

City of Duvall

Preliminary 2021/2022 Biennial Budget



City of Duvall

15535 Main St NE

Duvall, WA 98019

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City Overview

The City of Duvall lies in the northeast corner of King County, just a short drive from Monroe, Redmond, Bellevue and Woodinville. Bordered by the Cascade Mountains and foothills to the east, the beautiful Snoqualmie River and farming valley to the west, Duvall is a charming town that retains a rural feeling.

Incorporated in 1913, Duvall’s roots lie in the logging and farming industries. Duvall is home to approximately 8,000 people, many who have moved here to capture a bit of that “country living” feeling. Mayor Amy Ockerlander and a seven-member City Council govern the City.

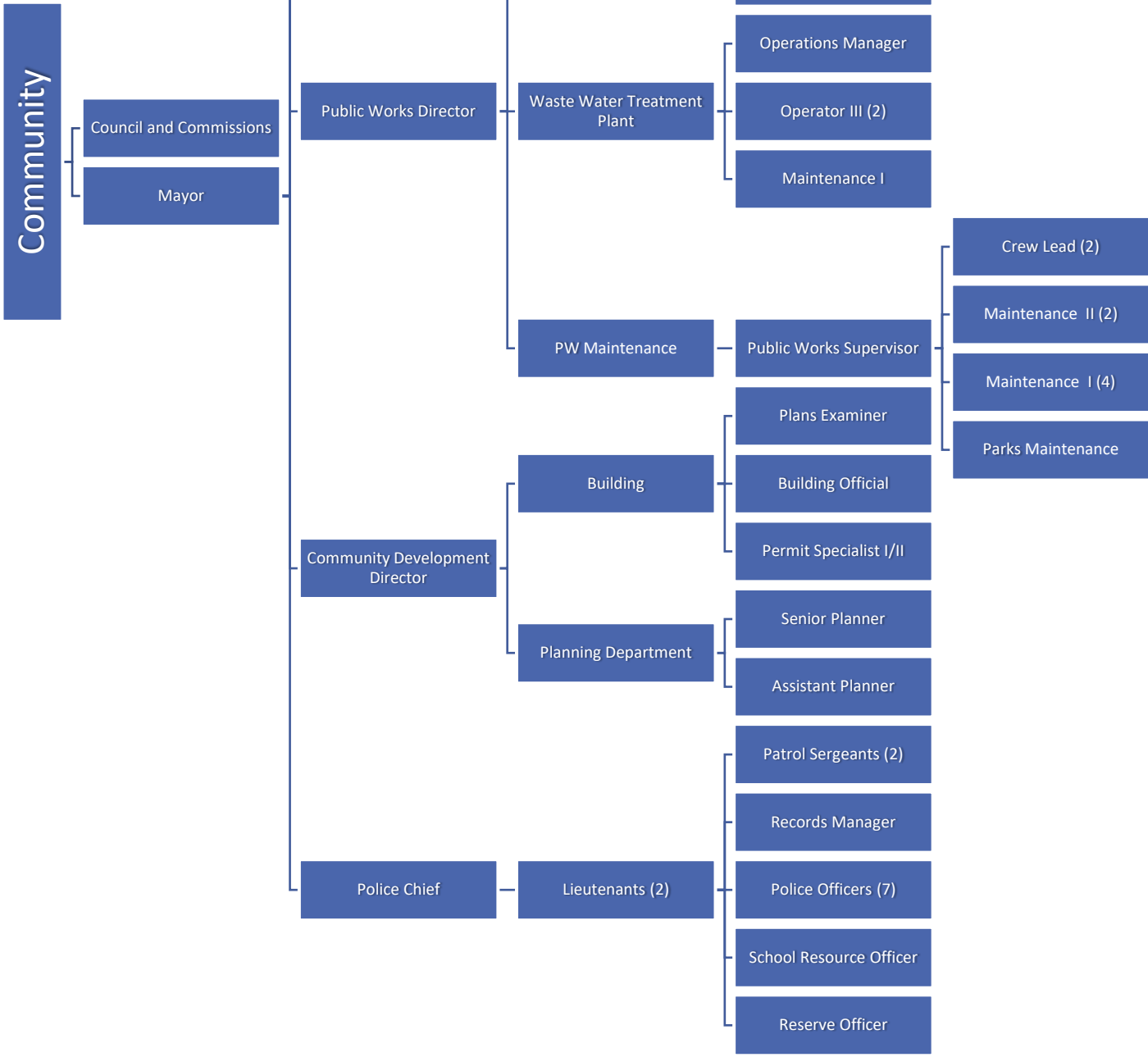
The City provides police, water, sewer and storm water services to its residents and contracts with King County Fire District 45 for fire services. Duvall employees work hard to consistently maintain a reputation as one of the safest cities in King County and the State of Washington.

The City also offers many beautiful parks and trails. Along the Snoqualmie River is McCormick Park, Duvall’s largest park, and the trailhead of King County’s Snoqualmie Valley Trail. Big Rock Ball Fields, on the east side of town, is a newly renovated ballpark with a grass baseball field, turf soccer/multi-purpose fields, playground and skate park.

Duvall is host to a variety of cultural, art, historical and holiday related events throughout the year, ranging from SummerStage (concerts in the park) to the Light Up Duvall holiday event.



Proposed City Organization Chart

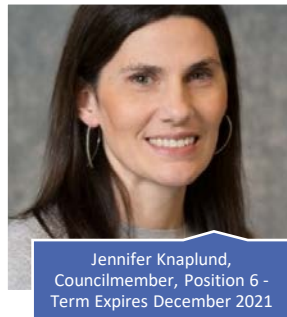


Elected Officials and Administration

The City of Duvall has a Strong Mayor form of government. The Mayor and seven Council members are each elected directly by the people for staggered four-year terms, all representing the community at large. The Mayor provides leadership to departments to direct the many functions of city government and implements the policies and ordinances of the City Council.

The proposed 2021/2022 budget includes funding for a part-time interim City Administrator in 2021, and a full-time City Administrator in 2022. The City Administrator will assist the Mayor in providing direction and leadership to departments as well as provide human resources.

Elected Officials



Administration

- | | |
|-----------------------|--|
| Lara Thomas | Community Development Director/Deputy City Administrator |
| Steve Leniszewski, PE | Public Works Director/City Engineer |
| Carey Hert | Police Chief |
| Dana Mason | Finance Director |
| Daniel P. Kenny | City Attorney - Contracted |
| Jodi Wycoff | City Clerk |

Budget Highlights

Mayor's Budget Message

October 6, 2020

Subject: 2021-2022 Budget Letter to Council

I am pleased to present to you today, the City of Duvall's second biennial budget for the years 2021-2022. The current biennium has brought many changes to our City, much in the way that we plan for and conduct business. With the implementation of the biennial budget process, we have been able to increase focus on the core services that we provide to the community and have made significant strides to improving base operations, maintain existing infrastructure and achieve real progress towards long-term financial planning for the City's fiscal resiliency.

The City of Duvall is a full-service city. Core services of our community include public safety, community development (encompassing planning and building) public works (engineering, streets, sewer, water, storm and parks), utility billing and administration.

As in the previous biennium, this budget continues to focus on financing unfunded mandates, funding and completing deferred maintenance of city facilities and equipment and takes us another step further to achieving the appropriate staffing levels that will enable us to continue to provide high-levels of service our community has come to expect as our population and infrastructure grows.

Most expenditures in this proposed budget are status quo and continue a laser focus on the basic needs of our City, infrastructure and community. As a service-based organization and full-service City, our greatest asset are our employees. Through targeted training, staffing changes, succession planning and providing opportunities for employee advancement, our staff is becoming more nimble than ever.

The COVID-19 pandemic has sent the world reeling, with many local governments being forced to furlough and lay off workers due to reduced revenues. Earlier in 2020 the predictions were dire for significant revenue drops from loss of sales tax, real estate excise tax and fuel tax.

I am proud to share that we are one of the few cities to be experiencing sustained revenue during the pandemic, allowing us to continue providing annual increases to our incredible employees.

As of August 2020, Sales Tax Revenue is up 5.5% over 2019. When construction sales tax is removed, the City's retail sales tax is up 12.2%. This increase in revenue is a result of multiple factors including new housing development which provides ongoing revenue from property taxes, strong real estate sales and continued growth in our overall retail sales tax. While many of our food and drink establishments have struggled, they are resilient. Like many industries, that

have found new ways to provide services to our community and visitors, we expect the industry rebound to continue in 2021-2022.

We have also continued our efforts of fiscal resiliency planning of the previous biennium by maintaining a 17% operating reserve, maintain a nearly full contingency fund and making huge strides towards capital equipment replacement sustainability.

This budget does include the annual property tax increase of 1% which provides a small boost yearly but does not cover the increased cost of doing business. This is the only revenue increase proposed, and one that most cities take annually. For Duvall homeowners, this accounts for approximately \$87,500 and for home value of \$750,000 will mean a city property amount of an estimated \$997.50, an increase of \$7.50 per household over 2020.

The Equipment Replacement Fund process has been strengthened with administrative changes in what is tracked, how replacement cost is calculated and how much revenue must be put aside each year to afford equipment replacements at the appropriate intervals. The new process and planned increased investment of 5% above needs per year, charts the pathway to achieve sustainability and resiliency in the fund, ensuring our employees have the tools and equipment necessary to carry out their work for our community.

Another way that the bolstering of revenue occurs is the awarding of regional, state and federal grants to the City for specific purposes, typically capital projects. I am pleased to share that the City of Duvall was recently awarded a Community Development Block Grant for \$280,000, which will help fund and enable a sidewalk installation on 142nd Place and provide pedestrians a complete connection to 278th Ave and access to transit stops on Big Rock Road. This project will directly affect 140 households and more than 400 individuals, with the added benefit of continued progress to a complete, connected sidewalk system throughout the City.

The City is also preparing for design and hopeful construction of the 3rd Avenue NE road construction improvement project. This project accomplishes improvement of two intersections and would include pedestrian and bicycle elements that will help accommodate and manage increased growth in the southern area of our community.

The project would serve approximately 600 residential units and provide a safe, multi-modal environment. With construction of this project we can connect the community to the new Parks that are arriving in the southern portion of Duvall in the near future. We are eagerly awaiting notice of our grant application to the Transportation Improvement Board of \$4,000,000 to help complete the vision.

Additionally, two new or expanded revenue sources have been approved by voters: Duvall will receive an estimated \$232,000 from the King County Parks Levy 2 and nearly \$600,000 from the 0.2% Transportation Benefit District Sales Tax.

A significant portion of the 2021 Parks Levy funding will be utilized to support the maintenance of Big Rock Ball Fields, due to a significant loss in revenue during COVID closures.

Thanks to Duvall voters, over the biennium the City will receive an estimated \$600,000 as a result of a 0.2% sales tax increase. Funds allocated from the Transportation Benefit District Sales Tax will be utilized for street overlays, road reconstruction and ADA ramps. Lastly for our roadway network, in an effort to maximize our new Transportation Benefit District sales tax generated funding we are attempting to obtain grants to complete two of our Transportation Benefit District projects at a fraction of the cost to our citizens. The grant requested is for \$460,000.

Revenue not spent during the biennium will be banked to fund future road maintenance projects and be used as match for transportation related grant applications.

As mentioned, we are making continued investments in our existing parks. In that light, to meet community needs we have proposed the installation of a sunshade for Big Rock Ball Field playground, and fly ball safety equipment, repair of the Taylor Park wall, a sunshade for Judd Park and the installation of electrical equipment at Taylor Landing Park.

These minor capital improvements are expected to significantly increase the usability of the facilities, and in the case of electrical at Taylor Landing Park, provide opportunities for extending the Duvall Farmer's Market and opens the door for future improvements to the asset. The project funding for these improvements comes from Park Impact Fees, which must be spent within ten years from receipt and Real Estate Excise Tax. Both have limited uses and cannot be used for daily city operations.

Another major investment in our facilities will occur with inflow and infiltration repair to the sewer system in old town. This importance maintenance work will decrease the stress on our sewer system during big rainstorms and snow melts and help extend the life of the system. It is a smart investment for taxpayer dollars and will provide a significant economic benefit.

Staff has also recommended funding that will enhance our new Sensus water meter installation project to its full potential. New technology via the FlexNet communication network would make it possible to give customers remote access to their accounts and staff control of our water distribution system. The system provides instant and real time data as well as service changes including turning meters on and off remotely, conduct on-demand readings and identify non-revenue water to boost operational efficiency and improve customer service. In addition to the customers improved access, the implementation of this system is expected to save almost 500 staff hours annually.

Additionally, this budget makes critical investments in repairs and upgrades to key storm drainage facilities. As our weather patterns continue to become more severe, these projects will help reduce overflow and provide additional environmental protection.

Despite increased revenues, the cost of operating the City will continue rising. Some of the increase will be due to one-time expenses that will create operational and financial efficiencies, other are the result of increased costs for salary and benefits, step increases and changes in service providers.

Government transparency is a personal passion of mine, and we have made great strides over the past two-years. Proposed in this budget is the purchase of a new financial software system that will significantly reduce staff time for developing reports and budgets, give us tools that will allow administration to provide even more public access to the City's finances and finally provide a permitting tool for our Community Development Department.

While the cost outlay is significant, we will see measurable time and cost savings over several years due to the improved and time saving efficiencies that will be achieved to do the work of the Finance Department. This will free-up staff to work on review and updates to financial policies that will further stabilize the City.

My team has been conducting research during the past two-years on the cities needs and will be issuing a public RFP prior to budget adoption.

Another significant cost increase that the City will be incurring is for legal fees, which have increased with the selection of a new City Attorney and the necessity of continuing with time-sensitive human resources policy updates, managing the pandemic and mandated or needed policy updates.

It has also come time to renegotiate our interlocal agreement from IT services with the City of Snoqualmie. That process will be beginning soon, with the goal of finalizing by the end of 2020.

In the 2019-2020 budget it became clear that the City could no longer do more with less. I am pleased that for the upcoming biennium we will be able to do more, while executing the most fiscally sound budget in recent history.

We continue to be significantly understaffed for normal operating circumstances and are proposing new positions to ensure the public's safety, maintenance of our sewer, storm, water and parks infrastructure, and improve our ability to respond to community needs, administrative help and City Administration. These positions are funded with ongoing revenues, while special projects are funded with one-time revenues.

In addition to the open positions that have been added through the budget amendment process or approved in the 2019-2020 budget and are currently on hold, this budget proposes the reinstatement of a half-time interim City Administrator for 2021, while fully funding the position of City Administrator in 2022, the addition of an administrative assistant to support the community in City Hall, a maintenance worker dedicated to the water utility and the utilization of interns for special projects in some departments.

We have also known for several years that our City municipal code and policies have needed some major updates to be in-line with changes to state law, and the community. While we have made significant progress, there are extensive updates that need to occur to bring our code in line that we will not have the bandwidth to complete internally. In that light, we are proposing a term-limited position of Policy Analyst to develop and bring to council numerous code revisions that are needed, many of which are long overdue. These policy updates will reduce confusion, provide clarity and continue the efforts to bring our growing City up to speed.

If approved, this will bring the City's total FTE count to 48.5 FTE's which remains lower than prior to the Great Recession. During the same time period, Duvall's population has increased from approximately 6,100 to almost 8,000 today while gaining five (5) new miles of infrastructure.

In 2020 all, the Community Development has reviewed 215 residential units and has issued 79 of those to date and expects to issue over 100 by year end. While this is a record year for the City, the low housing inventory, continued migration to the Puget Sound area and shrinking household size, we expect this trend to continue at a moderate pace, in line with our Comprehensive Plan for the next few years.

Thanks to succession planning in the Police Department, mid-2021 will see a significant savings in staff costs upon the planned retirement of the Police Chief and the process to fill the position through promotion, allowing an entry level hire to reduce overall costs.

This budget continues to look towards the future: In 2013, the previous Mayor advised the City Council that there was no longer room to house additional employees at City Hall. In the 2019-2020 budget, we proposed funding to develop a capital facilities plan which was approved. The first step in the process was having each city-owned building inspected for maintenance needs. The reports identified significant deferred maintenance and across the board need for building upgrades throughout the City.

Due to several factors beyond administration's control, the capital facilities plan has not been completed, and we are rolling over the funding into the new biennium. The ultimate goal is to provide staff and the community with a building or buildings that are safe, provide the space necessary to conduct City business and support the need for community meeting space.

In the interim, we cannot continue to wait on deferred maintenance. We have an obligation to our staff, customers and the taxpayers to make sure our buildings remain safe, adequate spaces for employees. In that light, we have proposed utilizing bond proceeds remaining from the Main Street Project to support the replacement of HVAC systems that have far exceeded their intended life cycles, paint buildings, replace worn out carpet, replace windows, fix roofs and modify the Public Works building to add space for the employees of the Community Development Department.

In addition to bringing the engineering, permitting and community development teams together, this will provide the space necessary at City Hall to house the City Administrator, Mayor and the new administrative assistant.

Still, as a City, we can no longer afford to stall on replacing buildings. The Police Department facility was built with a 10-year useful life. Currently, the building is 16-years old and likely at the precipice of major investment to maintain its usability.

In the 2019-2020 budget process it was made clear that the City can longer do more with less and noted that your elected officials have a responsibility to maintain the infrastructure we have. I am pleased that for the upcoming biennium we will be able to do more, while executing the most fiscally sound budget in recent history.

This is a direct result of the experienced, thoughtful and dedicated staff team we have at the City. Every staff member was asked to participate in the budget development process, and priorities were determined as a team.

This upcoming year, our human services agencies servicing the valley will be hard hit with reductions in funding through other agencies and donors, just when they need it most. In that light, we have appropriated \$20,000 from the General Fund to continue the Human Services grant program and I fully expect the legislative body to increase that sum through utilizing a portion of our healthy General Fund Balance.

We also have continued to budget for our community events, such as Summerstage. Community events are important for building and maintaining our culture, as well as drive economic development on Main Street. At this time, we don't know if or when we will be able to resume these events but are committed to making them happen when it is safe.

An incredible amount of time has been put into further changing our internal budget processes, identifying core priorities and needs, continued identification of financial and time efficiencies and most of all, planning for the future.

In the near term, the results of the workload analysis, capital facilities plan and implementation of new budgeting software will take the city to a place that we have previously not been ready or had the correct data to carryout successfully: Long-Term Municipal Financial Planning.

We know, that despite our healthy revenue and record housing growth, the revenue and service structures of nearly all Washington Cities is unsustainable in the long-term. Over the next several years, the state legislature may or may not provide the tools necessary for cities to develop fiscal resiliency and move away from the fiscal cliff that has been created by multiple initiatives that have hampered the ability of cities to provide sustainable service.

As a City, we can't afford to wait for solutions that may or may not suit our community. In that light, at the time at which the workload analysis is complete, capital facilities plan done (or well

into completion) and new budget software implemented, we will request council approval for funding authorization to select a municipal financial consultant to develop a long-term financial resiliency plan for the City. This will create strong policy and procedure recommendations for ensuring our ability to maintain service levels long-term. It is an exciting prospect and we are looking forward to the opportunity to identify solutions to the fiscal challenges we face.

In closing, my team and I have worked incredibly hard to prioritize projects, focus on basics and plan for the future with the budget. We continue to be focused on doing what we can to meet our community's needs.

We have made great strides in many areas and will continue to make progress in the coming biennium by being good stewards of taxpayer money, modernizing services and identifying new efficiencies.

I would like to thank our amazing staff for your daily work, and the effort put into developing this budget. A special thank you to our Finance Director and her team for their diligence and commitment to being smart with our money and helping move us closer to our financial and service goals.

Sincerely,



Amy Ockerlander
Mayor

Budget Book Overview

Budget Process

The City of Duvall budgets in accordance with the Revised Code of Washington (RCW) 35A.34. Biennial appropriated budgets are adopted for the General, Debt Service, Special Revenue, Capital Project, and Proprietary funds using the cash basis of accounting versus the modified accrual basis. Basis of accounting refers to when revenues and expenditures are recognized in the accounts and reported in the financial statements.

Under the cash basis method of accounting, revenues are recognized when cash is received, and expenditures are recognized when paid. Under the modified accrual basis of accounting, revenue is recorded when susceptible to accrual (i.e. both measurable and available) and expenditures are recognized when the fund liability is incurred.

Under the cash basis method, no appropriation is made for depreciation or accrued leave. In addition, capital assets and principal payments on bonds are budgeted as expenditures.

The City's financial statements are also prepared using the cash basis. Some funds in the financial statements are combined to comply with reporting requirements, which is different than the budget presentation which shows the revenues and expenditures for all budgets.

Procedures for Adopting the Original Budget

The City's budget procedures are mandated by Chapter 35A.34 RCW. The steps in the budget process are as follows:

- a. Prior to the beginning of the City's next fiscal biennium and before November 1, the Mayor submits a proposed budget to the City Council. This budget is based on priorities established through the Mayor by department directors after analyzing revenues, expenditures and statutory requirements.
- b. The City Council conducts public hearings on the proposed budget in October, November and December (if necessary).
- c. The Council makes its adjustments to the proposed budget and adopts, by ordinance, a final balanced budget no later than December 31.
- d. Within 30 days of adoption, the final budget is available to the public.

Amending the Budget

The Mayor or City Administrator may authorize department directors to transfer budgeted amounts from one line item to the other within any fund; however, any revisions that alter the total expenditures of a fund to be greater than the adopted appropriated amount or that affect the number of authorized employee positions, the pay classification system, hours, or other conditions of employment must be approved by the City Council.

When the City Council determines that it is in the best interest of the City to increase or decrease the appropriation for a particular fund, it may do so by an amending ordinance. Biennial budgets must also be amended mid-biennium and at the end of the biennium.

Budget Calendar

Date	Date Required by RCW	Action
June 8, 2020	RCW 35A.34.050 : September 14, 2020 (2 nd Monday in September)	Issue budget request: Finance Director provides budget worksheets to Departments
June 30, 2020		Council Budget Retreat: Special Meeting
June 8, 2020 – July 30, 2020		Department budget workshops with Finance and City Administrator
August 5, 2020		Revenue workshop with Finance Committee
August 24, 2020		Departmental budgets submitted to City Administrator/Mayor for review
September 1, 2020		Revenue forecast at Committee of the Whole
September 1, 2020	RCW 35A.34.070 : October 1, 2020 (On or before the first business day in the third month prior to beginning of the fiscal year)	Proposed preliminary budget. Finance Director provides estimated expenditures and revenues to Mayor/City Administrator, including salary schedules
October 6, 2020	RCW 35A.34.090 & RCW 35A.34.080 : November 1, 2020 (At least 60 days before the ensuing year)	Mayor/City Administrator prepares preliminary budget proposal and budget message. Files with clerk and council
October 13, 2020		Department budget presentations at Committee of the Whole
October 20, 2020	Mid-October to Mid-November (recommended)	Public hearing on revenue sources including possible increases in property tax
October 20, 2020 – November 24, 2020	RCW 35A.34.100 : Once a week for two weeks	Publication notice of preliminary budget and final hearing
October 20, 2020	RCW 35A.34.080 : November 20, 2020 (Not later than six weeks before January 1 st)	Copies of budget book available to public
October 27, 2020		Department budget presentations at Committee of the Whole
November 5, 2020	RCW 35A.34.110 : December 7, 2020 (On or before the 1st Monday in December)	Public hearing #1 on preliminary budget
November 17, 2020	RCW 35A.34.110 : December 5, 2020 (No later than the 25 th day prior to fiscal year end)	Public hearing on final budget (or public hearing #2 on preliminary budget) Property tax levies set by ordinance and filed with the County
December 1, 2020	RCW 35A.34.120 : December 31, 2020 (Following the Public Hearing and prior to the beginning of the ensuing fiscal year)	Budget adoption or, if needed, final budget hearing
December 15, 2020		Budget adoption (if needed)

Proposed Revenues and Expenditures Overview

The 2021/2022 Biennial Budget is comprised of 23 funds with total budgeted revenues of \$47,192,298 and budgeted expenditures of \$49,021,593. The City is projected to start the 2021/2022 biennium with a beginning fund balance of \$18,179,895 for all funds. The projected fund balance at the end of the biennium is \$16,350,601. The budget maintains fund balances as required per the City’s adopted financial policies, which can be found at the end of this budget book.

Due to economic uncertainty, revenues have been estimated conservatively and expenditures for new programs have been kept to a minimum.

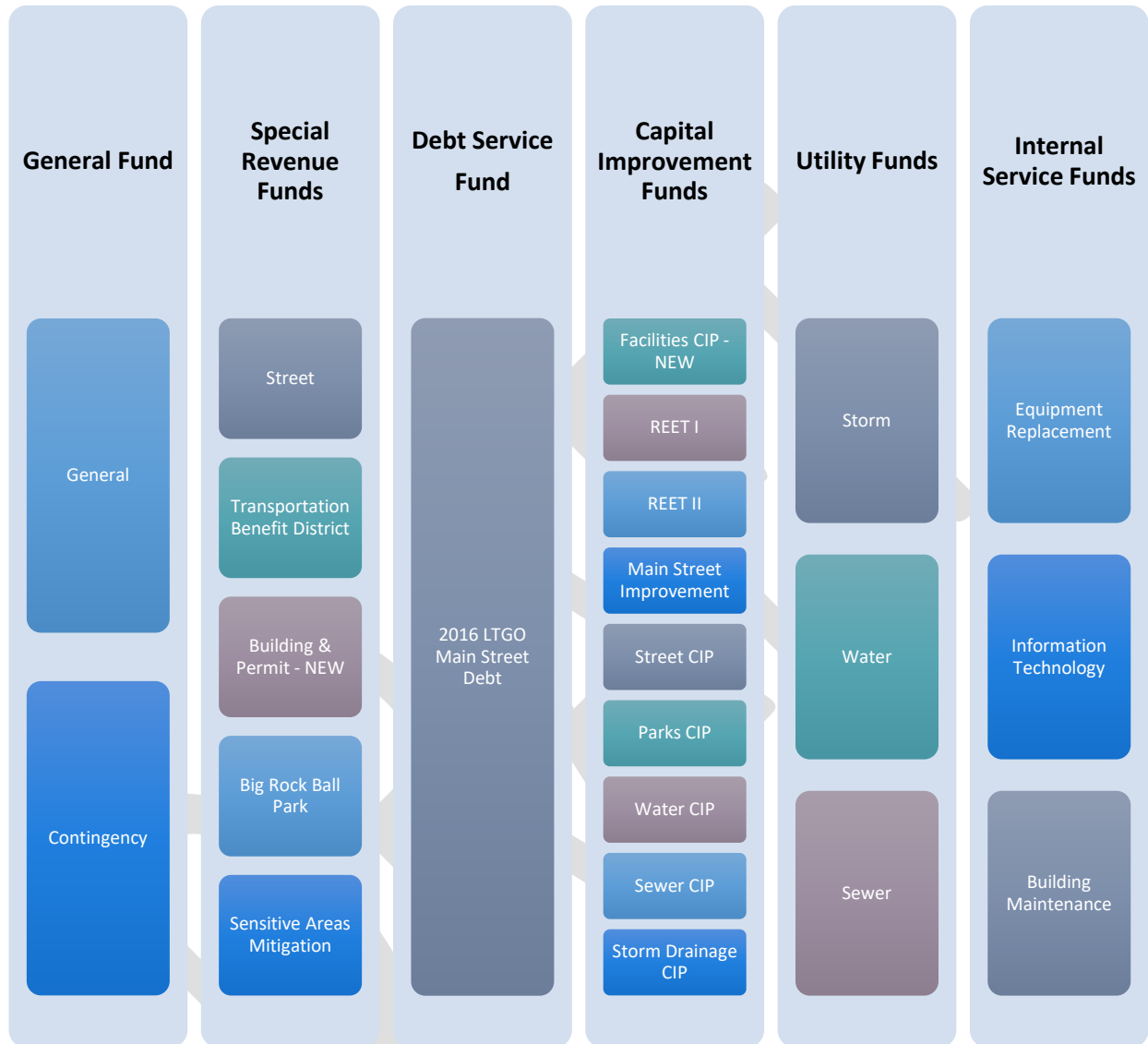
2021/2022 Estimated Fund Balance

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations/ Expenditures	Estimated Ending Fund Balance	Reserved Fund Balance
General	\$ 1,809,973	\$ 10,985,179	\$ 11,107,778	\$ 1,687,373	\$ 980,161
Contingency	\$ 497,314	\$ 2,657	\$ -	\$ 499,971	\$ -
Street	\$ 82,245	\$ 1,062,537	\$ 1,144,063	\$ 719	\$ -
Transportation Benefit Dist.	\$ 140,000	\$ 589,044	\$ 400,000	\$ 329,044	\$ -
NEW Building & Permitting	\$ -	\$ 3,874,438	\$ 3,642,380	\$ 232,058	\$ -
Big Rock Ball Park Maint.	\$ 78,388	\$ 387,608	\$ 308,323	\$ 157,674	\$ 136,700
Sensitive Areas Mitigation	\$ 9,378	\$ 21,992	\$ 31,200	\$ 170	\$ -
2016 LTGO - Main St Debt Svc	\$ 21,321	\$ 974,914	\$ 974,914	\$ 21,321	\$ -
NEW Facilities CIP	\$ -	\$ 870,000	\$ 870,000	\$ -	\$ -
Real Estate Excise Tax 1	\$ 1,385,375	\$ 791,423	\$ 1,061,977	\$ 1,114,822	\$ -
Real Estate Excise Tax 2	\$ 1,213,902	\$ 790,035	\$ 981,977	\$ 1,021,960	\$ -
Main Street Improvement	\$ 1,017,097	\$ 8,395	\$ 1,024,000	\$ 1,492	\$ -
Street CIP	\$ 1,143,811	\$ 6,995,532	\$ 7,017,273	\$ 1,122,070	\$ -
Parks CIP	\$ 1,154,319	\$ 383,351	\$ 130,000	\$ 1,407,670	\$ -
Water	\$ 3,336,995	\$ 4,604,153	\$ 6,312,488	\$ 1,628,660	\$ 704,913
Sewer	\$ 2,626,293	\$ 5,556,604	\$ 4,804,734	\$ 3,378,163	\$ 1,331,149
Storm Drainage	\$ 834,532	\$ 1,777,423	\$ 1,912,152	\$ 699,803	\$ 308,501
Water CIP	\$ 1,028,215	\$ 3,186,356	\$ 4,034,311	\$ 180,260	\$ -
Sewer CIP	\$ 703,470	\$ 2,131,361	\$ 1,117,799	\$ 1,717,032	\$ -
Storm Drainage CIP	\$ 459,816	\$ 332,311	\$ 379,282	\$ 412,844	\$ -
Equipment	\$ 336,117	\$ 719,532	\$ 558,465	\$ 497,184	\$ 200,000
IT	\$ 215,586	\$ 930,977	\$ 992,273	\$ 154,290	\$ -
Building Maintenance	\$ 85,748	\$ 216,478	\$ 216,205	\$ 86,021	\$ -
Total	\$ 18,179,895	\$ 47,192,298	\$ 49,021,593	\$ 16,350,601	

Information on the City’s fund balances can be found at the end of the budget book in the Financial Policies section.

