



# City of River Falls

## 2021-2022

# Adopted Budget

---

CITY HALL • 222 LEWIS STREET • RIVER FALLS • WISCONSIN • 54022

## ACKNOWLEDGEMENTS

---

Dan Toland, Mayor  
Scot Simpson, City Administrator

### CITY COUNCIL

At Large: Scott Morrisette, Diane Odeen, Ben Plunkett,  
District 1: Sean Downing; District 2: Christopher Gagne  
District: 3: Hal Watson; District 4: Todd Bjerstedt

### PREPARED BY

Sarah Karlsson, Finance Director  
Tracy Biederman, Senior Accountant  
Sam Hosszu, Senior Accountant  
Ellen Fredrich, Customer Service Representative

### CONTRIBUTORS

Jason Stroud, Assistant City Administrator  
Gordon Young, Police Chief  
Amy Peterson, Community Development Director  
Kevin Westhuis, Utility Director  
Amy White, City Clerk  
Karen Bergstrom, Human Resources Director  
Tanya Misselt, Library Director  
Scott Nelson, Fire Chief  
Crystal Raleigh, City Engineer  
Keri Schreiner, Economic Development Manager  
Brandt Johnson, Assistant to the City Administrator  
The Finance Department and City Staff

---

### COMMENTS AND QUESTIONS

Finance Department  
222 Lewis Street, River Falls, WI 54022  
Phone 715-426-3449  
E-mail: [skarlsson@rfcity.org](mailto:skarlsson@rfcity.org)

## 2020 RIVER FALLS CITY COUNCIL



Mayor Dan Toland



Scott Morrissette



Diane Odeen



Ben Plunkett



Sean Downing



Christopher Gagne



Hal Watson



Todd Bjerstedt

### CONTACT INFORMATION

Position	Name	Phone	Term Expires	E-Mail Address
Mayor	Dan Toland	715-426-3404	2022	<a href="mailto:dtoland@rfcity.org">dtoland@rfcity.org</a>
At Large	Scott Morrissette	715-425-8993	2022	<a href="mailto:smorrissette@rfcity.org">smorrissette@rfcity.org</a>
At Large	Diane Odeen	612-309-6731	2021	<a href="mailto:dodeen@rfcity.org">dodeen@rfcity.org</a>
At Large	Ben Plunkett	651-269-1274	2022	<a href="mailto:bplunkett@rfcity.org">bplunkett@rfcity.org</a>
District 1	Sean Downing	715-307-2057	2021	<a href="mailto:sdowning@rfcity.org">sdowning@rfcity.org</a>
District 2	Christopher Gagne	715-629-7005	2021	<a href="mailto:cgagne@rfcity.org">cgagne@rfcity.org</a>
District 3	Hal Watson	715-781-5814	2021	<a href="mailto:hwatson@rfcity.org">hwatson@rfcity.org</a>
District 4	Todd Bjerstedt	651-248-1099	2022	<a href="mailto:tbjerstedt@rfcity.org">tbjerstedt@rfcity.org</a>

*At large members represent the entire City and not a specific district.*

*The River Falls City Council meets the second and fourth Tuesday of each month at 6:30 p.m. in the Council Chambers, lower level City Hall, located at 222 Lewis Street. Due to the ongoing COVID-19 public health emergency, City Council meetings will be held virtually. The Council Chambers will be open to the public but limited to 10 attendees or less due to social distancing. For your personal safety and the safety of our community, interested persons are invited to watch from their homes in lieu of attending the meeting in person.*

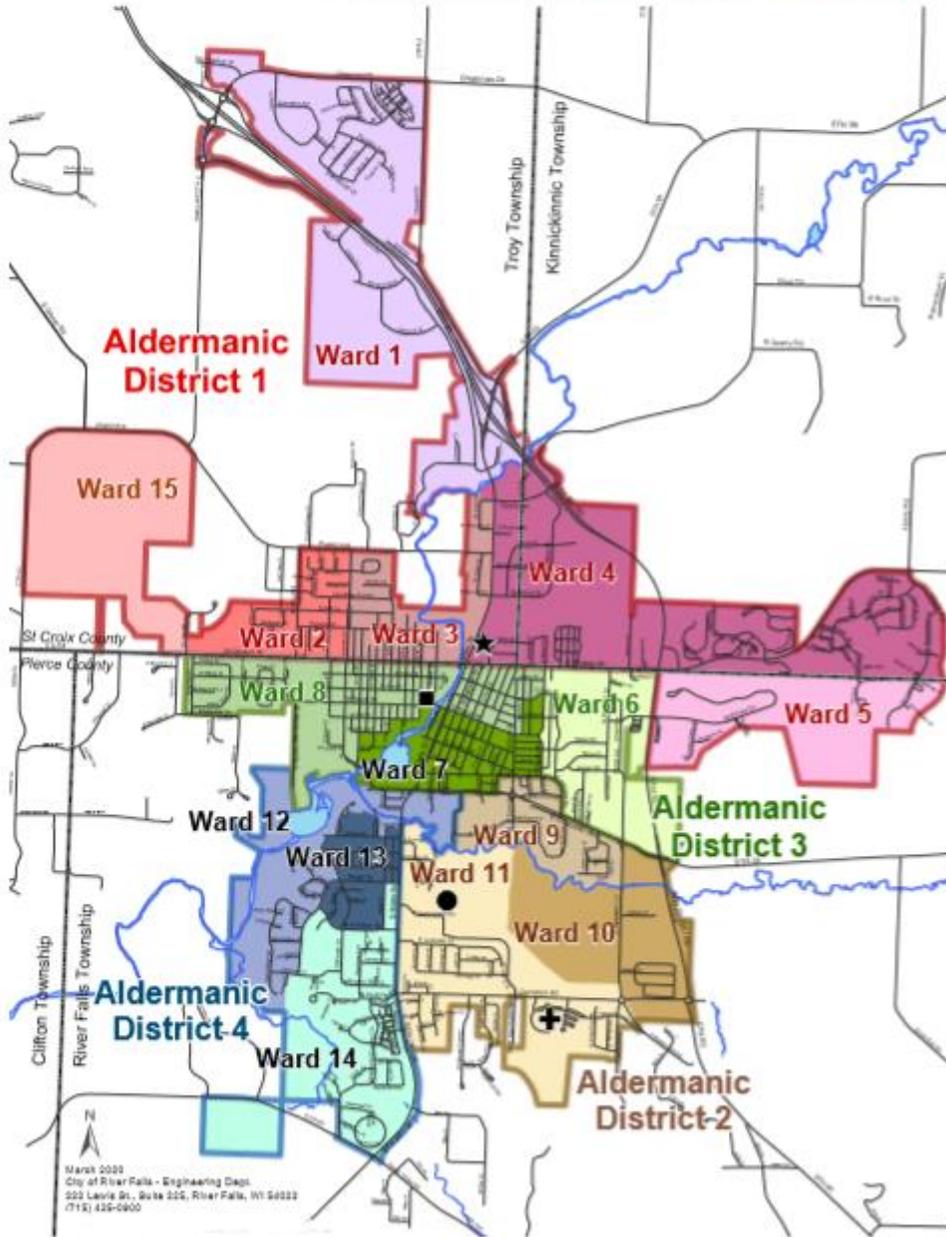
# ALDERMANIC DISTRICT MAP



### Voting Locations

- ★ WARDS 1, 2, 3, 4 & 15  
River Falls Public Library  
140 Union St.
- ★ WARD 5  
River Falls Public Library  
140 Union St.
- WARDS 6, 7 & 8  
City Hall  
222 Lewis St.
- WARDS 9, 10 & 11  
UWRF - Falcon Center  
185 Emogene Nelson Ave  
(Also 1110 S Main Street)
- + WARDS 12, 13 & 14  
River Falls High School  
818 Cemetery Road

## Wards & Aldermanic Districts





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of River Falls**

**Wisconsin**

For the Biennium Beginning

**January 1, 2019**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association (GFOA) presented a Distinguished Budget Presentation Award to the City of River Falls, Wisconsin for its biennial budget for the fiscal year beginning January 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

# TABLE OF CONTENTS

ACKNOWLEDGEMENTS .....	2
2020 RIVER FALLS CITY COUNCIL.....	3
ALDERMANIC DISTRICT MAP.....	4
DISTINGUISHED BUDGET PRESENTATION AWARD .....	5
TABLE OF CONTENTS.....	6
TRANSMITTAL LETTER .....	8
ABOUT RIVER FALLS.....	21
River Falls History .....	21
Census Information .....	22
Community Profile .....	23
City Awards and Recognition .....	24
Community Vision & Goals .....	25
BUDGET PROCESS.....	29
Fiscal Management Overview .....	31
General Financial Policies and Procedures .....	31
Operating Budget Policies and Procedures .....	31
Reserve Policies and Procedures .....	31
Debt Management Policy.....	32
Fund Balance Policy .....	33
Tax increment Financing Policy .....	35
Purchasing Policy Overview .....	37
2021-2022 ADOPTED BUDGET.....	39
ORGANIZATIONAL CHART.....	40
FTE CHART.....	41
ALL FUNDS OVERVIEW.....	43
GENERAL FUND OVERVIEW .....	48
General Government.....	53
Public Safety .....	66

Public Works.....	72
Leisure Services.....	80
Conservation / Development .....	86
OTHER FINANCING USES.....	91
SPECIAL REVENUE FUNDS .....	93
DEBT SERVICE FUNDS .....	122
CAPITAL PROJECTS FUNDS .....	124
ENTERPRISE FUNDS .....	129
INTERNAL SERVICE FUNDS.....	139
APPENDIX A: ALL FUNDS BREAKDOWN .....	144
APPENDIX B: INFORMATIVE STATISTICS.....	147
APPENDIX C: FUND BALANCES .....	152
APPENDIX D: GLOSSARY OF TERMS .....	155



## TRANSMITTAL LETTER

Date: October 13, 2020  
To: Mayor Toland and City Council Members  
From: Sarah Karlsson, Finance Director and Scot Simpson, City Administrator  
Re: 2021-2022 Biennial Budget Transmittal / Budget in Brief

---

### EXECUTIVE SUMMARY

The City's biennial budget will be presented for review and approval by the Mayor and City Council in conjunction with a public hearing and second reading of the budget ordinance on November 10, 2020. The property tax levy adopted for 2021 is \$6,996,000 (City only). The result is a mill rate increase of 1.98 percent which is equal to the net new construction increase in Pierce and St. Croix counties combined.

The fiscal plan presented to City Council in August 2019 included a net levy increase in 2021 of three percent. The current adopted tax levy is a net zero percent increase. The typical levy target is between three and four percent for the City's share of property tax. The lower than projected tax levy is a direct result of the cost saving initiatives implemented in 2020 as a result of the COVID-19 pandemic, which are carried forward in to the 2021-2022 bi-annual budget.

The 2021-2022 budget includes a adopted tax levy increase equal to the 2021 net new construction allowing property taxes to remain flat for the average taxpayer.

As the mill rate is tied to the net new construction between the two counties, and assessed values continue to remain strong, the property taxes will remain flat for the average taxpayer.

The Council will review a draft of the budget in a workshop session on October 20 which includes the adopted tax levy for both the 2021 and 2022 budget years and a comparison to the City's approved fiscal plan and prior year budgets.

## Future Financial Sustainability

The cornerstone of the 2021-2022 budget is future financial sustainability. This is not a new budgetary theme for the City and the historical fiscal stewardship of the City Council continues to benefit the City. The additional cost saving measures that were implemented based on City Council's direction and outlined in the [City's Crushing Covid Plan](#) to combat the financial impact of the COVID-19 pandemic are incorporated in the 2021-2022 budget. Areas of focus include:

- Ensuring adequate unassigned general fund reserves
- Maintaining an excellent credit rating
- Largely maintaining hiring freeze to save costs

2021-2022 Budget Themes are:

- Future Financial Sustainability
- Long-term Strategic Growth
- Continued Investment in Infrastructure

The focus on future financial sustainability is reflected in the funding across all departments inclusive of capital expenditures. Attention has been given to matching the funding to the Council's expectations for service levels and not lose sight of critical infrastructure investments such as street maintenance and improvements.

## Long-term Strategic Growth

The second core tenet of the 2021-2022 budget is long-term strategic growth. The City plans to continue to make investments that support continued development of housing, industrial expansions, and those that best position the City for economic recovery as the pandemic impacts recede. This is demonstrated in the budget by adding an additional staff member to the Community Development Department in order to expand the efforts focused on growing the City's tax base, which will not only help decrease the overall tax burden for the City's taxpayers but also continue to ensure a thriving community. The ability of the City to increase staffing levels in the Community Development Department is directly related to the success of Whitetail Ridge Corporate Park. In addition, the capital improvement plan includes \$800,000 for funding improvements in the Ryan Nicholas DeSanctis Park neighborhood. These improvements will continue to fulfill the Council's vision for the Ryan Nicholas DeSanctis Park as the third regional park in the City in addition to Glen Park and Hoffman Park. The funding will also be used to continue to pursue the future development of the Mann Valley Corporate Park.

## Continued Investments in Infrastructure

The City has a history of dedicating time and money to the ongoing maintenance of infrastructure and facilities in order to protect investments previously made and extend the life as long as possible. The budget process relies on the five-year fiscal plan as a complementary long-term planning tool to identify project affordability and timing. The adopted budget continues to fund ongoing

maintenance as well as some upgrade projects of City assets.

#### Wasson Lane Reconstruction \$3.9 million

The City was awarded WisDOT Surface Transportation Program-Urban (STP-Urban) funds to reconstruct Wasson Lane and construct a roundabout at the intersection of Cascade Avenue and Wasson Lane. Wasson Lane was constructed in 1980 and served as the state highway route prior to construction of the Hwy 65/35 bypass. This project allows the City to rebuild the roadway and add additional measures for stormwater and groundwater drainage. It also allows the City to complete the intersection improvements to Cascade and Wasson by constructing the roundabout concept, adopted by Council approximately 10 years ago. The design phase will begin in 2021 with construction slated for 2024. STP-Urban funds will pay for 80 percent of the total project cost and 20 percent will be covered by City budgets.

#### Powell Avenue Bridge \$1 million

The bridge over the Kinnickinnic River on Powell Avenue needs deck replacement. The concrete deck is deteriorating with a notable change taking place over the winter of 2019/2020. The bridge has been posted to 10 Ton and is inspected weekly. WisDOT typically funds 80 percent for bridge deck replacement projects, while the municipality picks up the remaining 20 percent. Due to the need for a quick construction project in this location, design work will be funded 100 percent by the City and will take place in 2021. The City is pursuing WisDOT cost sharing slated for 2022. The deck replacement is anticipated to cost approximately \$1 million.

#### North Interceptor Project \$2.5 million

The sanitary sewer is important for livability and economic development. An upgrade to the sewer system in the northern section of the City is planned for 2022. This would involve construction of a new gravity flow sewer and removal of the North Main lift station due to future capacity issues. Other sewer improvements include upsizing the North Interceptor sewer. This project was originally planned for in the previous budget cycle but was deferred due to the investment needed in the aeration and front-end screening wastewater project reviewed and approved by City Council on 11/12/2019.

## **2021-2022 Adopted Budget Compared to Adopted Fiscal Plan**

The property tax levy for each year is less than the fiscal plan presented to City Council in workshop sessions in 2019. As noted above, staff proposes a net zero levy increase compared to a net three percent levy increase per fiscal plan for 2021 and 2022, assuming net new construction remains consistent. This will result in \$369,954 less taxes levied than projected in the fiscal plan.

Fund Type	2021 Budget Year		2022 Budget Year	
	Per Fiscal Plan	Adopted 2021	Per Fiscal Plan	Proposed 2022
General Fund	\$4,667,498	\$4,766,883	\$5,241,907	\$4,834,132
Library Fund	855,000	855,000	850,000	850,000
Debt Service	1,293,166	1,149,287	963,782	1,067,654
Capital Projects	<u>306,100</u>	<u>224,830</u>	<u>323,500</u>	<u>383,214</u>
<b>Total</b>	<b>\$7,121,765</b>	<b>\$6,996,000</b>	<b>\$7,379,189</b>	<b>\$7,135,000</b>

The adopted 2021-22 budget totals \$82,552,737 which is a decrease of ten percent from the 2019-20 budget of \$91,355,642. A large portion of this decrease is related to the outsourcing of the EMS service to Allina Health effective in 2020 in addition to larger capital project investments made in the 2019-2020 budget cycle, such as the Glen Park improvements. The following table represents the total current biennial budget and adopted budget by fund type.

Fiscal Resources	2019-20	2021-22
	Adopted Budget	Adopted Budget
General Fund	\$ 21,801,831	\$ 23,186,940
Special Revenue Funds	9,146,298	10,312,902
Debt Service Funds	2,457,843	2,651,277
Capital Project Funds	9,905,392	1,629,531
Enterprise Funds	45,272,617	41,512,331
Internal Service Funds	<u>2,771,661</u>	<u>3,259,756</u>
<b>TOTAL</b>	<b>\$ 91,355,642</b>	<b>\$ 82,552,737</b>

## Valuation

River Falls continues to see an increase in net new construction for both counties, with Pierce and St. Croix Counties realizing 1.09 percent and 3.51 percent growth, respectively.

Overall, the City's equalized value (market value) increased by 15 percent, or \$168 million for a total value of \$1.25 billion in 2020. The value increases were seen in both residential and commercial property values.

The final assessed values of \$967,211,200 shows an increase of \$18.3 million over the prior year, or 3 percent growth, with the majority of the growth occurring in St. Croix County. This is due to both an increase in construction and consistent market values for existing properties.

## State Shared Revenues and Expenditure Restraint Program

State shared revenues decreased from \$776.8 million in 2003 to \$668.7 million in 2020 for cities, villages, and towns. The impact of the COVID-19 pandemic on the State's ability to provide shared revenues is still unknown. The assumptions used when creating the budget are based on estimated aid provided by the Wisconsin Department of Revenue as of September 2020 and assume no increase in aid in the next two-year period.

The Expenditure Restraint Program (ERP) provides unrestricted aid to qualifying municipalities that limit growth in spending. The budgetary increase of General Fund expenditures for 2021-22 will most likely fall within the allowable criteria (3.4 percent in 2019 for 2020) for the program. The City will receive \$110,000 in 2021 from this program and is expected to receive a similar amount in 2022 based on the adopted two-year budget. Historically, the City has not met the eligible guidelines for this funding and this additional funding is a direct result of the cost cutting measures and continued hiring freeze.

The City is projected to receive over \$200,000 in additional funding over the two-year budget period from the States' expenditure restraint program

## Other Revenue Highlights

### Transportation Aids

General Transportation Aids are calculated based on a formula using factors such as road mileage, six-year average costs, and other financial factors as reported annual in the Municipal Financial Report (Form C) which is filed annually. The amount received in 2019 was \$667,856 and approximately \$700,000 is expected to be received in 2020. Additional funding was approved by the Governor in 2020; and therefore, staff deemed it reasonable to use a historical average in order to arrive at an estimate for 2021 and 2022. Using the historical average payout as a basis, the amount of \$650,000 was added for 2021 and 2022. Staff was notified on September 30, 2020, that the estimated payment for 2021 would be \$652,159. The final calculation for 2021 will be provided by the Department of Transportation in December of 2020.

### Ambulance Fund

The City's ambulance service will be outsourced to a third party in November 2020. The City is contracting with Allina Health who will be providing this service on a going forward. The City will also facilitate the services for neighboring townships and the City of Prescott. Included in the 2021-2022 budget are the contract costs as well as the passthrough revenues and costs from the townships and the City of Prescott. In addition, Allina Health will rent the existing Ambulance building and rental income of \$38,400 per year is included in the budget. The fund is expected to have an unrestricted fund balance of \$340,000 as of January 1, 2023.

## **Electric Utility Fund**

The impact of the pandemic on the electric utility fund has been material, as key customers such as the University of Wisconsin – River Falls and the River Falls School District, have been forced to close for parts of this year. While it is staff's hope that this will not occur in 2021, as a conservative measure, the 2021 budget assumes a period of shut down for these key customers similar to what was experienced in 2020. The 2021 and 2022 budgets also include the Public Service Commission recommended rate increase that was effective as of October 2020.

## **Storm Water Fund**

The storm water fund is currently maintaining sufficient revenue levels for the maintenance of the ponds and other storm water activities. Due to increased development in the City, no fee increases are planned for the 2021-2022 timeframe. Rates will be reviewed in 2022.

## **Solid Waste Fund**

The solid waste fund includes the revenue and expenses for the contracted refuse and recycling collection for residential properties serviced by Advanced Disposal. In September 2020, the City Council agreed to renew the contract with Advanced Disposal for an additional five-year term. The new fee structure, as reviewed and approved by the City Council, was included in the budget. The fund also covers the costs of spring and fall cleanup, compost grinding, and other solid waste related costs. The budget includes the Compost and Recycling (CORE) fee of \$1.25 per month. This fee allows for continuation of the current services of composting, spring and fall cleanup events as well as the electronic recycling event.

## **Compensation, Benefits and Staffing**

### **Compensation and Benefits**

The City has one bargaining unit which represents the Police department officers. The settled contract for 2021 includes a two percent wage increase. Employees share in the required pension contribution, with all employees projected to pay 6.75 percent of qualified wages for 2021. The City matches this amount for non-represented general employees and pays 11.85 percent for police officers.

The City contracts with HealthPartners for medical and dental insurance. The 2021 premium increased 12.9 percent. With the annual City cost of \$2 million per year for premiums, any increase can negatively affect the budget. Currently, employees are paying 12.5 percent of premium for a high deductible plan. In 2020, employees out of pocket maximum and deductible increased.

Dental premiums did not increase for 2021 and are shared 50/50 with employees.

### **Staffing**

As noted above, key cost saving initiatives and strategies put in place in 2020 as a result of the COVID-19 pandemic have carried forward to the 2021-2022 budget including a continued hiring

freeze along with not backfilling, and/or eliminating, vacant positions as they arise. Budgeted vacant positions are expected to remain open in 2021 and serve as another funding contingency source, should the economic outlook worsen further.

The largest reduction in overall City staff is occurring as a result of the outsourcing of the EMS service to Allina Health which is reducing total City staff by 25 FTEs.

Description	Increased (Decreased) Budgetary Cost w/Benefits 2021-22	Funding Source
Reduction in Vacant Library Positions (2 FTE)	(236,175)	Library Fund
Reduction in Vacant Fire Officer (1 FTE)	(210,000)	General Fund
Reduction in Vacant Streets Maintenance Position (1 FTE)	(177,098)	General Fund
Reduction in 0.5 FTE Vacant Police Officer Position	(92,000)	General Fund
Reduction of City Forester to 0.5 FTE	(86,791)	General Fund
Reduction of Enterprise Funds Support Staff (1 FTE) (1/1/2022)	(81,824)	Various Enterprise Funds
Addition of 1 FTE in Community Development	226,200	General fund

The budget does include one additional position in the Community Development Department. This additional position is designated to foster further economic growth in the community and expected to allow the City to review and update its comprehensive plan over the next two years. The table C above illustrates the major staffing changes included in the 2021-2022 adopted budget aside from the EMS transition.

