,536,216	1,553,247	1,570,207
COMMUNITY SERVICES - CITY FACILITIES											
Revenue (see above, Transfer for ALL Community Services											
Expense	1,012,215	1,088,131	1,131,656	1,176,923	1,223,999	1,272,959	1,323,878	1,376,833	1,431,906	1,489,183	1,548,750
No Net Loss Expenses											
* Reduce / Remove Expense	1,012,215	1,088,131	1,120,775	1,154,398	1,189,030	1,224,701	1,261,442	1,299,285	1,338,264	1,378,412	1,419,764
Total No Net Loss Change w-Financial Options		2,176,262	2,252,431	2,331,321	2,413,030	2,497,661	2,585,320	2,676,118	2,770,170	2,867,594	2,968,514
COMMUNITY SERVICES-PARKS											
Revenue	17,000	17,340	17,687	18,041	18,401	18,769	19,145	19,528	19,918	20,317	20,723
Ord 3203 2% Utility Tax Expires in 2024 - Nom rate decrease to 16%		(150,000)	(153,000)	(156,060)	(159,181)	(162,365)	(165,612)	(168,924)	(172,303)	(175,749)	(179,264)
Expense	1,049,882	1,154,870	1,201,065	1,249,107	1,299,072	1,351,035	1,405,076	1,461,279	1,519,730	1,580,519	1,643,740
No Net Loss Revenue Options											
MPD (.60 per 1,000) City Only			1,950,000	1,969,500	1,989,195	2,009,087	2,029,178	2,049,470	2,069,964	2,090,664	2,111,571
MPD (.50 per 1,000) City Only			1,300,000	1,313,000	1,326,130	1,339,391	1,352,785	1,366,313	1,379,976	1,393,776	1,407,714
MPD (.40 per 1,000) City Only			1,040,000	1,050,400	1,060,904	1,071,513	1,082,228	1,093,050	1,103,981	1,115,021	1,126,171
Real Estate Excise Tax		338,000	88,000								
ReInstate 2% Utility Tax Expires set to expire Dec 31, 2023		150,000	153,000	156,060	159,181	162,365	165,612	168,924	172,303	175,749	179,264
Levy Lid Lift (.10 per 1,000) City Only		260,000	262,600	265,226	267,878	270,557	273,263	275,995	278,755	281,543	284,358
Glen Cove Annexation - incr. property tax, other tax revenues and utility connections (assume 10% growth per year for results of sewer)								13,000	14,300	15,730	17,303
Impact Fees		100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166	119,509
Fees for Service (Golf Course?)											
Parks Foundation		100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166	119,509
Banked Capacity		0	0	0	0	0	0	0	0	0	0
Total ALL No Net Loss Revenue Options	0	948,000	4,997,600	4,962,266	5,015,530	5,069,400	5,123,882	5,191,985	5,249,017	5,306,814	5,365,399
Total SELECTED No Net Loss Revenue Options	0	350,000	357,000	364,140	371,423	378,851	386,428	394,157	402,040	410,081	418,282

Fin Sustainability No Net Loss

No Net Loss Expenses											
Additional Park Expenses		280,000	291,200	302,848	314,962	327,560	340,663	354,289	368,461	383,199	398,527
Golf Course, Hybrid Plan Enhanced		338,000	88,000	88,000	88,000	88,000	88,000	88,000	88,000	88,000	88,000
Total ALL No Net Loss Expenses	0	618,000	379,200	390,848	402,962	415,560	428,663	442,289	456,461	471,199	486,527
Total SELECTED No Net Loss Expense Options	0	280,000	291,200	302,848	314,962	327,560	340,663	354,289	368,461	383,199	398,527
Total No Net Loss Change w- SELECTED Financial Options	0	70,000	65,800	61,292	56,461	51,291	45,765	39,868	33,579	26,881	19,755
Net Amount Parks No Net Loss Options	(1,032,882)	(1,217,530)	(1,270,578)	(1,325,835)	(1,383,391)	(1,443,339)	(1,505,778)	(1,570,808)	(1,638,536)	(1,709,070)	(1,782,526)

COMMUNITY SERVICES-POOL & MOUNTAIN VIEW FACILITIES											
Revenue											
Expense	389,490	418,702	435,450	452,868	470,983	489,822	509,415	529,791	550,983	573,022	595,943

No Net Loss Revenue Options											
MPD (.75 per 1,000) Regional District			3,900,000	3,939,000	3,978,390	4,018,174	4,058,356	4,098,939	4,139,929	4,181,328	4,223,141
MPD (.50 per 1,000) Regional District			2,600,000	2,626,000	2,652,260	2,678,783	2,705,570	2,732,626	2,759,952	2,787,552	2,815,427
MPD (.40 per 1,000) Regional District			2,080,000	2,100,800	2,121,808	2,143,026	2,164,456	2,186,101	2,207,962	2,230,042	2,252,342
MPD (.70 er 1,000) City Only			1,800,000	1,818,000	1,836,180	1,854,542	1,873,087	1,891,818	1,910,736	1,929,844	1,949,142
Public Facilities District Sales Tax 0.2%	412,500	561,000	572,220	583,664	595,338	607,244	619,389	631,777	644,413	657,301	
Impact Fees	100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166	119,509	
Property Tax Levy - Voted	900,000	909,000	918,090	927,271	936,544	945,909	955,368	964,922	974,571	984,317	
Fees for Service		450,000	459,000	468,180	477,544	487,094	496,836	506,773	516,909	527,247	
Pool Foundation											
Banked Capacity											
one time contributions (will be used to buy down construction loan, reducing long-term debt obligations)											
* City, County, School, Hospital, other											
* specific construction sales ie, hospital											
* private donations											
Total ALL No Net Loss Revenue Options	0	1,412,500	5,902,000	5,972,150	6,043,224	6,115,236	6,188,200	6,262,129	6,337,039	6,412,943	6,489,858
Total SELECTED No Net Loss Revenue Options	0	0	2,250,000	2,277,000	2,304,360	2,332,085	2,360,182	2,388,654	2,417,509	2,446,752	2,476,389

No Net Loss Expenses											
Debt Service Pool Expenses				300,000	900,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Increased Operational Costs						400,000	412,000	424,360	437,091	450,204	463,710
Total ALL No Net Loss Expenses	0	0	0	300,000	900,000	2,200,000	2,212,000	2,224,360	2,237,091	2,250,204	2,263,710
Total SELECTED No Net Loss Expense Options	0	0	0	300,000	900,000	2,200,000	2,212,000	2,224,360	2,237,091	2,250,204	2,263,710
Total No Net Loss Change w- SELECTED Financial Options	0	0	2,250,000	1,977,000	1,404,360	132,085	148,182	164,294	180,419	196,549	212,679
Net Amount Parks No Net Loss Options	(389,490)	(418,702)	1,814,550	1,524,132	933,377	(357,736)	(361,233)	(365,497)	(370,564)	(376,474)	(383,264)
Ending Fund Balance w/ SELECTED Financial Options	(79,683)	1,906,096	4,229,656	3,980,067	3,430,662	2,181,417	2,220,306	2,258,942	2,297,287	2,335,297	2,372,931

AFFORDABLE HOUSING											
Beginning Fund Balance	55,862	63,067	70,416	627,912	1,187,058	1,747,902	2,460,493	3,024,883	3,841,123	4,409,267	5,279,372
Revenue	100,101	102,103	104,145	106,228	108,353	110,520	112,730	114,985	117,284	119,630	122,023
Expense	92,896	94,754	96,649	98,582	100,554	102,565	104,616	106,708	108,842	111,019	113,240
Ending Fund Balance	63,067	70,416	77,912	635,558	1,194,857	1,755,857	2,468,607	3,033,159	3,849,565	4,417,878	5,288,154

No Net Loss Revenue Options											
Housing initiatives - could incr property tax and other shared tax revenues											
Evans Vista											
In lieu fees (\$5,000 per unit for above market units)			150,000	154,500	159,135	163,909	168,826	173,891	179,108	184,481	190,016
In lieu Fees (\$30,000 per unit for above market units)			900,000	927,000	954,810	983,454	1,012,958	1,043,347	1,074,647	1,106,886	1,140,093
In lieu Fees (\$50,000 per unit for 30 above market units)			1,500,000	1,545,000	1,591,350	1,639,091	1,688,263	1,738,911	1,791,078	1,844,811	1,900,155
Affordable Housing Grants				500,000		650,000		750,000		800,000	

