

2021

# CITY OF WASHOUGAL ADOPTED BUDGET



1701 C Street

Washougal, Washington 98671

(360) 835-8501

<http://cityofwashougal.us>

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To the Mayor, City Council & Residents of Washougal:

I am pleased to present the proposed City of Washougal 2021 Budget. The proposed 2021 budget allows us to maintain existing services levels and implements the Council's priorities to maintain service levels and make targeted investments to enhance services and amenities in our community.

The ongoing COVID-19 pandemic caused us to pause initiatives and projects as we refocused our efforts on response to the public health emergency. As we look to 2021, we are planning to resume these initiatives and projects, some of which are already underway now in late 2020. We will approach these efforts in 2021 conservatively, moving cautiously as we emerge from the social and economic uncertainty we are currently facing.

With this underpinning approach, we can maintain our current service levels in all program areas in 2021. We remain conservative in our revenue estimates and in our expenditure control. In addition to maintaining current service levels, the proposed 2021 budget addresses important Council and community priorities by investing in important capital facilities projects and enhancing community livability.

In determining its priorities for the 2021 budget, the Council considered and was guided by our Strategic Plan, our capital facilities plans, the input from the community reflected in the 2018 and 2020 Community Surveys and other feedback received by the City. Several priorities have emerged from Council's consideration of the budget: maintaining core services, continuing our enhanced Pavement Management Program, increased attention to community aesthetics, enhanced community engagement and investment in our parks, facilities, street and utility systems and infrastructure. To ensure that we can maintain our current service levels, provide these important service enhancements and make additional investments, the 2021 operating budget assumes that the Council will adopt a 1% increase in our overall property tax levy and that voters will support the renewal of the levy lid lift for Fire and Emergency Medical Services.

Construction of the Schmid Ballfields Phase 3 project and the Washougal Waterfront Trail, which will extend the Waterfront Trail from the Washougal Waterfront Park at the Port to our downtown, via Steamboat Landing and the Pedestrian Tunnel, are the highlights of our Capital Budget this year. We were able to secure critical funding to assist in advancing these and other important projects thanks to our partners in the State Legislature and our recent success in receiving grant funding and state appropriations.

Highlights from the 2021 budget and their alignment with the Priority Pillars in our Strategic Plan include:

Pillar #1: Communication and Pillar #2: Community Engagement

- Continuing emphasis on communications, including implementation of staffing adjustments intended to enhance our efforts in communicating and engaging with our community
- On-going community events (consistent with COVID-19 guidelines)

Pillar #3 Core Services – Transportation and Public Infrastructure, Parks and Open Space

- Continued enhanced Pavement Management Program
- Update to Transportation Improvement Plan
- Evergreen/39<sup>th</sup> Street realignment
- 30% design for 32nd St. railroad underpass
- Updates to Utility Master Plans
- Water, Wastewater and Storm Drainage system improvements
- Update to Parks Comprehensive Plan
- Schmid Ballfields Phase 3 Improvements construction
- Waterfront Trail construction completion (construction currently underway)
- Jemtegaard Trail construction completion (construction currently underway)
- Hamlik Park Improvements (scope pending grant application)

Pillar #3 Core Services – Community Livability and Services

- Maintain existing service levels across all programs
- Focus on enhanced efforts in community aesthetics and code compliance
- Building Repairs to Social Services Building (scope pending grant application)
- Support for East County Family Resource Center, ReFuel Washougal, and Community Education

Pillar #4 Economic Development

- Continued partnership with CREDC
- Tourism promotion

Under the leadership of the Mayor and Council, we can propose a balanced baseline operating budget which maintains all existing service levels for 2021. Enhanced services in response to community and Council priorities are contemplated depending upon how we emerge from the economic uncertainty we are experiencing. The 2021 budget also allows us to continue advancing our capital facilities efforts, delivering important projects.

I would like to thank the Council for their leadership and efforts in identifying priorities and providing policy guidance. I would also like to thank the men and women of the City staff, who work hard every day to deliver outstanding customer service. I am especially grateful for the initiative and innovation shown by Team Washougal during this past year in the face of a global pandemic unprecedented in our lifetimes. And, thank you to the many volunteers who serve on our boards and commissions and in support of the various programs that make Washougal a great community.

Respectfully Submitted,



David Scott  
City Manager

# City of Washougal

## 2021 Budget

### Vision Statement

Washougal will be a safe and economically vibrant community that successfully balances growth and expanding opportunity with fiscally responsible services while preserving the best qualities of small-town living.

### Values – Community and Organizational

Community	Organizational
Community involvement	Strong leadership
Quality education	Accountability
Safe community	Customer orientation
Small-town feel	Excellent services
Strong economy	Integrity

### Mission Statement

Our mission is to provide leadership and effective, fiscally responsible services that achieves our community's vision.

Vision, Values, and Mission Statements

Adopted by the Elected Officials of

The City of Washougal

Via the Strategic Plan on

February 4, 2013

(Resolution 1063)

City of Washougal  
1701 S Street  
Washougal, WA 98671  
(360) 835-8501



## Directory of Officials

### ELECTED OFFICIALS

### TERM

#### Mayor

Molly Coston

2018-2021

#### Council Members

Position #1: Brent Boger

2012-2021

Position #2: Michelle Wagner

2020-2023

Position #3: Paul Greenlee

2007-2021

Position #4: Alex Yost

2020-2023

Position #5: Molly Coston

2020-2023

Position #6: Julie Russell

2018-2021

Position #7: Ernie Suggs

2020-2023

### APPOINTED OFFICIALS

#### Position

#### Name

City Manager

David Scott

Public Works Director

Trevor Evers

Finance Director/City Clerk

Jennifer Forsberg

Chief of Police

Wendi Steinbronn

Community Development Director

Mitch Kneipp

Human Resource Director

Jeanette Cefalo

City Attorney

Kenneth Woodrich

## Distinguished Budget Presentation Award

The Government Finance Officers' Association (GFOA) of the United States and Canada presented a Distinguished Budget Presentation Award to the City of Washougal, Washington for its annual budget for the fiscal year beginning January 1, 2020.

In order to receive this award, a governmental entity must publish a budget document which meets program criteria as a policy document, operations guide, financial plan, and a communication device. This award is valid for one year at which time the City will submit its budget document for review again.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

## *Distinguished Budget Presentation Award*

PRESENTED TO

**City of Washougal  
Washington**

For the Fiscal Year Beginning

**January 1, 2020**

*Christopher P. Morill*

Executive Director



2021 City Organizational Chart



## **Washougal Government: Mayor, Council, Boards, Community and Council Committees**

The City of Washougal is a full-service city operating as a Non-Charter Code City, under the council-manager form of government. The City Manager is appointed by the full council and serves as the City's Chief Executive, assisted by six department directors. The Council is comprised of seven members elected at-large on a non-partisan basis for four-year overlapping terms, and serves as the City's legislative body. Two members of the Council are elected by the Council to serve as Mayor and Mayor Pro Tem. The Council has the authority to formulate and adopt city policies and the Manager is responsible for carrying them out. The Mayor attends and presides over Council meetings, but also is entitled voting on the issues. The City Council holds two regular meetings and workshops every month. A Council workshop precedes the regular meetings, which occur at 7 pm on the second and fourth Monday of each month. All Council meetings are open to the public and held at City Hall, 1701 C Street.

The City of Washougal has several Boards, Commissions, and Committees. Some of the Boards, Commissions and Committees are required by state law, others were created by the Council to serve as advisory bodies to the Mayor, City Administration, and the Council. The following is a listing of the various Boards, Committees and Commissions:

### **Standing Committees of the Council:**

#### **Finance Committee**

The Finance Committee approves all City expenditures in detail prior to accounts payable going to City Council for final approval to Council pursuant to WMC 2.04.050.

#### **Public Safety Committee**

The Public Safety Committee is one of four standing council committees each consisting of three members of the council pursuant to WMC 2.04.050.

#### **Public Works Committee**

The Public Works Committee is one of four standing council committees each consisting of three members of the council pursuant to WMC 2.04.050.

#### **Community Development Committee**

The Community Development Committee is one of four standing Council committees each consisting of three members of the Council pursuant to WMC 2.04.050.

#### **Ad Hoc Budget Committee**

The Ad Hoc Budget Committee consisting of all seven members of the Council was formed in 2014. The Committee was formed to discuss budget line items in detail without dominating City Council Workshops, leaving adequate time for other important City business.

**Commissions and Committees required by state law:****Planning Commission**

The Planning Commission makes recommendations to the City Council on rezone applications and legislative items such as vision statements, comprehensive plan amendments, and code amendments. The Planning Commission consists of nine members; eight members are appointed by the Mayor and confirmed by the City Council; with the Mayor serving as an ex officio member. Members are residents of the City of Washougal; two of the positions may be within the Urban Growth Boundary, and serve for six-year terms. Additional information can be found at WMC 2.12.

**Salary Commission**

The Salary Commission reviews the salaries paid by the City to the City's elected officials. The five commission members are residents and registered voters of the City, and are appointed by the Mayor with approval of the City Council. Members serve for four-year terms. Additional information can be found at WMC 2.118.

**Civil Service Commission**

The Civil Service Commission makes general rules and regulations implementing the WMC and state laws. The commission is comprised of three appointees designated by the mayor for six-year terms. At the time of appointment not more than two commissioners shall be adherents of the same political party. Additional information can be found at WMC 2.16.

**Lodging Tax Advisory Committee**

This Committee is for the purpose of approving local tourism activity applications utilizing the Hotel/Motel tax received by the City from our two local hotels. The Committee is represented by one member from each local hotel, a person from a tourism business, general public member, and one City Council appointed official.

**Boards and Committees created by Council:****Parks Board**

The Park Board of Commissioners is comprised of seven members appointed by the Mayor, approved by the City Council. Six shall be residents of the City and one may be a nonresident within the Urban Growth Boundary. The term of office is three years. This volunteer board makes recommendations to the City Council. Additional information can be found at WMC 2.20.

**Cemetery Board**

The Cemetery Board is appointed by the Mayor and consists of five members plus a nonvoting council liaison; four members shall be residents of the City and one member may be a nonresident. Appointments for this board shall be ratified by the City Council. Seats are filled for an unexpired term. This volunteer board makes recommendations to the City Council. Additional information can be found at WMC 2.44.

**Shoreline Review Committee**

The Shorelines Management Review Committee consists of the Community Development Director, Community Development Committee member, and a member of the Planning Commission. The committee determines if a shoreline substantial development permit application is significant or non-significant and hence the application process. Additional information can be found at WMC 16.16.30.

### **Arts Commission**

The Arts Commission consists of the no fewer than five but no more than nine members, who shall be appointed by the Mayor, with approval of the Council. The commission's primary duty is to identify and actively encourage the development and sustainability of the arts in the City. Additional information can be found at WMC 2.120.

## **About the City of Washougal**

The City of Washougal, known as the "Gateway to the Gorge," is located 15 minutes west of Portland International Airport, which serves major airlines for domestic and international travel. Washougal is located on the banks of the Columbia River and borders the Gorge National Scenic Area to the east and is a popular tourist and adventure sports area. The Washougal River, which joins the Columbia River here, is noted for its excellent fishing, as is the Columbia. The City has a population of approximately 16,133.

### **HISTORICAL POPULATION**

<u>Year</u>	<u>City of Washougal</u>	<u>Clark County</u>
2020	16,120	495,055
2019	16,107	488,241
2018	16,049	481,857
2017	15,711	474,643
2016	15,560	461,010
2015	15,170	451,820
2014	14,910	442,800
2013	14,580	435,500
2012	14,340	431,250
2011	14,210	428,000
2010	14,095	425,363

\*Of the 2020 population –

- Largest racial/ethnic groups are White (88.38%) followed by Asian (3.53%).
- Average household income of Washougal residents is \$112,608; however, 7.35% of Washougal residents live in poverty.
- Median age for Washougal residents is 39.4 years.

In 1880, the town of Washougal was platted out by two steamship captains. These captains also built a new dock which had year-round deep water since the landing could not be reached by steamships during low water. A store and post office were also built in 1880. A hotel and bar were added shortly

thereafter. By the end of 1881, Washougal was the main settlement in the area, with two stores, a hotel, bar, butcher shop, two blacksmiths, a wharf and several homes.

In 1897, a flouring mill was built along the Washougal River at River Road. In August of 1898, a bridge replaced the ferry that crossed there. In March of 1899, a Portland industrialist built a creamery. Washougal incorporated in 1908, and currently operates under the Mayor-Council form of government.

The town had telephone service and in 1909 a railroad was built through town. Several Washougal businessmen sold stock to bring a woolen mill to town in 1910. By 1912, the mill was failing and the owners of the successful Pendleton Woolen Mill company bought the failing mill. By 1915, they were making quality products and became profitable. The Washougal Woolen Mill merged with Pendleton Woolen Mill in 1953. Still operating in 2016, the mill manufactures many top products.

Highway 14 to the east was completed in 1927 across the Cape Horn bluffs, opening up land to the north and east of Washougal.

Washougal was the home of some of the earliest American settlers and pioneers in the Washington Territory. Washougal is beautifully bordered by the Columbia and Washougal Rivers. The Washougal area is filled with many family friendly parks, hiking trails, businesses and neighborhoods.

Visitors can go from downtown Washougal to the Columbia River for fishing at Steamboat Landing or walks down the levee trail to Captain William Clark Park. Steigerwald Lake National Wildlife Refuge features 1,049 acres of former Columbia River floodplain with more than 200 species of birds having been recorded. The Washougal River provides year-round recreation including kayaking, fishing and swimming. Also, just north of city limits is the Washougal Motocross Park which hosts several large events known nationally and internationally.

In addition to the services listed on the City's organizational chart, located on page three of this document, the City also contracts with the City of Camas for fire protection and emergency medical services. The Cities combined services in May of 2014.

The following are the City of Washougal's major employers and the number of employees:

<b>Employer</b>	<b>Number of Employees</b>
Washougal School District	484
Pendleton Woolen Mills	240
Safeway	110
Exterior Wood	100
Fitesa Non-woven	48

## City of Washougal Economics

Though largely a residential community, the City of Washougal is home to approximately 279 businesses. These include Pendleton Woolen Mills, Fitesa, Kemira, Westlie Ford Dealership, and Exterior Wood to name a few. The City has two hotels; Best Western and the Rama Inn, from which the City collects hotel/motel tax revenue.

In 2011, the City of Washougal, in conjunction with the City of Camas and the Port of Camas-Washougal, formed the Camas-Washougal Economic Development Association (CWEDA). This quasi-municipal entity was created so the leadership from forming organizations were able to work together for the economic health of the entire area. The primary mission is to support existing business and to bring new businesses and jobs into the local area. CWEDA was disbanded in 2020. The City continues to budget for Economic Development but has not determined the best use of these funds yet for 2021.

## Budget Philosophy and Financial Policies

Due to the great recession (economic downturn), the City of Washougal faced an on-going structural deficit starting in 2009. In 2010, the City took an aggressive approach and cut spending where possible. In conjunction with increased revenues from City growth, the ongoing deficit was reduced by 2011. The City now has a conservative budget approach of maintaining the same level of service for all departments by increasing budgets slightly to account for inflation. Enhancements to services are introduced only when supported by revenues. When infrastructure projects are needed, the City tries to receive alternative funding, such as grants, to fund the capital projects, in an effort to reduce pressure on taxes and rates.

The City has several financial policies for the administration of each of the City's major funds. Current financial policies established by City Council include the following:

**General Fund** – The City maintains a General Fund Operating Reserve to provide for adequate cash flow, budget contingencies, and insurance reserves. The cash flow reserve within the General Fund is an amount equal to 16% of budgeted expenditures.

**Water/Sewer and Stormwater Funds** –The operating reserve is designed to provide a liquidity cushion to provide for financial viability of the utilities despite short-term variability in revenues and expenses, primarily caused by seasonal fluctuations in billings and receipts, unanticipated cash operating expenses, or lower than expected revenue collections. The Water/Sewer and Stormwater Funds shall maintain the following operating reserves; water, 60-90 days of operating and maintenance (O&M) expenses; sewer, 45-60 days of O&M; and storm, 30-45 days of O&M.

In addition to the operating reserve, the City has a capital contingency. This is an amount of cash set aside in case of an emergency, should a major piece of equipment or a portion of the utility's infrastructure fail unexpectedly. Additionally, the reserve could be used for other unanticipated capital needs or capital cost overruns. The capital account holds debt proceeds, system development charge revenues, system reinvestment funding from rates and any transfers of

cash reserves from the operating account. The City will hold a contingency of 1% to 2% of utility fixed assets.

State law requires the City budget to be balanced. Reserves can be used to achieve a balanced budget; however, the City has a more restrictive practice. The City Council seeks to only approve a budget that is operationally balanced. This means operating expenditures may not exceed operating revenues. Fund balances may be approved by City Council to fund one time capital projects. These are discussed and approved during the budget process. Due to the length of time it takes to plan and execute a capital project, the City has a number of capital projects which are using fund balances in 2021.

With the increased population growth, state mandates, and increased costs of doing business, it has been a challenge to keep expenditure growth within the limits of revenue growth, due in part to statutory limits on property tax revenues. The City has been aggressive in finding alternative funding methods and keeping costs low. There have also been cost of service studies conducted to ensure we are charging appropriate rates for our utilities, based on customer classes (i.e. residential or commercial). City Council has adopted new rates for utilities based on these studies to fund the operations, maintenance and infrastructure projects deemed necessary based on the City's operating permits with the state. This included a \$16 million wastewater treatment plant expansion to accommodate the increased population.

## City Priorities and Strategic Plan

In 2013, the City began implementation of the 2013-2023 Washougal Strategic Plan, including the incorporation of our strategic pillars into budget decision making and project planning. Starting in 2015 Public Works kicked off the implementation of performance metrics inspired by the strategic plan, in mid-2016 performance metrics were developed across city departments. Starting in 2017 departments began providing official annual reports based on these performance metrics. These metrics are used to inform the citizens of Washougal on how the department is moving towards the goals and standards set out in our strategic plan to achieve our mission and vision. Departments will continue to provide these annual reports in 2021. The City is also beginning to strategize the next wave of the strategic plan as the current plan goes through 2023.

**Vision for Washougal** - Washougal will be a safe and economically vibrant community that successfully balances growth and expanding opportunity with fiscally responsible services while preserving the best qualities of small-town living.

**Mission** - Our Mission is to provide leadership and effective, fiscally responsible services that achieves our community's vision.

**Strategic Pillars** - The Pillars of the strategic plan layout the foundation for how we are to achieve our Vision. Each Pillar includes a strategic goal along with goals to monitor progress towards attain the goal.

### **Pillar #1 Communication -**

**Strategic Goal** - Provide open and accountable city government through effective communication to foster active citizen participation.



**Goals -**

- ✓ Increased number of “hits” to the city of Washougal’s website
- ✓ Annual strategic goals status “report card” to the community
- ✓ “Clean” audit reports
- ✓ Survey results from periodic citizen and business surveys
- ✓ Increased number of partnerships
- ✓ Increased number of responses to periodic surveys

**Pillar #2 Community Engagement -**

**Strategic Goal** - Support and promote opportunities for community engagement to build a sense of community and preserve our small town feel.

**Goals -**

- ✓ Increased amount of volunteer hours in the community
- ✓ Increased number of attendees at city-sponsored community events
- ✓ increased percentage of citizens who report in citizen survey that “Washougal is a welcoming and friendly community”
- ✓ Increased number of partnerships to sponsor community events

**Pillar #3 Core Services -**

**Strategic Goal** - Provide effective leadership to ensure that Washougal residents receive quality, cost-effective municipal services.

**Goals -**

- ✓ Continuous annual decline/improvement as appropriate in all standard statistics used to gauge crime and public safety
- ✓ “Clean” annual audit
- ✓ AAA bond rating
- ✓ Continuous improvement in each successive citizen and business survey in all categories overall
- ✓ Core services in cost, efficiency and quality compared to other cities of similar size within Washington state
- ✓ Annual progress towards infrastructure maintenance, improvement and replacement
- ✓ Emergency preparedness
- ✓ Percentage of time that police, fire and EMT responses are within targeted standards
- ✓ Percentage of citizens who report in periodic surveys that they feel safe and secure in the community

**Pillar #4 Economic Development -**

**Strategic Goal** - Build a solid economic foundation to ensure a strong, diverse and sustainable local economy.

**Goals -**

- ✓ Retail sales/sales tax revenue gains/losses
- ✓ Employment gains/losses within the community
- ✓ Establish a time for completing residential, commercial and industrial building permits to track and measure effective service delivery
- ✓ Visitor/traveler data from visitors bureaus, AAA, etc.
- ✓ New or renewed Washington State Business License data
- ✓ Average wage/benefits for full time employees working within the community
- ✓ Return on investment on marketing and promotion efforts

**Performance Measurement**

The City of Washougal has recently embraced performance measurement across all departments. Performance measurement provides the City with direct feedback about how each department is doing. The data can be used to determine if a particular program is meeting its goal and whether it is improving or declining from the previous year.

Performance measures are collected and presented by department heads at City Council workshops on an annual reporting nature. 2017 was the first year of citywide department annual reporting presentations and they will continue annually. Each department reports their own performance information, while City Management collects and reports data on the community as a whole. Here are the links to each departments most recent reports:

**Police**

<https://www.cityofwashougal.us/DocumentCenter/View/1775/Police-Annual-Report-2020>

**Public Works**

[https://www.cityofwashougal.us/DocumentCenter/View/1777/2020 Annual Report PW](https://www.cityofwashougal.us/DocumentCenter/View/1777/2020%20Annual%20Report%20PW)

**Community Development**

<https://www.cityofwashougal.us/DocumentCenter/View/1776/CD-Annual-Report-2020>

**Finance and Information Technology**

<https://www.cityofwashougal.us/DocumentCenter/View/1774/Finance-Annual-Report-2020>

## Budget Process

The budget is a guide for City departments and programs. It maps out the City's plans for the year, including level of service, programs and projects. The Mayor works with the City Manager and Department Heads to come up with a proposed budget to present to City Council for public hearings and adoption by Ordinance, in accordance with state law.

As part of the annual budget planning process, the Council meets in a retreat setting to identify goals and priorities. The Administration then develops department budgets to meet these goals and priorities, presenting preliminary information in a series of council work sessions. In 2014, the City Council formed an Ad Hoc Budget Committee, consisting of all seven members of the Council. The Committee was formed to discuss budget issues as a supplement to the regular council work sessions. The committee doesn't meet any more, the full council discussed the budget at various workshop meetings throughout the year. The City posts notices of when the budget meetings are to encourage participation by the Citizens of Washougal.

Per Washington State Law, RCW 43.09, the City reports financial activity using the Cash Basis Budgeting, Accounting and Reporting System (BARS) manual prescribed by the Washington State Auditor's Office. This basis of accounting and reporting is another comprehensive basis of accounting (OCBOA). City Council adopts the budget at the fund level by ordinance to set appropriations for the year.

The City Council receives quarterly financial updates from the City's Finance Director. These reports review budget to actual by each fund for revenues and expenditures, as well as comparing current levels to prior year amounts at same time of year. This information assures the governing body of the City is updated regarding budget performance. Any fluctuations in the budget to actual are explained by the Finance Director. If changes are necessary in the adopted budget, a budget amendment is completed by ordinance with approval of City Council. Department directors work with the Mayor and City Manager for any detail line item budget changes within each fund.

Prior to the budgeting process described above, the Finance Department projects revenues for the following year to identify what funds are potentially available for expenditure in the following budget year. This is accomplished by reviewing prior year revenues against inflation factors (provided by consumer price index), expected grant revenues, any approved rate increases, and other revenue trends. Once these projections are completed, they are added to each fund and department's detailed revenue and expenditure information, which is provided to Department Directors for their review. In addition to the projected revenues, the Directors receive the prior year actual expenditures, current year to date revenues, and an expected budget for each line item based on the current year's budgeted amount. The expectation is that service levels will be maintained at current levels. Scheduled increases in salaries and benefit costs are accommodated. Programmed capital projects and other expected large purchases are also included.

Salaries and benefits increase each year according to one of the three employee groups' contract/policy, which are approved by City Council. The City has three groups of employees; non-represented employees (directors, mid-managers, and a confidential employee), Police Officers, and remaining staff (public works maintenance workers and administrative staff). Medical expenses increase depending upon the providers and their costs. The City is notified at the end of the year what this increase will be.

The City participates in a Well-City program through the City's primary medical provider, the Association of Washington Cities, which provides a 2% discount on some medical premiums.

The capital projects for the City are included in one of the City's Capital Facility Plans. The City has four plans, including: Parks, Transportation, Water, and Sewer. These plans are approved by the City Council and are applicable for a six year period. These are a long term planning tool for future growth and the sustainability and improvement of current services.

Any projected large purchases are determined by each program manager and approved by the department's Director to go forward in the proposed budget. Examples of large purchases are equipment, painting of water towers, and tree removal.

The following is a budget calendar of the process the City undergoes to get to an approved budget:

#### **Calendar for 2021 Budget Development**

<b>Date</b>	
May 15, 2020	Council's Annual Planning Session to identify goals and priorities
August 3, 2020	Request to department directors for estimated revenue and expenditures
August 24, 2020	2021 budget strategy discussion and department budget presentations
September 7, 2020	Estimates filed with City Clerk
September 14, 2020	Department budget presentations
September 28, 2020	Council budget work session, overall revenue and expenditure estimates
October 12, 2020	Department budget presentations
October 26, 2020	Proposed budget available to the public
October 30, 2020	1 <sup>st</sup> published notice of public hearing for proposed budget
November 6, 2020	2 <sup>nd</sup> published notice of public hearing for proposed budget
November 9, 2020	Public hearing on proposed budget
November 9, 2020	Adoption of 2021 Ad Valorem Property and EMS Tax Levies
November 9, 2020	Adoption of 2021 budget

As the year progresses, Department Directors are responsible for ensuring their expenditures do not exceed the appropriated amount. If something unexpected arises which cannot be absorbed in the budget, a budget amendment is brought forward to the City Finance Director, who then takes the amendment to Council for approval.

#### **Long Term Financial Planning**

The City utilizes a rolling five year projection horizon to ensure it has adequate resources looking into the future. The City utilizes inflation, weighted averages and trend analysis to determine the high level percentage increases for both revenues and expenditures for the five year outlook. The Finance Director works closely with the Mayor and City Manager throughout both the year and budget preparation period to determine if goals are being met and whether or not there is capacity to add in projects that have been put on hold for lack of resources. The City has been experiencing growth and has recently been able to plan for a few additional staff members to ensure customer services levels are being maintained but not at a rate that will put the City in the red in the future.

During the budget planning process, the Finance Director and City Manager go through requests from each department to determine if the request is a one-time expense or an ongoing expense. All ongoing expenses are highly scrutinized to ensure the cost is covered not only in the first year, but ongoing years as well. Requests are also reviewed to ensure the Council's strategic plan goals are being met. In 2020, the City was able to add a new Code Enforcement Officer position to address one of the Council's top priorities, however due to COVID the City chose to defer on filling this position to 2021. Other projects and additional staffing requests are ranked based on availability of funding and how they fit into the overall goals of the City. They are then added into the budget as the City can afford and sustain them. All other departments will maintain current operating service levels from 2020.

### Governmental Cash Basis Accounting

The City of Washougal follows Washington State Law, RCW 43.09.200, using the accounting and reporting guidelines for local governments prescribed by the Washington State Auditor's Office. The Auditor's Office publishes the Budgetary, Accounting, and Reporting System (BARS) manual and financial reporting package for cash basis cities, like Washougal. This is a departure from traditional reporting, GAAP (Generally Accepted Accounting Practices), which is used for full accrual accounting. The basis of budgeting is the same as the basis of accounting for the City. The City uses single-entry accounting cash basis budgeting and reporting procedures which do not conform to GAAP. This departure from GAAP accounting is an approved method of accounting. The difference between full accrual and cash basis is how revenues and expenditures are recognized. In cash basis reporting, expenditures and revenues are recognized as the cash is expended and received. In full accrual, expenditures and revenues are recognized as they are incurred and earned. Purchases of fixed assets are expensed during the year acquired rather than being capitalized and depreciated over future periods.

Government accounting systems are organized on a fund basis. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts. Each fund is treated as a separate unit. Each fund has to meet criteria defined by State Laws as well as by the Auditor's Office. These rules dictate where the revenue comes from and what the revenue may be used for. The types and purposes of each of the City's funds are as follows:

**General Fund**-This fund is used to account for all financial resources except those required to be accounted for in another fund. The City identifies the General Fund as 001. The majority of this fund's revenue is made up of general property, sales and utility taxes. These revenues are used to support several key services for the City such as: City Administration, City Council and Mayor, General Legal Services, Financial Services, City Building Maintenance, Parks, Engineering, Police Services, Court Services, Fire and Emergency Medical Services, Code Enforcement, Building, Inspection and Planning Services.

The City also has an Abatement Fund 003 that is classified as a general fund. This fund is used when the City has nuisance properties to handle. Expenditures from this fund support nuisance abatement and associated legal and court costs, which can be added as a lien against the abated properties.

**Special Revenue Funds**-These funds are used to account for proceeds of externally restricted revenues which are only to be used for specific purposes.

**General Capital Project Funds**-These funds are supported by the general fund and are supplemented by other revenues, such as grants and impact fees. They are used to account for capital projects the City under goes in these service areas.

**Debt Service Funds**-These funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**Permanent Funds**-These funds are used to account for and report resources which are restricted to only earnings to be used for the City's program.

**Enterprise Funds**-These funds are used to account for proprietary type activities for which the City charges a fee to operate the service.

**Enterprise Capital Project Funds**-These funds are supported by the enterprise operation funds and are supplemented by other revenues, such as grants, revenue bonds and impact fees. They are used to account for capital projects the City under goes in the enterprise areas.

**Enterprise Debt Service Funds**-These funds are used to account for the accumulation of resources for, and the payment of, enterprise long-term debt principal and interest.

**Internal Service Funds**-These funds account for activities which provides goods or services to other funds, departments or agencies of the government, or to other governments, on a cost-reimbursement basis.

Below is a chart showing the City's Funds by type and which departments are within each fund.

All Funds								
Governmental Funds					Proprietary Funds			
General Funds	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Permanent Funds	Enterprise Funds	Enterprise Capital Project Funds	Enterprise Debt Service Funds	Internal Service Funds
General Fund 001 (Departments: Council, Administration, Finance, Human Resources, Community Development, Legal, Police, Fire, Animal Control, Engineering, Parks, Facilities, Economic Development)	Street Fund 101 (Department: Streets)	UTGO Debt Fund 212	REET 1st Quarter % Fund 104	Perpetual Care Fund 604	Water/Sewer Fund 401 (Departments: Water, Sewer)	Water/Sewer Capital Fund 406	Water/Sewer Bond Fund 408	Employment Security Fund 510
Abatement Fund 003	Cemetery Fund 103 (Department: Cemetery)	Downtown Revitalization Bond Fund 215	Park Development Fund 105		Stormwater Utility Fund 403 (Departments: Stormwater)	Water/Sewer/Stormwater Revenue Bond Fund 413	PW Trust Fund Loan Redemption Fund 410	Equipment Rental and Revolving Vehicles Fund 520
	Hotel/Motel Fund 108	Downtown Bond Guarantee Fund 610	2nd Quarter % REET Fund 106		Low Income Assistance Fund 631		Water/Sewer Long Term Loan Fund 412	Equipment Rental and Revolving Computer Fund 521
	PEG Fee Fund 118		Transportation Development Fund 110				Water/Sewer/Stormwater Revenue Bond Reserve Fund 414	
	EMS Restricted Revenue Fund 125		Fire Impact Fees Fund 126					
	Drug Seizure Fund 141		Park Capital Projects Fund 350					
	Affordable Housing Sales Tax Credit Fund 127		Building Contingency Fund 351					
			Capital Projects Transportation Fund 353					
			Art Project Fund 355					

The following shows the City's major and non-major fund based on the Governmental Accounting Standards Board. If revenues or expenses are ten percent of the total Fund category and if revenues or expenses are five percent of all funds in total, then the fund is major. The City budgets for all funds it reports on its Financial Statements.



Fund	Appropriated	Major Fund	Non-Major Fund
<b>Governmental Funds</b>			
<b>General Funds</b>			
General Fund	X	X	
Abatement Fund	X		X
<b>Special Revenue Funds</b>			
Street Fund	X		X
Cemetery Fund	X		X
Hotel/Motel Fund	X		X
PEF Fee Fund	X		X
EMS Restricted Revenue Fund	X		X
Drug Seizure Fund	X		X
Affordable Housing Sales Tax Credit	X		X
<b>Debt Service Funds</b>			
UTGO Debt Fund	X		X
Downtown Revitalization Bond Fund	X		X
Downtown Guarantee Fund	X		X
<b>Capital Project Funds</b>			
REET 1st Qtr %	X		X
Park Development Fund	X		X
2nd Quarter % REET Fund	X		X
Transportation Development Fund	X		X
Fire Impact Fees Fund	X		X
Park Capital Projects Fund	X		X
Building Contingency Fund	X		X
Capital Projects Transportation Fund	X	X	
Art Project Fund	X		X
<b>Permanent Funds</b>			
Perpetual Care	X		X
<b>Proprietary Funds</b>			
<b>Enterprise Funds</b>			
Water/Sewer Fund	X	X	
Stormwater Utility Fund	X		X
Low Income Assistance Fund	X		X
<b>Enterprise Capital Project Funds</b>			
Water/Sewer Capital Fund	X		X
Water/Sewer/Stormwater Revenue Bond Fund	X	X	
<b>Enterprise Debt Service Funds</b>			
Water/Sewer Bond Fund	X		X
PW Trust Fund Loan Redemption Fund	X		X
Water/Sewer Long Term Loan Fund	X		X
Water/Sewer/Stormwater Revenue Bond Reserve Fund	X		X
<b>Internal Service Funds</b>			
Employment Security Fund	X		X
Equipment Rental and Revolving Vehicles Fund	X		X
Equipment Rental and Revolving Computer Fund	X		X

## Labor Relations

The City has 85 full time employees. There are two represented bargaining units within the City; Local 307W and the Washougal Police Officers Association. The Local 307W represents all City staff who are not a police officer, manager, confidential employee or Department Director. There are 42 positions in Washougal represented by this group. The Washougal Police Officers Association represents the City's Police Officers of which there are 20 covered positions.

The City bargains with each of these groups separately and currently the groups are on different contract end dates. Bargaining items include salaries, vacation, sick leave, medical and dental benefits, grievance procedures, and working conditions. The City endeavors to be fair to employees and consistent with applicable federal and state laws. This is to ensure equity and to promote labor policies beneficial to both employees and management.

Employees of government in Washington State are provided pensions through the Washington State Department of Retirement Systems. The City's employees who are not law enforcement officers are given the choice between two pensions, PERS II and PERS III. Law enforcement officers are part of the LEOFF II pension. All pensions are cost sharing, multiple-employer public employee retirement systems. The following are the 2020 rates of contribution for the City and employee:

Retirement Plan	City Contribution	Employee Contribution
LEOFF II	5.33%	8.59%
PERS II	12.97%	7.90%
PERS III	12.97%	5-15%

WSCCCE/Council 2 - Local 307W	Washougal Police Officers Association
PO Box 750	1320 A Street
Everett, WA 98206	Washougal, WA 98671
42 Members	20 Members

The following is a list of regular full time equivalent employees by each Department for which the City has budgeted salaries and benefits. The most notable change in 2016 was the addition of one police officer and Public Works Senior Analyst. In 2017, one new Building Inspector is added in Community Development, and a new full-time Communication Specialist is added in Finance (replacing an existing part-time temporary position). The 2018 budget included one new police sergeant position. The 2019 budget included a new Code Enforcement position that has yet to be filled. The Water and Sewer Manager positions were combined into one Utility Manager Position and a new Sewer Maintenance Worker is scheduled in the rate plan for 2019. In 2021 the City is looking to enhance communications, one of the Council goals, so the Assistant to the City Manager position was changed to Community Engagement Manager and the Communications Specialist will moved from the Finance Department to the City Managers Office. 2021 will not have any new positions added, however, the Code Enforcement position has not been hired yet, so it will roll to 2021.

Full Time Employee Equivalent			
Department	2019 Budget	2020 Budget	2021 Budget
Council	7	7	7
City Managers Office	2	2	3
Human Resources	1	1	1
Finance	9	9	8
Community Development	7	8	8
Animal Control	2	2	2
Police/Public Safety	24	24	24
Parks	3.35	3.35	3.35
Engineering	0.85	0.85	0.85
Facilities	1.4	1.4	1.4
Street	4.55	4.55	4.55
Cemetery	1.3	1.3	1.3
Water	8.17	8.17	8.17
Sewer	7.08	7.08	7.08
Stormwater	5.3	5.3	5.3
<b>Total</b>	<b>84</b>	<b>85</b>	<b>85</b>

## City of Washougal



## Budget in Brief

### Budget Overview

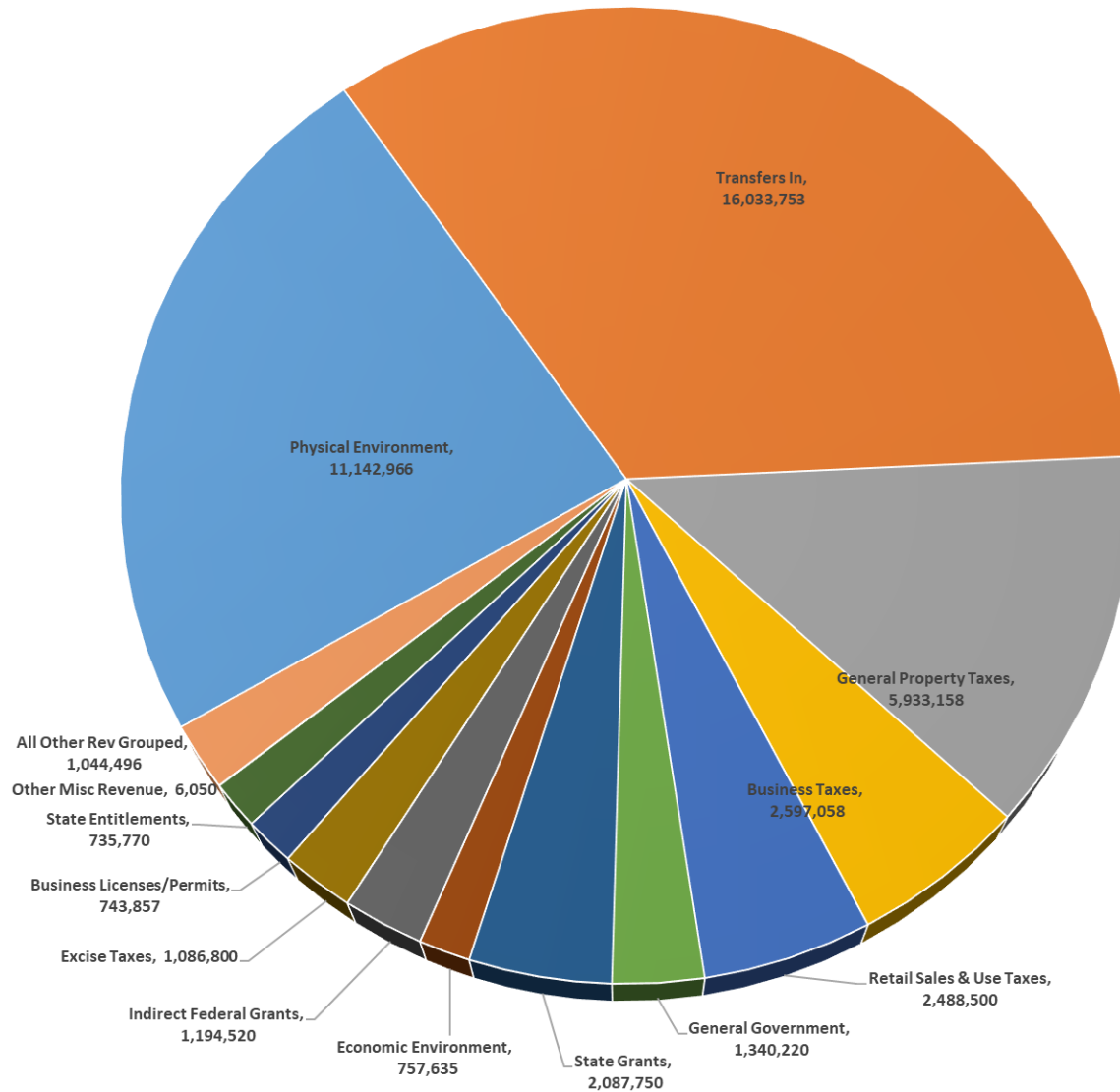
The City of Washougal strives to maintain service levels while keeping costs low. Due to this philosophy, the City was able to get through the “Great Recession” without having to make significant reductions in services. The City has continued this philosophy, while trying to anticipate future growth and needs of the City and services the City provides. Current economic trends and indicators are allowing the City to make some targeted service enhancements. During the “Great Recession”, the City was unable to complete significant infrastructure improvements as well as other significant capital projects. In the past few years, the City has taken an aggressive approach in getting the neglected capital assets up to compliance with industry best management practices. This has had a significant impact on utility rates, as the City had to increase rates to cover bond payments for bonds issued to complete \$36 million worth of capital projects within the Water, Sewer, and Stormwater utilities. In 2016, the City successfully completed the Wastewater Treatment Plant expansion. In addition, there are several large transportation projects included in the 2021 budget, for which the City is hoping to receive grant funding. Below is the 2021 budget, including beginning and ending fund balances; followed by overall revenues and expenditures by type:

Fund	Fund Title	Beginning Fund Balance	Revenues	Expenditures	Ending Fund Balance
001	General	2,779,362	14,139,939	14,136,080	2,783,221
003	Abatement	68,332	1,200	19,500	50,032
101	Street	-	1,073,783	1,073,783	-
103	Cemetery	35,000	203,150	223,150	15,000
104	REET 1st Qtr %	1,467,997	360,000	1,094,600	733,397
105	Park Impact Fee	713,000	156,000	869,000	-
106	REET 2nd Qtr %	392,000	781,800	907,000	266,800
108	Hotel/Motel Tax	30,000	61,400	60,000	31,400
110	Transportation Development	1,288,000	262,000	1,550,000	-
118	PEG Fee	100,000	1,600	101,600	-
125	EMS Restricted Revenue	-	-	-	-
126	Fire Impact Fee	379,525	30,500	14,000	396,025
127	Affordable Housing Sales Tax Credit	-	15,000	14,500	500
141	Drug Seizure Fund	24,000	28,300	37,200	15,100
212	UTGO Debt	6,000	100,200	106,150	50
215	Downtown Revitalization Bond	-	354,600	354,600	-
350	Parks Capital Projects	36,000	2,961,000	2,997,000	-
351	Building Contingency	-	999,000	999,000	-
353	Transportation Capital	165,815	3,789,520	3,955,335	-
355	Art Project Fund	4,000	5,000	9,000	-
401	Water/Sewer	6,449,511	8,877,916	13,792,348	1,535,079
403	Stormwater	1,767,815	1,588,350	1,645,751	1,710,414
406	Water/Sewer Capital	6,965,000	3,674,029	3,666,737	6,972,292
408	Water/Sewer Bond	-	3,443	3,443	-
410	PW Trust Fund Loan	779	301,663	301,662	780
412	Water/Sewer Loan	-	-	-	-
413	Water/Sewer/Storm Bond	2,700,000	7,279,738	9,906,982	72,756
414	Water/Sewer/Storm Bond Reserve	1,596,416	1,800	-	1,598,216
510	Employment Security	85,100	3,000	30,450	57,650
520	ER&R vehicle	-	62,400	55,000	7,400
521	ER&R IT	5,100	50,100	50,000	5,200
604	Perpetual Care	371,640	9,802	-	381,442
610	Downtown Bond Guarantee	1,108,800	6,000	-	1,114,800
631	Low Income Assistance	5,300	10,300	14,000	1,600
<b>Grand Total</b>		<b>28,544,492</b>	<b>47,192,533</b>	<b>57,987,871</b>	<b>17,749,155</b>

## Citywide Revenues

This section summarizes City operating revenues from 2016 through forecasted amounts which support the 2021 budget. Below is a table of the budgeted projected revenues by type for 2021.

