



# **Yakima Regional Clean Air Agency**

*Yakima Regional Clean Air Agency*  
*Agencia Regional de Aire Limpio de Yakima*

## **Meeting of the Board of Directors July 2025**

**Reunión de la Junta Directiva  
Julio 2025**

July 10, 2025

10 de Julio de 2025

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## **Regular Meeting of the Board of Directors**

**July 10, 2025 – 2:00 P.M.**

Yakima City Hall; 129 N Second Street; Yakima, Wash.

Duration – 1 hour (estimated)

### **AGENDA**

- 1. Call to Order**
- 2. Roll Call**
- 3. Changes to the Agenda**
- 4. Public Comments**  
The public may address any matter relevant to the business of the Board at this time. Please state your name and the item you wish to address. Comments are limited to three (3) minutes per person.
- 5. Board Meeting Minutes for June 12, 2025**
- 6. Resolution 2025-03 – Appointing Agency Officials**
- 7. Resolution 2025-04 – Adopting a Cost-of-Living Adjustment**
- 8. Executive Director's Report**
  - Final FY 2025-26 Budget – Review Only
  - Resolution 2025-01 – Review Only
  - Resolution 2025-02 – Review Only
- 9. Other Business**
- 10. Executive Session – 30 Minutes**
  - Executive Director Performance Review
- 11. Adjournment**

Zoom information

URL: <https://us06web.zoom.us/j/6058007569>

Meeting ID: 605 800 7569

Phone number: 253-215-8782 or 253-205-0468

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## **Reunión Ordinaria de la Junta Directiva**

**10 de Julio de 2025 – 2:00 P.M.**

Ayuntamiento de Yakima; 129 N Second Street; Yakima, Wash.

Duración – 1 hora (estimativo)

### **ORDEN DEL DIA**

- 1. Llamado a Orden**
- 2. Pase de Lista**
- 3. Cambios al Orden del Día**
- 4. Comentarios del Públicos**  
El público puede abordar cualquier asunto relacionado con los asuntos de la Junta en este momento. Indique su nombre y el artículo que desea abordar. Los comentarios están limitados a tres (3) minutos por persona.
- 5. Acta de la Reunión de la Junta del 12 de Junio de 2025**
- 6. Resolución 2025-03 – Nombramiento de Funcionarios de la Agencia**
- 7. Resolución 2025-04 – Adopción de un Ajuste del Costo de Vida**
- 8. Informe del Director Ejecutivo**
  - Presupuesto Final para el Año Fiscal 2025-26 – Solo Revisión
  - Resolución 2025-01 – Solo Revisión
  - Resolución 2025-02 – Solo Revisión
- 9. Otros Asuntos**
- 10. Sesión Ejecutivas – 30 Minutos**
  - Evaluación del Desempeño del Director Ejecutivo
- 11. Conclusión**

Zoom información

URL: <https://us06web.zoom.us/j/6058007569>

ID de reunión: 605 800 7569

Número de teléfono: 253-215-8782 or 253-205-0468

Si desea asistir a la reunión de la junta de YRCAA y requiere una adaptación debido a una discapacidad o necesita servicios de interpretación o traducción, llame al 509-834-2050 ext. 100 o envíe un correo electrónico [admin@yrcaa.org](mailto:admin@yrcaa.org).

**1. Call to Order**

Chairperson DeVaney called the meeting to order at 2:04 p.m. in the council chambers, Yakima City Hall; 129 N Second St.; Yakima, Washington.

**2. Roll Call**

Thornsbury conducted roll call and declared a quorum present.

Board members: Amanda McKinney, County Representative, Present (via video-conference)  
Steven Jones, Ph.D., County Representative, Present  
Janice Deccio, Large City Representative, Present  
Hilda González, Ed.D., City Representative, Present  
Jon DeVaney, Member-at-Large, Present

Staff present: Marc Thornsbury, Executive Director

**3. Changes to the Agenda**

DeVaney suggested tabling the executive session until the next meeting when McKinney would be able to attend in person and asked if any board members objected. No objection was raised and the executive session was tabled by consensus.

**4. Public Comment**

DeVaney asked if there were any public comments.

Jean Mendoza stated during the May 2025 meeting McKinney and Jones defended polluting dairies and ignored public interests, adding the YRCAA board meeting should not be a platform to support people that violate the law.

Mendoza stated the Board considered the Agency budget for eight minutes during the prior meeting and this was inadequate time for an adequate evaluation. She added the Board should identify the goals for the Agency and what activities staff should perform in the coming year. Mendoza stated the Board should inform staff of what it expects and provide adequate funds in support of that work.

Mendoza suggested the Board illegally redirected monies allocated for work by Agency staff into various reserve funds and, as a result, preventing staff from conducting activities in support of the state and federal Clean Air Acts. She added the Board should consider the matter in its budget discussion.

Nancy Lust, Friends of Rocky Top, concurred with Mendoza's comments and expressed concern regarding the seeming lack of consideration of the budget. She noted Thornsbury had repeatedly requested funding and expressed concern regarding the difficulties in filling open positions and securing COLAs [cost-of-living adjustments] to remain competitive. Lust explained she has been left with the impression a couple of people on the board have adopted a "starve the beast" approach to government regulation and stated regulatory agencies are not "beasts" to be starved, but organizations that help businesses comply with important environmental laws. She noted if the Board does not properly fund the agency, it should turn its regulatory responsibilities to the state Dept. of Ecology. Lust expressed her belief Ecology would do a better job, adding under the board's guidance the

county has two landfills designated as MTCA [Model Toxics Control Act] cleanup sites and suggesting this would not have occurred with solid local government regulation.

Lust expressed appreciation for the questions posed by Thornsberry concerning the PCS [petroleum contaminated soil] at the DTG landfill site.

**5. City Representative Introduction**

DeVaney announced the new board member representing the cities of Yakima County, Mayor Hilda González of Granger, and invited her to introduce herself.

González thanked her fellow mayors for appointing her to serve on the board, noted she has served as the Mayor of Granger since 2024, and added she has been in public service since 2016 when she served on the Planning Commission for Granger and continuing in 2020 when she was elected to the Granger City Council. She noted she serves on the state Transportation Improvement Board (TIB) and the joint TRANS-Action and DRYVE committee. González explained she is a native of the Yakima Valley and the daughter of migrant farm workers.

**6. Board Meeting Minutes for May 8, 2025**

DeVaney asked if there were any changes to the minutes. Deccio moved to adopt the minutes. Jones seconded. Motion passed 4-0.

**7. Vouchers and Payroll Authorization Transfer for April 2025**

**8. Vouchers and Payroll Authorization Transfer for May 2025**

DeVaney asked if there were any questions from the Board. González moved to approve the vouchers and payroll authorization transfers for April and May 2025. Deccio seconded. Motion passed 4-0.

**9. Final FY 2025-26 Budget**

DeVaney noted his absence at the budget hearing and his understanding there was concern regarding approving a COLA as part of the budget process. He added a discussion of salaries merits further discussion, but expressed concern if a COLA is not included in the budget, the Agency cannot base its assessment rate on those projected costs and the adopted assessments must be provided to the cities and county by the fourth Monday in June. He added this could have the effect of taking the COLA “off the table” and urged the Board to amend the supplemental income and budget resolutions to allow for a COLA without enacting it until a subsequent meeting. Deccio concurred.

Jones stated the Board has always adopted salary increases by resolution and added he had no objection to including a COLA in the budget if there is a provision that any change must be by resolution of the Board. Jones noted the last budget had anticipated a supplemental income rate of fifty-five cents per capita and this had been reduced to fifty-four cents per capita. He asked Thornsberry if that had been discussed near the end of 2024.

Thornsberry stated he did not believe supplemental income had been discussed at that time and it was more likely fees for registration and other items were the subject of discussion as supplemental income is always part of the budget process due to the requirement to notify the cities and county in June so they can factor the cost into their own budgets that must be adopted in the fall. Thornsberry noted there had been a broad discussion of increases to the supplemental income rate when the

compensation survey was completed and the expectation was that the rate would increase to fifty-eight cents per capita. He explained this was based on a number of assumptions and recalled that several new registrants were added thereafter and these generated greater than expected receipts which reduced the need for the supplemental income rate that had been anticipated. As a result, implementation of the full increase was unnecessary and the amount needed was covered by the fifty-four cents per capita rate.

Jones stated his concern was with any form of automatic COLA and objected to its inclusion in the budget. DeVaney suggested the COLA should be included in the budget with a separate resolution vote enacting it and explained a resolution to enact a COLA cannot take place if no funds have been allocated for one in the budget. Jones asked how the issue was handled in 2024.

Thornsbury stated his recollection much of the COLA discussion took place in the context of the 2024 fee increase which was, itself, largely the implementation of the second half of the fee and wage increase the Board had mapped out at the end of 2022 and elected to spread out over the two years [2023 and 2024].

Jones noted the supplemental income rate had been increased twice. Thornsbury agreed, explaining fees and the supplemental income rate had been increased in two parts with the first half of the supplemental income rate increase [in June 2023] for 2024 and the second half [in June 2024] for 2025. Jones asked if it has been raised again in January. Thornsbury stated the supplemental income rate cannot be changed in January as there would be no time to give advance notice to the cities and county as required. He reminded the board [registration and other] fees are addressed near the end of the calendar year and implemented the following year, but the supplemental income rate would have to be adopted now as the deadline has been reached and there is no more time for discussion.

Jones asked if unallocated reserves could be used for salaries. DeVaney replied it would be possible and expressed his belief the budget should reflect what the Agency anticipates spending on regular operations. Jones remarked it seemed the Board would be issuing raises again. DeVaney suggested the Board should plan for it as that is what the Board did when it discussed benchmarking its wages to the market median [in 2022] in an effort to better recruit and retain staff.

González asked if the budget presented included the three percent (3%) COLA. DeVaney explained it did not as it had been stricken at the direction of the Board. He added he would put forth a motion to establish the supplemental income rate and adopt the overall budget, including the revenue and expenses set forth therein, presented at the budget hearing. González noted it is common practice to increase salaries annually to prevent poaching, adding that without increases, the Agency will not be competitive and marketable to the labor force. She urged to Board to consider the risk this posed to the Agency's existence and noted staff should be able to maintain their standard of living. González added she would consider a three percent (3%) increase to be the minimum necessary.

McKinney noted her support of Jones' statements at the May meeting and acknowledged the necessity of moving forward at this time so adequate notice of future assessments can be provided to the local municipalities. She expressed support for DeVaney's motion and suggested budget and fee discussions be moved ahead in the calendar so as to allow more time for discussion. McKinney explained wage increases are a significant consideration for board members and while there may be years when an increase is necessary, there may be years when no increase is needed and expressed

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concern regarding the concept of an automatic COLA. DeVaney agreed a discussion regarding the timing and scheduling of budget discussions may be in order.

Jones asked if the only change to the budget involved the supplemental income. Thornsby noted the budget is an educated guess as to the financial future of the Agency in the coming year and a framework within which decisions can be made without predetermining the outcome of those decisions. He added the supplemental income rate is unique because the decision must be made now in order to meet the notification requirements to the cities and county and explained whether to implement the fee increases or COLA included in the budget and to what extent can be decided by the Board at a later date. Thornsby stated that simply because the budget makes provision for them and describes how they interact with each other does not commit the Board to a particular course of action. He explained the Board need only ensure it is consistent so that if, for example, a decision is made to adopt a COLA, there is adequate revenue to support it.