Fin Sustainability No Net Loss

Sale of property - to support direct investment in housing			500,000		500,000		500,000		500,000		
Total ALL No Net Loss Revenue Options	0	0	3,050,000	3,126,500	3,205,295	3,436,454	3,370,047	3,706,149	3,544,833	3,936,178	3,230,264
Total SELECTED No Net Loss Revenue Options	0	0	650,000	654,500	659,135	813,909	668,826	923,891	679,108	984,481	190,016
No Net Loss Expenses											
Attainable Housing Incentive Program-Rev Source Impact Fees and/or fee in lieu			100,000	103,000	106,090	109,273	112,551	115,927	119,405	122,987	126,677
Housing Direct Investment			442,000	455,260	468,918	482,985	497,475	512,399	527,771	543,604	559,912
Total ALL No Net Loss Revenue Options	0	0	542,000	558,260	575,008	592,258	610,026	628,327	647,176	666,592	686,589
Total SELECTED No Net Loss Revenue Options	0	0	100,000	103,000	106,090	109,273	112,551	115,927	119,405	122,987	126,677
Total No Net Loss Change w-SELECTED Financial Options	0	0	550,000	551,500	553,045	704,636	556,275	807,964	559,703	861,494	63,339
Ending Fund Balance w/ SELECTED Financial Options	63,067	70,416	627,912	1,187,058	1,747,902	2,460,493	3,024,883	3,841,123	4,409,267	5,279,372	5,351,493
LIBRARY OPERATIONS											
Beginning Fund Balance	605,776	592,386	542,343	453,820	324,914	413,639	460,530	463,459	420,210	328,471	185,837
Revenue	1,203,905	1,215,944	1,228,103	1,240,385	1,252,788	1,265,316	1,277,969	1,290,749	1,303,657	1,316,693	1,329,860
Expense	1,217,295	1,265,987	1,316,626	1,369,291	1,424,063	1,481,025	1,540,266	1,601,877	1,665,952	1,732,590	1,801,894
Ending Fund Balance	592,386	542,343	453,820	324,914	153,639	197,930	198,233	152,331	57,914	(87,426)	(286,197)
No Net Loss Revenue Options											
Levy Lid Lift (.10 per 1,000) City Only					260,000	262,600	265,226	267,878	270,557	273,263	275,995
GF Contribution					1	1	1	1	1	1	1
Glen Cove Annexation - incr. property tax, other tax revenues and utility connections (assume 10% growth per year for results of sewer)								13,000	14,300	15,730	17,303
Banked Capacity			200,000	220,000	242,000	266,200	292,820	322,102	354,312	389,743	428,718
Library Foundation	0	0	0	0	0	0	0	0	0	0	0
Private Donations	0	0	0	0	0	0	0	0	0	0	0
Total ALL No Net Loss Revenue Options	0	0	200,000	220,000	502,001	528,801	558,047	602,981	639,170	678,737	722,017
Total SELECTED No Net Loss Revenue Options	0	0	0	0	260,000	262,600	265,226	267,878	270,557	273,263	275,995
No Net Loss Expenses											
Total No Net Loss Expenses	0	0	0	0	0	0	0	0	0	0	0
Total No Net Loss Change w-SELECTED Financial Options	0	0	0	0	260,000	262,600	265,226	267,878	270,557	273,263	275,995
Ending Fund Balance w/ SELECTED Financial Options	592,386	542,343	453,820	324,914	413,639	460,530	463,459	420,210	328,471	185,837	(10,201)
DO NOT PRINT BELOW LINE; for graph only											
Total SELECTED No Net Loss Revenue Options	0	2,804,000	6,815,445	7,711,138	7,997,345	9,736,137	9,277,581	10,334,752	9,786,024	10,790,395	10,197,958
2023 Budget 2024 Frcst 2025 Frcst 2026 Frcst 2027 Frcst 2028 Frcst 2029 Frcst 2030 Frcst 2031 Frcst 2032 Frcst 2033 Frcst											
Ending Fund Balance w/ SELECTED Financial Options	6,863,718	8,703,673	11,910,777	11,644,007	11,016,320	9,499,081	8,758,215	8,462,398	7,572,748	6,621,152	4,489,222



Enhance Levels of Service

	2023 Budget	2024 Frctst	2025 Frctst	2026 Frctst	2027 Frctst	2028 Frctst	2029 Frctst	2030 Frctst	2031 Frctst	2032 Frctst	2033 Frctst
Core Services											
Beginning Fund Balance	7,379,830	5,995,035	5,095,083	4,294,563	2,622,710	661,419	(1,608,146)	(4,205,572)	(6,571,216)	(9,241,224)	(12,230,842)
Revenue	15,058,582	15,359,754	15,666,949	15,980,288	16,299,893	16,625,891	16,958,409	17,297,577	17,643,529	17,996,399	18,356,327
Expense	13,989,999	15,039,248	15,640,818	16,266,451	16,917,109	17,593,793	18,297,545	19,029,447	19,790,625	20,582,250	21,405,540
LTGO Debt	2,799,016	1,100,000	1,100,000	1,700,000							
Ending Fund Balance	5,995,035	5,215,540	4,021,214	2,308,400	305,494	(2,006,483)	(4,647,282)	(7,637,442)	(10,418,312)	(13,527,075)	(16,980,054)
No Net Loss Revenue Options											
Glen Cove Annexation - incr. property tax, other tax revenues and utility connections (assume 10% growth per year for results of sewer)								680,000	748,000	822,800	905,080
City space lease at Mtn. View and City Hall			75,000	76,500	78,030	79,591	81,182	82,806	84,462	86,151	87,874
Support Diverse Commercial Business Growth			50,000	120,000	190,000	260,000	330,000	400,000	470,000	540,000	610,000
Planning-Fees for Services			100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166
Contract Services - Police											
Contract Services - Planning											
Contract Services - Engineering											
Parking fees (Implementation over time)			200,000	220,000	242,000	266,200	292,820	322,102	354,312	389,743	428,718
Utility Tax - Councilmanic 2% - Raise to 22% effective rate - if not in parks			152,000	155,040	158,141	161,304	164,530	167,820	171,177	174,600	178,092
Utility Tax - Councilmanic 2% - Raise to 24% effective rate including parks			152,000	155,040	158,141	161,304	164,530	167,820	171,177	174,600	178,092
Infill Development Strategy - attainable (inc. of 25 housing units per year from 50 to 75)			95,625	100,406	105,427	110,698	116,233	122,044	128,147	134,554	141,282
Multi-family development (Ave of 30 units per year) - Sales Tax			76,500	78,795	81,159	83,594	86,101	88,684	91,345	94,085	96,908
Multi-family development (Ave of 30 units per year) - General Property Tax			6,600	13,398	20,196	26,994	33,792	40,590	47,388	54,186	60,984
Property Tax Levy - Voted		900,000	909,000	918,090	927,271	936,544	945,909	955,368	964,922	974,571	984,317
Banked Capacity for increased debt payment + achieve No Net Loss		900,000	909,000	918,090	927,271	936,544	945,909	955,368	964,922	974,571	984,317
Total ALL No Net Loss Revenue Options	0	1,800,000	2,725,725	2,857,359	2,991,675	3,128,891	3,269,249	4,093,012	4,308,467	4,534,731	4,772,830
Total SELECTED No Net Loss Revenue Options	0	900,000	1,589,725	1,707,729	1,828,233	1,951,454	2,077,628	2,887,017	3,087,907	3,299,409	3,522,546
No Net Loss Expenses											
Fleet Replacement		80,000	110,000	140,000	170,000	200,000	230,000	260,000	290,000	320,000	350,000
Facilities Repair & Replacement		395,492	407,357	419,577	432,165	445,130	458,484	472,238	486,405	500,997	516,027
Planning & Community Development			180,000	187,200	194,688	202,476	210,575	218,998	227,757	236,868	246,342
Add'l Core Services (Police, Finance, IT, Legal, CM, HR)		870,457	905,275	941,486	979,146	1,018,312	1,059,044	1,101,406	1,145,462	1,191,281	1,238,932
Parking Management & Event Management			49,000	50,470	51,984	53,544	55,150	56,804	58,509	60,264	62,072
subtract Glen Cove expenses (Streets)								100,000	103,000	106,090	109,273
GIS programs (general fund services)		70,000	72,100	74,263	76,491	78,786	81,149	83,584	86,091	88,674	91,334
Total ALL No Net Loss Expenses	0	1,415,949	1,723,732	1,812,997	1,904,474	1,998,246	2,094,401	2,293,030	2,397,224	2,504,173	2,613,980
Total SELECTED No Net Loss Expense Options	0	1,020,457	1,316,375	1,393,419	1,472,309	1,553,116	1,635,918	1,820,791	1,910,819	2,003,176	2,097,953
Total No Net Loss Change w-SELECTED Financial Options	0	(120,457)	273,350	314,310	355,924	398,337	441,710	1,066,226	1,177,087	1,296,233	1,424,594
Ending Fund Balance w/ Financial Options	5,995,035	5,095,083	4,294,563	2,622,710	661,419	(1,608,146)	(4,205,572)	(6,571,216)	(9,241,224)	(12,230,842)	(15,555,461)
Minimum Reserve Requirement (8% Revenue)	1,204,687	1,372,780	1,471,414	1,507,012	1,543,325	1,580,383	1,618,213	1,711,247	1,756,160	1,802,490	1,850,333
STREET OPS & CAPITAL											
Beginning Fund Balance	415,414	292,913	(785,722)	(1,688,507)	(2,653,738)	(3,684,285)	(4,783,135)	(5,953,398)	(7,198,311)	(8,521,243)	(9,925,700)
Revenue	1,171,775	1,195,211	1,219,115	1,243,497	1,268,367	1,293,734	1,319,609	1,346,001	1,372,921	1,400,380	1,428,387
Expense	1,294,275	1,391,346	1,447,000	1,504,880	1,565,075	1,627,678	1,692,785	1,760,497	1,830,916	1,904,153	1,980,319
Ending Fund Balance	292,913	96,778	(1,013,607)	(1,949,890)	(2,950,446)	(4,018,229)	(5,156,311)	(6,367,893)	(7,656,306)	(9,025,017)	(10,477,632)
No Net Loss Revenue Options											
TBD 0.1% (Councilmanic)		168,750	229,500	234,090	238,772	243,547	248,418	253,387	258,454	263,623	268,896
TBD 0.2% (Voted)		412,500	561,000	572,220	583,664	595,338	607,244	619,389	631,777	644,413	657,301
TBD 0.3%		581,250	790,500	806,310	822,436	838,885	855,663	872,776	890,231	908,036	926,197
TBD tabs		186,000	189,720	193,514	197,385	201,332	205,359	209,466	213,656	217,929	222,287
Real Estate Excise Tax (for grants match)		0	100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166
LTAC (for Place Making/Tourism)		20,000	20,400	20,808	21,224	21,649	22,082	22,523	22,974	23,433	23,902