## Capital Improvement Program

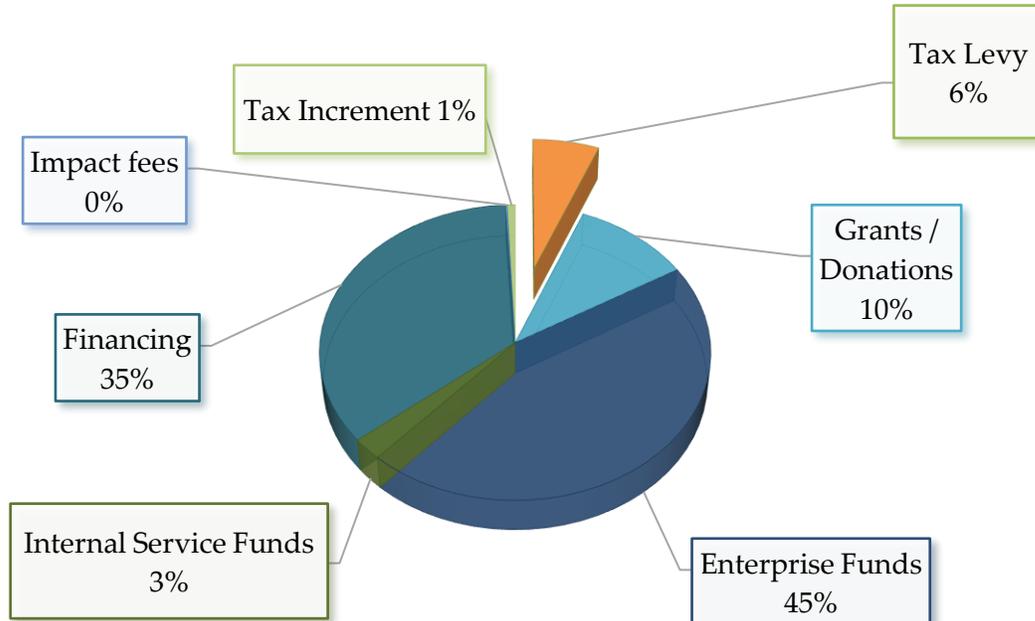
The City has capital improvement funds for projects and for vehicle replacements. The major projects provided in the following table have been funded in the budget based on a adopted 2021 Capital Improvement Plan. Typically, a multiyear capital improvement plan is reviewed and approved by City Council. However, as a direct result of economic uncertainty surrounding the COVID-19 pandemic, a one-year capital improvement plan was prepared and incorporated in to the bi-annual budget. The 2021 adopted capital plan was based on the [2019-2023 Capital](#)

[Improvement Plan](#) approved by the City Council in 2018; as well as the revised 2020 Capital Improvement Plan and input from each department and the Executive Team. An additional four-year plan will be reviewed and approved in 2021. The fiscal plan was used as a base for the for 2022 capital spending to ensure that proper spending was reflected in the 2022 budget. These budgeted amounts will serve as parameters to work from when the Council determines the capital project priorities in 2022 and beyond. The Council will be asked to review and approve projects that exceed \$50,000 even if they are included in the biennial budget.

Capital Improvement Plan 2021		
Capital Projects	2021 Estimated Cost	Funding Source
DeSanctis Park Phase 2	800,000	Borrowing
Electric maintenance projects	655,000	Enterprise Funds
Police Building Design and Construction	450,000	Borrowing
Automated Meter Infrastructure (AMI)	331,000	Enterprise Funds
Water/sewer maintenance projects	308,000	Enterprise Funds
South Wasson Lane Reconstruction - Cascade to Cemetery	210,000	Tax Levy / State of Wisconsin
FERC Licensing and Decommissioning - Powell Falls Dam	175,000	Enterprise Funds
IT Infrastructure and Software	163,500	Internal Service Funds / Enterprise Funds
Golf View Channel	160,000	Grant / Enterprise Funds
Abandon South Lift Station	135,000	Enterprise Funds
Sterling Hill Disc Golf Course	75,000	Donations
Powell Avenue Bridge	60,000	Tax Levy
Sidewalk Infill - 1300 South Main to Wells Park	25,000	Tax Increment District
Improvements to Neighborhood Parks	11,000	Park Impact Fee / Tax Levy
Library Ventilation Design	5,000	Library Fund
<b>Total</b>	<b>3,563,500</b>	
Vehicle Replacement	Cost	
Utility Vehicles	165,000	Enterprise Funds
Fire Safety House Replacement	135,000	Donations
Replacement police vehicle	44,500	Tax Levy
<b>Total</b>	<b>344,500</b>	

Alternative funding sources are used extensively for capital projects, with only six percent of the 2021 projects funded by the annual property tax levy.

## CAPITAL PROJECT FUNDING



## Allocations, Transfers, and Repayments to General Fund from Other Funds

### Cost Allocations

Cost allocations for Human Resources, Administration-Finance, Building Maintenance and Technology Services are included in the 2021-2022 budget. Allocations are based on factors such as number of employees, fund expenses, number of computers and telephones, and square footage. This is a continuation of past practice. For 2021-2022, allocations to the EMS fund were reduced accordingly.

### Use of Fund Balance Reserves

The adopted budget includes the use of existing cash on hand when appropriate. No planned use of fund balance is anticipated or budgeted in the General fund for the 2021-2022 fiscal years. Other funds have a budgeted use of fund balance, such as the \$25,400 parking improvement fund, which is a drawdown of parking meter revenues that will be used for parking lot improvements. The total amount of fund balanced use budgeted for the two years is comparable to prior year with exception of the EMS fund. In the previous budget the most significant planned use of fund balance is in the Ambulance fund (\$473,094) which was noted in previous budgets as “not sustainable long term”, with the new agreement with Allina Health, the fund is expected to have an unrestricted fund balance of \$340,000 as of January 1, 2023.

Uses of Fund Balances			
Fund	2021	2022	Projected Fund Balance 1/1/2023
Parking Improvement Fund	(5,200)	(20,200)	36,655
Fire Impact Fee Fund	(38,936)	(11,677)	(57,026)
Library Fund	0	(59,087)	72,155
Storm Water fund	(97,935)	(9,148)	489,704
Information Technology Fund	(77,142)	0	144,786
Business Development / Tourism	(10,831)	(4,866)	(661,353)
Maintenance Fund	0	(21,368)	6,291

The Stormwater Fund is budgeted to use fund balance in 2021 to pay for the Golfview Channel reconstruction. The Library is budgeted to use fund balance in 2022 in the amount of \$59,087. This is a direct result of a projected reduction in county grant funding in 2022. The Library receives funding from both Pierce and St. Croix County under ACT 10 based on circulation of materials. The basis for the funding is on a two-year lag. As such, the reduced circulation in 2020 due to the pandemic will impact the funding received in 2022. There is sufficient fund balance to cover the expected shortfall.

### Stabilization Planning

Consistent with the findings of our fiscal plan process, “sinking funds” continue to be a valuable tool and were successfully used for the acquisition of funding for the self-contained breathing apparatus (SCBA) equipment in 2014. Sinking funds are essentially money set aside to pay for large expenses in the future. In the 2021-2022 budget, a sinking fund is again used for the Fire Department’s future purchase of SCBA equipment

### Tax Increment Districts (TIDs)

The availability of tax increment financing is one of the major tools used for economic development. As the City expands and establishes more tax increment districts, it becomes imperative to closely monitor and plan the development of each district. One of the major projects completed was to review each district, set development goals and a long-term strategy that ensures the success of each district. Up-to-date information on the City’s tax increment districts is available on the [City website](#).

The current increment value for *Tax Increment District #5* (Whitetail Ridge Corporate Park) is \$27.5

million. The expenditure period for this district has ended, and the revenues received through the termination date will be used to pay project costs and reimburse the General Fund for advances and interest. A portion of the debt service for the Sterling Ponds Corporate Park land purchase is paid from this tax increment district. This district was extended for an additional three years to 2024 in order to fully reimburse the General Fund for previous advances. The current budget includes \$455,272 of General Fund reimbursements monies planned to be used to fund the additional economic development position.

The City approved *Tax Increment District #6* (Spruce Street) in 2005, and the current increment value is \$9.9 million. Projected increment revenues are budgeted at \$186,000 each calendar year. Debt service costs associated with the district in excess of available increment revenues are paid by advances from the General Fund.

*Tax Increment District #7* was terminated at the end of 2018.

*Tax Increment District #8* was created in 2010 for the area north of Cascade Avenue and west of Main Street. The current increment value is \$3.9 million and recent development in the district will generate an estimated increment of \$65,000 in 2021 and 2022. The district was created with pay-as-you-go financing, with the developer being reimbursed for upfront costs as increments become available. The current development agreement provides reimbursement up to \$486,000 over a 20-year period. Future tax increment revenues are expected to provide funding for the Glen Park bonds issued in 2018.

In 2011, development in the commercial downtown district prompted the establishment of *Tax Increment District #9*. This district borders Walnut Street, Main Street, ½ block south of Cascade Avenue and along Lake George. The district will use future tax increments for funding upgrades to utilities, storm water, and pedestrian trails in the area. The development agreement is a pay-as-you-go arrangement with a maximum increment of \$686,000 returned to the developer. The district has an increment of \$4.1 million with estimated fund revenue of \$70,000, which is the minimum guaranteed payment from the developer.

In 2014, the area encompassing the Sterling Ponds Corporate Park area was approved for *Tax Increment District #10*. Debt service costs for the acquisition of land and construction costs to develop the property are included in the 2019-20 budget. With new development constructed in 2016, the increment of \$24.9 million will provide \$832,00 in revenue in 2021-22.

In 2015, *Tax Increment District #11* was established in the City's Industrial Park. The district was created based on possible development of the seven-acre vacant parcel at the intersection of Mound View and Summit streets. The City is actively pursuing the development of the seven-acre parcel. Increment of \$1.2 million in 2021 and 2022 will provide an estimated \$12,421 in increment revenue in 2021-22.

In 2016, *Tax Increment District #12* was created to encourage development in the Mann Valley

area. The district is approximately five acres on County Road MM near Radio Road. The current increment value is \$2.4 million, and the estimated tax revenue is \$40,000 per year.

*Tax Increment District #13* was created in 2018. It is an overlay district which encompasses the vacant lots in the Whitetail Corporate Park that will be able to provide increment revenues for improvements to Paulson Road to the interchange, and also some projects related to Sterling Ponds Corporate Park. Increment of \$263,810 is budgeted for the two-year period of 2021-2022 with increment value of \$12.2 million.

*Tax Increment District #14* was created as a partial overlay district in Tax Increment District #7, which is expected to terminate at the end of 2018. This new district is smaller in size and has two housing development projects expected to be completed in 2021. Increment of \$1.6 million in 2021 and 2022 will provide an estimated \$272,646 in increment revenue in 2021-22.

*Tax Increment District #15* was created in 2020 and is located at 1300 South Main Street. The TID is currently zoned for and will become a multiple family high density residential development. Borrowing is planned to fund park and neighborhood improvements during the two-year budget.

The 2021-2022 budget includes two new TIDs compared to the prior budget: TID 15 and TID 16. They will contribute \$1 million of improvements to their neighborhoods.

*Tax Increment District #16* was created in 2020 and is located near the DeSanctis Park area. The TID encompasses approximately 100 acres which is zoned for a variety of uses. The principal use for a portion of the TID is a multi-family living complex. The budget includes \$800,000 of debt expense related to improvements of the park area.

## Fiscal Plan

The City's approved [fiscal plan](#) was adopted in November 2019 for the fiscal years 2020-2024. The fiscal plan uses historical trend data that stems from the City's history of consistent property value growth of one to two percent, as well as known changes in major revenues. The City's share of local government aids from the State of Wisconsin contribute approximately 18 percent of General fund revenues. The fiscal plan assumes a decrease in aid revenue of one percent for each year of the plan. Expenditures are assumed to increase by two percent for salaries and one percent for general operating costs.

The fiscal plan included a net levy of three percent for 2021 and the adopted budget has zero percent net levy.

A comparison of the adopted fiscal plan to the 2021-2022 budget is as follows:

2021-2022 Budget Year			
	Per Fiscal Plan	Adopted Budget	Difference
General Fund	\$9,909,405	\$9,601,015	\$(308,390)
Library Fund	1,705,000	1,705,000	0
Debt Service	2,256,949	2,216,941	(40,008)
Capital Projects	<u>629,600</u>	<u>608,044</u>	<u>(21,556)</u>
<b>Total</b>	<b>\$14,500,954</b>	<b>\$14,131,000</b>	<b>\$(369,954)</b>

## CONCLUSION

The current and projected financial impact of the COVID-19 pandemic on the country, the State and the City was fundamental in the 2021-2022 budget development. The impact of the pandemic on the taxpayers was central to the decision to recommend a tax levy tied to the net new construction between the two counties; as the property taxes would then remain flat for the average taxpayer, while allowing the City to still meet the needs of its community and provide the expected level of service.

This budget ordinance approving the 2021 property tax levy will be presented for approval to the City Council on November 10, as well the 2021-2022 biennial budget.

Staff is pleased to present a budget that follows our long-range fiscal strategy, considers current economic climate, maintains investment in our existing infrastructure, and provides a similar level of municipal service as in previous years, with a continued emphasis on long-term financial sustainability.

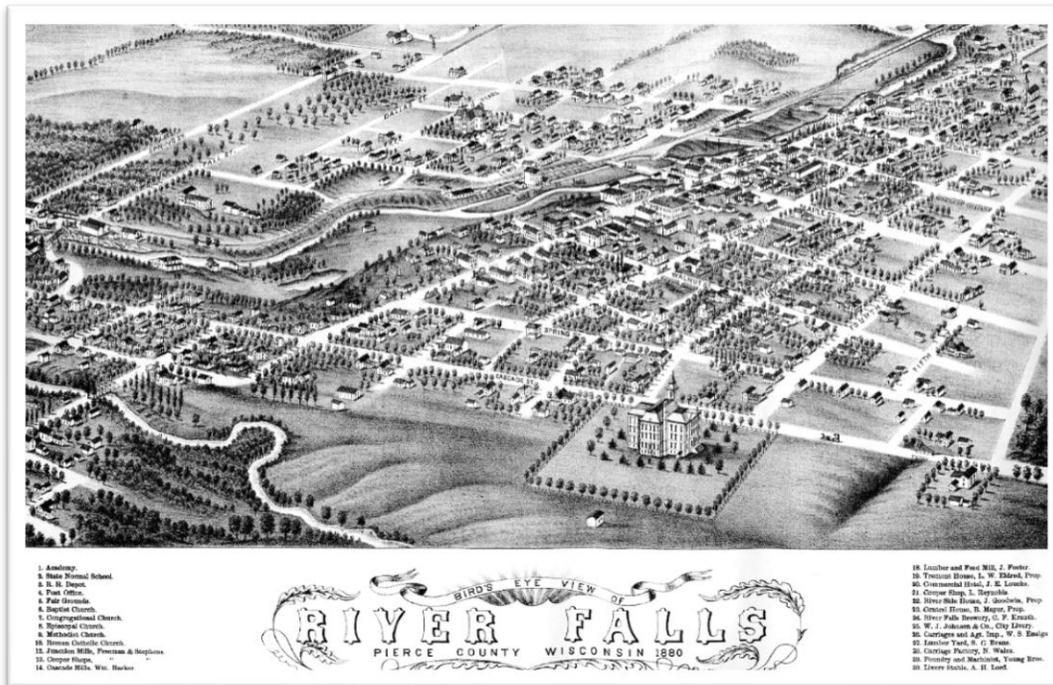
# CITY OF RIVER FALLS HISTORY

In 1848, Joel Foster, settled in the area that would become River Falls. The pair constructed the area's first dwelling, a log structure called "Fort Foster." They raised the first crops and welcomed an influx of fellow pioneers including Nathaniel and Oliver Powell. The brothers Powell built the first commercial structure and plotted the first section of the settlement they called the "Village of Kinnickinnic."

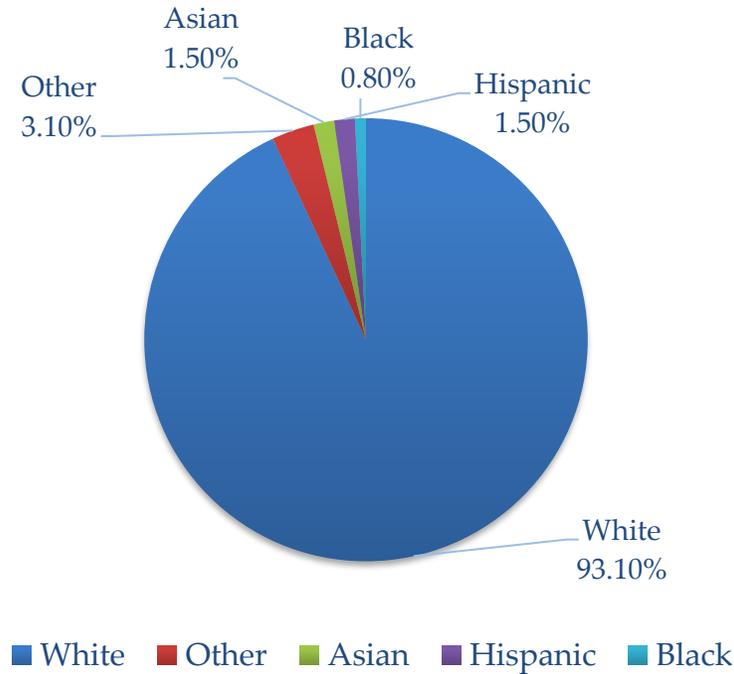
In 1854, Joel Foster built the first sawmill, and a year later, C.B. Cox built the first flour mill. Three other flour mills would be constructed along the Kinnickinnic River making the area a major player in the wheat market. In addition to an assortment of flour and sawmills, the Village of Kinnickinnic had grown to include ten commercial establishments by the late 1850s including a brickyard, hotel, and tin and iron shop.

River Falls reached the epitome of its early industrial growth between 1872 and 1885. The beginning of the railroad ensured its continued existence, and by the late 1870s the City had emerged as a local, if not regional, trade center. River Falls was incorporated as a City in April 1885.

In 1874, River Falls had the good fortune to have the State's fourth Normal School. Classes began in the fall of 1875 at the River Falls Normal School, which today is known as the University of Wisconsin-River Falls.



# CENSUS INFORMATION



## HOUSEHOLD



- 5,414 Households
- 94.3% High school graduate or higher
- 38.6% Bachelor's degree or higher

## ECONOMY



- 68.9% in civilian labor force
- 15.3% in poverty
- \$59,879 median household income

## HOUSING



- 51.3% owner-occupied housing
- \$185,100 median housing value
- \$856 median gross monthly rent

## TRANSPORTATION



- 19.9 minutes mean travel time to work
- Taxi service provided by private company under contract with City

Source: U.S. Census Bureau QuickFacts, July, 2019

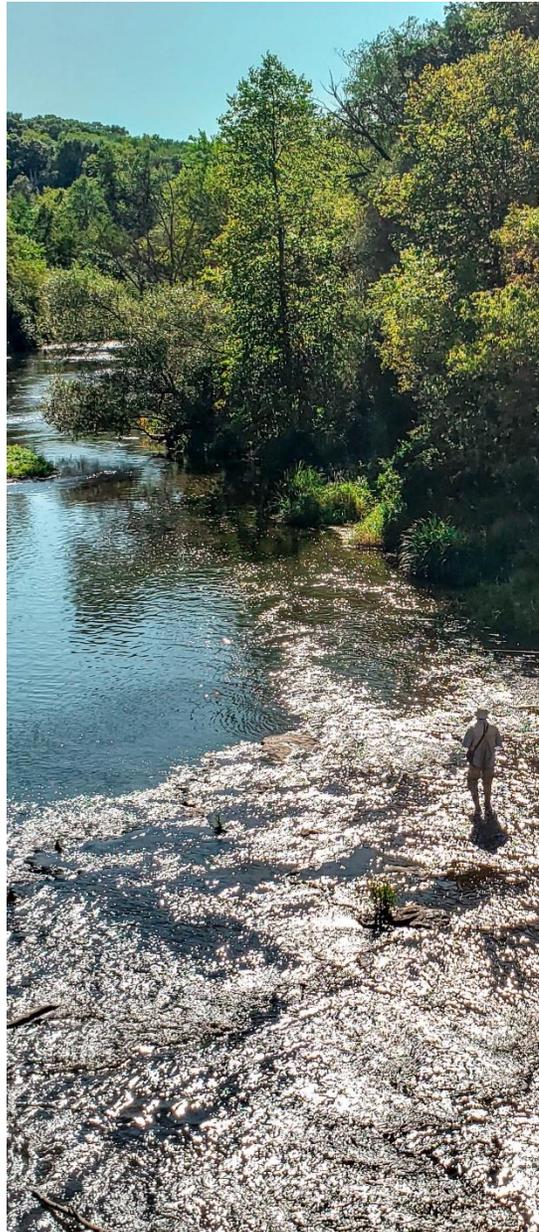
# COMMUNITY PROFILE

The City of River Falls is a Municipal Corporation with authority vested in the City Council and the Mayor, who is the Chief Executive Officer (CEO) of the City. River Falls, like many other cities under the Home-Rule Charter of Wisconsin, has the power to govern itself regarding local matters except where the State has specifically prohibited that power.

The Mayor has the authority to perform executive responsibilities by monitoring the City Administrator and various departments of the city government. As the City's policy leader, the Mayor also holds veto power over Council actions. Along with the City Administrator, the Mayor represents the City with media relations, meetings and presentations to other governmental units. The Mayor is also responsible for appointing certain committee and commission positions within the city.

The Council (Alderspersons) has all the powers of the City that have not been specifically given to another body or officer. The City Council is responsible for the management and control of city property, finances, highways, streets, utilities, and public service. The Council may carry its powers into effect by license, regulation, suppression, borrowing, taxation, special assessment, appropriation, imposition of forfeiture and other necessary or convenient means. There are seven alderpersons elected to the City Council, one member from each of the four aldermanic districts and three members elected at large.

The City Administrator serves as the Chief Administrative Officer (CAO) of the City. To provide a more efficient and effective government, the CAO is responsible for the direction and coordination of all City employees and reports directly to the Mayor and Council. The Administrator aids City Council regarding policies and future planning, manages labor negotiations and employee relations, provides overall management and direction of City departments, and is the public information officer for the City. In addition, the City Administrator is the Executive Director of the River Falls Economic Development Corporation and works with area Economic Development organizations to bring industries to the City.



# CITY AWARDS AND RECOGNITION

The City of River Falls continues to be recognized as an outstanding community and has received several acknowledgements and awards that demonstrate commitment to its residents. In 2018, the City was awarded the Excellence in Snow and Ice Award from the American Public Works Association, as well as the [Planning Excellence Award](#) from the Wisconsin Chapter of the American Planning Association for the Kinnickinnic Corridor project.

The City maintains numerous quality of life designations and is partners with a number of national organizations, including:



**[Bicycle Friendly Community](#)** – “A Bicycle Friendly Community welcomes cyclists by providing safe accommodation for cycling and encouraging people to bike for transportation and recreation.” River Falls has been a Bicycle Friendly Community since 2012, due, in part, to the outstanding education and engineering encouraging bicycle use.

**[Bird City Wisconsin](#)** – “Bird City Wisconsin seeks to encourage communities to implement sound bird conservation practices by offering high visibility public recognition to those that succeed in doing so.” River Falls continues to make bird conservation efforts a priority.



**[Tree City USA](#)** – Tree City USA Communities “have demonstrated a commitment to caring for and managing their public trees.” River Falls has been a Tree City USA community for 16 years.