Jones stated he understood DeVaney's concern was that no money would be available for a COLA if it were not included in the budget. Thornsby noted while it would be possible to withdraw funds from reserves to fill the gap between operational revenues and expenses, there is a risk that once it is acceptable to rely on reserves to avoid resolving the gap, it is easy to continue doing so despite the fact it is not sustainable over time. DeVaney added the end result is a shockingly high adjustment—as had to be done over the last couple years—which is more traumatic for those paying the Agency assessments than smaller, annual increases.

González asked if the Agency adopted COLAs on a regular basis. DeVaney stated it had not for several years and had fallen behind, resulting in staff retention challenges and the recruitment of staff to higher paid positions in other agencies including the Dept. of Ecology. González asked if the COLA is intended to bring wages to market levels. DeVaney explained significant adjustments to achieve market wages had been completed and the COLA is intended to prevent those gains from being eroded, eventually requiring multiple years of adjustments to be accomplishing in a single fiscal year to rebalance wages to the market.

Thornsby provided a brief overview of the wage adjustment process to González, noting the compensation survey in 2022, the increase in fees over a two-year period (2023 and 2024), the increase in wages over the same period, and the COLA in 2024. He explained the concept of using inflation to mimic changes in market wages that occur between compensation assessments—commonly done every five years (due to their cost)—with the objective being to reduce the difference between Agency wages and market wages at the next assessment and minimize the necessary adjustment.

Thornsby concurred with DeVaney's remarks on the impact of large adjustments and noted when the Agency implemented the its planned changes there was consternation not so much with respect to the need for an increase as to the size of the increase. He added it is much easier on people if there is a small, consistent increase so they can predict and budget for it internally.

McKinney explained the compensation survey was patterned after the survey she initiated at the County and acknowledged there had been a pattern of not making regular adjustments to wages. She cautioned prior board members were not solely responsible for the below-market wages of the



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Agency as the situation had been exacerbated by the recent period of extraordinarily high inflation that caused wages and the cost of goods to spike.

Jones stated the Agency is compensating staff better after increasing wages forty-two percent (42%) over a two year period in addition to the corresponding increase in wage-based benefit costs. Thornsberry noted the present issue is not about addressing the previous years of delayed adjustments as that has been accomplished and explained that while the Agency still finds challenges in recruiting, it is now able to attract qualified people. He added the question before the Board is whether it will act to maintain parity with the market.

González asked if consideration had been given to language that would allow a smaller COLA but allocate funds within the budget sufficient for a COLA “up to three percent” so that, in the event use of the full COLA percentage was not possible, a smaller percentage could be adopted. DeVaney stated the draft budget did include the three percent (3%) COLA. Thornsberry noted the draft budget did include the language “up to three percent”.

Jones asked if the funding for a COLA would come from the one cent (\$0.01) per capita increase in the supplemental income rate. Thornsberry suggested the amount derived from the supplemental income increase would be sufficiently small to warrant adopting the existing rate and adding one cent to whatever rate is determined for the following year [2027]. He added the greater impact would come with changes to registration and other fees. Jones asked for confirmation any fee adjustment would occur in December. Thornsberry affirmed Jones’ statement and added the discussion would likely begin in October or November with adoption in December and implementation in January.

Jones asked if fee increases in support of a COLA could be done later in the year. Thornsberry confirmed, noting the challenge is greater the longer the delay as the two issues are directly related—if wages are to be adjusted, fees will need to be adjusted as well. He explained there is no requirement fees for the coming year be adopted in December and this could occur earlier, such as September, in connection with the discussion of a COLA. DeVaney clarified the current discussion concerned fees which are distinct from the supplemental income rate that is the subject of the proposed resolution and reminded the Board the latter is what must be adopted now.

González expressed appreciation for prompt notice of the supplemental income assessment on behalf of the cities that will be starting their respective budget processes soon.

Jones asked for confirmation the funds are needed for salary increases. DeVaney affirmed and stated his proposed amendment would allow for a deeper discussion of possible salary increases as desired by Jones. Jones noted the reserve fund allocations had been altered with increases to several uses and a reduction in unallocated reserves. Thornsberry affirmed and noted the allocations were informative, but not a commitment. He explained the items listed are considered pending necessities and offered the example of expensive equipment the Agency needs to acquire. Thornsberry added the intent is to inform the Board where it is anticipated reserve funds will be expended.

Thornsberry broadly addressed the reserve funds explaining the earmarks are for big-ticket items too expensive to be funded entirely from annual operating revenues and this requires funds to be set aside over time. He noted the proposed adjustments were to assist the Board in understanding how market changes may have a financial impact on the Agency and offered the examples of increased vehicle

prices and higher building acquisition costs due to higher steel prices and real estate values. Thornsburry stated the intent of the reserve funds was not just to have a large amount of cash held by the Agency, but to fund significant purchases in the future.

Jones reiterated there are sufficient funds in reserves to cover the cost of a wage adjustment with no need to include any revenue adjustments in the budget.

DeVaney moved to adopt the draft fiscal year 2025-26 budget presented at the May 2025 meeting with the proviso no action concerning salary adjustments may be taken except by separate resolution of the Board. Deccio seconded. Motion passed 4-0.

**10. Resolution 2025-01 – Adopting a Supplemental Income Assessment Rate**

DeVaney moved to amend Resolution 2025-01 to replace the supplemental income rate of fifty-four cents (\$0.54) per capita with fifty-five cents (\$0.55) per capita as included in the draft budget presented at the May meeting. Deccio seconded. Motion passed 4-0.

DeVaney moved to adopt Resolution 2025-01 as amended. Deccio seconded. Motion passed 4-0.

**11. Resolution 2025-02 – Adopting the Fiscal Year 2025-26 Budget**

DeVaney moved to amend Resolution 2025-02 to replace the total revenue figure of \$1,551,908 with \$1,565,229 and the total expense figure of \$1,661,460 with \$1,682,350. Deccio seconded. Motion passed 4-0.

DeVaney moved to adopt Resolution 2025-02 as amended. González seconded. Motion passed 4-0.

(McKinney left the meeting at 2:58 p.m.)

**12. Executive Director's Report**

Thornsburry noted the Agency continues to work on recruiting replacement staff and system development with the latter currently focused on generating statistical data. He noted these efforts will result in the ability to do better data analysis and be more responsive to the board, but cautioned work is proceeding as time permits, adding a number of public records requests have prevented him from dedicating as much time as hoped.

Thornsburry addressed the topic of Agency reserve funds. He stated his understanding the Agency first began holding reserved in response to a recommendation by the State Auditor's Office that funds be held to address unexpected circumstances and ensure the continued financial viability of the Agency. Thornsburry explained the board had established a minimum reserve level of approximately twenty percent (20%) of operating revenues at some point which, to his knowledge, was finally achieved for the first time in 2023. He stated additional allocations from reserves for various purposes had been added over time and objected to the characterization the Agency was short-changing operations in order to funnel monies into reserves.

Thornsburry explained the Agency had experienced vacancies and had placed the funds not used for wages and benefits due to those open positions in reserves to help address significant anticipated future expenditures for items such as the replacement of aging vehicles with new, environmentally conscious models, purchasing equipment the Agency should have had, and securing ownership of its

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own office space to reduce future costs and allow for needed modifications. He noted the intent was to find a figurative silver lining to the cloud of not being fully staffed by setting aside the savings to fund anticipated future needs without the need to increase fees or take on substantial debt and the costs associated with doing so.

### 13. Other Business

DeVaney noted the Board typically cancels either the July or August meeting to allow members to schedule vacations and other summer activities. He added he would not be available for the August meeting and suggested that meeting be canceled. DeVaney inquired as to whether there would be an objection to such a cancelation. Thornsburg suggested DeVaney might want to consult McKinney as to her schedule before reaching a conclusion. DeVaney concurred. He added the Board will meet in July to discuss a proposed COLA resolution and to conduct the executive director performance evaluation.

Jones asked if Thornsburg had any comments regarding the Pollution Control Hearings Board (PCHB) document included in the board packet. Thornsburg stated he had none and the document was provided simply to inform the Board. He added it was the most recent statement from the PCHB and the parties were now waiting for a final determination.

### 14. Executive Session

Tabled until the July meeting.

### 15. Adjournment

Deccio moved to adjourn. Jones seconded. Motion passed 3-0. DeVaney adjourned the meeting at 3:06 p.m.

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Jon DeVaney, Chairperson

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Marc Thornsburg, Executive Director

Yakima Regional Clean Air Agency  
**RESOLUTION NO. 2025-03**

A Resolution of the Board of Directors  
**Appointing Agency Officials**

**WHEREAS**, the Board of Directors is required to appoint an Auditing Officer for the Agency pursuant to Revised Code of Washington (RCW) 42.24.080; and

**WHEREAS**, the Board of Directors is required to appoint a Public Records Officer for the Agency whose responsibility is to oversee the Agency’s compliance with public records disclosure requirements pursuant to RCW 42.56.580; and

**WHEREAS**, the Board of Directors may appoint an Air Pollution Control Officer and any other personnel pursuant to RCW 70A.15.2030; and

**WHEREAS**, the Board of Directors is required to designate the treasurer of a county as treasurer of the Agency pursuant to RCW 70A.15.2610 and has so designated the Yakima County Treasurer; and

**WHEREAS**, the Yakima County Treasurer requires the Agency to designate a Primary and Alternate Auditing and Investing Officer; and

**WHEREAS**, the Yakima County Treasurer requires a date upon which the designation of a Primary and Alternate Auditing and Investing Officer expires;

**NOW THEREFORE, BE IT RESOLVED**, that the Board does hereby designate Amanda Jean as Primary Auditing and Investing Officer and Marc Thornsby as Executive Director, Air Pollution Control Officer, Public Records Officer, Secondary Auditing and Investing Officer, and agent to receive claims for damages with said designation superseding all previous designations and effective until superseded or through January 31, 2026, whichever shall occur first, subject to the authorities and responsibilities for said positions as set forth in Resolution 2024-01 adopted January 11, 2024, and the provisions set forth below:

1. The named individuals shall be held harmless, to the fullest extent allowed by law, for actions taken, or for failure to take actions, that are required by virtue of their designated offices;
2. The Agency shall acquire and maintain, through its insurance provider, indemnification (aka “directors and officers”) insurance to defray the cost of any action against the named individuals.

