



# 2021

# *Adopted Budget*

City of Ridgefield  
230 Pioneer Street  
PO Box 608  
Ridgefield, WA 98642  
(360) 887-3557  
<https://ridgefieldwa.us/>



## ***2021 Adopted Budget***

### ***I. Introduction***



## ***2021 Adopted Budget***

### ***Budget Team/Committee***

#### ***MAYOR***

Don Stose, Mayor

#### ***CITY COUNCIL***

Lee Wells, Mayor Pro Tempore  
Sandra Day, Councilor  
Jennifer Lindsay, Councilor  
Ron Onslow, Councilor  
Dana Ziemer, Councilor  
Rob Aichele, Councilor

#### ***SENIOR MANAGEMENT***

Steve Stuart, City Manager  
Lee Knottnerus, Deputy City Manager  
Kirk Johnson, Finance Director  
Bryan Kast, Public Works Director  
Claire Lust, Community Development Director  
John Brooks, Police Chief

#### ***CITIZEN MEMBER***

Clyde Burkle



## ***2021 Adopted Budget***

***GFOA Distinguished Budget Presentation Award***



GOVERNMENT FINANCE OFFICERS ASSOCIATION

### *Distinguished Budget Presentation Award*

PRESENTED TO

**City of Ridgefield**

**Washington**

For the Fiscal Year Beginning

**January 1, 2020**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Ridgefield, Washington**, for its Annual Budget for the fiscal year beginning **January 1, 2020**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.



# 2021 Adopted Budget

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine eligibility for another award.

## Table of Contents

<i>I. Introduction</i> .....	<i>i</i>
Budget Team/Committee .....	ii
GFOA Distinguished Budget Presentation Award .....	iii
Reader's Guide to the Budget .....	1
Vision and Mission Statements .....	3
Ridgefield's Origin and Demographics .....	4
2021 City of Ridgefield Organization Chart .....	7
Budget Calendar .....	9
Budget Philosophy .....	10
Budget Policies .....	12
Budget Procedures .....	17
Governmental Accounting .....	24
<i>II. Transmittal Letter</i> .....	25
City Manager Budget Message .....	26
City Council Goals .....	36
2020 City Council Strategic Workplan - Status .....	37
2021 City Council Strategic Workplan .....	40
<i>III. Executive Summary</i> .....	42
6-Year Financial Sustainability Model .....	43
2021 Budget Highlights .....	49
Executive Summary by Fund .....	78
Boards, Commissions and Committees .....	83
Labor Relations .....	85
<i>IV. Department Summary</i> .....	86
Organizational Matrix – Department Assignments by Fund .....	87



## 2021 Adopted Budget

Mayor and City Council .....	88
Executive .....	91
Administration/Human Resources.....	93
Budget/Finance .....	98
Public Safety.....	103
Community Development.....	108
Public Works .....	112
<i>V. Budget by Fund.....</i>	<i>118</i>
Fund Descriptions .....	119
General Operating Fund – Fund 001.....	119
Utility Operating Funds .....	122
Special Revenue Funds.....	122
Capital Service Funds .....	123
Debt Service Funds.....	123
Capital Project Funds .....	124
<i>Operating Funds Summary Reports .....</i>	<i>125</i>
Fund 001 – General.....	125
Fund 101 – Streets .....	126
Fund 406 – Water Utility.....	126
Fund 408 – Storm Water Utility .....	127
Special Revenue Funds Summary Report .....	127
Fund 111 - Drug.....	127
Fund 140 – Affordable Housing .....	128
Fund 150 – Transportation Benefit District .....	128
Debt Service Funds Summary Report .....	129
Fund 200 – Debt Service .....	129
Capital Service Funds Summary Report .....	130
Fund 105 – Real Estate Excise Tax (REET) .....	130
Fund 114 – Park Impact Fee (PIF) .....	130



## 2021 Adopted Budget

Fund 115 – Traffic Impact Fee (TIF) .....	131
Fund 416 – Water System Development Charges (WSDC) .....	131
Capital Project Funds Summary Report .....	132
Fund 300 – General Capital Projects.....	132
Fund 410 – Water Utility Capital Projects.....	132
Fund 412 – Storm Water Utility Capital Projects.....	133
Fund 501 – Equipment Replacement Fund (ERF) .....	133
Operating Fund Summary Reports by Cost Category .....	134
Fund 001 - General.....	134
Fund 101 – Streets .....	138
Fund 406 – Water Utility.....	139
Fund 408 – Storm Water Utility .....	141
Initiatives/Capital Outlay/Capital Projects.....	143
General Fund Impact.....	143
Street Fund Impact .....	144
Water Operating Fund Impact .....	144
Storm Water Operating Fund Impact .....	145
General Capital Fund Impact .....	145
Water Utility Capital Fund Impact .....	146
Storm Water Utility Capital Fund Impact.....	147
Equipment Replacement Fund Impact (ERF) .....	147
2021 Initiative/Project Funding Summary .....	148
VI. <i>Capital Improvement Program</i> .....	149
Capital Facility Plan Summaries .....	150
Water Capital Facility Plan .....	151
Storm Water Capital Facility Plan .....	153
Transportation Capital Facility Plan .....	155
Parks and Trails Capital Facility Plan .....	164
2021 Capital Project List and Funding Source.....	169



## ***2021 Adopted Budget***

VII. Appendix .....	173
Financial Policy #01: Financial Management .....	174
Financial Policy #10: Debt Management .....	189
Financial procedure #10.1: Post Issuance Compliance (Governmental Bonds) .....	196
Financial Policy #08: Investment Policies.....	205
Financial Policy #09: Capitalization of Assets.....	223
2020 Master Fee Schedule.....	230
Full-Time Equivalent (FTE) Summary by Department.....	248
Budgeted Positions and FTE's by Department.....	249
Total Full Time Equivalent Employees by Function .....	253
2021 Interfund Transfers .....	254
2021 Schedule of Debt Service .....	260
Ordinance No. 1331 – 2021 Proposed Budget.....	267
Glossary of Budget Terms .....	269



# 2021 Adopted Budget

## Reader's Guide to the Budget

The City of Ridgefield must adopt a balanced budget each year. To be prudent, policies have been put into place that direct the City to place some of its resources into reserves to cover future emergencies, capital repair and replacement, retirement, or downturns in the economy. The City also sets policies that the use of one-time revenues may only be used for one-time expenses. Beyond these basic guidelines, budgets for cities are quite complex. Much of this complexity is created to allow for proper accounting and tracking techniques as required by state law and governmental accounting practices. Cities draw their revenues from a wide variety of sources, divide their expenditures into separate funds and allocate their program expenditures in ways that serve the special needs of municipal services. This reader's guide is being provided to make the City's budget more understandable and usable for the reader.

### ***Organization of this Document:***

This budget document contains legally required budget information, descriptive background information and various illustrative graphs and tables that will be helpful to the readers' understanding. It is organized into seven sections to facilitate the reader's understanding of the City's budget and to help the reader to find information regarding the city and its budget. Those seven sections are: Introduction, Transmittal Letter, Executive Summary, Budget by Department, Budget by Fund, Capital Improvement Program, and Appendix.

***Introduction:*** This section is designed to introduce the reader to the City of Ridgefield and its budget process. It includes the following:

- Budget Team/Committee
- GFOA Distinguished Budget Presentation Award
- Table of Contents
- Reader's Guide to the Budget
- Vision and Mission Statement
- Ridgefield's Origin and Demographics
- City Organization Chart
- Budget Calendar
- Budget Philosophy
- Budget Policies
- Budget Procedures
- Governmental Accounting

***Transmittal Letter:*** This section includes the City Manager's budget message to the City Council and the latest edition of the City Council Goals and Strategic Workplan.

***Executive Summary:*** This section provides a high-level view of the proposed budget, an in depth look at the City's revenue sources, projected fund balances, and information about the City's debt. It includes the following:

- 6-Year Financial Sustainability Model Operating Budget forecast
- 6-Year Financial Sustainability Model Capital Service Fund Revenue forecast
- Budget Highlights
- Operating Funds Revenue, Expense and Fund Balance Summary
- FTE Summary
- Capital Service Funds Revenue, Expense and Fund Balance Summary



## 2021 Adopted Budget

- Capital Project Funds Revenue, Expense and Fund Balance Summary
- Special Revenue Funds Revenue, Expense and Fund Balance Summary
- Municipal Debt Policy, Debt Capacity, and City Long Term Debt
- Investment Policy Summary
- Executive Summary by Fund
- 2021 Executive Summary – All Funds
- Executive Summary Operating Funds Comparison
- Boards, Commissions and Committees
- Labor Relations

**Department Summary:** This section provides departmental summaries.

- Organizational Matrix Department Assignments by Fund
- Departmental Organizational Chart
- Department Overview
- Key Objectives
- 2020 Goals Status
- 2021 Goals
- Historical Comparison of Total Expenditures and Full-time Equivalents (FTE's)

**Budget by Fund:** This section exhibits the financial condition and provides a historical comparison of each fund. It includes:

- City Fund Descriptions
- Operating Funds Historical Revenue / Expenditure Summary
- Special Revenue Funds Historical Revenue / Expenditure Summary
- Debt Service Funds Historical Revenue / Expenditure Summary
- Capital Service Funds Historical Revenue / Expenditure Summary
- Capital Project / Equipment Replacement Funds Historical Revenue / Expenditure Summary
- Operating Funds Historical Revenue / Expenditure Summary by Cost Category

**Capital Improvement Program:** This section identifies the multi-year plan for the three capital funds; General Capital (improvements to Parks, Streets and Facilities), Water System Capital (water system delivery), and Storm Water Drainage Utility (drainage improvements). It includes:

- Capital Facilities Plan Summaries
- Capital Project List and Funding Source

**Appendix:** This section includes:

- Financial Management Policy
- Debt Management Policy
- Investment Policy
- Capitalization of Assets Policy
- 2019 Master Fee Schedule
- FTE Summary by Department
- Budgeted Positions and FTE's by Department
- Interfund Transfers
- Schedule of Debt Service
- Adopted Ordinance
- Glossary of Budget Terms



## ***2021 Adopted Budget***

*Vision and Mission Statements*

### ***VISION STATEMENT***

*Connecting our historic past with a healthy future where people, nature and business flourish together*

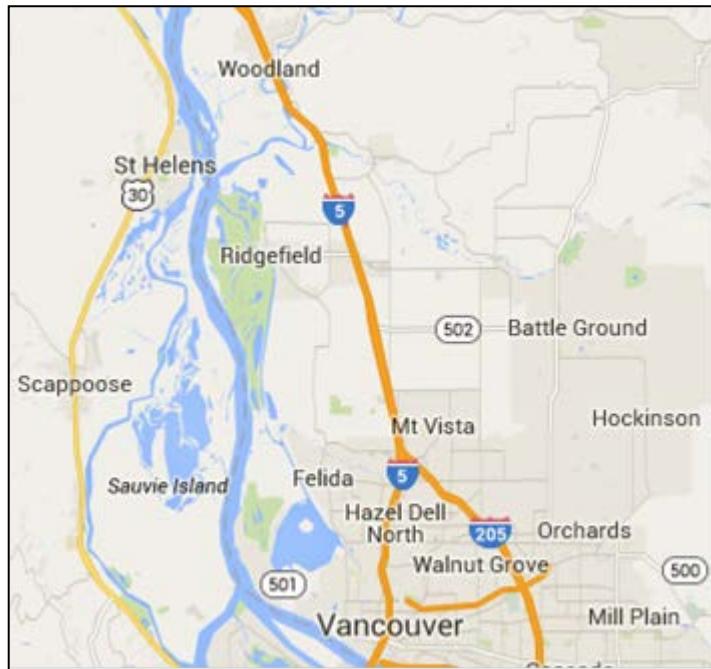
### ***MISSION STATEMENT***

*Committed to providing the community with superior services, building on the proud history and meeting the challenges that shape our future*



## 2021 Adopted Budget

### *Ridgefield's Origin and Demographics*



Ridgefield's origins can be traced back more than 1,000 years to early Native American settlements. The area was known as "Cathlapotle," after the Chinook people, until it began to develop as a real settlement in the early 1850's. In 1851, Stephen Shobert established a crude mud landing on his property to accommodate the steamboats and the settlement came to be known as Shobert's Landing.

After the Civil War, the settlers named the town "Union Ridge" and then changed the name at a public meeting in 1890 to "Ridgefield." A town in the state of Washington is a municipality that has a population of less than 1,500 at the time of organization. Towns are not authorized to operate under a charter and are only permitted to perform functions specifically granted to them by state law.

At a special election on August 20, 1909 the people decided by a vote of 62-12 to incorporate as a city with a strong mayor. The strong mayor-council form of government consists of a mayor who is elected at-large and who serves as the city's chief administrative officer and an elected city council which serves as the municipality's legislative body. The council has the authority to formulate and adopt city policies and the mayor is responsible for carrying them out. This system is modeled after the Federal Constitution structure of government.



## 2021 Adopted Budget

The completion of Interstate 5 in the 1960s made Ridgefield more accessible, and the creation of the National Wildlife Refuge drew increasing numbers of tourists. Between 1990 and 2000, the city grew from 1,332 to 2,147 residents and added 2,200 acres through annexation. As the city grew, the burdens of the mayor's office became too much.

In 1999 the voters changed city government to its current council-manager form. The council-manager form of local government combines the strong political leadership of elected officials with the strong professional experience of an appointed local government manager. The Mayor is appointed by the City Council and serves as the chief spokesperson and head of the city government for the public, political and ceremonial purposes. He has no full-time administrative duties. The seven city councilmembers are elected by the citizens of Ridgefield on a non-partisan basis for four-year terms. Council members are policy makers; adopt a budget for city revenues and expenditures and perform all other actions necessary to govern the City, including the passage of ordinances and resolutions.

In 2009, the City of Ridgefield celebrated the centennial of its incorporation with a population of 4,215 and an optimistic view of the future. The City is continuing to grow with a current population of 9,770. The 2015 update of the City's Urban Area Comprehensive Plan outlined the city's goals; to become a regional employment center, to provide quality neighborhoods, to protect critical environmental areas, and to carefully manage growth.

Demographics	
Population *	9,770
Male/Female **	46%/54%
Median Age **	37
% Under 20 **	30.9%
Educational Attainment (Population 25 Years and Over)	
High School Degree or Higher **	96.6%
Bachelor's Degree or Higher **	31.5%
Housing Units **	2588
Occupied Housing Units **	2,497
Owner Occupied Housing Units **	1,994
Median Value of Unit **	369,700
Median Monthly Rent **	1,467
Median Household Income **	95,859
Per Capita Income **	40,970
Families in Poverty **	3.3%
*Washington State Office of Financial Management (OFM)	
**United States Census 2018 American Community Survey 5-Year Estimates	



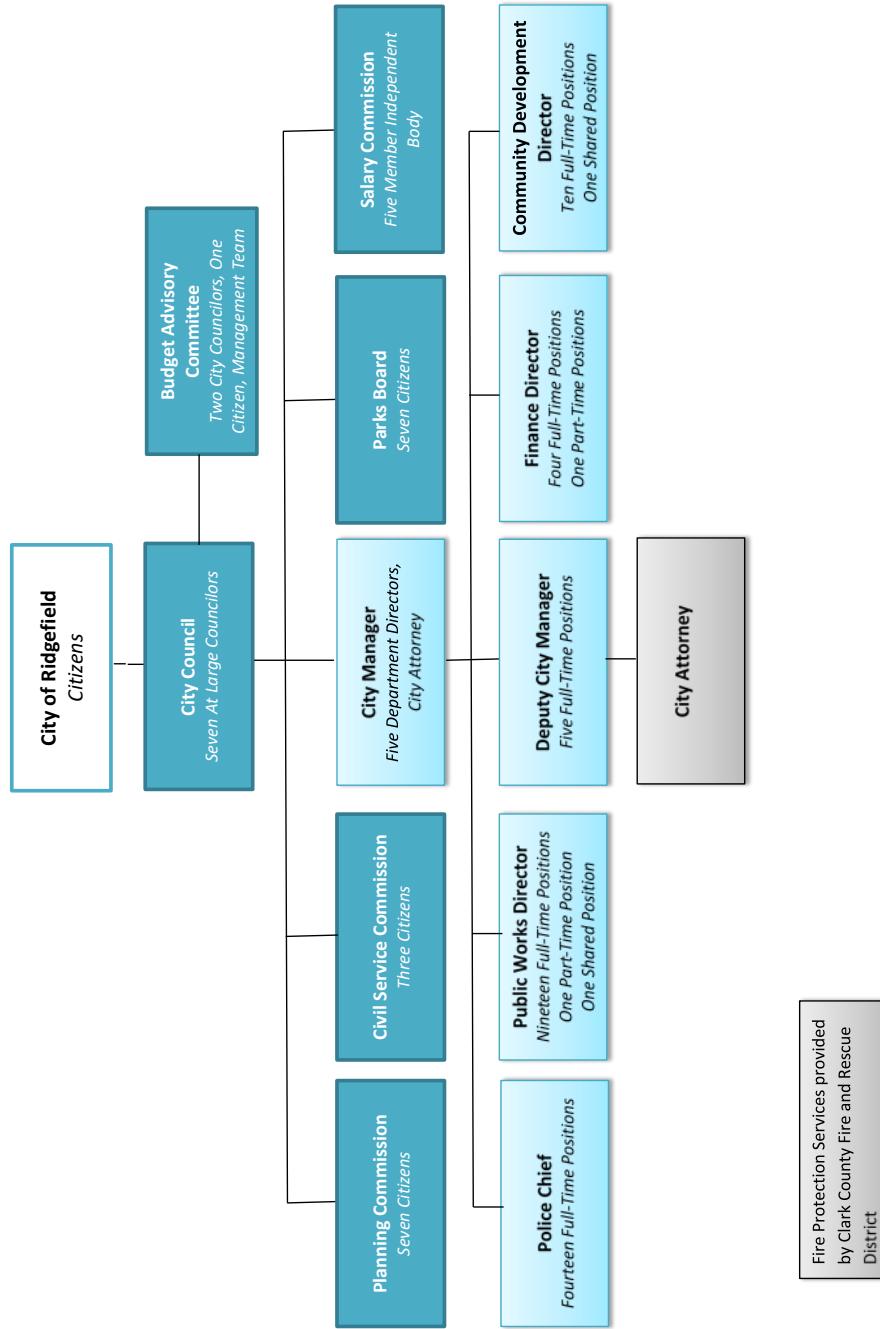
## 2021 Adopted Budget

Ridgefield At A Glance	
Elevation (Average)	112 Feet
Land Area	7.4 Sq. Miles
Miles of Streets	49.15
Miles of Trails	7.12
Park Acreage	160.01
Water Production Daily Capacity (Millions of Gallons)	2.05
City Retail Sales Tax Rate	8.4%
City Employees (FTE) 2021 Projection	59.25
Assessed Valuation 2021 Projection	\$2,106,824,544
Property Tax Levy Rate 2021 Projection	\$0.7878



# 2021 Adopted Budget

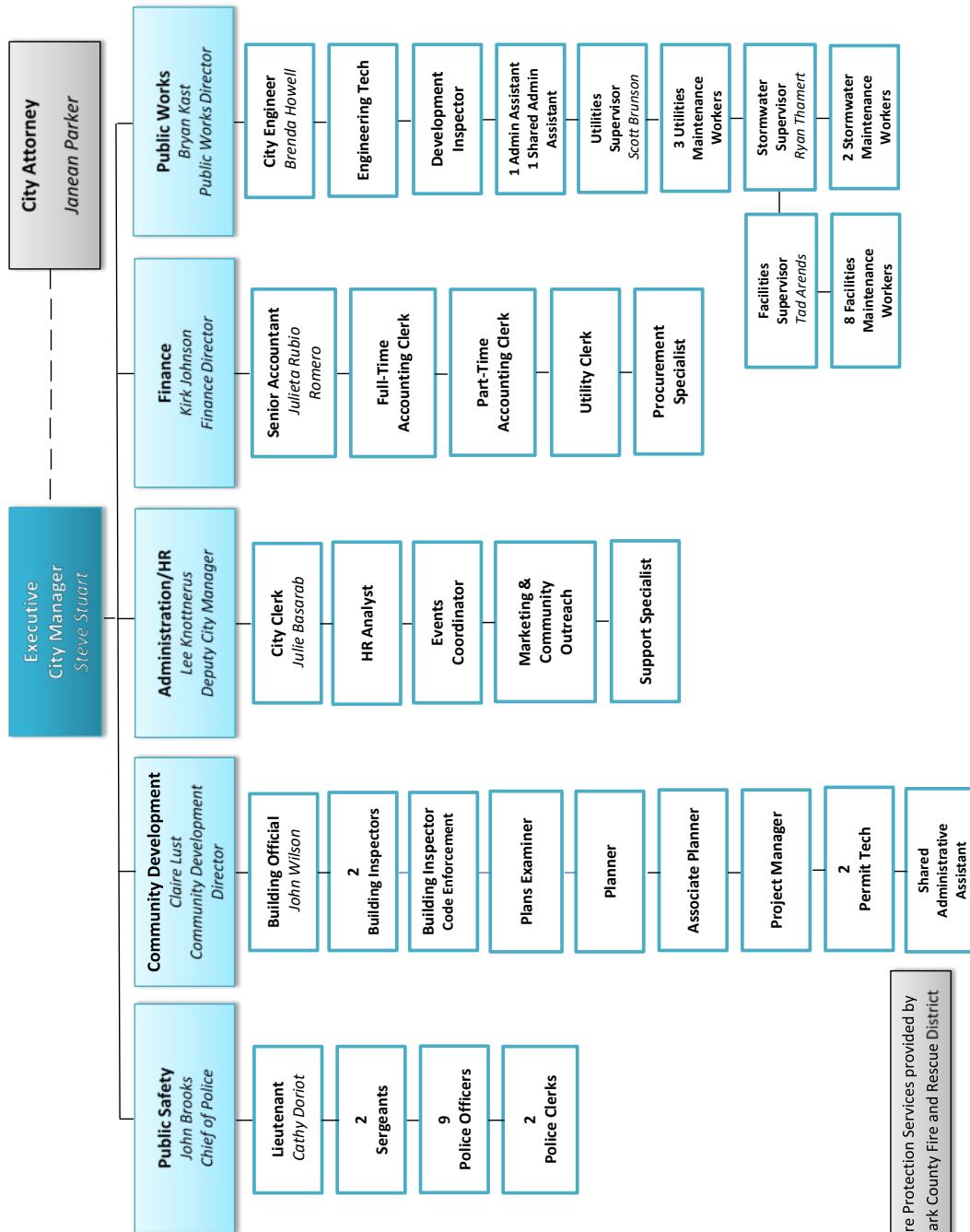
## 2021 City of Ridgefield Organization Chart





# 2021 Adopted Budget

## 2021 City of Ridgefield Organization Chart





## 2021 Adopted Budget

### Budget Calendar

2021 Budget Calendar					
Major Steps in Process	Management Team/City Manager	Budget Advisory Committee (Monthly Meetings)	City Council		
Council and Management Retreats	May-August	Meeting August 13th	Work Session August 27th		
Update 6-Year Financial Sustainability Model					
Review Financial/Budget Policies					
Baseline Budget - Operating Funds Revenue & Expense					
Determine/Discuss Budget Assumptions					
Economic Data - Trends and Comparisons					
Initial Forecast					
Update Indirect Cost Plan and Equipment Replacement Model					
Update Baseline Budget - Revenue & Expense	September	Meeting September 17th	Work Session September 24th		
Budget Initiatives First Touch					
Capital Budget First Touch					
Complete Preliminary Budget					
<b>Complete Estimated Budget</b>	<b>By October 1st</b>				
Budget Initiatives Second Touch	October	Meeting October 15th	Work Session October 22nd if needed		
Capital Budget Second Touch					
Final Budget Update					
<b>Present Proposed Balanced Budget</b>	<b>By November 1st</b>				
File Proposed Budget	November	Meeting November 12th if needed	Work Session November 19th if needed		
Final Touch on Operating and Capital Proposed Budget					
City Clerk Publishes Notices of Public Hearing	October 22 - November 19				
<b>Conduct Revenue and Budget Hearings</b>	<b>By End of November</b>				
Make Proposed Budget Available to the Public	November 1st				
Conduct Public Hearing on Revenue Sources	Council Meeting November 5				
Conduct First Reading on Ad Valorem Tax Levy					
Conduct First Reading on Utility Rates					
Conduct Second Reading on Ad Valorem Tax Levy	Council Meeting November 19				
Conduct Second Reading on Utility Rates					
Provide Budget Presentation to City Council					
Conduct First Public Hearing and First Reading on Proposed Budget					
<b>Conduct Final Budget Hearing and Budget Adoption</b>	<b>By End of December</b>				
Conduct Second Public Hearing and Second Reading on Proposed Budget. Adopt Final Budget	Council Meeting December 3				
Transmit Copies of the Final Budget to SAO and MRSC	By end of December (12/31)				



## ***2021 Adopted Budget***

### ***Budget Philosophy***

Development in the City of Ridgefield exploded in the early to mid-2000 timeframe. As a result, the City increased staff and completed much needed capital projects to support growth projections. In 2008 the nation entered the great recession and Ridgefield suffered economically due to the dependence on growth related revenue sources. City Council and staff made difficult and necessary decisions to reduce staffing and focus on core services during the recession. Staff and Council reduced expenditures and trimmed the budget to ensure the City was not operating at a deficit. As a result, the city was able to make it through the recession without impacting financial stability. Due to the decisions Council made, the City was able to build reserves and prepare for the economic recovery. The nation is currently suffering economic effects from the Covid-19 public health crisis. Due to comprehensive financial policies and strong reserve balances the City has been able to continue to offer core services with limited interruptions in a difficult time. The City continues to maintain a conservative budget approach, maintaining core service levels, while budgeting ongoing revenues to support ongoing expenditures. Council uses one-time revenues to fund one-time expenditures to ensure the City is not facing a structural deficit.

In 2014 City Council approved targeted reserve policies to continue the recovery from the great recession and ensure the City is on sound financial footing for the future. Current financial policies established by City Council include the following. For more information refer to [Financial Management Policies](#):

#### **General Fund**

- The City maintains an operations and maintenance reserve equal to 60 days of the prior year actual operating expenses. This reserve will provide for adequate cash flow to create flexibility to pay operating expenses in the event of fluctuations in revenue and expense.
- The City maintains a revenue stabilization reserve equal to 10% of the prior year revenues less any one-time revenues or interfund transfers. The purpose of this reserve is to provide the financial ability to cover operating expenses during a longer-term revenue shortfall or a downturn in the economy.
- The City maintains a capital reserve equal to 1% of the prior year net fixed assets. The purpose of this reserve is to provide the financial ability to pay for unanticipated capital needs or damage to City infrastructure.
- The City maintains a debt service reserve equal to the amount of debt service for the following year.



## ***2021 Adopted Budget***

- The City maintains a separation reserve to provide the financial ability to cover retirement payout obligations. The amount is equal to 30% of the estimated leave accrual payouts over the following ten years.

### **Water and Storm Water Utility Funds**

- The City maintains an operations and maintenance reserve equal to 90 days of the prior year actual operating expenses. This reserve will provide for adequate cash flow to create flexibility to pay operating expenses in the event of fluctuations in revenue and expense.
- The City maintains a capital reserve equal to 1% of the prior year net fixed assets. The purpose of this reserve is to provide the financial ability to pay for unanticipated capital needs or damage to City infrastructure.
- The City maintains a capital repair and replacement reserve in the utility operating funds. The City deposits 5% of rate revenue each year into the reserve. The purpose of the reserve is to create the ability to pay for repair or replacement of existing utility infrastructure in the event of damage or failure.
- The City maintains a debt service reserve equal to the amount of debt service for the following year.
- The City maintains a separation reserve to provide the financial ability to cover retirement payout obligations. The amount is equal to 30% of the estimated leave accrual payouts over the following ten years.

The City also maintains an equipment repair and replacement reserve based on a financial model. The purpose is to have the ability to pay for vehicle and large equipment purchases at the end of their useful life. This reserve is budgeted out of all operating funds.



# ***2021 Adopted Budget***

## ***Budget Policies***

### **PURPOSE**

To establish the framework for overall fiscal planning and management. The budget policies set forth guidelines for both current and long-range planning activities. The policies are reviewed annually for adherence and relevance and provide standards against which current budgetary performance can be measured and proposals for future programs evaluated.

### **BACKGROUND**

Chapter 35A.33 of the Revised Code of Washington (RCW) mandates the city's budget process. The annual budget begins January 1 and lapses December 31 of each fiscal year. The budget, as adopted annually by the City Council, constitutes the legal authority for expenditures. The City's budget is adopted at the fund level and expenditures may not legally exceed appropriations at that level of detail.

Budgeted amounts are authorized to be transferred by the City Manager or designee between departments within any fund and among object classes within departments. However, any revisions that alter the total expenditures of a fund or that affect the number of authorized full-time equivalent positions, labor agreements, or contracts for employment must be approved by the City Council.

Once adopted, the budget becomes the formal expression of the City's objectives and priorities for the forthcoming year and how the resources will be used to meet those objectives.

### **OBJECTIVES**

1. To establish general guidelines for the budget process.
2. To establish revenue guidelines for the budget process.
3. To establish expenditure guidelines for the budget process.
4. Define the overall process for establishing a budget.
5. Define the role of the budget advisory committee.

### **GENERAL GUIDELINES**

The City of Ridgefield's accounting and budgeting systems are organized and operated on a fund level basis. A fund is a self-balancing set of accounts, segregated for specific purposes in accordance with laws and regulations or special restrictions and limitations. Each fund is balanced, meaning total revenues equal total expenditures. The budgeted funds are grouped into five categories: General, Special Revenue, Debt Service, Capital Projects and Enterprise.

The budget is proposed by the City Manager and adopted by the City Council with legal budgetary control at the fund level. Expenditures may not exceed appropriations. Unexpended appropriations lapse at the end of the budget year.



## ***2021 Adopted Budget***

Any budget adjustments between funds shall be approved by the City Council. Budget adjustments between departments that do not alter the total appropriations at the fund level shall be approved by the City Manager or designee. Budget adjustments within a department that do not alter the total appropriations at the department level may be approved by the City Manager or Finance Director.

The City will strive to ensure that City service priorities keep pace with the needs of the community by incorporating a service level needs review as part of the budget process.

The City budget will support City Council goals and priorities and the needs of the community.

Department Directors have primary responsibility for formulating budget proposals in line with City Council, Management Team, and City Manager direction and priorities. Department Directors are responsible for implementation and management of the adopted department budgets under their control.

The Finance Department is responsible for preparation and administration of the City's budget. This includes maintaining up to date information on revenues and expenditures, organizing data in an understandable fashion, and creating and providing tools for budget development.

The Finance Department will prepare a 6-year financial sustainability revenue and expense forecast, for ongoing operations and maintenance at current service levels. The 6-year forecast will assist City Council in laying the strategic foundation for the new budget year.

The Finance Department assists City Management in identifying budget problems, formulating solutions and alternatives, and implementing any necessary corrective actions as directed by City Council.

Revenues and expenditures shall be coded to the appropriate fund, department, and Budgeting, Accounting and Reporting System (BARS) account code as prescribed by the Washington State Auditor's Office, and not to accounts where an excess of funds may exist.

The City will routinely evaluate its service delivery system to maximize efficiency and effectiveness.

### **REVENUE GUIDELINES:**

Revenue forecasts will be updated and prepared on an annual basis. Forecasts shall be conservatively estimated and subject to revision.

The City utilizes a historic trend analysis to establish baseline estimates of major revenues including incorporating proposed rate increases where applicable.

Utility rates and fees will be reviewed annually and updated and changed as deemed appropriate by City Council. Fees shall be established to recover all appropriate costs for providing the service.



## ***2021 Adopted Budget***

Rate studies for revenues that support Enterprise Funds shall be conducted at least every five years to update assumptions and ensure that revenues are sufficient to recover operating costs, provide for capital improvements that maintain existing levels of service and provide for anticipated growth.

One-time revenues will be used only for one-time expenditures.

Fiduciary activities such as the receipt and remittance of school impact fees will not be included in the City's annual budget. Governmental Accounting Standards Board (GASB) accounting entries to satisfy accounting standards that do not affect cash entries will not be included in the City's annual budget. Examples include the recognition of lease activities over the full term of the lease.

### **EXPENDITURE GUIDELINES:**

The Finance Department will provide to each Department Director a baseline budget, reflective of the current level of service adjusted for inflation, as calculated using the West Region consumer price index for all urban consumers (CPI-U), and exclusive of any one-time only expenditures.

Salaries and benefits will be updated by the Finance Department and included in the baseline budget. The updated amounts will be based upon collectively bargained labor contracts and input from the City Manager and Budget Advisory Committee.

Changes to the baseline budget must be requested and clearly identified, by program, as an Additional Funds Request. Additional Funds Requests will be evaluated by the City Manager and, if approved, incorporated into the City Manager's proposed budget presented to the Budget Advisory Committee and the City Council.

Priorities in evaluating Additional Funds Requests will be given to those proposals that:

1. Are, and will continue to be, self-funding from external sources or are funded through realignment of the existing department budget;
2. Directly serve to satisfy one or more Council goals;
3. Will reduce existing costs of staffing, maintenance, and operation through efficiencies or cost avoidance; and
4. Are necessary to maintain the City's existing investment in facilities and capital structures.

The authorized Full Time Equivalents (FTE) for staffing needs will be established by City Council.

City Council approval is required for all capital purchases.



## ***2021 Adopted Budget***

The City will allocate indirect and administrative costs to funds and departments based on a financial model prepared by the Finance Department. The financial model will use actual data from the most recent fiscal year-end, for the following budget cycle (i.e. 2019 actuals for 2021 budget), to determine the benefit received by each fund or department. The indirect cost allocation will be incorporated into the City Manager's proposed budget.

Capital improvement projects will be prioritized and funded based upon the approved Capital Facilities Plan and available funding. Additionally, the Capital Projects funds will be budgeted to account for the construction of capital projects and/or the purchase of capital assets.

Grant funded projects will be funded and prioritized based upon the grant award and contract.

The City develops a budget for the Debt Service fund to account for the payment of principal and interest.

Fiduciary activities such as the receipt and remittance of school impact fees will not be included in the City's annual budget. Governmental Accounting Standards Board (GASB) accounting entries to satisfy accounting standards that do not affect cash entries will not be included in the City's annual budget. Examples include the recognition of lease activities over the full term of the lease.

Depreciation on capital assets will not be included as a budgeted expense in the annual budget.

### **OVERALL PROCESS:**

The budget will be conducted in accordance to the procedures and timelines established in RCW 35A.33 pertaining to budgets in code cities and will follow the general process listed below.

1. Prepare/update 6-year financial sustainability revenue and expense forecast for ongoing operations and maintenance.
2. Establish Budget Advisory Committee. This committee will meet on an on-going basis and will provide input and guidance throughout the budget process.
3. Prepare budget calendar for review and notice.
4. Prepare and update the baseline budget. The baseline budget will include preliminary estimates for revenues and expenditures and will be organized by fund and department.
5. Provide appropriate copies of the baseline budget to department directors for review and input.
6. Meet with budget advisory committee to review baseline budget. Obtain input and recommendation for submission to City Council.



## ***2021 Adopted Budget***

7. Conduct work session/meeting with City Council. The work session or meeting should include the Budget Advisory Committee, City Manager, Department Directors and other appropriate staff. The main purpose of the meeting is to provide a draft of the baseline budget, provide economic updates, and share information and make known any issues or concerns.
8. The Finance Department works with the City Manager and Department Directors and compiles the preliminary budget including the baseline budget and any additional funds requests for review by the Budget Advisory Committee.
9. The City Manager presents the draft Preliminary Budget to the Budget Advisory Committee and City Council for review. The draft Preliminary Budget is also made available to the public.
10. An ordinance is prepared to set the property tax levy. A public hearing is conducted on revenues and the property tax ordinance.
11. The Final Budget is completed, and City Council holds a public hearing before considering it for adoption.
12. The Final Budget is adopted by Council and published accordingly.

### **BUDGET ADVISORY COMMITTEE:**

The main role of the Budget Advisory Committee is to serve in an advisory capacity to assist in development of an annual budget that reflects the City's top priorities. The Budget Advisory Committee also provides open and transparent communication among the participants and the citizens of Ridgefield.

The Budget Advisory Committee is charged with giving feedback on budget requests and on the top priorities of the City. In addition to considering requests for funding new initiatives the Committee will advise the City Council on rate increases. The Committee is asked to provide feedback on maintaining a balance between keeping fees for services affordable and providing the resources needed to continue to maintain and improve the level of services for City programs and services.

The Budget Advisory Committee will consist of two City Council members, City Manager, Finance Director, Deputy City Manager, Public Works Director, Chief of Police, Community Development Director and one citizen at large appointed by Council.



# ***2021 Adopted Budget***

## ***Budget Procedures***

### ***Purpose***

The purpose is to establish effective and easy to understand guidelines for the development of the budget, and to identify department responsibilities for gathering and preparing data and information for the Finance Department.

### ***General Information***

#### ***Policies***

Financial and Budget Policies are adopted by Council and an annual review of these policies are included in the budget process. Staff reviews Financial and Budget Policies and makes recommendations to Council for adoption and implementation.

#### ***Responsibilities***

Department directors have primary responsibility for formulating budget proposals in line with City Council and City Manager priority direction, and for implementation once adopted.

The Finance Department is responsible for preparation and management of the City's budget. This includes maintaining up to date information on revenues and expenditures, organizing data in an understandable fashion, and creating and providing tools for budget development.

The Finance Department assists City Management in identifying budget problems, formulating solutions and alternatives, and implementing any necessary corrective actions.

City budgets shall be prepared on an annual basis and implemented in accordance with RCW 35A.33 and Financial Policy #07: Budget.

#### ***Budget System***

The City of Ridgefield's accounting and budgeting systems are organized and operated on a fund basis. Funds are accounting entities used to record revenues and expenditures. Each fund is balanced, meaning total revenues equal total expenditures.

The budgeted funds are grouped into five categories: General, Special Revenue, Debt Service, Capital Projects and Enterprise.

The budget is prepared at a fund level; however, the General Fund is prepared at a department level.

#### ***Fund Definition***

A fund is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, in addition to recording the related assets, liabilities and fund equity, and changes affecting these accounts. The purpose of the fund is to segregate for the purpose of performing specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.



## ***2021 Adopted Budget***

Funds can fluctuate and can be added or closed, depending upon the circumstances and whether the need to either continue or discontinue a fund exists. Council action is required prior to the official addition or closure of a fund.

### ***Fund Types***

General Fund and General Governmental Funds: Used to account for tax-supported activities, including activities supported by licenses and permits and planning and development fees. General Governmental Funds also incorporates special revenue funds, such as Real Estate Excise Tax (REET), Park Impact Fees (PIF), Transportation Impact Fees (TIF), Transportation Benefit District (TBD) and Affordable Housing Tax. Utilization of restricted revenue sources or sources of funds that are designated for a specific purpose correspondingly account for these activities. These funds are budgeted on a modified accrual basis.

### ***Proprietary/Enterprise Funds***

A fund used to account for activities supported by rates or fees charged to external users of goods or services. Utility services for Water and Storm Water Drainage facilities are treated as enterprise funds. These funds are budgeted on a full accrual basis, but with the following adjustments:

- No appropriation is made for depreciation, amortization, or accrued vacation.
- Capital assets and principal payments on bonds and loans are budgeted as expenditures.

### ***Fund Description and Number Assignment***

#### ***General Fund – 001***

The General fund is the largest fund in the City and is used to account for revenues that are not designated for specific activities or programs. The General Fund includes the Community Development and Building Activities Department. Revenues from these activities are used only to support related activities.

#### ***Special Revenue Funds for General Government***

These funds are used to segregate revenues that are restricted for specific purposes.

- 101 – Streets
- 111 – Drug
- 140 – Affordable Housing
- 150 – Transportation Benefit District (TBD)

#### ***Capital Service Funds (Special Revenue)***

These funds are used to segregate revenues that are restricted for specific capital outlays.

- 105 – Real Estate Excise Tax (REET)
- 114 – Park Impact Fee (PIF)
- 115 – Traffic Impact Fee (TIF)



## ***2021 Adopted Budget***

### ***Debt Service – 200***

The Debt Service fund accounts for the payment of principal and interest on general long-term debt. It does not include the payment of principal and interest on debt created by an enterprise fund.

### ***Capital Projects – 300***

The Capital Projects fund is used to account for financial resources and expenditures incurred for the purchase of land, purchasing or constructing buildings and structures used for general purposes, acquisition or construction of street improvements, park development, and cemetery improvements. It also includes the development and updating of capital improvement plans associated with these projects. This fund does not include capital projects associated with an enterprise fund.

### ***Proprietary/Enterprise Funds***

Enterprise funds are the utility funds and account for the operations financed and operated in a manner similar to a private business, where the cost for providing services to the general public are recovered primarily through user fees and/or rates. Enterprise funds are used for Water, and Storm Water Drainage facilities.

- 406 – Water Operating Fund
- 408 – Storm Water Operating Fund

### ***Capital Service Funds for Utilities***

These funds are used to segregate revenues that are restricted for specific capital outlays.

- 416 – Water System Development Charge (WSDC)

### ***Capital Utility Projects***

The Capital Utility Projects fund is used to account for the financial resources and expenditures incurred for purchasing or constructing capital infrastructure projects associated with water and storm water improvements. It also includes the development and updating of capital improvement plans associated with these projects. These funds are consolidated with the associated operating fund at the end of the year.

- 410 – Water System Capital Projects Fund
- 412 – Storm Water Drainage System Capital Projects Fund

### ***Equipment Replacement Fund (ERF) – 501***

The ERF fund is used to account for the financial resources and expenditures incurred for purchasing replacement vehicles and large equipment items at the end of their useful life. The ERF fund is financed through interfund transfers from operating funds that budget expense for these types of purchases and realize a benefit for the item to be replaced. The transfers are based on a financial model that incorporates the replacement cost and useful life to determine when an item will need to be replaced.



## 2021 Adopted Budget

### ***Procedure***

#### ***Update Baseline Budget***

Definition: The current year budget, including amendments to date, increased/modified to include projected revenues and expenses. It excludes any one-time only revenues and expenses.

Review: The existing baseline budget will be examined to assure removal or reduction of any services that could be eliminated or reduced in cost. Remove any one-time revenues and expenses.

#### ***Summary of Process***

1. Identify current levels of service provided.
2. Determine cost to maintain level of service.
3. Forecast expenditures.
  - a. Conduct a trend analysis as appropriate.
  - b. Known contractual obligations.
  - c. Include a CPI factor as appropriate.
4. Determine/update funding for services provided.
5. Forecast revenue based on known factors including any updated rates and fees.
6. Identify shortfalls and/or surpluses.

#### ***Detail Process***

1. Update Expenses
  - a. Personnel - Includes current approved FTE count by fund/department. Add any known or estimated cost of living adjustment (COLA) and step increases in pay associated with contractual requirements.
  - b. Supplies/Services - Includes the cost for supplies, training, utilities, operations and maintenance, services, professional services, and small equipment purchases.
  - c. Overhead costs - Allocated based on the full cost of providing services according to a consistent methodology included in the City's Indirect Cost Plan.
  - d. Planning/update projects and capital projects – based on capital improvement plans.
  - e. Record appropriate interfund transfers.
  - f. Include scheduled principal and interest payments.
2. Update Revenues
  - a. Taxes, licenses and permits, intergovernmental, charges for goods and services, planning and development, fines and forfeits, miscellaneous and other revenue.
  - b. Update utility rates and fee schedule to ensure level of service.
    - i. Utility Rates – Rates or fees charged to customers that use water and storm water facilities supplied by the City. The City uses a rate model to assist with setting appropriate rates.



## ***2021 Adopted Budget***

- ii. Adjust rates to ensure sufficient level of maintenance on existing facilities and coverage of overhead cost.
- iii. Review and update System Development Charges as needed including indexed updates based on the West Region CPI-U.
- c. Fee Schedule – Includes development and permit fees and charges for goods and services provided by the City.
  - i. Adjust the current fees by the West Region CPI-U index as appropriate.
  - ii. Add a component for overhead cost incurred to carry out service as appropriate.
  - iii. Review and update Impact Fees as needed including indexed updates based on the West Region CPI-U.
- d. Grants allocated to the appropriate capital improvement project or project.
- e. Grants are tracked in the same fund where the expenditure occurs.
- f. Loan disbursements.
- g. Interfund transfers.
- h. Use of or additions to fund balance.

### ***Review Increases/Decreases to Baseline***

The City will strive to ensure that City service priorities keep pace with the needs of the community by incorporating a service needs review as part of the budget process. Changes to the baseline are made on a request basis and must include:

- Service impacted: addition or reduction in service provided and how it impacts the City's services. Include reasons and support for making the change.
- Cost of service addition/reduction.
- How cost of additional service will be funded or if a reduction, how is budget impacted. For example, an addition to the budget could be funded by an increase in fees or offset by a corresponding reduction in another cost that is no longer needed.
- Approval by Department Director.

Requests for changes to the baseline will be reviewed and approved by the Budget Advisory Committee and prioritized based on how it best supports the programs and priorities of the City Council. Council and the City Manager will provide input into the prioritization and approval process.

### ***Balance Budget at Fund Level***

Shortfalls or overages are identified, and the Finance Department will work with the Department Directors to resolve.

### ***Timeline***

This timeline is intended to be used as a guide. The work items referenced can be completed sooner if appropriate, but not later than the dates established by RCW.



## ***2021 Adopted Budget***

May - June A budget retreat with City Council, City Manager, and Department Directors will be held to discuss and review programs and priorities for the upcoming budget year.

July Prepare and update baseline budget

- The Finance Department will prepare preliminary revenue estimates, based on updated rates/fees.
- The Finance Department will include preliminary expenditure estimates, based on contractual obligations, projected actual cost, including an inflationary index (CPI-U West Region).
- FTE reports will be generated and will include an estimate for COLA's and step increases.
- Shortfalls/surpluses are identified.
- The baseline budget will be prepared by fund/department and provided to Department Directors.

Department Directors review the baseline budget and FTE report.

- Review and ensure understanding and accuracy.
- Update position descriptions for employees.
- Additions or subtractions will be made using the baseline adjustment process, noted above.
- If a fund is in a deficit situation, identify reductions in cost or increases in funding to cover deficit.

The Finance Department will prepare the budget calendar

August Establish Budget Advisory Committee

- The Budget Advisory Committee will be facilitated by the Finance Department and will normally consist of two Council members, City Manager, Finance Director, Senior Management and one citizen/business owner at large appointed by Council.
- The main purpose of the Budget Advisory Committee is to serve in an advisory capacity to assist in development of an annual budget that reflects the City's top priorities. The Budget Advisory Committee also provides open and transparent communication among the participants and the citizens of Ridgefield.

Department Directors are responsible to forward to the Finance Department changes to their baseline budget and communicate issues/problems to facilitate problem resolution.

The Finance Department will prepare a preliminary baseline budget for the City Manager, Budget Advisory Committee and Department Directors review.



## ***2021 Adopted Budget***

The Budget Advisory Committee meetings shall commence and outcomes and discussions from the meetings shall be provided to the Department Directors. The Finance Department will prioritize the requests for changes to the budget and review with the City Manager and Department Directors.

September The City Manager, Finance Director and senior management will prepare requested initiatives and capital projects that support council priorities and present to the Budget Advisory Committee and City Council.

The Finance Department will update revenue projections and available fund balances and present to the Budget Advisory Committee and City Council.

October The Finance Department and City Clerk will provide notice for publication on Public Hearing on Revenue Sources and the Preliminary Budget.

Draft Preliminary Budget will be made available to the public.

The Budget Advisory Committee will meet as necessary for revisions and update of the budget.

November The Finance Department will provide notice for publication of the Public Hearing on the Final Budget.

Preliminary Budget will be made available to the public.

A Public Hearing will be conducted at the first meeting of the City Council on Revenue Sources for the Preliminary Budget.

The first and second reading of the Ordinance to set the property tax levy will be conducted. State statute requires a public hearing prior to the time the taxing district levies the taxes or makes the request to have the taxes levied.

A Public Hearing and first reading of the Ordinance to set the budget for the upcoming year will be held at the second meeting in November.

The Budget Advisory Committee will continue to meet as necessary for any revisions and updates to the Final Budget.

December A Public Hearing and second reading of the Ordinance to set the budget for the upcoming year will be held at the first meeting in December. Meeting must begin prior to the first Monday of December.

Finance Department will send a copy of the Final Budget to the State Auditor's Office and to the Municipal Research Services Center (MRSC).



## ***2021 Adopted Budget***

### ***Governmental Accounting***

The City of Ridgefield operates under the laws of the State of Washington applicable to an optional code city (Title 35A RCW) with a council-manager form of government. The City prepares financial statements in conformity with generally accepted accounting principles (GAAP). The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. The City follows Washington State Law, RCW 43.09.200, using the accounting and reporting guidelines for local governments prescribed by the Washington State Auditor's Office which has developed and implemented the Budgeting, Accounting, and Reporting System (BARS) designed to promote uniformity among cities and counties in Washington.

The diverse nature of City government and the necessity of assuring legal compliance preclude recording and summarizing all City financial transactions and balances in a single accounting entity. Therefore, from an accounting and financial management viewpoint, the City is a combination of several distinctly different fiscal and accounting entities, each having a separate set of accounts and functioning independently of each other. Each accounting entity is accounted for in a separate "fund". A fund is defined as a fiscal accounting entity with a self-balancing set of accounts, recording cash and other financial resources, together with all related liabilities and residual equities or fund balance, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

The City's accounting records for the general governmental operations are maintained on a modified accrual basis with revenues being recorded when they become both measurable and available to finance expenditures in the current period. Expenditures are recorded when the related fund liability is incurred. The accounting records for the City's Proprietary Funds are maintained on the accrual basis with revenues recorded when they are earned, and expenses recorded when they are incurred. The types and purposes of each fund are available on pages 119-124 – [Fund Descriptions](#).



## ***2021 Adopted Budget***

### ***II. Transmittal Letter***



## ***2021 Adopted Budget***

### ***City Manager Budget Message***

November 1, 2020

Dear Mayor, Stose and City Council Members:

We are pleased to present the City's 2021 Proposed Budget. This budget represents the results of thoughtful direction provided by the City Council along with dedicated efforts of the Budget Advisory Committee, Department Directors and City staff. The City conducted a citizen survey in the fall quarter of 2019 and released results early in 2020. The 2021 budget document incorporates the citizen survey, as a tool in setting priorities, for services and projects for the upcoming fiscal period. The 2021 Proposed Budget has been discussed by City Council at several meetings beginning in August and will be presented for the final public hearing and adoption on December 3, 2020.

The City's budget is used as a planning and policy document estimating future City revenues and expenditures and allocates resources to accomplish community and Council priorities. It serves to guide the City's operations and capital programs from a fiscal perspective for the upcoming year. The budget is prepared on a fund by fund basis. Each fund accounts for different services and activities.

The City of Ridgefield adheres to generally accepted accounting principles (GAAP) applicable to governments. Ridgefield uses proprietary funds to account for water system delivery, and storm water drainage activities. Other activities are recorded in governmental funds (General Fund, Capital Service Funds, Special Revenue Funds, Debt Service Funds, etc.). All City Funds are included in the 2021 Proposed Budget and each fund is described in more detail in this document.

### ***Summary of the 2021 Budget***

#### ***Council Goals and Community Priorities***

As a planning and policy document, one fundamental purpose of the City's budget is to allocate resources that support the community's vision and priorities. The 2020 Ridgefield citizen survey reported that 71% of residents recommend Ridgefield as a good place to live, with 73% having a positive outlook of the city they live in. 68% of residents feel the government is well managed, while 58% feel their tax dollars are spent wisely. The City's 2020 citizen survey was a follow-up to a survey completed in 2015. 2020 numbers were slightly lower, which was expected due to the tremendous growth the city has experienced in the last five years. However, each of these metrics were above the national average benchmark and provide room for continued improvement. In the 2015 survey, multiple areas were highlighted as high priority by citizens, such as improved shopping, additional sports fields, parks and walking trails and streets. The



## ***2021 Adopted Budget***

city addressed many of these areas by working with a developer to bring in the first grocery store to Ridgefield, building a regional sports complex and building new or upgrading existing streets and trails each year. In 2014 the Council adopted six organizational goals that provide direction for staff and policy decisions to continue to better serve residents. New services or initiatives are considered based on how they assist in meeting these organizational goals. The detailed council goal document is attached to this letter.

- **Goal No. 1: Plan and Manage the Growth of the City**
- **Goal No. 2: Revitalize Downtown as a Destination Location**
- **Goal No. 3: Create and Maintain Economic Stability for the City**
- **Goal No. 4: Assure the City's Infrastructure is able to Meet Growing Community Needs**
- **Goal No. 5: Retain Culture and History of Ridgefield**
- **Goal No. 6: Maximize the City's Natural Resources and Attractions**

Each year the Council adopts specific goals and action steps identifying the most important items for the City to accomplish over the next 12 months. The 2021 Proposed Budget allocates resources that staff members will use to successfully accomplish these key goals. The 2020 goals and current status are discussed immediately following this letter. The 2021 Council Goals and Strategic Workplan is provided as an attachment to this letter.

### ***Delivery of Public Services and Organizational Goals***

Although much emphasis is placed on the accomplishment of City Council goals, the primary focus of the City's budget is to provide resources to deliver highly valued public services to the Ridgefield community. This is the primary mission of the City. The 2020 citizen survey reflects a 73% satisfaction in the overall quality of City utility and 74% parks and recreation services. 56% of respondents were satisfied with the quality of transportation services, while 84% were satisfied with the quality of public safety services. The 2021 Proposed Budget includes the allocation of resources to support and enhance these previously identified metrics, in alignment with key organizational goals.

### ***2021 Budget Highlights***

#### ***Challenges***

2020 began with some signs of slowing economic growth nationwide and in March the Governor issued an emergency declaration due to the Covid-19 public health crisis. Ridgefield issued their own emergency declaration on March 26, 2020 to address the issues surrounding the impacts here locally. The City along with many other state and local entities are seeing a reduction in revenue sources as a result of the pandemic. Ridgefield has seen a decrease in



## 2021 Adopted Budget

sales and use tax revenue of 15% through September 2020. Council proactively addressed the estimated impacts early on by reducing expenses to align with estimated loss of revenue. Even though the nation has seen signs of an economic slowdown, Ridgefield has continued to experience strong development activity. The development activity has led to higher than expected utility taxes and assessed value growth and increased property taxes due to new construction. Each of these revenue sources have helped in mitigating the reductions in retail sales and use taxes.

There are concerns however, that the economic slowdown could impact the transition from dependence on development related revenue sources to more stable sources such as retail sales and use taxes and an increased property tax base. Challenges remain in how the federal and state governments respond to the pandemic and how long it lasts. The city is uncertain if state shared revenues will see impacts and if the federal government will offer stimulus assistance to state and local governments to address reduced revenue and additional expense to address the ongoing public health crisis.

To guard against the possibility of a slowdown, Council has proactively implemented reserve policies that exceed national best practice benchmarks to set aside funding in the event of a continued downturn in the economy. General Fund reserves are set at 10% of prior year operating revenues and 60 days of operating expense. The total operating reserves are approximately 25% of 2021 General Fund operating expense.

As a result of being the fastest growing city in Washington since 2010, the City continues to plan for the needed infrastructure to support the growth. Council has adopted policies that require growth pays for growth. Developers pay impact fees and system development charges to pay their share of growth-related projects. In 2018 Council adopted new funding sources that were effective in June 2019 that will assist with street repair and maintenance projects included in the City's transportation capital facilities plan. In 2019 a ballot measure, I-976, was approved by a majority of Washington voters to reduce and repeal many vehicle licensing fees. This included the City of Ridgefield's vehicle licensing fee to fund the Transportation Benefit District. Court action ensued and the Washington State Supreme Court recently ruled the initiative was unconstitutional as written and presented to the voters. As a result, staff will be bringing options to City Council to determine the future of transportation funding and use of the current fees collected since June 2019.

Local governments including the City of Ridgefield continue to be on watch for potential threats as a result of State and Federal legislation that may shift funding burdens to local governments through elimination of grant funding or shared allocation changes, increase costs through tax policy decisions, or impose unfunded mandates through regulatory actions. The City works with both state and federal affairs consultants as well as various trade organizations to promote the City's platform on these issues.



## ***2021 Adopted Budget***

### ***Opportunities***

Despite a downturn in the overall economy, strong development activity is allowing the City to respond to growing demands and service levels. The 2021 Proposed Budget includes the addition of seven positions to proactively manage the growth the City is experiencing. The positions include one development related position for a permit tech. Council authorized two new police officers and a police clerk. The police clerk position will coincide with the construction and lease of a new public safety facility. The public safety facility is a coordinated public/private project that will construct the first new building in the downtown core in twenty-five years. A portion of the City's initial lease will be funded using a State capital grant. In addition, council authorized two maintenance workers in Public Works, one for storm water maintenance and the other for facilities maintenance (cemetery, parks and streets) and a one-year position for Administration related to a document management project. Each of these positions targets an area the City has identified as a need either in the six-year business plan or related to the exponential growth. The addition of these positions will increase the City's ability to maintain high service levels.

Council approved using CARES Act funding to assist local businesses with a Shop Local and Save program and a Small Business Stabilization Grant program. Both programs were developed to assist local business to address economic losses due to the pandemic. The City, Ridgefield Main Street and the Chamber of Commerce worked collaboratively to help businesses minimize as much as possible the direct impacts of the health crisis.

Council has already approved plans that are allowing the City to use development-related funding sources to complete much needed infrastructure improvements to address the rapid growth Ridgefield has seen since 2010. The development related funding sources are being used as leverage to apply for both state and federal grants to complete the infrastructure projects. The City applied for and received a \$5.8 million grant from the federal government for a transportation project that will assist in opening development opportunity in employment zones for the City. Design and right of way acquisition will begin in 2021 with construction beginning in 2022.

The 2021 Proposed Budget continues this emphasis, including multiple projects to locate and increase additional water rights and sources to continue to offer high quality water service to the residents of Ridgefield. Additional projects are focused on storm water maintenance, street and multi-modal transportation projects and the outfitting of a new Public Works operations center purchased in 2020.

The strong development activity includes multiple commercial retail projects that will address both the shopping and service needs of residents and bring additional revenue to provide long-term stability for retail sales and use tax and additional property tax base.



## ***2021 Adopted Budget***

### ***Current Financial Condition***

In 2017 City staff prepared a six-year business plan. The plan covers each department and identifies projects and staffing needs over the upcoming six-years to maintain current service levels and meet the growth needs identified in the City's Comprehensive Growth Plan. Staff updated the plan in 2019 to account for the additional needs from the tremendous growth Ridgefield has experienced. Staff anticipate beginning the process of revising the plan in 2021 for the following six-year time frame.

In 2018 the City implemented a six-year financial sustainability model for revenue and expenses related to the General Fund, Street Fund, Water Operating Fund, and Storm Water Drainage Operating Fund. The City also implemented a six-year financial sustainability model to project revenue in the Capital Service Funds (Real Estate Excise Tax, Impact Fees and Water System Development Charges). Current projections are showing City operating revenues will exceed operating expenses in each of the next six years in all funds except building permit and development activities despite the current economic downturn and reduction in retail sales tax. The building permit and development activities have healthy reserves to stabilize operating expenses in that fund during these years. Budget policies also require a review of all fee related activities at least every five – six years to verify fees cover services provided.

Continued development of residential housing and commercial retail continues to bring in stable revenue sources, such as property tax and utility taxes. The City is proposing to use \$328,346 in General Fund reserves in 2021 for one-time initiatives and capital projects.

The City Council proactively implemented financial policies that provide the necessary tools to ensure the City can meet its immediate and long-term financial and service objectives. These policies serve as guidelines for both financial planning and internal financial management of the City. The financial policies address budget development, monitoring, and the use of ongoing or one-time revenue sources. Reserve policies were implemented in 2014 to ensure financial stability. Each of these policies are reviewed annually to insure they incorporate industry best practice and meet the current needs of the City.

The City has an operating reserve level of 25% of 2021 operating expense in the General Fund. Additionally, the City reserves for retirement accrual payout obligations, debt service and capital repair and replacement for total reserve level of 35% of operating expenses in the General Fund. In the proprietary funds the City reserves up to 90 days of prior year operating expenses to ensure service levels are maintained in the event of a downturn. Operating reserves for water are 20% and 21% for storm water operating expenses respectively. Proprietary funds also reserve for debt service, capital repair and replacement and retirement payout obligations and have an overall 48% for water and 61% for storm water reserve to operating expense ratio. Council has approved the use of capital repair and replacement



## ***2021 Adopted Budget***

reserves from the storm water fund to complete some critical storm facility repair projects in 2021. The repair items will reduce ongoing maintenance and operating expense related to these facilities.

### ***2021 Proposed Budget Overview***

The City maintains fully funded reserves that meet or exceed industry standards in the General Fund. The City's Revenue Stabilization Fund is estimated to be \$919,654 or 10% of prior year operating revenue. The Operations and Maintenance Reserve is equal to 60 days of prior year operating expense or an estimated \$1,294,725. The City also maintains a Separation Reserve and a Capital Reserve at \$163,788 and \$637,205 respectively. The operating reserves in the General Fund total 25% and overall reserves are 35% of estimated 2021 operating expenses. The estimated General Fund balance at the end of 2021 is \$6.3 million including \$3.3 million in additional operating contingency of which \$1.45 million is restricted for permitting and development activities.

As a result of the Council's strong financial policies, diligent financial management, and conservative budget planning, The City continues to maintain its AA bond rating and a Standard & Poor's (S&P) financial management rating of "stable". The City has a perfect record with 14 unmodified (clean) Financial Audit Opinions and has received 5 consecutive GFOA Comprehensive Annual Financial Report Awards. The City recently received their third straight GFOA Distinguished Budget Presentation Award for the 2020 Adopted Budget.

### ***Revenues***

Budgeted 2021 revenues for all funds total \$29 million. This is a \$4.55 million decrease (13.6%) from the 2020 Amended Budget of \$33.6 million. This is the net result of changes to various funds as noted below:

- Operating Funds revenues are budgeted at \$13.8 million. This is a 2.1% increase over the 2020 Amended Budget. This is primarily due to an increase in utility tax, property tax revenues and user fees for water and storm water services related to additional growth in the city.
- Capital Service Funds revenues are budgeted at \$7.4 million. This is an increase of 9.3%. The primary reason is the estimated receipt of real estate excise tax, impact fees and system development charges related to the growth in the city.
- Capital Project Construction and Outlay Funds revenues are budgeted at \$6.3 million. This is a decrease of \$2.3 million from the 2020 Amended Budget of \$8.5 million (26.6%). This is a result of the City's completion of several water related capital projects and the purchase of the new Public Works Operations Facility in 2020.



## 2021 Adopted Budget

- Debt Service Funds revenues are budgeted at \$1.4 million down 69.3% from 2020. This is a result of the City issuing General Obligation Bonds in 2020 to purchase a new facility for Public Works Operations.

### ***Expenditures - Overview***

2021 Proposed Budget Expenditures for all funds total \$27.4 million. This is a \$1.1 million (4%) decrease from the 2020 Amended Budget, primarily due to reduced expenses related to public health and small business assistance programs and the purchase of a Public Works Operating Facility in 2020. The primary changes between the 2020 Amended Budget and the 2021 Proposed Budget are noted below:

- Operating Funds expenses are budgeted at \$14.1 million, an increase of \$1.7 million (13.8%). This is primarily due to increased personnel cost for salaries and benefits, which include seven new positions in 2021. In addition, there will be \$1.2 million in one-time expenses for new capital projects and consultant studies.
- Capital Service Funds (REET, Impact Fees, System Development Charges) transfers are budgeted at \$5.7 million an increase of \$2.5 million (79.4%). This is primarily due to transfers from REET to cover debt service payments for General Obligation bonds. The City is also proposing several infrastructure design and construction projects to begin in 2021 using impact fees as match for both state and federal grant funding.
- Debt Service Fund expenses are budgeted at \$1.4 million for debt service related to the Ridgefield Outdoor Recreation Complex and the purchase of a new building for Public Works Operations. Expense is decreased \$3.2 million (69.3%) from the 2020 amended budget. This is due to the city issuing General Obligation bonds for the purchase of the new Operations Center.
- Capital Project Construction and Outlay Funds are budgeted at \$6.2 million, a decrease of \$2.1 million (25.5%) from the 2020 Amended Budget. This is primarily due to expenses in 2020 related to purchase of the new Operations Center.

### ***Expenditures – Staffing***

The City continues to increase staffing through a thoughtful and measured planning process. The City completed an update to their 2017 six-year business plan in 2019 to help assist Department Directors in planning for staffing needs to maintain core services. The 2021 Proposed Budget includes an increase in full-time equivalent (FTE) positions of 7.5 positions, increasing the total FTE's to 59.25, including 58 full-time and 2 part-time employees. Proposed staffing increases total \$491,620 in ongoing expense requests. The City's staffing since 2010 has remained steady on a comparison per one thousand residents. In 2010 the City had 6.02 employees per one thousand and in 2021 staffing is projected to be 6.06 per one thousand.



## 2021 Adopted Budget

### ***Expenditures – One-Time***

The 2021 Proposed Budget includes \$7.2 million in one-time initiative and capital requests. Proposals included \$1.6 million in requests to obtain new water rights, drill wells to increase system capacity and replace aging infrastructure; \$426,000 in construction expense for storm water facility rehabilitation; \$605,000 in new park and trail projects; \$3.6 million in new street and multi-modal projects; \$317,400 in new equipment and a fleet management study; \$571,000 in facility upgrades and \$45,000 general government initiatives.

### ***Financial Sustainability***

The City has been proactive in managing their finances since the great recession and adopted strong reserve policies in 2014. In 2020 the City and local economy entered another economic downturn due in most part to the current pandemic and associated measures to address public health concerns. The following strategies were implemented and have allowed the city to remain on strong financial footing:

- Adoption of financial and reserve policies. Refer to appendix “A”.
- Adoption of budget policies including ongoing monitoring. Refer to page 11.
- Adoption of debt issuance and investment policies. Refer to Appendix “B” and “C”.
- Implementation of an updated comprehensive growth management plan.
- Implementation of updated capital facility plans.
- Update and implementation of a six-year business plan.
- Implementation and annual update of a six-year financial sustainability model.
- Implementation and annual update of an equipment replacement financial model.
- Implementation and annual update of utility rate models.
- Implementation of an ongoing LEAN culture.
- Implementation of new software programs and online permitting to add efficiencies.
- Implementation of a mobile app to allow citizens to communicate and notify the City of any issues such as potholes and street light maintenance in their neighborhoods.
- Implementation of a document management system to reduce paper and manage public records requests.

The City has worked closely with the Washington State Auditor’s Office, Center for Government Innovation, to implement several LEAN projects. Staff have embraced the LEAN culture and continue to recommend improvements throughout the organization. As a result of these efforts staff have been able to maintain high quality service levels with the continued growth by recommending less expensive alternatives and process efficiencies. Several financial and payroll related processes have been changed to electronic workflows, reducing labor time, paper and supplies. Online platforms were added to allow utility accounts to be self-managed from the safety of the account owners home. Community Development will complete a transition to an



## ***2021 Adopted Budget***

online permitting module by the end of 2020 to allow residents and developers to submit online permits. Administration and Finance have completed work to add online forms and workflows to allow for 24/7 access to submit forms such as for opening and closing a utility account. Administration and Finance have completed the transition to electronic document signatures for contracts and HR related documents. Each of these efficiency upgrades were timely and allow the City to offer the same services during the health crisis while reducing the need for in person visits to conduct routine business.

### ***In Closing***

City staff and the Budget Advisory Committee are proud to present a balanced 2021 Proposed Budget. The City's budget maintains basic services and addresses community and Council goals. In addition, the budget maintains fund balance and reserve policies to ensure financial sustainability.

The City of Ridgefield continues to be one of the fastest growing cities in the State of Washington due to several factors including land availability, proximity to major infrastructure, and location in the Portland-Vancouver Metropolitan Area. The City is proactively assuring that growth is balanced to include expanding its jobs base and attracting additional commercial development, which will assure the City's ability to offer high quality life, work and play options. The City's ability to leverage development related funding such as impact fees and system development charges have been a contributing factor in the increase in both state and federal grant funding. The City continues to look for opportunities for additional outside funding sources to build the infrastructure necessary to serve our community now and in the future. In 2020 the City was notified that we received an award of \$5.8 million to build out a critical extension to Pioneer Street/SR 501 on the East side of the freeway. The road will open additional acreage for employment opportunities, allow access to the future Clark College campus at Boschma Farms and tie into Union Ridge Parkway. In 2021 the City will focus on water system delivery, parks and trails, street and multi-modal and storm water projects.

Due to the continued residential, job, commercial, and infrastructure development, the City is projecting an increase in property tax base and additional ongoing sales and use tax revenues as the economy rebounds. Staff is confident this will help set the City of Ridgefield up on a sustainable financial foundation for the future.

City Council and staff have worked proactively to maintain strong reserve levels that allow the City to set aside funds for both current and future needs. As a result of the reserves that have been set aside, the City is well reserved to withstand a continued economic downturn into 2021 while continuing operations at the current levels of service as we grow.

The City connects with the community through multiple events and continued to offer most events in a virtual format in 2020. Staff work collaboratively with volunteers, local merchants



## ***2021 Adopted Budget***

and organizations and will continue to adjust as needed to keep the community engaged. The events include a diverse array of social, cultural and economic events that attract both residents and visitors to Ridgefield. The community events provide support for Council goals such as revitalization of the historic downtown as a destination location and retaining the culture and history of Ridgefield. In 2021, the City will begin focusing on recreational activities in addition to the many events to bring in additional tourism and provide fun activities for the residents.

The City Council has tasked staff with becoming more efficient in daily operations as well as providing a more transparent city government that responds to citizen needs. Staff have upgraded software over the past few years and will complete an online permit portal by the end of 2020. Many of these upgrades allowed City staff to pivot to a virtual format to offer services while working from home or in the office. Staff continue to look at daily tasks to add efficiencies and to reduce expenditures while adding value to city services. Staff increased communication efforts in 2020 using social media and an updated website to provide timely information to residents regarding services and the public health crisis.

The City Council has approved multiple projects in 2020 that will continue assisting staff in preparing for the future in Ridgefield, communicating with our residents, and in our efforts to maintain a culture of continuous improvement. Initiatives approved over the past few years are an investment in the future of Ridgefield. As the City continues to see growth at a higher rate relative to the rest of the state, the City is planning to meet current and future demands, deliver exceptional service, efficiency and accountability to those we serve.

The City Council continues to adopt policies and provide long-term vision that brings high quality services and development to Ridgefield. The City's staff are committed to the mission statement to provide superior services, build on the proud history, and meet challenges that are shaping the future of Ridgefield.

Respectfully,

Steve Stuart, City Manager



# ***2021 Adopted Budget***

## ***City Council Goals***

### **Goal #1: Plan and Manage the Growth of the City**

The City should prepare for, plan and manage the expected growth and its impacts – so that Ridgefield is recognized for its livability, natural environment and innovative local economy.

### **Goal #2: Revitalize Downtown as a Destination Location**

Create a vibrant downtown destination location that provides quality merchandise, service, and activities within an ambience that is unique to Ridgefield and not readily available elsewhere including a walkable downtown, small town character and regularly scheduled social events.

### **Goal #3: Create and Maintain Economic Stability for the City**

Provide for a “complete community” where people can live, work, shop and play. Maximize efficiencies to assure solid and business friendly City organization. Build a robust economy that provides a wealth of living wage employment opportunities for residents.