**Total Revenues \$47,192,533**



The following tables further detail our largest external revenue sources from the above graph by revenue source. The transfer revenues are revenues from one City fund to another fund which are not external revenue sources providing additional resources to the City, they are already revenues the City has collected.



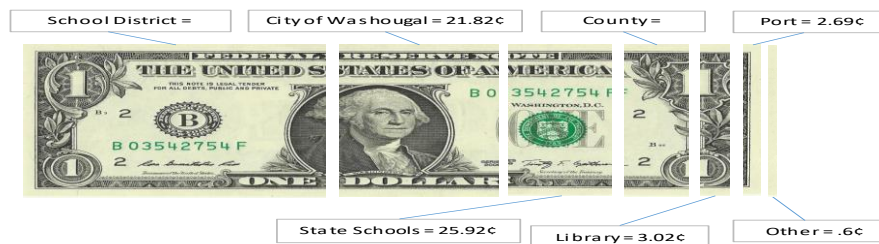
Physical Environment		
Revenue Source	Budget	Percentage
Sewer Sales	4,758,864	42.71%
Water Sales	4,013,252	36.02%
Stormwater Sales	1,437,350	12.90%
Sewer Development Charges	500,000	4.49%
Water Development Charges	300,000	2.69%
Stormwater Connection Fees	45,000	0.40%
Cemetery Services	48,500	0.44%
Water Meter Sets	25,000	0.22%
Water/Sewer Taxes on Connections	15,000	0.13%
<b>Total Physical Environment</b>	<b>11,142,966</b>	<b>100%</b>

The City has had significant water and sewer infrastructure additions and improvements in the last seven years which have had a direct effect on utility rates. The City utilizes an external consulting firm to analyze rates approximately every five years. In addition, the City has implemented a system reinvestment policy, which sets aside utility rate revenue to save for future capital needs to assist in preventing dramatic future rate increases.

### General Property Taxes

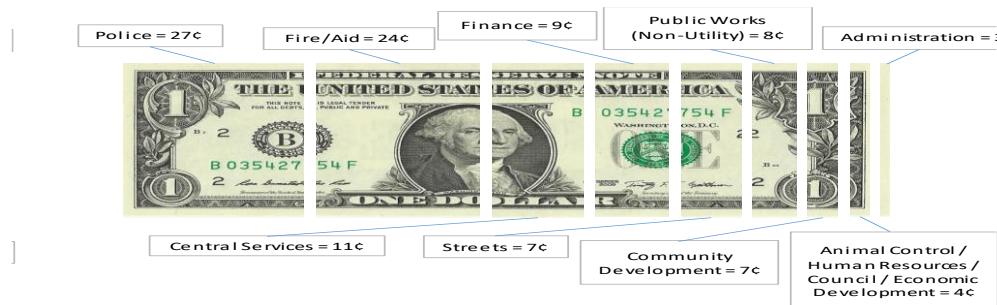
The City collects property taxes from residents residing in the City of Washougal. Of the amount residents pay in property taxes, only a portion of the revenue goes to the City. Below is a graph illustrating where each dollar a residents pays goes.

#### 2021 Levy Rates for Washougal Residents



For each dollar the City receives in property taxes, it is further divided as follows to pay for City operations based on the 2020 adopted budget.

#### How every \$1 you pay in CITY PROPERTY TAXES is spent:





### Historical Citywide Revenues

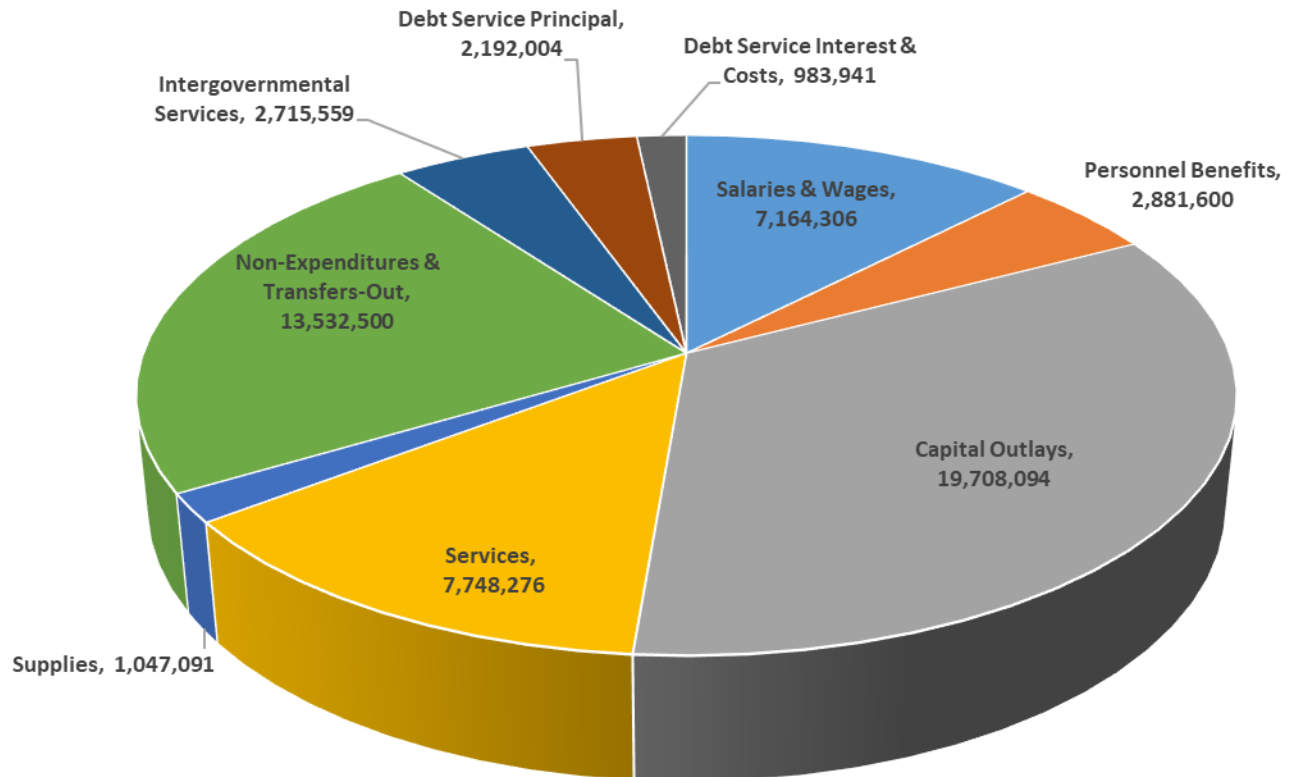
Revenue Type	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Physical Environment	10,127,537	10,230,357	10,559,813	10,735,972	11,155,970	11,142,966
Transfers In	4,521,013	5,560,611	6,207,336	12,004,733	13,417,826	16,033,753
General Property Taxes	4,920,754	4,355,624	5,421,892	5,718,076	5,864,792	5,933,158
Proceeds L/T Debt	-	10,165,567	-	-	-	-
Business Taxes	2,140,511	2,177,045	2,212,381	2,396,964	2,567,680	2,597,058
Retail Sales & Use Taxes	1,948,250	2,049,463	2,279,271	2,291,034	2,459,200	2,488,500
General Government	699,215	1,137,525	1,172,396	1,134,569	1,310,220	1,340,220
State Grants	1,488,984	741,704	752,497	1,569,815	1,507,750	2,087,750
Economic Environment	975,338	1,264,496	918,163	595,967	851,060	757,635
Indirect Federal Grants	199,621	14,099	951,782	499,645	641,977	1,194,520
Excise Taxes	1,113,303	1,032,945	1,105,543	1,060,173	1,276,800	1,086,800
Business Licenses/Permits	684,196	720,998	546,944	622,905	658,829	743,857
State Entitlements	683,100	696,839	712,321	707,361	727,310	735,770
Interest/Other Earnings	447,522	265,206	480,301	622,987	267,400	192,000
Agency Type Deposits	464,452	671,039	443,025	432,422	800	800
Water Rights	52,898	55,499	53,084	52,898	53,000	-
Special Assessments	462,850	43,541	13,362	16,205	2,500	2,500
Other Misc Revenues	58,370	267,619	39,975	33,275	1,251,050	6,050
State Shared Revenues	86,884	87,552	88,996	87,122	87,000	87,000
Public Safety	61,595	66,819	53,943	16,267	82,561	100,561
Disposition of Cap Assets	33,647	55,546	573,555	242,474	16,000	6,000
Local Grants	299,500	308,750	10,575	-	-	584,000
Rents/Lease/Concession	34,106	35,780	48,318	42,339	27,086	46,800
Interfund Loan Receipts	-	53,462	53,929	1,960	2,802	2,802
Private Contributions/Donations	15,172	13,398	60,214	14,251	300	300
Other Non Revenues	63,854	308,696	88,919	229,654	-	-
Superior Ct Flny/Mis Pnlt	6,838	7,497	5,458	4,621	10,000	10,000
Other Incr - Net Cash/Inv	-	-	-	11,309	-	-
Non-Business Lic/Permits	10,184	7,166	8,236	7,901	10,000	10,000
Interlocal Entitlements	-	-	-	-	-	-
Fed Entitlements	14,351	1,749	-	-	-	-
Culture & Recreation	1,761	1,514	1,848	930	1,733	1,733
Non-Court Fines/Penalties	87	1,716	71	538	-	-
Direct Federal Grants	-	-	-	-	-	-
<b>Total</b>	<b>31,615,893</b>	<b>42,399,820</b>	<b>34,864,148</b>	<b>41,154,369</b>	<b>44,251,646</b>	<b>47,192,533</b>

Further information on revenues by fund and department are included as part of this budget document.

## Citywide Expenditures

This section is a summary of citywide expenditures from 2016 through the 2021 budget. Below is a table of expenditures by type for the 2021 budget.

**Total Expenditures \$57,973,371**



The City's three largest expenditures are Capital Outlays, Services and Employee Salaries. The transfer expenditures are from one City fund to another fund which are not expenditures to external sources. These are the other side to the transfers in the revenue section.

### Capital Outlays

In order to finance Capital Projects, the City applies for grants to receive funding for the project as a whole or in part. If the City does not receive the funding, then the City typically does not go forward with the project. As the grant award process takes time, the budget includes quite a few projects dependent upon grant funding. In other cases, such as Park Impact Fees and Transportation Impact Fees, funds can only be utilized if the project is included in the capital facility plan. These plans are updated every six years. Thereby, fund balances accumulate until projects are approved to be on the plan. For those funds, fund balance is used to pay for the projects. The 2021 budget continues to include utility tax revenue that will be used to support capital outlays.

For the water, sewer, and stormwater utilities, the City issued revenue bonds to cover the cost of those projects. The debt service payments are included in the City's utility rate analysis. The following is an overview of the most significant capital projects for the building, park, transportation, and utility bond fund.

<b>Art Capital Projects Fund</b>	<b>Budget</b>
Other Opportunities	9,000
<b>Total Art Capital</b>	<b>9,000</b>
<b>Building Capital Projects Fund</b>	<b>Budget</b>
Social Services Building Project	950,000
Other Opportunities	49,000
<b>Total Facilities Capital</b>	<b>999,000</b>
<b>Parks Capital Fund</b>	<b>Budget</b>
Schmid Ball Fields	2,900,000
Parks Master Plan & Impact Fee Study	50,000
Hamlik Park Improvements	32,000
Other Park Acquisition/Development	15,000
<b>Total Parks Capital</b>	<b>2,997,000</b>
<b>Transportation Capital</b>	<b>Budget</b>
Waterfront Trail	1,900,000
32nd Street Underpass	761,000
39th St/Evergreen Blvd Realignment	120,000
Jemtegaard Trail	200,000
Traveler Informational Sign	180,000
Advanced Traffic System	110,000
Other Transportation Opportunities	684,335
<b>Total Transportation Capital</b>	<b>3,955,335</b>
<b>Water Capital</b>	<b>Budget</b>
Woodburn Hill Transmission Improvements	569,087
Zone 6 Reservoir	330,000
Automatic Meter Reading (AMI)	1,105,889
Water Main Installation 32/34/J st	284,280
<b>Total Water Capital</b>	<b>2,289,256</b>
<b>Sewer Capital</b>	<b>Budget</b>
Biosolids Management	3,845,661
Anoxic Selector	100,000
Pump Stations relocation and upgrades	1,144,775
<b>Total Sewer Capital</b>	<b>5,090,436</b>
<b>Stormwater Capital &amp; Maintenance</b>	<b>Budget</b>
Jemtegaard Trail Stormwater Utility Work	12,000
Stormwater Master Plan	43,709
Point Repairs	27,318
<b>Total Stormwater</b>	<b>83,027</b>

### Services

The City contracts for Fire services with the City of Camas. The City collects the property taxes related to fire services for the City and then uses those revenues to pay for Fire services. The total budgeted for 2021 is \$3,688,176. The remaining services are for repairs and maintenance, utility services, software maintenance agreements, court services, and consulting fees.

### Salaries and Wages

In 2021, the City approved a 2% cost of living increase for 307W union members and non-represented employees. Per the police union contract, the police members received a 2.5% increase in 2021.

## Historical Citywide Expenditures

Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries & Wages	5,722,235	6,058,453	10,042,377	6,509,503	7,016,808	7,164,306
Personnel Benefits	2,406,900	2,528,094	2,779,935	2,694,986	2,904,025	2,881,600
Capital Outlays	6,993,958	5,376,698	8,284,691	4,147,753	14,441,029	19,708,094
Services	6,790,723	6,899,269	6,887,480	8,187,230	7,850,171	7,748,276
Supplies	547,963	673,173	882,142	625,992	1,017,007	1,047,091
Non-Expenditures & Transfers-Out	5,094,001	6,364,690	9,332,530	6,344,455	12,963,444	13,532,500
Intergovernmental Services	1,793,360	2,068,905	2,157,233	2,056,558	2,027,268	2,715,559
Debt Service Principal	1,869,479	12,059,248	4,867,302	2,061,964	2,433,167	2,192,004
Debt Service Interest & Costs	1,390,203	1,521,916	1,117,057	1,123,242	970,562	983,941
<b>Total</b>	<b>32,608,822</b>	<b>43,550,448</b>	<b>46,350,747</b>	<b>33,751,683</b>	<b>51,623,481</b>	<b>57,973,371</b>

Further information on expenditures by fund and department are included as part of this budget document.

## Changes in Fund Balances

The following were the approved changes to Fund balances:

Fund	Fund Title	Beginning Fund Balance	Ending Fund Balance	Dollar Change to Fund Balance	Percent Change to Fund Balance	Reason for Change to Fund Balance (changes greater than 10%)
001	General	2,779,362	2,783,221	3,859	0%	
003	Abatement	68,332	50,032	(18,300)	-27%	Fund balance budgeted to fund potential abatement.
101	Street	-	-	-	0%	
103	Cemetery	35,000	15,000	(20,000)	-57%	Use of funds that were donated in prior years
104	REET 1st Qtr %	1,467,997	733,397	(734,600)	-50%	Fund balance budgeted to capital projects
105	Park Impact Fee	713,000	-	(713,000)	-100%	Move fund balance to Fund 350 to fund capital projects.
106	REET 2nd Qtr %	392,000	266,800	(125,200)	-32%	Fund balance budgeted for road repairs
108	Hotel/Motel Tax	30,000	31,400	1,400	5%	
110	Transportation Development	1,288,000	-	(1,288,000)	-100%	Move fund balance to Fund 353 to fund capital projects.
118	PEG Fee	100,000	-	(100,000)	-100%	Use of fund balance for capital projects
125	EMS Restricted Revenue	-	-	-	0%	
126	Fire Impact Fee	379,525	396,025	16,500	4%	
127	Affordable Housing Sales Tax Credit	-	500	500	0%	
141	Drug Seizure Fund	24,000	15,100	(8,900)	-37%	Use of fund balance for training
212	UTGO Debt	6,000	50	(5,950)	-99%	Use of fund balance to pay bond payments.
215	Downtown Revitalization Bond	-	-	-	0%	
350	Parks Capital Projects	36,000	-	(36,000)	-100%	Fund balance budgeted to fund Capital Projects.
351	Building Contingency	-	-	-	0%	
353	Transportation Capital	165,815	-	(165,815)	-100%	Fund balance budgeted to fund Capital Projects.
355	Art Project Fund	4,000	-	(4,000)	-100%	Fund balance budgeted to fund Capital Projects.
401	Water/Sewer	6,449,511	1,535,079	(4,914,432)	-76%	Reserve transfer to capital funds for system reinvestment & capital projects per the rate study plan.
403	Stormwater	1,767,815	1,710,414	(57,401)	-3%	Fund balance for capital projects
406	Water/Sewer Capital	6,965,000	6,972,292	7,292	0%	
408	Water/Sewer Bond	-	-	-	0%	
410	PW Trust Fund Loan	779	780	1	0%	
412	Water/Sewer Loan	-	-	-	0%	
413	Water/Sewer/Storm Bond	2,700,000	72,756	(2,627,244)	-97%	Fund balance budgeted to fund Capital Projects.
414	Water/Sewer/Storm Bond Reserve	1,596,416	1,598,216	1,800	0%	
510	Employment Security	85,100	57,650	(27,450)	-32%	Fund balance budgeted to fund unemployment costs.
520	ER&R vehicle	-	7,400	7,400	0%	
521	ER&R IT	5,100	5,200	100	2%	
604	Perpetual Care	371,640	381,442	9,802	3%	
610	Downtown Bond Guarantee	1,108,800	1,114,800	6,000	1%	
631	Low Income Assistance	5,300	1,600	(3,700)	-70%	Fund balance budgeted to fund Assistance Program.
<b>Grand Total</b>		<b>28,544,492</b>	<b>17,749,155</b>	<b>(10,795,338)</b>	<b>-38%</b>	Accumulation of the changes noted above.

As part of the budget process, the City reviews current capital needs and then determines if related capital projects will be a good use of excess reserve fund balances. The City also relies on the Capital Improvement Plans to dictate what projects should move forward each year. For 2021, the budget includes multiple projects using fund balances. Funds in these fund balances were intended for use for capital projects and thereby do not have an effect on the regular operations of City programs. The capital projects will enhance programs and eliminate some repairs and maintenance expenses in future years.

The City's Special Revenue, Debt Service, and Internal Service funds also have some changes to fund balances which do not detract from City programs, but instead enhance them. The City has approved the use of Hotel/Motel Lodging Tax fund balance for funding local tourism events. These events should then increase the revenues coming into the fund. The EMS Restricted Fund is budgeted to be used to pay the City of Camas for EMS services. The ER&R funds will be purchasing vehicles, IT software, and equipment for the general fund programs. The Employment Security Reserve Fund is not currently being added to, so the expenses are a direct expense of fund balance without any revenue incoming. The UTGO Bond Redemption Fund is strictly debt service which is a principal payment in addition to the annual interest payment.

### **Budgetary Trends**

Since 2011, the City has seen an increase of property tax, sales tax, and development related revenue within the City. This is a product of an improving economy. However, things have also been costing the City more. In 2021, the City is being conservative and was unable to provide any increases to budgets to account for the increases each department is experiencing due to inflation. Other service enhancements are programmed in the seasonal line item to enhance maintenance citywide, communications, and the pavement management program.

The following section, Departmental Budgets, details all of the City's programs in detail. Program descriptions, major revenue sources, operations and maintenance expenditures, debt payments, and capital projects are detailed in each Department overview. The final two sections of the budget go over the City's long-term liabilities and future capital projects, which have an impact on long-term planning for future needs.

## City of Washougal



## Departmental Budgets





## General Fund Revenue Types

Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
General Property Taxes	4,849,321	4,285,074	5,341,732	5,632,176	5,744,792	5,833,158
Business Taxes	1,952,652	1,969,063	2,212,381	2,265,795	2,399,680	2,597,058
Retail Sales & Use Taxes	1,863,547	1,956,034	2,175,195	2,197,092	2,369,200	2,414,000
General Government	693,297	1,132,542	1,170,139	1,134,569	1,305,460	1,335,178
Business Licenses/Permits	555,234	591,684	415,306	475,741	507,807	592,757
Economic Environment	391,859	366,251	404,532	199,839	313,600	320,457
State Entitlements	340,063	343,138	344,369	347,305	353,552	358,870
Agency Type Deposits	461,407	-	-	-	-	-
Transfers In	1,256	596,307	-	-	-	-
Excise Taxes	93,639	98,638	104,771	236,332	376,800	386,800
State Shared Revenues	86,884	87,552	88,996	87,122	87,000	87,000
Public Safety	61,595	66,819	53,943	16,267	82,561	82,561
Interest/Other Earnings	15,371	35,378	58,765	68,623	65,000	65,000
Rents/Lease/Concession	7,506	6,980	11,052	12,993	11,486	18,000
State Grants	10,862	15,187	34,599	42,510	7,750	37,750
Other Misc Revenues	9,323	6,948	11,266	15,021	150	150
Disposition of Cap Assets	22,323	-	-	3,451	-	-
Non-Business Lic/Permits	10,184	7,166	8,236	7,901	10,000	10,000
Contributions/Donations	3,007	7,343	15,058	8,837	4,000	-
Other Non-Revenues	(5,970)	-	-	11,309	-	-
Culture & Recreation	778	982	741	767	1,200	1,200
Other Revenue	2,100	-	-	538	-	-
Indirect Federal Grants	-	5,096	-	-	394,509	-
Civil Parking Penalties	-	-	-	-	-	-
Criminal Costs	-	-	-	-	-	-
<b>Total</b>	<b>11,426,238</b>	<b>11,578,181</b>	<b>12,451,081</b>	<b>12,764,189</b>	<b>14,034,547</b>	<b>14,139,939</b>

### Major General Fund Revenue Descriptions

**General Property Taxes:** Property taxes are levied on 100% of assessed valuation as determined by the Clark County's Assessor's Office. The EMS Levy expired at the end of 2016 and was approved by the voters during 2017 for collection in 2018. The following tables present the City's regular, EMS and bond ad valorem tax levy rates, with associated amounts for tax collection years 2016 through 2021:

Tax Collection Year	Levy Amounts in Dollars			
	Regular	EMS	Bond	Total
2021	4,847,836	1,035,953	100,000	5,983,789
2020	4,704,708	1,015,169	105,000	5,824,877
2019	4,563,331	983,115	85,000	5,631,446
2018	4,425,585	956,424	80,000	5,462,009
2017	4,292,669	-	70,000	4,362,669
2016	4,117,450	677,065	70,000	4,864,515

Tax Collection Year	Levy Rates (Dollars Per \$1,000 of Assessed Value)			
	Regular	EMS	Bond	Total
2021	2.01	0.43	0.04	2.48
2020	2.05	0.44	0.05	2.53
2019	2.15	0.46	0.04	2.65
2018	2.31	0.50	0.04	2.85
2017	2.47	0.00	0.04	2.51
2016	2.67	0.44	0.05	3.16

**Sales Tax:** The retail sales tax rate for the City of Washougal is 8.4%, of which the City receives .7%. The remainder goes to the State (6.5%) and Clark County (1.2%). Of the County's portion, .09% comes to the City of Washougal for Criminal Justice purposes.

**Business and Occupation Tax:** These taxes are charged on utilities provided within City limits, such as telephone, electric, garbage, water and sewer. The tax is charged to the company operating the utility against gross sales of the utility. The tax rate is set by City ordinance. The increases to utility tax will be used for capital purposes in 2021.

**Licenses and Permits:** Licenses and permits consist of building permits, business licenses, franchise permits, animal licenses, and miscellaneous permits. These fees are set by City ordinance.

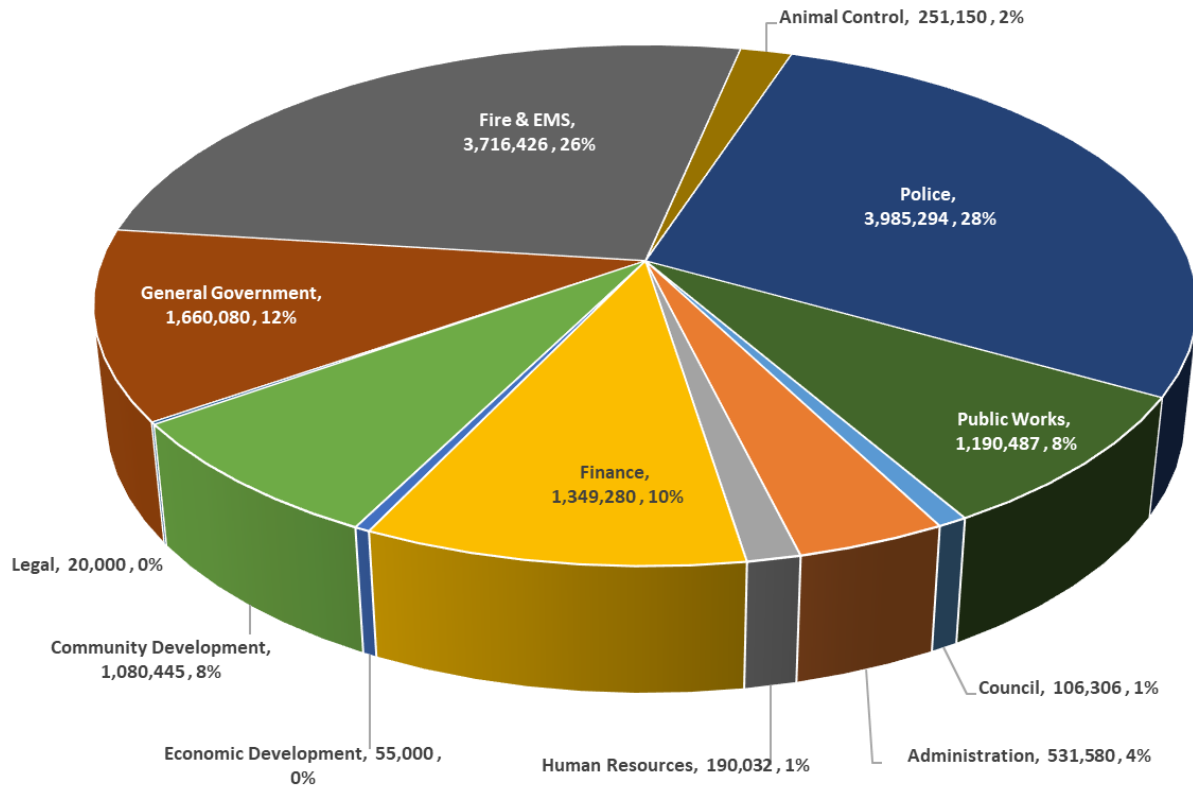
**Intergovernmental Revenues:** These revenues are those received from the State or County which are not grant funds. These revenues include Liquor Excise Tax and Liquor Board Profits, motor vehicle fuel tax, and City Assistance funds.

**Charges for Services:** The City recoups costs associated with services such as finger printing, plan reviews, and photo copies.

**Interfund Transfers:** Since each fund is a unit, when one fund transfers revenues to another fund, it is shown as an interfund transfer. There are strict guidelines for allowable transfers to be in compliance with any restrictions on the funds.

### General Fund Department Expenditures

There are 12 departments within the General Fund in which expenditures are allocated. These Departments are as follows and discussed in detail on the following pages:



## Council

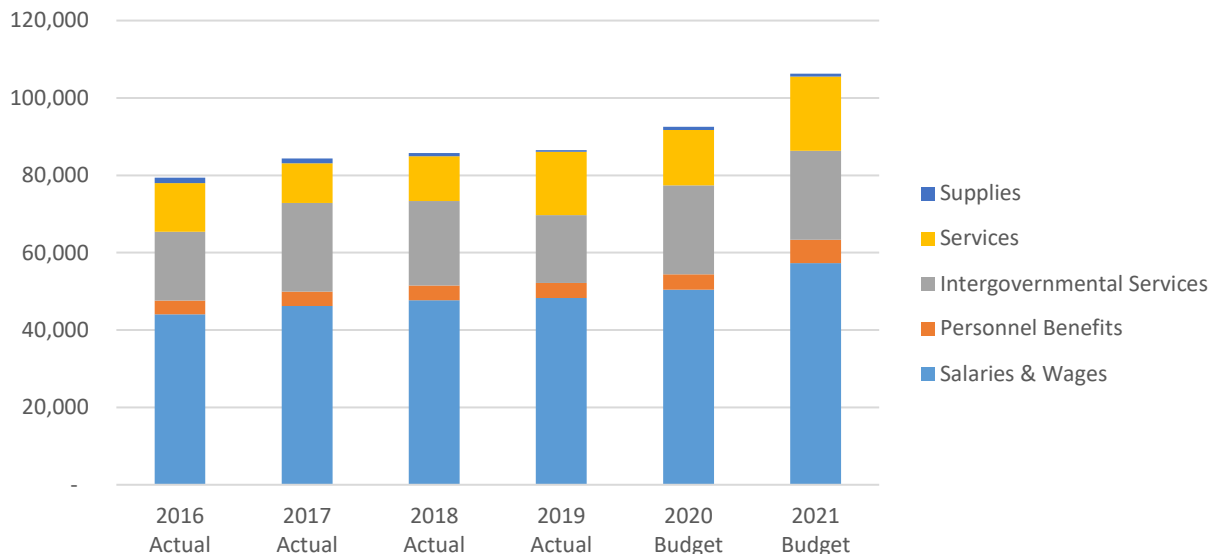
### Description:

The City Council is responsible for approving City Policies, the Budget, Capital Facility Plans, and providing oversight to City operations as the Legislative Body of the City. They are a seven member elected council based on a non-partisan basis for four-year overlapping terms. One member of the Council serves as Mayor Pro Tem, as appointed by vote of the Council. 2021 is an election year for four members of the Council. In addition, the Mayor position will be elected vs appointed.

### Primary Expenditures:

Each Council member receives a monthly stipend that is set by the Salary Commission, which is comprised of citizens of Washougal, appointed by the Mayor with approval of the City Council. This is the majority of this department's expenses. In addition to the monthly stipend, Council members attend conferences and training, representing the City at the events. This department also pays for voter registration costs to the Clark County Auditor, as well as publishing public meeting notices.

### Council Expense



Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries & Wages	44,100	46,200	47,725	48,300	50,400	57,300
Personnel Benefits	3,527	3,730	3,813	3,835	4,000	6,000
Intergovernmental Services	17,772	22,894	21,804	17,559	23,000	23,000
Services	12,574	10,296	11,568	16,407	14,336	19,186
Supplies	1,372	1,233	872	369	820	820
<b>Total</b>	<b>79,345</b>	<b>84,353</b>	<b>85,782</b>	<b>86,471</b>	<b>92,556</b>	<b>106,306</b>

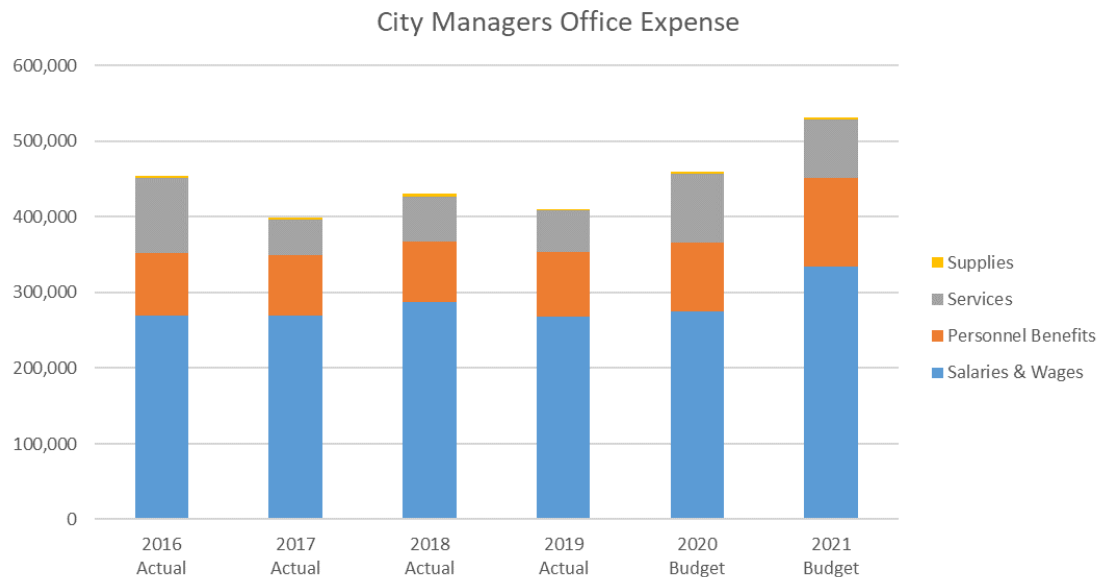
### City Manager's Office

The City Manager's Office includes the City Manager, a Communication Engagement Manager and a Communications Specialist. The City Manager serves as the City's Chief Executive Officer. The City is organized into five operating departments, including: Police, Public Works, Community Development, Finance and Human Resources. Fire and EMS services are provided by the Camas-Washougal Fire Department, administrated by the City of Camas. The Manager appoints directors to each of these departments.

Under the direction of the Manager, the administrative team: carries out policies established by the City Council, provides leadership to all City departments, assesses community needs and develops strategies, leads interdepartmental planning efforts, and works collaboratively with regional partners and state government.

#### Primary Expenditures:

In addition to salaries and benefits for three full time employees, this department also has several professional service agreements that further the City's strategic plan, legal services, legislative/infrastructure advocacy, and downtown promotion.



Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries & Wages	270,115	269,770	287,021	268,708	275,100	334,000
Personnel Benefits	81,555	79,960	81,039	85,309	91,000	117,700
Services	99,494	46,982	58,275	54,952	91,220	77,120
Supplies	3,689	2,687	4,514	1,644	2,760	2,760
<b>Total</b>	<b>454,853</b>	<b>399,399</b>	<b>430,849</b>	<b>410,614</b>	<b>460,080</b>	<b>531,580</b>

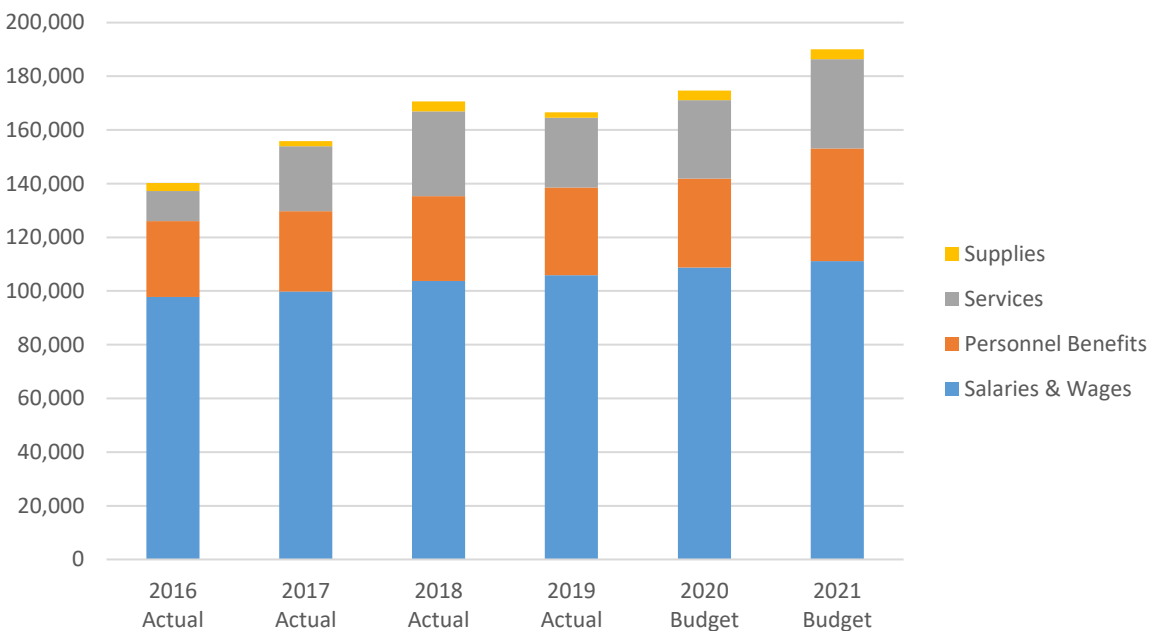
## Human Resources

The Human Resources department provides full-service human resources to the City's workforce; including, labor relations, recruitment and selection, training and development, compensation and classification, safety, employee benefits and retirement, workers compensation and risk management. The primary goal of this department is to attract and retain a highly talented and qualified City workforce which reflects the high standards of the community we serve.

### Primary Expenditures:

This department consists of one full time Human Resource Director, which is the majority of this department's expense. This department also funds our City's Wellness program, which is a program designed to not only receive a health insurance discount, but also promote wellness throughout the City. Both of the City's labor agreements will expire at the end of 2021 and will be negotiated during 2021. 2021 includes funding for the tuition reimbursement program.

Human Resources Expense



Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries & Wages	97,755	99,827	103,722	105,906	108,800	111,100
Personnel Benefits	28,292	29,905	31,611	32,602	33,100	42,000
Services	11,189	24,260	31,564	26,011	29,172	33,272
Supplies	3,013	1,819	3,704	2,007	3,660	3,660
<b>Total</b>	<b>140,249</b>	<b>155,811</b>	<b>170,600</b>	<b>166,526</b>	<b>174,732</b>	<b>190,032</b>

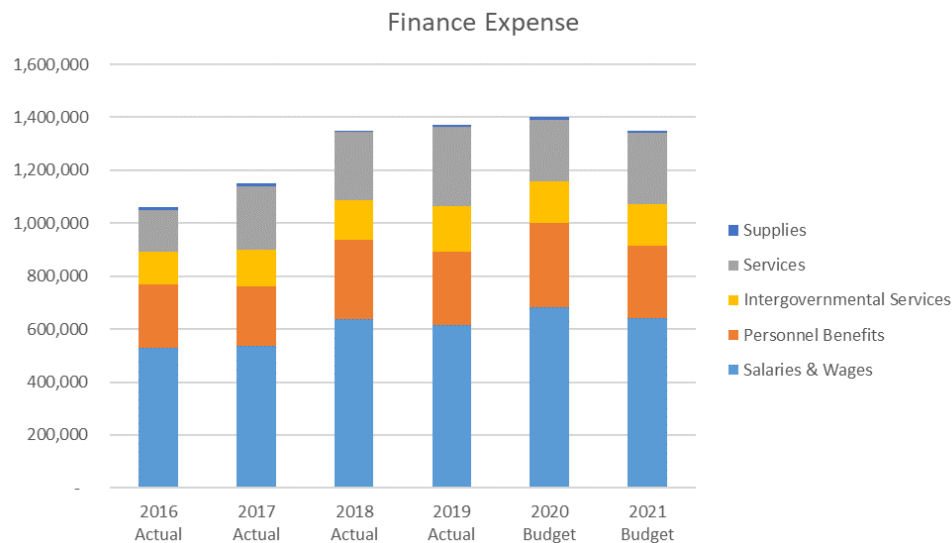
### Finance/Information Technology

The Finance Department directs all finance functions for the City. This includes annual budgeting, financial reporting, investment activities, debt management, general accounting, purchasing, payroll, accounts receivable, grant management, utility billing, information technology, dog licensing and customer service. This department is also responsible for management of the City's official records, municipal code, public information disclosure and contract management.

This department is led by the City Finance Director and two mid managers, the Information Technology Manager and the Assistant Finance Director. The City moved the Communications Specialist to the City Managers Office starting in 2021. The Information Technology Manager supervises one staff member and the Assistant Finance Director supervises four staff members.

#### Primary Expenditures:

With eight full time employees, the majority of this department's expense are for salaries and benefits. The City's annual maintenance contract payments for the financial operating system, along with City wide internet and phone charges, are charged to this department. In addition, the City's Municipal Court and indigent defense services were moved from the Police budget to this department in 2015 to avoid any conflicts between the courts and Police Department. The increase in salary and benefits in 2017 is due to the addition of a Communications Specialist and the decrease in 2021 is due to moving that position to the City Managers Office budget.



Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries & Wages	530,304	536,000	638,015	616,341	682,600	643,200
Personnel Benefits	239,338	226,419	299,656	276,662	318,900	273,400
Services	158,800	242,841	258,162	299,279	234,930	268,930
Intergovernmental Services	122,321	136,212	149,114	172,342	155,000	155,000
Supplies	9,735	8,717	4,154	6,070	8,500	8,750
<b>Total</b>	<b>1,060,498</b>	<b>1,150,189</b>	<b>1,349,101</b>	<b>1,370,693</b>	<b>1,399,930</b>	<b>1,349,280</b>



### Economic Development

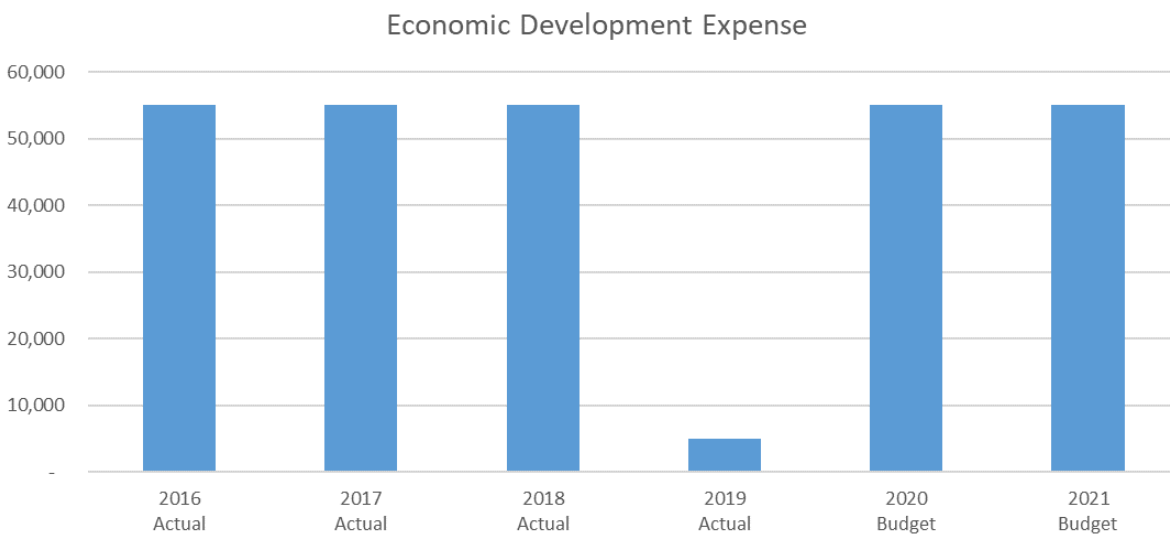
This department is used to make payments to the Camas-Washougal Economic Development Association (CWEDA) and Columbia River Economic Development Council (CREDC).

In 2011, the City of Washougal, together with the City of Camas and the Port of Camas-Washougal, formed CWEDA. This quasi-municipal entity was created so the leadership from forming organizations can work together for the economic health of the entire Camas/Washougal area. The primary mission is to support existing business and to bring new businesses and jobs into the local area. It provides one contact for the area, allowing for overall growth. CWEDA was disbanded in 2020 and the City is still determining the best path forward but has continued to budget \$50K for 2021.

The annual payment to CREDC is also paid out of this department. The CREDC is a private-public partnership of over 130 investors and strategic partners working together to advance the economic vitality of Clark County through business relocation, growth, and innovation. It serves as the formal Economic Development Organization (EDO) for all of Clark County.

#### Primary Expenditures:

The only expenditures from this department are the contributions to CWEDA and CREDC and are listed as services.



Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Services	55,000	55,000	55,000	5,000	55,000	55,000
<b>Total</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>	<b>5,000</b>	<b>55,000</b>	<b>55,000</b>

## Community Development

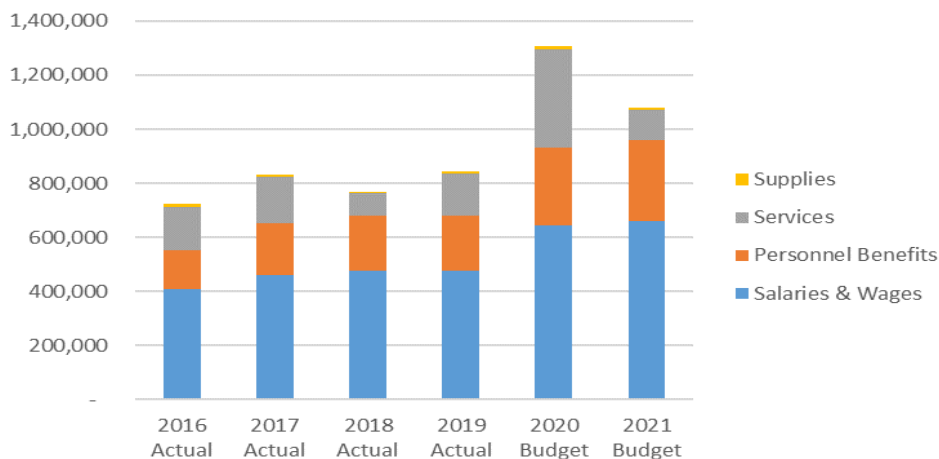
This Department has two divisions, Building and Planning. The Department is led by the Community Development Director. The Building Division team is responsible for receiving building permit applications, assuring contractors are properly licensed, reviewing plans for compliance with the Washington State Building Code, routing applications to other departments for review, issuing permits, performing inspections and maintaining construction records. This team consists of the Building Official (manager), Building Inspector, Permit Technician and Code Compliance Officer.

The Planning Division represents the public interest by promoting systematic deliberation regarding the development of Washougal. This is achieved by: encouraging economic development; designating appropriate land uses within the urban area; implementing design standards for Washougal's physical development and conforming to Washington State's Growth Management Act and the City's Comprehensive Plan. This division offers assistance on zoning, platting, environmental, land use and site plan review. The Division provides both current and long range planning services to the general public. This work is primarily completed by the City Planner who works under the direction of the Community Development Director.

### Primary Expenditures:

With seven full time employees, this department's primary expenditures are salaries and wages. The City also contracts with an engineering firm for private land use development review. Development has been increasing in the City. To maintain service levels, in 2017 an additional full time employee was added to conduct building inspections. Increased fee revenue will cover the cost of the new employee.

Community Development Expense



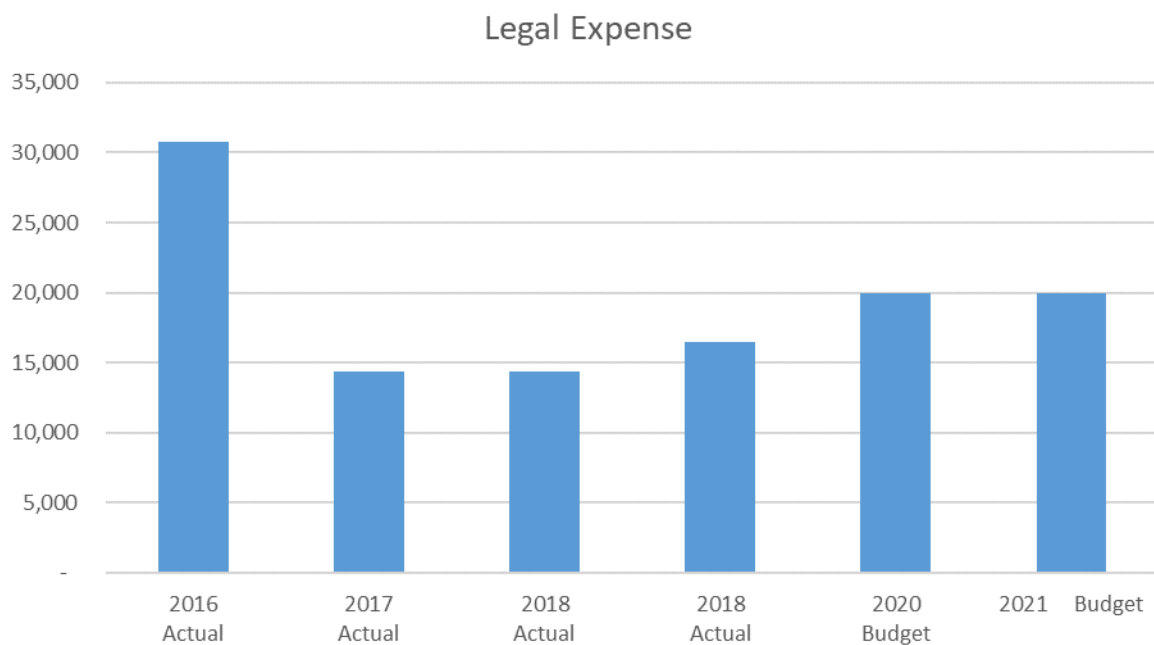
Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries & Wages	407,827	460,250	475,848	475,848	645,015	661,900
Personnel Benefits	144,799	192,833	204,786	204,786	288,185	298,700
Services	161,583	172,364	84,024	154,700	360,660	112,460
Supplies	8,782	6,671	3,790	10,450	11,685	7,385
<b>Total</b>	<b>722,991</b>	<b>832,118</b>	<b>768,448</b>	<b>845,784</b>	<b>1,305,545</b>	<b>1,080,445</b>

## Legal

The City contracts for all legal services. This department tracks the general legal expenses for the City. Items which are specific to various departments are charged to each department's professional service line item.

### Primary Expenditures:

The City has Kenneth B. Woodrich PC on retainer to serve as the City's Attorney. Expenses beyond the monthly retainer vary depending on legal issues which arise during the year. Charges specific to individual departments are expensed out of that department's professional services line item. Expenses in this fund are for the benefit of the City as a whole.



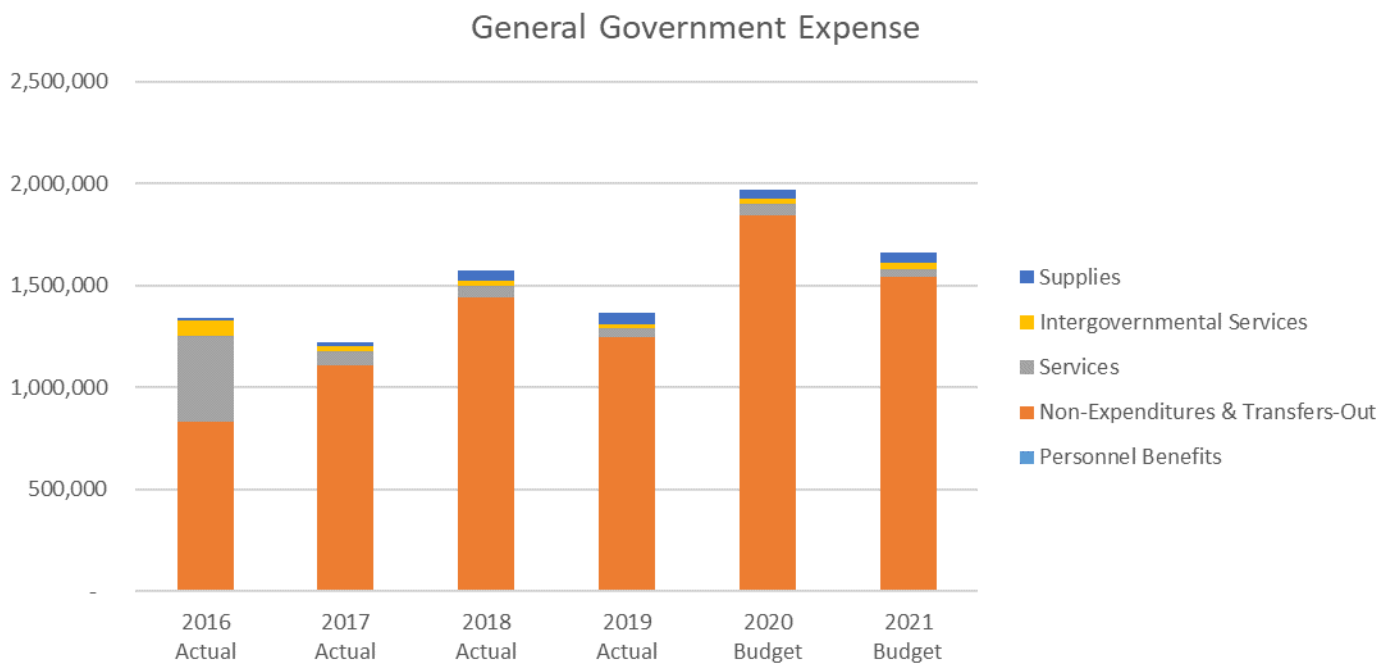
Expenditure	2016 Actual	2017 Actual	2018 Actual	2018 Actual	2020 Budget	2021 Budget
Services	30,748	14,383	14,383	16,500	20,000	20,000
<b>Total</b>	<b>30,748</b>	<b>14,383</b>	<b>14,383</b>	<b>16,500</b>	<b>20,000</b>	<b>20,000</b>

### Central Services / General Government

This department includes costs not directly associated with another department.

#### Primary Expenditures:

Intergovernmental costs, which include: City wide supply purchases, costs for the annual state audit and program support for East County Social Services, Clark County Alcoholism, and Community Education. All transfers from the General fund to other funds come from this department, such as: Equipment Replacement, Cemetery, Street, Transportation Capital, Facilities Capital, and REET.



Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Personnel Benefits	-	-	-	-	-	-
Non-Expenditures & Transfers-Out	828,714	1,107,700	1,439,500	1,246,214	1,845,849	1,540,280
Services	424,744	69,386.90	59,581	47,108	53,500	41,900
Intergovernmental Services	72,906	24,517	22,301	18,492	29,500	29,500
Supplies	17,101	22,945	49,960	55,857	43,215	48,400
<b>Total</b>	<b>1,343,465</b>	<b>1,224,549</b>	<b>1,571,342</b>	<b>1,367,671</b>	<b>1,972,064</b>	<b>1,660,080</b>

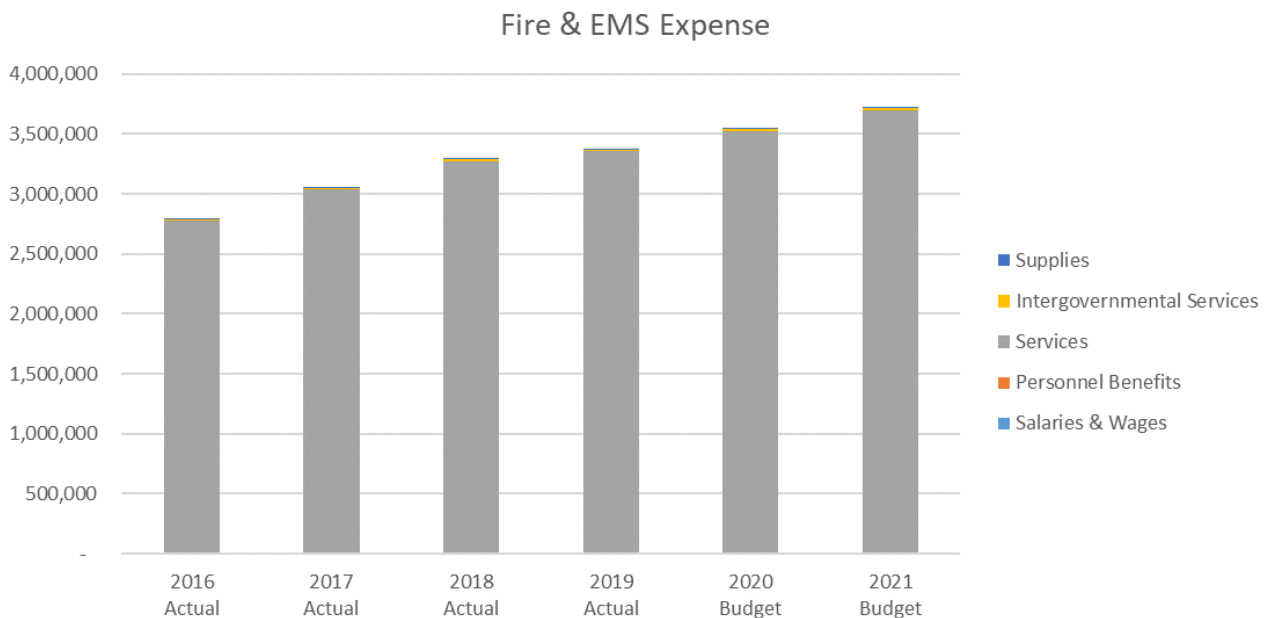
### Fire & Emergency Medical Services

The Camas-Washougal Fire Department (CWFD) provides both fire and emergency medical services to citizens. CWFD personnel also provide emergency medical services to citizens outside the Camas and Washougal City limits, along with mutual aid fire protection to neighboring departments.

In May of 2014, the City of Washougal and the City of Camas combined their services for better coverage across the area. The City of Camas manages the fire services with the City of Washougal paying a monthly fee for fire services to the City of Camas. The fee changes annually based on a combination of structural assessed valuation, calls for service and population. In 2021, Washougal will be responsible for 39.2% of the overall cost of the program, which is the same as 2020.

#### Primary Expenditures:

The primary expenditures for this department are payments to the City of Camas for the City of Washougal's share of the fire service costs. The LEOFF 1 charges and per capita emergency management fee remained the responsibility of the City and are included in this department.



Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries & Wages	-	-	-	-	-	-
Personnel Benefits	10,851	6,476	5,419	7,009	10,000	9,300
Services	2,765,298	3,033,641	3,268,588	3,348,823	3,517,876	3,688,176
Intergovernmental Services	12,981	13,315	15,130	13,337	15,130	17,700
Supplies	1,055	1,260	1,216	1,259	1,200	1,250
<b>Total</b>	<b>2,790,185</b>	<b>3,054,691</b>	<b>3,290,353</b>	<b>3,370,428</b>	<b>3,544,206</b>	<b>3,716,426</b>

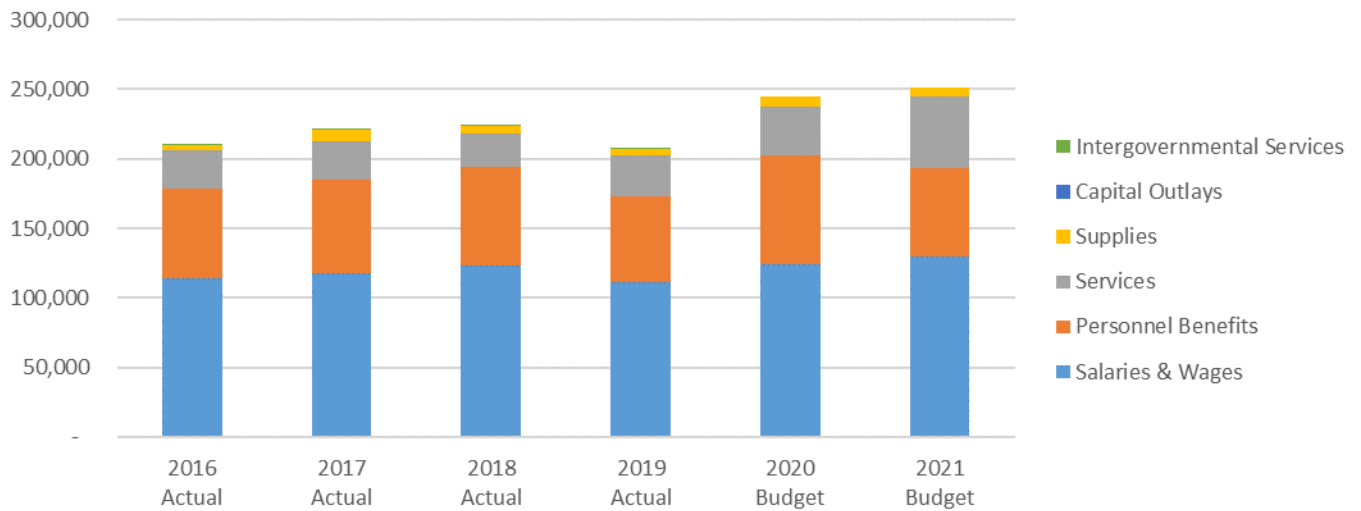
### Animal Control

Animal Control serves both the City of Washougal and the City of Camas. The City of Washougal manages this service. The Animal Control Division works within the community to address neglected, abused, loose and vicious dogs; barking dog complaints; dog bites and lost and found dogs. The City of Camas reimburses the City of Washougal for 50% of the costs of this program. The City changed to a flat fee for service with the Humane Society versus a per dog charge, which accounts for the increase in services.

#### Primary Expenditures:

This department has two full time Animal Control Officers, of which the salaries and benefits make up the primary expense for this department. The City also pays for animal impounds at the Humane Societies where abandoned dogs are taken.

Animal Control Expense



Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries & Wages	113,929	118,152	123,167	111,696	124,400	129,400
Personnel Benefits	64,654	67,213	70,948	61,122	78,000	64,100
Services	27,675	27,685	23,803	30,076	35,425	51,025
Supplies	3,157	7,471	5,761	4,471	7,225	6,625
Capital Outlays	-	-	-	-	-	-
Intergovernmental Services	820	816	816	816	-	-
<b>Total</b>	<b>210,235</b>	<b>221,336</b>	<b>224,496</b>	<b>208,180</b>	<b>245,050</b>	<b>251,150</b>

### Police/Public Safety

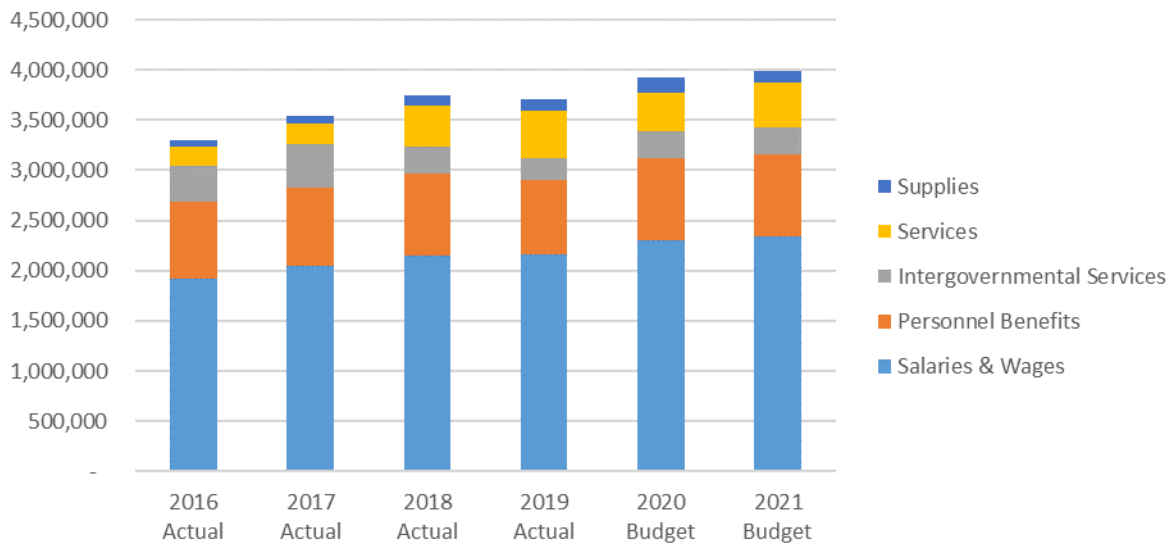
The Police Department enforces the law, protects property, and limits civil disorder. This Department also provides concealed pistol licensing, and finger printing.

The Police Chief is the head of the Department, with the assistance of a Captain. The Department has five Sergeants, an Administrative Sergeant was added in 2018, two Detectives, one School Resource Officer, one K-9 officer and ten Patrol Officers. The Department also is supported by two Administrative Assistants.

#### Primary Expenditures:

With 24 full time employees, the primary expense for the police department is employee salaries and benefits. The department also pays for the prosecuting attorney and incarceration costs.

Police Expense



Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries & Wages	1,925,880	2,049,265	2,145,675	2,159,689	2,298,500	2,339,700
Personnel Benefits	755,515	777,696	818,342	748,400	817,000	812,900
Intergovernmental Services	366,572	435,163	267,629	208,914	275,475	275,475
Services	190,602	207,413	406,276	478,779	383,710	440,854
Supplies	60,597	74,512	109,580	113,926	149,180	116,365
<b>Total</b>	<b>3,299,166</b>	<b>3,544,048</b>	<b>3,747,502</b>	<b>3,709,707</b>	<b>3,923,865</b>	<b>3,985,294</b>



### Public Works Non-Utilities (Parks, Engineering, Facilities)

This Department accounts for non-capital public works services which are not revenue based (utilities). There are three divisions within this department: Parks, Engineering, and Facilities. The cost of Public Works Administration, such as the Director, Deputy Director, Senior Analyst are allocated across all Public Works divisions, including non-utilities and utilities, on a percentage basis and are included in the salary and benefit line items of those departments.

The Parks Division maintains 21 parks and several acres of undeveloped open space. Washougal strives to augment recreationally deficient parkland and acquire ideal properties for future needs, while maintaining a high level of service for the public.

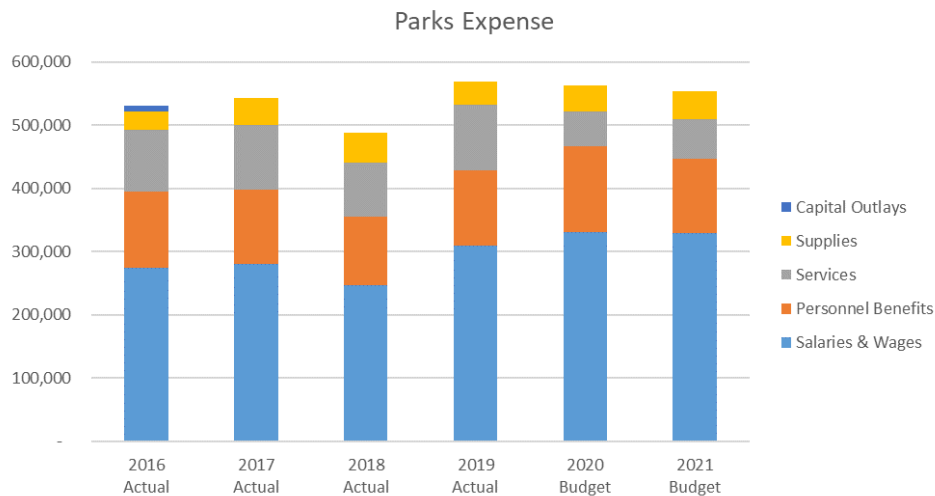
The Engineering Division manages the design and oversees construction of capital projects, as well as quality control to ensure each project meets or exceeds city specifications. Engineering also works closely with the Planning Department on private development projects to ensure these projects meet City standards. Engineering also oversees applications for grants and loans for helping to fund infrastructure projects.

The Facilities Division maintains City offices, maintenance buildings, and parks buildings throughout the City. This includes custodial, landscape, structural, mechanical, cosmetic, accessibility, and repair projects for all general fund operated buildings.

#### Primary Expenditures:

#### ***Parks***

The Parks Division has a Manager who oversees the planning aspects of the Parks, as well as oversees the Cemetery operations, under the guidance of the Public Works Director. There is an Administrative Assistant who also supports this Division. The total General Fund FTE for this Division is 3.05. In the spring, seasonal maintenance workers are hired for six months to assist with maintenance of the parks. Salaries and benefits are the primary expense for this Division. In 2017, the amount of funds available for seasonal workers was increased by \$26,000 to enhance services in our parks. This has been maintained in 2021.

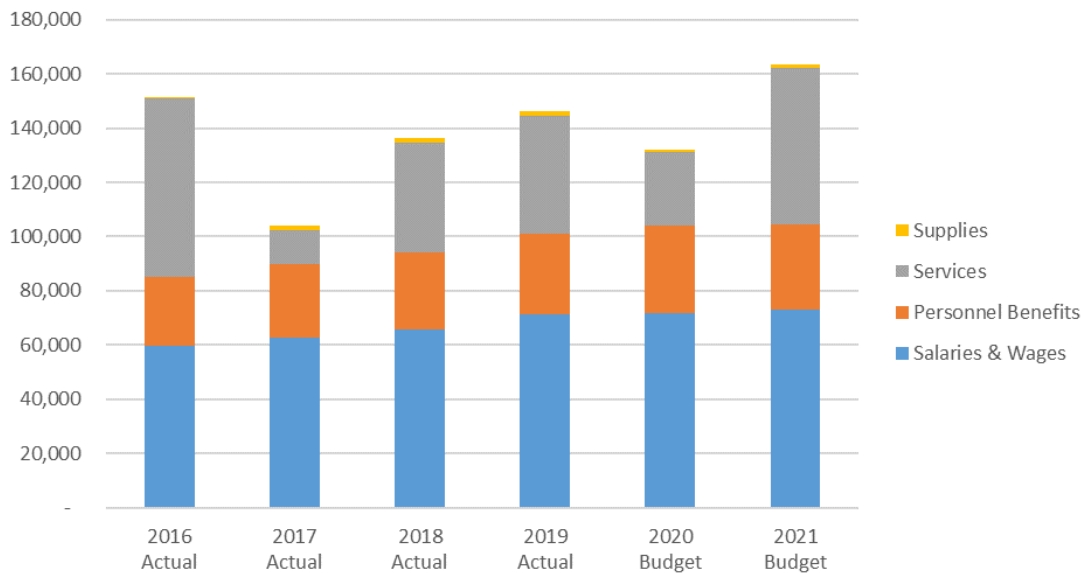


Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries & Wages	273,921	280,896	247,232	308,677	331,300	329,300
Personnel Benefits	120,892	116,351	108,640	120,391	134,800	117,400
Services	97,480	103,353	84,502	102,893	56,033	63,033
Supplies	29,507	42,262	46,996	37,588	41,100	43,100
Capital Outlays	9,200	-			-	-
<b>Total</b>	<b>531,000</b>	<b>542,863</b>	<b>487,368</b>	<b>569,549</b>	<b>563,233</b>	<b>552,833</b>

### Engineering

The Engineering Division has one City Engineer and an Engineering Technician. Both employees have their time allocated to other divisions as well as the General Fund. The total General Fund FTE for engineering services is .85 for these two staff members. The City uses an engineering firm for the services provided to Community Development for contract engineering plan review services.

Engineering Expense

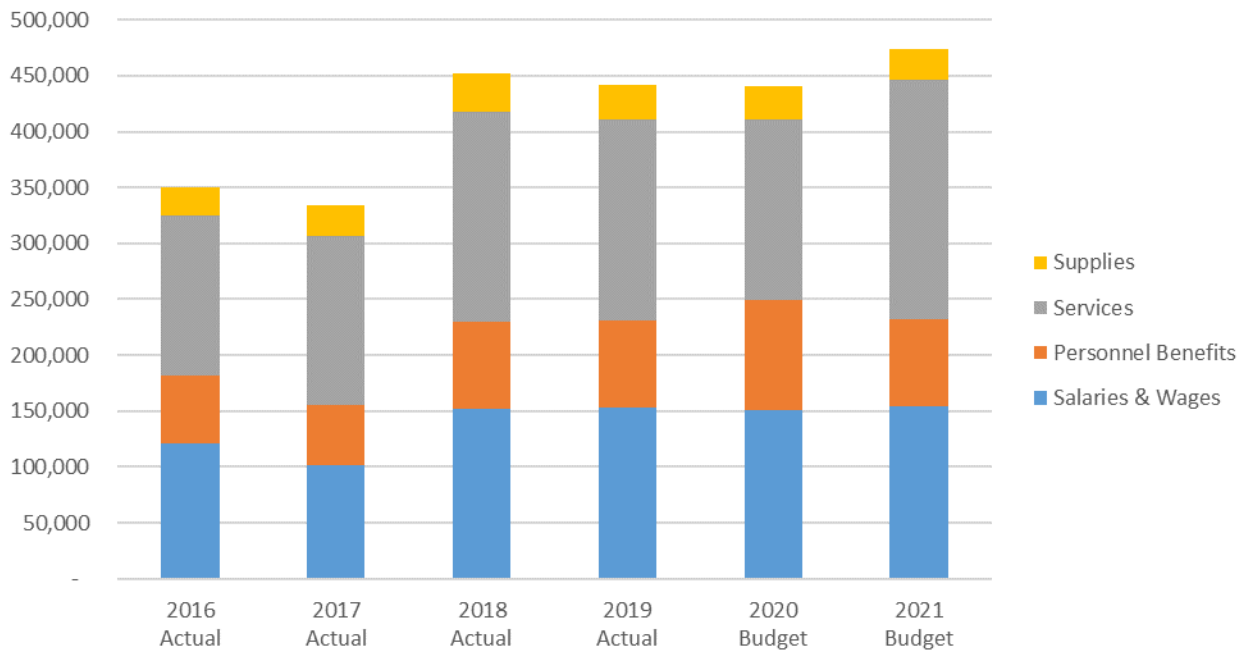


Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries & Wages	59,739	62,936	65,632	71,400	71,700	72,900
Personnel Benefits	25,433	26,984	28,470	29,881	32,540	31,500
Services	65,834	12,589	40,726	43,331	27,031	57,786
Supplies	536	1,396	1,729	1,492	733	1,518
<b>Total</b>	<b>151,542</b>	<b>103,904</b>	<b>136,557</b>	<b>146,105</b>	<b>132,004</b>	<b>163,704</b>

### ***Facilities***

The Facilities Division has a Manager who also oversees parks operations and the Stormwater Division, under the guidance of the Public Works Director. There are also support staff who perform the maintenance work of the facilities; however, they split their time with other departments. The total General Fund FTE for this department is 1.8 FTE. This department also pays for the City's security system and contracted custodial service.

**Facilities Expense**



Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries & Wages	120,564	101,263	151,606	153,118	150,700	154,600
Personnel Benefits	61,517	53,848	78,408	78,002	98,500	77,900
Services	143,464	151,614	187,483	179,673	161,713	214,450
Supplies	24,130	27,416	34,265	31,511	29,750	27,000
<b>Total</b>	<b>349,675</b>	<b>334,141</b>	<b>451,761</b>	<b>442,304</b>	<b>440,663</b>	<b>473,950</b>

## Street Fund

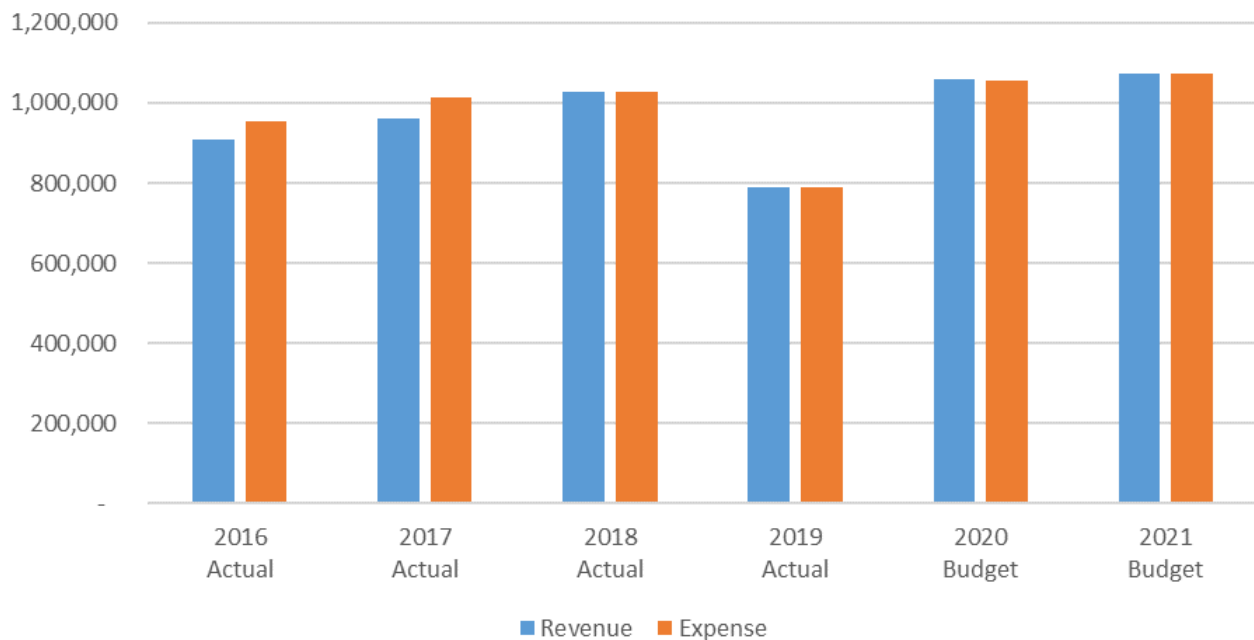
The City's Street Fund preserves and maintains the community's investment in over 150 lane miles of roads, sidewalks, bridges, signs, vegetation and rights-of-way. It utilizes summer-temporary employees to augment its four full-time employees, who respond to various emergency situations, including: winter storms, flooding, vehicular accidents and spills.

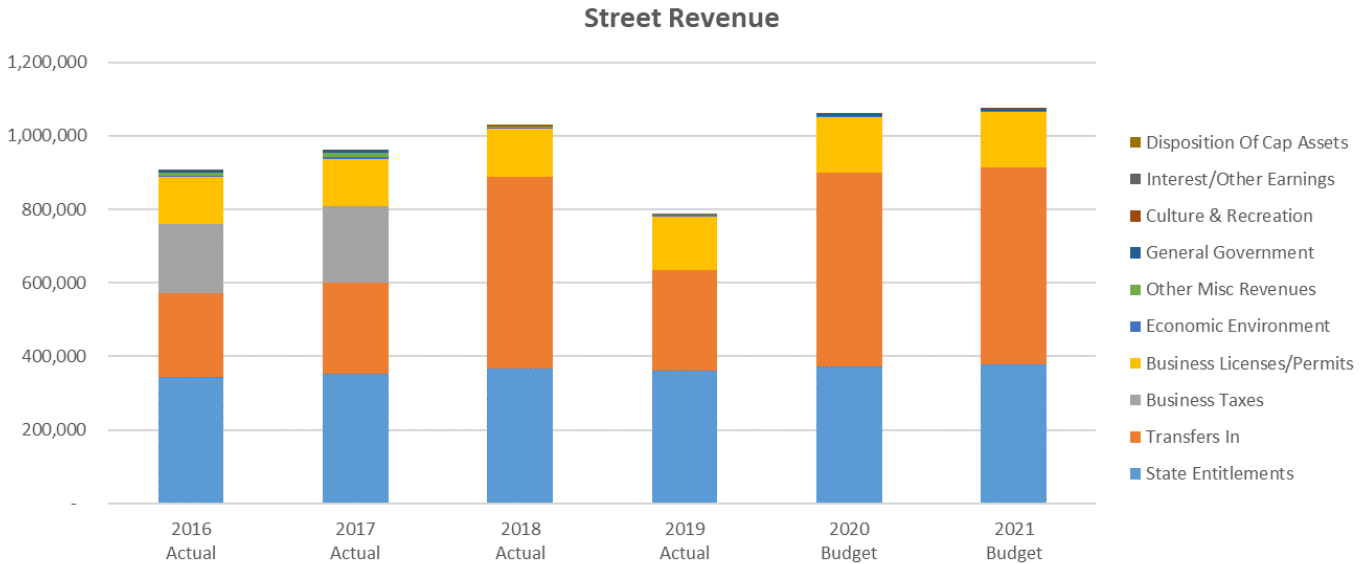
Our Street Division schedules and performs maintenance of streets and street signs. The street crew responds to calls regarding hazardous conditions, damaged or missing street signs, and roadside vegetation.

The Street Division works in conjunction with emergency response agencies during inclement weather to remove snow, ice and storm debris from the roadways. Snowplow, sanding, and de-icing routes have been pre-planned in order to facilitate a quick response when necessary.

The pavement management program is separate from this operations and maintenance fund and is operated out of the REET Fund 106.

### Street Fund Revenue/Expense History





Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
State Entitlements	343,036	353,700	367,953	360,057	373,758	376,900
Transfers In	230,000	247,700	520,000	273,410	526,209	538,030
Business Taxes	187,859	207,981	-	-	-	-
Business Licenses/Permits	126,434	127,579	131,638	147,164	151,022	151,100
Economic Environment	5,250	4,650	3,105	4,526	2,460	2,460
Other Misc Revenues	7,410	12,711	1,186	-	-	-
General Government	5,918	5,515	2,257	-	4,760	4,760
Culture & Recreation	983	-	1,107	163	533	533
Interest/Other Earnings	180	94	989	2	-	-
Disposition Of Cap Assets	-	-	185	3,260	-	-
<b>Total</b>	<b>907,070</b>	<b>959,931</b>	<b>1,028,419</b>	<b>788,581</b>	<b>1,058,742</b>	<b>1,073,783</b>

State Entitlements: This is the motor vehicle fuel tax received by the City from the State to be used for city roads.

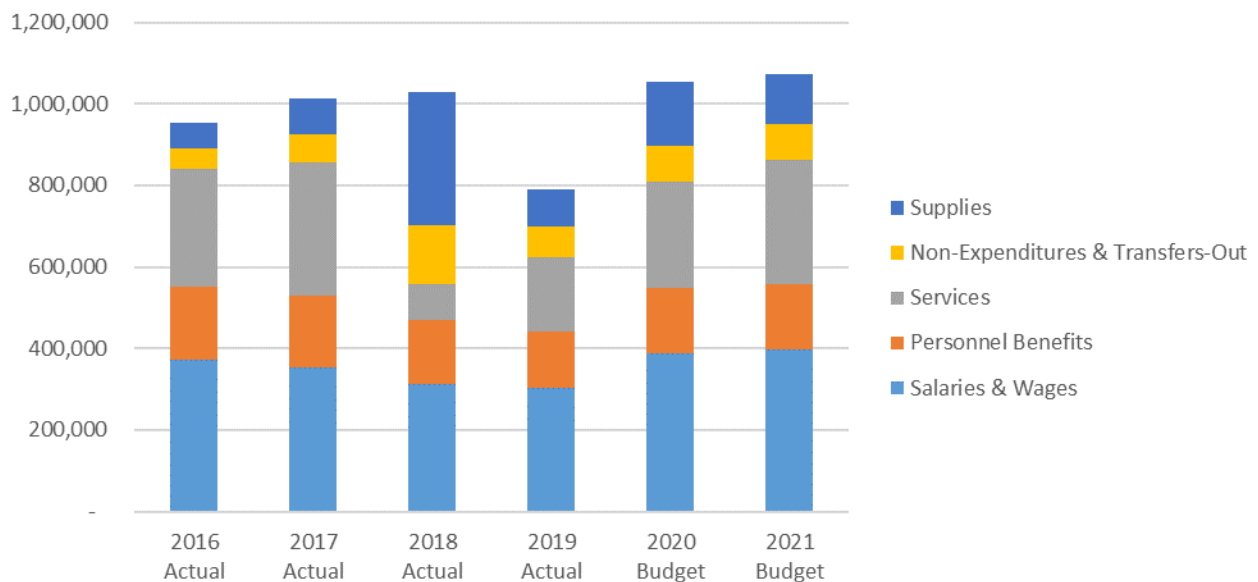
Business & Occupation Taxes: The fees charged against electric utilities are dedicated to the Street Fund, per City Code. The tax rate is set by City ordinance to the company operating the utility.

Transfers In: The General Fund subsidizes the operations of the Street Division as other revenues are not sufficient to pay for the operation of this division.

### Street Fund Expenditures

The Street Division is managed by the Street Manager who also manages the Storm, Facilities, and Fleet Divisions, under the guidance of the Public Works Director. There are three full time maintenance employees in this department. In addition there are other support staff. Total FTE for this department is 4.25. In the spring time the City hires seasonal workers to help maintain the roadways. In 2017 the seasonal budget was increased by \$23,000 to enhance services in our streets division. Salaries and benefits are the primary expense for this fund. Another primary expense for this fund is repairs to the roadways. The City also pays the Clark County Public Utility District for street light repairs. This fund is just the operations and maintenance fund. The pavement management program is operated out of the REET Fund 106.

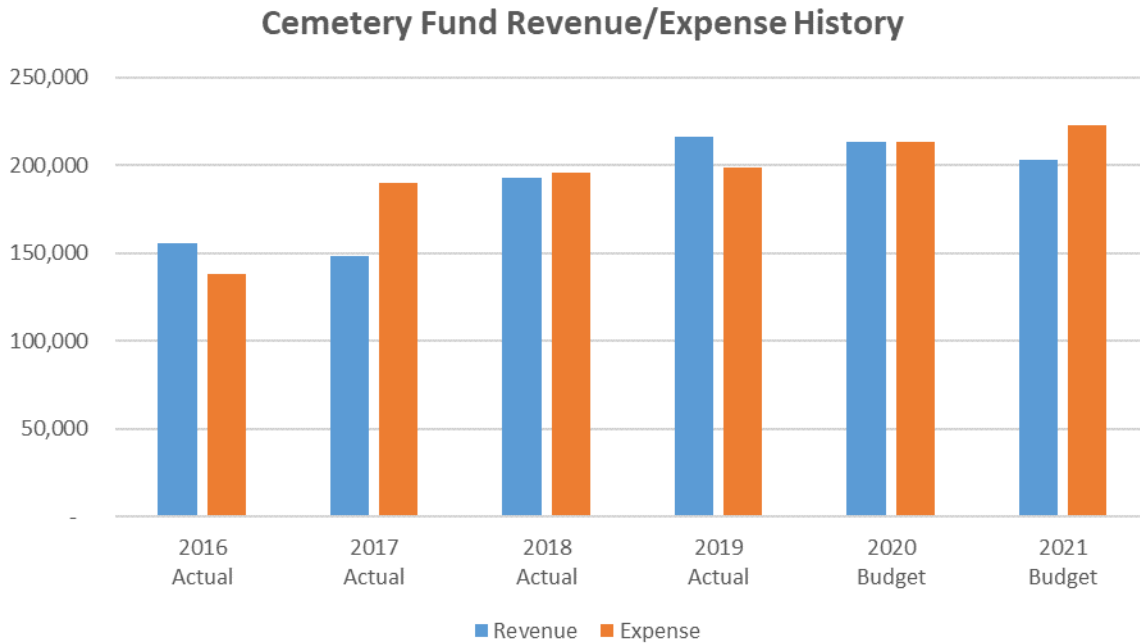
### Streets Expense



Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries & Wages	373,757	354,812	314,193	303,063	387,800	396,000
Personnel Benefits	177,603	175,690	154,969	137,705	162,000	163,000
Services	290,419	326,378	89,800	183,001	258,000	302,150
Non-Expenditures & Transfers-Out	50,377	69,317	142,533	74,645	90,000	90,000
Supplies	61,801	85,628	326,731	90,317	156,783	122,633
<b>Total</b>	<b>953,957</b>	<b>1,011,826</b>	<b>1,028,226</b>	<b>788,730</b>	<b>1,054,583</b>	<b>1,073,783</b>

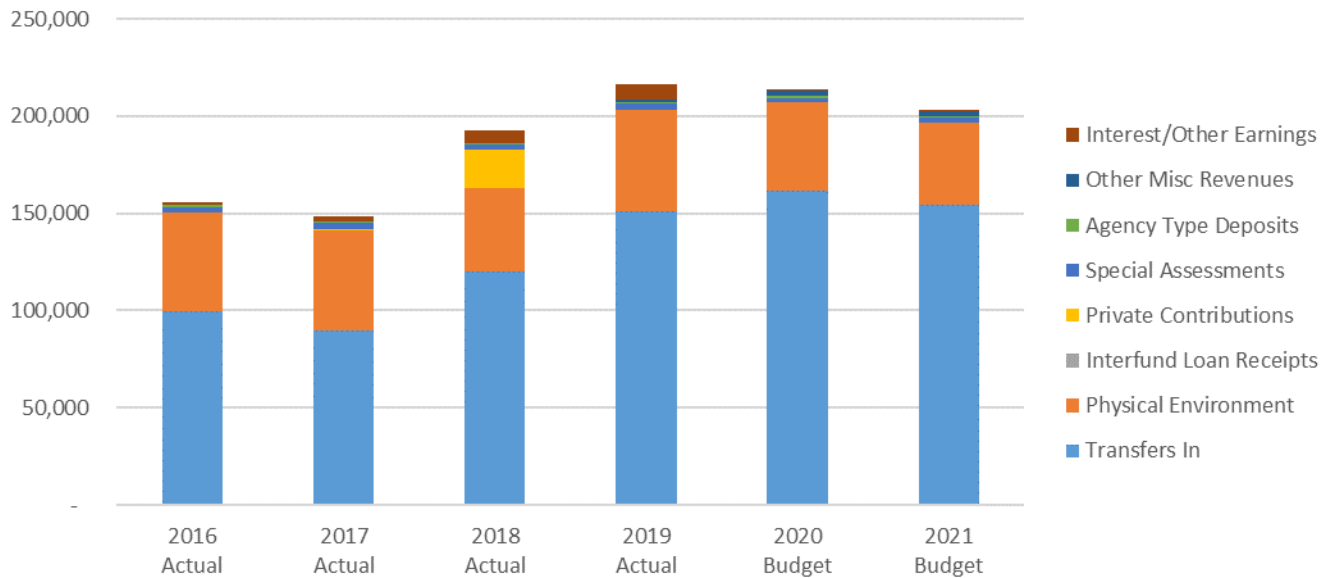
## Cemetery Fund

The City of Washougal operates the Washougal Memorial Cemetery, providing the only public burial ground in Washougal, Washington. The City sells cemetery lots, niche wall spots, cemetery services, markers, and other services for a burial. In addition, the City maintains the grounds of the Cemetery.