**[APPA Reliable Public Power Provider](#)** – “The APPA RP3 program recognizes utilities that demonstrate high proficiency in four areas: reliability, safety, work force development and system improvement.”

**[EPA Green Power Partner](#)** – “The Green Power Partnership works with a wide variety of leading organizations—from Fortune 500 companies to local, state, and federal governments, and a growing number of colleges and universities.”

**[Employer Support of the Guard and Reserve \(ESGR\)](#)** – River Falls has been recognized by ESGR as an employer that supports its guard and reserve employees. “Recognizing supportive employers is vital to ESGR’s mission.”



# Community Vision & Goals

## Short Term:

Successful organizations have a clear vision of where they are going and how they intend to achieve their mission. The City Council envisions the future of River Falls as a community that is attractive, clean, environmentally sound, and fiscally responsible.

## Strategic Plan

Due to the COVID-19 pandemic, the City's traditional strategic plan has been replaced with the Crushing COVID-19 Plan designed using the National Response Framework. Implementation of the "Crushing COVID-19: A guide to recovery" will follow guidance and direction from the State of Wisconsin, public health officials, and City leadership throughout its response and recovery to the COVID-19 pandemic. During this time, the City will remain focused on five core functions:

- Delivering quality public safety services
- Supporting the local economy and business community
- Connecting the community to resources
- Maintaining infrastructure and providing safe utilities
- Ensuring organizational resilience

The services provided to the community, through staff efforts and allocation of resources, will be guided by these principles:

- Being adaptable in the face of change and uncertainty
- Capitalizing on opportunities for improvement
- Removing barriers
- Applying lessons learned in response
- Aligning, collaborating, and innovating with partners

It is likely that COVID-19-related response and recovery operations will need to be sustained for six to twelve months or longer. City staff will remain focused on core strategic initiatives and community needs while remaining flexible and adaptable to changing circumstances.

## Background

The City of River Falls initiated preparedness and response efforts related to COVID-19 on March 10, 2020. A public health emergency was declared for the State of Wisconsin on March 12, 2020, and a local emergency was declared by the City Council for the City of River Falls on March 24, 2020. The Wisconsin Safer at Home order was put into effect by Governor Tony Evers on March 25, 2020, and, on April 24, was extended until May 26, 2020. It was

subsequently invalidated by the Wisconsin State Supreme Court on May 13, 2020.

The City of River Falls is empowered to order, by ordinance or resolution, whatever is necessary and expedient for the health, safety, protection, and welfare of persons and property within the City during the emergency. These orders can be issued directly by the Mayor or the Emergency Management Director via proclamation when it is not feasible for the entire governing body to meet. Such orders cannot conflict with state or county authority. To date, such orders by the City have authorized the following:

- Closing City buildings and facilities to regular public access
- Closing all park facilities, sporting courts, playgrounds, and the dog park
- Suspending regular committee and advisory board meetings
- Transitioning City Council meetings to a virtual platform
- Suspending utility disconnects and late fees
- Suspending recreational programming

In addition to these orders, the City of River Falls swiftly implemented an aggressive social distancing plan within City buildings, and an agile remote working and alternative work site/scheduling strategy for City staff. Municipal operations were curtailed to ensure compliance with the “safer at home” expectations and an interim citywide organizational strategy was implemented, which realigned City programs and efforts into five core functional areas:

- Delivering quality public safety services
- Supporting the local economy and the business community
- Connecting the community to resources
- Maintaining infrastructure and providing safe utilities
- Ensuring organizational resilience

To view the complete Crushing COVID-19 plan click [here](#).

### **Performance Measurement**

The City of River Falls has incorporated performance measurement into the budget process for many years. *Performance measurement* is the process of collecting and reporting information about individual department performance, and thereby, the organization. The *performance measures* that have been established and added to each department’s budget and are used to gauge the department’s progress toward achieving the organizational goals.

The City will continue to align the Strategic Plan, Work Plan, and Performance Measures throughout 2021-2022. It is important to note that, for the City of River Falls, performance measurement is not the ultimate decision-making factor. It is meant to be a tool in helping the City recognize its achievements and pinpoint the areas where improvement is needed.

## Long Term:

### Fiscal Plan

The City of River Falls wishes to establish a long-range financial plan which will provide tools to monitor the City's financial health. In conjunction with the City's annual budget process, various financial indicators are evaluated to determine whether the adopted budget meets the designated goals. The long-term trends related to these goals will also be reviewed for areas of strengths and weaknesses. The forecast will enhance the budget process by providing assurance that the adopted budget will be fiscally feasible in future years.

Municipalities are often contending with a changing fiscal environment. Changes in State policies and the corresponding adjustments in either revenues or expenditures are challenges that will continue. The purpose of the long-range fiscal plan is to forecast the most likely scenarios and use the forecasts to make necessary adjustments to maintain the financial health of the organization.

This plan includes financial projections for the current and upcoming five-year period for the City but focuses more heavily on the impacts related to property taxes and intergovernmental revenues. The emphasis is on the General Fund, Library Fund, Debt Service Funds and Capital Project Funds, which are most affected by adjustments related to State revenues and property taxes. For this analysis, fee-based revenue funds are assumed to be self-supporting and are not included in this fiscal plan.

The forecast methods include any information that may be available to predict the projected revenues and expenditures for the studied time frame. Information from long-term trends, State agency information, consumer price indices and City Council policies will be used to prepare the projections. In general, the default method will use the most conservative revenue estimates in order to provide future flexibility.

The goal of this plan is to assemble the City's financial policies and fiscal plan in one document. With the input and review by the City Council, future budgets will be compiled to conform as much as possible with the plan document. Although unforeseen changes are inevitable, this plan provides a framework and reference for future decisions. The City Council approved a Crushing COVID plan that provides guidance for the fiscal plan.

The plan consists of four strategic priorities - the issues of greatest importance to the City over the next four years:

- Connected Community
- Economic Vitality
- Financial Sustainability
- Quality Municipal Services

The financial projections included in this plan are based on several factors and assumptions. Revenues are based on actual receipts as well as current knowledge of future payments.

Expenditures are based on management's estimated costs. These assumptions can strongly influence the outcome of the projections and must be closely analyzed to ensure accuracy. Review detail fiscal plan [here](#).

# BUDGET PROCESS

In 2020, the City Council will approve a biennial budget for the City of River Falls. The budget will cover a two-year fiscal period, 2021 through 2022. The five-year fiscal plan and established fiscal policies serve as the foundation for the City’s financial planning and control. The biennial budget is the presentation of the projected revenues and expenses for the fiscal year beginning January 1 and ending December 31. All City departments are required to submit departmental budget requests in July. These requests are the starting point for developing the adopted budget.

The proposed biennial budget is presented to the City Council in October. The operating budget includes the proposed expenditures and the means for financing them. The City publishes a summary of the proposed biennial budget on the City’s website and makes copies available City residents. Workshops with the Council and public are held during the month of October, with the formal budget adoption in November. In fall 2021, the Council will review the biennial budget and make any adjustments and amendments for the second year of the budget as deemed necessary and will be formally proposed in November.

<b>2021-2022 Budget Calendar</b>	
<b>Calendar Year 2020</b>	
June 30	Salary/Benefits Projections Completed - Human Resources/Finance
June 15 - July 15	Finalize Operations Budgets - Department Managers with Assistance from Finance
July 15- 30	Review Operations Budgets - Finance
August	Prepare Draft Budget
September 1	Draft Budget to City Administrator
October 13	Budget in Brief Presentation by Administrator
October 15	Public Hearing Notice in Paper for publishing on October 22
October 20	Budget Workshop with Council
October 27	First Reading of 2021 Budget Ordinance
November 10	Public Hearing on Proposed Budget, Second Reading of 2021 Budget Ordinance

The following steps will be required to comply with Wisconsin Statutes 65.9 for the 2022 Levy approval:

**Calendar Year 2021**

October 12	Review Budget with City Council Set Public Hearing Date - November 13
Week of Oct. 31	Publish Public Hearing Notice, Proposed Budget Summary
November 9	First Reading of 2022 Budget Ordinance
November 23	Public Hearing on Proposed Budget, Second Reading of Budget Ordinance

## Fiscal Management Overview

The City of River Falls' financial policies set forth the framework for the fiscal management of the City. They were developed to protect the fiscal resources of the taxpayers the City. The policies are regularly reviewed by both staff and council. Policies and procedures are as follows:

### General Financial Policies and Procedures

1. The City will comply with Generally Accepted Accounting Principles (GAAP) in its budgeting, accounting, and financial reporting.
2. Financial data will be made available electronically to all City department heads allowing them to review financial activity and compare actual revenues and expenditures with budgeted amounts.
3. A comprehensive financial audit, including an audit of federal grants if necessary, according to the U.S. Office of Management and Budget Circular A-133 will be performed annually by an independent public accounting firm. The independent public accounting firm will express an opinion on the City's financial statements.
4. A system of internal accounting controls will be maintained to adequately safeguard assets and provide reasonable assurance of property recording of financial transactions of the City. Internal controls will be reviewed at least annually.

### Operating Budget Policies and Procedures

1. The City will prepare a budget for all operating funds. Use of fund reserves may occasionally be used as source of funding in order to present a balanced budget.
2. The City will maintain a budgetary control system to ensure adherence to the budget, including periodic reports.
3. The City will integrate performance standards into the operating budget.
4. A contingency account will be maintained in the annual operating budget to provide for unanticipated expenditures of a non-recurring nature. Transfers from the contingency account will require City Council approval.
5. Operating budgets are established at the function and fund level. Transfers within functions in the same fund may be approved by the City Administrator, transfers between functions or between funds require City Council approval. A budget adjustment between function or fund requires a Class 1 Notice within 10 days of approval per WI Stats. 65.90(5)(a).

### Reserve Policies and Procedures

The City will establish a contingency expenditure appropriation in the annual General Fund operating budget to provide for unanticipated expenditures of a non-recurring nature. This contingency will be a minimum of 0.5 percent of the General Fund budget. This appropriation, if unused, will be considered part of the City's unreserved, undesignated fund balance.

The City will maintain a working capital reserve of 50 percent of the General Fund operating budget to provide funds for reasonable cash flow needs. This reserve will also be used when the City encounters unforeseen emergencies such as storms, floods, severe unexpected increases in service costs or decrease in revenue, or other situations that are determined to be an emergency by the City Council. Reserves in other funds will be maintained at levels to cover annual operating costs, or to provide for future capital costs. Deficit balances due to unforeseen circumstances will be addressed during the budget process.

## Debt Management Policy

The City's Debt Management Policy is the guideline for City staff to use in recommending debt in order to assure the community that the City is well-managed, financially sound, and to obtain financing at the lowest cost. It will be the responsibility of the Finance Director, or designee, to recommend debt on behalf of the City. Upon City Council approval, the Finance Director, or designee, will coordinate to ensure that all financings are issued in full compliance with related laws and regulations. Any substantive modifications made to this policy must be approved by the City Council.

### Guidelines for Use

Debt is a financing tool which should be used when the City has legal, financial and market debt capacities and will be considered when some or all the following conditions exist:

- The City will consider all available financing tools for funding projects including inter-fund borrowing, use of fund reserves, State of Wisconsin Trust Fund loan program, external financing and lease-purchasing,
- Financing of equipment or projects with short-term debt (five years or less) is undertaken annually,
- Financing of certain equipment or projects with long-term debt (10 to 20 years) is undertaken every two to three years,
- Pay as you go financing will be used to fund general capital projects whenever feasible
- When bonds or promissory notes are the desired financing vehicle, the issue will be bid competitively,
- The term of the financing will not exceed the useful life of the capital project, facility or equipment financed

## Fund Balance Policy

### General Fund

The City will establish a contingency expenditure appropriation in the annual General Fund operating budget to provide for unanticipated expenditures of non-recurring nature. This contingency will be a minimum of 0.5 percent of the General Fund budget. This appropriation, if unused, will be considered part of the City's unreserved, unassigned fund balance. The City wishes to minimize its dependence on revenues not controlled by the City, therefore, a long-term goal is to increase General Fund revenues from City Controlled sources.

The City will also maintain a working capital reserve (current assets minus current liabilities) of 50 percent of the General Fund operating budget to provide funds for reasonable cash flow needs. This reserve will also be used when the City encounters unforeseen emergencies such as storms, floods, severe unexpected increases in service costs or decrease in revenue, or other situations that are determined to be an emergency by the City Council.

### *Unassigned General Fund Balance*

The City Council has established a General Fund unassigned fund balance goal of 50 percent of total annual General Fund expenditures. Any projected surplus over 50 percent will be available for use by the City as determined in the budget process, generally for one-time projects or debt reduction.

### *Total General Fund Cash and Investments/Liabilities*

The goal of the City is to keep sufficient cash and short-term investments available to meet short-term liabilities. The ratio of 2 to 1 is preferred.

### *Implementation*

The 2 to 1 ratio will fluctuate during the year. However, it is the goal of the City to maintain a 2 to 1 ratio as an average. This will be measured by the Finance Department as of December 31 of each year. Cash and liquid investments, including those available within 30 days, will be used, as well as the liabilities payable less deferred revenues within 30 days of the end of the year.

### *Maintenance*

Once the annual audit of the City is complete, the unassigned General Fund balance will be annually calculated by the Finance Director, or designee. In the event that the unassigned General Fund balance is calculated to be less than the policy anticipates, the City shall plan to adjust budget resources in the subsequent fiscal years to restore the balance. Except in extraordinary circumstances the unassigned General Fund balance should not be used to fund any portion of the ongoing year-to-year operating expenditures of the City. It should be used primarily to insure adequate assigned balances, to respond to unforeseen emergencies, to provide cash flow, and to provide overall financial stability. Whenever General Fund balance funds are used, the reserve will be replenished as soon as possible.

### Debt Service Funds

The City currently holds a rating of Aa2 from Moody's Investors Service for general obligation debt issued by the City. Sewer revenue debt is rated Aa3, water revenue is rated Aa3, and electric revenue debt is rated A1.

### *Debt Service Reserves*

Debt Service reserves shall be restricted for the debt payments of the specific debt issuance that was established. Residual amounts within the fund when the debt is paid in full shall be transferred to the General Fund.

### Proprietary Funds

#### *Enterprise Funds*

The appropriate net position of Enterprise Funds will be maintained to ensure adequate maintenance reserves and to ensure that cash flow balancing requirements and legal restrictions are met.

### Reserves

The City will maintain a minimum level of working capital (current assets minus current liabilities) of its Enterprise Funds equal to three months of regular, on-going operating expenses including transfers out. In the event that the reserves are used resulting in a balance below the three-month minimum, the Finance Director, or designee, will develop a plan to be presented during the annual budget process.

The Finance Department will also ensure that net operating revenues of the Enterprise Funds that hold revenue debt constitute a minimum of 1.5 times the annual Debt Service requirements. The Finance Department will review the Enterprise Fund Reserves once the annual audit of the City is complete.

### Rate Structure

Each Enterprise Fund will maintain an adequate rate structure to cover the costs of all operations, including maintenance, depreciation, capital and debt service requirements, reserves, and any other cost deemed necessary. Enterprise Fund rate structures will be reviewed by the Finance Department at least the annually.

### *Internal Service Funds*

The appropriate net position of Internal Service Funds will be maintained to ensure adequate maintenance reserves and to ensure that cash flow balancing requirements and legal restrictions are met.

### Reserves

The City will maintain a minimum level of net position (total assets minus liabilities) in its Internal Service Funds equal to one month of operating expenses. The Finance Department will review the Internal Service Fund Reserves annually once the annual audit of the City is complete.

### Reserves for all other Funds

Reserves in other funds will be maintained at levels to cover annual operating costs, or to provide for future capital costs. Deficit balances due to unforeseen circumstances will be addressed during the budget process.

### Administrative Responsibilities

The Finance Director is responsible for monitoring and reporting the City's various Fund Balance assignments. The City Administrator and Finance Director will both make recommendations to the City Council on the use of the various funds during the annual budget process and when the need may arise.

## Tax Increment Financing Policy

Tax Increment Financing (TIF) is one of the few tools that the State of Wisconsin provides municipalities to advance development and redevelopment goals of a community. The City of River Falls has a proposed tax increment financing policy to guide the process for fully utilizing this important economic development tool.

### Implementation

1. The City Administrator, through City staff as designated, shall be responsible for implementing this Tax Increment Financing policy.
  - a. As development projects arise, the City Administrator, or designated agent, shall have the authority to negotiate the types and level of development incentives needed in accordance with the provisions of this policy.
  - b. The City Administrator shall regularly inform the City Council of the progress of negotiations.
2. The City Council shall have the final authority to review and approve all negotiated agreements.

### Tax Increment District Creation

Tax Incremental Districts (TIDs) will be created to further the development and redevelopment goals of the City. The City will be proactive in creating TIDs to stimulate and facilitate these efforts. The creation of new TIDs will be guided by the following policies:

1. TIDs will be created to further the development and redevelopment goals of the City.
2. TIDs may be created within a Redevelopment Area.
3. TIDs may be created within an area defined as a Target Area.
4. If the creation of a TID for a new development is initiated in a development area or by a request for development assistance, the target guaranteed assessed value of the initial project is \$4 million. The target guaranteed assessed value of a redevelopment project is \$2 million.
5. The creation of all TIDs must follow and meet the requirements contained in [§66.1105, Wis. Stats.](#)

### Eligible Project Costs

Wisconsin Statutes § 66.11 05(2)(f) identify and define project costs that may be paid through the use of Tax Increment Financing. All such project costs may in the proper circumstance benefit the public and further the general welfare of the residents and taxpayers of the City. However, as guidance to the City in lawfully exercising its discretionary powers these eligible costs will be placed into the following categories:

- Public Improvements of General Public Use
- Public Improvements of Development Specific Use
- Cash Grants to Owners, Lessees, or Developers

### Maximum Amount of Assistance

It is the policy of the City of River Falls to provide no more than the minimum assistance necessary to make a project financially feasible. Each project will be evaluated to determine compliance with this policy. The purpose of this section is to establish the maximum assistance amounts and in no way should be construed as establishing an entitlement or minimum.

1. Blight or Rehabilitation TID (maximum life of 27 years)
  - a. Target of 7-13 years of tax increment from the incremental taxes received from development may be allocated to Public Improvements Primarily Benefitting the Development and Cash Grants to Owners, Lessees, or Developers.
  - b. Maximum of five years of tax increment from the incremental taxes received from development may be allocated to capitalize a development fund.
2. Industrial or Mixed-use TID (maximum life of 20 years)
  - a. Target of 5-10 years of tax increment from the incremental taxes received from development may be allocated to Public Improvements Primarily Benefitting the Development and Cash Grants to Owners, Lessees, or Developers.
  - b. Maximum of five years of tax increment from the incremental taxes received from development may be allocated to capitalize a development fund.

### Minimum Project Value for Development Assistance

Projects proposed in an existing TID should, at a minimum, provide an increase in assessed value of \$2 million to be considered for assistance. Proposed projects that require the creation of a new TID should, at a minimum, have an assessed value of \$4 million to be considered for assistance. Projects with a lessor anticipated increase in assessed value may be considered if they create a substantial new development or advance redevelopment goal of the City.

### Requests for Development Assistance

All requests for development assistance must be submitted in writing to the City of River Falls. Staff generally will consider the following before forwarding a recommendation to the City

Council:

1. Estimated total project costs
2. Estimated assessed value of project
3. Impact on local workforce development and employment opportunities
4. Amount of requested assistance
5. Statement of Sources and Uses for construction phase of project
6. 3-5 year operating pro-forma for project
7. Plan view of proposed project

#### Financial Due Diligence

The City may require some or all of the following:

1. Owner/Developer/Tenant financial statements (as applicable)
2. Confirmation of private financing
3. Any subrogation requirements

#### Development Agreement

Any entity receiving financial assistance will be required to enter into a Development Agreement with the City. All Development Agreements must be approved by the City Council. Development agreements must contain, at a minimum:

1. Guarantee of Assessed Value
2. Guarantee of annual property tax payment
3. Maintenance of taxable status of PILOT agreement for greater of useful life of TID, period of assistance, or 20 years.
4. Security (e.g. mortgage on project, personal guarantees, or other collate).

### Purchasing Policy

The City of River Falls issues about 500 purchase orders annually for all departments. The procurement policy extends from the departmental determination of requirements for materials or services, through their requisitioning, bidding, purchasing, receiving, audit and payment, to their final consumption or disposal. The following is a summary of the procurement of goods and services and the levels of authorization for the City of River Falls:

- Purchases less than \$500: Purchases should be made with a Purchase Card.
- Purchases \$500-\$5,000: Department Head approval required. No purchase order required if purchase made on Purchase Card. Documentation of 2-3 informal quotes retained by the ordering department.
- Purchases \$5,001-\$10,000 (Excluding Hydroelectric Facility Maintenance): Purchase Order and Division Head approval required with 2-3 written quotes. Purchases may be made on

Purchase Card with Finance Department approval.

- Hydroelectric Facility Maintenance \$5,000+: Utility Advisory Board approval is required for repair and maintenance purchases. Department Head and Division Head approval is also required.
- Purchases \$10,001-\$25,000: Finance Director approval is required with 2-3 written quotes.
- Purchases \$25,001-\$50,000: City Administrator approval is required with 2-3 written quotes.
- Purchases over \$50,000: City Council approval is required for purchases not of a routine or recurring nature.

See full purchasing policy [here](#).

# 2021-2022 ADOPTED BUDGET



## Staffing

Key cost saving initiatives and strategies put in place in 2020 as a result of the COVID-19 pandemic have carried forward in to the 2021-2022 budget including a continued hiring freeze along with not backfilling, and/or eliminating, vacant positions as they arise. Budgeted vacant positions are expected to remain open in 2021 and serve as another funding contingency source, should the economic outlook worsen further.

The largest reduction in overall City staff is occurring as a result of the outsourcing of the EMS service to Allina Health, which is reducing total City staff by 25 FTE's.

The budget does include one additional position in the Community Development Department. This additional position is designated to foster further economic growth in the community and expected to allow the City to review and update its comprehensive plan over the next two years. The table below illustrates the major staffing changes included in the 2021-202 adopted budget aside from the EMS transition.