### **Goal #4: Assure the City's Infrastructure is able to Meet Growing Community Needs**

Plan for, manage and maintain the City's infrastructure (access, streets, water/sewer, etc.), schools, transportation and City services to meet the population and business growth.

### **Goal #5: Retain Culture and History of Ridgefield**

Build upon the City's friendly inviting small-town atmosphere, existence and appearance of historic elements of the community, walkable main streets and animated storefronts by preserving and enhancing them in a way that recovers, uncovers and celebrates its history.

### **Goal #6: Maximize the City's Natural Resources and Attractions**

Integrate the area's natural resources such as the Wildlife Refuge, archeological resources, waterfront area, the Lewis & Clark and Native American connections and the building environments. Maintain a healthy environment with abundant opportunities for outdoor recreation and public access to the waterfront; and promote Ridgefield as a place to visit for outdoor recreation and appreciation of the area's natural assets.



## **2021 Adopted Budget**

### **2020 City Council Strategic Workplan - Status**

**Community Transparency and Engagement.** Enhance communication between the City and residents, continue to explore use of technology to provide information and updates and increase opportunities for residents to provide input and feedback, perform community survey. Created and implemented a new City website with an improved navigation system and additional information/interactive tools about City business and growth, enhanced the community newsletter content and distribution (paper and electronic), implemented a text outreach program, enhanced the City's mobile app with information and ability for residents to provide input, completed the community survey.

**Economic Development.** Support and encourage current projects such as the Pioneer Street Overpass and Clark College. Attract commercial development to create a live, work, play community and to expand the job base. Secure a commitment for a family fitness facility and a boutique hotel. The City supported and signed on to required permits to move the Pioneer Street overpass project forward. City Council has adopted legislative policies that support the construction of the Clark College campus. In 2021 the City is beginning a project to complete a new road to service commercial land including the new Clark College campus. Staff have an ongoing contract with a national recruiting firm to locate matches for retail and commercial investment in Ridgefield including a boutique hotel. Staff will complete a request for qualifications in 2021 for a contract for a project manager as a single point of contact for large retail and commercial projects to expedite permitting and review. The City has purchased land and is in negotiation with an investor to locate a family fitness facility at that location.

**Develop and Strengthen Partnerships with City Partners and stakeholders** such as Clark Regional Wastewater District, Clark Regional Economic Development Council, Regional Transportation Council, Clark Public Utility District, Port of Ridgefield, Ridgefield School District and local community organizations. Strengthened working relationships with Ridgefield Main Street through membership on the Board of Directors and Design Committee and partnering on projects such as creating an app highlighting downtown artwork and businesses and providing outdoor seating for restaurants and parks in the downtown core. With the Chamber of Commerce by partnering on projects such as Welcome Bags, fundraising efforts to support local businesses and appointing a Councilmember to the Board for 2021. With the Ridgefield Art Association through placemaking and art projects as well as community events.

**Plan for city facilities** that will provide comfortable workspace for employees and enable the City to provide effective services. Focus on land for a Public Works Operations facility and equipment, and completion of the Police Department building. Purchased land and a commercial building for the Public Works Operations Center. Tenant improvements will be completed in 2021 and staff will move to the facility December 2021 – January 2022. The City is



## **2021 Adopted Budget**

in negotiations for a lease agreement to rent space at a new building in downtown Ridgefield for Public Safety. Construction is estimated to be completed 4<sup>th</sup> quarter 2021.

**Preserve natural resources and provide outdoor recreation activities** through repair at Abrams Park, design for annex area at Overlook Park and development of additional parks, multi-modal trails and completion of at least one trail loop each calendar year. Complete segment from Reimann to Smythe. Staff completed upgrades for Bennett Kitchen to add a fireplace so the facility can be rented year-around. In 2021 staff will complete additional safety upgrades to allow larger events. Staff continue to plan for one trail segment in construction and one trail segment in design each year to fill in the gaps in the trail network. This is in addition to requiring developers to build trail and multi modal segments in new subdivisions. Design is scheduled for Mayor Meadow to Reiman Road in 2021. Construction is scheduled for the Hillhurst Road multi modal trail to Ridgefield High School.

**Provide infrastructure for growing population** including locating additional water resources, providing pavement repair and road preservation for aging streets, assuring developers pay for growth they create and traffic flow such as I-5 overpass and exit. Council has approved multiple projects for additional water rights and capacity. The City completed construction on well 11 in the Abrams Park well field. The City is in the final steps to procure additional water rights from the former Kennedy Farm. Design of a new well field in the Kennedy vicinity will be started in 2021 with construction planned for 2022. The City has worked with developers to complete several new road and park projects that support the growth in the City. Staff have issued impact fee credits for both traffic and parks due to the projects completed by the developers. Council has approved an ongoing pavement preservation program to continue street maintenance. Staff conducted a pavement condition index study to assist with prioritization of the projects.

**Preserve, manage and increase arts presence** throughout Ridgefield with focus on Arts Quarter in downtown. Create artwork for overpass on I-5 and the Pioneer Street extension. Through partnership with Ridgefield Main Street and Ridgefield Art Association, created an app that includes an art walk, created a Game Park with artistic components, developed an "adopt a tree well" project, started beautification of an alley with murals/crosswalk design/arch at the entrance, and implemented a call for artists for a mural at the community garden and an increased number of sculptures in the Arts Quarter.

**Create a tree-lined boulevard type entry into Ridgefield along Pioneer Street** through enforcing view scape standards and creating a design for roundabouts. The City has worked with developers to complete construction from Royle Road to 35<sup>th</sup> Street which will be complete by the end of 2020 on the Western most section of the tree lined boulevard. A developer completed early in 2020, the section from Royle Road East to 51<sup>st</sup>, to complete the



## **2021 Adopted Budget**

section to the future Pioneer and 51<sup>st</sup> Roundabout. The City will begin design of the roundabout in 2021. Staff are currently looking at funding options to complete construction of the final section and roundabout to the I-5 junction.

**Pursue grant funding** for City projects and operations of the City where possible. The City was awarded \$1,150,822 in grants, issued \$3,935,000 (2.42%) in General Obligation Bonds, and received \$193,000 in low interest (0.79%) Public Works Trust Fund loans in 2020. The City is estimating they will receive \$1,393,635 in grants for 2021, will issue \$406,000 in remaining General Obligation bonds, and draw the remaining \$166,000 for the Public Works Trust Fund loan in 2021. The City has also been awarded a \$5,800,000 grant that will be used in 2022 for construction of a new arterial roadway that will open additional acreage for employment and access to the new Clark College campus at Boschma Farms. Staff have submitted and are waiting for notification for several additional grant awards as well.

**Review annexations for a more coherent city boundary**, create sub-area plans where appropriate including Carty Road area pursue including I-5 corridor in urban growth boundary. The Carty Road Subarea Plan has been drafted based on extensive existing conditions research and outreach with residents of the subarea. It is ready to bring to Planning Commission and City Council for public hearings, but these actions have been put on hold due to limits on gathering in person and poor internet service posing challenges to local participation in virtual meetings. Two annexation applications for a total of four lots in the Gee Creek Plateau Subarea are also on hold due to COVID-19 related restrictions.



# **2021 Adopted Budget**

## ***2021 City Council Strategic Workplan***

***Community Transparency and Engagement.*** Enhance communication between the City and residents, continue to explore use of technology to provide information and updates and increase opportunities for residents to provide input and feedback, perform community survey.

***Economic Development.*** Support and encourage current projects such as the Pioneer Street Overpass and Clark College. Attract commercial development to create a live, work, play community and to expand the job base. Secure a commitment for a family fitness facility and a boutique hotel.

***Develop and Strengthen Partnerships with City Partners and stakeholders*** such as Clark Regional Wastewater District, Clark Regional Economic Development Council, Regional Transportation Council, Clark Public Utility District, Port of Ridgefield, Ridgefield School District and local community organizations.

***Plan for city facilities*** that will provide comfortable workspace for employees and enable the City to provide effective services. Focus on land for a Public Works Operations facility and equipment, and completion of the Police Department building.

***Preserve natural resources and provide outdoor recreation activities*** through repair at Abrams Park, design for annex area at Overlook Park and development of additional parks, multi-modal trails and completion of at least one trail loop each calendar year. Complete segment from Reimann to Smythe.

***Provide events and activities that build community and support the revitalization of downtown.*** Provide and/or support a diverse variety of events that celebrates Ridgefield's assets and provides activities for all residents including families, people with disabilities and senior citizens.

***Provide infrastructure for growing population*** including locating additional water resources, providing pavement repair and road preservation for aging streets, assuring developers pay for growth they create and traffic flow such as I-5 overpass and exit.

***Preserve, manage and increase arts presence*** throughout Ridgefield with focus on Arts Quarter in downtown. Create artwork for overpass on I-5 and the Pioneer Street extension.

***Create a tree-lined boulevard type entry into Ridgefield along Pioneer Street*** through enforcing view scape standards and creating a design for roundabouts.

***Pursue grant funding*** for City projects and operations of the City where possible.



## ***2021 Adopted Budget***

***Review annexations for a more coherent city boundary***, create sub-area plans where appropriate including Carty Road area pursue including I-5 corridor in urban growth boundary.

***Cultivate and preserve a culture that champions diversity, values inclusion and connectedness, encourages respect for each other's differences*** and provides a safe and healthy community for all residents, businesses and visitors.

***Provide support for residents and local businesses*** that continue to experience negative economic and other impacts due to the Covid-19 public health crisis.



## ***2021 Adopted Budget***

### ***III. Executive Summary***



# **2021 Adopted Budget**

## ***6-Year Financial Sustainability Model***

### ***Operating Budget Forecast:***

The City implemented a six-year budget forecast for operating revenues and expenses beginning in 2018 for the 2019 budget cycle. The projection includes the forecast for the upcoming annual budget and includes a projection for the following five years. The City implemented the process to ensure financial sustainability as the City grows. The revenue projection includes estimated tax revenues. As a result of the downturn in the economy related to the current public health crisis, city staff estimated a reduction in sales and use tax revenue in the amended 2020 budget and the 2021 proposed budget when compared to 2019. Development has continued to remain steady with residential building increasing significantly after construction activity was able to restart in 2020. Commercial construction did not ramp up as quickly as residential. City staff began to see commercial construction activity starting in July on projects that were expected to complete in 2020. As a result of the delayed start in commercial construction, staff are expecting many of the existing projects to complete in the 2021 – 2022 timeframe. Staff were forecasting retail sales and use tax to shift from construction related sources to retail and commercial sources over the next few years. Staff have already seen a shift with the completion of the anchor businesses at Discovery Ridge. With the significant surge in single family residential building the City is seeing an increase in property tax base and utility taxes as a direct result of the development. The shift will add more sustainable revenue sources as the City continues to grow.

The model uses a growth factor identified in the City's Comprehensive Growth Management Plan to project other revenue sources. Staff also review Office of Financial Management annual population estimates and look at the averages since the last census to update the growth factor as needed. User fees for utility offerings are projected using a rate model that factors operating costs, capital repair and replacement and reserve requirements. The forecast for expenditures includes known contractual commitments and operating costs indexed by an inflationary and growth factor.

The 2021 Proposed Budget allocates excess reserves for one-time initiatives in the General Fund and Storm Water Fund. Budget years 2022–2026 project operating revenues exceeding operating expenses in each of the funds. The model looks at current service levels and any contractual commitments during that time frame.

Current projections for development related revenues and expenses forecast a shortfall beginning in 2021 after factoring in indirect cost allocation. Several staff positions and contractual agreements in the Community Development Department have provisions that require Council to re-appropriate funding either annually or semi-annually. The Building Department has healthy reserves to ensure stability in this fund including estimated



## 2021 Adopted Budget

contingency reserves through the 2026 budget period. Council has set a goal of 100% cost recovery for these types of activities. The City's budget policies require staff to conduct a comprehensive review of the fee structure for land use, engineering and building activities. Staff conducted a review in 2019 with fee updates effective January 2020 and plan to review the fee structure again in 2024 – 2025. Permit activities tend to be volatile with permit applications high in one year and low in another. Revenues exceeded expense in 2019 and are estimated to exceed expense again in 2020 due to the significant growth in Ridgefield.

Below are the current projections for operating revenues and expenses:

### General Fund:

Description	2019	2020	2021	2022	2023	2024	2025	2026					
	Actual	Amended Budget	Proposed Budget										
<b>001 General Fund</b>													
<b>Revenue</b>													
Property Tax	1,288,393	1,460,000	1,665,000	1,781,550	1,906,259	2,039,697	2,182,475	2,335,249					
Retail Sales & Other Tax	3,255,417	2,656,025	2,765,025	2,833,963	2,904,623	2,977,051	3,051,289	3,127,383					
Utility Taxes	1,095,607	1,172,046	1,353,890	1,469,861	1,592,678	1,722,954	1,861,017	2,007,197					
License & Permits	1,302,769	1,831,398	1,359,860	1,322,780	1,349,426	1,376,825	1,405,000	1,433,973					
Planning & Development	1,243,980	1,192,136	1,046,010	1,038,727	1,056,789	1,075,333	1,094,375	1,113,926					
Fines & Forfeits	74,827	59,900	69,700	70,397	71,101	71,812	72,530	73,255					
Charge for Goods & Svrc	564,533	500,627	586,328	588,856	605,931	623,518	641,633	660,291					
Intergovernmental/Grant	314,625	607,271	338,625	236,236	257,028	279,101	302,556	327,450					
Other Revenue/Donations	238,897	261,150	462,800	138,700	140,669	142,710	144,827	147,023					
Transfers In	-	-	-	-	-	-	-	-					
<b>Total Revenue</b>	<b>9,379,048</b>	<b>9,740,553</b>	<b>9,647,238</b>	<b>9,481,070</b>	<b>9,884,504</b>	<b>10,309,002</b>	<b>10,755,702</b>	<b>11,225,747</b>					
<b>Expense</b>													
City Council	95,548	96,483	102,825	104,507	106,226	107,981	109,775	111,608					
Judicial	132,677	187,000	207,000	211,675	216,467	221,379	226,413	231,573					
Executive	266,751	277,776	312,110	327,142	342,911	359,453	376,808	395,015					
Legal	27,523	45,000	45,000	47,250	49,613	52,093	54,698	57,433					
Finance	452,256	637,522	686,490	717,997	751,009	785,599	821,845	859,827					
Human Resources	206,171	238,029	291,015	257,016	268,534	280,595	293,225	306,451					
Administration	394,378	456,179	528,030	503,629	528,398	554,395	581,681	610,321					
Gen Gov/Facilities	1,174,734	1,258,600	1,183,672	1,050,651	1,092,789	1,144,994	1,232,388	1,367,495					
Information Tech	148,572	178,909	178,800	183,270	259,852	192,548	197,362	202,296					
Public Safety	1,823,404	1,993,998	2,702,949	2,467,356	2,560,890	2,674,064	2,792,487	2,916,416					
Civil Service	80	1,000	1,000	1,000	1,000	1,000	1,000	1,000					
Cemetery	35,432	34,985	59,449	62,203	65,089	68,113	71,283	74,606					
Street Transfers	522,706	665,850	846,438	625,351	615,000	620,000	625,000	635,000					
Community Development	1,835,908	2,185,599	2,151,005	2,232,886	2,204,783	2,296,707	2,392,852	2,493,418					
Parks	599,806	615,394	679,801	639,766	665,835	693,059	721,493	751,193					
<b>Total Expense</b>	<b>7,715,946</b>	<b>8,872,324</b>	<b>9,975,584</b>	<b>9,431,698</b>	<b>9,728,393</b>	<b>10,051,981</b>	<b>10,498,311</b>	<b>11,013,654</b>					
<b>Net Total</b>	<b>1,663,102</b>	<b>868,229</b>	<b>(328,346)</b>	<b>49,372</b>	<b>156,111</b>	<b>257,020</b>	<b>257,391</b>	<b>212,094</b>					
<b>Fund Balance</b>													
Beginning Fund Balance	3,163,140	4,826,242	6,622,370	6,294,024	6,343,396	6,499,507	6,756,528	7,013,918					
Ending Fund Balance	4,826,242	5,694,471	6,294,024	6,343,396	6,499,507	6,756,528	7,013,918	7,226,012					
Gen Fund Reserve Bal	2,014,914	2,331,040	2,421,264	2,673,911	2,696,688	2,788,925	2,874,078	2,956,254					
Building Reserve Bal	574,578	538,567	594,109	603,969	607,471	607,242	626,864	639,010					
Restricted for Building	599,282	1,230,900	1,449,020	1,107,321	1,051,959	700,313	389,070	26,443					
Fund Balance Available	1,637,468	1,593,964	1,829,631	1,958,194	2,143,390	2,660,048	3,123,906	3,604,305					



## 2021 Adopted Budget

### Street Fund:

Description	2019 Actual	2020 Amended Budget	2021 Proposed Budget	2022 Estimate	2023 Estimate	2024 Estimate	2025 Estimate	2026 Estimate
<b>101 Street Fund</b>								
<b>Revenue</b>								
Utility Tax/Franchise Fee	72,002	85,634	95,491	65,212	70,937	77,022	83,483	90,338
Permits	18,528	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Grants	-	17,000	-	-	-	-	-	-
Intergovernmental	177,662	151,116	220,610	266,120	290,855	317,105	345,006	374,625
Other Revenue	1,694	1,025	1,025	1,025	1,025	1,025	1,025	1,025
Transfers In	328,125	400,850	430,438	443,351	420,000	425,000	430,000	440,000
<b>Total Revenue</b>	<b>598,011</b>	<b>675,625</b>	<b>767,564</b>	<b>795,708</b>	<b>802,817</b>	<b>840,152</b>	<b>879,514</b>	<b>925,988</b>
Expense	600,875	725,387	749,868	768,833	799,050	830,575	863,470	897,297
<b>Net Total</b>	<b>(2,864)</b>	<b>(49,762)</b>	<b>17,696</b>	<b>26,875</b>	<b>3,767</b>	<b>9,577</b>	<b>16,044</b>	<b>28,691</b>
<b>Fund Balance</b>								
Beginning Fund Balance	5,450	2,586	12,237	29,933	43,808	47,575	57,152	73,196
Ending Fund Balance	2,586	(47,176)	29,933	56,808	47,574	57,151	73,195	101,886
Reserves in GF	-	-	-	-	-	-	-	-
Fund Balance Available	2,586	(47,176)	29,933	56,808	47,574	57,151	73,195	101,886

### Water Fund:

Description	2019 Actual	2020 Amended Budget	2021 Proposed Budget	2022 Estimate	2023 Estimate	2024 Estimate	2025 Estimate	2026 Estimate
<b>406 Water Utility Fund</b>								
<b>Revenue</b>								
Charge for Goods and Svrc	1,939,937	2,118,404	2,248,635	2,384,190	2,527,901	2,680,302	2,841,966	3,013,456
Grants	-	22,000	-	-	-	-	-	-
Other Revenue	12,652	10,605	10,000	10,639	11,315	12,031	12,792	13,602
Transfers In	200,310	198,540	196,158	193,784	191,412	189,039	186,666	186,666
<b>Total Revenue</b>	<b>2,152,899</b>	<b>2,349,549</b>	<b>2,454,793</b>	<b>2,588,613</b>	<b>2,730,628</b>	<b>2,881,372</b>	<b>3,041,424</b>	<b>3,213,724</b>
Expense	1,808,533	2,177,534	2,253,886	2,147,602	2,213,280	2,281,626	2,352,757	2,425,982
<b>Net Total</b>	<b>344,366</b>	<b>172,015</b>	<b>200,907</b>	<b>441,011</b>	<b>517,348</b>	<b>599,746</b>	<b>688,667</b>	<b>787,742</b>
<b>Fund Balance</b>								
Beginning Fund Balance	1,202,766	1,547,132	2,037,696	2,238,603	2,679,614	3,196,962	3,796,708	4,485,375
Ending Fund Balance	1,547,132	1,719,147	2,238,603	2,679,614	3,196,962	3,796,708	4,485,375	5,273,118
Reserves	688,217	881,874	1,005,949	1,202,345	1,285,371	1,408,672	1,541,277	1,676,970
Fund Balance Available	858,915	837,273	1,232,654	1,477,268	1,911,592	2,388,036	2,944,098	3,596,147



## 2021 Adopted Budget

### Storm Fund:

Description	2019	2020	2021	2022	2023	2024	2025	2026					
	Actual	Amended Budget	Proposed Budget										
<b>408 Stormwater Utility Fund</b>													
<b>Revenue</b>													
Charge for Goods and Svrc	676,722	749,000	947,920	1,044,190	1,143,335	1,251,700	1,370,385	1,500,370					
Grants	-	16,000	-	-	-	-	-	-					
Other Revenue	(225)	275	3,000	3,000	3,000	3,000	3,000	3,000					
<b>Total Revenue</b>	<b>676,497</b>	<b>765,275</b>	<b>950,920</b>	<b>1,047,190</b>	<b>1,146,335</b>	<b>1,254,700</b>	<b>1,373,385</b>	<b>1,503,370</b>					
Expense	658,378	648,986	1,155,752	871,182	901,143	932,361	964,892	923,158					
<b>Net Total</b>	<b>18,119</b>	<b>116,289</b>	<b>(204,832)</b>	<b>176,008</b>	<b>245,192</b>	<b>322,339</b>	<b>408,493</b>	<b>580,212</b>					
<b>Fund Balance</b>													
Beginning Fund Balance	279,495	297,614	503,442	298,610	474,618	719,810	1,042,150	1,450,643					
Ending Fund Balance	297,614	413,903	298,610	474,618	719,810	1,042,150	1,450,643	2,030,855					
Reserves	275,728	398,183	456,435	538,180	598,991	665,083	736,932	814,912					
Fund Balance Available	21,886	15,720	(157,825)	(63,562)	120,819	377,067	713,711	1,215,943					

### Capital Service Funds Revenue Forecast:

The City projects revenues for the six-year budget forecast for the capital service funds (REET, Impact Fees and System Development Charges) prior to a call for initiatives and capital projects during the annual budget process.

Revenue forecasts use data from the Clark County Assessor's office to estimate potential real property sales in addition to estimates on future building permits for REET. REET is the primary source for repayment of General Obligation Bonds that were issued for the construction of the Ridgefield Outdoor Recreation Complex and the purchase and tenant improvements of a new Public Works Operations Center. Debt service payments are included in the 6-year forecast for this fund. Impact fees and water SDC charges are forecast using an estimate of single-family residential permits and commercial permits less any outstanding impact fee or SDC credits issued.



## 2021 Adopted Budget

Below are the current projections for capital project fund revenues and fund balance:

### Real Estate Excise Tax:

Description	2019 Actual	2020 Amended Budget	2021 Proposed Budget	2022 Estimate	2023 Estimate	2024 Estimate	2025 Estimate	2026 Estimate
<b>105 Real Estate Excise Tax (REET)</b>								
<b>Revenue</b>								
Real Estate Excise Tax	1,569,351	1,449,166	1,500,000	1,398,628	1,437,790	1,478,048	1,657,564	1,703,975
Other Revenue	20,962	15,000	20,000	20,000	20,000	20,000	20,000	20,000
Transfers In	56,250	-	-	-	-	-	-	-
<b>Total REET Fund Revenue</b>	<b>1,646,563</b>	<b>1,464,166</b>	<b>1,520,000</b>	<b>1,418,628</b>	<b>1,457,790</b>	<b>1,498,048</b>	<b>1,677,564</b>	<b>1,723,975</b>
<b>Expense</b>								
Transfers to Capital	893,440	50,500	-	-	-	-	-	-
Transfers to Debt Service	788,275	787,425	1,413,405	1,414,003	1,409,075	1,413,625	1,409,425	1,413,225
<b>Total Expense</b>	<b>1,681,715</b>	<b>837,925</b>	<b>1,413,405</b>	<b>1,414,003</b>	<b>1,409,075</b>	<b>1,413,625</b>	<b>1,409,425</b>	<b>1,413,225</b>
<b>Net Total</b>	<b>(35,152)</b>	<b>626,241</b>	<b>106,595</b>	<b>4,625</b>	<b>48,715</b>	<b>84,423</b>	<b>268,139</b>	<b>310,750</b>
<b>Fund Balance</b>								
Beginning Fund Balance	1,194,540	1,159,388	1,734,086	1,840,681	1,845,306	1,894,021	1,978,444	2,246,583
Ending Fund Balance	1,159,388	1,785,629	1,840,681	1,845,306	1,894,021	1,978,444	2,246,583	2,557,333
Debt Service Reserve	787,425	1,413,405	1,414,003	1,409,075	1,413,625	1,409,425	1,413,225	1,410,025
Ending Available Fund Balance	371,963	372,224	426,678	436,231	480,396	569,019	833,358	1,147,308

### Park Impact Fee:

Description	2019 Actual	2020 Amended Budget	2021 Proposed Budget	2022 Estimate	2023 Estimate	2024 Estimate	2025 Estimate	2026 Estimate
<b>114 Park Impact Fee (PIF)</b>								
<b>Revenue</b>								
<b>Planning and Development</b>								
Park Impact Fees	1,094,204	1,626,891	1,413,200	1,086,364	1,113,523	1,141,361	1,169,896	1,199,143
Other Revenue	39	25	250	100	100	100	100	100
Transfers	-	-	-	-	-	-	-	-
<b>Total PIF Fund Revenue</b>	<b>1,094,243</b>	<b>1,626,916</b>	<b>1,413,450</b>	<b>1,086,464</b>	<b>1,113,623</b>	<b>1,141,461</b>	<b>1,169,996</b>	<b>1,199,243</b>
<b>Expense</b>								
Transfers to Capital	762,719	521,500	490,000	-	-	-	-	-
<b>Total Expense</b>	<b>762,719</b>	<b>521,500</b>	<b>490,000</b>	-	-	-	-	-
<b>Net Total</b>	<b>331,524</b>	<b>1,105,416</b>	<b>923,450</b>	<b>1,086,464</b>	<b>1,113,623</b>	<b>1,141,461</b>	<b>1,169,996</b>	<b>1,199,243</b>
<b>Fund Balance</b>								
Beginning Fund Balance	-	331,524	1,546,550	2,470,000	3,556,464	4,670,088	5,811,549	6,981,545
Ending Fund Balance	331,524	1,436,940	2,470,000	3,556,464	4,670,088	5,811,549	6,981,545	8,180,788



## 2021 Adopted Budget

### Traffic Impact Fee:

Description	2019 Actual	2020 Amended Budget	2021 Proposed Budget	2022 Estimate	2023 Estimate	2024 Estimate	2025 Estimate	2026 Estimate
<b>115 Traffic Impact Fee (TIF)</b>								
<b>Revenue</b>								
<b>Planning and Development</b>								
Transportation Impact Fees	791,390	529,591	465,240	1,192,288	1,222,095	1,252,648	1,283,964	1,316,063
Transp Imp Fees-Non Resident	651,739	900,000	2,092,372	1,824,311	1,800,000	1,800,000	1,800,000	1,800,000
Other Revenue	(370)	25	1,500	3,000	3,000	3,000	3,000	3,000
Transfers In	42,700	-	-	-	-	-	-	-
<b>Total TIF Fund Revenue</b>	<b>1,485,459</b>	<b>1,429,616</b>	<b>2,559,112</b>	<b>3,019,599</b>	<b>3,025,095</b>	<b>3,055,648</b>	<b>3,086,964</b>	<b>3,119,063</b>
<b>Expense</b>								
Transfers to Capital	73,515	200,000	1,930,000	-	-	-	-	-
<b>Total Expense</b>	<b>73,515</b>	<b>200,000</b>	<b>1,930,000</b>	-	-	-	-	-
<b>Net Total</b>	<b>1,411,944</b>	<b>1,229,616</b>	<b>629,112</b>	<b>3,019,599</b>	<b>3,025,095</b>	<b>3,055,648</b>	<b>3,086,964</b>	<b>3,119,063</b>
<b>Fund Balance</b>								
Beginning Fund Balance	-	1,411,944	2,380,483	3,009,595	6,029,194	9,054,290	12,109,937	15,196,901
Ending Fund Balance	1,411,944	2,641,560	3,009,595	6,029,194	9,054,290	12,109,937	15,196,901	18,315,964

### Water System Development Charges:

Description	2019 Actual	2020 Amended Budget	2021 Proposed Budget	2022 Estimate	2023 Estimate	2024 Estimate	2025 Estimate	2026 Estimate
<b>416 Water SDC</b>								
<b>Revenue</b>								
<b>Contributed Capital</b>								
Water Connection Fees	1,531,944	2,006,593	1,686,375	1,382,919	1,417,492	1,452,929	1,489,253	1,526,484
Water Connect Fees-NonRes	115,231	131,628	132,000	184,389	188,999	193,724	198,567	203,531
Other Revenue	161,190	68,913	40,000	50,000	50,000	50,000	50,000	50,000
<b>Total Water SDC Fund</b>	<b>1,808,365</b>	<b>2,207,134</b>	<b>1,858,375</b>	<b>1,617,308</b>	<b>1,656,491</b>	<b>1,696,653</b>	<b>1,737,820</b>	<b>1,780,015</b>
<b>Expense</b>								
Transfers to Capital	739,288	1,381,500	1,014,000	-	-	-	-	-
Transfer to Debt Service	200,310	198,540	196,158	193,784	191,412	189,039	186,666	184,294
Intergovernmental	23,994	20,073	623,905	23,510	24,097	24,700	25,317	25,950
<b>Total Expense</b>	<b>963,592</b>	<b>1,600,113</b>	<b>1,834,063</b>	<b>217,294</b>	<b>215,509</b>	<b>213,739</b>	<b>211,983</b>	<b>210,244</b>
<b>Net Total</b>	<b>844,773</b>	<b>607,021</b>	<b>24,312</b>	<b>1,400,015</b>	<b>1,440,982</b>	<b>1,482,915</b>	<b>1,525,836</b>	<b>1,569,771</b>
<b>Fund Balance</b>								
Beginning Fund Balance	6,351,935	7,196,708	8,623,696	8,648,008	10,048,023	11,489,004	12,971,919	14,497,755
Ending Fund Balance	7,196,708	7,803,729	8,648,008	10,048,023	11,489,004	12,971,919	14,497,755	16,067,526



## ***2021 Adopted Budget***

### ***2021 Budget Highlights***

The 2021 Adopted Budget represents the proposed fiscal plans for the City of Ridgefield for the 2021 calendar year. It brings together the direction and policies of our City Council working in a collaborative effort with the citizens, city staff, and other interested parties, and best determines the financial resources available to establish the operating and capital plans for the next budget cycle. The City conducted a citizen survey in 2019 and released the results in early 2020. The Council and Budget Advisory Committee utilized the citizen survey as a tool to assist in development of the 2021 Adopted Budget.

The 2021 Budget was developed based on Council adopted financial and budget policies and current and future economic forecasts. These policies provide the framework for the budget, starting with a baseline, a review of new requests/initiatives to determine what can be funded, staff and staff allocations, and the development of the special revenue and capital project budgets. The baseline budget requires the use of realistic revenue estimates and a modest level of increases to ongoing expenditures to account for growth, contractual obligations and inflation. Baseline budgets are based on projecting current revenues that will fund the cost to provide core services. It excludes one-time only revenues and expenses, such as grants and capital purchases. New requests or initiatives are then received from each department based on staff knowledge of anticipated needs or implementation of Council policy. The capital budgets are developed from the approved capital facilities plan and prioritized based on critical need, available funding, and what can reasonably be accomplished by City staff.

Available funding is conservatively projected, and the major assumptions used for projecting the 2021 revenues include:

- Current population of 9,770 residents, a 9.8% increase from 2019.
- Population estimate of 10,740 residents in 2021, a 10% increase over 2020.
- 300 new residential permits, matching the 2020 adopted budget.
- Commercial projects adding 350,000 + square feet of commercial and retail space.
- 1% increase in the property tax levy.
- \$242.6 million increase in assessed property valuation due to new construction.
- 2% increase in retail sales tax over the 2020 amended budget. 16% decrease from 2019 actual receipts.
- 15% increase in utility tax revenue over the 2020 amended budget.
- Increase in storm water utility rate of \$0.60 per bi-monthly billing cycle, per equivalent dwelling unit.
- No increase in water utility rates in 2021.
- 9.6% increase in the number of utility accounts in 2021.
- 1% interest earnings on our short-term cash investments.



## 2021 Adopted Budget

- Inflationary increases for traffic and park impact fees and system development charges of 1.2%.
- System development charge and impact fee revenues based on projected number of permits less an estimate for the use of development issued credits.
- Estimates in secured grants and other revenue sources to fund capital improvement projects.

The 2021 Budget consists of the operating, special revenue, debt service and capital budgets. The operating budget comprises the General, and Street Funds under General Government, and the Water and Storm Water Drainage Funds under the Utility Government.

Special revenue funds include the Drug Fund, Capital Service Funds, Affordable Housing and Transportation Benefit District. The Debt Service Fund includes General Government related debt service, related to the purchase of radios for the Public Safety Department, the issuance of Limited Tax General Obligation bonds related to the construction of a multi-purpose shared use facility, Ridgefield Outdoor Recreation Complex (RORC) and the issuance of Limited Tax General Obligation bonds for the purchase of land and a commercial building for a new Public Works Operations Center.

The Capital Service Funds include the Real Estate Excise Tax (REET), Park Impact Fee (PIF), Traffic Impact Fee (TIF), and Water System Development Charge (WSDC) funds for the receipt of revenues and expenditures related to capital projects. Additionally, General and Utility Capital Projects and the Equipment Replacement Fund are included to record the expenditures related to the design and construction of capital projects in the City. The Equipment Replacement Fund is used to record the funding and purchasing of replacement vehicles and large equipment items.

The 2021 combined budget for all funds is \$27.4 million, a decrease of \$1.1 million (4%) from the 2020 amended budget. The total operating budget for 2021 is \$14.1 million, an increase of \$1.7 million when compared to the 2020 amended operating budget of \$12.4 million. Additionally, the 2021 Budget incorporates \$7,797,810 of new initiatives and capital projects. Out of this amount, \$1,024,810 is associated with the General and Street Operating Funds, \$208,700 associated with Building Permit activities, \$161,900 is associated with the Water Operating Fund and \$402,000 is associated with the Storm Water Drainage Operating Fund.

The debt service budget for 2021 is \$1.4 million. The debt service is mainly for expenditures related to General Obligation Bonds issued for the construction of the Ridgefield Outdoor Recreation Complex and purchase of the Public Works Operations Center.

The capital projects budget for 2021 is \$6.2 million, a decrease of \$2.1 million when compared to the 2020 amended budget. The capital projects budget decrease is mainly due to the purchase in 2020 of the Public Works Operations Center.



## 2021 Adopted Budget

The \$6.2 million in capital projects and equipment replacement purchases will be funded by using \$1.24 million in grant funding, \$406,000 in a final issuance of the General Obligation Bonds for tenant improvements of the Public Works Operations Center, \$166,000 in Public Works Trust Fund loans, \$3.4 million from City capital service fund transfers or expenditures – Park Impact Fee, Traffic Impact Fee and the Water System Development Charge funds, \$801,000 from operating fund transfers, and \$159,400 from Equipment Replacement Fund reserves.

### ***OPERATING FUNDS***

#### ***General Fund Revenue:***

Major revenues that support the General Fund budget come primarily from retail sales and use, property, and utility taxes. General Fund revenues are projected to increase by \$749,215 or 8.4%, in 2021, when compared to the 2020 original adopted budget of \$8.9 million. 2021 revenue is expected to decrease by \$93,315 or 1% compared to the 2020 amended budget revenue of \$9.7 million. The decreased revenue projection is due to reduced development revenue projections in 2021 and a reduction in grant revenues tied to the receipt in 2020 of CARES Act funding to assist with Covid-19 expenses. The City saw tremendous development in 2020 when the State allowed construction activity to restart after the initial shutdown due to Covid-19.

2021 revenue increases are projected for the following when compared to the 2020 amended budget: Property taxes 14%, sales and use tax 2% and utility taxes 15%. Development revenue is expected to decrease 21% with grants reduced 68%. The 2021 revenue budget amounts to \$9,647,238 and is summarized as follows:

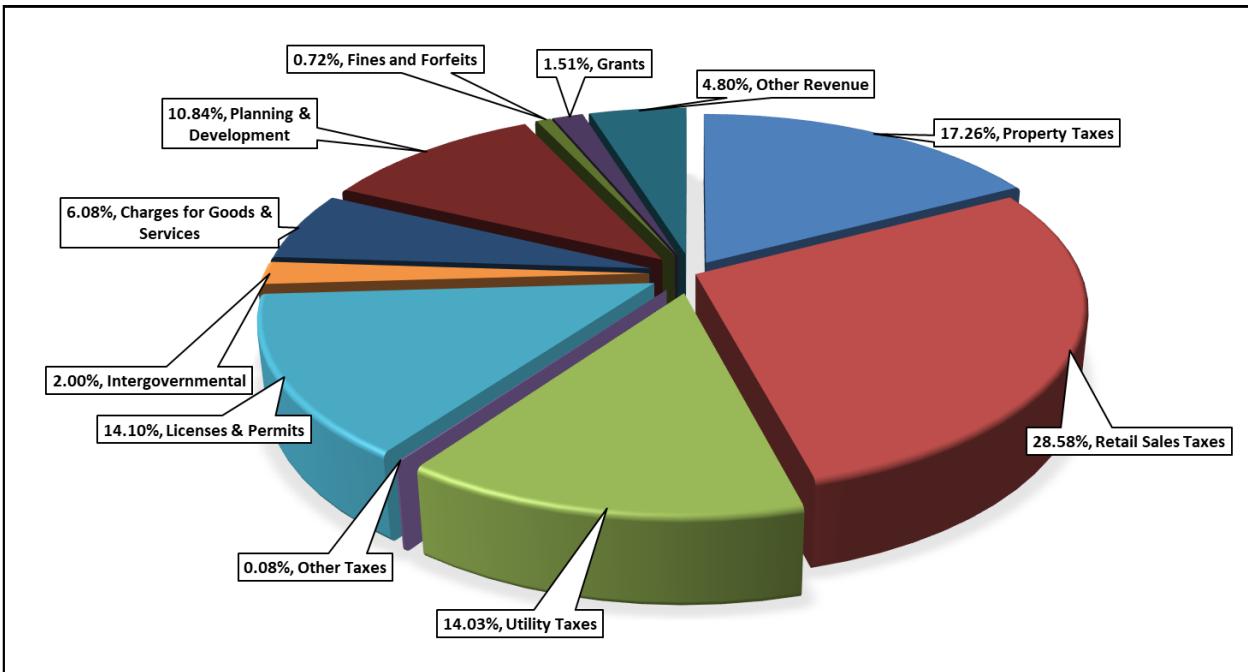
#### ***2021 General Fund Revenue:***

Property Tax	\$1,665,000
Retail Sales Tax	2,757,525
Utility Tax	1,353,890
Other Taxes	7,500
License and Permits	1,359,860
Intergovernmental	193,345
Charge for Goods and Services	586,328
Planning & Development	1,046,010
Fines and Forfeits	69,700
Grants	145,280
Other Revenue	462,800
<b><i>General Fund Revenue</i></b>	<b><i>\$9,647,238</i></b>



## 2021 Adopted Budget

### 2021 General Fund Revenue:



### Expense:

The 2021 General Fund expense budget is \$9,975,584, an increase of \$1.1 million (12.4%) over the 2020 amended budget of \$8.9 million. 2021 expense is expected to increase \$1.75 million compared to the projected 2020 year-end expense of \$8.2 million. The 2021 budget includes ongoing expenses of \$8.7 million, plus \$1.25 million, that was added to account for new department and Council priority initiatives, including \$251,438 to the amount transferred to support street fund initiatives and transportation capital projects. The City anticipates using General Fund excess reserves in the amount of \$328,346 for one-time expenses to balance the budget. The General Fund operating budget is allocated by department as follows:

### 2021 General Fund Expense:

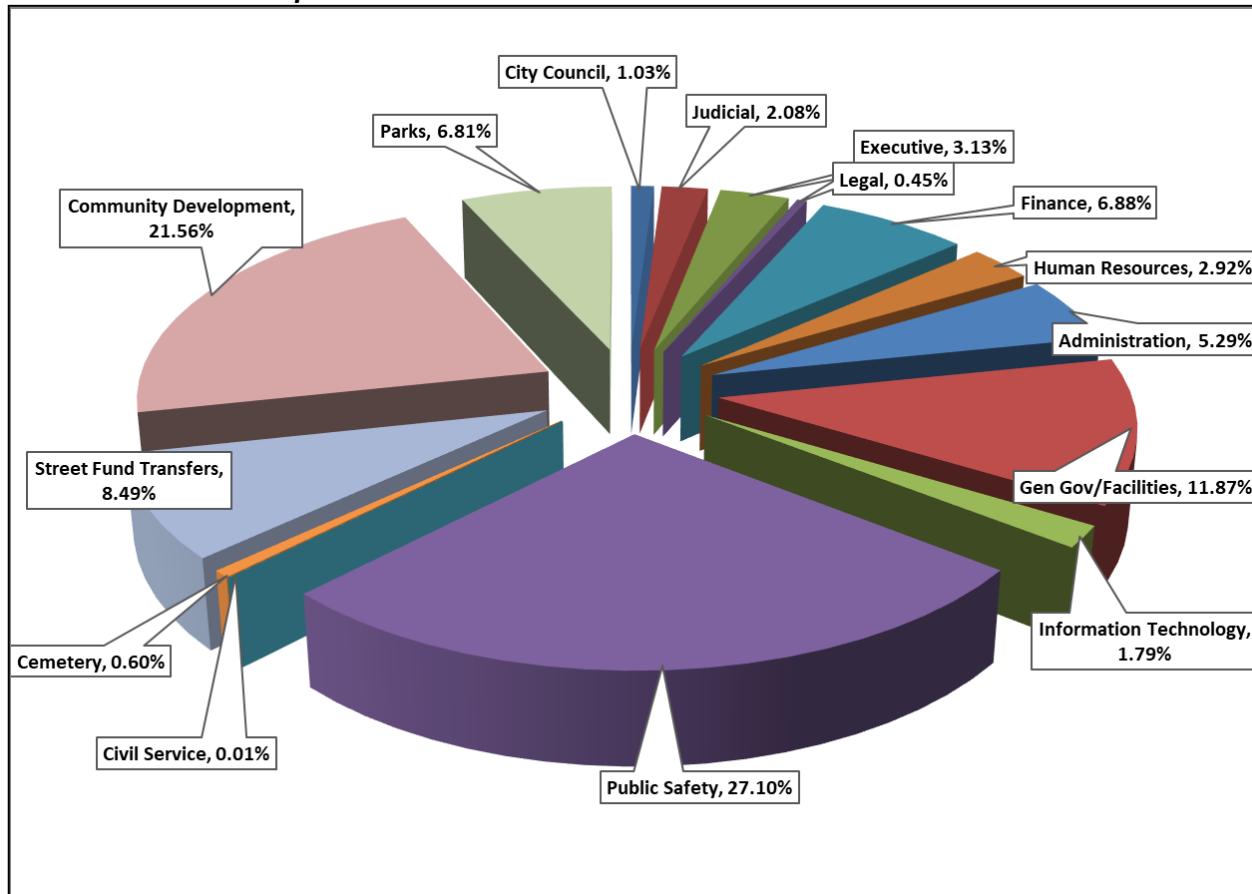
Department	Budget
City Council	\$102,825
Judicial	207,000
Executive	312,110
Legal	45,000
Finance	686,490
Human Resources	291,015
Administration	528,030
General Government/Facilities	1,183,672



## 2021 Adopted Budget

Department	Budget
Information Technology	178,800
Public Safety	2,702,949
Civil Service	1,000
Cemetery	59,449
Street Transfers	846,438
Community Development	2,151,005
Parks	679,801
<b>General Fund Expense</b>	<b>\$9,975,584</b>

### 2021 General Fund Expense:



Additionally, the General Fund budget allocation by major cost category comprises 1) personnel cost of \$5.5 million, 2) supplies, services, and operations/maintenance at \$2.77 million, and 3) other costs that include transfers to other funds, debt service, capital leases and capital outlays of \$1.7 million.



## ***2021 Adopted Budget***

The main expenditure increase in the General Fund is related to personnel cost which will increase from the 2020 amended budget, increasing from \$5 million to \$5.5 million. The percent of personnel cost as it relates to the total expense budget decreased 1% when compared with the 2020 amended budget, accounting for 55% of the total expense budget. Full time equivalent staff assigned to the General Fund will increase to 45.5, up from 39.6 or 5.9 full-time equivalents when compared to the 2020 amended FTE budget. The City will add 7 FTE's in 2021 compared to 4 new FTE's in 2020 and transitioning 1 part-time position to a full-time position. The 2021 FTE's include two police officers, a police clerk, a permit tech, a storm water maintenance worker, a facility maintenance worker and a clerical position for a one-year project. Cost of living increases were budgeted for management (exempt) and Teamsters union staff per employment policy or labor agreement. The Police Officers Association was budgeted per labor agreement. Health insurance costs are estimated to increase 10% from the 2020 amended budget.

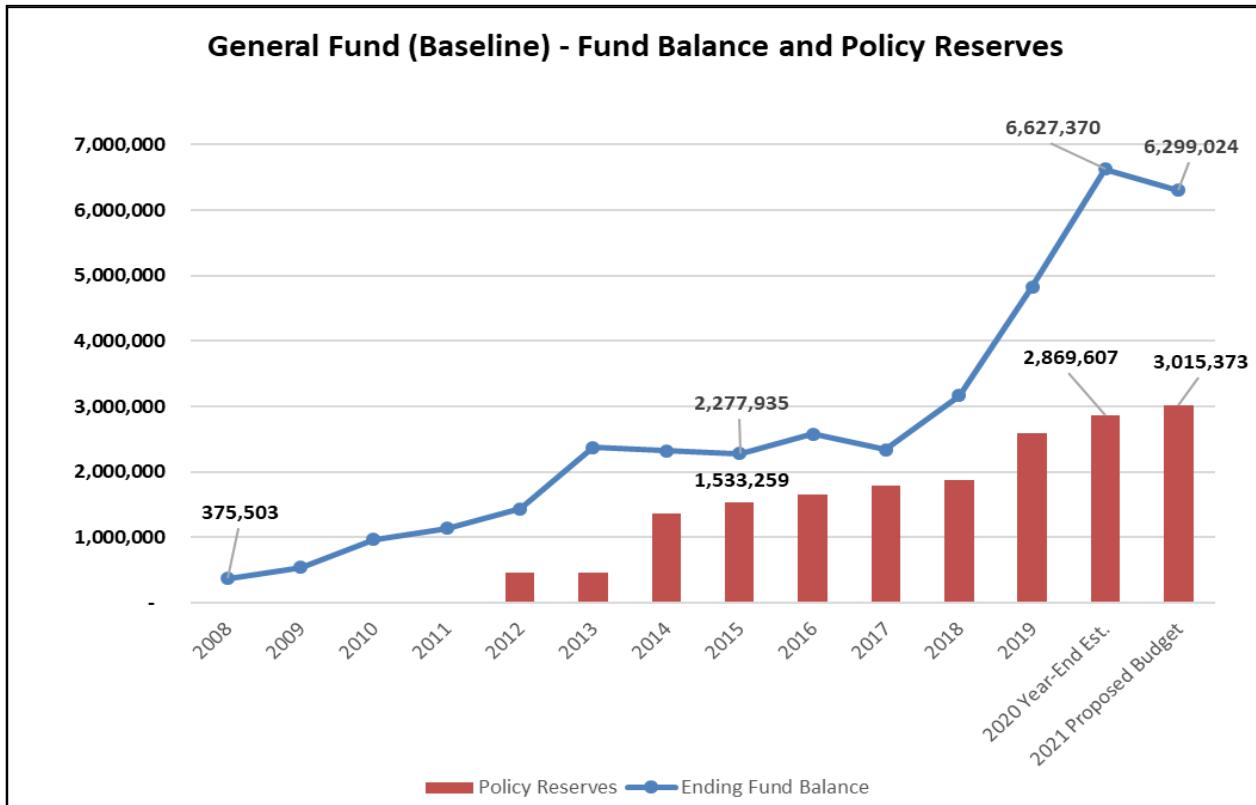
Additional General Fund increases are related to a transfer to the General Capital Fund for street and multi-modal preservation work, a transfer for safety upgrades to Bennett Kitchen at Abrams Park, Moving costs for the new Public Safety facility and professional service studies.

### ***General Fund - Fund Balance:***

City Council adopted financial management policies in 2014 to identify reserve requirements to ensure financial stability. As a result, the fund balance in the General Fund has grown as the City continues to develop. The estimated 2021 policy operating reserves are 25% of 2021 General Fund operating expense. Total reserves including debt service, separation and capital reserves are 35% of 2021 operating expense. In addition, the City is estimating an additional \$3.28 million in contingency reserves including \$1.45 million for building permit activities by year-end 2021. Despite the economic downturn as a result of the public health crisis the City is forecasting a surplus of \$1.8 million in the General Fund in 2020. This is in addition to surpluses in both 2018 and 2019. This is mainly a result of the significant development and growth. The surpluses have allowed the City to increase reserve balances while maintaining core services during the significant growth. The 2021 proposed budget includes the use of \$328,346 in contingency reserves to be used for new one-time initiatives and capital outlay.



## 2021 Adopted Budget



### Street Fund Revenue:

The main components of the revenue budget are the motor vehicle fuel tax, utility tax and transfers from the General Fund to support the street maintenance activities. The 2021 revenue budget is expected to increase \$91,939 compared to the 2020 amended budget. The increases are a result of increased utility taxes, motor vehicle fuel tax and an increased General fund transfer. Motor vehicle fuel tax and multi-modal revenues are estimated to increase 9.7% in 2021 from the original adopted 2020 budget. Utility taxes are estimated to increase 11.5% in 2021 and General Fund transfers will increase 7%.

Following is a summary of the revenue budget:

### 2021 Street Fund Revenue:

Utility Tax/Franchise Fee	\$95,491
Permits	20,000
Intergovernmental	220,610
Transfers from General Fund	430,438
Other Revenue	1,025
<b>Street Fund Revenue</b>	<b>\$767,564</b>



## ***2021 Adopted Budget***

### ***Street Fund Expense:***

The 2021 Street Fund expense budget is \$749,868, an increase of \$24,481 (3.4%) from the 2020 amended budget. The 2021 budget incorporates \$33,175 that will be transferred to the Equipment Replacement Fund. An additional \$30,438 was added for new FTE allocations.

### ***Street Fund – Fund Balance***

The Street Fund major sources of revenue are motor vehicle fuel tax and subsidies from the General Fund. As a result, the City does not maintain a significant fund balance in the Street Fund. Reserves are maintained in the General Fund.

### ***General and Street Fund New Initiatives:***

The total combined General and Street Fund expense budget equals \$10,725,452, and out of this amount, \$1,233,510 has been allocated to cover new initiatives, new FTE's or capital outlays. The City's commitment to street fund initiatives, include continuing the pavement preservation program and sidewalk restoration, and street and multi-modal improvements will be funded from a General Fund transfer in the amount of \$416,000 in 2021. The funding for these programs has been used as matching funds to receive grant funding for projects to preserve roads, improve storm drainage and construct sidewalks in the downtown core and major arterials in the City.

In December 2018 City Council adopted a vehicle licensing fee to provide an additional source of funding for the pavement preservation program. Vehicle licensing fees were on hold due to the 2019 initiative to repeal vehicle licensing fees and a Supreme Court case to determine if these are legal funding sources. The Washington State Supreme Court recently invalidated the initiative as unconstitutional. City staff will be presenting options to Council in 2021 to decide what should be done with the City's vehicle licensing fees that have been collected since June 2019.

The following projects were completed using a combination of pavement preservation funding and grants: In 2020 the City completed a project to improve S. 3rd Avenue by adding storm drainage, overlay the road, improve sidewalks, ADA compliant curb ramps, and upsize water lines for additional capacity and fire flow. The City also completed the following projects in 2020 using pavement preservation funding; 65<sup>th</sup> Ave repaving, N 10<sup>th</sup> Street rehabilitation, Hillhurst neighborhoods trench repair and slurry seals in the Taverner Ridge neighborhood.

The new initiatives have been divided between "one-time only" expenses that will end when the project is complete and "ongoing" expenses that will continue from one budget year to the next. A description of these new initiatives is summarized below:



## 2021 Adopted Budget

### General & Street Fund One-Time Only Expense:

<u>Description</u>	<u>General Fund</u>	<u>Street Fund</u>	<u>Total</u>
Class and Compensation Study	\$25,000	\$0	\$25,000
Admin Assistant (One-Year Project Position)	48,790	-	48,790
Permit Tech Desk and Computer	5,000	-	5,000
Police Officer – Outfitting	20,000	-	20,000
Police Officer – Outfitting and Patrol Vehicle	90,000	-	90,000
Facilities Maintenance Worker – Vehicle	40,000	-	40,000
Professional Services/Legal Expense Related to Acquisition of Park Laundry	20,000	-	20,000
Police Facility Relocation Expense	70,000	-	70,000
Davis Park Parking Lot Paving and Demo of Existing Structure	55,000	-	55,000
Fleet Management Study	35,000	-	35,000
Brush Mower Attachment for Skid Steer	10,000	-	10,000
Traffic Control Equipment	9,200	-	9,200
Trail Head Signage	15,000	-	15,000
Bennett Kitchen Safety Upgrades (Transfer to General Capital)	40,000	-	40,000
N 8 <sup>th</sup> Ave & Simons St Improvements (Transfer to General Capital)	41,000	-	41,000
Downtown Sidewalk Repairs (Transfer to General Capital)	50,000	-	50,000



## 2021 Adopted Budget

<u>Description</u>	<u>General Fund</u>	<u>Street Fund</u>	<u>Total</u>
Hillhurst Road Overlay (Transfer to General Capital)	130,000	-	130,000
<b>One-Time Expense</b>	<b>\$703,990</b>	<b>\$0</b>	<b>\$703,990</b>

### **General & Street Fund Ongoing Expense:**

<u>Description</u>	<u>General Fund</u>	<u>Street Fund</u>	<u>Total</u>
Permit Tech – Personnel Expense	\$88,300	\$0	\$88,300
CDD Project Management (2-year contract)	116,000	-	116,000
Police Officer – Personnel Expense	98,100	-	98,100
Police Officer – Personnel Expense	106,900	-	106,900
Police Clerk – Personnel Expense	42,920	-	42,920
Facilities Maintenance Worker – Personnel Expense	46,262	30,438	76,700
Storm Maintenance Worker – Wellness/Employee Relations	600	-	600
<b>Ongoing Expense</b>	<b>\$499,082</b>	<b>\$30,438</b>	<b>\$529,520</b>

### **Water and Storm Water Drainage Utility Funds:**

#### **Utility Operating Funds:**

The water and storm water drainage operating budgets are funded by fees charged to customers for services provided. Debt service for water projects are paid from water system development charges and debt service for storm projects are paid from fees charged to customers.

Water and storm water fees for services are set as needed to meet the required costs to properly fund the operating program and capital maintenance plan for each utility fund. The City conducted a rate study in 2016 to analyze revenue requirements for the next 10 years for the water and storm water utilities. The City updated the storm water capital facilities plan (CFP) in 2018 and revised the storm water rate model to incorporate the updated CFP. The



## 2021 Adopted Budget

revenues from water and storm water utility rates include a projected 9.6% increase in new accounts in 2021 due to an increased utility customer base. Storm water utility rates include a rate increase from \$19.05 to \$19.65 bi-monthly per equivalent development unit (EDU). Water utility rates will not see an increase in 2021. The 2021 water utility rate structure is below.

*The bi-monthly water rates per residential equivalent dwelling unit are shown below:*

<u>2021 Two-month Base Rate</u>	<u>CF of Water</u>	<u>2021 Volume Rate per CF</u>
\$43.93	Up to 1,000 cf	\$0.0060
	>= 1,001 – 2,000 cf	0.0233
	>= 2,001 – 4,000 cf	0.0258
	Over 4,000 cf	0.0293

*The bi-monthly water rates for commercial are shown below:*

<u>Meter Type or Size</u>	<u>Two-Month Base Rate</u>	<u>Volume Used (cf)</u>	<u>2021 Volume Rate per CF</u>
1 inch and under	\$43.93	No Minimum	\$0.0297
1.5 inch	\$87.85		
2 inch	\$140.57		
3 inch	\$263.55		
4 inch	\$439.28		
6 inch	\$878.53		
8 inch	\$1,405.66		
10 inch	\$5,051.60		
12 inch	\$9,444.29		

*Water Conservation Rate:*

<u>2021 Two-month Base Rate</u>	<u>CF of Water</u>	<u>2021 Volume Rate per CF</u>
No Base Charge 1" Meter and Under	No Minimum	\$0.0497

The Water and Storm Water Utility Funds 2021 combined total revenue budget from fees for services, miscellaneous revenues, and transfers in from other funds is \$3.4 million and is detailed below:

**2021 Utility Fund Revenue:**

Charges for Goods and Services	\$3,196,555
Other Revenue	13,000
Transfers In	196,158
<b>Utility Operating Revenue</b>	<b>\$3,405,713</b>



## 2021 Adopted Budget

The Water Fund operating expense will see an increase of approximately 3.5% when compared to the 2020 Amended Budget. This is due to \$161,900 in one-time initiatives and capital expense in 2021.

The 2021 Storm Water operating budget will see an increase of approximately 78% when compared to the 2020 Amended Budget. This is due to an increase in personnel expense due to an additional FTE, debt service on a public works trust fund loan and \$310,000 in one-time capital outlay. City staff are estimating the initial debt service payment of approximately \$75,000 will be due in the 4<sup>th</sup> quarter of 2021 on the Public Works Trust Fund loan obtained to design and permit multiple downtown storm drainage projects.

The Water and Storm Water Utility Funds 2021 combined total operating budget is \$3.4 million. The expense budget summarized by utility is shown below:

**2021 Utility Operating Expense:**

Water Utility	\$2,253,886
Storm Water Utility	1,155,752
<b>Utility Operating Expense</b>	<b>\$3,409,638</b>

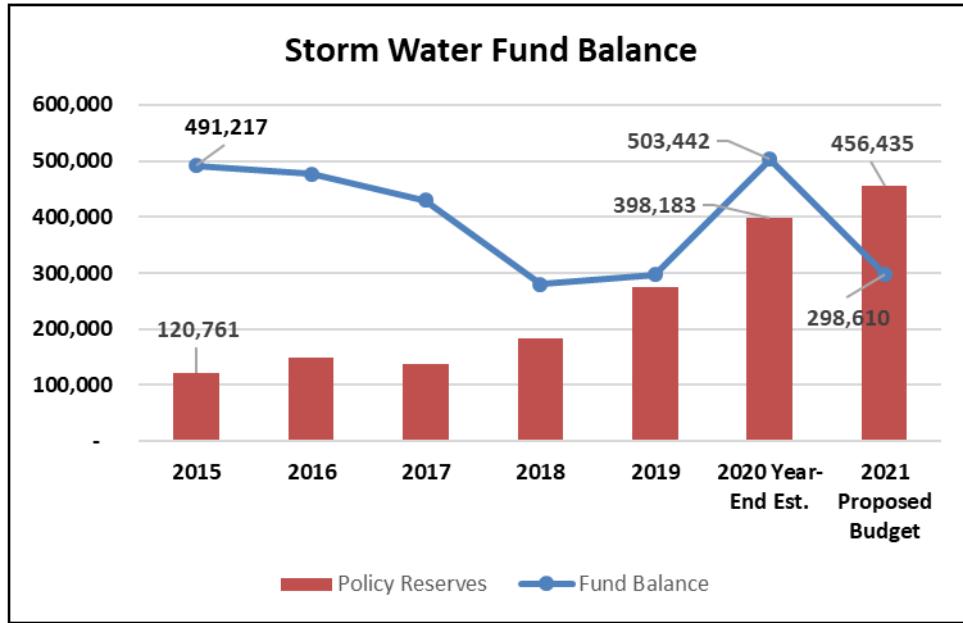
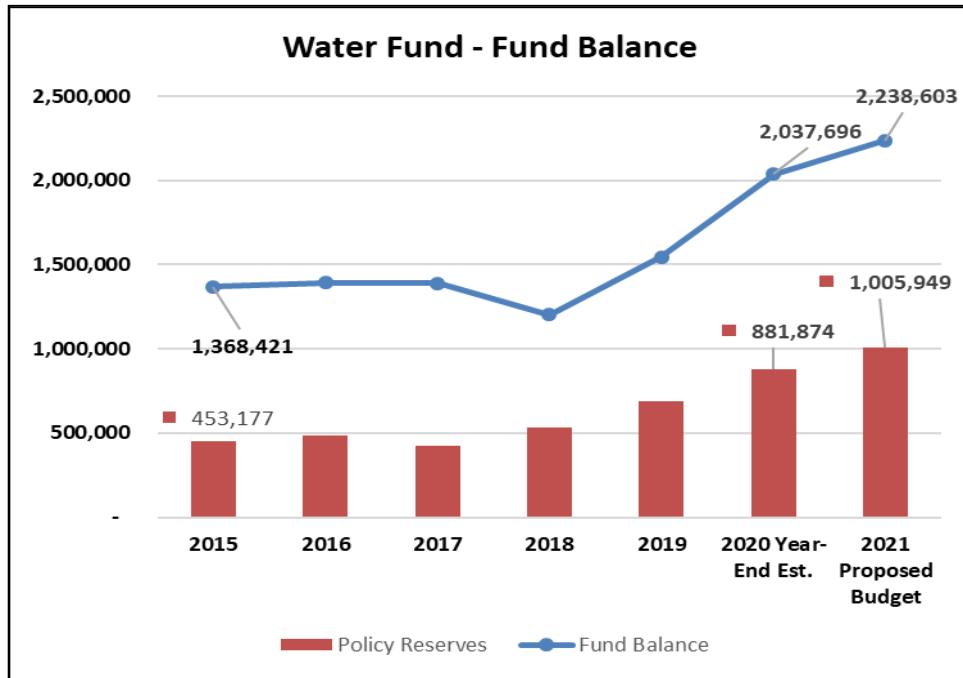
**Utility Fund – Fund Balance:**

City Council adopted financial management policies in 2014 to identify reserve requirements to ensure financial stability. As a result, the reserve fund balance in the Water and Storm Water Funds have grown as the City continues to develop. The estimated 2021 operating reserves are 20% in the Water Fund and 21% in the Storm Water Fund when compared to 2021 operating expense. Total reserves including capital and retirement accrual payout reserves are 48% in the Water Fund and 61% in the Storm Fund of 2021 operating expense. In addition, the City is estimating an additional \$1.2 million in excess reserves in the Water Fund.

City Council has approved the use of capital reserves in the Storm Water Fund of \$157,825 to complete several repair and rehabilitation projects to storm swales and a storm pond. Use of the reserves will reduce maintenance cost ongoing. City staff will prepare a financial plan to reimburse the reserve funds over the next 5 – 7 years and present to Council in 2021 during the 2022 budget process.



## 2021 Adopted Budget



### Utility Fund New Initiatives:

New initiatives included in the 2021 operating budget for the utility operating funds total \$563,900 including \$345,000 in transfers to utility capital. In addition, the 2021 capital budget includes \$2.04 million for utility projects identified in the City's capital facilities plans. The City



## 2021 Adopted Budget

completed a project in 2018 to update existing manual read water meters to radio reads. The City completed a purchase of remote meter reading equipment in 2020. The equipment has allowed a single staff member to read all meters in  $\frac{1}{2}$  day instead of multiple staff in 2-3 days. The completion of the project has added efficiency in how meter reads are conducted and allowed a reallocation of labor resources to additional projects.

The City continues to commit additional resources to the Storm Water fund to address maintenance needs for detention and treatment facilities. In 2021 Council will allocate \$260,000 to complete rehabilitation of five storm water bio-swales and one storm water pond. The rehabilitation will reduce current maintenance requirements for these assets and save operating costs over the next ten years. The City will be adding a new FTE dedicated to Storm Water maintenance in 2021. The additional focus on storm needs will address Council goals to be good stewards of the environment.

The new initiatives have been divided between “one-time only” expenses that will end when the project is complete and “ongoing” expenses that will continue from one budget year to the next. A description of these new initiatives is summarized below:

***Utility Operating Fund One-Time Only Expense:***

<u>Description</u>	<u>Water</u>	<u>Storm</u>	<u>Total</u>
New Vehicle for Storm Water FTE	\$0	\$50,000	\$50,000
Purchase Traffic Control Equipment	\$6,900	\$6,900	\$13,800
Water System Risk & Resiliency Assessment & Emergency Response Plan	70,000	-	70,000
9 <sup>th</sup> Court Water Line Improvements (Transfer to Water Capital Fund)	85,000	-	85,000
Storm Swale & Storm Pond Rehabilitation (Transfer to Storm Water Capital Fund)	-	260,000	260,000
<b><i>Utility One-time Expense</i></b>	<b>\$161,900</b>	<b>\$316,900</b>	<b>\$478,800</b>



## 2021 Adopted Budget

### ***Utility Operating Fund Ongoing Expense:***

<u>Description</u>	<u>Water</u>	<u>Storm</u>	<u>Total</u>
Storm Water FTE	\$0	\$78,100	\$78,100
Cedar Ridge Filter Vault Maintenance Program	-	7,000	7,000
<b><i>Utility Ongoing Expense</i></b>	<b>\$0</b>	<b>\$85,100</b>	<b>\$85,100</b>

### ***Utility Capital Fund One-Time Only Expense:***

<u>Description</u>	<u>Water</u>	<u>Storm</u>	<u>Total</u>
N 8 <sup>th</sup> Ave and Simons St. Improvements (WSDC and PWTF Loan)	\$215,000	\$69,000	\$284,000
Kennedy Well Field (WSDC)	770,000	-	770,000
9 <sup>th</sup> Ct Water Line Improvements (Transfer from Water Operating)	85,000	-	85,000
Treatment & Reservoir Improvements (WSDC)	29,000	-	29,000
CPU Intertie – Water SDC Charge (WSDC)	600,000	-	600,000
Falcon Development Swale Rehabilitation (Transfer from Storm Water Operating)	-	50,000	50,000
Hillhurst Development Swale Rehabilitation (Transfer from Storm Water Operating)	-	50,000	50,000
Heron/18 <sup>th</sup> Development Swale Rehabilitation (Transfer from Storm Water Operating)	-	40,000	40,000
Lark Development Swale Rehabilitation (Transfer from Storm Water Operating)	-	50,000	50,000



## 2021 Adopted Budget

<u>Description</u>	<u>Water</u>	<u>Storm</u>	<u>Total</u>
Reiman Development Swale Rehabilitation (Transfer from Storm Water Operating)	-	20,000	20,000
Heron/18 <sup>th</sup> Storm Pond Rehabilitation (Transfer from Storm Water Operating)	-	50,000	50,000
Downtown Stormwater Enhancements (PWTF Loan)	-	97,000	97,000
<b>Utility One-time Expense</b>	<b>\$1,699,000</b>	<b>\$426,000</b>	<b>\$2,125,000</b>

### ***Full Time Equivalent (FTE) Staff:***

Personnel expense, including salary and benefits are the largest operating expense representing an overall 49.8% or \$7 million of the total \$14.1 million operating budget. The 2021 budget reflects 59.25 full-time equivalents, an increase of 7.5 FTE's when compared to the 2020 year-end FTE total. The increase in FTE's include a permit tech, two police officers, police clerk, support specialist (one-year positions), facilities maintenance worker and a storm water maintenance worker. In addition, a part-time accounting/payroll clerk will transition to full-time.

The following table provides the allocation of the FTE's by department. For additional information refer to appendix pages 239-244 – [Full Time Equivalent Summary:](#)

### ***Allocation by Department of Full Time Equivalents:***

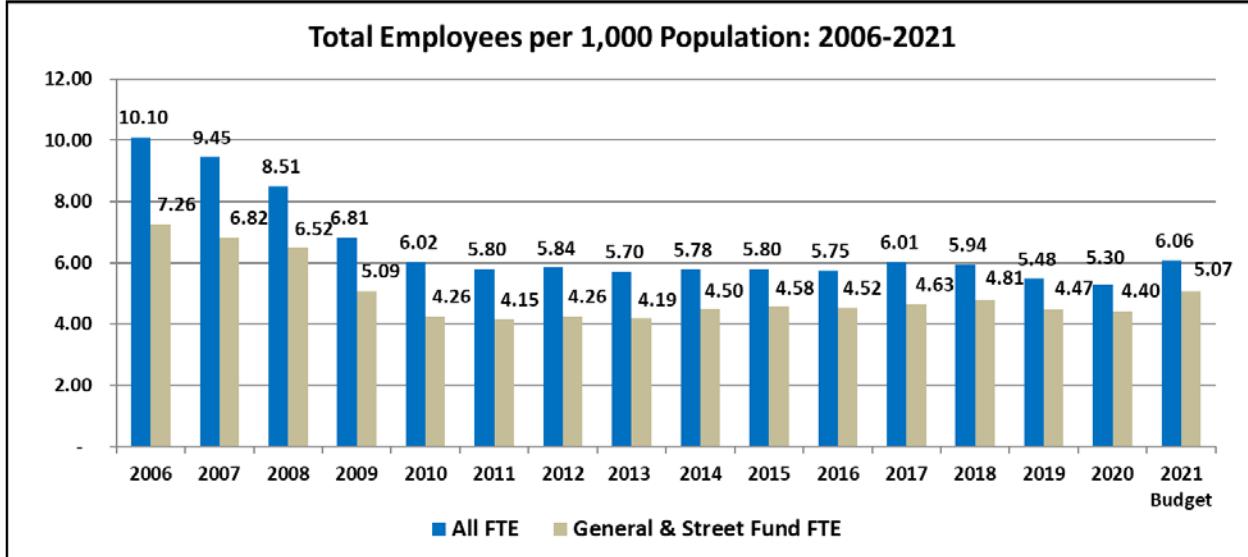
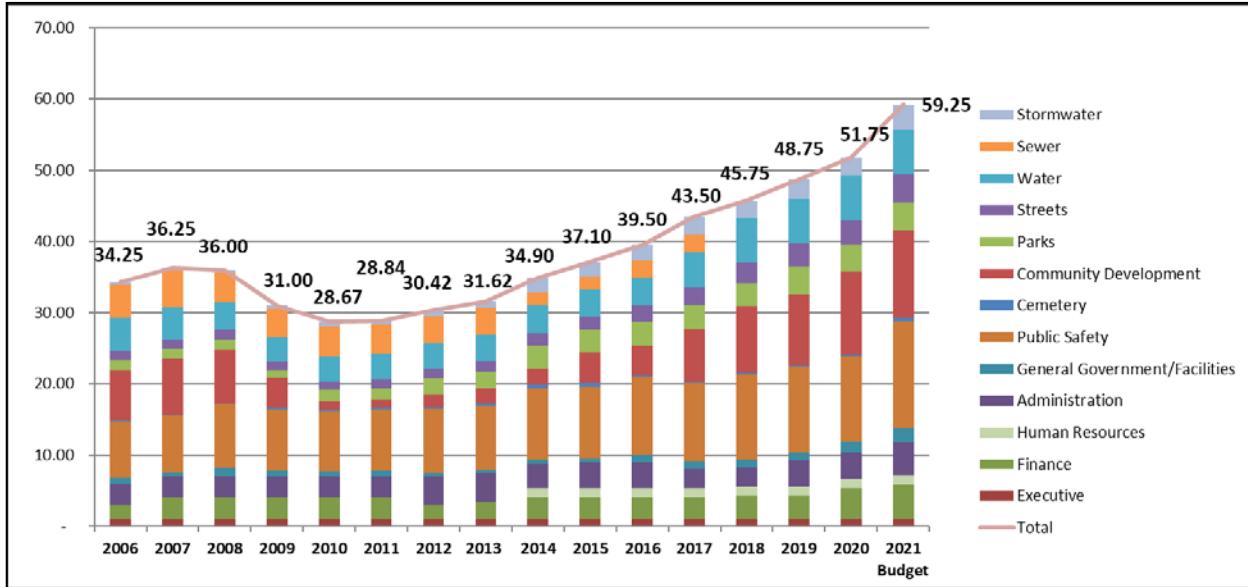
<b>Department</b>	<b>2019 Year-End FTE</b>	<b>2020 Year-End FTE</b>	<b>2021 Budget</b>
Executive	1.00	1.00	1.00
Finance	3.30	4.30	4.80
Human Resources	1.30	1.30	1.30
Administration	3.70	3.70	4.70
General Govt/Facilities	1.07	1.54	1.97
Public Safety	12.00	12.00	15.00
Cemetery	0.27	0.24	0.47
Community Development	9.90	11.72	12.29
Parks	3.89	3.80	3.97
Streets	3.31	3.42	4.02
Water Utility	6.24	6.22	6.18



## 2021 Adopted Budget

Department	2019 Year-End FTE	2020 Year-End FTE	2021 Budget
Storm Water Utility	2.77	2.51	3.55
<b>Total Full Time Equivalents</b>	<b>48.75</b>	<b>51.75</b>	<b>59.25</b>

### Full Time Equivalent Staff Comparison:





## 2021 Adopted Budget

### **CAPITAL SERVICE FUNDS**

#### ***REET, Impact Fees and Water System Development Charge Funds:***

The combined 2021 revenue budget for these funds total \$7,350,937, a \$623,105 increase from the 2020 amended budget. The increase is due to increased Transportation Impact Fees (TIF) for commercial development activity and additional real estate excise tax related to home sales. Impact fees and system development charge revenues are charged to developers on a new development when a building permit is issued. The rate charged is based on infrastructure projects identified in a capital facilities plan, indexed by inflation, to consider increasing costs for these facilities. These projects would need to be constructed to meet the increased capacity demand on the city's infrastructure, including parks, streets, and water as a result of growth. Impact fees are associated with transportation and parks. System development charges are associated with water.