Fin Sustainability Enhanced

Fees for Service (Permit fees)		85,000	86,700	88,434	90,203	92,007	93,847	95,724	97,638	99,591	101,583
Fee in lieu of or Impact Fees		100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166	119,509
Parking fees (Implementation over time)			200,000	220,000	242,000	266,200	292,820	322,102	354,312	389,743	428,718
Property Tax Levy - Voted			500,000	505,000	510,050	515,151	520,302	525,505	530,760	536,068	541,428
Banked Capacity		0	0	200,000	202,000	204,020	206,060	208,121	210,202	212,304	214,427
Total ALL No Net Loss Revenue Options	0	1,553,500	2,779,820	3,046,416	3,117,895	3,192,492	3,270,446	3,352,017	3,437,489	3,527,175	3,621,414
Total SELECTED No Net Loss Revenue Options	0	617,500	870,100	887,502	905,252	923,357	941,824	960,661	979,874	999,471	1,019,461

No Net Loss Expenses

Capital Expense Increase											
Comprehensive Streets Capital Projects		1,500,000	1,545,000	1,591,350	1,639,091	1,688,263	1,738,911	1,791,078	1,844,811	1,900,155	1,957,160
Total No Net Loss Expenses	0	1,500,000	1,545,000	1,591,350	1,639,091	1,688,263	1,738,911	1,791,078	1,844,811	1,900,155	1,957,160

Total No Net Loss Change w-SELECTED Financial Options	0	(882,500)	(674,900)	(703,848)	(733,838)	(764,906)	(797,087)	(830,418)	(864,937)	(900,684)	(937,699)
Ending Fund Balance w/ SELECTED Financial Options	292,913	(785,722)	(1,688,507)	(2,653,738)	(3,684,285)	(4,783,135)	(5,953,398)	(7,198,311)	(8,521,243)	(9,925,700)	(11,415,331)

COMMUNITY SERVICES - OVERALL FUND

Beginning Fund Balance	652,494	0	0	0	0	0	0	0	0	0	0
Revenue (GF Transfer, All Areas)	2,479,904	2,529,502	2,580,092	2,631,694	2,684,328	2,738,014	2,792,775	2,848,630	2,905,603	2,963,715	3,022,989

No Net Loss Revenue Options

Remove Parks Strategy (one time ARPA funding)	(125,000)	(50,000)									
Move Facilities out of Community Services?											
* Reduce Revenue Transfer	(1,012,215)	(1,113,436)	(1,146,840)	(1,181,245)	(1,216,682)	(1,253,183)	(1,290,778)	(1,329,501)	(1,369,386)	(1,410,468)	(1,452,782)
Total No Net Loss Revenue Option	(1,137,215)	(1,163,436)	(1,146,840)	(1,181,245)	(1,216,682)	(1,253,183)	(1,290,778)	(1,329,501)	(1,369,386)	(1,410,468)	(1,452,782)

Adjusted Beginning Fund Balance	1,342,689	1,366,066	1,433,253	1,450,449	1,467,646	1,484,832	1,501,997	1,519,129	1,536,216	1,553,247	1,570,207
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COMMUNITY SERVICES - CITY FACILITIES

Revenue (see above, Transfer for ALL Community Services)											
Expense	1,012,215	1,088,131	1,131,656	1,176,923	1,223,999	1,272,959	1,323,878	1,376,833	1,431,906	1,489,183	1,548,750

No Net Loss Expenses

* Reduce / Remove Expense	(1,012,215)	(1,088,131)	(1,120,775)	(1,154,398)	(1,189,030)	(1,224,701)	(1,261,442)	(1,299,285)	(1,338,264)	(1,378,412)	(1,419,764)
Total No Net Loss Change w-Financial Options	0	0	10,881	22,524	34,969	48,258	62,436	77,548	93,642	110,771	128,986

COMMUNITY SERVICES-PARKS

Revenue	17,000	17,340	17,687	18,041	18,401	18,769	19,145	19,528	19,918	20,317	20,723
Ord 3203 2% Utility Tax Expires in 2024 - Nom rate decrease to 16%		(150,000)	(153,000)	(156,060)	(159,181)	(162,365)	(165,612)	(168,924)	(172,303)	(175,749)	(179,264)
Expense	1,049,882	1,154,870	1,201,065	1,249,107	1,299,072	1,351,035	1,405,076	1,461,279	1,519,730	1,580,519	1,643,740

No Net Loss Revenue Options

MPD (.60 per 1,000) City Only			1,950,000	1,969,500	1,989,195	2,009,087	2,029,178	2,049,470	2,069,964	2,090,664	2,111,571
MPD (.50 per 1,000) City Only			1,300,000	1,313,000	1,326,130	1,339,391	1,352,785	1,366,313	1,379,976	1,393,776	1,407,714
MPD (.40 per 1,000) City Only			1,040,000	1,050,400	1,060,904	1,071,513	1,082,228	1,093,050	1,103,981	1,115,021	1,126,171
Real Estate Excise Tax (grant match)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
ReInstate 2% Utility Tax Expires set to expire Dec 31, 2023	150,000	150,000	153,000	156,060	159,181	162,365	165,612	168,924	172,303	175,749	179,264
Levy Lid Lift (.10 per 1,000) City Only	260,000	262,600	265,226	267,878	270,557	273,263	275,995	278,755	281,543	284,358	287,199
Glen Cove Annexation - incr. property tax, other tax revenues and utility connections (assume 10% growth per year for results of sewer)								13,000	14,300	15,730	17,303
Impact Fees	100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166	119,509	
Fees for Service (Golf Course?)											
Parks Foundation	100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166	119,509	
Banked Capacity	0	0	0	0	0	0	0	0	0	0	0
Total ALL No Net Loss Revenue Options	0	710,000	5,009,600	5,062,266	5,115,530	5,169,400	5,223,882	5,291,985	5,349,017	5,406,814	5,465,399