City Fund Structure

The fund structure below maps out how the City’s revenues and expenditures are organized within the budget.



Sources and Uses

The following pages show the revenues and expenditures separated into two categories – operating and non-operating. Operating revenues are used to pay for expenditures that are necessary to run the day to day business of the City. Non-operating revenues are used for one-time expenditures such as capital projects or vehicle purchases.

2021/2022 Preliminary Budget - Sources and Uses

	001	002	101	102	104	106	107	206	303	304	305	306	307	308	401	402	404	407	408	409	501	502	503	Total All Funds	
	General Fund	Contingency Fund	Street Fund	TBD	Building & Permitting Fund	Big Rock Ball Park Maintenance	Sensitive Areas Mitigation Fund	2016 LTGO - Main St Debt Svc	Facilities CIP	Real Estate Excise Tax Fund 1	Real Estate Excise Tax Fund 2	Main Street Improvement Fund	Street CIP Fund	Parks CIP Fund	Water Fund	Sewer Fund	Storm Drainage Fund	Water CIP Fund	Sewer CIP Fund	Storm Drainage CIP Fund	Equipment Fund	IT Fund	Building Maintenance Fund		
Reserved				\$0						\$1,385,375	\$1,213,902		\$1,143,811	\$1,154,319		\$335,000	\$0				\$0		\$0	\$ 5,232,407	
Fund Balance	\$1,809,973	\$497,314	\$82,245	\$140,000		\$78,388	\$9,378	\$21,321				\$1,017,097			\$3,336,995	\$2,291,293	\$834,532	\$1,028,215	\$703,470	\$459,816	\$336,117	\$215,586	\$85,748	\$ 12,947,488	
Total Beginning Fund Balance	\$1,809,973	\$497,314	\$82,245	\$140,000	\$0	\$78,388	\$9,378	\$21,321	\$0	\$1,385,375	\$1,213,902	\$1,017,097	\$1,143,811	\$1,154,319	\$3,336,995	\$2,291,293	\$834,532	\$1,028,215	\$703,470	\$459,816	\$336,117	\$215,586	\$85,748	\$ 18,179,895	
Operating Revenues																									
Taxes	9,013,703		667,517																						\$ 9,681,220
Licenses and Permits	540,600		30,000		825,643																				\$ 1,396,242
Intergovernmental	342,863		354,599			232,000											50,000								\$ 979,462
Charges for Goods and Services	570,621				3,048,796	125,000									4,507,762	5,536,978	1,721,182				716,577	755,273	215,401		\$ 17,197,589
Fines and Penalties	65,000														72,000										\$ 137,000
Miscellaneous Revenues	56,852	2,657	422			608	292								24,392	19,626	6,241				2,954	1,337	1,078		\$ 116,458
Other Financing Sources																									\$ -
Operating Transfers In	395,539		10,000			30,000	21,700	974,914															174,368		\$ 1,606,521
Total Operating Revenues	10,985,179	2,657	1,062,537	-	3,874,438	387,608	21,992	974,914	-	-	-	-	-	-	4,604,153	5,556,604	1,777,423	-	-	-	719,532	930,977	216,478	\$	\$ 31,114,491
Operating Expenditures																									
Legislative	291,548																								\$ 291,548
Executive	481,763																								\$ 481,763
Legal	308,145																								\$ 308,145
Community Services	143,588																								\$ 143,588
Finance & Administration	943,731																								\$ 943,731
Planning	917,446																								\$ 917,446
Building					3,558,470																				\$ 3,558,470
Police	5,779,071																								\$ 5,779,071
Economic Development	24,000																								\$ 24,000
Recycling	48,500																								\$ 48,500
Civil Service	15,500																								\$ 15,500
Emergency Services	37,200																								\$ 37,200
Parks Operating	857,939					297,370																			\$ 1,155,309
Cultural Commission	39,287																								\$ 39,287
City Mitigation Projects	8,000						31,200																		\$ 39,200
Engineering	523,433																								\$ 523,433
Non-Departmental	-																								\$ -
Debt Service								974,914																	\$ 1,656,448
Street			1,101,347									50,000													\$ 1,151,347
Water															4,254,994			112,311							\$ 4,367,305
Sewer																3,989,257				36,265					\$ 4,025,522
Storm Drainage																	1,766,163								\$ 1,770,446
Internal Services																									\$ 1,263,017
Operating Transfers Out	688,627		42,716		50,910	10,953				161,977	161,977	161,977			104,494	120,477	65,989				279,540	767,273	216,205		\$ 1,606,521
Total Operating Expenditures	\$11,107,778	\$0.00	\$1,144,063	\$0	\$3,609,380	\$308,323	\$31,200	\$974,914	\$0	\$161,977	\$161,977	\$50,000	\$161,977	\$0	\$4,359,488	\$4,109,734	\$1,832,152	\$112,311	\$717,799	\$4,282	\$315,965	\$767,273	\$216,205	\$	\$ 30,146,797
Operating Margin	\$ (122,600)	\$ 2,657	\$ (81,526)	\$ -	\$ 265,058	\$ 79,286	\$ (9,208)	\$ -	\$ -	\$ (161,977)	\$ (161,977)	\$ (50,000)	\$ (161,977)	\$ -	\$ 244,665	\$ 1,446,870	\$ (54,729)	\$ (112,311)	\$ (717,799)	\$ (4,282)	\$ 403,567	\$ 163,704	\$ 273	\$	\$ 967,694
Non-Operating Sources																									
Taxes			589,044							782,266	782,266														\$ 2,153,576
Licenses and Permits																									\$ -
Intergovernmental													4,280,000												\$ 4,280,000
Charges for Goods and Services													1,166,947	376,000											\$ 1,542,947
Fines and Penalties																									\$ -
Miscellaneous Revenues										9,158	7,769	8,395	8,585	7,351				1,586,356	2,131,361	332,311					\$ 4,091,284
Capital Contributions																									\$ -
Other Financing Sources																									\$ -
Capital Project Transfers In									870,000				1,540,000					1,600,000							\$ 4,010,000
Total Non-Operating Sources	\$ -	\$ -	\$ 589,044	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 870,000	\$ 791,423	\$ 790,035	\$ 8,395	\$ 6,995,532	\$ 383,351	\$ -	\$ -	\$ -	\$ 3,186,356	\$ 2,131,361	\$ 332,311	\$ -	\$ -	\$ -	\$ -	\$ 16,077,807
Non-Operating Uses																									
Capital Projects																									
Capital Outlay					33,000																242,500	225,000			\$ 500,500
Facilities CIP								870,000																	\$ 870,000
Street CIP				400,000								284,000	6,855,296												\$ 7,539,296
Parks CIP											20,000			130,000											\$ 150,000
Water CIP															353,000			3,922,000							\$ 4,275,000
Sewer CIP																695,000				400,000					\$ 1,095,000
Storm Drainage CIP																	80,000						355,000		\$ 435,000
Total Capital Projects	\$ -	\$ -	\$ -	\$ 400,000	\$ 33,000	\$ -	\$ -	\$ -	\$ 870,000	\$ -	\$ 20,000	\$ 284,000	\$ 6,855,296	\$ 130,000	\$ 353,000	\$ 695,000	\$ 80,000	\$ 3,922,000	\$ 400,000	\$ 375,000	\$ 242,500	\$ 225,000	\$ -	\$ -	\$ 14,864,796
Non-Operating Transfers Out																									

2021 Sources and Uses

	001	002	101	102	104	106	107	206	303	304	305	306	307	308	401	402	404	407	408	409	501	502	503	Total All Funds	
	General Fund	Contingency Fund	Street Fund	TBD	Building & Permitting Fund	Big Rock Ball Park Maintenance	Sensitive Areas Mitigation Fund	2016 LTGO - Main St Debt Svc	Facilities CIP	Real Estate Excise Tax Fund 1	Real Estate Excise Tax Fund 2	Main Street Improvement Fund	Street CIP Fund	Parks CIP Fund	Water Fund	Sewer Fund	Storm Drainage Fund	Water CIP Fund	Sewer CIP Fund	Storm Drainage CIP Fund	Equipment Fund	IT Fund	Building Maintenance Fund		
Reserved				\$0						\$1,385,375	\$1,213,902		\$1,143,811	\$1,154,319		\$335,000	\$0			\$0			\$0	\$ 5,232,407	
Fund Balance	\$1,809,973	\$497,314	\$82,245	\$140,000		\$78,388	\$9,378	\$21,321				\$1,017,097	\$1,143,811	\$1,154,319	\$3,336,995	\$2,291,293	\$834,532	\$1,028,215	\$703,470	\$459,816	\$336,117	\$215,586	\$85,748	\$ 12,947,488	
Total Beginning Fund Balance	\$1,809,973	\$497,314	\$82,245	\$140,000	\$0	\$78,388	\$9,378	\$21,321	\$0	\$1,385,375	\$1,213,902	\$1,017,097	\$1,143,811	\$1,154,319	\$3,336,995	\$2,626,293	\$834,532	\$1,028,215	\$703,470	\$459,816	\$336,117	\$215,586	\$85,748	\$ 18,179,895	
Operating Revenues																								\$ -	
Taxes	4,412,674		327,214																						\$ 4,739,888
Licenses and Permits	269,297		15,000		406,723																				\$ 691,020
Intergovernmental	173,881		179,511			116,000											25,000								\$ 494,392
Charges for Goods and Services	284,021				1,524,189	25,000									2,210,118	2,714,244	843,717				349,950	388,970	125,258		\$ 8,465,467
Fines and Penalties	30,000														14,400										\$ 44,400
Miscellaneous Revenues	19,654	1,484	235			340	163								13,620	10,959	3,485				1,650	746	602		\$ 52,936
Other Financing Sources																									\$ -
Operating Transfers In	253,322		5,000			15,000	21,700	487,258															80,377.00		\$ 862,656
Total Operating Revenues	5,442,849	1,484	526,960	-	1,930,912	156,340	21,863	487,258	-	-	-	-	-	-	2,238,138	2,725,203	872,201	-	-	-	351,600	470,093	125,860	\$ 15,350,759	
Operating Expenditures																									\$ -
Legislative	148,343																								\$ 148,343
Executive	300,225																								\$ 300,225
Legal	152,865																								\$ 152,865
Community Services	71,717																								\$ 71,717
Finance & Administration	426,752																								\$ 426,752
Planning	449,784																								\$ 449,784
Building					1,789,150																				\$ 1,789,150
Police	2,882,547																								\$ 2,882,547
Economic Development	12,000																								\$ 12,000
Recycling	24,250																								\$ 24,250
Civil Service	7,750																								\$ 7,750
Emergency Services	31,100																								\$ 31,100
Parks Operating	423,527					142,033																			\$ 565,560
Cultural Commission	24,525																								\$ 24,525
City Mitigation Projects	4,000						31,200																		\$ 35,200
Engineering	247,031																								\$ 247,031
Non-Departmental																									\$ -
Debt Service								487,258																	\$ 828,845
Street			541,397									25,000													\$ 566,397
Water															2,073,249										\$ 2,166,699
Sewer																1,949,017			93,450						\$ 1,966,970
Surface Water																	850,395								\$ 852,514
Internal Services																									\$ 662,042
Operating Transfers Out	348,347		27,728		33,048	7,110				80,923	80,923	80,923			66,648	77,023	41,764				139,200	396,970	125,873		\$ 862,656
Total Operating Expenditures	\$5,554,763	\$0.00	\$569,125	\$0	\$1,822,197	\$149,143	\$31,200	\$487,258	\$0	\$80,923	\$80,923	\$25,000	\$80,923	\$0	\$2,139,897	\$2,026,040	\$892,159	\$93,450	\$359,541	\$2,119	\$157,420	\$396,970	\$125,873	\$ 15,074,923	
Operating Margin	\$ (111,914)	\$ 1,484	\$ (42,165)	\$ -	\$ 108,714	\$ 7,197	\$ (9,337)	\$ -	\$ -	\$ (80,923)	\$ (80,923)	\$ (25,000)	\$ (80,923)	\$ -	\$ 98,241	\$ 699,162	\$ (19,958)	\$ (93,450)	\$ (359,541)	\$ (2,119)	\$ 194,180	\$ 73,123	\$ (13)	\$ 275,836	
Non-Operating Sources																									\$ -
Taxes				286,665						369,602	369,602														\$ 1,025,869
Licenses and Permits																									\$ -
Intergovernmental													280,000												\$ 280,000
Charges for Goods and Services													850,543	192,000											\$ 1,042,543
Fines and Penalties																									\$ -
Miscellaneous Revenues										5,113	4,338	4,687	4,794	4,104				785,900	1,084,970	207,653					\$ 2,101,560
Capital Contributions																									\$ -
Other Financing Sources																									\$ -
Capital Project Transfers In									135,000				158,000												\$ 1,493,000
Total Non-Operating Sources	\$ -	\$ -	\$ -	\$ 286,665	\$ -	\$ -	\$ -	\$ -	\$ 135,000	\$ 374,715	\$ 373,939	\$ 4,687	\$ 1,293,337	\$ 196,104	\$ -	\$ -	\$ -	\$ 1,985,900	\$ 1,084,970	\$ 207,653	\$ -	\$ -	\$ -	\$ -	\$ 5,942,971
Non-Operating Uses																									\$ -
Capital Projects																									\$ -
Capital Outlay																									\$ 373,500
Facilities CIP									135,000													148,500	225,000		\$ 373,500
Street CIP					60,000							284,000	1,473,296												\$ 1,817,296
Parks CIP											10,000														\$ 110,000
Water CIP															325,000					2,542,000					\$ 2,867,000
Sewer CIP																610,000					200,000				\$ 810,000
Storm Drainage CIP																	40,000								\$ 170,000
Total Capital Projects	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 135,000	\$ -	\$ 10,000	\$ 284,000	\$ 1,473,296	\$ 100,000	\$ 325,000	\$ 610,000	\$ 40,000	\$ 2,542,000	\$ 200,000	\$ 130,000	\$ 148,500	\$ 225,000	\$ -	\$ 6,282,796	
Non-Operating Transfers Out																									\$ -
Capital Project Transfers Out																									

2022 Sources and Uses

	001	002	101	102	104	106	107	206	303	304	305	306	307	308	401	402	404	407	408	409	501	502	503	Total All Funds		
	General Fund	Contingency Fund	Street Fund	TBD	Building & Permitting Fund	Big Rock Ball Park Maintenance	Sensitive Areas Mitigation Fund	2016 LTGO - Main St Debt Svc	Facilities CIP	Real Estate Excise Tax Fund 1	Real Estate Excise Tax Fund 2	Main Street Improvement Fund	Street CIP Fund	Parks CIP Fund	Water Fund	Sewer Fund	Storm Drainage Fund	Water CIP Fund	Sewer CIP Fund	Storm Drainage CIP Fund	Equipment Fund	IT Fund	Building Maintenance Fund	Total All Funds		
Total Beginning Fund Balance	\$1,698,059	\$498,798	\$40,080	\$366,665	\$108,714	\$85,585	\$41	\$21,321	\$0	\$1,641,167	\$1,396,919	\$577,784	\$882,929	\$1,250,423	\$1,910,236	\$2,715,455	\$774,574	\$378,665	\$1,228,899	\$515,350	\$381,797	\$63,709	\$85,735	\$18,179,895		
Operating Revenues																										
Taxes	4,601,029		340,303																						\$ -	
Licenses and Permits	271,303		15,000		418,920																				\$ -	
Intergovernmental	168,982		175,088			116,000																			\$ 4,941,332	
Charges for Goods and Services	286,600				1,524,607	100,000									2,297,643	2,822,734	25,000				366,627	366,303	90,142		\$ 705,222	
Fines and Penalties	35,000														57,600		877,465								\$ 485,070	
Miscellaneous Revenues	37,199	1,174	186			269	129								10,772	8,667	2,756				1,305	590	476		\$ 8,732,122	
Other Financing Sources																									\$ 92,600	
Operating Transfers In	142,218		5,000			15,000		487,656															93,990.81		\$ 63,522	
Total Operating Revenues	5,542,330	1,174	535,576	-	1,943,527	231,269	129	487,656	-	-	-	-	-	-	2,366,015	2,831,401	905,221	-	-	-	367,932	460,884	90,618	-	\$ 743,865	
Operating Expenditures																										
Legislative	143,205																								\$ 143,205	
Executive	181,538																								\$ 181,538	
Legal	155,280																								\$ 155,280	
Community Services	71,871																								\$ 71,871	
Finance & Administration	516,980																								\$ 516,980	
Planning	467,662																								\$ 467,662	
Building					1,769,320																				\$ 1,769,320	
Police	2,896,524																								\$ 2,896,524	
Economic Development	12,000																								\$ 12,000	
Recycling	24,250																								\$ 24,250	
Civil Service	7,750																								\$ 7,750	
Emergency Services	6,100																								\$ 6,100	
Parks Operating	434,412					155,337																			\$ 589,749	
Cultural Commission	14,762																								\$ 14,762	
City Mitigation Projects	4,000																								\$ 4,000	
Engineering	276,402																								\$ 276,402	
Non-Departmental																									\$ -	
Debt Service								487,656																	\$ 827,603	
Street			559,950																						\$ 584,950	
Water												25,000						18,861							\$ 2,200,606	
Sewer													2,181,745												\$ 2,058,552	
Surface Water																2,040,240									\$ 917,931	
Internal Services																	915,768								\$ 600,975	
Operating Transfers Out	340,280		14,988		17,863	3,843				81,054	81,054	81,054	81,054		37,846	43,454	24,225				140,340	370,303	90,332		\$ 743,865	
Total Operating Expenditures	\$5,553,015	\$0.00	\$574,938	\$0	\$1,787,183	\$159,180	\$0	\$487,656	\$0	\$81,054	\$81,054	\$25,000	\$81,054	\$0	\$2,219,591	\$2,083,694	\$939,993	\$18,861	\$358,258	\$2,163	\$158,545	\$370,303	\$90,332	\$-	\$ 15,071,874	
Operating Margin	\$(10,685)	\$1,174	\$(39,361)	\$-	\$156,344	\$72,089	\$129	\$-	\$-	\$(81,054)	\$(81,054)	\$(25,000)	\$(81,054)	\$-	\$146,424	\$747,707	\$(34,772)	\$(18,861)	\$(358,258)	\$(2,163)	\$209,387	\$90,581	\$286	\$-	\$ 691,858	
Non-Operating Sources																										
Taxes				302,379						412,664	412,664														\$ 1,127,707	
Licenses and Permits																									\$ -	
Intergovernmental													4,000,000												\$ 4,000,000	
Charges for Goods and Services													316,404	184,000											\$ 500,404	
Fines and Penalties																									\$ -	
Miscellaneous Revenues										4,044	3,431	3,707	3,791	3,246				800,456	1,046,391	124,657					\$ 1,989,724	
Capital Contributions																									\$ -	
Other Financing Sources																									\$ -	
Capital Project Transfers In									735,000				1,382,000					400,000							\$ 2,517,000	
Total Non-Operating Sources	\$ -	\$ -	\$ -	\$ 302,379	\$ -	\$ -	\$ -	\$ -	\$ 735,000	\$ 416,708	\$ 416,095	\$ 3,707	\$ 5,702,195	\$ 187,246	\$ -	\$ -	\$ -	\$ 1,200,456	\$ 1,046,391	\$ 124,657	\$ -	\$ -	\$ -	\$ -	\$ 10,134,836	
Non-Operating Uses																										
Capital Projects																										
Capital Outlay					33,000																	94,000			\$ 127,000	
Facilities CIP									735,000																\$ 5,722,000	
Street CIP				340,000																					\$ 40,000	
Parks CIP											10,000														\$ 1,408,000	
Water CIP																		1,380,000							\$ 285,000	
Sewer CIP																		85,000			200,000				\$ 265,000	
Storm Drainage CIP																				40,000					\$ -	
Total Capital Projects	\$ -	\$ -	\$ -	\$ 340,000	\$ 33,000	\$ -	\$ -	\$ -	\$ 735,000	\$ -	\$ 10,000	\$ -	\$ 5,382,000	\$ 30,000	\$ 28,000	\$ 85,000	\$ 40,000	\$ 1,380,000	\$ 200,000	\$ 225,000	\$ 94,000	\$ -	\$ -	\$ -	\$ 8,582,000	
Non-Operating Transfers Out																										
Capital Project Transfers Out										862,000	700,000	555,000			400,000										\$ 2,517,000	
Total Non-Operating Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 862,000	\$ 700,000	\$ 555,000	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,517,000
Total Non-Operating Uses	\$ -	\$ -	\$ -	\$ 340,000	\$ 33,000	\$ -	\$ -	\$ -	\$ 735,000	\$ 862,000	\$ 7															

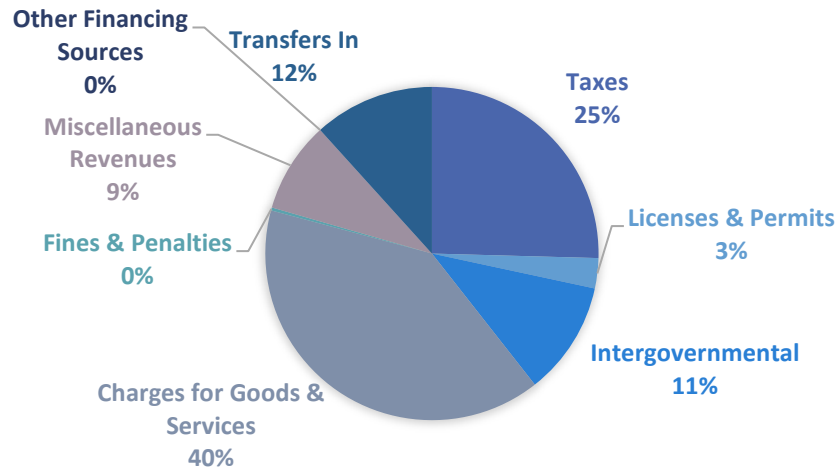
Revenues

Overall, the proposed 2021/2022 Biennial Budget has an increase in revenues of \$14,188,052, or 43%, over the prior biennium. Much of the proposed increase comes from grant revenue for capital projects, transfers in from operation and capital funds to capital funds for projects, a change in the way impact fees are reported, and from revenue generated by development.

Revenue by Category

Category	2019 Actual	2020 Budget	2021 Budget	2022 Budget	Biennial % Δ
Taxes	\$ 5,033,543	\$ 4,721,667	\$ 5,765,756	\$ 6,069,039	21.3%
Licenses & Permits	\$ 514,908	\$ 673,222	\$ 691,020	\$ 705,222	17.5%
Intergovernmental	\$ 1,272,923	\$ 818,443	\$ 774,392	\$ 4,485,070	151.5%
Charges for Goods & Services	\$ 7,014,609	\$ 6,687,435	\$ 9,508,010	\$ 9,232,526	36.8%
Fines & Penalties	\$ 94,857	\$ 97,043	\$ 44,400	\$ 92,600	-28.6%
Miscellaneous Revenues	\$ 1,833,837	\$ 2,077,862	\$ 2,154,496	\$ 2,053,247	7.6%
Other Financing Sources	\$ -	\$ -	\$ -	\$ -	-
Transfers In	\$ 891,671	\$ 1,272,226	\$ 2,355,656	\$ 3,260,865	159.6%
Total	\$ 16,656,349	\$ 16,347,898	\$ 21,293,731	\$ 25,898,568	43.0%

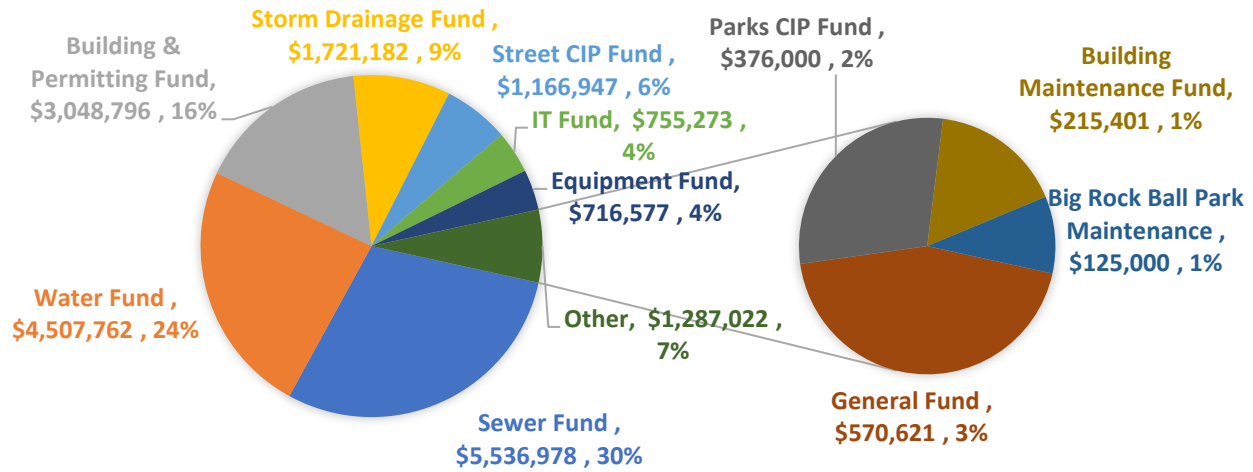
PROPOSED 2021/2022 BIENNIAL BUDGET REVENUE BY CATEGORY



Charges for Services

As seen in the pie chart above, 40% of the City’s revenue comes from charges for services. Charges for services revenue includes utility billings from the Water, Sewer, and Storm Drainage funds, impact fees charged to developers to help mitigate the effect of an increased population due to new construction, activity fees for Big Rock Park and charges to departments for internal services from the Equipment Replacement, Information Technology and Facilities Maintenance funds.

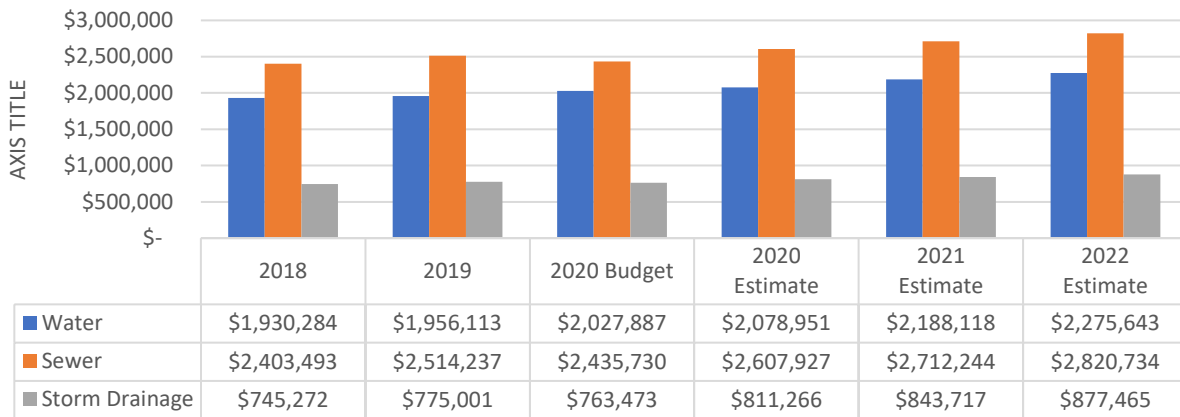
PROPOSED 2021/2022 BIENNIAL BUDGET CHARGES FOR SERVICES



Revenue from charges for services are estimated to increase by 37%, or \$5,038,492, during the 2021/2022 biennium due primarily to an increase in development, which increases engineering and development services and impact fees when the permits are issued and increases utility customers accounts when the new housing is sold.

2021 utility charges for services were budgeted at a 4% increase over estimated 2020 revenues (which is higher than the amount currently budgeted), and 2022 at 4% increase over 2021. The budgeted increase is due to new accounts from anticipated and in progress housing development and the annual CPI-U increase.

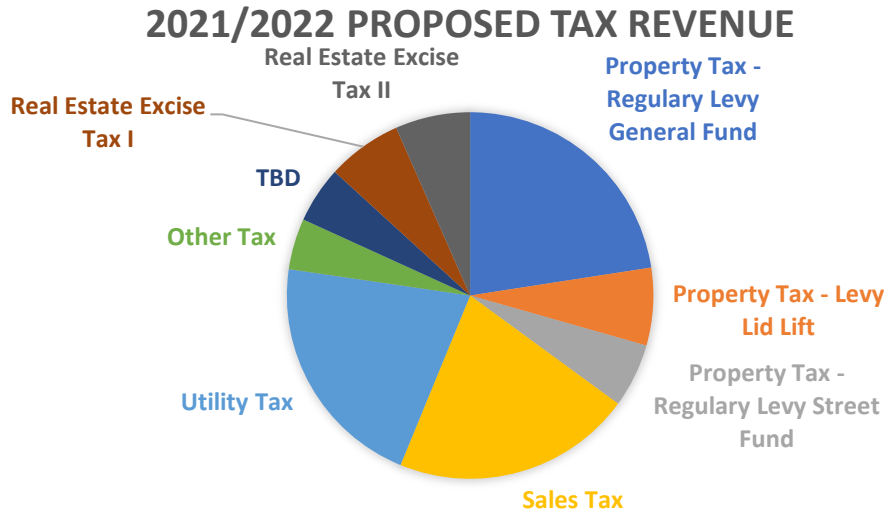
UTILITY CHARGES TREND ANALYSIS



In addition, the City is budgeting school impact fees, collected by the City and passed through to the School District, in its new Building and Permitting Fund. School impact fees have traditionally been reported in the City’s Deposit Fund, a fund used to track revenues collected on behalf of other governmental entities but are being moved to a budgeted fund to meet reporting requirements.

Taxes

Approximately 25% of the City’s 2021/2022 biennial budget revenue comes from taxes. The City’s main source of tax revenue comes from property, sales and utility tax, which is used to fund the overall operations of the City.



The proposed budget includes a 1% property tax increase, as well as an increase due to new construction. 20% of the City’s regular property tax levy is reported in the Street Fund to help fund Street operations, and 80% is reported in the General Fund. In addition, the City receives property tax from a nine-year levy lid lift, which is restricted in use to pay down Big Rock Ball Park debt, fund a full-time school resource officer, and to pay for information technology improvements.

Non-construction sales tax revenue is budgeted at a 5% increase over 2020 revenue in 2021, and a 6% increase over 2021 in 2022. Sales tax from construction is being budgeted separately in the 2021/2022 biennium, 2019 revenues used as a conservative estimate for 2021, and a 4% increase over 2021 in 2022.