**ADOPTED IN OPEN SESSION** this 10th day of July, 2025.

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Jon DeVaney, Chairperson

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Janice Deccio, Vice Chairperson

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Amanda McKinney, Director

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Hilda González, Ed.D., Director

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Steven Jones, Ph.D., Director

ATTEST:

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Marc Thornsby, Executive Director

Yakima Regional Clean Air Agency  
**RESOLUTION NO. 2025-04**

A Resolution of the Board of Directors  
**Adopting a Cost of Living Adjustment**

**WHEREAS**, the Yakima Regional Clean Air Agency (YRCAA) Board of Directors adopted a budget for fiscal year 2025-26 at its regular public meeting held June 12, 2025, and included funds sufficient to allow for a cost-of-living adjustment (COLA) up to a maximum three percent (3%); and

**WHEREAS**, the Board seeks to ensure the Agency is able to successfully recruit and retain employees by maintaining parity with market wages; and

**WHEREAS**, the Board retains sole discretion concerning the adoption, percentage, and timing of any COLA; and

**WHEREAS**, the consumer price index (CPI-U) grew from 296.808 to 321.465 or seven and six tenths percent during the period of September 2022 through May 2025; and

**WHEREAS**, the a COLA of four and one-half percent (4.5%) was implemented in FY 2024-25; and

**WHEREAS**, the increase in the consumer price index less the FY 2024-25 COLA equals three and one tenth percent (3.1%) and the maximum allocation in the FY 2025-25 budget is three percent (3%);

**NOW THEREFORE, BE IT RESOLVED**, that the Board does hereby implement a cost of living adjustment to the wage for the position of Executive Director equal to two and two tenths percent (2.2%) and a cost of living adjustment for the wages of all other positions equal to three percent (3%) to be effective August 1, 2025.

**ADOPTED IN OPEN SESSION** this 10th day of July, 2025.

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Jon DeVaney, Chairperson

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Janice Deccio, Vice Chairperson

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Amanda McKinney, Director

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Hilda González, Ed.D., Director

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Steven Jones, Ph.D., Director

ATTEST:

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Marc Thornsbury, Executive Director

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## STAFF REPORT

**Date:** June 30, 2025  
**To:** YRCAA Board of Directors  
**From:** Marc Thornsbury, Executive Director  
**Subject:** FY 2026 Cost of Living Adjustment

### Summary

The adopted FY 2025-26 Budget allocated funds for a maximum three percent (3%) cost-of-living adjustment (COLA). The inclusion of funding for a COLA was to maintain parity with market wages so the Agency can attract and retain personnel. The inflation rate since September 2022 (when the most recent compensation survey was completed) less the COLA adopted in 2024 equals three and one tenth percent (3.1%).

### Recommendation

Based on a net increase of three and one tenth percent (3.1%) and a budget cap of three percent (3.0%), staff recommends approval of a three percent (3.0%) cost of living adjustment effective August 1, 2025.

### Background

The FY 2025-26 Budget adopted June 12, 2025, included funds to allow for a maximum three percent (3%) cost-of-living adjustment (COLA). The inclusion of funding for a COLA was predicated on the need for Agency wages to remain competitive with market wages so the former is capable of attracting and retaining personnel while avoiding the circumstances that resulted in the need for fee increases of approximately thirty-two percent in both 2023 *and* 2024.

The market wages underpinning the compensation survey in 2022, and the median wages based on them, have not remained static. The article “Will Salary Increases Outpace Inflation in 2025?” (Forbes, January 31, 2025, [www.forbes.com/sites/johnbremen/2025/01/31/will-salary-increases-outpace-inflation-in-2025/](http://www.forbes.com/sites/johnbremen/2025/01/31/will-salary-increases-outpace-inflation-in-2025/)) reports “2025 planned increases [are] projected to be on average 3.7%, compared with 3.8% in 2024”

### Analysis

At the time the compensation survey was completed (September 2022), the Consumer Price Index—All Urban Consumers (CPI-U) as calculated by the U.S. Bureau of Labor Statistics ([www.bls.gov/cpi](http://www.bls.gov/cpi)) was 296.808. During the intervening months through May 2025 (the most recent month for which data is available) the CPI-U grew to 321.465—an increase of seven and six tenths percent (7.6%). A four and one-half percent (4.5%) COLA was implemented in FY 2024-25, leaving a difference of three and one tenth percent (3.1%).

The Agency continues to face recruitment challenges and has made employment offers that have been rejected by candidates because a substantially better offer was available. To be effective, the Agency must make a reasonable effort to stay competitive with others in the market for labor.



**Yakima Regional  
Clean Air Agency**

**Fiscal Year 2025-26  
Budget**

**Final**

June 12, 2025

## *Table of Contents*

<b>YRCAA Comparative Budget FY 2024-25</b> .....	3
Revenue – Base Operations .....	3
Revenue – Grant Operations .....	3
Revenue – Enterprise Operations .....	4
Expenses – Base Operations .....	4
Expenses – Grant Operations .....	4
Expenses – Enterprise Operations .....	5
Summary .....	6
Reserve Fund Allocation .....	6
<b>Charts</b> .....	7
Revenue - Base Operations .....	7
Expenses - Base Operations .....	7
Revenue - Total .....	8
Expenses - Total .....	8
<b>Budget Notes</b> .....	9
Revenue – Base Operations .....	9
Revenue – Grant Operations .....	12
Revenue – Enterprise Operations .....	12
Expenses – Base Operations .....	12
Expenses – Grant Operations .....	16
Expenses – Enterprise Operations .....	18
Reserve Fund Allocation .....	19



## ***YRCAA Proposed FY 2025-26 Budget***

The Yakima Regional Clean Air Agency (YRCAA) is required to have an annual budget that “contain[s] adequate funding and provide[s] for staff sufficient to carry out the provisions of all applicable ordinances, resolutions, and local regulations related to the reduction, prevention, and control of air pollution” pursuant to RCW 70A.15.1590. The following budget meets these requirements, aligns all expenditures with their appropriate revenue sources, and contains an itemized accounting of both with respect to the Agency’s base, grant, and enterprise operations.

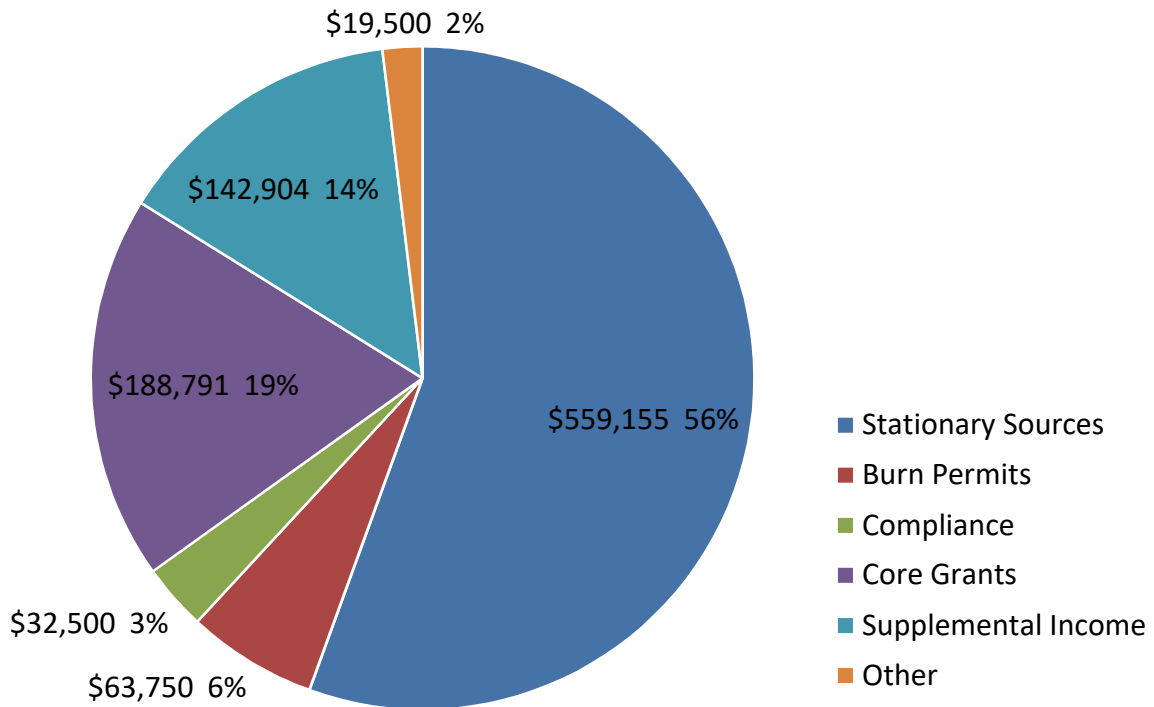
<b>YRCAA Comparative Budget</b>		<b>Actual FY 2023-24</b>	<b>Projected Actual FY 2024-25</b>	<b>Proposed Budget FY 2025-26</b>
<b><u>REVENUE – Base Operations</u></b>				
<b><u>Stationary Sources</u></b>				
32199001	Minor Sources	\$ 332,944	\$ 439,878	\$ 373,847
32199002	New Source Review	87,694	17,061	52,000
32199005	Synthetic Minor Sources	40,139	37,192	38,308
32290001	Major / Title V Sources	98,460	42,141	95,000
	<b><i>Subtotal – Stationary Sources</i></b>	<b>\$ 559,237</b>	<b>\$ 536,272</b>	<b>\$ 559,155</b>
<b><u>Burn Permits</u></b>				
32290005	Residential Burn Permits	\$ 49,401	\$ 49,335	\$ 46,750
32290007	Agricultural Burn Permits	15,655	16,694	15,500
32290011	Conditional Use Burn Permits	1,452	1,936	1,500
	<b><i>Subtotal – Burn Permits</i></b>	<b>\$ 66,508</b>	<b>\$ 67,965</b>	<b>\$ 63,750</b>
<b><u>Compliance</u></b>				
32199003	Asbestos Removal Fees	\$ 27,269	\$ 18,902	\$ 26,000
32199007	Construction Dust Control Fees	8,318	5,850	6,500
	<b><i>Subtotal – Compliance</i></b>	<b>\$ 35,587</b>	<b>\$ 24,752</b>	<b>\$ 32,500</b>
<b><u>Core Grants (CAA Section 105)</u></b>				
33366001	EPA Core	\$ 149,350	\$ 114,038	\$ 113,275
33403101	Ecology Local Partner Core	38,167	76,026	75,516
	<b><i>Subtotal – Base Grants</i></b>	<b>\$ 187,518</b>	<b>\$ 190,064</b>	<b>\$ 188,791</b>
<b><u>Fines and Penalties</u></b>				
35990001	Fines and Penalties	\$ 35,519	\$ 8,204	\$ 0
	<b><i>Subtotal – Fines and Penalties</i></b>	<b>\$ 35,519</b>	<b>\$ 8,204</b>	<b>\$ 0</b>
<b><u>Supplemental Income</u></b>				
36850003	Supplemental Income	\$ 93,272	\$ 136,333	\$ 142,904
	<b><i>Subtotal – Supplemental Income</i></b>	<b>\$ 93,272</b>	<b>\$ 136,333</b>	<b>\$ 142,904</b>
<b><u>Other Income</u></b>				
36111001	Interest	\$ 9,710	\$ 23,126	\$ 19,500
36991011	Miscellaneous	2,140	0	0
	<b><i>Subtotal – Other Income</i></b>	<b>\$ 11,851</b>	<b>\$ 23,126</b>	<b>\$ 19,500</b>
	<b><i>Subtotal – Base Operations</i></b>	<b>\$ 989,491</b>	<b>\$ 986,716</b>	<b>\$ 1,006,600</b>
<b><u>REVENUE – Grant Operations</u></b>				
<b><u>Wood Smoke Education</u></b>				
33403105	Wood Smoke Education	\$ 9,232	\$ 3,526	\$ 5,129
	<b><i>Subtotal – Wood Smoke Education</i></b>	<b>\$ 9,232</b>	<b>\$ 3,526</b>	<b>\$ 5,129</b>
<b><u>Wood Smoke Reduction</u></b>				
33403107	Wood Smoke Reduction	\$ 855,145	\$ 394,855	\$ 437,500
	<b><i>Subtotal – Wood Smoke Reduction</i></b>	<b>\$ 855,145</b>	<b>\$ 394,855</b>	<b>\$ 437,500</b>