FULL-TIME EQUIVALENT BREAKDOWN BY FUNDING SOURCE				
Full Time Equivalents (FTEs) by Division	2019	2020	2021 Budgeted	2022 Budgeted
<b>Administration</b>	4.35	4.35	3.40	3.40
City Clerk	1.40	1.40	1.40	1.40
Communications	1.00	1.00	1.00	1.00
Municipal Court	1.20	1.20	1.20	1.20
Human Resources/Safety	3.20	3.20	3.20	3.00
Finance	2.42	2.42	2.47	2.47
Technology Fund	2.00	2.00	2.00	2.00
<i>Subtotal (Admin/Finance)</i>	<i>15.57</i>	<i>15.57</i>	<i>14.67</i>	<i>14.47</i>
<b>Community Development</b>	5.00	5.00	6.00	6.00
Economic Development	1.00	1.00	0.50	0.50
Recreation	1.50	1.50	1.50	1.50
Swimming Pool	1.20	1.20	0.32	0.32
<i>Subtotal (ComDev)</i>	<i>8.70</i>	<i>8.70</i>	<i>8.32</i>	<i>8.32</i>
City Hall/Building	3.20	3.20	3.20	3.20
Engineering/Bridges	1.90	1.90	1.50	1.50
Garage	3.20	3.20	3.30	3.30
Parks	3.80	4.80	4.30	4.30
Streets	4.35	4.35	3.60	3.60
Stormwater Utility	2.00	2.00	2.00	2.00
<i>Subtotal (ENG/PW)</i>	<i>18.45</i>	<i>19.45</i>	<i>17.90</i>	<i>17.90</i>
Library Fund	11.39	11.39	9.51	9.51
<i>Subtotal (Library Services)</i>	<i>11.39</i>	<i>11.39</i>	<i>9.51</i>	<i>9.51</i>
Electric Fund	17.69	17.69	17.14	17.14
Water Fund	6.09	6.09	7.81	7.41
Sewer Fund	9.85	9.85	9.68	9.28
<i>Subtotal (RFMU)</i>	<i>33.63</i>	<i>33.63</i>	<i>34.63</i>	<i>33.83</i>
Ambulance Fund	25.15	25.15	0.10	0.10
Fire	2.00	2.00	1.00	1.00
Police – Civilian	3.00	3.00	3.00	3.00
Police – Sworn	25.00	25.50	25.00	25.00
<i>Subtotal (Public Safety)</i>	<i>55.15</i>	<i>55.65</i>	<i>29.10</i>	<i>29.10</i>
<b>Total FTEs</b>	<b>142.89</b>	<b>144.39</b>	<b>114.13</b>	<b>113.13</b>

# ALL FUNDS OVERVIEW

Program Description: The term “All Funds” refers to a concise financial summary of all funds maintained by the City. The purpose of the summary is to provide a snapshot of the total cost needed to deliver services and programs to the community. The City’s basis of budgeting mirrors the annual audited financial statements.

Governmental fund financial statements are reported and budgeted for using the modified accrual basis of accounting and budgeting. Revenues are recorded when they are both measurable and available. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period.

The City’s Enterprise Funds are budgeted for and reported using the full accrual basis of accounting. The enterprise funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a fund’s principal ongoing operations. This basis of budgeting is the same as the basis of accounting used in the audited financial statements.

**General Fund** is used to account for day-to-day operations of the City, including: Mayor and Council, Administrative and Financial services, Human Resources, Community Development, Public Works, Engineering, Police, Fire, and non-departmental services unaccounted for in other funds. The General fund is reported and budgeted for using the modified accrual basis of accounting and budgeting.

**Special Revenue Funds** account for the proceeds of defined revenue sources that are restricted to expenditures for specified purposes. These funds are reported and budgeted for using the modified accrual basis of accounting and budgeting.

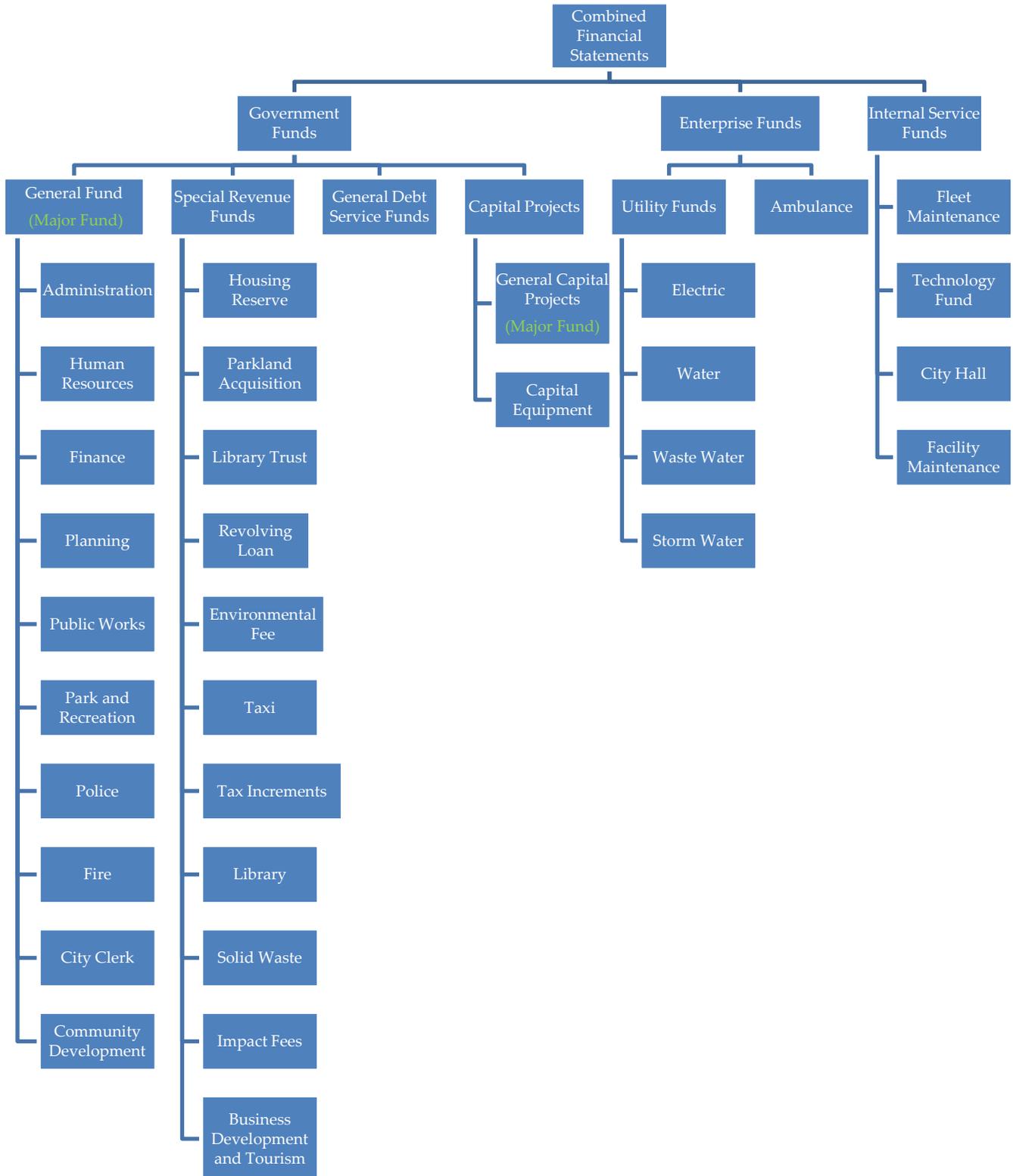
**Debt Service Funds** account for the payment of interest and principal on long-term revenue and general obligation debt not funded directly by another fund. These funds are reported and budgeted for using the modified accrual basis of accounting and budgeting.

**Capital Projects Funds** account for all financial resources used for the acquisition of capital equipment or construction of major capital facilities primarily funded through bond issues, or special revenue services. These funds are reported and budgeted for using the modified accrual basis of accounting and budgeting.

**Enterprise Funds** account for operations that are financed and operated in a manner similar to private business enterprises—where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges and is self-supporting in nature. These funds are reported and budgeted for using the full accrual basis of accounting and budgeting.

**Internal Service Funds** account for the financing of goods and services provided by one department to another department on a cost-reimbursement basis. These funds are reported and budgeted for using the full accrual basis of accounting and budgeting.

# 2021-2022 Fund Relationships and Major Fund

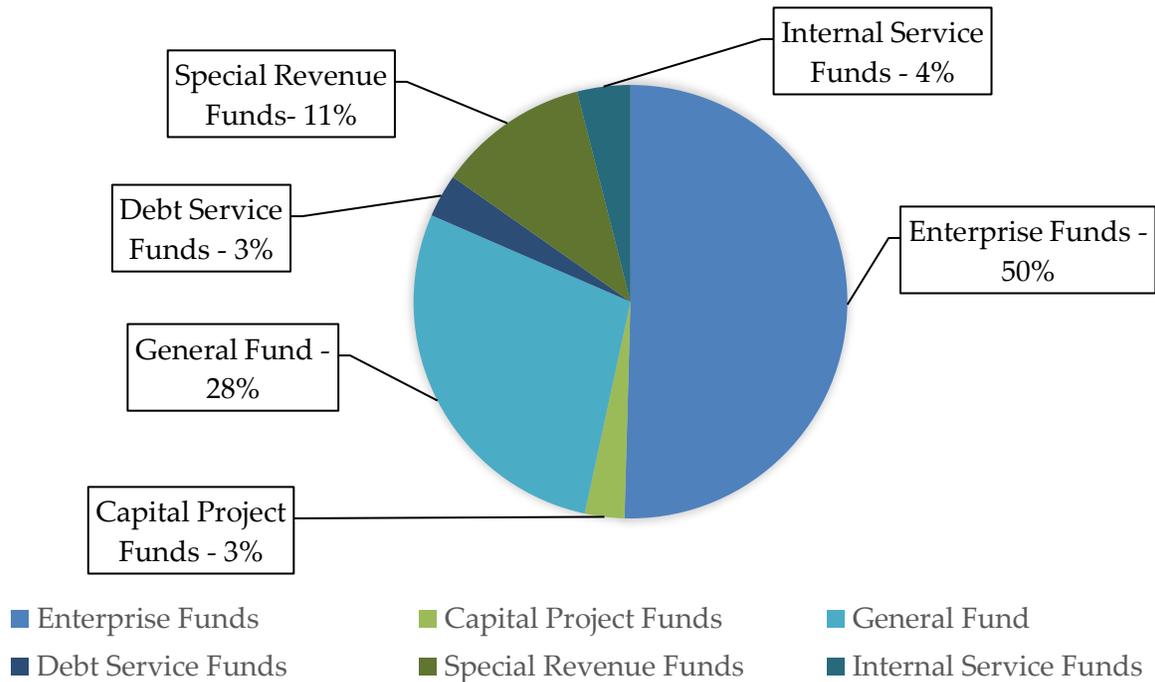


## ALL FUNDS BUDGET

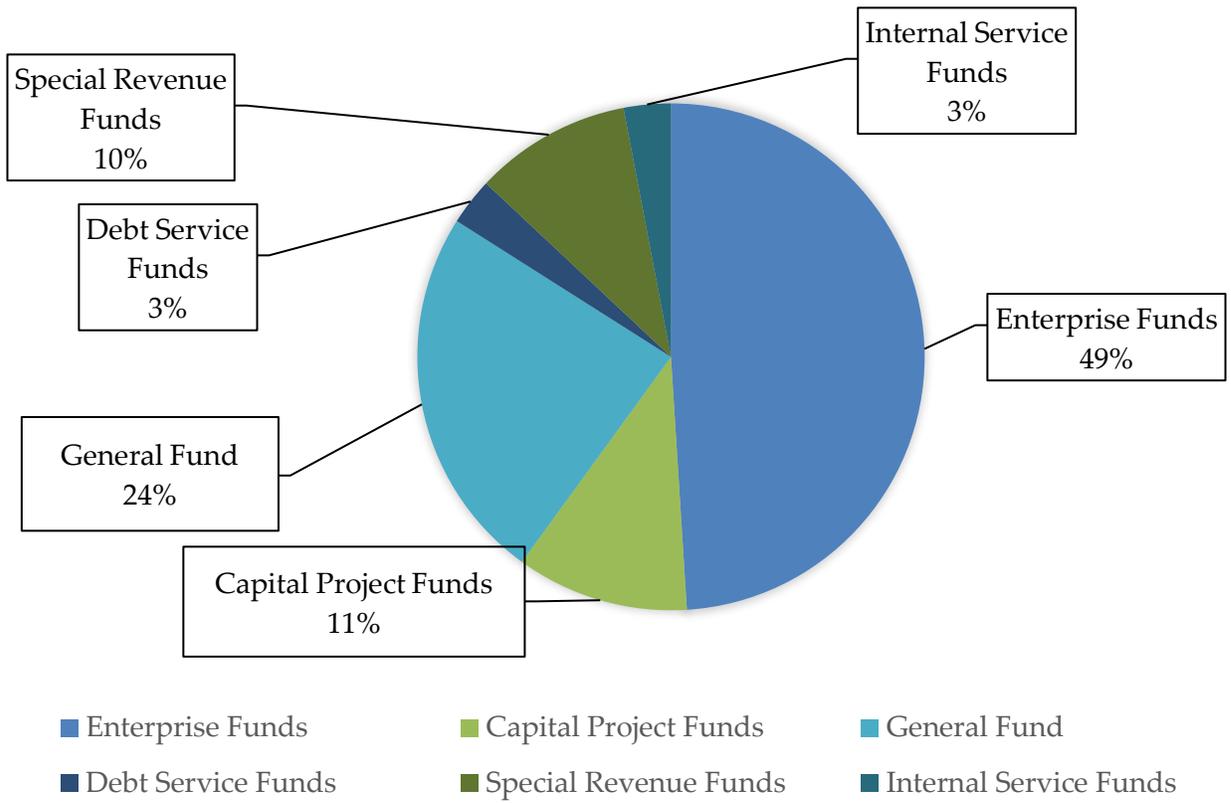
The approved All Funds budget for 2021-2022 budget is \$82,552,737. For a detailed list of departments within the General fund and individual fund totals, please see Appendix A in the back of this document.

Fiscal Resources	2019-20 Budgeted	2021-22 Budgeted
<b>General Fund</b>	\$21,801,831	\$23,186,940
<b>Special Revenue Funds</b>	9,146,298	10,312,902
<b>Debt Service Funds</b>	2,457,843	2,651,277
<b>Capital Project Funds</b>	9,905,392	1,629,531
<b>Enterprise Funds</b>	45,272,617	41,512,331
<b>Internal Service Funds</b>	2,771,661	3,259,756
<b>TOTAL</b>	<b>\$91,355,642</b>	<b>\$82,552,737</b>

## 2021-22 BUDGET ALL FUNDS BREAKDOWN



## 2019-20 BUDGET ALL FUNDS BREAKDOWN



# GENERAL FUND OVERVIEW

Program Description: The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. The General Fund revenues are broken down into the following revenue areas:

- **Property Taxes** include property and personal property taxes.
- **Other taxes** include payment in lieu of taxes, and mobile home taxes.
- **Intergovernmental revenues**, account for payments from the federal, state and other local governments. State shared revenues and transportation aids are included in this category.
- **Licenses and permits**, includes building permits, housing licenses, liquor and other business licenses, and sign permits.
- **Fines, forfeitures, and penalties** include court costs and penalties, restitution and parking violations.
- **Charges for services** include fee-based services, such as fire department fees, towing charges, plat review and intergovernmental charges between departments.
- **Special assessments** include the principal and interest payments from special assessment projects.
- **Investment income** accounts for interest earnings on surplus funds.
- **Fund balance applied** includes planned use of existing funds, generally one-time expenditures.
- **Miscellaneous revenues** include donations, dividends, sale of supplies, rent and equipment and fund balance applied.
- **Transfer from other funds** includes budgeted allocations from other funds for administration, finance and human resources services accounted for in the General Fu

## GENERAL FUND

## REVENUES

The approved General Fund revenues for the 2021-2022 budget total \$23,186,940. Notable changes from the approved 2019-2020 budget include the following:

- The property tax levy adopted for 2021 is \$6,996,000 (City only). This is a mill rate increase of 1.98 percent which is equal to the net new construction increase in Pierce and St. Croix counties combined.
- The City will receive \$110,000 in 2021 from this program and is expected to receive a similar amount in 2022 based on the adopted two-year budget.
- \$429,272 in advances that will be repaid by TID #5
- No implementation of a street light utility fee in the 2021-2022 budget

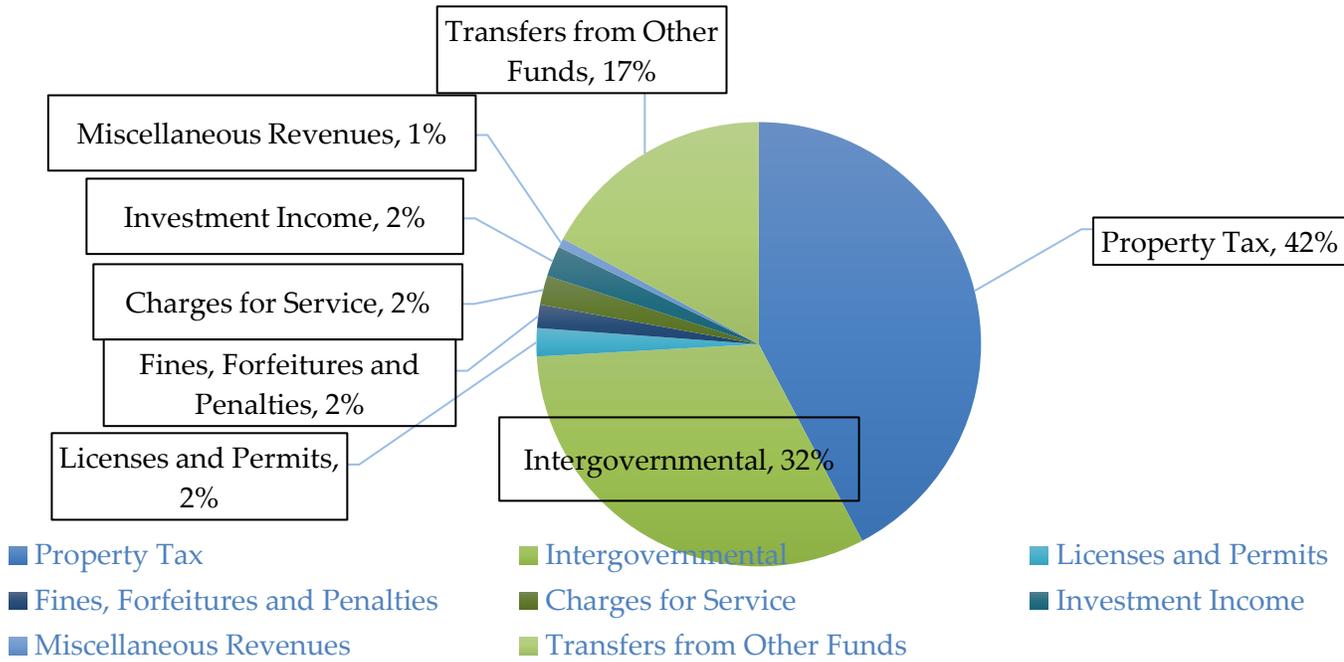
Revenues related to a department (program revenues), are included in that departmental budget. Revenue estimates are based on 2020 actuals or estimates provided by the State of Wisconsin.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Property Tax	\$4,303,908	\$4,507,379	8,811,287	8,806,432	\$9,601,015
Other Taxes	90,172	90,000	180,172	182,644	180,600
Intergovernmental	3,569,453	3,767,513	7,336,966	6,981,306	7,360,752
Licenses and Permits	395,391	306,984	702,375	371,150	473,900
Fines, Forfeitures, Penalties	180,685	86,423	267,108	410,000	375,000
Charges for Services*	206,821	116,104	372,925	458,850	520,150
Franchise Revenues	134,215	118,000	252,215	280,360	260,300
Special Assessments	14,883	268	15,151	-	-
Investment Income	367,911	120,400	688,311	608,000	282,446
Fund Balance	-	-	-	-	-
Miscellaneous Revenues	182,969	51,700	234,669	137,296	153,941
Transfers from Other Funds	1,873,290	1,795,841	3,669,131	3,565,793	3,960,836
<b>Total</b>	<b>\$11,319,697</b>	<b>\$10,960,612</b>	<b>\$22,530,309</b>	<b>\$21,801,831</b>	<b>\$23,186,940</b>

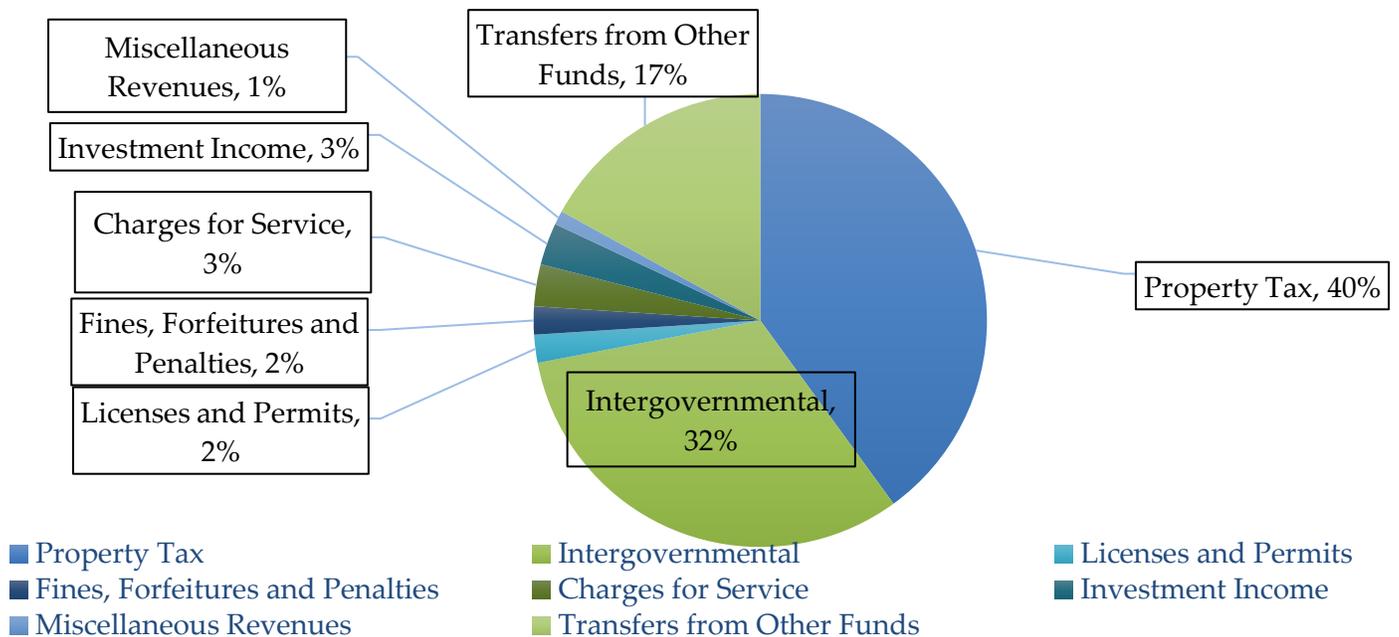
\*Includes Intergovernmental sales

Below is a graph showing the preparation of each revenue source compared to total revenue for the 2021-2022 budget and 2019-2020 budget.