### Cemetery Revenue



Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Transfers In	99,700	90,000	120,000	151,200	161,950	154,450
Physical Environment	50,580	51,485	42,649	51,882	45,000	42,000
Interfund Loan Receipts	-	-	-	-	-	-
Private Contributions	106	72	20,108	214	-	-
Special Assessments	2,735	3,305	2,575	2,920	2,500	2,500
Agency Type Deposits	945	995	797	951	800	800
Other Misc Revenues	24	23	27	1,287	2,900	2,900
Interest/Other Earnings	1,325	2,732	6,452	7,872	500	500
<b>Total</b>	<b>155,415</b>	<b>148,612</b>	<b>192,608</b>	<b>216,326</b>	<b>213,650</b>	<b>203,150</b>

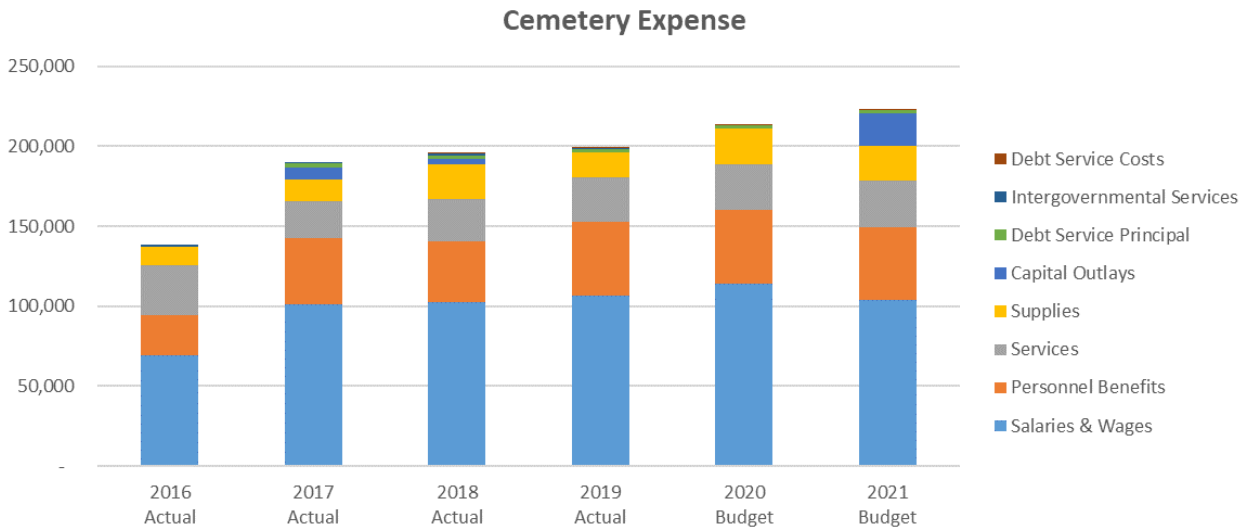
Transfers In: The cemetery fund is supported by the General Fund because Cemetery revenues do not cover all expenses. This is received via this revenue source.

Physical Environment: The Cemetery collects fees for cemetery services including plot sales (65% of the proceeds go to operation of this fund), burials, and niche wall placement.

Special Assessments: The Cemetery sells plots to citizens and a portion of these sales goes towards capital needs of the cemetery at a rate of 10% of the plot sale.

### Cemetery Expenditures

In addition to being overseen by the Public Works Director, the Cemetery Fund is managed by the Parks Planning Manager. For 2021, the Cemetery has one full time staff with additional part time help from other maintenance workers. Total FTE for this fund is 1.5 making salaries and benefits the largest expense to this fund.

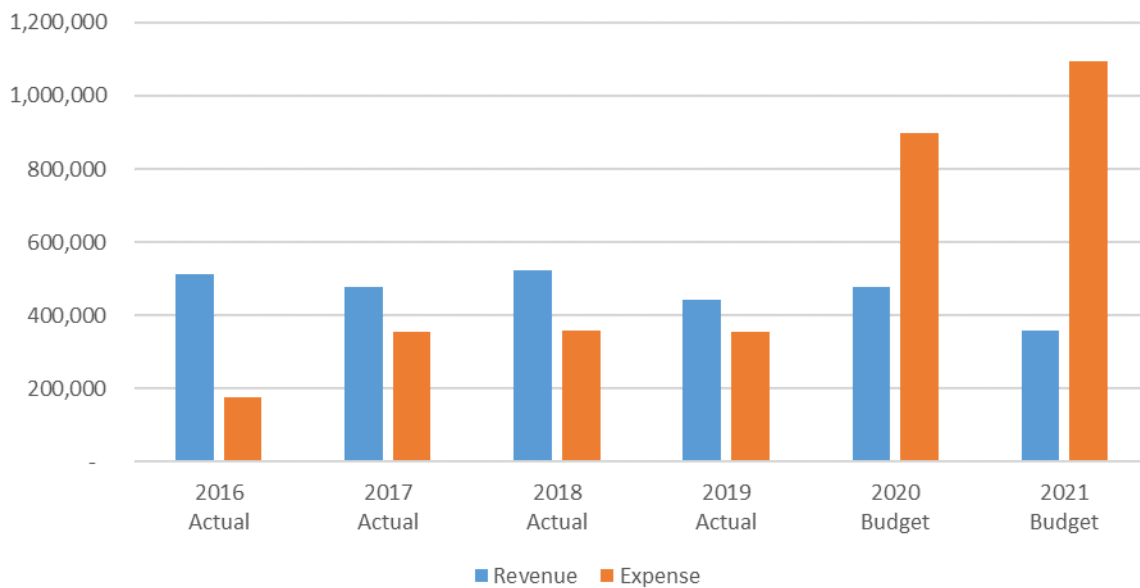


Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries & Wages	69,205	100,966	102,526	106,710	114,000	103,700
Personnel Benefits	25,365	41,821	38,249	45,911	45,900	45,400
Services	30,696	23,122	26,043	27,760	28,800	29,100
Supplies	12,144	13,433	21,890	15,852	22,150	22,150
Capital Outlays	-	7,122	3,132	-	-	20,000
Debt Service Principal	-	2,824	2,600	1,760	2,600	2,600
Intergovernmental Services	821	1,020	736	801	-	-
Debt Service Costs	-	-	379	200	200	200
<b>Total</b>	<b>138,231</b>	<b>190,307</b>	<b>195,555</b>	<b>198,994</b>	<b>213,650</b>	<b>223,150</b>

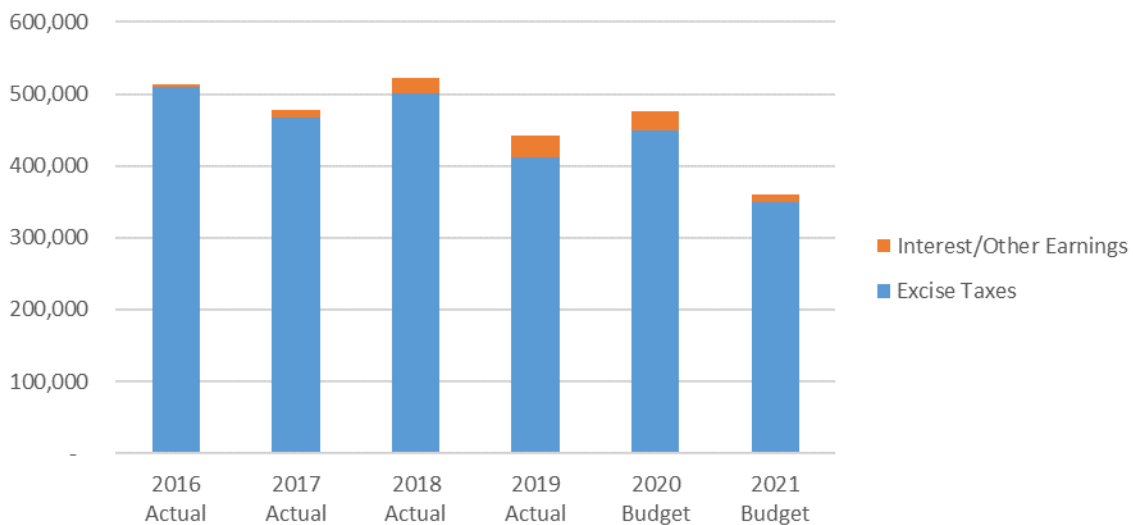
## First Quarter Percent REET Fund

The Real Estate Excise Tax (REET) is levied on all sales of real estate. The revenue received is limited by state statute to expenditures for the planning, acquisition, construction, reconstruction, repair, replacement, rehabilitation, or improvement of streets, roads, sidewalks, parks, trails, and bridges, as specified in a capital facilities plan. These funds are earmarked for future debt payment for the downtown bonds. The first .25 percent of the tax is tracked in this fund as it has different requirements than the second .25 percent, which is tracked in Fund 106.

### REET 1 Revenue/Expense History



### REET 1 Revenue

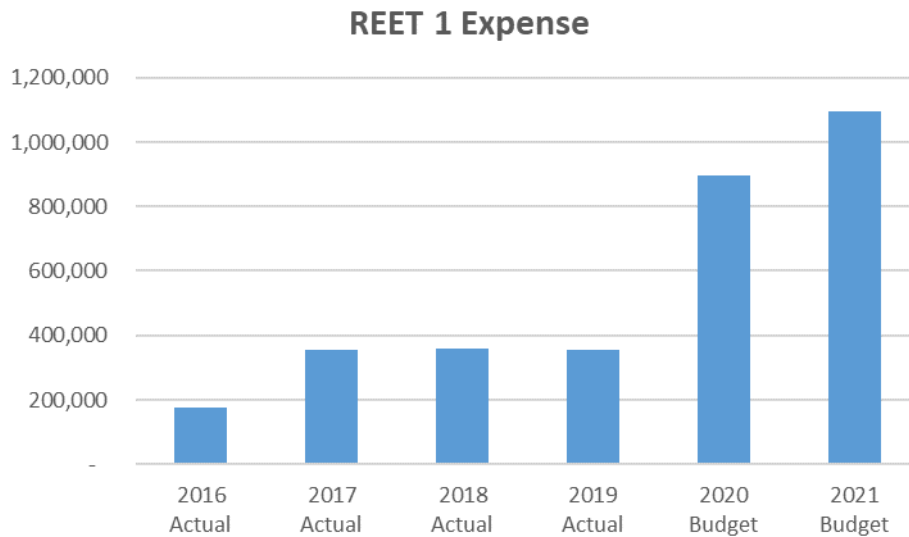


Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Excise Taxes	509,832	467,153	500,386	411,921	450,000	350,000
Interest/Other Earnings	4,155	10,984	22,839	30,786	26,000	10,000
<b>Total</b>	<b>513,987</b>	<b>478,137</b>	<b>523,226</b>	<b>442,706</b>	<b>476,000</b>	<b>360,000</b>

Other Taxes: These are the first .25% Real Estate Excise Tax which is an excise tax on sale of real property. Proceeds are to be used solely for financing capital projects specified in a capital facilities plan.

#### First Quarter Percent REET Fund Expenditures

The proceeds of this fund are used for the payment of the Downtown Improvement Bonds, General Obligation Debt and capital projects.

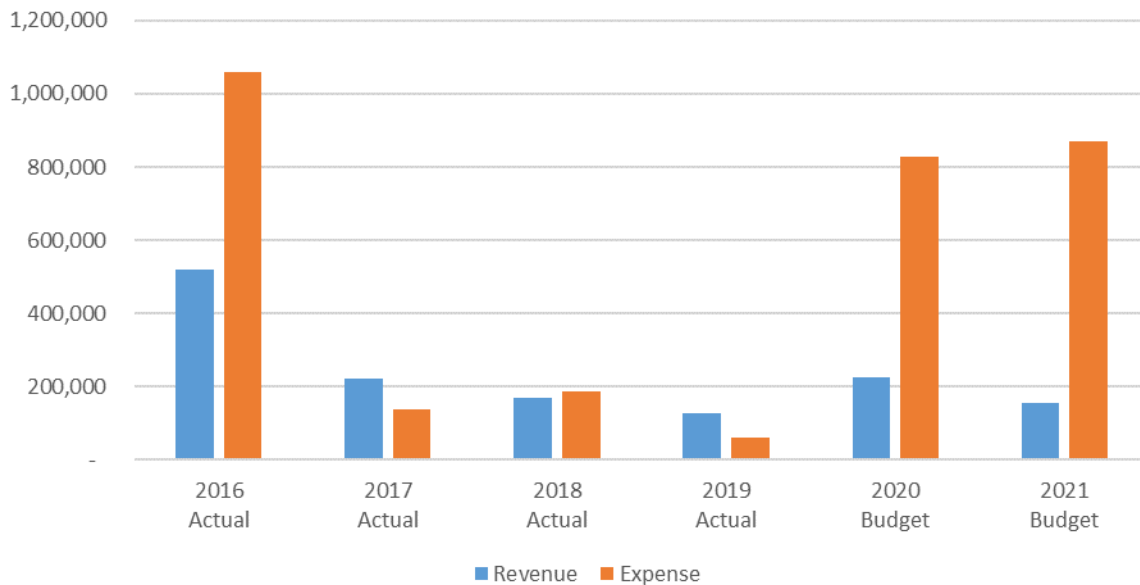


Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Non-Expenditures & Transfers-Out	177,610	356,400	358,600	356,700	897,300	1,094,600
<b>Total</b>	<b>177,610</b>	<b>356,400</b>	<b>358,600</b>	<b>356,700</b>	<b>897,300</b>	<b>1,094,600</b>

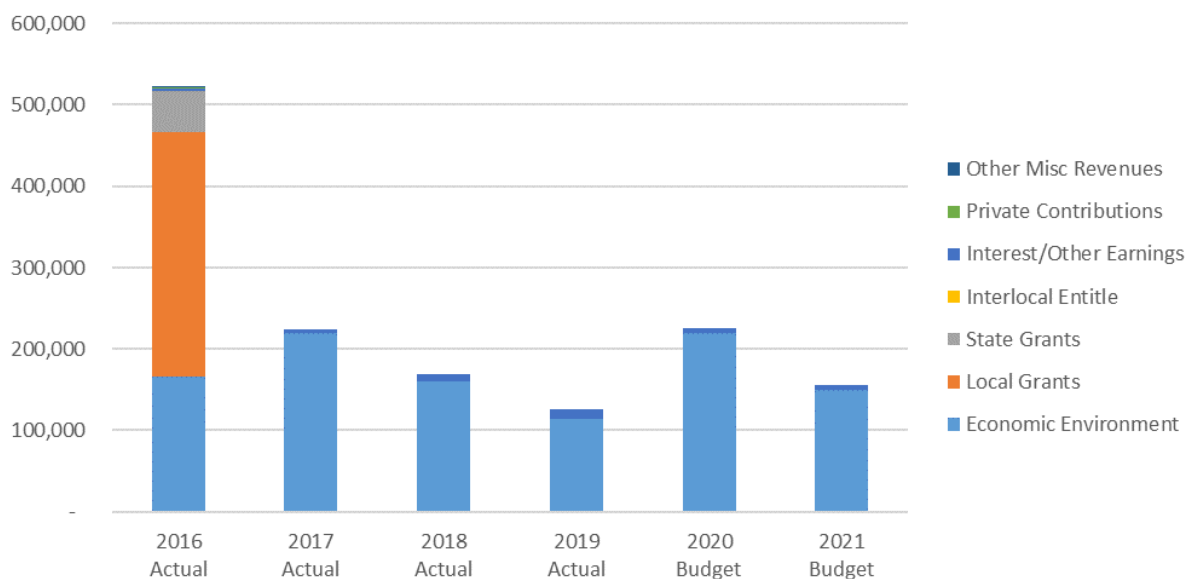
## Park Development Fund

Park Impact Fees are collected at the time of building permit issuance and can be used for the acquisition and development of parks, open space, and recreation facilities. This fund tracks those revenues. Operations and maintenance expenses are not allowed. Park Impact Fee revenue also must be spent within a ten year time from the date they are received. Funds are appropriated for the projects contained in the Parks Capital Facility Plan. All acquisitions require Council approval.

### Park Development Fund Revenue/Expense History



### Park Development Revenue



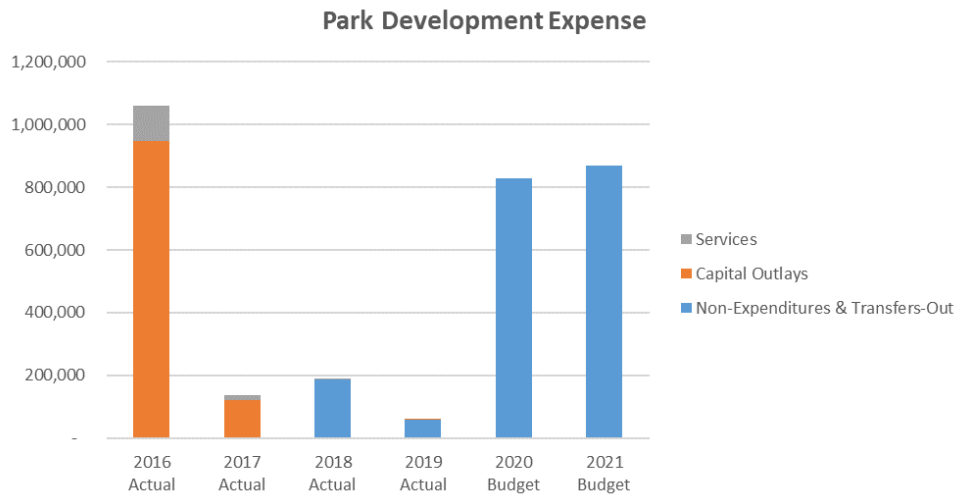
Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Economic Environment	166,720	219,220	160,350	114,520	220,000	150,000
Local Grants	299,500	-	-	-	-	-
State Grants	51,046	598	-	-	-	-
Interlocal Entitle	-	-	-	-	-	-
Interest/Other Earnings	2,804	3,839	8,846	11,164	6,000	6,000
Private Contributions	1,000	-	-	-	-	-
Other Misc Revenues	88	-	-	-	-	-
<b>Total</b>	<b>521,158</b>	<b>223,657</b>	<b>169,196</b>	<b>125,684</b>	<b>226,000</b>	<b>156,000</b>

Economic Environment: These are the Park Impact Fees collected on development activity to be used as a part of financing for public parks.

State Grants: Grants are awarded by the state after an application process is completed on a project basis.

### Park Development Expenditures

All expenditures out of this fund are for projects contained in the Parks Capital Facility Plan. In 2016, the City created a Park's Capital Fund, in which all park capital improvement projects are tracked. The Park Impact Fee (PIF) revenue will be transferred into the Park Capital Fund 350 to support PIF eligible projects. The projects for 2021 are discussed in the Parks Capital Fund. This began in 2018 which was a change from previous years where all PIF projects were tracked in this fund.

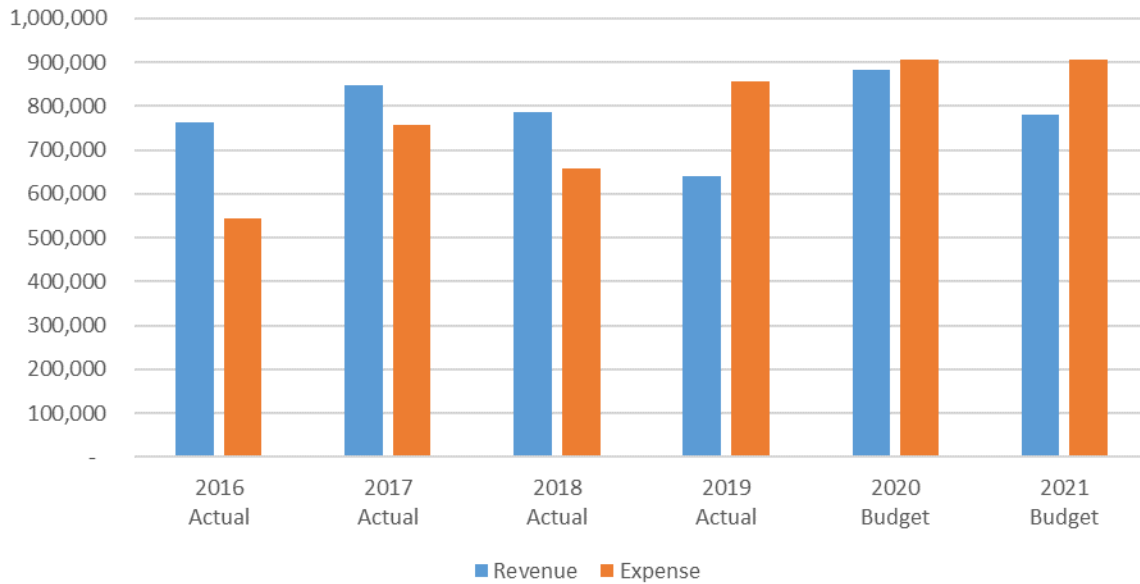


Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Non-Expenditures & Transfers-Out	-	-	186,338	60,205	828,000	869,000
Capital Outlays	947,972	122,517	110	195	-	-
Services	110,813	15,622	108	-	-	-
<b>Total</b>	<b>1,058,785</b>	<b>138,139</b>	<b>186,556</b>	<b>60,400</b>	<b>828,000</b>	<b>869,000</b>

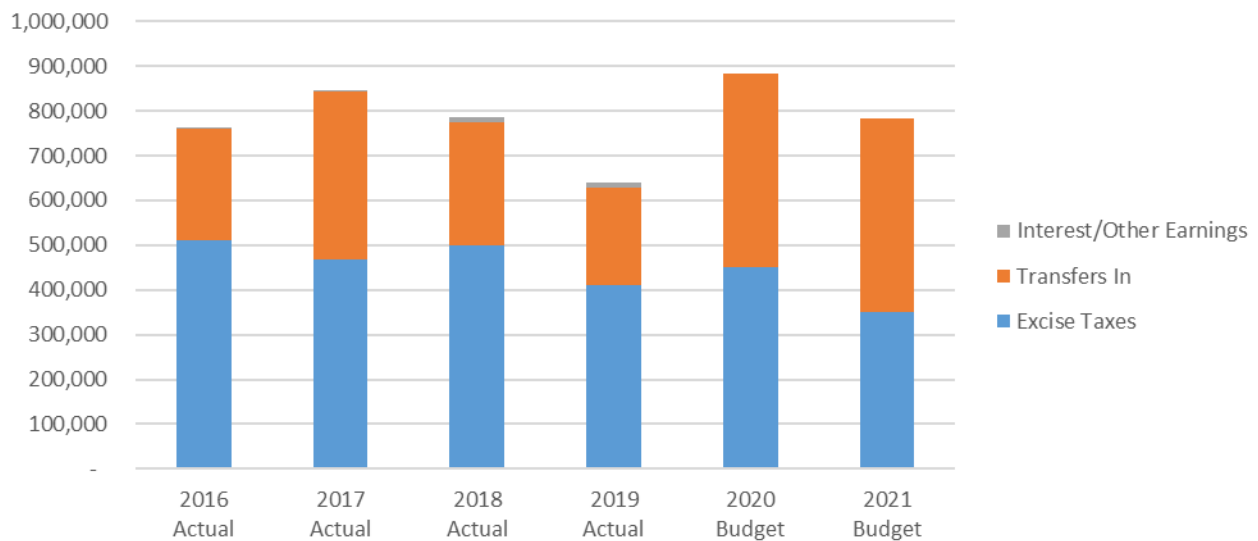
## Second Quarter Percent REET Fund

The second quarter percent of Real Estate Excise Tax (REET) may be spent similarly to the first quarter percent of REET, except the planning and acquisition costs are not allowed. The City has historically used this revenue to fund pavement management expenses, which will continue in 2021. In addition, this fund pays debt payments for the downtown bond.

### REET 2 Revenue/Expense History



### REET 2 Revenue





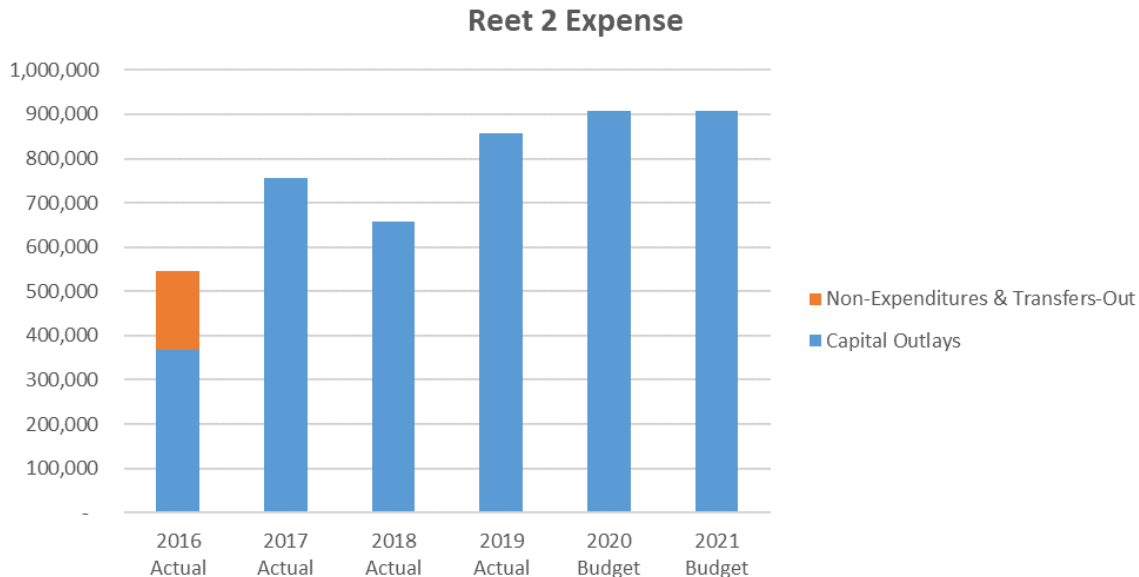
Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Excise Taxes	509,832	467,153	500,386	411,921	450,000	350,000
Transfers In	250,000	375,000	275,000	217,000	432,190	431,800
Interest/Other Earnings	1,624	4,095	9,633	10,217	-	-
<b>Total</b>	<b>761,456</b>	<b>846,248</b>	<b>785,019</b>	<b>639,137</b>	<b>882,190</b>	<b>781,800</b>

Other Taxes: These are the second .25% Real Estate Excise Tax which is an excise tax on sale of real property. Proceeds are to be used solely for financing capital projects specified in a capital facilities plan.

Transfers In: The transfers into this fund are from the General Fund in the amount of \$170,000 for non TBD funds and TBD funds of \$261,800 in support of the Pavement Management Program.

### Second Quarter Percent REET Fund Expenditures

The primary expenditure for this fund is the Pavement Management Program. The City increased this line item from \$500,000 in 2016 to \$750,000 in 2017, to \$863,000 in 2019 and \$907,000 in 2020 and 2021, as this is the Council's number one priority. The Pavement Management Program includes an array of road treatments, including chip, micro, and slurry seals, as well as grind inlay projects to extend the life of city streets. Upcoming projects include E street, Evergreen Way and 39<sup>th</sup> Street improvements, as well as 32<sup>nd</sup> Street improvements. Also included in the 2021 budget is a License Tab Fee that will be collected in the general fund and transferred in total to this fund to support the Pavement Management Program.

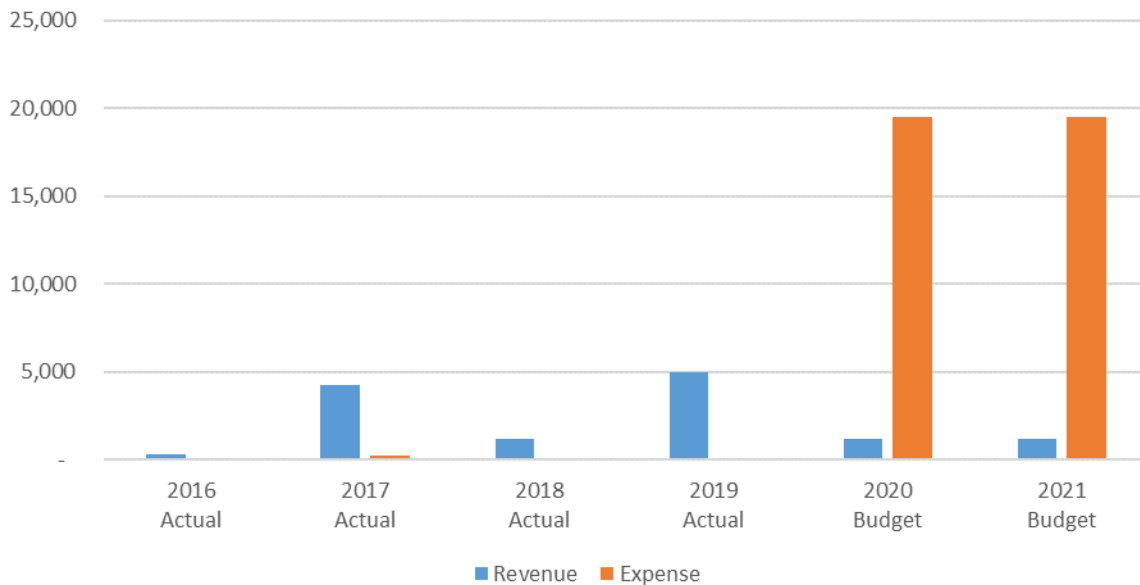


Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Capital Outlays	367,087	756,289	656,736	856,830	907,000	907,000
Non-Expenditures & Transfers-Out	177,610	-	-	-	-	-
<b>Total</b>	<b>544,697</b>	<b>756,289</b>	<b>656,736</b>	<b>856,830</b>	<b>907,000</b>	<b>907,000</b>

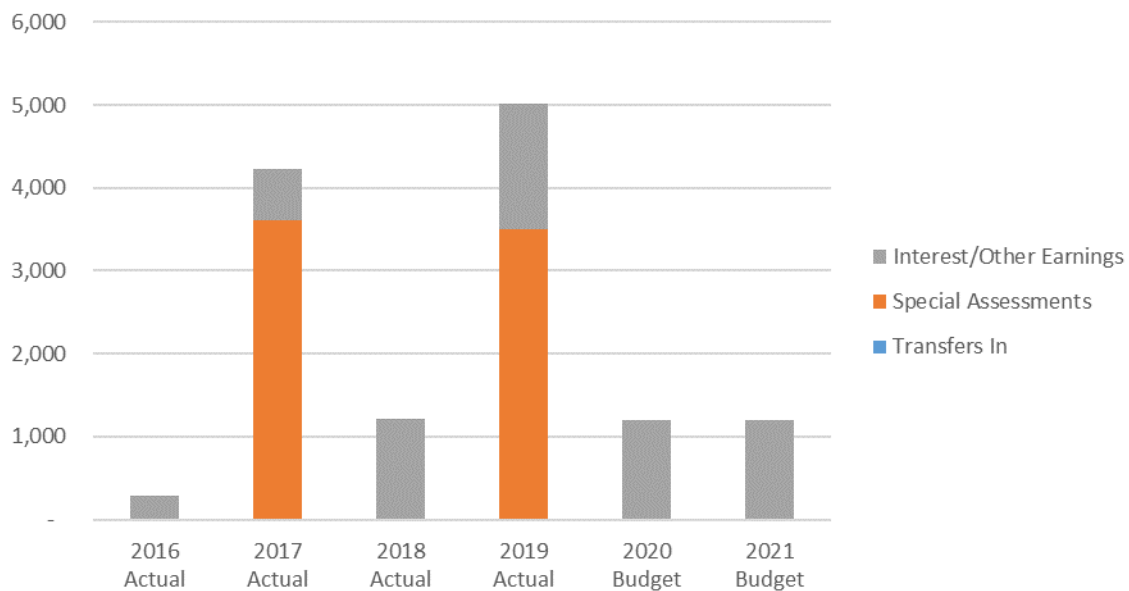
## Abatement Fund

Established in 2015, this fund provides for any nuisance property abatements that may be necessary for the City to undertake. Expenditures are proposed in the event abatements are necessary. Costs can be liened against abated properties, generating unknown revenues in the future.

### Abatement Fund Revenue/Expense History



### Abatement Revenue

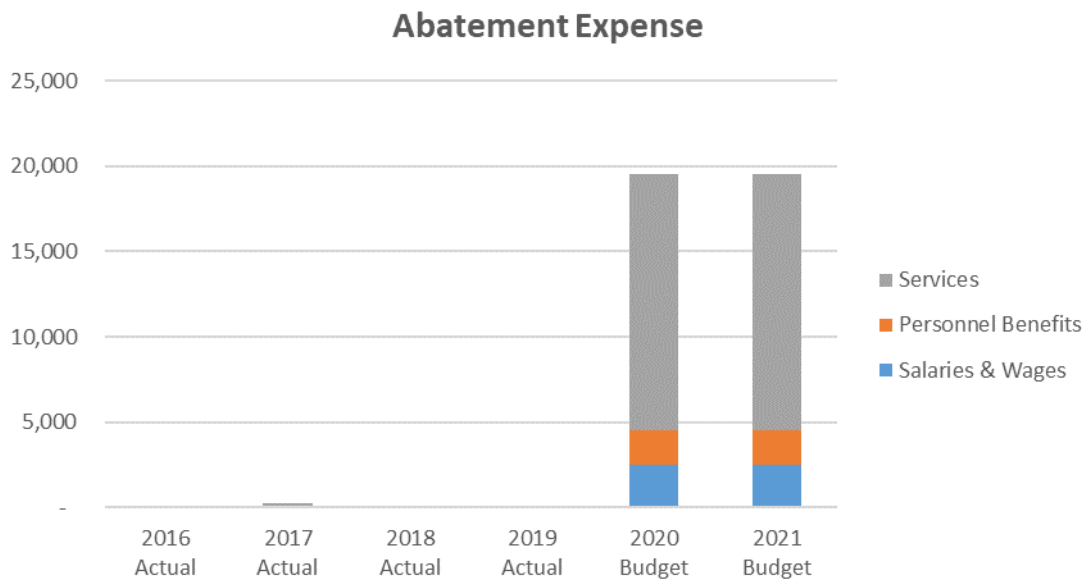


Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Transfers In	-	-	-	-	-	-
Special Assessments	-	3,617	-	3,500	-	-
Interest/Other Earnings	292	612	1,222	1,522	1,200	1,200
<b>Total</b>	<b>292</b>	<b>4,229</b>	<b>1,222</b>	<b>5,022</b>	<b>1,200</b>	<b>1,200</b>

Transfers In: Council set this fund up for future abatement issues which may arise. Original set up money came from the General Fund.

### Abatement Fund Expenditures

Based on a prior experience with abatement of a property, the City has budgeted for the potential costs of abatement services. Salaries and benefits will only be charged if there is an abatement issue. There are no regular FTEs working in this department.

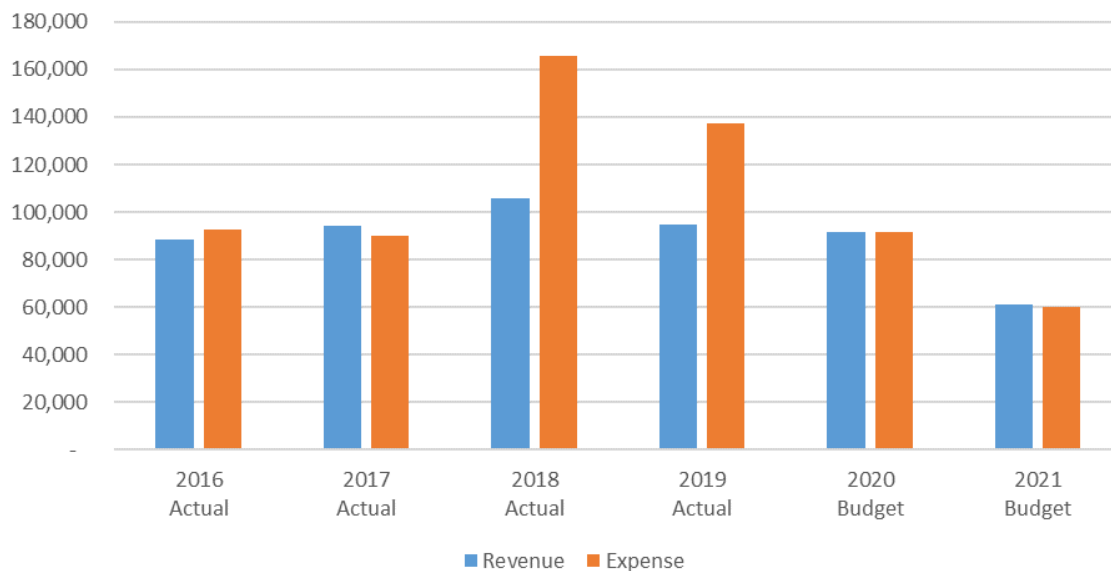


Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries & Wages	-	-	-	-	2,500	2,500
Personnel Benefits	-	-	-	-	2,000	2,000
Services	-	278	-	-	15,000	15,000
<b>Total</b>	<b>0</b>	<b>278</b>	<b>0</b>	<b>0</b>	<b>19,500</b>	<b>19,500</b>

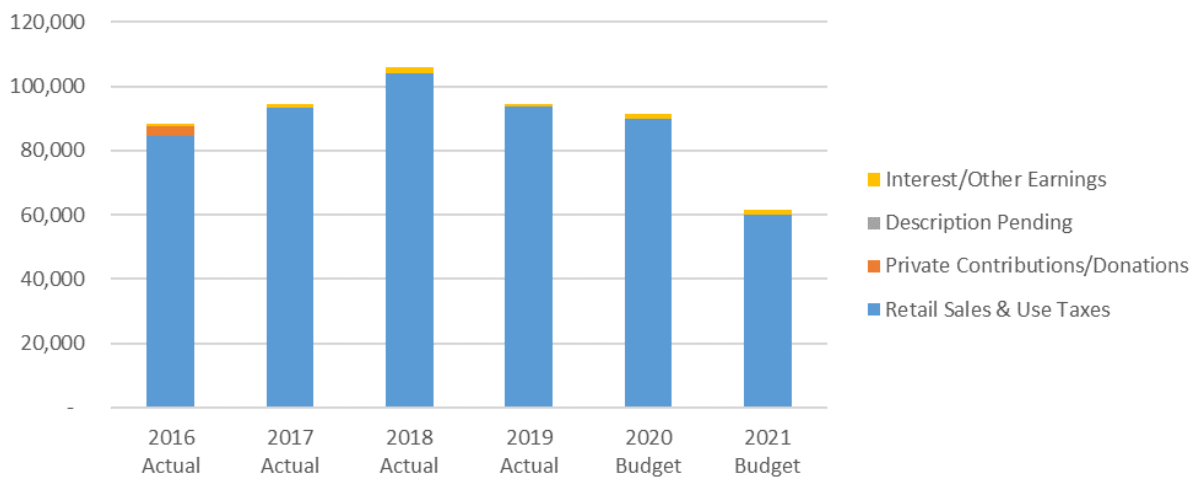
## Hotel Motel Tax Fund

The City receives Hotel/Motel taxes from room stays at local hotels. These funds are restricted by statute to the promotion and operation of tourism, increasing visitors and overnight stays to the City. The City has a Lodging Tax Committee whom approves local applications for event funding, including those of the City. Once the Committee approves the application, it is then approved through the budget process by City Council. Council also sets an amount for events as they come up throughout the year at the discretion of the Lodging Tax Committee.

### Hotel Motel Fund Revenue/Expense History



### Hotel Motel Revenue



Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Retail Sales & Use Taxes	84,704	93,429	104,076	93,941	90,000	60,000
Private Contributions/Donations	3,000	-	-	-	-	-
Description Pending	-	-	-	-	-	-
Interest/Other Earnings	506	1,016	1,805	749	1,400	1,400
<b>Total</b>	<b>88,210</b>	<b>94,445</b>	<b>105,881</b>	<b>94,691</b>	<b>91,400</b>	<b>61,400</b>

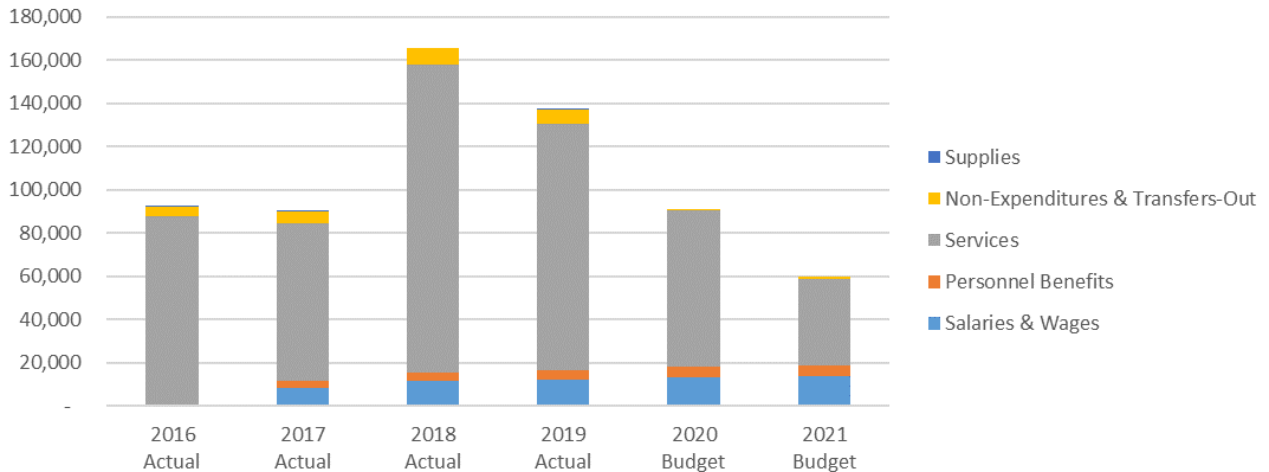
Retail Sales & Use Taxes: These are the Hotel Motel taxes received by the City from local hotels generated based on a tax on room stays. The City has two hotels and several air BnB's from which they receive this tax.