Fin Sustainability Enhanced

Total SELECTED No Net Loss Revenue Options	0	450,000	457,000	464,140	471,423	478,851	486,428	507,157	516,340	525,811	535,585
No Net Loss Expenses											
Additional Park Expenses		765,000	795,600	827,424	860,521	894,942	930,739	967,969	1,006,688	1,046,955	1,088,834
Golf Course, Hybrid Plan Enhanced		338,000	88,000	88,000	88,000	88,000	88,000	88,000	88,000	88,000	88,000
Total ALL No Net Loss Expenses	0	1,103,000	883,600	915,424	948,521	982,942	1,018,739	1,055,969	1,094,688	1,134,955	1,176,834
Total SELECTED No Net Loss Expense Options	0	765,000	795,600	827,424	860,521	894,942	930,739	967,969	1,006,688	1,046,955	1,088,834
Total No Net Loss Change w-SELECTED Financial Options	0	(315,000)	(338,600)	(363,284)	(389,098)	(416,091)	(444,311)	(460,812)	(490,348)	(521,145)	(553,248)
Net Amount Parks No Net Loss Options	(1,032,882)	(1,602,530)	(1,674,978)	(1,750,411)	(1,828,950)	(1,910,721)	(1,995,855)	(2,071,488)	(2,162,463)	(2,257,096)	(2,355,529)

COMMUNITY SERVICES-POOL & MOUNTAIN VIEW FACILITIES											
Revenue											
Expense	389,490	418,702	435,450	452,868	470,983	489,822	509,415	529,791	550,983	573,022	595,943

No Net Loss Revenue Options											
MPD (.75 per 1,000) Regional District			3,900,000	3,939,000	3,978,390	4,018,174	4,058,356	4,098,939	4,139,929	4,181,328	4,223,141
MPD (.50 per 1,000) Regional District			2,600,000	2,626,000	2,652,260	2,678,783	2,705,570	2,732,626	2,759,952	2,787,552	2,815,427
MPD (.42 per 1,000) Regional District			3,000,000	3,030,000	3,060,300	3,090,903	3,121,812	3,153,030	3,184,560	3,216,406	3,248,570
Public Facilities District Sales Tax 0.2%		412,500	561,000	572,220	583,664	595,338	607,244	619,389	631,777	644,413	657,301
Impact Fees		100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166	119,509
Property Tax Levy - Voted		900,000	909,000	918,090	927,271	936,544	945,909	955,368	964,922	974,571	984,317
Fees for Service			450,000	459,000	468,180	477,544	487,094	496,836	506,773	516,909	527,247
Pool Foundation											
Banked Capacity											
one time contributions (will be used to buy down construction loan, reducing long-term debt obligations)											
* City, County, School, Hospital, other											
* specific construction sales ie, hospital											
* private donations											
Total ALL No Net Loss Revenue Options	0	1,412,500	5,022,000	5,083,350	5,145,536	5,208,571	5,272,468	5,337,240	5,402,901	5,469,464	5,536,944
Total SELECTED No Net Loss Revenue Options	0	0	3,450,000	3,489,000	3,528,480	3,568,447	3,608,907	3,649,867	3,691,334	3,733,315	3,775,817

No Net Loss Expenses											
Debt Service Pool Expenses				750,000	1,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Increased Operational Costs						400,000	412,000	424,360	437,091	450,204	463,710
Total ALL No Net Loss Expenses	0	0	0	750,000	1,500,000	2,900,000	2,912,000	2,924,360	2,937,091	2,950,204	2,963,710
Total SELECTED No Net Loss Expense Options	0	0	0	750,000	1,500,000	2,900,000	2,912,000	2,924,360	2,937,091	2,950,204	2,963,710
Total No Net Loss Change w-SELECTED Financial Options	0	0	3,450,000	2,739,000	2,028,480	668,447	696,907	725,507	754,243	783,111	812,107
Net Amount Parks No Net Loss Options	(389,490)	(418,702)	3,014,550	2,286,132	1,557,497	178,625	187,492	195,715	203,260	210,089	216,164
Ending Fund Balance w/ SELECTED Financial Options	(79,683)	(655,166)	2,783,706	2,008,695	1,231,163	(199,006)	(243,930)	(279,096)	(329,344)	(382,990)	(440,172)

AFFORDABLE HOUSING											
Beginning Fund Balance	55,862	63,067	70,416	135,912	188,298	227,179	402,149	412,788	658,665	639,336	904,342
Revenue	100,101	102,103	104,145	106,228	108,353	110,520	112,730	114,985	117,284	119,630	122,023
Expense	92,896	94,754	96,649	98,582	100,554	102,565	104,616	106,708	108,842	111,019	113,240
Ending Fund Balance	63,067	70,416	77,912	143,558	196,097	235,134	410,263	421,064	667,107	647,946	913,125

No Net Loss Revenue Options											
Housing initiatives - could incr property tax and other shared tax revenues											
Evans Vista											
In lieu fees (\$5,000 per unit for above market units)			150,000	154,500	159,135	163,909	168,826	173,891	179,108	184,481	190,016
In lieu Fees (\$30,000 per unit for above market units)			900,000	927,000	954,810	983,454	1,012,958	1,043,347	1,074,647	1,106,886	1,140,093
In lieu Fees (\$50,000 per unit for 30 above market units)			1,500,000	1,545,000	1,591,350	1,639,091	1,688,263	1,738,911	1,791,078	1,844,811	1,900,155
Affordable Housing Grants				500,000		650,000		750,000		800,000	