The City is forecasting an additional 350,000 square feet of commercial development in 2021. The City expects 300 single family residential permits which matches the initial forecast for permits in the 2020 original adopted budget. For comparison, as of the end of September 2020 the community development department had issued 480 single family residential permits.

The City does not collect system development charges for sewer, as a result, of the transfer of the sewer collection system to Clark Regional Wastewater District January 1, 2014. School impact fees are collected by the City and remitted to the Ridgefield School District.

Real Estate Excise Tax revenue is generated and charged on the sale of real property when property is sold and is charged as a tax on the sale of real estate.

The 2021 budget reflects a conservative approach and accounts for credits that are issued to developers and used in place of paying for an impact fee. Developers have completed multiple road and park projects from the capital facilities plans. As a result, they received credits toward the payment of impact fees on their projects. The revenue estimates include the expected use of these credits. For traffic impact fees the forecast is for 40% of traffic impact fees to be paid in cash and 60% to be paid by redeeming credits. For park impact fees the estimate is for 90% of fees to be paid with cash and the remaining 10% to be paid by redeeming credits. There are limited water system development credits outstanding. The City has \$175,762 in water system development charge credits outstanding. Developer credits result in a reduction in revenue and the City has worked with developers to expand and complete construction of road projects listed on the City's capital facilities plan. As a result, of the developers completing several of these projects, additional impact fees credits were issued in 2019 and 2020. They're a major consideration in developing the revenue budget. As of the end of September 2020, traffic and park impact fees have a balance in unused credits that can be used towards future building permits, with \$2.84 million associated with traffic and \$415,143 with parks. Of the \$2.84



## 2021 Adopted Budget

million in traffic impact fee credits \$1.2 million of those are restricted and may only be used in the Union Ridge development, which is commercially zoned on the East side of I-5 and the West side along the freeway corridor North of Pioneer Street. Revenue estimates for impact fees and water system development charges are based on the City's forecast for 300 single family residential permits and completion of a multi-family housing project and 350,000 square feet of commercial/industrial permits to be issued, less the anticipated credits that will be redeemed. The 2020 park impact fee is \$3,491, traffic impact fee is \$4,145 for single family and \$2,538 for multi-family, with an inflationary factor added on January 1 of each year. The water system development charge fee is \$4,388 per equivalent dwelling unit for a 5/8" – 3/4" meter, with an inflationary factor added on January 1 of each year.

Following is a summary of the total revenue budget that includes investment earnings in addition to the development fees or charges:

### **2021 Capital Service Fund Revenue:**

Real Estate Excise Tax	\$1,520,000
Park Impact Fee	1,413,450
Traffic Impact Fee	2,559,112
Water System Development Charge	1,858,375
<b>Capital Fund Revenue</b>	<b>\$7,350,937</b>

Capital fund expense consists of transfers to capital projects or debt service funds to cover capital improvements and debt service. Following is a summary of the total expense budget:

### **2021 Capital Service Fund Expense:**

Real Estate Excise Tax	\$1,413,405
Park Impact Fee	490,000
Traffic Impact Fee	1,930,000
Water System Development Charge	1,834,063
<b>Capital Fund Expense</b>	<b>\$5,667,468</b>

### **2021 Capital Service Fund – Fund Balance:**

The fund balance in the Capital Service Funds has grown since the great recession and were being set aside for capital improvement projects to help manage the development in Ridgefield. City Council approved use of these funds beginning in 2017 for several high priority projects that were completed in 2018 and 2019. The City budgeted for reduced capital spending in 2020 and again is growing fund balances in the Capital Service Funds for high priority projects listed on the capital facility plans. The City has been awarded grant funding for several road projects, including a federal award for \$5.8 million, and will use impact fee funding as a match for these projects. It is anticipated the city may be able to go to bid on the road projects for design in early 2021 and likely would go to construction in 2022.

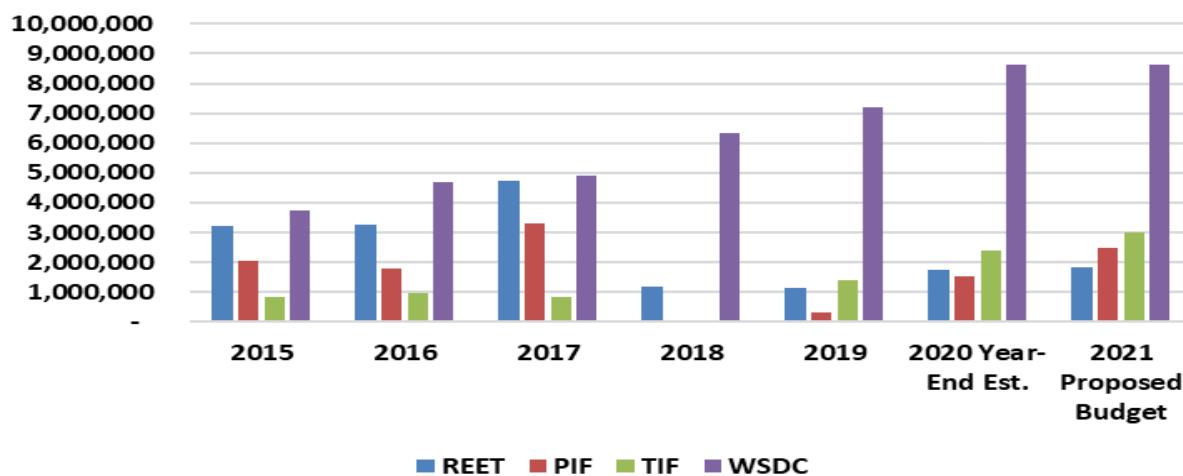


## 2021 Adopted Budget

### 2021 Capital Service Fund Balance:

Real Estate Excise Tax	\$1,840,681
Park Impact Fee	2,470,000
Traffic Impact Fee	3,009,595
Water System Development Charge	8,648,008
<b>Capital Fund Expense</b>	<b>\$15,968,284</b>

### Capital Service Funds - Fund Balance



### Equipment Replacement Fund (ERF):

This fund was created to account for the transfers from operating funds and the expenditures incurred to pay for the replacement of vehicles and large equipment purchases. The associated revenues and expenses are based on a replacement model approved by the City Council. The model is revised and updated annually as a part of the budget process.

### 2021 Equipment Replacement Fund Revenue:

General Fund Transfer	\$114,839
Street Fund Transfer	33,174
Water Fund Transfer	45,011
Storm Water Fund Transfer	25,866
Other Revenue	100
<b>Equipment Replacement Fund Revenue</b>	<b>\$218,990</b>

In 2020 staff ordered a replacement for the 1994 10-yard dump truck. The body and frame were received and sent to have outfitting completed. Outfitting is expected to be complete in



## 2021 Adopted Budget

April 2021. Staff also recommended to complete repairs on a 2006 Ford F-350 rather than replace. The repairs are estimated to provide 100,000 additional miles of service. In 2021 the City will replace/repair the following equipment:

### ***2021 Equipment Replacement Fund Expense:***

2006 Ford F-350 Repairs	\$10,000
1994 10-Yard Dump Truck	149,400
<b><i>Equipment Replacement Fund Expense</i></b>	<b><i>\$159,400</i></b>

### ***Capital Project Funds:***

Capital projects are prioritized based on the associated capital facilities plan, the needs of the community, and demands anticipated from new development. The 2021 capital budget is \$6,042,000. Out of this amount, \$4,517,000 is associated with General Government capital projects, which include streets, parks, and building projects. The utility capital projects total budget is \$1,525,000.

### ***Operating Fund Impacts:***

The City is projecting impacts to ongoing operating expense for 2021 projects. The city is hiring a new facilities maintenance worker in 2021 to assist with the additional parks, trails and right of way from the City's road and multi-modal projects. The estimated additional personnel expense is \$76,700 indexed annually for cost of living adjustments and paid from the General Fund. Equipment is estimated to be an additional \$40,000 in one-time expense. The forecast for ongoing costs such as fuel, uniforms and supplies to be approximately \$5,000 annually indexed by inflation.

The City is also hiring a new storm water maintenance worker to assist with development review and maintenance of the storm facilities dedicated by new subdivisions. Limited additional expense is expected from the City's 2021 capital projects. The storm swale and pond rehabilitation projects are expected to reduce ongoing maintenance at these facilities as they tend to be a trouble spot during the rainy season. As the City completes design of new road projects, adding additional roads to the City, it is expected there will be costs in the 2023 – 2024 timeframe ongoing for storm water system maintenance.

No additional personnel expense is expected in the water department related to the new Kennedy well field. Initial estimates have not been calculated to date on increased energy cost as a result of the new well. Staff are expecting an increase despite using energy efficient pumps for the project. Prior wells added in 2020 were estimated to increase energy cost by \$2,200 annually. Staff will need to add additional telemetry monitoring to the ongoing contract with our engineering contractor. The existing budget of \$20,000 annually is sufficient to absorb the additional quarterly monitoring. Upgrades at the S 56<sup>th</sup> well and treatment facility are expected to add efficiencies and not add additional operating expense. Savings will not be significant



## 2021 Adopted Budget

enough to change the operating budget. The City is working with Clark Public Utilities to add additional water capacity during the high usage months. In 2021 the forecast is for the system development charge to be paid at \$600,000 and for the resulting water expense to increase by \$75,000 annually for three months of higher usage.

The City does not forecast an increase in utility expense at the new Public Works Operations Facility in 2021. Staff are expected to transition to the facility in 2022 due to a current lease with a private party at that location through November 2021. Initial forecasts are for an additional \$10,000 - \$15,000 in utility expense, internet and associated equipment in 2022.

### ***Operating Funds Impact:***

Expense	Description	Ongoing Expense	One-Time Expense
Facilities Maintenance Worker	Hire in 2021	\$76,700	\$40,000
Fuel, Uniforms & Supplies	Ongoing operating expenses	\$5,000	\$0
Stormwater Maintenance Worker	Hire in 2021	\$78,700	\$50,000
Storm Swales and Ponds	Reduced maintenance due to rehab project	(\$10,000)	\$0
Kennedy Well Field	Energy expenses	\$2,200	\$0
Clark Public Utilities	Purchase of additional water capacity	\$75,000	\$600,000
Public Works Operations Facility	Utility and operating expense in 2022 ongoing	\$15,000	\$0

Funding for these projects, is summarized below:

### ***2021 Capital Project Fund Revenue:***

Grants	1,235,000
General Obligation Bonds	406,000
Public Works Trust Fund Loan	166,000
General Fund Transfer	456,000
Park Impact Fees Transfer	490,000



## 2021 Adopted Budget

Traffic Impact Fees Transfer	1,930,000
Water Operating Fund Transfer	85,000
Water System Develop Charge Transfer	1,014,000
Storm Water Operating Fund Transfer	260,000
<b>Capital Project Revenue</b>	<b>\$6,042,000</b>

The 2021 capital budget includes the following projects:

### 2021 Capital Project Fund Expense:

Fund	Description	Expense
General Capital – Facilities	PW Operations Center	406,000
General Capital – Streets	Pavement Preservation Program	175,000
General Capital – Streets	Sidewalk Replacement Program	70,000
General Capital – Streets	Hillhurst Road Overlay	690,000
General Capital – Streets	N 8 <sup>th</sup> Ave/Simons St. Improvements	296,000
General Capital – Streets	Hillhurst Multi-Modal Trail Construction	400,000
General Capital – Streets	Pioneer & 51 <sup>st</sup> Roundabout Design	650,000
General Capital – Streets	S Pioneer Extension & Roundabout Design	1,200,000
General Capital – Parks	Gee Creek Trail North	115,000
General Capital – Parks	Bennett Kitchen Safety Upgrade	40,000
General Capital – Parks	Boyse Property Purchase – Parkland	260,000



## 2021 Adopted Budget

<b>Fund</b>	<b>Description</b>	<b>Expense</b>
General Capital – Parks	Splash Pad Design – Overlook Annex	95,000
General Capital – Parks	Mayor Meadow to Reiman Road Trail Design	120,000
Water Utility Capital	N 8 <sup>th</sup> Ave/Simons St Improvement (Water Lines)	215,000
Water Utility Capital	A 56 <sup>th</sup> Treatment/Reservoir Improvements	29,000
Water Utility Capital	Kennedy Well Field	770,000
Water Utility Capital	9 <sup>th</sup> Court Water Line Improvement	85,000
Storm Water Utility Capital	N 8 <sup>th</sup> Ave/Simons St Improvement (Storm Water Improvement)	69,000
Storm Water Utility Capital	Downtown Storm Water Enhancements – Design	97,000
Storm Water Utility Capital	Heron & 18 <sup>th</sup> Storm Pond Maintenance	50,000
Storm Water Utility Capital	Falcon Bio-Swale Maintenance	50,000
Storm Water Utility Capital	Hillhurst Bio-Swale Maintenance	50,000
Storm Water Utility Capital	Heron & 18 <sup>th</sup> Bio-Swale Maintenance	40,000
Storm Water Utility Capital	Lark Bio-Swale Maintenance	50,000
Storm Water Utility Capital	Reiman Road Bio-Swale Maintenance	20,000
<b>Capital Project Expense</b>		<b>\$6,042,000</b>



## ***2021 Adopted Budget***

### ***SPECIAL REVENUE FUNDS***

The Drug Fund is funded by revenues received from drug seizure/forfeitures, fines and penalties related to drug and alcohol offenses, and proceeds from the soft drink machines located at the police department. The Drug Fund revenue is estimated to be \$1,010. In 2021 the City has no expense budgeted from this fund.

The Affordable Housing Fund was adopted by Council on July 9, 2020 and was effective September 1, 2020. The fund adoption was the result of House Bill 1406, allowing the City to adopt a sales and use tax for affordable housing and crediting it against the state portion of sales and use tax. The revenue estimate for 2021 is \$23,035 and there is no expense budgeted for 2021. Council will review options for use of the new funding source in 2021.

The Transportation Benefit District (TBD) Fund was adopted in December 2018 to account for the receipt of vehicle licensing fees. City Council adopted the vehicle license fee, as an additional funding source for the Pavement Preservation Program. The Department of Licensing began collecting the vehicle licensing fees in June 2019. City Council earmarked the revenue received from the vehicle licensing fees for the Pavement Preservation Program to increase the amount of maintenance the City can complete annually. The estimated revenue from vehicle licensing fees in 2021 is \$153,435. Initiative I-976 was presented to the voters in November 2019 to eliminate vehicle licensing fees. Voters approved the initiative, but the Supreme Court ruled the ballot measure was unconstitutional as written. As a result, the City has not appropriated any funding from the TBD for pavement preservation. Staff will bring options to the City Council in 2021 regarding the funds collected and the future of the TBD.



## 2021 Adopted Budget

### MUNICIPAL DEBT

#### DEBT MANAGEMENT POLICIES

The City has a formal debt management policy adopted by Council ([see Appendix](#)). The policy guides all aspects of the City's debt issuance and post issuance compliance. The City added detailed post issuance compliance procedures ([Financial Procedure #10.1: Post Issuance Compliance \(Governmental Bonds\)](#)) in October 2017.

#### MUNICIPAL DEBT CAPACITY

There are four types of General Obligation Debt that the City is currently authorized to use for financing purposes. They each have statutory limitations and require approval by either the City Council or City voters.

1. **General Purpose Councilmanic Debt:** The City Council may approve bond issues without voter approval up to 1.5% of the City's assessed valuation. Prior to the passage of new legislation in 1994, councilmanic debt was available for lease-purchase contracts only (RCW 35.43.200). This statutory authority can be used for any municipal purpose now, including using the entire 1.5% for bonds. Councilmanic debt must be approved by a majority of the City Council and must be repaid from existing revenue sources. In July of 2017, the City Council authorized the issuance of bonds to construct the Ridgefield Outdoor Recreation Complex. In October 2017 the City issued \$9,455,000 in bonds that will be repaid over 30 years. In May of 2018, the City Council authorized the issuance of bonds totaling \$6,705,000 to complete construction of the Ridgefield Outdoor Recreation Complex. The bonds will be repaid over 20 years. On May 14, 2020, the City Council authorized the issuance of bonds up to \$4,400,000 to purchase land and a commercial building for a new Public Works Operations Center in 2020 and complete needed tenant improvements in 2021. The estimate for total issuance is \$4,341,000. The bonds will be repaid over 15 years. In 2021 the City Council can levy up to an estimated \$31,611,198, or 1.5%, of the City's estimated assessed value. Because the City currently has outstanding Councilmanic debt of \$20,106,000 including the estimate of \$4.3 million for the purchase of and tenant improvements for the operations center, the remaining Councilmanic Debt Capacity for 2021 is \$11,505,198.

2. **General Purpose Voted Debt:** As authorized by the Revised Code of Washington (RCW) 39.36.020(2), the public may vote to approve bond issues for general government in an amount not to exceed 2.5% of the value of all taxable property within the City. This requires a 60% vote of the City electorate and must have a voter turnout of at least 40% of the last State general election. The debt would be repaid from an increase to the City's existing property tax levy. An amount up to 2.5% of the City's assessed value can be levied or an estimated \$52,685,331 for 2021. Because the City currently has outstanding Councilmanic debt of \$20,106,000 (as noted above), the remaining Voted Debt Capacity for 2021 is \$32,579,331.



## 2021 Adopted Budget

**The total General Purpose Voted Debt and Councilmanic Debt cannot exceed 2.5% of the City's assessed value.**

Under RCW 39.36.030(4), the public may also vote to approve park facilities and utility bond issues, each of which is also limited to no more than 2.5% of the City's assessed valuation.

**3. Parks and Open Space Debt:** The City is authorized to issue debt and increase the property tax levy for acquiring or developing open space and park facilities. This requires a 60% vote of the City electorate and must have a voter turnout of at least 40% of the last State general election. Debt is repaid from the increased property tax levy. An amount up to 2.5% of the City's estimated assessed value, less outstanding debt, can be levied or \$52,685,331 for 2021.

**4. Utility Purpose Debt:** The City is authorized to issue debt and increase the property tax levy for utility purposes if a utility is owned and controlled by the City. This requires a 60% vote of the City electorate and must have a voter turnout of at least 40% of the last State general election. Debt is repaid from the increased property tax levy. An amount up to 2.5% of the City's estimated assessed value, less outstanding debt, can be levied or \$52,685,331 for 2021.

The City's estimated legal debt margin for the fiscal year 2021 is calculated below:

<b><i>Estimated Legal Debt Margin Calculation for Fiscal Year 2021</i></b>	
Assessed Value	2,107,413,232
Debt limit (7.5% of total assessed value)	158,055,992
Debt applicable to limit:	
General obligation bonds	20,106,000
Less: Amount set aside for repayment	
of general obligation debt	-
Notes	-
Total net debt applicable to limit	20,106,000
<b>Legal Debt Margin</b>	<b>137,949,992</b>

### **LONG TERM DEBT**

Total outstanding debt as of the end of 2020 was \$22.3 million with \$19.8 million of this debt associated with general government projects and \$2.5 million associated with water utility projects. The City has a debt reserve policy requiring the City to set aside the debt service payments for the following year in the amount of \$1,434,227 in General Government and \$196,158 in the Utility funds.

The City has multiple types of long-term liabilities that were used to fund City Capital Projects. The City pays annual principal and interest payments for each of these outstanding liabilities.



## 2021 Adopted Budget

The City replaced police radios in 2016 as a result of system wide changes to dispatch at Clark Regional Emergency Services Agency (CRESA). As a result of the overall change, radios were purchased for every agency on a contract with the vendor. The final payment will occur in January 2021.

The City issued councilmanic General Obligation bonds in 2017 and 2018 to fund the construction of the Ridgefield Outdoor Recreation Complex (RORC). Debt service for the bonds will be paid from Real Estate Excise Taxes. In 2018, the City began making interest payments on the General Obligation bonds issued for RORC. The City began making principal payments on the 2017 issuance in 2019 and will make principle payments on the 2018 issuance in 2021.

The City issued councilmanic General Obligation bonds in 2020 for up to \$4,400,000 to purchase land and a commercial building and complete needed tenant improvements for a new Public Works Operations Center. The City issued \$3,935,000 in 2020 for the purchase. The City estimates it will issue \$406,000 of the remaining available bonds in 2021 for tenant improvements.

The Utility Department obtained Drinking Water State Revolving Fund loans to fund two projects at the I-5 junction. The projects constructed a new well and transmission system and a 1-million-gallon reservoir to support the growth within the city. Debt service for both loans will be paid from Water System Development Charges.

The City budgets annual debt service based on the amortization schedule. For additional information refer to schedule of debt service ([see Appendix](#)).

**Liabilities are listed below:**

<b>Debt</b>	<b>Description</b>	<b>Balance</b>	<b>2021 Debt Service</b>
2017 LTGO Issuance	2017 Issuance of bonds for the Ridgefield Outdoor Recreation Complex	\$9,060,000	\$534,575
2018 LTGO Issuance	2018 Issuance of bonds for the Ridgefield Outdoor Recreation Complex	6,705,000	526,850
2020 LTGO Issuance	2020 Issuance of bonds for the purchase of land, commercial building and tenant improvements for Public Works Operations Center (Estimate)	3,935,000	351,980
CRESA Installment Contract	2016 Purchase of new radio package to meet emergency management needs	20,224	20,224



## 2021 Adopted Budget

Debt	Description	Balance	2021 Debt Service
DWSRF Loan	Drinking Water State Revolving Funds loan to construct new well and transmission system	982,793	76,167
DWSRF Loan	Drinking Water State Revolving Funds loan to construct new water 1-million-gallon water reservoir	1,548,271	119,991
<b>Total Outstanding Debt</b>		<b>\$22,251,288</b>	<b>\$1,629,787</b>

### INVESTMENTS

The city invests public funds in a manner which provides a market return, with maximum security of investment principal, while providing adequate liquidity to meet the daily cash flow requirements. The City invests public funds in accordance with all federal, state and local statutes governing the investment of public funds and prudent money management. The City has a formal investment policy ([see Appendix](#)) adopted by Council.

### IN CLOSING

The City of Ridgefield continues to review budget best practices and implement new strategies to remain fiscally responsible to our citizens. The City Management team, Budget Advisory Committee and City Council have spent significant time in reviewing the 2021 proposed budget. I am proud to propose the 2021 balanced operating and capital budgets for adoption.

Respectfully,

Kirk Johnson,  
Finance Director



## ***2021 Adopted Budget***

### ***Executive Summary by Fund***

The following table includes a summary of the beginning and projected ending fund balance after budgeted revenue and expense for 2021. General Fund fund balance is expected to decrease approximately 5% in 2021 due to the use of fund balance for 2021 one-time initiatives and capital outlays. Water Utility Fund fund balance is expected to increase 9.9% due to a forecasted increase in new accounts of 9.6%. Storm Water Fund fund balance is expected to decrease 40.7% by year-end 2021 due to the use of fund balance for 2021 one-time initiatives and capital outlays.

Drug Fund fund balance is expected to increase 19% by year-end 2021. The Affordable Housing fund will begin to collect receipts for this new funding source and see an increase of 418.8%. The Transportation Benefit District fund balance is expected to increase 79.7% as the City will continue to collect funding as the City Council determines what to do with the vehicle licensing fees.

The Capital Service Funds, REET, PIF, and TIF will see fund balance increases due to anticipated development activity of 6.1%, 59.7% and 25.4% respectively. The Water SDC Fund will see a small increase in fund balance of 0.3% as the City continues to complete new capital projects to increase and develop new water sources. These funds are restricted for specific purposes and the City will begin to rebuild fund balance for future capital projects included in the City's capital facility plans.



## 2021 Adopted Budget

### 2020 Executive Summary - All Funds

		Beginning Fund Balance	2021 Budgeted Revenue	2021 Budgeted Expense	Ending Fund Balance	Change In Fund Balance
<b>Operating Funds</b>						
001	General Fund	\$ 6,627,370	\$ 9,647,238	\$ 9,975,584	\$ 6,299,024	\$ (328,346)
101	Street Fund	12,237	767,564	749,868	29,933	\$ 17,696
406	Water Operating	2,037,696	2,454,793	2,253,886	2,238,603	\$ 200,907
408	Stormwater Operating	503,442	950,920	1,155,752	298,610	\$ (204,832)
<i>Total Operating Funds</i>		<i>9,180,745</i>	<i>13,820,515</i>	<i>14,135,090</i>	<i>8,866,170</i>	<i>\$ (314,575)</i>
<b>Capital Service Funds</b>						
105	Real Estate Excise Tax	1,734,086	1,520,000	1,413,405	1,840,681	106,595
114	Park Impact Fee	1,546,550	1,413,450	490,000	2,470,000	923,450
115	Traffic Impact Fee	2,380,483	2,559,112	1,930,000	3,009,595	629,112
416	Water Utility SDC	8,623,696	1,858,375	1,834,063	8,648,008	24,312
<i>Total Capital Service Funds</i>		<i>14,284,815</i>	<i>7,350,937</i>	<i>5,667,468</i>	<i>15,968,284</i>	<i>1,683,469</i>
<b>Special Revenue Funds</b>						
111	Drug Fund	5,297	1,010	-	6,307	1,010
140	Affordable Housing	5,500	23,035	-	28,535	23,035
150	Transportation Benefit District	192,451	153,435	-	345,886	153,435
<i>Total Special Revenue Funds</i>		<i>203,248</i>	<i>177,480</i>	<i>-</i>	<i>380,728</i>	<i>177,480</i>
<b>Debt Service Fund</b>						
200	Debt Service	-	1,433,629	1,433,629	-	-
<i>Total Debt Service Fund</i>		<i>-</i>	<i>1,433,629</i>	<i>1,433,629</i>	<i>-</i>	<i>-</i>
<b>Capital Project/Equipment Replacement Construction Funds</b>						
300	General Capital Projects	389,679	4,517,000	4,517,000	389,679	-
410	Water Utility Capital Projects	9,509	1,099,000	1,099,000	9,509	-
412	Storm Utility Capital Projects	-	426,000	426,000	-	-
501	Equipment Replacement (ERF)	219,735	218,992	159,400	279,327	59,592
<i>Total Capital/ERF</i>		<i>618,923</i>	<i>6,260,992</i>	<i>6,201,400</i>	<i>678,515</i>	<i>59,592</i>
<i>Total Budget</i>		<i>\$ 24,287,731</i>	<i>\$ 29,043,553</i>	<i>\$ 27,437,587</i>	<i>\$ 25,893,697</i>	<i>\$ 1,605,966</i>



## 2021 Adopted Budget

### 2020 Executive Summary - Operating Funds Comparison

Description	General Fund	Street Fund	Water Fund	Stormwater Fund	Total
<b>2021 Budget</b>					
<b>Revenue</b>					
Property Tax	1,665,000	-	-	-	1,665,000
Retail Sales	2,757,525	-	-	-	2,757,525
Utility Taxes	1,353,890	95,491	-	-	1,449,381
Other Taxes	7,500	-	-	-	7,500
License & Permits	1,359,860	20,000	-	-	1,379,860
Planning & Development	1,046,010	-	-	-	1,046,010
Fines & Forfeits	69,700	-	-	-	69,700
Charge for Goods & Srvc	586,328	-	2,248,635	947,920	3,782,883
Intergovernmental/Grant	338,625	220,610	-	-	559,235
Other Rev/Donations	462,800	1,025	10,000	3,000	476,825
Transfers In	-	430,438	196,158	-	626,596
<b>Total Revenue</b>	<b>9,647,238</b>	<b>767,564</b>	<b>2,454,793</b>	<b>950,920</b>	<b>13,820,515</b>
<b>Expense</b>					
Personnel	5,482,762	423,393	740,590	388,835	7,035,580
Operations	2,773,445	293,300	1,185,327	356,051	4,608,123
Capital Outlay	283,000	-	-	50,000	333,000
Capital Leases	414,875	-	1,800	-	416,675
Transfers Out	1,001,278	33,175	130,011	285,866	1,450,330
Debt Service	20,224	-	196,158	75,000	291,382
<b>Total Expenditures</b>	<b>9,975,584</b>	<b>749,868</b>	<b>2,253,886</b>	<b>1,155,752</b>	<b>14,135,090</b>
<b>Increases (Decreases) in Fund Balance</b>	<b>(328,346)</b>	<b>17,696</b>	<b>200,907</b>	<b>(204,832)</b>	<b>(314,575)</b>

<b>2020 Estimated Year-End</b>					
<b>Revenue</b>					
Property Tax	1,387,000	-	-	-	1,387,000
Retail Sales	2,752,558	-	-	-	2,752,558
Utility Taxes	1,250,178	89,044	-	-	1,339,222
Other Taxes	5,962	-	-	-	5,962
License & Permits	1,955,216	23,946	-	-	1,979,162
Planning & Development	1,217,519	-	-	-	1,217,519
Fines & Forfeits	57,313	-	-	-	57,313
Charge for Goods & Srvc	501,950	-	2,258,295	833,703	3,593,948
Intergovernmental/Grant	631,599	177,635	22,000	16,000	847,234
Other Rev/Donations	271,046	3	9,368	1,830	282,247
Transfers In	-	400,850	198,540	-	599,390
<b>Total Revenue</b>	<b>10,030,341</b>	<b>691,478</b>	<b>2,488,203</b>	<b>851,533</b>	<b>14,061,555</b>
<b>Expense</b>					
Personnel	4,675,324	325,730	712,081	313,114	6,026,249
Operations	2,348,116	280,857	969,114	302,330	3,900,417
Capital Outlay	348,524	53,500	21,138	-	423,162
Capital Leases	114,863	-	-	-	114,863
Transfers Out	722,162	21,740	96,775	30,261	870,938
Debt Service	20,224	-	198,531	-	218,755
<b>Total Expenditures</b>	<b>8,229,213</b>	<b>681,827</b>	<b>1,997,639</b>	<b>645,705</b>	<b>11,554,384</b>
<b>Increases (Decreases) in Fund Balance</b>	<b>1,801,128</b>	<b>9,651</b>	<b>490,564</b>	<b>205,828</b>	<b>2,507,171</b>



## 2021 Adopted Budget

### 2020 Executive Summary - Operating Funds Comparison

Description	General Fund	Street Fund	Water Fund	Stormwater Fund	Total
<b>2020 Amended Budget</b>					
<b>Revenue</b>					
Property Tax	1,460,000	-	-	-	1,460,000
Retail Sales	2,651,025	-	-	-	2,651,025
Utility Taxes	1,172,046	85,634	-	-	1,257,680
Other Taxes	5,000	-	-	-	5,000
License & Permits	1,831,398	20,000	-	-	1,851,398
Planning & Development	1,192,136	-	-	-	1,192,136
Fines & Forfeits	59,900	-	-	-	59,900
Charge for Goods & Srvc	500,627	-	2,118,404	749,000	3,368,031
Intergovernmental/Grant	607,271	168,116	22,000	16,000	813,387
Other Rev/Donations	261,150	1,025	10,605	275	273,055
Transfers In	-	400,850	198,540	-	599,390
<b>Total Revenue</b>	<b>9,740,553</b>	<b>675,625</b>	<b>2,349,549</b>	<b>765,275</b>	<b>13,531,002</b>
<b>Expense</b>					
Personnel	4,965,332	372,627	745,948	312,349	6,396,256
Operations	2,635,435	271,420	1,096,271	303,376	4,306,502
Capital Outlay	369,300	59,600	40,000	3,000	471,900
Capital Leases	114,870	-	-	-	114,870
Transfers Out	767,162	21,740	96,775	30,261	915,938
Debt Service	20,225	-	198,540	-	218,765
<b>Total Expenditures</b>	<b>8,872,324</b>	<b>725,387</b>	<b>2,177,534</b>	<b>648,986</b>	<b>12,424,231</b>
<b>Increases (Decreases) in Fund Balance</b>	<b>868,229</b>	<b>(49,762)</b>	<b>172,015</b>	<b>116,289</b>	<b>1,106,771</b>

<b>2019 Actual</b>					
<b>Revenue</b>					
<b>Revenue</b>					
Property Tax	1,288,393	-	-	-	1,288,393
Retail Sales	3,250,290	-	-	-	3,250,290
Utility Taxes	1,095,607	72,002	-	-	1,167,609
Other Taxes	5,127	-	-	-	5,127
License & Permits	1,302,769	18,528	-	-	1,321,297
Planning & Development	1,243,980	-	-	-	1,243,980
Fines & Forfeits	74,827	-	-	-	74,827
Charge for Goods & Srvc	564,533	-	1,939,937	676,722	3,181,192
Intergovernmental/Grant	314,624	177,662	-	-	492,286
Other Rev/Donations	238,898	1,694	12,652	(225)	253,019
Transfers In	-	328,125	200,310	-	528,435
<b>Total Revenue</b>	<b>9,379,048</b>	<b>598,011</b>	<b>2,152,899</b>	<b>676,497</b>	<b>12,806,455</b>
<b>Expense</b>					
Personnel	4,252,944	313,842	662,875	275,492	5,505,153
Operations	2,435,721	193,072	912,617	315,345	3,856,755
Capital Outlay	292,007	73,628	108	37,873	403,616
Capital Leases	121,909	-	-	-	121,909
Transfers Out	593,141	20,333	32,623	29,668	675,765
Debt Service	20,224	-	200,310	-	220,534
<b>Total Expenditures</b>	<b>7,715,946</b>	<b>600,875</b>	<b>1,808,533</b>	<b>658,378</b>	<b>10,783,732</b>
<b>Increases (Decreases) in Fund Balance</b>	<b>1,663,102</b>	<b>(2,864)</b>	<b>344,366</b>	<b>18,119</b>	<b>2,022,723</b>



## 2021 Adopted Budget

### 2020 Executive Summary - Operating Funds Comparison

Description	General Fund	Street Fund	Water Fund	Stormwater Fund	Total
<b>2018 Actual</b>					
<b>Revenue</b>					
Property Tax	1,149,449	-	-	-	1,149,449
Retail Sales	2,635,867	-	-	-	2,635,867
Utility Taxes	1,015,750	69,750	-	-	1,085,500
Other Taxes	1,175,971	-	-	-	1,175,971
License & Permits	1,089,769	21,806	-	-	1,111,575
Planning & Development	76,029	-	-	-	76,029
Fines & Forfeits	595,719	-	-	-	595,719
Charge for Goods & Srvc	176,782	-	1,712,142	560,683	2,449,607
Intergovernmental/Grant	98,492	168,375	-	-	266,867
Other Rev/Donations	-	322	9,017	1,414	10,753
Transfers In	8,798	236,403	203,276	-	448,477
<b>Total Revenue</b>	<b>8,022,626</b>	<b>496,656</b>	<b>1,924,435</b>	<b>562,097</b>	<b>11,005,814</b>
<b>Expense</b>					
Personnel	3,806,024	277,093	652,393	202,131	4,937,641
Operations	2,121,599	205,641	782,335	235,988	3,345,563
Capital Outlay	111,759	25,826	252,326	43,834	433,745
Capital Leases	735,000	-	-	-	735,000
Transfers Out	402,947	22,386	291,648	259,722	976,703
Debt Service	20,224	-	202,684	-	222,908
<b>Total Expenditures</b>	<b>7,197,553</b>	<b>530,946</b>	<b>2,181,386</b>	<b>741,675</b>	<b>10,651,560</b>
<b>Increases (Decreases) in Fund Balance</b>	<b>825,073</b>	<b>(34,290)</b>	<b>(256,951)</b>	<b>(179,578)</b>	<b>354,254</b>



## ***2021 Adopted Budget***

### ***Boards, Commissions and Committees***

The City of Ridgefield has several boards, commissions and committees. The boards and commissions were created by City Ordinance and committees were set by Council approved policy to serve as advisory bodies to the City Council and staff.

Due to the ongoing public health crisis and to assure the health and safety of the general public the City of Ridgefield will conduct public meetings virtually. All board, commission and committee meetings will be held in a virtual format until further notice. Staff are planning for virtual meetings to continue in 2021 until the Governor updates proclamations to allow in person meetings.

#### ***Planning Commission***

The Planning Commission is comprised of seven volunteer citizens who advise the City Council on planning, development, and growth issues for the community. The commission reviews and makes recommendation to the City Council on updates to the City's Comprehensive Plan and Capital Facilities Plans, Development Code regulations, shoreline management regulations, environmental protection regulations, general development policy, and other matters as directed by the City Council. The Commission does not conduct quasi-judicial hearings on land use applications as the City uses a Hearings Examiner to review such proposals. Planning Commission meetings are held on the first Wednesday of each month. For more information refer to RMC 2.12 – Planning Commission.

#### ***Civil Service Commission***

The Civil Service Commission is comprised of three volunteer citizens who preside over the manner in which police officer candidate examinations are held as well as how appointments and promotions are made. The Commission is also responsible for hearing complaints, conducting investigations and hearings, and determining appeals regarding police officers and other matters connected with personnel administration of the Police Department. Commissioners must be citizens of the United States, must have been residents of the City of Ridgefield for at least three years, and must be eligible to vote in Clark County. Civil Service Commission meetings are held on the second Tuesday of each month. For more information refer to RMC 2.64 – Civil Service System.

#### ***Parks Board***

The Parks Board is comprised of seven volunteer citizens who advise the City Council on parks planning, parks acquisition, operations, and maintenance within the current and future city limits of Ridgefield. Eligible members include residents, property owners and business owners within the urban growth area of the City, as well as citizens residing within the boundaries of



## ***2021 Adopted Budget***

the Ridgefield School District. Parks Board meetings are held on the second Wednesday of each month. For more information refer to RMC 2.56 – Ridgefield Parks Board.

### ***Salary Commission***

The Ridgefield Salary Commission was created on April 24, 2014, as a five-member independent body with the authority to set the salary of the members of the Council. An independent salary commission studies the relationship of the Ridgefield City Council members' duties and salaries to Council members in comparable City jurisdictions and fixes salaries based on that comparison as well as the City's budget and other market conditions. The Commission meets as often as necessary each year, with a first meeting no later than March 31 and actively solicits public comment for consideration when making a salary determination. The Commission files a salary schedule with the city clerk on or before May 31 which is published in the same manner as a city ordinance. The salary schedule is then incorporated into the city budget without further action of the city council. For more information refer to RMC 2.62 – Independent Salary Commission.

### ***Cemetery Board***

The Cemetery Advisory Board is comprised of three volunteer residents. The Board is established to provide advisory assistance and recommendations to the Public Works Director on cemetery operations and maintenance within the city limits of Ridgefield. Meetings of the board shall be held at least three times per calendar year. For more information refer to RMC 2.52.160 – 2.52.200 – Ridgefield City Cemetery (Advisory Board).

### ***Budget Advisory Committee***

The Budget Advisory Committee consists of two City Council members, City Executive Management, and one citizen member appointed by Council. The main role of the Budget Advisory Committee is to serve in an advisory capacity to assist in development of an annual budget that reflects the City's top priorities. The Budget Advisory Committee also provides open and transparent communication among the participants and the citizens of Ridgefield. For more information refer to Financial Policy #07: Budget page 16 [Budget Advisory Committee](#).



## ***2021 Adopted Budget***

### ***Labor Relations***

The City currently has 50 full-time positions and 3 part-time positions. The City will be adding 7 full-time positions and transitioning one part-time position to full-time in 2021 for a total of 58 full-time and 2 part-time positions. There are two collective bargaining units within the City, Chauffer's, Teamsters and Helpers, Local 58 ("Teamsters") and the Ridgefield Police Officers Association ("RPOA"). Teamsters represents 27 employees across all City Departments including Public Works positions and clerical staff. The RPOA represents the City's Police Officers and Police Sergeants which currently consists of 9 positions. The City also employs 17 non-represented staff including department directors, supervisors, and professional positions which are primarily in its engineering and community development departments.

The City negotiates with each union separately using an interest based bargaining process. The collective bargaining agreements with the Teamsters and the RPOA both had an expiration date of December 31, 2020. Due to economic and other uncertainties due to the Covid-19 pandemic, the City and each union negotiated and agreed to extend each contract for one year with no operational changes and a cost-of-living salary increase effective January 1, 2021. The City will enter negotiations with each union in 2021 with a goal of reaching settlement agreements for longer term contracts prior to expiration.

The City's priorities when entering negotiations with each union include using the collective bargaining process to accomplish the mission and goals of the City; continuing to open communication and build effective working relationships with the unions and the represented employees; maintaining a fair total compensation package that is based on comparable agencies, that attracts and retains qualified employees and is fiscally responsible; and complies with all federal and state labor laws in the process.

A significant event occurred in 2020 for the Teamsters union. Teamsters appointed a new union representative to assist the City's bargaining unit. The Teamsters representative has worked with the City's bargaining unit in the past. In addition, the employee representative for Teamsters resigned from employment and a new representative was appointed. The City does not anticipate any changes in relationship with the union or bargaining strategy due to the change.



## *2021 Adopted Budget*

### *IV. Department Summary*



## 2021 Adopted Budget

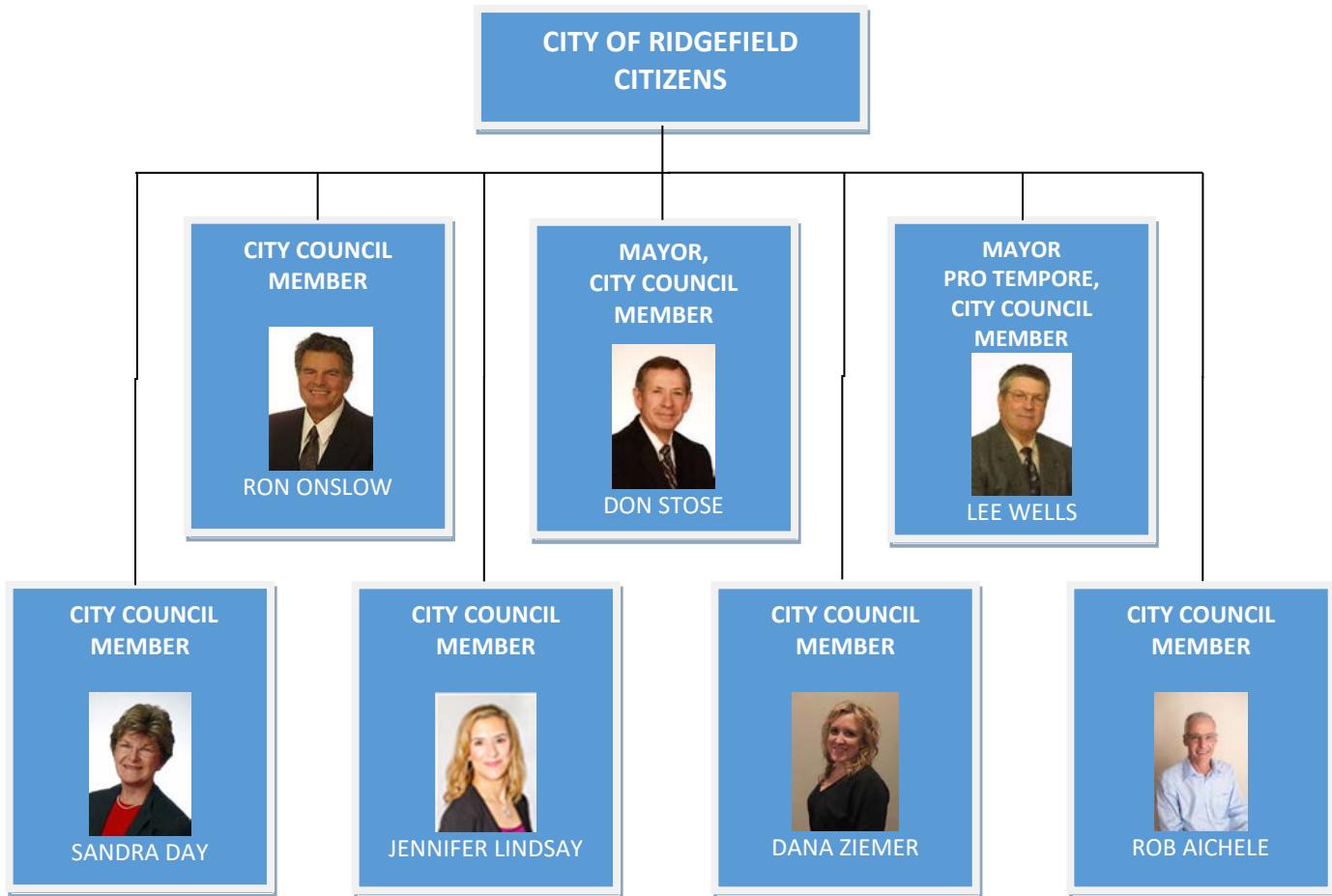
### Organizational Matrix – Department Assignments by Fund

Organizational Matrix - Department Assignment by Fund				
Department	General Fund	Street Fund	Water Fund	Stormwater Fund
	<i>City Council</i>			
<i>Executive</i>	<i>Executive</i>			
<i>Finance</i>	<i>Finance and Accounting, Budget, Investments, Payroll, Grant Management, Procurement, Customer Service</i>		<i>Utility Administration</i>	<i>Utility Administration</i>
<i>Human Relations</i>	<i>Human Relations, Labor Relations</i>			
<i>Administration</i>	<i>City Administration, Legal Risk Management, Information Technology, Community Outreach, Public Records, Events</i>			
<i>Public Safety</i>	<i>Police Administration &amp; Services, Municipal Court, Civil Service, Animal Control</i>			
<i>Community Development</i>	<i>Community Development, Building Permits, Land Use, Code Enforcement</i>			
<i>Public Works</i>	<i>Public Works Administration, Facilities, Cemetery, Parks, Engineering Review</i>	<i>Street Operations and Maintenance</i>	<i>Water Distribution</i>	<i>Stormwater Drainage</i>



## 2021 Adopted Budget

### *Mayor and City Council*



#### **Overall Goal**

- Effectively represent the citizens of the City of Ridgefield.
- Provide leadership as the policy-making body for the City.

#### **Key Objectives**

- Adopt City policy through ordinances and resolutions.
- Adopt annual budgets that finance City services, reflect Council goals, objectives, and community vision.
- Serve as ambassadors of the City by maintaining effective communications with citizens.
- Advocate for the City and maintain relationships with other governmental agencies and legislative bodies whose programs and policies affect the City.



## 2021 Adopted Budget

*Mayor and City Council*





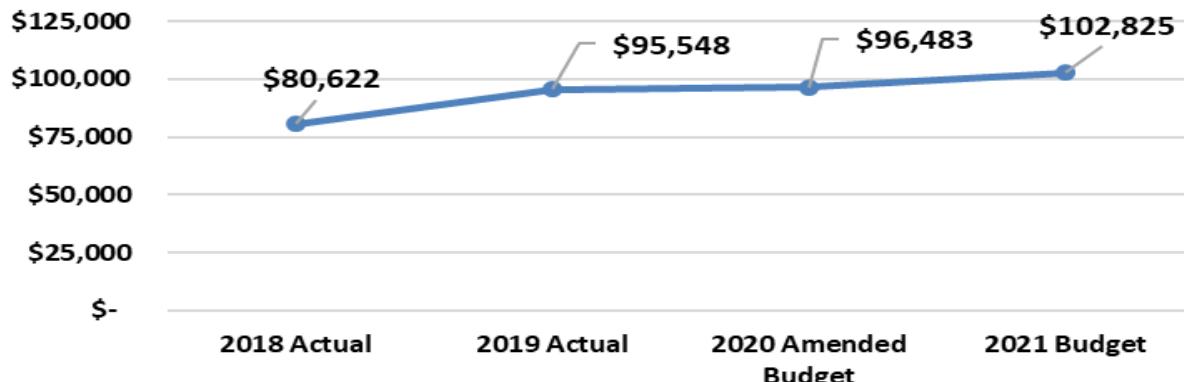
## 2021 Adopted Budget

### *Mayor and City Council*

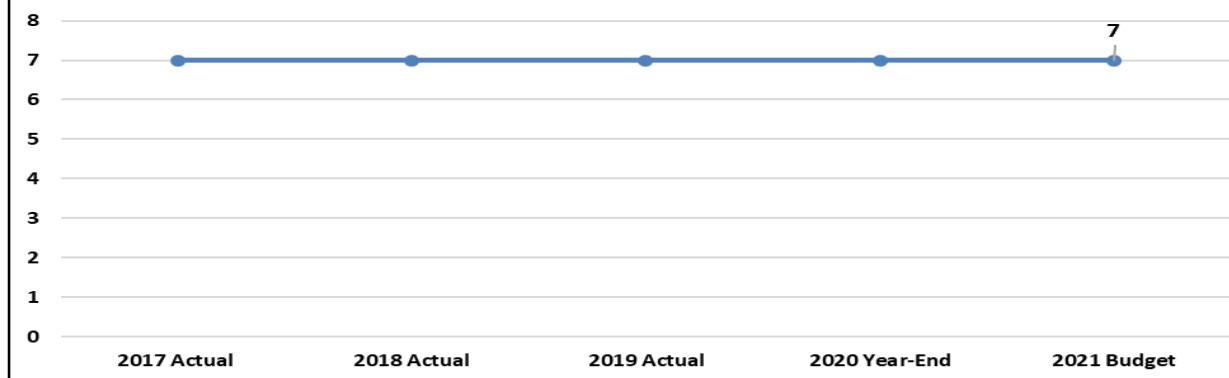
#### *City Council Budget Summary:*

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>
Personnel	\$52,556	\$52,625	\$55,258	\$55,225
Supplies	991	2,068	1,625	1,600
Service/Advocacy	11,590	14,056	17,000	24,500
Utilities	3,931	3,395	5,000	4,000
Maintenance	3,308	4,112	5,600	5,500
Intergovernmental	8,246	19,292	12,000	12,000
<b>Total Budget</b>	<b>\$80,622</b>	<b>\$95,548</b>	<b>\$96,483</b>	<b>\$102,825</b>

#### **Expenditures Comparison**



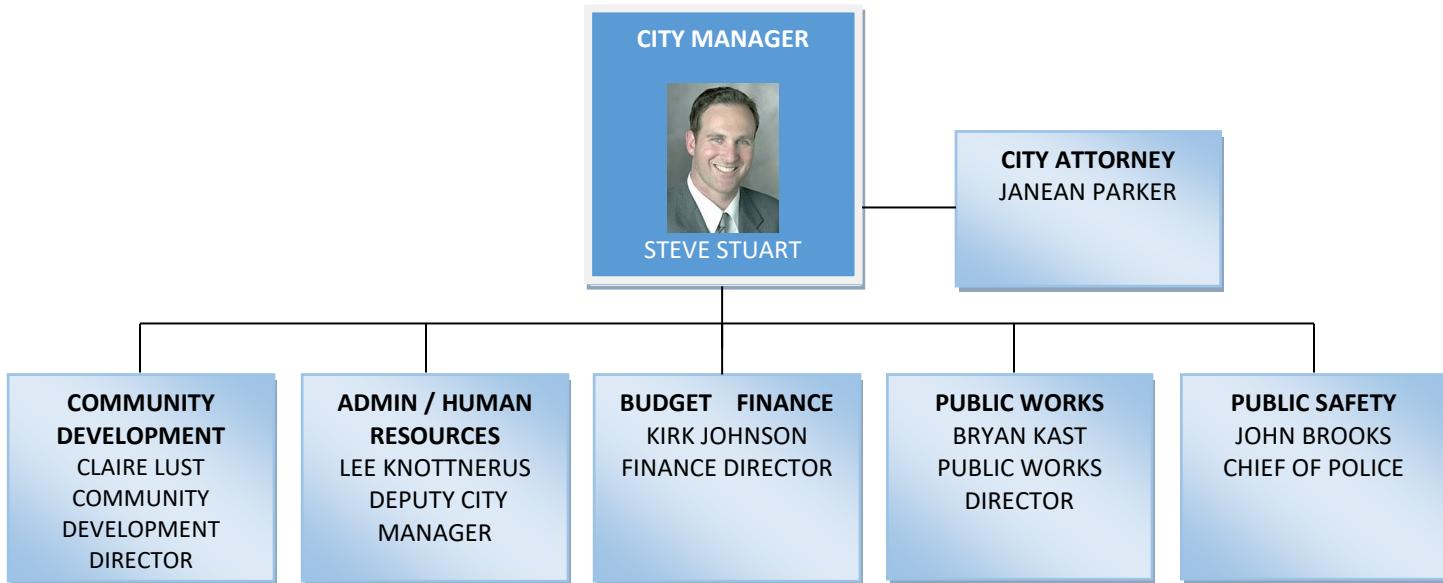
#### **City Council Positions**





## 2021 Adopted Budget

### *Executive*



### **Department Overview**

The City Manager is appointed by the City Council as the chief administrator for the City of Ridgefield. The City Manager is responsible to the Mayor and Council for the proper administration of all City business.

### **Key Objectives**

- Report and make recommendations to the Mayor and Council about the needs of the City.
- Administer and enforce all City ordinances, resolutions, franchise agreements, leases, contracts, permits, and other City business.
- Organize City department and administrative structure.
- Prepare and administer the annual City budget.
- Encourage and support regional and intergovernmental cooperation.
- Promote cooperation among the Council, staff and citizens in developing City policies and building a sense of community.
- Provide council and staff with leadership and advice while implementing best practices to achieve adopted goals and deliver quality services to the community.
- Administer economic development programs for the City.



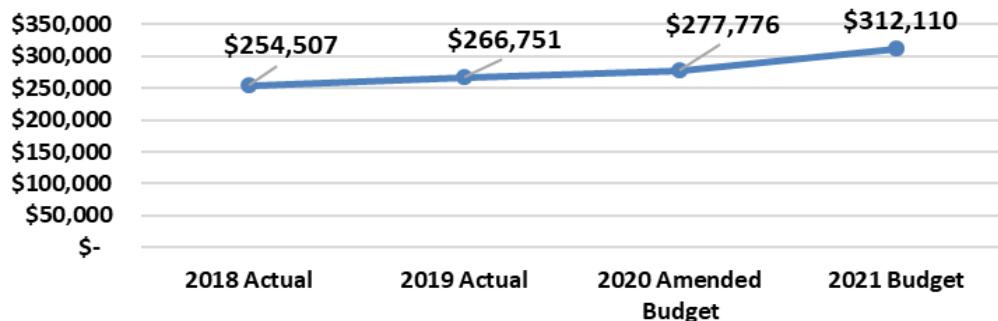
## 2021 Adopted Budget

### Executive

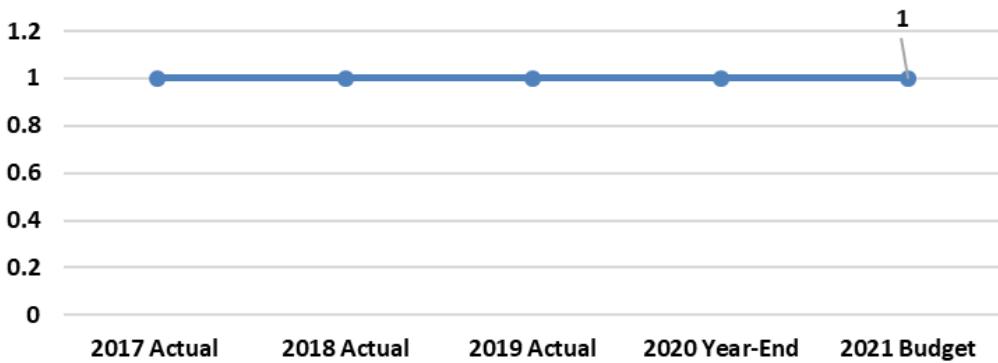
#### Executive Budget Summary:

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>
Personnel	\$233,347	\$246,012	\$255,476	\$289,160
Supplies	539	482	750	950
Services/Prof Dev	17,995	19,533	19,000	19,500
Maintenance	2,172	315	2,000	2,000
Utilities	454	409	550	500
<b>Total Budget</b>	<b>\$254,507</b>	<b>\$266,751</b>	<b>\$277,776</b>	<b>\$312,110</b>

#### Expenditures Comparison



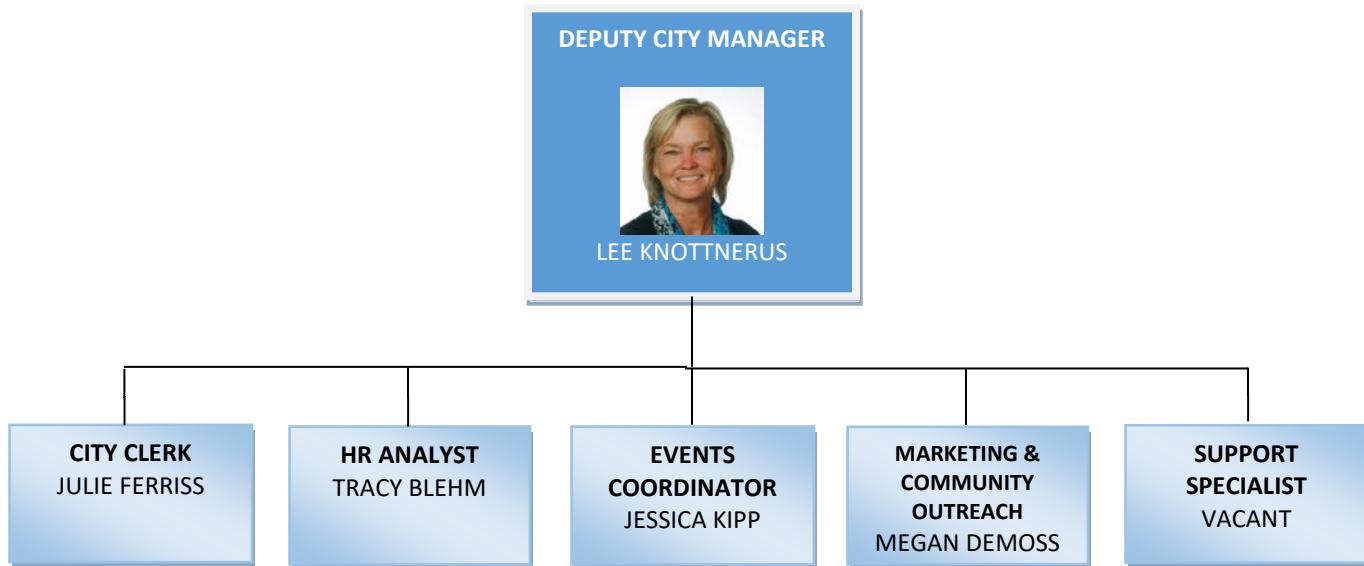
#### FTE Comparison





## 2021 Adopted Budget

### *Administration/Human Resources*



#### **Department Overview**

The Administration Department is responsible for professional and informational services to the City Council, City Manager and other City Departments as well as for community engagement and events. Personnel in the department oversee and manage City Clerk functions, public records, human resources, labor relations, payroll, information technology, community engagement, events, risk management and Title VI civil rights compliance.

#### **2020 Goals Status:**

- Support and enhance downtown revitalization efforts by strengthening partnerships with downtown merchants, Ridgefield Main Street and the Ridgefield Chamber; exploring and offering additional recreational activities and continuing to implement a comprehensive community outreach and events strategy.
- 1. **City has staff on the RMS Board and its Design Committee.** In partnership this year: created an app highlighting downtown artwork and businesses, provided outdoor seating for downtown restaurants and around town for COVID, distributed Moola, created a Game Park and made significant progress on beautification of an alley.
- 2. **With the Chamber:** created a structure/partnership to obtain items from businesses for Welcome Bags and deliver to new residents, partnered on designing and selling t-shirts with funds going to Family Resource Center and local businesses, Chamber is an active participant in First Saturday planning and volunteering, a Council member will be appointed to the Board for 2021.



## 2021 Adopted Budget

- 3. Adapted an event strategy to provide virtual/hybrid community events throughout COVID, created an app for use of trails in the City, created a walking challenge for the community (100 Miles in 100 days), created a Whodunnits mystery activity.
- Expand public relations and opportunities for citizen engagement through the City's website, app, social media, printed material, in person events/meetings and text outreach programs. Created and implemented a new City website, enhanced the community newsletter content and distribution (paper and electronic), created a strategic plan for enhancing information on the City's website regarding work and accomplishments of each department, created a structure to obtain input from residents on City projects and feedback about decision-making, implemented a text outreach program, enhanced the City's app, adapted to COVID requirements for public meetings.
- Create and expand administrative, human resource and labor relation programs through negotiation of collective bargaining agreements with the City's two unions, enhancing a culture of employee engagement, building on risk management and safety programs, expanding recruitment and career development programs and creating internal efficiencies and procedures. Increased Efficiencies through creation of electronic forms (e.g., employment application, training requests, etc.), developed working relationships with new leadership teams for both City unions and settled contracts with the two unions, expanded the Wellness program and implemented an electronic Wellness website in partnership with WellWorks, created electronic channels for meetings/communication with employees working at home due to COVID, modified and implemented policies/procedures to address and comply with COVID requirements, expanded the City's safety committee for response to COVID concerns, created a Public Works safety committee, hired a contract to monitor/provide necessary first aid and safety equipment, implemented a monthly employee newsletter, implemented an Employee Portal (intranet).

### 2021 Goals:

- Support and enhance downtown revitalization efforts in partnership with downtown merchants, Ridgefield Main Street and the Ridgefield Chamber, Ridgefield Arts Association, Farmer's Market and other community organizations.
- Explore and offer additional recreational activities and continue to implement a comprehensive community outreach and events strategy.
- Expand public relations by facilitating communication, interaction, involvement and exchange between the City and the Ridgefield community, stakeholders and visitors.
- Create and expand administrative, human resource and labor relation programs through negotiation of collective bargaining agreements with the City's two unions, enhancing a



## 2021 Adopted Budget

culture of inclusiveness and employee engagement, building on risk management and safety programs, creating an electronic document management and retention system, and assuring internal efficiencies and procedures.

- Assist Ridgefield businesses and residents during the pandemic to assure a safe and healthy economic recovery.



### Administration/Human Resources

#### Administration, Human Resources, Information Technology and Events Budget Summary:

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>
<b><u>Administration</u></b>				
Personnel	\$312,067	\$390,270	\$440,029	\$511,930
Supplies	411	1,077	1,000	1,000
Services/Prof Dev	8,241	1,754	13,000	13,000
Maintenance	275	869	1,600	1,600
Utilities	454	408	550	500



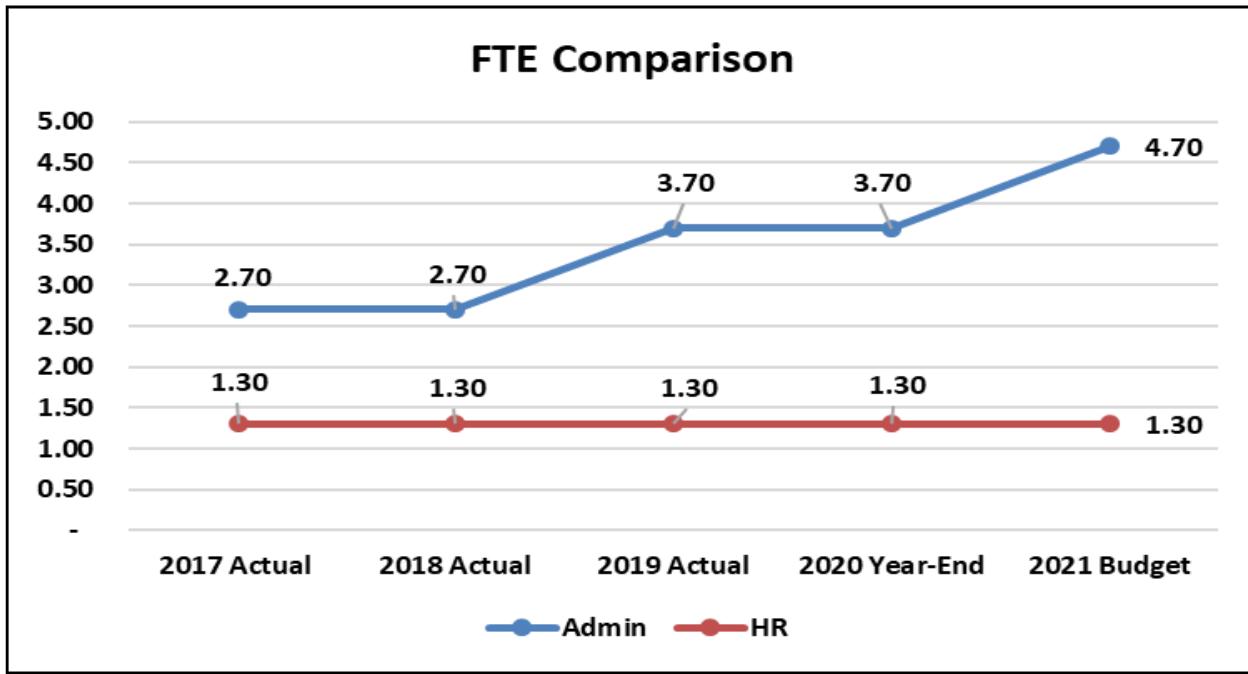
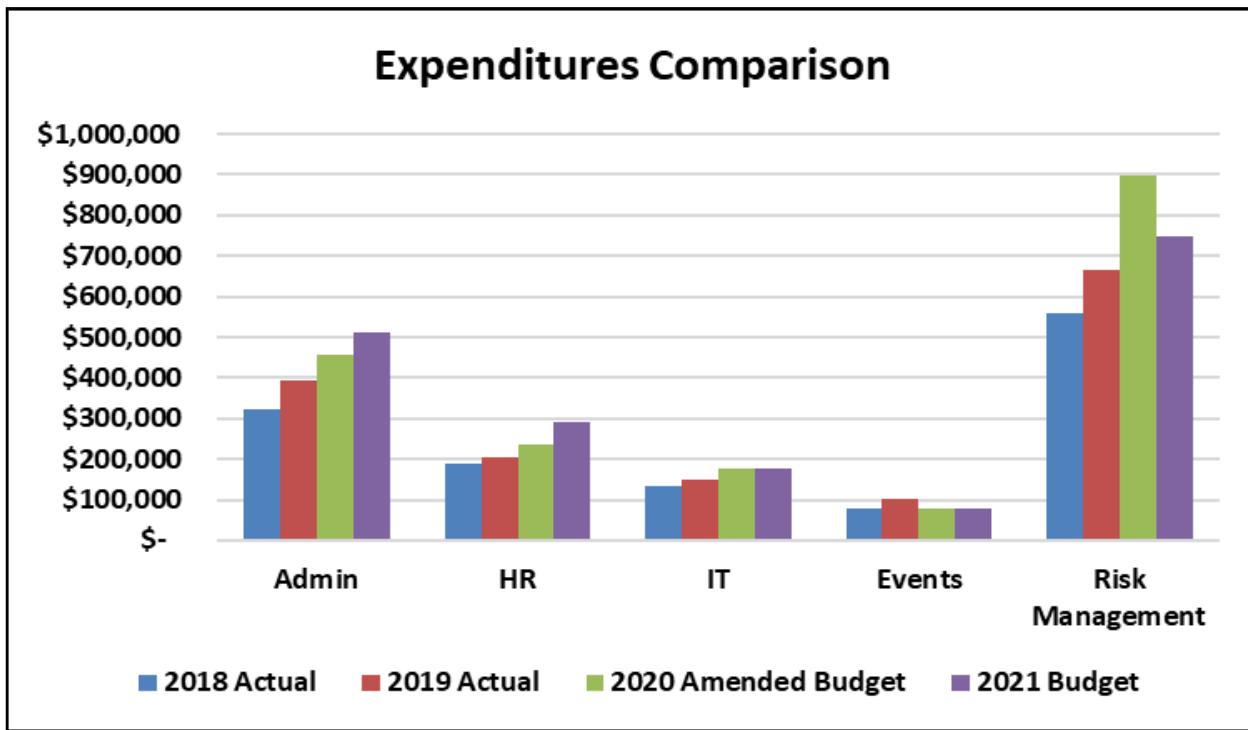
## 2021 Adopted Budget

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>
<b>Total Admin Budget</b>	<b>\$321,448</b>	<b>\$394,378</b>	<b>\$456,179</b>	<b>\$528,030</b>
<b><u>Human Resources</u></b>				
Personnel	\$166,913	\$175,942	\$186,679	\$194,015
Services/Prof Dev	22,238	30,229	51,350	97,000
<b>Total HR Budget</b>	<b>\$189,151</b>	<b>\$206,171</b>	<b>\$238,029</b>	<b>\$291,015</b>
<b><u>General Gov – Risk Management</u></b>				
Personnel	\$0	\$0	\$0	\$0
Supplies	15,518	19,430	109,275	33,000
Services/Prof Dev	112,761	207,342	302,800	190,000
Intergovernmental	1,843	2,074	3,000	3,000
Maintenance	257,898	293,196	298,550	324,000
Utilities	34,931	32,676	34,900	35,000
Capital Leases	85,000	56,433	49,390	49,400
Transfers	49,560	53,051	101,312	114,840
<b>Total Risk Man. Budget</b>	<b>\$557,511</b>	<b>\$664,202</b>	<b>\$899,227</b>	<b>\$749,240</b>
<b><u>Information Technology</u></b>				
Maintenance	\$104,675	\$138,472	\$145,409	\$178,800
Capital	30,384	10,100	33,500	0
<b>Total Info Tech Budget</b>	<b>\$135,059</b>	<b>\$148,572</b>	<b>\$178,909</b>	<b>\$178,800</b>
<b><u>Events</u></b>				
Community Events	\$78,846	\$102,206	\$80,000	\$80,000
<b>Total Community Events</b>	<b>\$78,846</b>	<b>\$102,206</b>	<b>\$80,000</b>	<b>\$80,000</b>



## 2021 Adopted Budget

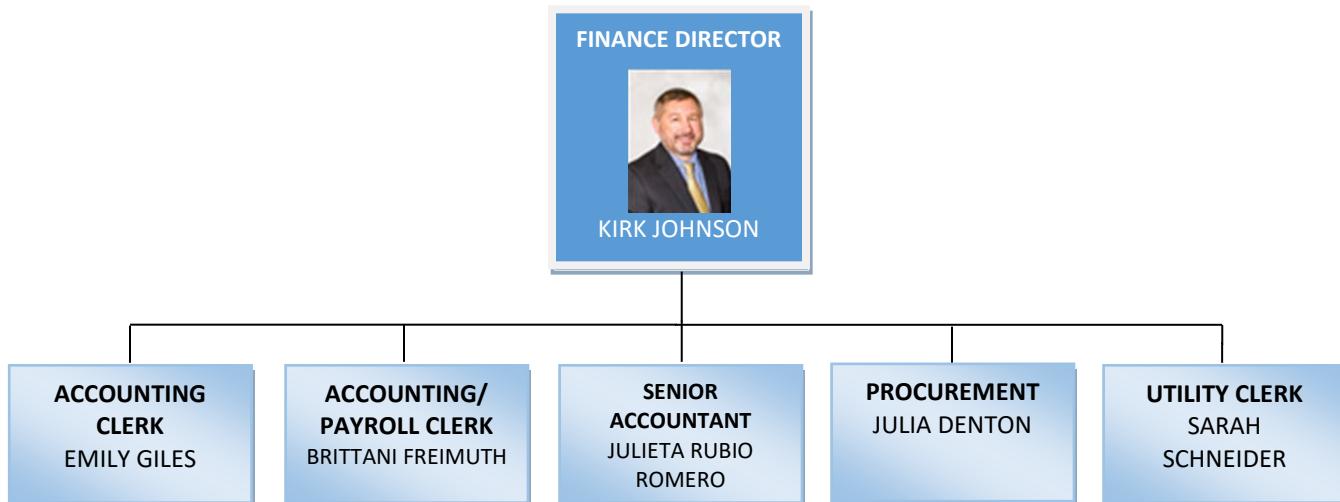
### Administration/Human Resources





# 2021 Adopted Budget

## Budget/Finance



### Department Overview

The Finance Department is responsible for compliance with generally accepted accounting principles (GAAP) and applicable State and Federal regulations. The Finance Department role includes responsibility for the City's financial stability, preparation of the City's annual budget, financial reporting, investment activities, daily accounting processes, utility billing and account management, contracting and grant management and procurement. The Finance Department provides support to the City Manager and City departments to ensure fiscal sustainability for the City of Ridgefield.