YRCAA Comparative Budget		Actual FY 2023-24	Projected Actual FY 2024-25	Proposed Budget FY 2025-26
<b>Particulate Matter (CAA Section 103)</b>				
33403108	Ecology Local Partner PM 2.5	\$ 14,321	\$ 26,313	\$ 36,000
	<i>Subtotal – Particulate Matter</i>	<u>\$ 14,321</u>	<u>\$ 26,313</u>	<u>\$ 36,000</u>
	<i>Subtotal – Grant Operations</i>	<u>\$ 878,699</u>	<u>\$ 424,694</u>	<u>\$ 478,629</u>
<b>REVENUE – Enterprise Operations</b>				
<b>Visible Emission Certification</b>				
34517001	Visible Emission Certification	\$ 61,710	\$ 83,295	\$ 80,000
	<i>Subtotal – Visible Emission Certification</i>	<u>\$ 61,710</u>	<u>\$ 83,295</u>	<u>\$ 80,000</u>
	<i>Subtotal – Enterprise Operations</i>	<u>\$ 61,710</u>	<u>\$ 83,295</u>	<u>\$ 80,000</u>
<b>Total Revenue</b>		<b>\$ 1,929,900</b>	<b>\$ 1,494,705</b>	<b>\$ 1,565,229</b>
<b>EXPENSES – Base Operations</b>				
<b>Wages and Benefits</b>				
553701001	Wages and Salaries	\$ 402,850	\$ 461,786	\$ 659,810
553702001	Benefits	116,449	161,079	275,444
553703001	Overtime	0	0	2,000
	<i>Subtotal – Wages and Benefits</i>	<u>\$ 519,299</u>	<u>\$ 622,865</u>	<u>\$ 937,254</u>
<b>Supplies</b>				
533703101	Office Supplies	\$ 5,810	\$ 2,463	\$ 4,000
533703102	Safety Equipment	0	0	1,000
533703201	Vehicles	4,315	3,900	4,200
533703501	Small Tools and Equipment	0	0	2,700
533703502	Technology Systems	3,933	2,664	5,000
533703503	Office Furnishings	2,542	0	750
	<i>Subtotal – Supplies</i>	<u>\$ 16,600</u>	<u>\$ 9,027</u>	<u>\$ 17,650</u>
<b>Services</b>				
553704101	Professional Services	\$ 34,746	\$ 74,277	\$ 45,000
553704102	Laboratory Analyses	196	62	500
553704192	Yakima County Services	0	0	0
553704201	Communications and Technology	9,635	12,487	12,700
553704202	Postage and Freight	447	1,417	1,800
553704301	Travel and Related	435	0	5,000
553704401	Public Notices and Education	1,672	536	3,500
553704501	Rents and Leases	61,328	60,182	64,000
553704601	Insurance	16,184	18,472	18,500
553704701	Utilities	4,919	4,878	5,600
553704801	Maintenance – Vehicles/Equipment	2,239	2,127	2,700
553704802	Maintenance – Building	3,259	4,250	4,500
553704901	Miscellaneous	11,359	2,169	12,000
553704902	Ecology Oversight and Admin. Fee	3,148	0	3,500
	<i>Subtotal – Services</i>	<u>\$ 149,567</u>	<u>\$ 180,858</u>	<u>\$ 179,300</u>
<b>Capital Projects/Fixed Assets</b>				
594536401	Capital Projects/Fixed Assets	\$ 0	\$ 0	\$ 0
	<i>Subtotal – Base Operations</i>	<u>\$ 685,466</u>	<u>\$ 812,751</u>	<u>\$ 1,134,204</u>
<b>EXPENSES – Grant Operations</b>				
<b>Wood Smoke Education</b>				
<b>Wages and Benefits</b>				
553701002	Wages and Salaries	\$ 8,723	\$ 3,028	\$ 3,028
553702002	Benefits	3,461	1,293	1,293
553703002	Overtime	0	0	0
	<i>Subtotal – Wages and Benefits</i>	<u>\$ 12,184</u>	<u>\$ 4,321</u>	<u>\$ 4,321</u>

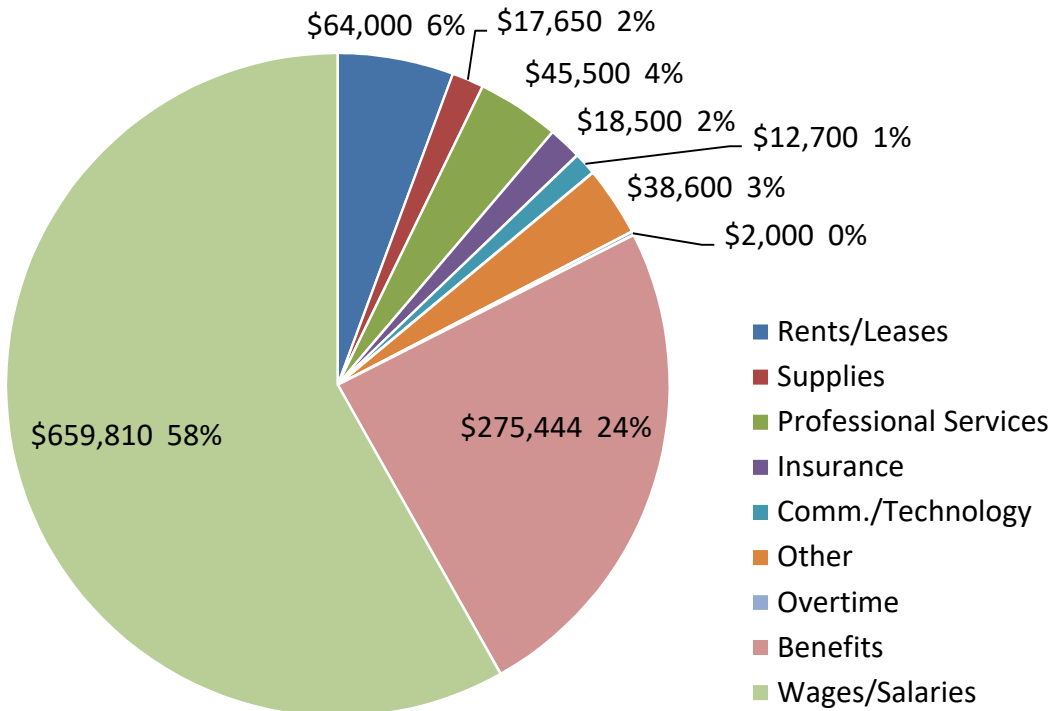
YRCAA Comparative Budget		Actual FY 2023-24	Projected Actual FY 2024-25	Proposed Budget FY 2025-26
<b><u>Supplies</u></b>				
553703103	Office Supplies	\$ 0	\$ 0	\$ 0
	<i>Subtotal – Supplies</i>	<i>\$ 0</i>	<i>\$ 0</i>	<i>\$ 0</i>
<b><u>Services</u></b>				
553704139	Professional Services	\$ 1,500	\$ 750	\$ 750
553704203	Postage	0	0	0
	<i>Subtotal – Services</i>	<i>\$ 1,500</i>	<i>\$ 750</i>	<i>\$ 750</i>
	<i>Subtotal – Wood Smoke Education</i>	<i>\$ 13,684</i>	<i>\$ 5,071</i>	<i>\$ 5,071</i>
<b><u>Particulate Matter</u></b>				
<b><u>Wages and Benefits</u></b>				
553701003	Wages and Salaries	\$ 57,536	\$ 8,983	\$ 25,054
553702003	Benefits	15,796	1,925	10,041
553703003	Overtime	0	0	0
	<i>Subtotal – Wages and Benefits</i>	<i>\$ 73,332</i>	<i>\$ 10,907</i>	<i>\$ 35,995</i>
<b><u>Supplies</u></b>				
553703104	Office Supplies	\$ 0	\$ 0	\$ 0
	<i>Subtotal – Supplies</i>	<i>\$ 0</i>	<i>\$ 0</i>	<i>\$ 0</i>
<b><u>Services</u></b>				
553704104	Professional Services	\$ 0	\$ 0	\$ 0
	<i>Subtotal – Services</i>	<i>\$ 0</i>	<i>\$ 0</i>	<i>\$ 0</i>
	<i>Subtotal – PM 2.5</i>	<i>\$ 73,332</i>	<i>\$ 10,907</i>	<i>\$ 35,995</i>
<b><u>Wood Smoke Reduction</u></b>				
<b><u>Wages and Benefits</u></b>				
553701004	Wages and Salaries	\$ 61,439	\$ 62,851	\$ 62,851
553702004	Benefits	20,064	24,649	24,649
553703004	Overtime	0	0	0
	<i>Subtotal – Wages and Benefits</i>	<i>\$ 81,503</i>	<i>\$ 87,500</i>	<i>\$ 87,500</i>
<b><u>Supplies</u></b>				
553703105	Office Supplies	\$ 0	\$ 0	\$ 0
	<i>Subtotal – Supplies</i>	<i>\$ 0</i>	<i>\$ 0</i>	<i>\$ 0</i>
<b><u>Services</u></b>				
553704105	Professional Services	\$ 806,151	\$ 350,000	\$ 350,000
	<i>Subtotal – Services</i>	<i>\$ 806,151</i>	<i>\$ 350,000</i>	<i>\$ 350,000</i>
	<i>Subtotal – Wood Smoke Reduction</i>	<i>\$ 887,654</i>	<i>\$ 437,500</i>	<i>\$ 437,500</i>
	<i>Subtotal – Grant Operations</i>	<i>\$ 974,671</i>	<i>\$ 453,479</i>	<i>\$ 478,566</i>
<b><u>EXPENSES – Enterprise Operations</u></b>				
<b><u>Visible Emission Certification</u></b>				
<b><u>Wages and Benefits</u></b>				
553701005	Wages and Salaries	\$ 38,869	\$ 52,100	\$ 38,920
553702005	Benefits	10,173	8,290	15,635
553703005	Overtime	0	0	0
	<i>Subtotal – Wages and Benefits</i>	<i>\$ 49,042</i>	<i>\$ 60,390</i>	<i>\$ 54,555</i>
<b><u>Supplies</u></b>				
553703106	Office Supplies	\$ 695	\$ 850	\$ 925
553703206	Vehicles	1,401	937	1,400
553703506	Small Tools and Equipment	73	0	100
	<i>Subtotal – Supplies</i>	<i>\$ 2,168</i>	<i>\$ 1,787</i>	<i>\$ 2,425</i>