Fin Sustainability Enhanced

Sale of property - to support direct investment in housing			500,000		500,000		500,000		500,000		
Total ALL No Net Loss Revenue Options	0	0	3,050,000	3,126,500	3,205,295	3,436,454	3,370,047	3,706,149	3,544,833	3,936,178	3,230,264
Total SELECTED No Net Loss Revenue Options	0	0	2,000,000	2,045,000	2,091,350	2,289,091	2,188,263	2,488,911	2,291,078	2,644,811	1,900,155
No Net Loss Expenses											
Attainable Housing Incentive Program-Rev Source Impact Fees and/or fee in lieu (20 units at \$75k per unit)			1,500,000	1,545,000	1,591,350	1,639,091	1,688,263	1,738,911	1,791,078	1,844,811	1,900,155
Housing Direct Investment			442,000	455,260	468,918	482,985	497,475	512,399	527,771	543,604	559,912
Total ALL No Net Loss Revenue Options	0	0	1,942,000	2,000,260	2,060,268	2,122,076	2,185,738	2,251,310	2,318,850	2,388,415	2,460,067
Total SELECTED No Net Loss Revenue Options	0	0	1,942,000	2,000,260	2,060,268	2,122,076	2,185,738	2,251,310	2,318,850	2,388,415	2,460,067
Total No Net Loss Change w-SELECTED Financial Options	0	0	58,000	44,740	31,082	167,015	2,525	237,601	(27,771)	256,396	(559,912)
Ending Fund Balance w/ SELECTED Financial Options	63,067	70,416	135,912	188,298	227,179	402,149	412,788	658,665	639,336	904,342	353,213
LIBRARY OPERATIONS											
Beginning Fund Balance	605,776	592,386	392,343	407,820	379,274	564,496	703,786	794,774	834,989	821,857	752,692
Revenue	1,203,905	1,215,944	1,228,103	1,240,385	1,252,788	1,265,316	1,277,969	1,290,749	1,303,657	1,316,693	1,329,860
Expense	1,217,295	1,265,987	1,316,626	1,369,291	1,424,063	1,481,025	1,540,266	1,601,877	1,665,952	1,732,590	1,801,894
Ending Fund Balance	592,386	542,343	303,820	278,914	207,999	348,787	441,489	483,646	472,694	405,960	280,658
No Net Loss Revenue Options											
Levy Lid Lift (.10 per 1,000) City Only					260,000	262,600	265,226	267,878	270,557	273,263	275,995
Levy Lid Lift (.10 per 1,000) City Only			260,000	262,600	265,226	267,878	270,557	273,263	275,995	278,755	281,543
GF Contribution					1	1	1	1	1	1	1
Banked Capacity			200,000	220,000	242,000	266,200	292,820	322,102	354,312	389,743	428,718
Library Foundation	0	0	0	0	0	0	0	0	0	0	0
Private Donations	0	0	0	0	0	0	0	0	0	0	0
Total ALL No Net Loss Revenue Options	0	0	460,000	482,600	767,227	796,679	828,604	863,244	900,865	941,762	986,257
Total SELECTED No Net Loss Revenue Options	0	0	260,000	262,600	525,226	530,478	535,783	541,141	546,552	552,018	557,538
No Net Loss Expenses											
Add'l Library Services or Program		150,000	156,000	162,240	168,730	175,479	182,498	189,798	197,390	205,285	213,497
Total No Net Loss Expenses	0	150,000	156,000	162,240	168,730	175,479	182,498	189,798	197,390	205,285	213,497
Total SELECTED No Net Loss Expense Options	0	150,000	156,000	162,240	168,730	175,479	182,498	189,798	197,390	205,285	213,497
Total No Net Loss Change w-SELECTED Financial Options	0	(150,000)	104,000	100,360	356,496	354,999	353,285	351,343	349,163	346,732	344,041
Ending Fund Balance w/ SELECTED Financial Options	592,386	392,343	407,820	379,274	564,496	703,786	794,774	834,989	821,857	752,692	624,700
DO NOT PRINT BELOW LINE; for graph only											
Total SELECTED No Net Loss Revenue Options	0	3,902,957	12,836,800	13,989,315	15,411,791	17,387,290	17,685,727	19,188,982	19,483,922	20,348,869	20,135,163
2023 Budget 2024 Frkst 2025 Frkst 2026 Frkst 2027 Frkst 2028 Frkst 2029 Frkst 2030 Frkst 2031 Frkst 2032 Frkst 2033 Frkst											
Ending Fund Balance w/ SELECTED Financial Options	6,863,718	4,116,954	5,933,495	2,545,239	(1,000,028)	(5,484,351)	(9,195,338)	(12,554,968)	(16,630,619)	(20,882,498)	(26,433,053)

Select Task Force Background Materials

A selection of slides from the Task Force meetings is below. For a full set of agendas, minutes, presentation materials, and video recordings, visit: <https://cityofpt.us/engagept/page/financial-sustainability-initiative>.

WHAT IS A BUDGET?

- The budget is an **economic plan** that focuses the entity's financial and human resources on the accomplishment of specific goals and objectives established by the policy makers.
- The budget establishes the annual revenue and expenditure levels, called **appropriations**, for departments and funds.
- A city budget must be balanced: **revenues ≥ expenditures**
- Port Townsend currently operates on an annual budget and all appropriations are for that calendar year alone.

What is the purpose of a budget?

- Legal requirement
- Accountability and transparency
 - How the City spends taxpayer and ratepayer money
- Sharing accomplishments
 - Performance evaluation
 - Performance measures
- Management tool
- Planning document

WHAT SERVICES DOES THE BUDGET PROVIDE FOR?

SERVICES PROVIDED BY THE CITY

- **Development Services:** Planning, permitting, inspections
- **General Government:** City management, legal services, finance, human resources, IT
- **Library:** Library services
- **Parks, Recreation & Community Services:** Park maintenance, recreational activities
- **Police:** Public safety services
- **Public Works:** Maintenance of physical infrastructure and transportation systems
- **Solid Waste:** Garbage and recycling services
- **Water/Sewer:** Drinking water, sewer treatment services

SERVICES PROVIDED BY JEFFERSON COUNTY

- **Assessor:** Assessment of real property
- **Economic Development:** Business attraction and retention
- **Emergency Management:** Disaster planning, mitigation, and recovery
- **Environmental Public Health:** Water quality maintenance, preservation of open space, per-mitting of waste systems
- **Municipal Court:** Processing of cases and collection of fines
- **Public Health:** Communicable disease management, family health services

SERVICES PROVIDED BY OTHER ENTITIES

- **Electricity** (via Jefferson County PUD)
- **Fire prevention and emergency response** (via East Jefferson Fire and Rescue)
- **K-12 education** (via Port Townsend School District)
- **Port maintenance** (via Port of Port Townsend)
- **Public transit** (via Jefferson Transit Authority)
- **911 services** (via [JeffCom](#))

THE COST OF CITY SERVICES

Primary Services: 2023 Budget



Levy Rate	Tax Rate	% of Total	Tax on a \$100 Purchase
State of WA	6.40%	70%	\$6.40
City of Port Townsend	0.98%	11%	\$0.98
Jefferson Transit Authority	0.90%	10%	\$0.90
Jefferson County	0.73%	8%	\$0.73
JeffCom	0.10%	1%	\$0.10
Total Tax Rate	9.10%	100%	\$9.10



Levy Rate	Levy rate per \$1,000 Valuation	% of Levy	Tax on a \$300K home
State Levies (School)	\$2.734	28%	\$820
Local Schools	\$2.026	21%	\$608
City of Port Townsend	\$1.5678	16%	\$300
County Current Expense*	\$1.2178	13%	\$128
Fire District	\$0.999	10%	\$12
Port of Townsend	\$0.521	5%	\$470
Emergency Medical Services	\$0.425	4%	\$156
Public Utility District	\$0.0815	1%	\$24
Hospital District	\$0.0399	0.4%	\$365
Totals	\$9.6120	100%**	\$2,884

*includes Mental Health, Veteran's Relief, Developmental Disabilities

** Totals may not sum to 100% due to rounding

4

LEVEL OF SERVICE OVERVIEW

- Level of service is a function of 2 primary factors:
 - The amount of services provided (which is in turn a function of the **cost of service** and the **budget for services**)
 - The number of people receiving services

- Parks example:

	Amt of services provided	# of people receiving services	Level of Service
Scenario A: Fewer people	1,000 acres of parkland	100,000 residents	10 acres per 1,000 residents
Scenario B: More people	1,000 acres of parkland	125,000 residents	8 acres per 1,000 residents

Key takeaway: Increasing the # residents receiving services without increasing the amount of services provided decreases the level of service for the community.

WHAT SERVICES DOES THE BUDGET PROVIDE FOR?

SERVICES PROVIDED BY THE CITY

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THE COST OF CITY SERVICES

Primary Services: 2023 Budget



FUNDING STRATEGIES AND PEER CITIES

	Levy lid lift	TBD* sales tax or license fee	Park district property tax	Impact Fees	Business & Occupation Tax	Lodging Tax
Anacortes		Yes		Yes		Yes**
Leavenworth		Yes	Part of a park service area			Yes
Port Orchard		Yes		Yes		
Port Townsend					Yes	Yes
Poulsbo		Yes		Yes		Yes
Sequim			Part of a park district	Yes		Yes



To: City Council

From: Climate Action Committee

Date: June 16, 2023

Subject: CAC Recommendations on 2024 Workplan

Thank you for once again giving us the opportunity to make suggestions regarding your workplan for the coming year. We recognize that these are especially trying times given the past and lingering problems with the COVID pandemic, your budget and staff constraints, and your many critical short-term challenges. Unfortunately, the worsening climate crisis poses long-term challenges that will not go away and need to be addressed as best we can.

Last year we presented a list of 7 recommendations which addressed how we can reduce our greenhouse gas emissions and increase carbon sequestration. Those recommendations are all still relevant and we have included them again below. This year we would like to add several that fall in the category of adaptation to the inevitable changes we face.

Here are more than the number of recommendations suggested by Mayor Faber and we have not prioritized them. You may already be working on some of them, and we hope you can incorporate others into your future workplans whenever possible.

1. Research, develop and implement a managed parking strategy including paid parking downtown as a way to reduce Vehicle Miles Traveled and Greenhouse gas emissions. (See CAC recommendation from March 2022 below for more details.)