### Hotel Motel Tax Fund Expenditures

Expenditures for this fund are for tourism events and promotion of the City. With COVID events were shut show for 2020 but we anticipate opening up in 2021. The following events were approved during the 2021 budget process to promote overnight stays in the City during 2021:

Tourism Consultant	18,000
20% of Communications Specialist	19,000
Event Support and Advertising	22,000

### Hotel Motel Expense

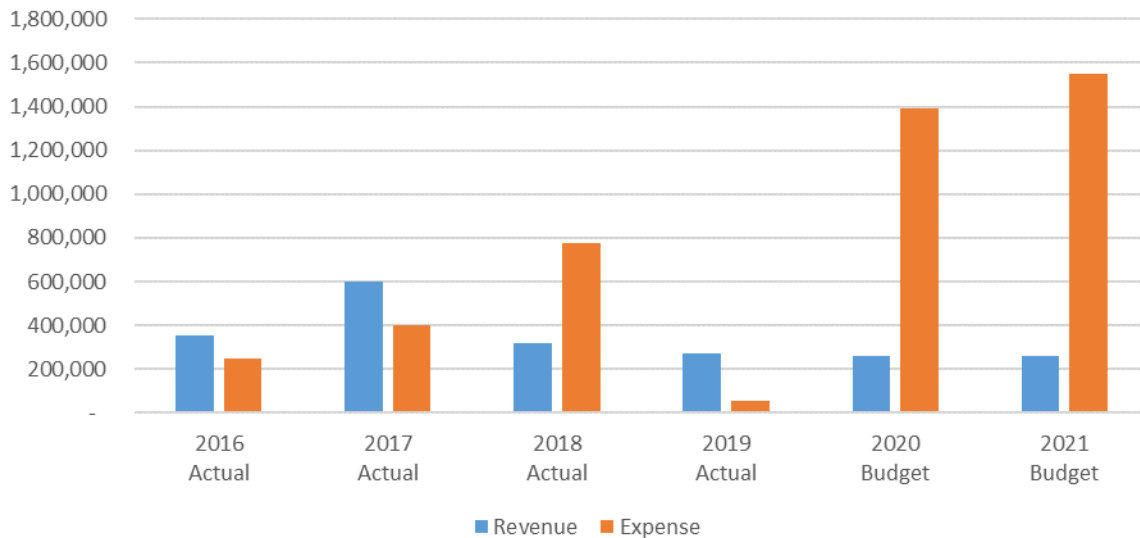


Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries & Wages	-	8,331	11,504	12,305	13,100	13,800
Personnel Benefits	-	3,167	4,273	4,499	5,000	5,200
Services	88,127	73,095	142,263	113,700	72,300	40,000
Non-Expenditures & Transfers-Out	3,960	5,320	7,617	6,757	1,000	1,000
Supplies	721	8	-	61	-	-
<b>Total</b>	<b>92,808</b>	<b>89,921</b>	<b>165,658</b>	<b>137,321</b>	<b>91,400</b>	<b>60,000</b>

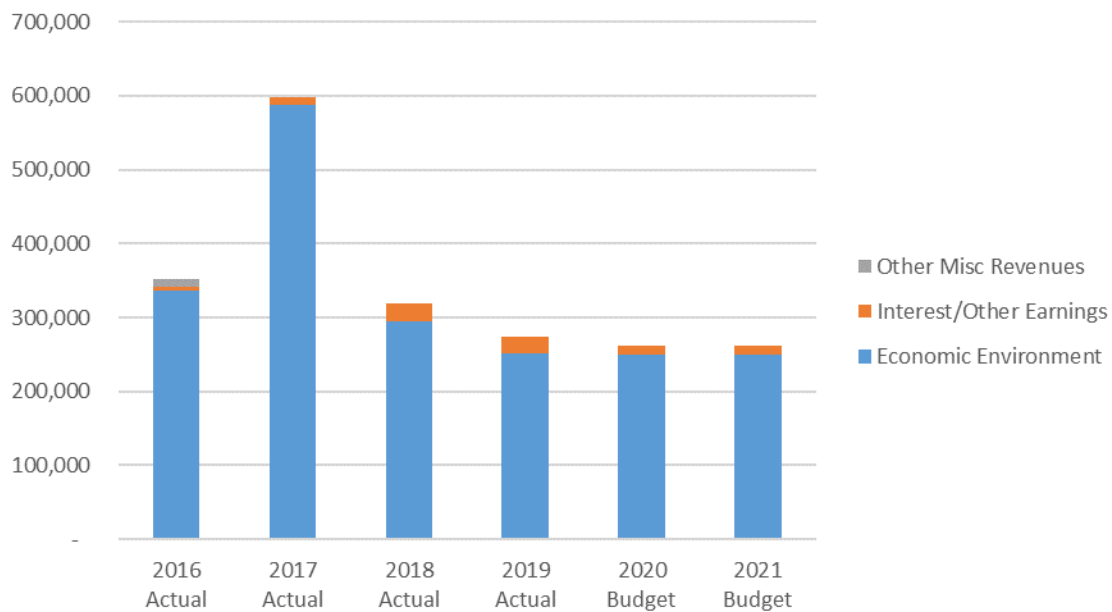
## Transportation Development Fund

Traffic Impact Fees are collected at the time of building permit issuance and can be used for transportation projects identified in the City's Transportation Capital Facility Plan. Impact fees must be spent within 10 years of their collection. This fund tracks those revenues.

### Transportation Development Fund Revenue/Expense History



### Transportation Development Fund Revenue



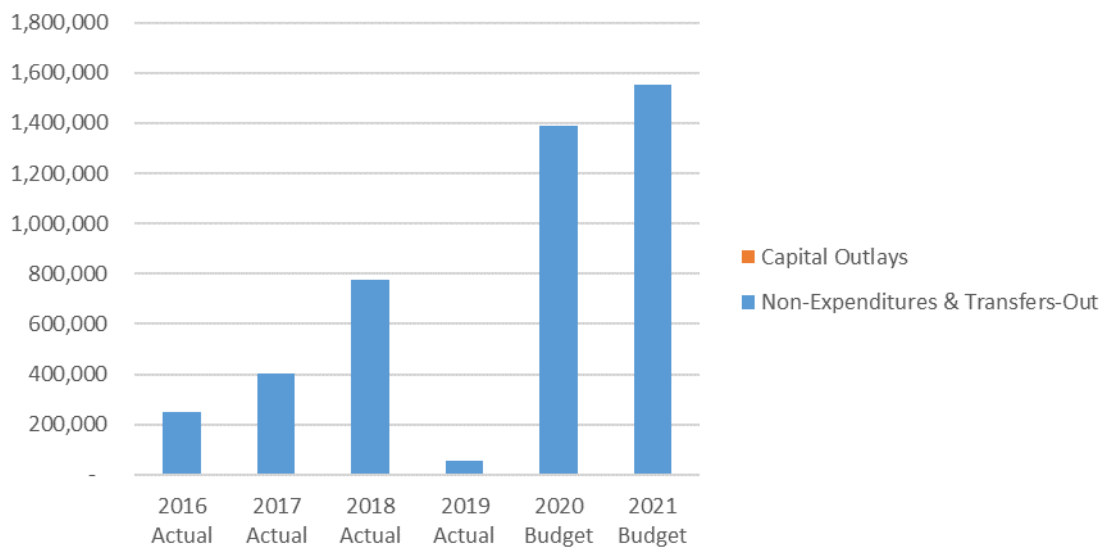
Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Economic Environment	335,793	588,033	295,584	251,350	250,000	250,000
Interest/Other Earnings	5,368	10,596	24,051	22,668	12,000	12,000
Other Misc Revenues	11,174	-	-	-	-	-
<b>Total</b>	<b>352,335</b>	<b>598,630</b>	<b>319,635</b>	<b>274,018</b>	<b>262,000</b>	<b>262,000</b>

**Economic Environment:** These are the Transportation Impact Fees collected on development activity to be used as a part of financing for public roads.

### Transportation Development Fund Expenditures

The revenues from this fund are used to pay for Capital Transportation Projects which are tracked out of the Transportation Capital Fund 353. The funds are transferred from this fund as a City match to grant proceeds received during the year to improve roadways, sidewalks, and transportation in the City.

### Transportation Development Fund Expense

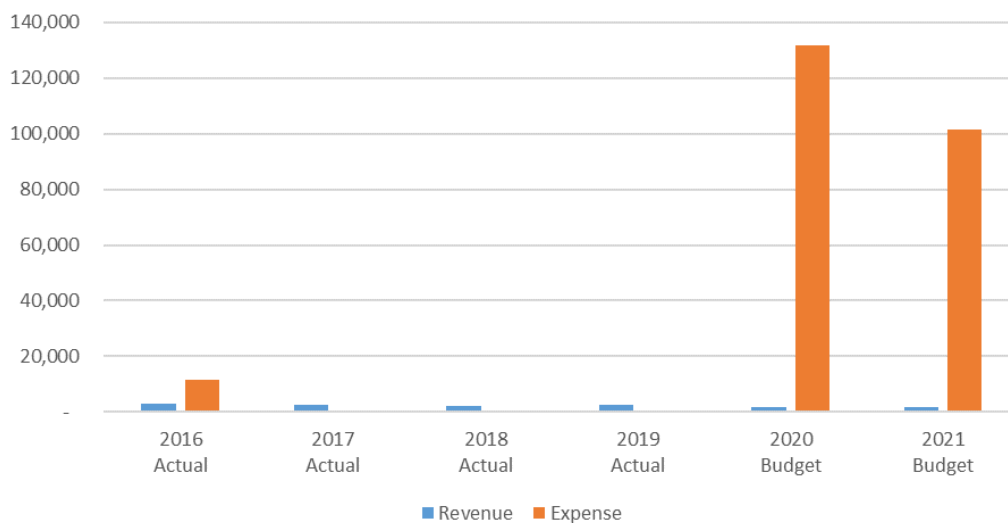


Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Non-Expenditures & Transfers-Out	250,000	402,676	778,189	57,868	1,389,489	1,550,000
Capital Outlays	-	-	-	-	-	-
<b>Total</b>	<b>250,000</b>	<b>402,676</b>	<b>778,189</b>	<b>57,868</b>	<b>1,389,489</b>	<b>1,550,000</b>

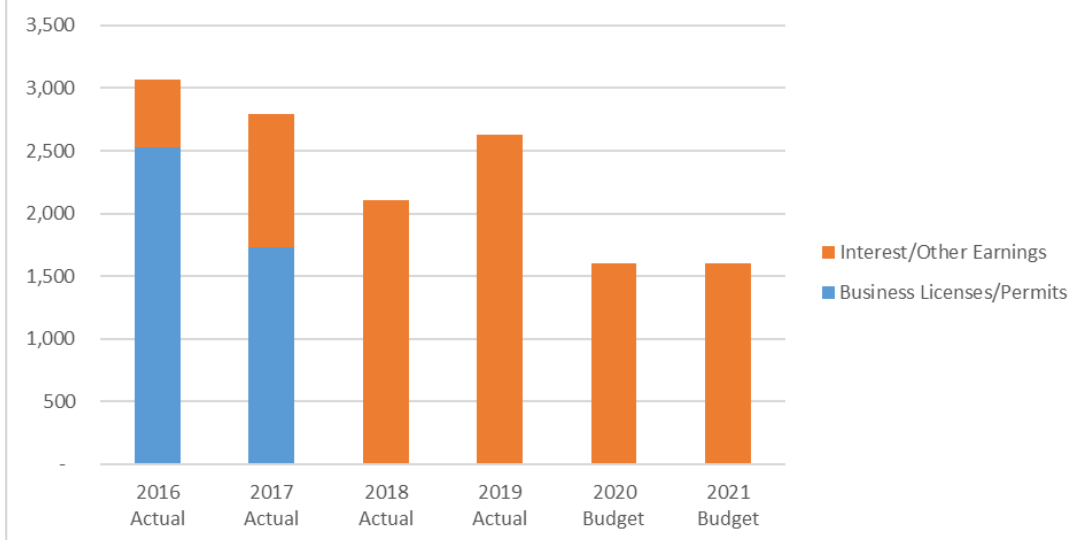
## PEG Fee Fund

Public, Educational, and Governmental Access Channels fees are collected from cable subscribers by the cable company and can be used for informational and educational purposes on government and public access channels. Due to the limits on what the funds can be spent for, we are no longer collecting the fee and the fund balance will be used to replace capital equipment when depreciated. The City will reinstate the fee when necessary to ensure recording equipment can be replaced in the future when necessary.

**PEG Fee Fund Revenue/Expense History**



**PEG Fee Revenue**



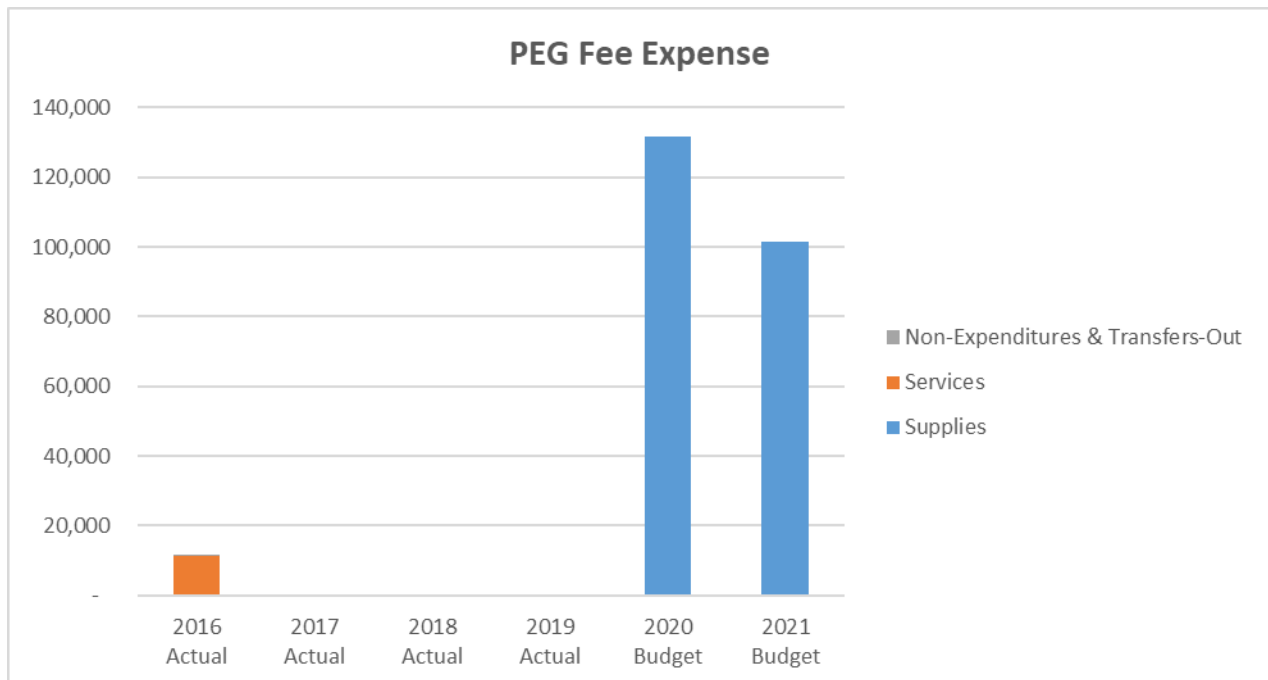


Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Business Licenses/Permits	2,527	1,736	-	-	-	-
Interest/Other Earnings	546	1,057	2,109	2,627	1,600	1,600
<b>Total</b>	<b>3,073</b>	<b>2,793</b>	<b>2,109</b>	<b>2,627</b>	<b>1,600</b>	<b>1,600</b>

PEG Fee: Fees collected from cable subscribers for use in broadcasting government on local access channels.

### PEG Fee Fund Expenditures

The primary expenditure for this fund is video server maintenance. In 2021 the City is upgrading all the production equipment.

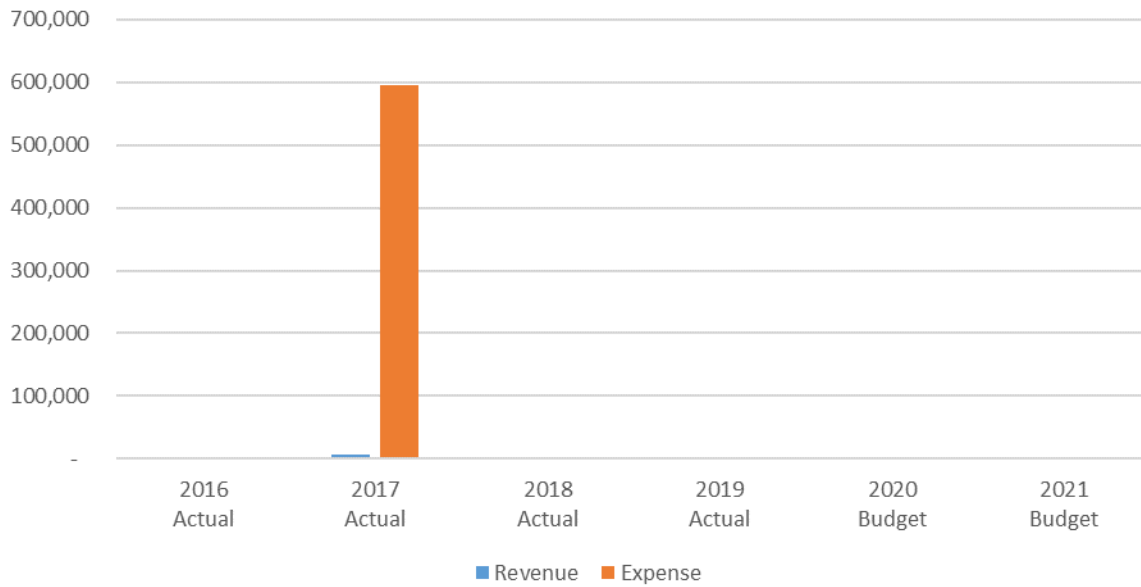


Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Supplies	-	-	-	-	131,600	101,600
Services	11,306	-	-	-	-	-
Non-Expenditures & Transfers-Out	341	-	-	-	-	-
<b>Total</b>	<b>11,647</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>131,600</b>	<b>101,600</b>

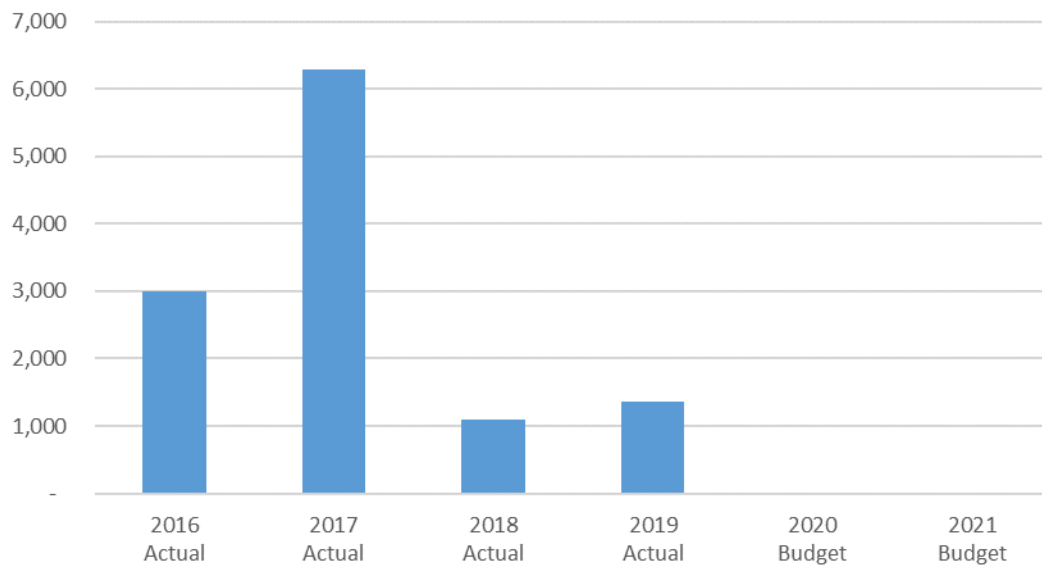
## EMS Restricted Revenue Fund

This fund was established to track restricted Emergency Service revenues from a levy lid lift approved by voters in 2006, which expired at the end of 2012.

### EMS Fund Revenue/Expense History



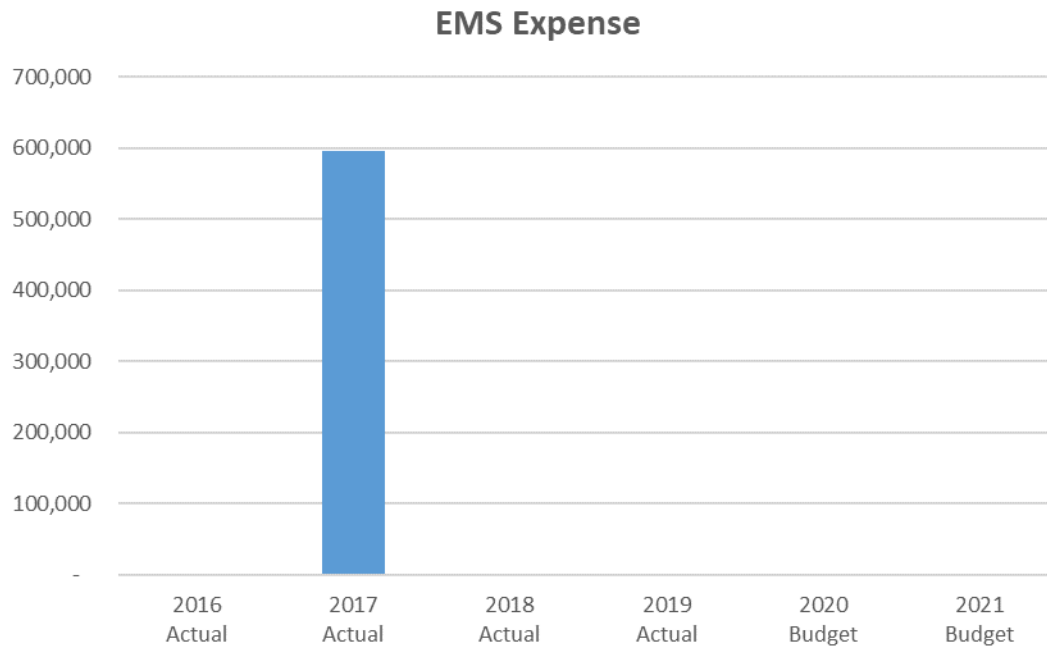
### EMS Revenue



Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Interest/Other Earnings	2,997	6,281	1,096	1,365	-	-
<b>Total</b>	<b>2,997</b>	<b>6,281</b>	<b>1,096</b>	<b>1,365</b>	<b>0</b>	<b>0</b>

### EMS Restricted Revenue Fund Expenditures

The fund balance will be transferred to the General Fund in support of the EMS payment to the City of Camas, who operates those services for the City of Washougal. The City used this fund in 2017 when the EMS Levy was in effect.

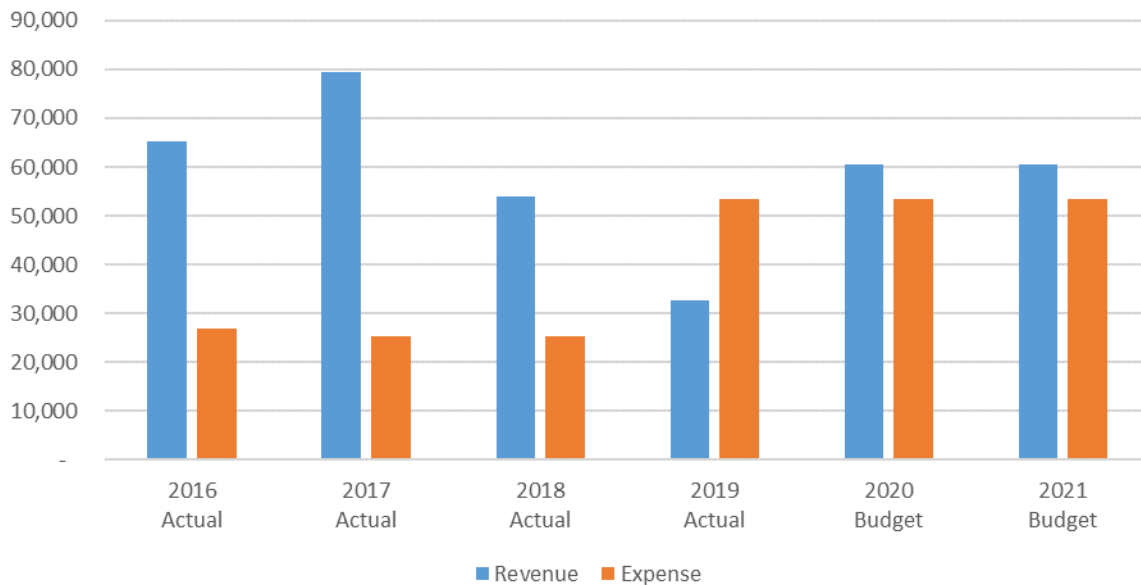


Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Non-Expenditures & Transfers-Out	-	596,307	-	-	-	-
<b>Total</b>	<b>0</b>	<b>596,307</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

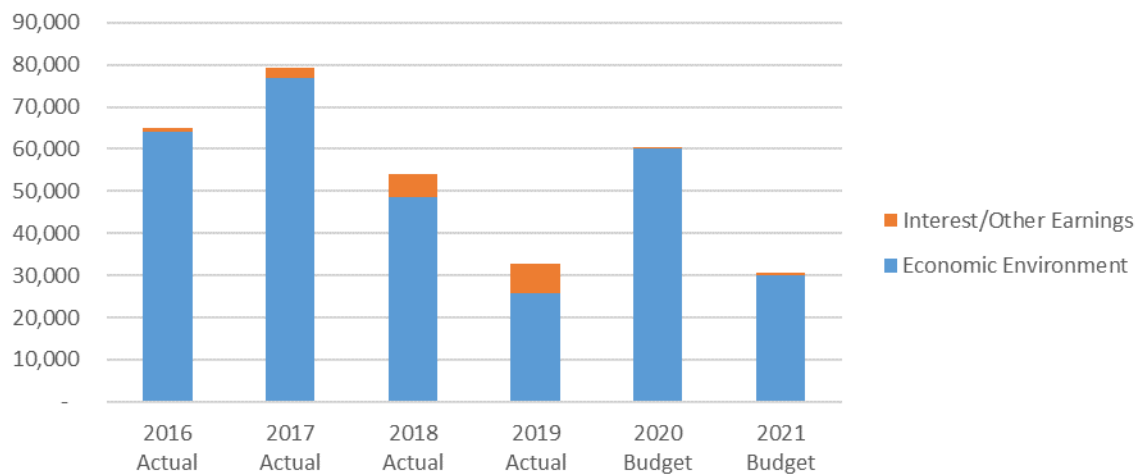
## Fire Impact Fees Fund

Fire Impact Fees are collected at the time of building permit issuance and can be used for fire projects identified in the City's Capital Facility Plan. Impact fees must be spent within 10 years of collection. This fund tracks the revenues and expenditures for this restricted revenue source.

### Fire Impact Fees Fund Revenue/Expense History



### Fire Impact Fee Revenue



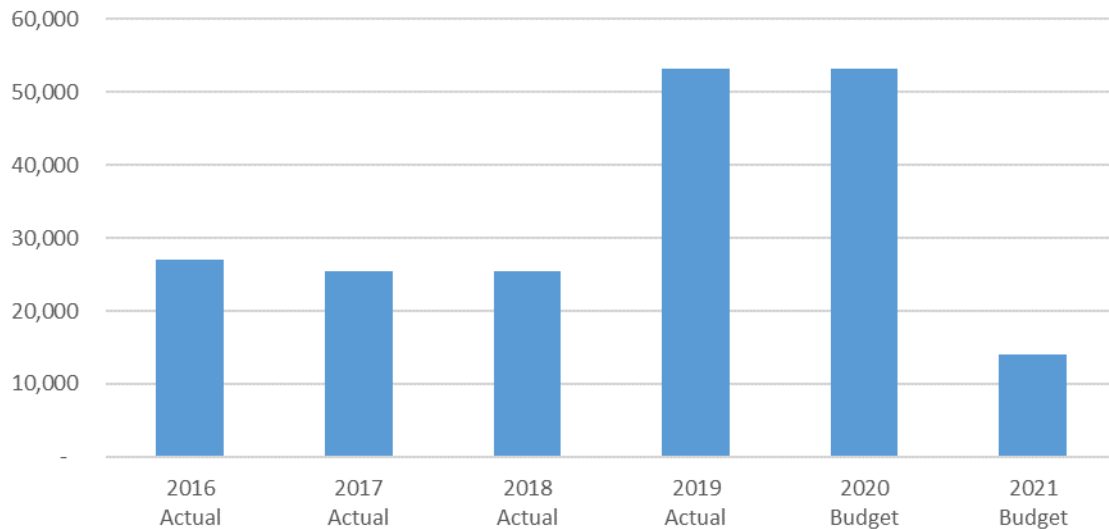
Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Economic Environment	64,093	76,715	48,447	25,735	60,000	30,000
Interest/Other Earnings	1,040	2,671	5,526	6,884	500	500
<b>Total</b>	<b>65,133</b>	<b>79,386</b>	<b>53,973</b>	<b>32,618</b>	<b>60,500</b>	<b>30,500</b>

Economic Environment: These are the Fire Impact Fees collected on development activity to be used as part of financing for fire capital.

#### Fire Impact Fees Fund Expenditures

Fire Impact Fees are utilized to make debt payments to the City of Camas for fire apparatus. In addition, funds are being accumulated for future capital facilities needs for the Fire Department.

#### Fire Impact Fees Expense

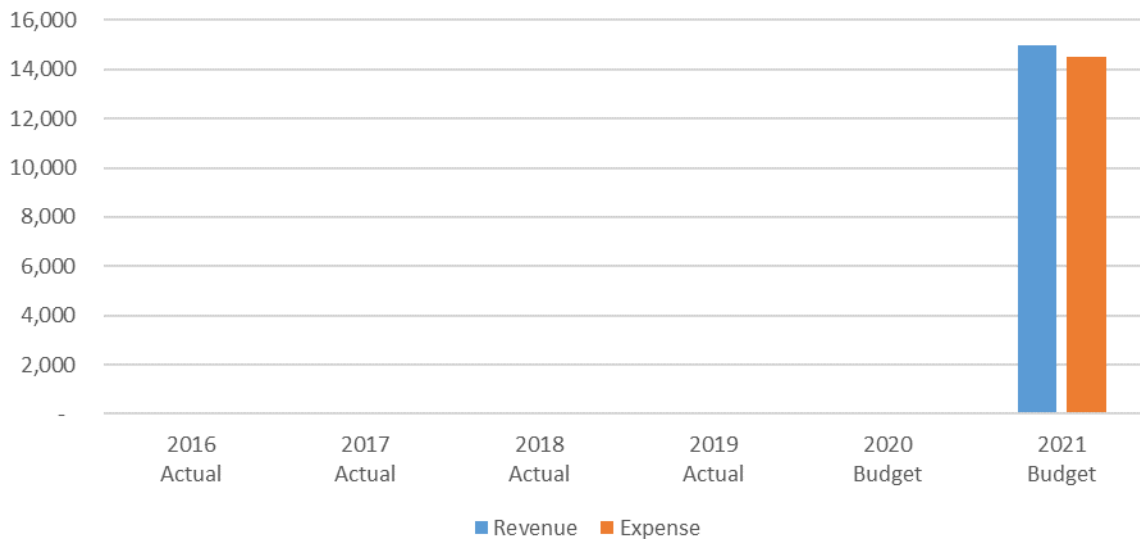


Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Capital Outlays	27,013	25,411	25,411	53,300	53,300	14,000
<b>Total</b>	<b>27,013</b>	<b>25,411</b>	<b>25,411</b>	<b>53,300</b>	<b>53,300</b>	<b>14,000</b>

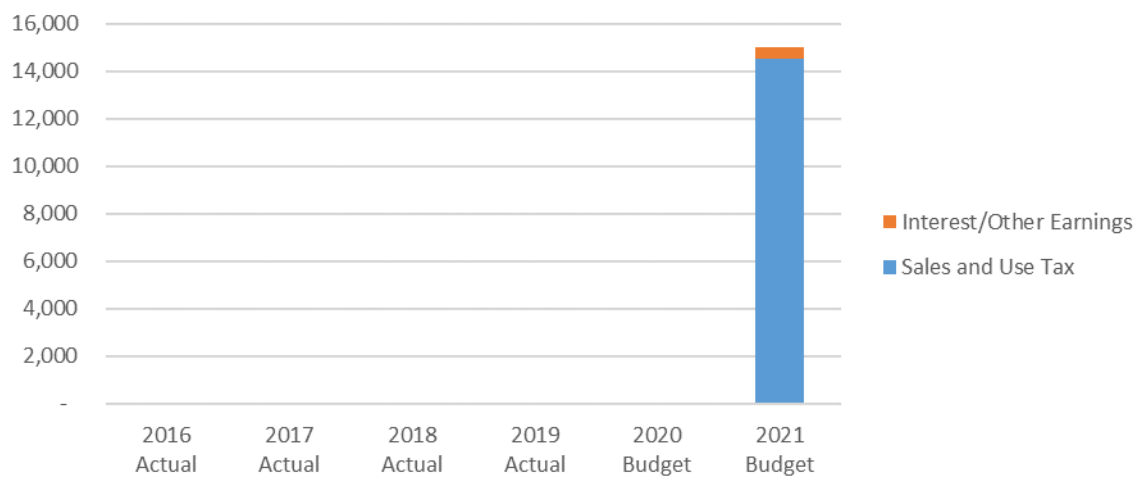
## Affordable Housing Sales Tax Credit Fund

This is a new fund for 2021 as the Washington State Legislature approved Substitute House Bill 1406. This authorized the City Council to impose a local sales and use tax for the acquisition, construction or rehabilitation of affordable housing or facilities providing supportive housing, and for the operations and maintenance costs of affordable or supportive housing. This fund tracks the revenues and expenditures for this restricted revenue source.

### Affordable Housing Sales Tax Credit Fund Revenue/Expense History



### Affordable Housing Sales Tax Credit Revenue

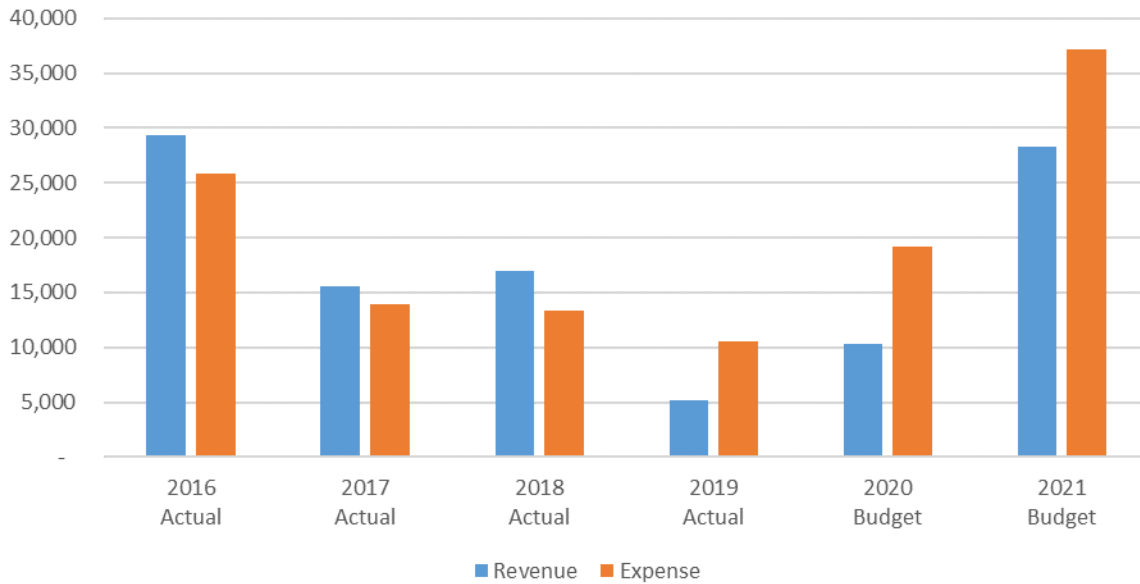




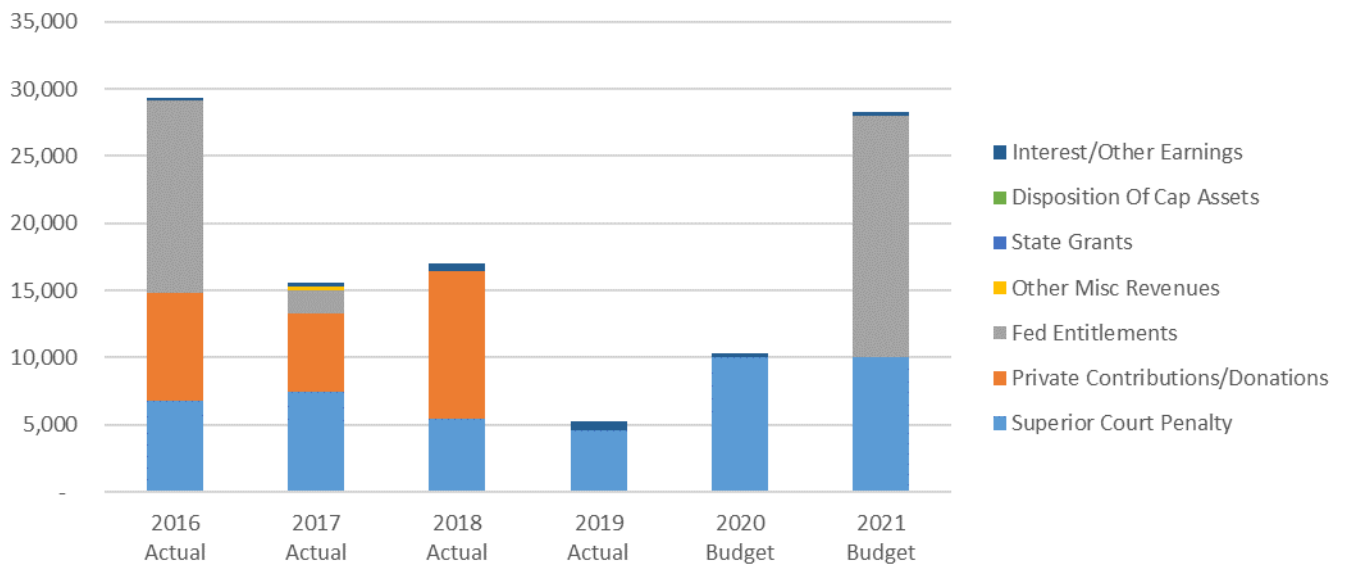
## Drug Seizure Fund

Money retained through drug seizures which is not required to be submitted to the State can only be used for the expansion or improvement of controlled substance related law enforcement activity and cannot supplant pre-existing funding sources. Typically these funds are used to provide training and other purchases to enhance the City's K-9 program.

### Drug Seizure Fund Revenue/Expense History



### Drug Seizure Fund Revenue





Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Superior Court Penalty	6,838	7,497	5,458	4,621	10,000	10,000
Private Contributions/Donations	8,002	5,780	11,000	-	-	-
Fed Entitlements	14,351	1,749	-	-	-	18,000
Other Misc Revenues	-	288	-	-	-	-
State Grants	-	-	-	-	-	-
Disposition Of Cap Assets	-	-	-	-	-	-
Interest/Other Earnings	101	256	510	603	300	300
<b>Total</b>	<b>29,292</b>	<b>15,570</b>	<b>16,968</b>	<b>5,223</b>	<b>10,300</b>	<b>28,300</b>

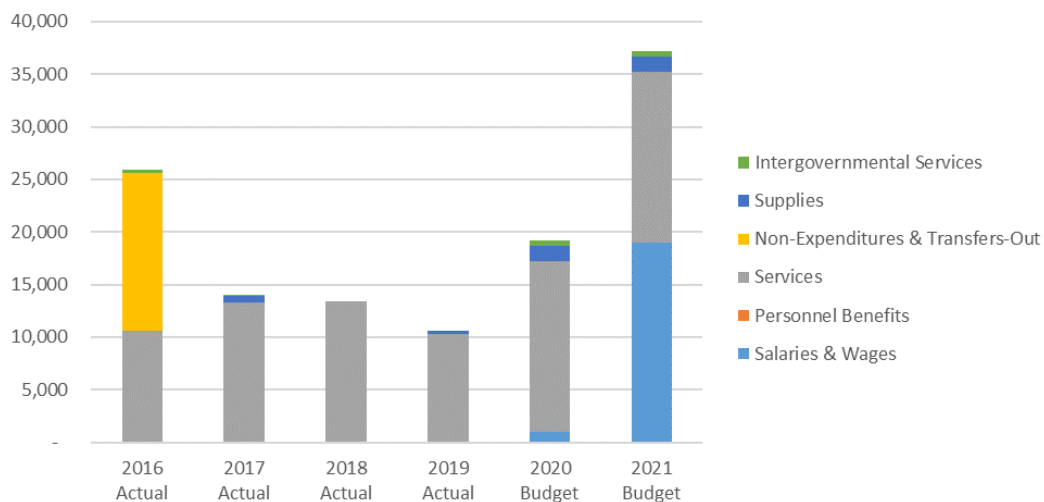
Superior Court Felony: These are the investigative funds a court orders a defendant to contribute to a local fund for investigations.

Fed Entitlements: The City has an agreement with the US Marshall's Office and the funds are tracked here

### Drug Seizure Fund Expenditures

The City has one K-9 officer. These funds pay for overtime associated with drug investigations. This fund also supports the K-9 program. The spike in expenditures for 2016 was due to the purchase of a new K-9 vehicle. The salary line item was increased to account for the agreement with the US Marshall's Office.

### Drug Seizure Fund Expense

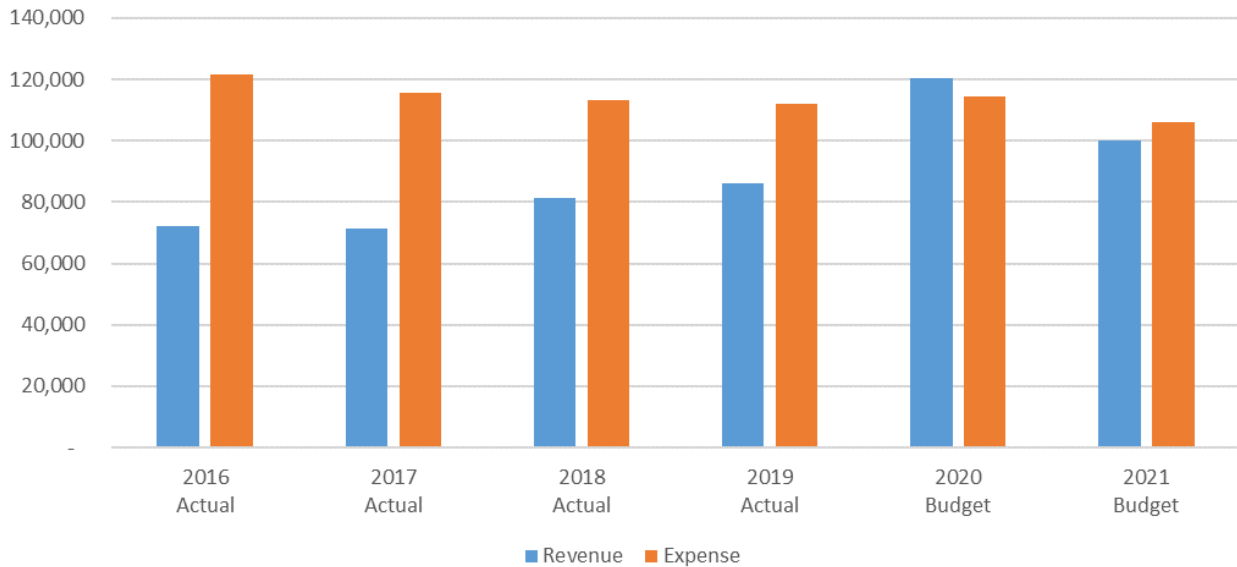


Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries & Wages	-	-	-	-	1,000	19,000
Personnel Benefits	-	-	-	-	-	-
Services	10,596	13,344	13,397	10,340	16,200	16,200
Non-Expenditures & Transfers-Out	15,000	-	-	-	-	-
Supplies	52	585	-	259	1,500	1,500
Intergovernmental Services	250	40	-	-	500	500
<b>Total</b>	<b>25,898</b>	<b>13,969</b>	<b>13,397</b>	<b>10,600</b>	<b>19,200</b>	<b>37,200</b>

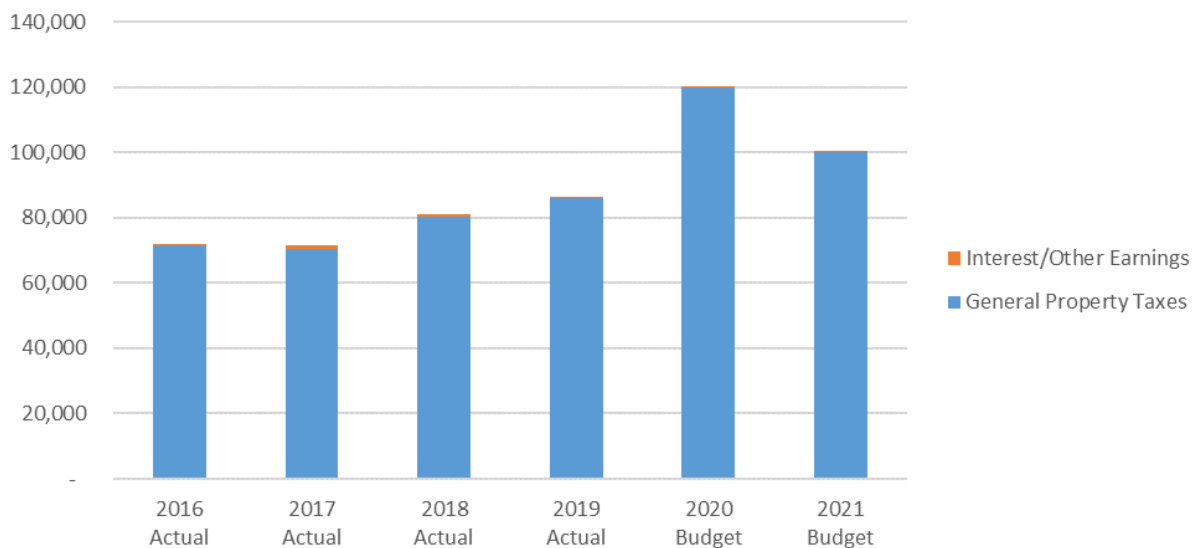
## Unlimited General Obligation Debt Fund

This is a debt service fund which pays for the outstanding General Obligation debt which was used for the City's Police Station building. This was a voted general obligation bond which incurred an additional property tax levy which pays the debt service for this debt. The City refinanced the debt for a lower interest rate in 2012, which shows as revenue and expenditures in the charts below.