### Key Objectives

- Ensure City financial policies and procedures are implemented and carried out.
- Assist department management and staff to provide financial and budgetary support.
- Support and oversee the development of the annual budget.
- Contract and grant management support.
- Procurement services.
- Provide timely and accurate monthly, quarterly and annual financial reports.
- Oversee fee schedules and ensure proper utilization and processing of charges.
- Process and pay vendors timely and accurately.
- Process payroll services for City staff accurately and timely.
- Create an efficient process for utility billing and receipting of payments.
- Perform phone and walk-in customer service and support.



## 2021 Adopted Budget

### Budget/Finance

#### 2020 Goals Status:

- Implement city credit card program to new online account management platform. **Completed April 2020.**
- Research new accounts payable platform to enhance electronic payments via ACH and single-pay credit cards. **Researched programs and determined current platform through ERP system as best fit for City. Increased accounts payable electronic payments from estimate of 5%-10% to 30% by September 2020.**
- Complete fleet management study and propose updates to current processes. **Fleet management study put on hold due to Covid-19 expenditure reductions. Will complete project in 2021.**
- Implement 6-year capital budget and tie to capital facility plans and financial sustainability model. **Put on hold due to Covid-19 expenditure reductions. Current plan is to tie to growth management plan update and 6-year business plan update in 2022.**
- Add project page to financial transparency software and make available to public. **Complete. Went live second quarter 2020 for all departments.**
- Enhance contract and grant management workflow process in document management system. **Complete 4<sup>th</sup> quarter 2020.**
- Implement DocuSign module into document management system for more efficient contract workflow and reduce paper output. **Complete 2<sup>nd</sup> quarter 2020.**
- Research and implement level payment plan for utility accounts by January 1, 2021. **Put on hold due to Covid-19 restrictions on personnel in the office. Will research and implement in 2021 with a live date in early 2022.**

#### 2021 Goals:

##### Department Goals

- Implement electronic forms workflow to utility billing, contract management, and accounts payable to increase efficiencies and reduce paper output.
- Complete fleet management study and propose options for city fleet needs and complete update of equipment replacement financial model.

##### Finance Related Goals

- Increase accounts payable electronic payments from 30% to 40% by June 30, 2021.
- Ongoing review and update of finance related policies and procedures.
- Enhance grant management workflow process in document management system for records retention and efficiency.



## ***2021 Adopted Budget***

### **Payroll Related Goals**

- Complete training for payroll/accounting clerk.
- Complete automation of the quarterly and Washington State retirement reporting in payroll system by December 31, 2021.
- Complete transition of payroll related payments to external organizations to ACH payment methods by December 31, 2021.

### **Utility Account Related Goals**

- Complete testing and implement level payment plan option to utility customers by January 1, 2022.
- Research and offer options for ongoing utility assistance program for customers in need.

### **Procurement Related Goals**

- Enhance communication and workflow with internal customers to draft and release project solicitations for cost effective bidding and timely scheduling.
- Research new grant opportunities and facilitate coordination of deadlines.
- Draft written procedural manual for all procurement functions.
- Collaborate with engineering to create a special provisions template to reflect current best practices in construction contract administration.





## 2021 Adopted Budget

### Budget/Finance

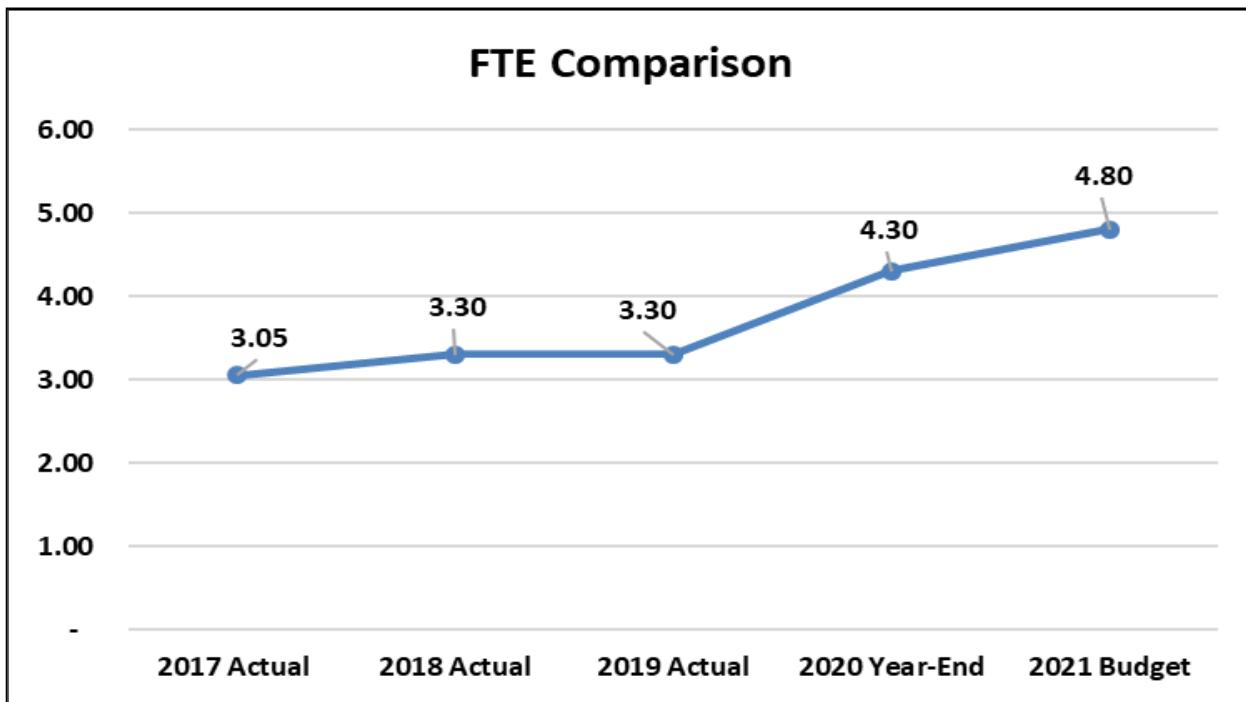
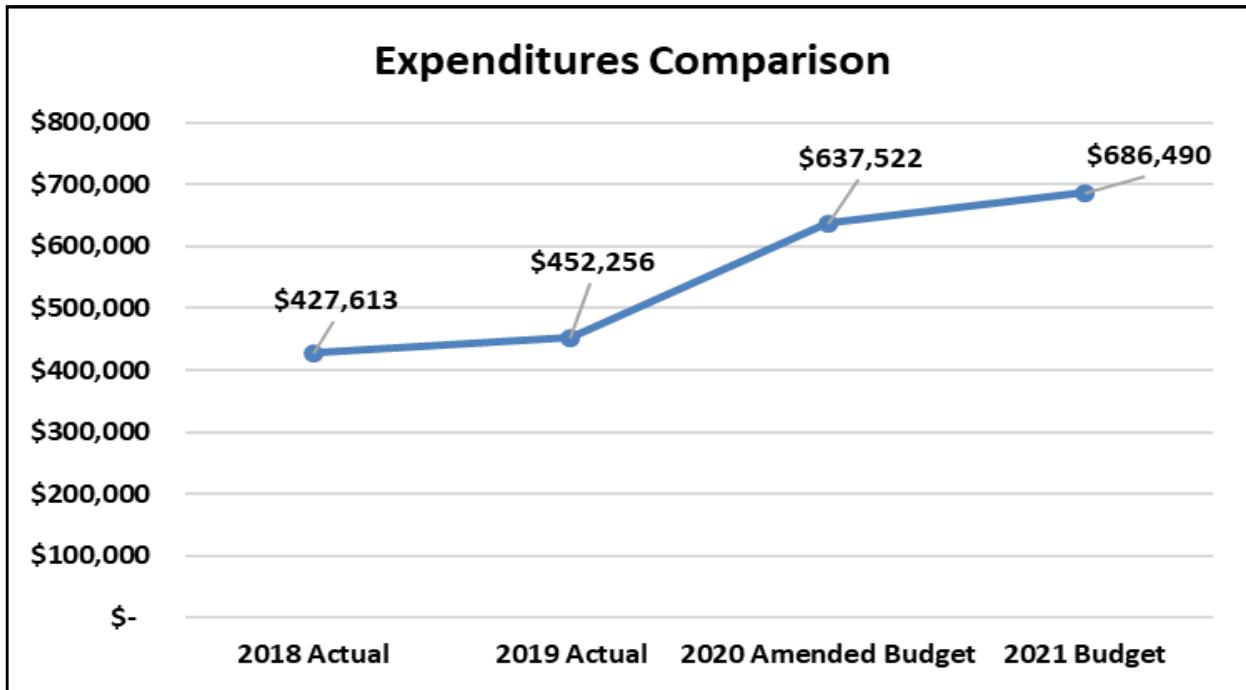
#### Finance Budget Summary

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>
Personnel	\$351,448	\$374,034	\$540,022	\$573,790
Supplies	1,876	6,941	16,100	14,000
Services/Prof Dev	38,029	29,425	30,000	37,000
Intergovernmental	35,350	40,952	50,000	60,000
Maintenance	456	495	850	1,200
Utilities	454	409	550	500
<b>Total Budget</b>	<b>\$427,613</b>	<b>\$452,256</b>	<b>\$637,522</b>	<b>\$686,490</b>



## 2021 Adopted Budget

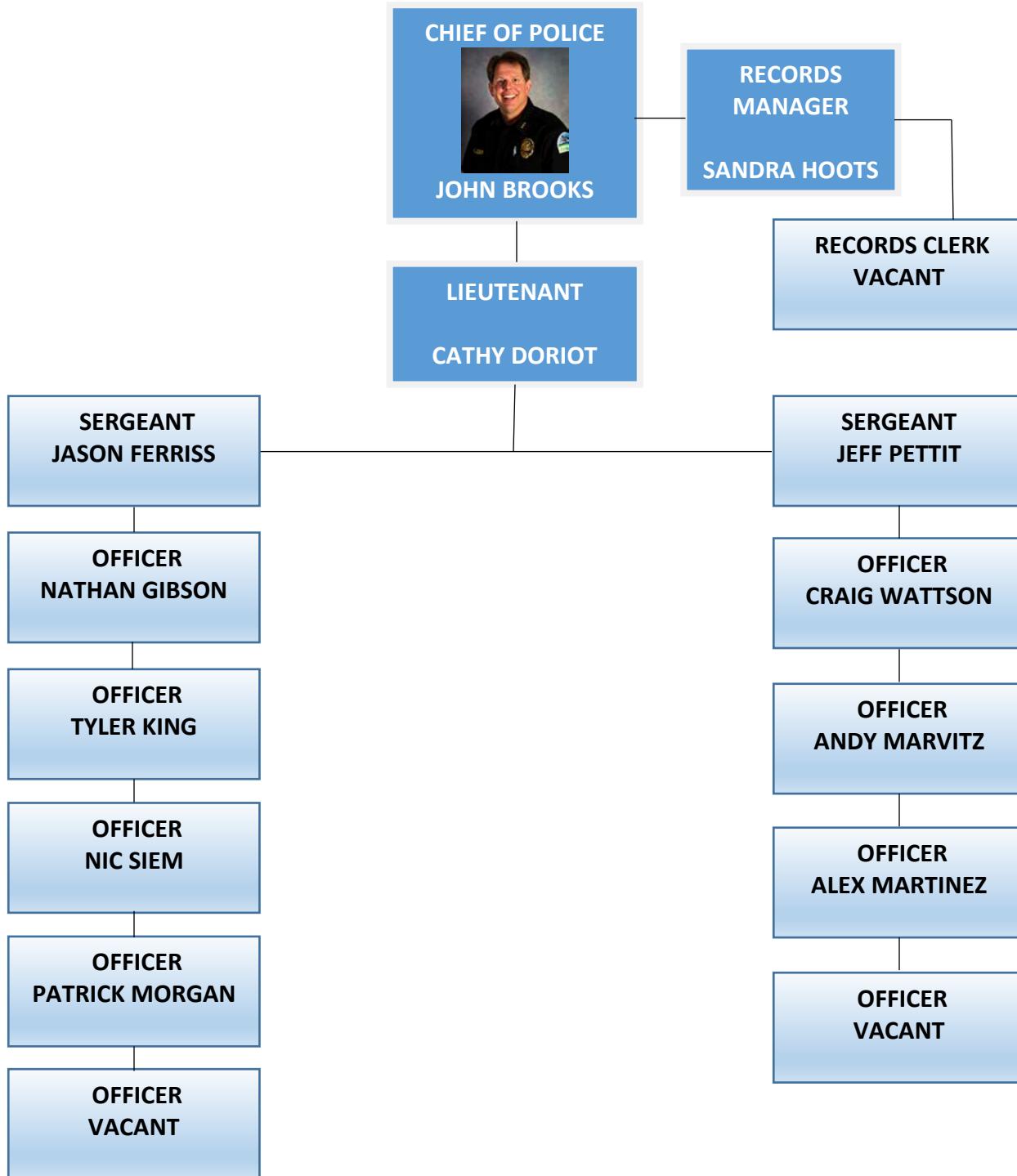
### Budget/Finance





## 2021 Adopted Budget

### Public Safety





## ***2021 Adopted Budget***

### ***Public Safety***

#### **Overall Goal**

Perform essential law enforcement services to the citizens of Ridgefield, the local businesses and their employees and patrons, and to others visiting or traveling through the City of Ridgefield. Also create partnerships that enhance public safety education to the community. Oversee the emergency management function for the City, maintaining and updating the emergency response procedures and providing ongoing training to staff and other involved stakeholders.

#### **2020 Goals Status:**

- Complete training for three replacement police officers, 2 sergeants, and one lieutenant due to retirement and promotions. **Completed.**
- Complete steps to position the Ridgefield Police Department for state accreditation in 2021. **In progress. Behind schedule due to Covid-19 pandemic. Still on track to complete in 2021.**
- Complete the transition and move to a new police facility. **Delayed to 2021 due to developer postponing project groundbreaking until 4<sup>th</sup> quarter 2020. Estimated to transition in 4<sup>th</sup> quarter 2021.**

#### **2021 Goals:**

- Hire and train two new police officers.
- Hire and train new police clerk.
- Complete steps to position the Ridgefield Police Department for state accreditation in 2021.
- Complete the transition and move to a new police facility.



## ***2021 Adopted Budget***

### ***Public Safety***





## 2021 Adopted Budget

### Public Safety

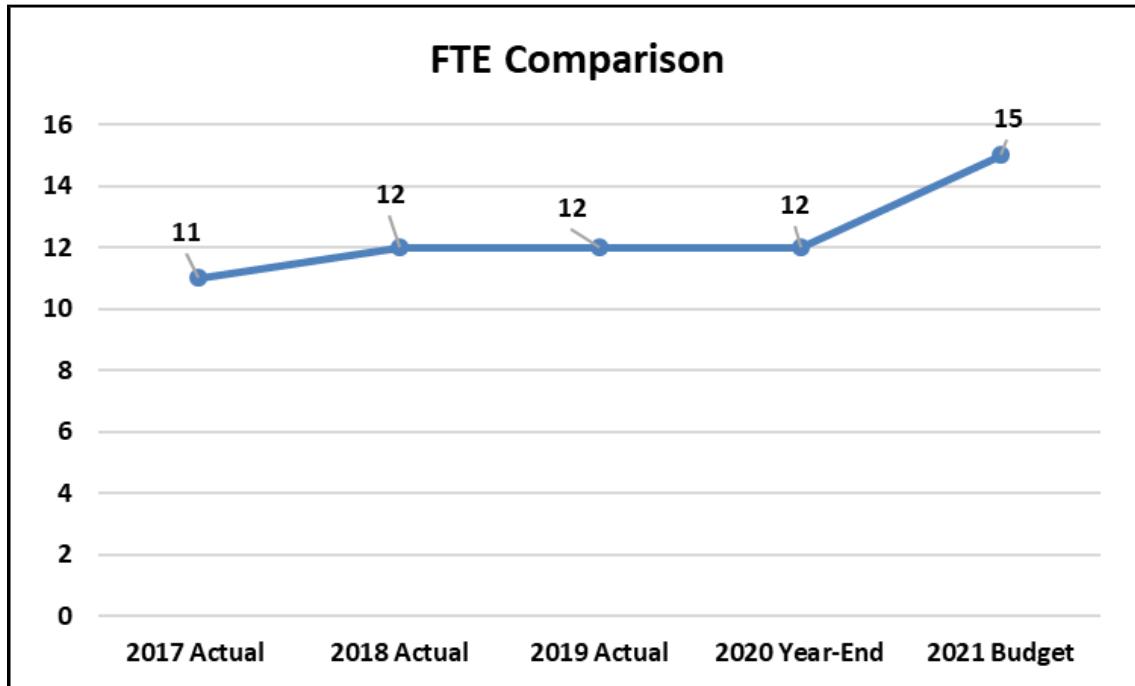
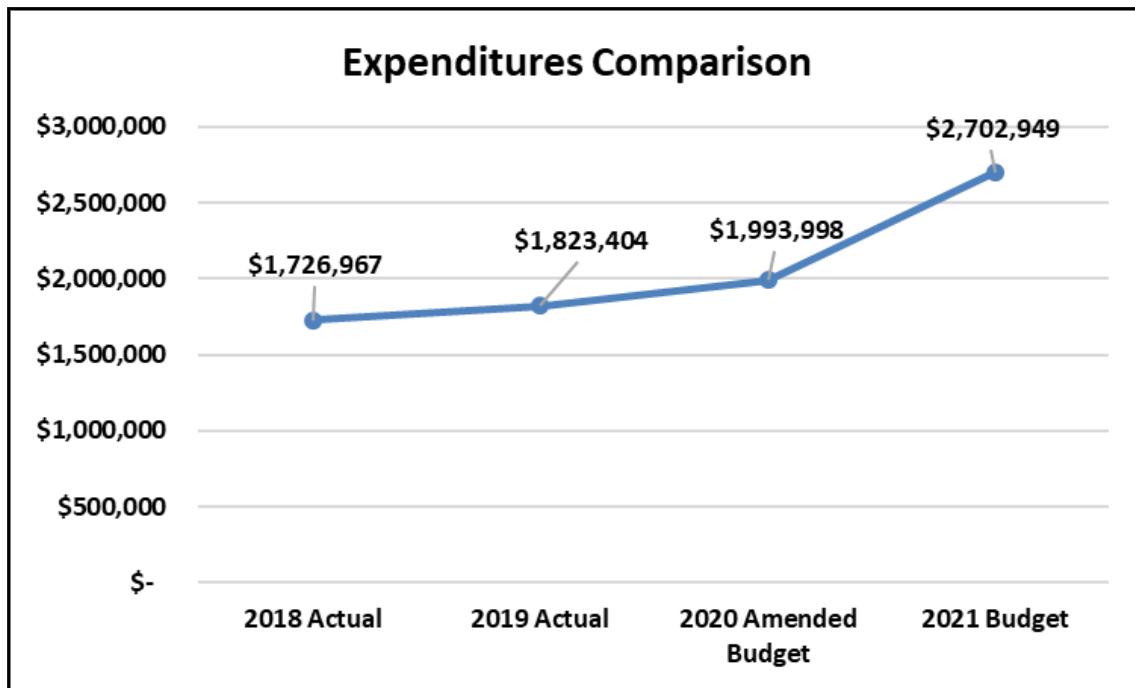
#### Public Safety and Civil Service Budget Summary

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>
<b><u>Public Safety</u></b>				
Personnel	\$1,369,070	\$1,474,762	\$1,559,507	\$1,810,495
Supplies	70,619	62,339	70,550	116,900
Services/Prof Dev	14,590	58,576	29,300	37,500
Intergovernmental	129,855	116,227	138,216	151,380
Maintenance	79,950	67,662	80,000	98,250
Utilities	22,117	23,614	26,200	28,200
Capital Outlays	20,542	0	70,000	140,000
Capital Leases	0	0	0	300,000
Debt Service – CRESA	20,224	20,224	20,225	20,224
<b>Total Public Safety Budget</b>	<b>\$1,726,967</b>	<b>\$1,823,404</b>	<b>\$1,993,998</b>	<b>\$2,702,949</b>
<b><u>Civil Service</u></b>				
Supplies	\$0	\$0	\$100	\$100
Services	70	80	900	900
<b>Total Civil Service Budget</b>	<b>\$70</b>	<b>\$80</b>	<b>\$1,000</b>	<b>\$1,000</b>



## 2021 Adopted Budget

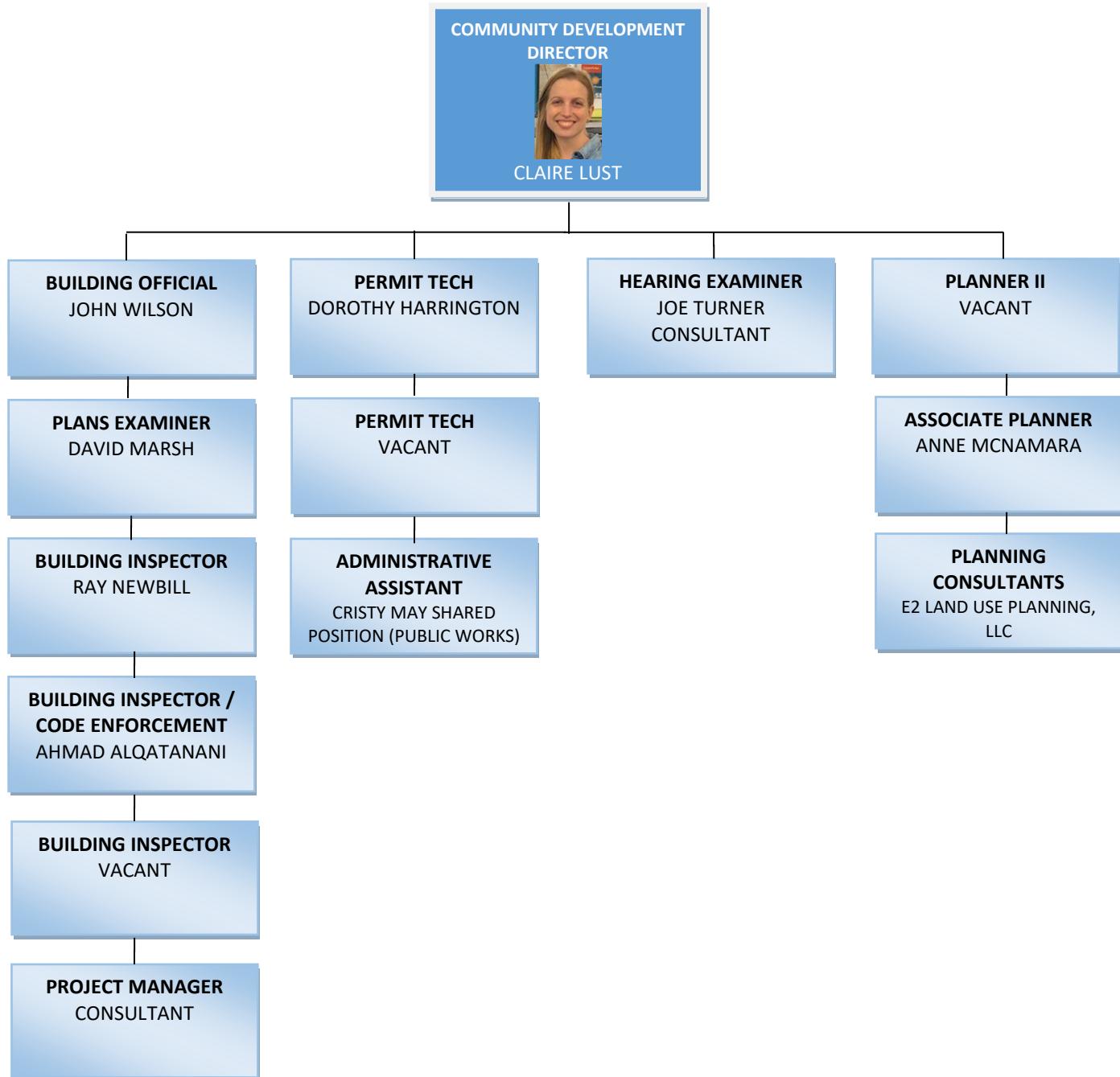
### Public Safety





## 2021 Adopted Budget

### Community Development





## 2021 Adopted Budget

### ***Community Development***

#### **Key Objectives**

- Implement the City of Ridgefield Comprehensive Plan to ensure compliance with the State's Growth Management Act.
- Ensure the City's Development Code is up-to-date and in alignment with the City of Ridgefield Comprehensive Plan.
- Provide efficient land use development and building permit processes to serve the Ridgefield community.
- Coordinate and collaborate with internal and external stakeholders and agencies.
- Ensure the building of an economically, environmentally and socially sustainable community.

#### **2020 Goals Status:**

- Complete implementation of the online permitting system. Complete. **Go live date scheduled for December 2020.**
- Streamline review processes. In 2020, single-family residential building permit review has been streamlined. A limit to the number of submittals per builder per week has decreased backlogs, and the typical turnaround time for permit approval has decreased by approximately 2 weeks since the beginning of the year. All permit review processes are anticipated to be streamlined when the online permitting system is implemented – as part of the electronic migration process, staff identified redundant and inefficient steps to be eliminated.
- Complete required legislative updates. **The Shoreline Master Program update deadline was extended from June 2020 to June 2021.**
- Implement the increase in jobs per acre incentive program. A code update added **Computer and Electronics Manufacturing**, a use with high jobs per acre, as a permitted use in the Employment zone.
- Continue to manage growth in a sustainable way. Staff continues to review all development proposals carefully to ensure compliance with the Ridgefield Development Code and Ridgefield Urban Area Comprehensive Plan, planning documents that guide sustainable growth in the city. The Carty Road Subarea Plan contemplates.

#### **2021 Goals:**

- Implement SmartGov online permit submittal and review system.
- Streamline commercial project review processes.
- Complete legislative updates to the Shoreline Master Program and to housing components of the Ridgefield Development Code.
- Continue to manage growth in a sustainable way.



## 2021 Adopted Budget

### Community Development

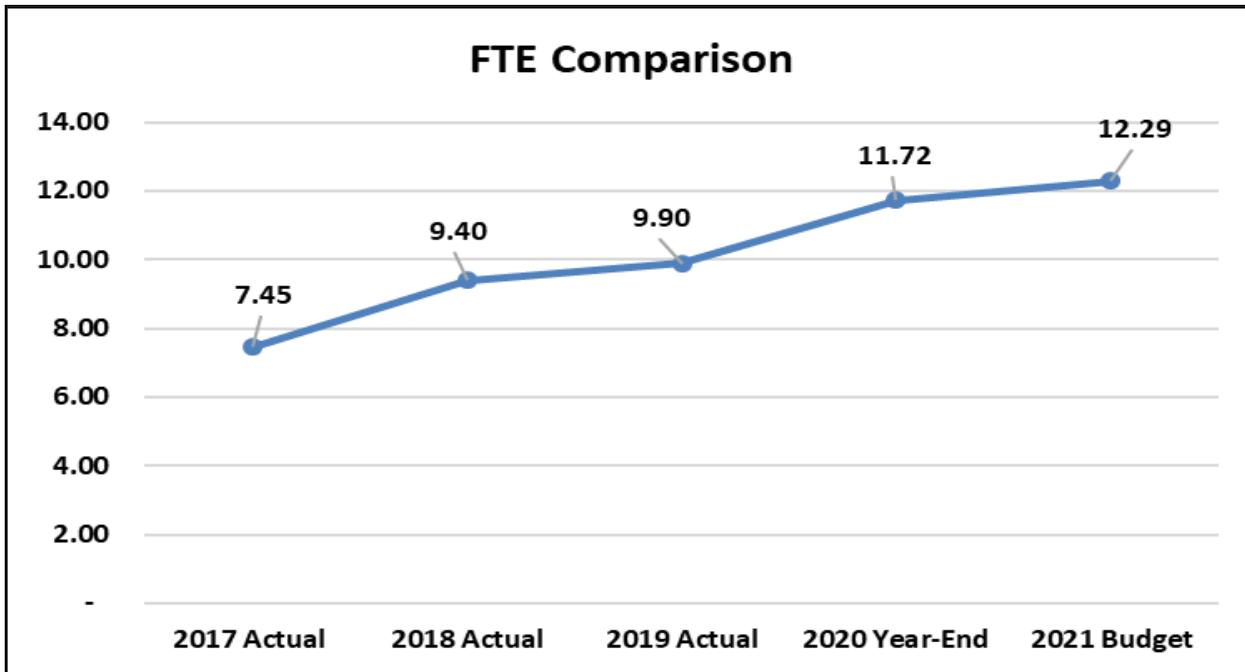
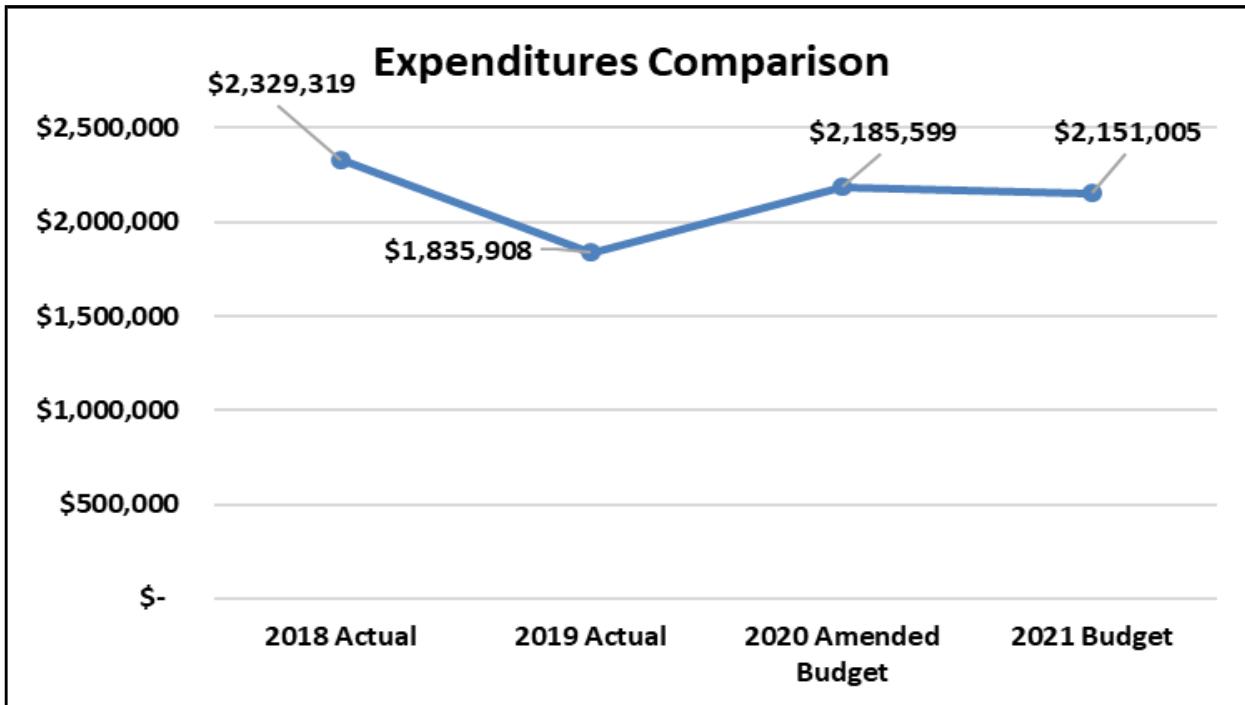
#### Community Development Budget Summary

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>
Personnel	\$901,969	\$1,077,895	\$1,341,934	\$1,394,715
Supplies	18,644	23,842	35,650	31,450
Services/Prof Dev	662,685	452,244	451,500	536,500
Intergovernmental	8,229	3,834	4,085	4,715
Maintenance	50,918	81,886	93,650	91,650
Utilities	15,624	17,956	33,000	26,500
Capital Outlays	21,250	112,775	160,300	0
Capital Leases	650,000	65,476	65,480	65,475
<b>Total Budget</b>	<b>\$2,329,319</b>	<b>\$1,835,908</b>	<b>\$2,185,599</b>	<b>\$2,151,005</b>



## 2021 Adopted Budget

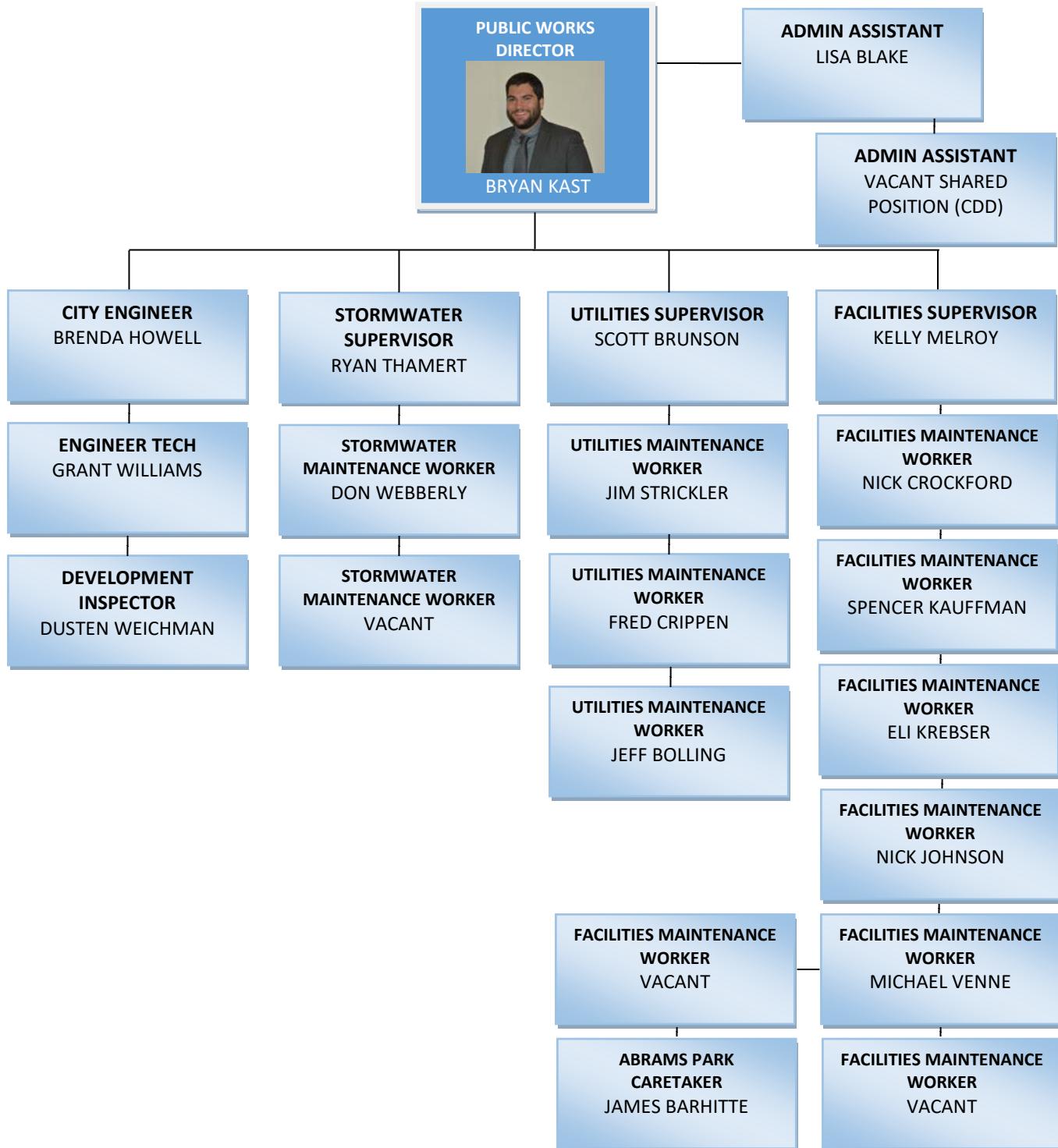
### Community Development





## 2021 Adopted Budget

### Public Works





# 2021 Adopted Budget

## Public Works

### Key Objectives

- Effectively operate and maintain the City's infrastructure.
- Manage the City's capital improvement projects.
- Develop and implement standards and Capital Facilities plans for all areas of Public Works: transportation, parks and trails, facilities, drinking water, and storm water drainage.
- Review and inspect development projects in coordination with planning and building.
- Coordinate the City's activities with regional partners including Clark Regional Wastewater District, Clark Public Utilities, Regional Transportation Council and Clark County; and local partners including Ridgefield School District and the Port of Ridgefield.

### 2020 Goals Status:

- Replace and purchase key equipment to assist in providing consistent maintenance of City infrastructure. **2020 work complete. Ongoing goal**
- Prepare for succession planning through implementation of GIS and asset management systems to transfer staff knowledge into data base. **In process. Transitioned to new software system for asset tracking due to issues with legacy system. Target of 3<sup>rd</sup> quarter 2021.**
- Reduce or eliminate the need to sub-contract to engineering consultants, by training and utilizing existing engineering staff. **Completed training of new Engineering Tech. Promoted Engineer to City Engineer. Purchased software for engineering review to allow for more efficient submission and mark-up.**
- Expand water source capacity to meet growth related demand by adding one or more wells. **Well 11 construction complete. Kennedy water rights and well field to begin design in 2021 and construction in 2022.**

### 2021 Goals:

- Expand water source capacity to meet growth by adding a new well and through expansion of interties in coordination with Clark Public Utilities.
- Continue to develop and transfer staff knowledge develop GIS and Asset Management Database.
- Evaluate and plan for infrastructure resiliency.
- Complete 2021 Capital design and construction projects in Streets, Trails, Parks and Water.



## 2021 Adopted Budget

### Public Works



#### Public Works Budget Summary

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>
<b><u>Gen Gov - Facilities</u></b>				
Personnel	\$106,204	\$116,205	\$182,073	\$218,932
Supplies	2,617	3,522	3,300	3,500
Services/Prof Dev	912	2,674	3,000	3,500
Maintenance	7,990	144,837	10,500	10,500
Capital Outlay	34,224	141,088	80,500	118,000
<b>Total Facilities</b>	<b>\$151,947</b>	<b>\$408,326</b>	<b>\$279,373</b>	<b>\$354,432</b>
<b><u>Cemetery</u></b>				
Personnel	\$14,933	\$31,804	\$26,835	\$50,699
Supplies	1,060	1,639	3,000	3,000
Services/Prof Dev	2,024	164	1,100	1,300
Maintenance	486	1,282	3,550	3,850
Utilities	447	543	500	600
Capital Outlays	0	0	0	0
<b>Total Cemetery</b>	<b>\$18,950</b>	<b>\$35,432</b>	<b>\$34,985</b>	<b>\$59,449</b>



## 2021 Adopted Budget

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>
<b><u>Parks</u></b>				
Personnel	\$297,517	\$313,395	\$377,519	\$383,801
Supplies	27,034	51,150	35,300	41,750
Services/Prof Dev	7,586	46,455	20,250	18,000
Intergovernmental	0	0	65	0
Maintenance	36,807	104,870	118,310	127,500
Utilities	43,004	38,508	38,950	43,750
Capital Outlays	5,359	28,044	25,000	25,000
Transfers	12,263	17,384	0	40,000
<b>Total Parks</b>	<b>\$429,570</b>	<b>\$599,806</b>	<b>\$615,394</b>	<b>\$679,801</b>
<b><u>Streets</u></b>				
Personnel	\$277,093	\$313,842	\$372,627	\$423,393
Supplies	23,164	32,349	29,000	30,500
Services/Prof Dev	1,777	5,195	27,600	11,600
Intergovernmental	0	0	15,000	15,000
Maintenance	64,464	56,337	93,020	88,900
Utilities	116,236	99,191	106,800	147,300
Capital Outlays	25,826	73,628	59,600	0
Transfers	22,386	20,333	21,740	33,175
<b>Total Streets</b>	<b>\$530,946</b>	<b>\$600,875</b>	<b>\$725,387</b>	<b>\$749,868</b>
<b><u>Water</u></b>				
Personnel	\$652,393	\$662,875	\$745,948	\$740,590
Supplies	183,297	182,860	283,650	240,850
Services/Prof Dev	31,083	93,654	96,450	158,000
Intergovernmental	407,796	459,872	443,551	499,277
Maintenance	49,132	64,310	105,320	83,750
Utilities	111,027	111,921	167,300	203,450
Capital Outlays	252,326	108	40,000	0
Capital Leases	0	0	0	1,800
Transfers	291,648	32,623	96,775	130,011
Debt Service	202,684	200,310	198,540	196,158
<b>Total Water</b>	<b>\$2,181,386</b>	<b>\$1,808,533</b>	<b>\$2,177,534</b>	<b>\$2,253,886</b>



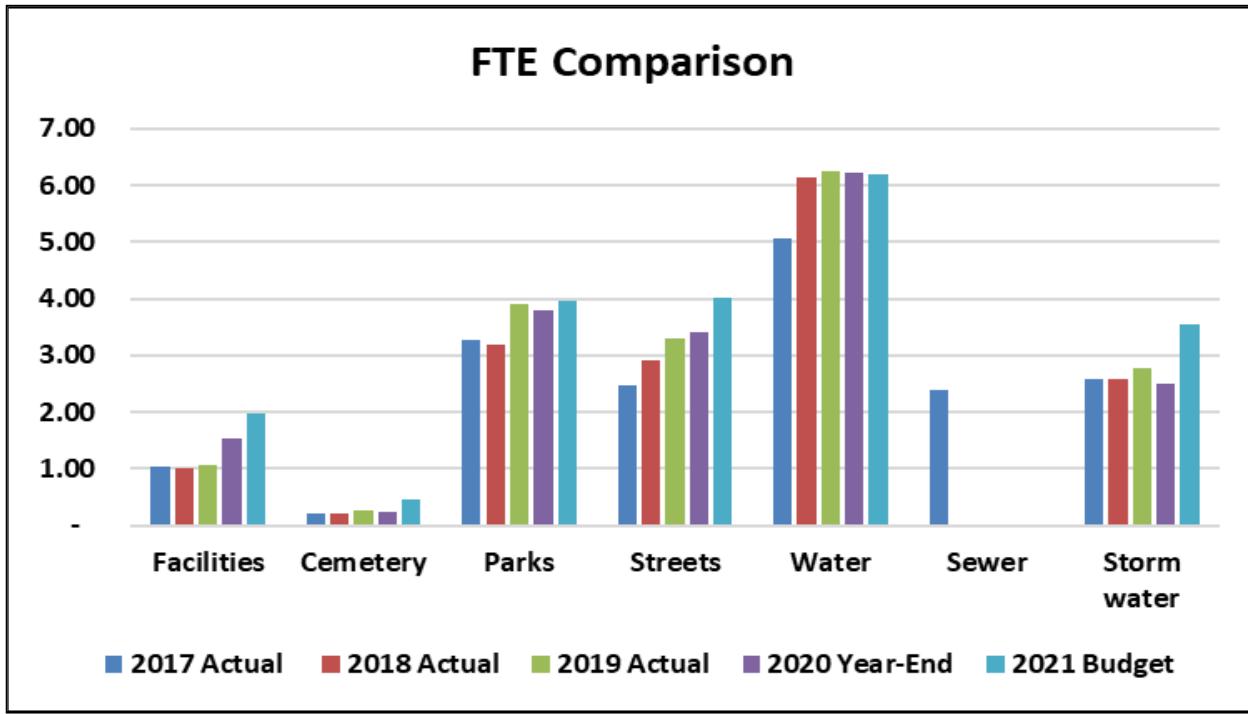
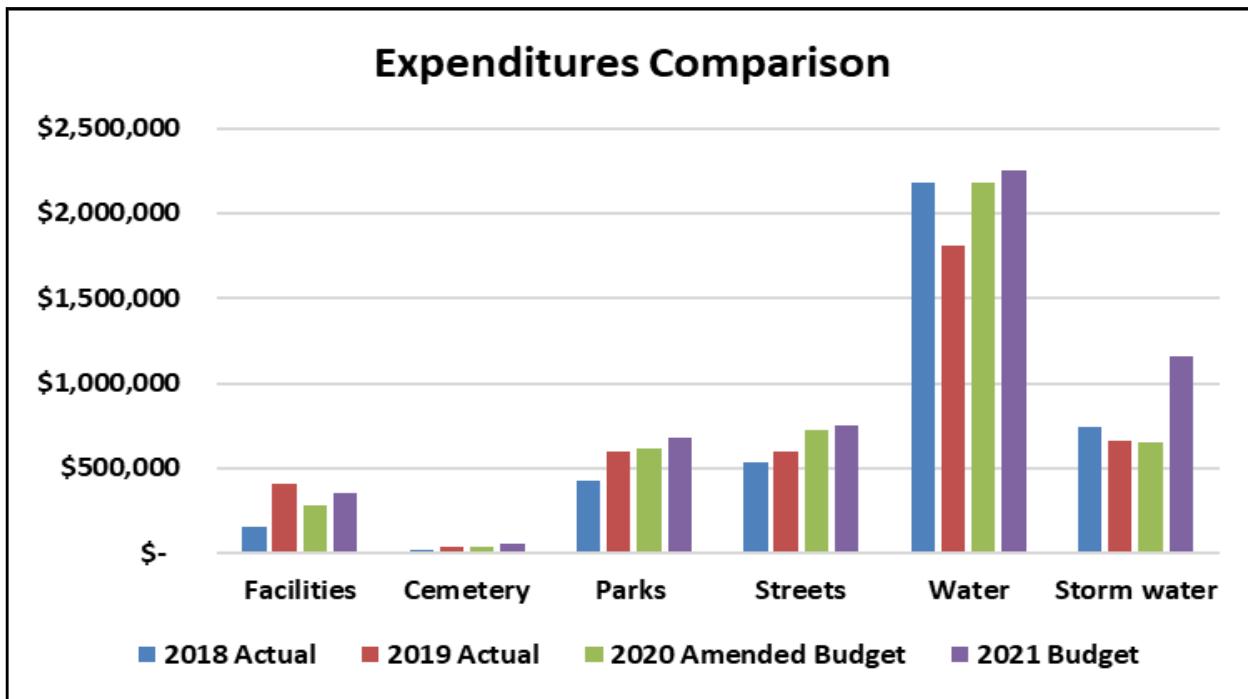
## 2021 Adopted Budget

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>
<b><u>Storm water</u></b>				
Personnel	\$202,131	\$275,492	\$312,349	\$388,835
Supplies	29,304	33,764	33,800	33,800
Services/Prof Dev	25,396	31,345	41,000	50,000
Intergovernmental	131,251	209,129	172,576	211,851
Maintenance	41,249	32,776	46,150	51,050
Utilities	8,788	8,331	9,850	9,350
Capital Outlays	43,834	37,873	3,000	50,000
Debt Service	0	0	0	75,000
Transfers	259,722	29,668	30,261	285,866
<b>Total Stormwater</b>	<b>\$741,675</b>	<b>\$658,378</b>	<b>\$648,986</b>	<b>\$1,155,752</b>
<b>Total PW Budget</b>	<b>\$4,054,474</b>	<b>\$4,111,350</b>	<b>\$4,481,659</b>	<b>\$5,253,188</b>



## 2021 Adopted Budget

### Public Works





## *2021 Adopted Budget*

### *V. Budget by Fund*



# ***2021 Adopted Budget***

## ***Fund Descriptions***

### ***General Operating Fund – Fund 001***

The purpose of the General Fund is to provide for traditional government programs, which include the city council, judicial, executive management, legal, finance, human resources, general administration, general/facilities, information technology, public safety, cemetery, community development and parks. Taxes are the major source of revenue within the General Fund. Licenses and permits offer a significant resource to support community development. Transfers from other funds through an Indirect Cost Allocation Plan provide funding for expenses that are budgeted in the General Fund that benefit all funds for the City. The General Fund also provides support to other funds for debt service, street maintenance, and capital improvements.

### ***City Council – Dept. 11***

The City Council is the elected legislative governing body of the City of Ridgefield and operates under a council-manager form of government, which consists of seven members elected at large from the community with one member serving as the Mayor.

The council determines and maintains effective legislative programs for the City and enacts ordinances and resolutions. The council meets at two regularly scheduled meetings per month to consider programs and services for the residents, approve expenditures of funds, and set public policy for the community. They participate in workshops and study sessions to review and discuss policy issues and attend numerous city-related committee and other governmental board meetings.

### ***Judicial – Dept. 12***

The City of Ridgefield contracts with the City of Battle Ground for court services. Judges of the courts provide jurisdiction over all court proceedings pertaining to offenses defined by ordinances of the City, as well as, traffic violations and misdemeanor crimes cited by Public Safety Officers.

### ***Executive – Dept. 13***

The Executive department consists of the City Manager, who is appointed by council. The City Manager is responsible for carrying out the policies and goals of the council and coordinating and directing the day-to-day activities of the City's operating departments; which includes the development and management of effective programs. City Manager duties also consist of the political and community leadership of the city.



## ***2021 Adopted Budget***

### ***Finance – Dept. 14***

The Finance Department maintains the City's financial records, preparation of monthly, quarterly and annual financial reports, financial forecasting, development of the annual budget and budget oversight. Additional duties include grant and contract management, processing of accounts payable and accounts receivable billing, and utility billing. The Finance Department provides audit oversight and assures the City is in compliance with federal and state accounting and auditing standards, while ensuring other reporting requirements are adhered to in a timely fashion. Finance also provides effective management of the City's financial resources, including the handling of cash receipts and daily deposits, reconciliation of bank statements and managing the City's investment activities.

### ***Legal – Dept. 15***

The City of Ridgefield contracts for its City Attorney services. Services consist of general counsel and representing the City on various complex and specific legal matters. Services include administer civil lawsuits, prepare legal documents, and advise City officials on legal rights, obligations, practices and other phases of applicable federal, state and local law.

### ***Human Resources – Dept. 17***

Human Resources provide support for personnel and payroll management for the City of Ridgefield. Human Resources will ensure the City is compliant with all federal, state and local labor laws. Additional duties include managing the hiring process for new employees, managing the wellness program, benefit and labor contract negotiation and management.

### ***Administration – Dept. 18***

Administration provides support to the city council, maintains official records and legal documents, oversees records management and ensures requests for public records are processed timely. Additionally, Administration ensures risk management policies and procedures are in place and ensure communications such as brochures, press releases, and newsletters, are appropriately prepared. Administration provides coordination support for community events sponsored by the City, acts as a liaison with business associations, and provides administrative staff for council and commission meetings.

### ***General/Facilities – Dept. 19***

This cost center incorporates costs that benefit the City in whole. It includes the costs for office and operating supplies, postage, licensing and purchases, City Hall utilities, computer systems consulting fees, liability insurance, lobbying, janitorial, community events and other general costs. This also includes the cost for facilities.



## ***2021 Adopted Budget***

### ***Information Technology – Dept. 20***

Information Technology includes information services. Information service includes computer system administration, telecommunications, desktop support, and computer hardware and software purchase and maintenance.

### ***Public Safety – Dept. 21***

Public Safety is responsible for protecting life and property, preserving the peace, preventing crime, maintaining positive community relations, apprehending and arresting criminal violators, recovering property, planning and regulating traffic and encouraging and developing community involvement and interaction with the department.

Public Safety investigates crimes that occur within the City and follow through to a successful conclusion. They initiate criminal investigations and assist outside agencies and follow up when required.

### ***Civil Service – Dept. 22***

The Civil Service Commission consists of three (3) members - one (1) chairman and two (2) commissioners. A secretary/examiner provides support to the commission. The Commission is responsible for administering all tests and setting the necessary qualifications for potential police department candidates and adopting local rules consistent with Washington State Law concerning regulations of personnel administration.

### ***Cemetery – Dept. 36***

Performs maintenance activities and oversight for the Ridgefield Cemetery.

### ***Community Development – Dept. 58***

The Community Development Department provides short and long-term visioning and comprehensive planning for the future physical development of the city. Comprehensive planning includes the coordination of capital facility planning, participation in park planning and use policies, implementation of development regulations, development review, issues building permits, and legislative updates of development procedures and zoning compliance. Community Development is responsible for building and associated code compliance, land use and development application review and processing, and enforcement of the development code. The department conducts building inspection services to ensure building and construction activities conform to City plans and codes.

### ***Parks – Dept. 76***

Conducts support and maintenance of City-owned parks. Ensures citizens and visitors are provided with safe, clean and attractive parks and open space areas where families can spend leisure time and participate in a variety of recreational activities. The City maintains three major parks, Abrams Park, Davis Park and Overlook Park. The City also maintains several



## ***2021 Adopted Budget***

neighborhood parks throughout the City. Public Works staff performs maintenance service activities for the parks.

### ***Utility Operating Funds***

The utility funds include water, and storm water operating revenues and expenditures and capital projects revenue sources and associated expenditures. The utility operating funds are enterprise funds and operate in a fashion comparable to a private business entity.

#### ***Water Utility Operating – Fund 406***

Incorporates the management and oversight of City owned water utilities and provides for the delivery of safe, high quality water for all water users. The water utility provides support for the operation and maintenance of the water distribution system, storage reservoirs, wells, pumps, fire hydrants, emergency interties, telemetry and related equipment. The majority of revenue is generated from user fees.

#### ***Storm Water Utility Operating – Fund 408***

The Storm Water Utility Fund provides for the maintenance and operation of the City's storm drainage facilities. Good maintenance of the drainage facilities reduces the impact from heavy rain or prolonged wet weather conditions. The majority of revenue is generated from user fees.

### ***Special Revenue Funds***

Special revenue funds are restricted in use and established to track identified revenues that can only be used for specific purposes that is determined by the fund.

#### ***Streets – Fund 101***

The Street Fund comprises both arterial and city roads and is designed to operate and maintain the built-in capacity, traffic control, and safety devices of the street network including sidewalks, street lighting, signage, surface water drainage facilities and roadside trees and vegetation. Public Works staff oversees and maintains the streets. The majority of funding is from General Fund subsidies and motor vehicle fuel taxes.

#### ***Drug – Fund 111***

The Drug Fund is used towards activities and equipment related to drug enforcement prevention and policing. The Drug Fund is funded by revenues received from drug seizure/forfeitures, fines and penalties related to drug and alcohol offenses, and proceeds from the soft drink machines located at the police department.

#### ***Affordable and Supplemental Housing – Fund 140***

The Affordable and Supplemental Housing fund records the collection and accounting for dedicated retail sales and use taxes. Retail sales and use taxes are collected as a credit against the state portion of taxes collected within the Ridgefield city limits. Funds are used to support acquiring, rehabilitating, or constructing affordable housing, operations and maintenance costs



## ***2021 Adopted Budget***

of new units of affordable or supportive housing or for rental assistance to tenants at or below 60% of median income.

### ***Transportation Benefit District (TBD) – Fund 150***

The TBD fund records the collection and accounting of vehicle licensing fees, collected from residents who live in the Ridgefield city limits at the time they register or renew their vehicle registration. Funds are used to support the city's pavement preservation program to maintain and rebuild existing roads with the city.

### ***Capital Service Funds***

#### ***Real Estate Excise Tax (REET) – Fund 105***

The REET fund records the collection and accounting for the receipt of revenue from the sale of real property in the City. These funds can only be used for specific purposes, such as constructing or acquiring new City facilities, purchasing land, or paying the debt service to acquire these facilities.

#### ***Park Impact Fees (PIF) – Fund 114***

The PIF fund records the collection and accounting of park impact fees, collected from developers, who construct new housing developments. The funds are used to acquire land and construct new park facilities. The Park Impact Fee is a charge to be used exclusively to build or expand capacity that is required as a result of development.

#### ***Traffic Impact Fees (TIF) – Fund 115***

The TIF fund records the collection and accounting of transportation impact fees, collected from developers, when constructing new developments. Funds are used for the construction of city street infrastructure. The Traffic Impact Fee is a charge to be used exclusively to build or expand capacity that is required as a result of development.

#### ***Water System Development Charges (WSDC) – Fund 416***

The Water SDC fund records the collection and accounting of system development charges (SDC), collected from developers, at the time of development that connects to the City water system. Funds are used to develop and complete the facilities listed in the Water Master Plan. The SDC is used for building capital facilities that are needed as a result of development.

### ***Debt Service Funds***

#### ***Debt Service – Fund 200***

The Debt Service Fund is used to account for the principal and interest payments associated with the General Fund and general fund supported funds, such as Streets and Parks. This does not include debt service associated with enterprise funds.



## ***2021 Adopted Budget***

### ***Capital Project Funds***

#### ***General Capital Projects – Fund 300***

The General Capital Projects Fund is used for construction of governmental capital projects and includes streets and parks projects. Funding sources for these projects come from grants and transfers from the Traffic Impact Fee Fund (TIF), the Park Impact Fee Fund (PIF), Real Estate Excise Tax Fund (REET), and the General Fund.

Capital projects are prioritized and planned based on the approved capital facilities plans. The adopted budget establishes appropriations to fund the projects of highest priority to the City Council and its citizens for the upcoming fiscal year.

#### ***Utility Capital Projects – Fund 410 and Fund 412***

Utility Capital Projects Fund is used to account for capital construction projects associated with the water, and storm water utility funds. Public Works staff is used to manage and oversee the capital projects, and the design, engineering and construction activities are conducted under contractual agreements.

Capital projects are prioritized and planned based on the approved capital facilities plans. The adopted budget establishes appropriations to fund the projects of highest priority to the City Council and its citizens for the upcoming fiscal year.

Funding comes from multiple sources, including Drinking Water State Revolving Fund loans, bond proceeds, system development charges and utility operating funds.

#### ***Equipment Replacement Fund – Fund 501***

This fund was created in 2012 and will be used to account for transfers made from the operating funds and the expenditures made to purchase replacement vehicles and large equipment items. The amount to transfer and spend on purchases is based on a financial model. The financial model describes the asset, year of purchase, estimated life, associated fund and department that uses the asset, estimated date to replace and the estimated replacement cost.



# 2021 Adopted Budget

## Operating Funds Summary Reports

### Fund 001 – General

Operating Funds Summary Report by Fund							
Description	2018		2020		2021		
	Actual	2019	Amended Budget	2020 Est. Year End	Baseline	Additions	Budget
<b>001 General Fund</b>							
<b>Revenue</b>							
Property Tax	1,149,449	1,288,393	1,460,000	1,387,000	1,665,000	-	1,665,000
Retail Sales & Other Tax	2,635,867	3,255,417	2,656,025	2,758,520	2,765,025	-	2,765,025
Utility Taxes	1,015,750	1,095,607	1,172,046	1,250,178	1,353,890	-	1,353,890
License & Permits	1,175,971	1,302,769	1,831,398	1,955,216	1,359,860	-	1,359,860
Planning & Development	1,089,769	1,243,980	1,192,136	1,217,519	1,046,010	-	1,046,010
Fines & Forfeits	76,029	74,827	59,900	57,313	69,700	-	69,700
Charge for Goods & Srvc	595,719	564,533	500,627	501,950	572,528	13,800	586,328
Intergovernmental/Grant	176,782	314,624	607,271	631,599	338,625	-	338,625
Other Rev/Donations	98,492	238,898	261,150	271,046	462,800	-	462,800
Transfers In	8,798	-	-	-	-	-	-
<b>Total Revenue</b>	<b>8,022,626</b>	<b>9,379,048</b>	<b>9,740,553</b>	<b>10,030,341</b>	<b>9,633,438</b>	<b>13,800</b>	<b>9,647,238</b>
<b>Expense</b>							
City Council	80,622	95,548	96,483	83,571	102,825	-	102,825
Judicial	124,879	132,677	187,000	162,573	207,000	-	207,000
Executive	254,507	266,751	277,776	248,119	312,110	-	312,110
Legal	29,970	27,523	45,000	32,951	45,000	-	45,000
Finance	427,613	452,256	637,522	595,163	686,490	-	686,490
Human Resources	189,151	206,171	238,029	206,586	261,815	29,200	291,015
Administration	321,448	394,378	456,179	423,640	479,840	48,190	528,030
Gen Govt/Facilities	788,304	1,174,734	1,258,600	1,154,769	1,003,060	180,612	1,183,672
Information Tech	135,059	148,572	178,909	173,291	178,800	-	178,800
Public Safety	1,726,967	1,823,404	1,993,998	2,006,972	2,276,829	426,120	2,702,949
Civil Service	70	80	1,000	92	1,000	-	1,000
Cemetery	18,950	35,432	34,985	52,403	55,645	3,804	59,449
Transfers	341,124	522,706	665,850	620,850	595,000	251,438	846,438
Community Development	2,329,319	1,835,908	2,185,599	1,886,382	1,942,305	208,700	2,151,005
Parks	429,570	599,806	615,394	581,851	580,555	99,246	679,801
<b>Total Expense</b>	<b>7,197,553</b>	<b>7,715,946</b>	<b>8,872,324</b>	<b>8,229,213</b>	<b>8,728,274</b>	<b>1,247,310</b>	<b>9,975,584</b>
<b>Net Total</b>	<b>825,073</b>	<b>1,663,102</b>	<b>868,229</b>	<b>1,801,128</b>	<b>905,164</b>	<b>(1,233,510)</b>	<b>(328,346)</b>
<b>Fund Balance</b>							
Beginning Fund Balance	2,338,067	3,163,140	4,826,242	4,826,242	6,627,370	7,532,534	6,627,370
Ending Fund Balance	3,163,140	4,826,242	5,694,471	6,627,370	7,532,534	6,299,024	6,299,024
GF Policy Reserve Balance	1,480,890	2,014,914	2,331,040	2,331,040	2,421,264	2,421,264	2,421,264
Building Policy Reserve Bal	394,376	574,578	538,567	538,567	594,109	594,109	594,109
Restricted for Building	346,554	599,282	1,230,900	1,679,948	1,657,720	1,657,720	1,449,020
Fund Balance Available	941,320	1,637,468	1,593,964	2,077,815	2,859,441	1,625,931	1,834,631



## 2021 Adopted Budget

### Fund 101 – Streets

Operating Funds Summary Report by Fund									
Description	2018		2019		2020	2021 Baseline	2021 Additions		
	Actual	Amended Budget	Actual	Year End	Est.				
<b>101 Street Fund</b>									
<b>Revenue</b>									
Utility Tax/Franchise Fee	69,750	72,002	85,634	89,044	95,491	-	95,491		
Permits	21,806	18,528	20,000	23,946	20,000	-	20,000		
Grants	-	-	17,000	17,000	-	-	-		
Intergovernmental	168,375	177,662	151,116	160,635	220,610	-	220,610		
Other Revenue	322	1,694	1,025	3	1,025	-	1,025		
Transfers In	236,403	328,125	400,850	400,850	400,000	30,438	430,438		
<b>Total Revenue</b>	<b>496,656</b>	<b>598,011</b>	<b>675,625</b>	<b>691,478</b>	<b>737,126</b>	<b>30,438</b>	<b>767,564</b>		
<b>Expense</b>									
Streets	530,946	600,875	725,387	681,827	719,430	30,438	749,868		
<b>Total Expense</b>	<b>530,946</b>	<b>600,875</b>	<b>725,387</b>	<b>681,827</b>	<b>719,430</b>	<b>30,438</b>	<b>749,868</b>		
<b>Net Total</b>	<b>(34,290)</b>	<b>(2,864)</b>	<b>(49,762)</b>	<b>9,651</b>	<b>17,696</b>	-	<b>17,696</b>		
<b>Fund Balance</b>									
Beg Fund Balance	39,740	5,450	2,586	2,586	12,237	29,933	12,237		
Ending Fund Balance	5,450	2,586	(47,176)	12,237	29,933	29,933	29,933		
Reserves Maintain in GF	-	-	-	-	-	-	-		
Fund Balance Available	5,450	2,586	(47,176)	12,237	29,933	29,933	29,933		

### Fund 406 – Water Utility

Operating Funds Summary Report by Fund									
Description	2018		2019		2020	2021 Baseline	2021 Additions		
	Actual	Amended Budget	Actual	Year End	Est.				
<b>406 Water Utility Fund</b>									
<b>Revenue</b>									
Charge for Goods & Svrc	1,712,142	1,939,937	2,118,404	2,258,295	2,248,635	-	2,248,635		
Grants	-	-	22,000	22,000	-	-	-		
Other Revenue	9,017	12,652	10,605	9,368	10,000	-	10,000		
Transfers In	203,276	200,310	198,540	198,540	196,158	-	196,158		
<b>Total Revenue</b>	<b>1,924,435</b>	<b>2,152,899</b>	<b>2,349,549</b>	<b>2,488,203</b>	<b>2,454,793</b>	-	<b>2,454,793</b>		
<b>Expense</b>									
Water Utility	2,181,386	1,808,533	2,177,534	1,997,639	2,091,986	161,900	2,253,886		
<b>Total Expense</b>	<b>2,181,386</b>	<b>1,808,533</b>	<b>2,177,534</b>	<b>1,997,639</b>	<b>2,091,986</b>	<b>161,900</b>	<b>2,253,886</b>		
<b>Net Total</b>	<b>(256,951)</b>	<b>344,366</b>	<b>172,015</b>	<b>490,564</b>	<b>362,807</b>	<b>(161,900)</b>	<b>200,907</b>		
<b>Fund Balance</b>									
Beginning Fund Balance	1,409,730	1,202,766	1,547,132	1,547,132	2,037,696	2,400,503	2,037,696		
Ending Fund Balance	1,202,766	1,547,132	1,719,147	2,037,696	2,400,503	2,238,603	2,238,603		
Policy Reserve Balance	531,686	688,217	881,874	881,874	1,005,949	1,005,949	1,005,949		
Fund Balance Available	671,080	858,915	837,273	1,155,822	1,394,554	1,232,654	1,232,654		



## 2021 Adopted Budget

### Fund 408 – Storm Water Utility

Operating Funds Summary Report by Fund							
Description	2018		2019		Amended Budget	2020 Est. Year End	2021 Baseline
	Actual	Actual	Actual			2021 Additions	2021 Budget
<b>408 Stormwater Utility Fund</b>							
<b>Revenue</b>							
Charge for Goods & Svrc	560,683	676,722	749,000	833,703	947,920	-	947,920
Grants	-	-	16,000	16,000	-	-	-
Other Revenue	1,414	(225)	275	1,830	3,000	-	3,000
<b>Total Revenue</b>	<b>562,097</b>	<b>676,497</b>	<b>765,275</b>	<b>851,533</b>	<b>950,920</b>	-	<b>950,920</b>
<b>Expense</b>							
Stormwater Utility	741,675	658,378	648,986	645,705	753,752	402,000	1,155,752
<b>Total Expense</b>	<b>741,675</b>	<b>658,378</b>	<b>648,986</b>	<b>645,705</b>	<b>753,752</b>	<b>402,000</b>	<b>1,155,752</b>
<b>Net Total</b>	<b>(179,578)</b>	<b>18,119</b>	<b>116,289</b>	<b>205,828</b>	<b>197,168</b>	<b>(402,000)</b>	<b>(204,832)</b>
<b>Fund Balance</b>							
Beginning Fund Balance	437,626	279,495	297,614	297,614	503,442	700,610	503,442
Ending Fund Balance	279,495	297,614	413,903	503,442	700,610	298,610	298,610
Policy Reserve Balance	183,098	275,728	398,183	398,183	456,435	456,435	456,435
Fund Balance Available	96,397	21,886	15,720	105,259	244,175	(157,825)	(157,825)

### Special Revenue Funds Summary Report

#### Fund 111 - Drug

Special Revenue and Debt Service Fund Summary Report by Fund							
Description	2018		2019		Amended Budget	2020 Est. Year End	2021 Baseline
	Actual	Actual	Actual			2021 Additions	2021 Budget
<b>111 Drug Fund</b>							
<b>Revenue</b>							
Fines and Forfeits	1,837	947	1,000	506	1,000	-	1,000
Other Revenue	167	264	100	5	10	-	10
<b>Total Revenue</b>	<b>2,004</b>	<b>1,211</b>	<b>1,100</b>	<b>511</b>	<b>1,010</b>	-	<b>1,010</b>
<b>Expense</b>							
Small Tools & Equipment	-	5,617	-	-	-	-	-
Intergovernmental	1	21	-	-	-	-	-
<b>Total Expense</b>	<b>1</b>	<b>5,638</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>2,003</b>	<b>(4,427)</b>	<b>1,100</b>	<b>511</b>	<b>1,010</b>	-	<b>1,010</b>
<b>Fund Balance</b>							
Beginning Fund Balance	7,210	9,213	4,786	4,786	5,297	6,307	5,297
Ending Fund Balance	9,213	4,786	5,886	5,297	6,307	6,307	6,307
Fund Balance Available	9,213	4,786	5,886	5,297	6,307	6,307	6,307