Parking Proposal
from CAC_final.pdf

2. Revise the Tree Ordinance to encourage retaining standing trees as practical, consistent with an Urban Growth area. Trees both absorb greenhouse gases and help cool the city during heatwaves, absorb heavy winter rains, and mitigate stormwater flows. They help in both

reducing net greenhouse emissions as well as reducing projected climate change impacts. Additionally, create an urban forest management plan for the city to best balance the needs of development and the benefits of forest and trees. (See presentation on Forest and Trees Greenhouse Gas Inventory for 2001-2016 and Next Steps to the City Parks and Trees board below for details.)



CAC Slides Update
to City Parks and Tre

3. Support community forest and other forest conservation projects, as well as consider protecting city-owned older forests. Same rationale and reference as for #2.
4. Pilot the use of a Climate checklist, such as the CAC Climate Risk Screening Tool, as a way to consider both projected greenhouse gas emission and climate change impacts for projects or policies implemented by the city. The goal would be to update the tool as needed after the pilot and then define a policy to make it part of the approval process for applicable projects and policies. (See cover letter and screening tool below.)



CAC Letter re
Climate Risk Screen



CAC Climate Risk
Screening Tool Dec

5. Continue to support the CAC EV Work group, with Steve King as co-lead. See [2020 Greenhouse Gas Community Emissions Reduction Opportunities \(based on 2018 inventory\)](#) as a reference.
6. Have a representative on the CAC Vehicle Miles Travelled work group. Same reference as #5.
7. Update the city organizational climate goals status (see below) and prepare new goals for 2024.



Climate Action
Committee Organiz

8. Plan for adaptation to more frequent flooding due to increased intense precipitation, along with sea level rise (see #9) that can impact drainage. Examples include rain gardens.
9. Plan for sea level rise adaptation. Begin discussions and plans for a long-term vision of how Port Townsend might need seawalls and moving some operations to higher ground in order to adapt to significant sea level rise. The Port and the County are already investing in exploring options. (See The City of Port Townsend Sea Level Rise and Coastal Flooding Risk assessment).

PRTTAB (draft) Response to Mayor Faber's 5 June 2023 Invitation Regarding Workplan Priorities for 2024

1. What 2-3 priorities do you and your board believe are most important to consider as part of the overall City workplan and related to your purpose and role as an advisory body? How do such priorities align with existing work or foundational plans like the Comprehensive Plan and/or functional plans?

A. Trees+ lists: A PRTTAB subcommittee has been assigned to update the street tree list from 2017 and the park/large tree list and list of species not to plant, both of which have not been updated since 2009. The subcommittee will work with staff liaisons to address the tree-relevant sections of the Engineering and Design Standards (EDS) and incorporate the updated lists by reference. The EDS sections addressing trees and ROW plantings are nearly a quarter century old and much has changed in arborist recommendations and climate impact considerations. This priority aligns with Strategic Plan focus on Quality of Life and Infrastructure Assets, and throughout the PROS Plan.

B. Identify buildable lands while protecting existing open space and urban forest: A PRTTAB subcommittee has been assigned to work on an open space and buildable lands inventory for tactical infill efforts aligning with work underway by staff, Planning Commission and Council. This priority aligns with Strategic Plan focus on Affordable Housing and Quality of Life.

C. Parks+ foundation - Develop long-term methods for sustainable funding of parks and recreation: Staff invited the Executive Director of the Jefferson Community Foundation to attend a meeting in March 2023 where the board had the opportunity to learn about the process and expectations of developing a Parks+ foundation to support our parks, recreation, trees and trails or at least some subset of the list. This priority aligns with Strategic Plan focus on Quality of Life and PROS Plan Implementation Strategies.

2. What has gone well this year that we should learn from or consider more broadly?

A. The west side of town is getting some attention with infrastructure and amenities: New playground equipment has been installed at Bishop Play Park as a part of banked capacity efforts. Edge lane roads are starting to be assigned on the west side, to improve pedestrian and bicyclist safety. Also note that the first major local road improvement project will occur on the west side, funded by banked capacity dollars. Signage for park rules and kiosks of maps and information are being installed in parks by staff.

PRTTAB asked last year that a more equitable distribution of park services and amenities to include the west side of town be considered, as specified for example in 2020 PROS Plan Exhibits 2 and 81 and 'gaps' on the west side, referred to throughout the PROS Plan as well as the Comprehensive Plan Land Use Element. The northwest part of town still has no city-owned neighborhood parks or play equipment. There are no park or other public restrooms on the west side and almost no streetside benches for pedestrians to relax and rest on, although there are plans underway to repair and reopen the restrooms at Kah Tai Lagoon Nature Park. A grant proposal for Inflation Reduction Act funding was recently submitted that would add street trees and associated green infrastructure to the west side road improvements and hopefully generate some community effort toward benches for pedestrians as part of the local match.

B. Develop volunteer recruitment, management and retention structure for extensive trails and other efforts: Staff have been successful in beginning to reconstitute what once was a robust

volunteer program for parks since we do not have sufficient staff or budget to maintain our extensive parks. We also need a major volunteer effort for the 30+ miles of trails we have that were built primarily by volunteers. What is missing in the volunteer development is the efforts of our former trails volunteers, who could field teams of a dozen or more knowledgeable participants to work on trails. An unfortunate consequence of the previous administration's philosophy about volunteers led to the dismissal of the trails leadership, subsequent disbanding of trails workparties and the dissolution of the Nonmotorized Transportation Advisory Board. Advisory oversight of trails efforts was relegated to PRTAB, making us PRRTAB, but with none of the volunteer expertise and leadership of the former board. We need to honor that extra 'T' in our title and begin to focus our advisory efforts to include trails. Port Townsend would also benefit from developing volunteer groups to support tree planting and maintenance, such as a 'Friends of Trees' group.

3. What Advisory Board work from this or previous years is incomplete and should be considered for continuation in 2024?

A. Update the Safe Routes to Schools map: Although many of our road and sidewalk projects refer to 'Safe Routes to School', the existing Safe Routes to Schools map and information apparently reside only in the Nonmotorized Transportation Plan which has not been updated since 2011 and in older sections (1998?) even refers to routes to 'Mountain View Elementary School'. The map and associated information should be updated and made accessible to the community. Updating would proceed in collaboration with the Port Townsend School District staff. An update to the Nonmotorized Transportation Plan is also overdue and highly relevant to current efforts.

B. Stabilize funding for both park capital needs and to support a parks staff size that our parks acreage and population require: The Trust for Public Lands recommends a minimum of five parks staff per 10,000 residents - we currently have three full-time field staff again and have never had more than three since the 2008 recession. Two parks staff are funded with a 2% utility tax. Parks and trails are visitor attractants and should qualify for some LTAC funding including funding for the dog park since many visitors bring their dogs with them. REET can also be used for parks funding. These funding sources could be partially redirected to support parks and trails.

4. Are there things we should stop doing or do differently, both at strategic and operational levels?

A. Equity: We should make a concerted effort to evaluate all annual budget discussions of parks funding and time invested for equitable distribution of services and amenities. Parks on the east side are beloved because of their amenities. When a well-funded park has multiple kinds of children's play equipment, comfortable seating, WiFi, flower gardens, shade trees and real restrooms, of course it is used more frequently, but fairness requires that other areas of our community have access to similar amenities in their own neighborhoods.

B. Sustainability: The Financial Sustainability effort and Metropolitan Parks District discussions seem more directed toward funding a pool rather than funding parks. We need to have a dedicated funding effort for parks capital and maintenance and not be held hostage to budget negotiations every cycle. One serious deficiency is our lack of both master and management plans for many of our parks, including Bobby McGarraugh, Kah Tai, Bishop, and Sather Parks and the

former Golden Age Club and adjacent Chetzemoka Dog Park. Master planning is necessary to be competitive for RCO and other sources of funding for parks.

5. What else should we be considering?

A. Leash law/dog park brochure - Leash Law Communication Plan: Council tasked PRTAB to develop a communication plan to educate and inform the public about the leash law update in 2019. Effort was intended to develop outreach to the school district and with public notices in the newspapers and water bill newsletter. Brochure would be developed for distribution at trailheads, parks, the Visitors Center and the ferry terminal. Documents were proposed to be made available on the City website in order to minimize costs and resource consumption as well as to accommodate QR technology, with some paper copies for conventional distribution. Unfortunately, most of 2019 board effort was consumed with the PROS Plan update, followed abruptly by the pandemic shutdown.