YRCAA Comparative Budget		Actual FY 2023-24	Projected Actual FY 2024-25	Proposed Budget FY 2025-26
<b>Services</b>				
553704106	Professional Services	\$ 1,791	\$ 296	\$ 1,900
553704206	Postage	0	0	0
553704306	Travel and Transportation	8,654	4,500	6,000
553704506	Rents and Leases	3,051	2,501	3,500
553704806	Maintenance – Vehicles/Equipment	170	170	800
553704906	Miscellaneous	352	0	400
	<b>Subtotal – Services</b>	<b>\$ 14,018</b>	<b>\$ 7,467</b>	<b>\$ 12,600</b>
<b>Capital Projects/Fixed Assets</b>				
553706406	Capital Projects/Fixed Assets	\$ 0	\$ 0	\$ 0
	<b>Subtotal – Capital Projects/Fixed Assets</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
	<b>Subtotal – Enterprise Operations</b>	<b>\$ 65,227</b>	<b>\$ 69,644</b>	<b>\$ 69,580</b>
<b>Total Expenses</b>		<b>\$ 1,725,364</b>	<b>\$ 1,335,873</b>	<b>\$ 1,682,350</b>
<b>Summary</b>				
Total Revenue		\$ 1,929,900	\$ 1,494,705	\$ 1,565,229
Total Expenses		1,725,364	1,335,873	1,682,350
<b>Contribution to Reserves</b>		<b>\$ 204,536</b>	<b>\$ 158,832</b>	<b>\$ (117,122)</b>
Beginning Reserve Balance		\$ 1,404,530	\$ 1,609,066	\$ 1,767,897
Contribution to Reserves		204,536	158,832	(117,122)
<b>Ending Reserve Balance</b>		<b>\$ 1,609,066</b>	<b>\$ 1,767,897</b>	<b>\$ 1,650,776</b>
<b>Reserve Fund Allocation</b>				
Operating Reserve (min. 25% of base operating exp.)		\$ 300,000	\$ 300,000	\$ 300,000
Legal Reserve (min. \$200,000)		275,000	275,000	275,000
Capital Reserve (min. 10% of asset replacement cost)		30,000	30,000	30,000
Vehicle Replacement		140,000	140,000	140,000
Major Vehicle Repairs		10,000	10,000	10,000
Equipment Acquisition		35,000	35,000	35,000
Building Acquisition		550,000	550,000	550,000
Employee Cash-out Liability		15,000	15,000	15,000
Unallocated		254,066	412,074	295,776
<b>Total</b>		<b>\$ 1,609,066</b>	<b>\$ 1,767,897</b>	<b>\$ 1,650,776</b>

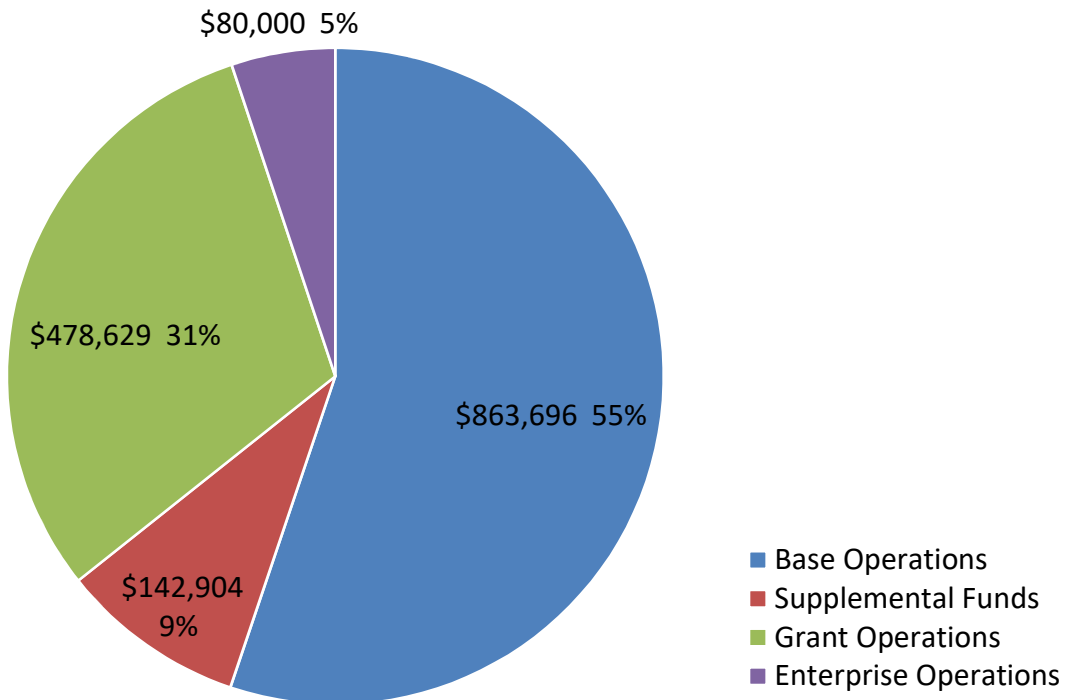
## Revenue - Base Operations



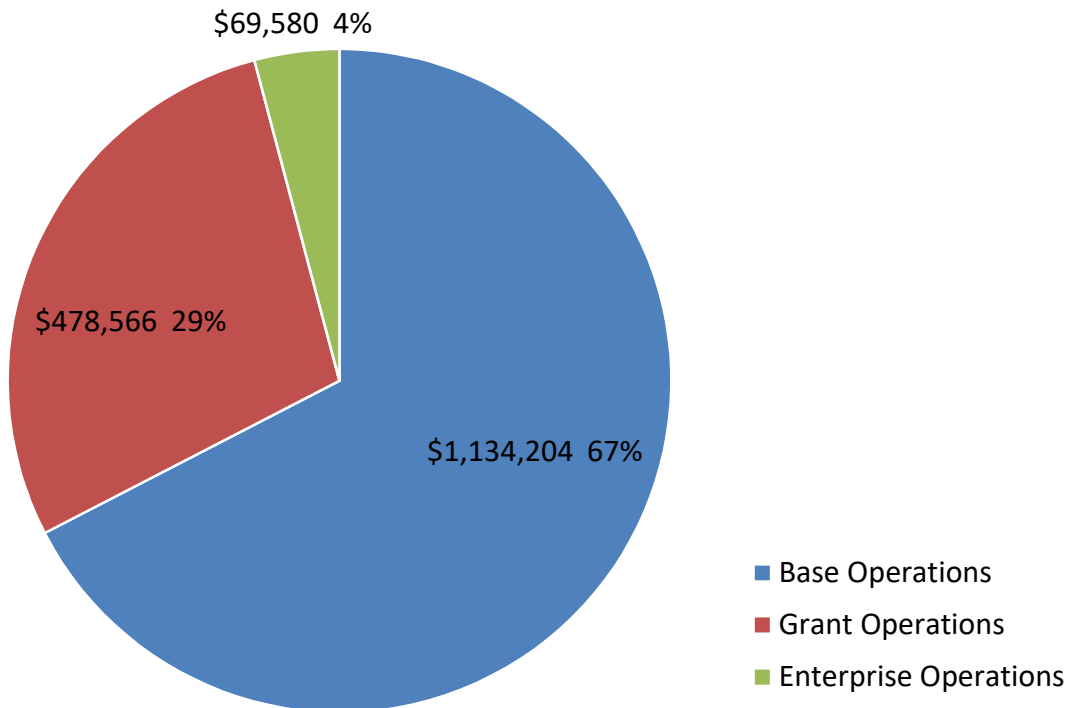
## Expenses - Base Operations



## Revenue - Total



## Expenses - Total



## ***Budget Notes***

The following notes describe the accounts used by the Agency, the revenues and expenses they represent, and any significant factors affecting, or expected to affect, them during the budget year. Significant changes to the operation of the federal government and the substantial shortfall in State revenues—including the resulting potential for reductions in funding—were considered in preparing this budget. Staff elected to take a cautious approach—accounting for potential revenue reductions so the Board can understand the potential impact—without recommending drastic cuts that may prove unnecessary. In the event circumstances negatively affect the financial state of the Agency, vacant positions may be left vacant until financial conditions improve.

The reader should understand the Projected Actual FY 2024-25 figures provided are comprised of actual amounts for the first nine months of the fiscal year (July 1 through March 31) plus a projected amount for the remaining three months (April 1 through June 30). The projected amount may be based on an actual amount if the future revenue/expense is known and not subject to change, a percentage of the prior nine months revenue/expense equal to that of the previous fiscal year if the revenue/expense is seasonal, an estimate if the future revenue/expense is largely known but subject to change, another reasonable basis upon which to anticipate the final revenue/expense for special circumstances, or simply one third of the prior nine months revenue/expense if no other basis for calculation exists.

### **Revenue – Base Operations**

#### **Stationary Sources**

Because minor and synthetic minor source fees are billed on a calendar year basis and due in the first half of the calendar year, this revenue will be realized in the second half of fiscal year (FY) 2025-26. Annual fee adjustments prevent future large increases (such as those in FY 2022-23 and FY 2023-24) made necessary by multiple years in which no change was made. No increase in registration fees was adopted for CY 2025. The modest increase in revenue budgeted for FY 2025-26 is based on a *minimum* three percent (3%) adjustment to take effect CY 2026 (the last half of FY 2025-26).

#### 32199001 — Minor Sources

Revenue from sources not otherwise classified as Synthetic Minor and collected pursuant to Revised Code of Washington (RCW) 70A.15.2200, Washington Administrative Code (WAC) 173-400-099, and Yakima Regional Clean Air Agency (YRCAA) Regulation 1 Section 4.01. The amount shown reflects a modest increase as described. Additional monies received as the result of work to secure payments of amounts owed and not received and the identification of facilities that should have been, but were not, registered with the Agency accounts for the greater-than-normal projected actual revenue shown.

#### 32199002 — New Source Reviews

Revenue from stationary sources subject to a New Source Review (NSR) pursuant to Chapter 173-400 WAC, Chapter 173-460 WAC, 40 Code of Federal Regulations (CFR) Part 60, and 40 CFR Part 61. The cost of a New Source Review is billed to the applicant when an Order of Approval or Denial is issued or when the proposed project is abandoned. Several projects for which a Notice of Construction has been received have been placed on hold by the applicant or the Agency is currently awaiting further information. As a result, though costs have been incurred, receipt of the commensurate revenue is delayed and not expected until FY 2025-26, reducing the projected actual amount shown. Because projects that involve substantial delay are at greater risk of abandonment, this anticipated revenue is not included in the proposed revenue for FY 2025-26. However, at the end of FY 2025-26 at least some

portion of this anticipated revenue is expected to be realized including costs already incurred for projects subsequently abandoned.

#### 32199005 — Synthetic Minor Sources

Revenue from sources that have chosen to avoid classification as a major (aka Title V) source by accepting restrictive operating and permit conditions that limit emissions.

#### 32290001 — Title V Sources

Revenue from major sources that directly emit, or have the potential to emit, 100 tons per year (TPY) or more of any air pollutant as defined in 40 CFR Part 70. The Agency currently has three (3) major sources and does not anticipate any change in FY 2025-26.