## 2021 Adopted Budget

### Fund 140 – Affordable Housing

Special Revenue and Debt Service Fund Summary Report by Fund												
Description	2018		2020		2020 Est. Year End	2021 Baseline	2021 Additions	2021 Budget				
	Actual	Actual	Amended Budget	Year End								
<b>140 Affordable Housing</b>												
<b>Revenue</b>												
Retail Sales Tax	-	-	-	5,500	23,000	-	23,000					
Other Revenue	-	-	-	-	35	-	35					
<b>Total Revenue</b>	-	-	-	<b>5,500</b>	<b>23,035</b>	-	<b>23,035</b>					
<b>Expense</b>												
Transfers-Out	-	-	-	-	-	-	-					
<b>Total Expense</b>	-	-	-	-	-	-	-					
<b>Net Total</b>	-	-	-	<b>5,500</b>	<b>23,035</b>	-	<b>23,035</b>					
<b>Fund Balance</b>												
Beg Fund Balance	-	-	-	-	5,500	28,535	5,500					
Ending Fund Balance	-	-	-	5,500	28,535	28,535	28,535					
Fund Balance Available	-	-	-	5,500	28,535	28,535	28,535					

### Fund 150 – Transportation Benefit District

Special Revenue and Debt Service Fund Summary Report by Fund												
Description	2018		2020		2020 Est. Year End	2021 Baseline	2021 Additions	2021 Budget				
	Actual	Actual	Amended Budget	Year End								
<b>150 Transportation Benefit District</b>												
<b>Revenue</b>												
Vehicle Licensing Fees	-	75,973	143,450	146,463	153,410	-	153,410					
Other Revenue	-	4	50	11	25	-	25					
<b>Total Revenue</b>	-	<b>75,977</b>	<b>143,500</b>	<b>146,474</b>	<b>153,435</b>	-	<b>153,435</b>					
<b>Expense</b>												
Transfers-Out	-	30,000	-	-	-	-	-					
<b>Total Expense</b>	-	<b>30,000</b>	-	-	-	-	-					
<b>Net Total</b>	-	<b>45,977</b>	<b>143,500</b>	<b>146,474</b>	<b>153,435</b>	-	<b>153,435</b>					
<b>Fund Balance</b>												
Beg Fund Balance	-	-	45,977	45,977	192,451	345,886	192,451					
Ending Fund Balance	-	45,977	189,477	192,451	345,886	345,886	345,886					
Fund Balance Available	-	45,977	189,477	192,451	345,886	345,886	345,886					



## 2021 Adopted Budget

### Debt Service Funds Summary Report

#### Fund 200 – Debt Service

Special Revenue and Debt Service Fund Summary Report by Fund							
Description	2018		2019		Amended	2020 Est.	2021
	Actual	Actual	Actual	Budget	Year End	Baseline	2021 Additions
<b>200 Debt Service Fund</b>							
<b>Revenue</b>							
Transfers-In	456,555	808,499	807,650	807,649	1,433,629	-	1,433,629
Other Revenue	1,384	-	-	-	-	-	-
Other Financing Sources	7,099,533	-	3,857,663	3,857,663	-	-	-
<b>Total Revenue</b>	<b>7,557,472</b>	<b>808,499</b>	<b>4,665,313</b>	<b>4,665,312</b>	<b>1,433,629</b>	-	<b>1,433,629</b>
<b>Expense</b>							
Debt Service	633,781	808,499	4,665,313	4,665,312	1,433,629	-	1,433,629
Transfers-Out	8,671,000	-	-	-	-	-	-
<b>Total Expense</b>	<b>9,304,781</b>	<b>808,499</b>	<b>4,665,313</b>	<b>4,665,312</b>	<b>1,433,629</b>	-	<b>1,433,629</b>
<b>Net Total</b>	<b>(1,747,309)</b>	-	-	-	-	-	-
<b>Fund Balance</b>							
Beg Fund Balance	1,747,309	-	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	-	-
Fund Balance Available	-	-	-	-	-	-	-



## 2021 Adopted Budget

### Capital Service Funds Summary Report

#### Fund 105 – Real Estate Excise Tax (REET)

Capital Service Fund Summary Report by Fund							
Description	2018		2019		Amended Budget	2020 Est. Year End	2021
	Actual	Actual	Actual		Baseline	Additions	2021 Budget
<b>105 Real Estate Excise Tax (REET) Fund</b>							
<b>Revenue</b>							
Real Estate Excise Taxes	1,091,870	1,569,351	1,449,166	1,390,841	1,500,000	-	1,500,000
Other Revenue	51,645	77,212	15,000	21,782	20,000	-	20,000
<b>Total Revenue</b>	<b>1,143,515</b>	<b>1,646,563</b>	<b>1,464,166</b>	<b>1,412,623</b>	<b>1,520,000</b>	-	<b>1,520,000</b>
<b>Expense</b>							
Utility	-	236,440	-	-	-	-	-
General	-	-	-	-	-	-	-
Streets	1,425,806	-	50,500	50,500	-	-	-
Parks	2,812,875	657,000	-	-	-	-	-
Debt Service (RORC)	436,331	788,275	787,425	787,425	1,413,405	-	1,413,405
<b>Total Expense</b>	<b>4,675,012</b>	<b>1,681,715</b>	<b>837,925</b>	<b>837,925</b>	<b>1,413,405</b>	-	<b>1,413,405</b>
<b>Net Total</b>	<b>(3,531,497)</b>	<b>(35,152)</b>	<b>626,241</b>	<b>574,698</b>	<b>106,595</b>	-	<b>106,595</b>
<b>Fund Balance</b>							
Beg Fund Balance	4,726,037	1,194,540	1,159,388	1,159,388	1,734,086	1,840,681	1,734,086
Ending Fund Balance	1,194,540	1,159,388	1,785,629	1,734,086	1,840,681	1,840,681	1,840,681
Debt Service Reserves	787,275	787,425	1,413,405	1,413,405	1,414,003	1,414,003	1,414,003
Fund Balance Available	407,265	371,963	372,224	320,681	426,678	426,678	426,678

#### Fund 114 – Park Impact Fee (PIF)

Capital Service Fund Summary Report by Fund							
Description	2018		2019		Amended Budget	2020 Est. Year End	2021
	Actual	Actual	Actual		Baseline	Additions	2021 Budget
<b>114 Park Impact Fee (PIF) Fund</b>							
<b>Revenue</b>							
Planning & Development	927,194	1,094,204	1,626,891	1,731,264	1,413,200	-	1,413,200
Grants	-	-	-	-	-	-	-
Other Revenue	16,433	39	25	105	250	-	250
<b>Total Revenue</b>	<b>943,627</b>	<b>1,094,243</b>	<b>1,626,916</b>	<b>1,731,369</b>	<b>1,413,450</b>	-	<b>1,413,450</b>
<b>Expense</b>							
Park Impact Fee	4,264,655	762,719	521,500	516,343	-	490,000	490,000
<b>Total Expense</b>	<b>4,264,655</b>	<b>762,719</b>	<b>521,500</b>	<b>516,343</b>	-	<b>490,000</b>	<b>490,000</b>
<b>Net Total</b>	<b>(3,321,028)</b>	<b>331,524</b>	<b>1,105,416</b>	<b>1,215,026</b>	<b>1,413,450</b>	<b>(490,000)</b>	<b>923,450</b>
<b>Fund Balance</b>							
Beg Fund Balance	3,321,028	-	331,524	331,524	1,546,550	2,960,000	1,546,550
Ending Fund Balance	-	331,524	1,436,940	1,546,550	2,960,000	2,470,000	2,470,000
Fund Balance Available	-	331,524	1,436,940	1,546,550	2,960,000	2,470,000	2,470,000



## 2021 Adopted Budget

### Fund 115 – Traffic Impact Fee (TIF)

Capital Service Fund Summary Report by Fund							
Description	2018 Actual	2019 Actual	Amended Budget	2020	2021 Baseline	2021 Additions	2021 Budget
				2020 Est. Year End			
<b>115 Traffic Impact Fee (TIF) Fund</b>							
<b>Revenue</b>							
Planning & Development	623,373	1,443,129	1,429,591	1,159,480	2,557,612	-	2,557,612
Other Revenue	(1,191)	42,330	25	9,059	1,500	-	1,500
<b>Total Revenue</b>	<b>622,182</b>	<b>1,485,459</b>	<b>1,429,616</b>	<b>1,168,539</b>	<b>2,559,112</b>	-	<b>2,559,112</b>
<b>Expense</b>							
Transp Impact Fee	1,439,255	73,515	200,000	200,000	-	1,930,000	1,930,000
<b>Total Expense</b>	<b>1,439,255</b>	<b>73,515</b>	<b>200,000</b>	<b>200,000</b>	-	<b>1,930,000</b>	<b>1,930,000</b>
<b>Net Total</b>	<b>(817,073)</b>	<b>1,411,944</b>	<b>1,229,616</b>	<b>968,539</b>	<b>2,559,112</b>	<b>(1,930,000)</b>	<b>629,112</b>
<b>Fund Balance</b>							
Beginning Fund Balance	817,073	-	1,411,944	1,411,944	2,380,483	4,939,595	2,380,483
Ending Fund Balance	-	1,411,944	2,641,560	2,380,483	4,939,595	3,009,595	3,009,595
Fund Balance Available	-	1,411,944	2,641,560	2,380,483	4,939,595	3,009,595	3,009,595

### Fund 416 – Water System Development Charges (WSDC)

Capital Service Fund Summary Report by Fund							
Description	2018 Actual	2019 Actual	Amended Budget	2020	2021 Baseline	2021 Additions	2021 Budget
				2020 Est. Year End			
<b>416 Water Utility SDC Fund</b>							
<b>Revenue</b>							
Contributed Capital	2,012,391	1,647,176	2,138,221	2,683,927	1,818,375	-	1,818,375
Other Revenue	39,235	161,189	68,913	49,539	40,000	-	40,000
<b>Total Revenue</b>	<b>2,051,626</b>	<b>1,808,365</b>	<b>2,207,134</b>	<b>2,733,466</b>	<b>1,858,375</b>	-	<b>1,858,375</b>
<b>Expense</b>							
Intergovernmental	30,248	23,994	20,073	41,450	23,905	600,000	623,905
Capital Outlay	-	-	-	-	-	-	-
Transfers Out	564,053	939,598	1,580,040	1,265,028	196,158	1,014,000	1,210,158
<b>Total Expense</b>	<b>594,301</b>	<b>963,592</b>	<b>1,600,113</b>	<b>1,306,478</b>	<b>220,063</b>	<b>1,614,000</b>	<b>1,834,063</b>
<b>Net Total</b>	<b>1,457,325</b>	<b>844,773</b>	<b>607,021</b>	<b>1,426,988</b>	<b>1,638,312</b>	<b>(1,614,000)</b>	<b>24,312</b>
<b>Fund Balance</b>							
Beg Fund Balance	4,894,610	6,351,935	7,196,708	7,196,708	8,623,696	10,262,008	8,623,696
Ending Fund Balance	6,351,935	7,196,708	7,803,729	8,623,696	10,262,008	8,648,008	8,648,008
Fund Balance Available	6,351,935	7,196,708	7,803,729	8,623,696	10,262,008	8,648,008	8,648,008



# 2021 Adopted Budget

## Capital Project Funds Summary Report

### Fund 300 – General Capital Projects

Capital Project/Equipment Replacement Funds Summary Report by Fund							
Description	2018		2020		2021 Baseline	2021 Additions	2021 Budget
	Actual	2019 Actual	Amended Budget	2020 Est. Year End			
<b>300 General Capital Project Fund</b>							
<b>Revenue</b>							
Grants	2,275,010	362,700	1,160,000	578,997	-	1,235,000	1,235,000
Other Revenue	336,349	412,351	-	41,844	-	-	-
Transfers In	18,730,578	1,735,198	937,000	886,843	195,000	2,681,000	2,876,000
Other Financing	-	-	4,342,337	3,877,337	-	406,000	406,000
<b>Total Revenue</b>	<b>21,341,937</b>	<b>2,510,249</b>	<b>6,439,337</b>	<b>5,385,021</b>	<b>195,000</b>	<b>4,322,000</b>	<b>4,517,000</b>
<b>Expense</b>							
Facilities	-	-	3,961,250	3,833,056	-	406,000	406,000
Cemetery	-	28,997	-	-	-	-	-
Streets	4,913,088	548,096	1,475,500	919,839	195,000	3,286,000	3,481,000
Parks	16,498,295	1,537,102	621,500	518,026	-	630,000	630,000
Transfers Out	-	98,950	-	-	-	-	-
<b>Total Expense</b>	<b>21,411,383</b>	<b>2,213,145</b>	<b>6,058,250</b>	<b>5,270,921</b>	<b>195,000</b>	<b>4,322,000</b>	<b>4,517,000</b>
<b>Net Total</b>	<b>(69,446)</b>	<b>297,104</b>	<b>381,087</b>	<b>114,100</b>	-	-	-
<b>Fund Balance</b>							
Beginning Fund	47,921	(21,525)	275,579	275,579	389,679	389,679	389,679
Ending Fund Balance	(21,525)	275,579	656,666	389,679	389,679	389,679	389,679
Fund Balance Available	(21,525)	275,579	656,666	389,679	389,679	389,679	389,679

### Fund 410 – Water Utility Capital Projects

Capital Project/Equipment Replacement Funds Summary Report by Fund							
Description	2018		2020		2021 Baseline	2021 Additions	2021 Budget
	Actual	2019 Actual	Amended Budget	2020 Est. Year End			
<b>410 Water Utility Capital Project Fund</b>							
<b>Revenue</b>							
Other Revenue	4	4	-	5	-	-	-
Transfers In	625,343	739,288	1,441,500	1,066,488	-	1,099,000	1,099,000
Other Financing	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>625,347</b>	<b>739,292</b>	<b>1,441,500</b>	<b>1,066,493</b>	-	<b>1,099,000</b>	<b>1,099,000</b>
<b>Expense</b>							
Water Capital	625,344	739,288	1,441,500	1,073,516	-	1,099,000	1,099,000
<b>Total Expense</b>	<b>625,344</b>	<b>739,288</b>	<b>1,441,500</b>	<b>1,073,516</b>	-	<b>1,099,000</b>	<b>1,099,000</b>
<b>Net Total</b>	<b>3</b>	<b>4</b>	-	<b>(7,023)</b>	-	-	-
<b>Fund Balance</b>							
Beginning Fund	16,525	16,528	16,532	16,532	9,509	9,509	9,509
Ending Fund Balance	16,528	16,532	16,532	9,509	9,509	9,509	9,509
Fund Balance Available	16,528	16,532	16,532	9,509	9,509	9,509	9,509



## 2021 Adopted Budget

### Fund 412 – Storm Water Utility Capital Projects

Capital Project/Equipment Replacement Funds Summary Report by Fund							
Description	2018 Actual	2019 Actual	Amended Budget	2020 Est. Year End	2021 Baseline	2021 Additions	2021 Budget
<b>412 Storm Utility Capital Project Fund</b>							
<b>Revenue</b>							
Other Revenue	-	-	-	-	-	-	-
Grants	-	150,000	-	-	-	-	-
Transfers In	240,440	236,440	-	-	-	260,000	260,000
Other Financing	-	-	359,000	193,000	-	166,000	166,000
<b>Total Revenue</b>	<b>240,440</b>	<b>386,440</b>	<b>359,000</b>	<b>193,000</b>	-	<b>426,000</b>	<b>426,000</b>
<b>Expense</b>							
Storm Capital	240,440	386,440	359,000	193,000	-	426,000	426,000
<b>Total Expense</b>	<b>240,440</b>	<b>386,440</b>	<b>359,000</b>	<b>193,000</b>	-	<b>426,000</b>	<b>426,000</b>
<b>Net Total</b>	-	-	-	-	-	-	-
<b>Fund Balance</b>							
Beginning Fund	-	-	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	-	-
Fund Balance Available	-	-	-	-	-	-	-

### Fund 501 – Equipment Replacement Fund (ERF)

Capital Project/Equipment Replacement Funds Summary Report by Fund							
Description	2018 Actual	2019 Actual	Amended Budget	2020 Est. Year End	2021 Baseline	2021 Additions	2021 Budget
<b>501 Equipment Replacement Fund</b>							
<b>Revenue</b>							
Other Revenue	59	20,982	175	49	100	-	100
Transfers In	118,310	135,675	190,088	190,088	218,892	-	218,892
<b>Total Revenue</b>	<b>118,369</b>	<b>156,657</b>	<b>190,263</b>	<b>190,137</b>	<b>218,992</b>	-	<b>218,992</b>
<b>Expense</b>							
General Government	-	8,166	3,790	3,766	-	10,000	10,000
Public Safety	48,702	-	57,400	62,366	-	-	-
Water	-	3,687	81,000	36,260	-	44,800	44,800
Cemetery	166	3,951	1,895	1,883	-	-	-
Stormwater	37,018	9,217	81,000	36,260	-	44,800	44,800
Streets	11,976	30,291	96,539	51,703	-	44,800	44,800
Community	-	1,843	-	-	-	-	-
Parks	14,473	29,253	43,676	28,659	-	15,000	15,000
<b>Total Expense</b>	<b>112,335</b>	<b>86,408</b>	<b>365,300</b>	<b>220,897</b>	-	<b>159,400</b>	<b>159,400</b>
<b>Net Total</b>	<b>6,034</b>	<b>70,249</b>	<b>(175,037)</b>	<b>(30,760)</b>	<b>218,992</b>	<b>(159,400)</b>	<b>59,592</b>
<b>Fund Balance</b>							
Beginning Fund	174,212	180,246	250,495	250,495	219,735	438,727	219,735
Ending Fund Balance	180,246	250,495	75,458	219,735	438,727	279,327	279,327
Fund Balance Available	180,246	250,495	75,458	219,735	438,727	279,327	279,327



## 2021 Adopted Budget

### Operating Fund Summary Reports by Cost Category

#### Fund 001 - General

Operating Funds Summary Report by Cost Category							
Description	2020						
	2018 Actual	2019 Actual	Amended Budget	2020 Est. Year End	2021 Baseline	2021 Additions	2021 Budget
<b>001 General Fund</b>							
<b>Revenue</b>							
Property Tax	1,149,449	1,288,393	1,460,000	1,387,000	1,665,000	-	1,665,000
Retail Sales & Other Tax	2,635,867	3,255,417	2,656,025	2,758,520	2,765,025	-	2,765,025
Utility Taxes	1,015,750	1,095,607	1,172,046	1,250,178	1,353,890	-	1,353,890
License & Permits	1,175,971	1,302,769	1,831,398	1,955,216	1,359,860	-	1,359,860
Planning & Development	1,089,769	1,243,980	1,192,136	1,217,519	1,046,010	-	1,046,010
Fines & Forfeits	76,029	74,827	59,900	57,313	69,700	-	69,700
Charge for Goods & Srvc	595,719	564,533	500,627	501,950	572,528	13,800	586,328
Intergovernmental/Grant	176,782	314,624	607,271	631,599	338,625	-	338,625
Other Revenue/Donations	98,492	238,898	261,150	271,046	462,800	-	462,800
Transfers In	8,798	-	-	-	-	-	-
<b>Total Revenue</b>	<b>8,022,626</b>	<b>9,379,048</b>	<b>9,740,553</b>	<b>10,030,341</b>	<b>9,633,438</b>	<b>13,800</b>	<b>9,647,238</b>
<b>Expense</b>							
<b>City Council</b>							
Personnel	52,556	52,625	55,258	55,200	55,225	-	55,225
Supplies	991	2,068	1,625	447	1,600	-	1,600
Service/Advocacy	11,590	14,056	17,000	9,248	24,500	-	24,500
Maintenance	3,308	4,112	5,600	3,500	5,500	-	5,500
Utilities	3,931	3,395	5,000	3,176	4,000	-	4,000
Intergovernmental	8,246	19,292	12,000	12,000	12,000	-	12,000
<b>Total City Council</b>	<b>80,622</b>	<b>95,548</b>	<b>96,483</b>	<b>83,571</b>	<b>102,825</b>	-	<b>102,825</b>
<b>Judicial</b>							
Services	6,743	24,524	20,000	19,818	20,000	-	20,000
Intergovernmental	118,136	108,153	167,000	142,755	187,000	-	187,000
<b>Total Judicial</b>	<b>124,879</b>	<b>132,677</b>	<b>187,000</b>	<b>162,573</b>	<b>207,000</b>	-	<b>207,000</b>
<b>Executive</b>							
Personnel	233,347	246,012	255,476	238,525	289,160	-	289,160
Supplies	539	482	750	1,140	950	-	950
Services/Prof Dev	17,995	19,533	19,000	6,431	19,500	-	19,500
Maintenance	2,172	315	2,000	1,223	2,000	-	2,000
Utilities	454	409	550	800	500	-	500
<b>Total Executive</b>	<b>254,507</b>	<b>266,751</b>	<b>277,776</b>	<b>248,119</b>	<b>312,110</b>	-	<b>312,110</b>
<b>Legal</b>							
Services	29,970	27,523	45,000	32,951	45,000	-	45,000
<b>Total Legal</b>	<b>29,970</b>	<b>27,523</b>	<b>45,000</b>	<b>32,951</b>	<b>45,000</b>	-	<b>45,000</b>



## 2021 Adopted Budget

Operating Funds Summary Report by Cost Category							
Description	2020						
	2018 Actual	2019 Actual	Amended Budget	2020 Est. Year End	2021 Baseline	2021 Additions	2021 Budget
<b>Finance</b>							
Personnel	351,448	374,034	540,022	511,259	573,790	-	573,790
Supplies	1,876	6,941	16,100	8,614	14,000	-	14,000
Services/Prof Dev	38,029	29,425	30,000	27,696	37,000	-	37,000
Intergovernmental	35,350	40,952	50,000	46,484	60,000	-	60,000
Maintenance	456	495	850	700	1,200	-	1,200
Utilities	454	409	550	410	500	-	500
<b>Total Finance</b>	<b>427,613</b>	<b>452,256</b>	<b>637,522</b>	<b>595,163</b>	<b>686,490</b>	-	<b>686,490</b>
<b>Human Resources</b>							
Personnel	166,913	175,942	186,679	175,277	194,015	-	194,015
Services/Prof Dev	22,238	30,229	51,350	31,309	67,800	29,200	97,000
<b>Total Human Resources</b>	<b>189,151</b>	<b>206,171</b>	<b>238,029</b>	<b>206,586</b>	<b>261,815</b>	<b>29,200</b>	<b>291,015</b>
<b>Administration</b>							
Personnel	312,067	390,270	440,029	421,082	463,740	48,190	511,930
Supplies	411	1,077	1,000	213	1,000	-	1,000
Services/Prof Dev	8,241	1,754	13,000	1,819	13,000	-	13,000
Maintenance	275	869	1,600	115	1,600	-	1,600
Utilities	454	408	550	411	500	-	500
<b>Total Administration</b>	<b>321,448</b>	<b>394,378</b>	<b>456,179</b>	<b>423,640</b>	<b>479,840</b>	<b>48,190</b>	<b>528,030</b>
<b>General Gov/Facilities</b>							
Personnel	106,204	116,205	182,073	172,934	211,320	7,612	218,932
Supplies	18,135	22,952	112,575	83,262	36,500	-	36,500
Services/Prof Dev	192,519	312,222	385,800	338,140	218,500	55,000	273,500
Intergovernmental	1,843	2,074	3,000	2,150	3,000	-	3,000
Maintenance	265,888	438,033	309,050	288,771	334,500	-	334,500
Utilities	34,931	32,676	34,900	36,650	35,000	-	35,000
Capital Outlays	34,224	141,088	80,500	82,159	-	118,000	118,000
Capital Leases	85,000	56,433	49,390	49,391	49,400	-	49,400
Transfers	49,560	53,051	101,312	101,312	114,840	-	114,840
<b>Total Gen Gov/Facilities</b>	<b>788,304</b>	<b>1,174,734</b>	<b>1,258,600</b>	<b>1,154,769</b>	<b>1,003,060</b>	<b>180,612</b>	<b>1,183,672</b>
<b>Information Technology</b>							
Maintenance	104,675	138,472	145,409	152,121	178,800	-	178,800
Capital Outlays	30,384	10,100	33,500	21,170	-	-	-
<b>Total Information Tech</b>	<b>135,059</b>	<b>148,572</b>	<b>178,909</b>	<b>173,291</b>	<b>178,800</b>	-	<b>178,800</b>
<b>Public Safety</b>							
Personnel	1,369,070	1,474,762	1,559,507	1,545,115	1,564,375	246,120	1,810,495
Supplies	70,619	62,339	70,550	75,553	76,900	40,000	116,900
Services/Prof Dev	14,590	58,576	29,300	33,385	37,500	-	37,500
Intergovernmental	129,855	116,227	138,216	132,948	151,380	-	151,380
Maintenance	79,950	67,662	80,000	103,958	98,250	-	98,250
Utilities	22,117	23,614	26,200	25,789	28,200	-	28,200
Capital Outlays	20,542	-	70,000	70,000	-	140,000	140,000
Capital Leases	-	-	-	-	300,000	-	300,000
Transf to Debt Service -	20,224	20,224	20,225	20,224	20,224	-	20,224
<b>Total Public Safety</b>	<b>1,726,967</b>	<b>1,823,404</b>	<b>1,993,998</b>	<b>2,006,972</b>	<b>2,276,829</b>	<b>426,120</b>	<b>2,702,949</b>

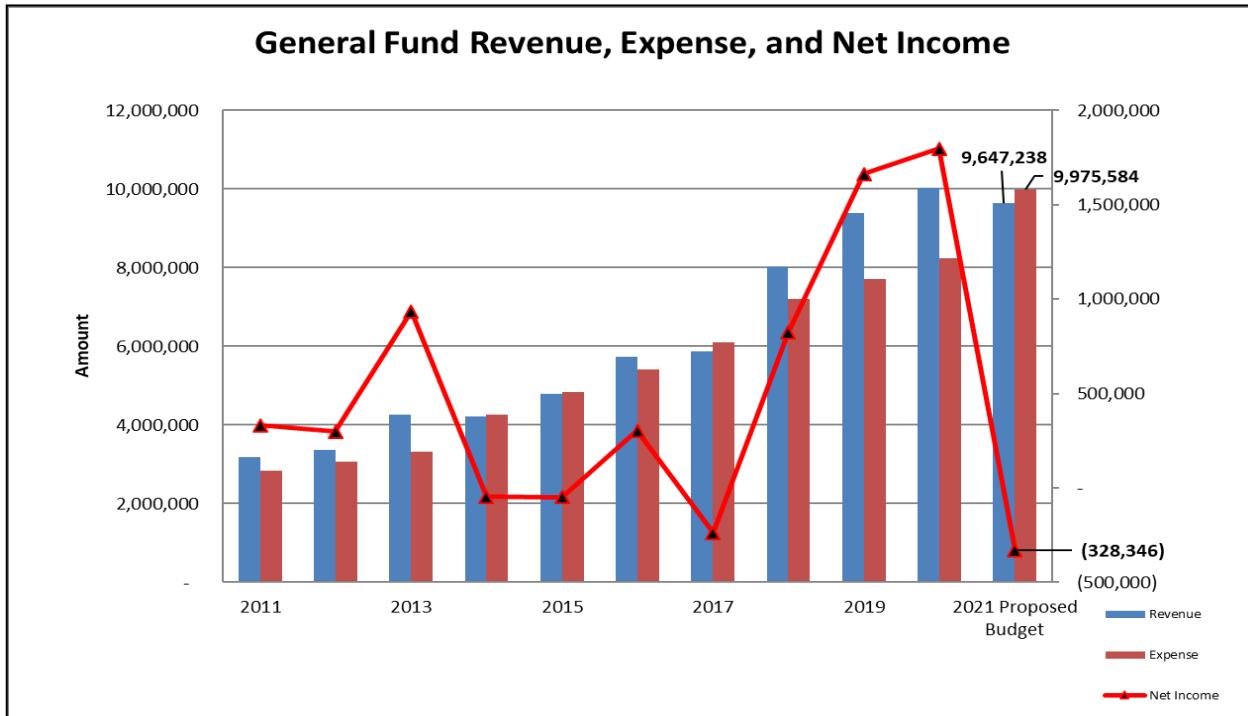
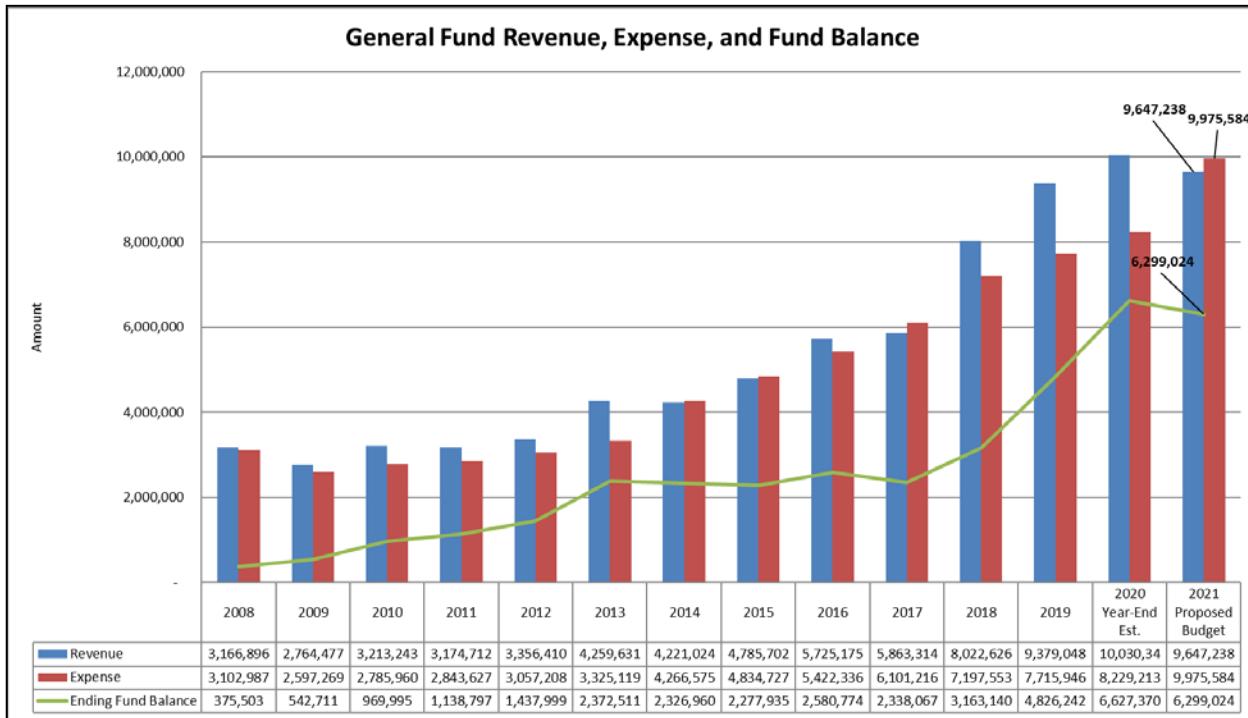


## 2021 Adopted Budget

Operating Funds Summary Report by Cost Category							
Description	2020						
	2018 Actual	2019 Actual	Amended Budget	2020 Est. Year End	2021 Baseline	2021 Additions	2021 Budget
<b>Civil Service</b>							
Supplies	-	-	100	-	100	-	100
Services	70	80	900	92	900	-	900
<b>Total Civil Service</b>	<b>70</b>	<b>80</b>	<b>1,000</b>	<b>92</b>	<b>1,000</b>	-	<b>1,000</b>
<b>Cemetery</b>							
Personnel	14,933	31,804	26,835	48,338	46,895	3,804	50,699
Supplies	1,060	1,639	3,000	1,155	3,000	-	3,000
Services/ Prof Dev	2,024	164	1,100	89	1,300	-	1,300
Maintenance	486	1,282	3,550	2,138	3,850	-	3,850
Utilities	447	543	500	683	600	-	600
Capital Outlays	-	-	-	-	-	-	-
<b>Total Cemetery</b>	<b>18,950</b>	<b>35,432</b>	<b>34,985</b>	<b>52,403</b>	<b>55,645</b>	<b>3,804</b>	<b>59,449</b>
<b>Street Transfers</b>							
Street Fund	341,124	522,706	665,850	620,850	595,000	251,438	846,438
<b>Total Street Transfers</b>	<b>341,124</b>	<b>522,706</b>	<b>665,850</b>	<b>620,850</b>	<b>595,000</b>	<b>251,438</b>	<b>846,438</b>
<b>Community Development</b>							
Personnel	901,969	1,077,895	1,341,934	1,166,092	1,307,015	87,700	1,394,715
Supplies	18,644	23,842	35,650	20,429	26,450	5,000	31,450
Services/Prof Dev	662,685	452,244	451,500	368,822	420,500	116,000	536,500
Intergovernmental	8,229	3,834	4,085	4,084	4,715	-	4,715
Maintenance	50,918	81,886	93,650	85,554	91,650	-	91,650
Utilities	15,624	17,956	33,000	26,387	26,500	-	26,500
Capital Outlays	21,250	112,775	160,300	149,544	-	-	-
Capital Leases	650,000	65,476	65,480	65,472	65,475	-	65,475
<b>Total Com Development</b>	<b>2,329,319</b>	<b>1,835,908</b>	<b>2,185,599</b>	<b>1,886,382</b>	<b>1,942,305</b>	<b>208,700</b>	<b>2,151,005</b>
<b>Parks</b>							
Personnel	297,517	313,395	377,519	341,502	349,555	34,246	383,801
Supplies	27,034	51,150	35,300	45,362	41,750	-	41,750
Services/Prof Dev	7,586	46,455	20,250	16,688	18,000	-	18,000
Intergovernmental	-	-	65	-	-	-	-
Maintenance	36,807	104,870	118,310	118,275	127,500	-	127,500
Utilities	43,004	38,508	38,950	34,373	43,750	-	43,750
Capital Outlays	5,359	28,044	25,000	25,651	-	25,000	25,000
Transfers	12,263	17,384	-	-	-	40,000	40,000
<b>Total Parks</b>	<b>429,570</b>	<b>599,806</b>	<b>615,394</b>	<b>581,851</b>	<b>580,555</b>	<b>99,246</b>	<b>679,801</b>
<b>Total Expense</b>	<b>7,197,553</b>	<b>7,715,946</b>	<b>8,872,324</b>	<b>8,229,213</b>	<b>8,728,274</b>	<b>1,247,310</b>	<b>9,975,584</b>
<b>Net Total</b>	<b>825,073</b>	<b>1,663,102</b>	<b>868,229</b>	<b>1,801,128</b>	<b>905,164</b>	<b>(1,233,510)</b>	<b>(328,346)</b>
<b>Fund Balance</b>							
Beginning Fund Balance	2,338,067	3,163,140	4,826,242	4,826,242	6,627,370	7,532,534	6,627,370
Ending Fund Balance	3,163,140	4,826,242	5,694,471	6,627,370	7,532,534	6,299,024	6,299,024
Gen Fund Reserve Bal	1,480,890	2,014,914	2,331,040	2,331,040	2,421,264	2,421,264	2,421,264
Building Reserve Bal	394,376	574,578	538,567	538,567	594,109	594,109	594,109
Restricted for Building	346,554	599,282	1,230,900	1,679,948	1,657,720	1,657,720	1,449,020
Fund Balance Available	941,320	1,637,468	1,593,964	2,077,815	2,859,441	1,625,931	1,834,631



## 2021 Adopted Budget

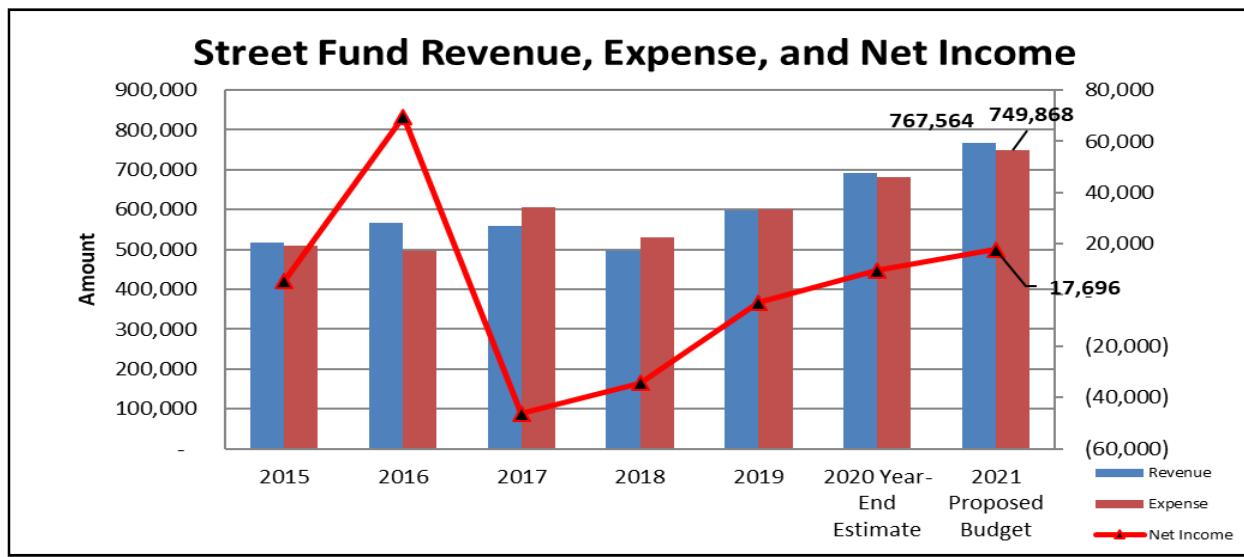




## 2021 Adopted Budget

### Fund 101 – Streets

Operating Funds Summary Report by Cost Category												
Description	2018		2020		2020 Est. Year End	2021 Baseline	2021 Additions	2021 Budget				
	Actual	Actual	Amended Budget	Year End								
<b>101 Street Fund</b>												
<b>Revenue</b>												
Utility Tax/Franchise Fee	69,750	72,002	85,634	89,044	95,491	-	-	95,491				
Permits	21,806	18,528	20,000	23,946	20,000	-	-	20,000				
Grants	-	-	17,000	17,000	-	-	-	-				
Intergovernmental	168,375	177,662	151,116	160,635	220,610	-	-	220,610				
Other Revenue	322	1,694	1,025	3	1,025	-	-	1,025				
Transfers In	236,403	328,125	400,850	400,850	400,000	30,438	30,438	430,438				
<b>Total Revenue</b>	<b>496,656</b>	<b>598,011</b>	<b>675,625</b>	<b>691,478</b>	<b>737,126</b>	<b>30,438</b>	<b>30,438</b>	<b>767,564</b>				
<b>Expense</b>												
Personnel	277,093	313,842	372,627	325,730	392,955	30,438	423,393					
Supplies	23,164	32,349	29,000	23,844	30,500	-	-	30,500				
Services/Prof Dev	1,777	5,195	27,600	21,349	11,600	-	-	11,600				
Intergovernmental	-	-	15,000	15,000	15,000	-	-	15,000				
Maintenance	64,464	56,337	93,020	81,324	88,900	-	-	88,900				
Utilities	116,236	99,191	106,800	139,340	147,300	-	-	147,300				
Capital Outlays	25,826	73,628	59,600	53,500	-	-	-	-				
Transfers	22,386	20,333	21,740	21,740	33,175	-	-	33,175				
<b>Total Expense</b>	<b>530,946</b>	<b>600,875</b>	<b>725,387</b>	<b>681,827</b>	<b>719,430</b>	<b>30,438</b>	<b>30,438</b>	<b>749,868</b>				
<b>Net Total</b>	<b>(34,290)</b>	<b>(2,864)</b>	<b>(49,762)</b>	<b>9,651</b>	<b>17,696</b>	<b>-</b>	<b>-</b>	<b>17,696</b>				
<b>Fund Balance</b>												
Beginning Fund Balance	39,740	5,450	2,586	2,586	12,237	29,933	12,237					
Ending Fund Balance	5,450	2,586	(47,176)	12,237	29,933	29,933	29,933					
Reserves in GF	-	-	-	-	-	-	-	-				
Fund Balance Available	5,450	2,586	(47,176)	12,237	29,933	29,933	29,933					





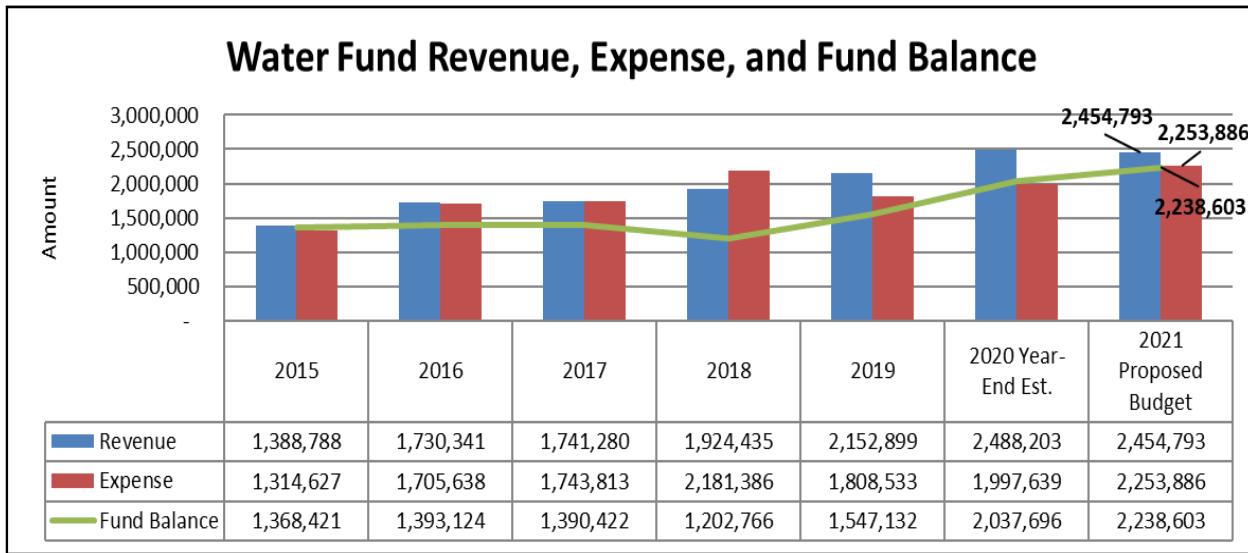
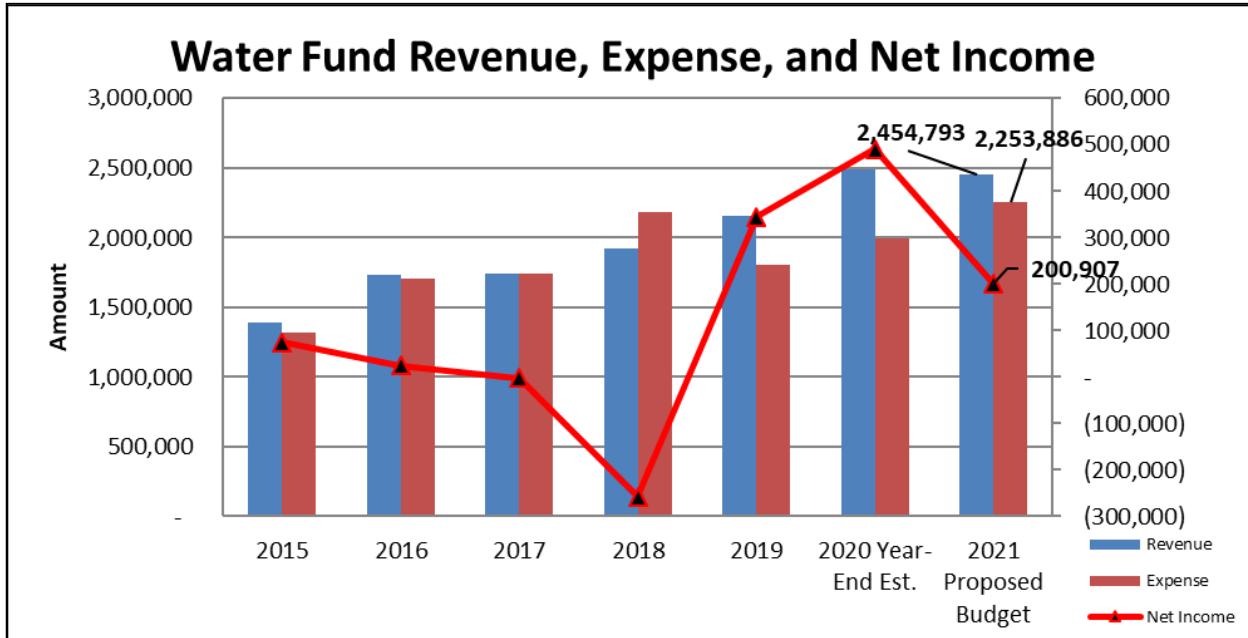
## 2021 Adopted Budget

### Fund 406 – Water Utility

Operating Funds Summary Report by Cost Category								
Description	2018		2020		2020 Est. Year End	2021 Baseline	2021 Additions	2021 Budget
	Actual	Actual	Amended Budget					
<b>406 Water Utility Fund</b>								
<b>Revenue</b>								
Charge for Goods and Srvc	1,712,142	1,939,937	2,118,404	2,258,295	2,248,635	-	-	2,248,635
Grants	-	-	22,000	22,000	-	-	-	-
Other Revenue	9,017	12,652	10,605	9,368	10,000	-	-	10,000
Transfers In	203,276	200,310	198,540	198,540	196,158	-	-	196,158
<b>Total Revenue</b>	<b>1,924,435</b>	<b>2,152,899</b>	<b>2,349,549</b>	<b>2,488,203</b>	<b>2,454,793</b>	-	-	<b>2,454,793</b>
<b>Expense</b>								
Personnel	652,393	662,875	745,948	712,081	740,590	-	-	740,590
Supplies	183,297	182,860	283,650	256,224	240,850	-	-	240,850
Services/Prof Dev	31,083	93,654	96,450	63,779	88,000	70,000	-	158,000
Intergovernmental	407,796	459,872	443,551	420,717	492,377	6,900	-	499,277
Maintenance	49,132	64,310	105,320	71,568	83,750	-	-	83,750
Utilities	111,027	111,921	167,300	156,826	203,450	-	-	203,450
Capital Outlays	252,326	108	40,000	21,138	-	-	-	-
Capital Leases	-	-	-	-	1,800	-	-	1,800
Transfers	291,648	32,623	96,775	96,775	45,011	85,000	-	130,011
Debt Service	202,684	200,310	198,540	198,531	196,158	-	-	196,158
<b>Total Expense</b>	<b>2,181,386</b>	<b>1,808,533</b>	<b>2,177,534</b>	<b>1,997,639</b>	<b>2,091,986</b>	<b>161,900</b>	<b>161,900</b>	<b>2,253,886</b>
<b>Net Total</b>	<b>(256,951)</b>	<b>344,366</b>	<b>172,015</b>	<b>490,564</b>	<b>362,807</b>	<b>(161,900)</b>	<b>200,907</b>	
<b>Fund Balance</b>								
Beginning Fund Balance	1,409,730	1,202,766	1,547,132	1,547,132	2,037,696	2,400,503	-	2,037,696
Ending Fund Balance	1,202,766	1,547,132	1,719,147	2,037,696	2,400,503	2,238,603	-	2,238,603
Reserves	531,686	688,217	881,874	881,874	1,005,949	1,005,949	-	1,005,949
Fund Balance Available	671,080	858,915	837,273	1,155,822	1,394,554	1,232,654	-	1,232,654



## 2021 Adopted Budget





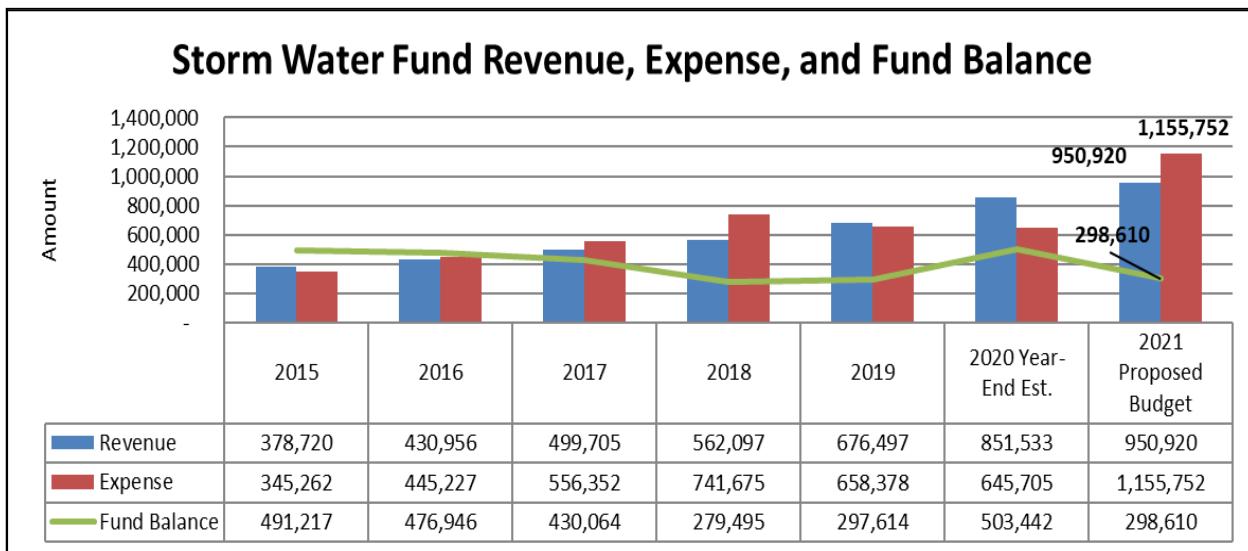
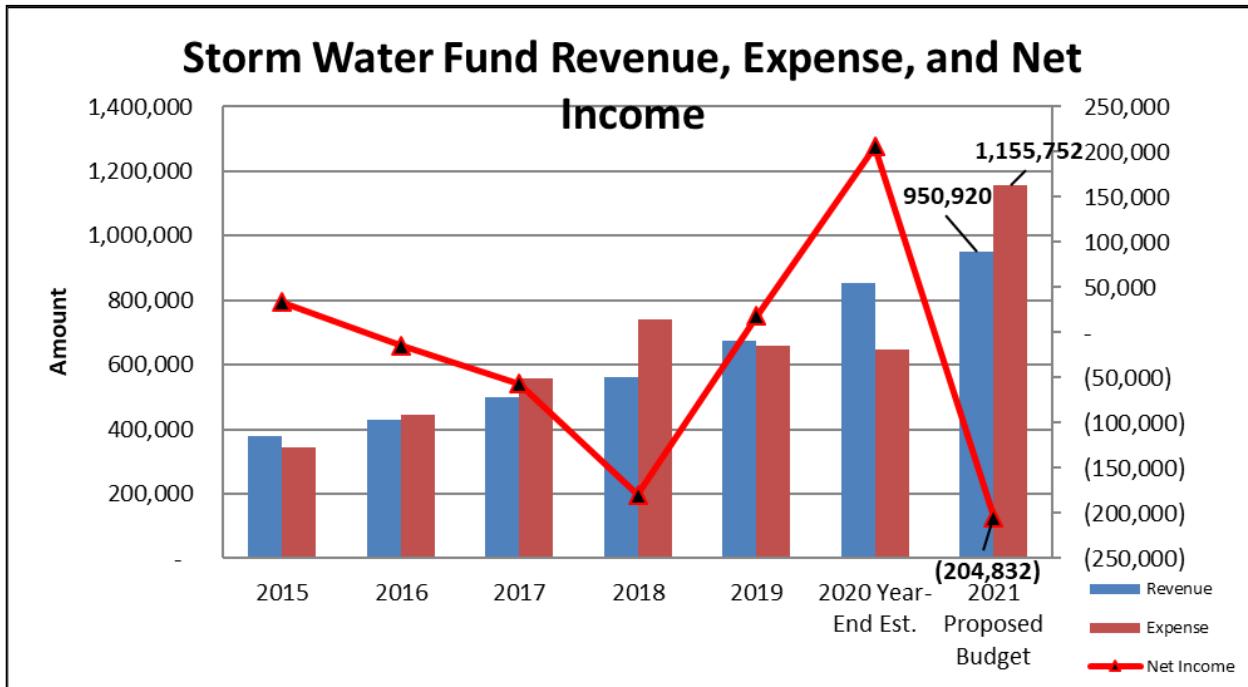
## 2021 Adopted Budget

### Fund 408 – Storm Water Utility

Operating Funds Summary Report by Cost Category										
Description	2018		2020		2020 Est. Year End	2021 Baseline	2021 Additions			
	Actual	2019	Amended Budget	2021 Budget						
<b>408 Stormwater Utility Fund</b>										
<b>Revenue</b>										
Charge for Goods and Srvc	560,683	676,722	749,000	833,703	947,920	-	947,920			
Grants	-	-	16,000	16,000	-	-	-			
Other Revenue	1,414	(225)	275	1,830	3,000	-	3,000			
<b>Total Revenue</b>	<b>562,097</b>	<b>676,497</b>	<b>765,275</b>	<b>851,533</b>	<b>950,920</b>	-	<b>950,920</b>			
<b>Expense</b>										
Personnel	202,131	275,492	312,349	313,114	310,735	78,100	388,835			
Supplies	29,304	33,764	33,800	33,599	33,800	-	33,800			
Services/Prof Dev	25,396	31,345	41,000	38,837	50,000	-	50,000			
Intergovernmental	131,251	209,129	172,576	177,286	204,951	6,900	211,851			
Maintenance	41,249	32,776	46,150	43,507	44,050	7,000	51,050			
Utilities	8,788	8,331	9,850	9,101	9,350	-	9,350			
Capital Outlays	43,834	37,873	3,000	-	-	50,000	50,000			
Debt Service	-	-	-	-	75,000	-	75,000			
Transfers	259,722	29,668	30,261	30,261	25,866	260,000	285,866			
<b>Total Expense</b>	<b>741,675</b>	<b>658,378</b>	<b>648,986</b>	<b>645,705</b>	<b>753,752</b>	<b>402,000</b>	<b>1,155,752</b>			
<b>Net Total</b>	<b>(179,578)</b>	<b>18,119</b>	<b>116,289</b>	<b>205,828</b>	<b>197,168</b>	<b>(402,000)</b>	<b>(204,832)</b>			
<b>Fund Balance</b>										
Beginning Fund Balance	437,626	279,495	297,614	297,614	503,442	700,610	503,442			
Ending Fund Balance	279,495	297,614	413,903	503,442	700,610	298,610	298,610			
Reserves	183,098	275,728	398,183	398,183	456,435	456,435	456,435			
Fund Balance Available	96,397	21,886	15,720	105,259	244,175	(157,825)	(157,825)			



## 2021 Adopted Budget





## 2021 Adopted Budget

### Initiatives/Capital Outlay/Capital Projects

2021 Operating Fund Initiatives					
Project	Funding Source	Total 2021 Appropriation	Ongoing Expense	2020 One-Time Carry Forward	2021 One-Time Initiative
<b>General Fund Impact</b>					
FTE – Support Specialist (One-Year Project Position)	General Fund	\$48,790	\$0	\$0	\$48,790
FTE – Police Officer	General Fund	118,100	98,100	-	20,000
FTE – Police Officer	General Fund	196,900	106,900	-	90,000
FTE – Police Clerk ½ Year	General Fund	42,920	42,920	-	-
FTE – Facilities Maintenance Worker	General Fund	86,262	46,262	-	40,000
FTE – Permit Tech	Permit Fees	93,300	88,300	-	5,000
FTE – Storm Maintenance Worker	General Fund	600	600	-	-
Classification & Compensation Study	General Fund	25,000	-	-	25,000
Project Manager Building – Consultant (2-Year)	Permit Fees	116,000	116,000	-	-
Park Laundry Remediation Legal Support	General Fund	20,000	-	-	20,000
Fleet Management Study	General Fund	35,000	-	-	35,000
Public Safety Building – Relocation Expense	General Fund	70,000	-	-	70,000
Skid Steer Attachment – Brush Mower	General Fund	10,000	-	-	10,000
Traffic Control Equipment	General Fund	9,200	-	-	9,200



## 2021 Adopted Budget

2021 Operating Fund Initiatives					
Project	Funding Source	Total 2021 Appropriation	Ongoing Expense	2020 One-Time Carry Forward	2021 One-Time Initiative
<b>General Fund Impact</b>					
Trail Head Signage	General Fund	15,000	-	-	15,000
Davis Park Paving and Building Demo	General Fund	55,000	-	-	55,000
Bennett Kitchen Safety Upgrades – Transfer to Capital	General Fund	40,000	-	-	40,000
Street Projects – Transfer to Capital	General Fund	221,000	-	-	221,000
<b>General Fund Impact</b>		<b>\$1,203,072</b>	<b>\$499,082</b>	<b>\$0</b>	<b>\$703,990</b>

2021 Operating Fund Initiatives					
Project	Funding Source	Total 2021 Appropriation	Ongoing Expense	2020 One-Time Carry Forward	2021 One-Time Initiative
<b>Street Fund Impact</b>					
FTE – Facilities Maintenance Worker	General Fund Transfer	\$30,438	\$30,438	-	-
<b>Street Fund Impact</b>		<b>\$30,438</b>	<b>\$30,438</b>	<b>\$0</b>	<b>\$0</b>

2021 Operating Fund Initiatives					
Project	Funding Source	Total 2021 Appropriation	Ongoing Expense	2020 One-Time Carry Forward	2021 One-Time Initiative
<b>Water Operating Fund Impact</b>					
Traffic Control Equipment	Water Fund	\$6,900	\$0	\$0	\$6,900
Water Resiliency Assessment & Emergency Response Plan	Water Fund	70,000	-	-	\$70,000
9 <sup>th</sup> Court Water Line Improvement - Transfer to Capital	Water Fund	85,000	-	-	85,000
<b>Water Fund Impact</b>		<b>\$161,900</b>	<b>\$0</b>	<b>\$0</b>	<b>\$161,900</b>



## 2021 Adopted Budget

2021 Operating Fund Initiatives					
Project	Funding Source	Total 2021 Appropriation	Ongoing Expense	2020 One-Time Carry Forward	2021 One-Time Initiative
<b>Storm Water Operating Fund Impact</b>					
FTE – Storm Maintenance Worker	Storm Water Fund	\$128,100	\$78,100	\$0	\$50,000
Traffic Control Equipment	Storm Water Fund	6,900	-	-	6,900
Cedar Ridge Filter Vault Maintenance Program	Storm Water Fund	7,000	7,000	-	-
Bio Swale & Storm Pond Rehabilitation – Transfer to Capital	Storm Water Fund	260,000	-	-	260,000
<b>Storm Water Fund Impact</b>		<b>\$402,000</b>	<b>\$85,100</b>	<b>\$0</b>	<b>\$316,900</b>

2021 Capital Initiatives					
Project	Funding Source	Total 2021 Appropriation	Grant/Loan/Bond/Funding	2020 One-Time Carry Forward	2021 One-Time Initiative
<b>General Capital Fund Impact</b>					
PW Ops Center Tenant Improvements	LTGO Bonds	\$316,0000	\$316,000	\$0	\$0
PW Ops Center Equipment	LTGO Bonds	60,000	60,000	-	-
PW Ops Center Server and IT	LTGO bonds	30,000	30,000	-	-
Bennett Kitchen Safety Upgrades	General Fund Transfer	40,000	-	-	40,000
S Pioneer St. Ext. & Roundabout Design/Permitting	Traffic Impact Fees	1,200,000	-	-	1,200,000
N 8 <sup>th</sup> Ave & Simons St. Improvements	CDBG Grant, WSDC, PWT, Gen Fund	296,000	255,000	-	41,000
Hillhurst Road Overlay	TIB Grant, General Fund	690,000	560,000	130,000	-



## 2021 Adopted Budget

2021 Capital Initiatives					
Project	Funding Source	Total 2021 Appropriation	Grant/Loan/Bond/Funding	2020 One-Time Carry Forward	2021 One-Time Initiative
<b>General Capital Fund Impact</b>					
Pioneer & 51 <sup>st</sup> Roundabout Design	Traffic Impact Fees	650,000	-	-	650,000
Downtown Sidewalk Repairs	General Fund	50,000	-	-	50,000
Hillhurst Multimodal Trail Construction	TIF, Safe Routes to School Grant	400,000	320,000	-	80,000
Overlook Park Splash Pad Design	Park Impact Fees	95,000	-	-	95,000
Gee Creek Trail North Construction	RCO Grant, Park Impact Fees	115,000	100,000	-	15,000
Boyse Parkland Purchase	Park Impact Fees	260,000	-	-	260,000
Mayor Meadows to Reiman Rd Trail Design	Park Impact Fees	120,000	-	-	120,000
<b>General Capital Fund Impact</b>		<b>\$4,322,000</b>	<b>\$1,641,000</b>	<b>\$130,000</b>	<b>\$2,551,000</b>

2021 Capital Initiatives					
Project	Funding Source	Total 2021 Appropriation	Grant/Loan Funding	2020 One-Time Carry Forward	2021 One-Time Initiative
<b>Water Utility Capital Fund Impact</b>					
Kennedy Well Field	WSDC	\$770,000	\$0	\$0	\$770,000
9 <sup>th</sup> Court Water Line Improvements	Water Fund Transfer	85,000	-	-	85,000
Treatment & Reservoir Improvements	WSDC	29,000	-	-	29,000
N 8 <sup>th</sup> Ave & Simons St. Improvements	CDBG Grant, WSDC, PWTF, Gen Fund	215,000	-	-	215,000



## 2021 Adopted Budget

2021 Capital Initiatives					
Project	Funding Source	Total 2021 Appropriation	Grant/Loan Funding	2020 One-Time Carry Forward	2021 One-Time Initiative
<b>Water Utility Capital Fund Impact</b>					
SDC – CPU Intertie Addtl. Capacity	WSDC	600,000	-	-	600,000
<b>Water Utility Capital Fund</b>		<b>\$1,699,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,699,000</b>

2021 Capital Initiatives					
Project	Funding Source	Total 2021 Appropriation	Grant/Loan Funding	2020 One-Time Carry Forward	2021 One-Time Initiative
<b>Storm Water Utility Capital Fund Impact</b>					
Downtown Stormwater Enhancements	PWTF Loan	\$97,000	\$97,000	\$0	\$0
N 8 <sup>th</sup> Ave & Simons St. Improvements	CDBG Grant, WSDC, PWTF, Gen Fund	69,000	69,000	-	-
Heron & 18 <sup>th</sup> Storm Pond Rehabilitation	Storm Water Fund Transfer	50,000	-	-	50,000
Heron & 18 <sup>th</sup> Bio-Swale Rehabilitation	Storm Water Fund Transfer	40,000	-	-	40,000
Falcon Bio-Swale Rehabilitation	Storm Water Fund Transfer	50,000	-	-	50,000
Hillhurst Bio-Swale Rehabilitation	Storm Water Fund Transfer	50,000	-	-	50,000
Lark Bio-Swale Rehabilitation	Storm Water Fund Transfer	50,000	-	-	50,000
Reiman Road Bio-Swale Rehabilitation	Storm Water Fund Transfer	20,000	-	-	20,000
<b>Storm Water Utility Capital Fund</b>		<b>\$426,000</b>	<b>\$166,000</b>	<b>\$0</b>	<b>\$260,000</b>

2021 Capital Initiatives					
Project	Funding Source	Total 2021 Appropriation	Grant/Loan Funding	2020 One-Time Carry Forward	2021 One-Time Initiative
<b>Equipment Replacement Fund Impact (ERF)</b>					
2020 Hook Truck Outfitting	ERF	\$149,400	\$0	\$149,400	\$0
2006 Ford F350 Repairs	ERF	10,000	-	-	10,000
<b>ERF Impact</b>		<b>\$159,400</b>	<b>\$0</b>	<b>\$149,400</b>	<b>\$10,000</b>



## 2021 Adopted Budget

<b>2021 Initiative/Project Funding Summary</b>				
Fund	2020 Ongoing Initiatives	2019 Carry Forward Initiatives	2020 One-Time Initiatives	Total 2020 Initiative
General Fund	\$295,382	\$0	\$477,990	\$773,372
General Fund Transfer to Capital	-	130,000	91,000	221,000
General Fund – Building Permit Fees	203,700	-	5,000	208,700
Street Fund	30,438	-	-	30,438
Water Fund	-	-	161,900	161,900
Storm Fund	85,100	-	316,900	402,000
Real Estate Excise Tax (REET)	-	-	-	-
Park Impact Fee (PIF)	-	-	490,000	490,000
Traffic Impact Fee (TIF)	-	-	1,930,000	1,930,000
Water System Development Charge	-	-	1,614,000	1,614,000
Equipment Replacement	-	149,400	10,000	159,400
Grant Funding	-	-	1,235,000	1,235,000
PWTF Loan Funding	-	-	166,000	166,000
LTGO Bond Funding	-	-	406,000	406,000
<b>Total Initiative/Project Funding</b>	<b>\$614,620</b>	<b>\$279,400</b>	<b>\$6,903,790</b>	<b>\$7,797,810</b>



## *2021 Adopted Budget*

## *VI. Capital Improvement Program*



## ***2021 Adopted Budget***

### ***Capital Facility Plan Summaries***

The City has Capital Facility Plans for water, storm water drainage, transportation, and parks and trails. Each plan is completed by the Public Works Department in coordination with a third-party consultant who specializes in the specific plan they work on. All procurement for consultant contractors is completed through a request for proposal process. These plans are updated every six years. The City has approximately \$94.5 million net investment in capital assets. The City is GAAP basis and has a formal capitalization policy (appendix page 213 - 219). The City depreciates assets over their estimated life expectancy per the capitalization policy.

The City does not have a formal Facilities Capital Facility Plan currently. There has been discussion at the Council and Management level about facility needs over the next 20 years. The Public Works Department commissioned an operations center feasibility study in 2014 to assess needs for a Public Works operations facility. Based on the needs identified in the feasibility study the City has purchased a 5-acre property with office and shop space, which Public Works will move into in 2021. In 2018 the Council has approved a lease for a new shared facility for the Community Development Department. In 2021 the City will move their police department to a new leased Public Safety building in the downtown core. These moves anticipate the continued growth in staffing to serve our community.

In 2022 - 2023 the Finance Department will work closely with the Public Works Department to complete a six-year capital budget to integrate with the capital facility plans and the financial sustainability model. Both departments identified this as a goal in their respective six-year business plan update completed in 2019. Completion of the six-year capital budget will allow City Council and staff to have a more comprehensive look forward on critical infrastructure needs and effects on the budget.

In 2018 Council adopted new funding sources that were effective in June 2019 that will assist with street repair and maintenance projects included in the City's transportation capital facilities plan. In 2019 a ballot measure, I-976, was approved by a majority of Washington voters to reduce and repeal many vehicle licensing fees. This included the City of Ridgefield's vehicle licensing fee to fund the Transportation Benefit District. Court action ensued and the Washington State Supreme Court recently ruled the initiative was unconstitutional as written and presented to the voters. As a result, staff will be bringing options to City Council to determine the future of transportation funding and use of the current fees collected since June 2019.



## 2021 Adopted Budget

### Water Capital Facility Plan

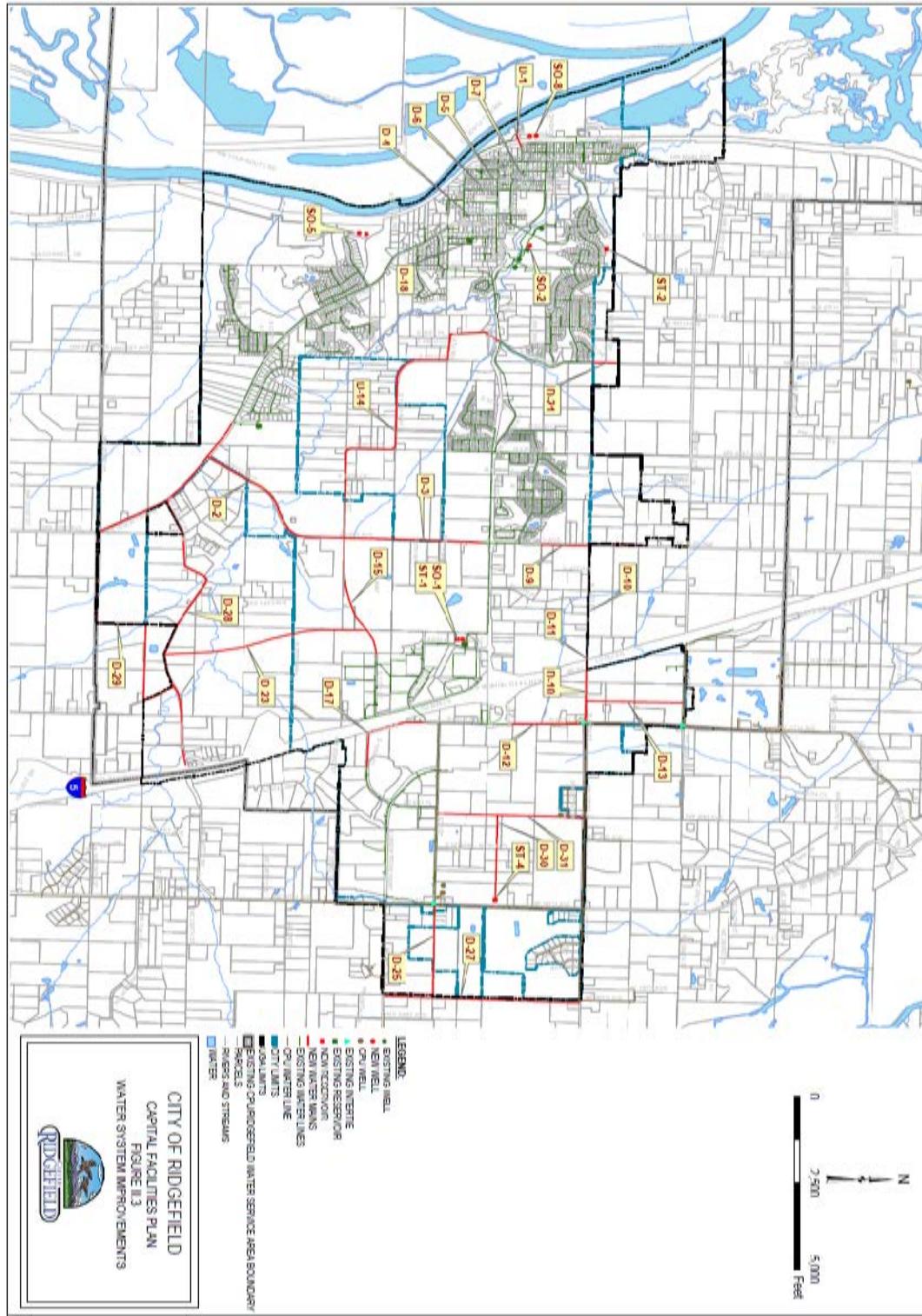
The City last updated the Water System Capital Facility Plan in 2015. The plan includes a summary and description of the existing wells, storage facilities, service area, and interties with Clark Public Utilities. A source capacity analysis and comparison of existing water rights to future water demand is included. The capital improvement program which outlines planned improvements to the system is included with cost estimates and rough timetables. Several projects, most notably the Junction Reservoir and Well Improvement Project, have been completed since the 2015 update. The City is currently updating the Water Capital Facility Plan with an anticipated adoption in the first quarter of 2020.