B. New parks or features - community-built playgrounds and ROWs for parcours: During the PROS Systems workshop in 2019, we identified areas that need parks or at least some recreational infrastructure, in particular in the Rainier/Howard Street corridor to Hastings and Hastings to Discovery. One economical way suggested would be to use ROWs on the west side for small linear parks using community-built efforts with recycled and natural products as much as possible. The limiting width of ROWs would still allow simple structures/linear activities for kids as well as to build parcours routes for youth and adults. In addition, community-built playgrounds are increasingly common (see the recent effort in Port Angeles) and we likely have the leadership, interest and skills in our community to tackle this idea.

C. Pedestrian and bicyclist safety: More multiuse paths/trails and/or edge lane roads are needed on the west side of town for pedestrian and bicycle safety. A multiuse path or edge lane feature on 12th or 14th Streets between Landes and Sheridan and a multiuse path on Hastings Avenue between Sheridan and Howard (Capital Improvement Plan, Appendix C) would add an important safety feature to encourage more walking and bicycling and less car traffic on these well-used routes. Pedestrian safety on all trails and sidewalks also requires consideration, particularly in light of the expanded use of electric bicycles.

D. Public access to street end view points: Make the street ends listed in the PROS Plan (Appendix C) accessible to the public as view points and prevent future encroachment by adjacent neighbors on all street ends, noting that such use was eliminated for the listed Garfield ROW by a Comprehensive Plan amendment via Ordinance 3119.

E. The Tree Conservation Ordinance: The Ordinance should be rewritten so that the City is required to comply with all the requirements for tree planting that other developers must follow (19.06.130.B). Right now the City exempts itself from Municipal Code that it requires others to follow (19.06.100.D), even though the City does more tree planting than any developer. In particular, the City should not plant monocultures or have plantings excessively dominated by single species or genera or non-native species for the reasons listed in the code. PRTTAB has tried to convince staff not to plant monocultures but our concerns were discounted. The Ordinance currently allows exemption of individual lots and only begins at the block level, a development size rarely seen here. Note that an update to our Tree Conservation Ordinance and the development of an Urban Forestry Plan are included in the recent proposal submitted for IRA funds for addressing issues of equity in urban forestry.

From: [Melody Eisler](#)
To: [David Faber](#)
Cc: [Owen Rowe](#); [Alyssa Rodrigues](#)
Subject: Letter to Advisory Boards feedback from LAB
Date: Tuesday, June 13, 2023 7:46:06 PM

Hi David,

LAB met today and here is the feedback they provided at the meeting. I have included Alyssa in case she is compiling the feedback in advance of our July 10th retreat and Owen as the liaison in case you have questions as he was at the meeting today. They may have more feedback as they reflect. I will be on vacation starting tomorrow and back on July 3rd and can share any more insights then.

1. City could consider providing funding for construction of quiet/working areas in the library like office pods.
2. Improving the process and communication for advisory board applications and onboarding. General consensus was to make the process more friendly and welcoming.
3. Making sure the Library Strategic Plan is a part of the City's Strategic Workplan.

Thank you so much for taking the time to get feedback from advisory boards. It was meaningful to LAB and we had a good discussion.

Warm wishes,

Melody Sky Weaver (née Eisler) (she/her), M.L.I.S I Library Director

City of Port Townsend | <http://ptpubliclibrary.org/> | meisler@cityofpt.us

1220 Lawrence St, Port Townsend, WA 98368

P:(360) 344-3054 | F:(360) 385-5805

To: City Council
From: Lois Stanford, Planning Commission Chair
Date: July 6, 2023
Subject: 2024 City Workplan

This memo responds to Mayor Faber's request for input in advance of Council's 2024 Workplan Retreat. We appreciate the opportunity to provide our perspective on city work plan priorities.

Please find below our responses to the four specific questions posed in Mayor Faber's letter.

1) What 2-3 priorities do you and your board believe are most important to consider as part of the overall City workplan and related to your purpose and role as an advisory body? How do such priorities align with our 3-year Strategic Plan, Comprehensive Plan and/or functional plans?

Priorities and Alignment with Existing Plans: The Planning Commission have identified the following priorities as crucial to the overall City workplan and in alignment with existing foundational plans, such as the Comprehensive Plan and functional plans:

- a. **Enhancing Walkability and Transportation:** We recognize the importance of making our community a walkable and easily transportable place. The examination of parking and the implementation of measures to improve transportation options are essential in achieving this goal.
- b. **MFTE Expansion:** We believe in expanding the Multifamily Tax Exemption (MFTE) program to address housing affordability concerns effectively.
- c. **Developing a Systemic Housing Plan:** It is essential to move away from addressing housing issues in a piecemeal manner and work towards a cohesive strategy. We recommend that the City Council takes the lead in updating a comprehensive housing strategic plan, including clear goals and strategies targeting different income brackets. We emphasize the need to focus on anti-displacement policies and programs. Furthermore, we encourage the establishment of a housing data system that facilitates meaningful analysis.

Alignment with Existing Plans: To ensure our priorities are aligned with existing work and foundational plans, we propose the following actions:

- a. **Conduct a Community Assessment:** In line with the Comprehensive Plan update, we recommend conducting a community assessment as part of continuous public engagement for the 2025 Periodic Update.

- b. **Assess Concrete Evidence:** It is crucial to track the impact of our initiatives on housing and affordability. We suggest monitoring metrics such as permit requests and housing starts to gather concrete evidence of our progress.

2) What has gone well this year that we should learn from or consider more broadly?

Notable Achievements: During the meeting, we discussed the following achievements:

- a. **Hiring of Long Range Planner:** We celebrated the addition of Helena as our new long-range planner, which strengthens our capacity to address housing and planning challenges effectively.
- b. We celebrate that return of more frequent Planning Commission meetings.
- c. **Progress on Housing Initiatives:** While acknowledging the steps taken on housing issues, we are proud of the incremental steps taken through the Tactical Infill project to remove barriers to housing, such as implementing Unit Lot Subdivisions, allowing Tiny Houses on Wheels, Employer Provided Housing, allowing two ADU's per lot, and various parking requirement reductions. Our next step as noted above, is to demonstrate concrete evidence of their effectiveness in improving housing affordability.
- d. Recommended a Comprehensive Plan 2023 annual amendment to focus on achieving multifamily density through increased minimum and maximum density and the right combination of bulk and dimensional criteria to achieve this. The options to increase density and building capacity would amend High Density Multifamily, Neighborhood Mixed Use Center, Community Mixed Use Center, and Mixed Commercial/Light Manufacturing Zones.

3) What Advisory Board work from this or previous years is incomplete and should be considered for continuation in 2024.

We highlighted the importance of continuing the unfinished work from previous years, particularly regarding achieving a duplex on a single lot and achieving the milestone of ending detached single-family zoning.

4) Are there things we should stop doing or do differently, both at strategic and operational levels?

Areas for Improvement: The Planning Commission recognizes the need for improvement in certain areas and offers the following suggestions:

- a. **Enhance Public Communication:** Public engagement should be a priority, and we should explore ways to streamline and make the process more accessible beyond the traditional agenda packet.
- b. **Improve Deliberation Process:** We received feedback from the public during the Tactical Infill process, indicating a desire for changes. It is essential to allocate sufficient time for Planning Commission discussions and address repetitive comments effectively.
- c. **Strengthen Public Messaging:** To ensure the Planning Commission's recommendations are well understood and supported, we emphasize the importance of effective public relations. Demystifying the planning process, using plain language, and employing appropriate

vocabulary can enhance understanding and engagement. The new emphasis to engage more than we did in the past is a wonderful new beginning for the City, such as what the City accomplished with the fiscal sustainability videos.

- d. **Emphasize Public Participation:** We encourage utilizing various platforms, such as webinars and feedback mechanisms, to facilitate public participation in zoning and Comprehensive Plan changes. Continued efforts should be made to engage the public through accessible means, such as providing clear information and opportunities for feedback.

5) What else should we be considering?