### 2021-2022 Budget All Funds Breakdown



### 2019-2020 Budget All Funds Breakdown



## GENERAL

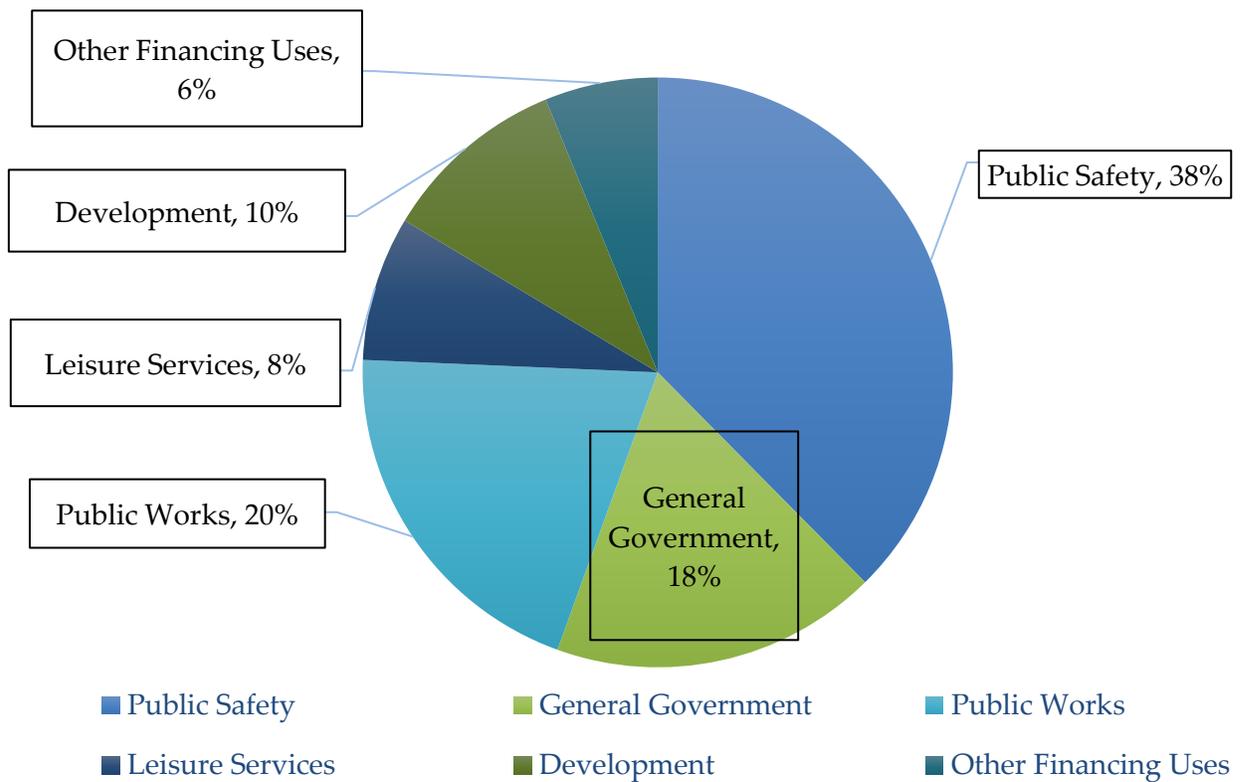
## FUND EXPENDITURES

The General Fund accounts for all financial resources except those required to be accounted for in another fund, and accounts for many of the City's tax-based activities. The General Fund is broken down into the following expenditure functions:

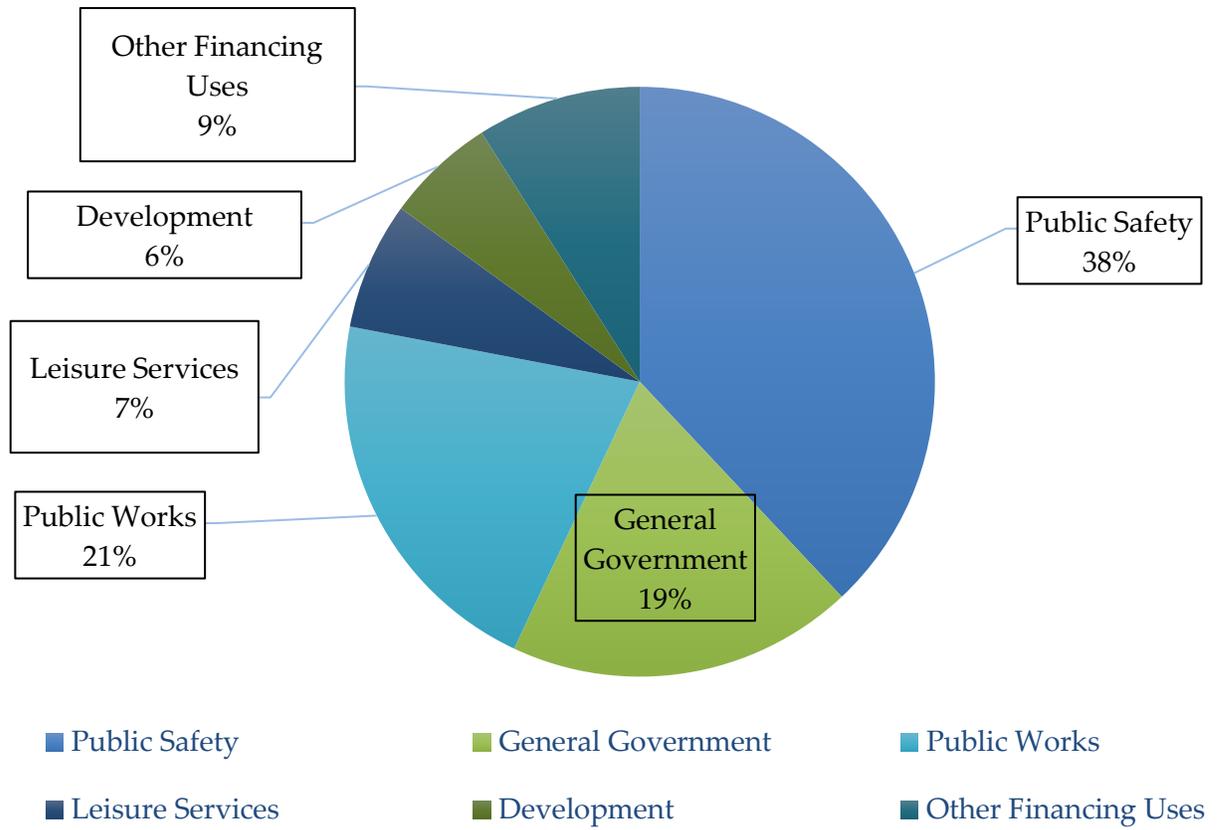
- General Government
- Public Safety
- Public Works
- Health/Human Services
- Leisure Services
- Conservation/Development
- Transfers to Other Funds

Below is a summary of the 2021-2022 and 2019-2020 General Fund Budget operating expenditures by function:

### 2021-2022 General Fund Expenditures



## 2019-2020 General Fund Expenditures



## General Government

General Government function consists of the Mayor and Council, City Administrator, City Attorney, City Clerk, Communications, Elections, Human Resources, Finance, and Municipal Court.

- **Council** includes four district Alderpersons and three Alderpersons elected at large, elected for two year overlapping terms. The **Mayor** is also elected for a two-year term. The **Council** establishes the policies, programs, and services of the City. Nineteen boards, commissions, and committees comprised of citizens report to the Mayor and Council on a variety of topics.
- **City Administration** includes the positions of City Administrator, Assistant City Administrator, Assistant to the City Administrator, and Management Assistant. Main functions are to carry out directives of the Mayor and Council, and administer day-to-day operations of the city, including personnel, public information, federal, state, and county programs, economic development, and general management.
- **City Attorney** represents the costs related to the contracted legal services of the City Attorney.
- **City Clerk** is responsible for conducting elections, maintaining minutes and the official records of the City, issuing City licenses, and providing information to the public.
- **Elections** are administered by the City Clerk who prepares for each election and maintains voter records. Election chiefs and poll workers perform Election Day duties at the polls.
- **Human Resources** include the positions of Human Resources Director, Human Resources Coordinator, and Safety Coordinator. Other employee programs such as disability insurance, employee assistance, and section 125 administration costs are also included in this department.
- **Finance** functions include annual financial reporting requirements, preparation of the annual budget and capital improvement plan, assessment roll/tax roll, accounts payable, accounts receivable, payroll, purchase orders, annual audit and debt management.
- **Municipal Court** operations provide services for municipal trials, collection of fines, citations and assessments, and completion of all required reports and deposits.

**GENERAL FUND**

**COUNCIL**

Reports to: Residents, businesses, property owners, and voters of the City of River Falls

Program Description: The City Council is the legislative branch of City government. Its primary purpose is to set policy in the operation of City government and protect the health, safety and welfare of the public. The City Council is comprised of four district alderpersons and three alderpersons elected at large, each serving two-year terms.

Product and Services: Adopt ordinances and resolutions, adopt the budget and annual tax levy, adopt policies for City operations, approve contracts for goods and services, appoint board, commission and committee members, and provide direction to the City Administrator.

Budget Highlights: Adopted budget includes \$250,000 in contingency funds, which exceeds the goal of five percent of the operating budget. The contingency was increased due to the uncertainties related to the COVID-19 pandemic. Operating expense in 2021-2022 include an additional \$82,800 for a revaluation of the City.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Personnel Services	\$43,370	\$43,359	\$86,729	\$86,718	\$86,718
Operating Expenses	137,309	130,038	267,347	209,823	318,918
Contingency Fund	-	-	-	200,000	250,000
<b>Total</b>	<b>\$180,679</b>	<b>\$173,397</b>	<b>\$354,076</b>	<b>\$496,541</b>	<b>\$655,636</b>

Percentage of respondents who:	2019	Comparison to Benchmark Jurisdictions
<i>Council</i>		
Rated the overall image of River Falls as excellent/good	85%	Similar
Rated the overall direction of River Falls as excellent/good	66%	Similar
Rated the services provided by the City as excellent/good	87%	Similar
Rated the value of services for the taxes paid to River Falls as excellent/good	54%	Similar

## GENERAL FUND

## MAYOR

Reports to: Residents, businesses, property owners, and voters of the City of River Falls.

Program Description: The Mayor is the chief executive officer of the City, and the budget includes the salary for the Mayor's position as well as incidental expenses. The Mayor presides at the City Council and Plan Commission meetings and is a non-voting member except in the case of a tie vote. The Mayor is elected for a two-year term.

Product and Services: Preside at Council and Plan Commission meetings and respond to public requests for information.

Budget Highlights: The 2021-2022 budget is relatively consistent with prior years.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Personnel Services	\$12,174	\$12,174	\$24,348	\$24,348	\$24,348
Operating Expenses	647	500	1,147	3,200	2,700
Contingency Fund	-	400	400	800	800
<b>Total</b>	<b>\$12,821</b>	<b>\$13,074</b>	<b>\$25,895</b>	<b>\$28,348</b>	<b>\$27,848</b>

**GENERAL FUND**

**ADMINISTRATOR**

Reports to: Mayor and City Council

Program Description: The City Administrator is the chief administrative officer of the City and is responsible for the day to day operations of the City. The Assistant City Administrator is responsible for assisting and facilitating the City Administrator in the day-to-day management of the City. The Management Assistant and Assistant to the City Administrator are newly reclassified positions and provide support for the Mayor and Council as well as the administration department.

Product and Services: Aids City Council regarding policies and future planning, prepare City Council agendas and minutes, publish ordinances, maintain City code book, City newsletters, labor negotiations, provide direction to other City departments. City Administrator is a member of the River Falls Economic Development Corporation and works with the both the Pierce and St. Croix Economic Development organizations to bring development to the City.

Budget Highlights: The position of Management Analyst Fellow has been reallocated to the Wastewater budget based on expected project assignments.

	2019	2020	2019-2020	2019-2020	2021-2022
Fiscal Resources	Actual	Projected	Projected	Budgeted	Budgeted
Personnel Services	\$403,884	\$413,300	\$817,184	\$920,779	\$859,444
Operating Expenses	19,287	80,000	99,287	53,125	53,050
<b>Total</b>	<b>\$423,171</b>	<b>\$493,300</b>	<b>\$916,471</b>	<b>\$973,904</b>	<b>\$912,494</b>

Personnel	2019	2020	2021	2022
		Budgeted	Budgeted	Budgeted
Full Time Equivalent Positions	4.35	4.35	3.40	3.40

Performance Measures	2019	2020	2021	2022
		Projected	Budgeted	Budgeted
Citizen Satisfaction Score- Overall Community Quality	90% Positive	-	85% Positive	-
Citizen Satisfaction Score- Would Recommend Living in River Falls to someone who asks	92% Positive	-	90% Positive	-

**GENERAL FUND**

**CITY ATTORNEY**

Reports to: City Administrator

Program Description: Program accounts for expenses related to general services of the contracted position of City Attorney. The City Attorney is appointed annually at the Council reorganization meeting each April. Attorney costs associated with specific departments or projects are allocated to those projects. Expenses for local ordinance violations and citations are also included in this budget.

Product and Services: Attend City Council meetings, attend special meetings as directed, prepare legal opinions regarding specific issues, meet with departmental staff regarding specific issues, provide general information and negotiations support for contract issues, and assist with personnel issues.

Budget Highlights: City Attorney budget includes both general legal counsel as well as prosecution expenses. The budget for 2021-2022 uses the five-year average of approximately \$55,000 per year as the basis for the estimated expenses.

Fiscal Resources	2019	2020	2019-2020	2019-2020	2021-2022
	Actual	Projected	Projected	Budgeted	Budgeted
Operating Expenses	\$50,516	\$54,300	\$104,816	\$108,600	\$108,600

**GENERAL FUND**

**CITY CLERK**

Reports to: Assistant City Administrator

Program Description: The City Clerk’s office serves as a link between the citizens and the City by providing public notice of the business and actions of the City Council and maintaining official records. The City Clerk conducts regular and special elections and maintains election records.

Product and Services: Maintain City Council agendas and minutes, publish ordinances, records administration, election administration, and licenses and permits.

Budget Highlights: City Clerk includes funding for attending Wisconsin City Clerk Association meetings and supervisory training. A portion of the City Clerk’s salary and benefits is allocated to Electric, Water, and Sewer funds due to the change in supervision responsibilities of customer service from Finance to the City Clerk.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Personnel Services	\$117,526	\$113,215	\$230,741	\$241,131	\$253,692
Operating Expenses	12,800	14,374	27,174	27,472	26,452
<b>Total</b>	<b>\$130,326</b>	<b>\$127,589</b>	<b>\$257,915</b>	<b>\$268,603</b>	<b>\$280,144</b>

Program Revenue	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2019-2020 Budgeted
Liquor & Malt Beverage License	\$18,005	\$18,000	\$36,005	\$36,000	\$36,000
Operator/Bartender License	5,780	6,390	12,170	12,000	12,000
Clerk Fees	8,503	8,503	17,006	18,000	18,000
Weights and Measures Charges	4,300	4,300	8,599	8,950	8,950
Special Assessments	14,883	500	15,383	-	-
Other License and Fees	4,910	4,950	9,860	7,000	7,000
<b>Total</b>	<b>\$56,381</b>	<b>\$42,643</b>	<b>\$99,023</b>	<b>\$81,950</b>	<b>\$81,950</b>

Personnel	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted
Full Time Equivalent Positions	1.40	1.40	1.40	1.40

Performance Measures	2019	2020 Estimated	2022 Budgeted	2022 Budgeted
Licenses Issued	280	300	250	250
Training Hours (City Clerk/Deputy Clerk)	160	160	160	160

## GENERAL FUND

## ELECTIONS

Reports to: City Clerk

Program Description: The Elections budget includes the wages and benefits for election officials, staff overtime, and costs related to annual elections. Election officials do not receive overtime pay. The budget includes 45 election officials and eight election chiefs for four City districts and 14 wards. This budget is managed by the City Clerk.

Product & Services: Administer and manage annual elections, educate and train the public and election workers, coordinate with the State voter registration system, coordinate election locations and vendors, test and maintain election equipment, coordinate ballots and reporting to Pierce and St. Croix Counties.

Budget Highlights: Two elections are anticipated in 2021 and four elections in 2022.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Personnel Services	\$6,058	\$31,300	\$37,358	\$48,000	\$47,000
Operating Expenses	17,236	45,985	63,221	37,580	38,320
<b>Total</b>	<b>\$23,294</b>	<b>\$77,285</b>	<b>\$100,579</b>	<b>\$85,580</b>	<b>\$85,320</b>

Performance Measures	2019	2020 Budgeted	2021 Budgeted	2022 Budgeted
Number of elections in the year	2	5	2	4
Election training hours - Inspectors	140	500	150	300
Election Training Hours - City Clerk/ Deputy Clerk	18	50	8	18

## GENERAL FUND

## COMMUNICATIONS

Reports to: City Administrator

Program Description: The Communications Manager is responsible for managing and coordinating all strategic communications, marketing, and branding efforts for the City of River Falls.

Product and Services: Responsible for strategic planning for internal and external City communications, updating the City's website, newsletters, and making recommendations for improved marketing.

Budget Highlights: The 2021-2022 budget includes funding for the City Newsletter, ads on Facebook, and partial funding for an intern.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Personnel Services	\$104,412	\$104,955	\$209,367	\$212,167	\$226,283
Operating Expenses	34,749	37,732	72,481	101,218	90,353
<b>Total</b>	<b>\$139,161</b>	<b>\$142,687</b>	<b>\$238,623</b>	<b>\$313,385</b>	<b>\$316,636</b>

Personnel	2019 Actual	2020 Budget	2021 Budgeted	2022 Budgeted
Full Time Equivalent Positions	1.00	1.00	1.00	1.00

## GENERAL FUND

## HUMAN RESOURCES/SAFETY

Reports to: Human Resources Director

Program Description: The Human Resources budget includes costs related to Human Resources, the position of Human Resources Director, the Human Resources Coordinator, and the Safety Coordinator Other costs found in this department include the employee assistance and wellness programs, Section 125 contracts, HR/payroll, and disability insurance. Costs are allocated to other funds based on the number of employees per department.

Product and Services: Provides ongoing programs including disability insurance, employee assistance, ERP software support, maintenance of personnel files, and the leadership development program. The Safety Coordinator will implement and monitor the City's safety plan.

Budget Highlights: The 2021-2022 Budget includes funding for a contracted full-time Safety Coordinator.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Personnel Services	\$271,987	\$276,970	\$548,958	\$735,899	\$568,849
Operating Expenses	126,372	98,042	224,415	\$128,354	\$246,020
<b>Total</b>	<b>\$398,360</b>	<b>\$375,013</b>	<b>\$773,372</b>	<b>\$864,253</b>	<b>\$814,869</b>

Personnel	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Full Time Equivalent Positions	3.20	3.20	3.20	3.00

Performance Measures	2019	2020 Projected	2021 Budgeted	2022 Budgeted
Turnover rate of employees (% of authorized FTE) *	12%	16%*	10%	10%
Workers Compensation experienced modified rate	0.71	0.74	0.77	0.71

\* Includes terminations and early retirement buyouts accepted

**GENERAL FUND**

**FINANCE**

Reports to: Finance Director

Program Description: The Finance Department is responsible for the accounting and financial reporting of all City operations and is entrusted with collecting, depositing and investing all City funds. Functions include payroll, accounts payable, accounts receivable, asset management, annual audit, budgets, and investments. Positions included in the Finance Department budget include one Senior Accountant and partial funding of three Account Clerks.

Product and Services: Accounting services, budgeting, annual audit, City investments, debt management, fixed assets, payroll and benefits administration, and accounts receivable and payable. All funds are allocated a portion of this budget for fiscal management.

Budget Highlights: The 2021-2022 budget includes funding for the annual audit and compilations of the TID financial statements.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Personnel Services	\$274,216	\$190,996	\$465,212	\$604,093	\$501,453
Operating Expenses	96,591	103,599	200,189	162,849	161,270
<b>Total</b>	<b>\$370,806</b>	<b>\$294,595</b>	<b>\$665,401</b>	<b>\$766,942</b>	<b>\$662,723</b>

Personnel	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Full Time Equivalent Positions	2.42	2.42	2.47	2.47

Performance Measures-updated	2019 Actual	2019-2020 Budgeted	2021-22 Budgeted
Moody's G.O. Bond Rating*	Aa2	Aa2	Aa2
Received GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes
Independent Audit Opinion	Unmodified	Unmodified	Unmodified

\*According to the Moody's rating schedule, Aa2 is the third-highest rating of credit worthiness.

## GENERAL FUND

## MUNICIPAL COURT

Reports to: City Clerk

Program Description: The City operates a municipal court that has jurisdiction over imposing forfeitures and fines for violations of City ordinances. The salary of the elected municipal judge is included in this budget. The court may assess fines and court costs, which are shared with the State of Wisconsin and the counties of Pierce and St. Croix.

Product and Services: Hold pre-trials and court pertaining to matters involving City code violations, collect fines and forfeitures involving the court, maintain records as to the disposition of the cases.

Budget Highlights: The 2021-2022 budget includes annual training expenses for the Municipal Clerk of Court as well as required training for municipal judge. Revenues associated with the Municipal Court are shown as program revenues. Changes include a decrease in revenues in 2021 due to the COVID-19 pandemic.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Personnel Services	\$110,415	\$111,534	\$221,949	\$229,926	\$241,159
Operating Expenses	10,825	12,987	23,812	39,091	30,661
<b>Total</b>	<b>\$121,240</b>	<b>\$117,480</b>	<b>\$245,761</b>	<b>\$269,017</b>	<b>\$271,820</b>

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Court Penalties/ Forfeitures	\$54,979	\$29,905	\$84,884	\$140,000	\$120,000
Court Costs	29,555	15,235	44,790	60,000	60,000
<b>Total</b>	<b>\$84,534</b>	<b>\$45,140</b>	<b>\$129,674</b>	<b>\$200,000</b>	<b>\$180,000</b>

	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Full Time Equivalent Positions	1.20	1.20	1.20	1.20

Performance Measures	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted
Total cases processed	961	700	1000	1000
Fine Revenue Retained by City	\$54,979	\$70,000	\$70,000	\$70,000
Court Cost Revenue	\$29,555	\$15,235	\$30,000	\$30,000

## Public Safety

Public Safety function consists of the departments of Police, Fire, Police Reserve, and Emergency Government.

- **Police Department and Police Reserve** are responsible for the enforcement of state and municipal laws in River Falls. Services provided by the department include routine patrol, crime investigations, crime prevention, traffic enforcement and accident investigations, parking enforcement, vehicle registration, and education programs for the youth and community. The City employs part time reserve officers to supplement the sworn officers with community events.
- **Fire Department** provides fire suppression, hazardous materials handling, and rescue services to properties within the City limits and within the fire service area. The fire department has a fire safety house, which they use as part of their education services.
- **Emergency Government** department accounts for the ongoing training costs of an Emergency Government Director (Police Chief), and repairs to the City's emergency warning system and mass notification system.

**GENERAL FUND**

**POLICE/POLICE RESERVES**

Reports to: Police Chief

Program Description: The Police department includes 25 sworn officers including the Chief of Police, and three civilian staff. In addition to the administrative functions, the department has a patrol division and an investigative services division. The Police Department serves the City of River Falls and the surrounding area through mutual aid with dispatch services provided by Pierce County. This budget also includes the costs of the Police Reserves, which is authorized as a volunteer unit that assists the department with regular emergency and community service functions.

Product and Services: The Police Department provides 24-hour police coverage to the City of River Falls and is responsible for criminal investigations, crime prevention, and school liaison activities.