The City also receives tax from the sale of property, called Real Estate Excise Tax I & II, or REET I & II. REET is restricted in use for capital projects that are listed in the City’s Comprehensive Plan. In addition, the City receives a voter approved 0.2% in sales tax for use on transportation improvements (TBD Sales Tax). The City started receiving TBD sales tax in 2020 and will use the revenue to fund projects for the first time in 2021.

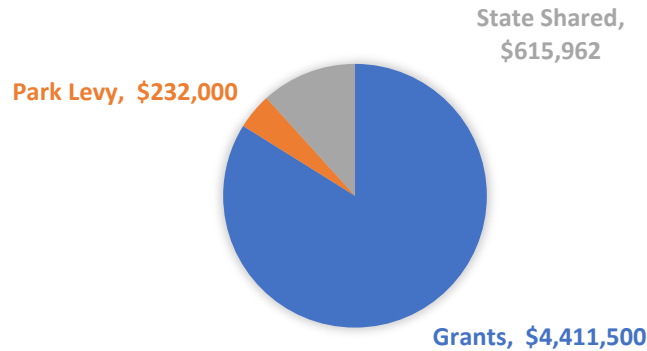
Transfers In

The City uses fund accounting to track revenues restricted in use. Transfers are a way tracking the movement of revenues from one fund to another so the receiving fund can use the revenue as intended. The proposed 2021/2022 budget includes \$974,914 in transfers for debt payment, \$4,010,000 in transfers for capital projects, \$457,239 in transfers for operating expenditures and \$174,368 in transfers for IT improvements.

Intergovernmental

The 2021/2022 proposed budget includes \$5,259,462 in revenue received from other governmental entities, which includes state shared revenue such as motor vehicle excise tax, revenue from grants, and park levy revenue from King County. The 2021/2022 budget has \$3,168,096 more in intergovernmental revenue than it did in the prior biennium mainly from a \$4 million grant the City hopes to receive from the Transportation Improvement Board for use on the 3rd Ave NE Roadway and Sidewalk Improvements project.

2021/2022 PROPOSED INTERGOVERNMENTAL REVENUE



Miscellaneous Revenues

Miscellaneous revenues are budgeted to increase by \$296,044, or 8%, during the 2021/2022, primarily due to an anticipated increase in general facility charges (GFC) budgeted in the Water, Sewer and Storm CIP funds. GFC are collected for new utility hook-ups to mitigate the impact of capacity needed for additional users.

Interest revenue is also budgeted in this category. The City expects a significant decrease in investment interest revenue due to falling interest rates in the current economic climate.

Licenses and Permits

The proposed budget includes a \$208,112, or 18%, increase in revenue from licenses and permits, primarily from building permit fees which are budgeted to increase by \$176,163, or 17%, during the 2021/2022 biennium. License and permit revenue also include revenue collected for garbage and cable franchises and revenue from business licenses, which are budgeted to remain flat during the 2021/2022 biennium.

Fines and Penalties

Revenue from fines and penalties is the one category that is expected to decrease during the 2021/2022 biennium. The City contracts with King County for municipal court services, which have seen a decrease in activity due to the COVID-19 outbreak. In addition, the Governor's Office has placed a hold on all late fees related to utilities. The City is anticipating a \$43,000, or 37%, decrease in late fees for the water utility in the biennium, primarily in 2021.

Below is a Revenue by Fund table showing 2019 actual revenue, what has been budgeted for 2020 (this will be updated after the end of the biennium budget adjustments are made), and the proposed 2021/2022 budget. More detail on revenues can be found in the department and fund summaries on the following pages.

Revenue by Fund

Fund	2019 Actual	2020 Budget	2021 Budget	2022 Budget	Biennial % Δ
General	\$ 5,273,860	\$ 4,781,922	\$ 5,442,849	\$ 5,542,330	9.2%
Contingency	\$ 134,398	\$ 130,962	\$ 1,484	\$ 1,174	-99.0%
Street	\$ 858,766	\$ 840,443	\$ 526,960	\$ 535,576	-37.5%
Transportation Benefit Dist.	\$ -	\$ -	\$ 286,665	\$ 302,379	
NEW Building & Permitting	\$ 373,456	\$ 674,024	\$ 1,930,912	\$ 1,943,527	269.9%
Big Rock Ball Park Maint.	\$ 160,998	\$ 167,480	\$ 156,340	\$ 231,269	18.0%
Sensitive Areas Mitigation	\$ 783	\$ 388	\$ 21,863	\$ 129	1778.2%
2016 LTGO - Main St Debt Svc	\$ 471,937	\$ 488,397	\$ 487,258	\$ 487,656	1.5%
NEW Facilities CIP	\$ -	\$ -	\$ 135,000	\$ 735,000	
Real Estate Excise Tax 1	\$ 314,969	\$ 273,941	\$ 374,715	\$ 416,708	34.4%
Real Estate Excise Tax 2	\$ 314,969	\$ 272,086	\$ 373,939	\$ 416,095	34.6%
Main Street Improvement	\$ 23,342	\$ 11,885	\$ 4,687	\$ 3,707	-76.2%
Street CIP	\$ 690,163	\$ 316,079	\$ 1,293,337	\$ 5,702,195	595.2%
Parks CIP	\$ 480,291	\$ 153,704	\$ 196,104	\$ 187,246	-39.5%
Water	\$ 2,107,656	\$ 2,150,498	\$ 2,238,138	\$ 2,366,015	8.1%
Sewer	\$ 2,566,304	\$ 2,681,985	\$ 2,725,203	\$ 2,831,401	5.9%
Storm Drainage	\$ 813,551	\$ 798,748	\$ 872,201	\$ 905,221	10.2%
Water CIP	\$ 476,637	\$ 836,975	\$ 1,985,900	\$ 1,200,456	142.6%
Sewer CIP	\$ 588,251	\$ 958,878	\$ 1,084,970	\$ 1,046,391	37.8%
Storm Drainage CIP	\$ 200,416	\$ 174,454	\$ 207,653	\$ 124,657	-11.4%
Equipment	\$ 382,797	\$ 188,323	\$ 351,600	\$ 367,932	26.0%
IT	\$ 286,678	\$ 284,607	\$ 470,093	\$ 460,884	63.0%
Building Maintenance	\$ 136,125	\$ 162,121	\$ 125,860	\$ 90,618	-27.4%
Total	\$ 16,656,349	\$ 16,347,898	\$ 21,293,731	\$ 25,898,568	43.0%

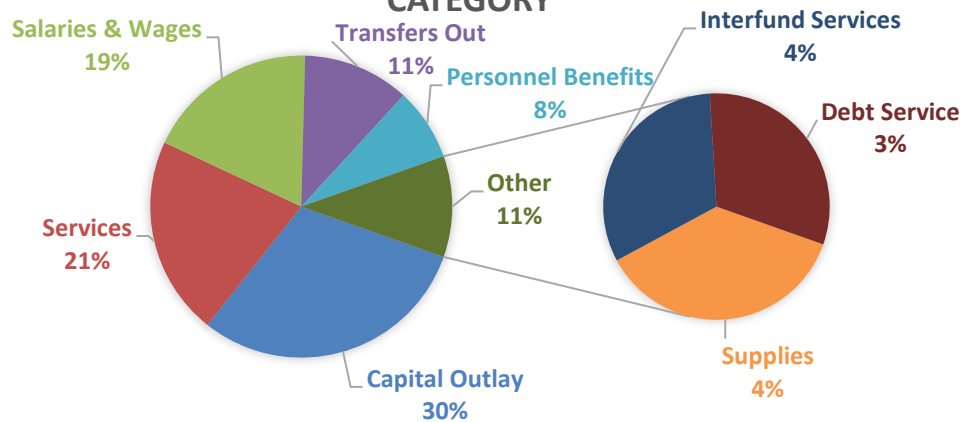
Expenditures

The proposed budget shows a 57.4% increase in expenditures, primarily from an increase in capital projects and transfers out from operating or special revenue funds to capital improvement funds to help pay for the capital projects.

Expenditures by Category

Category	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Salaries & Wages	\$3,846,147	\$4,239,648	\$4,355,450	\$4,647,550	11%
Personnel Benefits	\$1,556,903	\$1,738,995	\$1,817,500	\$1,971,600	15%
Supplies	\$840,641	\$963,765	\$1,010,215	\$993,565	11%
Services	\$3,453,557	\$4,449,418	\$5,325,078	\$5,064,619	31%
Interfund Services	\$598,146	\$598,146	\$864,178	\$823,072	41%
Debt Service	\$810,075	\$821,156	\$828,845	\$827,603	2%
Capital Outlay	\$1,969,761	\$3,414,580	\$6,293,796	\$8,582,000	176%
Transfers Out	\$915,479	\$925,827	\$2,355,656	\$3,260,865	205%
Total	\$13,990,709	\$17,151,535	\$22,850,719	\$26,170,874	57.4%

PROPOSED 2021/2022 BIENNIAL BUDGET EXPENDITURES BY CATEGORY

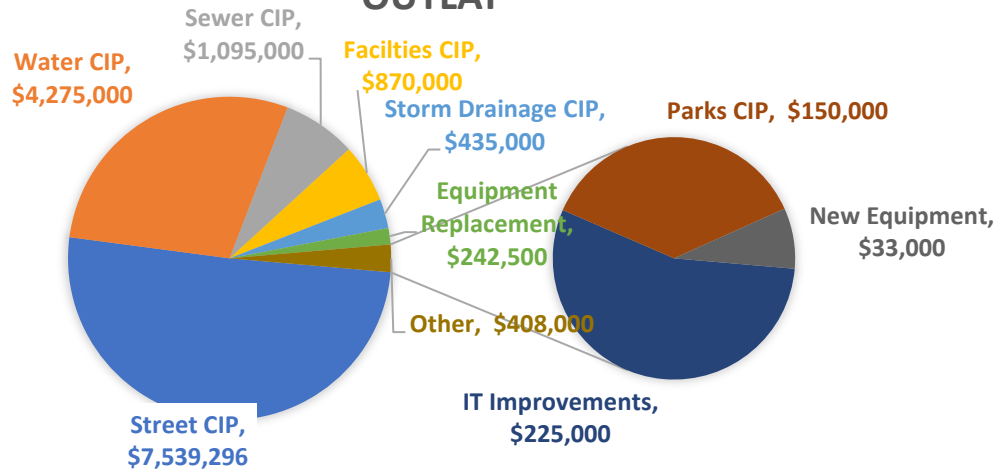


Capital Outlay

30% of proposed expenditures are budgeted for capital outlay, an increase of \$9,491,456 over the prior biennium. \$14,364,296 of the proposed projects are for capital improvements to Street, Water, Sewer, and Storm Drainage infrastructure, as well as improvements to City facilities.

The proposed budget also includes \$225,000 for implementation costs for a new financial software, \$242,500 for vehicle replacements, and \$33,000 for a new vehicle for the Building Department. See chart on the following page for more detail.

2021/2022 BIENNIAL BUDGET PROPOSED CAPITAL OUTLAY



Salaries & Wages and Benefits

\$12,792,100, or 26%, of the biennial budget is proposed for the cost of personnel. This is a \$1,409,407, or 12.4% increase over the prior biennium due to new positions, changes to positions, annual step increases, and cost of living adjustment which is subject to collective bargaining agreements in the process of being negotiated.

In addition, medical and dental benefits are budgeted to increase by 4% in 2021 and 6% in 2022. Both years include a 7% increase in retirement benefits.

New Positions

The 2021/2022 budget includes three new positions:

1. Maintenance Worker I dedicated to the Water utility, starting in 2021
2. City Administrator, starting in 2022
3. Administrative Assistant I, starting in 2022

The dedicated Water Maintenance Worker I is part of the City’s plan to staff to build up to staffing recommended by consultants working on the City’s Water Comprehensive Plan. Currently, the Water Utility is staffed with 2.65 FTEs. 5.3 FTEs are recommended for Water operations.

The City has been without a City Administrator since 2018. The City Administrator is needed to work with the Mayor to provide departments with guidance for day to day activities. The proposed budget has funding for an interim City Administrator in 2021 to assist until the new City Administrator is hired in 2022.

The proposed Administrative Assistant I is an entry level position that will answer phones, assist those who visit City Hall, and receipt payments. This position will free up the current Administrative Assistant to work on contract and grant management and assist the City Administrator with human resources.

In addition, two positions, Parks Maintenance I and Wastewater Treatment Plant Maintenance I, were budgeted during the 2019/2020 biennium, but remain unfilled, and are included in the 2021/2022 budget.

Changes in Positions

The budget proposes three changes in positions in 2021:

1. Assistant City Engineer to City Engineer
2. Administrative Assistant II to Administrative Assistant III
3. Maintenance Worker I to Maintenance Worker II

And two changes in positions in 2022:

1. Building Inspector to Building Inspector/Plans Examiner
2. Permit Specialist I to Permit Specialist II

Position changes are promotions for staff who have excelled in their current capacity and are ready and willing to take on needed responsibilities.

Interim Positions

The budget also includes changes to position titles for three employees who are currently working in an interim capacity; the Building Official, the Accounting Associate who has been acting as interim Accountant, and the Utility Billing Clerk, who has been responsible for accounts payable as well as utility billings. Positions would change as follows:

1. Interim Building Official to Building Official
2. Accounting Associate to Accountant
3. Utility Billing Clerk to Accounting Associate

Other Staffing Changes

The budget includes cost savings in the Police Department. The City's Police Chief has announced his plans to retire mid-2021, which has put in play a succession plan that promotes a Lieutenant to Police Chief and replaces the Lieutenant with a new recruit, saving the City a significant amount in salaries.

Total 2008 -2020 authorized full-time equivalents (FTE) and proposed 2021/2022 FTEs can be found on the next page.

Position Allocations

The City allocates the salaries and benefits of various positions between different departments and funds. For example, a Public Works Maintenance Worker may work on surface water, streets and parks maintenance, so their cost is split by the Surface Water, Streets and Parks departments. Salary splits are reviewed and updated annually based on workload.

Proposed salary and benefit splits for the 2021/2022 Biennial Budget can be found at the end of the budget book under Position Allocations.

2008 – 2020 Authorized FTEs/2021 – 2022 Proposed FTEs

Non-Utility Department	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Executive	0.33	0.33	0.22	0.50	0.50	0.50	0.50	0.65	0.65	0.65	0.98	0.43	0.43	0.05	0.55
Finance	2.90	1.65	1.65	1.65	1.90	1.90	2.16	2.16	2.13	2.16	2.24	2.24	2.24	2.47	3.04
Police	17.89	16.89	16.89	16.75	16.75	16.75	13.75	14.00	13.00	14.00	14.00	13.80	13.80	14.00	14.00
Civil Service	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.04	0.04	0.08	0.03	0.03	0.03	0.03
Engineering	1.04	0.79	0.79	0.80	0.80	0.80	0.83	0.88	0.79	0.79	0.88	0.88	0.88	0.98	0.98
Economic Development	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cultural Commission	0.00	0.00	0.00	0.00	0.40	0.60	0.60	0.60	0.75	0.40	0.00	0.05	0.05	0.05	0.05
Planning	3.89	2.89	2.00	2.50	2.00	2.50	2.50	2.50	2.44	2.75	2.50	2.30	2.80	2.30	2.30
Building	2.20	1.70	1.70	1.70	1.20	1.20	1.58	1.58	1.58	1.58	1.68	2.15	2.46	3.14	3.14
Big Rock Park	0.00	0.17	0.17	0.17	0.17	0.17	0.35	0.35	0.35	0.38	0.35	0.40	0.40	0.68	0.68
Parks	1.00	0.83	0.83	0.83	0.83	0.83	1.85	1.70	1.70	1.95	1.98	2.43	2.43	2.88	2.88
Streets	3.28	2.83	2.83	2.83	2.89	2.89	2.72	2.42	2.42	2.67	2.48	2.45	2.48	2.63	2.63
IT	0.00	0.00	0.50	0.50	0.50	0.50	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Non-Utility Departments	33.53	28.08	27.58	28.23	27.94	28.64	27.33	26.83	25.84	27.36	27.14	27.14	27.99	29.20	30.27
Utilities															
Water Utility	5.86	5.78	5.18	5.29	6.14	6.14	5.24	4.82	4.56	4.95	5.33	5.69	5.74	6.33	6.65
Sewer Utility	6.60	6.62	6.52	6.65	6.72	6.72	6.07	5.91	5.75	5.89	6.33	7.65	7.70	7.31	7.63
Storm Drainage Utility	6.01	6.02	5.72	5.82	5.10	5.10	3.96	3.54	3.38	3.54	3.70	3.77	3.82	3.97	4.26
Total Utilities	18.47	18.42	17.42	17.76	17.96	17.96	15.27	14.27	13.70	14.37	15.36	17.11	17.26	17.61	18.54
Fund 304 REET									0.05	0.00	0.00	0.00	0.00	0.00	0.00
Fund 305 REET									0.05	0.00	0.00	0.00	0.00	0.00	0.00
Fund 306 Main St Capital									0.80	0.72	0.15	0.00	0.00	0.00	0.00
Fund 308 Parks Capital									0.20	0.20	0.10	0.00	0.00	0.00	0.00
Total Capital Funds									1.10	0.92	0.25	0.00	0.00	0.00	0.00
Total City Employees	52.00	46.50	45.00	45.99	45.90	46.60	42.60	41.10	40.63	42.65	42.75	44.25	45.25	46.80	48.80
Change in Staffing		-10.6%	-3.2%	2.2%	-0.2%	1.5%	-8.6%	-3.5%	-1.1%	5.0%	0.2%	3.5%	2.3%	3.4%	4.3%
Population	5,925	5,980	6,695	6,715	6,900	7,120	7,325	7,345	7,425	7,500	7,655	7,840	7,950	8,050	8,211
Population Growth		0.9%	12.0%	0.3%	2.8%	3.2%	2.9%	0.3%	1.1%	1.0%	2.1%	2.4%	1.4%	1.3%	2.0%

Services

The proposed budget includes \$10,389,697 in services, a \$2,486,721, or 31% increase over the prior biennium. The bulk of the increase is from \$2,422,000 in school impact fees that are collected from developers and passed on to the School District. Other notable services expenditures include:

- \$134,000 in 2021 for an interim City Administrator and City Administrator search services
- \$80,000 in 2021 for a contracted policy analyst
- \$25,000 in 2021 for a Comprehensive Emergency Management Plan update
- \$25,000 as a starting point for the Comprehensive Plan in 2022

Interfund Services

The proposed 2021/2022 biennial budget has a \$490,959, or 41%, increase in charges to departments for interfund services. The City has three internal service funds; Equipment Replacement, Information Technology, and Building Maintenance. Charges for services for the Equipment Replacement Fund have increased by \$351,428, or 96.2%. In the past, the City attempted to keep a fund balance of \$200,000 in the Equipment Replacement Fund, which did not cover the amount needed for future replacements. The 2021/2022 budget works towards fully funding future replacement costs. In addition, fuel costs have been moved from supplies and are allocated to departments by vehicle use rather than FTE.

Charges for services for the Information Technology Fund are proposed to increase by \$190,259, or 33.7%, primarily due to a proposed increase in contracted IT services.

Proposed charges for services for the Facilities Maintenance Fund have decreased by \$50,000, as the cost of capital improvements have been moved to the Facilities CIP Fund.

Supplies

The proposed budget for Supplies has increased by \$199,374, or 11% over the prior biennium, partly due to in-house supplies purchased for repairs and maintenance correctly being tracked in the supplies category rather than as repair and maintenance service.

In addition, water purchased from the City of Seattle is budgeted in this category and is estimated to increase by \$97,693, or 9% over the biennium.

Debt Service

The City continues to make its principal and interest payments for:

- Big Rock Park Ball Fields – final payment 12/1/2025
- Dump Truck Loan- final payment 6/1/2029
- Main Street Improvements – final payment 12/1/2031
- Wastewater Treatment Plant – 6/20/2025

Below is a table showing 2019 actual expenditures, what has been budgeted for 2020 (this will be updated after the end of the biennium budget adjustments are made), and the proposed 2021/2022 budget. More detail on expenditures can be found in the department and fund summaries on the following pages.

Expenditures by Fund

Fund	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
General	\$5,048,927	\$5,593,659	\$5,554,763	\$5,553,015	4.4%
Contingency	\$0	\$0	\$0	\$0	
Street	\$886,516	\$908,294	\$569,125	\$574,938	-36.3%
Transportation Benefit Dist.	\$0	\$0	\$60,000	\$340,000	
NEW Building & Permitting	\$287,842	\$498,262	\$1,822,197	\$1,820,183	363.3%
Big Rock Ball Park Maint.	\$116,024	\$178,441	\$149,143	\$159,180	4.7%
Sensitive Areas Mitigation	\$0	\$31,200	\$31,200	\$0	0.0%
2016 LTGO - Main St Debt Svc	\$475,520	\$483,359	\$487,258	\$487,656	1.7%
NEW Facilities CIP	\$0	\$0	\$135,000	\$735,000	#DIV/0!
Real Estate Excise Tax 1	\$83,203	\$110,997	\$118,923	\$943,054	446.8%
Real Estate Excise Tax 2	\$90,613	\$89,243	\$190,923	\$791,054	446.0%
Main Street Improvement	\$54,188	\$153,083	\$444,000	\$580,000	394.0%
Street CIP	\$91,846	\$360,395	\$1,554,219	\$5,463,054	1451.7%
Parks CIP	\$157,674	\$12,842	\$100,000	\$30,000	-23.8%
Water	\$2,146,796	\$2,088,361	\$3,664,897	\$2,647,591	49.0%
Sewer	\$2,508,638	\$2,575,395	\$2,636,040	\$2,168,694	-5.5%
Storm Drainage	\$765,588	\$787,291	\$932,159	\$979,993	23.1%
Water CIP	\$144,005	\$1,456,828	\$2,635,450	\$1,398,861	152.0%
Sewer CIP	\$342,978	\$1,003,374	\$559,541	\$558,258	-17.0%
Storm Drainage CIP	\$2,109	\$1,891	\$152,119	\$227,163	9383.0%
Equipment	\$407,610	\$291,482	\$305,920	\$252,545	-20.1%
IT	\$251,585	\$295,142	\$621,970	\$370,303	81.5%
Building Maintenance	\$129,047	\$231,997	\$125,873	\$90,332	-40.1%
Total	\$13,990,709	\$17,151,535	\$22,850,719	\$26,170,874	57.4%

Department Summaries

General Fund

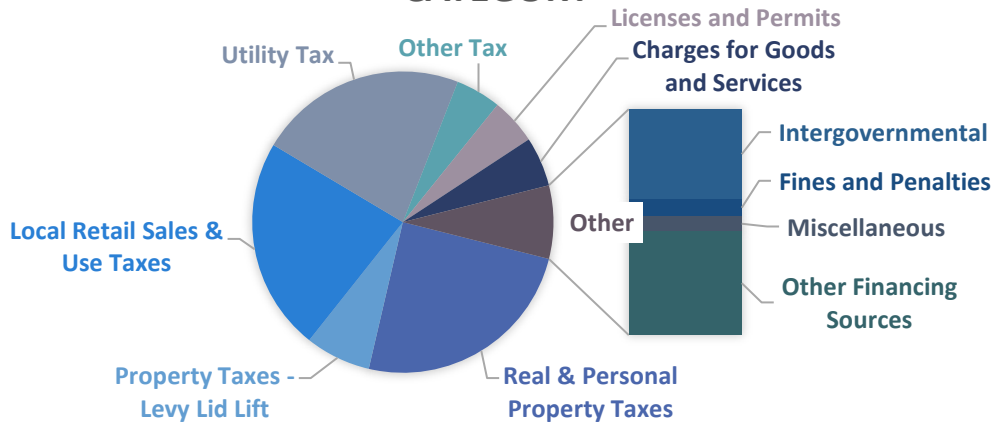
2021/2022 Proposed Budget Fund Summary

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations /Expenditures	Estimated Ending Fund Balance
General	\$ 1,809,973	\$ 10,985,179	\$ 11,107,778	\$ 1,687,373

General Fund Revenues

Category	2018 Actual	2019 Actual	2020 Estimate	2021 Budget	2022 Budget	Biennial % Δ
Taxes	\$3,994,972	\$4,145,946	\$3,884,875	\$4,412,674	\$4,601,029	12.2%
Licenses & Permits	\$258,785	\$258,377	\$254,773	\$269,297	\$271,303	5.3%
Intergovernmental	\$171,487	\$184,608	\$219,060	\$173,881	\$168,982	-15.1%
Charges for Goods & Services	\$196,273	\$369,217	\$150,094	\$284,021	\$286,600	9.9%
Fines & Penalties	\$48,098	\$37,239	\$39,661	\$30,000	\$35,000	-15.5%
Miscellaneous Revenues	\$82,843	\$102,690	\$45,672	\$19,654	\$37,199	-61.7%
Transfers In	\$150,072	\$175,783	\$187,787	\$253,322	\$142,218	8.8%
Total General Fund	\$4,902,531	\$5,273,860	\$4,781,922	\$5,442,849	\$5,542,330	9.2%

2021/2022 PROPOSED GENERAL FUND REVENUES BY CATEGORY



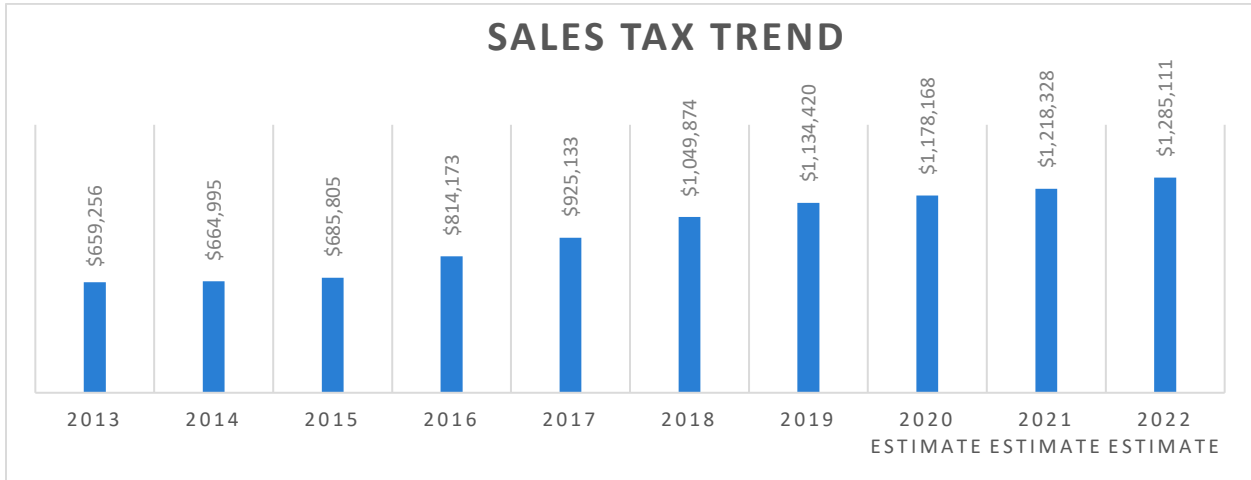
Taxes

Overall, General Fund revenues are projected at \$10,055,781 for the 2021/2022 biennium, a 9.2% increase over 2019/2020. A significant portion of the increase comes from revenue generated from taxes.

Property tax is the largest source of revenue for the General Fund, with \$2,670,068 projected from the regular levy and \$810,435 projected from the voter approved levy lid lift, which is restricted in use for Big Rock Ball Field debt, a full-time School Resource Officer, and improvements to the City’s information technology systems. The increase includes the one percent allowed by state law and approximately

\$73,800 in property tax from new construction. 20% of the City’s regular property tax levy is reported in the Street Fund and used to support street operations and is not included in this projection.

Revenue from sales tax is the second largest revenue source for the General Fund, projected to bring in \$2,503,439 for the biennium, which includes sales tax from construction. The 2021/2022 budget continues to conservatively project sale tax revenues.



Utility taxes are another major source of funding for the City’s General Fund, which includes taxes for water, sewer and storm drainage as well as electric, telephone, natural gas, garbage and cable taxes. The 2021/2022 budget for utility tax revenues are projected at \$2,496,941, an increase of \$125,441 or 5.3%.

Remaining General Fund taxes are generated from gambling, a leasehold excise tax, and a criminal justice sales tax, and total approximately \$532,821 for the biennium.

Licenses and Permits

Revenue from the issuance of business licenses through the State Department of Revenue, franchise fees for garbage and cable, special permits, concealed weapons and an IT technology surcharge are all categorized as licenses and permits in the City’s budget. \$540,600 in license and permit revenue is budgeted for 2021/2022, a 5% increase over the prior biennium, primarily from the IT technology fee which is a 5% fee imposed on permit activity to be used for IT improvements. In the 2021/2022 budget, the revenue from the fee is transferred to the City’s Information Technology Fund, for use on the implementation of a new financial software.

Revenue generated from building permits has been moved to a new Building and Permitting Fund for the first time in the 2021/2022 biennium. For trending purposes, past revenue generated in this category has also been moved to that fund.

Intergovernmental

State-shared revenue such as criminal justice tax, marijuana excise tax, liquor excise tax, liquor board profits, and criminal justice programs tax are all reported as intergovernmental revenue. The amount for most of these revenue streams is dependent on population and its estimated for the City in advance. Despite the economic downturn, the City is estimating a \$11,781, or 4.7% increase in these revenues.

Revenue from state, local and federal grants is also categorized as intergovernmental. Due to the economic climate, the City does not anticipate receiving as much grant funding as in the past biennium, which reduces the budget for overall intergovernmental revenues by \$60,805, or 15% for the biennium.

Charges for Goods and Services

Revenue categorized as charges for services include administrative fees for cell tower leases that are reported in the utility funds, engineering fees, sponsorship fees, and revenue generated from law enforcement services, and land use development. As noted in the Licenses and Permits category, revenue generated from building permits has been moved to a new Building and Permitting Fund for the first time in the 2021/2022 biennium. For trending purposes, past revenue generated in this category has also been moved to that fund.

Charges for services revenue is budgeted with an increase of \$51,310, or 10%, more than the prior biennium primarily due to reporting revenue received for animal licensing that has been netted out in the past.

Fines and Penalties

District Court revenues are reported in this category. The City is budgeting a decrease of \$11,900, or 15%, in the 2021/2022 biennium due to a decrease in court activity due to the pandemic.

Miscellaneous Revenues

The City budgets rent, sale of scrap, donations and interest income as miscellaneous revenue. The budget for this category is \$91,500, or 62%, less than in the prior biennium due to falling interest rates, which decreases interest revenue, and an attempt to properly categorize all revenues without budgeting any amount as miscellaneous.

Other Financing Sources

The General Fund charges other funds for administrative overhead costs incurred by the Finance and Administrative, Executive and Legislative departments. Revenue generated by overhead charges to other funds is budgeted to increase by \$31,970, or 9%, in 2021/2022, due to costs associated with the interim City Administrator and the separation of the Building and Permit Fund, which is now also being charged for administrative overhead.