### Unlimited General Obligation Debt Fund Revenue/Expense History



### Unlimited General Obligation Debt Revenue



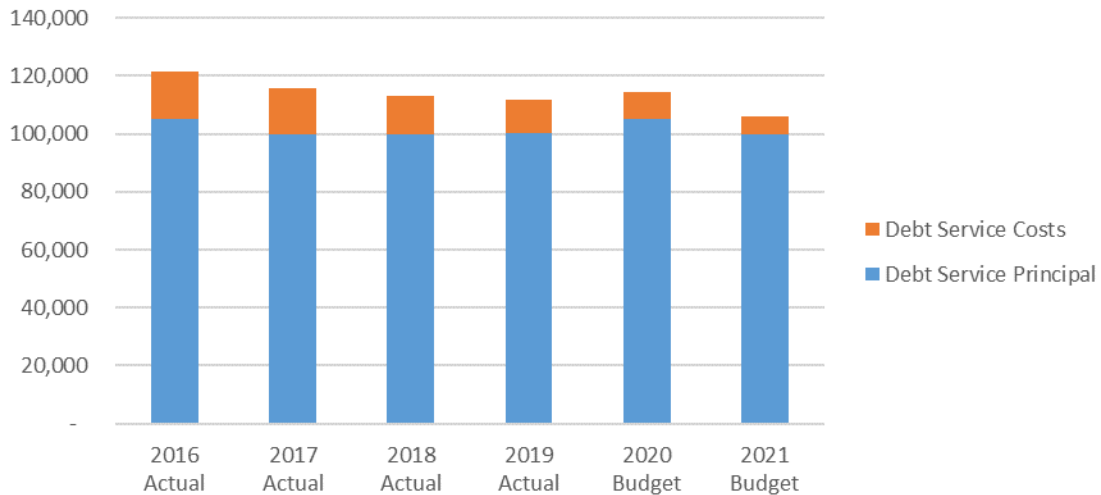
Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
General Property Taxes	71,432	70,550	80,160	85,901	120,000	100,000
Interest/Other Earnings	685	818	1,018	339	300	200
<b>Total</b>	<b>72,117</b>	<b>71,369</b>	<b>81,178</b>	<b>86,239</b>	<b>120,300</b>	<b>100,200</b>

General Property Taxes: As part of a voted levy, a portion of property taxes goes to this fund to support the debt payments on the City's Police Station building.

### Unlimited General Obligation Debt Fund Expenditures

Expenditures from this fund are for the annual principal and interest payments on the outstanding General Obligation bonds.

### Unlimited General Obligation Debt Expense

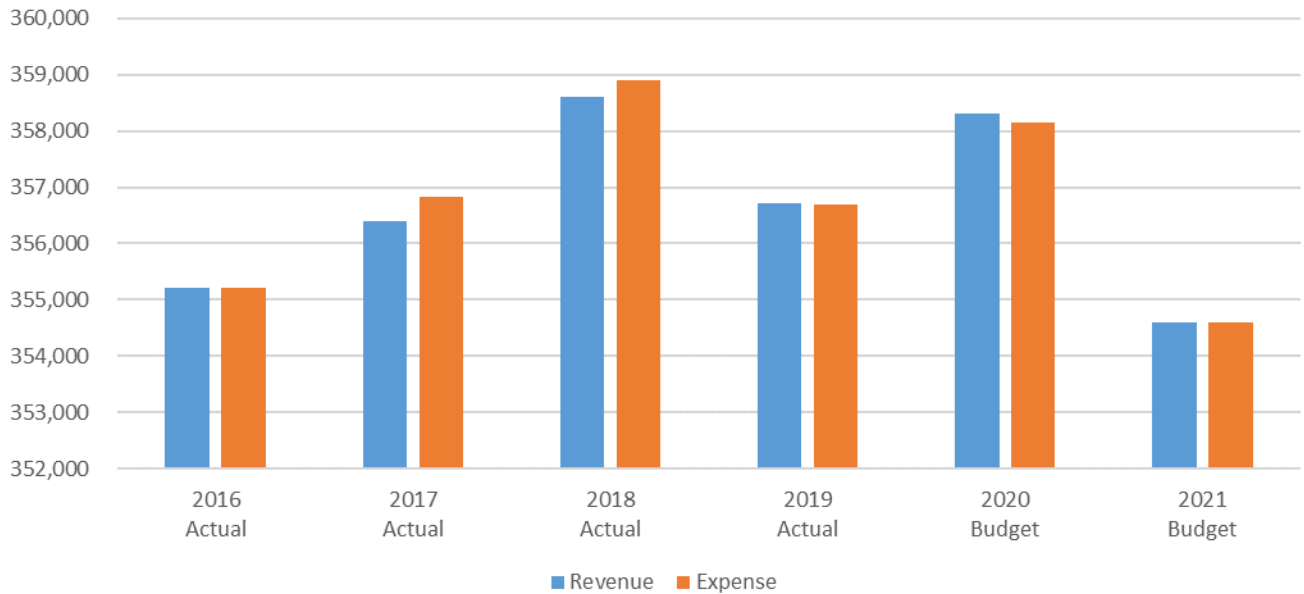


Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Debt Service Principal	105,000	100,000	100,000	100,300	105,000	100,000
Debt Service Costs	16,718	15,600	13,300	11,600	9,300	6,150
<b>Total</b>	<b>121,718</b>	<b>115,600</b>	<b>113,300</b>	<b>111,900</b>	<b>114,300</b>	<b>106,150</b>

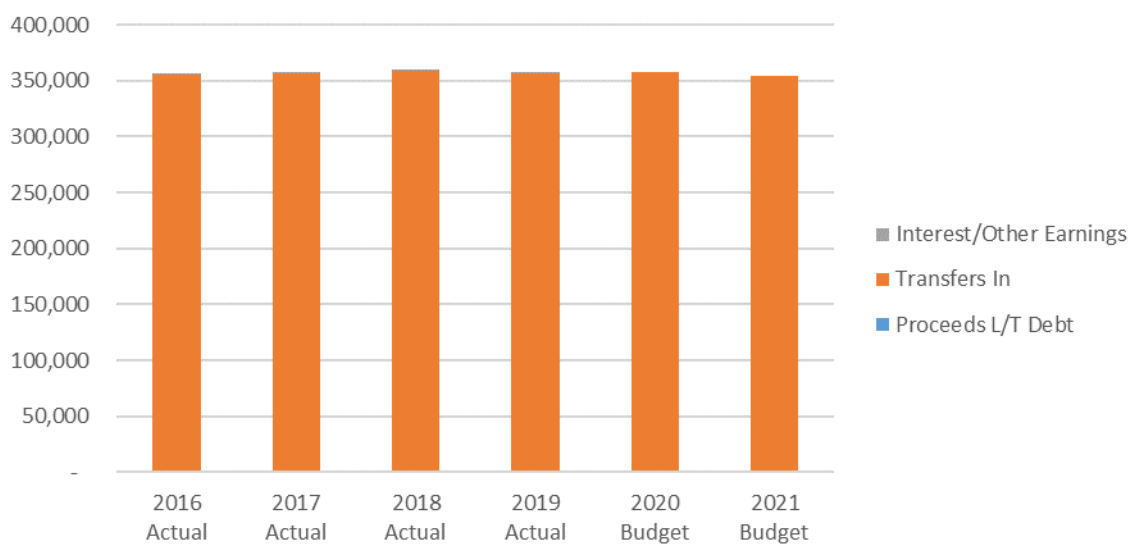
## Downtown Revitalization Bond Fund

This is a debt service fund which pays for the outstanding General Obligation debt which was used for the City's Downtown Revitalization. The debt is paid with monies transferred from the REET Funds. The City refinanced the debt for a lower interest rate in 2014, which shows as revenue and expenditures in the charts below.

### Downtown Revitalization Bond Revenue/Expense History



### Downtown Bond Revenue

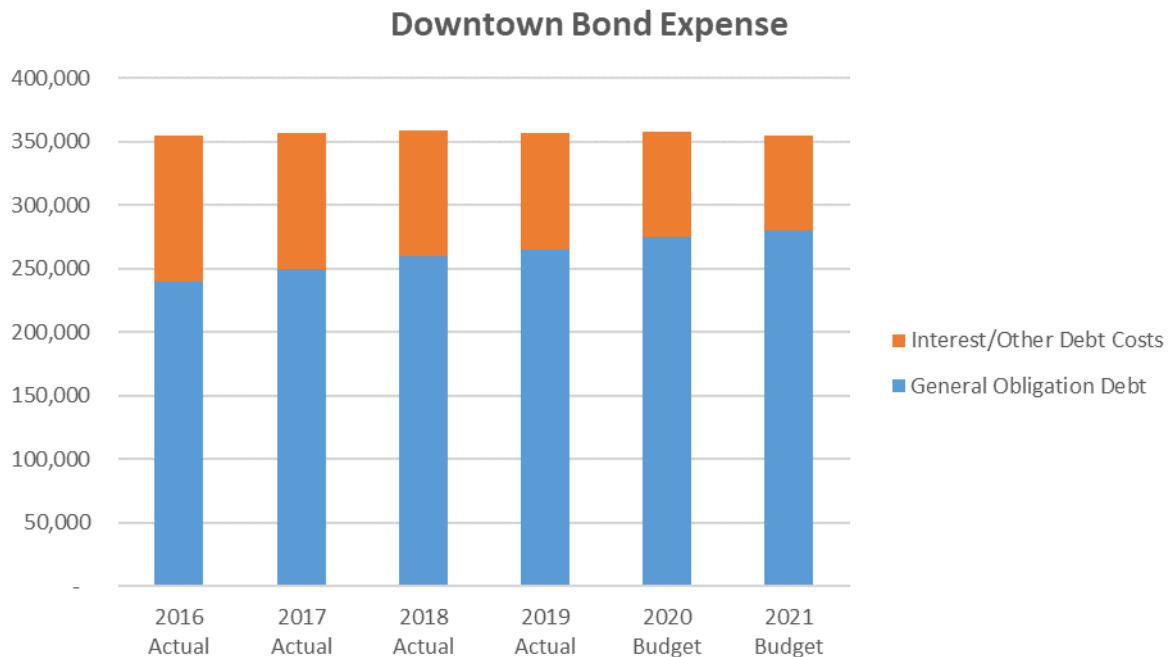


Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Proceeds L/T Debt	-	-	-	-		
Transfers In	355,220	356,400	358,600	356,700	358,300	354,600
Interest/Other Earnings	3	4	6	8	-	-
<b>Total</b>	<b>355,223</b>	<b>356,404</b>	<b>358,606</b>	<b>356,708</b>	<b>358,300</b>	<b>354,600</b>

Transfer In: The two REET Funds pay for the principal and interest on these bonds through a Transfer.

### Downtown Revitalization Bond Fund Expenditures

The expenditures from this fund are principal and interest payments on the General Obligation debt for the downtown revitalization.

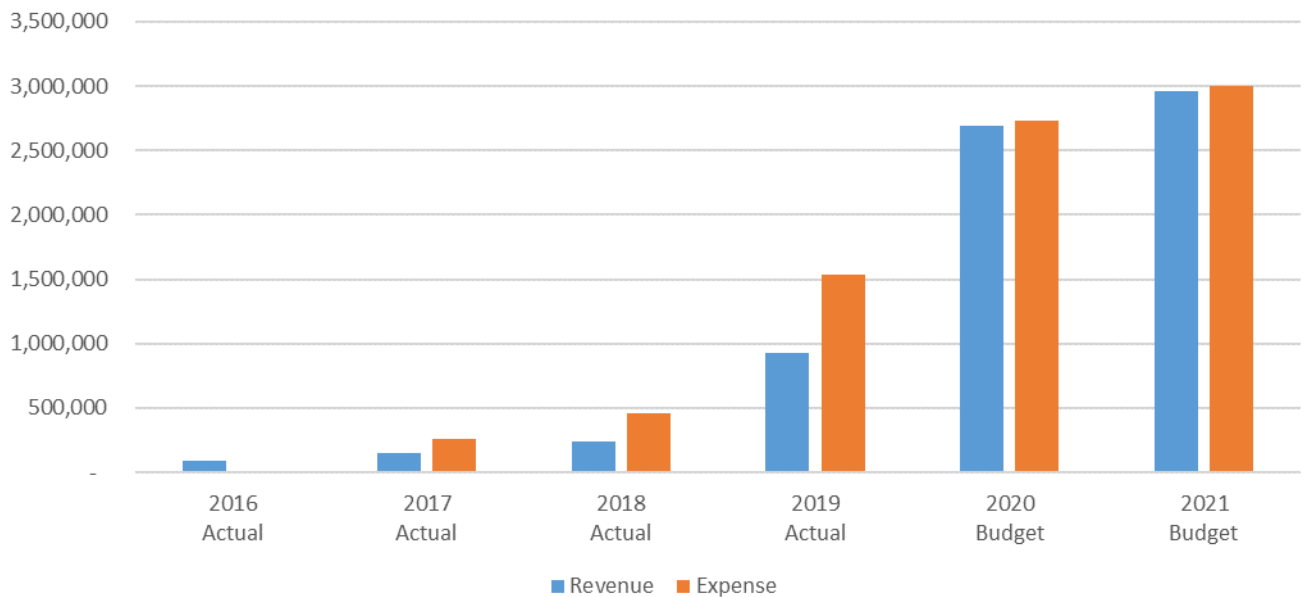


Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
General Obligation Debt	240,000	250,000	260,000	265,300	275,000	280,000
Interest/Other Debt Costs	115,220	106,827	98,900	91,400	83,150	74,600
<b>Total</b>	<b>355,220</b>	<b>356,827</b>	<b>358,900</b>	<b>356,700</b>	<b>358,150</b>	<b>354,600</b>

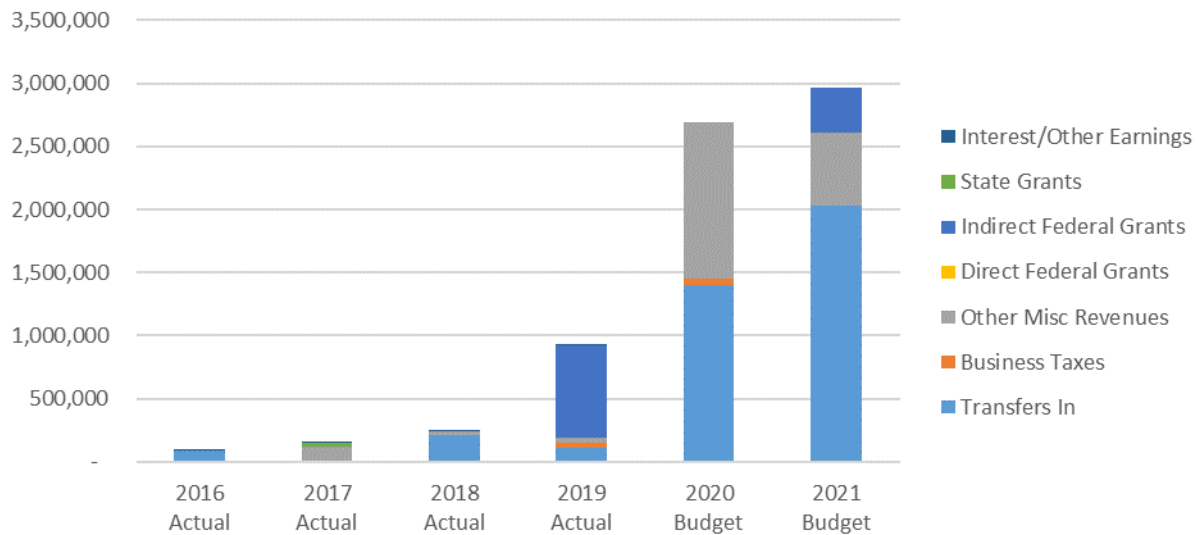
## Park Capital Project Fund

This is a Capital Project Fund to track the City's Park Capital Projects. Funds for the projects come from the General Fund, Park Impact Fees, and grants. In 2019 the City increased several utility taxes to increase the funding available for the Park Capital Project Fund. This Fund was created through a budget amendment during 2016. General Fund reserves were used to seed the fund.

### Park Capital Improvement Fund Revenue/Expense History



### Park Capital Improvement Fund Revenue



Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Transfers In	89,714	-	216,338	111,292	1,397,000	2,027,000
Business Taxes	-	-	-	43,719	56,000	-
Other Misc Revenues	-	120,000	23,740	37,742	1,239,000	584,000
Direct Federal Grants	-	-	-	-	-	-
Indirect Federal Grants	-	-	-	727,500	-	350,000
State Grants	-	27,303	-	-	-	-
Interest/Other Earnings	951	2,089	1,562	5,000	-	-
<b>Total</b>	<b>90,665</b>	<b>149,392</b>	<b>241,640</b>	<b>925,253</b>	<b>2,692,000</b>	<b>2,961,000</b>

Grants: The City is anticipating a few grants for Parks projects in 2021, included is a Youth Athletic Facilities grant for \$350,000 and a Washington Wildlife and Recreation Program Grant for \$500,000 for the Schmid Family Fields Phase 3 project. See project table below in the expenditure section for more 2021 Parks projects.

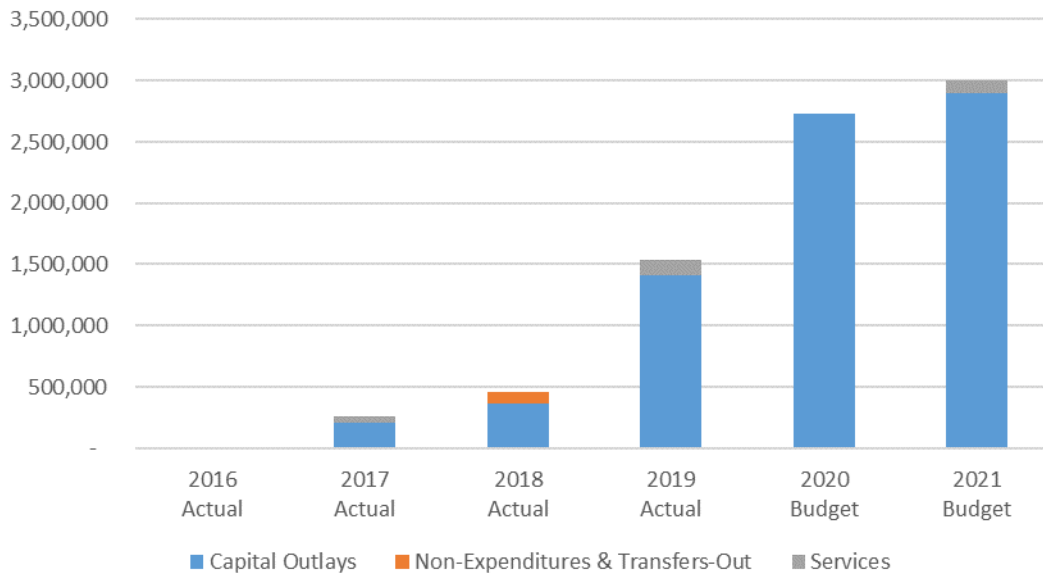
Transfers In: The City's General and Park Impact Fee Funds both transfer funds for the Park Capital Projects tracked by this fund.

#### **Park Capital Fund Expenditures**

This fund pays for Capital Projects for the City's Parks. For 2021, we are anticipating the following projects to acquire, improve, and repair City Parks:

Parks Capital Fund	Budget
Schmid Ball Fields	2,900,000
Parks Master Plan & Impact Fee Study	50,000
Hamlik Park Improvements	32,000
Other Park Acquisition/Development	15,000
<b>Total Parks Capital</b>	<b>2,997,000</b>

### Park Capital Improvement Fund Expense

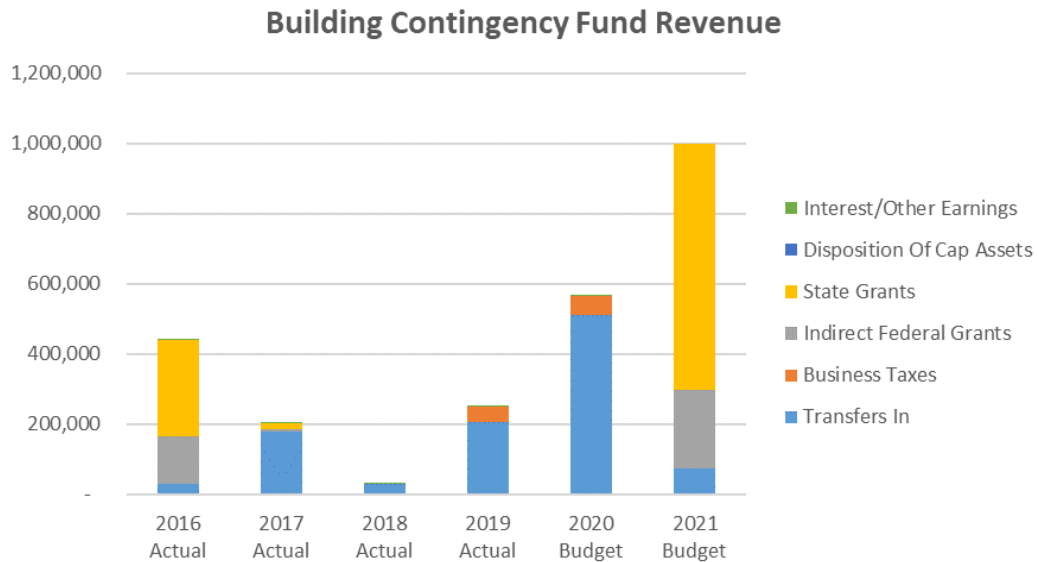
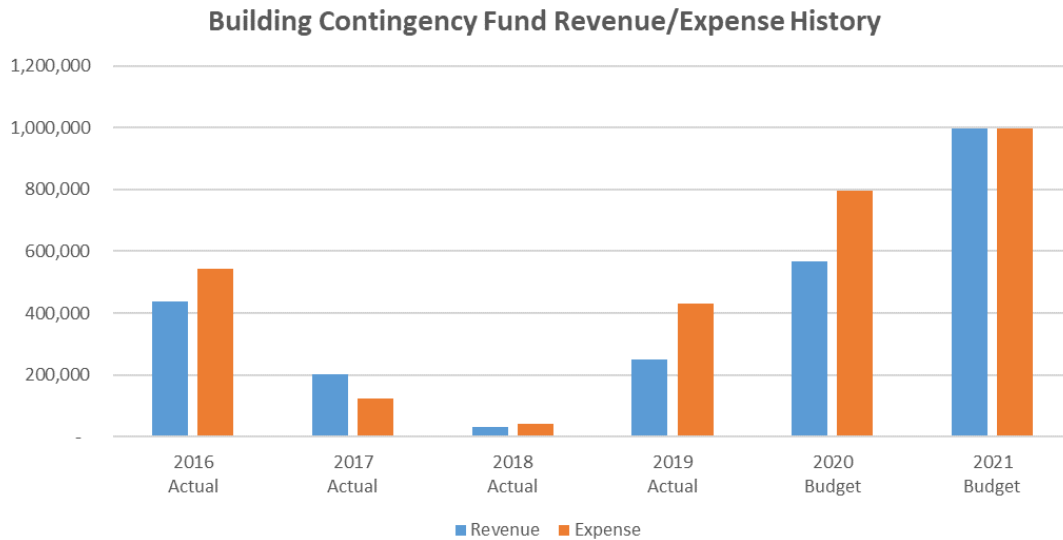


Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Capital Outlays	-	205,590	363,591	1,409,457	2,732,000	2,900,000
Non-Expenditures & Transfers-Out	-	-	98,000	-	-	-
Services	2,051	57,287	-	123,534	-	97,000
<b>Total</b>	<b>2,051</b>	<b>262,877</b>	<b>461,591</b>	<b>1,532,991</b>	<b>2,732,000</b>	<b>2,997,000</b>



## Building Contingency Fund

This is a Capital Project Fund to track the City's Facility Capital Projects. In 2019 the City increased several utility taxes to increase the funding available for the Building Contingency Fund. Funds for the projects come from the general fund and grants.



Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Transfers In	30,000	180,000	30,000	206,088	511,000	72,000
Business Taxes	-	-	-	43,719	56,000	-
Indirect Federal Grants	134,431	6,041	-	-	-	227,000
State Grants	273,967	15,515	-	-	-	700,000
Disposition Of Cap Assets	-	-	-	-	-	-
Interest/Other Earnings	149	372	1,045	1,301	800	-
<b>Total</b>	<b>438,547</b>	<b>201,928</b>	<b>31,045</b>	<b>251,108</b>	<b>567,800</b>	<b>999,000</b>

Indirect Federal Grants: The City received an award for CDBG funds to pay for the City's Social Service Building project.

State Grants: The City requested a state appropriation for the City's Social Service Building project.

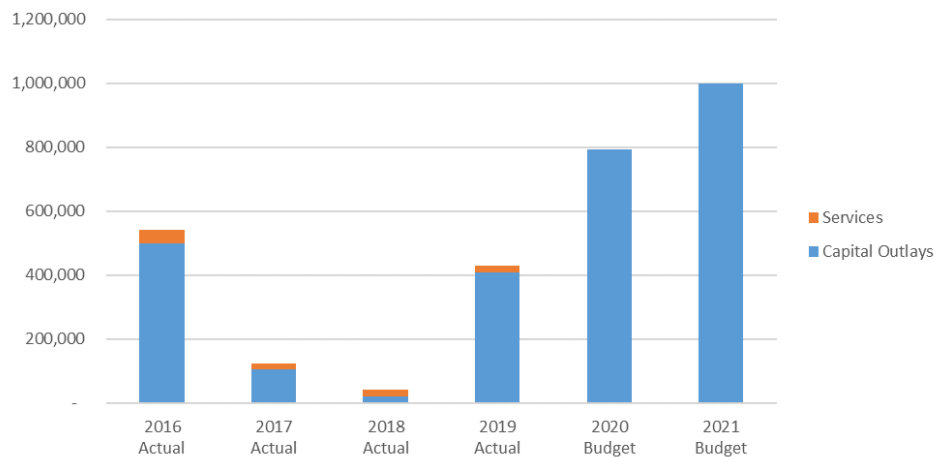
Transfers In: The City's General Fund transfers funds for the Capital Projects tracked by this fund.

### Building Contingency Fund Expenditures

This fund pays for Capital Projects for the City's Facilities. For 2021, the table below highlights the projects to improve and repair City Facilities. Additional operating expenses are not expected with these projects and ongoing facility maintenance is already included in the facilities operations budget.

Building Capital Projects Fund	Budget
Social Services Building Project	950,000
Other Opportunities	49,000
<b>Total Facilities Capital</b>	<b>999,000</b>

### Building Contingency Fund Expense

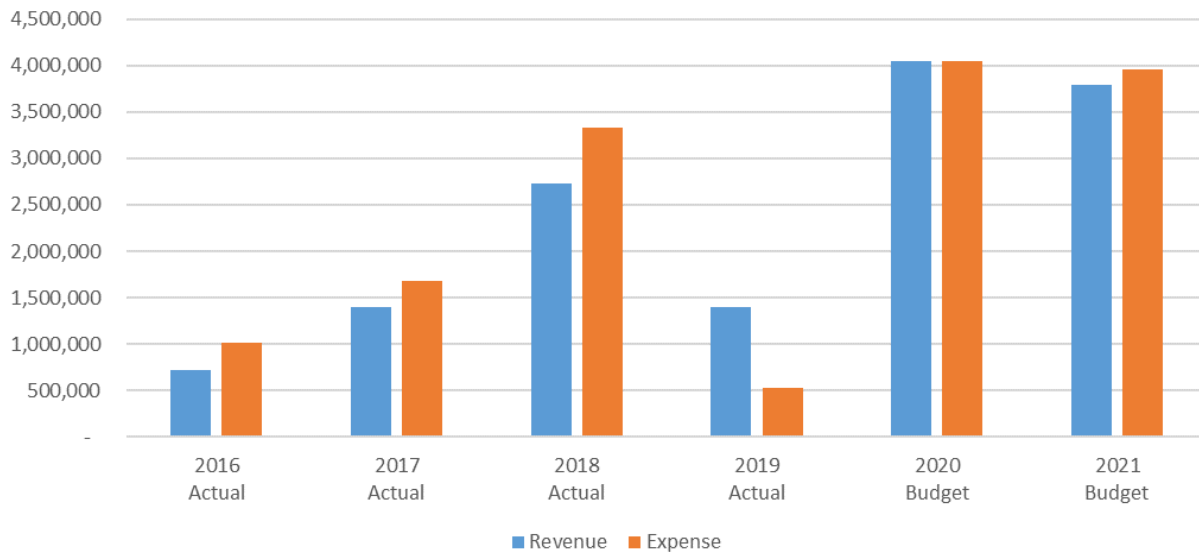


Expenditure	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
Capital Outlays	19,604	475,467	105,512	19,951	284,666	794,800
Services	42,608	44,193	16,362	21,534	10,000	-
<b>Total</b>	<b>62,212</b>	<b>519,660</b>	<b>121,873</b>	<b>41,484</b>	<b>294,666</b>	<b>794,800</b>

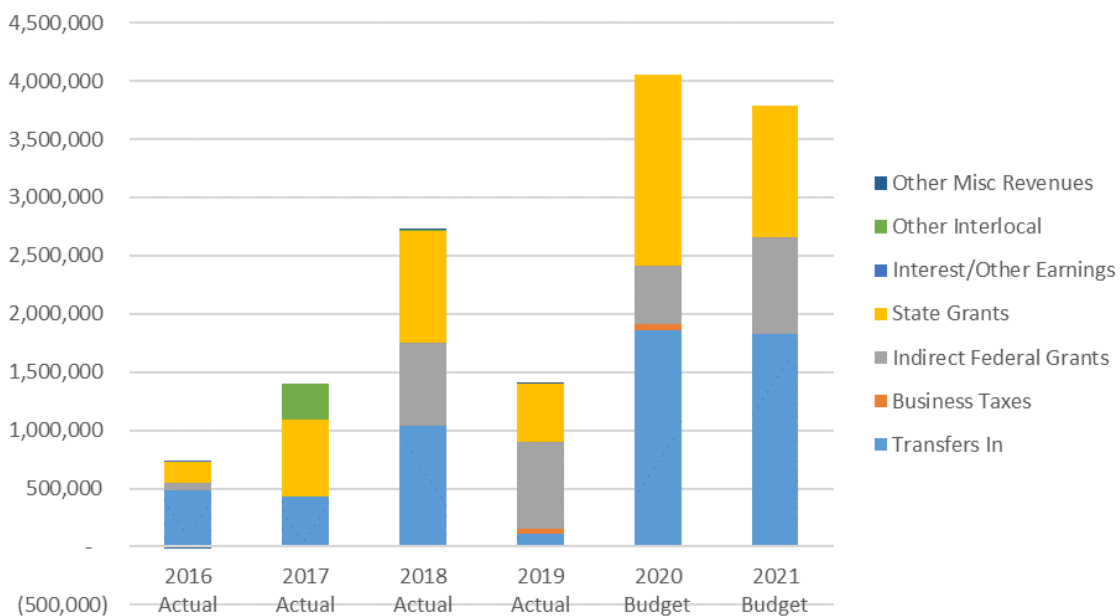
## Transportation Capital Projects Fund

This is a Capital Project Fund to track the City's Transportation Capital Projects. Funds for the projects come from the General Fund, Transportation Development Fund, and grants. In 2019 the City increased several utility taxes to increase the funding available for the Transportation Capital Projects Fund.

### Transportation Capital Projects Fund Revenue/Expense History



### Transportation Capital Projects Fund Revenue



Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Transfers In	484,000	432,676	1,037,689	108,956	1,861,489	1,822,000
Business Taxes	-	-	-	43,732	56,000	-
Indirect Federal Grants	65,190	2,962	717,898	749,806	501,000	832,520
State Grants	183,109	658,101	951,782	499,645	1,630,977	1,135,000
Interest/Other Earnings	1,711		-	-	-	-
Other Interlocal	-	308,750	10,575	-	-	-
Other Misc Revenues	(11,174)		10,400	581	-	-
<b>Total</b>	<b>722,836</b>	<b>1,402,489</b>	<b>2,728,345</b>	<b>1,402,719</b>	<b>4,049,466</b>	<b>3,789,520</b>

State and Federal Grants: The City applies for state and federal grants to help fund projects. Typically if a grant is not awarded, the project does not occur. The City has several grants applications in for 2021, which include:

State Appropriation	1,000,000
Indirect Federal Grants	832,520
State Grants	135,000

Transfers In: The City transfers funding from the Transportation Development, General, and Park Impact Fee Funds to this fund to assist with local match and project costs.

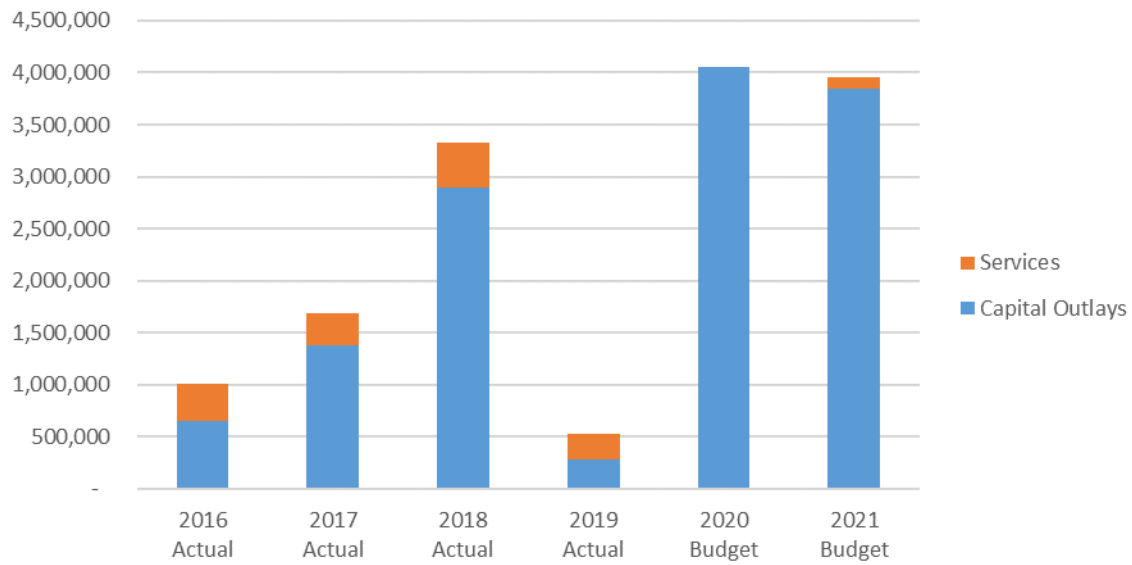
#### **Capital Transportation Projects Fund Expenditures**

This fund pays for Capital Projects for the City's Transportation Facilities. For 2021, the following are the projects to improve the roadways, sidewalks, and transportation in the City:

Transportation Capital	Budget
Waterfront Trail	1,900,000
32nd Street Underpass	761,000
39th St/Evergreen Blvd Realignment	120,000
Jemtegaard Trail	200,000
Traveler Informational Sign	180,000
Advanced Traffic System	110,000
Other Transportation Opportunities	684,335
<b>Total Transportation Capital</b>	<b>3,955,335</b>

The construction for the Waterfront Trail may continue into 2021; due to this, the impact of the capital improvements on the operating budget is somewhat undetermined at this point. The maintenance of the smaller transportation projects is already included in the streets operations budget.

### Transportation Capital Projects Fund Expense

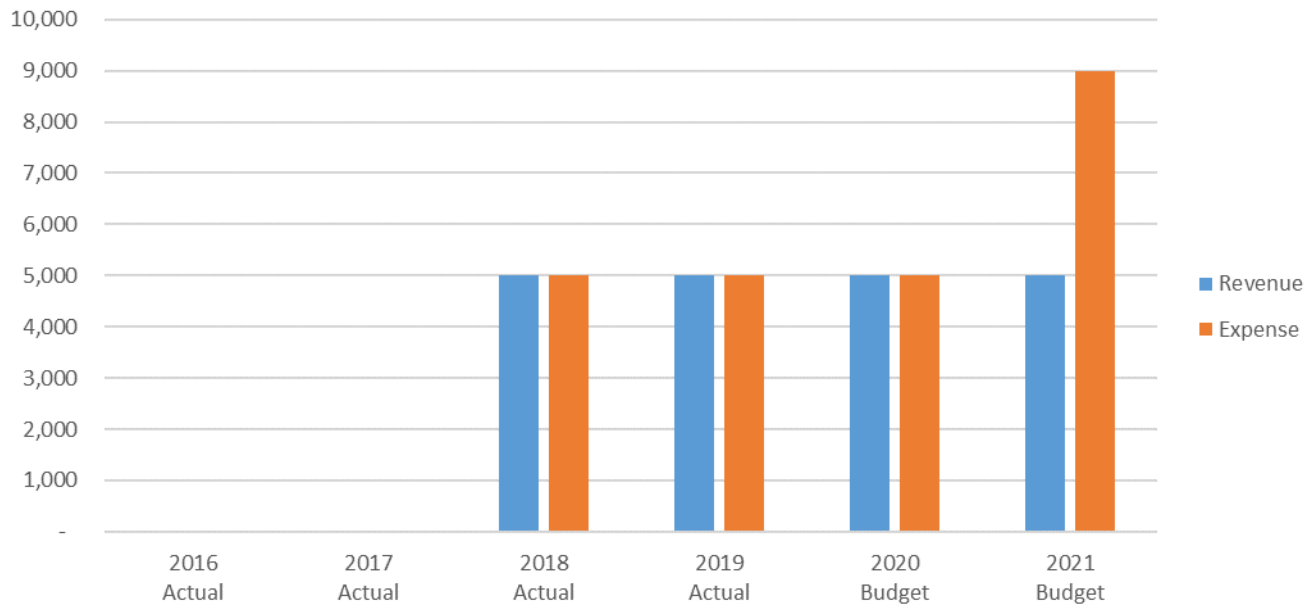


Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Capital Outlays	650,886	1,375,237	2,889,491	276,511	4,049,039	3,841,665
Services	363,234	309,684	435,901	246,971	-	113,670
<b>Total</b>	<b>1,014,120</b>	<b>1,684,921</b>	<b>3,325,392</b>	<b>523,482</b>	<b>4,049,039</b>	<b>3,955,335</b>

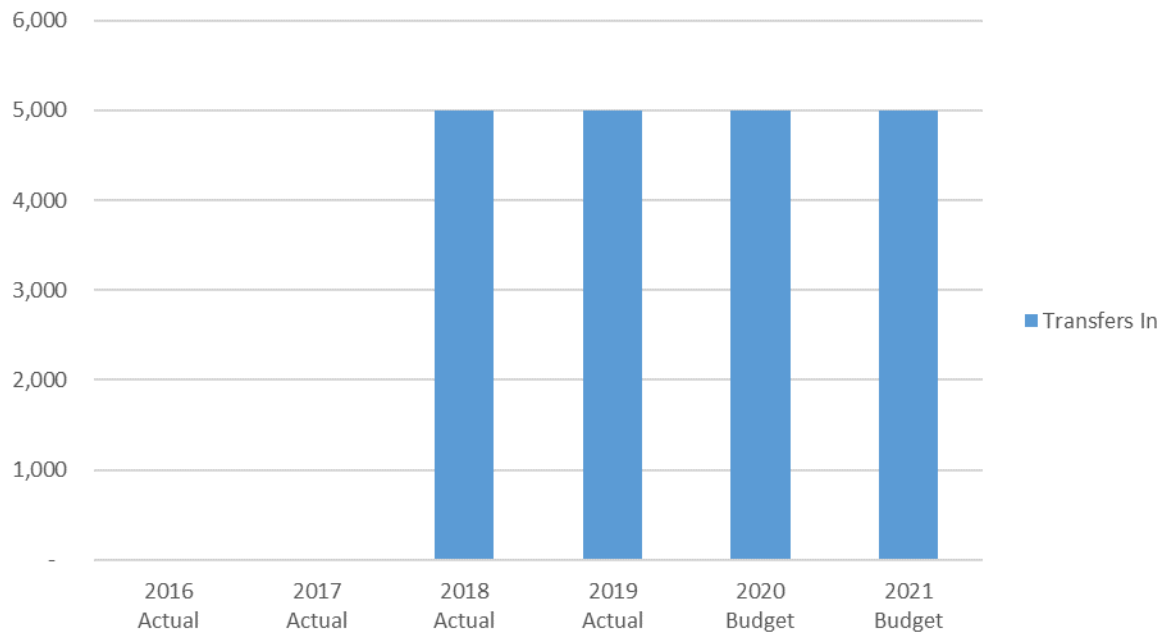
Art Project Capital Fund

This is a Capital Project Fund to track the City’s Art Projects. Funds for the projects come from the General Fund, grants or other funding sources.

Art Project Fund Revenue/Expense History



Art Project Fund Revenue



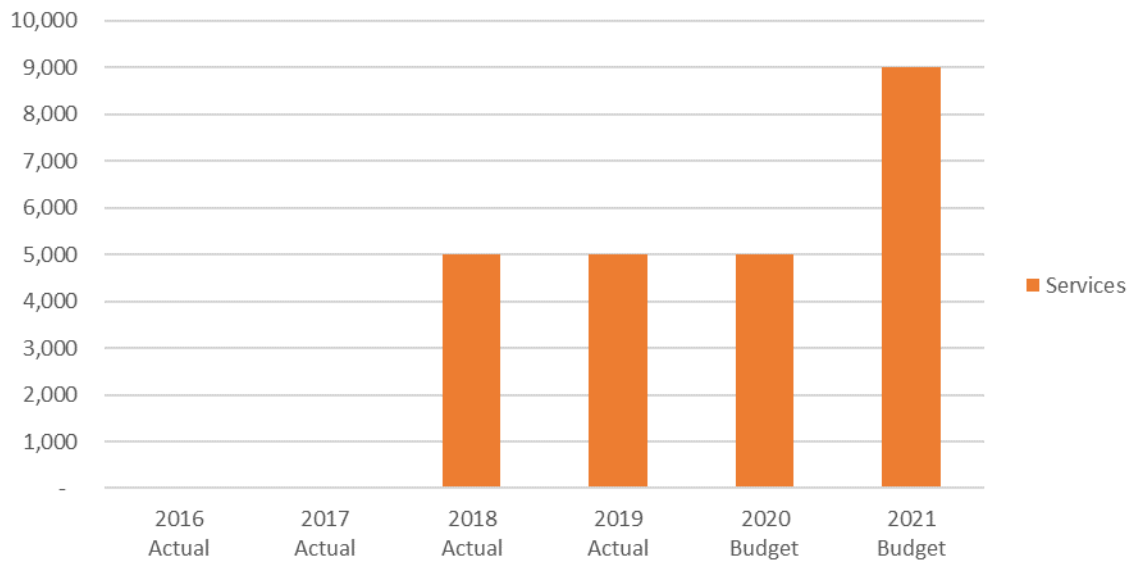
Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Transfers In	-	-	5,000	5,000	5,000	5,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>

Transfers In: The City transfers funding from the Transportation Development, General, and Park Impact Fee Funds to this fund to assist with local match and project costs.