Budget Highlights: The budget includes the reduction of .5 Full time equivalent or FTE. The budget also includes 50 percent funding for two School Resource Officers. The revenue related to the School Resource Officers has be increased due to planned salary and benefit increases. The budget also includes increased funding for the newly constructed police building and increased training funds for police. This increased funding is despite cuts to the training budget of non-public safety departments.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Personnel Services	\$2,839,348	\$2,857,022	\$5,696,370	\$6,049,525	\$6,262,482
Operating Expenses	316,534	279,309	595,842	690,301	856,103
<b>Total</b>	<b>\$3,155,882</b>	<b>\$3,136,330</b>	<b>\$6,292,212</b>	<b>\$6,739,826</b>	<b>\$7,118,585</b>

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
School District Contracts	\$106,984	\$121,114	\$228,099	\$200,000	\$250,000
Parking Violations	96,151	51,599	147,750	210,000	195,000
Police Depart. Fees	8,893	5,090	13,983	20,000	20,000
Police Towing Charges	8,225	3,933	12,158	20,000	16,000
Miscellaneous Revenue	23,894	21,795	45,689	-	-
<b>Total</b>	<b>\$244,148</b>	<b>\$203,531</b>	<b>\$447,679</b>	<b>\$450,000</b>	<b>\$481,000</b>

Personnel	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Full Time Equivalent Positions - Sworn	25.00	25.50	25.00	25.00
Full Time Equivalent Positions - Civilian	3.00	3.00	3.00	3.00

Performance Measures	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted
Clearance Rate – Non-violent Crimes	50%	36%	36%	36%
Clearance Rate - Violent Crimes*	24%	19%	19%	19%

*\*Violent crimes are classified as murder and non-negligent manslaughter, rape, robbery, aggravated assault, and simple assault*

**GENERAL FUND**

**FIRE**

Reports to: Fire Chief

Program Description: The Fire Department is managed by a full time Fire Chief and staffed by approximately 50 paid on call personnel and serves the City of River Falls as well as the surrounding towns by contract. In addition to traditional emergency fire response, the department also responds to vehicle accidents and hazardous material spills. There are approximately 300 fire calls per year. The budget includes the salary and benefits for the Fire Chief position, and operating costs for the department. A sinking fund was established in 2017 to fund the purchase of replacement SCBA equipment. The equipment will be purchased in 2024.

Product and Services: Responds to fire and accident events and strives to minimize civilian casualties, property loss to fire, or other life/property threatening events, provides coordinated fire service training programs, pursues public fire and burn safety education, provides a system of fire investigation, provides administrative support to effectively and efficiently manage departmental operations including budgets, purchasing, personnel management, and record keeping.

Budget Highlights: The Fire Department budget was allocated between administration, fire suppression, fire education and inspections. The 2021-2022 budget includes repayment of debt for the fire truck purchase in 2020 and no reduction in funding for training for fire fighters. The budget also includes the reductions on 1.0 FTE which is the elimination of the open Assistant Fire Chief position and the elimination of the grant funding that paid for the position.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Personnel Services	\$397,315	\$332,550	\$729,865	\$963,189	\$774,439
Operating Expenses	184,202	138,798	323,000	484,032	502,612
Debt Service	69,068	67,382	136,450	136,450	204,998
Sinking Fund	-	-	-	65,000	65,000
<b>Total</b>	<b>\$650,585</b>	<b>\$538,730</b>	<b>\$1,189,315</b>	<b>\$1,648,671</b>	<b>\$1,547,049</b>

GENERAL FUND

FIRE

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Fire Insurance State	\$45,725	\$45,355	\$91,080	\$80,000	\$80,000
Miscellaneous Revenue	5,104	4,965	10,069	149,280	-
Fire Department Fees	14,951	11,427	26,378	30,000	\$30,000
Donations	610	10,505	11,115	-	-
Fire Inspection Fees	1,680	-	1,680	2,000	3,000
<b>Total</b>	<b>\$68,069</b>	<b>\$72,253</b>	<b>\$140,322</b>	<b>\$261,280</b>	<b>\$113,000</b>

Personnel*	2019	2020 Budgeted	2021 Budgeted	2022 Budgeted
Full Time Equivalent Positions	2.00	2.00	1.00	1.00

\*Personnel excludes volunteer Fire Fighters

Performance Measures	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Commercial Fire Inspections	802	200	600	700
Commercial Re- Inspections	5%	5%	5%	5%
Number of Officers with Mutual Aid Box Alarm System Training	15	15	20	25
Percent of Firefighters with Hazardous Materials Technician Level Certification*	80%*	100%	100%*	100%
Percent of Firefighter-2 Certification*	80%*	100%	100%*	100%
Percent of Firefighters with Emergency Vehicle Driving and Pump Operations	80%*	80%	100%*	100%
Fire Education Prevention/Tours	37	5	30	40

\*Does not include first year firefighters who are going through the training and certification process

**GENERAL FUND**

**EMERGENCY GOVERNMENT**

Reports to: City Administrator

Program Description: The Police Department manages the Emergency Government budget and the Police Chief serves as Emergency Management Director. The Emergency Government budget includes:

- Training regarding emergency management issues
- Costs associated with table-top or practical exercises
- Supplies and general operating costs for maintenance of the outdoor weather siren network.

Product and Services: Update the emergency management plan, provide planning assistance for other area entities, and coordinate with other emergency departments and community entities for disaster planning.

Budget Highlights: Budget includes maintenance of the City’s weather warning sirens.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Operating Expenses	\$9,768	\$9,000	\$18,768	\$25,280	\$25,920

Performance Measures	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted
Number of weather sirens maintained	8	8	8	8
Number of weather siren tests	7	7	7	7
Percentage of sirens responsive during scheduled tests	95%	95%	95%	95%

## Public Works

The Public Works function consists of the departments of Engineering, Bridges, Garage, Snow Removal, Streets, and Street Lighting/Traffic.

- **Engineering and Bridges** includes the functions of planning and overseeing infrastructure projects such as street overlays and reconstruction, contract monitoring, engineering studies and services, storm water management and other public works related projects. Bridge inspection and maintenance costs are included in this budget.
- **Garage** includes the mechanics function as well as costs related to the public works facility.
- **Snow Removal** accounts for overtime costs of public works personnel and for the snow and ice removal costs including sand and salt.
- **Streets** functions include maintenance of City streets, curb and gutter, mill/overlay projects, and maintenance of public sidewalks.
- **Street Lighting/Traffic** accounts for expenses related to specific street light expenses and traffic signals repair. The cost of new and replacement street signs is also included in this budget.

**GENERAL FUND**

**ENGINEERING/BRIDGES**

Reports to: City Engineer

Program Description: The Engineering Department is responsible for the investigation, design, and construction management of streets, storm sewer, roadways, traffic lights and bridges within the City. Engineering oversees the City’s GIS system, which contains all the City’s base maps, improvements and property attributes. The department also serves as the custodian of all plans, drawings, project records and official City maps.

Product and Services: Review site plans for subdivisions and development, coordinate streets, traffic signals, bridges, and storm water improvements, manage GIS system, administer City projects, coordinate with contractors, keep public informed regarding municipal projects, answer questions and concerns from the public.

Budget Highlights: The budget for 2021-2022 does not anticipate significant changes other than allocation changes to other funds based on expected project assignments.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Personnel Services	\$252,317	\$240,208	\$492,525	\$435,026	\$404,110
Operating Expenses	52,890	51,975	104,865	151,608	153,630
<b>Total</b>	<b>\$305,206</b>	<b>\$292,183</b>	<b>\$597,389</b>	<b>\$586,634</b>	<b>\$557,740</b>

Program Revenues	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Right of Way (ROW) Inspections	\$3,900	\$2,253	\$6,153	\$6,000	\$6,000

Personnel	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Full Time Equivalent Positions	1.90	1.90	1.50	1.50

Performance Measures	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Number of ROW permits issued	37	27	23	23

## GENERAL FUND

## GARAGE

Reports to: Assistant City Administrator

Program Description: The Garage function includes the shared cost of maintenance of the public works facility and repair and maintenance operations. The budget includes 20 percent of the cost of the Operations Director position, Mechanic Lead, and two Mechanic positions. The public works facility is shared with the water, sewer and electric utility departments.

Product and Services: Supervise public works facility maintenance and improvements, repair of fleet vehicles and equipment, and supervise oil recycling program.

Budget Highlights: Intergovernmental sales include mechanical work done for other revenue generating departments. All expenses are allocated based on work done by the garage. Increase in personnel services is due to additional allocation of the Operations Director position based on projected projects.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Personnel Services	\$256,530	\$268,717	\$525,247	\$529,897	\$589,098
Operating Expenses	65,767	60,053	125,820	196,031	191,174
<b>Total</b>	<b>\$400,293</b>	<b>\$328,770</b>	<b>\$729,063</b>	<b>\$725,928</b>	<b>\$780,272</b>

Program Revenue	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Interdepartmental Sales	\$20,498	\$25,000	\$45,498	\$50,000	\$50,000

Personnel	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Full Time Equivalent Positions	3.20	3.20	3.30	3.30

Performance Measures	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Average age of City Fleet in years (including motor pool)	8.5	8.5	8.5	8.5
Percent of equipment maintenance performed on schedule	96%	95%	85%	85%

\*Based on 2020 Operations estimates.

**GENERAL FUND**

**SNOW REMOVAL**

Reports to: Assistant City Administrator

Program Description: The Snow Removal budget includes public works overtime for snow removal and costs associated with chemicals, equipment repairs and snow related notices. Snow removal overtime will include personnel from several City departments as needed. Snow removal budget includes contracted services for shoveling sidewalks and downtown areas, and plowing parking lots. Time plowing snow during regular work hours is included in the regular departmental budget.

Product and Services: Maintain streets free of snow and ice, using City trucks and/or contracted services, as necessary.

Budget Highlights: Operating costs are based on a 10-year average to mitigate the effects of a particularly mild or harsh winter. The 2021 budget includes debt service payments for the purchase of the 2016 snow blower.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Personnel Services	\$82,418	\$28,530	\$110,948	\$30,272	\$60,000
Operating Expenses	205,863	136,804	342,667	349,320	345,520
Debt Service	30,035	30,037	60,072	60,073	30,036
<b>Total</b>	<b>\$318,317</b>	<b>\$195,371</b>	<b>\$402,543</b>	<b>\$439,665</b>	<b>\$435,556</b>

Performance Measures*	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted
Tons of Salt Used per Mile	4.92	0.15	0.14	4.5
Gallons of Salt Brine Used per Mile	238.6	29.6	32	35
Average Response Time for Snow Plow Operations (minutes)	30	30	30	30
Gallons of Beet heat Used per Mile	1.1	1.3	2.5	2.5
Tons of Treated Salt Used per Mile	2	0.12	2.5	2.5

*\*Note: Harshness of winter dramatically affects the total amount of materials used. 2020-2022 represent department estimates*

**GENERAL FUND**

**STREETS**

Reports to: Public Works Lead

Program Description: The Street Department is responsible for the maintenance of all streets, including striping, street repairs, street sweeping, and sealcoating. The Street Department includes four Public Works positions, 20 percent of the salary and benefits of the Operations Director, and 15 percent of the City Engineer position.

Product and Services: Maintain streets, including street sweeping, annual maintenance, and improvements such as mill and overlay, sealcoating and crack sealing, and road striping.

Budget Highlights: State Grants of \$160,000 in 2021 and \$240,000 in 2022 for the reconstruction of South Wasson Lane. Total street maintenance \$1,551,549 is included in the 2021-2022 budget offset by \$400,000 in WI DOT grants included in revenue. Also included is a decrease in the FTE count from 4.35 to 3.60.

	2019	2020	2019-2020	2019-2020	2021-2022
Fiscal Resources	Actual	Projected	Projected	Budgeted	Budgeted
Personnel Services	\$251,356	\$247,850	\$499,206	\$669,542	\$578,706
Operating Expenses	174,572	196,043	370,615	398,641	401,572
Street Maintenance	401,569	295,360	696,929	1,030,461	1,551,549
Debt Service	70,549	138,433	208,982	138,473	325,495
<b>Total</b>	<b>\$898,046</b>	<b>\$877,686</b>	<b>\$1,775,732</b>	<b>\$2,237,117</b>	<b>\$2,857,322</b>

Program Revenue	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Revenues	\$6,487	\$7,000	\$13,487	\$20,000	\$14,000
Grant Revenue	-	-	-	-	\$400,000
<b>Total</b>	<b>\$6,487</b>	<b>\$7,000</b>	<b>\$13,487</b>	<b>\$20,000</b>	<b>\$414,000</b>

Personnel	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Full Time Equivalent Positions	4.35	4.35	3.60	3.60

Performance Measures	2019	2020 Projected	2021 Projected	2022 Projected
Mill & Overlay - % of streets completed (Goal: 2.9% per year AVG over 5 years)	1.1%	0.0%	1.5%	2.9%
Crack Sealing- % of streets completed (AVG over 5 years)	7.9%	0.0%	4.1%	7.1%
Seal Coat - % of streets completed (AVG over 5 years)	4.2%	5.3%	3.1%	7.1%

## GENERAL FUND

## STREET LIGHTING/TRAFFIC

Reports to: Public Works Lead

Program Description: This department includes the utility costs of street lighting, traffic signal maintenance, street signs and marking of City streets.

Product and Services: Budget includes maintenance costs for traffic signals, purchase of paint for street striping, and purchase of street sign materials. Much of the expense is related to street light utility costs, factoring approximately 85 percent of the total operating costs.

Budget Highlights: \$419,046 in utilities funding to fund the electricity for streetlights throughout the City. There is no implementation of a street light utility fee in the current budget.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Operating Expenses	\$259,466	\$235,439	\$494,905	\$448,546	\$533,546

Performance Measures	2019 Actual	2020 Estimated	2021 Budgeted	2020 Budgeted
Traffic Signals Operated and Maintained	9	9	9	9
Regulatory, Warning, and Street Name Signs Maintained	2,326	2,326	2,326	2,326
Signs Formally Inspected	775	775	775	775

## GENERAL FUND

## ANIMAL CONTROL

Reports to: Police Chief

Program Description: The animal control function is responsible for the apprehension and confinement of animals and collection of any forfeiture. The duties of animal warden are currently performed by the Police Department.

Product and Services: Animal control performs enforcement of Chapter 6 of the municipal code regarding animals, issuing citations for violations, impounding animals if necessary, transporting animals to the approved shelter. The City contracts with Goodhue County for animal shelter services.

Budget Highlights: The River Falls Dog Park opened in late 2018 with permit revenue for non-residents for use of the park is included in this department.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgets	2021-2022 Budgeted
Operating Expenses	\$3,281	\$3,775	\$7,056	\$6,515	\$6,515

Program Revenue	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Dog Park Permits	\$3,098	\$5,500	\$8,598	\$8,000	\$8,000
Donations	600	500	1,100	1,750	-
<b>Total</b>	<b>\$3,698</b>	<b>\$6,000</b>	<b>\$9,698</b>	<b>\$9,750</b>	<b>\$8,000</b>

## Leisure Services

Leisure Services consists of Recreation, Swimming Pool, and Parks Departments.

- **Recreation Department** functions to provide the public with recreation opportunities within the City. This includes lessons for school age children such as swimming, baseball, basketball, dance, and many more. They offer leagues in baseball, softball, basketball, and volleyball for all ages. The Recreation Department works closely with the River Falls School District to coordinate scheduling of School District space for recreation activities.
- **The Swimming Pool** is located in Glen Park. The pool has been well-maintained, and during the summer months is used weekdays for swimming lessons in the morning and open swimming in the afternoon and evenings. There is also an adult lap time. The pool is staffed with certified lifeguards that are funded through this department. In 2020, Glen Park added a splash pad which is accounted for in the pool fund.
- **Parks Department** provides the public with clean, well-maintained areas for social and family events, recreation, and community events. Major parks include Hoffman, Glen, Spring Creek and DeSanctis parks, as well as many smaller neighborhood parks. In 2014, cemetery expenses were added to the Parks Department. The City provides motor fuels, lawn mower repair, and other supplies for the maintenance of Greenwood Cemetery.

## GENERAL FUND

## RECREATION

Reports to: Assistant City Administrator

Program Description: Recreation is responsible for planning, directing and supervising recreation opportunities within the City. The department oversees the scheduling of park facilities, such as ball fields and shelters. The Recreation Department is staffed by the Recreation Manager, a seasonal Recreation Assistant, and seasonal program workers. These positions are included as contracted employees in the 2021-2022 budget.

Product and Services: Plan seasonal recreation programs for the City, develop program rates, hire seasonal workers for recreation programs, schedule fields for events, schedule park shelter areas with the public.

Budget Highlights: Due to COVID-19 pandemic, 2020 had decreased income due to a smaller number of recreation programs. The 2021-2022 budget has been adjusted back to pre-COVID levels.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Personnel Services	\$114,300	\$106,043	\$220,343	\$169,414	\$219,805
Operating Expenses	28,140	19,400	47,540	\$109,915	89,415
<b>Total</b>	<b>\$142,440</b>	<b>\$125,443</b>	<b>\$267,883</b>	<b>\$279,329</b>	<b>\$309,220</b>

Program Revenue	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Recreation Programs	\$76,585	\$26,690	\$154,342	\$145,000	\$135,000
Donations	-	-	-	12,250	-
<b>Total</b>	<b>\$76,585</b>	<b>\$26,690</b>	<b>\$154,342</b>	<b>\$200,000</b>	<b>\$135,000</b>

Personnel	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Full Time Equivalent Positions	1.50	1.50	1.50	1.50

Performance Measures	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Percentage of recreational programs meeting minimum enrollment	98%	26%	98%	98%
Number of youth participants	3,529	932	3,700	3,700

**GENERAL FUND**

**SWIMMING POOL**

Reports to: Recreation Manager

Program Description: The Glen Park swimming pool was built in 1937 and is listed on the Wisconsin National Register of Historic Places. The swimming pool budget includes the wages for 20 percent of Public Works Maintenance worker, seasonal lifeguards, and operating costs of the swimming pool and a splash pad that was constructed in 2020.

Product and Services: Set annual schedule for the swimming pool season, coordinate the facility for swimming lessons and open swimming for the public, and coordinate repair work on the pool and adjacent facilities.

Budget Highlights: Glen Park has been updated with new facilities, a new pavilion and new paths. Due to construction, the pool was closed for the 2019 summer season. Due to COVID-19, the pool was only open for lessons in 2020. The pool was updated with a new liner and filter in 2019. 2021-2022 revenue includes swimming lessons previously recorded in the Recreation Department. Program expenses include the operation of the splashpad.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Personnel Services	\$24,422	\$30,002	\$54,424	\$67,896	\$40,230
Operating Expenses	11,309	32,000	43,309	130,940	206,598
<b>Total</b>	<b>\$35,732</b>	<b>\$62,002</b>	<b>\$97,734</b>	<b>\$198,836</b>	<b>\$246,828</b>

Program Revenue	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Swimming Pool Fees	-	\$15,376	20,000	\$45,000	\$90,000

Personnel	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Full Time Equivalent Positions	1.20	1.20	0.32	0.32

Performance Measures	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Percentage of personnel and operating costs recovered by pool fees and revenue	0%	73%	40%	40%
Swim pass users as a percentage of daily attendance	0%	0%	40%	40%

## GENERAL FUND

## PARKS/CEMETERY

Reports to: Parks Lead

Program Description: The Parks Department includes the maintenance of all City parks and trail systems. The City has a total of 243 acres of active City parks. The department is staffed by 3.80 FTE public maintenance workers and supplemented with contracted seasonal workers. The department is also responsible for field maintenance and maintenance of the park buildings. In 2014, cemetery expenses were added to the Parks Department. The cemetery is owned and operated by the Greenwood Cemetery Association with assistance from the City.

Product and Services: Maintain park facilities, picnic shelters, ball fields for public use, parts, labor, and maintenance of lawn equipment for the Greenwood Cemetery Association, as needed.

Budget Highlights: The 2021-2022 budgets include \$15,000 in annual funding for the Greenwood Cemetery. Also included in the budget is \$20,000 in tree pruning in city parks and \$16,000 in park building repairs. The position of forester has been decreased from a 1.0 FTE to a 0.5 FTE.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Personnel Services	\$390,234	\$322,463	\$712,697	\$683,327	\$796,212
Operating Expenses	193,764	136,039	329,803	375,525	454,707
Cemetery Maintenance	16,767	15,770	32,537	30,000	30,000
Debt Service	-	21,104	21,104	-	\$26,945
<b>Total</b>	<b>\$600,765</b>	<b>\$496,637</b>	<b>\$1,097,402</b>	<b>\$1,088,852</b>	<b>\$1,307,864</b>

Program Revenue	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Park Fees	\$38,054	\$30,000	\$68,054	\$73,700	\$121,000
Donations	2,200	2,300	4,500	-	-
<b>Total</b>	<b>\$40,254</b>	<b>\$32,300</b>	<b>\$72,554</b>	<b>\$73,700</b>	<b>\$121,000</b>

Personnel	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Full Time Equivalent Positions	3.80	4.80	4.30	4.30

GENERAL FUND

PARKS

Performance Measures	2019	2020 Estimated	2021 Budgeted	2020 Budgeted
Acres of developed park land	201	202	202	202
Acres of Conservation Land	441	470	470	470
Acres of open space (conservation land and developed parks) per 1,000 residents*	38.2	43.9	43.9	43.9
Miles of Bike, Walking, and Hiking Trails**	18.47	35	35	35

\* National Parks Board standard is 10 acres of open space per 1,000 residents

\*\* 1.75 miles of bike lane and 16.8 miles of paved/off road/bike trail

## Conservation / Development

Conservation and Development includes Forestry, and Community Development and Economic Development Departments.

- **Forestry** functions to provide the City with well-maintained boulevard trees, which includes inspection and tagging of dead and diseased trees, replacement and new plantings. The City of River Falls has received Tree City USA recognition since 1993, given by the National Arbor Day Foundation.
- **Community Development** administers the City's planning, zoning, and subdivision ordinances, and coordinates the review of developments. The building inspector oversees and inspects new construction, remodeling, and housing related issues.
- **Economic Development** develops and administers the economic development programs for the City with the purpose of business retention, expansion and attraction.

## GENERAL FUND

## FORESTRY

Reports to: City Forester

Program Description: The Forestry department is responsible for streetscape and landscape design, and installation and maintenance of all trees within City parks and rights-of-way. The department is also in charge of diseased tree abatement and trimming of trees encroaching on City right-of-way. The department is supervised by the City Forester.

Product & Services: Mark and supervise the tree removal contract, select and order new or replacement trees for parks and boulevards, respond to citizen questions regarding diseased trees, assist with tree trimming projects, maintain status as Tree City USA.

Budget Highlights: Budget includes funding for tree trimming and funding to combat Emerald Ash Borer in the City.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Operating Expenses	\$79,461	\$93,526	\$172,987	\$137,110	\$147,710
<b>Total</b>	<b>\$79,461</b>	<b>\$67,600</b>	<b>\$147,061</b>	<b>\$137,110</b>	<b>\$147,710</b>

## GENERAL FUND

## COMMUNITY DEVELOPMENT /INSPECTIONS

Reports to: Community Development Director

Program Description: Community Development is responsible for developing and implementing the overall Master Plan of the City, enforcement of the zoning ordinance, subdivision ordinance and extraterritorial zoning. This department also includes the building inspection and housing functions. The department is staffed with the Development Services Director, Senior Planner, Planner, Building Inspector/Code Enforcement Officer, Community Development Assistant, and an intern position.

Product and Services: Comprehensive plan, land division regulations and zoning administration, building and housing inspection services, code enforcement, liaison to Plan Commission, Historic Preservation Commission, and Downtown Design Committee.