General Fund Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Salaries & Wages	\$2,153,381	\$2,108,393	\$2,242,522	\$2,299,450	\$2,462,550	9%
Personnel Benefits	\$807,156	\$804,473	\$855,602	\$887,100	\$958,200	11%
Supplies	\$120,123	\$91,864	\$196,567	\$103,405	\$92,893	-32%
Services	\$1,156,844	\$1,194,946	\$1,470,717	\$1,423,083	\$1,237,985	0%
Interfund Services	\$347,164	\$358,310	\$358,310	\$482,379	\$461,107	32%
Debt Service	\$0	\$0	\$0	\$0	\$0	
Capital Outlay	\$0	\$21,000	\$0	\$11,000	\$0	-48%
Transfers Out	\$324,587	\$469,942	\$469,942	\$348,347	\$340,280	-27%
Total	\$4,909,256	\$5,048,927	\$5,593,659	\$5,554,763	\$5,553,015	4%

Fund expenditures are detailed by department on the following pages.

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Legislative

The Legislative Department is where the salaries, governmental association memberships, training, and general operating expenses for seven (7) City Councilmembers and seven (7) Planning Commissioners are reported.

The City Council is the legislative governing body for the City of Duvall. The City Council is responsible for all legislative actions and policy making for the City. The Council determines the services to be provided by the City, the level of those services, and how they are to be provided.

The Planning Commission responsibilities include working with staff to prepare policy documents, reviewing draft work products from staff and special committees, and making recommendations on policies to the City Council.

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Salaries & Wages	\$41,500	\$43,763	\$45,637	\$46,000	\$46,000	3%
Personnel Benefits	\$3,258	\$3,546	\$3,954	\$4,000	\$4,000	7%
Supplies	\$1,498	\$175	\$3,525	\$5,900	\$1,000	86%
Services	\$49,019	\$39,555	\$46,059	\$54,911	\$55,475	29%
Interfund Services	\$0	\$0	\$0	\$37,533	\$36,730	
Total	\$95,275	\$87,040	\$99,175	\$148,343	\$143,205	43%

Significant Changes to Expenditures

In the past, membership fees for regional organizations were reported as “non-departmental” expenditures. In the 2021/2022 budget, the membership fees related to organizations to which a councilmember attends and represents the City are budgeted in this department, which is reflected in the increase in the Service category for 2021 and 2022 above. These regional affiliations allow the City to be a proactive stakeholder at a regional and statewide level.

In addition, the City is now allocating charges for services from internal service funds to each department, rather than reporting the charges as “non-departmental.” Interfund service charges for 2021 and 2022 in the table above are charges from the IT Fund for IT services provided to the Council and Planning Commission.

2019/2020 Accomplishments

Council

- Established City Council Work Plan with specific goals objectives
- Formed Finance Committee and Initiated work on Financial Policy & Procurement Policy
- Formed Public Safety Committee, reviewed Police Dept. “use of force” training & policy
- Completed inspection of City facilities and began discussion on future facility needs
- Approved process for negotiating a new garbage franchise agreement
- Filled vacated seat(s) on the City Council and Planning Commission
- Successful voter approved sales tax to help fund Transportation Benefit District
- Updated Transportation Capital Improvement Projects plan
- Updated policy for fireworks emergency ban during drought conditions

- Approved employee salaries & benefits comparison study
- Updated City Facilities use fees & discounts
- Updated Policy for City Legal Services and approved contract with new legal firm
- Provided improved opportunities for community engagement and input
- Councilmembers continued to participate on regional committees and build partnerships & relationships within Washington State and King County
- Approve 2021/2022 Budget

Planning Commission

- Completed a formal work plan for 2019 and 2020
- Experienced one field trip in 2019
- Held joint Planning Commission and City Council workshops in both 2019 and 2020
- Completed policy and yearly Comprehensive Plan updates, several site plan/design review applications.

2021/2022 Goals and Objectives

Council

- Responsive Government
 1. Sustainable budget – maintain appropriate staffing levels
 2. Measurable outcomes and work-plans that match priorities
 3. Improved use of technology and evaluate automation of systems
 4. Sound Financial Planning & Practices
 5. Evaluate Capital investment
 6. Citizen accessibility and engagement
 7. Support for Human Services
- Improved Mobility (Transportation Improvement Plan)
 1. Improved traffic flow
 2. Expand sidewalks to improve walkability
 3. Provide bike lanes where appropriate
- Safe Community
 1. Safe place to live, work, learn & play
 2. Improve street lighting and safety at intersections
 3. Continue response to COVID-19 and assure compliance with Health Department safety recommendations for community & employees
 4. Assure adequate funding for emergency services including Police Department and Emergency Preparedness.
- Vibrant Economy
 1. Continue to provide support for economic health & development
 2. Encourage tourism
 3. Support businesses
 4. Assure safe and healthy downtown
- Built & Natural Environment
 1. Planning and maintenance of existing & future infrastructure
 2. Funding for community parks, trails, & open space
 3. Continue to modernize and assure reliability of drinking water, wastewater & stormwater systems
 4. Modernize transportation network

5. Preserve rural character, natural beauty and small-town feel

Planning Commission

- Create and implement a yearly work plan
- Complete an annual field trip in the region and locally
- Continue to host joint Planning Commission and City Council Workshops
- Planning Commission led community workshops and surveys leading into the 2024 Comprehensive Plan Update

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Executive

The salary and operations of the Mayor and City Administrator are reported in the Executive Department. The Mayor is the chief executive and administrative officer of the City in charge of carrying out the policies as set by Council and of seeing that local laws are enforced. The Mayor, with the direct assistance of the City Administrator, oversees the day-to-day operations of the City, including the supervision of all appointed officers and employees in the performance of their official functions.

The Mayor is also the public face of the City, necessitating involvement in numerous regional, statewide and national organizations, as well as frequent interaction with elected officials from across the spectrum.

Staffing Level

	2018	2019	2020	2021	2022
Total FTE	.975	.425	0.05	0.05	0.55

The City has been without a City Administrator since 2018. Interim and Deputy City Administrator FTEs are included in 2019 and 2020 counts. The proposed budget includes funding for an interim contracted City Administrator in 2021 and a 1.0 FTE City Administrator in 2022, with the intent that half of the 2022 salary and benefits charged to the Executive Department and the other half charged to other funds for the human resources element of the position.

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Salaries & Wages	\$150,669	\$78,561	\$46,864	\$33,000	\$107,000	12%
Personnel Benefits	\$39,529	\$19,836	\$7,839	\$5,000	\$36,000	48%
Supplies	\$1,217	\$248	\$3,352	\$3,623	\$962	27%
Services	\$27,337	\$31,040	\$26,675	\$253,782	\$31,889	395%
Interfund Services	\$0	\$0	\$0	\$4,820	\$5,687	
Total	\$218,753	\$129,685	\$84,730	\$300,225	\$181,538	69%

Significant Changes to Expenditures

Expenditure for services are higher in 2021 due to the proposed interim City Administrator, City Administrator search costs, a workload analysis, and a policy analyst to help the City catch up on policy updates.

Salaries & wages and benefits increase in 2022 with 50% of the full-time City Administrator charged to Executive. Prior to this budget, charges for internal services were allocated in one place as “non-departmental.” In the 2021/2022 budget, charges for internal services are allocated to each department, as indicated in the table above under the Interfund Services category.

2019/2020 Accomplishments

- Salary Survey
- Successful hire of Public Works Director and Finance Director
- Pandemic Policy Development
- Civil unrest and curfew policy development

- Increased regional, statewide and federal advocacy
- Outside capital facilities analysis Part 1: Health, life and safety
- Solid waste RFP
- Citywide staff development - Supervisor training
- Completion of numerous human resources related policies
- Funding and completion of deferred maintenance on City owned facilities
- Trip Generation Report for Highway 203
- Prioritization of unfunded deferred maintenance projects
- Continued advocacy for local control on broadband/5g
- Management of multiple states of emergency
- Re-Instituted the use of online community surveys for broader topics
- CARES Act Grant funding distribution

2021/2022 Goals and Objectives

- Staff Workload Analysis
- Negotiation of Cable Franchise Agreement
- Implementation of Transportation Benefit District funding
- Completion of Staff Workload Analysis (carryover)
- Continued citywide staff development to include training on implicit bias
- Completion of Capital Facilities Analysis – Future Needs
- State Funding of Highway 203 Corridor Study
- Continued advocacy for local control on Broadband/5g
- Advocate for broadband to be declared a utility by the federal government
- Continue internal human resources and general policy updates
- Term-limited Policy Analyst to sync DMC with new code and policies, removal of outdated code and implementation of new code that is consistent with state law and the City's vision
- Advocacy for expanded access to behavioral and mental health resources
- Completion of deferred maintenance projects on buildings that house employees
- Advocacy for city fiscal flexibility at the state legislature
- Continued involvement at the committee and leadership levels of Snoqualmie Valley Governments Association, Sound Cities Association, Puget Sound Regional Council and Association of Washington Cities
- Review of, and potential ballot placement, for a public safety sales tax in 2021
- Preparation and/or implementation of Municipal Financial Planning
- Hire a ½ time Interim City Administrator for 2021, with the selection of a full-time CA planned for end of 2021
- Full update of the City's Comprehensive Emergency Management Plan
- Completion of projects included in the City's Capital Improvement plans through the awarding of regional, state and federal grant moneys

Legal

As a municipal entity, the City of Duvall is required to have legal services either in-house or contracted through one or more providers, with at least one designated as the City Attorney. The City uses a primary firm for general City Attorney services and additional firms of specialization, as needed, to review and recommended courses of action that reduce risk and assist in legal compliance.

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Services	\$83,031	\$95,835	\$151,665	\$152,865	\$155,280	25%
Total	\$83,031	\$95,835	\$151,665	\$152,865	\$155,280	20%

Significant Changes to Expenditures

The City hired a new City Attorney in 2020, who has a higher rate, increasing the cost of services for the 2021/2022 budget.

2019/2020 Accomplishments

- Successful representation of the City on numerous issues
- Policy development
- Development related work
- Navigating the legal challenges of a worldwide pandemic
- Successful contract negotiation with represented labor groups

2021/2022 Goals and Objectives

- Assist with DMC Chapter 4 repeal and Personnel Manual completion
- Advise the City authorities and officers in all legal matters pertaining to the business of the City
- Approve all ordinances as to form
- Represent the City in all actions brought by or against the City or against City officials in their official capacity

Community Services

The Community Service Department is responsible for funding and providing support for events such as the Annual Light Up Duvall and SummerStage. Human Services grants are also tracked and funded in this department.

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Salaries & Wages	\$0	\$316	\$434	\$0	\$0	-100%
Personnel Benefits	\$0	\$77	\$23	\$0	\$0	-100%
Supplies	\$8,199	\$1,290	\$4,710	\$2,200	\$2,200	-27%
Services	\$47,670	\$34,060	\$82,840	\$46,900	\$46,900	-20%
Interfund Services	\$0	\$0	\$0	\$22,617	\$22,771	
Total	\$55,869	\$35,742	\$88,008	\$71,717	\$71,871	12%

Significant Changes to Expenditures

In the 2021/2022 biennium, the Community Services Department will start paying charges for services to the City’s Vehicle and Equipment internal service fund for the eventual replacement of the mobile stage used for SummerStage and other events, and charges for services to the City’s Building Maintenance internal service fund for repairs and maintenance to the Depot Building, the Dougherty House, and the Community Center.

Accomplishments

- Issued \$20,000 in Human Services Grants, prior to the COVID outbreak
- 2019 Light Up Duvall
- 2019 SummerStage

2021/2022 Goals and Objectives

- Grant \$20,000 to Human Services organizations to aid Duvall residents with food and utility assistance
- Successful 2021 and 2022 Light Up Duvall events
- Successful 2021 and 2022 SummerStage events, including raising enough revenue through sponsorships and donations to cover a portion of SummerStage costs



Finance and Administration Services

The Finance and Administration Services Department is responsible for the City’s finance, accounting, utility billing and City Clerk functions.

Finance is responsible for managing the City’s revenues and expenditures. Finance staff includes a full time Finance Director, a halftime Accounting Associate, an Accounting Associate/Utility Billing Clerk, and an Accountant. The halftime Accounting Associate is primarily responsible for payroll. The Accounting Associate is responsible for accounts payable and provides utility billing and customer service for over 2,700 utility customers. The Accountant is responsible for accounts receivable, journal entries and creates financial reports.

The City Clerk staff consists of a City Clerk and an Administrative Assistant III. City Clerk staff is responsible for authenticating records and maintaining the City’s official legislative acts including Council meeting minutes, public notices, ordinances and resolutions and the Duvall Municipal Code (DMC), and assuring compliance with legal requirements for Washington State municipalities. The City Clerk is the City’s Public Records Officer and serves as the designated agent for receiving claims against the City. The Clerk’s office also issues and tracks all business licenses, special event permits, and maintains the Board and Commission rosters. In addition, the Administrative Assistant III is responsible for cash receipts for the entire City, manages the front office at City Hall, initiates and tracks human service and community grants, and acts as the City’s Recycling Coordinator. The Administrative Assistant III also manages several Citywide service and maintenance contracts, manages all rentals for City buildings, issues pet licenses on behalf of King County and prepares the City’s monthly newsletter, the Duvall News.

Budgeted for 2022, is a full-time City Administrator that will also be responsible for Human Resources. In addition, the City anticipates hiring an Administrative Assistant I to free up the Administrative Assistant III to assist the City Administrator with human resources and other projects. A portion of both the City Administrator and the Administrative Assistant I position are allocated to the Finance and Administration budget in 2022.

Staffing Level

	2018	2019	2020	2021	2022
Total FTE	2.24	2.24	2.24	2.47	3.04

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Salaries & Wages	\$174,340	\$160,484	\$171,716	\$201,000	\$256,000	38%
Personnel Benefits	\$69,059	\$63,064	\$67,536	\$79,000	\$110,000	45%
Supplies	\$3,294	\$3,174	\$6,591	\$5,252	\$6,909	25%
Services	\$62,086	\$124,732	\$112,163	\$111,082	\$116,495	-4%
Interfund Services	\$0	\$0	\$0	\$30,417	\$27,575	
Total	\$308,779	\$351,454	\$358,006	\$426,752	\$516,980	30%

Significant Changes to Expenditures

The increase to salary and benefits is due to the allocation of the cost of the City Administrator in 2022, and for the new Administrative Assistant I that is also proposed for 2022. Prior to this budget, charges for internal services were allocated in one place as “non-departmental”. In the 2021/2022 budget, charges for internal services are allocated to each department, as indicated in the table above under the Interfund Services category.

2019/2020 Accomplishments

Finance

- Prepared 2018 and 2019 Financial Statements
- Created a new Small and Attractive Assets policy and procedures
- Created a new Travel and Meals with Meetings policy and related forms
- Updated monthly and quarterly financial reports
- Reconfigured finance staff duties and full-time employee allocation
- Assisted with Human Services and Small Business Assistance grant programs
- Switched banks and implemented scan deposit

City Clerk’s Office

- Created policy and associated forms for facility (building) rentals
- Updated contract routing processes and forms
- Added building rental information to the City’s website
- Assisted with COVID-related policies and grant processes
- Assisted with procuring COVID related supplies and services
- Completed centralization of purchasing procedures
- Managed new solid waste contract through RFP and negotiation process
- Managed janitorial, window & gutter cleaning and recycling consultant contracts
- Oversaw successful 2019 & 2020 Special Recycling Collection event
- Coordinated and managed successful 2019 Light Up Duvall Event
- Assisted with asset management processes
- Chair and member of Wellness Committee
- Processed business licenses, special event applications and pet licenses for the community
- Oversaw community rental schedule for three city-owned facilities
- Receipted 18,602 payments into Springbrook (2019-September 20, 2020).
- Compiled information and created monthly newsletters to the community

2021/2022 Goals and Objectives

Finance

- Successful annual financial and accountability audits
- Update the following policies:
 - Fund reserves: General, Contingency and Utility Funds
 - Debt
 - Capital assets
 - Utility
- Implement new financial software
- Create a Fee Resolution
- Create standard operating procedures for all Finance positions

- Identify new revenue streams

City Clerk's Office

- Update policies including records management, public records disclosure and special events
- Implement electronic signature policy
- Complete implementation of contract routing and tracking log
- Assist with development of HR related forms and processes
- Manage web redesign process
- Implement new contracts for janitorial services, window and gutter cleaning services and recycling consultant services

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Planning

The Planning Department provides several services to the community (residents, business, visitors, developers appointed commissioners and elected officials (local, county, and state). Planning creates, implements, and manages zoning, critical areas, shoreline, floodplain, comprehensive planning, and the watershed plan. Planning staffs the Planning Commission, City Council, advisory committees, Farm, Fish, Flood (buffer task force, regulatory task force flood caucus), Snoqualmie Watershed Forum, Snoqualmie Valley Transportation (as staff resources allow), KC Planning Directors Group, and King County Flood Caucus Committee.



An integral part of Planning’s daily roles includes land use permitting (intake, route, review, prepare for hearing, and project implementation), inspections, grant writing and management, policy/regulation implementation and management, code enforcement, community and business outreach, records management, regional coordination with King County, Puget Sound Regional Council, state and federal agencies, and interdepartmental coordination and communication. Planning works collaboratively with the Development Review Team (Planning, Building, Engineering, and Public Works) to review, approve and implement projects and policies. Planning staff are dedicated to providing prompt and courteous service internally and externally.

Staffing Level

	2018	2019	2020	2021	2022
Total FTE	2.5	2.3	2.3	2.5	2.5

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Salaries & Wages	\$231,001	\$221,753	\$228,247	\$243,000	\$248,000	9%
Personnel Benefits	\$69,551	\$72,787	\$79,213	\$87,000	\$91,000	17%
Supplies	\$8,005	\$924	\$2,106	\$3,860	\$2,588	113%
Services	\$75,099	\$154,422	\$163,123	\$91,579	\$105,106	-38%
Interfund Services	\$0	\$0	\$0	\$24,344	\$20,967	
Total	\$383,657	\$449,886	\$472,689	\$449,784	\$467,662	-1%

Significant Changes to Expenditures

Prior to this budget, charges for internal services were allocated in one place as “non-departmental”. In the 2021/2022 budget, charges for internal services are allocated to each department, as indicated in the table above under the Interfund Services category.

2019/2020 Accomplishments

- Permit applications updated (25% complete)
- Scope Permit Tracking Software for Community Development

- Completed internal and external training to maintain and enhance department skills (2019); Minimal training in 2020 due to COVID-19
- Created and implemented COVID –19 procedures (internal working parameters and external for inspections and permit processing)
- Shoreline Master Program update (70%)
- Transition, Implementation, and consolidation of Building and Planning (80% complete)
- Reviewed and completed approximately 250 Building Permits (residential/commercial TI/ROW/Sign/tree removal)
- Processed several land use entitlements - Site Plan Review – (Residential and Commercial) Preliminary Plat, Boundary Line Adjustments, Reasonable Use, and Variance, and Final Plat
- Amendment to Land Use Map to modify SUGAR to allow for future annexation of property by the Riverview School District
- 10% Annexation Petition – ERMA (Riverview School District)
- Duvall Village (parking and use agreement with Duvall Foundation of the Arts)
- Westcott – Process request to differ commercial development at Duvall Village
- Toll Brothers (affordable housing covenant)
- Finalize Walden Parks Design in collaboration with PW (two City parks)
- Complete Pre-Application for Rio Vista (City Park)
- Updated and Implemented a new Comprehensive Plan work cycle
- Completed the 2019 and 2020 Comprehensive Plan Amendments
- Implemented new Sensitive Area and Tree Protection Policy
- Completed Interim Floodplain Policy
- Completed Final Floodplain Policy
- Refreshed the Development Review Committee Process
- Recruitment of Assistant Planner (0.5 FTE)

2021/2022 Goals and Objectives

- Assistant Planner - training and integration
- Site Plan Review for Rio Vista City Park (2021)
- Complete Shoreline Master Plan Update (2021)
- Draft and Implement Sign Code Update (temporary signage only – Gilbert Case)
- Wireless Facility Policy Update - major update (2021/2022)
- Code Enforcement Policy Update - major update (2021/2022)
- Scope 2024 Comprehensive Plan (2022)
- King County Housing and Job Target – Review and Negotiation with KC (2021)
- Purchase and Implement permitting software (2021-2020)
- Complete application and checklist update (2021)
- Update Permit Processing Policy (2022)
- Consolidation of Permitting Services – Planning, Building, Engineering, and inspections (2022/2023)
- Review and recommend tree policy changes (time permitting)
- Review Floor Area Ratio, Impervious Surfaces, Net Density, and other minor development regulations (2022/2023)
- Reengage the Land Use Committee (2021)
- Evaluate the need for a park board or committee

Police

The purpose of the Police Department is to provide a safe environment for our community, while maintaining the highest level of professionalism, respect, honor, integrity and accountability, not only with the community served, but the entire criminal justice system in the area. The Police Department’s program is to ensure that the values of free society are maintained and that the laws are enforced in a fair and impartial manner, recognizing both the statutory and judicial limitations of its authority and the constitutional rights of all persons. Additionally, this program values partnerships and transparency, providing for both educational and enforcement activities, through effective outreach programs and modern policing methods.

Staffing Level

	2018	2019	2020	2021	2022
Total FTE	14	14	14	14	14

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Salaries & Wages	\$1,316,609	\$1,361,717	\$1,457,222	\$1,464,000	\$1,483,000	5%
Personnel Benefits	\$516,734	\$534,813	\$567,787	\$561,500	\$558,500	2%
Supplies	\$66,619	\$45,905	\$94,652	\$54,983	\$53,124	-23%
Services	\$525,929	\$461,754	\$527,800	\$504,548	\$526,943	4%
Interfund Services	\$158,255	\$175,832	\$175,832	\$286,516	\$274,956	60%
Capital Outlay	\$0	\$0	\$0	\$11,000	\$0	
Total	\$2,584,146	\$2,580,022	\$2,823,293	\$2,882,547	\$2,896,524	7%

Significant Changes to Expenditures

The increase in the Interfund Services category is due to the way the City is allocating charges for services from its internal services funds. The Equipment Fund, which charges departments for the replacement cost of vehicles, has been underfunded in the past, which has increased the amount charged to each department. In addition, fuel has been removed from the supplies and is being tracked in the Equipment Fund and allocated to the departments as part of the charge for services, which also contributes to the increase.

2019/2020 Accomplishments

- Continued training efforts focused on succession, retention, and leadership
- Maintained/increased partnerships (local/state/regional and community groups)
- Maintained credible/active presence through social media efforts
- Continued to provide a low crime rate for our community
- Developed and implemented new department protocols due to COVID-19
- Developed a new uniform policy and updated other policies as recommended
- Developed a Police Chief transition plan in response to Chief Hert’s expected retirement
- Created a ‘next chapter’ of succession planning for the 2021-2022 biennium
- Enhanced training efforts related to de-escalation, intervention, force mitigation and implicit bias
- Worked with our community in providing a safe environment for peaceful protest

2021/2022 Goals and Objectives

- Develop and implement a plan for returning to normal operations
- Update department mission/vision as part of Police Chief transition
- Continue to provide a low crime rate for our community
- Continue training efforts focused on succession, retention, and leadership
- Identify our department’s future leaders through appropriate assessments
- Work with the FOP on implementing a body-worn camera program
- Continue to enhance training of staff in de-escalation, intervention, force mitigation, and use of force
- Work toward training our staff in compliance with the Law Enforcement Training Community Safety Act (LETSCA)
- Continue to enhance our role in community engagement
- Maintain a credible/active presence in social media efforts



Economic Development

Economic Development utilizes dedicated funds and grants (Port of Seattle) to finance projects and programs that create and/or retain jobs, improve the local tax base, and enhance the quality of life in Duvall.

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Services	\$49,382	\$11,483	\$13,518	\$12,000	\$12,000	-4%
Total	\$49,382	\$11,483	\$13,518	\$12,000	\$12,000	-4%

Significant Changes to Expenditures

No significant changes for the biennium.

2019/2020 Accomplishments

Through a partnership with Mountains to Sound Greenway Trust and Savor Snoqualmie Valley:

- Promote Duvall through enhanced social media outreach
- Restore a portion Main Street/SR203 wayfinding signage
- Creation of Events Guide brochure featuring Summerstage in Duvall and other events throughout the Valley
- Update Snoqualmie Valley Arts & Culture brochure and map
- Update Local Food & Farm brochure and map

2021/2022 Goals and Objectives

- Maintain grant funding from Port of Seattle
- Maintain partnerships with Savor Snoqualmie Valley and Mountains to Sound Greenway Trust
- Complete restoration of Main Street/SR203 wayfinding signage
- Additional programming is currently being developed

Recycling

The Recycling Program offers services such as the Annual Special Recycling Collection Event (SRCE), support for the Scout’s Annual Tree cycling Event, and Household Battery Collection through Duvall Hardware & Garden. The Program also does occasional special projects including refrigerator magnets mailed to Duvall residents giving tips on what you can/cannot recycle. These events and programs help to promote a safe and healthy City.

The Recycling Program is fully funded by grants from King County Local Hazardous Waste Management Program, King County Solid Waste Division and Department of Ecology. Beginning in 2018, the City is contracting with a consultant to manage the events. The Recycling Coordinator (Administrative Assistant III) oversees the consultant and application process, reimbursement requests, and all related documentation for the grant funds.

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Salaries & Wages	\$663	\$327	\$1,674	\$450	\$450	-55%
Personnel Benefits	\$675	\$321	\$680	\$100	\$100	-80%
Supplies	\$0	\$0	\$200	\$100	\$100	0%
Services	\$17,066	\$21,891	\$20,111	\$23,600	\$23,600	12%
Total	\$18,405	\$22,538	\$22,664	\$24,250	\$24,250	7%

Significant Changes to Expenditures

No significant changes for the biennium.

2019/2020 Accomplishments

- Continue to work with consultant to organize and manage annual collection event and grants
- Divert more materials by adding additional/new items at collection event (i.e. mattresses and porcelain fixtures)
- Continue grant relationships to offer service at no costs to the City
- Continue to market other recycling options available to citizens (i.e. batteries and oil collection at local retailers)

2021/2022 Goals and Objectives

- Award new recycling consultant contract services for new grant cycle
- Continue to work with consultant to organize and manage annual collection event and manage grant funds
- Continue grant relationships to offer services at no cost to the City
- Divert more materials by exploring expansion of collection site layout, allowing additional vehicles to more efficiently maneuver through event location
- Continue to market other recycling options available to residents (i.e. battery and oil collection at local retailers)
- Explore adding additional promotional items for residents if funding is available (i.e. rain barrels)

Emergency Management

The City of Duvall’s Emergency Management Program supports the City’s strategy of responding to and preparing for emergencies of all kinds. The Program provides for maintenance of legally required planning documents, such as the Comprehensive Emergency Management Plan (CEMP), and participation in other planning measures which benefit the City. The CEMP details primary and supporting roles for staff and provides a concept of operations for each phase of emergency operations. Additionally, it defines the process for conducting direction and control; finance, administration and logistics; communication; information collection, analysis, and dissemination; and plan development and maintenance during incidents that pose a threat to the safety of the City’s citizens and property. The Program’s goal is to maintain a reasonable level of emergency knowledge and preparedness in City departments.

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Salaries & Wages	\$0	\$0	\$0	\$0	\$0	
Personnel Benefits	\$0	\$0	\$0	\$0	\$0	
Supplies	\$0	\$310	\$31,191	\$1,000	\$1,000	-94%
Services	\$8,371	\$6,156	\$24,164	\$30,100	\$5,100	16%
Total	\$8,371	\$6,465	\$55,355	\$31,100	\$6,100	-28%

Significant Changes to Expenditures

The City hopes to update its Comprehensive Emergency Management Plan in 2021, the cost of which is reflected in the increase in services for 2021.

2019/2020 Accomplishments

- Participated in regular, regional meetings at the zone, county, and state level
- Emergency Management functions were activated multiple times in response to snow, wind, and flooding events; providing for improved operational planning and response coordination
- Participated in the planning and execution of a full-scale exercise with regional partners, simulating a failure of SPU’s Tolt Dam
- Responsible for scoping, disaster inventory, and project worksheets for reimbursements on two federally declared disasters; DR-4539 (Jan-Feb 2020 Storms) and DR-4481 (COVID-19)
- Managed the COVID-19 pandemic, including communication to staff, the community and Council
- Contracted with a consultant to prepare a Hazard Mitigation Plan update for the City, maintaining eligibility in a myriad of federal grant programs

2021/2022 Goals and Objectives

- Execute the update and adoption of the City’s Comprehensive Emergency Management Plan (CEMP), utilizing the services of a consultant
- Continue participation in regular, regional meetings at the zone, county, and state level
- Maintain preparedness for routine activations for snow, wind, and flooding events
- Improve preparedness for activations necessary for earthquakes, wildfires, pandemics, and other emergent threats
- Plan, participate, and execute preparedness drills, exercises, and opportunities for staff

- Seek additional training opportunities for appropriate staff members
- Strengthen connections with local disaster response volunteers such as Community Emergency Response Team (CERT) and Medical Reserve Corps (MRC)



Civil Service

The Civil Service Commission is charged with carrying out the provisions RCW 41.12 assuring the continuance of the civil service system, promoting efficiency in the dispatch of public business, selecting and promoting employees on the basis of merit, and assuring fair and impartial treatment for all classified civil service employees within the Police Department.

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Salaries & Wages	\$6,545	\$2,768	\$2,832	\$3,100	\$3,100	11%
Personnel Benefits	\$2,709	\$1,145	\$1,355	\$1,100	\$1,100	-12%
Supplies	\$0	\$17	-\$17	\$50	\$50	-27127%
Services	\$3,978	\$3,631	\$3,869	\$3,500	\$3,500	-7%
Total	\$13,232	\$7,561	\$8,038	\$7,750	\$7,750	-1%

Significant Changes to Expenditures

No significant changes for the biennium.