No.	Description	2016-2020	2021-2025	2026-2030	2031-2035
SO-1	Equip Junction Well	\$1,213,890			
SO-2	Replace Well No 7	\$271,000			
SO-3	Conduct Hydrogeologic Study	\$56,807			
SO-4	Obtain Additional Water Rights	\$1,420,182			
SO-5	Drill 2 New Wells (West of S. Hillhurst)	\$5,269,500			
SO-8	Drill 2 New Wells near Railroad			\$4,771,000	
ST-1	Junction Reservoir	\$1,938,000			
ST-2	New Heron Ridge/Bellwood reservoir		\$4,199,100		
ST-4	New 10 <sup>th</sup> Ave. Reservoir			\$4,478,000	
D-1	Mill Street - Railroad Avenue to West	\$98,771			
D-2	Royle Road - High School to Gee Creek		\$374,189		
D-3	45th Avenue - Gee Creek to Pioneer		\$222,163		
D-7	Mill Street - Main to 5th	\$188,942			
D-9	45th Avenue - Pioneer to N. 10th Street	\$229,238			
D-10	NW 279th - 45th Ave. to N. 65th Ave.			\$231,121	
D-11	NW 279th Street Boring			\$305,480	
D-12	N. 65 <sup>th</sup> Ave. - Pioneer St. to NW 279th	\$153,593			
D-13	Future Street, NW 279 <sup>th</sup> to NW 289 <sup>th</sup>	\$128,795			
D-14	Bertsinger Road - Pioneer to 45th Avenue			\$267,096	\$267,096
D-15	Future Street, S. 45 <sup>th</sup> Ave to 11 <sup>th</sup> St.		\$161,684		
D-17	East Side of I-5 - S. Dolan to S. 6th		\$118,031		
D-18	Cemetery Booster Station Upgrade	\$395,567			
D-21	NW 51st Ave - Heron Dr. to NW 281st St.		\$38,811		
D-23	Future Street to NW Carty Rd.		\$307,408		
D-25	S. 5th St. - NE 10th Ave. to NE 20th Ave.			\$178,566	
D-27	Future Rd. - NE 259th to NE 279th				\$291,517
D-28	Carty Rd. - Hillhurst to I-5			\$561,880	
D-29	Hillhurst Rd. - NW 219th - Carty Rd. Lp.			\$607,243	
D-30	Future Street to New Reservoir			\$137,447	
D-31	Future Street - NW 279th to S. 5th St.			\$219,119	
D-32	High Priority Minor Distribution System Improvements	\$594,431.24			
D-33	Minor Distribution System Improvements				\$891,306
SU-1	Hydrant Replacement Program	\$85,211	\$85,211	\$85,211	\$85,211
SU-2	Water Meter Replacement Program	\$284,036	\$284,036	\$284,036	\$284,036
<b>Yearly Totals</b>		<b>\$12,327,962</b>	<b>\$5,790,632</b>	<b>\$11,947,633</b>	<b>\$1,997,732</b>

(1) This table is adapted from the 2013 Water System Plan, Tables 8-6 and 8-7, costs are converted to 2015 dollars in accordance with the ENR construction cost indices.



## 2021 Adopted Budget





## 2021 Adopted Budget

### ***Storm Water Capital Facility Plan***

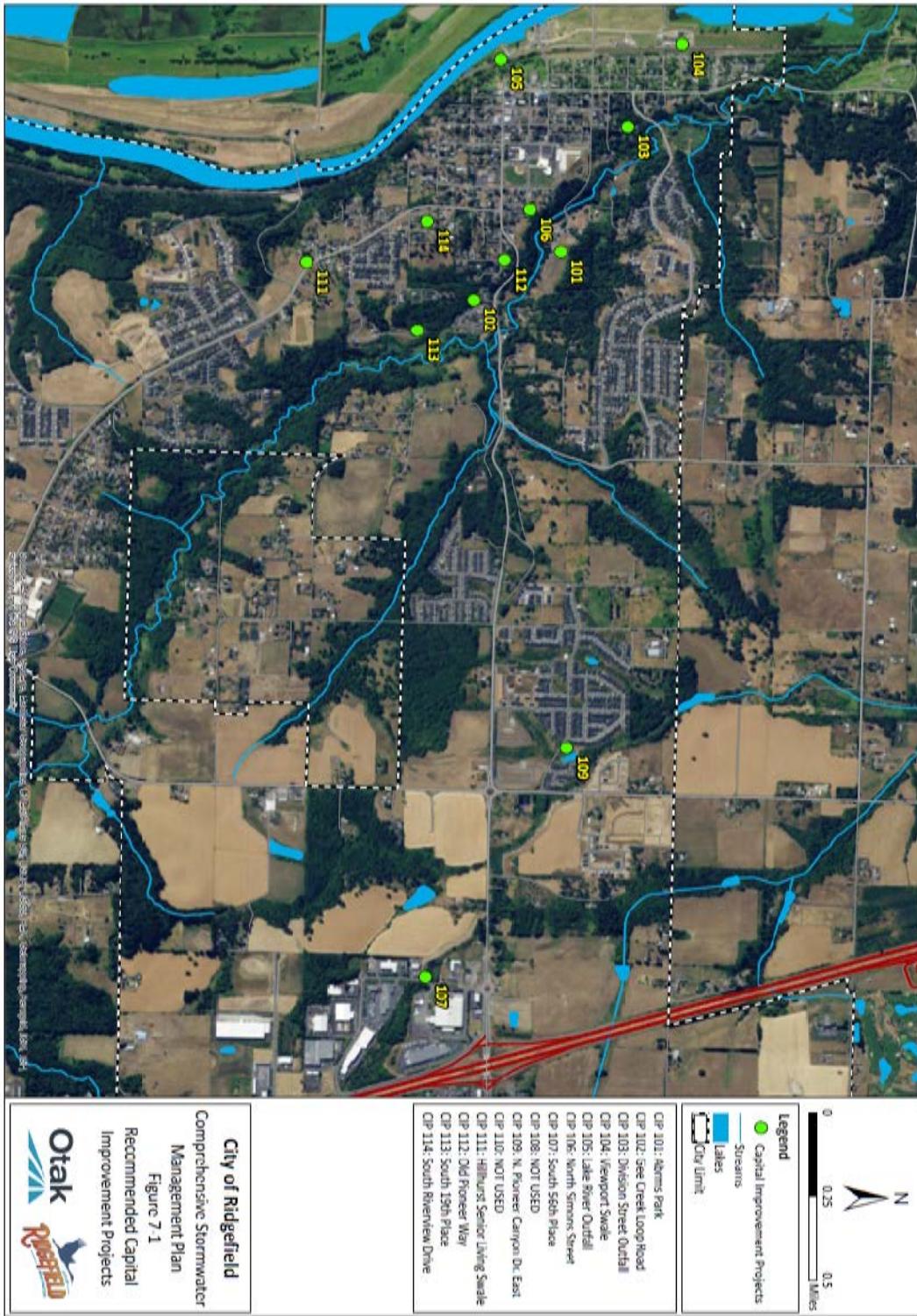
The City's current Storm Water Management Plan, which includes the Capital Facility Plan, was last updated in 2018. The purpose of this Plan is to characterize the drainage basins, identify existing and potential problems, develop alternative solutions for stormwater quantity and quality control, and recommend a stormwater management program and a plan for financing the recommended maintenance and improvement program.

#### **Capital Improvement Project Programming 2018 to 2027:**

<b>Project ID</b>	<b>Project Name</b>	<b>Estimated Total Project Cost</b>	<b>Estimated Construction</b>
1	Division Street Outfall	\$355,000	2018
2	Hillhurst Swale	\$197,100	2019
3	South 56 <sup>th</sup> Place	\$38,500	2020
4	Old Pioneer Way	\$230,500	2020
5	South Riverview Drive	\$238,340	2023
6	North Pioneer Canyon Drive, East Culvert	\$60,000	2021
7	Viewport Swale	\$166,500	2021
8	North Simmons St	\$165,000	2022
9	Gee Creek Loop	\$253,500	2024
10	Lake River Outfall	\$484,325	2025
11	Abrams Park	\$162,000	2027



## 2021 Adopted Budget





## 2021 Adopted Budget

### Transportation Capital Facility Plan

The Transportation Capital Faculties Plan (CFP) is a long-range plan that sets the vision for a community's transportation system for the next 20 years. The 2018 plan prepares Ridgefield for accommodating traffic within its Urban Growth Area (UGA) in the best manner possible through 2040. The Transportation CFP's big picture view allows it to guide the City in developing and maintaining acceptable transportation network performance more efficiently than a piecemeal or unorganized approach.

The Transportation CFP embodies the community's vision for an equitable and efficient transportation system. It outlines strategies and projects that are important for protecting and enhancing mobility in Ridgefield through the next 20 years. The Transportation CFP is a collection of current inventory, forecasts, past and current project ideas, decisions, and standards into a single document. The City, Clark County, private developers, and state or federal agencies all have a role in implementing elements of the Transportation CFP.

By setting priorities for available and anticipated funds in the 20-year planning period, the Transportation CFP provides a foundation for budgeting, grant writing, and requiring public improvements with private development. The plan also identifies and advocates for the projects and services that the City would like to implement but cannot reasonably expect to fund.

Project ID	Description	From	To	Estimated cost (2018 dollars)
1	Extend Pioneer Street (SR 501) to Port of Ridgefield as minor arterial (3 lanes)	Division Street	Main Street	\$14,660,000
2	Upgrade Main Avenue to minor arterial (3 lanes)	Depot Street	North UGB	\$450,000
3	Extend Division Street as collector (2 lanes)	Pioneer Street (SR 501)	N Abrams Park Road	\$4,650,000
4	Construct signal at Pioneer Street (SR 501) and Hillhurst Road (9th Avenue)	-	-	\$400,000
5	Widen Hillhurst Road to minor arterial (3 lanes)	Pioneer Street (SR 501)	Sevier Road	\$6,350,000



## 2021 Adopted Budget

Project ID	Description	From	To	Estimated cost (2018 dollars)
6	Replace Pioneer Street (SR 501) bridge over Gee Creek	-	-	\$3,130,000
7	Build bridge at Reiman and Pioneer Canyon Dr connection	Pioneer Canyon Dr	Reiman Road	\$2,000,000
8	Build Pioneer Canyon Dr as collector (2 lanes)	32nd Avenue	Reiman Road	\$3,480,000
9	Rebuild S 25th Place as collector (2 lanes)	S 10th Way	S 4th Way	\$1,020,000
10	Rebuild S 10th Way as collector (2 lanes)	S 35th Place	S 25th Place	\$3,610,000
11	Build new east-west collector (2 lanes)	Hillhurst Road	new rural minor collector roadway	\$4,300,000
12	Extend N 35th Avenue as collector (2 lanes)	N Pioneer Canyon Drive	N 14th Street	\$3,300,000
13	Build/Rebuild S 35th Ave as collector (3 lanes)	Pioneer Street (SR 501)	S 15th Street	\$7,420,000
14	Rebuild S 15th Street (2 lanes)	S Royle Road (45th Avenue)	S 35th Avenue	\$4,830,000
15	Upgrade Hillhurst Road to principal arterial (5 lanes)	Sevier Road	UGA/Williams Rd	\$10,000,000
16	Build N 14th Street as a collector (2 lanes)	N 35th Avenue	Royle Road (45th Avenue)	\$8,240,000
17	Build N 10th Street as collector (2 lanes)	Royle Road (45th Avenue)	35th Avenue	\$4,000,000
18	Widen Pioneer Street (SR 501) (4 lanes)	35th Avenue Roundabout	Royle Road (45th Avenue) Roundabout	\$4,140,000
19	Extend S 6th Way as collector (2 lanes)	Royle Road (45th Avenue)	35th Avenue	\$6,500,000



## 2021 Adopted Budget

Project ID	Description	From	To	Estimated cost (2018 dollars)
20	Widen S Royle Road to minor arterial (3 lanes)	Hillhurst Road	S 15th Street	\$3,500,000
21	Build a roundabout at Royle Road (45th Avenue) and S 15th Street	-	-	\$2,250,000
22	Widen Royle Road (45th Avenue) to minor arterial (3 lanes)	S 15th Street	Pioneer Street (SR 501)	\$4,200,000
23	Build roundabout at Royle Road (45th Avenue) and new collector south of Pioneer Street (SR 501)	-	-	\$2,250,000
24	Construct 2-lane roundabout at Pioneer Street (SR 501) at Royle Road (45th Avenue)	-	-	\$100,000
25	Widen Royle Road (45th Avenue) to minor arterial (3 lanes)	Pioneer Street (SR 501)	N 10th Street	\$3,300,000
26	Build a signal or roundabout at N 10th Street and Royle Road (45th Avenue)	-	-	\$2,250,000



## 2021 Adopted Budget

Project ID	Description	From	To	Estimated cost (2018 dollars)
27	Construct signal or roundabout at N 20th Street (NW 289th Street) and N Royle Road (45th Avenue)/NW 31st Avenue	-	-	\$1,030,000
28	Widen N 10th St to industrial/commercial collector (3 lanes)	Royle Road (45th Avenue)	west side of I-5	\$4,000,000
29	Build N 5th Street as industrial/commercial collector (3 lanes)	Royle Road (45th Avenue)	N 56th Place	\$3,700,000
30	Build N 51st Avenue as industrial/commercial collector (3 lanes)	Pioneer Street (SR 501)	N 5th Street	\$2,000,000
31	Build N 56th Avenue as industrial/commercial collector (3 lanes)	Pioneer Street (SR 501)	N 5th Street	\$1,590,000
32	Widen Pioneer Street (SR 501) (4 lanes)	Royle Road (45th Avenue) Roundabout	51st Avenue	\$2,570,000
33	Construct 2-lane roundabout at Pioneer Street (SR 501) at 51st Avenue	-	-	\$1,490,000
34	Widen Pioneer Street (SR 501) (4 lanes)	51st Avenue	56th Avenue	\$2,570,000
35	Build second northbound lane (right turn lane) at Pioneer Street (SR 501) and 56th Ave roundabout	-	-	\$800,000



## 2021 Adopted Budget

Project ID	Description	From	To	Estimated cost (2018 dollars)
36	Build new east-west collector roadway south of Pioneer Street (SR 501) (2 lanes)	Royle Road (45th Avenue)	56th Avenue	\$4,300,000
37	Build S 51st Avenue as minor arterial (3 lanes)	Pioneer Street (SR 501)	S 20th Way	\$5,150,000
38	Extend S 6th Way as industrial/commercial collector (3 lanes)	S 56th Place	Royle Road (45th Avenue)	\$5,250,000
39	Build S 15th St as a minor arterial (3 lanes)	S Royle Road (45th Avenue)	S 11th Street	\$4,570,000
40	Construct roundabout at S 11th Street and S 51st Avenue extension	-	-	\$1,030,000
41	Upgrade Carty Road to minor arterial (3 lanes)	Hillhurst Road	I-5	\$15,270,000
42	Extend NW 219th Street as rural major collector outside UGA (2 lanes)	I-5	NW 31st Avenue/Hillhurst Road	\$18,820,000
43	Build new north-south rural minor collector roadway outside UGA (2 lanes)	NW Carty Road	NW 219th Street	\$3,500,000
44	Upgrade Ecklund Road/NW 11th Ave to rural minor collector outside UGA (2 lanes)	NW Carty Road	NW 219th Street	\$4,000,000
45	Build S 51st Avenue as minor arterial (3 lanes)	S 20th Way	NW Carty Road	\$4,000,000



## 2021 Adopted Budget

Project ID	Description	From	To	Estimated cost (2018 dollars)
46	Construct SB auxiliary lane along I-5	Pioneer Street (SR 501)	219th Street	\$9,260,000
47	Construct NB auxiliary lane along I-5	219th Street	Pioneer Street (SR 501)	\$10,120,000
48	Widen Timm Road to industrial/commercial collector (3 lanes)	S 11th Street	S 20th Way	\$2,330,000
49	Widen S 20th Way to industrial/commercial collector (3 lanes)	Timm Road	S 51st Avenue	\$2,980,000
50	Build N 20th Street (NW 289th Street) overcrossing over I-5	-	-	\$12,180,000
51	Widen N 20th Street (NW 289th Street) to minor arterial (3 lanes)	I-5	N 65th Avenue (NW 11th Avenue)	\$2,860,000
52	Widen N 65th Avenue (NW 11th Avenue) to minor arterial (3 lanes)	Pioneer Street (SR 501)	N 20th Street (NW 289th Street)	\$3,130,000
53	Widen N 10th Street to collector (2 lanes)	east side of I-5	N 65th Avenue	\$1,460,000
54	Widen S 65th Avenue (NW 11th Avenue) to collector (2 lanes)	Pioneer Street (SR 501)	S 10th Street	\$2,350,000
55	Extend Pioneer Street (SR 501) to Union Ridge Parkway (4 lanes)	65th Avenue Roundabout	S 5th Street	\$9,000,000
56	Build a signal or roundabout at Union Ridge Parkway extension and 74th Place extension	-	-	\$2,500,000



## 2021 Adopted Budget

Project ID	Description	From	To	Estimated cost (2018 dollars)
57	Build a signal or roundabout at Union Ridge Parkway and S 5th Street	-	-	\$2,500,000
58	Build S 11th Street overcrossing over I-5 (3 lanes)	Timm Road	Dolan Road	\$17,150,000
59	Extend S 10th Street as minor arterial (3 lanes)	S 10th Street	I-5 overpass	\$2,290,000
60	Widen S 5th Street to collector (2 lanes)	Union Ridge Parkway	N 85th Avenue	\$3,080,000
61	Build new industrial/commercial collector (3 lanes)	Union Ridge Parkway	S 5th Street	\$7,820,000
62	Build new north-south collector roadway (2 lanes)	N 10th Street	new collector extending 74th Place	\$4,000,000
63	Build new east-west industrial/commercial collector (3 lanes)	N 65th Avenue	N 85th Avenue	\$7,820,000
64	Upgrade N 10th Street to collector (2 lanes)	N 65th Avenue	N 85th Avenue	\$4,930,000
65	Widen 85th Avenue to minor arterial (3 lanes)	S 5th Street	NE 279th Street	\$4,230,000
66	Upgrade N 10th Street to collector (2 lanes)	N 85th Avenue	105th Ave (NE 20th Avenue)	\$4,700,000
67	Build new east-west collector roadway (2 lanes)	N 85th Avenue	new local roadway	\$4,100,000
68	Widen S 85th Avenue to minor arterial (3 lanes)	NE 259th Street	S 5th Street	\$1,090,000

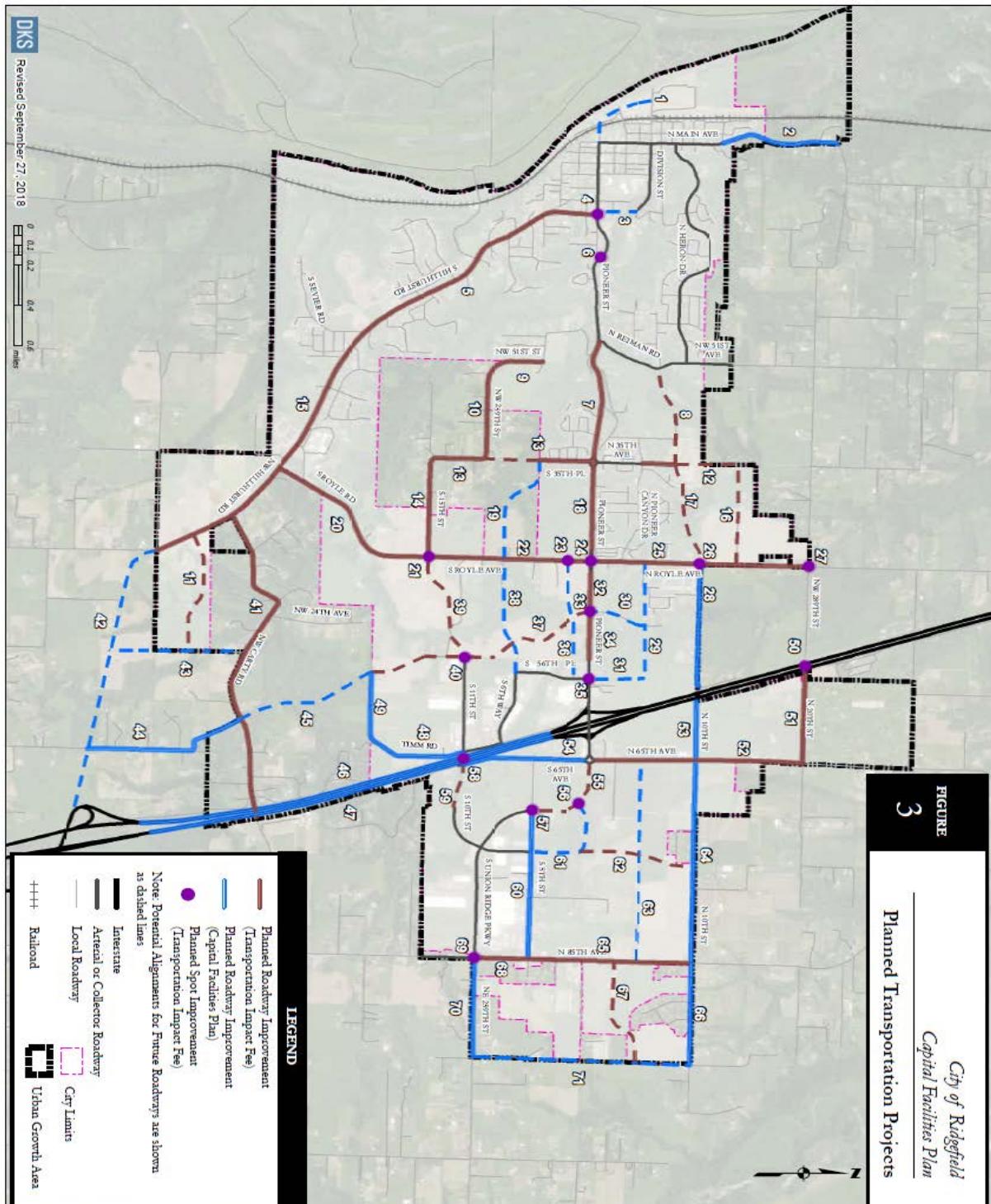


## 2021 Adopted Budget

Project ID	Description	From	To	Estimated cost (2018 dollars)
69	Build a signal or roundabout at Union Ridge Parkway and 85th Avenue	-	-	\$2,500,000
70	Upgrade NE 259th Street to collector (2 lanes)	N 85th Avenue	105th Avenue (NE 20th Ave)	\$4,700,000
71	Build 105th Ave (NE 20th Avenue) as collector (2 lanes)	N 10th Street	NE 259th Street	\$7,050,000
72	Widen Pioneer Street (SR 501) (3 lanes)	Reiman Road	35th Avenue Roundabout	\$6,550,000



## 2021 Adopted Budget





## ***2021 Adopted Budget***

### ***Parks and Trails Capital Facility Plan***

The City's Parks and Recreation Capital Facilities Plan was last updated in 2016. An update to the Parks and Recreation Comprehensive plan, including the Capital Facilities Plan is underway and will be adopted in 2020. The plan summarizes the plans for the City's existing parks which include 22 sites and almost 160 acres of public parkland. The City system also includes approximately 6 miles of trails. The plan estimates future demand and includes a 6-year Capital Facilities Plan (CFP) to help the City meet future demand. The CFP includes cost estimates and estimated funding sources.

This Comprehensive Parks and Recreation Plan is a six-year guide and strategic plan for managing and enhancing park and recreation services in Ridgefield. It establishes a path forward for providing high quality, community-driven parks, trails, open spaces and recreational opportunities. The Plan provides a vision for the City's park and recreation system, proposes updates to City service standards for parks and trails and addresses departmental goals, objectives and other management considerations toward the continuation of quality recreation opportunities to benefit the residents of Ridgefield.

This Plan was developed with the input and direction of Ridgefield residents. The Plan inventories and evaluates existing park and recreation areas, assesses the needs for acquisition, site development and operations and offers specific policies and recommendations to achieve the community's goals.



## 2021 Adopted Budget

**City of Ridgefield**  
**Parks CFP Projects and Financing Plan**  
**2016 to 2021**

	Actual 2014	Actual 2015	Projected					6-Year Total
	2016	2017	2018	2019	2020	2021		
<b>Project Specific Revenue</b>								
Park Impact Fees (most recent FY fund balance)	\$ 38,626	\$ 158,857						\$ 2,861,895
Park Impact Fees (annual revenues)	\$ 343,202	\$ 484,688	\$ 468,876	\$ 480,598	\$ 492,613	\$ 504,928	\$ 457,440	\$ 19,800
Interest Earnings / Other	\$ 12,141	\$ 20,095	\$ 8,500	\$ 3,000	\$ 3,000	\$ 3,000	\$ 500	\$ 3,500,000
REET	\$ 5,259	\$ 196,000	\$ 3,000,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 716,000
Grants / Bonds	\$ 22,945	\$ 214,521	\$ 50,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 7,000,000
Other Funding								
<b>Total Project Specific Revenue</b>	<b>\$ 422,213</b>	<b>\$ 1,024,121</b>	<b>\$ 3,493,376</b>	<b>\$ 8,083,598</b>	<b>\$ 595,613</b>	<b>\$ 807,928</b>	<b>\$ 557,940</b>	<b>\$ 558,440</b>
<b>Anticipated Capital Purchases / Projects:</b>								
Pre-2014 Capital Project Expenditures	\$ 25,679	\$ 22,405	\$ 3,000,000	\$ 4,000,000	\$ 3,000,000	\$ 400,000	\$ 350,000	\$ 10,000,000
Outdoor Recreation Complex	\$ 125,000	\$ 32,000						\$ 432,000
NP-S Improvements								\$ 350,000
Neighborhood Park Acquisition (Gap Area G)	\$ 29,333	\$ 585,000	\$ 280,000	\$ 137,000	\$ 353,000	\$ 70,000	\$ 525,000	\$ 280,000
Gee Creek Trail (Abanc to Heron Drive)								\$ 490,000
Gee Creek Trail (Heron Drive to Refuge)								\$ 595,000
Gee Creek Trail (Osprey Pointe to RHS)								\$ 400,000
Neighborhood Park Acquisition (Gap Area F)								\$ 105,000
Smythe Road Trail								\$ 25,000
Off Leash Park								\$ 810,000
Commerce Center Loop Trail								\$ 2,000,000
Waterfront Park								\$ 183,000
Abrams Park - Restrooms								\$ 35,000
Abrams Park - Update & Furnishings								\$ 30,000
Neighborhood Park Development (NP-13d)								\$ 432,000
Neighborhood Park Development (NP-5d)								\$ 53,000
Minor Repairs & Renovations	\$ 13,325	\$ 31,043	\$ 183,000	\$ 3,000	\$ 2,000,000	\$ 35,000	\$ 10,000	\$ 63,500
ADA Compliance Upgrades								
<b>Total</b>	<b>\$ 68,337</b>	<b>\$ 784,449</b>	<b>\$ 3,655,000</b>	<b>\$ 6,175,000</b>	<b>\$ 3,418,500</b>	<b>\$ 494,000</b>	<b>\$ 804,000</b>	<b>\$ 1,735,000</b>
<b>Non-Capacity Adding Projects</b>								
Grants Writing	\$ 10,000	\$ 20,000						\$ 30,000
Planning / Other	\$ 25,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 75,000			\$ 135,000
<b>Total Expense</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>	<b>\$ 20,000</b>	<b>\$ 40,000</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ 165,000</b>
<b>Total</b>	<b>\$ 353,876</b>	<b>\$ 239,672</b>	<b>\$ (19,624)</b>	<b>\$ 1,888,598</b>	<b>\$ (2,662,887)</b>	<b>\$ 238,928</b>	<b>\$ (246,060)</b>	<b>\$ (1,176,560)</b>
Beginning of Year Cash	\$ 1,068,645	\$ 1,422,521	\$ 1,662,193	\$ 1,470,569	\$ 1,470,569	\$ 3,359,167	\$ 496,280	\$ 735,208
<b>End of Year Cash</b>	<b>\$ 1,422,521</b>	<b>\$ 1,662,193</b>	<b>\$ 1,470,569</b>	<b>\$ 3,359,167</b>	<b>\$ 496,280</b>	<b>\$ 735,208</b>	<b>\$ 489,148</b>	<b>\$ (687,412)</b>

\* Additional funding from other sources (e.g., REET, grants, etc.) may be available to support the implementation of noted projects.

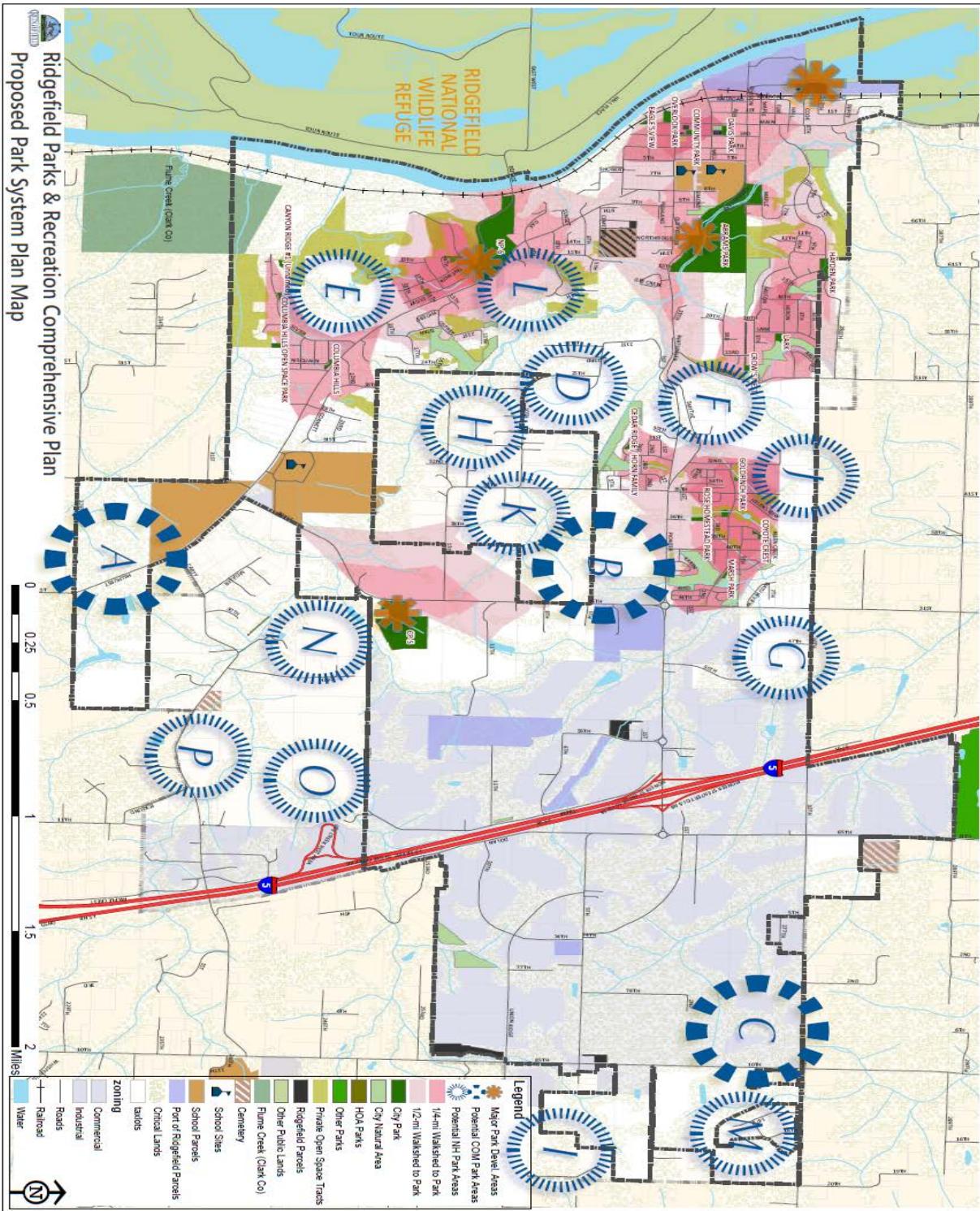


## 2021 Adopted Budget

ID#	Project	Description	Total	Funding Sources
CP-1d	Abrams Park	Implement Master Plan Improvements	\$ 500,000	PIF, Grant, REET, TBD
CP-9a	Community Park Acquisition	Acquire 8.6 acres (Gap Area A)	\$ 3,000,000	PIF, Grant, REET
CP-9d	Community Park w/ Sports Complex	Design and construct sports complex	\$ 7,000,000	PIF, Grant, GF, REET, TBD
NP-12a	Neighborhood Park Acquisition	Acquire 2 - 3 acres (Gap Area F)	\$ 350,000	PIF, Grant, REET
NP-13a	Neighborhood Park Acquisition	Acquire 3 - 4 acres (Gap Area G)	\$ 400,000	PIF, Grant, REET
NP-13d	Neighborhood Park Development	Design & construct Phase 1 park development	\$ 30,000	PIF
NP-6d	Neighborhood Park Development	Implement Phase 1 park development	\$ 432,000	PIF, Grant, REET
SU-2d	Waterfront Park	Design & construct urban waterfront park with non-motorized boat access	\$ 2,000,000	REET, GF, TBD
T-1a	Gee Creek Trail	Secure trail access (Heron Drive to Refuge)	\$ 137,000	PIF, REET
T-1d	Gee Creek Trail	Design and construct trail segment (Abrams Park to Refuge)	\$ 633,000	PIF, REET, Grant
T-2a	Gee Creek Trail	Secure trail access rights (Abrams Park to RHS)	\$ 120,000	PIF, REET
T-2d	Gee Creek Trail	Design and construct trail segment (Abrams Park to Osprey Pointe)	\$ 525,000	PIF, REET, Grant
T-17a	Commerce Center Loop Trail	Secure trail access rights across Port properties	\$ 10,000	REET, GF, TBD
T-17d	Commerce Center Loop Trail	Design & construct trail loop	\$ 800,000	GF, REET
---	Minor Repairs & Renovations		\$ 53,000	GF, REET
---	ADA Compliance Upgrades		\$ 61,500	REET, GF, TBD
		<b>TOTAL</b>	<b>\$ 16,051,500</b>	

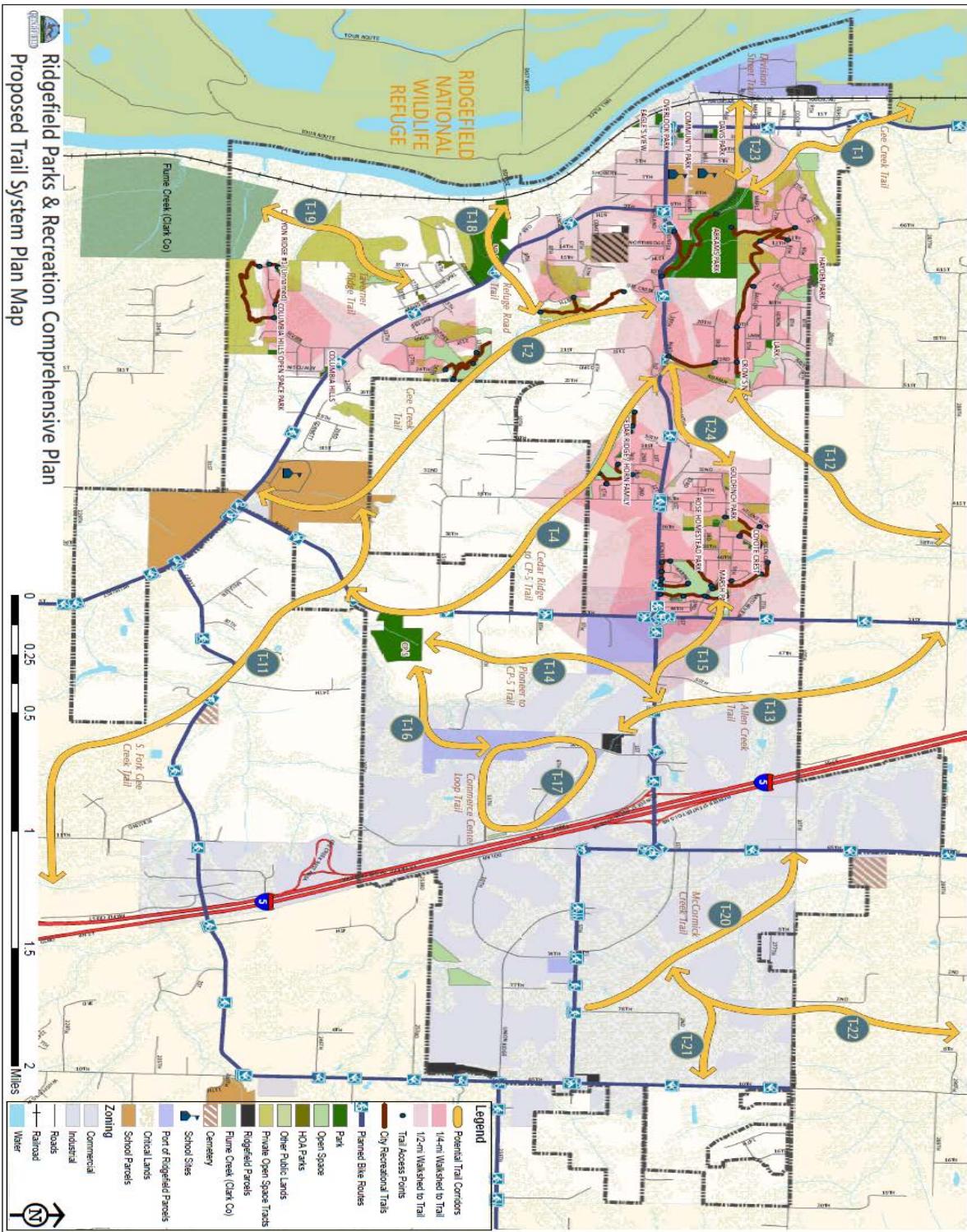


## 2021 Adopted Budget





## 2021 Adopted Budget





## 2021 Adopted Budget

### 2021 Capital Project List and Funding Source

<b>Capital Projects</b>			
<b>Project</b>	<b>Funding Source</b>	<b>2021 Expenditure</b>	
<b>General Fund</b>			
Facilities Vehicle			40,000
General Fund Expense		40,000	
	<b>Total Total Facilities Vehicle</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>
Traffic Control Equipment			23,000
General Fund Expense		23,000	
	<b>Total Traffic Control Equipment</b>	<b>\$ 23,000</b>	<b>\$ 23,000</b>
Davis Park Building Demo & Repaving			55,000
General Fund Expense		55,000	
	<b>Total Davis Park Building Demo &amp; Repaving</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>
Pub Safety Relocation/Tenant Improvement Expense			70,000
General Fund Expense		70,000	
	<b>Total Pub Safety Relocation/TI Expense</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>
Pub Safety Relocation/Tenant Improvement Expense			70,000
General Fund Expense		70,000	
	<b>Total Patrol Vehicle Purchase</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>
Skid Steer Attachments - Brush Mower			10,000
General Fund Expense		10,000	
	<b>Total Skid Steer Attachment</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>
Trail Head Signage			15,000
General Fund Expense		15,000	
	<b>Total Trail Head Signage</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>
	<b>Total General Fund</b>	<b>\$ 283,000</b>	<b>\$ 283,000</b>
<b>Stormwater Utility Fund</b>			
Storm Vehicle Vehicle Purchase			50,000
Storm Water Utility Fund		50,000	
	<b>Total Vehicle Purchase</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>
	<b>Total Stormwater Utility Fund</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>



## 2021 Adopted Budget

<b>Capital Projects</b>					
<b>Project</b>	<b>Funding Source</b>	<b>2021 Expenditure</b>			
<b>General Capital Fund</b>					
<b>Streets</b>					
PW Operations Center Equipment and TI			406,000		
LTGO Bond Issuance			406,000		
<b>Total PW Op Center Equip &amp; TI</b>	<b>\$</b>	<b>406,000</b>	<b>\$</b>		
Sidewalk Replacement Program			70,000		
General Fund Transfer			70,000		
<b>Total Sidewalk Replacement Program</b>	<b>\$</b>	<b>70,000</b>	<b>\$</b>		
Pavement Preservation Program			175,000		
General Fund Transfer			175,000		
<b>Total Pavement Preservation Program</b>	<b>\$</b>	<b>175,000</b>	<b>\$</b>		
Hillhurst Road Overlay			690,000		
TIB Grant			560,000		
General Fund Transfer			130,000		
<b>Total Hillhurst Road Overlay</b>	<b>\$</b>	<b>690,000</b>	<b>\$</b>		
N 8th & Simons Improvements			296,000		
CDBG Grant			255,000		
General Fund Transfer			41,000		
<b>Total N 8th &amp; Simons Improvements</b>	<b>\$</b>	<b>296,000</b>	<b>\$</b>		
Hillhurst Multi Modal Trail Construction			400,000		
Safe Routes to School Grant			320,000		
Traffic Impact Fee Transfer			80,000		
<b>Total Hillhurst Multi Modal Trail</b>	<b>\$</b>	<b>400,000</b>	<b>\$</b>		
Pioneer & 51st Roundabout Design			650,000		
Traffic Impact Fee Transfer			650,000		
<b>Total Pioneer &amp; 51st Roundabout Design</b>	<b>\$</b>	<b>650,000</b>	<b>\$</b>		
S Pioneer Extension & Roundabout Design			1,200,000		
Traffic Impact Fee Transfer			1,200,000		
<b>Total S Pioneer Extension &amp; Roundabout</b>	<b>\$</b>	<b>1,200,000</b>	<b>\$</b>		
			<b>1,200,000</b>		



## 2021 Adopted Budget

Capital Projects			
Project	Funding Source	2021 Expenditure	
<b>Parks</b>			
Overlook Park Splash PadDesign/Permitting			95,000
Park Impact FeeTransfer			95,000
<b>Total Overlook Park Splash Pad Design</b>	<b>\$ 95,000</b>	<b>\$ 95,000</b>	
Gee Creek Trail North - Construction			115,000
RCO Grant			100,000
Park Impact FeeTransfer			15,000
<b>Total Gee Creek Trail North Construction</b>	<b>\$ 115,000</b>	<b>\$ 115,000</b>	
Bennett Kitchen Safety Upgrade			40,000
General Fund Transfer			40,000
<b>Total Bennett Kitchen Safety Upgrade</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	
Boyse Property Purchase - Parkland			260,000
Park Impact FeeTransfer			260,000
<b>Total Boyse Property Purchase</b>	<b>\$ 260,000</b>	<b>\$ 260,000</b>	
Mayor Meadow to Reiman Road Trail Design			120,000
Park Impact FeeTransfer			120,000
<b>Total Mayor Meadow to Reiman Road Trail</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>	
<b>Total General Fund Capital Projects</b>	<b>\$ 4,517,000</b>	<b>\$ 4,517,000</b>	
<b>Water Utility Capital Fund</b>			
N 8th & Simons Improvements			215,000
Water System Development Charges Transfer			215,000
<b>Total N 8th &amp; Simons Improvements</b>	<b>\$ 215,000</b>	<b>\$ 215,000</b>	
S 56th Treatment/Reservoir Improvements			29,000
Water System Development Charges Transfer			29,000
<b>Total S 56th Treatment/Reservoir Improvements</b>	<b>\$ 29,000</b>	<b>\$ 29,000</b>	
Kennedy Well Field			770,000
Water System Development Charges Transfer			770,000
<b>Total Kennedy Well Field</b>	<b>\$ 770,000</b>	<b>\$ 770,000</b>	
9th Court Water Line Improvements			85,000
Water Operations Transfer			85,000
<b>Total 9th Court Water Line Improvements</b>	<b>\$ 85,000</b>	<b>\$ 85,000</b>	
CPU Water SDC Charge			600,000
Water System Development Charges			600,000
<b>Total 9th Court Water Line Improvements</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>	
<b>Total Water Utility Capital Projects</b>	<b>\$ 1,699,000</b>	<b>\$ 1,699,000</b>	



## 2021 Adopted Budget

<b>Capital Projects</b>			
<b>Project</b>	<b>Funding Source</b>	<b>2021 Expenditure</b>	
<b>Storm Water Utility Capital Fund</b>			
Downtown Storm Water Enhancements			97,000
PWTF Loan		97,000	
<b>Total DT Storm Water Enhancements</b>	<b>\$</b>	<b>97,000</b>	<b>\$</b>
N 8th & Simons Improvements			69,000
PWTF Loan		69,000	
<b>Total N 8th &amp; Simons Improvements</b>	<b>\$</b>	<b>69,000</b>	<b>\$</b>
Heron & 18th Storm Pond Rehabilitation			50,000
Storm Water Operations Transfer		50,000	
<b>Total Heron &amp; 18th Storm Pond Rehab</b>	<b>\$</b>	<b>50,000</b>	<b>\$</b>
Heron & 18th Bio-Swale Rehabilitation			40,000
Storm Water Operations Transfer		40,000	
<b>Total Heron &amp; 18th Bio-Swale Rehab</b>	<b>\$</b>	<b>40,000</b>	<b>\$</b>
Falcon Bio-Swale Rehabilitation			50,000
Storm Water Operations Transfer		50,000	
<b>Total Falcon Bio-Swale Rehab</b>	<b>\$</b>	<b>50,000</b>	<b>\$</b>
Hillhurst Bio-Swale Rehabilitation			50,000
Storm Water Operations Transfer		50,000	
<b>Total Hillhurst Bio-Swale Rehab</b>	<b>\$</b>	<b>50,000</b>	<b>\$</b>
Lark Bio-Swale Rehabilitation			50,000
Storm Water Operations Transfer		50,000	
<b>Total Lark Bio-Swale Rehab</b>	<b>\$</b>	<b>50,000</b>	<b>\$</b>
Reiman Road Bio-Swale Rehabilitation			20,000
Storm Water Operations Transfer		20,000	
<b>Total Reiman Road Bio-Swale Rehab</b>	<b>\$</b>	<b>20,000</b>	<b>\$</b>
<b>Total Storm Water Utility Capital Projects</b>	<b>\$</b>	<b>426,000</b>	<b>\$</b>
<b>Equipment Replacement Fund (ERF)</b>			
Outfit Repalcement for 1994 10-Yard Dump Truck			149,400
Equipment Replacement Fund		149,400	
<b>Total 1994 10-Yard Dump Truck</b>	<b>\$</b>	<b>149,400</b>	<b>\$</b>
Repair 2006 Ford F-350			10,000
Equipment Replacement Fund		10,000	
<b>Total Repair 2006 F-350</b>	<b>\$</b>	<b>10,000</b>	<b>\$</b>
<b>Total ERF Capital Outlay</b>	<b>\$</b>	<b>159,400</b>	<b>\$</b>
<b>Total 2021 Capital Projects</b>	<b>\$</b>	<b>7,134,400</b>	<b>\$</b>
<b>Total 2021 Capital Projects</b>	<b>\$</b>	<b>7,134,400</b>	<b>\$</b>



## ***2021 Adopted Budget***

## ***VII. Appendix***



# 2021 Adopted Budget

## ***Financial Policy #01: Financial Management***

---

Effective Date: July 25, 2019 Resolution No. 561

Replaces and Cancels: Replaces Financial Policy #01: Financial Management; July 26, 2018

References:

---

### **PURPOSE**

To provide the necessary tools to ensure the City is capable of meeting its immediate and long-term financial and service level objectives. These policies serve as guidelines for both financial planning and internal financial management of the City.

The City of Ridgefield is accountable to its citizens for the use of public dollars. Resources must be used wisely to ensure adequate funding for the services, public facilities, and infrastructure necessary to meet the community's present and future needs.

### **OBJECTIVES**

1. To guide City Council in management policy decisions that have significant fiscal impact.
2. To set forth operating principles that minimize the cost of government and financial risk.
3. To implement balanced and fair revenue policies that provide adequate funding for desired programs.
4. To maintain appropriate financial capacity for present and future needs.
5. To promote sound financial management by providing accurate and timely information on the City's financial condition.
6. To protect the City's credit rating and provide for adequate resources to meet the provisions of the City's obligations on all municipal debt.
7. To ensure the legal use of financial resources through an effective system of internal controls.



## 2021 Adopted Budget

---

### Table of Contents

I.	General Information .....	3
	Funds.....	3
	Fund Types.....	3
	General Government Funds .....	3
	Proprietary (Business Type) Funds .....	3
II.	Budget Management .....	4
	Budget Development.....	4
	Budget Adjustments and Amendments .....	4
	Budget Monitoring.....	5
	City Positions and Staffing Levels .....	5
III.	Revenues .....	5
IV.	Expenditures .....	6
V.	Capital Assets .....	6
VI.	Fund Balance .....	6
	Debt Service Reserve .....	7
	Operations and Maintenance Reserve .....	8
	Revenue Stabilization Reserve .....	8
	Separation Reserve .....	8
	Capital Reserve .....	9
	Capital Repair & Replacement Reserve (Enterprise Funds) .....	9
	Equipment Repair and Replacement Reserve .....	10
VII.	Purchasing .....	10
VIII.	Capital Improvements.....	11
IX.	Local Improvement Districts .....	11
X.	Latecomer Agreements .....	12
XI.	Debt Management .....	12
XII.	Investments .....	12
XIII.	Accounting, Auditing and Financial Reporting.....	13
XIV.	Measurement Focus, Basis of Accounting and Financial Statement Presentation .....	14



## 2021 Adopted Budget

### GENERAL INFORMATION

The City of Ridgefield uses the Washington State Auditor's Office prescribed Budgetary, Accounting and Reporting System (BARS) for local governments.

#### Funds

Funds are used to account for and record designated information. A fund is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

#### Fund Types:

##### **General Government Funds:**

General Government funds are accounted for on a modified accrual basis of accounting. Following are the General Government funds used by the City.

*General Fund:* The General Fund is used to account for all of the financial resources of the government, except those required to be accounted for in another fund.

*Special Revenue Funds:* Special revenue funds are used to account for the proceeds of specific special revenue sources legally restricted or committed to expenditures for specific purposes.

*Debt Service Funds:* Debt Service funds are used to account for accumulation of resources for and payment of general government long-term debt principal and interest. It does not include the payment of principal and interest on debt associated with an enterprise fund.

*Capital Projects Funds:* Capital projects funds are used to account for financial resources used in the acquisition or construction of capital facilities or infrastructure not financed by proprietary or trust funds.

##### **Proprietary (Business Type) Funds:**

Proprietary funds are used to account for the proprietary or business-type activities for the City. Proprietary funds consist of enterprise funds and internal service funds. Enterprise funds are accounted for on a full accrual basis of accounting.

*Enterprise Funds:* Enterprise funds account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs of providing the goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. Enterprise funds are maintained on a full accrual basis of accounting.

*Internal Service Funds:* Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the



## 2021 Adopted Budget

governmental unit on a cost reimbursement basis. The City's Equipment Replacement Fund is established as an Internal Service Fund.

### I. BUDGET MANAGEMENT

#### **Budget Development**

Refer to **Financial Policy #07: Budget** for more detailed information.

Department directors have primary responsibility for formulating budget proposals in accordance with City Council and City Manager priority direction, and for implementing the budget once they are adopted.

The Finance Department is responsible for conducting the overall preparation and administration of the City's budget. This includes providing information on revenues and expenditures, updating costs and revenues, organizing data in an understandable fashion, and creating and providing tools for budget development.

The Finance Department assists department management in developing their budget proposals including identifying and analyzing budget issues, formulating solutions and alternatives, and implementing any necessary changes.

The budget is prepared and implemented on an annual basis in accordance with RCW 35A.33. The budget includes revenue and expenditure categories that correspond to the State's Budgeting, Accounting and Reporting System (BARS) categories.

The City develops budgets for the General and Enterprise operating funds, Special Revenue, and Equipment Replacement funds of the City. Budgets are also developed in the Debt Service fund to account for principal and interest payments and in the Capital Project fund to account for capital expenditures and associated capital funding sources.

#### **Budget Adjustments and Amendments**

The City Council adopts the budget at the fund level. Budget amendments are needed when total expenditures in a fund are expected to exceed the adopted budget for that fund. This may occur due to policies or programs approved by the City Council after the budget was adopted or due to unanticipated expenses. In addition, the City Council may choose to amend the budget in the event of a material change in the City's revenue sources during the year. Minor changes to anticipated revenues or expenditures do not require City Council to adopt a budget amendment. Budget amendments are authorized by City Council through an ordinance.

Budget adjustments within the City Council adopted budget for a fund proceed as follows:



## 2021 Adopted Budget

- The Finance Department receives a request for a budget adjustment from a department. Budget changes can also occur based on new information or documentation that the Finance Department receives directly.
- The Finance Department reviews the request. Adjustments that simply move budget amounts within a department and that do not represent a change in a policy or program are processed by the Finance Department. Budget adjustments that increase the budgeted amount for one department that are offset by decreases in another department are reviewed by the City Manager or other designated person. If approved, the Finance Department makes the requested adjustment as long as it does not change the total budget for the fund.
- Council approval is required if the requested adjustment changes the total budget for a fund. The Finance Department will verify whether there are sufficient resources for the adjustment, and prepare a budget adjustment and ordinance for Council approval.

### Budget Monitoring

Budgets are developed and monitored at the line item level, but are managed at the fund level. A department director can overspend on one-line item within their department without the need for a budget adjustment as long as it is balanced out by an under expenditure on another line item. The total expenditures for a fund cannot exceed the total budget for the fund.

Department directors are responsible and accountable for their department budget.

Monthly reports that compare budget to actual will be created by the Finance Department and provided to the appropriate department director for review and response if large discrepancies are identified.

### City Positions and Staffing Levels

The budget approved by the City Council will fund a number of authorized full time equivalent City positions. The City's authorized positions, will be included in the budget document and/or included in labor agreements approved by City Council. City Council will approve any new permanent City positions prior to the positions being filled. Temporary and seasonal positions do not require City Council approval as long as the expenditure to support them is provided for in the adopted budget.

### III. REVENUES

The City will strive to maintain a diversified and stable revenue system to shield the City from short-term fluctuations from any one revenue source.

The City will work to develop and maintain sustainable revenue sources to ensure its viability over the long term.



## 2021 Adopted Budget

Revenue estimates adopted by City Council should be made with consideration to the sensitivity of both local and regional economic activities.

The City will establish all user charges at a level associated with the cost of providing the service.

The City will set fees and user charges for each enterprise fund, such as Water, and Storm Water Drainage, at a level that, along with other anticipated revenue, fully supports the total direct and indirect cost of the activity provided.

Grant revenue sources will be acquired and used whenever possible.

### IV. EXPENDITURES

The City will only propose ongoing operating expenditures that can be supported by ongoing operating revenues.

The City will maintain a level of expenditures consistent with the level of services that will meet the goals and mission of the City as approved by the City Council.

Expenditures funded by one-time only sources, such as grants, must be identified and noted as such. Expenditures funded by these sources will not be included in subsequent budgets once the funding source no longer exists.

The City will maintain expenditure categories according to State statute and administrative regulation.

Expenditures associated with a grant revenue source will be identified and recorded against the corresponding grant.

### V. CAPITAL ASSETS

Refer to ***Financial Policy #09: Capitalization of Assets*** for more detailed information.

The City of Ridgefield will maintain a capital asset system that meets Generally Accepted Accounting Principles (GAAP) reporting requirements.

A capital asset system will be maintained to identify all City assets and their condition.

Capital assets are maintained for both the General Government and Enterprise funds.

Straight line depreciation will be calculated and charged appropriately against the asset.

### VI. FUND BALANCE

Fund balances are created and maintained to provide capacity to:

1. Offset significant downturns in the economy.
2. Provide sufficient cash flow to meet daily financial needs.



## 2021 Adopted Budget

3. Meet all statutory and City Council approved loan covenant requirements for required debt reserves to pay debt service.
4. Maintain the ability to meet scheduled equipment repair and replacement needs that sustain city services at an acceptable level to prevent physical deterioration of city assets.
5. Provide the capacity to pay large unanticipated expenses, such as the payment of vacation and sick leave balances for employees that retire or leave employment with the City.

Fund Balance represents the difference between the fund's assets and the fund's liabilities. A positive fund balance should be maintained to properly manage a fund.

Reserves are a portion of the fund balance that is restricted or categorized to use for a designated purpose. The following definitions (though the City may not use all of these categories at any one time) are published by the Governmental Accounting Standards Board – Pronouncement No. 54:

- Non-spendable: Amounts that cannot be spent due to form; for example, inventories, prepaid amounts, long-term and notes receivables, and other restricted items. Also includes amounts that must be maintained intact legally or contractually.
- Restricted: Amounts constrained for a specific purpose by external parties, or constitutional provision, such as a requirement for revenue bonds to set aside funds in a debt service reserve account.
- Committed: Amounts constrained or restricted for a specific purpose by a government using its highest level of decision-making authority. Action by the legislative authority is required to remove or change this amount.
- Assigned: Used for funds to classify any remaining positive amounts not identified as non-spendable, restricted or committed. These amounts should not result in a deficit in unassigned fund balance.
- Unassigned (remaining fund balance that is not reserved): This is the excess or residual amount of resources that exceed the amount expended, less amounts identified as non-spendable, restricted, committed or assigned. If the residual amount is negative, the assigned amount should be reduced accordingly.

The City has determined the need to create the following reserves and fund balances with the priority identified:

**Priority #1- Debt Service Reserve:**

**Purpose:** This reserve account will be established by any fund that budgets debt service, as an expense item in the fund. The purpose of this account is to create the financial ability to pay for principal and interest due on outstanding debt.



## 2021 Adopted Budget

**Amount:** The amount allocated will be determined by bond issuance and/or loan covenant requirements and adjusted annually. The amount will come from a portion of the annual operating revenue generated in the fund that pays debt service.

**Category:** Identified as a "Committed" fund balance.

**Priority #2 - Operations and Maintenance Reserve:**

**Purpose:** This reserve account will be established by any fund that budgets ongoing operations and maintenance. The purpose of this account is to create the financial ability to pay operating expenses from month to month given the routine and seasonal fluctuations in the City's revenue and expenses.

**Amount:** The General Fund and Street Fund operations and maintenance reserve will be set at 60 days of prior year actual operating expenses. The operations and maintenance reserve for Enterprise Funds (water and storm water) will be set at 90 days of prior year actual operating expenses. Reserve amounts will be updated annually during the budget process. The source of the operations and maintenance reserve will come from the amount of annual operating revenue that exceeds the annual operating expenses for a fund.

**Category:** Identified as "Unassigned" fund balance.

**Priority #3 - Revenue Stabilization Reserve:**

**Purpose:** This reserve account will be established in the General Fund. The purpose of this reserve account is to provide the financial ability to cover operating expenses during a longer term revenue shortfall due to reduced ongoing revenue receipts or a downturn in the economy. This reserve will allow the City to sustain service levels while the City Council implements policies that respond to and mitigate the revenue shortfall.

**Amount:** The amount will be calculated annually at 10% of the prior year actual revenues less any one-time revenues such as grant allocations and inter-fund transfers.

**Category:** Identified as "Unassigned" fund balance.

**Priority #4 - Separation Reserve:**

**Purpose:** This reserve account will be established by any fund that budgets personnel expense. The purpose of this account is to provide the financial ability to cover retirement payout obligations for City staff. Accrued vacation hours are paid in full upon separation. Accrued sick leave is paid per union agreement or personnel policy upon separation. This reserve will allow the City to cover anticipated payouts without impacting ongoing operations and service levels.

**Amount:** The amount will be calculated at 30% of the anticipated payouts for the following ten years per financial model. The amount allocated to the reserves will be updated annually during the budget process.



## 2021 Adopted Budget

**Category:** Identified as “Unassigned” fund balance.

**Priority #5 – Capital Reserve:**

**Purpose:** This reserve account will be used by any fund that budgets capital and/or large maintenance projects as an expense item in the fund or uses a capital projects fund to budget and pay for these expenses. The purpose of this account is to create the financial ability to pay for unanticipated capital needs typically resulting from a natural disaster or other unanticipated event that damages City infrastructure. This fund may with specific appropriation by City Council be used for investment in revenue producing capital projects.

**Amount:** The amount allocated will be calculated at 1% of prior year net capital assets. The amount will come from a portion of the annual operating revenue generated in the fund that pays for these types of projects.

**Category:** Identified as “Assigned” fund balance unless a resolution or budget amendment is processed that identifies a specific amount to be used for a specific item or purpose, then this amount would be classified as “Committed” fund balance.

**Priority #6 - Capital Repair and Replacement Reserve (Enterprise Funds)**

**Purpose:** This reserve account will be used to set aside funds for future repair and replacement of utility infrastructure. The purpose of this account is to create the financial ability to pay for repair or replacement of existing utility infrastructure at the end of the assets useful life, or in the event of a failure of the asset. Use of these funds for specific repair and replacement projects must be appropriated by City Council through the budget process or by emergency declaration in the event of a significant failure of the asset.

**Amount:** The amount will be allocated on an annual basis as 5% of the previous year utility receipts from rates and will be deposited into a separate fund balance. The minimum target fund balance for this account is 2% of the historical cost for infrastructure, not to include machinery and equipment which is included in the Equipment Replacement Fund Reserve in the accompanying utility fund.

**Replenishment of Reserves** – The following criteria will be used to restore the Capital Repair and Replacement Reserve Fund based upon the minimum reserve guideline:

1. If the reserves are drawn down by 25-50% of reserve fund balance, then a budgetary plan shall be implemented to return the reserve level to between 75-100% of the minimum reserve balance over a 5-7 year period.
2. If the reserves are drawn down by 10-25% of reserve fund balance, then the budgetary plan to restore the minimum reserve balance shall be structured over a 3-5 year period.



## 2021 Adopted Budget

3. If the reserves are drawn down by 0-10% of reserve fund balance, then the budgetary plan to restore the minimum reserve balance shall be structured over a 1-3 year period.

**Category:** Identified as “Unrestricted” fund balance unless a resolution or budget amendment is processed that identifies a specific amount to be used for a specific item or purpose, then this amount would be classified as “Committed” fund balance.

**Priority #7 - Equipment Repair and Replacement Reserve:**

**Purpose:** This reserve account will be set-up as a separate fund to account for equipment replacement for existing City equipment and vehicles. The purpose of this fund is to create the financial flexibility to plan for replacement of these types of expenses, maintaining the City assets at an acceptable level to prevent physical deterioration.

**Amount:** The amount allocated will be determined by a financial model used to track the funds needed to replace existing vehicles and equipment at the end of their useful life. The amount allocated to the reserves will be updated annually during the budget process.

**Category:** Identified as “Assigned” fund balance unless a resolution or budget amendment is processed that identifies a specific amount to be used for a specific item or purpose, then this amount would be classified as “Committed” fund balance.

The City will make every effort to create and maintain the fund balances and reserves identified above and based on the priorities established. The City is aware that needs may change over time and fund balance reserve amounts may be redistributed within a fund to meet the needs that occur at a given time. If it is determined that funds need to be redistributed within a fund, the fund balance with the lowest priority will be redistributed first to allow the ability to meet the need of a higher priority fund balance. In all cases, council approval or budget enactment is required before changing or redistributing the amounts allocated to a reserve account.

### VII. PURCHASING

Refer to **Financial Policy #04: Procurement of Goods and Services** for more detailed information.

The City shall commit to the following guidelines:

- Comply with all federal, state, and local laws, adopted codes, ordinances, and stated policies in its procurement process.
- Buy competitively and wisely to obtain maximum value for the public resource dollars spent.
- Afford all bidders an equal opportunity to quote and compete on equal terms.



## 2021 Adopted Budget

- Initiate and promote good, continuous vendor relations, as well as, reliable alternate sources of supply.
- Buy from suppliers who maintain adequate financial strength, high ethical standards, a record of adhering to specifications and who will maintain integrity in payment terms, delivery and service.

### VIII. CAPITAL IMPROVEMENTS

The City will make capital improvements in accordance with an adopted capital improvement plan.

The capital investment program and the base operating budget will be reviewed at the same time. This will insure that the City's capital and operating needs are balanced with each other.

The City will develop a multi-year plan for capital improvements including operations and maintenance costs and update it every two years or sooner if needed. Future capital expenditures necessitated by changes in population, changes in real estate development, or changes in the economic base will be calculated and included in the capital budget projections.

The City will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to Council for approval. The City will use intergovernmental grants, loans and other outside resources whenever possible.

### IX. LOCAL IMPROVEMENT DISTRICTS (LID):

LID's are formed to provide an alternative means of financing for property owners, within a defined geographical area, to make improvements benefiting their property.

Improvements financed by the Local Improvement District (LID) may include street and sidewalk construction, construction of water distribution and storm water collection facilities. Assessments are determined by the size and location of each property in relation to the improvement and the benefit to the property.

An LID may be initiated by City Council resolution or by petition of the majority of property owners along the frontage of the improvement, within the boundaries of the district. Refer to RCW 35.43 for authority.

The formation of a Local Improvement District is limited to specific instances and can apply as follows:

- When a group of property owners wish to accelerate development of a certain improvement; or
- When a group of property owners desire a higher standard of improvement than the City's project contemplates; or



## 2021 Adopted Budget

- When a group of property owners request City assistance in LID formation to fund internal neighborhood transportation facilities improvements.

LID projects may or may not have City funding involved. If City funding is proposed by the project sponsors (property owners), they shall request it from the City Council (through the City Clerk) in writing before the LID promotion activity begins.

### X. LATECOMER AGREEMENTS

Refer to Ridgefield Municipal Code chapter 3.90 for more detailed information.

As a source of financing capital improvements, the City may work with private developers to construct projects identified in the capital facilities plan.

The City shall collect a connection or impact fee from future developers that utilize the capital improvement and reimburse the developer that built the initial capital improvement.

Construction projects considered under this agreement:

- The project must be a project identified in the adopted capital facilities plan
- The project extension must serve anticipated future development.
- The project requires prior approval by the Community Development Director or Public Works Director.
- The latecomer agreement must be approved by City Council prior to construction.

Payment of any latecomer fee shall occur within 15 years of final acceptance of construction.

Documentation of the actual project costs and the agreement with current participants must be made prior to any reimbursements.

The reimbursements shall not exceed that amount which brings participant costs equal to zero.

### XI. DEBT MANAGEMENT

Refer to ***Financial Policy #10: Debt Management*** for more detailed information.

The Debt Policy for the City of Ridgefield sets forth guidelines for the issuance and management of all financings of the City. Adherence to the policy is essential to ensure that the City maintains a sound debt position and protects the credit quality of its obligations while providing flexibility and preserving financial stability.

### XII. INVESTMENTS

Refer to ***Financial Policy #08: Investments*** for more detailed information.



## ***2021 Adopted Budget***

The policy on investment applies to the investment of all City funds excluding pension funds or trust accounts. The primary objective of investment activities shall be: 1) Safety of principal that seeks to minimize potential losses; 2) Liquidity of cash to sufficiently meet all operating requirements; and 3) Return on investment that allows for the highest market rate of return throughout budgetary and economic cycles.

The City of Ridgefield authorized investment officers will perform their duties in a manner consistent with the standard of a "prudent person," as defined in RCW 43.250.040. A prudent person is defined as "exercising the judgment and care under the circumstances then prevailing which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not in regard to speculation but in regard to the permanent disposition of the funds

considering the probable income as well as the probable safety of the capital." The investment officer is the Finance Director.

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution of the investment program, or which could impair their ability to make impartial investment decisions.

The City may invest in any of the securities identified as eligible investments as defined by RCW's: 35A.40.050, 39.59, 43.250, and 43.84.080. These include: Certificates of Deposit, United States Securities, Bankers' Acceptances, Repurchase Agreements and Certificates, and Notes and Bonds of the State of Washington. The City may also create investment accounts with the Clark County Treasurer's Office per RCW 36.29.020, and the Local Government Investment Pool per RCW 43.250.040. Speculative investments are not allowed.

Investment transactions shall be conducted with approved broker/dealers selected by credit worthiness and other selection criteria. Broker/dealers must be registered to provide investment services in the State of Washington.

The policy shall be to assure no single institution or security is invested into, to such an extent that a delay of liquidation at maturity is likely to cause a current cash flow emergency.

### **XIII. ACCOUNTING, AUDITING AND FINANCIAL REPORTING**

The City will establish and maintain a high standard of accounting practices.

The accounting system will maintain records on a basis consistent with Generally Accepted Accounting Principles and the State of Washington Budgeting, Accounting, and Reporting Systems.

Regular monthly, quarterly and annual financial reports will present a summary of financial activity by major types of funds. Monthly reports will also include a summary of the investment activities by type of investment.



## ***2021 Adopted Budget***

Where feasible, the reporting system will also provide monthly information on the total cost of specific services by type of expenditure and, if necessary, by fund.

The State Auditor's Office will audit City records annually or biannually, depending upon audit requirements, and will issue a financial opinion.

### **XIV. MEASUREMENT FOCUS, BASIS OF ACCOUNTING AND FINANCIAL STATEMENT PRESENTATION**

Basis of accounting refers to the point at which revenues and expenditures/expenses are recognized in the accounts and reported in the financial statements. Basis relates to the timing of the measurements made, regardless of the measurement focus applied.

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental fund financial statements report the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the government considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. The City considers taxes as available if they are collected within 60 days after year end. Expenditures are accrued to the period the liability is incurred if the invoice is received within 60 days of the end of the current fiscal period for all amounts, when received between day 61 and day 75 invoices exceeding \$25,000 will be accrued, and no accrual will occur after day 75 in order to facilitate preparation of financial statements and the year-end close. Debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

Property taxes, sales tax, franchise fees, licenses and interest associated with the current fiscal period are all considered to be susceptible to accrual and will be recognized as revenues of the current fiscal period. Only the portion of special assessments receivable due within the current fiscal period is considered to be susceptible to accrual as revenue of the current period. All other revenue items are considered to be measurable and available only when cash is received by the City.

As a general rule the effect of interfund activity is eliminated from the government-wide financial statements. Exceptions to this general rule are payments-in-lieu of taxes and other charges



## ***2021 Adopted Budget***

between the government's water, and storm water function and various other functions of the government. Elimination of these charges would distort the direct costs and program revenues reported for the various functions concerned.

Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the Water and Storm Water Funds are charges to customers for sales and services. Operating expenses for these funds include the cost of sales and services, administrative expenses, and depreciation on capital assets. All revenues and expenses not meeting these definitions are reported as non-operating revenues and expenses.



# 2021 Adopted Budget

## ***Financial Policy #10: Debt Management***

Effective Date: August 25, 2016 Resolution No. 513

Replaces and Cancels:

References: RCW 35A.40, RCW 35.37, RCW 39.40, RCW 39.46, RCW 39.52, RCW 39.56 and RCW 43.80; Financial Policy #01: Financial Management

---

### **PURPOSE**

The Debt Policy for the City of Ridgefield sets forth guidelines for the issuance and management of all financings of the City. Adherence to the policy is essential to ensure that the City maintains a sound debt position and protects the credit quality of its obligations while providing flexibility and preserving financial stability.

### **USES OF DEBT**

The City of Ridgefield uses debt as a mechanism to equalize the costs of needed capital improvements for the benefit of both present and future citizens.

The City of Ridgefield uses debt as a mechanism to reduce the immediate costs of substantial public improvements.

The City of Ridgefield will not use long-term debt to support current operations.

Long-term borrowing will only be used for capital improvements that cannot be financed from current revenues.

Non-capital furnishings, supplies and personnel will not be financed from bond proceeds.

Interest, operating, and/or maintenance expenses will be capitalized only for enterprise activities and will be strictly limited to those expenses incurred prior to actual operation of the facilities.