Budget Highlights: The 2021-2022 budget includes one additional FTE. This additional position is designated to foster further economic growth in the community and expected to allow the City to review and update its comprehensive plan over the next two years

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Personnel Services	\$553,792	\$479,740	\$1,033,532	\$949,484	\$1,275,562
Operating Expenses	88,266	48,150	136,416	221,990	229,144
<b>Total</b>	<b>\$642,058</b>	<b>\$527,890</b>	<b>\$1,169,948</b>	<b>\$1,171,474</b>	<b>\$1,504,706</b>

Program Revenue	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Housing Inspection License	\$120	\$300	\$420	\$1,000	\$1,000
Housing Citations	400	100	500	1,000	1,000
Building Permits	297,576	300,000	597,576	260,000	360,000
Plumbing Inspection	5,668	5,668	11,336	4,000	4,500
Inspectors Red Seal	2,508	2,607	5,115	3,400	3,400
Sign Permits	2,057	624	2,681	-	4,000
Zoning Administration Fee	53,110	19,700	72,810	34,000	34,000
Fence Permit Fee	1,560	2,040	3,600	3,000	3,000
Miscellaneous Revenue	20,000	-	20,000	-	-
Plat Review Fee	10,000	30,700	40,700	20,000	20,000
<b>Total</b>	<b>\$392,998</b>	<b>\$361,739</b>	<b>\$754,738</b>	<b>\$326,400</b>	<b>\$430,900</b>

**GENERAL FUND**

**COMMUNITY DEVELOPMENT/INSPECTIONS**

Personnel	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Full Time Equivalent Positions	5.00	5.00	6.00	6.00

Building Permits Issued	Number of Permits	Number of Units	Value of Project	Building Permit Fees Collected
Single Family new	76	76	\$16,594,095	\$114,654
Residential add/alt	\$150	\$150	1,870,857	25,718
Multifamily new	6	110	11,001,182	41,766
Commercial new	\$0	\$0	\$0	\$0
Commercial add/alt	19	30	5,719,422	26,682
Moving/Razing	\$2	\$2	\$2,000	\$270
Accessory structures	7	7	45,720	\$608
<b>TOTAL</b>	260	375	\$35,233,276	\$209,698

## GENERAL FUND

## ECONOMIC DEVELOPMENT

Reports to: Community Development Director

Program Description: The primary function is to build on River Falls reputation for proactive, attentive, and effective economic development.

Product & Services: Developing and implementing economic development programs for the City with the purpose of business retention, expansion and attraction.

Budget Highlights: The budget includes an Economic Development Manager position for 2021-2022 with an estimated 50 percent funding from the Electric Fund which is different compared to the budgeted transfer in prior years. This change has led to the decrease in 0.5 FTE in the 2021-2022 budget.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Personnel Services	\$84,908	\$104,939	\$189,847	\$209,548	\$115,460
Operating Expenses	29,584	49,422	79,006	92,300	73,350
<b>Total</b>	<b>\$114,492</b>	<b>\$154,361</b>	<b>\$268,853</b>	<b>\$301,848</b>	<b>\$188,810</b>

Personnel	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Full Time Equivalent Positions	1.00	1.00	0.50	0.50

## OTHER FINANCING USES

The General Fund makes annual operating transfers to other funds for various reasons. The following transfers are included in the 2021-2022 budgets:

- **Transfer to Taxi Fund**, the grant program for the shared ride taxi service requires a local match. The actual amount of the match will vary depending on available Federal and State funding and actual expenses.
- **Transfer to City Hall Fund**, the costs of operating the City Hall building and a prorated share of the debt service requirements is allocated out to the benefitting departments. The allocation for those departments within the General fund is paid with a transfer to the City Hall fund.
- **Transfer to Motor Pool Fund**, the annual budget includes a transfer to the Motor Pool internal service fund to reflect the costs allocated for motor pool operations.
- **Transfer to Technology Fund**, the technology fund was created as an internal service fund to account for hardware and software needs of the City. Allocations are based on number of users and equipment.
- **Transfer to Facility Maintenance Fund**, this fund includes budgeted positions of Facilities Superintendent, Lead Facilities Maintenance worker and a Facilities Maintenance worker. Allocations to departments and funds are based on the square footage of City buildings.
- **Advances to Other Funds**, is in place to allow for property tax levy for tax increment funds, with planned repayment in the future.
- **Reserves**, funds budgeted to replenish General Fund balances to maintain goal of 50 percent of annual operating expenses.

## GENERAL FUND

## OTHER FINANCING USES

Program Description: Certain programs require transfers from the General Fund on an annual basis. This program allocates the budget for the transfers and other financing uses.

Product and Services: Annual transfers as needed to various funds.

Budget Highlights: Transfer to the Taxi Fund is for the City's local share of the Shared-Ride taxi program, other transfers reflect allocated costs. A rate review is planned for 2021-2022.

Fiscal Resources	2019	2020	2019-2020	2019-2020	2021-2022
	Actual	Projected	Projected	Budgeted	Budgeted
Transfer to Taxi Fund	\$17,175	\$19,568	\$36,743	\$36,743	\$36,743
Transfer to Library Fund	50	-	50	-	-
Transfer to Revolving Loan Fund	-	150,000	150,000	-	-
Transfer to TID #9	64,866	64,106	128,972	128,972	104,835
Transfer to TID #10	92,157	-	92,157	-	-
Transfer to 350 Pub Safety bld	50	-	50	-	-
Transfer to 360 Radio Road	140	-	140	-	-
Transfer to 370 Mann Valley	3,933	-	3,933	-	-
Transfer to 380 Glen Park	17,874	-	17,874	-	-
Transfer to Capital Equipment	627,000	450,000	1,077,000	-	-
Transfer to City Hall	272,367	291,075	563,442	413,442	271,649
Transfer to Motor Pool	18,027	18,566	36,593	36,593	36,593
Transfer to Technology	359,535	430,296	789,831	639,831	739,422
Transfer to Facilities	118,244	121,239	239,483	239,483	256,465
<b>Total</b>	<b>\$1,591,418</b>	<b>\$1,544,850</b>	<b>\$2,236,268</b>	<b>\$1,495,064</b>	<b>\$1,445,707</b>

# SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than major capital projects or expendable trusts) that are legally restricted to expenditures for specified purposes. The City plans to use the following Special Revenue Funds in the 2021-2022 budget.

- **Taxi** accounts for revenues and expenditures related to the grant funded operation of the shared-ride taxi service.
- **Environmental Fee** records revenues from the environmental fee charge to customers and expenditures related to landfill monitoring and testing.
- **Solid Waste** includes revenue for the local refuse and solid waste operations, including the compost site and spring and fall cleanup.
- **Revolving/Recovery Loan** fund accounts for repayment of loans made to qualified businesses in the City's business improvement district and businesses effected by the COVID-19 health emergency. The repaid funds will be made available for future loans.
- **Business Development and Tourism** accounts for the collection of room tax revenue, as well as receives allocations from other funds toward economic development expenses.
- **Library Trust Fund** records the donations made directly to the library and held under the direction of the Library Board.
- **Housing Reserve** fund records the repayment of the 1988 HUD loan to the River Glen Housing complex, which is being repaid to the City over of a 20-year period at no interest and repayment of a loan to the St. Croix Habitat for Humanity for the Eco Village project.
- **Park Impact Fee** fund accounts for revenues and expenditures directly related to the collection of park impact fees.
- **Parkland Acquisition** records cash donations from new subdivision development.
- **Library Impact Fee** fund accounts for revenues and expenditures directly related to the collection of library impact fees.
- **Fire Impact Fee** fund accounts for revenues and expenditures directly related to the collection of fire impact fees.

In 2020, two new tax increment districts were added - #15 at 1300 South Main Street and #16 near Ryan DeSanctis Park.

- **Tax Increment #5** accounts for tax increment revenues from the district and debt service costs associated with the acquisition and improvements to the park. All costs will be repaid through future tax increment revenues. In 2019, the TID was extended through 2024.
- **Tax Increment # 6** accounts for tax increment revenues and expenditures from the district created at South Main Street and Cascade Avenue.
- **Tax Increment # 7** accounts for tax increment revenues and expenditures from the district created along Clark Street between Maple Street and Division Street.
- **Tax Increment # 8** accounts for tax increment revenues and expenditures from the district created at South of Lake George along Winter Street and Cascade Avenue.
- **Tax Increment # 9** accounts for tax increment revenues and expenditures for the district created east of Lake George along South Main Street, Cascade Avenue and South Walnut Street.
- **Tax Increment # 10** was created in 2014 and accounts for tax increment revenues and expenditures for the district created within the Sterling Ponds Corporate Park.
- **Tax Increment # 11** was created in 2015 to include approximately seven-acre parcels on Summit and Mound View Streets.
- **Tax Increment # 12** was created in 2016 for the City owned property in Mann Valley.
- **Tax Increment # 13** was created in 2018 for the corporate park located near Paulson Road on the west side of Highway 35.
- **Tax Increment # 14** was created in 2018 and is a partial overlay district in TID #7. This new district is smaller in size and has two housing development projects expected to be completed in 2021.
- **Tax Increment # 15** was created in 2020 to include the area around 1300 South Main Street.
- **Tax Increment # 16** was created in 2020 to include the areas north of Division Street for the development of a multi-family living development.

## SPECIAL REVENUE

## TAXI FUND

Program Description: The City applies for grant funding each year to operate the shared-ride taxi program in the City. The management of the service is contracted, and the fares are subsidized with federal, state, county and local dollars. Annual ridership is approximately 30,000 trips, and the service currently operates within the City and up to five miles outside of the City limits.

Product and Services: Contract administration for the operation of the taxi service, annual grant preparation for operating costs, occasional grant preparation for replacement vehicles, planning for future community transportation needs and funding sources, public input regarding quality and satisfaction of the service.

Budget Highlights: 2021-2020 budget includes hours for the Safe Ride Home program implemented in partnership with UWRF. A rate review is planned for 2021/2022.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Grant Revenues	\$208,862	\$264,715	\$473,577	\$438,098	\$437,866
Transfer from General fund (local share)	17,175	19,568	36,743	36,743	36,743
Other Revenues	3,823	9,000	12,823	4,000	4,000
Fund Balance Applied	-	-	-	14,800	-
<b>Total Revenues</b>	<b>\$229,860</b>	<b>\$293,284</b>	<b>\$523,143</b>	<b>\$493,641</b>	<b>\$478,609</b>
Operating Expenses	206,355	216,381	422,736	414,388	423,256
Capital Assets	40,134	40,010	80,144	74,000	38,000
Transfer to Other Funds	2,595	2,658	5,253	5,253	17,353
<b>Total Expenditures</b>	<b>\$249,084</b>	<b>\$259,049</b>	<b>\$508,133</b>	<b>\$493,641</b>	<b>\$478,609</b>

Performance Measures	2019 Actual	2020 Estimated	2021 Budgeted	2022 Budgeted
Cost Per Passenger Trip	\$8.53	\$22.23	\$8.50	\$8.50
City Share Per Capita	\$1.94	\$2.86	\$1.50	\$1.50
City/County Share Per Trip	\$1.27	\$5.94	\$1.00	\$1.00

**SPECIAL REVENUE**

**ENVIRONMENTAL FEE**

Program Description: The environmental fee was put into place to address the remediation project at the closed City landfill on County Road FF. The fee covers the cost of monitoring the capping system, and other landfill expenses. The bonds for the landfill cap were paid off in June 2007, and the fee has been reduced twice since it was put in place.

Product & Services: Monitoring of the closed landfill by environmental engineering firm, providing bottled water for landfill area residents per agreements, administration of environmental fee and billing with utility charges, answer questions from the public regarding environmental fee.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Environmental Fee Revenue	\$93,026	\$94,000	\$187,026	\$184,000	\$184,000
Other Revenues	53,292	50,435	103,727	20,000	22,000
<b>Total Revenues</b>	<b>\$146,318</b>	<b>\$144,435</b>	<b>\$290,753</b>	<b>\$204,000</b>	<b>\$206,000</b>
Operating Expenses	32,051	31,200	63,251	68,600	73,880
Reserves	-	-	-	127,873	127,108
Transfer to Other Funds	3,733	3,794	7,527	7,527	5,012
<b>Total Expenditures</b>	<b>\$35,784</b>	<b>\$34,994</b>	<b>\$70,778</b>	<b>\$204,000</b>	<b>\$206,000</b>

Historical Environmental Fee Rates				
Category	2017	2018	2019	2020
Commercial	\$3.15	\$3.15	\$3.15	\$3.15
Residential	\$0.63	\$0.63	\$0.63	\$0.63

## SPECIAL REVENUE

## SOLID WASTE

Program Description: The Solid Waste budget includes the costs related to the City’s compost site and spring and fall cleanup events. Solid Waste costs are funded through a direct billing to residential customers on the City’s monthly utility bill. The current refuse and recycling contract is held by Advanced Disposal.

Product and Services: Providing a site for residents to dispose of waste oil, grass clippings and brush, provide funding for the annual cleanup operation, promote the use of recycling through existing and new programs, administration and management of solid waste contract, answer questions from the public regarding solid waste issues.

Budget Highlights: A new five-year contract with Advanced Disposal Solid Waste, Midwest, LLC was approved by council in 2020. The contract guarantees a competitive rate along with the fall and spring cleanup through 2025.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Solid Waste Collection Fee	\$769,315	\$798,520	\$1,567,835	\$1,557,620	\$1,833,836
Other Revenues	12,188	300	12,488	1,000	1,000
<b>Total Revenues</b>	<b>781,503</b>	<b>798,820</b>	<b>1,580,323</b>	<b>1,558,620</b>	<b>1,834,836</b>
Operating Expenses	750,631	752,817	1,503,448	1,490,464	1,778,294
Reserves	-	-	-	27,986	-
Transfers to Other Funds	19,883	20,287	40,170	40,170	56,542
<b>Total Expenditures</b>	<b>\$770,514</b>	<b>\$773,104</b>	<b>\$1,543,618</b>	<b>\$1,558,620</b>	<b>\$1,834,836</b>

Historical Solid Waste Fee Rates						
Category	2017	2018	2019	2020	2021	2022
Residential Refuse/Recycling Collection	\$13.50	\$14.00	\$14.20	\$14.40	\$17.00	\$17.50

## SPECIAL REVENUE

## LIBRARY FUND

Program Description: The Library Fund includes revenues and expenditures related to operating the Library. The Library is managed by the Library Board per Wisconsin State Statutes but is administered by the City through a cooperative agreement. The Library provides services to area residents and is a member of MORE, a consortium of Wisconsin libraries.

Product and Services: Provides books, magazines, video and audio materials to area patrons, provides meeting space for community organizations, provides children’s programming, maintains and updates events in the gallery spaces, provides technical and research services, coordinates with area libraries for interlibrary loans, maintains online catalogs and book renewal services.

Budget Highlights: Fund has been budgeted to include decreased county grants in 2022 due to the COVID-19 pandemic. These grants run on a two-year lag and the effects of the reduced circulation in 2020 will not be seen until 2022. Fund balance will be used to offset reduction in revenue. In addition, a reduction of two FTEs was incorporated in the 2021-2022 budget.

	2019	2020	2019-2020	2019-2020	2021-2022
Fiscal Resources	Actual	Projected	Projected	Budgeted	Budgeted
Property Tax	\$869,000	\$855,000	\$1,724,000	\$1,724,000	\$1,705,000
County Grants	359,329	378,923	738,252	717,920	590,295
Fund Balance Applied	-	-	-	15,926	59,087
Other Revenues	62,088	19,000	81,088	121,866	50,614
Transfer from Other Funds	-	50	50	-	5,000
<b>Total Revenues</b>	<b>\$1,290,417</b>	<b>\$1,252,973</b>	<b>\$2,543,390</b>	<b>\$2,579,712</b>	<b>\$2,409,996</b>
Personnel Services	740,050	677,100	1,417,150	1,539,069	1,280,841
Operating Expenses	340,604	266,075	606,679	725,140	744,230
Capital Expenditures	-	-	-	-	5,000
Transfer to Other Funds	152,307	158,296	310,603	310,603	349,226
Reserves	-	-	-	4,901	30,699
<b>Total Expenditures</b>	<b>\$1,232,961</b>	<b>\$1,101,471</b>	<b>\$2,334,432</b>	<b>\$2,579,712</b>	<b>\$2,409,996</b>

**SPECIAL REVENUE**

**LIBRARY FUND**

Personnel	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Full Time Equivalent Positions	11.39	11.39	9.51	9.51

Performance Measures	2019	2020 Projected	2021 Budgeted	2022 Budgeted
Circulation (physical and electronic)	320,000	180,000	250,000	327,000
Circulation per FTE	25,000	17,100	21,000	30,000
Interlibrary Loaned	45,268	25,000	35,800	46,700
Interlibrary Received	44,662	29,000	52,000	52,000
Percentage of transactions completed by self-check stations	55%	54%	54%	70%
Number of volunteer hours	2,034	290	500	1,800

## SPECIAL REVENUE

## REVOLVING LOAN FUND

Program Description: The Revolving Loan Fund accounts for revenues and expenses for the City's commercial revolving loan program. This program is available to commercial properties within the Business Improvement District for property improvements in new or existing buildings. The City has approved loans to eleven property owners in 2020 and currently has funds available for new loan applications. This program is intended to work in conjunction with the Pierce County revolving loan fund, the Business Improvement District façade grant fund, and programs available through local banks. Due to the COVID-19 pandemic and its devastating effects on local businesses, especially service, retail, hospitality and restaurants, the City created the River Falls Recovery Revolving Loan program and has funded it with a maximum of \$500,000. The purpose of the River Falls Recovery Revolving Loan program is to help provide additional funding and support for the retention of small businesses in River Falls that are affected by the COVID-19 pandemic. The program is intended to be used in conjunction with other financing, including but not limited to bank loans and SBA financing programs. All loans are current at the end of 2019.

Product and Services: Provide low interest loans to qualifying properties for building improvements, record loan payments, administer loan program in conjunction with area loan programs and the Revolving Loan Committee.

Budget Highlight: Outstanding loan balance of \$91,107 at the end of 2019 and ten loans of \$10,000 were issued in 2020. Nine of the loans issued in 2020 were issued as part of our Recovery Revolving Loan Program. The 2021-2022 budget includes projected collection on the newly issued loans.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Loan Principal Repayment	\$22,825	\$11,921	\$34,746	\$26,000	\$57,310
Interest Income	2,174	2,000	4,174	4,000	3,437
<b>Total Revenues</b>	<b>24,999</b>	<b>13,921</b>	<b>38,920</b>	<b>30,000</b>	<b>60,747</b>
Reserves	-	-	-	27,796	57,188
Loan Disbursements	50,000	145,000	195,000	-	-
Transfer to Other Funds	1,089	1,115	2,204	2,204	3,559
<b>Total Expenditures</b>	<b>\$51,089</b>	<b>\$146,115</b>	<b>\$197,204</b>	<b>\$30,000</b>	<b>\$60,747</b>

## SPECIAL REVENUE

## BUSINESS DEVELOPMENT AND TOURISM

Program Description: This is a fund created to account for the costs of economic development activities as well as community and tourism events. The revenues include room tax, transfers from tax increment districts and administrative costs from the business improvement district assessment. Expenditures include tourism costs and annual memberships with Pierce and St. Croix County Economic Development Corporations. This fund financed the purchase of land for future corporate parks in Mann Valley and the Sterling Ponds subdivision.

Product and Services: Promote tourism and increase development through support of the River Falls Chamber of Commerce and the regional economic development organizations and provide funding for future corporate parks.

Budget Highlights: Room tax revenue is shared with the local tourism bureau with the City retaining 30 percent for in-kind costs of local festivals and events. Business Development and Tourism funds advanced the purchase of 85 acres in Mann Valley in 2011. No payment schedule has been determined.

Budgeted revenues are down from \$298,304 to \$271,697. This decrease is due to the COVID-19 pandemic and its anticipated effects on the tourism industry.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Room Tax Revenues	\$140,602	\$32,087	\$172,689	\$260,000	\$220,000
Interest Income	7,472	3,000	10,472	7,304	5,000
Grant Funds	55,382	-	55,382	-	-
Special Assessments	2,500	-	2,500	5,000	5,000
Fund Balance Applied	-	-	-	-	15,697
Transfer from Other Funds	13,000	13,000	26,000	26,000	26,000
<b>Total Revenues</b>	<b>\$218,956</b>	<b>\$48,087</b>	<b>\$267,043</b>	<b>\$298,304</b>	<b>\$271,697</b>
Operating Expenses	104,238	85,400	189,638	196,000	169,000
Transfer to Other Funds	49,304	52,069	101,373	98,689	102,697
Reserves	-	-	-	3,615	-
<b>Total Expenditures</b>	<b>\$153,542</b>	<b>\$137,469</b>	<b>\$291,011</b>	<b>\$298,304</b>	<b>\$271,697</b>

## SPECIAL REVENUE

## LIBRARY TRUST FUND

Program Description: Donations to the River Falls Library are under the control of the Library Board. This fund accounts for donations and related expenditures, generally library equipment, computers or furniture.

Product and Services: Account for library donations and related expenditures.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Donations to Library	\$15,645	\$2,524	\$18,169	\$12,600	\$12,600
Other Revenues	3,811	900	4,711	600	600
<b>Total Revenues</b>	<b>\$19,456</b>	<b>\$3,424</b>	<b>\$22,880</b>	<b>\$13,200</b>	<b>\$13,200</b>
Operating Expenses	37,767	5,000	42,767	10,000	10,000
Reserves	-	-	-	2,862	557
Transfer to Other Funds	167	171	338	338	2,643
<b>Total Expenditures</b>	<b>\$37,934</b>	<b>\$5,171</b>	<b>\$43,105</b>	<b>\$13,200</b>	<b>\$13,200</b>

**SPECIAL REVENUE**

**HOUSING RESERVE FUND**

Program Description: The River Glen apartments were constructed as part of a tax increment district and were partially financed with a grant from the Department of Housing and Urban Development. River Glen is repaying this loan to the City over a twenty-year period at zero percent interest per the developer’s agreement. These funds are available to the City for reinvestment in community housing projects. Additional funds for affordable housing were added in 2017 from the closure of tax increment district #4.

Product and Services: Account for loan repayment of revenues and investment of surplus funds.

Budget Highlight: The reduction in budget amounts in the 2021-2022 budget is due to revised loan repayment of \$1,000 and lower interest income due to the economic conditions caused by the COVID-19 health emergency.

<b>Fiscal Resources</b>	<b>2019 Actual</b>	<b>2020 Projected</b>	<b>2019-2020 Projected</b>	<b>2019-2020 Budgeted</b>	<b>2021-2022 Budgeted</b>
Loan Repayment	\$23,922	\$12,000	\$35,922	\$40,136	\$24,000
Interest Income	16,426	3,500	19,926	20,000	17,500
<b>Total Revenues</b>	<b>\$40,348</b>	<b>\$15,500</b>	<b>\$55,848</b>	<b>\$60,136</b>	<b>\$41,500</b>
Operating Expenses	-	-	-	-	-
Fund Reserves	-	-	-	52,949	41,253
Transfer to Other Funds	3,550	3,637	7,187	7,187	247
<b>Total Expenditures</b>	<b>\$3,550</b>	<b>\$3,637</b>	<b>\$7,187</b>	<b>\$60,136</b>	<b>\$41,500</b>

**SPECIAL REVENUE**

**PARK IMPACT FEE/PARK LAND FUND**

Program Description: Park impact fees were implemented in 2002 to provide funding for future park related capital improvements due to development. Annual park projects are incorporated from the Capital Improvement Program and funded by impact fees for those projects which are related to development. The financing of future projects is dependent upon new construction; therefore, projects are funded with existing impact fees as of the previous year. This budget also records cash in lieu of land for new development.