2019/2020 Accomplishments

- Provided oversight for the Police Department regarding hiring practices
- Maintained entry-level & lateral officer eligibility lists
- Scheduled & managed entry-level & lateral officer oral boards
- Provided assistance with updating police recruitment flyers & advertisements
- Maintained & monitored effective/efficient contract for police recruitment through public safety testing (PST)
- Established better recruiting practices through in-person presence at testing locations

2021/2022 Goals and Objectives

- Continue to provide oversight for the Police Department regarding hiring practices
- Maintain entry-level & lateral officer eligibility lists
- Schedule & manage entry-level & lateral officer oral boards
- Provide assistance with updating police recruitment flyers & advertisements
- Maintain & monitor effective/efficient contract for police recruitment through public safety testing (PST)
- Further enhance recruiting practices through in-person presence at testing locations
- Provide adequate oversight for Police Chief transition
- Provide support and oversight for continued police succession through Corporal / MPO program

Parks

The Parks operating program serves as a key resource for the Duvall community. The Public Works Department shares labor resources between the parks, utilities, and roadway programs. Staff provide prompt and courteous service to the citizens and visitors of Duvall. Parks and recreation areas stimulate tourism, economic development, and enhance the quality of life throughout our community. The Parks service program is responsible for the management, care, and operations of more than 13 sites. This encompasses more than 100 acres of land including parks, grass and turf-surfaced sports fields, tennis courts, public restrooms, playgrounds, entrance gateways, riverfront beach area, boat launch, Historic Dougherty Farmstead, Railroad Depot, and trails in McCormick Park and throughout the City.

Considerable care is taken to provide neat, clean, and appealing parks to the community. With the addition of new parks, restroom facilities, and increased usage the Parks program’s current staffing levels continue to be a concern as facilities are added and it becomes more difficult to maintain the current service levels throughout the system.

In the 2021/2022 biennium, the City will take ownership of two new neighborhood parks that will be dedicated through private development providing more than four (4) acres of new, active and passive park space in the southern quadrant of the City.

Staffing Level

	2018	2019	2020	2021	2022
Total FTE	1.975	2.425	2.425	2.88	2.88

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Salaries & Wages	\$145,082	\$145,727	\$175,873	\$197,500	\$204,500	25%
Personnel Benefits	\$73,282	\$70,041	\$83,959	\$105,000	\$111,000	40%
Supplies	\$14,219	\$13,371	\$29,129	\$24,035	\$22,551	10%
Services	\$45,205	\$69,764	\$77,343	\$43,088	\$45,138	-40%
Interfund Services	\$0	\$0	\$0	\$53,904	\$51,223	
Capital Outlay	\$0	\$21,000	\$0	\$0	\$0	-100%
Total	\$277,788	\$319,902	\$366,304	\$423,527	\$434,412	22%

Significant Changes to Expenditures

Prior to this budget, charges for internal services were allocated in one place as “non-departmental”. In the 2021/2022 budget, charges for internal services are allocated to each department, as indicated in the table above under the Interfund Services category.

2019/2020 Accomplishments

- Dougherty Farmhouse exterior paint and new roof.
 - Coordinated volunteers to paint the deck, ramp, bunk house and garage
- Field #3, regrade, infield mix
- Grown the demand for rentals of Big Rock Ball Fields and expanded into new sports groups, currently receiving rental requests from over twenty (20) organizations and leagues.
- Installed new, partially grant funded equipment, at Taylor Landing, \$35,000

- New field, sign, concession stand policy
- Obtained new tenant with master plan for Food Forest through the RFP process.
- Performed an emergency evaluation and installed protective measures for a mudslide at Taylor’s Park
- Schedule/invoicing/lights/Leagues
- Support the increase in field rentals at the Big Rock Ball Fields, stabilizing revenue

2021/2022 Goals and Objectives

- Continue to be a resource for other City departments as they work on developing neighborhoods and new parks; ensuring they are designed efficiently and cost effective to maintain and support
- Continue to conduct thorough safety inspections limiting or eliminating accidents therein keeping insurance rates low
- Evaluate potential for McCormick Park bank stabilization projects
- Increased hazard tree removal and replacement funding
- Keep equipment in good shape (mowers, weed-whackers, vehicles, trailers) helping them run well and extend lifespan
- Mow, edge, weed, landscape, clean & remove trash, as well as maintain play equipment, signage, irrigation, lighting, and service contracts
- Reorganize staffing to create dedicated parks workers and to fill previously allocated positions to manage the City’s parks
- Upkeep of Dougherty Farmstead grounds and structures
- We anticipate fairly large increase in residential building activity in 2021/2022 which will provide the City two new public parks totaling more than four (4) acres to own and operate, adding further to park demands making it difficult to maintain current levels of service without additional recourses
- Work proactively to have efficient maintenance routes to save fuel and labor time

City Mitigation Projects

Provide inspection and replacement services for mitigation projects previously installed citywide.

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Services	\$0	\$3,296	\$8,704	\$4,000	\$4,000	-33%
Total	\$0	\$3,296	\$8,704	\$4,000	\$4,000	-31%

Significant Changes to Expenditures

No significant changes for the biennium.

2019/2020 Accomplishments

Inspect and maintain mitigation areas from previously completed projects City projects.

2021/2022 Goals and Objectives

Utilize outside sources to facilitate inspections and maintenance of mitigation areas from previously completed city projects

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Cultural Commission

The City of Duvall Cultural Commission (DCC) is made up of no more than nine members appointed by the Mayor. City staff supports the DCC with one liaison. The purpose of the DCC is twofold; first is to engage and bring the community together through the arts and culture, thereby making Duvall a great place to live and play. Second is to expose audience members to local businesses through event partnerships and event locations. DCC produces cultural events, manages the Public Art Selection Process for projects that are under the City’s jurisdiction, and work closely with local businesses and other nonprofit organizations giving the City a visible presence in the community.

Staffing Level

	2018	2019	2020	2021	2022
Total FTE	.25	.05	.05	.05	.05

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Salaries & Wages	\$0	\$4,603	\$5,397	\$4,900	\$5,000	-1%
Personnel Benefits	\$0	\$1,908	\$2,193	\$2,100	\$2,200	5%
Supplies	\$0	\$17	-\$17	\$0	\$0	-100%
Services	\$9,728	\$5,352	\$5,248	\$17,525	\$7,562	137%
Total	\$9,728	\$11,879	\$12,821	\$24,525	\$14,762	39%

Significant Changes to Expenditures

No significant changes for the biennium.

2019/2020 Accomplishments

- Received 4Culture grant in the amount of \$8,500 in sustained support
- Supported the Lantern Festival, with 150 participants with three art classes, lantern walk and free dinner
- Supported the March of the Vegetables parade with over 700 participants
- New staff liaison assigned in March 2019. Advertisement for additional Commissioners
- Recommended and supported the City to contract with Kass Holdeman as the SummerStage manager
- Funding support for Cherry Valley Elementary Arts Alive program and Stillwater Elementary Arts day
- Supported local artist, Tatiana Stone, to complete new mural at City Hall
- Supported the Duvall Art and Wine Walk with payments to winning artists
- Met with Duvall Historical Society and Duvall Foundation of the Arts to develop volunteer opportunities and collaborate ideas for future events
- Created the Main Street Art Committee, began call for artist in 2019, held an artist’s workshop, with final designs recommended, and supported artists contract awards in 2020 to begin carving replacement cedar boards for Main Street
- Research under way to plan for the existing cedar board restoration and new venue for their installation

- Supported poetry reading nights
- In partnership with the Duvall Historical Society, held the 2nd annual Uncle Lumpy’s Jug Fest at the Dougherty Farmstead during the open house with over 150 attendees
- Welcomed three new DCC members in 2019-2020.

2021/2022 Goals and Objectives

- Expand social media presence
- Review policies, procedures, roles and duties of the Commissioners
- Continue partnerships and support community organizations and local art programs
- Continue supporting the Main Street Art Committee to complete the main street cedar plank replacement project
- Request funding and support the Main Street Art Committee to complete the Woodinville-Duvall art wall mural
- Request funding and support the Main Street Art Committee to complete the Main Street Thayer Creek art installation
- Request funding and support the Main Street Art Committee to complete the restoration of the existing main street cedar planks
- Request funding and support the Main Street Art Committee to complete the new venue and placement for the restored cedar planks
- Increase revenues through grant opportunities

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Engineering

The Engineering Department provides design and construction management services, including field inspection, for the City’s capital construction projects. Additionally, the department determines development standards and ensures compliance during private construction of subdivisions including parks, roads and utilities. The Department plans for long-range capital and infrastructure needs for parks, transportation, storm water management, water, and sewer. It prepares and executes architectural and engineering plans as well as manages consultant contracts and construction contract bidding documents. The Department is also responsible for the periodic review and update of utility-related Comprehensive Planning and operations documents and submitting these documents for review by the appropriate State agencies. Other programs overseen by this Department include National Pollution Discharge Elimination System (NPDES) and surface water compliance, Emergency Management, GIS program, and supporting other City Departments on engineering-related issues.

In addition to regular activities, the Engineering Team works tirelessly with its gargantuan effort to obtain grants. Many of the projects outside of the utilities wouldn’t happen without grant awards. Nearly one million (\$1M) in grants were awarded in the previous biennium.

Finally, and most importantly the Engineering group works closely with all Public Works operational staff on Citywide public works services. The team works well and trusts this group to implement what is necessary and directed and the engineering group completely trusts that the work is performed to the highest professional standards.

Staffing Level

	2018	2019	2020	2021	2022
Total FTE	.88	.88	.88	.88	.88

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Salaries & Wages	\$86,971	\$88,375	\$106,625	\$106,500	\$109,500	11%
Personnel Benefits	\$32,359	\$36,935	\$41,065	\$42,300	\$44,300	11%
Supplies	\$3,105	\$3,126	\$2,454	\$2,402	\$2,407	-14%
Services	\$106,710	\$78,503	\$88,178	\$73,602	\$98,997	4%
Interfund Services	\$0	\$0	\$0	\$22,227	\$21,198	
Total	\$229,144	\$206,939	\$238,322	\$247,031	\$276,402	16%

Significant Changes to Expenditures

The proposed budget includes a promotion from Assistant City Engineer to City Engineer, increasing the Salaries & Wages and Benefits categories in the table above.

In addition, prior to this budget, charges for internal services were allocated in one place as “non-departmental”. In the 2021/2022 budget, charges for internal services are allocated to each department, as indicated in the table above under the Interfund Services category.

2019/2020 Accomplishments

- Department staff assumed Emergency Management Operations for COVID-19 pandemic at the expense of other work plans and work programs
- Facilitated “Emergency Declaration” and operations for winter issues
 - 2019 – Snow event
 - 2020 – Flooding event
- Assured that buildings and structures are designed and constructed to comply with city, state and federal codes and standards
- Support the Building and Planning Departments with items outside the normal departmental duties for the benefit of entire development group
- Facilitated review and approval of over 108 acres of residential and mixed-use land development projects
- Supported administration in items not normal or programmed
- Participated and led Citywide Transportation Benefit District process and paperwork for documents to be placed on the ballot
- Participated in teamwide (Engineering, Building and Planning) implementation of electronic plan review for building permits including single point housed materials for review and correspondence
- Entered into contracts and completed > 50% of the work required with consultants on:
 - GIS-based infrastructure mapping improvements
 - Water Comprehensive Plan Update
 - Sewer System Capital Improvement program (CIP) and GFC Fee Update
- Submitted grant applications for:
 - King County CDBG, NE 142nd Place Sidewalk Improvement, \$280,000 *
 - TIB Urban Arterial, 3rd Avenue Improvements, \$4,000,000
 - TIB Arterial Preservation, \$460,000 (Bruett Road and Roney Road)
- Obtained grants for:
 - TIB Arterial Preservation, Overlay of Batten Road, \$385,000
 - TIB Complete Streets, 275th Avenue Sidewalk, \$200,000
 - 4Culture, Dougherty Farmhouse Roof Replacement, \$27,565
 - 4Culture, Dougherty Farmhouse Exterior Paint, \$14,300
 - WCIA Skate Park Fence Installation, \$9,500
 - NPDES Stormwater programming, \$25,000
 - Port of Seattle, Wayfinding Sign Renovation & Savor Snoqualmie., \$7,840
 - King County Youth Sports, Taylor Landing Equipment, \$35,000
 - King County Cooperative, McCormick Park Bank Study, \$30,000

TOTAL = \$739,205
- Other Accomplishments
 - Eagle Scout projects that include:
 - New Dog Park
 - Dog Park Fountain
 - Picnic Tables at BRBF
 - Fence Slats at BRBF
 - DCC Main Street Art Cedar Plank Replacement
 - DCC City Hall artwork
 - On-going City-wide surplus management

* Grant applied for and preliminarily awarded during the budget process.

2021/2022 Goals and Objectives

- Assure that buildings and structures are designed and constructed to comply with city, state and federal codes and standards
- Complete and implement a Utility Asset Management software tool
- Complete Sewer System Capital Improvement program (CIP) and GFC Fee Update
- Complete Water Comprehensive Plan Update
- Continue GIS-based infrastructure mapping improvements and evaluate and implement infrastructure asset-management software
- Continue to apply for all available and appropriate grant programs
- Continue to conduct thorough and timely reviews of projects within the City
- Continue to improve the departments function with efficiencies and technology by implementing a teamwide (Engineering, Building and Planning) use of electronic plan review for building permits
- Continue to work proactively with developers
- Emergency Management Operations and Plan Updates
- Support the Building and Planning Departments with items outside the normal departmental duties for the benefit of entire development group
- Update the comprehensive and all-inclusive Citywide Pavement Management System (PMS)

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Non-Departmental

Expenditure Summary

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Supplies	\$13,967	\$23,308	\$18,692	\$0	\$0	-100%
Services	\$46,232	\$53,473	\$119,257	\$0	\$0	-100%
Interfund Services	\$188,909	\$182,478	\$182,478	\$0	\$0	-100%
Transfers Out	\$324,587	\$469,942	\$469,942	\$348,347	\$340,280	-27%
Total	\$573,695	\$729,200	\$790,368	\$348,347	\$340,280	-73%

Significant Changes to Expenditures

In past budgets, expenditures categorized as non-departmental included items that were not department specific but were required and needed to carry out the duties and responsibilities of the City as a whole. This included such items as basic office supplies, postage, and communication expenses, as well as dues and membership fees for regional organizations. In the 2021/2022 budget these expenditures are either allocated to departments based on FTE or are being reported in the department that is responsible for the activity.

Remaining expenditures are transfers from the General Fund to the Street, Big Rock Ball Field, and Sensitive Areas Mitigation Fund to assist with operations, to the Debt Services Fund to transfer property taxes from a levy lift restricted for Main Street debt payments, and to the IT Equipment Fund to transfer tech fee revenue and property taxes from the levy lift that are restricted for IT improvements.

2021/2022 General Fund Transfers

Fund	2021 Transfer	2022 Transfer	Description
Street	\$5,000	\$5,000	To fund operating expenditures
Big Rock Park	\$15,000	\$15,000	To fund operating expenditures
Sensitive Areas	\$21,700		To fund required mitigation
IT	\$80,377	\$93,991	Transfer of IT Tech fee and IT levy lid lift proceeds
Debt Service	\$226,270	\$226,290	Big Rock Park principal and interest payments funded with levy lid lift proceeds

Contingency Fund

2021/2022 Proposed Budget Fund Summary

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations/ Expenditures	Estimated Ending Fund Balance
Contingency	\$ 497,314	\$ 2,657	\$ -	\$ 499,971

The Contingency Fund was approved by City Council in 2004 through Resolution 04-04 as part of the City’s fiscal policies. The Contingency Fund reserve is maintained in accordance with RCW 35.33.145 to cover unknown operational adjustments, service demands or opportunities which may arise during the year. Contingency Fund expenditures must be approved in advance by the City Council.

Contributions to the Contingency Fund are transferred from the General Fund when there is enough fund balance in the General Fund and the Contingency Fund balance is lower than the maximum allowed; thirty-seven and one-half cents (\$0.375) per thousand dollars of assessed value of property within the City.

The King County Assessor’s Office has provided the City with a preliminary assessed value for 2021 of \$1,532,521,920. Using the preliminary assessed value, the maximum fund balance of the Contingency Fund should not exceed \$574,696. The estimated beginning fund balance of the Contingency Fund is \$497,314. However, since the General Fund will have a negative operating margin in 2021 (more expenditures are budgeted than revenues) and will use fund balance to make up the difference, no transfers from the General Fund to the Contingency Fund are proposed in the 2021/2022 biennium.

If revenues are above projections, a budget adjustment will be made mid-biennium or at the end of the biennium to maximize the fund balance in the Contingency Fund.

Revenues

Category	2018 Actual	2019 Actual	2020 Estimate	2021 Budget	2022 Budget	Biennial % Δ
Miscellaneous Revenues	\$3,087	\$5,821	\$2,385	\$1,484	\$1,174	-67.6%
Transfers In	\$0	\$128,577	\$128,577	\$0	\$0	-100.0%
Total	\$3,087	\$134,398	\$130,962	\$1,484	\$1,174	-99.0%

Expenditures

No Contingency Fund expenditures are proposed for the 2021/2022 biennium.

Special Revenue Funds

Street Fund

2021/2022 Proposed Budget Fund Summary

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations/ Expenditures	Estimated Ending Fund Balance
Street	\$ 82,245	\$ 1,062,537	\$ 1,144,063	\$ 719

The City's Street Service program serves as a key resource for the community. This program is part of the Public Works Department and shares labor with parks, capital projects, and utility programs. This program provides quality services and safe roadway networks to residents, city employees, business owners, and visitors.

Streets Services maintains and improves more than thirty-six (36) centerline miles of roadway. The program performs regular maintenance of roads, shoulders, gravel base surfaces, traffic markings, signage, sidewalks and bicycle/pedestrian facilities, roadside vegetation control, snow and ice removal and control, sweeping, pot-hole repair, and public right-of-way street lighting. Much care and attention are taken in providing a neat, clean and well cared for roadway network.

The City's ability to maintain the current levels of service will continue to be a concern in coming years as existing facilities require increased maintenance and new facilities are added. Providing a dedicated revenue resource and implementing the pavement management program would significantly decrease our roadway maintenance needs and expenditures over the long term. Currently the roadway network is maintained without adequate funding and at minimum levels that do not cover annual needs for roadway reconstruction and pavement maintenance.

Staffing Level

	2018	2019	2020	2021	2022
Total FTE	2.475	2.45	2.45	2.63	2.63

Revenues

Category	2018 Actual	2019 Actual	2020 Estimate	2021 Budget	2022 Budget	Biennial % Δ
Taxes	\$288,971	\$301,459	\$311,431	\$327,214	\$340,303	8.9%
Licenses & Permits	\$15,615	\$17,364	\$8,136	\$15,000	\$15,000	17.6%
Intergovernmental	\$174,751	\$479,191	\$445,999	\$179,511	\$175,088	-61.7%
Miscellaneous Revenues	\$4,595	\$3,501	\$3,628	\$235	\$186	-94.1%
Transfers In	\$94,000	\$57,250	\$71,250	\$5,000	\$5,000	-92.2%
Total Street Fund	\$577,932	\$858,766	\$840,443	\$526,960	\$535,576	-37.5%

2021/2022 Street Fund revenues are budgeted \$628,405, or 37%, lower than the prior biennium, primarily due to \$599,301 in grant revenues budgeted for capital projects during the 2019/2022 biennium.

The Street Fund receives the majority of its revenues from 20% of regular levy property tax that is reported directly into the fund. Street Fund property tax is budgeted to increase by \$62,894, or 10%, over the prior biennium.

In addition to property tax, the Street Fund receives state shared motor vehicle taxes that are restricted in use for street operations and maintenance. As in the General Fund, the state shared revenue is allocated by population and revenue estimates are provided to the City. State shared revenue is budgeted to increase by \$28,710, or 8.8%, over the prior biennium.

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Salaries & Wages	\$204,688	\$205,768	\$220,732	\$224,500	\$231,500	7%
Personnel Benefits	\$95,166	\$95,004	\$98,796	\$104,000	\$110,000	10%
Supplies	\$23,535	\$35,769	\$14,631	\$32,079	\$32,318	28%
Services	\$135,074	\$140,457	\$401,048	\$132,235	\$134,887	-51%
Interfund Services	\$26,902	\$28,359	\$28,358	\$48,583	\$51,245	76%
Capital Outlay	\$0	\$356,704	\$124,748	\$0	\$0	-100%
Transfers Out	\$20,425	\$24,455	\$19,981	\$27,728	\$14,988	-4%
Total	\$505,790	\$886,516	\$908,294	\$569,125	\$574,938	-44%

Significant Changes to Expenditures

Expenditures in the Services category are higher in the 2019/2020 biennium due to the LED Street Light Conversion project.

Capital outlay for street improvements, such as the Batten Road Reconstruction project, were budgeted in the Street Fund in the 2019/2020 biennium. Similar projects are budgeted in 2021/2022 in either the Transportation Benefit District Fund, or the Street CIP Fund.

2019/2020 Accomplishments

- Annual upkeep of the program will be required
- Complete rehabilitation and overlay of Batten Road, a PMS priority project; utilizing grant resources
- Complete rehabilitation and overlay of Kennedy Drive, a PMS priority project; in conjunction with a water utility project
- Evaluation and update of the Pavement Management System to generate TBD projects
- Main Street South on-going maintenance and mitigation
- Significant roadway maintenance and tree/debris removal for safety and sight distance improvements on 278th & 142nd Place
- Submission of funding applications for:
 - 3rd Ave (143rd to Taylor) Improvement
 - 142nd Place sidewalks
 - Bruett / 152nd overlay
 - Roney overlay

2021/2022 Goals and Objectives

- Continue to utilize Interlocal agreements for construction and other roadway services (overlay and roadway striping) for road network
- Expand Crack Sealing Program with purchase of new crack sealing machine
- Investigate Fog Seal, Slurry Seal, and other pavement management and restoration techniques
- Keep equipment in good operating condition (crack sealer, rollers, paving equipment, vehicles, and trailers) increasing equipment lifespan
- Overlay roadways as possible, maintain at a minimum funding for grant match
- Pavement rating data, system wide inventory and GIS Input and calculations
- Provided costs to maintain the roadway network include financing options, and a system wide approach
- Ranked and prioritized pavement maintenance and restoration needs
- Update the Pavement Management System (PMS); for incorporation into work plan and Transportation Benefit District work to include:
- Work proactively to have efficient maintenance strategies to save fuel and labor time

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Transportation Benefit District Fund

2021/2022 Proposed Budget Fund Summary

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations/ Expenditures	Estimated Ending Fund Balance
Transportation Benefit Dist.	\$ 140,000	\$ 589,044	\$ 400,000	\$ 329,044

In 2019, Duvall residents approved Proposition 1, which imposed an additional retail sale and use tax of 0.2% within the City, to finance costs related to maintaining and improving the City’s transportation system and implementing the City’s transportation improvement program as approved by the Duvall City Council. This tax is paid by everyone, residents and non-residents alike, who make taxable purchases within the City. The 0.2% sales tax will be imposed for a period of 10 years, which started April 1, 2020. . This is the first budget cycle the City will use TBD revenue.

Revenues

Category	2018 Actual	2019 Actual	2020 Estimate	2021 Budget	2022 Budget	Biennial % Δ
Taxes	\$0	\$0	\$0	\$286,665	\$302,379	
Total TBD Fund	\$0	\$0	\$0	\$286,665	\$302,379	

The City’s Transportation Benefit District Fund is budgeted to receive \$589,044 in the 2021/2022 biennium. No revenues are currently budgeted for the 2019/2020 biennium as the City proposed the tax in 2019, which became effective in April 2020 after being approved by the voters. The revenue is restricted in use for maintaining and improving the City’s transportation system and implementing the City’s transportation improvement program as approved by the Duvall City Council.

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Capital Outlay	\$0	\$0	\$0	\$60,000	\$340,000	
Total	\$0	\$0	\$0	\$60,000	\$340,000	667%

More detail on the biennial projects can be found in the CIP section towards the end of the budget book.

2019/2020 Accomplishments

- Establishment of the program, presented for a vote of the people in November of 2019
- Revenue collection in June of 2020 (April sales tax revenue)

2021/2022 Goals and Objectives

- Facilitate the improvement of the roadway system specifically surfacing, throughout the City.
- Establish guiding principles for development and execution of TBD projects
- Utilize an updated PMS project list; identify, prioritize, and design multiple overlay or rehabilitation projects; repeating on an annual or biennial basis
- Utilize projects already designed, begin a regular cycle of overlay and rehabilitation projects that manages anticipated flow of TBD revenue

Building and Permit Fund

2021/2022 Proposed Budget Fund Summary

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations/ Expenditures	Estimated Ending Fund Balance
NEW Building & Permitting	\$ -	\$ 3,874,438	\$ 3,642,380	\$ 232,058

The Building Department ensures the safety and welfare of those who live, work, and visit Duvall by regulating the construction, use, and occupancy of buildings and structures through regulation management and interdepartmental assistance. Building Department staff ensures that building, electrical, mechanical, plumbing standards and other codes for construction, are met through plan review, permit issuance and on-site inspections. These steps are vital to ensure the life house safety measures are met to protect the City.

The City partners with Woodinville Fire district and King County Fire District 45 to conduct annual operation inspections of residential buildings.



The Permit Center is the location for finding and submitting applications and obtaining permits for development, right of way uses, and new water and sewer connections. The Permit Center is the permit processing conduit to the Engineering, Planning, and Public Works Departments. Permitting staff are dedicated to providing prompt and courteous service.

Staffing Level

	2018	2019	2020	2021	2022
Total FTE	1.675	2.15	2.65	3.14	3.14

Revenues

Category	2018 Actual	2019 Actual	2020 Estimate	2021 Budget	2022 Budget	Biennial % Δ
Licenses & Permits	\$330,907	\$239,167	\$410,313	\$406,723	\$418,920	27.1%
Charges for Goods & Services	\$189,733	\$134,289	\$263,711	\$1,524,189	\$1,524,607	666.0%
Transfers In	\$0	\$0	\$0	\$0	\$0	
Total Building & Permit Fund	\$520,640	\$373,456	\$674,024	\$1,930,912	\$1,943,527	269.9%

Prior to the 2021/2022 biennium, school impact fees were reported in the City’s Deposit Fund, a pass-thru fund for revenues and expenditures collected by the City on behalf of other governmental agencies. Since the City adopts school impact fees as part of its comprehensive plan, the fee revenue and expenditure incurred when sending the fee to the School District must be reported a revenue and expenditure by the City. The significant increase in the Charges for Goods and Services category above is due to the reporting of school impact fee revenue.

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Salaries & Wages	\$134,255	\$142,572	\$247,428	\$276,000	\$287,000	44%
Personnel Benefits	\$66,047	\$58,073	\$115,927	\$124,000	\$123,000	42%
Supplies	\$1,928	\$3,078	\$3,038	\$8,589	\$1,997	73%
Services	\$37,202	\$84,119	\$106,869	\$1,339,760	\$1,321,062	1293%
Interfund Services	\$0	\$0	\$0	\$40,801	\$36,261	
Capital Outlay	\$0	\$0	\$25,000	\$0	\$33,000	32%
Transfers Out				\$33,048	\$17,863	
Total	\$239,433	\$287,842	\$498,262	\$1,822,197	\$1,820,183	123%

Significant Changes to Expenditures

Proposed in the 2021/2022 budget is new Permit Specialist/Assistant Planner position. A portion of the position is budgeted in the Building and Permitting Fund (.5FTE), increasing Salaries & Wages and Benefits in 2021/2022.

The Supplies category is increased in 2021, to purchase ICC code books, which are updated every three years, as well as tablets for the Building Official and Building Inspector for on-site work.

As noted above under the Revenues section, the City is reporting school impact fees as a revenue when collected and an expenditure when passed on to the School District. The significant increase in the Services category in the table above is the result of this new way of recording and reporting the impact fees.

Since the Building Department has been pulled out of the General Fund, the proposed budget also includes transfers to the General Fund for administrative overhead costs as well as charges for services to the City’s internal service funds to pay for vehicle replacements, IT services and the Department’s share of repair and maintenance costs for facilities.

In addition, the proposed budget includes funding for a new vehicle in 2022.

2019/2020 Accomplishments

- Internally recruited and trained a building inspector
- Hired a permanent Plans Examiner that was promoted to Interim Building Official
- Building Inspector and Building Official certifications obtained
- Building Inspector completed residential plan review course and certification test
- Reviewed 720 permits (building, TI, ROW, etc.) in 2019/2020
- Issued approximately 651 permits in 2019/2020
- Completed multiple code enforcement cases
- Maintained review timelines of approximately two to four weeks, including Planning Department approvals associated with building permits in 2019. In 2020, workload extended building permit review times significantly
- Staff skills were enhanced to allow plan review and inspection to remain in house most of 2019/2020

- Answered technical questions related to building codes for the community, contractors, business owners and other public agencies
- Streamlined reviews by accepting permits electronically and processed permits more efficiently
- Completed and Implemented Woodinville Fire and Rescue Inter-local Agreement
- Implemented fire software
- Drafted and adopted COVID-19 procedures for employees' safety in the office and the field
- Draft and implement COVID-19 spoilage procedures for development

2021/2022 Goals and Objectives

- Purchase, train, and implement permit tracking system to improve all areas of the department (2021)
- Train and integrate the new Permit Specialist 1 into the Development Review Process and Permitting Counter Operations (2021-2022)
- Internal Promotions (Permit Specialist I to II in 2022)
- Internal Promotion of Building Inspector to (80% Building Inspector and 20% Plans Examiner in 2022)
- Review and update policy and procedures for permit applications and inspections
- Continue to conduct in house residential and commercial reviews in a timely and productive manner
- Review and update inspectors use of the latest technologies to improve productivity
- Draft, adopt, and implement amendments to the Building Code (2021)
- Complete additional Post Earthquake Structure Evaluation training and certification
- Project manage Code Enforcement Policy Update (2021/2022)

Big Rock Ball Park Fund

2021/2022 Proposed Budget Fund Summary

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations/ Expenditures	Estimated Ending Fund Balance
Big Rock Ball Park Maint.	\$ 78,388	\$ 387,608	\$ 308,323	\$ 157,674

Parks and recreation areas stimulate tourism, economic development and enhance the quality of life for our community. Big Rock Park is a key resource for our community and a unique portion of the parks program. This program is separated from the general “Parks Program” because it has dedicated City revenues from the General Fund and dedicated revenues from field rental.



Big Rock Park field improvements were completed in 2017. The improvements, funded by grants and by the voter-approved Levy #1, included installation of synthetic turf fields, bisecting pathways, overhead sports field lighting, fencing, ADA access from the existing parking lot, and installation of 13 new parking stalls.

After the 2017 project, a four-stall restroom and combination concession facility were installed as well as a maintenance shed with storage yard. The site also includes previously constructed Field 3 (grass full-sized baseball), a skatepark, graffiti wall, lawn areas, a playground, art, 113 parking stalls, and storm drainage facilities.

This program operates within the Public Works Department and shares labor between parks, utilities, and roadway programs throughout the City. Staff is dedicated to providing prompt and courteous service to its citizens and visitors. Considerable care and attention are taken in providing neat, clean and appealing parks to the community. With the addition of new facilities and increased usage, it has become difficult to maintain the current levels of service at Big Rock Park and throughout the system. The Big Rock Park program’s current staffing levels will continue to be a concern in coming years.