As part of the 2025 Comprehensive Plan update, or in tandem with, the City should focus on exploring some of the financial tools in the White Paper “Exploration of Strategies for Supporting Infill and Affordable Housing Related to Infrastructure Development” to further incentivize affordable middle housing. The Planning Commission considered options to prepare zoning for an attainable housing strategy by achieving density according to the City’s original platted conditions. These options were to establish a maximum lot size and/or minimum density as part of the 2023 annual Comprehensive Plan Update; however, this work did not seem achievable in two months. We urge the City to ensure this is part of the 2025 Periodic Update of the Comprehensive Plan. We also urge the City to consider the following options as soon as possible that are external to the Comprehensive Plan timelines, these include:

- a. Expand the multi family tax exemption program so that it would be obtainable for a wider range of affordability, additional properties, and groups of buildings consistent with state law.
- b. Completing the transitional and emergency shelter code amendments in accordance with HB 1220. The City and County planning commission met and jointly approved a set of consistent regulations.

Respectfully submitted on behalf of the Port Townsend Planning Commission,



Lois Stanford, Chair



Date

June 7, 2023

Historic Preservation Committee
City of Port Townsend
250 Madison Street
Port Townsend, WA 98368

Richard Berg, Chair

Historic Preservation Priorities:

Last year, in my role as the Chair of HPC, I encouraged City Council to take actions to work toward easing the housing shortage in Port Townsend. I believe that a healthy housing market is one important tool in the toolbox needed here to accomplish effective historic preservation. So I would like to compliment City Council and the administration on the work that has been done this past year to tackle that difficult problem.

As far as HPC priorities go, there are two unfinished pieces of business that have been hanging around this Committee for some time, and no progress has been made during the past year. So they remain the top priorities of this committee for 2024.

1. We have unfinished guidelines regarding windows, solar panels installations, landscaping walls, and exterior lighting. These sets of guidelines have been drafted and almost finished for several years now, and it would be helpful to get them completed and added to our other guidelines that are available for use by the public. I believe that all it would take would be some staff time allocated to finish up these guidelines, and then to usher them through the City Council approval process.

In addition to the unfinished guidelines, other sets of adopted guidelines are becoming dated in various respects, and some staff time devoted to working with the Committee to update all of our guidelines would be helpful.

2. The Historic Property Inventory work that was undertaken some time ago was completed and mapped inside the Historic District. That map is available on the City website, and is very useful. Some additional Inventory work was done in neighborhoods adjacent to the Historic District, with the thought that work would continue and eventually historic properties throughout the entire city would be inventoried and mapped. However that effort has been stalled for several years. I believe it would take grant funding and hiring of an intern to continue and complete this work, as that's how it was undertaken previously. The goals and work of the HPC would benefit greatly from the completion of this initiative.

In addition to that unfinished business, we understand ourselves to be a Committee that has been charged with overseeing compliance with the Secretary of the Interior's Guidelines, and other

local Historic Preservation guidelines, in the City of Port Townsend. From time to time, items come before us that bring to mind the disconnect between historic preservation review at Fort Worden, which is inside the City Limits of Port Townsend, and historic preservation review in all of the rest of the City.

Last year, we suggested that in order to bridge over that gap in a small way, arrangements be made with the preservation office at State Parks such that the HPC is notified when applications are made to their office for Historic Preservation review, and that we also be notified of decisions that are made by their office. This would serve to keep us informed with regard to projects and preservation review at Fort Worden, and also familiarize us with State Parks' methods and interpretation of Guidelines in their review and decision-making process. This would give us a better understanding of the full scope of Historic Preservation work that takes place in our City. I would imagine that negotiating such an arrangement could take some staff time, and perhaps volunteer time for committee members as well.

Nothing was done last year to move this initiative forward, so we would like to once again suggest that follow up be done regarding this type of outreach to State Parks.

Thank you for this opportunity to offer input!

Richard Berg, Chair
Historic Preservation Committee

From: [John Mauro](#)
To: [Alyssa Rodrigues](#)
Subject: FW: letter from the Mayor to advisory body chairs
Date: Friday, July 7, 2023 2:35:40 PM
Attachments: [image002.png](#)
[image003.png](#)

Please include this in the packet. Thank you!

John Mauro | City Manager

City of Port Townsend | www.cityofpt.us

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From: Nhattaleah Nichols <nhattnichols@gmail.com>
Sent: Friday, July 7, 2023 1:58 PM
To: John Mauro <JMauro@cityofpt.us>
Subject: Re: letter from the Mayor to advisory body chairs

CAUTION: External Email

Dear City Manager and Mayor,

The Port Townsend Arts Commission would like to offer the following answers to your questions:

• What 2-3 priorities do you and your board believe are most important to consider as part of the overall City work plan and related to your purpose and role as an advisory body? How do such priorities align with existing work or foundational plans like the Comprehensive Plan and/or functional plans?

For PTAC, our priorities are supporting art and artists in our community. We feel like the city has sidelined art as a priority, and we ask City Council and the City Manager to approach their work plan with the question of how it could include more art, play, and curiosity.

I know that, traditionally, arts have been seen as an extra in civic priorities. But when you look at towns that have prioritized the role of artists in civil discourse, you find a more engaged and informed citizenry. As an example, I just returned from a conference in Fergus Falls, Minnesota, where they had [The Year of Play](#), an Our Town grant-funded program that encouraged artists to propose micro-grant projects, which encouraged citizens to engage with city infrastructure projects.

Art shouldn't be considered separately from other aspects of a city that has "art community" on the entrance sign. Let's find more ways to support art and artists across the entire city work plan.

• What has gone well this year that we should learn from or consider more broadly?

The Poet Laureate program has already been a great success. Finding more ways to bring art directly to citizens and support working artists is an idea that should be expanded. Can we have an artist in residence in city hall? Or even an official Jefferson Transit artist in residence? These are ideas that are being explored in other rural areas, and I know we would also benefit from an expanded residency program.

• What Advisory Board work from this or previous years is incomplete and should be considered for continuation in 2024?

I don't feel like there is a clear public art policy that makes it easy for citizens to understand how new art is commissioned in Port Townsend. I would like to see the city and PAC develop very clear guidelines in plain English.

• Are there things we should stop doing or do differently, both at strategic and operational levels?

I would like to see more understanding of the role of PTAC from both City Council and City Management.

• What else should we be considering?

Ways to utilize your new communications manager that encourages engagement with public policy beyond informational meetings.

On Mon, Jul 3, 2023 at 4:34 PM John Mauro <JMauro@cityofpt.us> wrote:

Dear Advisory Body Chairs

Thank you to those who have submitted responses regarding the 2024 City workplan as per the invitation letter sent by Mayor Faber last month (attached). For those who still wish to do so, we'd love to hear from you.

While Mayor Faber indicated in his invitation letter that we will be holding the all-day retreat on 7/10, we did not yet know the time your responses would be read and discussed at the meeting.

The full agenda is forthcoming, but we wanted to let you know that Council or staff liaisons will read your letters from 1030-11am on 7/10. If you wish to join us at that time to read your body's letter yourself, you're more than welcome to do so. Similarly, you'd be welcome to join for entire all-day retreat if you're interested/able.

Please don't hesitate to be in touch with any questions. And thank you for your service to our

community!

Warm wishes,
John and Team PT

John Mauro | City Manager

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From: John Mauro

Sent: Monday, June 5, 2023 2:00 PM

To: nhattnichols@gmail.com; dbjahnke@att.net; richard@terrapin-arch.com;
lois.stanford@ualberta.ca; jacqueline.mention@gmail.com; cindyj911@yahoo.com

Cc: David Faber <DFaber@cityofpt.us>; Heidi Greenwood <HGreenwood@cityofpt.us>; Shelly Leavens <sleavens@cityofpt.us>; Steve King <sking@cityofpt.us>; Melody Eisler <MEisler@cityofpt.us>; Emma Bolin <ebolin@cityofpt.us>; Judy Surber <jsurber@cityofpt.us>; John McDonagh <jmcdonagh@cityofpt.us>

Subject: letter from the Mayor to advisory body chairs

Dear Advisory Body Chairs (City Council bcc'd, staff liaisons cc'd)

Can you believe it? It's time to start thinking about the 2024 workplan. Please find the attached letter from Mayor Faber soliciting your high-level input and ideas as we start to work through the workplan process.

Thank you for your service to the community,
John and Team PT

John Mauro | City Manager

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