### Art Project Fund Expenditures

The City recognizes that support for artists and arts organizations, development and stewardship of public art, arts education, and cultural development are public necessities and essential for the continuing growth and development of the City's citizens, economy and quality of life. This fund will track art project expenditures.

### Art Project Fund Expense



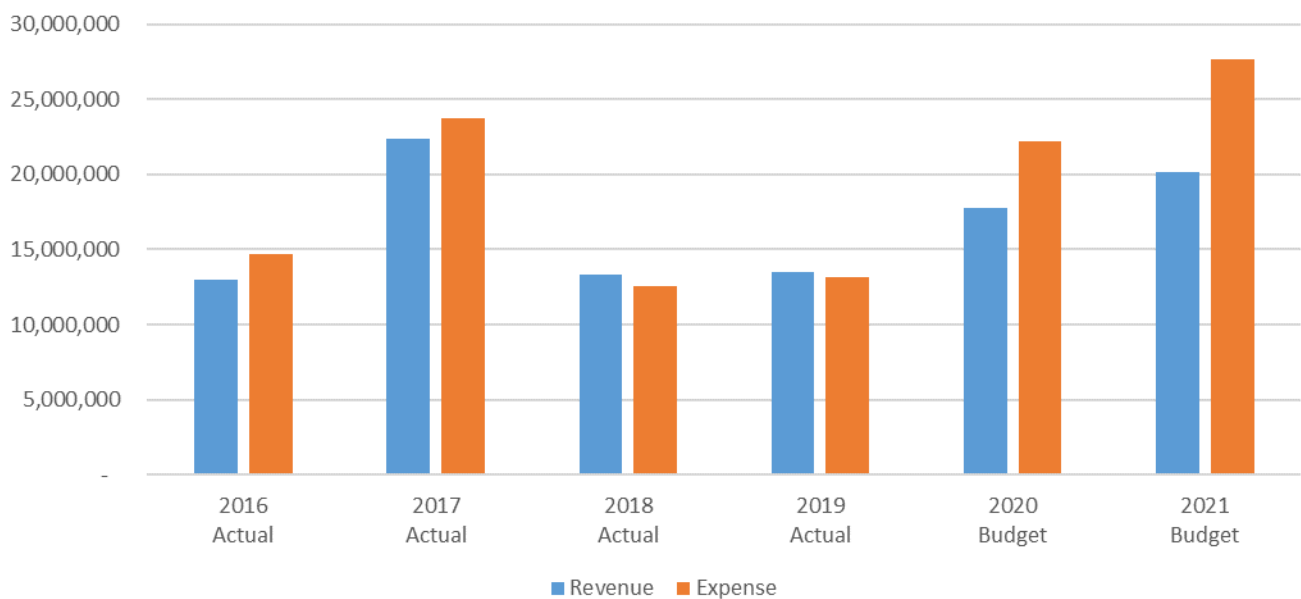
Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Services	-	-	5,000	4,997	5,000	9,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>4,997</b>	<b>5,000</b>	<b>9,000</b>

## Water/Sewer Funds

The City utilizes several funds for tracking of the operation, maintenance, debt service, and capital projects of the City's Water and Sewer utilities. While combined in the same funds, water and sewer operations are tracked and treated as their own restricted sources of revenues. Water revenues support water operations, maintenance, debt, and infrastructure improvements. Sewer revenues support sewer operations, maintenance, debt, and infrastructure improvements.

The City contracts with a third party contractor, procured through a selective open request for proposals, to set the utility rates for each utility separately. Future infrastructure needs, labor costs, debt service payments, operations and maintenance costs, and cost inflation are all taken into account for each utility separately. The City is recently completed a rate study to establish rates for the years 2019 to 2023. City Council approved the proposed rates through a City Ordinance which was then codified in the Washougal Municipal Code. For more information on rates, please see the City's website.

### Water/Sewer Funds Revenue/Expense History



### Water Utility

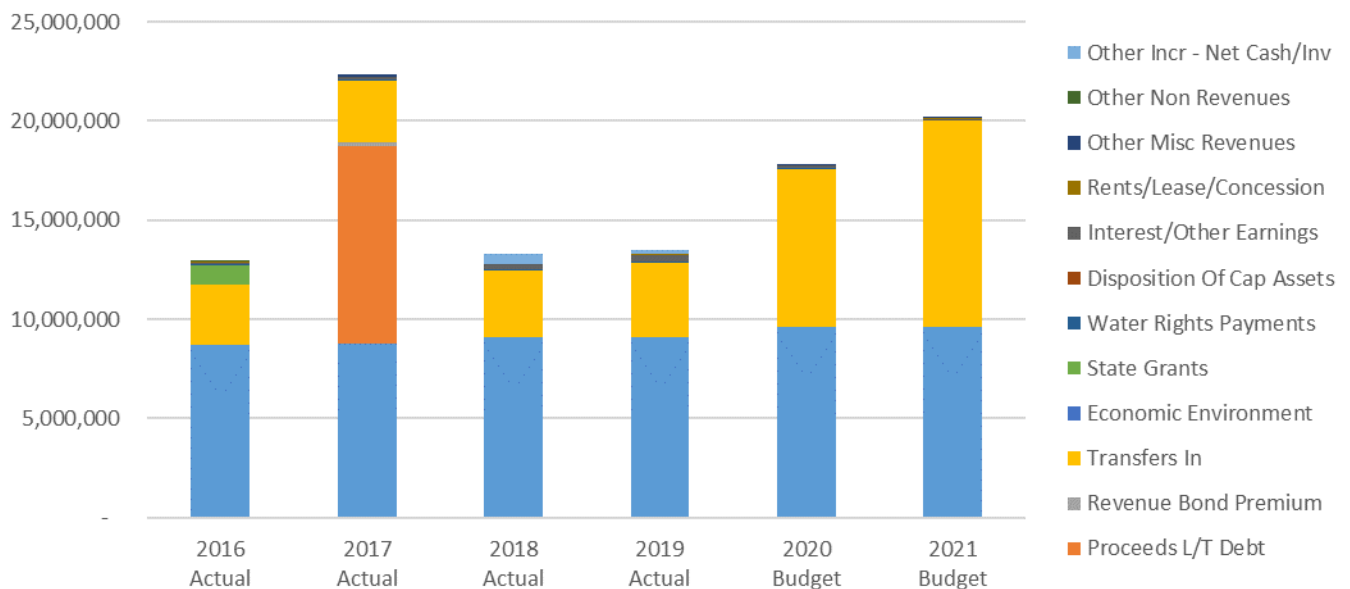
The Water Division of Public Works is responsible for the daily operation and maintenance of water production, storage and delivery facilities. Examples of typical duties in the Water Division include well pump checks, reservoir and pump station inspections, leak repairs, customer calls for service, meter reading and a variety of preventative programs. Both the Water and Wastewater Division perform daily tests and take daily samples to help ensure good quality drinking water is delivered to our customers and clean, safe water is discharged to the Columbia River.



### Sewer Utility

The Wastewater Division of Public Works is responsible for the collection, conveyance and treatment of sanitary sewer. The sewer collection system is designed to carry wastewater throughout the City's sewer lines. A vast system of underground sewers collects the wastewater from the homes of the City's residents and businesses and delivers it to the wastewater treatment plant. Wastewater discharged from a home or business enters the sewer system through service lines. These service lines carry the flow of wastewater to the City's trunk lines. Collection systems are built to utilize the natural flow of gravity when possible. When wastewater cannot travel through the lines by gravity, pump stations are utilized. At Washougal's treatment plant sanitary waste is treated through biological treatment. Sanitary waste entering the plant is processed through our headworks and is then pumped to our Oxidation Ditch which is our primary treatment process. From the oxidation ditch the treated waste runs through a clarifier then on to our ultra violet disinfection process before being discharged as treated effluent to the Columbia River.

### Water & Sewer Revenue



Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Physical Environment	8,681,604	8,758,439	9,115,855	9,117,620	9,629,134	9,612,116
Proceeds L/T Debt	-	9,997,000	-			
Revenue Bond Premium	-	168,567				
Transfers In	3,060,162	3,095,833	3,339,433	3,740,537	7,963,188	10,423,873
Economic Environment	11,623	9,626	6,145	-	5,000	5,000
State Grants	970,000	-	-	-	-	-
Water Rights Payments	52,898	55,499	53,084	52,898	53,000	-
Disposition Of Cap Assets	11,324	-	-	-	-	
Interest/Other Earnings	73,879	123,237	254,009	354,970	111,800	66,800
Rents/Lease/Concession	26,600	27,500	37,265	29,346	15,600	28,800
Other Misc Revenues	32,548	126,803	4,922	13,126	2,000	2,000
Other Non Revenues	69,824	-	-	-	-	-
Other Incr - Net Cash/Inv	-	-	484,320	186,129	-	-
<b>Total</b>	<b>12,990,462</b>	<b>22,362,504</b>	<b>13,295,035</b>	<b>13,494,626</b>	<b>17,779,722</b>	<b>20,138,589</b>

**Physical Environment:** The fees for utility service are the primary source of revenue for these funds. They are the basis for operating the Water/Sewer utilities. For 2021, the City anticipates the following revenue from the Water and Sewer utilities for services:

Water Utility Revenue	4,013,252
Sewer Utility Revenue	4,758,864

**Transfers In:** As the graph above is for all Water/Sewer Funds, it includes transfers from the operations and maintenance fund to the capital and debt service funds to pay for current and future capital projects, and debt payments.

**State Grants:** For 2016, the State appropriated 1,000,000 to the City for the construction of the Wastewater Treatment Plant expansion. There are no anticipated State grants in 2021.

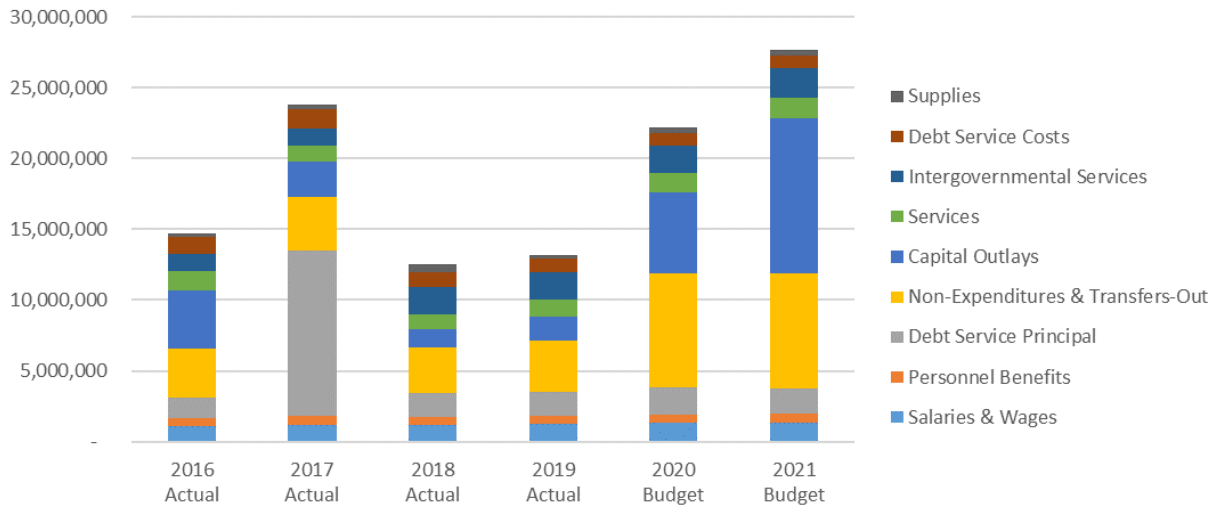
**Economic Environment:** When developers and residents connect to our Water and Sewer utilities, they pay a system development charge which goes towards the cost of the infrastructure for each utility. This revenue source is dependent on development activity.

Water System Development Charges	300,000
Sewer System Development Charges	500,000

### Water/Sewer Funds Expenses

The Water and Sewer Utilities have a Utilities Superintendent that oversee operations of both utilities in addition to oversight by the Public Works Director. Like revenues, each utility's expenses are tracked separately for Water and Sewer services. The graph below shows the expenses for all the Water/Sewer Funds rolled up together which includes operations, maintenance, debt service, and capital projects. Also included are the transfers out from the operations and maintenance fund to the capital and debt service funds for capital projects and debt service payments.

### Water & Sewer Expense

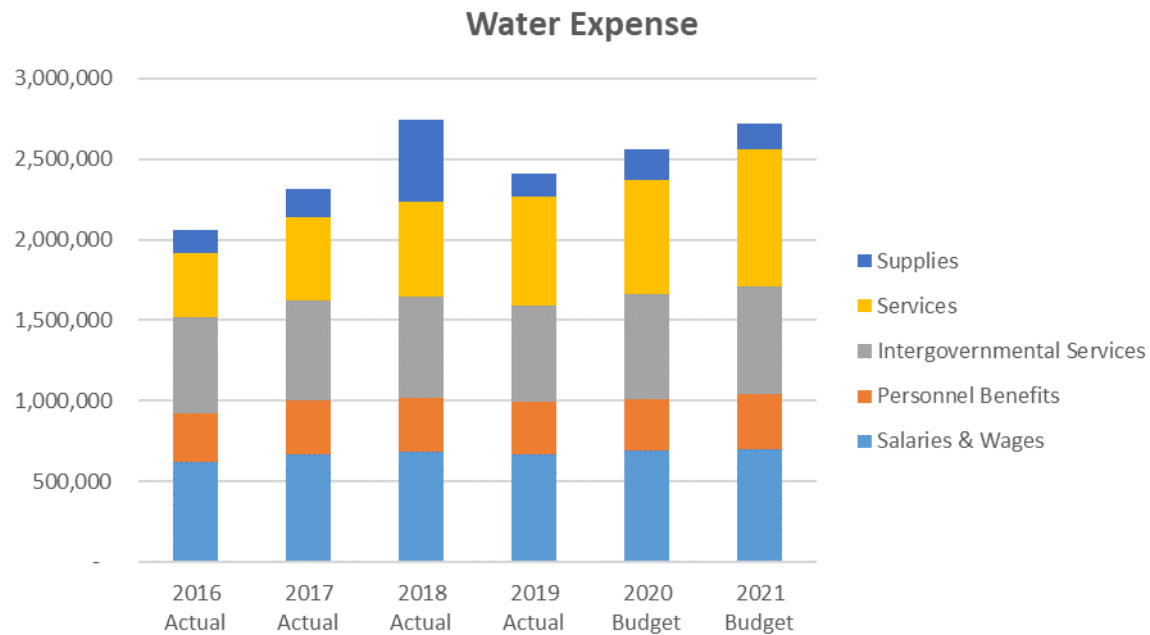


### Water Utility Operation and Maintenance Expenses

The Utilities Superintendent manages six full-time water maintenance workers for the operations of the Utility. In addition support staff are employed during the spring to assist with water operations, as needed. Total FTE charged to this department on a regular basis is 8.17, thereby making salaries and benefits the largest operations and maintenance expense for the Utility. The support the Utility receives from other departments, such as Finance for Utility Billing and Customer Service, are charged through an indirect cost recovery plan. This is the second largest expense for the Utility. The City assesses a business and occupation tax on all utilities operating in the City which also includes the City's Water Utility. These funds are paid to the General Fund. In addition, for 2021, some repairs/maintenance were included for the Water Utility as follows:

Pump & Motor Services/SCADA Maintenance	120,000
Water Resilience and Emergency Plan	100,000
Hydrant/Reservoir/Valve Maintenance	80,000
Meter Replacements/Maintenance	90,000
Service Line Improvements	50,000
Chemical/Inventory Supplies/Services	75,000

The following are the operations and maintenance expenses for the Water Utility:



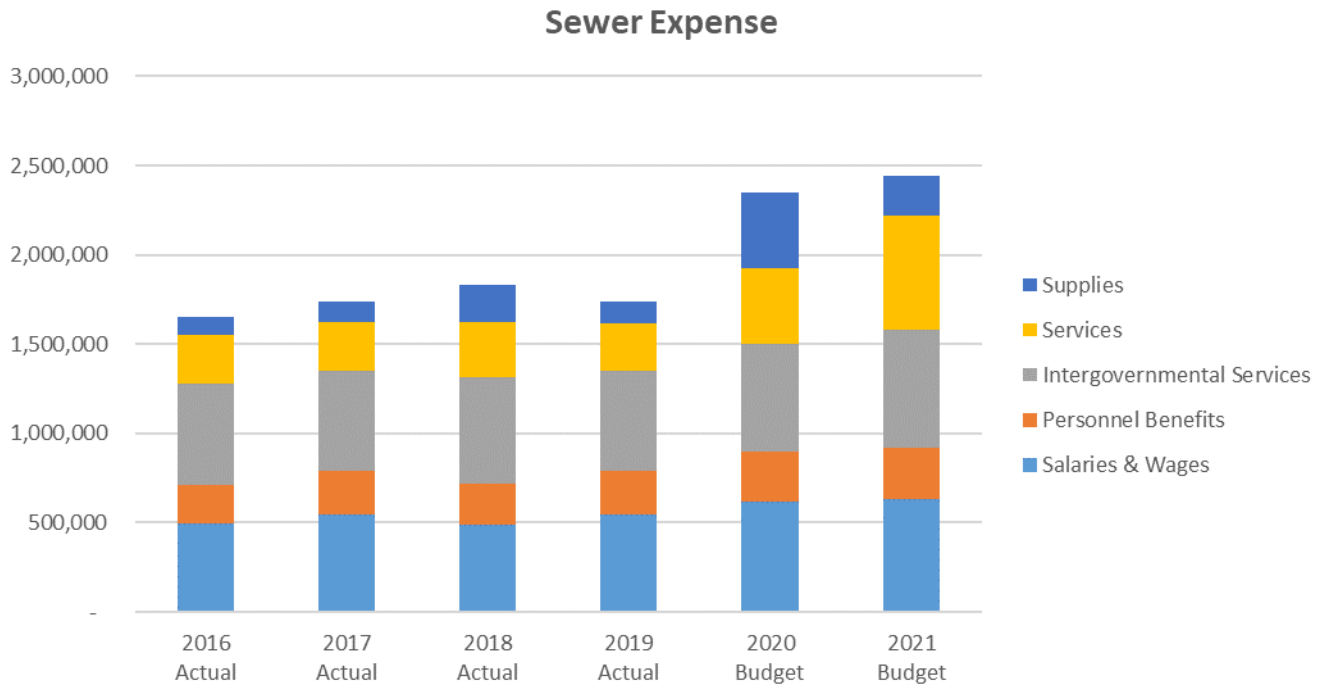
Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries & Wages	618,493	670,853	680,881	670,682	690,345	702,101
Personnel Benefits	303,542	327,605	332,613	325,208	323,000	339,400
Intergovernmental Services	598,312	621,690	632,591	594,459	646,574	668,734
Services	392,616	518,838	585,810	677,984	712,728	854,436
Supplies	148,157	172,087	512,200	142,577	186,232	158,010
<b>Total</b>	<b>2,061,120</b>	<b>2,311,073</b>	<b>2,744,095</b>	<b>2,410,910</b>	<b>2,558,879</b>	<b>2,722,681</b>

### Sewer Utility Operation and Maintenance Expenses

The Utilities Superintendent manages five full-time maintenance workers for the operations of the Utility. Total FTE charged to this department on a regular basis is 7.08, thereby making salaries and benefits the largest operations and maintenance expense for the Utility. The support the Utility receives from other departments, such as Finance for Utility Billing and Customer Service, are charged through an indirect cost recovery plan, this is the second largest expense for the Utility. The City assess a business and occupation tax on all utilities operating in the City which also includes the City's Sewer Utility. These funds are paid to the General Fund. In addition, for 2021 the sewer utility will be making some repairs such as:

SCADA maintenance	60,000
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The following are the operations and maintenance expenses for the Sewer Utility:



Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries & Wages	492,395	548,239	485,042	548,239	619,798	631,920
Personnel Benefits	222,186	245,201	232,418	242,048	276,100	288,600
Intergovernmental Services	565,095	557,691	600,086	557,691	607,753	663,141
Services	274,051	269,650	307,709	269,678	421,650	633,632
Supplies	99,030	119,369	208,328	122,494	423,700	221,875
<b>Total</b>	<b>1,652,757</b>	<b>1,740,150</b>	<b>1,833,583</b>	<b>1,740,150</b>	<b>2,349,001</b>	<b>2,439,168</b>

### Water/Sewer Utility Capital Project Expenses

The City has two funds to track Capital Projects for Water/Sewer Utilities. The City has issued \$29,120,000 in Revenue bonds since 2011 to fund infrastructure projects for Water, Sewer, and Storm Utilities, in order to be in compliance with state regulations and maintain the City's operating permit for each utility. The City tracks the bond projects from one fund as they have to be approved per the bond covenants. The other Water/Sewer projects funded by system development charges, grants, and system reinvestment funds are tracked out of a separate fund. See below for the list of 2021 Water and Sewer Capital Projects:

*Water Capital Projects:*

<b>Water Capital</b>	<b>Budget</b>
Woodburn Hill Transmission Improvements	569,087
Zone 6 Reservoir	330,000
Automatic Meter Reading (AMI)	1,105,889
Water Main Installation 32/34/J st	284,280
<b>Total Water Capital</b>	<b>2,289,256</b>

*Sewer Capital Projects:*

<b>Sewer Capital</b>	<b>Budget</b>
Biosolids Management	3,845,661
Anoxic Selector	100,000
Pump Stations relocation and upgrades	1,144,775
<b>Total Sewer Capital</b>	<b>5,090,436</b>

**Water/Sewer Debt Service**

As of 2021, the City has \$27,043,261 in outstanding debt for water, sewer, and storm infrastructure. Of this amount, \$2,132,261 is from Public Works Trust Fund Loans and \$24,911,000 is from Revenue Bonds. The City makes annual principal and interest payments for these funds based upon amortization schedules as set during the loan and bond issuance. For 2021, the total debt service, principle and interest, funded by Water/Sewer rate revenues is \$2,612,662.

## Stormwater Fund

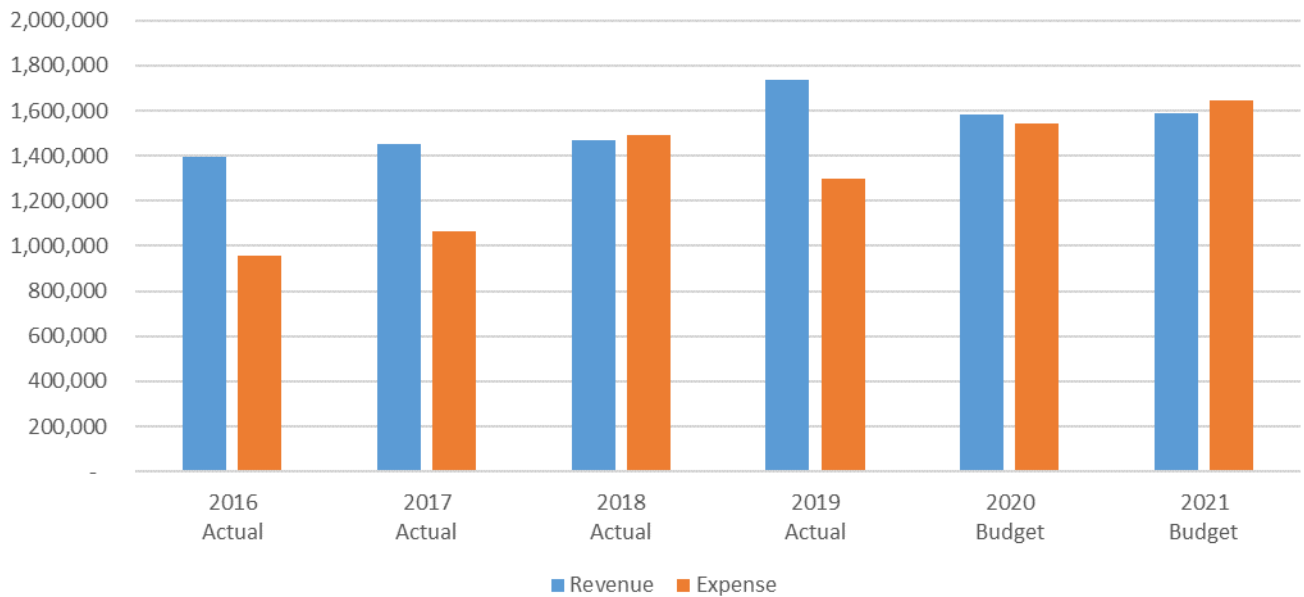
In general terms, Stormwater is rainfall or snowmelt which flows over the ground. Impervious surfaces such as rooftops, driveways, sidewalks, and streets prevent Stormwater runoff from naturally soaking into the ground. Stormwater runoff can pick up pollutants such as fertilizers, pesticides, animal waste, debris, and oil, among other toxins. This untreated runoff flows into storm drains and eventually reaches streams, rivers, lakes, and oceans.

The runoff which enters the Stormwater systems is treated in a Stormwater facility before being released to a local waterway. Stormwater is not piped to the wastewater treatment plant which is why it is important to properly maintain the many independent Stormwater facilities around the City. The City performs this function with its Stormwater Utility.

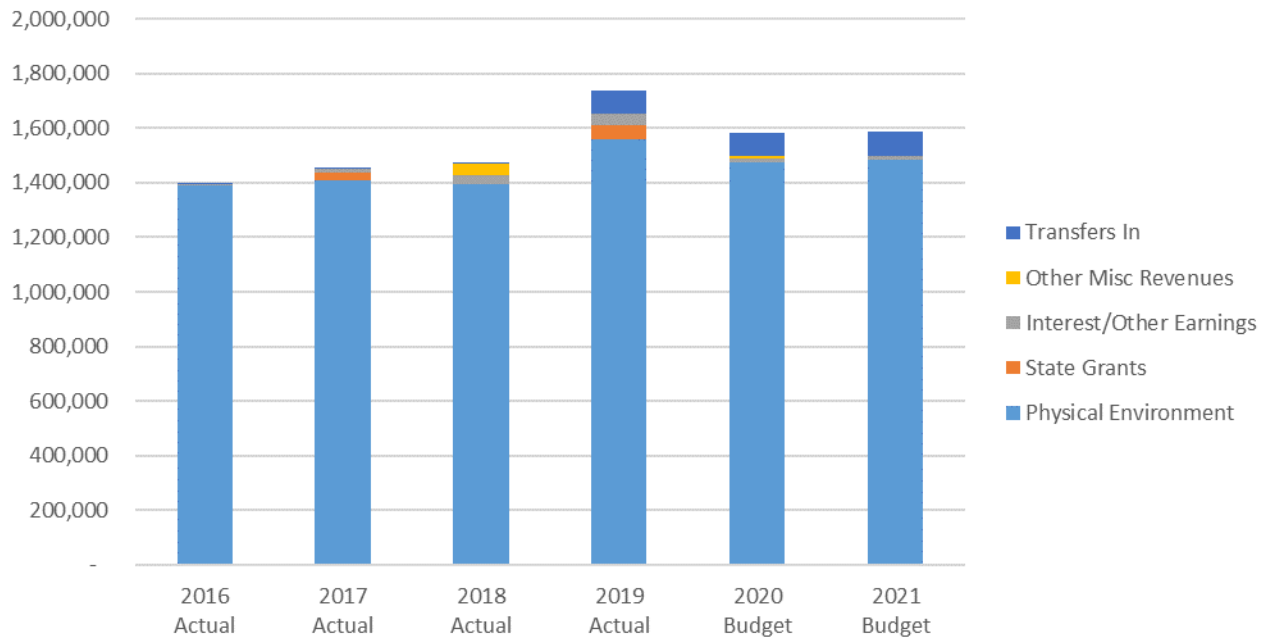
The City has developed a comprehensive Stormwater Management Plan (SWMP), outlining the City's efforts to prevent Stormwater pollution and minimize runoff. Generally, the SWMP has five components: public education, public outreach and involvement, the formation of an illicit dumping elimination program, modified regulations for new development and redevelopment and construction, as well as a pollution prevention program, to be implemented within City operations. Currently, the City is responsible for the maintenance of 1500 catch basins and 25 detention ponds. Washougal's unique location on the banks of the Columbia River makes it extremely important that stormwater runoff be adequately treated and discharged in the cleanest form possible. The Columbia is not only comprised of the water that runs between its banks, but also of all the water that enters from the communities that line its shores. Working together, the City of Washougal and its community can improve the quality of our valuable water resources, ensuring availability to future generations.

The City contracts with a third party contractor, procured through a selective open request for proposals, to set the utility rates for each utility separately. Future infrastructure needs, labor costs, debt service payments, operations and maintenance costs, and cost inflation are all taken into account for each utility separately. The City has an established set of rates through the 2023 horizon.

### Stormwater Fund Revenue/Expense History



### Stormwater Fund Revenue





Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Physical Environment	1,388,219	1,410,577	1,393,966	1,558,784	1,475,336	1,482,350
State Grants	-	25,000	-	50,000	-	-
Interest/Other Earnings	5,602	14,920	33,225	43,589	15,000	15,000
Other Misc Revenues	1,423	847	44,347	-	7,000	1,000
Transfers In	661	437	275	86,341	85,000	90,000
<b>Total</b>	<b>1,395,905</b>	<b>1,451,780</b>	<b>1,471,813</b>	<b>1,738,715</b>	<b>1,582,336</b>	<b>1,588,350</b>

Physical Environment: The fees for utility service are the primary source of revenue for this fund. They are the basis for operating the Stormwater Utility.

State Grant: The City does not anticipate any state grants for 2021.

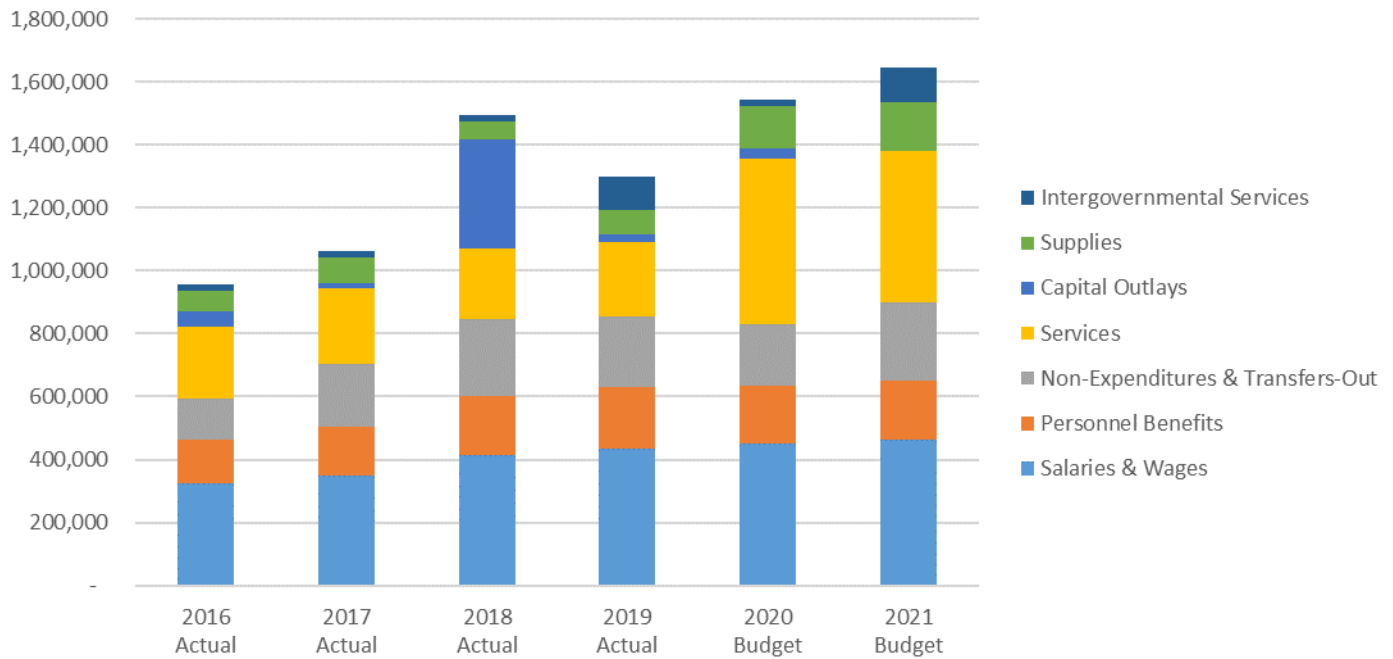
### Stormwater Fund Expenses

The Facilities Operations Manager oversees this fund with oversight by the Public Works Director. There are four full-time maintenance workers who maintain this Utility. Total FTE regularly charging to this fund is 5.30. In the spring, the City hires additional seasonal workers to assist with the maintenance of the system, as needed. This fund also pays a portion of the outstanding Utility Debt. The portion of Revenue bonds outstanding this fund is responsible for is \$1,081,730. This fund transfers funds to a Utility debt fund from which the payments are made. Total principal and interest for 2021 is \$96,300.

In addition to regular maintenance and operations of the Stormwater fund, the following projects funded by previously issued revenue bonds, grants, and system development fees are included for 2021:

Stormwater Capital & Maintenance	Budget
Jemtegaard Trail Stormwater Utility Work	12,000
Stormwater Master Plan	43,709
Point Repairs	27,318
<b>Total Stormwater</b>	<b>83,027</b>

### Stormwater Expense

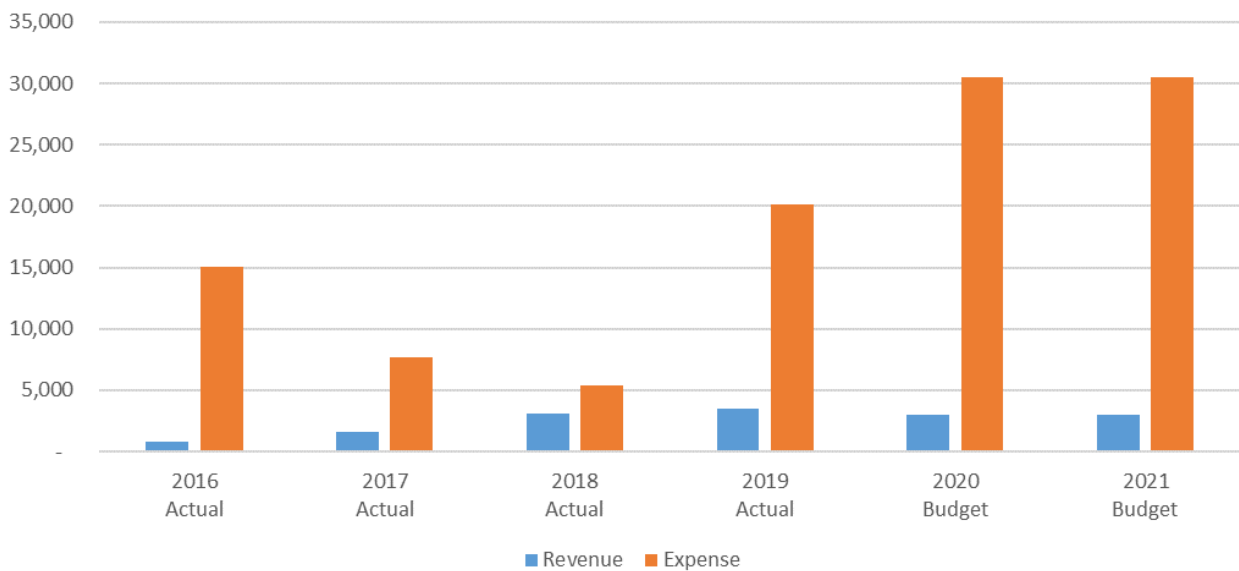


Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries & Wages	324,251	350,695	414,858	435,269	449,750	461,885
Personnel Benefits	141,025	153,195	186,183	196,037	184,000	187,100
Non-Expenditures & Transfers-Out	128,942	200,863	247,126	221,519	198,400	249,032
Services	228,071	238,679	220,881	240,107	523,962	484,896
Capital Outlays	50,328	15,648	347,771	24,579	33,500	-
Supplies	63,383	84,007	55,888	73,995	132,964	151,690
Intergovernmental Services	20,884	21,140	20,651	109,750	20,136	111,148
<b>Total</b>	<b>956,884</b>	<b>1,064,228</b>	<b>1,493,358</b>	<b>1,301,257</b>	<b>1,542,712</b>	<b>1,645,751</b>

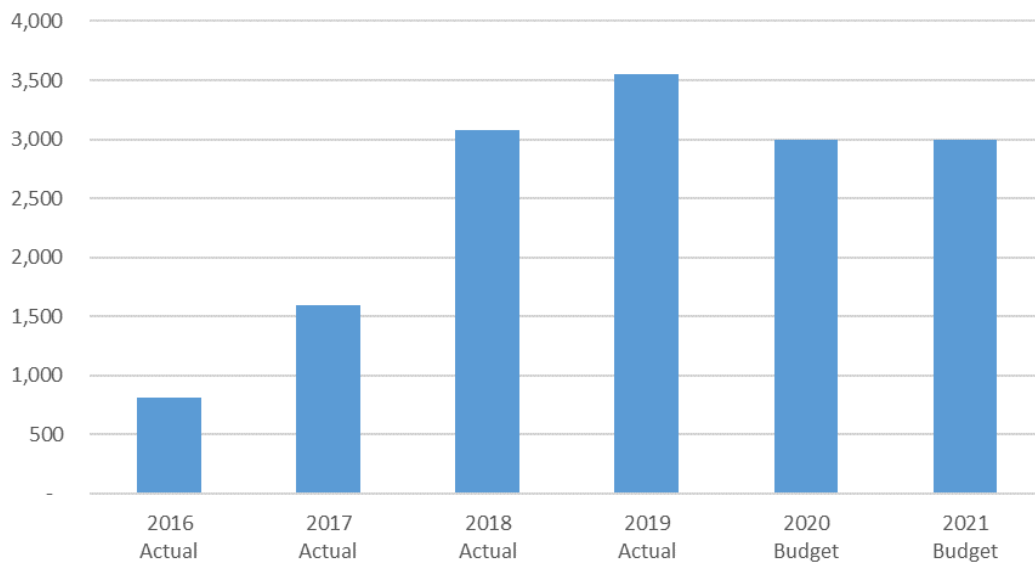
## Employment Security Fund

This fund is used to provide unemployment compensation to City employees and from which reimbursements to the Washington State Department of Employment Security shall be made for these claims. This is an established self-insured fund for unemployment claims for which, the City Council passed an ordinance establishing the fund and minimum fund balance requirements. There is sufficient balance in this Fund for 2021 which allows the City to forego continued contributions until such time the City must begin to make contributions to the fund.

### Employment Security Fund Revenue/Expense History



### Employment Security Fund Revenue



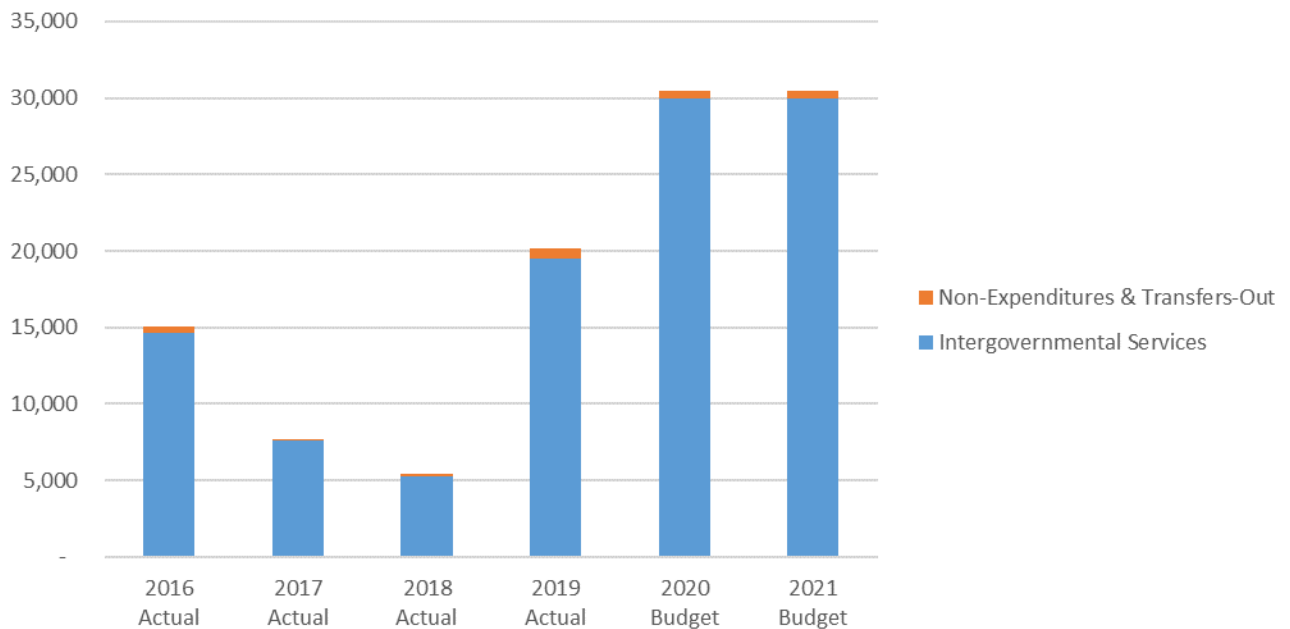
Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Interest/Other Earnings	812	1,598	3,078	3,548	3,000	3,000
<b>Total</b>	<b>812</b>	<b>1,598</b>	<b>3,078</b>	<b>3,548</b>	<b>3,000</b>	<b>3,000</b>

Interest Earnings: The fund balance for this fund is earning interest each year.

### Employment Security Fund Expenses

When an employee is terminated, they make a claim to the Washington State Employment Security Department (ESD). Once the claim is processed, the ESD sends the City a bill for the unemployment claim.