Staffing Level

	2018	2019	2020	2021	2022
Total FTE	.35	0.40	0.40	0.68	0.68

Revenue

Category	2018 Actual	2019 Actual	2020 Estimate	2021 Budget	2022 Budget	Biennial % Δ
Intergovernmental	\$0	\$0	\$0	\$116,000	\$116,000	
Charges for Goods & Services	\$115,683	\$101,782	\$93,218	\$25,000	\$100,000	-35.9%
Miscellaneous Revenues	\$250	\$1,091	\$638	\$340	\$269	-64.8%
Transfers In	\$0	\$58,124	\$73,624	\$15,000	\$15,000	-77.2%
Total	\$115,934	\$160,998	\$167,480	\$156,340	\$231,269	18.0%

Big Rock Ball Fields experienced a significant reduction in field rental revenue due to the COVID-19 pandemic in 2020. Revenue in 2021 has been adjusted down to 25% of normal revenue, anticipating that pandemic restrictions will continue throughout much of the year. Since Big Rock Ball Park Fund balance must retain 50% of rental revenues, which is restricted in use for replacement turf, Park Levy revenue received from King County will be temporarily received in the Big Rock Ball Park Fund for the 2021/2022 biennium to pay for operating costs. The revenue is budgeted in the Intergovernmental category in the Revenue table on the prior page. The Park Levy revenue decreases the transfer needed from the General Fund to meet the fund balance requirement.

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennia % Δ
Salaries & Wages	\$29,603	\$35,109	\$45,691	\$47,500	\$49,500	20%
Personnel Benefits	\$13,565	\$14,539	\$20,361	\$24,400	\$25,400	43%
Supplies	\$6,063	\$5,400	\$12,733	\$18,454	\$13,558	77%
Services	\$36,365	\$26,252	\$80,901	\$41,908	\$57,362	-7%
Interfund Services	\$2,554	\$5,487	\$5,486	\$9,771	\$9,517	76%
Capital Outlay	\$0	\$25,237	\$10,000	\$0	\$0	-100%
Transfers Out	\$0	\$4,001	\$3,269	\$7,110	\$3,843	51%
Total	\$88,150	\$116,024	\$178,441	\$149,143	\$159,180	4%

Significant Changes to Expenditures

No significant changes to expenditures are budgeted in 2021/2022.

2019/2020 Accomplishments

- Daily park inspection and minor maintenance, particularly within field turf areas, Monday through Friday and on weekends as required
- Mow, edge, weed, landscape, clean and remove trash, as well as maintain signage, irrigation, lighting, and service contracts
- Maintain field turf (remove leaves, brush, fill) at a high level to increase lifespan and reduce cost
- Keep equipment in good operating conditions (mowers, weed eaters, vehicles, trailers), improving performance and life span
- Increased number of hours the facility is rented to the community
- Created a “Friday Night Lights” program. The City lights up the property regardless of being rented for community use and enjoyment
- Clean and maintain storm drainage ponds on the property

2021/2022 Goals and Objectives

- Continue to increase the number of hours of field reservations annually
- Maintain the fields, facility and park assets to maximize their useful life
- Explore additional improvements at the site that will enhance the user experience and support increased use, including but not limited to:
 - Scheduling & reservation software
 - Install field lighting and synthetic turf on Field #3
 - Improve pathways on perimeter

- Install synthetic turf to replace grass in the warm up area between sidewalk and third baseline of Field #2 (will reduce weed intrusion and field maintenance costs)
- Install batting cage between sidewalk and 1st baseline of Field #3
- Install dugout rooftops on Field #2
- Provide frontage improvements including curb, gutter, sidewalk and parking
- Pave the maintenance shed storage yard and provide covered shelter for heavy equipment storage
- Renovate interior gates to fields
- New rake for synthetic turf
- Scoreboards installed
- Install WiFi on site
- Install Security Camera system in conjunction with WiFi
- Improved entrance sign
- Remove rockery in parking lot to add retaining wall and more parking
- Look at the City Park Plan and investigate park expansion via the adjacent property to the south.
- Accept online payments via credit card

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Sensitive Areas Mitigation Fund

2021/2022 Proposed Budget Fund Summary

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations/ Expenditures	Estimated Ending Fund Balance
Sensitive Areas Mitigation	\$ 9,378	\$ 21,992	\$ 31,200	\$ 170

In 2005, the City adopted sensitive area regulations that include performance-based standards and the opportunity for applicants to pay a fee in lieu for wetland and creek impacts upstream. The City approved the first off-site project; the Duvall Commons project, a mitigation project in the lower Thayer Creek Corridor. In 2021, the Planning Department will begin the implementation of the program or work with the City attorney to purchase mitigation credits.

Revenues

Category	2018 Actual	2019 Actual	2020 Estimate	2021 Budget	2022 Budget	Biennial % Δ
Miscellaneous Revenues	\$524	\$783	\$388	\$163	\$129	-75.1%
Transfers In	\$0	\$0	\$0	\$21,700	\$0	
Total	\$524	\$783	\$388	\$21,863	\$129	1778.2%

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Supplies	\$0	\$0	\$15,000	\$15,000	\$0	0%
Services	\$0	\$0	\$16,200	\$16,200	\$0	0%
Total	\$0	\$0	\$31,200	\$31,200	\$0	0%

Significant Changes to Expenditures

No change to expenditures.

2019/2020 Accomplishments

Discussed the best strategy to implement a program that does not have dedicated staff, sufficient resources for a project, and lacks internal expertise in wetland mitigation.

2021/2022 Goals and Objectives

- Purchase wetland credits from the Snohomish Mitigation Bank (ACOE and DOE certified).
- Close the City of Duvall off-site mitigation program.

Debt Service

2021/2022 Proposed Budget Fund Summary

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations/ Expenditures	Estimated Ending Fund Balance
2016 LTGO - Main St Debt Svc	\$ 21,321	\$ 974,914	\$ 974,914	\$ 21,321

The City’s Debt Service Fund was created to track payments for the City’s general obligation bonds issued to pay for the City’s Main Street Improvements and Big Rock Ball Fields projects. The Main Street portion of the bond debt is funded by transfers to the Debt Services Fund from street impact fees and REET I and REET II. The Big Rock Ball Park portion of the bond debt is funded by property tax from a lid lift passed by voters.

Also tracked in this fund is a State Local Program loan for a dump truck purchased in 2020. The payments for this debt are funded by a transfer from one of the City’s internal service funds, the Equipment Replacement Fund.

Revenue

Category	2018 Actual	2019 Actual	2020 Estimate	2021 Budget	2022 Budget	Biennial % Δ
Transfers In	\$476,677	\$471,937	\$488,397	\$487,258	\$487,656	1.5%
Total Debt Services Fund	\$476,677	\$471,937	\$488,397	\$487,258	\$487,656	1.5%

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Debt Service	\$476,677	\$475,520	\$483,359	\$487,258	\$487,656	2%
Total	\$476,677	\$475,520	\$483,359	\$487,258	\$487,656	2%

Utility Funds

Water Fund

2021/2022 Proposed Budget Fund Summary

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations/ Expenditures	Estimated Ending Fund Balance
Water	\$ 3,336,995	\$ 4,604,153	\$ 6,312,488	\$ 1,628,660

The Water Service program serves as a key resource for the community. This program is housed within the Public Works Department and shares labor between parks, utilities, and streets programs. This program provides the highest quality services for the City's residents, employees, business owners, and visitors. The program strives to enhance the City's infrastructure, while maintaining a safe and reliable water distribution system. The operation and maintenance budget for the water division is funded from monthly water user rates.

The water utility serves over 2,800 commercial and residential accounts, maintains approximately 40 miles of pipe network within five separate pressure zones, two storage reservoirs totaling 2.6 million gallons (MG), one pump station, three pressure relief stations and 12 pressure reducing stations. Much care and attention is taken to provide an efficient, clean and well cared for water distribution system.

Staffing Level

	2018	2019	2020	2021	2022
Total FTE	5.328	5.69	5.69	6.33	6.65

Revenues

Category	2018 Actual	2019 Actual	2020 Estimate	2021 Budget	2022 Budget	Biennial % Δ
Charges for Goods & Services	\$1,953,989	\$1,977,909	\$2,056,091	\$2,210,118	\$2,297,643	11.7%
Fines & Penalties	\$60,450	\$57,618	\$57,382	\$14,400	\$57,600	-37.4%
Miscellaneous Revenues	\$52,669	\$72,129	\$37,025	\$13,620	\$10,772	-77.7%
Total	\$2,067,108	\$2,107,656	\$2,150,498	\$2,238,138	\$2,366,015	8.1%

Water revenue charges for services are budgeted to increase over the prior biennium from new accounts due to development. Fines and penalties are budgeted lower in 2021 in anticipation of the Governor's mandated hiatus on late fees due to the COVID-19 pandemic. Revenue reported in the Miscellaneous Revenues category is investment interest, which is budgeted lower than in the 2019/2020 Biennium due to lower interest rates.

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Salaries & Wages	\$429,957	\$452,237	\$483,263	\$523,000	\$562,000	16%
Personnel Benefits	\$185,355	\$197,021	\$209,979	\$244,000	\$271,000	27%
Supplies	\$534,760	\$559,335	\$616,298	\$660,023	\$694,356	15%
Services	\$394,179	\$474,305	\$503,014	\$535,115	\$549,653	11%
Interfund Services	\$58,926	\$66,348	\$66,348	\$111,111	\$104,736	63%
Capital Outlay	\$93,860	\$340,661	\$162,520	\$325,000	\$28,000	-30%
Transfers Out	\$43,969	\$56,891	\$46,937	\$1,266,648	\$437,846	1542%
Total	\$1,741,006	\$2,146,796	\$2,088,361	\$3,664,897	\$2,647,591	36%

Significant Changes to Expenditures

The proposed budget includes a new Water Maintenance position, which increases the Salaries & Wages and Benefits categories over the prior biennium.

The increase in the Supplies category is partially due to the cost of water from the City of Seattle, which has increased with the rise in new accounts from development.

The Services category is higher in the 2021/2022 biennium from an increase in utilities to power pumps to meet the increase in demand due to growth.

Charges for internal services have also increased due to the need to fully fund equipment replacement costs and a change in the way vehicles, IT services and facility repairs and maintenance are allocated to departments.

The 2021/2022 budget includes \$353,000 in funding in the Capital Outlay category for a new utility billing/meter reading software that may save 500 hours of labor annually. See the Capital Improvement Section at the end of the budget book for more detail.

The Water Fund is budgeted to transfer \$1.6 million to the Water CIP Fund in the 2021/2022 biennium to fund improvements to infrastructure.

2019/2020 Accomplishments

- Completed the replacement of over 75% of the city’s water meters as required by Comprehensive Plan and to maintain accurate reading and revenue
- Kept equipment in good operating condition (service truck, vehicles, and trailers) improving performance and lifespan
- Work proactively to have efficient maintenance routines to save fuel and labor time
- Review all capital improvement plans and private development project plans
- Added testing stations and routine flushing to keep water quality metrics
- Participated in system management for rerouting water mains in the southern portion of the City through development system deployment
- Supported the Kennedy watermain replacement project removing the last active run of asbestos cement water pipe in the City besides the Tolt connection between Big Rock Road and the Tolt watermain.

2021/2022 Goals and Objectives

- Continue systematic water meter replacement as required by Comprehensive Plan and to maintain accurate reading and revenue
- Keep equipment in good operating condition (service truck, vehicles, and trailers) improving performance and lifespan
- Work proactively to have efficient maintenance routines to save fuel and labor time
- Review all capital improvement plans and private development project plans
- Attempt to reorganize personnel to provide a more complete service approach to the utility

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Sewer Fund

2021/2022 Proposed Budget Fund Summary

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations/ Expenditures	Estimated Ending Fund Balance
Sewer	\$ 2,626,293	\$ 5,556,604	\$ 4,804,734	\$ 3,378,163

The Sewer program serves as a key resource for the community. This program is housed within the Public Works Department and provides the highest quality services for City residents, employees, business owners, and visitors. The program strives to enhance the City’s infrastructure, while maintaining a safe and reliable sewer distribution and treatment system. Staff is responsible for meeting all requirements and permits regulated by state and federal governments for plant generated air, effluent, and solids. The operation and maintenance budget for the sewer division is funded from monthly sewer user rates.

The Sewer utility serves over 2,700 commercial and residential accounts and maintains approximately 32 miles of sewer collection pipe, five lift stations, and a Wastewater Treatment Plant (WWTP). Much care and attention is taken to provide an efficient, clean and well cared for sewer system. The City’s Wastewater Treatment Plant Group was awarded the “Outstanding WWTP” award from the Washington State Department of Ecology for 2019! There are more than 300 wastewater treatment plants in Washington and about a third of them are being recognized as they have met every single standard and deadline for the whole year.

Staffing Level

	2018	2019	2020	2021	2022
Total FTE	6.329	7.65	7.65	7.31	7.63

Revenues

Category	2018 Actual	2019 Actual	2020 Estimate	2021 Budget	2022 Budget	Biennial % Δ
Charges for Goods & Services	\$2,405,743	\$2,516,137	\$2,437,830	\$2,714,244	\$2,822,734	11.8%
Miscellaneous Revenues	\$32,810	\$50,168	\$26,759	\$10,959	\$8,667	-74.5%
Transfers In	\$0	\$0	\$217,396	\$0	\$0	-100.0%
Total Sewer Fund	\$2,438,553	\$2,566,304	\$2,681,985	\$2,725,203	\$2,831,401	5.9%

Increased revenue in 2021/2022 in the Charges for Goods and Services category is due to an anticipated increase in utility accounts from new development and the annual CPI-U.

Sewer revenue remaining in the City’s Bond Reserve Fund after debt was paid off was transferred back to the Sewer Fund in 2020. No transfers to the Sewer Fund are anticipated in 2021/2022.

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Salaries & Wages	\$605,552	\$600,002	\$665,998	\$661,000	\$705,000	8%
Personnel Benefits	\$254,820	\$253,191	\$294,410	\$292,000	\$322,000	12%
Supplies	\$95,297	\$85,107	\$60,073	\$72,013	\$72,890	0%
Services	\$738,615	\$871,360	\$865,115	\$829,354	\$853,347	-3%
Interfund Services	\$69,615	\$96,264	\$96,264	\$94,649	\$87,003	-6%
Capital Outlay	\$13,510	\$526,209	\$531,027	\$610,000	\$85,000	-34%
Transfers Out	\$52,230	\$76,506	\$62,508	\$77,023	\$43,454	-13%
Total	\$1,829,639	\$2,508,638	\$2,575,395	\$2,636,040	\$2,168,694	-5%

Significant Changes to Expenditures

Overall sewer operating expenditures are budgeted to decrease in the 2021/2022 budget, primarily due to fewer capital improvements budgeted in the operating fund.

The 2021/2022 Sewer Fund proposed budget has following capital projects, which are funded with sewer operating revenues:

Project Name	Project Cost
Inflow & Infiltration Design	\$ 75,000
UV System Replacement	\$ 300,000
Alley CIPP work	\$ 140,000
Blower Repair/Replace	\$ 30,000
Mobile Pump Unit	\$ 150,000

More detail about the projects can be found in the Capital Improvement Projects section of the budget book.

2019/2020 Accomplishments

- Awarded the “Outstanding WWTP” award from the Washington State Department of Ecology for 2019
- Kept equipment in good operating condition improving lifespan and performance
- Kept the City wastewater treatment plant in fine working order in the heaviest rains recorded in the winter of 2019/2020. Other agencies were overwhelmed and inundated, and our crew made sure we did everything possible to keep the plant up and running
- Semi-annual lift station, collection system and treatment plant cleaning including degreasing
- Staff continued to improve the facility and peripheral systems in the City
- Staff increased their training and certification licensure whereas all three WWTP personnel have Wastewater Operator 3 licenses from the state of Washington.
- Staff, in house, built the equipment hoist system for the recirculation pump skid replacement project. The staff provided the improvements and were able to purchase welding equipment at 25% of the bid price for the work

2021/2022 Goals and Objectives

- Complete Cure-In Place Pipe (CIPP) replacement within Old Town alleys to renew pipe integrity and reduce potential for water and root infiltration

- Continuation of semi-annual lift station, collection system and treatment plant cleaning and degreasing, semi-annual maintenance of emergency generators located at the treatment facility and lift stations and maintenance program for the treatment plant
- Keep equipment in a good operating condition (plant equipment, vehicles, and trailers) improving performance and lifespan
- Plan for replacing the 25-year old Ultraviolet Treatment (UV) components with variable intensity UV system for reliability, availability of replacement parts, and expanded capacity. This purchase may occur after completion of the Wastewater System Capital Improvement Program and Efficiency Update to allow for future recovery of capital costs associated with development
- Purchase an emergency pump trailer to provide 24-hour emergency response capabilities should a pump station fail, conveyance disruption requiring bypass pumping, construction work requiring bypass pumping, or overflow and required cleanup at the wastewater treatment plant

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Storm Drainage Fund

2021/2022 Proposed Budget Fund Summary

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations/ Expenditures	Estimated Ending Fund Balance
Storm Drainage	\$ 834,532	\$ 1,777,423	\$ 1,912,152	\$ 699,803

The Storm Drainage Service program serves as a key resource for our community. This program is housed within the Public Works Department and shares labor between parks, utilities, and streets throughout the City. The program is dedicated to providing the highest quality services for our citizens, City employees, business owners, and visitors. The program strives to enhance the City’s infrastructure and environment while maintaining a safe and reliable storm drainage collection & treatment system. The operation and maintenance budget for the storm division is funded from monthly storm fees.

The Storm utility serves over 2,800 commercial and residential accounts, maintains approximately 60 miles of storm drainage collection pipes and ditches, approximately 170 water quality treatment facilities (vaults, detention pipes, and ponds, etc.), and over 2,500 public and private catch basins. Much care and attention is taken in providing an efficient, clean and well-cared for storm system. Storm program activities are driven in large part by increasing federal and state regulations requiring compliance with the Clean Water Act and the City’s Phase II National Pollutant Discharge Elimination System (NPDES) permit.

Staffing Level

	2018	2019	2020	2021	2022
Total FTE	3.70	3.70	3.70	3.97	4.26

Revenues

Category	2018 Actual	2019 Actual	2020 Estimate	2021 Budget	2022 Budget	Biennial % Δ
Intergovernmental	\$58,722	\$16,278	\$25,000	\$25,000	\$25,000	21.1%
Charges for Goods & Services	\$745,272	\$775,001	\$763,473	\$843,717	\$877,465	11.9%
Miscellaneous Revenues	\$13,114	\$22,273	\$10,274	\$3,485	\$2,756	-80.8%
Total Storm Drainage Fund	\$817,109	\$813,551	\$798,748	\$872,201	\$905,221	10.2%

Revenue from Charges for Services is budgeted to increase in 2021/2022 from new housing development. The decrease in the Miscellaneous Revenues category is due to the decline in investment interest rates which are anticipated to remain low during the 2021/2022 biennium.

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Salaries & Wages	\$298,270	\$302,067	\$334,014	\$324,000	\$350,000	6%
Personnel Benefits	\$130,890	\$134,155	\$144,097	\$142,000	\$162,000	9%
Supplies	\$16,431	\$15,106	\$14,644	\$8,853	\$8,913	-40%
Services	\$187,020	\$218,429	\$208,868	\$298,658	\$321,652	45%
Interfund Services	\$40,017	\$43,379	\$43,380	\$76,884	\$73,203	73%
Capital Outlay	\$31,708	\$14,714	\$11,003	\$40,000	\$40,000	211%
Transfers Out	\$30,559	\$37,738	\$31,285	\$41,764	\$24,225	-4%
Total	\$734,895	\$765,588	\$787,291	\$932,159	\$979,993	21%

Significant Changes to Expenditures

The 2021/2022 Services category includes \$100,000 for a catch basin cleaning vector rental, needed until the City gets its own decant facility or finds a temporary stockpile location.

Charges for interfund services are budgeted to increase in 2021/2022 due to a push towards fully funding equipment replacement and a change in the way the City allocates its internal services charges.

2019/2020 Accomplishments

- Provided major ditch maintenance for flooding assistance and conveyance at two degraded, trouble spot locations
- Worked with commercial property owners on storm drain management compliance
- Reviewed all capital improvement plans and private development project plans. Always suggest and/or begin a review with, the emphasis of a low impact development (LID) approach to stormwater facilities
- Continued Development of Ecology NPDES Permit compliance
- Continued storm system catch basin annual cleanings
- Maintain runoff treatment facilities and the storm drainage collection system infrastructure

2021/2022 Goals and Objectives

- Continue the high-level of maintenance and operation of the utility as established in previous years
- Identify repetitive system “trouble spots” or deficiencies in the conveyance and collection system and plan a program of improvements
- Identify, evaluate, and seek funding for retrofit opportunities of existing storm facilities, using the adopted storm drainage management plan

Internal Service Funds

Equipment Replacement Fund

2021/2022 Proposed Budget Fund Summary

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations/ Expenditures	Estimated Ending Fund Balance
Equipment	\$ 336,117	\$ 719,532	\$ 558,465	\$ 497,184

The Equipment Fund is an internal service fund that is funded by charges for services to each department. Motorized vehicles or equipment that is over the City’s \$5,000 capital threshold are first purchased by the department that will use the vehicle or equipment. The replacement cost of the vehicle or equipment is then allocated to the department as a charge for service over the life of the vehicle or equipment, with the intent of having enough funds set aside when the vehicle or equipment needs to be replaced.

Average annual costs to repair and maintain vehicles or equipment are also allocated to departments as charges for services. In 2021 and 2022, the average cost of vehicle fuel will be allocated as a charge for service for the first time. Previously this cost was charged to departments as a separate expenditure but including fuel as a charge for service in the Equipment Fund will provide the City a better idea of how much it costs to maintain and run a vehicle.

Revenues

Category	2018 Actual	2019 Actual	2020 Estimate	2021 Budget	2022 Budget	Biennial % Δ
Intergovernmental	\$0	\$0	\$1,300	\$0	\$0	-100.0%
Charges for Goods & Services	\$121,851	\$182,575	\$182,574	\$349,950	\$366,627	96.2%
Miscellaneous Revenues	\$6,449	\$200,222	\$4,449	\$1,650	\$1,305	-98.6%
Total	\$128,300	\$382,797	\$188,323	\$351,600	\$367,932	26.0%

Revenues in this fund, the majority of which are from charges for services to City departments, are higher in the 2021/2022 budget than in the prior biennium, because the replacement cost of vehicles have not been fully funded in the past. Five percent of the unfunded portion will be allocated each year until the replacement cost of all vehicles are fully funded.

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Supplies	\$0	\$1,942	\$8,058	\$64,200	\$65,340	1195%
Services	\$76,536	\$101,360	\$76,740	\$75,000	\$75,000	-16%
Capital Outlay	\$81,907	\$302,852	\$188,770	\$148,500	\$94,000	-51%
Transfers Out	\$0	\$1,456	\$17,915	\$18,220	\$18,205	88%
Total	\$158,444	\$407,610	\$291,482	\$305,920	\$252,545	-24%

Significant Changes to Expenditures

Purchases for equipment that does not meet the City's threshold for capital assets have been moved to the respective departments for the 2021/2022 budget. The City continues to replace vehicles as needed. 2021/2022 replacement vehicles are noted in the 2021/2022 Goals and Objectives section on the following page.

2019/2020 Accomplishments

- Purchased the City's first, full size dump truck with snowplow and sanding unit to support the mobility and increase services to the community
- Purchased Public Work trucks several months in advance of the new year so delivery would occur after the new year but at 2019 prices for the 2020 budget cycle, saving several thousand dollars for the fund
- Replaced four Dodge Chargers for police use

2021/2022 Goals and Objectives

- Fully fund replacement costs over the next 20 years
- Replace the following vehicles and equipment:
- Public Works
 - X-Mark Mower-replaced with a 2021 Grasshopper M1 Series Commercial Riding Mower
 - Gravely Mower- replaced with a 2022 Commercial Riding Mower
 - Crack Seal Machine- replaced with a 2021 Crafcro SuperShot 60 Crack Seal Machine
 - 2004 Chevy Silverado- replaced with a 2021 Ford F150
 - 2006 Chevy Silverado- replaced with a 2022 Ford F150
- Police
 - 2013 Dodge Charger- replaced with a 2021 Dodge Charger
 - 2011 Chevy Tahoe- replaced with a 2021 Ford SUV
 - 2016 Ford Explorer- replaced with a 2022 Ford SUV

Information Technology Fund

2021/2022 Proposed Budget Fund Summary

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations/ Expenditures	Estimated Ending Fund Balance
IT	\$ 215,586	\$ 930,977	\$ 992,273	\$ 154,290

The Information Technology program is charged with operating and maintaining the City’s data networks, providing on-going software support for various enterprise and departmental systems as well as working cooperatively with departments to identify and adopt new technologies Citywide.

Duvall currently maintains intra-site fiber runs to 6 sites, 12+ network appliances, 16+ physical and virtualized server environments, 60+ workstations\laptops\mobile devices\MDT, 8+ major software systems (116+ total), VoIP and facility security system. These systems require constant monitoring, patching, software upgrades, reconfiguration, and maintenance. Other related activities include governance, purchase, disaster planning and recovery, compliance audits for system integrity and security and regulatory policies.

Revenues

Category	2018 Actual	2019 Actual	2020 Estimate	2021 Budget	2022 Budget	Biennial % Δ
Charges for Goods & Services	\$285,372	\$282,507	\$282,507	\$388,970	\$366,303	33.7%
Miscellaneous Revenues	\$2,135	\$4,171	\$2,100	\$746	\$590	-78.7%
Transfers In	\$0	\$0	\$0	\$80,377	\$93,991	
Total Fund	\$287,507	\$286,678	\$284,607	\$470,093	\$460,884	63.0%

Revenues in this fund, the majority of which are from charges for services to City departments, are higher in the 2021/2022 budget than in prior years, due to proposed increases in costs for the City’s contracted IT services. In addition, the IT tech fee that is added to the cost of obtaining a permit, and revenue from the City’s property tax levy lid lift reserved for IT improvements, is being transferred from the General Fund for the first time during the 2021/2022 biennium.

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Supplies	\$5,252	\$42,479	\$20,684	\$20,300	\$4,000	-62%
Services	\$205,022	\$209,106	\$251,458	\$376,670	\$366,303	61%
Capital Outlay	\$0	\$0	\$23,000	\$225,000	\$0	878%
Total	\$210,274	\$251,585	\$295,142	\$621,970	\$370,303	49%

Significant Changes to Expenditures

As noted above, the 2021/2022 budget includes proposed increases in the City’s contracted IT services in 2021/2022. In addition, the budget includes financial software implementation costs in 2021, and the anticipated increase in annual software maintenance costs expected with the new software.

2019/2020 Accomplishments

- Police MDC refresh - Complete
- City PC refresh
- City Fuel Kiosk project – Complete
- Covid-19 response
 - City Hall and Public Works conference room upfit
 - 12 laptops/tablets provisioned and deployed
 - 3 Desktops provisioned and deployed
 - VPN infrastructure upgraded and deployed
 - Set up 2nd office for Shops
- UPS replacement
- City WiFi infrastructure (in process)

2021/2022 Goals and Objectives

- Server Replacements
 - Rebuild the Virtual Server host cluster
 - Rebuild City virtual server images to latest OS versions
 - Active Directory refresh/cleanup
- Secure Network stack at PD
- Replace the current SAN architecture
- Implement Backup/Redundancy for the SAN
- Add additional 0.6 FTE to provide Tier 1 support for Duvall

Building Maintenance Fund

2021/2022 Proposed Budget Fund Summary

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations/ Expenditures	Estimated Ending Fund Balance
Building Maintenance	\$ 85,748	\$ 216,478	\$ 216,205	\$ 86,021

The Building Maintenance Fund is an internal service fund where costs for maintenance for the City’s different facilities are reported and tracked. The fund’s main source of revenue is from charges for services that are allocated to City departments based on use and FTE.

In prior years, capital projects related to facilities were also reported in this fund. In the 2021/2022 biennium, capital expenditures have been moved to a new Facilities CIP Fund, so that the cost and sources used to pay for the capital projects can be tracked separately.

Revenue

Category	2018 Actual	2019 Actual	2020 Estimate	2021 Budget	2022 Budget	Biennial % Δ
Charges for Goods & Services	\$148,604	\$133,064	\$133,064	\$125,258	\$90,142	-19.1%
Miscellaneous Revenues	\$1,549	\$3,061	\$1,492	\$602	\$476	-76.3%
Transfers In	\$0	\$0	\$27,565	\$0	\$0	-100.0%
Total	\$150,153	\$136,125	\$162,121	\$125,860	\$90,618	-27.4%

As noted above, the main source of revenue for this fund is charges for services allocated to City departments based on use. The budget for this type of revenue fluctuates depending on anticipated repairs and maintenance for the upcoming biennium.

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Supplies	\$855	\$560	\$2,039	\$7,300	\$7,300	462%
Services	\$107,240	\$88,304	\$112,575	\$118,573	\$83,032	0%
Capital Outlay	\$0	\$40,182	\$117,383	\$0	\$0	-100%
Total	\$108,095	\$129,047	\$231,997	\$125,873	\$90,332	-40%

Significant Changes to Expenditures

As noted above, expenditures related to capital outlay have been moved to the Facilities CIP Fund for the 2021/2022 Biennium.

2019/2020 Accomplishments

- The City engaged a consultant inspection company to inspect and provide recommendations on all City facilities. Upon completion of that task, staff have begun working to provide repairs to the City buildings.

2021/2022 Goals and Objectives

- Continue maintenance repairs identified for all facilities. Staff expect to work on the structures from the outside taking consideration for electrical and structural deficiencies first.

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Capital Improvement Funds

Facilities Capital Improvement Fund – NEW

2021/2022 Proposed Budget Fund Summary

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations/Exp enditures	Estimated Ending Fund Balance
NEW Facilities CIP	\$ -	\$ 870,000	\$ 870,000	\$ -

The Facilities Capital Improvement Project Fund is new for the 2021/2022 biennium. In the past, the City funded capital improvements to facilities in its Facilities internal service fund. Facilities capital expenditures have been moved to this fund to better track the cost of each project as well as the revenues used to fund the improvements.

Revenues reported in this fund are primarily transfers in from other funds but may include revenue from grants in the future.

Revenues

Category	2018 Actual	2019 Actual	2020 Estimate	2021 Budget	2022 Budget	Biennial % Δ
Transfers In				\$135,000	\$735,000	
Total Facilities CIP Fund	\$0	\$0	\$0	\$135,000	\$735,000	

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Capital Outlay	\$0	\$0	\$0	\$135,000	\$735,000	
Total	\$0	\$0	\$0	\$135,000	\$735,000	644%

Below is a summary of projects proposed for the 2021/2022 biennium and sources of funding. Project detail can be found in the Capital Improvement Projects section at the end of the budget book.