### **AUTHORITY – DEBT LIMITS**

Legal Limits:

1. The general obligation debt of the City of Ridgefield will not exceed an aggregated total of 2.5% of the assessed valuation of the taxable property within the City. The City may issue additional debt for utilities, 2.5% and open space and park facilities, 2.5% not to exceed a total of 7.5% of the assessed valuation of the taxable property within the City. RCW 39.36.020
2. The following individual percentages shall not be exceeded in any specific debt category:
  - a. General debt – not to exceed an aggregated total of 2.5% of assessed valuation
    - i. Non-Voted up to 1.5% Limited Tax General Obligation (LTGO) Bonds
    - ii. Voted up to 2.5% Unlimited Tax General Obligation (UTGO) Bonds
  - b. Utility Debt – 2.5% of assessed valuation
  - c. Open Space and Park Facilities – 2.5% of assessed valuation



## 2021 Adopted Budget

### Public Policy Limits:

1. The City will establish and implement a comprehensive multi-year Capital Improvement Program (CIP).
2. Financial analysis of funding sources will be conducted for all proposed capital improvement projects.
3. Debt will be issued in accordance with the CIP as necessary.
4. Where borrowing is recommended, the source of funds to cover debt service requirements must be identified.
5. The City, as determined by the City Council, may consider using long term debt toward public improvements, which have an identified public benefit to the City, associated with economic development to the extent that new revenues from the project, in excess of those identified by the City Council for other City purposes, can be agreed upon to support the debt service.

### Financial Limits:

1. The City's policy is to plan and direct the use of debt so that debt service payments will be a predictable and manageable part of the operating budget.
2. The City will conduct a debt affordability analysis to evaluate the City's ability to support debt. The analysis will review available resources for the amount of debt the City can initiate each year and project the effects of that financing through six years of the CIP.

### ALLOWABLE TYPES OF DEBT

1. Short Term Obligations: Short-term borrowing will only be used to meet the immediate financing needs of a project for which long-term financing has been secured but not yet received. The City may issue interfund loans rather than outside debt instruments to meet short-term cash flow needs. Interfund loans will be permitted only if an analysis of the affected fund indicates excess funds are available and the use of the funds will not impact the fund's current operations. All interfund loans will be subject to Council approval, will bear interest based upon prevailing rates and have terms consistent with state guidelines for interfund loans.
2. Assessment/LID Bonds: Assessment bonds will be considered in place of general obligation bonds, where possible, to assure the greatest degree of public equity. Local Improvement District (LID) Bonds represent debt that is repaid by the property owners who benefited from the capital improvement through annual assessments paid to the



## 2021 Adopted Budget

City. LID's are formed by the City Council after a majority of property owners agree to the assessment.

3. Limited Tax General Obligation Bonds: General Obligation debt is backed by the full faith and credit of the City and is payable from General Fund revenues and taxes collected by the City. Limited Tax General Obligation (LTGO) Bonds can be issued with the approval of the City Council and will only be issued if:
  - a. A project requires funding not available from alternative sources.
  - b. Matching fund monies are available which may be lost if not applied for in a timely manner,
  - c. Emergency conditions exist.
4. Unlimited Tax General Obligation Bonds: Unlimited Tax General Obligation (UTGO) Bonds are payable from excess tax levies and are subject to voter approval by 60% of the voters.
5. Revenue Bonds: Revenue bonds are used to finance construction or improvements to facilities of enterprise systems operated by the City in accordance with the Capital Improvement Program and are generally payable from the enterprise. No taxing power or general fund pledge is provided as security. Unlike general obligation bonds, revenue bonds are not subject to the City's statutory debt limitation nor is voter approval required.
6. Leases: Lease purchase or financing contracts are payment obligations that represent principal and interest components which are general obligations of the City.
7. Other Loan Programs:
  - a. Public Works Trust Fund Loans are loans from the Public Works Board, authorized by state statute, RCW 43.155 to loan money to repair, replace, or create domestic water systems, sanitary sewer systems, storm sewer systems, roads, streets, solid waste and recycling facilities and bridges.
  - b. The Local Option Capital Asset Lending (LOCAL) Program is a financing contract with the Office of the State Treasurer under RCW 39.94. It is an expanded version of the state agency lease/purchase program that allows pooling funding needs into larger offerings of securities. This program allows local government agencies the ability to finance equipment needs through the State Treasurer's Office, subject to existing debt limitations and financial consideration.
  - c. Other state funded programs.
8. Alternative types of debt: No variable-rate debt or derivative products shall be utilized.



## 2021 Adopted Budget

### DEBT STRUCTURING PRACTICES

1. Maximum term, Payback Period and Average Maturity:
  - a. The issuance of bonds shall be financed for a period not to exceed a conservative estimate of the asset's useful life with the average life of the bonds less than or equal to the average life of the assets being financed.
  - b. General Obligation bonds will be issued with maturities of 30 years or less unless otherwise approved by Council.
  - c. The maturity of all assessment bonds shall not exceed statutory limitations. RCW 36.83.050.
2. Debt Service Structure:
  - a. Unless otherwise justified and deemed necessary, debt service should be structured on a level or declining repayment basis.
3. Criteria for issuance of advance refunding and current refunding bonds:
  - a. The City will use refunding bonds, where appropriate, when restructuring its current outstanding debt. A debt refunding is a refinance of debt typically done to take advantage of lower interest rates. Unless otherwise justified, such as a desire to remove or change a bond covenant, a debt refunding will not be pursued without a net present value savings after expenses of at least 3%.
4. Other Structuring Practices:
  - a. Bond amortization schedules will be structured to minimize interest expense with the constraints of revenue available for debt service. The bonds should include call features to maximize the City's ability to advance refund or retire the debt early. However, call features should be balanced with market conditions to ensure that the total cost of the financing is not adversely affected.

### DEBT ISSUANCE PRACTICES

1. Council Approval: City Council approval is required prior to the issuance of debt.
2. Analytical Review: An analytical review shall be conducted prior to the issuance of debt including, but not limited to, monitoring of market opportunities and structuring and pricing of the debt.
3. Use of credit ratings, minimum bond ratings, determination of the number of ratings and selection of rating services: The City will continually strive to maintain its bond rating by improving financial policies, budget forecasts and the financial health of the City so its borrowing costs are minimized and its access to credit is preserved. The City will maintain good communication with bond rating agencies about its financial condition,



## 2021 Adopted Budget

coordinating meetings and presentations in conjunction with a new issuance as necessary.

4. Compliance with Statutes and Regulations: The Finance Director, City Attorney, Bond Counsel and Municipal Advisor shall coordinate their activities and review all debt issuance to ensure that all securities are issued in compliance with legal and regulatory requirements by the State of Washington and the Federal Government's laws, rules and regulations.
5. Selection and use of professional service providers:
  - a. The City's Finance Department shall be responsible for the solicitation and selection of professional services that are required to administer the City's debt program.
  - b. Bond Counsel: All debt issued by the City will include a written opinion by bond counsel affirming that the City is authorized to issue the proposed debt. The opinion shall include confirmation that the City has met all City and state constitutional and statutory requirements necessary for issuance, a determination of the proposed debt's federal income tax status and any other components necessary for the proposed debt.
  - c. Municipal Advisor: A Municipal Advisor(s) may be used to assist in the issuance of the City's debt. The Municipal Advisor will provide the City with the objective advice and analysis on debt issuance. This includes, but is not limited to, monitoring of market opportunities, structuring and pricing of debt and preparing official statements of disclosure.
  - d. Underwriters: An Underwriter(s) will be used for all debt issued in a negotiated, competitive or private placement sale method. The Underwriter is responsible for purchasing negotiated or private placement debt and reselling the debt to investors.
  - e. Fiscal Agent: A Fiscal Agent will be used to provide accurate and timely securities processing and timely payment to bondholders. In accordance with RCW 43.80, the City will use the Fiscal Agent that is appointed by the State.
6. Criteria for determining sales method and investment of proceeds:
  - a. The Finance Director shall determine the method of sale best suited for each issuance of debt.
  - b. The City will generally issue its debt through a competitive process. For any competitive sale of debt, the City will award the issue to the Underwriter offering to buy the bonds at a price and interest rates that provide the lowest True Interest Cost (TIC).
  - c. The City will provide for the sale of debt by negotiating the terms and conditions of sale when necessary to minimize the cost and risks of borrowing under the following conditions:



## 2021 Adopted Budget

- i. The bond issue is, or contains, a refinancing that is dependent on market/interest rate timing.
- ii. At the time of issuance, the interest rate environment or economic factors that affect the bond issue are volatile.
- iii. The nature of the debt is unique and requires particular skills from the Underwriter(s) involved.
- iv. The debt issued is bound by a compressed time line due to extenuating circumstances such that time is of the essence and a competitive process cannot be accomplished.
7. Bond insurance: For each issue, the City will evaluate the costs and benefits of bond insurance or other credit enhancements. Any credit enhancement purchases by the City shall be competitively procured.

### DEBT MANAGEMENT PRACTICES

1. Investment of Bond Proceeds: The City shall comply with all applicable Federal, State and contractual restrictions regarding the investment of bond proceeds, including the City of Ridgefield Investment Policy.
2. Continuing Disclosure: The City shall provide annual disclosure information to established national information repositories and maintain compliance with disclosure statements as required by state and national regulatory bodies. Disclosure shall take the form of the Comprehensive Annual Financial Report (CAFR) unless information is required by a particular bond issue that is not necessarily contained within the CAFR.
3. Arbitrage Rebate Monitoring and Filing: The City will, unless otherwise justified, use bond proceeds within the established time frame pursuant to the bond ordinance, contract or other documents to avoid arbitrage. Arbitrage is the interest earned on the investment of the bond proceeds above the interest paid on the debt. If arbitrage occurs, the City will follow a policy of full compliance with all arbitrage rebate requirements of the federal tax code and Internal Revenue Service regulations and will perform (internally or by contract consultants) arbitrage rebate calculations for each issue subject to rebate. All necessary rebates will be filed and paid when due in order to preserve the tax-exempt status of the outstanding debt.
4. Federal and State Law Compliance Practices: Discussed in Debt Issuance Practices sections 3 and 4 and Debt Management Practices sections 1 and 3.
5. Market and Investor Relations Efforts: The City shall endeavor to maintain a positive relationship with the investment community. The City shall communicate through its



## ***2021 Adopted Budget***

published Budget, Capital Improvement Program and Comprehensive Annual Financial Statements the City's indebtedness as well as its future financial plans.

6. Periodic Review: The City's debt policy shall be adopted by City Council. The policy shall be reviewed every two years by the Finance Department and modifications shall be submitted to and approved by City Council.



## 2021 Adopted Budget

### ***Financial procedure #10.1: Post Issuance Compliance (Governmental Bonds)***

---

Effective Date: October 1, 2017

Replaces and Cancels:

References: Financial Policy #10: Debt Management; SEC Rule 15c2-12

---

**Purpose.** The City of Ridgefield, Washington's (the "City") Financial Policy #10: Debt Management, Effective Date: August 25, 2016 (the "Debt Policy") sets forth guidelines for the issuance and management of all financings of the City. The Debt Policy also sets forth the City's debt issuance practices, including practices ensuring compliance with applicable statutes and regulations. Under "Debt Issuance Practices—4. Compliance with Statutes and Regulations," the Finance Director, City Attorney, Bond Counsel and Municipal Advisor are directed to coordinate their activities and review all debt issuance to ensure that all securities are issued in compliance with legal and regulatory requirements by the State of Washington and the Federal Government's laws, rules and regulations.

These procedures are intended to improve the City's ability to comply with these State and Federal laws, rules and regulations applicable to the City's tax-exempt bond issues. These procedures support compliance by outlining the steps the City will take to prevent violations in bond requirements from occurring, to timely identify potential violations, and to correct identified violations through appropriate remedial steps.

**Authority.** These procedures are pursuant to "Debt Issuance Practices—4. Compliance with Statutes and Regulations" of the Debt Policy. The City is authorized to issue bonds on a tax-exempt basis pursuant to Section 103 of the Internal Revenue Code of 1986, as amended (the "Code"), and the Treasury Regulations (the "Regulations"). The City's bonds generally are exempt from registration under the Securities Act of 1933 and Securities Exchange Act of 1934, but are subject to antifraud requirements of these federal securities laws and regulations of the Securities and Exchange Commission (the "SEC"). The Finance Director, City Attorney, Bond Counsel and Municipal Advisor have reviewed these procedures.

**Schedule of Review.** These procedures are to be reviewed at least annually and upon each issuance of new bonds, including refunding bonds. In connection with this periodic review, the City will consider whether the procedures should be amended or supplemented:

- To address any particular requirements associated with the new bond issue, or
- To reflect general changes in legal requirements since the prior bond issue.

**Requirements at Bond Closing.** Numerous federal tax, federal securities and state law requirements must be met in connection with a bond issue. In some circumstances (e.g., revenue bonds) rate and other covenant requirements will also need to be satisfied. These requirements are addressed in the bond transcript completed at bond closing, and confirmed in certain respects by the legal opinions included in the bond transcript.



## 2021 Adopted Budget

For each bond issuance, the Responsible Officer (defined below) will create a written schedule for due diligence reviews, with the appropriate officials set forth below, based upon the expectations set forth in the transcribed documents.

**Requirements after Bond Closing.** Other federal tax, federal securities law and state law requirements and contractual obligations require on-going monitoring after the issuance of the bonds.

- Primary Responsibility. The Finance Director (the "Responsible Officer") will undertake post-issuance compliance relating to the City's bonds. The Responsible Officer is familiar with the provisions of the Code and Regulations governing the tax-exempt status of the bonds and with the federal securities law requirements governing the bonds, including SEC Rule 15c2-12. The Responsible Officer may delegate tasks to other officers or staff of the City or to outside attorneys or other experts.
- Officials or employees responsible for review. The following officers and employees of the City are identified as the responsible persons for reviewing compliance with the City's post-issuance obligations. Each responsible individual is to institute a calendaring system to track compliance with tasks in a timely manner.
  - Federal tax requirements, including arbitrage, use of proceeds, use of facilities and IRS filings:
    - ✓ Arbitrage, IRS Filings: Finance Director
    - ✓ Use of Proceeds: Finance Director
    - ✓ Use of Facilities: Director of Public Works
    - ✓ The Finance Director may determine to contract with a firm providing arbitrage and rebate services to complete arbitrage and rebate review.
  - Continuing disclosure requirements:
    - ✓ Annual Filing: Finance Director
    - ✓ Material Event Notices: Finance Director
    - ✓ Prior to filing each annual filing or material event notice, the Responsible Officer is to circulate the draft filing or notice to responsible department heads for subject matter covered.
  - The Responsible Officer is responsible for reviewing the other requirements under these procedures.



## 2021 Adopted Budget

- The responsible persons identified above may need to confer, from time to time, with the City's bond counsel and/or financial advisor, to confirm the applicability and scope of the requirements outlined in these procedures. For reference, the contact information for these advisors is provided below:

Stacey Lewis, as bond counsel	Alison Benge, as tax counsel
Pacifica Law Group LLP	Pacifica Law Group LLP
1191 Second Avenue, Suite 2000	1191 Second Avenue, Suite 2000
Seattle, WA 98101-3404	Seattle, WA 98101-3404
(206) 245-1714	(206) 602-1210
<a href="mailto:Stacey.lewis@pacificalawgroup.com">Stacey.lewis@pacificalawgroup.com</a>	<a href="mailto:alison.benge@pacificalawgroup.com">alison.benge@pacificalawgroup.com</a>
	Duncan Brown
	Senior Managing Consultant
	PFM Financial Advisors LLC
	1200 Fifth Avenue, Suite 1220
	Seattle, Washington 98101
	(206) 858-5367
	<a href="mailto:brownd@pfm.com">brownd@pfm.com</a>

- Training of the responsible official/employee. The City provides opportunities for training to the responsible individuals, specifically including the following training opportunities:
  - At or after bond closing, a conference call or meeting with bond counsel to review the requirements applicable to a new bond issue.
  - Participation in in-house training sessions, CPE seminars, or seminars/webinars conducted by professional organizations (e.g., WFOA, GFOA)
- Records to be Maintained. The following documents are maintained in connection with each bond issue. The goal is to retain adequate records to substantiate compliance with federal tax, securities law, state law and other contractual requirements applicable to the City's bonds. Generally records should be maintained for the term of the bonds (plus the term of any refunding bonds) plus three years. Unless otherwise specified, the following records are to be maintained in the office of the Finance Director or City Clerk.



## 2021 Adopted Budget

- Complete bond transcript (provided by bond counsel) in CD or hard copy.
- Records of investment of bond proceeds in a format showing the date and amount of each investment, its interest rate and/or yield, the date any earnings are received and the amount earned, and the date each investment matures and if sold prior to maturity, the sale date and sale price.
- Records of expenditure of bond proceeds in a format showing the amount, timing and the type of expenditure.
- Records of invoices or requisitions, together with supporting documentation showing payee, payment amount and type of expenditure, particularly for projects involving multiple sources of funds.
- Records necessary to document the allocation of bond proceeds and other sources of funds to particular projects or portions of projects.
- Records documenting the final allocation of bond proceeds to projects, including any reallocations of bond proceeds, in a format showing the timing and substance of the reallocation, if applicable.
- Records demonstrating compliance with arbitrage and rebate requirements, including arbitrage calculations, documentation of spending exceptions to rebate, rebate reports and IRS filings and payments.
- Copies of contracts relating to the use of the bond-financed facility including leases, concession agreements, management agreements and other agreements that give usage rights or legal entitlements with respect to the facility to nongovernmental persons (e.g., advertising displays, cell tower leases, and naming rights agreements).
- Copies of contracts relating to ongoing compliance with respect to the bonds, such as rebate filings.
- Copies of any filings or correspondence with the IRS, the SEC or other regulatory body.
- **Investment of Bond Proceeds.** In general, bond proceeds and certain other funds can only be invested at a rate that exceeds the yield on the bonds under limited circumstances. Furthermore, amounts earned by investing above the bond yield must be rebated to the IRS, unless a spending exception is met. The arbitrage and rebate requirements for each bond issue are detailed in the federal tax certificate. The Responsible Officer will monitor the investment and expenditure of the funds and accounts listed below. The Responsible Officer will determine whether the bond issue meets the requirement for one of the



## 2021 Adopted Budget

expenditure exceptions to arbitrage rebate. The Responsible Officer will determine whether a rebate calculation is necessary and, if so, will perform the calculation or engage a rebate consultant. The Responsible Officer will arrange for the payment of any required rebate to the IRS together with the appropriate IRS form on the dates described below.

- Funds to Monitor.
  - ✓ Bond or debt service funds/accounts
  - ✓ Project or construction funds/accounts
  - ✓ Other accounts with bond proceeds or amounts pledged to pay bonds
- Arbitrage Reports; Rebate May Be Due.
  - ✓ During construction, monitor expenditures to confirm satisfaction of expected exceptions to rebate (such as six month exception, 18 month exception, 24 month exception)
  - ✓ The first rebate payment is due five years after date of issue plus 60 days
  - ✓ Rebate is due every succeeding five years, if there are unspent gross proceeds of the bonds
  - ✓ Final rebate payment is due 60 days after early redemption or retirement of the bonds
- Limitations on Type of Investments. Bond proceeds must be invested as permitted under state law. In addition, the bond resolution or any bond insurance agreement may further limit the permitted investments. To monitor compliance with these investment restrictions, the City has adopted its Financial Policy #08: Investments dated August 27, 2015, which details these requirements.
- Use of Bond Proceeds During the Construction Period. Monitoring the expenditure of bond proceeds is necessary to assure that the required amount of bond proceeds are expended for capital expenditures and that not more than 10% of the bond proceeds are expended for projects that will be used for in a private trade or business (including by the federal government and nonprofit entities).
  - The Responsible Officer, in consultation with the Director of Public Works, is responsible for reviewing the transcript for the bonds, and in particular the authorizing documents and the federal tax certificate, as well as invoices and other expenditure records to monitor that the bond proceeds are spent on authorized project costs.



## 2021 Adopted Budget

- If, at the completion of the project, there are unspent bond proceeds the Responsible Officer, conferring with bond counsel, will direct application of the excess proceeds for permitted uses under federal tax law, state law, and bond authorization documents.
- If the project involves bond proceeds and other sources of funds and included both governmental and nongovernmental use of the financed facilities the Responsible Officer in consultation with the Director of Public Works will undertake a final reconciliation of bond proceeds expenditures and expenditures of other funds with project costs no later than 18 months after the later of the date of expenditure or the date that the project is placed in service (but in no event more than five years after the date of issue).
- Any change in the scope of the project financed with bond proceeds should be reviewed and documented.
- Refundings.
  - For advance refunding escrows, confirm that any scheduled purchases of State and Local Government Series or open market securities are made as scheduled.
  - On the redemption date, confirm that the refunded bonds have been redeemed and cancelled.
  - Promptly following the redemption date, confirm that all proceeds of the bonds and all proceeds of the refunded bonds have been spent. Verify that excess proceeds, if any, of the bonds do not exceed an amount permitted by the Regulations.
- Use of Bond-Financed Facilities. Monitoring (and limiting) any private use of the bond-financed facility is important to maintaining the federal tax treatment of governmental bonds. In general, no more than 10% of the bond-financed facility can be used in a private trade or business (including by the federal government and nonprofit entities). Private use can arise through any of the following arrangements, either directly or indirectly.
  - Types of Private Use
    - ✓ Selling all or a portion of the facility
    - ✓ Leasing all or a portion of the facility
    - ✓ Entering into a management contract for the facility (except for qualified management contracts under IRS Rev. Proc. 97-13)
    - ✓ Use of all or a portion of the facility for research purposes under a research contract (except for qualified research contracts under IRS Rev. Proc. 97-14)



## 2021 Adopted Budget

- ✓ Entering into contracts giving “special legal entitlement” to the facility (for example, selling advertising space or naming rights)
- Procedures for monitoring private use; procedures reasonably expected to timely identify noncompliance.
  - ✓ All leases and other contracts involving bond-financed property will be sent prior to execution to the Responsible Officer for review.
  - ✓ The Responsible Officer will confer with personnel responsible for bond financed projects at least annually to discuss any existing or planned use of bond-financed or refinanced facilities.
  - ✓ Private use for each bond-financed project will be calculated annually.
- Procedures ensuring that the City will take steps to timely correct noncompliance.
  - ✓ Consult with bond counsel regarding any private use or proposed change in use with respect to bond-financed property.
  - ✓ If noncompliance will be remediated under existing remedial action provisions or tax-exempt bond closing agreement programs contained in the Regulations or other published guidance from the IRS, determine the deadline for taking action and proceed with diligence to take the required remedial actions.
  - ✓ If remedial actions are unavailable, determine whether to make a submission to the Tax Exempt Bonds Voluntary Closing Agreement Program (“VCAP”) under Internal Revenue Manual 7.2.3.
- Reissuance. A significant modification of the bond documents may result in bonds being deemed refunded or “reissued.” Such an event will require, among other things, the filing of new information returns with the federal government and the execution of a new arbitrage certificate. Bond counsel should be consulted in the event of modification of the bond documents.
- Continuing Disclosure. The City is required to make annual filings with the Municipal Securities Rulemaking Board (“MSRB”) as described in the continuing disclosure undertaking for each bond issue (which may include tax-exempt or taxable bonds), and to file notice of certain material events.
  - Submissions will be made in electronic form through the MSRB’s web-based system known as Electronic Municipal Market Access (“EMMA”), currently available at <http://www.emma.msrb.org>. Submissions will be made in word-searchable PDF.



## 2021 Adopted Budget

- Annual filings
  - ✓ Financial information and operating data about the issuer included in the Official Statement for the bonds
  - ✓ Change in fiscal year; other information described in the continuing disclosure undertaking
  - ✓ Audited financial statements
  - ✓ These reports must be filed no later than nine months (by September 30) after the end of the City's fiscal year (currently December 31)
- Material event notices.
  - ✓ The City is required to provide or cause to be provided to the MSRB, in a timely manner, notice of certain events with respect to the bonds. Amendments to SEC Rule 15c2-12 (the "Rule") in 2010 expanded the list of events requiring disclosure and added a compliance period of 10 business days for undertakings effective after December 1, 2010.
  - ✓ Generally, if any of the following events occur, the City shall provide, or cause to be provided, to the MSRB, in a timely manner not in excess of ten business days after the occurrence of the event, notice of the occurrence of the any of the following events with respect to the bonds:
    1. Principal and interest payment delinquencies
    2. Non-payment related defaults, if material
    3. Unscheduled draws on debt service reserves reflecting financial difficulties
    4. Unscheduled draws on credit enhancements reflecting financial difficulties
    5. Substitution of credit or liquidity providers, or their failure to perform
    6. Adverse tax opinions, the issuance by the IRS of proposed or final determinations of taxability, Notices of Proposed Issue (IRS Form 5701-TEB) or other material notices or determinations with respect to the tax status of the bonds, or other material events affecting the tax status of the bonds
    7. Modifications to the rights of bondholders, if material



## ***2021 Adopted Budget***

8. Bond calls, if material, and tender offers
9. Defeasances
10. Release, substitution, or sale of property securing repayment of the Bonds, if material
11. Rating changes (both upgrades and downgrades)
12. Bankruptcy, insolvency, receivership or similar event of the City
13. The consummation of a merger, consolidation, or acquisition involving the City or the sale of all or substantially all of the assets of the City, other than in the ordinary course of business, the entry into a definitive agreement to undertake such an action or the termination of a definitive agreement relating to any such actions, other than pursuant to its terms, if material
14. Appointment of a successor or additional trustee or the change of name of a trustee, if material

- Procedure for ensuring that notice of the above events is provided to the responsible individual(s) identified above: Responsible Officer
- Periodic check of information regarding bonds on EMMA. Prior to each new bond issue, the City will search EMMA for its continuing disclosure filings to confirm proper filings have been made.



# 2021 Adopted Budget

## *Financial Policy #08: Investment Policies*

---

Effective Date: August 27, 2015 Resolution No. 494

Replaces and Cancels:

References: RCW 35A.40.050, RCW 39.59, RCW 43.250, RCW 43.84.080, RCW 35.39.032 and RCW 35.39.034; Financial Policy #01: Financial Management Policies; RMC 3.32

---

### **PURPOSE**

This policy is intended to outline the requirements for prudent investment of the City's Funds and to provide guidelines for suitable investments. The ultimate goal is to enhance the economic status of the City while protecting its funds. The City's budgetary process is designed to monitor and forecast revenues and expenditures accurately, thus enabling the Investment Officer to invest funds to the fullest extent possible. The Investment Officer shall attempt to obtain a market yield, provided that all investments meet the criteria established for safety and liquidity.

### **POLICY**

It is the policy of the City of Ridgefield (City) to invest public funds in a manner which provides a market return, with maximum security of investment principal, while providing adequate liquidity to meet the daily cash flow requirements. The City invests public funds in accordance with all federal, state and local statutes governing the investment of public funds and prudent money management.

### **AUTHORITY**

The City is authorized to invest in the types of securities as detailed in the following Chapters in the Revised Code of Washington (RCW): RCW 35A.40.050, RCW 39.59, RCW 43.250, and RCW 43.84.080.

RCW 35.39.032 and 35.39.034 provides legislative authority to determine the individual or group of individuals who have investment authority over public funds. Ridgefield Municipal Code (RMC) 3.32.010 as approved by Ordinance 370 and later revised by Ordinance 873 designates the City Clerk or Finance Director as the Investment Officer. The Finance Director, by position is the primary Investment Officer. The Investment Officer is authorized to determine the amount of money available in each fund for investment purposes and to determine the investments most appropriate for the City.

No person may engage in an investment transaction except as provided under the terms of this policy. The Finance Director shall be responsible for all transactions undertaken and shall establish internal controls to regulate investment activities.

The City may engage the support services of outside professionals in regard to its financial program, so long as it can be demonstrated or anticipated that these services produce a net financial advantage or necessary financial protection of the City's resources. External service providers shall be subject to the Revised Code of Washington and the provisions of the investment policy.

### **SCOPE**

The investment policy applies to all financial assets for the City of Ridgefield. These funds are accounted for in the City's annual financial report and include:

---

Financial Policy #08: Investment Policies

Effective Date: August 27, 2015



## 2021 Adopted Budget

- General Funds
- Street Funds
- Special Revenue Funds
- Capital Project Funds
- Debt Service Funds
- Enterprise Funds
- Internal Service Funds
- Any new fund created by the Finance Director unless specifically exempted

The policy for the Washington State Public Employees Retirement System (PERS) and the Washington State Law Enforcement Officers and the Fire Fighters Retirement System (LEOFF) funds will be determined by the appropriate boards of Administration and are not covered by this policy.

Funds set aside to defease City debt in conjunction with an advance refunding agreement will be invested in accordance with appropriate bond documents and not necessarily in compliance with this policy. Should bond covenants be more restrictive than this policy, funds will be invested in full compliance with those restrictions.

Funds held by the County Treasurer during tax collection periods or on behalf of the City shall be governed by the County's investment policies, to the extent that they do not conflict with this policy and should be invested by the County Treasurer for the benefit of the City of Ridgefield as stipulated by the City in accordance with RCW 36.29.020.

All investments of the City of Ridgefield must be in compliance with Federal, State and Local statutes. Investment of any tax-exempt borrowing proceeds and of any debt service funds must comply with the 1986 Tax Reform Act if the Act applies to the debt issued.

### **PRUDENCE**

Investments shall be made with judgement and care, under circumstances then prevailing, that persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.



## 2021 Adopted Budget

The standard of prudence to be used by investment officials shall be the prudent person standard and shall be applied in the context of managing an overall portfolio. Investment Officers acting in accordance with written procedures and the investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price fluctuations, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

### OBJECTIVES

The primary objectives, in order of priority, of the City of Ridgefield investment activities are as follows:

1. **Legality:** Funds of the City will be invested in accordance with the Revised Code of Washington (RCW), and the budgetary, accounting and reporting system (BARS) manual, and Financial Policy #08: Investment Policies.
2. **Safety:** Investments of the City will be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from other investments.
3. **Liquidity:** The City's investments will remain sufficiently liquid to enable the City to meet all operating requirements that might be reasonably anticipated.
4. **Return on Investment:** The City's investments will be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints and cash flow characteristics.

Core investments are limited to relatively low-risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall generally be held until maturity with the following exceptions:

- A security with declining credit may be sold early to minimize loss of principal.
- A security swap that would improve the quality, yield or target duration in the portfolio.
- Liquidity needs of the portfolio require that the security be sold.

### ETHICS AND CONFLICTS OF INTEREST

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees and Investment Officers shall



## 2021 Adopted Budget

disclose to the City Manager any material financial interests in financial institutions that conduct business with the City and they shall further disclose any large personal financial/investment positions that could be related to the performance of the City's portfolio. Employees and officers shall subordinate their personal investment transactions to those of the City, particularly with regard to the timing of purchases and sales.

### **AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS**

The Finance Director will maintain a list of financial institutions authorized to provide investment services for the City.

A list will also be maintained of approved security broker/dealers selected by credit worthiness who are authorized to provide investment services in the State of Washington. These may include primary dealers or regional dealers that qualify under **Securities & Exchange Commission Rule 15C3-1**. Employees of any firm or financial institutions offering securities or investments to the City are expected to be trained in the precautions appropriate to public-sector investments and are expected to familiarize themselves with the City's investment objectives, policies and constraints. These firms and financial institutions are expected to make reasonable efforts to preclude imprudent transactions involving City Funds.

The City will only deposit public funds with financial institutions qualified as *Washington Public Depositaries* by the Public Deposit Protection Commission (PDPC) as posted on the Washington State Treasury website.

All broker/dealers and financial institutions that desire to do business with the City of Ridgefield must supply the Finance Director with the following: Annual audited financial statement, proof of *Financial Industry Regulatory Authority (FINRA) Certification*, and certification of having read the City's investment policy. The Finance Director will conduct an annual review of the financial condition of authorized brokers/dealers and the safekeeping institution and an audit of the submitted documents on file.

If an investment advisor is authorized to transact buys and sells on behalf of the City, the advisor's approved dealer list will be provided by the City. Buys and sells may be transacted with any dealers on the advisor's approved list.

### **AUTHORIZED INVESTMENTS**

The City of Ridgefield is empowered to invest in certain types of securities as detailed in RCW 35A.40.050, 39.59, 43.250 and RCW 43.84.080. Among the authorized investments are:



## 2021 Adopted Budget

- U.S. Treasury Obligations (Bills, Notes, Bonds)
- Government Sponsored Enterprises (GSEs) – Federal instrumentality Securities which include the Federal National Mortgage Association (FNMA), the Federal Home Loan Mortgage Corporation (FHLMC), the Federal Home Loan Banks (FHLB), and the Federal Farm Credit Bureau (FFCB). Additional obligations of the U.S. Government, its agencies and instrumentalities, provided that the payment of the principal and interest is either guaranteed by the Federal Government, carries an outright government backing or carries an implicit guarantee.
- Nonnegotiable certificates of deposit and other collateralized evidence of deposits with qualified public depositories.
- Prime Bankers acceptances purchased on the secondary market with ratings of A1/P1.
- Mutual funds and money market funds are inappropriate investments except as authorized in chapter 39.59 RCW and are intended to provide a safe harbor from the Internal Revenue Service's (IRS) arbitrage rules and tax. The money market and mutual fund options in RCW 39.59.030 are allowable investments only for monies subject to the IRS's arbitrage rules. No other monies, unless specifically authorized elsewhere, may be invested in a money market or mutual fund.
- State of Washington Local Government Investment Pool.
- Clark County Investment Pool
- Bonds of the State of Washington and any local government in the State of Washington, which bonds have at the time of investment one of the three highest credit ratings of a nationally recognized rating agency.
- Any investments authorized by law for the Treasurer of the State of Washington or any local government of the State of Washington other than a metropolitan municipal corporation, but except as provided in RCW 39.58, such investments shall not include certificates of deposits of banks or bank branches not located in the State of Washington.

### **COLLATERALIZATION**

Collateralization is required on repurchase agreements. In order to anticipate market changes and provide a level of security for all funds, the collateralization level will be (102%) of market value of principal and accrued interest. The City chooses to limit collateral to the following:

- Treasury Obligations (Bills, Notes, Bonds)



## 2021 Adopted Budget

- Government Sponsored Enterprises (GSEs) - Federal Instrumentality Securities which include the Federal National Mortgage Association (FNMA), the Federal Home Loan Mortgage Corporation (FHLMC), the Federal Home Loan Banks (FHLB), and the Federal Farm Credit Bureau (FFCB). Additional obligations of the U.S. Government, its agencies and instrumentalities, provided that the payment of the principal and interest is either guaranteed by the Federal Government, carries an outright government backing or carries an implicit guarantee.

### SAFEKEEPING AND CUSTODY

To protect against potential fraud, embezzlement, or losses caused by collapse of individual securities dealers. Securities purchased by the City shall be held in a segregated account for the City's benefit at a third-party trustee as safekeeping agent. The approved investment advisor, investment dealer or bank in which the security is purchased shall issue a confirmation ticket to the City listing the specific instrument, issuer, coupon, maturity, CUSIP number, purchase or sale price, transaction date, and other pertinent information.

The investment advisor, investment dealer or bank which executes the transaction on the City's behalf shall deliver all securities on a delivery versus payment (DVP) method to the designated third-party trustee at the direction of the Investment Officer.

Investment officials shall be bonded to protect the City against loss due to possible embezzlement and malfeasance.

### DIVERSIFICATION

The City will diversify its investments by security type, institution and maturity so that reliance on any one issuer or financial institution will not place an undue financial burden on the City. The City's policy is to assure that no single institution or security is invested to such an extent that a delay of liquidation at maturity is likely to cause a current cash flow emergency.

The following table provides maximum portfolio and issuer limit guidelines for the eligible securities which shall be complied with at the time of a security purchase, unless an exception waiver is approved by the Finance Director in consultation with the City Manager. However, no sale of securities shall be required to meet revised limits due to a decrease in the total size of the portfolio.

Investment	Percent of Fund	Percent Per Issuer	Maturity
US Treasury Obligations	100%	100%	5 years
US Agency Obligations	100%	50%	5 years
Callable Agency Securities	50%	30%	5 years
WA State & Local Bonds	20%	10%	5 years
WA State LGIP	65%	65%	No maturity
Clark Cty Investment Pool	65%	65%	No maturity



## 2021 Adopted Budget

Investment	Percent of Fund	Percent Per Issuer	Maturity
Certificates of Deposit	20%	10%	5 years
Bankers Acceptances	10%	10%	180 days
Repurchase Agreement	10%	10%	90 days
A-1/P-1 Commercial Paper	5%	5%	180 days
Other Legal Investments	5%	5%	180 days

### **MAXIMUM MATURITIES**

To the extent possible, the City will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, or estimated to cash flow needs, the City will not directly invest in securities maturing more than five (5) years from the date of settlement.

The maximum weighted average maturity (WAM) of the total portfolio shall not exceed three (3) years. This maximum is established to limit the portfolio to excessive market exposure.

Reserve or Capital Improvement Project monies may be invested in securities exceeding five (5) years if the maturities of such investments are made to coincide as nearly as practical with the expected use of the funds.

### **INTERNAL CONTROLS**

On an annual basis, the Finance Department, in conjunction with the Washington State Auditor's Office, will evaluate conformance with the investment policy and audit internal controls. The purpose of these examinations shall be to audit the accountability of the City's investment portfolio and to verify that Investment Officials have acted in accordance with the investment policy.

### **EXTERNAL CONTROLS**

The City may enter into contracts with third-party investment advisory firms when their services are deemed to be beneficial to the City. The advisor must comply with the investment policy and may have authority to transact investments on behalf of the City. The advisor may only act on a non-discretionary basis. Therefore, the advisor must present investment recommendations and receive approval to execute the recommendation from the Investment Officer prior to making purchases or sells on behalf of the City. The third-party advisor may be contracted to complete an external review of the investment policy to ensure best practices are followed.

### **PERFORMANCE STANDARDS**

The City's investment portfolio will be designed to obtain a market average rate of return during budgetary and economic cycles, taking into account the City's investment risk constraints and cash flow needs.

The liquidity weighted average yield of the total portfolio will be compared quarterly to the LGIP average yield.



## ***2021 Adopted Budget***

### **REPORTING**

The Finance Director shall submit a monthly report of investment holdings and a summary of investment conditions during the quarterly financial report to the City Council.

### **INVESTMENT POLICY ADOPTION AND REVISION CRITERIA**

The City's investment policy shall be adopted by resolution of the City Council. The policy shall be reviewed annually during the budget process. The Finance Director will recommend appropriate changes to Council for possible amendment.



## 2021 Adopted Budget

### GLOSSARY

**Accrued Interest:** Interest earned but not yet paid on a security since the latest of the security's issue date or last record date.

**Active Management Investment Strategy:** The use of investment strategies designed to increase portfolio values by exceeding market average rates of return. This can be achieved by using active portfolio management techniques such as swaps and spreads. Active management is characterized by the trading of securities prior to maturity.

**Agencies:** Some credit agencies (such as the Government National Mortgage Association) are owned and directed by the federal government and their debt obligations are backed by the full faith and credit of the U.S. government. Other federal agencies, referred to as government sponsored enterprises, are not guaranteed by the full faith and credit of the U.S. Government. These agencies presumably have de facto backing by the federal government and include the Federal Farm Credit Banks, the Federal National Mortgage Association (Fannie Mae) and the Federal Home Loan Mortgage Corporation (Freddie Mac).

**Amortized Cost:** The original cost of an investment with amortization of premium or accretion of discount over the life of the security. In addition, interest received from semi-annual coupon interest payments would be accrued ratably over six-month periods. This amortization smoothes coupon interest payments and recognizes, ratably until the investment matures, the difference between the purchase price and, at maturity, the par value of the security.

**Asked:** The price at which securities are offered for sale.

**Banker's Acceptances (BA):** A Bankers Acceptance (BA) is a credit instrument used to finance certain types of domestic and international commercial transactions. The bank on which the BA is drawn accepts the liability and responsibility of making payment upon maturity. This liability makes the acceptance very marketable and safe.

**Basis Point:** A measurement of changes in prices or yields for fixed income securities. One basis point equals 1/100 of 1 percent.

**Bid:** The price a seller is requesting. (When you are selling securities, you ask for a bid). See Offer.

**Bond:** A long-term debt security, (IOU) issued by a government or corporation. Generally, pays a stated rate of interest, and returns the face value at maturity.

**Bond Market Association (BMA) Master Repurchase Agreement:** A standard written contract covering all future transactions between the parties to repurchase-reverse repurchase



## 2021 Adopted Budget

agreements that establish each party's rights in the transactions. A master agreement will often specify, among other things, the right of the buyer-lender to liquidate the underlying securities in the event of default by the seller-borrower.

**Book Value:** The term book value denotes the original cost of an investment.

**Book Value Return:** Measures the yield at which securities in the portfolio were originally purchased adjusted for realized gains or losses.

**Broker:** A broker brings buyers and sellers together for a commission.

**Call Option:** The right to purchase a security at a predetermined price on or before a specified future date.

**Certificate of Deposit (CD):** A time deposit with a specific maturity evidenced by a certificate. Treasurers are only allowed to purchase non-negotiable CDs from financial institutions qualified by the Washington Public Deposit Protection Commission.

**Collateral:** Securities, evidence of deposit, or other property that a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

**Commercial Paper:** A short term promissory note issued by a bank holding company, for the purpose of financing current transactions. Issues are sold on a discount basis with maturities up to 270 days.

**Comprehensive Annual Financial Report (CAFR):** The official annual report for Clark County. It includes five combined statements for each individual fund and account group prepared in conformity with GAAP. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, extensive introductory material, and a detailed Statistical Section.

**Confirmation:** A document used to state and supplement in writing the terms of a transaction, which have previously been agreed to.

**Coupon:** (a) the annual rate of interest that an issuer of a bond promises to pay the bondholder on the bond's face value. (b) A certificate attached to a bond evidencing interest due on a payment date.

**Credit Risk:** The potential for loss due to a reduction of the issuer's financial strength. This is also known as Default Risk.



## 2021 Adopted Budget

### Credit Rating Definitions:

Long-term	Moody's	Standard & Poor's	Fitch
Highest quality	Aaa	AAA	AAA
High quality	Aa	AA	AA
Upper medium grade	A	A	A
Medium grade	Baa	BBB	BBB
Speculative elements	Ba	BB	BB
Lack investment characteristics	B	B	B
Issues in default	Caa	CCC	CCC
Speculative in a high degree	Ca	CC	CC
Lowest rated class of bonds	C	C	C
Debt in default		D	D

Short-term (less than 365 days)	Moody's	Standard & Poor's	Fitch
Superior ability for repayment	P-1	A-1	F-1
Strong ability for repayment	P-2	A-2	F-2
Acceptable ability for repayment	P-3	A-3	F-3
Adequate capacity for payment		B	F-S
Doubtful capacity for payment		C	D
Issue in default		D	

Moody ratings from Aa to C may be modified by 1, 2 or 3 to show relative standing within the major rating categories. For example: Aa3

S&P and Fitch ratings from AA to B may be modified by the (+) or (-) to show relative standing within the major rating categories. For example: AA+

**CUSIP Number (Committee on Uniform Securities Identification Procedures):** An identifying number assigned to a publicly traded security. A nine-digit code is permanently assigned to each issue and is generally printed on the face of the security if it is in physical form.

**Dealer:** A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

**Debenture:** A bond secured only by the general credit of the issuer.



## 2021 Adopted Budget

**Delivery Versus Payment:** There are two methods of delivery of securities: delivery versus payment and delivery versus receipt. Delivery versus payment is delivery of securities with an exchange of money for the securities. Delivery versus receipt is delivery of securities with an exchange of a signed receipt for the securities.

**Depository:** A bank or financial institution accepting cash deposits and investments.

**Derivative Security:** A financial instrument created from, or whose value depends upon, one or more underlying assets or indexes of asset values.

**Discount:** The difference between the cost price of a security and its maturity when quoted at lower than face value. A security selling below original offering price shortly after sale also is considered to be at a discount.

**Discount Securities:** Non-interest bearing money market instruments that are issued at a discount from par and redeemed at maturity for full face value, i.e. U.S. Treasury Bills.

**Distribution:** Allocation of Pool earnings to Participants' accounts.

**Diversification:** Dividing investment funds among a variety of securities offering independent returns. Interest income (coupon interest) plus realized gains and losses.

**Duration:** The number of years required to receive the present value of future payments, both of interest and principle, of a bond, often used as an indicator of a bond's price volatility resulting from changes in interest rates.

**External Investment Pool:** An arrangement that commingles (pools) the moneys of more than one legally separate entity and invests, on the participants' behalf, in an investment portfolio. An investment pool that is sponsored by an individual state or local government is an external investment pool if it includes participation by a legally separate entity that is not part of the same reporting entity as the sponsoring government.

**Face Value:** The par value of a security. Face value is not an indication of market value.

**Fair Value:** The price at which a financial instrument could be exchanged between willing parties, other than in a forced or liquidation sale.

**Federal Credit Agencies:** Agencies of the Federal government set up to supply credit to various classes of institutions and individuals, i.e. S&L's, small business firms, students, farmers, farm cooperatives, and exporters.



## 2021 Adopted Budget

**Federal Deposit Insurance Corporation (FDIC):** A federal agency that insures bank deposits, currently up to \$100,000 per deposit.

**Federal Funds Rate:** The interest rate at which Fed funds are traded. This rate is currently pegged by the Federal Reserve and managed through open-market operations.

**Federal Home Loan Banks (FHLB):** The institutions that regulate and lend to savings and loan associations. The Federal Home Loan Banks play a role analogous to that played by the Federal Reserve Banks via-a-via member commercial banks.

**Federal National Mortgage Association (FNMA):** FNMA, was chartered under the Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working under the auspices of the Department of Housing and Urban Development (HUD). It is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal and interest.

**Federal Home Loan Mortgage Corporation (FHLMC):** The FHLMC is a stockholder-owned corporation established by Congress in 1970 to provide a continuous flow of funds to mortgage lenders.

**Federal Open Market Committee (FOMC):** Consists of seven members of the Federal Reserve Board and 5 of the 12 Federal Reserve Bank Presidents. The President of the New York Federal Reserve Bank is a permanent member, while the other Presidents serve on a rotating basis. The Committee periodically meets to set Federal Reserve guidelines regarding purchases and sales of Government Securities in the open market as a means of influencing the volume of bank credit and money.

**Federal Reserve System:** The central bank of the United States created by Congress and consisting of a seven-member Board of Governors in Washington, D.C., 12 regional banks and about 5,700 commercial banks that are members of the system.

**Flexible non-negotiable CD:** A time deposit with a specific maturity evidenced by a certificate. Treasurers are only allowed to purchase non-negotiable CDs from financial institutions qualified by the Washington Public Deposit Protection Commission. Step-up option will renew with each successive term if the certificate is automatic renewable. You may exercise the step-up option one



## 2021 Adopted Budget

time during the term, after the first six days. Additional deposits can be made (these additions may not exceed the original issue value) in \$500.00 or larger increments after the first six days. Withdrawals may be made in any portion or total of amount of certificate at any time after the first six days. Withdrawals are limited to X times per month.

**Government National Mortgage Association (GNMA or Ginnie Mae):** Securities guaranteed by GNMA and issued by mortgage bankers, commercial banks, savings and loan associations and other institutions. Security holder is protected by full faith and credit of the US Government. Ginnie Mae securities are backed by FHA, VA or FMHM mortgages. The term pass through is often used to describe Ginnie Maes.

**Government Sponsored Enterprises (GSE's):** A group of financial services corporations created by the United States Congress. Their function is to reduce interest rates for specific borrowing sectors of the economy, farmers, and homeowners. The mortgage borrowing segment is by far the largest of the borrowing segments that the GSE's operate in.

**Interest:** Compensation paid or to be paid for the use of money. Interest is generally expressed as an annual percentage rate.

**Interest Rate:** The face coupon rate of a security.

**Interest Rate Risk:** The risk associated with fluctuations in market interest rates that cause a fixed-income security to increase or decrease in value.

**Issuer:** An entity, which issues and is obligated to pay amounts due on securities.

**Liquidity:** A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. In the money market, a security is said to be liquid if the spread between bid and asked prices is narrow and reasonable size can be done at those quotes.

**Liquidity Risk:** The risk that although an issuer may eventually make good on an obligation, cash may not be available for a period longer than an investor originally intended.

**Local Government Investment Pool (LGIP):** The aggregate of all funds from political subdivisions that are placed in the custody of the State Treasurer for investment and reinvestment.

**Market Risk:** The risk that affects the price of a security as a result of changes in market conditions.



## 2021 Adopted Budget

**Market Value:** The price at which a security is trading and could presumably be purchased or sold by willing parties.

**Master Repurchase Agreement:** A written contract covering all future transactions between the parties to repurchase-reverse repurchase agreements that establish each party's rights in the transactions. A master agreement will often specify, among other things, the right of the buyer/lender to liquidate the underlying securities in the event of default by the seller/borrower.

**Maturity Date:** The date upon which the principal (and accrued interest) or stated value of an investment becomes due and payable.

**Money Market:** The market in which short-term debt instruments (bills, commercial paper, banker's acceptances, etc.) are issued and traded.

**Net Asset Value (N.A.V.) per share:** For purposes of the Clark County Pool, the N.A.V. per share is determined by valuing the portfolio at market value. The market value of the Portfolio's securities less associated liabilities (assets less liabilities) is then divided by the total number of shares outstanding. This method results in a fluctuating N.A.V. that may be equal to, greater than or less than \$1.00.

**Offer:** The price asked by a seller of securities. (When you are buying securities, you ask for an offer.) See Asked and Bid.

**Open Market Operations:** Purchases and sales of government and certain other securities in the open market by the New York Federal Reserve Bank as directed by the FOMC in order to influence the volume of money and credit in the economy. Purchases inject reserves into the bank system and stimulate growth of money and credit; sales have the opposite effect. Open market operations are the Federal Reserve's most important and most flexible monetary policy tool.

**Par:** The face amount of a security.

**Passive Investment Strategy:** If the governing body does not wish to allocate resources or encourage the staff to seek optimizing adjustments, a buy-and-hold investment strategy would be utilized. This method may not optimize total return and could involve a sacrifice of yield.

**Portfolio:** Collection of securities held by an investor.



## 2021 Adopted Budget

**Price:** The dollar amount to be paid for a security expressed as a percentage of its current face value.

**Primary Dealer:** A pre-approved bank, broker/dealer or other financial institution that is able to make business deals with the U.S. Federal Reserve, such as underwriting new government debt. These dealers must meet certain liquidity and quality requirements as well as provide a valuable flow of information to the Fed about the state of the worldwide markets.

**Principal:** The cost of an instrument on which interest is earned.

**Prudent Person Rule:** An investment standard. In some states, the law requires that a fiduciary, such as a trustee, may invest money only in a list of securities selected by the custody state—the so-called legal list. In other states the trustee may invest in a security if it is one that would be bought by a prudent person of discretion and intelligence who is seeking a reasonable income and preservation of capital.

**Public Deposit Protection Commission (PDPC):** The PDPC consists of the State Treasurer, as Chairman, the Governor, and the Lieutenant Governor. The Commission is empowered to request a qualified public depository to furnish information on its public deposits and the exact status of its net worth. The Commission is further empowered to take any action deemed advisable for the protection of public funds and to establish procedures for collection or settlement of claims arising from loss.

**Qualified Public Depositories:** A financial institution that does not claim exemption from payment of any sales or compensating use or ad valorem taxes under the laws of this state, which has segregated for the benefit of the commission eligible collateral having a value of not less than its maximum liability, and which has been approved by the Public Deposit Protection Commission to hold public funds.

**Rate of Return:** The yield obtainable on a security based on its purchase price or its current market price.

**Repurchase Agreement (RP or Repo):** A holder of securities sells these securities to an investor with an agreement to repurchase them at a fixed price on a fixed date. The security "buyer" in effect lends the "seller" money for the period of the agreement, and the terms of the agreement are structured to compensate him for this. Dealers use RP extensively to finance their positions. Exception: When the Fed is said to be doing RP, it is lending money that is used to increase bank reserves.



## 2021 Adopted Budget

**Relevant Municipal Corporations:** Political subdivisions, junior taxing districts that are required to, or are eligible to, use the County Treasurer's investment and debt management services.

**Safekeeping:** A service to customers rendered by banks for a fee whereby securities and valuables of all types and descriptions are held in the bank's vaults for protection.

**Secondary Market:** A market made for the purchase and sale of outstanding issues following the initial distribution.

**Securities & Exchange Commission:** Agency created by Congress to protect investors in securities transactions by administering securities legislation.

**SEC Rule 15c3-1:** An SEC rule that sets minimum net capital requirements for broker/dealers. Firms are expected to have liquid assets equal to or greater than a certain percentage of total liabilities. If the ratio falls below this minimum, the broker/dealer may face restrictions on soliciting new business or on keeping existing business. See **Uniform Net Capital Rule**.

**Secondary Market:** A market where certain securities may be bought and sold at prevailing market prices after their initial distribution, but before their stated maturity date.

**Settlement Date:** The date agreed upon by the parties to a transaction for the payment of funds and the delivery of securities.

**State and Local Government Series Securities:** These securities are offered by the U.S. Treasury through its Bureau of Public Debt to state and local government entities as an investment alternative to assist these issuers of tax-exempt securities in complying with yield restriction and arbitrage rebate provisions of the Internal Revenue Code.

**Total Return:** Measures the change in value of the overall portfolio over a given period (including market effects on price, income earned and adjustments for deposits/withdrawals). Total return enables portfolio managers to evaluate fluctuations in the value of principal rather than simply the income produced.

**Treasury Bills:** A discount security issued by the U.S. Treasury to finance national debt. Most bills are issued to mature in 4 weeks, three months, six months, or one year.

**Treasury Bonds:** An interest-bearing coupon security issued by the U.S. Treasury with initial maturities of more than ten years to finance the national debt.



## ***2021 Adopted Budget***

**Treasury Notes:** An interest-bearing coupon security issued by the U.S. Treasury with initial maturities between one and ten years, to finance the national debt.

**Uniform Net Capital Rule:** Securities & Exchange Commission requirement that member firms as well as nonmember broker/dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15 to 1; also called net capital rule and net capital ratio. Indebtedness covers all money owed to a firm, including margin loans and commitments to purchase securities. Liquid capital includes cash and assets easily converted into cash.

**Weighted Average Maturity (WAM):** The average time it takes for securities in a portfolio to mature, weighted in proportion to the dollar amount that is invested in the portfolio. Weighted average maturity measures the sensitivity of fixed-income portfolios to interest rate changes. Portfolios with longer WAM's are more sensitive to changes in interest rates because the longer a bond is held, the greater the opportunity for interest rates to move up or down and affect the performance of the bonds in the portfolio.

**Yield:** The earnings returned annually divided by the purchase price on an investment, expressed as an annual percentage.



# 2021 Adopted Budget

## *Financial Policy #09: Capitalization of Assets*

---

Effective Date: June 1, 2017

Replaces and Cancels: Financial Policy #9 Dated November 1, 2015

References: State of Washington, Office of the State Auditor BARS Manual for Cities, Counties and Special Purpose Districts (GAAP) entities, Chapter 3 Capital Assets System Requirements

---

### **PURPOSE**

This policy is established to provide guidelines to ensure adequate stewardship over City of Ridgefield resources through control and accountability of capital assets, and to collect and maintain complete and accurate capital asset information.

The City uses an accrual basis of accounting, Generally Accepted Accounting Principles (GAAP), and the Budgeting, Accounting, and Reporting Systems (BARS) prescribed by the State of Washington Office of State Auditor. The City Statement of Net Position reflects capital assets and depreciation. The City's Finance Department maintains a subsidiary Fixed Asset system and is required to track capital assets net value and reconcile them to the Statement of Net Position.

### **DEFINITIONS**

**Capital Assets:** Generally, the term capital assets means real and personal property, used in operations, that the City intends to use or keep for more than one year. Capital assets include, but are not limited to: land and land rights, capitalizable costs associated with construction-in-progress, improvements and infrastructure, buildings, furnishings, fixtures and furniture, equipment, machinery, vehicles, tools and intangible assets owned by the City. The term infrastructure means roads, bridges, sidewalks, street lights, water lines, drainage systems, and the like. Infrastructure is capitalized at the activity level (governmental and business-type) in all funds that budget for capital expenditures.

**Purchased Assets:** Purchased assets are valued at historical costs including applicable taxes as well as all costs to acquire (shipping and handling), install, secure, and prepare an item for its intended use.

**Self-Constructed Assets:** All direct costs associated with design, construction and management of a self-constructed project will be capitalized. The City includes allocated direct City labor on all capital projects. Capitalization of interest cost (IDC) incurred in connection with the acquisition, construction, or improvement of capital assets are limited to capital assets reported in the enterprise funds.

**Donated Assets:** Donated assets are recorded at the acquisition value at the time of donation plus all appropriate ancillary costs. Acquisition Value can be determined from the donator's cost or the cost the City would have paid to purchase/construct the asset. For donated land, the assessed tax valuation or appraised value will be used if available. In the event those valuations are not available the tax valuation per square foot of similar property is applied to estimate the acquisition value.

**Software or Technology Assets:** The original purchase of a software program is considered a capital asset if it meets the \$5,000 threshold established. Improvements to an existing software or technology asset that meets the \$5,000 threshold and extends the life, capacity or utility of the asset are capitalized and depreciated over the remaining useful life of the related asset.

**Intangible Assets:** Intangible assets with an original cost (or acquisition value if received by donation) of \$20,000 and a useful life greater than one year should be capitalized.



## 2021 Adopted Budget

An intangible asset should be considered to have an indefinite useful life if there are no legal, contractual, regulatory, technological or other factors that limit the useful life of the asset. Intangible assets having an indefinite benefit period would not experience amortization expense as long as the benefit of the asset has not been compromised.

Intangible assets with a limited useful lives (e.g. by legal or contractual provisions) should be amortized over their estimated useful lives. Renewals or extensions may be considered in determining useful life of the intangible asset if the City can reasonably anticipate exercising the renewal option and any anticipated outlays to be incurred as part of achieving the renewal are nominal.

**Small & Attractive Assets:** Small and attractive assets are tracked when they are valued at \$500 but less than \$5,000 and are defined as assets with a high risk for theft. These assets are not normally consumed within one year. These assets may include items in one or more of the following categories:

- Portable and marketable, either alone or as a component unit.
- Can be utilized for personal gain.
- Are repeatedly reported as lost and/or stolen within the industry and society.

**Capital Assets Management System:** The set of policies and procedures used to control a government's capital assets. The system should satisfy accounting/reporting requirements and it should demonstrate accountability for the government's capital assets. The City uses a software system to track capital assets by location and ongoing maintenance for all infrastructure, buildings and structures.

### ASSETS PRIOR TO GASB 34 IMPLEMENTATION

Infrastructure such as roads, curbs and gutters, and pipes that were not required to be capitalized at the time GASB 34 was implemented, will be capitalized at the time improvements are completed. The expenditure for the current capital improvement will be the amount that is capitalized. Example: Overlay of a road that is not currently capitalized and tracked in the City Capital Asset Tracking System and has had no maintenance or improvements completed after implementation of GASB 34 in 2005. The City Finance Department will consult with the Public Works Director to verify when the asset was previously constructed and Finance staff will verify if the asset is included in the City's Capital Asset Tracking System. The Finance Department will capitalize all direct costs associated with design, construction and management of the current project.

### REQUIREMENTS

The duty to make certain that public property is adequately protected and that its use is properly managed is one of the fundamental responsibilities of public officials. Public officials have broad responsibilities with respect to capital assets; these are custody, insurance, maintenance and planning.



## 2021 Adopted Budget

### CUSTODY

The responsibility for custody means having adequate tracking for the following:

- What property and equipment does the City own?
- Where is the asset located?
- What condition is the asset in?
- Is the asset protected from loss and unauthorized use?

### INSURANCE

The City has a responsibility to provide adequate insurance for the capital assets it owns. A capital asset accounting system should provide adequate records to prove any losses. Location, inventory, and maintenance records will confirm that a lost or damaged asset has been in use recently, which will support the validity and timeliness of a theft or damage report.

### CAPITAL IMPROVEMENT

A capital improvement is a cost incurred in connection with an existing capital asset that either increases the service capacity of the asset (i.e. effectiveness or efficiency) or extends the estimated useful life of the asset. These costs should be treated as direct adjustments to the related asset account.

The City will capitalize assets that are replacements for a portion of a larger and/or component of an existing asset. Finance staff will remove the portion of the existing asset from the City's Capital Asset Tracking System that was replaced as a new capital asset at the time the new asset is capitalized.

Common examples of improvements include:

- Roads – Street widening, adding sidewalks, curbs or gutters
- Buildings – Increasing square footage, improvements that extend the total estimated useful life
- Pump Stations – Add a second pump or replace existing pumps that significantly increases the capacity or useful life of the pump station
- Water or Storm Pipes – Replacement of a section of existing pipe

### MAINTENANCE AND REPAIR

The City has a responsibility to adequately maintain the assets. As a steward of public property, the City has the obligation not only to safeguard assets from loss but also to ensure they are not neglected or wasted. The City shall maintain adequate historical records to make informed decisions about the costs of certain levels of maintenance.

Expenditures that retain the value of an existing asset should be classified as maintenance expenditures. In most cases, the City repairs or replaces components of an individual asset in order to maintain the original useful life of the capital asset. Any outlay that does no more than return a capital asset to its original condition, regardless of amount, should be classified as maintenance and repairs.



## 2021 Adopted Budget

Common examples of maintenance include:

- Roads/Parking lots – Crack seal, slurry seal, striping, mill and fill
- Sidewalks – Section replacement due to tree root damage
- Buildings – Exterior sealing, painting, roof replacement, HVAC or furnace replacement, flooring
- Pump stations – Pump repairs
- Vehicles/Equipment – Transmission repair or replacement, other significant repairs
- Water/Storm lines – Patching section of leaking pipe, replacement of valves
- Wells – Screen cleaning

### PLANNING (CAPITAL BUDGETING AND UTILIZATION)

The City has a responsibility to plan for future asset needs for both short and long term.

#### CAPITALIZATION THRESHOLD

All capital assets with a cost meeting the capitalization threshold with a life expectancy of over one year shall be capitalized. Although *Small & Attractive Assets* (those costing \$500 but less than \$5,000) do not meet the City's capitalization threshold, they are considered assets for purposes of marketing and identification, record-keeping and tracking.

The City will input mass quantity for new infrastructure assets if appropriate. The input of quantities such as, each, square feet, linear feet, etc. enable Finance staff to match repair and replacement of sections of new assets to easily remove the assets from the Capital Asset Tracking System at the time the asset is replaced. These quantity assets may individually be under the \$5,000 threshold, however taken as a whole for the full infrastructure system constructed or received as a donation, the value will meet or exceed the threshold.

ASSET CLASS	THRESHOLD (\$)
Land	0
Land Rights (Easements, Right of Ways)	20,000
Buildings, Building Improvements, and Building Furnishings	5,000
Fixtures and Furniture	5,000
Improvements Other Than Buildings	5,000
Infrastructure	5,000
Machinery and Equipment	5,000
Vehicles	5,000
Artwork	5,000
Construction-In-Progress	5,000
Intangible Assets	5,000

#### DEPRECIATION METHOD AND EXPECTED USEFUL LIFE OF ASSETS

All assets are depreciated using the straight-line method of depreciation. Useful life is based on engineering estimates, past experience of similar assets, and best practices. The estimated useful life of acquired or constructed assets are assigned in the following manner:



## 2021 Adopted Budget

Asset Category	Useful Life (Years)	Useful Life (Months)
Land	Not Depreciated	Not Depreciated
Buildings	50	600
Building Improvements & Furnishings	10-20	120-240
Streets	50	600
Lighting	50	600
Sidewalks, Curbs and Gutters	50	600
Trails	30-50	360-600
Structures	20-40	240-480
Utility Improvements		
Pipe	75	900
Pumps	20	240
Reservoir	75	900
Mechanical Equipment	20	240
Wells	75	900
Vehicles (Public Safety)	10	120
Vehicles (All other)	12	144
Public Works Equipment	5-20	60-240
Office Equipment/Furniture	5-10	60-120
Software	5-10	60-120
Hardware (Servers etc.)	5-10	60-120

### REVISION OF EXPECTED USEFUL LIFE

The City may need to revise the expected useful life of some of the capital assets. If this is the case, the depreciation should be recalculated based on the remaining useful life at the time of the revision, and the new rate should be applied in the present and future accounting periods. No change should be made to financial records of previous years.

### IMPAIRMENT

Impairment of a capital asset is a permanent decrease in the productive capacity of a capital asset. Indicators of impairment may include:

- Evidence of physical damage
- Changes in legal or environmental factors
- Technological changes or obsolescence
- Changes in manner or duration of use
- Construction stoppage (Unable to complete project)

The City will use the restoration cost, service unit of deflated depreciation replacement cost approach when measuring the impairment. The method used will depend upon the indicators giving rise to the impairment.



## 2021 Adopted Budget

### ASSET REPLACEMENT

The City utilizes an equipment replacement model for large equipment and vehicles. The City reviews and updates the model on an annual basis to determine replacement schedules for these assets. Replacement schedules will follow expected useful life for these assets. The Finance Department will update changes to replacement schedules with a matching revision to the Capital Asset Tracking System for remaining useful life as appropriate.

### NEW ASSETS

All assets fitting descriptions of a capital asset, or small and attractive asset shall be recorded on asset listings maintained by the Finance Director. Information included in the asset listing should be parcel number, legal description, make, model, serial number and description of the asset as appropriate.

### TRANSFERRING ASSETS

**Interdepartmental Transfers:** Transfers of assets between departments or funds are allowed by mutual agreement of the departments. If the assets meet the definition of a capital asset or a small and attractive asset, the department transferring the assets must notify the Finance Department by completing an Asset Disposition Form. This form formalizes the transfer and responsibility for maintenance and accountability of the asset by the department receiving the transferred asset.

Asset transfers between governmental funds and proprietary funds will be transferred at current market value and recorded at current book value as determined by the Finance Director. Current market value should be based on open market sales of similar assets if reasonably available. Appraisals are not required for interfund transfers unless requested by the Finance Director.

**Intergovernmental Transfers:** Property transferred from another government entity to the City should be recorded in the appropriate account at the asset's acquisition value. The acquisition value is determined by similar properties recently sold in the competitive market place or assessed value as recorded by the City at the time of the donation. When land is transferred with a structure, the land portion of the donation should be recorded separately from the structure.

In the event of a transfer of an entire operation the assets will be recorded at the transferring agencies book value.

### DISPOSAL OF SURPLUS ITEMS

Before a capital or small and attractive asset is sold or otherwise disposed of, it must first be determined if the asset had originally been purchased with grant monies. If this is the case, the City must refer to the grant agreement and follow prescribed procedures for disposition.

When a department decides to surplus or trade-in assets, the Department Director or designee must notify the Finance Department by completing and signing an Asset Disposition Form. The Council must first declare a capital or small and attractive asset surplus before it can be sold or disposed of in any manner. If the asset is to be sold, it will then be sold in accordance with applicable state law. If the asset is no longer in working order and cannot reasonable be repaired



## ***2021 Adopted Budget***

for resale, staff will properly dispose of the asset. At the time the asset is disposed of, the Finance Department will be notified to remove the asset from the Capital Asset Tracking System.

### **LOST, STOLEN OR MISSING PROPERTY**

When suspected or known losses of capital assets or small and attractive items occur, the applicable Department Director and Finance Director shall be notified. The Finance Department will remove assets from the Capital Asset Tracking System. If it is determined the asset has been stolen, the appropriate authorities shall be notified per RCW 43.09.185.

### **PHYSICAL INVENTORY PLAN**

The Finance Director will coordinate with Department Director's to complete a physical inventory of both fixed and small & attractive assets every two years.

The physical inventory sheets will be kept until the State Audit for the corresponding years is complete. The sheets will note the following information:

- Assets have been physically located and verified.
- Missing assets will be noted and explained.
- Incorrect and/or incomplete information will be corrected.
- Any new items located but not on the list will be added, with proper serial numbers, location, etc.