### Employment Security Expense

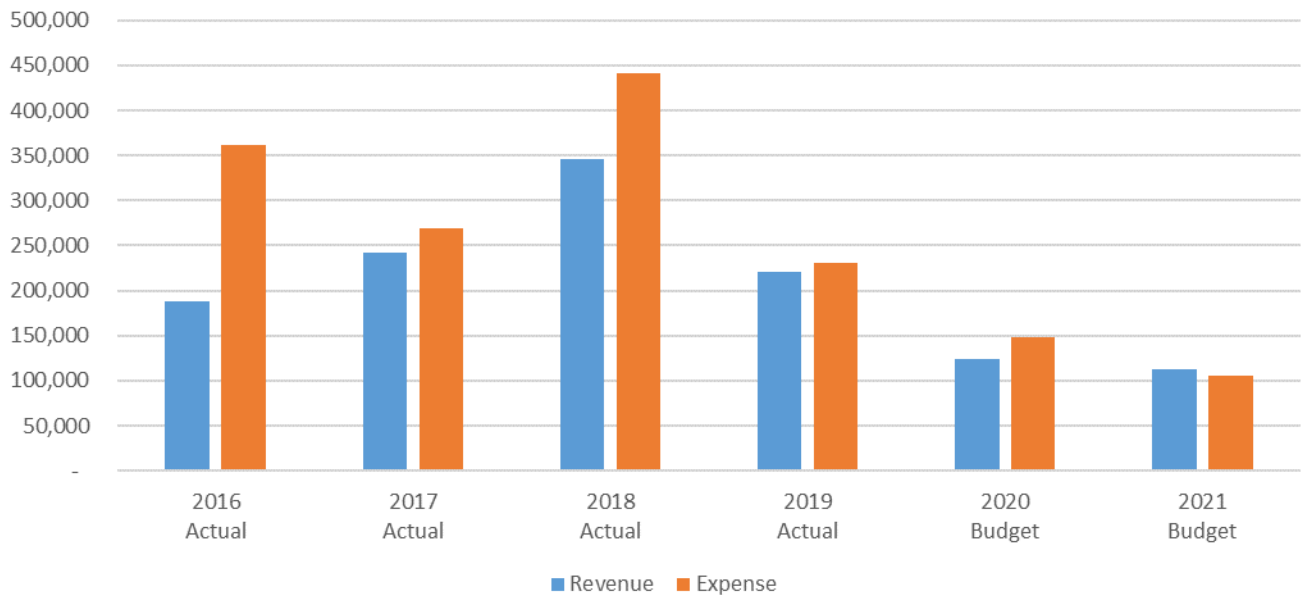


Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Intergovernmental Services	14,627	7,567	5,223	19,528	30,000	30,000
Non-Expenditures & Transfers-Out	450	162	171	655	450	450
<b>Total</b>	<b>15,077</b>	<b>7,728</b>	<b>5,394</b>	<b>20,183</b>	<b>30,450</b>	<b>30,450</b>

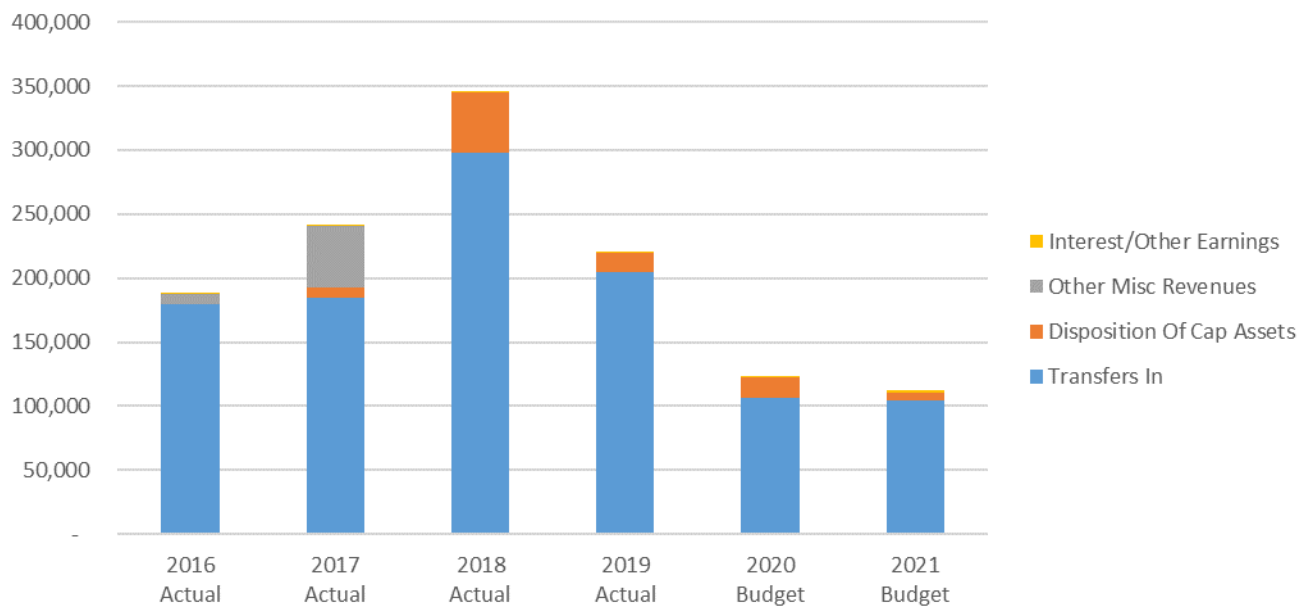
## Equipment Rental and Repair Funds

The City has two Internal Service funds for Vehicles and IT hardware for departments funded by the General Fund. Rolling stock is replaced from here according to a depreciation schedule. IT resources are also replaced from here according to a replacement schedule.

### Equipment Rental and Repair Funds Revenue/Expense History



### Equipment Rental & Repair Revenue



Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Transfers In	180,000	185,000	298,000	205,000	106,500	105,000
Disposition Of Cap Assets	-	7,191	46,959	15,153	16,000	6,000
Other Misc Revenues	7,553	48,355	-	-	-	-
Interest/Other Earnings	1,013	1,021	1,101	497	1,500	1,500
<b>Total</b>	<b>188,566</b>	<b>241,567</b>	<b>346,060</b>	<b>220,650</b>	<b>124,000</b>	<b>112,500</b>

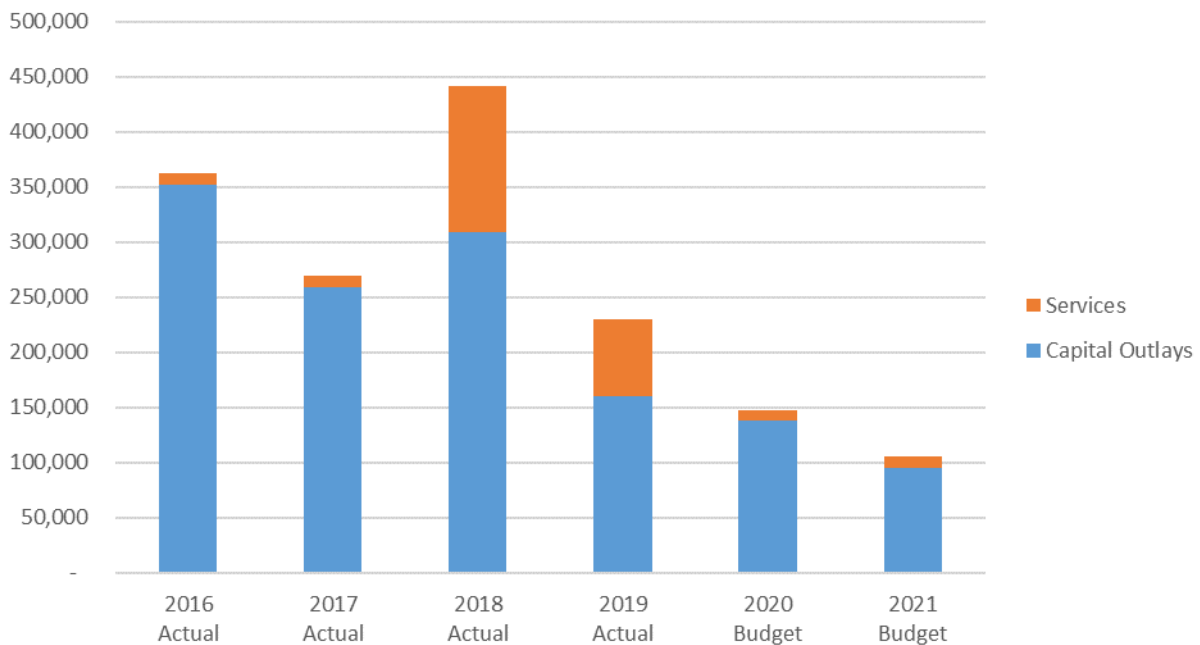
Transfers In: The General Fund pays for all expenditures from this fund. The revenue for the vehicles comes through an interfund transfer.

### Equipment Rental and Repair Funds Expenses

These funds pay for Vehicles and IT resources. For 2021, the following are included for replacement:

Parks Lawn Mower	33,000
Cemetery Lawn Mower	22,000

### Equipment Rental & Repair Expense

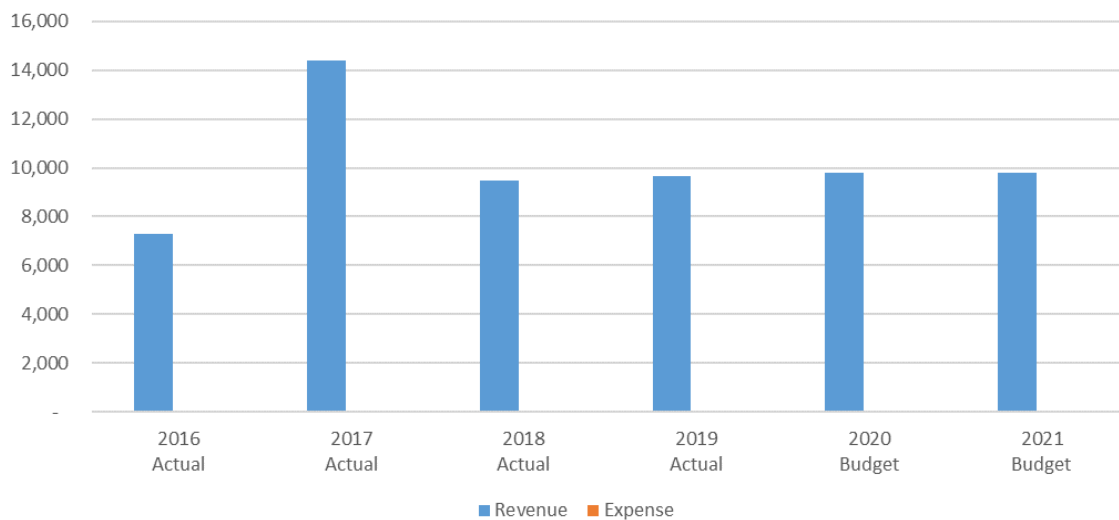


Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Capital Outlays	351,949	259,217	308,669	160,253	137,600	95,000
Services	9,967	9,757	132,634	70,238	10,000	10,000
<b>Total</b>	<b>361,916</b>	<b>268,974</b>	<b>441,303</b>	<b>230,491</b>	<b>147,600</b>	<b>105,000</b>

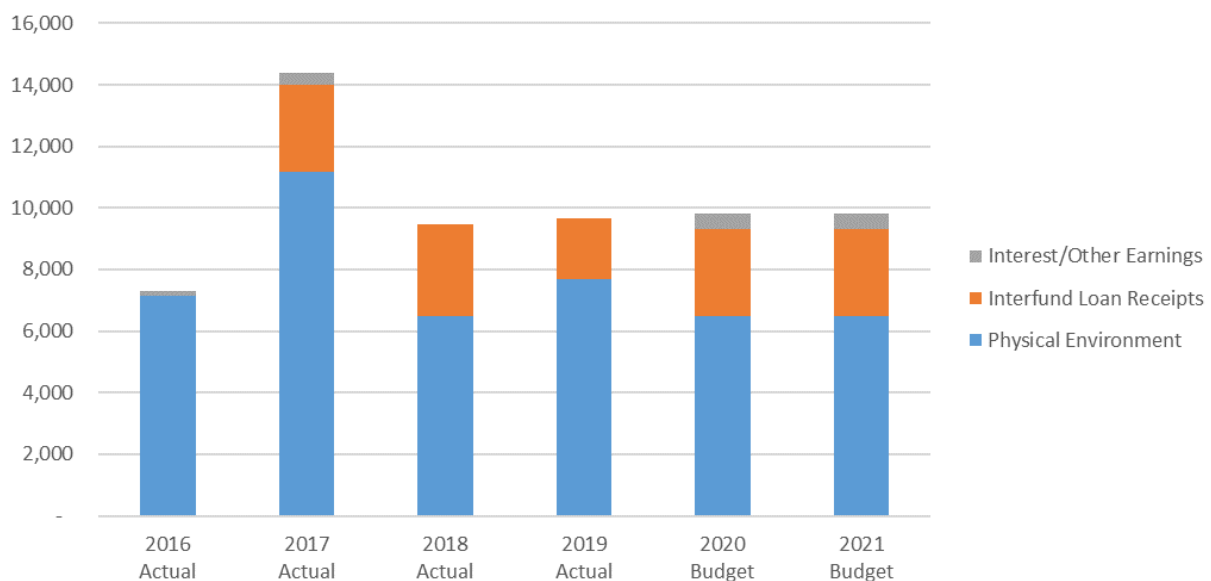
## Perpetual Care Fund

This fund was established by Ordinance to maintain the Cemetery in the future. A portion of the Cemetery lot sales, 25%, shall be deposited in the Cemetery Perpetual Care Trust Fund, until such time as the fund shall be of a sufficient amount that the revenue received therefrom will provide ample funds for the perpetual care and keep of the Cemetery. The principal of the fund shall be kept intact and not diminished. The interest therefrom shall be used for the expenses of operation and any excess may be used for capital improvements and additions to the Cemetery or if not needed for such purposes shall be added to the principal amount.

**Perpetual Care Fund Revenue/Expense History**



**Perpetual Care Fund Revenue**



Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Physical Environment	7,134	11,184	6,497	7,686	6,500	6,500
Interfund Loan Receipts	-	2,824	2,979	1,960	2,802	2,802
Interest/Other Earnings	162	376	-	-	500	500
<b>Total</b>	<b>7,296</b>	<b>14,383</b>	<b>9,476</b>	<b>9,646</b>	<b>9,802</b>	<b>9,802</b>

Physical Environment: A portion of Cemetery lot sales, 25%, goes to this fund.

### Perpetual Care Fund Expenses

No expenses are budgeted for 2021.

### Perpetual Care Fund Expense

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	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget

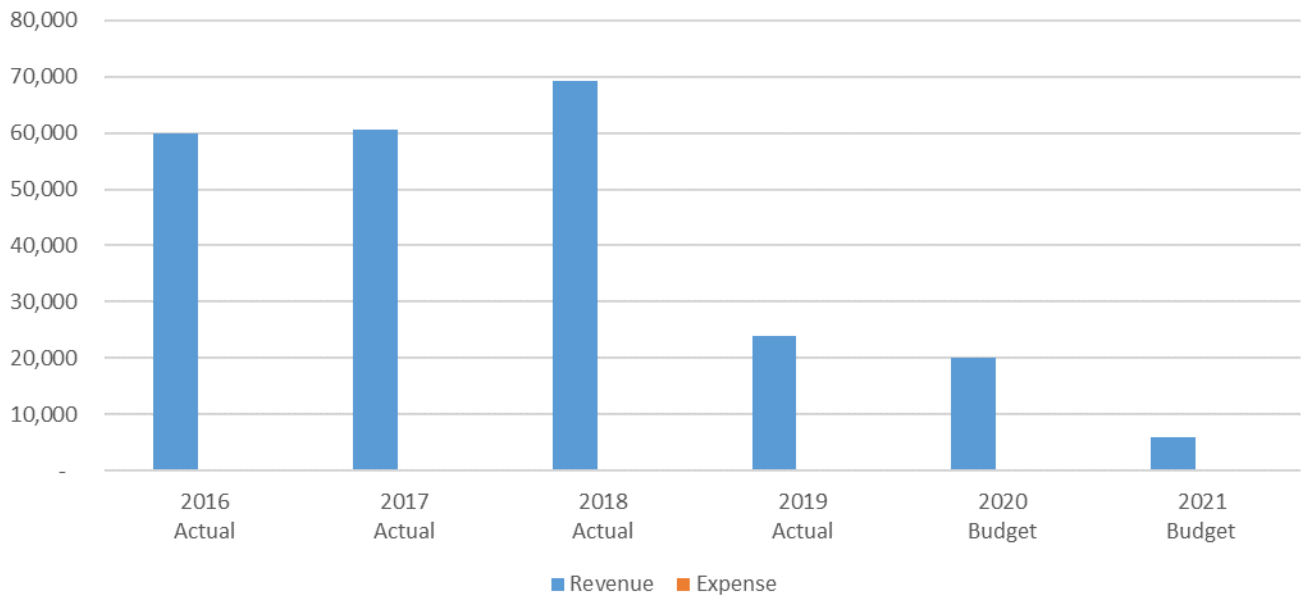
Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Debt Service Principal	-	-	-	-	-	-
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



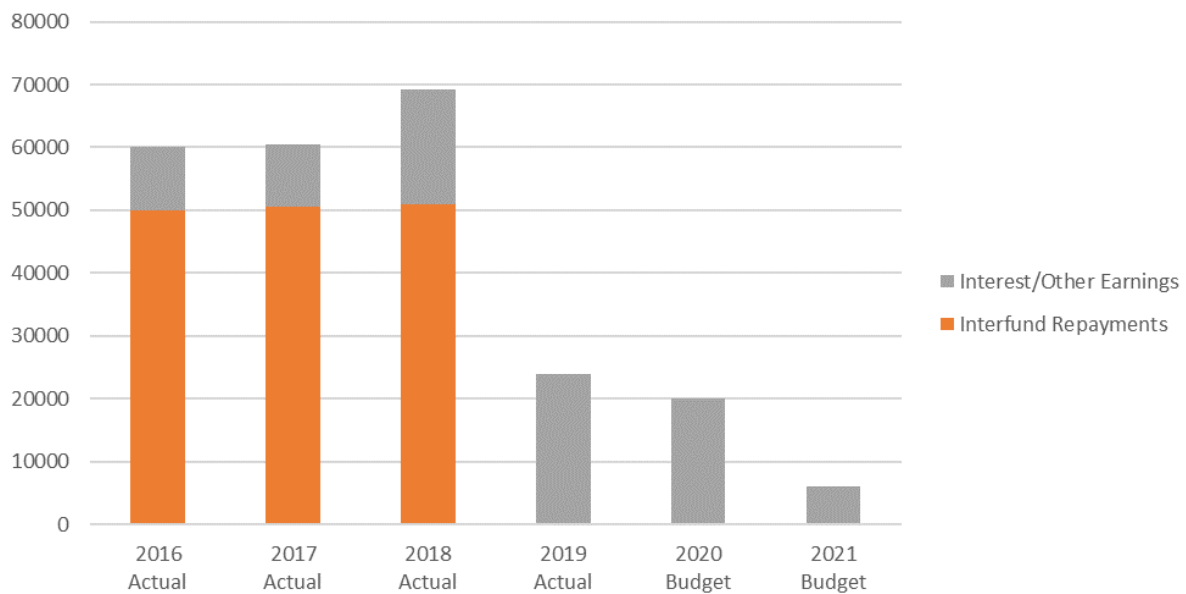
## Downtown Bond Guarantee Fund

This is a debt service holding fund for the outstanding General Obligation debt which was used for the City's Downtown Revitalization. The debt is paid with monies transferred from the REET Funds out of the Downtown Revitalization Fund. This fund will be closed when the bonds are paid off in 2026.

### Downtown Bond Guarantee Fund Revenue/Expense History



### Downtown Bond Guarantee Fund Revenue



Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Interfund Repayments	50,000	50,490	50,950	-	-	-
Interest/Other Earnings	10,000	10,000	18,364	23,950	20,000	6,000
<b>Total</b>	<b>60,000</b>	<b>60,490</b>	<b>69,314</b>	<b>23,950</b>	<b>20,000</b>	<b>6,000</b>

### Downtown Bond Guarantee Fund Expenses

No expenses are budgeted for 2021.

#### Downtown Bond Guarantee Fund Expense

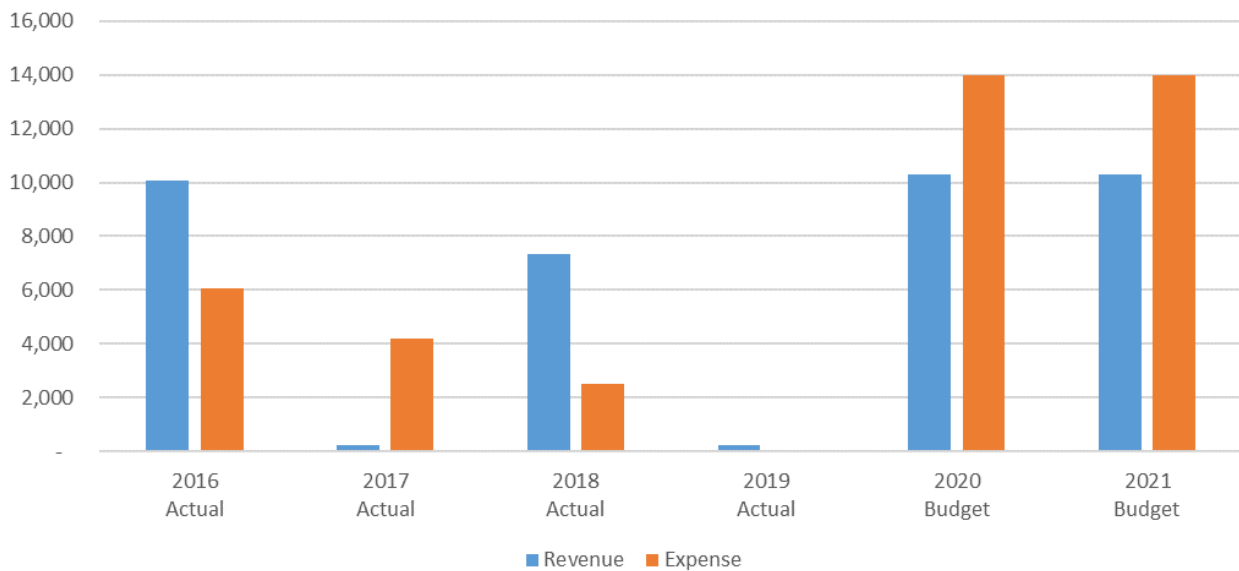
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	2016 Actual
	2017 Actual
	2018 Actual
	2019 Actual
	2020 Budget
	2021 Budget

Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Non-Expenditures & Transfers-Out	-	-	-	-	-	-
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

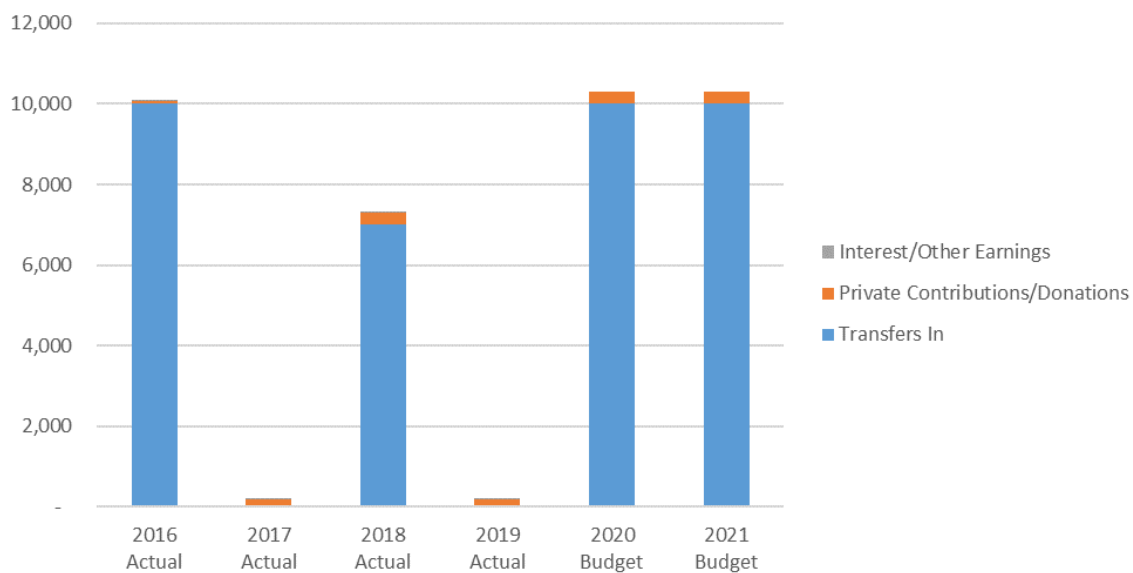
## Low Income Assistance Fund

This fund was established in 2013, and is used to assist low income citizens with their utility bills. The initial seeding money came from the utility reserves in the amount of \$95,000, which represents approximately one year of late fee/penalty revenue. The intent is for citizens to donate funds to keep the program operational; however, in 2016, the Council changed the policy to have 5% of the prior year penalties be transferred into the fund annually to keep the program going.

### Low Income Assistance Fund Revenue/Expense History



### Low Income Assistance Fund Revenue

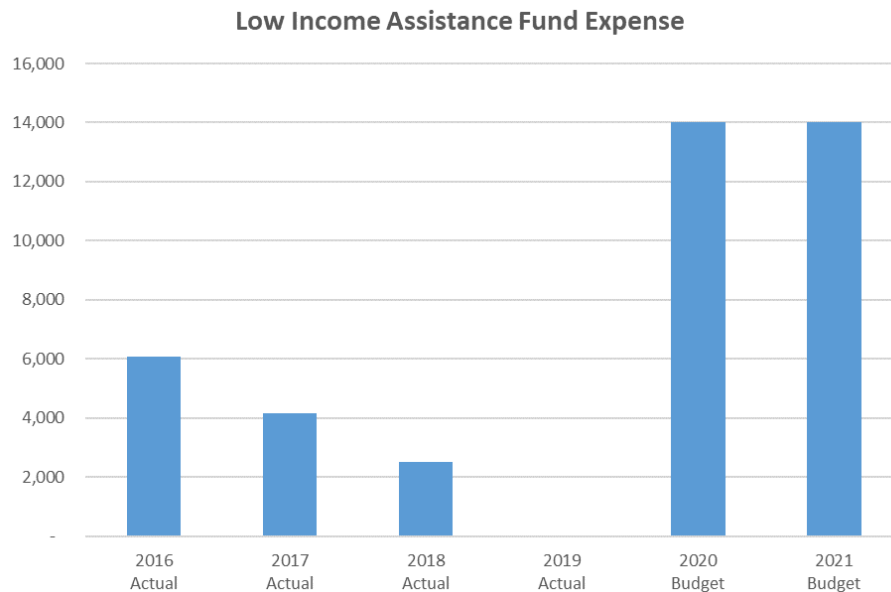


Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Transfers In	10,000	-	7,000	-	10,000	10,000
Private Contributions/Donations	57	202	309	200	300	300
Interest/Other Earnings	10	13	26	32		
<b>Total</b>	<b>10,067</b>	<b>215</b>	<b>7,335</b>	<b>232</b>	<b>10,300</b>	<b>10,300</b>

Contributions/Private Donations: Citizens make donations to this fund to support low income customers who cannot afford their utility bill.

#### Low Income Assistance Fund Expenses

Utility Customers submit an application for assistance. Once reviewed by staff, it goes to the Finance Committee for approval, and City Council then has the final approval on the application. There is a maximum of \$250 per customer per year in assistance. In 2016, the City Council approved an annual transfer of five percent of actual utility penalty revenues to this program.



Expenditure	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Non-Expenditures & Transfers-Out	6,084	4,173	2,520	-	14,000	14,000
<b>Total</b>	<b>6,084</b>	<b>4,173</b>	<b>2,520</b>	<b>0</b>	<b>14,000</b>	<b>14,000</b>

## City of Washougal



## City Long Term Liabilities

## Long Term Liabilities

The City has several different types of long term liabilities which have funded City Capital Projects. In addition to principal payments, the City also pays annual interest payments for each of the outstanding liabilities. The City does not have an official debt policy. The City uses each debt's amortization schedule to budget for the debt service payments. Each liability class is described below.

### General Obligation Bonds

General Obligation Bonds, are bonds which are backed by the City's tax revenues. If a default occurs, the bond owners have a legal claim on all the general income of the City. Due to the credit backing of these type of bonds, there are restrictions on how much general obligation debt a City can obtain. There are different limits on the debt depending on whether the residents vote to approve the bond or if the City issues the bonds without a vote. When residents approve the issues of General Obligation bonds, an additional levy is set for their property taxes in order to pay for the bond issuance, including principal and interest. The City currently has an "AA" bond rating. The following is the City's 2021 General Obligation Bonds debt calculation:

#### CITY OF WASHOUGAL SCHEDULE OF LIMITATION OF INDEBTEDNESS As of December 31, 2020

Total Taxable Property Value (2020 Assessment for 2021 Revenue)		<u>\$ 2,416,028,371</u>	<u>Remaining Debt Capacity</u>
<b><u>FOR GENERAL PURPOSES</u></b>			
<b><u>NON-VOTED DEBT LIMITS</u></b>			
(1)	2.5% general purposes limit is allocated between:	\$ 60,400,709	
(2)	Up to 1.5% debt <b>without</b> a vote (councilmanic)	\$ 36,240,426	
(3)	Less: Outstanding Debt	\$ (1,865,000)	
(4)	Less: Contracts Payable	\$ -	
(5)	Less: Excess of debt with a vote	\$ -	
(6)	Add: Available Assets	\$ -	
(7)	Equals: Remaining debt capacity without a vote		<u>\$ 34,375,426</u>
<b><u>VOTED DEBT LIMITS:</u></b>			
(8)	1% general purposes debt <b>with</b> a vote	\$ 24,160,284	
(9)	Less: Outstanding Debt	\$ (205,000)	
(10)	Less: Contracts Payable	\$ -	
(11)	Add: Available Assets	\$ -	
(12)	Equals: Remaining debt capacity with a vote		<u>\$ 23,955,284</u>

The City has two general obligation bonds outstanding. One was voted on to fund the construction of a new Police Station. The other was a non-voted bond for the downtown revitalization project. The following are the outstanding General Obligation Bonds as of December 31, 2020:

<b>Bond</b>	<b>Outstanding</b>
General Obligation Bonds Voted (Police Station)	205,000
General Obligation Bond Non-Voted (Downtown Revitalization Project)	1,865,000
<b>Total General Obligation Bonds Outstanding</b>	<b>2,070,000</b>

The Police Station Bond is funded by a levy on property taxes. The Downtown Revitalization Project is funded by the taxes assessed on the sale of real estate in the City of Washougal (Real Estate Excise Tax, REET). For the 2021 Budget the following are the total principal and interest payments for General Obligation Bonds:

<b>GO Bonds</b>	
Principle	380,000
Interest	80,750
<b>Total Debt Service GO Bonds</b>	<b>460,750</b>

#### **Public Works Trust Fund Loans**

These are loans through the Washington State Public Works Board. They are low-interest loans for local governments to finance public infrastructure construction and rehabilitation. Eligible projects must improve public health and safety, respond to environmental issues, promote economic development, or upgrade performance. The City has five outstanding Public Works Trust Fund Loans for a total outstanding principal balance of \$2,132,261. These loans are repaid by the Water/Sewer and Stormwater operations fund. The annual debt service payments are integrated into the Utility rates residents pay for services. For the 2021 Budget the following are the total principal and interest payments for Public Works Trust Fund Loans:

<b>PWTF Loans</b>	
Principle	289,404
Interest	12,258
<b>Total Debt Service PWTF Loans</b>	<b>301,662</b>

### Revenue Bonds

Revenue Bonds are bonds which are guaranteed by the specific revenues generated by the issuer. The revenue stream must be sufficient to support the debt along with debt reserve requirements. The City has issued several series of Revenue Bonds based on the Water, Sewer, and Stormwater Utility's revenue. The City undergoes regular, every five years, rate studies to ensure our rates are sufficient to support the issued debt.

The Revenue Bonds issued by the City were issued to fund priority infrastructure projects in order to maintain the City's Utility operating permit with the State Department of Ecology. This included a \$16 million dollar Wastewater Treatment Plant expansion. The City has issued four series of Revenue Bonds. The total principal of revenue bonds outstanding is \$27,043,261 as of December 31, 2020. These loans are repaid by the Water/Sewer and Stormwater operations fund. The annual debt service payments are integrated into the Utility rates residents pay for services. The City has a current "A+" bond rating. For the 2021 Budget the following are the total principal and interest payments for Revenue Bonds:

Revenue Bonds	
Principle	1,520,000
Interest	893,890
<b>Total Debt Service Revenue Bonds</b>	<b>2,413,890</b>



## City of Washougal



## Capital Plans

## Capital Plans

The City has four different Capital Facility Plans for water, sewer, transportation, and parks. Each plan is completed by a third party contractor procured through a public request for proposals. These Facility Plans take into account current and future needs of the City and systems. These plans are updated every six years. The City has approximately \$1.5 billion in capital assets. As the City is cash basis, assets are expensed when purchased.

### Water Capital Facility Plan

The City has six reservoirs which serve five pressure zones, which are further divided into sub-zones by pressure reducing valves. Underlying aquifers are the current source of water supply to the City. Water is extracted from two wellfields – the Westside Wellfield and Hathaway Park Wellfield. This plan conducts an analysis of six years and 20 years for the system to operate at current levels. During this review approximately \$24 million of capital projects were found to be needed for 20 year projections to keep the system at current levels. This plan will be updated during 2021.

### Sewer Capital Facility Plan

The City operates and maintains approximately 35 miles of sanitary sewer collection lines and mains. The City's current system relies upon an activated sludge treatment plant that discharges to the Columbia River. By state law, sanitary sewer system improvements need to conform to a State-approved General Sewer Plan which is formally adopted by City Council. During this review approximately \$29 million of capital projects were found to be needed for 20 year projects to keep the system at current levels. The six year projection anticipated \$3 million in projects.

### Transportation Capital Facility Plan

Washougal is located along SR-14 in eastern Clark County, Washington. Traffic on SR-14 is forecasted to nearly double during the evening peak traffic hour in the easterly peak direction. The plan lays the groundwork for a street network which adequately provides a safe and efficient movement of people and goods. The plan grades roads and establishes the priorities of transportation projects. Total projects through 2035 are \$214 million.

### Parks Capital Facility Plan

The Park and Recreation Plan identifies a vision for Washougal's park system, and presents recommendations for achieving that vision. The plan identifies and evaluates existing park and recreation areas; assesses the need for additional park land, open space and recreation facilities; establishes goals and objectives for the City's leisure services; and offers specific policies and recommendations to achieve these goals and objectives. The total parks and open space project total from this review is \$29 million.

# City of Washougal



## Utility Financial Policy

## Utility Financial Policy

The City of Washougal adopted a Utility Financial Policy on February 22, 2011. The purpose of establishing financial policies for the utility enterprises is to promote the financial integrity and stability of the utilities and to provide for the sustainability of essential utility services. These policies form the foundation of utility management and, with routine application, can act as overarching guidelines for consistent decision making.

Some policies are imposed by outside influence, such as minimum debt service coverage, bond reserves and regulatory compliance, while other policies are specific to the city, such as discretionary reserve levels, reinvestment protocols and use of debt.

These policies will assist the City in achieving financial and rate stability from year-to-year.

### A. Fund Accounting

Within each utility enterprise, appropriate segregation of monies should be established and maintained to provide adequate controls as to the sources and uses of funds. This will ensure that funds raised through each utility are applied to the appropriate purposes, and that equity attained through rate and charge structure is maintained.

Each utility will operate as a self-supporting enterprise fund. Each utility rate has been designed to recover the forecasted costs and financial obligations of each individual utility, without subsidy.

#### 1. Operating Reserves

An operating reserve is designed to provide a liquidity cushion to provide for financial viability of the utilities despite short-term variability in revenues and expenses, primarily caused by season fluctuations in billings and receipts, unanticipated cash operating expenses, or lower than expected revenue collections. Target funding levels are generally expressed in number of days' operating and maintenance (O&M) expenses, with the minimum requirement varying with the expected risk of unanticipated needs or revenue volatility. Industry practice ranges from 30 days to 120 days of O&M. The City will maintain the following reserves: water 60-90 days; sewer 45-60 days and storm 30-45 days.

The City will use December 31st of each calendar year as the date to have these reserves on hand, with the balance expected to fluctuate during the year. In any year where operating reserves exceeds the maximum target, the City will transfer the excess cash to the capital project fund to pay for capital projects, after taking into account item 2 below.

#### 2. Capital Contingency Reserves

A capital contingency reserve is an amount of cash set aside in case of an emergency, should a major piece of equipment or a portion of the utility's infrastructure fail unexpectedly. Additionally, the reserve could be used for other unanticipated capital needs or capital cost overruns. The capital account holds debt proceeds, system development charge revenues,

system reinvestment funding from rates and any transfers of cash reserves from the operating account.

Industry standard is to maintain a minimum balance in the capital account equal to 1% to 2% of utility fixed assets. The City will establish a target of 1% to 2% of utility fixed assets.

### 3. Restricted Debt Reserves

Restricted debt reserves are typically required through the term of debt repayment to provide a safeguard for bondholders in the event the utilities have insufficient funds to meet annual debt service. This reserve is generally equal to one year's debt service payment for each bond issue. The reserve account can be used to fund the last year's debt service payment for each issue. As an alternative, insurance bonds are sometimes issued in lieu of establishing a bond reserve account. The City will maintain a restricted debt reserve fund throughout the life of each bond issuance with the required level of reserves.

## **B. System Reinvestment Funding**

Utilities generally require high levels of capital investment in infrastructure. As a provider of municipal utility services, the City has an ongoing duty to provide adequate service to its citizens. Therefore, the city realizes the need to provide for replacement of system facilities, many times concurrently.

System reinvestment funding specifically addresses the concept of funding repair and replacements (R&R) through a regular and predictable rate provision. The City will use the "net debt" funding approach. This approach is depreciation funding net of outstanding debt principal, realizing that the utility improves its financial condition through reducing liabilities, such as debt, and augments this through the incremental difference to full depreciation funding. This method most directly relates to a financial "break-even" in terms of profit or loss, mitigates the rate impacts of replacement funding, and avoids overly burdening existing ratepayers with the payment of debt and funding for future asset replacement at the same time.

Annual funding will be transferred from the operating account to the capital account at year-end. The City started to phase in reinvestment funding for all utilities in 2011, with 100% net debt funding achieved in 2015 for water, 2020 for sewer and 2011 for stormwater.

## **C. Debt Service Coverage Requirements**

When revenue bonds are issued, the City agrees to certain terms and conditions related to the repayment of the bonds. Bond coverage is one of those requirements whereby the City agrees to collect enough in annual system revenues to meet all operating expenses and not only pay debt service, but collect an additional multiple of that debt service. Coverage ratios typically range from 1.10 to 1.50. The stated coverage in the bond is a minimum requirement and anything less would be a technical default of the bond covenant. The City will maintain coverage of at least 1.25 times its annual revenue bond debt service.

**D. Use of System Development Charges for Debt Service**

System development charges (SDC) are charges assessed on new development rather than from the existing customer base. The variability in customer growth from year-to-year makes this an unreliable revenue stream and subject to large fluctuations.

SDC revenue will be deposited in the capital account of each utility and made available for capital purposes only. SDC's can legally be used in two ways – they can be applied to capital project costs directly or they can be applied toward annual debt service payments. The City will use SDC revenue to directly fund capital expenses.

**E. Capital Program Funding/Debt Management**

A capital-financing plan supports the execution of the utility capital program. The program will incorporate system replacement and rehabilitation, system upgrade and improvement, and system expansion.

**1. Capital Funding**

Utilities can draw funds for capital projects from a variety of sources such as: grants, developer contributions, system development charges, system reinvestment funding, direct funding from rates, other capital revenues or debt. Grants and developer contributions will be applied to project costs first and the City will evaluate which funding source to use next through use of the debt management policy below.

**2. Debt Management**

Excessive debt is unfavorable for utilities and can damage the credit rating of the utility, reducing its ability to acquire low-cost debt in the future, while cash “pay-as-you-go” funding might create excessive burdens for existing customers. In order to find a balance between debt issuance and cash payments, the City will follow industry practice of maintaining a debt-to-equity ratio of no greater than 50% debt and 50% equity.

## Glossary

**Account** – A record of debit and credit entries to cover transactions involving a particular item or person.

**Accrual** – A charge for work that has been done, but not yet invoiced, for which provision is made at the end of a financial period.

**Adopted Budget** – Financial program which forms the basis for appropriations, adopted by the governing body.

**Allocate** – To divide a lump-sum appropriation which is designed for expenditure by specific organization units and/or for specific purposes, activities, or objects.

**Amortization** – The process of allocating the cost of an intangible asset over a period of time.

**Appropriation** – An authorization made by the legislative body of a government which permits officials to incur obligations against and to make expenditures of governmental resources. Specific appropriations are usually made at the fund level and are granted for a one-year period.

**Assessed Value** – the value set on real and personal taxable property as a basis for levying taxes.

**Assets** – Resources owned or held by the City which monetary value.

**Audit** – Conducted by the Washington State Auditor's Office, the primary objective of an audit is to determine if the City's financial statement presentation fairly present the City's financial position.

**Balanced Budget** – A budget in which planned expenditures do not exceed projected funds available.

**BARS** – Stands for Budgeting, Accounting and Reporting System and is prescribed by the State Auditor's Office. It is a manual that dictates how the City records its transactions.

**Bond** – A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date, together with periodic interest at a specified rate.

**Budget** – Written report showing the City's financial plan for one fiscal year. It includes a balanced statement of actual revenues and expenditures during the last year, and estimated revenues and expenditures during the last year, and estimated revenues and expenditures, as budgeted, for the current and upcoming year.

**Capital Outlay/Capital Expenditures** – Items which generally have an item cost of \$5,000 or more and a useful life of more than one year, such as machinery, land, furniture, equipment or buildings.

**Comprehensive Plan** – The plan, or portions thereof, which has been adopted by the City Council. It is a land use policy statement that guides future growth of the City.

**Debt Service Fund** – A fund used to account for the monies set aside for the payment of interest principal to holders City debt.

**Department** – A major organization unit of the City which has been assigned overall management responsibility for an operation or group of related operations within a functional area.



**Enterprise Fund** – A fund established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services which are entirely or predominately self – supporting by user charges and fees.

**Expenditures** – The outflow of funds paid or to be paid for an asset obtained or goods and services obtained.

**FTE** – Full time equivalent – the combination of one or more employees whose work hours equal that of a full-time position, 40 hours a week, 52 weeks a year.

**Fiscal Year** – A 12 month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of operations. (January 1 through December 31 for the City)

**Fixed Assets** – Assets of a long-term character which are intended to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment that have a value of \$5,000 or more and that have useful life over a year.

**Franchise Fee** – A franchise fee is charged for the privilege of using public right-of-way and property within the City for public or private purposes. The City currently assesses franchise fees on cable TV.

**Fund** – A fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances and changes, all segregated for specific, regulated activities and objectives.

**Fund Balance** – The excess of a funds' total assets over its total expenditures. A negative fund balance is often referred to as a deficit.

**GAAP** – Generally Accepted Accounting Principles refer to a common set of accounting principles, standards and procedures issued by the Financial Accounting Standards Board.

**General Funds** – Financial transactions relating to all governmental activities for which specific types of funds are not required are recorded in a General Fund. This fund is used for all receipts not dedicated for a specific purpose.

**Governmental Funds** – Funds through most governmental functions are financed. The fund types included in this category are general, special revenue, capital projects, debt service and special assessments funds.

**Grant** – Contributions of cash or other assets from another governmental agency to be used or expended for a specified purpose, activity of facility.

**Growth Management** – State requirements related to development and its impact on public infrastructure **Growth Management** – State requirements related to development and its impact on public infrastructure.

**Impact Fee** – A fee charged on new development to finance required infrastructure such as roads, parks, schools and fire facilities.

**Infrastructure** – The portion of a City's assets located at or below ground level, including the water, sewer, street, and storm systems.



**Interfund Transactions** – Amounts distributed from one fund to finance activities in another fund. Shown as an expenditure in the originating fund and a revenue in the receiving fund.

**Investment Revenue** – Revenue received as interest from the investment of funds not immediately required to meet cash disbursement obligations.

**LEOFF I and II** – Law Enforcement Officers retirement system plan.

**Major Fund** – Major funds are funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.

**Non-Major Fund** – Non-major funds are all other funds that do not meet the major fund requirement.

**OCBOA** – Other Comprehensive Basis of Accounting is a non-GAAP accounting protocol used to generate financial statements.

**Permanent Fund** – A governmental fund that is restricted used to generate and disburse money to those entitled to receive payment. Only the earnings from the resource can be used not the principle.

**PERS** – Public Employees Retirement System.

**Proposed Budget** – Financial program prepared by the City's administration and submitted to the public and Council for review.

**RCW** – Revised Code of Washington which contains all laws of a general and permanent nature enacted by the State.

**Reserve** – An account used to indicate a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.

**Revenues** – All amounts of money received by a government from external sources other than expense refunds, capital contributions, and residual equity transfers.

**Special Revenue Fund** – Special revenue funds are established only for special tax levies and other dedicated revenues whenever required by statutes, charter provisions, or the terms under which revenue is dedicated.

**System Development Charges (SDC)** – A fee charged on new development to finance require water, sewer, and drainage infrastructure.

**Tax Rate** – A percentage applied to all taxable property to raise general fund revenues. It is derived by dividing the total tax levy by the taxable net property valuation.

**Taxes** – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

**Washington Administrative Code (WAC)** – Laws adopted by State agencies to implement State Legislation.