2021 -2022 Proposed Facilities Projects

Project Name	Project Cost	Revenue Sources	
		REET 2	Bond Proceeds
WWTP Office & Garage Remodel	\$ 660,000	\$180,000	\$480,000
City Hall Roof Replacements	\$ 25,000		\$25,000
City Hall Windows Replacement Project	\$ 36,000		\$36,000
City Hall Exterior Paint Project	\$ 15,000		\$15,000
City Hall HVAC	\$ 30,000		\$30,000
Police Department Interior/Exterior Paint Project	\$ 30,000		\$30,000
Police HVAC	\$ 30,000		\$30,000
Police Flooring Replacement Project	\$ 44,000		\$44,000
Total Facilities CIP	\$ 870,000	\$180,000	\$790,000

REET I

2021/2022 Proposed Budget Fund Summary

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations/Expenditures	Estimated Ending Fund Balance
Real Estate Excise Tax 1	\$ 1,385,375	\$ 791,423	\$ 1,061,977	\$ 1,114,822

Real Estate Excise Tax (REET I) is a 0.5% tax on the sale of real estate inside city limits and is restricted in use for long-range capital and infrastructure expenditures in accordance with RCW 82.45.060. REET I is the first half of the 0.5% collected (or 0.25%).

Capital projects are defined by RCW 82.46.010(6) as “those public works projects of a local government for planning, acquisition, construction, reconstruction, repair, replacement, rehabilitation, or improvement of streets; roads; highways; sidewalks; street and road lighting systems; traffic signals; bridges; domestic water systems; storm and sanitary sewer systems; parks; recreational facilities; law enforcement facilities; fire protection facilities; trails; libraries; administrative facilities, judicial facilities, river flood control projects...”.

REET funds are also restricted in use for capital projects that are listed in the Capital Facilities Plan Element (or adopted by reference therein) of the City’s Comprehensive Plan.

Revenues

Category	2018 Actual	2019 Actual	2020 Estimate	2021 Budget	2022 Budget	Biennial % Δ
Taxes	\$360,339	\$293,069	\$262,681	\$369,602	\$412,664	40.8%
Miscellaneous Revenues	\$12,842	\$21,900	\$11,260	\$5,113	\$4,044	-72.4%
Total REET I Fund	\$373,182	\$314,969	\$273,941	\$374,715	\$416,708	34.4%

The budgeted increase in REET I taxes is due to anticipated sales of new housing in both 2021 and 2022.

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Capital Outlay	\$98,876	\$1,706	\$0	\$0	\$0	-100%
Transfers Out	\$82,030	\$81,497	\$110,997	\$118,923	\$943,054	452%
Total	\$180,906	\$83,203	\$110,997	\$118,923	\$943,054	377%

Significant Changes to Expenditures

\$900,000 in REET is budgeted for use on the City’s 3rd Ave NE Roadway and Sidewalk Improvement project. In addition, REET I is transferred to the Debt Service Fund to pay for debt related to the Main Street Improvement project.

2019/2020 Accomplishments

- Paid debt related to the Main Street project

2021/2022 Goals and Objectives

- Continue to support the City’s capital needs with this fund
- Continue to monitor funds and potentially add construction projects from the City capital improvement project lists
- Pay City debt for the Main Street South project

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REET II

2021/2022 Proposed Budget Fund Summary

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations/Expenditures	Estimated Ending Fund Balance
Real Estate Excise Tax II	\$ 1,213,902	\$ 790,035	\$ 981,977	\$ 1,021,960

Real Estate Excise Tax (REET) is a 0.5% tax on the sale of real estate inside city limits and is restricted to expenditures on long-range capital and infrastructure needs in accordance with RCW 82.45.060. REET II is the second ½ of the 0.5% collected (or 0.25%).

Unlike REET I, REET II does not allow for the acquisition of land for parks.

Capital projects are defined by RCW 82.46.035(5) as “public works projects of a local government for planning, acquisition, construction, reconstruction, repair, replacement, rehabilitation, or improvement of streets, roads, highways, sidewalks, street and road lighting systems, traffic signals, bridges, domestic water systems, storm and sanitary sewer systems, and planning, construction, reconstruction, repair, rehabilitation, or improvement of parks.”

REET funds are restricted in use for capital projects that are listed in the Capital Facilities Plan Element (or adopted by reference therein) of the City’s Comprehensive Plan.

Revenues

Category	2018 Actual	2019 Actual	2020 Estimate	2021 Budget	2022 Budget	Biennial % Δ
Taxes	\$360,339	\$293,069	\$262,681	\$369,602	\$412,664	40.8%
Miscellaneous Revenues	\$12,842	\$21,900	\$9,405	\$4,338	\$3,431	-75.2%
Total Fund	\$373,182	\$314,969	\$272,086	\$373,939	\$416,095	34.6%

The budgeted increase in REET II taxes is due to anticipated sales of new housing in both 2021 and 2022.

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Capital Outlay	\$99,220	\$9,116	\$7,746	\$10,000	\$10,000	19%
Transfers Out	\$82,030	\$81,497	\$81,497	\$180,923	\$781,054	490%
Total	\$181,250	\$90,613	\$89,243	\$190,923	\$791,054	286%

Significant Changes to Expenditures

The 2021/2022 budget includes transfers out to capital improvement funds for the WWTP Office/Garage Remodel, the 3rd Ave NE Roadway and Sidewalk Improvement, and the NE 142nd PI Sidewalk Improvement projects. Transfers to the Debt Service Fund for debt related to the Main Street Improvement are also included in this budget.

2019/2020 Accomplishments

- Paid debt related to the Main Street project

- Funded the Dog Park project and Big Rock field privacy fencing

2021/2022 Goals and Objectives

- Support the City’s capital needs with this fund
- Pay City Debt for the Main Street project
- Provide support funding for Eagle Scout projects

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Main Street CIP

2021/2022 Proposed Budget Fund Summary

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations/Expenditures	Estimated Ending Fund Balance
Main Street Improvement	\$ 1,017,097	\$ 8,395	\$ 1,024,000	\$ 1,492

Historically the City has used a separate CIP fund to track large capital construction projects with appropriate fund transfers from the utility funds (for water, sewer and stormwater system work), Street Fund, REET funds and grant revenues.

Staff proposes to have the remaining project items installed via a publicly bid construction project. The remainder of the work pertains to three crosswalks with rapid flashing crosswalk beacons and a few speed identification signs. Most of the remaining work was provided in the original project’s installation.

Revenues

Category	2018 Actual	2019 Actual	2020 Estimate	2021 Budget	2022 Budget	Biennial % Δ
Miscellaneous Revenues	\$15,908	\$23,342	\$11,885	\$4,687	\$3,707	-76.2%
Total Main Street Fund	\$15,908	\$23,342	\$11,885	\$4,687	\$3,707	-76.2%

The Mainstreet Improvements Fund receives interest revenue on remaining bond proceeds, which is reported in the Miscellaneous Revenues category. Due to the current economic climate, interest rates have fallen and are expected to remain low during the 2021/2022 biennium.

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Personnel Benefits	\$9,180	\$272	\$0	\$0	\$0	-100%
Services	\$0	\$15,326	\$16,674	\$25,000	\$25,000	56%
Capital Outlay	\$466,926	\$38,591	\$136,409	\$284,000	\$0	62%
Transfers Out	\$0	\$0	\$0	\$135,000	\$555,000	
Total	\$476,106	\$54,188	\$153,083	\$444,000	\$580,000	137%

The proceeds from the bond issued for the Main Street project must be spent within a certain amount of time. This budget proposes using the bond proceeds remaining after expected project close out expenditures on projects to improve the City’s facilities, by transferring \$790,000 to the Facilities CIP Fund.

2021 -2022 Proposed Main Street Project

Project	Project Cost	Revenue Source
		Bond Proceeds
Main St. Final Construction & Beautification	\$ 284,000	\$284,000

More detail on the Main Street Final Construction and Beautification project can be found in the Capital Improvement Projects section of the budget book.

Street CIP

2021/2022 Proposed Budget Fund Summary

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations/Exp enditures	Estimated Ending Fund Balance
Street CIP	\$ 1,143,811	\$ 6,995,532	\$ 7,017,273	\$ 1,122,070

The capital side of the City’s Street Program serves as a key resource for the community. Street CIP projects are funded in part by Traffic Impact Fees (TIF), which are reported in the Charges for Goods and Service category. TIF revenues are received at the time of permit approval for commercial or residential construction.

The transportation element of the City’s Comprehensive Plan determines which projects are eligible for TIF funding. The list of eligible projects is updated annually. The City follows a six (6) year Transportation Improvement Plan (TIP) as required by WSDOT, provided by the Engineering Department for annual adoption. Capital projects include planning, acquisition, construction, or improvements of streets, lighting systems, traffic signals, bridges, trails, sidewalks projects as identified in the TIP.

Revenues

Category	2018 Actual	2019 Actual	2020 Estimate	2021 Budget	2022 Budget	Biennial % Δ
Intergovernmental	\$0	\$380,292	\$11,084	\$280,000	\$4,000,000	993.6%
Charges for Goods & Services	\$335,852	\$290,533	\$295,379	\$850,543	\$316,404	99.2%
Miscellaneous Revenues	\$8,813	\$19,339	\$9,616	\$4,794	\$3,791	-70.4%
Transfers In	\$0	\$0	\$0	\$158,000	\$1,382,000	
Total	\$344,665	\$690,163	\$316,079	\$1,293,337	\$5,702,195	595.2%

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Services	\$3,877	\$0	\$80,000	\$0	\$0	-100%
Capital Outlay	\$190,050	\$10,349	\$198,898	\$1,473,296	\$5,382,000	3176%
Transfers Out	\$82,030	\$81,497	\$81,497	\$80,923	\$81,054	-1%
Total	\$275,957	\$91,846	\$360,395	\$1,554,219	\$5,463,054	343%

On the next page is a summary of projects proposed for the 2021/2022 biennium and how the projects will be funded. The Capital Improvement Projects section at the end of the budget book provides more detail about the projects.

2021 -2022 Proposed Street Capital Improvement Projects

Project Name	Project Cost	Revenue Sources					
		REET I	REET 2	TIB Grants	Other Grants	Traffic Impact	Storm CIP
3rd Ave NE Roadway and Sidewalk Improvements	\$ 6,402,000	\$900,000	\$520,000	\$4,000,000		\$982,000	
142nd Sidewalk Extension	\$ 453,296		\$100,000		\$280,000	\$53,296	\$20,000

Parks CIP

2021/2022 Proposed Budget Fund Summary

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations/Exp enditures	Estimated Ending Fund Balance
Parks CIP	\$ 1,154,319	\$ 383,351	\$ 130,000	\$ 1,407,670

The capital side of the Parks Program serves as a key resource for the community. Projects in this fund are funded, in part, by Park Impact Fees (PIF). PIF revenues are receipted at the time of permit approval for residential/multi-family home construction.

The Parks and Recreation element of the City’s Comprehensive Plan determines which projects are eligible for PIF funding. The list of eligible projects is summarized in the Parks, Trails and Open Space plan (PTOS). Capital projects include planning, acquisition, construction, or improvements of parks related projects as identified in the PTOS.

Revenues

Category	2018 Actual	2019 Actual	2020 Estimate	2021 Budget	2022 Budget	Biennial % Δ
Intergovernmental	\$116,020	\$212,554	\$116,000	\$0	\$0	100.0%
Charges for Goods & Services	\$334,268	\$251,596	\$29,493	\$192,000	\$184,000	33.8%
Miscellaneous Revenues	\$12,447	\$16,141	\$8,211	\$4,104	\$3,246	-69.8%
Total	\$462,735	\$480,291	\$153,704	\$196,104	\$187,246	-39.5%

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Personnel Benefits	\$4,532	\$176	-\$176	\$0	\$0	-100%
Capital Outlay	\$746,262	\$157,498	\$13,018	\$100,000	\$30,000	-24%
Total	\$750,794	\$157,674	\$12,842	\$100,000	\$30,000	-36%

On the next page is a summary of projects proposed for the 2021/2022 biennium and how the projects will be funded. The Capital Improvement Projects section at the end of the budget book provides more detail about the projects.

Proposed Parks Capital Improvement Projects

Project Name	Project Cost	Revenue Sources	
		Park Impact	Park Levy
Taylor Park Wall Extension	\$ 15,000		\$15,000
Big Rock Play Area Sunshade & Safety	\$ 30,000	\$30,000	
Taylor Landing Electrical	\$ 10,000	\$10,000	
Judd Park Sunshade	\$ 35,000	\$35,000	
Big Rock Park - Security Camera	\$ 25,000	\$25,000	
Big Rock Park - Field 2 3rd Base Turf Replacement	\$ 10,000		\$10,000
Concession Improvements	\$ 5,000		\$5,000

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Water CIP

2021/2022 Proposed Budget Fund Summary

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations/Expenditures	Estimated Ending Fund Balance
Water CIP	\$ 1,028,215	\$ 3,186,356	\$ 4,034,311	\$ 180,260

The capital side of the Water program serves as a key resource for the community and its continual growth. This program is funded by water capital improvement connection fees, commonly called a General Facility Charge (GFC). GFC revenues are receipted at the time of permit approval for commercial or residential construction. The program strives to enhance the City's water system infrastructure by utilizing the facilities charges for system wide capacity improvements and replacement projects.

The six-year Capital Improvement Program (CIP) of the Water System Plan sets the path for projects within this fund. The list of eligible CIP projects is updated annually and provided to the Mayor and City Council for approval.

Revenues

Category	2018 Actual	2019 Actual	2020 Estimate	2021 Budget	2022 Budget	Biennial % Δ
Miscellaneous Revenues	\$379,956	\$476,637	\$759,344	\$785,900	\$800,456	28.3%
Transfers In	\$0	\$0	\$77,631	\$1,200,000	\$400,000	1961.0%
Total Water CIP Fund	\$379,956	\$476,637	\$836,975	\$1,985,900	\$1,200,456	142.6%

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Services	\$5,101	\$19,062	\$241,771	\$93,450	\$18,861	-57%
Capital Outlay	\$0	\$124,942	\$1,215,058	\$2,542,000	\$1,380,000	193%
Total	\$5,101	\$144,005	\$1,456,828	\$2,635,450	\$1,398,861	59%

Below is a summary of projects proposed for the 2021/2022 biennium and how the projects will be funded. The Capital Improvement Projects section at the end of the budget book provides more detail about the projects.

Proposed Water Capital Improvement Projects

Project Name	Project Cost	Water GFC
Tolt 2 supply line (R4)	\$ 1,854,000	\$1,854,000
F8 Water System Telemetry	\$ 388,000	\$388,000
F3, F4 Reservoir Recoating and Inlet/Outlet	\$ 1,680,000	\$1,680,000

Sewer CIP

2021/2022 Proposed Budget Fund Summary

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations/Exp enditures	Estimated Ending Fund Balance
Sewer CIP	\$ 703,470	\$ 2,131,361	\$ 1,117,799	\$ 1,717,032

The capital side of the Sewer program serves as a key resource for the community and its continued growth. This program is funded by sewer connection fees, commonly called a General Facility Charge (GFC). GFC revenues are received at the time of permit approval for construction projects including commercial or residential construction. The program strives to enhance the City's sewer system infrastructure and treatment process by utilizing the facilities charges for system wide capacity improvements and replacement projects.

The six-year Capital Improvement Program (CIP) of the Wastewater Facility Plan and Capital Facilities Element sets the path for projects within this fund. The list of eligible CIP projects is updated annually and provided to the Mayor and City Council for approval.

As the City grows, significant future projects will involve capacity related improvements at the Wastewater Treatment Plant (WWTP). Current capacity should be adequate for a population of approximately 9,000 with build out potential to provide process treatment capacity for a population of approximately 11,000.

Revenues

Category	2018 Actual	2019 Actual	2020 Estimate	2021 Budget	2022 Budget	Biennial % Δ
Miscellaneous Revenues	\$7,309	\$588,251	\$958,878	\$1,084,970	\$1,046,391	37.8%
Transfers In	\$0	\$0	\$0	\$0	\$0	
Total Sewer CIP Fund	\$7,309	\$588,251	\$958,878	\$1,084,970	\$1,046,391	37.8%

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Services	\$7,387	\$8,423	\$15,577	\$17,953	\$18,312	51%
Debt Service	\$334,555	\$334,555	\$337,797	\$341,588	\$339,946	1%
Capital Outlay	\$0	\$0	\$650,000	\$200,000	\$200,000	-38%
Total	\$341,943	\$342,978	\$1,003,374	\$559,541	\$558,258	-15%

Proposed Sewer Capital Improvement Projects

The 2021/2022 budget proposed one capital improvement project in the Sewer CIP Fund, Inflow Infiltration and Repair, at a cost of \$400,000, funded from GFCs.

The Capital Improvement Projects section at the end of the budget book provides more detail about the project, as well as other sewer capital improvement projects, budgeted in the Sewer Operating Fund.

Storm Drainage CIP

2021/2022 Proposed Budget Fund Summary

Fund	Estimated Beginning Fund Balance	Estimated Revenues	Appropriations/Exp enditures	Estimated Ending Fund Balance
Storm Drainage CIP	\$ 459,816	\$ 332,311	\$ 379,282	\$ 412,844

The capital side of the Storm drainage program serves as a key resource for the community and its continual growth. This program is funded by storm drainage area charges and a General Facility Charge (GFC) based on equivalent residential unit (ERU) of 3,000 square feet. Storm revenues are receipted at the time of final plat for residential developments and at building permit for commercial or stand-alone residential development not associated with a final plat. The program strives to enhance the City’s storm system infrastructure by utilizing the facilities charges for system wide capacity and replacement projects.

The six-year Capital Improvement Program (CIP) of the Surface and Stormwater Management Plan and Capital Facilities Element sets the path for projects within this fund. The list of eligible CIP projects is updated annually and provided to the Mayor and City Council for approval. Most projects identified over the past several years have been completed with grant funding.

Revenues

Category	2018 Actual	2019 Actual	2020 Estimate	2021 Budget	2022 Budget	Biennial % Δ
Miscellaneous Revenues	\$5,881	\$200,416	\$174,454	\$207,653	\$124,657	-11.4%
Transfers In	\$0	\$0	\$0	\$0	\$0	
Total	\$5,881	\$200,416	\$174,454	\$207,653	\$124,657	-11.4%

Expenditures

Category	2018 Actual	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted	Biennial % Δ
Services	\$0	\$2,109	\$1,891	\$2,119	\$2,163	7%
Capital Outlay	\$0	\$0	\$0	\$130,000	\$225,000	#DIV/0!
Total	\$0	\$2,109	\$1,891	\$152,119	\$227,163	244%

Below is a summary of projects proposed for the 2021/2022 biennium and how the projects will be funded. The Capital Improvement Projects section at the end of the budget book provides more detail about the projects.

Proposed Storm Drainage Capital Improvement Projects

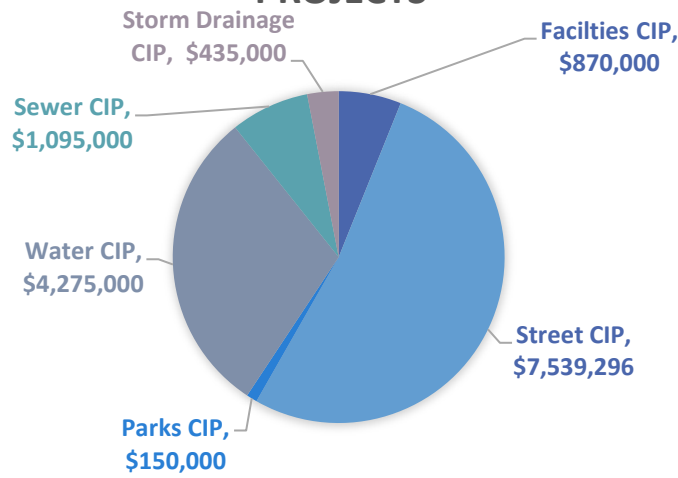
Project Name	Project Cost	Storm GFC
Parkwood & 142nd Capacity	\$ 200,000	\$200,000
Miller Street Conveyance Improvements	\$ 155,000	\$155,000

Capital Improvement Projects

The City proposes to spend \$14,364,296 in capital improvement projects proposed during the 2021/2022 biennium, with the highest amount being spent on street improvement projects and the 2nd highest amount being spend on improvements to the City’s water utility.

The following pages provide detailed project descriptions and information on how the City plans on funding the projects, including a CIP Sources and Use on the next page, which provides a snapshot of all projects and funding.

2021/2022 PROPOSED CAPITAL IMPROVEMENT PROJECTS



Capital Improvement Project Funding Summary

		General Fund	REET I	REET 2	Main Street Bond Proceeds	TIB Grants	Other Grants	TBD Sales Tax	Traffic Impact	Park Impact	Park Levy	Water Operating*	Sewer Operating*	Surface Water Operating*	Water CIP	Sewer CIP	Storm CIP		
Estimated Funds Available		\$55,000	\$2,014,822	\$1,841,960	\$975,492	\$4,000,000	\$280,000	\$729,044	\$2,148,782	\$1,396,765	\$133,554	\$4,284,485	\$2,852,276	\$1,125,200	\$4,214,571	\$2,834,831	\$792,127		
Fund	Project Cost	General Fund	REET I	REET 2	Bond Proceeds	TIB Grants	Other Grants	TBD Sales Tax	Traffic Impact	Park Impact	Park Levy	Water Operating	Sewer Operating	Surface Water Operating	Water CIP	Sewer CIP	Storm CIP	Total Sources	Variance
Facilities CIP																			
WWTP Office & Garage Remodel	303	\$ 660,000		\$180,000	\$480,000													\$ -	\$ -
City Hall Roof Replacements	303	\$ 25,000			\$25,000													\$ 660,000	\$ -
City Hall Windows Replacement Project	303	\$ 36,000			\$36,000													\$ 25,000	\$ -
City Hall Exterior Paint Project	303	\$ 15,000			\$15,000													\$ 36,000	\$ -
City Hall HVAC	303	\$ 30,000			\$30,000													\$ 15,000	\$ -
Police Department Interior/Exterior Paint Project	303	\$ 30,000			\$30,000													\$ 30,000	\$ -
Police HVAC	303	\$ 30,000			\$30,000													\$ 30,000	\$ -
Police Flooring Replacement Project	303	\$ 44,000			\$44,000													\$ 30,000	\$ -
Total Facilities CIP		\$ 870,000	\$ 0	\$ 180,000	\$690,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 870,000	\$ -
Street CIP																			
3rd Ave NE Roadway and Sidewalk Improvements	307	\$ 6,402,000	\$900,000	\$520,000		\$4,000,000			\$982,000									\$ 6,402,000	\$ -
142nd Sidewalk Extension	307	\$ 453,296		\$100,000			\$280,000		\$53,296								\$20,000	\$ 453,296	\$ -
Main St. Final Construction & Beautification	306	\$ 284,000			\$284,000													\$ 284,000	\$ -
Systemwide Asphalt Overlay Program	102	\$ 240,400						\$240,400										\$ 240,400	\$ -
Roadway Reconstruction	102	\$ 99,800						\$99,800										\$ 99,800	\$ -
ADA Ramp Replacement	102	\$ 59,800						\$59,800										\$ 59,800	\$ -
Total Street CIP		\$ 7,539,296	\$ 900,000	\$620,000	\$284,000	\$4,000,000	\$280,000	\$400,000	\$1,035,296	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$20,000	\$ 7,539,296	\$ -
Parks CIP																			
Scout Projects	305	\$ 20,000		\$20,000														\$ 20,000	\$ -
Taylor Park Wall Extension	308	\$ 15,000									\$15,000							\$ 15,000	\$ -
Big Rock Play Area Sun Shade & Safety	308	\$ 30,000								\$30,000								\$ 30,000	\$ -
Taylor Landing Electrical	308	\$ 10,000								\$10,000								\$ 10,000	\$ -
Judd Park Sun Shade	308	\$ 35,000								\$35,000								\$ 35,000	\$ -
Big Rock Park - Security Camera	308	\$ 25,000								\$25,000								\$ 25,000	\$ -
Big Rock Park - Field 2 3rd Base Turf Replacement	308	\$ 10,000									\$10,000							\$ 10,000	\$ -
Concession Improvements	308	\$ 5,000									\$5,000							\$ 5,000	\$ -
Total Parks CIP		\$ 150,000	\$ 0	\$20,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$100,000	\$30,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 150,000	\$ -
Sewer CIP																			
Inflow & Infiltration Repair	408	\$ 400,000														\$400,000		\$ 400,000	\$ -
Inflow & Infiltration Design	402	\$ 75,000											\$75,000					\$ 75,000	\$ -
UV System Replacement	402	\$ 300,000											\$300,000					\$ 300,000	\$ -
Alley CIPP work	402	\$ 140,000											\$140,000					\$ 140,000	\$ -
Blower Repair/Replace	402	\$ 30,000											\$30,000					\$ 30,000	\$ -
Mobile Pump Unit	402	\$ 150,000											\$150,000					\$ 150,000	\$ -
Total Sewer CIP		\$ 1,095,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$695,000	\$ 0	\$ 0	\$400,000	\$ 0	\$ 1,095,000	\$ -
Water CIP																			
Sensus FlexNet System	401	\$ 353,000										\$353,000						\$ 353,000	\$ -
Tolt 2 supply line (R4)	407	\$ 1,854,000													\$1,854,000			\$ 1,854,000	\$ -
F8 Water System Telemetry	407	\$ 388,000													\$388,000			\$ 388,000	\$ -
F3, F4 Reservoir Recoating and Inlet/Outlet	407	\$ 1,680,000													\$1,680,000			\$ 1,680,000	\$ -
Total Water CIP		\$ 4,275,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$353,000	\$ 0	\$ 0	\$3,922,000	\$ 0	\$ 0	\$ 4,275,000	\$ -
Storm Drainage CIP																			
Storm Facility Retrofits	404	\$ 40,000												\$40,000				\$ 40,000	\$ -
Small Neighborhood Projects	404	\$ 40,000												\$40,000				\$ 40,000	\$ -
Parkwood & 142nd Capacity	409	\$ 200,000															\$200,000	\$ 200,000	\$ -
Miller Street Conveyance Improvements	409	\$ 155,000															\$155,000	\$ 155,000	\$ -
Total Storm Drainage CIP		\$ 435,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$80,000	\$ 0	\$ 0	\$355,000	\$ 435,000	\$ -
Total 2019/2020 CIP	\$14,364,296	\$ 0	\$900,000	\$820,000	\$974,000	\$4,000,000	\$280,000	\$400,000	\$1,035,296	\$100,000	\$30,000	\$353,000	\$695,000	\$80,000	\$3,922,000	\$400,000	\$375,000	\$14,364,296	\$0
Estimated Ending Balance		\$55,000	\$1,114,822	\$1,021,960	\$1,492	\$ 0	\$ 0	\$329,044	\$1,113,486	\$1,296,765	\$103,554	\$3,931,485	\$2,157,276	\$1,045,200	\$292,571	\$2,434,831	\$417,127		

Facilities CIP

WTP Office & Garage Remodel

As a temporary measure, staff is proposing to reconstruct the interior of the existing WWTP office building. The site is fixed, the City will always own it and it has enough empty and wasted space to facilitate a remodel that can house the PW Engineering, Building and Planning teams.

This will also allow for upgrades and remodeling at the City Hall creating more space for growth. This remodel will accommodate employees until a permanent City Hall can be built.



<i>Budgeted Costs for 2021/2022</i>	
Category	Amount
Design & Engineering	\$50,000
Permit	\$10,000
Construction	\$600,000
Construction Mgmt.	\$0
TOTAL	\$660,000

<i>Funding Sources for 2021/2022</i>	
Category	Amount
REET2	\$180,000
Bond Proceeds	\$480,000
TOTAL	\$660,000

City Hall Repair Work

The existing City Hall has had deficiencies identified through a review and inspection of facilities by a third party in 2019. Staff proposes to repair and replace:

- Roof replacement
- Window replacement
- Exterior painting
- Heating, ventilation, and air conditioning system (HVAC)



<i>Budgeted Costs for 2021/2022</i>	
Category	Amount
Design & Engineering	\$0
Right of Way	\$0
Construction	\$106,000
Construction Mgmt.	\$0
TOTAL	\$106,000

<i>Funding Sources for 2021/2022</i>	
Category	Amount
Bond Proceeds	\$106,000
TOTAL	\$106,000

City Police Station Repair Work

The existing Police Station has had deficiencies identified through a review and inspection of facilities by a third party in 2019. Staff proposes to repair and replace:

- Exterior and interior painting
- Heating, ventilation and air conditioning system (HVAC) replacement
- Interior floor replacement



<i>Budgeted Costs for 2021/2022</i>	
Category	Amount
Design & Engineering	\$0
Right of Way	\$0
Construction	\$104,000
Construction Mgmt.	\$0
TOTAL	\$104,000

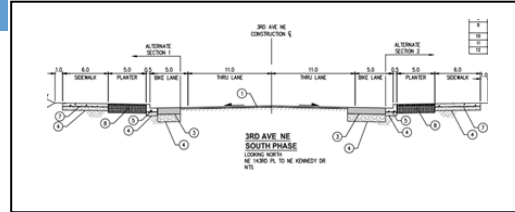
<i>Funding Sources for 2021/2022</i>	
Category	Amount
Bond Proceeds	\$104,000
TOTAL	\$104,000

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Street CIP

3rd Ave NE Roadway and Sidewalk Improvements

The City has identified this project as the highest priority within its transportation improvement program. The project includes safety & multi-modal improvements including sidewalk & planter strips, improved intersection controls, visibility, traffic calming, and bicycle lanes on both sides of the roadway providing connectivity between local centers. If the grant is awarded in the winter of 2020, design would ensue in 2021 and construction in 2022.



Budgeted Costs for 2021/2022

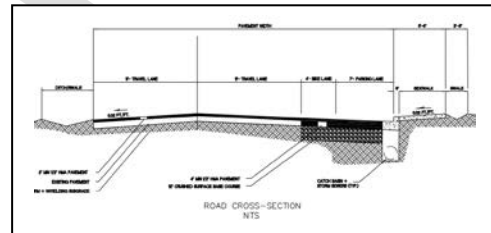
Category	Amount
Design & Engineering	\$946,000
Right of Way	\$74,000
Construction	\$4,680,000
Construction Engineering	\$702,000
TOTAL	\$6,402,000

Funding Sources for 2021/2022

Category	Amount
REET 1	\$900,000
REET 2	\$520,000
TIB Grants	\$4,000,000
Traffic Impact	\$982,000
TOTAL	\$6,402,000

142nd Sidewalk Extension

The NE 142nd Place Sidewalk Improvement Project, Phase 1, will address pedestrian safety and accessibility needs. NE 142nd place from 282nd Place NE then west to the 278th Avenue NE intersection is a two-lane asphalt paved right-of-way with multiple shoulder surfaces of grass, rock mud and open ditch. The current infrastructure does not provide a safe route for pedestrians and to those with disabilities. If the grant is awarded in the winter of 2020, design would ensue in 2021 and construction in late 2021.