### **Burn Permits**

#### 32290005 — Residential Burn Permits

Revenue from residential burn permits pursuant to RCW 70A.15.5070, Chapter 173-425 WAC, and YRCAA Regulation 1 Section 3.03.

#### 32290007 — Agricultural Burn Permits

Revenue from agricultural burn permits pursuant to RCW 70A.15.5090, Chapter 173-430 WAC, and YRCAA Regulation 1 Section 3.03. Rates are established by the Agricultural Burning Practices and Research Task Force pursuant to RCW 70A.15.5090(6) and have not been adjusted for several years. Agricultural burn permit revenue has declined over several years from a high of approx. \$47,000 in FY 2019-20. Following this trend, the figure shown includes a small reduction in revenue. It should be noted the prevalence of agricultural burning from year to year is significantly influenced by the availability and financial feasibility of alternatives and market demand for chipped vegetative material.

#### 32290011 — Conditional Use Burn Permits

Revenue from conditional use burn permits issued for burning that is not residential or agricultural in nature (e.g. firefighter training and land clearing).

### **Compliance**

#### 32199003 — Asbestos Removal

Revenue from fees required pursuant to the National Emission Standards for Hazardous Air Pollutants (NESHAP) and YRCAA Regulation 1, Section 3.07 used to process notifications and conduct inspections of demolition and renovation activity with the potential to release asbestos fibers.

#### 32199007 — Construction Dust Control Plans

Revenue from dust control plans (including master and site plans) pursuant to WAC 173-400-040 and YRCAA Regulation 1 Section 3.08.

### **Core Grants**

#### 33366001 — EPA Core

Funds awarded through the federal Performance Partnership Grant (PPG) program pursuant to federal Clean Air Act Section 105. These funds support the Agency's core air quality programs and are distributed through the Wash. Dept. of Ecology on behalf of the U.S. Environmental Protection Agency. This grant is biennial and the figure shown is one-half the amount awarded for the two-year period.



### 33403101 — Ecology Local Partner Core

Funds awarded through the federal Performance Partnership Grant (PPG) program pursuant to federal Clean Air Act Section 105. These funds are a portion of the monies granted to the State of Washington by the U.S. Environmental Protection Agency.

### **Fines and Penalties**

#### 35990001 — Civil Penalties

Civil penalties assessed for violations of air pollution regulations with amounts determined on a case-by-case basis depending upon various factors including the type and severity of the violation, culpability of the source, and the potential impact on human health. Although most years see receipts for penalties, the Agency objective is for full compliance resulting in zero civil penalties. As a result, no amount is budgeted for this item. When received, penalties are used to provide additional financial support for compliance, education, outreach, and other one-time expenses.

### **Supplemental Income**

#### 36850003 — Supplemental Income

Assessments paid to YRCAA by cities, towns, and Yakima County pursuant to RCW 70A.15.1590 and RCW 70A.15.1600. The proportionate share of supplemental income for each entity is shown below. The budget includes a one cent increase from \$0.54 to \$0.55 per capita.

#### **YRCAA CY 2025 Supplemental Income Assessments**

City / Town	2023 Pop. Estimate	3rd-4th Qtr. 2025 Assessment	2024 Pop. Estimate	1st-2nd Qtr. 2026 Assessment	% of Total
Grandview	11,250	\$ 3,037.50	11,680	\$3,212.00	4.37%
Granger	3,775	1,019.25	3,815	1,049.13	1.45%
Harrah	580	156.60	585	160.88	0.22%
Mabton	1,965	530.55	1,965	540.38	0.75%
Moxee	4,785	1,291.95	4,820	1,325.50	1.83%
Naches	1,120	302.40	1,125	309.38	0.43%
Selah	8,450	2,281.50	8,620	2,370.50	3.26%
Sunnyside	16,530	4,463.10	16,570	4,556.75	6.31%
Tieton	1,545	417.15	1,600	440.00	0.60%
Toppenish	8,900	2,403.00	8,915	2,451.63	3.40%
Union Gap	6,660	1,798.20	6,660	1,831.50	2.54%
Wapato	4,620	1,247.40	4,625	1,271.88	1.76%
Yakima (city)	98,650	26,635.50	99,370	27,326.75	37.76%
Zillah	3,215	868.05	3,215	884.13	1.23%
Unincorporated Yakima County	89,155	24,071.85	89,635	24,649.63	34.09%
<b>Total</b>	<b>261,200</b>	<b>\$ 70,524.00</b>	<b>263,200</b>	<b>\$ 72,380.00</b>	<b>100%</b>

Based on \$0.54 (2025) and \$0.55 (2026) per capita rates

### **Other Income**

#### 36111001 — Interest

Interest income earned on funds (primarily reserve funds) held by the Agency. The amount shown reflects high interest rates that are expected to remain relatively stable through the fiscal year in tandem with more active investment management of the Agency's reserve funds.

#### 36991011 — Miscellaneous

Revenue not otherwise allocated such as tax-deductible donations or fees related to public records requests.

## **Revenue – Grant Operations**

### 33403105 — Wood Smoke Education

Grant funds provided by the Wash. Dept. of Ecology supporting the Agency's wood smoke education program including advertising and public service announcements concerning the dangers of smoke, fine particulate matter, and alternatives to burning. It is assumed the amount awarded will remain the same in the new FY 2025-27 biennium. However, a shortfall in state revenues may result in cuts to funding for this program.

### 33403107 — Wood Smoke Reduction

Grant funds provided by the Wash. Dept. of Ecology to support the Agency's Wood Stove Replacement program. The program provides rebates for, or fully funds for low-income persons, replacement of older, polluting wood-burning stoves with new EPA-certified wood stoves or other heating devices. In the FY 2023-25 biennium the Agency was awarded \$1.25 million—a substantially larger amount than in prior biennia. Given the shortfall in state revenues (recently estimated at \$16 billion over four years), it is expected the funds available for award in the FY 2025-27 biennium will be reduced and an estimated thirty percent (30%) cut has been included in this budget.

### 33403108 — Ecology Local Partner PM 2.5

Funds awarded through the Wash. Dept. of Ecology pursuant to federal Clean Air Act Section 103 and used to operate and maintain two air quality monitor systems (located in the cities of Yakima and Sunnyside) that measure fine particulate matter equal to or smaller than 2.5 microns (PM<sub>2.5</sub>). A one-time increase in the amount of this grant for the 2024-28 fiscal quadrennium resulted in a higher reported revenue in each of the four years. However, this is currently set to expire in 2028 and it is expected revenue in FY2028-29 will return to the level in FY 2023-24. As it is in the middle of its quadrennial cycle, it is assumed the amount will not be altered. However, significant changes occurring in the federal government could result in these funds being reduced or eliminated without warning.

## **Revenue – Enterprise Operations**

### 34517001 — Visible Emissions Certification

Revenue from training and registration fees paid by persons participating in the Agency's Northwest Opacity Certification (NOC) program. The NOC program provides training, testing, and certification for participants who must be certified to conduct Visible Emission Evaluations in accordance with Method 9 and Method 22 as described in 40 CFR 60. Certification must be renewed every six months.

### 34517002 — Other Revenue

Revenue from any other enterprise operation.

## **Expenses – Base Operations**

### **Wages and Benefits**

#### 553701001 — Wages and Salaries

Expenses for wages and salaries paid to full-time and part-time employees of the Agency. The amount shown assumes all ten (10) positions within the Agency are filled with employees fully qualified for the position held and, therefore, making the target wage for that position. In practice, employees change so that, in any given year, one or more positions may be vacant for a period of time. Furthermore, new

employees may not be fully qualified at the time of hire—reaching that point only after completing training and gaining experience.

When, and to the extent, one or both of these conditions exist, the actual wages and benefits expense in any given fiscal year will be lower than the budgeted amount. The presence of several vacant positions in FY 2023-24 and FY 2024-25 accounts for the lower actual and projected costs shown. However, as positions are filled and/or qualifications are gained, the total expense for wages and benefits will grow until it reaches the budgeted amount. If the budget were based only on the actual wages and benefits expenses at the beginning of the fiscal year and projected forward, there would be insufficient funds available when, during the budget period, replacement personnel are hired or pay is adjusted for the training and experience gained.

The amount shown includes a three percent (3%) annual cost-of-living-adjustment (COLA) for all positions. The purpose of a COLA is to help ensure wages remain competitive with the general labor market during the period between compensation analyses and to help prevent wages from falling behind over time, resulting in the need for substantial future increases (as was necessary in FY 2022-23 and FY 2023-24).

The median wages determined by the September 2022 analysis serve as the basis for the proposed wages and benefits. At the time the analysis was completed, the Consumer Price Index—All Urban Consumers (CPI-U) as calculated by the U.S. Bureau of Labor Statistics was 296.808. During the intervening months through February 2025 (the most recent month for which stable data is available) the CPI-U grew to 319.082—an increase of seven and one-half percent (7.5%). A four and one-half percent (4.5%) COLA was adopted for FY 2024-25, leaving the three percent (3%) difference noted above.

The implementation of a federal minimum ten percent (10%) tariff on all goods from countries other than Mexico and Canada that occurred April 2 may substantially increase inflation during the coming fiscal year. For example, an article by Barbiero and Stein appearing on the Federal Reserve Bank of Boston web site (<http://www.bostonfed.org/publications/current-policy-perspectives/2025/the-impact-of-tariffs-on-inflation.aspx>) suggests the initial impact of these tariffs could be an added inflationary increase of two and two-tenths percent (2.2%). As a result, a more substantial COLA for FY 2026-27 should be anticipated.

#### 533702001 — Benefits

Expenses for employment benefits including employer contributions for medical and dental insurance, unemployment insurance, Medicare, Social Security or similar program, industrial insurance (aka Workers' Compensation), and Public Employees Retirement System (PERS). While the highest cost health insurance plan premiums declined in CY 2025, the average cost of all plans rose five percent (5%) over CY 2024. The amounts appearing in the budget include an estimated five percent (5%) increase in health insurance premiums expected to be effective January 1, 2026 (for the last half of FY 2025-26). The figures below show the actual CY 2024 and CY 2025 premiums (not taking into account the projected CY 2026 rates):

Plan / Monthly Premium	Employee Only		Employee +Spouse		Employee +Children		Full Family	
	2024	2025	2024	2025	2024	2025	2024	2025
Kaiser Permanente WA Classic	\$1,096.70	\$1,058.89	\$2,036.30	\$1,946.17	\$1,801.40	\$1,724.35	\$2,741.00	\$2,611.64
Kaiser Permanente WA Value	1,082.51	1,049.17	2,007.91	1,926.73	1,776.56	1,707.34	2,701.97	2,584.91
Kaiser Permanente WA CDHP	902.12	960.86	1,645.77	1,748.76	1,474.44	1,566.37	2,159.77	2,295.94
Uniform Medical Plan Classic	994.82	1,064.01	1,832.54	1,956.42	1,623.11	1,733.32	2,460.83	2,625.73
Uniform Medical Plan Select	929.75	1,013.41	1,702.41	1,855.22	1,509.24	1,644.77	2,281.90	2,486.58
Uniform Medical Plan Plus	979.64	1,088.86	1,802.18	2,006.12	1,596.55	1,776.81	2,419.09	2,694.07
Uniform Medical Plan CDHP	910.93	981.90	1,663.40	1,790.86	1,489.87	1,603.21	2,184.01	2,353.83
Maximum	\$1,096.70	\$1,088.86	\$2,036.30	\$2,006.12	\$1,801.40	\$1,776.81	\$2,741.00	\$2,694.07
Average	\$985.21	\$1,031.01	\$1,812.93	\$1,890.04	\$1,610.17	\$1,679.45	\$2,421.22	\$2,521.81

The amount paid by the Agency is shown below:

CY 2025 Actual Rates	Enrolled Employees	Maximum Premium	Agency Percentage	Agency Contribution
Employee (only)	8	\$1,088.86	95%	\$1,034.42
Employee and spouse	1	\$2,006.12	65%	\$1,303.98
Employee and child(ren)	1	\$1,776.81	70%	\$1,243.77
Employee full family	0	\$2,694.07	55%	\$1,481.74
<i>Agency Monthly Cost (at CY 2025 rates)</i>				<i>\$10,823.11</i>
<i>Agency Annual Cost (at CY 2025 rates)</i>				<i>\$129,877.32</i>

#### 533703001 — Overtime

Expenses for overtime (or time worked in excess of 40 hours in a work week). The Agency typically limits overtime to urgent and special situations. The amount shown reflects potential overtime costs resulting from unexpected events (e.g. compliance, enforcement, and complaint response) occurring during non-working hours.