## 2021 Adopted Budget

### 2020 Master Fee Schedule

### Resolution No. 568 August 13, 2020

<b>A. City Personnel Costs</b>	
Building Official	\$90.00
Building Inspector	\$75.00
Public Safety	\$75.00
Public Works	\$50.00
Park Attendant	\$15.00
All Other City Personnel	Actual Cost + 10%
<b>B. Land Use Planning Permits</b>	
• <b>Payment.</b> All fees are due at the time an application is submitted.	
• <b>Simultaneous Development Permit Submittal.</b> Applicants may submit for Land Use, Public Works/Engineering and Building permits simultaneously. Public Works/Engineering and Building permits shall not be issued until final Land Use permits have been issued.	
• <b>Refunds.</b> The Community Development Director (Director) shall refund the full amount of any fee paid hereunder which was erroneously paid or collected. The Director may authorize refunding of not more than 80 percent of a fee paid when an application has been withdrawn or canceled before any work has been done under an application review or before any plan reviewing has been done. All refund requests must be submitted in writing by the original applicant, or include an authorization from the original applicant, within 180 days from the date of application.	
<b>Annexation:</b>	
Notice of Intent	\$250
Notice of Petition to Annex	\$2,000
<b>Appeal:</b>	
Review by recognized City Neighborhood Organization or HOA	\$250
	\$350



## 2021 Adopted Budget

Appeal involving an individual single-family residence or duplex	\$2,000
All land use appeals to Hearings Examiner	\$350
<b>Archaeological Pre-Determination Review</b>	\$400
<b>Boundary Line Adjustment</b>	\$3,000
<b>Comprehensive Plan Amendment/Zone Change Request</b>	\$3,750
Comprehensive Plan	\$3,750
Zone Change Request	\$450
<b>Conditional Use Permit:</b>	
New Use	\$2,000
Existing Use – Minor Alteration	\$1,000
Existing Use – Major Alteration	
<b>Covenant Release: Full or Partial</b>	
<b>Critical or Sensitive Area Review (Fee for Each Required Review)</b>	\$600
Fish & Wildlife Habitat Conservation Areas	\$600
Frequently Flooded Areas	\$600
Geologic Hazard Areas	\$600
Wetlands	\$600
Critical Aquifer Recharge Areas	\$600
Minor Exception Request	\$1,000
Reasonable Use Exception Request	\$750
<b>Development Agreement</b>	\$350
<b>Development Agreement – Amendment</b>	
<b>Director's Interpretation</b>	\$350
<b>Extensions of Land Use Approval:</b>	\$150
Preliminary PUD or Preliminary Plat	
All Others	\$2,000
<b>Final Plat:</b>	
Final Subdivision Plat	\$500
Final Short Plat	\$500
Final Binding Site Plan	\$500
<b>Map of Dedication:</b>	\$500
Map of Dedication (not part of a Subdivision or PUD)	\$2,000
Amendment to a Map of Dedication Type I and Type II	\$150
Amendment to a Map of Dedication Type III	
<b>Home Occupation</b>	\$450
<b>Legal Lot Determination:</b>	\$50
Up to Two Lots	\$3,000



## 2021 Adopted Budget

Plus Fee-per-lot for Each Lot Over 2	\$3,000
<b>Legislative Text Amendment</b>	
<b>Master Planned/Mixed Use Development</b>	
(Plus Corresponding PUD or Subdivision Fee)	\$150
<b>Nonconforming Situations:</b>	\$450
Type I Alteration of Nonconforming Situation	\$3,250
Type II Alteration of Nonconforming Situation	
Type III Alteration of Nonconforming Situation	\$150
Type II Determination or Discontinuance of Nonconforming Situation	\$450
Type II Reconstruction of a Nonconforming Situation	\$4,000
<b>Planned Residential Development (PUD):</b>	
10 – 25 Lots	\$5,500
26 – 50 Lots	\$5,500
51 Lots or More	\$25
Plus Fee-per-lot for Each Lot Over 50	
<b>Modification of Preliminary PUD (plus applicable Map of Dedication fee)</b>	\$650
Minor Modification	\$2,000
Major Modification	\$2,000
<b>Plat Alteration or Vacation</b>	
<b>Plat Modification (plus applicable Map of Dedication fee)</b>	\$150
<b>Post-Decision Review:</b>	
Type I	\$2,500
Type II	\$3,250
Type III	\$1,250
<b>Pre-Application Conference:</b>	\$500 Credit
If Development Permit Application Submitted within 6 Months	\$65
Pre-Application Waiver	\$500
<b>SEPA Review:</b>	\$150
SEPA Review	
SEPA Review for One Single Family Residence	\$150
<b>Shoreline Permit:</b>	
Shoreline Statement of Exemption	\$3,000
Shoreline Substantial Development Permit	\$3,000
Shoreline Conditional Use Permit	\$2,100
Shoreline Variance	\$50
<b>Sign Permit:</b>	\$50



## 2021 Adopted Budget

Sandwich Board or "A" Frame	\$250
Permanent (Plus Applicable Building and Land Use Permit Fees in Section "B and D")	\$150
Master Sign Plan	\$2,500
<b>Site Plan Review:</b>	\$3,500
Minor Site Plan	\$58
Basic Site Plan	\$4,000
Major Site Plan	\$1,500
Residential Plot Plan Review or Revision	
<b>Preliminary Binding Site Plan</b>	\$4,000
<b>Short Plat (Preliminary)</b>	\$5,500
<b>Subdivision (Preliminary):</b>	\$5,500
10 – 25 Lots	\$25
26 – 50 Lots	
51 Lots or More	
Plus Fee-per-lot for Each Lot Over 50	\$150
<b>Temporary Use Permit:</b>	\$450
Type I	\$150
Type II	\$450
<b>Type I Review (All Others)</b>	\$3,250
<b>Type II Review (All Others)</b>	
<b>Type III Review (All Others)</b>	\$350
<b>Variance/Administrative Adjustment</b>	\$3,250
Administrative Adjustment	
Variance	\$1,050
Variance Filed in Conjunction with Another Type III Application	\$150
<b>Zoning Confirmation Letter</b>	
<b>C. Public Works Permits</b>	
• <b>Payment.</b> All fees are due at the time an application is submitted. Any additional charges shall be paid prior to receipt of a Final Decision, Final Plat Approval or Statement of Completion as applicable.	
• <b>Simultaneous Development Permit Submittal.</b> Applicants may submit for Land Use, Public Works/Engineering and Building permits simultaneously. Public Works/Engineering and	



## 2021 Adopted Budget

Building permits shall not be issued until final Land Use permits have been issued.	
<ul style="list-style-type: none"><li><b>Refunds.</b> The Community Development Director (Director) shall refund the full amount of any fee paid hereunder which was erroneously paid or collected. The Director may authorize refunding of not more than 80 percent of a fee paid when an application has been withdrawn or canceled before any work has been done under an application review or before any plan reviewing has been done. All refund requests must be submitted in writing by the original applicant, or include an authorization from the original applicant, within 180 days from the date of application.</li></ul>	
<b>Right of Way/Road Encroachment Permit:</b>	
Right of Way/Road Blocking Only	\$125
1-200 Linear Feet of Pavement Disturbed	\$300
Over 200 Linear Feet of Pavement Disturbed	\$300
Plus Fee Per Linear Foot over 200	\$0.75
Extension (90 Day)	\$75
<b>Grading Permit:</b>	
Under 50 Cubic Yards of Total Cut and Fill	No Fee
50-100 Cubic Yards of Total Cut and Fill	\$50
101-500 Cubic Yards of Total Cut and Fill	\$200
501-1,000 Cubic Yards of Total Cut and Fill	\$500
1,001-10,000 Cubic Yards of Total Cut and Fill	\$750
10,001-50,000 Cubic Yards of Total Cut and Fill	\$1,000
50,001-100,000 Cubic Yards of Total Cut and Fill	\$1,500
100,001-200,000 Cubic Yards of Total Cut and Fill	\$2,500
Over 200,000 Cubic Yards of Total Cut and Fill	\$5,000
Grading Permit Extension (12 Months)	50% of Original Fee
<b>Street Tree Removal (Permit Required):</b>	
Fee if Existing Tree is Replaced within Timeframe on Permit	\$0
Fee if Existing Tree is Not Replaced within Timeframe on Permit	\$50
<b>Water Utility Fees:</b>	
Administrative Termination	\$50
Hydrant Meter Rental Deposit	\$500
Meter Accuracy Testing (One Free Test per 12 Month	



## 2021 Adopted Budget

Period)	\$60
Utility Account Set Up	\$10
Service Call	\$15
Water Meter Installation Fee	
5/8-3/4 Inch Meter	\$425
1.0 Inch Meter	\$490
1.5 Inch Meter	\$775
2.0 Inch Meter	\$980
3.0 Inch Meter	Time & Materials
4.0 Inch Meter	Time & Materials
6.0 Inch Meter	Time & Materials
8.0 Inch Meter	Time & Materials
Water Service Installation	Time & Materials
Water Utility Availability Determination	\$25
<b>Engineering Review:</b>	
Engineering Site Plan	\$8,000
Engineering Site Plan with Off-site Infrastructure	\$12,000
Engineering Short Plat (2-9 Lots)	\$10,000
Engineering Subdivision/PUD (More than 9 Lots)	\$10,000
Plus Fee Per Lot	\$100
Fee for Each City Plan Review in Excess of 3	\$500

### D. Building Permits

- **Payment.** All plan review fees are due at the time an application is submitted. All building permit fees are due when the permit is picked up by the applicant. Any additional charges shall be paid prior to the issuance of a building permit.
- **\* Use of Outside Professional Consultants.** The City reserves the right to use the services of outside professional consultants. The applicant is responsible for any City costs in excess of the fee amount paid. All such costs shall be billed to the applicant and shall include a \$30 processing fee. Any additional charges shall be paid prior to issuance of a building permit.
- **Simultaneous Development Permit Submittal.** Applicants may submit for Land Use, Public Works/Engineering and



## 2021 Adopted Budget

Building permits simultaneously. Public Works/Engineering and Building permits shall not be issued until final Land Use permits have been issued.	
<ul style="list-style-type: none"><li><b>Building Valuation.</b> Building Valuation shall be calculated by the Building Official based on the cost of the construction as stated by the applicant and/or by utilizing the square footage of the proposed construction and valuation data published by the International Code Council. Valuation data shall be updated annually (2016 data for 2018 permits).</li><li><b>Refunds.</b> The Community Development Director (Director) shall refund the full amount of any fee paid hereunder which was erroneously paid or collected. The Director may authorize refunding of not more than 80 percent of a fee paid when an application has been withdrawn or canceled before any work has been done under an application review or before any plan reviewing has been done. All refund requests must be submitted in writing by the original applicant, or include an authorization from the original applicant, within 180 days from the date of application.</li></ul>	
<b>Building Plan Review:</b>	65% of Building Permit Fee
Minimum Plan Review Fee	\$25
Maximum Plan Review Fee	\$32,500
Outside Structural Plan Review: Exception Only (ex: Hospitals)	* City Cost
Fee for Each City Plan Review in Excess of 3 Changes or Additions to Plans that Required Additional Review – Fee per Hour	\$500
Re-Activation of 180-Day Plan Approval Fee	\$75
	\$250
<b>Building Permit:</b>	
Valuation per International Code Council – Two Year Lag	
\$1-\$500 (Minimum)	\$25
\$501-\$2,000	\$50
\$2,001 - \$25,000 Base	\$50
Plus \$/\$1,000 Over \$2,000 (and Any Fraction Thereof)	\$14
\$25,001 - \$50,000 Base	\$372



## 2021 Adopted Budget

Plus \$/\$1,000 Over \$25,000 (and Any Fraction Thereof)	\$10
\$50,001 - \$100,000 Base	\$622
Plus \$/\$1,000 Over \$50,000 (and Any Fraction Thereof)	\$7
\$100,001 - \$500,000 Base	\$1,022
Plus \$/\$1,000 Over \$100,000 (and Any Fraction Thereof)	\$5
\$500,001 - \$1,000,000 Base	\$3,400
Plus \$/\$1,000 Over \$500,000 (and Any Fraction Thereof)	\$4
Over \$1,000,000 Base	\$7,375
Plus \$/\$1,000 Over \$1,000,000 (and Any Fraction Thereof)	\$4
<b>Foundation Permit/Early Start At-Risk Agreement:</b>	\$50,000
<b>Inspection Fees:</b>	\$250
Base Inspection Cost per Hour	\$75
Inspections Outside of Normal Business Hours	4 Hour Minimum
Re-Inspection Fees (If Separate Inspection Fee is Applicable)	1 Hour Minimum
Adult Family Home	2 Hour Minimum
Special Occupancies	2 Hour Minimum
Special Inspections Requested by the Applicant	2 Hour Minimum
Other Inspections (If Separate Inspection Fee is Applicable)	1 Hour Minimum
<b>Mechanical Plan Review Fees:</b>	25% of Mechanical Permit Fee
<b>Mechanical Permit Fees:</b>	
Permit Issuance	\$65.00
Supplemental Permit (Original Permit Not Expired)	\$15.00
<b>Furnaces</b>	
For the installation or relocation of each forced-air or gravity-type furnace or burner, including ducts and vents attached to such appliance, up to and including 100,000	



## 2021 Adopted Budget

Btu/h (29.3 kW)	\$18.00
For the installation or relocation of each forced-air or gravity-type furnace or burner, including ducts and vents attached to such appliance over 100,000 Btu/h (29.3 kW)	
For the installation or relocation of each floor furnace, including vent	\$20.00
For the installation or relocation of each suspended heater, recessed wall heater or floor-mounted unit heater	\$15.00
<u>Heat Pumps/AC</u>	
Heat Pump/AC 0-3	\$12.00
Heat Pump/AC 3-15	\$20.00
Heat Pump/AC 15-30	\$25.00
Heat Pump/AC 30-50	\$35.00
Heat Pump/AC >50	\$60.00
<u>Wood/Pellet/Gas Stoves</u>	
Wood/Pellet/Gas Stove Insert	\$58.00
Wood/Pellet/Gas Stove Free Standing	\$58.00
<u>Gas Piping Systems</u>	
For each gas piping system of one to five outlets	\$7.00
For each additional outlet over five, each	\$2.00
<u>Appliance Vents</u>	
For the installation, relocation, or replacement of each appliance vent installed and not included in an appliance permit	\$8.00
<u>Repairs or Additions</u>	
For the repair of, alteration of, or addition to each heating appliance, refrigeration unit, cooling unit, absorption unit, or each heating, cooling, absorption or evaporative cooling system, including installation of controls regulated by the Mechanical Code	\$14.00
<u>Boilers, Compressors, and Absorption Systems</u>	
For the installation or relocation of each boiler or compressor to and including 3 horsepower (10.6 kW), or each absorption system to and including 100,000 Btu/h (29.3 kW)	
For the installation or relocation of each boiler or compressor over 3 horsepower (10.6 kW) to and	\$15.00



## 2021 Adopted Budget

including 15 horsepower (52.7 kW), or each absorption system over 100,000 Btu/h (29.3 kW) to and including 500,000 Btu/h (146.6 kW)	\$30.00
For the installation or relocation of each boiler or compressor over 15 horsepower (52.7 kW) to and including 30 horsepower (105.5 kW), or each absorption system over 500,000 Btu/h (146.6 kW) to and including 1,000,000 Btu/h (293.1 kW)	\$40.00
For the installation or relocation of each boiler or compressor over 30 horsepower (105.5 kW) to and including 50 horsepower (176 kW), or each absorption system over 1,000,000 Btu/h (293.1 kW) to and including 1,750,000 Btu/h (512.9 kW)	\$55.00
For the installation or relocation of each boiler or compressor over 50 horsepower (176 kW), or each absorption system over 1,750,000 Btu/h (512.9 kW)	\$95.00
<b>Air Handlers</b>	
For each air-handling unit to and including 10,000 cubic feet per minute (cfm) (4719 L/s), including ducts attached thereto	\$15.00
Note: This fee does not apply to an air handling unit which is a portion of a factory-assembled appliance, cooling unit, evaporative cooler or absorption unit for which a permit is required elsewhere in the Mechanical Code	
For each air-handling unit over 10,000 cfm (4719 L/s)	\$20.00
<b>Evaporative Coolers</b>	
For each evaporative cooler other than portable type	\$15.00
<b>Ducts</b>	
For each duct	\$9.00
<b>Ventilation and Exhaust</b>	
For each ventilation fan connected to a single duct	\$8.00
For each ventilation system which is not a portion of any heating or air-conditioning system authorized by a permit	\$15.00
For the installation of each hood which is served by mechanical exhaust, including the ducts for such hood	\$15.00
<b>Incinerators</b>	
For the installation or relocation of each domestic-type	



## 2021 Adopted Budget

incinerator	\$20.00
For the installation or relocation of each commercial or industrial-type incinerator	\$15.00
<b><u>Miscellaneous</u></b>	
For each appliance or piece of equipment regulated by the Mechanical Code but not classified in other appliance categories, or for which no other fee is listed in the table	\$15.00
<b>Plumbing Plan Review Fees:</b>	25% of Plumbing Permit Fee
<b>Plumbing Permit Fees:</b>	
Permit Issuance	\$65.00
Supplemental Permit (Original Permit Not Expired)	\$15.00
<b><u>Fixtures and Vents</u></b>	
For each plumbing fixture or trap or set of fixtures on one trap (including water, drainage piping and backflow prevention thereof)	\$10.00
For repair or alteration of drainage or vent piping, each fixture	\$7.00
<b><u>Industrial Waste and Rainwater Systems</u></b>	
For each industrial waste pretreatment interceptor, including its trap and vent, excepting kitchen-type grease interceptors functioning as fixture traps	\$20.00
Rainwater systems – per drain inside building	\$10.00
<b><u>Water Piping and Water Heaters</u></b>	
For installation, alteration, or repair of water piping or water-treatment equipment, or both, each	\$7.00
For each water heater including vent (for vents only, see Mechanical Permit Fee Table)	\$15.00
<b><u>Gas Piping Systems</u></b>	
For each gas piping system of one to five outlets	\$7.00
For each additional outlet over five, each	\$2.00
<b><u>Lawn Sprinklers, Vacuum Breakers and Backflow Protection Devices</u></b>	
For each lawn sprinkler system on any one meter, including backflow protection devices thereof	\$15.00
For atmospheric-type vacuum breakers or backflow protection devices not included above:	



## 2021 Adopted Budget

1 to 5 devices	\$15.00
Over 5 devices, each	\$3.00
For each backflow-protection device other than atmospheric-type vacuum breakers:	
2 inches (50.8 mm) and smaller	\$15.00
Over 2 inches (50.8 mm)	\$25.00
<u>Swimming Pools</u>	
For each swimming pool or spa (in addition to other permits/fees):	
Public Pool	\$95.00
Public Spa	\$65.00
Private Pool	\$65.00
Private Spa	\$35.00
Pools over 5,000 gallons	\$100.00
<u>Miscellaneous</u>	
For each appliance or piece of equipment regulated by the Plumbing Code but not listed in other appliance categories, or for which no other fee is listed	\$10.00
<b>Mobile Home Permit Fees:</b>	
Placement of a Temporary Mobile Home/Trailer	\$100.00
Manufactured Home Inspection	\$100.00
Temporary Storage of a Mobile Home	\$100.00
<b>Other Building Permit and Inspection Fees:</b>	
Accessibility Review	\$100.00
Change of Occupancy	\$100.00
Change of Use	\$100.00
Demolition Permit	\$100.00
Energy/Indoor Air Quality	\$100.00
Moving Permit	\$100.00
<b>Roof Permit:</b>	
Full Tear Off	\$15.00
Full Tear Off with Sheathing Replaced	\$100.00
<b>Temporary Certificate of Occupancy</b>	
Temporary Revocable Commercial Certificate of Occupancy	
0-90 Days	\$250.00
91 Days and Over	\$500.00
Temporary Tents, Canopies, and Air Supported Structures	



## 2021 Adopted Budget

	<ul style="list-style-type: none"><li>• For public use, inclusive of all tents for a single event</li><li>• Not applicable to tents less than 200 sq. ft., canopies less than 400 sq. ft., or tents used for non-commercial events</li></ul>	
<b>Washington State Building Code Council (W.S.B.C.C.) Surcharge:</b>		\$100.00
Commercial		
First Living Unit		\$25.00
Each Additional Unit (In a Multi-Family Project)		\$6.50
Collected on each permit that is issued in accordance with the Ridgefield Building Code		\$2.00
<b>Systems Development Charges and Impact Fees (See Notes):</b>		
<u>Traffic Impact Fees (1)(5)</u>		
Single Family (Per Dwelling Unit)		
Multi Family (Per Dwelling Unit)		\$4,145.20
Commercial (Per Average Daily Trip)		\$2,538.23
<u>Park Impact Fees (2)(5)</u>		\$433.15
Single Family (Per Dwelling Unit)		
Multi Family (Per Dwelling Unit)		
<u>School Impact Fees (3)(6)</u>		\$3,491.00
Single Family (Per Dwelling Unit)		\$3,491.00
Multi Family (Per Dwelling Unit)		
<u>Water System Development Charge (4)(7)</u>		\$10,100.00
5/8"-3/4" Meter		\$10,100.00
1" Meter		
1.5" Meter		\$4,387.61
2" Meter		\$10,969.02
3" Meter		\$21,938.03
4" Meter		\$35,100.86
6" Meter		\$65,814.11
8" Meter		\$109,690.19
Outside City Limits		\$219,380.39
		\$351,008.61
<b>Notes:</b>		1.5x In-City SDC
1. Traffic Impact Fees charged are based upon average daily trip (ADT) generation of the proposed use.		



## 2021 Adopted Budget

	<ol style="list-style-type: none"><li>2. Park Impact Fees reflect a mix of acquisition and development. Trail cost estimates make allowance for required compliance with the Americans with Disabilities Act. Development costs can be significantly reduced by calculating deductions made for other exactions, e.g. dedication of a public easement through an open space corridor earmarked for trail or park development.</li><li>3. School Impact Fees are based on the improvement cost of needed school facilities identified in the most current Ridgefield School District Capital Facility Plan.</li><li>4. Water System Development Charges are based upon meter equivalent size (M.E.S.).</li><li>5. Per Ridgefield Municipal Code 18.070.080-18.070.090, the planning director shall calculate annual inflation adjustments in the Traffic Impact Fee rate and the Park Impact Fee rate. The annual inflation adjustment shall be effective January 1 and will be equal to the change in the West Region All Urban Consumer Price Index (CPI-U) for the first half of the previous year (Ex: January 1, 2020 impact fee increase to reflect the increase in the CPI-U index from the first half of 2018 to the first half of 2019).</li><li>6. Per Ridgefield Municipal Code 18.070.100, the planning director shall calculate annual inflation adjustments in the School Impact Fee rate. The annual inflation adjustment shall be effective January 1 and will be equal to the change in the Rider Levett Bucknall Construction Cost index (RLB) for the first half of the previous year (Ex: January 1, 2020 impact fee increase to reflect the increase in the RLB index from the 2<sup>nd</sup> quarter publication of the 2019 RLB index).</li><li>7. Per Ridgefield Municipal Code 13.30.010 Water System Development Charges are set forth in the Master Fee Schedule. The Public Works Director shall calculate annual inflation adjustments in the Water System Development Charges. The annual inflation adjustment shall be effective January 1 and</li></ol>	
--	--	--



## 2021 Adopted Budget

	<p>will be equal to the change in the West Region All Urban Consumer Price Index (CPI-U) for the first half of the previous year (Ex: January 1, 2020 impact fee increase to reflect the increase in the CPI-U index from the first half of 2018 to the first half of 2019).</p> <p>8. All Impact Fees and System Development Charges are collected at the time of occupancy. Per Ridgefield Municipal Code 13.30.020 meter size 3" and larger or single family residential homes moving from well source to municipal water source may be eligible for payment plans.</p>	
--	--	--

### E. Park Rental & Special Events

- **Special Events.** Request for City Services such as Police and Public Works labor are available by request. Refer to Special Event Fees for more information.

<b>Abram's Park Rentals</b>	
<b>Bennett Hall:</b>	
First Hour	\$25.00
Each Additional Hour	\$15.00
Maximum Fee	\$100.00
Refundable Deposit	\$50.00
<b>Bennett Hall &amp; Kitchen:</b>	
First Hour	\$25.00
Each Additional Hour	\$15.00
Maximum Fee	\$100.00
Refundable Deposit	\$100.00
<b>Bennett Hall &amp; Plaza: (May or may not include kitchen)</b>	
First Hour	\$35.00
Each Additional Hour	\$25.00
Maximum Fee	\$160.00
Refundable Deposit	\$100.00
<b>Bennett Hall, Plaza &amp; Open Space: (May or may not include kitchen)</b>	
First Hour	\$40.00
Each Additional Hour	\$30.00
Maximum Fee	\$190.00
Refundable Deposit	\$100.00
<b>Grass Fields, Baseball, Softball, and T-Ball Fields:</b>	



## 2021 Adopted Budget

Per Hour	\$10.00
3 Month Session (Maximum of 2 times per week for two hours)	\$80.00
Refundable Deposit	\$100.00
<b>Overlook Park Rentals:</b>	
<b>Plaza &amp; Stage</b>	
Per Hour	\$40.00
Maximum Fee	\$240.00
Refundable Deposit	\$300.00
<b>Plaza, Stage &amp; Upper Grassy Area</b>	
Per Hour	\$45.00
Maximum Fee	\$270.00
Refundable Deposit	\$300.00
<b>Entire Park</b>	
Per Hour	\$50.00
Maximum Fee	\$300.00
Refundable Deposit	\$300.00
<b>All other City Parks are available to the public on a first come, first served basis. Reservations are not accepted.</b>	No Charge
<b>Special Events:</b>	
Special Event Permit Application	No Charge
City Personnel Costs	Section A
City Services (Cost + Admin Fee of \$30.00)	Actual Cost
<b>F. Other Fees and Permits</b>	
<b>Business License Fees:</b>	
Annual Resident Business License	\$50
Annual Non-Resident Business License	\$50
Annual Peddler and Solicitors License	\$50
Plus One-Time Background Check	\$40
<b>Copy/Record Duplication Fees:</b>	
Copy of audio tapes, video tapes, photos, maps or other records needing reproduction	Actual City Cost
Black & White 8.5x11.0 Inch	\$0.15 per page
Black & White 8.5x14.0 Inch	\$0.35 per page
Black & White 11.0x17.0 Inch	\$0.40 per page
Color 8.5x11.0 Inch	\$1.00 per page
Color 8.5x14.0 Inch	\$1.00 per page
Color 11.0x17.0 Inch	\$1.50 per page
Records scanned into electronic format	\$0.10 per page



## 2021 Adopted Budget

Electronic files uploaded to email, cloud storage service, or other electronic delivery system	\$0.05 every four files
Transmission of electronic records	\$0.10 per gigabyte
Hiring information technology expertise – external	Actual City Cost w/10% deposit
Annual Budget (Bound Copy)	\$30.00
Comprehensive Annual Financial Report (Bound Copy)	\$30.00
City Comprehensive Plan (Bound Copy)	\$30.00
Park & Recreation Comprehensive Plan (Bound Copy)	\$30.00
City Engineering Standards (Bound Copy)	\$30.00
<b>Administrative Processing Fee:</b>	
Fee Added to Each Billing/Invoice for Reimbursable Costs	\$30.00
Fee Added to Each Remittance for Impact Fees or SDCs	
Fee Added to Each Remittance for Fire Code Fees	\$30.00
<b>Administrative Fees:</b>	
NSF Check	
Cemetery Lot – Purchase	\$35.00
Cemetery Lot – Marking	\$600.00
Notary Fee	\$25.00
Latecomer Agreement Application	\$5.00
Latecomer Agreement Processing	\$500.00
Latecomer Agreement Appeal	\$125.00
Administrative Billing Late Fee (After 60 Days Past Due)	\$250.00
<b>Police Department Fees:</b>	1% Per Month
Fingerprint Card	
Release of Property to Finder Fee	\$20.00
Neighborhood Electric Vehicle/Golf Cart Registration (One Time)	**\$10.00
Concealed Weapon Permit	\$30.00
Concealed Weapon Permit Application (Good for 5 Years)	
Concealed Weapon Permit Renewal	\$49.25
Late Renewal Penalty	\$32.00
Replacement Permit	\$42.00
Dog Licenses	\$10.00
Spayed or Neutered – Annual Fee	



## ***2021 Adopted Budget***

Not Spayed or Neutered – Annual Fee	\$20.00
Lifetime Dog License (Altered or Unaltered)	\$30.00
Hobby Kennels (5-10 Dogs)	\$50.00
Commercial Kennels (11+ Dogs)	\$50.00
<b>*Plus Actual Cost of Publication of Notice (RCW 63.21.030)</b>	<b>\$100.00</b>



## 2021 Adopted Budget

### Full-Time Equivalent (FTE) Summary by Department

Personnel Schedule (Full-Time Equivalents)				
Job Title	2019 FTE Allocation	2020 FTE Allocation	2021 FTE Allocation	2021 FTE Percentage
<b>Executive</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.69%</b>
<b>Total Finance</b>	<b>3.30</b>	<b>4.30</b>	<b>4.80</b>	<b>8.10%</b>
<b>Total Human Resources</b>	<b>1.30</b>	<b>1.30</b>	<b>1.30</b>	<b>2.19%</b>
<b>Total Administration</b>	<b>3.70</b>	<b>3.70</b>	<b>4.70</b>	<b>7.93%</b>
<b>Total General Government/Facilities</b>	<b>1.07</b>	<b>1.54</b>	<b>1.97</b>	<b>3.32%</b>
<b>Total Public Safety</b>	<b>12.00</b>	<b>12.00</b>	<b>15.00</b>	<b>25.32%</b>
<b>Total Cemetery</b>	<b>0.27</b>	<b>0.24</b>	<b>0.47</b>	<b>0.79%</b>
<b>Total Community Development</b>	<b>9.90</b>	<b>11.72</b>	<b>12.29</b>	<b>20.74%</b>
<b>Total Parks</b>	<b>3.89</b>	<b>3.80</b>	<b>3.97</b>	<b>6.70%</b>
<b>Total Streets</b>	<b>3.31</b>	<b>3.42</b>	<b>4.02</b>	<b>6.78%</b>
<b>Total Water Utility</b>	<b>6.24</b>	<b>6.22</b>	<b>6.18</b>	<b>10.43%</b>
<b>Total Stormwater Utility</b>	<b>2.77</b>	<b>2.51</b>	<b>3.55</b>	<b>5.99%</b>
<b>Total Full Time Equivalents</b>	<b>48.75</b>	<b>51.75</b>	<b>59.25</b>	<b>100.00%</b>
<b>Full-Time Staff</b>				
<b>Full-Time Employees</b>	<b>47.00</b>	<b>50.00</b>	<b>58.00</b>	<b>97.89%</b>
<b>Part-Time Staff</b>				
<b>Part-Time Employees</b>	<b>1.75</b>	<b>1.75</b>	<b>1.25</b>	<b>2.11%</b>



## 2021 Adopted Budget

### Budgeted Positions and FTE's by Department

<b>2021 Personnel Schedule (Full-Time Equivalents)</b>		
<b>Job Title</b>		<b>FTE Allocation</b>
<b>Executive</b>		
City Manager		1.00
<b>Total Executive</b>		<b>1.00</b>
<b>Finance</b>		
Accounting Assistant/Payroll Clerk		1.00
Finance Director		1.00
Accounting Assistant/Office Clerk		0.75
Senior Accountant		1.00
Utility Clerk		0.05
Procurement Specialist		1.00
<b>Total Finance</b>		<b>4.80</b>
<b>Human Resources</b>		
HR Analyst		0.90
Deputy City Manager		0.40
<b>Total Human Resources</b>		<b>1.30</b>
<b>Administration</b>		
City Clerk		1.00
HR Analyst		0.10
Community Relations Specialist		1.00
Deputy City Manager		0.60
Administrative Specialist		1.00
Temporary Position (1-Year)		1.00
<b>Total Administration</b>		<b>4.70</b>
<b>General Government/Facilities</b>		
Facility Maintenance Worker		0.05
City Engineer		0.02
Facility Maintenance Worker		0.05
Public Works Director		0.15
Facility Maintenance Worker		0.10
Facility Maintenance Worker		0.10
Public Works Supervisor, Facilities		0.25
Facility Maintenance Worker		0.05
Development Inspector		0.05
Community Development Director		0.10
Building Inspector/Code Enforcement		0.25
Administrative Specialist		0.15
Associate Planner		0.30
Facility Maintenance Worker		0.15
Planner		0.10
Facility Maintenance Worker		0.10
<b>Total General Government/Facilities</b>		<b>1.97</b>



## 2021 Adopted Budget

2021 Personnel Schedule (Full-Time Equivalents)		
Job Title		FTE Allocation
<b>Public Safety</b>		
Police Chief		1.00
Police Lieutenant		1.00
Police Sergeant		1.00
Police Sergeant		1.00
Police Officer		1.00
Police Clerk		1.00
Police Officer		1.00
Police Officer		1.00
Police Clerk		1.00
<b>Total Public Safety</b>		<b>15.00</b>
<b>Cemetery</b>		
PW Administrative Assistant		0.05
Public Works Director		0.02
Facility Maintenance Worker		0.05
Facility Maintenance Worker		0.05
Public Works Supervisor, Facilities		0.15
Facility Maintenance Worker		0.05
Facility Maintenance Worker		0.05
Facility Maintenance Worker		0.05
<b>Total Cemetery</b>		<b>0.47</b>
<b>Community Development</b>		
Building Inspector/Code Enforcement		1.00
Permit Technician		1.00
City Engineer		0.82
Public Works Director		0.27
Community Development Director		0.90
Building Inspector/Code Enforcement		0.75
Plans Examiner		1.00
CDD Administrative Assistant		0.50
Associate Planner		0.70
Building Inspector		1.00
Development Inspector		0.70
Engineering Tech		0.75
Building Official		1.00
Planner		0.90
Permit Tech I		1.00
<b>Total Community Development</b>		<b>12.29</b>



## 2021 Adopted Budget

<b>2021 Personnel Schedule (Full-Time Equivalents)</b>		
<b>Job Title</b>		<b>FTE Allocation</b>
<b>Parks</b>		
Park Caretaker		0.50
PW Administrative Assistant		0.10
Facility Maintenance Worker		0.35
City Engineer		0.02
Facility Maintenance Worker		0.75
Public Works Director		0.10
Facility Maintenance Worker		0.30
Facility Maintenance Worker		0.25
Public Works Supervisor, Facilities		0.30
Facility Maintenance Worker		0.45
Development Inspector		0.05
Engineering Tech		0.05
Facility Maintenance Worker		0.30
Facility Maintenance Worker		0.45
<b>Total Parks</b>		<b>3.97</b>
<b>Streets</b>		
PW Administrative Assistant		0.02
Facility Maintenance Worker		0.60
City Engineer		0.10
Facility Maintenance Worker		0.20
Public Works Director		0.15
Facility Maintenance Worker		0.55
Facility Maintenance Worker		0.60
Public Works Supervisor, Facilities		0.30
Facility Maintenance Worker		0.45
Development Inspector		0.10
Engineering Tech		0.05
Facility Maintenance Worker		0.50
Facility Maintenance Worker		0.40
<b>Total Streets</b>		<b>4.02</b>



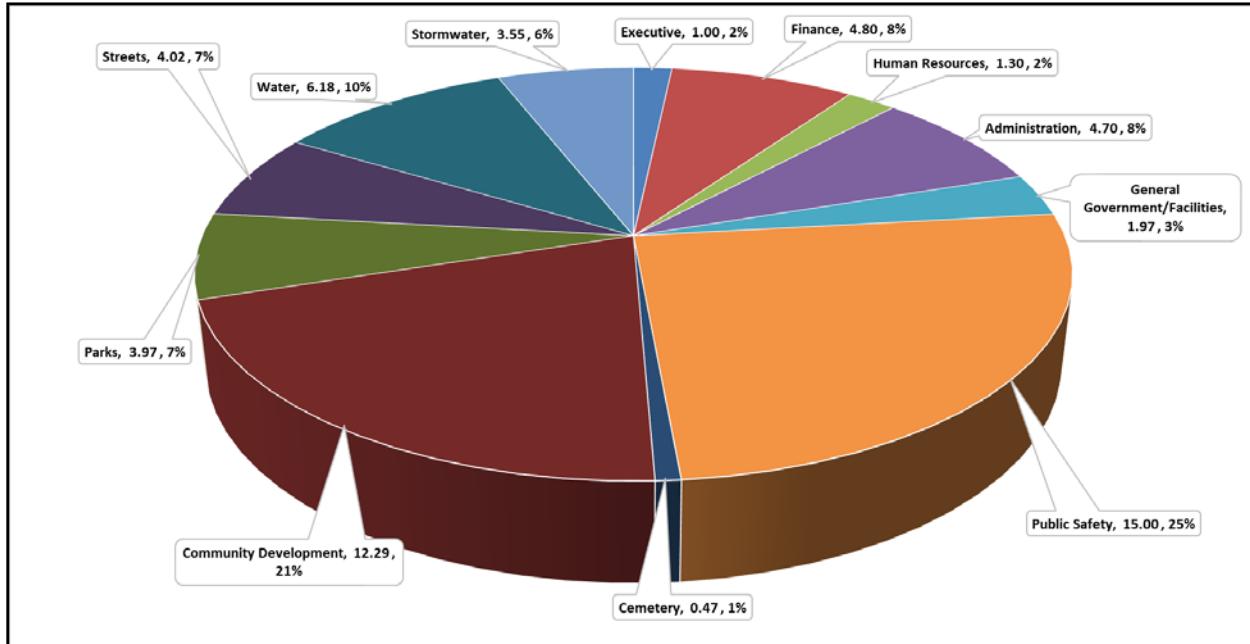
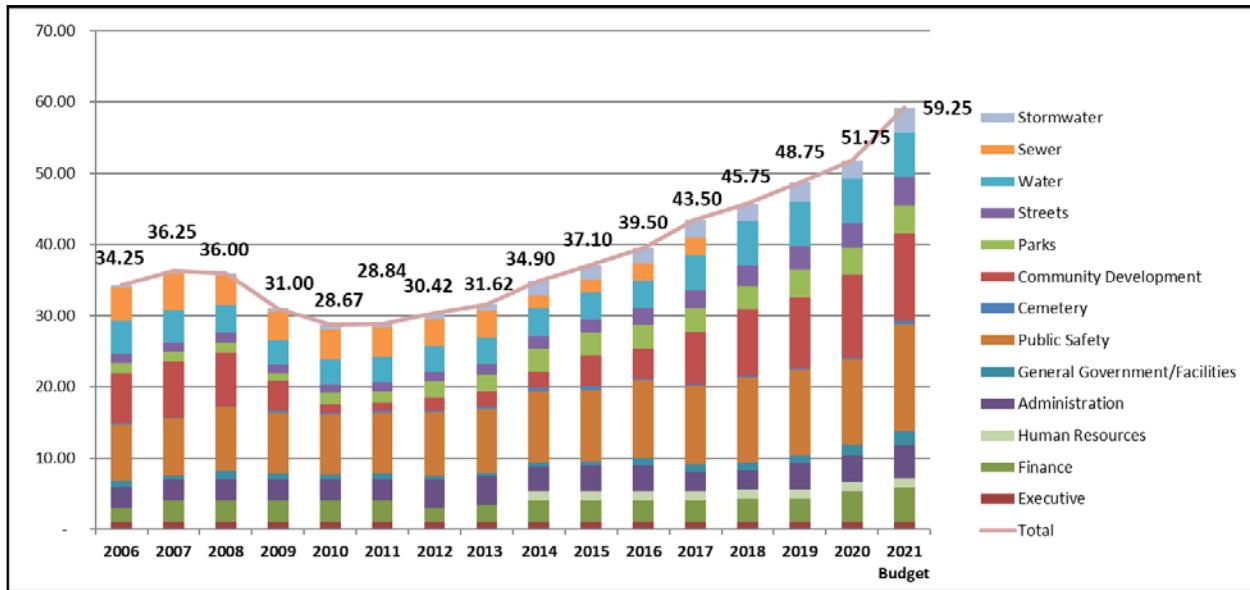
## 2021 Adopted Budget

<b>2021 Personnel Schedule (Full-Time Equivalents)</b>		
<b>Job Title</b>		<b>FTE Allocation</b>
<b>Water Utility</b>		
PW Administrative Assistant		0.81
Utility Maintenance Worker		1.00
Public Works Supervisor, Utilities		1.00
Utility Maintenance Worker		1.00
City Engineer		0.02
Public Works Director		0.15
Administrative Specialist		0.35
Utility Clerk		0.75
Utility Maintenance Worker		1.00
Development Inspector		0.05
Engineering Tech		0.05
<b>Total Water Utility</b>		<b>6.18</b>
<b>Stormwater Utility</b>		
PW Administrative Assistant		0.02
City Engineer		0.02
Public Works Director		0.16
Utility Clerk		0.20
Public Works Supervisor, Stormwater		1.00
Stormwater Maintenance Worker		1.00
Development Inspector		0.05
Engineering Tech		0.10
Stormwater Maintenance Worker		1.00
<b>Total Stormwater Utility</b>		<b>3.55</b>
<b>Total Full Time Equivalents</b>		<b>59.25</b>
<b>Full-Time Staff</b>		
Full-Time Employees		<b>58.00</b>
<b>Part-Time Staff</b>		
Part-Time Employees		<b>1.25</b>



## 2021 Adopted Budget

### Total Full Time Equivalent Employees by Function





## 2021 Adopted Budget

### 2021 Interfund Transfers

Fund	Description	Transfer From	Transfer To
<b>001 General Fund</b>			
From Water Operating	Indirect Cost Allocation	371,077	-
From Stormwater Operating	Indirect Cost Allocation	179,691	-
From Water Operating	RACC Lease Cost Allocation	11,300	-
From Stormwater Operating	RACC Lease Cost Allocation	5,260	-
From Water Operating	Indirect Cost Allocation for Traffic Safety Control Equipment	6,900	
From Stormwater Operating	Indirect Cost Allocation for Traffic Safety Control Equipment	6,900	
To Equipment Replacement	Equipment Replacement Fund	-	114,840
To Debt Service	Public Safety Debt Service	-	20,224
To Street Fund	Transfer to Street Operating Fund	-	430,438
To General Capital - Streets	Pavement Preservation Program	-	175,000
To General Capital - Streets	Sidewalk Restoration Program	-	70,000
To General Capital - Streets	Hillhurst Road Overlay - Grant Match	-	130,000
To General Capital - Streets	N 8th Ave/Simons St Improvement - Grant Match	-	41,000
To General Capital - Parks	Bennett Kitchen Safety Upgrades	-	40,000
<b>Total General Fund Transfers</b>		<b>\$ 581,128</b>	<b>\$ 1,021,502</b>
<b>101 Street Fund</b>			
From General Fund	Operating Transfer from General Fund	430,438	-
To Equipment Replacement	Equipment Replacement Fund	-	33,175
<b>Total Street Transfers</b>		<b>\$ 430,438</b>	<b>\$ 33,175</b>



## 2021 Adopted Budget

<b>2021 Interfund Transfers</b>			
<b>Fund</b>	<b>Description</b>	<b>Transfer From</b>	<b>Transfer To</b>
<b>406 Water Utility</b>			
From Water System Development Charges Fund	Debt Service	196,158	-
To General Fund	Indirect Cost Allocation	-	371,077
To General Fund	RACC Lease Cost Allocation	-	11,300
To General Fund	Indirect Cost Allocation for Traffic Safety Control Equipment	-	6,900
To Equipment Replacement	Equipment Replacement Fund	-	45,011
To Water Utility Capital	9th Court Water Line Improvements	-	85,000
<b>Total Water Utility Transfers</b>		<b>\$ 196,158</b>	<b>\$ 519,288</b>
<b>408 Stormwater Utility</b>			
To General Fund	Indirect Cost Allocation	-	179,691
To General Fund	RACC Lease Cost Allocation	-	5,260
To General Fund	Indirect Cost Allocation for Traffic Safety Control Equipment	-	6,900
To Equipment Replacement Fund	Equipment Replacement Fund	-	25,866
To Storm Water Utility Capital	Bio-Swale and Storm Pond Rehabilitation	-	260,000
<b>Total Stormwater Utility Transfers</b>		<b>\$ -</b>	<b>\$ 477,717</b>
<b>105 Real Estate Excise Tax (REET)</b>			
To Debt Service	General Obligation Bonds Debt Service	-	1,413,405
<b>Total REET Transfers</b>		<b>\$ -</b>	<b>\$ 1,413,405</b>



## 2021 Adopted Budget

2021 Interfund Transfers			
Fund	Description	Transfer From	Transfer To
<b>114 Park Impact Fee (PIF)</b>			
To General Capital - Parks	Overlook Park Splash Pad Design	-	95,000
To General Capital - Parks	Mayor Meadow to Reiman Rd Trail Design	-	120,000
To General Capital - Parks	Gee Creek Trail North Construction - Grant Match	-	15,000
To General Capital - Parks	Boyse Property Purchase - Parkland	-	260,000
<b>Total PIF Transfers</b>		<b>\$ -</b>	<b>\$ 490,000</b>
<b>115 Traffic Impact Fee (TIF)</b>			
To General Capital - Streets	Hillhurst Multi-Modal Trail Construction - Grant Match	-	80,000
To General Capital - Streets	Pioneer & 51st Roundabout Design	-	650,000
To General Capital - Streets	S Pioneer Extension/Roundabout Design/ROW - Grant Match	-	1,200,000
<b>Total TIF Transfers</b>		<b>\$ -</b>	<b>\$ 1,930,000</b>
<b>416 Water Utility System Development Charge (WSDC)</b>			
To Water Utility Capital	N 8th Ave/Simons St Improvement - Grant Match	-	215,000
To Water Utility Capital	S 56th Treatment/Reservoir Improvements	-	29,000
To Water Utility Capital	Kennedy Well Field	-	770,000
To Water Operating Fund	DWSRF Loans Debt Service	-	196,158
<b>Total WSDC Transfers</b>		<b>\$ -</b>	<b>\$ 1,210,158</b>



## 2021 Adopted Budget

2021 Interfund Transfers			
Fund	Description	Transfer From	Transfer To
<b>200 Debt Service</b>			
From General Fund - Public Safety	CRESA Radio Installment	20,224	-
From REET Fund - Parks	General Obligation Bonds Debt Service	1,413,405	-
<b>Total Debt Service Transfers</b>		<b>\$ 1,433,629</b>	<b>\$ -</b>
<b>300 General Capital</b>			
From General Fund - Street Projects	Pavement Preservation Program	175,000	-
From General Fund - Street Projects	Sidewalk Restoration Program	70,000	-
From General Fund - Street Projects	Hillhurst Road Overlay - Grant Match	130,000	-
From General Fund - Street Projects	N 8th Ave/Simons St Improvement - Grant Match	41,000	-
From General Fund - Park Projects	Bennett Kitchen Safety Upgrades	40,000	-
From Park Impact Fee Fund	Overlook Park Splash Pad Design	95,000	-
From Park Impact Fee Fund	Mayor Meadow to Reiman Rd Trail Design	120,000	-
From Park Impact Fee Fund	Gee Creek Trail North Construction - Grant Match	15,000	-
From Park Impact Fee Fund	Boyse Property Purchase - Parkland	260,000	-
From Traffic Impact Fee Fund	Hillhurst Multi-Modal Trail Construction - Grant Match	80,000	-
From Traffic Impact Fee Fund	Pioneer & 51st Roundabout Design	650,000	-
From Traffic Impact Fee Fund	S Pioneer Extension/Roundabout Design/ROW - Grant Match	1,200,000	-
<b>Total General Capital Transfers</b>		<b>\$ 2,876,000</b>	<b>\$ -</b>



## 2021 Adopted Budget

<b>2021 Interfund Transfers</b>			
<b>Fund</b>	<b>Description</b>	<b>Transfer From</b>	<b>Transfer To</b>
<b>410 Water Utility Capital</b>			
From Water Operating Fund	9th Court Water Line Improvements	85,000	-
From Water System Development Charges Fund	N 8th Ave/Simons St Improvement - Grant Match	215,000	-
From Water System Development Charges Fund	S 56th Treatment/Reservoir Improvements	29,000	-
From Water System Development Charges Fund	Kennedy Well Field	770,000	-
<b>Total Water Utility Capital Transfers</b>		<b>\$ 1,099,000</b>	<b>\$ -</b>
<b>412 Storm Water Utility Capital</b>			
From Storm Water Operating Fund	Heron & 18th Storm Pond Rehabilitation	50,000	-
From Storm Water Operating Fund	Heron & 18th Bio-Swale Rehabilitation	40,000	-
From Storm Water Operating Fund	Falcon Bio-Swale Rehabilitation	50,000	-
From Storm Water Operating Fund	Hillhurst Bio-Swale Rehabilitation	50,000	-
From Storm Water Operating Fund	Lark Bio-Swale Rehabilitation	50,000	-
From Storm Water Operating Fund	Reiman Bio-Swale Rehabilitation	20,000	-
<b>Total Storm Water Utility Capital Transfers</b>		<b>\$ 260,000</b>	<b>\$ -</b>



## 2021 Adopted Budget

<b>2021 Interfund Transfers</b>			
<b>Fund</b>	<b>Description</b>	<b>Transfer From</b>	<b>Transfer To</b>
<b>501 Equipment Replacement Fund (ERF)</b>			
From General Fund	ERF Transfer	114,840	-
From Water Utility	ERF Transfer	45,011	-
From Stormwater Utility	ERF Transfer	25,866	-
From Street Fund	ERF Transfer	33,175	-
<b>Total ERF Transfers</b>		<b>\$ 218,892</b>	<b>\$ -</b>
<b>Total 2020 Interfund Transfers</b>		<b>\$ 7,095,245</b>	<b>\$ 7,095,245</b>



## 2021 Adopted Budget

### 2021 Schedule of Debt Service

<b>Schedule of Debt Service</b>		
<b>Debt Type</b>	<b>Description</b>	<b>Budget Amount</b>
<b>200 General Government Debt Service</b>		
Public Safety	CRESA Radio Installment	20,224
		<b>\$ 20,224</b>
<b>Debt Type</b>	<b>Description</b>	<b>Budget Amount</b>
<b>200 General Government Debt Service</b>		
Parks	RORC General Obligation Bonds - 2017	534,575
Parks	RORC General Obligation Bonds - 2018	526,850
Facilities	PW Op Center General Obligation Bonds - 2020	351,980
		<b>\$ 1,413,405</b>
<b>406 Water Utility Debt Service</b>		
Water Utility	DWSRF Loan Junction Well & Transmission System	76,167
Water Utility	DWSRF Loan Junction Reservoir	119,991
		<b>\$ 196,158</b>
		<b>Total 2020 Debt Service \$ 1,629,787</b>



## 2021 Adopted Budget

### 2016 CRESA Installment Contract – Radio Purchase

#### Amortization Schedule:

Date	Principle Payments	Interest Payments	Total Requirements	Unpaid Balance
				\$92,029.93
1/31/2017	15,727.44	4,496.53	20,223.97	76,302.49
1/31/2018	18,407.97	1,816.00	20,223.97	57,894.52
1/31/2019	18,846.08	1,377.89	20,223.97	39,048.44
1/31/2020	19,294.62	929.35	20,223.97	19,753.82
1/31/2021	19,753.82	470.14	20,223.96	-
	<b>\$92,029.93</b>	<b>\$9,089.91</b>	<b>\$101,119.84</b>	



## 2021 Adopted Budget

### 2017 General Obligation Bonds – Ridgefield Outdoor Recreation Center

#### Amortization Schedule:

Year	Due Date	Principal			Total Debt	
		Amount	Balance	Interest Rate	Interest Pmt	Service
2018	12/1/2018		\$ 9,455,000		\$ 388,758	\$ 388,758
2019	12/1/2019	195,000	9,260,000	3.00%	336,425.00	531,425.00
2020	12/1/2020	200,000	9,060,000	3.00%	330,575.00	530,575.00
2021	12/1/2021	210,000	8,850,000	3.00%	324,575.00	534,575.00
2022	12/1/2022	215,000	8,635,000	3.00%	318,275.00	533,275.00
2023	12/1/2023	220,000	8,415,000	3.00%	311,825.00	531,825.00
2024	12/1/2024	230,000	8,185,000	3.00%	305,225.00	535,225.00
2025	12/1/2025	235,000	7,950,000	4.00%	298,325.00	533,325.00
2026	12/1/2026	245,000	7,705,000	4.00%	288,925.00	533,925.00
2027	12/1/2027	255,000	7,450,000	4.00%	279,125.00	534,125.00
2028	12/1/2028	265,000	7,185,000	3.00%	268,925.00	533,925.00
2029	12/1/2029	270,000	6,915,000	3.00%	260,975.00	530,975.00
2030	12/1/2030	280,000	6,635,000	3.00%	252,875.00	532,875.00
2031	12/1/2031	290,000	6,345,000	3.00%	244,475.00	534,475.00
2032	12/1/2032	295,000	6,050,000	3.00%	235,775.00	530,775.00
2033	12/1/2033	305,000	5,745,000	3.00%	226,925.00	531,925.00
2034	12/1/2034	315,000	5,430,000	4.00%	217,775.00	532,775.00
2035	12/1/2035	330,000	5,100,000	4.00%	205,175.00	535,175.00
2036	12/1/2036	340,000	4,760,000	4.00%	191,975.00	531,975.00
2037	12/1/2037	355,000	4,405,000	4.00%	178,375.00	533,375.00
2038	12/1/2038	370,000	4,035,000	4.00%	164,175.00	534,175.00
2039	12/1/2039	385,000	3,650,000	4.00%	149,375.00	534,375.00
2040	12/1/2040	400,000	3,250,000	4.00%	133,975.00	533,975.00
2041	12/1/2041	415,000	2,835,000	4.00%	117,975.00	532,975.00
2042	12/1/2042	430,000	2,405,000	4.00%	101,375.00	531,375.00
2043	12/1/2043	450,000	1,955,000	3.50%	84,175.00	534,175.00
2044	12/1/2044	465,000	1,490,000	3.50%	68,425.00	533,425.00
2045	12/1/2045	480,000	1,010,000	3.50%	52,150.00	532,150.00
2046	12/1/2046	495,000	515,000	3.50%	35,350.00	530,350.00
2047	12/1/2047	515,000	-	3.50%	18,025.00	533,025.00
		<b>\$ 9,455,000</b>			<b>\$ 6,390,283</b>	<b>\$ 15,845,283</b>



## 2021 Adopted Budget

### 2018 General Obligation Bonds – Ridgefield Outdoor Recreation Center

#### Amortization Schedule:

Year	Due Date	Principal			Total Debt	
		Amount	Balance	Interest Rate	Interest Pmt	Service
2018	12/1/2018		\$ 6,705,000		\$ 125,571	\$ 125,571
2019	12/1/2019	-	6,705,000		256,850.00	256,850.00
2020	12/1/2020	-	6,705,000		256,850.00	256,850.00
2021	12/1/2021	270,000	6,435,000	3.00%	256,850.00	526,850.00
2022	12/1/2022	280,000	6,155,000	3.00%	248,750.00	528,750.00
2023	12/1/2023	285,000	5,870,000	3.00%	240,350.00	525,350.00
2024	12/1/2024	295,000	5,575,000	4.00%	231,800.00	526,800.00
2025	12/1/2025	305,000	5,270,000	4.00%	220,000.00	525,000.00
2026	12/1/2026	320,000	4,950,000	4.00%	207,800.00	527,800.00
2027	12/1/2027	330,000	4,620,000	4.00%	195,000.00	525,000.00
2028	12/1/2028	345,000	4,275,000	4.00%	181,800.00	526,800.00
2029	12/1/2029	360,000	3,915,000	**%	168,000.00	528,000.00
2030	12/1/2030	370,000	3,545,000	4.00%	156,600.00	526,600.00
2031	12/1/2031	385,000	3,160,000	4.00%	141,800.00	526,800.00
2032	12/1/2032	400,000	2,760,000	4.00%	126,400.00	526,400.00
2033	12/1/2033	415,000	2,345,000	4.00%	110,400.00	525,400.00
2034	12/1/2034	435,000	1,910,000	4.00%	93,800.00	528,800.00
2035	12/1/2035	450,000	1,460,000	4.00%	76,400.00	526,400.00
2036	12/1/2036	470,000	990,000	4.00%	58,400.00	528,400.00
2037	12/1/2037	485,000	505,000	4.00%	39,600.00	524,600.00
2038	12/1/2038	505,000	-	4.00%	20,200.00	525,200.00
		<b>\$ 6,705,000</b>			<b>\$ 3,413,221</b>	<b>\$10,118,221</b>



## 2021 Adopted Budget

### 2020 General Obligation Bonds – Public Works Operations Center

**Amortization Schedule: Estimate for potential draws up to full available bond amount of \$4,400,000:**

Year	Due Date	Principal				Total Debt	
		Amount	Balance	Interest Rate	Interest Pmt	Service	
2020	12/1/2020		\$ 3,935,000	2.42%	\$ 6,729.01	\$ 6,729.01	
2021	6/1/2021	124,000	4,276,000	2.42%	\$ 53,240.00	\$ 177,240.00	
2021	12/1/2021	123,000	4,153,000	2.42%	\$ 51,739.60	\$ 174,739.60	
2022	6/1/2022	126,000	4,027,000	2.42%	\$ 50,251.30	\$ 176,251.30	
2022	12/1/2022	127,000	3,900,000	2.42%	\$ 48,726.70	\$ 175,726.70	
2023	6/1/2023	129,000	3,771,000	2.42%	\$ 47,190.00	\$ 176,190.00	
2023	12/1/2023	130,000	3,641,000	2.42%	\$ 45,629.10	\$ 175,629.10	
2024	6/1/2024	131,000	3,510,000	2.42%	\$ 44,056.10	\$ 175,056.10	
2024	12/1/2024	134,000	3,376,000	2.42%	\$ 42,471.00	\$ 176,471.00	
2025	6/1/2025	135,000	3,241,000	2.42%	\$ 40,849.60	\$ 175,849.60	
2025	12/1/2025	136,000	3,105,000	2.42%	\$ 39,216.10	\$ 175,216.10	
2026	6/1/2026	139,000	2,966,000	2.42%	\$ 37,570.50	\$ 176,570.50	
2026	12/1/2026	139,000	2,827,000	2.42%	\$ 35,888.60	\$ 174,888.60	
2027	6/1/2027	142,000	2,685,000	2.42%	\$ 34,206.70	\$ 176,206.70	
2027	12/1/2027	143,000	2,542,000	2.42%	\$ 32,488.50	\$ 175,488.50	
2028	6/1/2028	145,000	2,397,000	2.42%	\$ 30,758.20	\$ 175,758.20	
2028	12/1/2028	146,000	2,251,000	2.42%	\$ 29,003.70	\$ 175,003.70	
2029	6/1/2029	148,000	2,103,000	2.42%	\$ 27,237.10	\$ 175,237.10	
2029	12/1/2029	150,000	1,953,000	2.42%	\$ 25,446.30	\$ 175,446.30	
2030	6/1/2030	154,000	1,799,000	2.42%	\$ 23,631.30	\$ 177,631.30	
2030	12/1/2030	153,000	1,646,000	2.42%	\$ 21,767.90	\$ 174,767.90	
2031	6/1/2031	157,000	1,489,000	2.42%	\$ 19,916.60	\$ 176,916.60	
2031	12/1/2031	157,000	1,332,000	2.42%	\$ 18,016.90	\$ 175,016.90	
2032	6/1/2032	160,000	1,172,000	2.42%	\$ 16,117.20	\$ 176,117.20	
2032	12/1/2032	161,000	1,011,000	2.42%	\$ 14,181.20	\$ 175,181.20	
2033	6/1/2033	164,000	847,000	2.42%	\$ 12,233.10	\$ 176,233.10	
2033	12/1/2033	165,000	682,000	2.42%	\$ 10,248.70	\$ 175,248.70	
2034	6/1/2034	168,000	514,000	2.42%	\$ 8,252.20	\$ 176,252.20	
2034	12/1/2034	169,000	345,000	2.42%	\$ 6,219.40	\$ 175,219.40	
2035	6/1/2035	172,000	173,000	2.42%	\$ 4,174.50	\$ 176,174.50	
2035	12/1/2035	173,000	-	2.42%	\$ 2,093.30	\$ 175,093.30	
		<b>\$ 4,400,000</b>			<b>\$ 879,550.41</b>	<b>\$ 5,279,550.41</b>	



## 2021 Adopted Budget

### Drinking Water State Revolving Funds Loan – Junction Well and Transmission System

#### Amortization Schedule:

Year	Due Date	Principal	Accrued	Interest	Payment	Loan
		Amount	Interest			
2014	Oct	\$ -	\$ 62	\$ -	\$ -	\$ 16,433
2015	Oct	-	247	-	-	16,433
2016	Oct	-	6,632	-	-	841,630
2017	Oct	61,425	16,203	23,143	84,567	1,167,067
2018	Oct	61,425	17,506	17,506	78,931	1,105,642
2019	Oct	61,425	16,585	16,585	78,009	1,044,217
2020	Oct	61,425	15,663	15,663	77,088	982,793
2021	Oct	61,425	14,742	14,742	76,166	921,368
2022	Oct	61,425	13,821	13,821	75,245	859,944
2023	Oct	61,425	12,899	12,899	74,324	798,519
2024	Oct	61,425	11,978	11,978	73,402	737,095
2025	Oct	61,425	11,056	11,056	72,481	675,670
2026	Oct	61,425	10,135	10,135	71,560	614,246
2027	Oct	61,425	9,214	9,214	70,638	552,821
2028	Oct	61,425	8,292	8,292	69,717	491,396
2029	Oct	61,425	7,371	7,371	68,796	429,972
2030	Oct	61,425	6,450	6,450	67,874	368,547
2031	Oct	61,425	5,528	5,528	66,953	307,123
2032	Oct	61,425	4,607	4,607	66,031	245,698
2033	Oct	61,425	3,685	3,685	65,110	184,274
2034	Oct	61,425	2,764	2,764	64,189	122,849
2035	Oct	61,425	1,843	1,843	63,267	61,425
2036	Oct	61,425	921	921	62,346	-
		\$ 1,228,491	\$ 198,203	\$ 198,203	\$ 1,426,694	



## 2021 Adopted Budget

**Drinking Water State Revolving Funds Loan – Junction 1.0 Million Gallon Reservoir  
Amortization Schedule:**

Year	Due Date	Principal	Accrued				Loan Balance
		Amount*	Interest	Interest	Payment Due		
2014	Oct	\$ -	\$ 60.10	\$ -	\$ -		\$ 21,530.00
2015	Oct	-	323	-	-		21,530
2016	Oct	-	6,571	-	-		1,253,977
2017	Oct	96,767	25,580	32,534	129,301		1,838,571
2018	Oct	96,767	27,579	27,579	124,345		1,741,804
2019	Oct	96,767	26,127	26,127	122,894		1,645,037
2020	Oct	96,767	24,676	24,676	121,442		1,548,271
2021	Oct	96,767	23,224	23,224	119,991		1,451,504
2022	Oct	96,767	21,773	21,773	118,539		1,354,737
2023	Oct	96,767	20,321	20,321	117,088		1,257,970
2024	Oct	96,767	18,870	18,870	115,636		1,161,203
2025	Oct	96,767	17,418	17,418	114,185		1,064,436
2026	Oct	96,767	15,967	15,967	112,733		967,669
2027	Oct	96,767	14,515	14,515	111,282		870,902
2028	Oct	96,767	13,064	13,064	109,830		774,135
2029	Oct	96,767	11,612	11,612	108,379		677,368
2030	Oct	96,767	10,161	10,161	106,927		580,601
2031	Oct	96,767	8,709	8,709	105,476		483,835
2032	Oct	96,767	7,258	7,258	104,024		387,068
2033	Oct	96,767	5,806	5,806	102,573		290,301
2034	Oct	96,767	4,355	4,355	101,121		193,534
2035	Oct	96,767	2,903	2,903	99,670		96,767
2036	Oct	96,767	1,452	1,452	98,218		0
		<b>\$1,935,338.23</b>	<b>\$308,319.98</b>	<b>\$308,319.98</b>	<b>\$2,243,658.21</b>		



# ***2021 Adopted Budget***

## ***Ordinance No. 1331 – 2021 Proposed Budget***

### **AN ORDINANCE ADOPTING THE 2021 BUDGET FOR THE CITY OF RIDGEFIELD, WASHINGTON ADOPTING THE 2021 BUDGET; AND PROVIDING FOR THE EFFECTIVE DATE THEREOF**

WHEREAS, the tax estimates and budget for the City of Ridgefield for the 2021 fiscal year have been prepared and filed as provided by the laws of the State of Washington; and

WHEREAS, the budget was printed for distribution and notice was published setting the time and place for hearings on the budget; and

WHEREAS, the 2021 proposed budget was submitted to the City Council and City Clerk on November 2, 2020 and budget workshop sessions were held on August 27, 2020, and September 24, 2020; and

WHEREAS, public hearings on the 2021 annual budget were held on November 5, 2020, November 19, 2020 and December 3, 2020.

NOW THEREFORE, THE CITY COUNCIL OF THE CITY OF RIDGEFIELD, WASHINGTON, DO ORDAIN AS FOLLOWS:

**Section 1:** Public Interest. The Ridgefield City Council finds it to be in the public interest to adopt the 2021 budget of anticipated revenues and expenditures.

**Section 2:** 2021 Budget Adoption. The annual budget for the City of Ridgefield, Washington for the year ending December 31, 2021 is hereby adopted in the amounts and for the purposes shown in Exhibits "A - F", attached hereto and incorporated herein by reference. The budget for each Department and Fund in Exhibits "A - F" is hereby adopted at the fund level and set as the appropriation limit for expenditures for the fiscal year 2021. The attached Exhibit "A" summarizes the totals of estimated revenue and expenditure appropriations for each separate fund and the aggregate total for all funds combined.

**Section 3:** The Finance Director is directed to transmit a copy of the budget hereby adopted to the State Auditor's Office, Division of Municipal Research, and to the Association of Washington Cities.

**Section 4:** Severability. If any provision of this ordinance or its application to any person or circumstance is held invalid, the remainder of the ordinance or the application of the provision to other persons or circumstances is not affected.

**Section 5:** Regulatory Conflicts. All other Ordinances and parts of other Ordinances inconsistent or conflicting with any part of this Ordinance are hereby repealed to the extent of the inconsistency or conflict.



## 2021 Adopted Budget

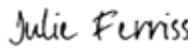
**Section 6:** Corrections. The City Clerk and the codifiers of this ordinance are authorized to make necessary clerical corrections to this ordinance including, but not limited to, the correction of scrivener's/clerical errors, references, ordinance numbering, section/subsection numbers and any references thereto.

**Section 7:** Effective date. This ordinance shall take effect and be in full force five (5) days after the publication of the attached summary and Exhibits "A - F", which is hereby approved.

PASSED BY THE CITY COUNCIL OF THE CITY OF RIDGEFIELD, WASHINGTON THIS 3<sup>rd</sup> DAY OF DECEMBER, 2020.

DocuSigned by:  
  
By: \_\_\_\_\_  
Don Stose, Mayor

Attest:

DocuSigned by:  
  
By: \_\_\_\_\_  
Julie Ferriss  
City Clerk

Approved as to Form:

DocuSigned by:  
  
By: \_\_\_\_\_  
Janean Parker, City Attorney

First Reading:	November 19, 2020
Second Reading/Passed:	December 3, 2020
Date of Publication:	December 9, 2020
Effective Date:	December 14, 2020



# 2021 Adopted Budget

## *Glossary of Budget Terms*

**Accrual** – Accrual accounting matches the revenues and expenses to the period the income is earned, and the expense is incurred regardless of when cash is received or disbursed.

**Adopted Budget** – Appropriations adopted by the governing body which forms the fiscal plan for the budget period.

**Allocate** – To divide a lump-sum appropriation which is designed for expenditure by specific organization units and/or for specific purposes, activities, or objects.

**Appropriation** – An authorization made by the legislative body of a government which permits officials to incur obligations against and to make expenditures of governmental resources. Specific appropriations are usually made at the fund level and are granted for a one-year period.

**Arbitrage** – The purchase or sale of asset in order to profit from a difference in the asset's price between markets. It is a trade that profits by exploiting the price differences of identical or similar financial instruments in different markets or in different forms.

**Assessed Value** – The value of real and personal taxable property as a basis for levying Ad Valorem (property) taxes.

**Assets** – Resources acquired or purchased by the City with a monetary value.

**Audit** – Conducted by the Washington State Auditor's Office. The primary objective of an audit is to determine if the City's financial statements are presented fairly, in all material respects the respective financial position of the government.

**Balanced Budget** – A budget in which planned expenditures do not exceed projected funds available.

**BARS** - Budgeting, Accounting, and Reporting System (BARS) prescribed by the Washington State Auditor and designed to promote uniformity among cities and counties in Washington.

**Bond** – A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date, together with periodic interest at a specified rate.

**Budget** – Written report showing the City's fiscal plans for the budget period. It includes a balanced statement of actual revenues and expenditures during the last two periods, estimated revenues and expenditures during the current period, and estimated revenues and expenditures, as budgeted, for the upcoming period.

**Capital Outlay/Capital Expenditures** – Funds expended for the acquisition or maintenance of fixed assets such as land, infrastructure, equipment, vehicles or buildings.



## 2021 Adopted Budget

**Comprehensive Plan** – The plan, or portions thereof, which have been adopted by the City Council. It is a land use policy statement that guides future growth of the City.

**CRESA** – Clark Regional Emergency Services. Offers emergency service management and 911 services.

**CRWWD** – Clark Regional Wastewater District. Offers sewer collection services to North Clark County including the City of Ridgefield.

**DCWA** – Discovery Clean Water Alliance. A multi-jurisdictional entity comprised of Ridgefield, Battle Ground, Clark County, and Clark Regional Wastewater District to treat wastewater in North Clark County.

**Debt Service Fund** – A fund used to account for the monies set aside for the payment of principle and interest on City debt.

**Department** – An organization unit of the City which has been assigned responsibility for an operation or group of related operations within a functional area.

**Depreciation** – An accounting method of allocating the cost of a tangible or physical asset over its useful life or life expectancy. Depreciation represents how much of an asset's value has been used up.

**DWSRF** - Drinking Water State Revolving Fund Loans. Issued in 2014 for construction of the S 56<sup>th</sup> well transmission system and one-million gallon reservoir project.

**EDU** – Equivalent Development Unit. Measurement standard used for storm water rate charges. One EDU is equal to 3,500 square feet for Ridgefield calculations.

**Enterprise Fund** – A fund established to finance and account for the acquisition, operation, and maintenance of governmental facilities, utilities and services which are entirely or predominately self-supporting by user charges and fees.

**Expenditures** – The outlay of funds paid or to be paid to obtain an asset, good or service.

**FTE** – Full time equivalent – the combination of one or more employees whose work hours equal that of a full-time position, 2080 hours, or 40 hours a week, 52 weeks a year.

**Fiscal Year** – A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of operations. (January 1 through December 31 for the City)

**Fixed Assets** – Assets (land, infrastructure, equipment, vehicles or buildings) that generally have a value of \$5,000 or more and a useful life of more than 1 year.



## 2021 Adopted Budget

**Franchise Fee** – A franchise fee is charged for the privilege of using public right-of-way and property within the City for public or private purposes. The City currently assesses franchise fees on cable TV.

**Fund** – A fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances and changes, all segregated for specific, regulated activities and objectives.

**Fund Balance** – The excess of a funds' total assets over its total expenditures. A negative fund balance is often referred to as a deficit.

**GAAP** – Generally Accepted Accounting Principles is a collection of commonly-followed accounting rules and standards for financial reporting. GAAP is adopted by the U.S. Securities and Exchange Commission, The Financial Accounting Standards Board, and The Governmental Accounting Standards Board.

**GASB** – The Governmental Accounting Standards Board is the organization whose mission is to improve and create financial reporting standards for state and local governments.

**General Fund** – Accounts for all financial transactions relating to governmental activities that are not required to be accounted for in another fund, such as special revenue funds, debt service fund, and capital projects fund.

**Governmental Funds** – Funds that are typically used to account for most of a government's activities, including those that are tax supported.

**Grant** – Contributions of cash or other assets from another governmental agency to be used or expended for a specified purpose or activity.

**Growth Management** – State requirements related to development and population growth and its impact on public infrastructure.

**Impact Fee** – A fee charged on new development to finance required infrastructure to support growth related projects such as roads, parks, schools and fire facilities. The City collects and retains transportation and park impact fees. The City collects school impact fees and remits the balance to Ridgefield School District.

**Infrastructure** – The portion of a City's assets located at or below ground level, including the water, street, and storm systems. Clark Regional Wastewater District owns and manages the sewer infrastructure.

**Interfund Transactions** – Amounts distributed from one fund to finance activities in another fund. Shown as an expenditure in the originating fund and a revenue in the receiving fund.



## 2021 Adopted Budget

**Investment Revenue** – Revenue received as interest and dividends from the investment of idle funds not immediately required to meet cash flow obligations.

**LEOFF I and II** – Law Enforcement Officers and Fire Fighters Retirement System plan.

**LTGO** – Limited Tax General Obligation Bonds. Issued in 2017 and 2018 for the Ridgefield Outdoor Recreation Complex (RORC). Issued in 2020 for purchase of the Public Works Operations Center.

**PERS** – Public Employees Retirement System.

**PIF** – Park Impact Fees. Fees charged to new residential development. Revenues are restricted for expenditure on new park land and facilities to support the impact created by development.

**Proposed Budget** – Financial plan prepared by the City's Finance Department and Budget Advisory Committee and submitted to the public and Council for review.

**PWTF** – Public Works Trust Fund Loan. Issued in 2020 and 2021 for completion of the Downtown Storm Water Enhancement Design project.

**RCW** – Revised Code of Washington which contains all laws of a general and permanent nature enacted by the State.

**REET** – Real Estate Excise Tax. A tax charged on the sale of real estate. The City collects 0.50% on each sale. Revenue from this tax is restricted for capital projects per state statute.

**Reserves** – A portion of a fund set aside by policy for a specific purpose, i.e. operating reserves, debt service, revenue stabilization and capital repair and replacement. Reserve amounts are generally not available for use unless designated by policy or Council action.

**Revenues** – All amounts of money received by a government from external sources other than expense refunds, capital contributions, and residual equity transfers.

**RORC** – Ridgefield Outdoor Recreation Complex.

**SIF** – School Impact Fees. Fees charged to new residential development. Revenues are restricted for expenditure on new school facilities to support the impact created by development.

**Special Revenue Fund** – An account established to collect proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

**System Development Charges (SDC)** – A fee charged on new development to finance growth related water infrastructure projects.

**Tax Levy Rate** – A rate applied to all taxable property to set property tax levy amounts. It is derived by dividing the total tax levy by the taxable net property valuation.

**Taxes** – Compulsory charges levied by a government for the purpose of financing services provided for the common benefit of the citizens.



## ***2021 Adopted Budget***

**TIF** – Transportation Impact Fees. Fees charged to new residential and commercial development. Revenues are restricted for expenditure on new transportation infrastructure to support the growth created by development.

**Washington Administrative Code (WAC)** – Laws adopted by State agencies to implement State Legislation.

**WSDC** – Water System Development Charges. Fees charged to new residential and commercial development connecting to the water system. Revenues are restricted for expenditure on new water system infrastructure to support growth created by development.