Budgeted Costs for 2021/2022

Category	Amount
Design & Engineering	\$45,000
Right of Way	\$0
Construction	\$408,296
Construction Mgmt.	\$0
TOTAL	\$453,296

Funding Sources for 2021/2022

Category	Amount
Storm CIP	\$20,000
REET 2	\$100,000
Other Grants	\$280,000
Traffic Impact	\$53,296
TOTAL	\$453,296

Mainstreet Final Design

The final implementations are underway from the 2017 construction project. Additional approvals have been obtained from WSDOT for the installation of rapid flashing beacons (RRFB's) on Main Street at Valley Street, NE 145th and NE 143rd Place. Additionally, radar speed signs were part of the package.



Budgeted Costs for 2021/2022	
Category	Costs (% Marker)
Plank Art	\$29,000
Beatification	\$55,000
Construction	\$200,000
Construction Mgmt.	\$0
TOTAL	\$284,000

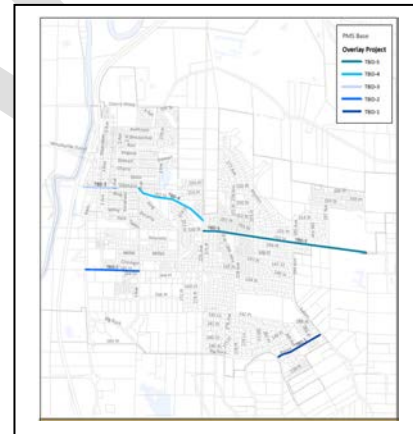
Funding Sources for 2021/2022	
Category	Funds (% Marker)
Bond Proceeds	\$284,000
TOTAL	\$284,000

Systemwide Asphalt Overlay Program

The implementation of the Transportation Benefit District (TBD) has used projected revenue and a proposed grant match to facilitate the construction of two projects, rather than one (or less). The two projects are:

TBD-1	RONEY ROAD	Big Rock Road To Batten Road	-Full Overlay
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TBD-4	BRUETT ROAD	3 RD PL TO 275 TH AVE	-Full Overlay
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Budgeted Costs for 2021/2022	
Category	Amount
Design & Engineering	\$0
Right of Way	\$0
Construction	\$240,400
Construction Mgmt.	\$0
TOTAL	\$240,400

Funding Sources for 2021/2022	
Category	Amount
TBD Sales Tax	\$240,400
TOTAL	\$240,400

Roadway Reconstruction

Funding of this budget line supports roadway preparation for the upcoming overlay program through the TBD. Work excavates out bad roadway section for rebuilding with appropriate materials prior to pavement overlay.



Budgeted Costs for 2021/2022	
Category	Amount
Design & Engineering	\$0
Right of Way	\$0
Construction	\$99,800
Construction Mgmt.	\$0
TOTAL	

Funding Sources for 2021/2022	
Category	Amount
TBD Sales Tax	\$99,800
TOTAL	\$99,800

ADA Ramp Replacement

Replace deficient ADA (Americans with Disabilities Act) crosswalk ramps that are associated with construction and overlay projects.



Budgeted Costs for 2021/2022	
Category	Amount
Design & Engineering	\$0
Right of Way	\$0
Construction	\$59,800
Construction Mgmt.	\$0
TOTAL	\$59,800

Funding Sources for 2021/2022	
Category	Amount
TBD Sales Tax	\$59,800
TOTAL	\$59,800

Parks CIP

Scout Projects

Funding will support partial funding needs for Eagle Scout related projects. 2019-2020 projects included:

- Dog Park
- Privacy screening at Big Rock Ball Field

Projects are typically unknown as we are approached throughout the year by Eagle Scout candidates.



<i>Budgeted Costs for 2021/2022</i>	
Category	Amount
Design & Engineering	\$0
Right of Way	\$0
Construction	\$20,000
Construction Mgmt.	\$0
TOTAL	\$20,000

<i>Funding Sources for 2021/2022</i>	
Category	Amount
REET 2	\$20,000
TOTAL	\$20,000

Taylor Park Wall Extension

The soldier pile retaining wall at Taylor Park was installed with grant dollars in 2014 to protect the park from landslides in the Coe Clemons Creek upland area. There has been movement over the last century which necessitated the installation of the soldier pile wall. With the heavy rains in 2019/2020 some earth slid and should be mitigated with additional wall lagging. Staff propose to complete the project inhouse.



<i>Budgeted Costs for 2021/2022</i>	
Category	Amount
Design & Engineering	\$0
Right of Way	\$0
Construction	\$15,000
Construction Mgmt.	\$0
TOTAL	\$15,000

<i>Funding Sources for 2021/2022</i>	
Category	Amount
Park Levy	\$15,000
TOTAL	\$15,000

Big Rock Play Area Sunshade & Safety

Staff propose providing some shading at the local parks to keep surface temperatures cool on the equipment in the summer and provide some rain cover for playground activities in the winter. Additionally, in this location the shade will help protect playground users from being hit by rouge base/soft balls.



Budgeted Costs for 2021/2022	
Category	Amount
Design & Engineering	\$0
Right of Way	\$0
Construction	\$30,000
Construction Mgmt.	\$0
TOTAL	

Funding Sources for 2021/2022	
Category	Amount
Park Impact	\$30,000
TOTAL	\$30,000

Taylor Landing Electrical

Community support of the Farmers Market has led to the need for electrical power at the Taylor Landing park site. The recent playground equipment replacement has increased the use and the Farmers Market is becoming additionally successful in this park. With the recent upgrades and relocation of the Farmers Market, adding electrical connections will make the park more convenient for users and help facilitate future park improvements.



Budgeted Costs for 2021/2022	
Category	Amount
Design & Engineering	\$0
Right of Way	\$0
Construction	\$10,000
Construction Mgmt.	\$0
TOTAL	\$10,000

Funding Sources for 2021/2022	
Category	Amount
Park Impact	\$10,000
TOTAL	\$10,000

Judd Park Sunshade

Community feedback has consistently shown that Judd Park has limited usability due to rainy or hot summer weather. To address this deficiency, a sun shade will be installed, thus increasing the usable hours of the park.



Budgeted Costs for 2021/2022	
Category	Amount
Design & Engineering	\$0
Right of Way	\$0
Construction	\$35,000
Construction Mgmt.	\$0
TOTAL	\$35,000

Funding Sources for 2021/2022	
Category	Amount
Park Impact	\$35,000
TOTAL	\$35,000

Big Rock Park - Security Camera

The City and community have invested over three million (\$3M) in this site’s improvements and security and video management of the site is necessary. Staff has proposed placement of security cameras on the property.



Budgeted Costs for 2021/2022	
Category	Amount
Design & Engineering	\$0
Right of Way	\$0
Construction	\$25,000
Construction Mgmt.	\$0
TOTAL	\$25,000

Funding Sources for 2021/2022	
Category	Amount
Park Impact	\$25,000
TOTAL	\$25,000

Big Rock Park – Field 2 3rd Base Turf Replacement

Provide funding for grass area outside the third base line where grass currently exists. Improvement to this area will reduce the spawn of weeds that cause additional field turf maintenance and provide an enhanced warm-up area for sports leagues.

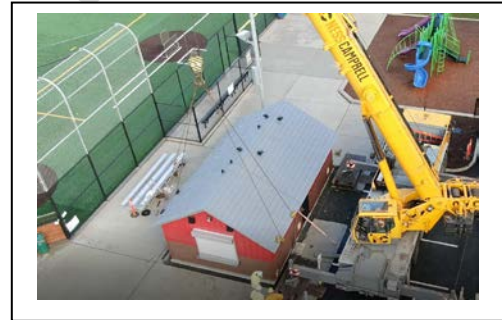


Budgeted Costs for 2021/2022	
Category	Amount
Design & Engineering	\$0
Right of Way	\$0
Construction	\$10,000
Construction Mgmt.	\$0
TOTAL	\$10,000

Funding Sources for 2021/2022	
Category	Amount
Park levy	\$10,000
TOTAL	\$10,000

Concession Improvements

This funding is intended as a match. The City hopes to partner with youth sports groups, who will use the concession stand to generate revenues, for the rest of the funding.



Budgeted Costs for 2021/2022	
Category	Amount
Design & Engineering	\$0
Right of Way	\$0
Construction	\$5,000
Construction Mgmt.	\$0
TOTAL	\$5,000

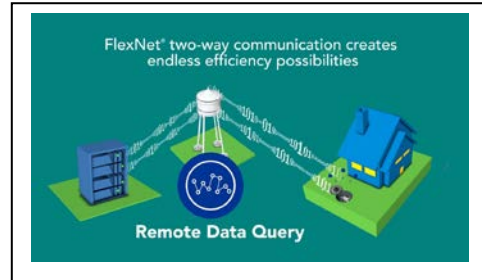
Funding Sources for 2021/2022	
Category	Amount
Park Levy	\$5,000
TOTAL	\$5,000

Water CIP

Sensus FlexNet System

Sensus metering technology combined with FlexNet communication network provides remote management and control of water distribution systems. Turn service on and off remotely, conduct on-demand readings and identify non-revenue water to boost operational efficiency and improve customer service.

This is expected to save almost 500 staff hours annually.



<i>Budgeted Costs for 2021/2022</i>	
Category	Amount
Design & Engineering	\$0
Right of Way	\$0
Construction	\$353,000
Construction Mgmt.	\$0
TOTAL	

<i>Funding Sources for 2021/2022</i>	
Category	Amount
Water Operating	\$353,000
TOTAL	\$353,000

Tolt 2 Supply Line (R4)

This project will include the replacement of approximately 2,800 linear feet of existing asbestos concrete water main, with a new High-Density Polyethylene (HDPE) line between Big Rock Road and the SPU pipeline. The Tolt 2 connection is an important supply line for the City’s water system. Design and permitting should be complete sometime in spring or summer of 2021 with construction planned to follow shortly after.

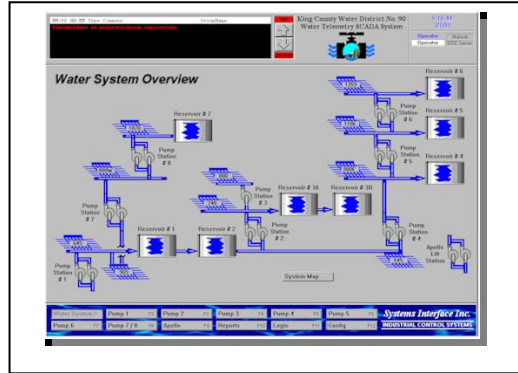


<i>Budgeted Costs for 2021/2022</i>	
Category	Amount
Design & Engineering	\$0
Right of Way	\$0
Construction	\$1,854,000
Construction Mgmt.	\$0
TOTAL	\$1,854,000

<i>Funding Sources for 2021/2022</i>	
Category	Amount
Water CIP	\$1,854,000
TOTAL	\$1,854,000

F8 Water System Telemetry

The SCADA Master Plan, which was developed by the City and its consultants in 2020; defined a plan to implement a reliable SCADA system using modern technology & functionality which will meet current needs – and remain resilient for future requirements. Final design and preparation of bid-ready documents is underway in late 2020. Implementation of this Master Plan and construction/installation is anticipated to occur rapidly in 2021 and 2022.



Budgeted Costs for 2021/2022	
Category	Amount
Design & Engineering	\$388,000
Right of Way	\$0
Construction	\$0
Construction Mgmt.	\$0
TOTAL	\$388,000

Funding Sources for 2021/2022	
Category	Amount
Water CIP	\$388,000
TOTAL	\$388,000

F3, F4 Reservoir Recoating and Inlet/Outlet

This project will include major CIP items such as recoating and repair, inlet/outlet modifications, pump station improvements, telemetry upgrades, and other associated maintenance activities. The project will enhance the operations and efficiency of the reservoir, benefitting the water system. Design is anticipated to begin late in 2020, and complete in summer or fall of 2021. Construction could begin in 2021 or in 2022 as best suits the utility. Budgeted costs are estimated by the water capital improvement program and will be updated when an engineer’s estimate is provided for; however, as part of project total costs, that were estimated with engineering, 10% construction contingency & sales tax.



Budgeted Costs for 2021/2022	
Category	Amount
Design & Engineering	
Right of Way	
Construction	
Construction Mgmt.	
TOTAL	\$1,680,000

Funding Sources for 2021/2022	
Category	Amount
Water CIP	\$1,680,000
TOTAL	\$1,680,000

Sewer CIP

Inflow & Infiltration Design

The City’s sewage collection system in “old town” was built mainly in the 1970’s. The pipes are short sections and non-gasketed. This means, they leak and let rainwater into the system. This is extra water for the City to receive at the WWTP and process which increases operational costs for power and other elements. Staff propose to work with our consultant to put a strategy and design package together to bid work out programmatically over the next five (5) years.



<i>Budgeted Costs for 2021/2022</i>	
Category	Amount
Design & Engineering	\$0
Right of Way	\$0
Construction	\$400,000
Construction Mgmt.	\$0
TOTAL	\$400,000

<i>Funding Sources for 2021/2022</i>	
Category	Amount
Sewer CIP	\$400,000
TOTAL	\$400,000

Inflow & Infiltration Repair

Begin to implement and deploy an I & I strategy to reduce runoff infiltration into the storm system.



<i>Budgeted Costs for 2021/2022</i>	
Category	Amount
Design & Engineering	\$0
Right of Way	\$0
Construction	\$75,000
Construction Mgmt.	\$0
TOTAL	\$75,000

<i>Funding Sources for 2021/2022</i>	
Category	Amount
Sewer Operating	\$75,000
TOTAL	\$75,000

UV Systems Replacement

The Ultraviolet (UV) light disinfection system at the wastewater treatment plant needs to be replaced. This is part of the City’s wastewater effluent treatment process and Department of Ecology operations permit.



Budgeted Costs for 2021/2022	
Category	Amount
Design & Engineering	\$0
Right of Way	\$0
Construction	\$300,000
Construction Mgmt.	\$0
TOTAL	\$300,000

Funding Sources for 2021/2022	
Category	Amount
Sewer Operating	\$300,000
TOTAL	\$300,000

Alley CIPP Work (I & I)

The City sewage collection system in “old town” was built mainly in the 1970’s. The pipes are short sections and non-gasketed. This means, they leak and let rainwater into the system. This is extra water for the city to receive at the WWTP and process which increases operational costs for power and other elements.

The old town alley’s also need tree removal and some access re-establishment to be included in costs.



Budgeted Costs for 2021/2022	
Category	Amount
Design & Engineering	\$0
Right of Way	\$0
Construction	\$140,000
Construction Mgmt.	\$0
TOTAL	\$140,000

Funding Sources for 2021/2022	
Category	Amount
Sewer Operating	\$140,000
TOTAL	\$140,000

Blower Repair/Replace

Replace blower motors at the WWTP that are at the end of their service life.



Budgeted Costs for 2021/2022	
Category	Amount
Design & Engineering	\$0
Right of Way	\$0
Construction	\$30,000
Construction Mgmt.	\$0
TOTAL	\$30,000

Funding Sources for 2021/2022	
Category	Amount
Sewer Operating	\$30,000
TOTAL	\$30,000

Mobile Pump Unit

The mobile pump unit is for emergency sewer operations. It can assist in “lifting” sewage from lift stations, to the nearby gravity sewer mains when necessary to avoid overflows.



Budgeted Costs for 2021/2022	
Category	Amount
Design & Engineering	\$0
Right of Way	\$0
Construction	\$100,000
Construction Mgmt.	\$0
TOTAL	\$100,000

Funding Sources for 2021/2022	
Category	Amount
Sewer Operating	\$100,000
TOTAL	\$100,000

Storm Drainage CIP

Storm Facility Retrofits

Periodically, the City upgrades and replaces stormwater features that require reconstruction. There are plenty of candidates and we work on the ones with the most urgent need. A retrofit from this year will lead to a project in the next biennium.



<i>Budgeted Costs for 2021/2022</i>	
Category	Amount
Design & Engineering	\$0
Right of Way	\$0
Construction	\$40,000
Construction Mgmt.	\$0
TOTAL	\$40,000

<i>Funding Sources for 2021/2022</i>	
Category	Amount
Surface Water Operating	\$40,000
REET 2	\$0
TIB Grants	\$0
Traffic Impact	\$0
TOTAL	\$40,000

Small Neighborhood Projects

Periodically, the City upgrades and replace stormwater features that require reconstruction. There are plenty of candidates and staff work on the ones with the most urgent need. A retrofit from this year will lead to a project for next year.

There are three cross culverts stacked on top of each other on Miller Street, east of 3rd Lane. This work will require a new culvert to be installed replacing the damaged and decaying existing pipes.

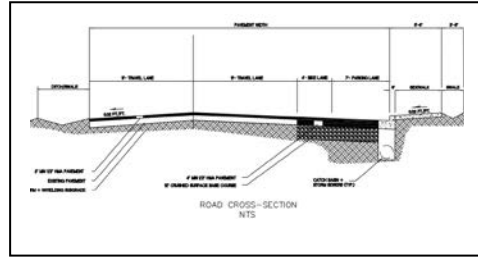


<i>Budgeted Costs for 2021/2022</i>	
Category	Amount
Design & Engineering	TBD
Right of Way	
Construction	
Construction Mgmt.	
TOTAL	\$40,000

<i>Funding Sources for 2021/2022</i>	
Category	Amount
Surface Water Operating	\$40,000
TOTAL	\$40,000

Parkwood & 142nd Capacity

Stormwater improvements on 142nd to mitigate flows to Parkwood’s system. This would be in conjunction with the 142nd /278th sidewalk extension project.



Budgeted Costs for 2021/2022	
Category	Amount
Design & Engineering	\$400,000
Right of Way	\$0
Construction	\$0
Construction Mgmt.	\$0
TOTAL	\$400,000

Funding Sources for 2021/2022	
Category	Amount
Storm CIP	\$200,000
TOTAL	\$200,000

Miller Street Conveyance Improvements (aka Carrie Rae subdivision)

Staff will be researching the best approach on how to handle the continual and ever-expanding surface water drainage issues in this neighborhood. The original configuration of this neighborhood consisted of a normally crowned road with shoulders and roadside ditches. Over time, some of the adjacent property owners have changed the original configuration of the drainage course by adding non-consistent pipe sections and wholly and partially filling in ditches causing flooding and drainage conveyance issues.



Budgeted Costs for 2021/2022	
Category	Amount
Design & Engineering	\$30,000
Right of Way	\$0
Construction	\$125,000
Construction Mgmt.	\$0
TOTAL	\$155,000

Funding Sources for 2021/2022	
Category	Amount
Storm CIP	\$155,000
TOTAL	\$155,000

Financial Policies

The City's financial policies are summarized below. The City follows all federal, state, and local rules, regulations, ordinances and resolutions as applicable. Copies of resolutions and policies are attached.

Annual Budget, RCW 35A.33

The Revised Code of Washington (RCW) mandates the City's budget procedures. The budget, as adopted annually by the City Council, constitutes the legal authority for expenditures and is prepared on the cash basis. The City's budget is adopted at the fund level and expenditures may not legally exceed appropriations at that level of detail. Appropriation authority for all funds lapses at year-end.

Fiscal Policies — Reserve Requirements, Resolution 04-04

The City has established a Contingency Fund for unknown operational adjustments, service demands, or opportunities which may arise during the year. All expenditures from the Contingency Fund shall have the prior approval of the City Council. The total amount held in the Contingency Fund shall not exceed thirty-seven and one-half cents per thousand dollars of assessed valuation of property within the City.

The City has also established a 17% reserve in the General Fund to provide sufficient cash flow to meet the financial needs of the fund based upon the total operating expenses for the fund. The reserve will be shown as a restricted ending fund balance and will be calculated upon the fund's total expenditure budget, minus capital expenses and interfund operating transfers.

An equipment reserve for the City's vehicles and other fixed assets is also to be maintained at a level sufficient to meet scheduled equipment replacements so as to sustain an acceptable level of municipal services and sustain the effective operation of the City's assets. At no time shall this reserve be less than \$200,000.

In addition, Utility Fund reserves will be maintained to provide sufficient cash flow to meet the financial needs of any unforeseen emergency. For annual budgeting purposes, the reserves will be shown in each fund as a restricted ending fund balance. The Storm Drainage Fund reserve was established in 2007 at \$250,000; the Sewer Fund reserve was established in 2009 at \$800,000; and the Water Fund reserve was established in 2011 at \$600,000. These amounts are adjusted each year by the annual percentage change in the Seattle-Tacoma CPI-U (July-June).

All contributions to and expenditures drawn from reserve funds and accounts shall require prior City Council approval unless previously authorized by the City Council in the annual budget.

Debt Policies, RCW 39.36 and Resolution 05-01

The Revised Code of Washington (RCW39.36) establishes the legal debt limits for cities. Specifically, this RCW provides that debt cannot be incurred in excess of the following percentages of the value of the taxable property of the City: 1.5% without a vote of the people; 2.5% with a vote of the people, 5.0% with a vote of the people, provided the indebtedness in excess of 2.5% is for utilities; and 7.5% with a vote of the people, provided the indebtedness in excess of 5.0%, is for parks or open space development.

The City has established a policy that long-term debt is to be issued solely for the purpose of financing the cost of design, acquisition and/or construction of capital projects defined in a Capital Facilities Plan and

City Council shall approve indebtedness. The City may legally issue debt using only the debt instruments shown in the City’s Debt Policy and the City shall comply with all covenants and conditions contained in governing law and any legal documents entered into at the time of a bond offering. The City reviews and updates its debt policy every two years.

Investment Policy, Resolutions 01-07 and 11-04

The City policy is to invest public funds in a manner which will provide maximum security with the highest investment return while meeting the daily cash flow demands of the City and conforming to all state and local statutes governing the investment of public funds per RCW 35.39.030.

The primary objectives, in priority order, of the City’s investment activities shall be:

1. Safety
2. Liquidity
3. Yield

Authority to manage the City’s investment program is derived from Resolution 01-07 and is delegated to the Finance Director. The Finance Director is charged with the responsibility of reporting to the Finance Committee each quarter.

The Investment Policy is to be reviewed on an annual basis by the Finance Committee and any modifications must be taken to the City Council for approval.

Annual Inflationary Adjustments for Fees and Charges, Resolution 11-02

The annual inflationary adjustments for various fees and charges including impact fees, facility charges, utility rates, and permit fees are summarized in Resolution 11-02 and provides for an annual adjustment based on specific cost indexes as listed in the resolution.

Community Grant Funding Program, Resolution 11-12

The City Policy limits the annual funding allocation for Community Events and Human Services to 1% of total current year General Fund budgeted resources, excluding beginning fund balances. The funds shall be distributed from the Community Events and Services department of the General Fund. Disbursements of funds shall be on a reimbursement basis. Funds shall only be available for disbursement during the year for which they are originally granted.

Administration of the program shall be at the discretion of the Mayor. A Grant Review Committee shall meet to review the applications and recommend to the City Council the level of funding based on the criteria set forth. Funding oversight and authority is vested solely with the whole City Council and will be awarded following consideration of the Grant Review Committee’s recommendations.

City staff shall submit a report on all events funded and the amount of funds disbursed to the City Council prior to the end of each year of funding.

Other Financial Policies

There are other contracts and agreements that the City has approved and authorized that must be followed and will have fiscal impact, such as collective bargaining agreements, leases, long term water supply agreements, and PWTf loans.

Position Allocations

2021 Position Allocations

			Salary & Benefit Splits by Department														
			Exec	Fin & Admin	Plan	Build	Police	SRO	Civil Service	Parks	Cult Comm	Eng.	Street	Big Rock	Water	Sewer	Storm
Dept	Title	FTE															
Management Team	Police Chief A	0.50					50%										
	Police Chief B	0.50					50%										
	Public Works Director	1.00							5%			25%	10%		22%	22%	17%
	Finance Director	1.00		52%											18%	18%	12%
	Community Development Director	1.00	5%		70%	15%									4%	4%	2%
Community Dev.	Permit Specialist	1.00				60%							8%	3%	10%	10%	10%
	Senior Planner	1.00			100%												
	Building Inspector	1.00				100%											
	Assistant Planner	0.50			50%												
	Permit Specialist B	0.50				30%						4%	1%	5%	5%	5%	
	Intern	0.10			10%												
	Building Official	1.00				100%											
Finance & Admin	Administrative Assistant III	1.00		31%											23%	23%	23%
	City Clerk	1.00		50%											17%	17%	16%
	Accountant	1.00		52%											18%	18%	12%
	Accounting Associate 2	0.50		26%											9%	9%	6%
	Intern	0.10		10%													
	Accounting Associate 1	1.00		26%											28%	28%	19%
Police	Police Officer 1	1.00					100%										
	Police Officer 2	1.00					100%										
	Police Officer 3	1.00					100%										
	Police Officer 4	1.00					100%										
	Police Officer 5	1.00					100%										
	Police Officer 6	1.00					100%										
	Police Officer 7	1.00					100%										
	DRSO Officer	1.00						100%									
	Police Officer 8 - New recruit	0.50					50%										
	Lieutenant A	0.50					50%										
	Lieutenant B	1.00					100%										
	Sergeant A	1.00					100%										
	Sergeant B	1.00					100%										
	Police Records Clerk	1.00					100%										
Engineering	Public Works Superintendent	1.00								5%	10%	25%	5%	25%	13%	18%	
	Project Manager A	1.00							3%	5%	5%	7%	5%	25%	28%	18%	
	City Engineer	1.00				5%					20%	3%		33%	20%	20%	
	Executive Assistant to PW Director	1.00								3%	18%	20%		20%	20%	20%	
	Intern	0.10									10%						
	Project Manager B	1.00								3%	10%	20%		28%	28%	13%	
Public Works	Public Works Supervisor	1.00								25%		20%	10%	25%	8%	13%	
	Public Works Crew Lead A	1.00								20%		20%	3%	15%	8%	35%	
	Public Works Crew Lead B	1.00								15%		10%	3%	55%	8%	10%	
	Maintenance Worker II A	1.00								3%		20%		45%	8%	25%	
	Maintenance Worker II B	1.00								45%		20%	5%	13%	8%	10%	
	Maintenance Worker I A	1.00								20%		23%	3%	28%	8%	20%	
	Maintenance Worker I B	1.00								25%		20%	3%	30%	8%	15%	
	Maintenance Worker I C	1.00								25%		20%	3%	30%	8%	15%	
	Maintenance Worker I Parks	1.00								75%			25%				
	Seasonal Worker	1.00								15%		15%	5%	10%	10%	45%	
H2O	Maintenance Worker I F	1.00												100%			
WWTP	WWTP Operator III A	1.00														100%	
	WWTP Operations Manager	1.00														100%	
	WWTP Maintenance Worker I E	1.00														100%	
	WWTP Operator III B	1.00														100%	
46.80			0.05	2.47	2.30	3.10	13.00	1.00	0.03	2.88	0.05	0.98	2.64	0.71	6.33	7.31	3.97

2022 Position Allocations

			Salary & Benefit Splits by Department														
			Exec	Fin & Admin	Plan	Build	Police	SRO	Civil Service	Parks	Cult Comm	Eng.	Street	Big Rock	Water	Sewer	Storm
Dept	Title	FTE															
Management Team	HR/City Admin	1.00	50%	50%													
	Police Chief	1.00					100%										
	Public Works Director	1.00								5%		25%	10%		22%	22%	17%
	Finance Director	1.00		52%											18%	18%	12%
	Community Development Director	1.00	5%		70%	15%									4%	4%	2%
Community Dev.	Permit Specialist II	1.00				60%							8%	3%	10%	10%	10%
	Senior Planner	1.00			100%												
	Building Inspector	0.80				80%											
	Plan Review	0.20			20%												
	Assistant Planner	0.50			50%												
	Permit Specialist B	0.50				30%						4%	1%	5%	5%	5%	
	Intern	0.10			10%												
Building Official	1.00				100%												
Finance & Admin	Administrative Assistant III	1.00		31%											23%	23%	23%
	Administrative Assistant I	1.00		31%											23%	23%	23%
	City Clerk	1.00		50%											17%	17%	16%
	Accountant	1.00		52%											18%	18%	12%
	Accounting Associate 2	0.50		26%											9%	9%	6%
	Intern	0.10		10%													
	Accounting Associate 1	1.00		26%											28%	28%	19%
Police	Police Officer 1	1.00					100%										
	Police Officer 2	1.00					100%										
	Police Officer 3	1.00					100%										
	Police Officer 4	1.00					100%										
	Police Officer 5	1.00					100%										
	Police Officer 6	1.00					100%										
	Police Officer 7	1.00					100%										
	Police Officer 8	1.00					100%										
	DRSO Officer	1.00						100%									
	Lieutenant A	1.00					100%										
	Sergeant A	1.00					100%										
	Sergeant B	1.00					100%										
	Police Records Clerk	1.00					100%										
	Engineering	Public Works Superintendent	1.00								5%	10%	25%	5%	25%	13%	18%
Project Manager A		1.00							3%	5%	5%	7%	5%	25%	28%	18%	
City Engineer		1.00				5%					20%	3%		33%	20%	20%	
Executive Assistant to PW Director		1.00								3%	18%	20%		20%	20%	20%	
Intern		0.10									10%						
Project Manager B		1.00								3%	10%	20%		28%	28%	13%	
Public Works	Public Works Supervisor	1.00								25%		20%	10%	25%	8%	13%	
	Public Works Crew Lead A	1.00								20%		20%	3%	15%	8%	35%	
	Public Works Crew Lead B	1.00								15%		10%	3%	55%	8%	10%	
	Maintenance Worker II A	1.00								3%		20%		45%	8%	25%	
	Maintenance Worker II B	1.00															
	Maintenance Worker I A	1.00								25%		20%	3%	30%	8%	15%	
	Maintenance Worker I B	1.00								20%		23%	3%	28%	8%	20%	
	Maintenance Worker I C	1.00								45%		20%	5%	13%	8%	10%	
	Maintenance Worker I Parks	1.00								75%			25%				
	Seasonal Worker	1.00								15%		15%	5%	10%	10%	45%	
H2O	Maintenance Worker I F	1.00												100%			
WWTP	Waste Water Treatment Plant Ope	1.00														100%	
	Waste Water Treatment Plant Ope	1.00														100%	
	Maintenance Worker I E	1.00														100%	
	Waste Water Treatment Plant Ope	1.00														100%	
48.80			0.55	3.28	2.50	2.90	13.0	1.00	0.03	2.63	0.05	0.98	2.44	0.69	6.26	7.47	4.05