### **Supplies**

#### 533703101 — Office Supplies

Expenses for consumables and other supplies valued at less than \$5,000 and not otherwise allocated to the capital asset account including toilet paper, light bulbs, toner, writing instruments, paper, etc. The amount shown supports continuing work on paper file organization (e.g. hanging files, file folders, labels, etc.).

#### 533703102 — Safety Equipment

Expenses for safety equipment such as boots, eye protection, safety vests, etc. used for compliance inspections and other field work.

#### 533703201 — Vehicles

Expenses for consumables related to vehicle operation such as gasoline, wiper blades, wiper fluid, etc.

#### 533703501 — Small Tools and Equipment

Expenses for small tools and equipment not otherwise allocated to another account. The amount shown reflects costs for the potential acquisition of equipment that may be needed to support the Agency's compliance, inspection, and enforcement efforts.

#### 533703502 — Technology Systems

Expenses for computer software (such as applications, upgrades, user licenses, etc.), computer hardware (such as computers, monitors, keyboards, network, devices, printers, etc.), printers, scanners, phone system equipment (such as desksets, software, blades, etc.), and other similar equipment. The amount shown reflects the need to replace several workstations—some of which have been in service for over a decade.

#### 533703503 — Office Furnishings

Expenses for office and conference room furnishings (such as task chairs, desks, file cabinets, chair mats, guest seating, tables, white boards, projection screens, etc.). It is expected additional funding will be required in future years to acquire needed furnishings—particularly with respect to planned improvements to paper file management and needed repair/replacement of some conference room chairs.

## **Services**

### 553704101 — Professional Services

Expenses for all professional services including legal services, technical support, janitorial services, engineering review, and other similar services. A majority of the expenses incurred in the prior year were related to legal costs associated with one appeal involving all local clean air agencies in Washington and one appeal to the Pollution Control Hearings Board. The latter remains active to date.

### 553704102 — Laboratory Analyses

Expenses for laboratory analyses of various samples as needed. Costs have typically involved analysis of potential asbestos containing materials (PACM).

### 553704192 — Yakima County Services

Expenses for any service provided to the Agency by Yakima County, typically through an intergovernmental agreement. No need for such services is anticipated at this time.

### 553704201 — Communications and Technology

Expenses (typically recurring) for communications services including telephone service, Internet service, web site hosting, e-mail hosting, anti-virus, consulting, and other similar services.

### 553704202 — Postage and Freight

Expenses for stamps, postage, express mail, freight carrier (UPS, FedEx) services, etc.

### 553704301 — Travel and Related

Expenses for transportation including travel costs (e.g. meals and lodging), private vehicle use reimbursement, and other travel costs except where they are more appropriately included as part of another charge allocated elsewhere.

### 553704401 — Public Notices and Education

Expenses for required publication of notices, announcements, or reports (including public notices concerning board and administrative meetings as well as public hearings) and public education (such as flyers, guides, and various advertisements).

### 553704501 — Rents and Leases

Expenses related to the rent or lease of (primarily office) equipment not otherwise allocated to another account (e.g. copiers, binding machines, postage machines, etc.) and office space including fire insurance, property taxes, and common area and certain landscape maintenance costs.

### 553704601 — Insurance

Expenses for public liability, property and casualty, errors and omissions, and money insurance policies. Coverage protects and Agency from loss due to accident, fire, theft, burglary, vandalism, auto accident, theft of funds, mistakes, and negligence. The amount shown reflects a modest increase consistent with the trend for annual insurance rates.

### 553704701 — Utilities

Expenses for utilities including water, sewer, electric power, natural gas, and garbage disposal. The amount shown reflects a modest increase consistent with expected rate increases for these services.

553704801 — Maintenance – Vehicles/Equipment

Expenses for maintaining and repairing vehicles, field equipment, technology systems, and other office equipment not allocated to another maintenance account (e.g, office furnishings, copy machines, etc.).

553704802 — Maintenance – Building

Expenses for carpet cleaning, electrical, mechanical, and other maintenance and repair work on the office building.

553704901 — Miscellaneous

Expenses for Agency membership in regulatory, professional, and other associations and organizations; staff education, training, seminars, and other professional development; bank service charges, interest charges, etc.; and other miscellaneous expenses. The amount shown reflects the expectation of additional training expenses related to (relatively) new staff and continuing inspection efforts.

553704902 — Ecology Oversight and Admin. Fee

Expenses for the Ecology oversight and administration fee for Air Operating Permit (aka Title V) sources.

**Capital Projects/Fixed Assets**

594536401 — Capital Projects/Fixed Assets

Expenses for the acquisition of tangible property valued at \$5,000 or more with a useful life of at least two years. Assets are depreciated over the useful life of the asset.

<b>Expenses – Grant Operations</b>
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**Wood Smoke Education**

553701002 — Wages and Salaries

Expenses for wages and salaries paid to full-time and part-time employees of the Agency as permitted under the terms of the grant.

553702002 — Benefits

Expenses for employment benefits including employer contributions for employee health insurance, unemployment insurance, Medicare, Social Security or other supplemental retirement savings, industrial insurance (aka Workers' Compensation), and Public Employees Retirement System (PERS) as permitted under the terms of the grant.

553703002 — Overtime

Expenses for overtime (or time worked in excess of 40 hours in a work week) as permitted under the terms of the grant.

553703103 — Office Supplies

Expenses for office supplies. These are typically used in such small quantities as to make tracking and cost allocation impractical.

553704139 — Professional Services

Expenses for various professional or special services as permitted under the terms of the grant.

#### 553704203 — Postage

Expenses for stamps, postage, and similar delivery costs as permitted under the terms of the grant.

### **PM 2.5**

#### 553701003 — Wages and Salaries

Expenses for wages and salaries paid to full-time and part-time employees of the Agency as permitted under the terms of the grant.

#### 553702003 — Benefits

Expenses for employment benefits including employer contributions for employee health insurance, unemployment insurance, Medicare, Social Security or other supplemental retirement savings, industrial insurance (aka Workers' Compensation), and Public Employees Retirement System (PERS) as permitted under the terms of the grant.

#### 553703003 — Overtime

Expenses for overtime (or time worked in excess of 40 hours in a work week) as permitted under the terms of the grant.

#### 553703104 — Office Supplies

Expenses for office supplies. These are typically used in such small quantities as to make tracking and cost allocation impractical.

#### 553704104 — Professional Services

Expenses for various professional or special services as permitted under the terms of the grant.

### **Wood Smoke Reduction**

#### 553701004 — Wages and Salaries

Expenses for wages and salaries paid to full-time and part-time employees of the Agency as permitted under the terms of the grant.

#### 553702004 — Benefits

Expenses for employment benefits including employer contributions for employee health insurance, unemployment insurance, Medicare, Social Security or other supplemental retirement savings, industrial insurance (aka Workers' Compensation), and Public Employees Retirement System (PERS) as permitted under the terms of the grant.

#### 553703004 — Overtime

Expenses for overtime (or time worked in excess of 40 hours in a work week) as permitted under the terms of the grant.

#### 553703105 — Office Supplies

Expenses for office supplies. These are typically used in such small quantities as to make tracking and cost allocation impractical.

#### 553704105 — Professional Services

Expenses for various professional or special services as permitted under the terms of the grant. This is comprised primarily of payments to third-party vendors for the replacement or conversion of older wood burning devices (including acquisition, permitting, and installation) under the low-income wood stove change-out program.

## Expenses – Enterprise Operations

### **Visible Emission Certification**

#### 553701005 — Wages and Salaries

Expenses for wages and salaries paid to full-time and part-time employees of the Agency. Training of a new staff member to replace a retiring one in FY2024-25 resulted in a one-time increase in this cost during that period and is expected to return to normal in FY2025-26

#### 553702005 — Benefits

Expenses for employment benefits including employer contributions for employee health insurance, unemployment insurance, Medicare, Social Security or other supplemental retirement savings, industrial insurance (aka Workers' Compensation), and Public Employees Retirement System (PERS).

#### 553703005 — Overtime

Expenses for overtime (or time worked in excess of 40 hours in a work week).

#### 553703106 — Office Supplies

Expenses for office supplies.

#### 553703206 — Vehicles

Expenses for consumables related to vehicle operation such as gasoline, wiper blades, wiper fluid, etc.

#### 553703506 — Small Tools and Equipment

Expenses for small tools and equipment needed to operate the mobile testing facility.

#### 553704106 — Professional Services

Expenses for various professional or special services.

#### 553704206 — Postage

Expenses for stamps, postage, and similar delivery costs.

#### 553704306 — Travel and Transportation

Expenses for travel (e.g. meals and lodging) incurred as a result of providing training and testing.

#### 553704506 — Rents and Leases

Expenses related to the rent or lease of space to conduct training and testing in various locations throughout Washington and Oregon as well as storage space for the mobile testing equipment.

#### 553704806 — Maintenance – Vehicles/Equipment

Expenses for maintaining and repairing vehicles and equipment related to, and used in, the Visible Emissions Certification program.

#### 553704906 — Miscellaneous

Expenses for other various expenses related to the Visible Emissions Certification program and not otherwise allocated.



## **Capital Projects/Fixed Assets**

### 553706406 — Capital Projects/Fixed Assets

Expenses for the acquisition of tangible property valued at \$5,000 or more with a useful life of at least two years. Assets are depreciated over the useful life of the asset.

## **Contribution to Reserves**

In years with higher revenues, this amount increases the reserves held by the Agency while in years with higher expenses, this amount is drawn from reserves. In FY 2024-25 funds were added to the reserves and these are being withdrawn for use in FY 2025-26, leaving the balance essentially the same as it was at the conclusion of FY 2023-24.

## **Reserve Fund Allocation**

### Operating Reserve

The Board has set a minimum operating reserve equal to 25% of the Agency's base operating expenses. The amount shown meets this requirement. These funds are used to cover Agency operating expenses during periods of significant, unanticipated economic impact such as the loss of grant funds or reduced revenues.

### Legal Reserve

These funds are held to pay unanticipated legal service fees such as those related to an appeal regarding an order of approval, a lawsuit regarding an enforcement action, or to compel compliance with Agency regulations. Staff recommends a \$250,000 balance with a minimum of \$200,000.

### Capital Reserve

The Board has set a minimum capital reserve equal to 10% of the Agency's asset replacement cost. The amount shown meets that requirement. These funds are used to replace capital items (e.g. desks, file cabinets, and other capitalized assets) lost or destroyed and not otherwise covered by insurance or at the end of their useful life.

### Vehicle Replacement

Plans call for replacement of the Agency's aging vehicles in the near future. It is expected these new vehicles will be fuel-efficient, plug-in hybrid models that meet the statutory requirements pertaining to public agency vehicles and are better able to operate in areas without paved roads and (particularly) in winter weather conditions. These funds are held to pay for acquisition of these vehicles and any related items (such as markings, safety equipment, charging infrastructure, etc.).

### Major Vehicle Repairs

These funds are held to pay for major vehicle repairs if needed for existing vehicles. Upon replacement of the Agency fleet (see above), these funds will not be required until the vehicles have aged and are no longer under warranty.

### Equipment Acquisition

These funds are held to acquire specialized equipment and clothing necessary to carry out the mission of the Agency.

### Building Acquisition

These funds are held to acquire the building the agency occupies or another building in the event the Board elects to do so (at a future date).

### Employee Cash-out Liability

Under Agency policy, departing employees may be entitled to cash-out a defined portion of the unused sick and vacation leave they have accrued. Employee departures are not typically planned sufficiently in advance to allow for inclusion in the budget and these funds assist in meeting what can be a sudden and unexpected demand for funds to meet the Agency's obligation.

### Unallocated

Any funds held in reserve and not otherwise allocated for a specific purpose. These funds may be used, in tandem with other allocated reserve funds, to take advantage of unique opportunities, provide match funds in support of grant applications, address emergency circumstances (such as theft or vandalism), or provide additional monies to other budget line items or for any other purpose approved by the Board. Disproportionately higher revenue realized through the wood stove change-out program in the first half of the 2023-25 state biennium significantly increased reserves in FY2024-25. However, most of these excess funds will be used to make up for the disproportionately lower revenue that will, as a result, be realized in FY2025-26.

Yakima Regional Clean Air Agency  
**RESOLUTION NO. 2025-01**

A Resolution of the Board of Directors  
**Adopting a Supplemental Income Assessment Rate**

**WHEREAS**, the Yakima Regional Clean Air Agency (YRCAA) may impose a “supplemental income” assessment on each of its component cities, towns, and counties pursuant to Revised Code of Washington (RCW) 70A.15.1590 and in accordance with the provisions of RCW 70A.15.1600(1)(b) and RCW 70A.15.1600(2)(b); and

**WHEREAS**, the YRCAA Board of Directors has determined additional funds are required to meet budget expenditures as set forth in RCW 70A.15.1590; and

**WHEREAS**, the Board accepts the most recent population estimates for its component cities, towns, and counties as determined by the Washington State Office of Financial Management ([ofm.wa.gov/washington-data-reasearch/population-demographics/population-estimates](http://ofm.wa.gov/washington-data-reasearch/population-demographics/population-estimates)) in accordance with RCW 70A.15.1600(1)(b);

**NOW THEREFORE, BE IT RESOLVED**, that the Board does hereby adopt a “supplemental income” assessment rate of \$0.55 per capita for each of its component cities, towns, and counties for the calendar year 2026 based on the population estimates described above and directs staff to certify to each component city, town, and county, prior to the fourth Monday in June, the amount of supplemental income to be paid pursuant to RCW 70A.15.1600(3).

**ADOPTED IN OPEN SESSION** this 12th day of June, 2025.

\_\_\_\_\_  
Jon DeVaney, Chairperson

\_\_\_\_\_  
Janice Deccio, Vice Chairperson

\_\_\_\_\_  
Amanda McKinney, Director

\_\_\_\_\_  
Hilda González, Ed.D., Director

\_\_\_\_\_  
Steven Jones, Ph.D., Director

ATTEST:

\_\_\_\_\_  
Marc Thornsbury, Executive Director

Yakima Regional Clean Air Agency  
**RESOLUTION NO. 2025-02**

A Resolution of the Board of Directors  
**Adopting the Fiscal Year 2025-26 Budget**

**WHEREAS**, the Yakima Regional Clean Air Agency (YRCAA) Board of Directors reviewed a proposed budget for fiscal year 2025-26 at its regular public meeting held April 10, 2025; and

**WHEREAS**, the Board held a public hearing on May 8, 2025, for the purpose of receiving comments from members of the public regarding the draft budget for fiscal year 2025-26; and

**WHEREAS**, the Board has considered all comments offered by members of the public concerning, and reviewed the details of, the draft budget for fiscal year 2025-26;

**WHEREAS**, the Board seeks to ensure sufficient funds are available to allow for implementation of a cost of living adjustment (COLA) up to a maximum three percent (3%) while retaining sole discretion as to its implementation;

**NOW THEREFORE, BE IT RESOLVED**, that the Board does hereby adopt the draft fiscal year 2025-26 budget presented on May 8, 2025, with \$1,565,229 in total projected revenue and \$1,682,350 in total projected expense in accordance with the provisions of RCW 70A.15.1590, but reserves to itself sole authority concerning the adoption, percentage, and timing of any COLA by separate resolution of the Board.

**ADOPTED IN OPEN SESSION** this 12th day of June, 2025.

\_\_\_\_\_  
Jon DeVaney, Chairperson

\_\_\_\_\_  
Janice Deccio, Vice Chairperson

\_\_\_\_\_  
Amanda McKinney, Director

\_\_\_\_\_  
Hilda González, Ed.D., Director

\_\_\_\_\_  
Steven Jones, Ph.D., Director

ATTEST:

\_\_\_\_\_  
Marc Thornsbury, Executive Director



## Performance Appraisal Executive Director

### Evaluation Scale

N = Not observed  
0 = Unacceptable  
1 = Needs improvement  
2 = Meets expectations  
3 = Exceeds expectations  
4 = Outstanding

Employee:

Period:  to

### PERFORMANCE

- ☐ Readily corrects problems and follows up to insure satisfactory resolution.
- ☐ Completes tasks as directed, performs in a timely manner, and ensures effective results.
- ☐ Demonstrates initiative and the ability to self-direct.
- ☐ Accepts accountability and responsibility for work performance and outcomes.
- ☐ Works when needed and exhibits promptness, dependability, and dedication.
- ☐ Strives for accuracy, exhibits attention to detail, and delivers quality results.
- ☐ Demonstrates the ability to quickly learn and apply new skills and information.

Comments:

### LEADERSHIP

- ☐ Knows, embraces, and communicates the mission and objectives of the agency.
- ☐ Sets goals and priorities consistent with board direction and pursues them to completion.
- ☐ Continually seeks ways to improve agency operations.
- ☐ Pursues professional development through conferences, industry associations, etc.
- ☐ Exhibits sound leadership and inspires confidence in that leadership in others.
- ☐ Develops and maintains effective relationships with constituents, peers, and other agencies.
- ☐ Engages state and federal legislative delegations and regularly communicates agency issues.
- ☐ Demonstrates long-term vision by anticipating trends, problems, and opportunities.

Comments:

### JUDGMENT

- ☐ Uses sound judgment, employs tact, seeks understanding, and solicits information.
- ☐ Invites input from board members, staff, public, and others when appropriate.
- ☐ Exhibits decisiveness, proportionality, and discernment.
- ☐ Performs adequate research when evaluating opportunities, solutions, and alternatives.
- ☐ Demonstrates objectivity and makes timely, consistent, and appropriate decisions.
- ☐ Accurately balances costs and risks against benefits when evaluating possible action.
- ☐ Effectively addresses complex political and institutional situations.

Comments:

## ADMINISTRATION

- ☐ Maintains policies, procedures, and other documents necessary for effective agency operation.
- ☐ Exhibits understanding of, and ensures compliance with, applicable laws and regulations.
- ☐ Continually seeks to improve efficiency and productivity of self and agency staff.
- ☐ Keeps daily agency operations running with minimal disruption.
- ☐ Ensures agency operates in a fiscally prudent and sound manner.
- ☐ Maintains a high standard of performance and professionalism for self and agency staff.
- ☐ Conducts oversight and ensures adequate internal controls to protect the agency.
- ☐ Adequately protects agency assets and data from loss, theft, or unauthorized access.
- ☐ Ensures agency equipment and vehicles are regularly maintained and fully operational.
- ☐ Maintains office in good working order and appearance.

Comments:

## MANAGEMENT

- ☐ Shows respect for staff and encourages professional development.
- ☐ Delegates tasks and authority as appropriate.
- ☐ Encourages open communication and welcomes constructive criticism.
- ☐ Appropriately rewards and corrects staff performance.
- ☐ Works to foster teamwork and support a collaborative and harmonious work environment.
- ☐ Appropriately rewards and corrects staff performance.

Comments:

## BOARD

- ☐ Accepts and carries out board policies and decisions.
- ☐ Communicates appropriate information to the board in a regular, effective, and timely manner.
- ☐ Promptly responds to requests from, and addresses the concerns of, the board.

Comments:

## CREDIBILITY

- ☐ Conducts work with honesty, integrity, humility, respect, and reliability.
- ☐ Exhibits self-control and remains dispassionate when challenged or criticized.
- ☐ Displays a thorough understanding of agency operations, finances, and programs.
- ☐ Considers alternative points of view and maintains objectivity, impartiality, and sensitivity.
- ☐ Exhibits dress and demeanor appropriate to the position of Executive Director.
- ☐ Demonstrates broad knowledge and understanding in a variety of disciplines.

Comments:

## COMMUNITY

- |                          |   |
|--------------------------|---|
| <input type="checkbox"/> | Interacts with registrants, permittees, public, and staff in a cordial and productive manner. |
| <input type="checkbox"/> | Ensures agency web site content is current, comprehensive, and readily available.             |
| <input type="checkbox"/> | Provides an accurate and positive image of the agency to the public.                          |
| <input type="checkbox"/> | Engages with local elected officials and boards, industry and community groups, and others.   |
| <input type="checkbox"/> | Promotes activities to educate the public concerning the agency's purpose and programs.       |
| <input type="checkbox"/> | Ensures the development and availability of printed and online educational material.          |

Comments:

Objectives:

Remarks:

I hereby certify this joint evaluation is the result of a collaborative process involving, and represents the collective appraisal of, all members of the Board of Directors in attendance at the public meeting held on the date below.

\_\_\_\_\_  
(evaluator name and title)

\_\_\_\_\_  
(evaluator signature)

\_\_\_\_\_  
(date)

I acknowledge receiving a performance evaluation, including a copy of this document, and have been provided the opportunity to submit written comments within seven calendar days.

- ☐ I have submitted written comments (attached to this document).  
☐ I have **not** submitted comments.

\_\_\_\_\_  
(employee signature)

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(date)