Product and Services: Account for park impact fees paid and allocate impact fees for park projects. Park Land Dedication Fund included for \$1,000 total for 2021 and 2022.

<b>Fiscal Resources</b>	<b>2019 Actual</b>	<b>2020 Projected</b>	<b>2019-2020 Projected</b>	<b>2019-2020 Budgeted</b>	<b>2021-2022 Budgeted</b>
Park Impact Fee	\$113,250	\$115,315	\$228,565	\$78,424	\$113,800
Other Revenues	8,303	1,729	10,032	1,200	1,200
Fund Balance	-	-	-	248,800	-
<b>Total Revenues</b>	<b>\$121,553</b>	<b>\$117,044</b>	<b>\$238,597</b>	<b>\$328,424</b>	<b>\$115,000</b>
Reserves	-	-	-	31,000	74,396
Transfer to Other Funds	152,222	58,702	210,924	297,424	40,604
<b>Total Expenditures</b>	<b>\$152,222</b>	<b>\$58,702</b>	<b>\$210,924</b>	<b>\$328,424</b>	<b>\$115,000</b>

<b>Historical Park Impact Fee Rates</b>				
<b>Category</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Single Family	\$577.28	\$577.28	\$577.28	\$577.28
Multi Family	\$463.96	\$463.96	\$463.96	\$463.96
Non-Residential per Improvement (ft <sup>2</sup> )	\$0.23	\$0.23	\$0.23	\$0.23

## SPECIAL REVENUE

## LIBRARY IMPACT FEE FUND

Program Description: Library impact fees were implemented in 2003 to provide funding for future library related capital improvements due to development. Eligible projects, such as building expansion, are incorporated from the Capital Improvement Program. The financing of future projects is dependent upon new construction; therefore, projects are funded with existing impact fees as of the previous year.

Product and Services: Account for library impact fees paid and allocate impact fees for library projects.

Budget Highlights: The City purchased three properties in 2015-2016 for future expansion of the library and library parking areas. Rental revenue will be allocated back to the impact fee fund until a plan is developed for use of the property. Estimated revenue is based on the five-year average of single family building permits per year.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Library Impact Fee	\$74,601	\$79,878	\$154,479	\$39,424	\$42,240
Rent	24,840	24,840	49,680	47,880	47,880
<b>Total Revenues</b>	<b>\$99,441</b>	<b>\$104,718</b>	<b>\$204,159</b>	<b>\$87,304</b>	<b>\$90,120</b>
Operating Supplies	1,577	1,000	2,577	27,304	27,304
Fund Reserves	-	-	-	57,633	62,625
Transfer to Other Funds	1,169	1,198	2,367	2,367	191
<b>Total Expenditures</b>	<b>\$2,746</b>	<b>\$2,198</b>	<b>\$4,944</b>	<b>\$87,304</b>	<b>\$90,120</b>

Historical Library Impact Fee Rates				
Category	2017	2018	2019	2020
Single Family	\$352	\$352	\$352	\$352
Multi Family	\$352	\$352	\$352	\$352
Non-Residential per ft <sup>2</sup>	-	-	-	-

## SPECIAL REVENUE FIRE IMPACT FEE FUND

Program Description: Fire impact fees were implemented in 2002 to provide funding for future fire related capital improvements due to development. Future fire improvements could be building expansion or an additional station. The financing of future projects is dependent upon growth; therefore, projects are funded with existing impact fees as of the previous year.

Product and Services: Account for fire impact fees paid and allocate impact fees for qualified fire improvement projects.

Budget Highlights: Estimated revenue is based on the five-year average of single-family home (56) building permits per year. In addition, one 30,000 square foot commercial or industrial building is anticipated each year.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Fire Impact Fee Revenue	\$64,188	\$68,165	\$132,353	\$40,440	\$43,200
Bond Proceeds	270,000	-	270,000	-	-
Other Revenues	4,799	250	5,049	200	200
Fund Balance Applied	-	-	-	14,879	50,613
<b>Total Revenues</b>	<b>\$338,988</b>	<b>\$68,415</b>	<b>\$407,403</b>	<b>\$55,519</b>	<b>\$94,013</b>
Building and Structures	444,612	13,000	457,612	-	-
Debt Service	-	33,664	33,664	-	65,500
Transfer to Other Funds	27,964	47,801	75,765	55,519	28,513
<b>Total Expenditures</b>	<b>\$472,576</b>	<b>\$94,465</b>	<b>\$567,041</b>	<b>\$55,519</b>	<b>\$94,013</b>

Historical Fire Impact Fee Rates				
Category	2017	2018	2019	2020
Single Family	\$345.71	\$345.71	\$345.71	\$345.71
Multi Family	\$277.85	\$277.85	\$277.85	\$277.85
Non-Residential per Improvement (ft <sup>2</sup> )	\$0.03	\$0.03	\$0.03	\$0.03

## SPECIAL REVENUE

## TAX INCREMENT DISTRICT #5

Program Description: Tax increment district #5 incorporates Whitetail Ridge Corporate Park and includes the revenues and expenditures related to infrastructure and developer incentives in the park. Revenues are received from tax increments. The expenditure period for this district expired in 2016, and the district was due to terminate in 2021 but the TID was extended until 2024 in an effort to recover amounts due to the General Fund. An overlay district was created in 2018 (TID #13) that incorporates several of the undeveloped lots in the park. A base value of \$6,703,500 was established as of January 1, 2018.

Product and Services: Available lots for future industrial clients, accounting for improvements associated with the district, allocation of tax increment revenues to pay for project costs and expenditures for annual audit and other district costs.

Budget Highlights: Payments made from this fund include \$380,000 in repayments of the 2014 General Obligation bond. Included in transfers are \$429,272 in general fund repayments.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Tax Increment Revenues	\$510,837	\$511,388	\$1,022,225	\$1,022,776	\$970,872
Other Revenues	57,528	57,900	115,428	79,982	30,000
Fund Balance Applied	-	-	-	-	-
<b>Total Revenues</b>	<b>\$568,364</b>	<b>\$569,288</b>	<b>\$1,137,652</b>	<b>\$1,102,758</b>	<b>\$1,000,872</b>
Operating Expenses	25,341	15,500	40,841	9,000	35,000
Debt Service	403,285	406,550	809,835	809,900	510,600
Reserves	-	-	-	-	-
Transfer to Other Funds	143,529	140,329	283,858	283,858	455,272
<b>Total Expenditures</b>	<b>\$572,155</b>	<b>\$562,379</b>	<b>\$1,134,534</b>	<b>\$1,102,758</b>	<b>\$1,000,872</b>

Performance Measures	2019	2020	2021 Budgeted	2022 Budgeted
Tax Increment Base Value (January 1, 1994)	\$467,400	\$467,400	\$467,400	\$467,400
Current District Equalized Value	\$26,065,400	\$27,534,800	\$28,000,000	\$28,000,000
Incremental Value Generated (equalized)	\$25,598,000	\$27,067,400	\$27,532,600	\$27,532,600

## SPECIAL REVENUE

## TAX INCREMENT DISTRICT #6

Program Description: Tax increment district #6 incorporates the area generally bordered by Spruce Street, Spring Street, South Main Street and Cascade Avenue. The district was created in 2005, has an expenditure deadline of 2027, and terminates in 2032. The fund currently accounts for tax increment revenues from the district and related debt service costs. A development agreement was approved in 2013 to amend the minimum tax payment clause due to change in property ownership.

Product and Services: Tax increment financing is available to properties within the tax increment district for expansion, infrastructure improvements or developer incentives. Other costs include debt service, and expenditures for annual audit and other district costs.

Budget Highlight: Debt service payments related to improvements in the district are scheduled payments include \$265,000 in principal payments.

	2019	2020	2019-2020	2019-2020	2021-2022
Fiscal Resources	Actual	Projected	Projected	Budgeted	Budgeted
Tax Increment Revenues	\$185,663	\$178,658	\$364,321	\$357,316	\$372,000
Fund Balance Applied	-	-	-	13,369	-
Other Revenues	431	567	998	-	-
<b>Total Revenues</b>	<b>\$186,094</b>	<b>\$178,658</b>	<b>\$364,321</b>	<b>\$370,685</b>	<b>\$372,000</b>
Operating Expenses	871	1,000	1,871	2,000	2,000
Debt Service	169,381	166,456	335,837	335,837	328,323
Reserves	-	-	-	7,087	28,930
Transfer to Other Funds	12,724	13,037	25,761	25,761	12,747
<b>Total Expenditures</b>	<b>\$182,976</b>	<b>\$180,493</b>	<b>\$363,469</b>	<b>\$370,685</b>	<b>\$372,000</b>

Performance Measures	2019	2020	2021 Budgeted	2022 Budgeted
Tax Increment Base Value (January 1, 2005)	\$974,600	\$974,600	\$974,600	\$974,600
Current District Equalized Value	\$9,390,500	\$10,680,800	\$10,894,416	\$10,894,416
Incremental Value Generated (equalized)	\$8,415,900	\$9,706,200	\$9,919,816	\$9,919,816

## SPECIAL REVENUE

## TAX INCREMENT DISTRICT #8

Program Description: Tax increment district #8 was created in 2010 and includes the area south of Lake George along Winter Street and Cascade Avenue. The expenditure period expires in 2032, and the district terminates in 2037. Developers completed Phase I of this project in 2011, which included a 12- unit student housing facility. Phase II was completed in 2012 with an additional 12-unit building and completion of a section of the Kinnickinnic Trail System. Developers are reimbursed for tax increment revenues generated, up to \$468,000 expected to be paid by 2021.

Product and Services: Tax increment financing is available to properties within the tax increment district for expansion, infrastructure improvements or developer incentives. Other costs may include debt service, and expenditures for annual audit and other district costs.

Budget Highlights: Future tax increment revenues are expected to be used for debt service related to improvements to Glen Park – a project within one-half mile of this district.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Tax Increment Revenues	\$70,097	\$69,245	\$139,342	\$138,490	\$140,000
Operating Expenses	871	850	1,721	1,500	1,500
Capital Assets	64,140	53,570	117,710	117,710	130,000
Reserves	-	-	-	10,453	3,667
Transfer to Other Funds	4,360	4,467	8,827	8,827	4,833
<b>Total Expenditures</b>	<b>\$69,371</b>	<b>\$58,887</b>	<b>\$128,258</b>	<b>\$138,490</b>	<b>\$140,000</b>

Performance Measures	2019	2020	2021 Budgeted	2022 Budgeted
Tax Increment Base Value (January 1, 2010)	\$1,326,500	\$1,326,500	\$1,326,500	\$1,326,500
Current District Equalized Value	\$4,547,000	\$5,171,900	\$5,275,338	\$5,275,338
Incremental Value Generated (equalized)	\$3,220,500	\$3,845,400	\$3,948,838	\$3,948,838

## SPECIAL REVENUE

## TAX INCREMENT DISTRICT #9

Program Description: Tax increment district #9 was created in 2012 and includes the area east of Lake George along South Main Street, south of Cascade Avenue and south of Walnut Street. The expenditure period expires in 2033, and the district terminates in 2038. This district was created because of commercial development in the downtown area. The project plan includes signalization and turn lanes at Walnut and Main Street, purchase of land for the Kinnickinnic River Trail System, and Lake George rehabilitation project. A development agreement with Nash Finch Corporation provides a reimbursement of tax increment revenues up to \$686,000 expected to be repaid by 2024.

Product and Services: Tax increment financing is available to properties within the tax increment district for expansion, infrastructure improvements or developer incentives. Other costs may include debt service, and expenditures for annual audit and other district costs.

Budget Highlights: Debt service costs stem from taxable debt issued in 2012 and will be retired in 2021, and project costs for the improvements to the Kinnickinnic trail from Family Fresh to Walnut Street.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Tax Increment Revenues	\$62,375	\$67,793	\$130,168	\$135,586	\$124,000
Other Revenue	23,855	23,898	47,753	28,000	28,000
Fund Balance Applied	-	-	-	-	315
Transfer from General Fund	64,866	64,106	128,972	128,972	104,835
<b>Total Revenues</b>	<b>\$151,097</b>	<b>\$155,797</b>	<b>\$306,894</b>	<b>\$292,558</b>	<b>\$257,150</b>
Operating Expenses	871	850	1,721	1,500	1,500
Debt Service	77,610	69,311	146,921	139,522	104,909
Reimburse Developer	70,000	70,000	140,000	140,000	140,000
Transfer to Other Funds	5,698	5,838	11,536	11,536	10,741
<b>Total Expenditures</b>	<b>\$154,179</b>	<b>\$145,999</b>	<b>\$300,178</b>	<b>\$292,558</b>	<b>\$257,150</b>

Performance Measures	2019	2020	2021 Budgeted	2022 Budgeted
Tax Increment Base Value (January 1, 2010)	\$4,712,300	\$4,712,300	\$4,712,300	\$4,712,300
Current District Equalized Value	\$7,640,000	\$8,690,000	\$8,863,800	\$8,863,800
Incremental Value Generated (equalized)	\$2,927,700	\$3,977,700	\$4,151,500	\$4,151,500

## SPECIAL REVENUE

## TAX INCREMENT DISTRICT #10

Program Description: Tax increment district #10 was created in 2014 and includes the area containing the Sterling Ponds Corporate Park. The park includes Winfield Solutions, TW Equities, and the Business Innovation Center for a total value of \$20.9 million.

Product and Services: Tax increment financing is available to properties within the tax increment district for expansion, infrastructure improvements or developer incentives. Other costs may include debt service, and expenditures for annual audit and other district costs.

Budget Highlights: Budgetary revenues for 2021-2022 include \$832,000 in tax increment revenue and \$485,000 in debt principal payments.

A cost sharing agreement between the City and Winfield Solutions allocates 50 percent of the tax increment revenue over the guaranteed minimum amount of \$6 million rebated to the developer.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Tax Increment	\$415,641	\$431,090	\$846,731	\$847,180	\$832,000
Other Revenue	13,382	49,095	62,477	-	204,000
Bond Proceeds	350,000	941,486	1,291,486	350,000	-
Transfer from Other Funds	92,157	-	92,157	180,172	-
Fund Balance Applied	-	-	-	-	-
<b>Total Revenues</b>	<b>\$871,180</b>	<b>\$1,421,671</b>	<b>\$2,292,851</b>	<b>\$1,377,352</b>	<b>\$1,036,000</b>
Operating Expenses	7,788	4,000	11,788	8,000	8,000
Debt Service	337,037	1,158,196	1,495,232	716,612	719,922
Capital Outlay	400,063	1,541	401,604	375,000	-
Other Expenditures	64,082	65,140	69,589	121,500	128,000
Reserves	-	-	-	67,385	121,644
Transfer to Other Funds	29,799	34,756	64,555	88,855	58,434
<b>Total Expenditures</b>	<b>\$838,768</b>	<b>\$1,263,633</b>	<b>\$2,042,768</b>	<b>\$1,377,352</b>	<b>\$1,036,000</b>

Performance Measures	2019	2020	2021 Budgeted	2022 Budgeted
Tax Increment Base Value (January 1, 2014)	\$133,300	\$133,300	\$133,300	\$133,300
Current Equalized Value	\$21,438,800	\$24,533,000	\$25,023,660	\$25,023,660
Incremental Value Generated (equalized)	\$21,305,500	\$24,399,700	\$24,890,360	\$24,890,360

## SPECIAL REVENUE

## TAX INCREMENT DISTRICT #11

Program Description: Tax increment district #11 was created in 2015 and includes the area at the intersection of Summit and Mound View Streets in the River Falls Industrial Park. In 2018, the City purchased seven acres in the park for future redevelopment or a public safety facility.

Product and Services: Tax increment financing is available to properties within the tax increment district for expansion, infrastructure improvements or developer incentives. Other costs may include debt service, and expenditures for annual audit and other district costs.

Budget Highlights: The City is actively pursuing the development of the seven-acre parcel. Increment of \$1.2 million in 2021 and 2022 will provide an estimated \$12,421 in increment revenue in 2021-22.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Tax Increment	\$9,706	\$9,716	\$19,422	\$19,432	\$12,421
State Shared Revenue	43	467	510	-	-
Fund Balance Applied	-	-	-	2,829	-
<b>Total Revenues</b>	<b>\$9,749</b>	<b>\$10,183</b>	<b>\$19,932</b>	<b>\$22,261</b>	<b>\$12,421</b>
Operating Expenses	880	3,641	4,521	1,500	1,500
Capital Expenditures	150,913	-	150,913	-	-
Transfer to Other Funds	4,957	10,201	15,158	20,761	10,921
<b>Total Expenditures</b>	<b>\$156,750</b>	<b>\$13,842</b>	<b>\$170,592</b>	<b>\$22,261</b>	<b>\$12,421</b>

Performance Measures	2019	2020	2021 Budgeted	2022 Budgeted
Tax Increment Base Value (January 1, 2016)	\$7,860,500	\$7,860,500	\$7,860,500	\$7,860,500
Current Equalized Value	\$7,912,600	\$8,890,300	\$9,068,106	\$9,068,106
Incremental Value Generated (equalized)	\$52,100	\$1,029,800	\$1,207,606	\$1,207,606

## SPECIAL REVENUE

## TAX INCREMENT DISTRICT #12

Program Description: Tax increment district #12 was created in 2016 and includes a five-acre area on County Road MM near Radio Road. Winfield Solutions has constructed an agricultural facility within the district with a market value of \$2 million.

Product and Services: Tax increment financing is available to properties within the tax increment district for expansion, infrastructure improvements or developer incentives. Other costs may include debt service, and expenditures for annual audit and other district costs.

Budget Highlight: Debt service includes a portion of debt attributable to TID 12 from the 2015 State Trust Fund loan.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Tax Increment	\$40,354	\$27,912	\$68,267	\$45,794	\$80,000
Other Revenue	133	41	174	-	-
<b>Total Revenues</b>	<b>\$40,488</b>	<b>\$27,953</b>	<b>\$68,441</b>	<b>\$45,794</b>	<b>\$80,000</b>
Operating Expenses	4,105	948	5,053	1,760	1,784
Debt Service	-	-	-	5,427	-
Reserves	-	-	-	35,655	77,829
Transfer to Other Funds	1,458	17,798	19,256	2,952	387
<b>Total Expenditures</b>	<b>\$5,563</b>	<b>\$18,746</b>	<b>\$24,309</b>	<b>\$45,794</b>	<b>\$80,000</b>

Performance Measures	2019	2020	2021 Budgeted	2022 Budgeted
Tax Increment Base Value (January 1, 2016)	-	-	-	-
Current District Equalized Value	2,074,000	2,370,900	2,418,318	2,418,318
Incremental Value	2,074,000	2,370,900	2,418,318	2,418,318

## SPECIAL REVENUE

## TAX INCREMENT DISTRICT #13

Program Description: Tax increment district #13 was created in 2018 and is an overlay district which encompasses the vacant lots in the Whitetail Corporate Park that will be able to provide increment revenues for improvements to Paulson Road to the interchange, and also some projects related to Sterling Ponds Corporate Park. Increment of \$263,810 is budgeted for the two-year period of 2021-2022 with increment value of \$12.2 million.

Product and Services: Tax increment financing is available to properties within the tax increment district for expansion, infrastructure improvements or developer incentives. Other costs may include debt service, and expenditures for annual audit and other district costs.

Budget Highlight: Increment of \$263,810 is budgeted for the two-year period of 2021-2022 with increment value of \$12.2 million.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Tax Increment	-	\$38,379	\$38,379	-	\$263,810
Other Revenue	-	47	47	-	-
<b>Total Revenues</b>	-	<b>\$38,426</b>	<b>\$38,426</b>	-	<b>\$263,810</b>
Operating Expenses	5,852	1,345	7,197	-	20,000
Debt Service	-	-	-	-	49,141
Reserves	-	-	-	-	194,261
Transfer to Other Funds	-	-	-	-	408
<b>Total Expenditures</b>	<b>\$5,852</b>	<b>\$1,345</b>	<b>\$7,197</b>	-	<b>\$263,810</b>

Performance Measures	2019	2020	2021 Budgeted	2022 Budgeted
Tax Increment Base Value (January 1, 2018)	6,703,500	6,703,500	6,703,500	6,703,500
Current District Equalized Value	9,556,500	18,504,800	18,874,896	18,874,896
Incremental Value	2,853,000	11,801,300	12,171,396	12,171,396

## SPECIAL REVENUE

## TAX INCREMENT DISTRICT #14

**Program Description:** Tax increment district #14 was created as a partial overlay district in Tax Increment District #7, which is expected to terminate at the end of 2018. This new district is smaller in size and has two housing development projects expected to be completed in 2020. Increment of \$1.6 million in 2021 and 2022 will provide an estimated \$272,646 in increment revenue in 2021-22.

**Product and Services:** Tax increment financing is available to properties within the tax increment district for expansion, infrastructure improvements or developer incentives. Other costs may include debt service, and expenditures for annual audit and other district costs.

**Budget Highlight:** Increment of \$1.6 million in 2021 and 2022 will provide an estimated \$272,646 in increment revenue in 2021-22.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Tax Increment	-	\$20,856	\$20,856	-	\$272,646
Other Revenue	8,393	3,600	11,993	-	-
Sale of City Property	444,000	-	444,000	-	-
<b>Total Revenues</b>	<b>\$8,393</b>	<b>\$24,456</b>	<b>\$32,849</b>	<b>\$-</b>	<b>\$272,646</b>
Operating Expenses	26,199	840	27,039	-	20,000
Debt Service	-	-	-	-	192,459
Reserves	-	-	-	-	58,361
Transfer to Other Funds	-	-	-	-	1,826
<b>Total Expenditures</b>	<b>\$26,199</b>	<b>\$840</b>	<b>\$27,039</b>	<b>\$-</b>	<b>\$272,646</b>

Performance Measures	2019	2020	2021 Budgeted	2022 Budgeted
Tax Increment Base Value (January 1, 2018)	73,100	73,100	73,100	73,100
Current District Equalized Value	1,471,800	1,674,100	1,707,582	1,707,582
Incremental Value	1,398,700	1,601,000	1,634,482	1,634,482

**SPECIAL REVENUE**

**TAX INCREMENT DISTRICT #15**

Program Description: Tax increment district #15 was created in 2020 and is located at 1300 South Main Street. The TID is currently zoned for and will become a multiple family high density residential development. Borrowing is planned to fund park and neighborhood improvements during the two-year budget.

Product and Services: Tax increment financing is available to properties within the tax increment district for expansion, infrastructure improvements or developer incentives. Other costs may include debt service, and expenditures for annual audit and other district costs.

Budget Highlight: The TID is currently zoned for and will become a multiple family high density residential development. Borrowing is planned to fund park and neighborhood improvements during the two-year budget.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Bond Proceeds	-	-	-	-	\$410,000
Other Revenue	-	-	-	-	-
<b>Total Revenues</b>	-	-	-	-	<b>\$410,000</b>
Operating Expenses	-	9,800	9,800	-	3,300
Capital Expenditures	-	-	-	-	400,000
Reserves	-	-	-	-	6,700
<b>Total Expenditures</b>	-	<b>\$9,800</b>	<b>\$9,800</b>	-	<b>\$410,000</b>

Performance Measures	2019	2020	2021 Budgeted	2022 Budgeted
Tax Increment Base Value (January 1, 2020)	-	\$189,000	\$189,000	\$189,000
Current District Equalized Value	-	-	-	-
Incremental Value	-	-	-	-

## SPECIAL REVENUE

## TAX INCREMENT DISTRICT #16

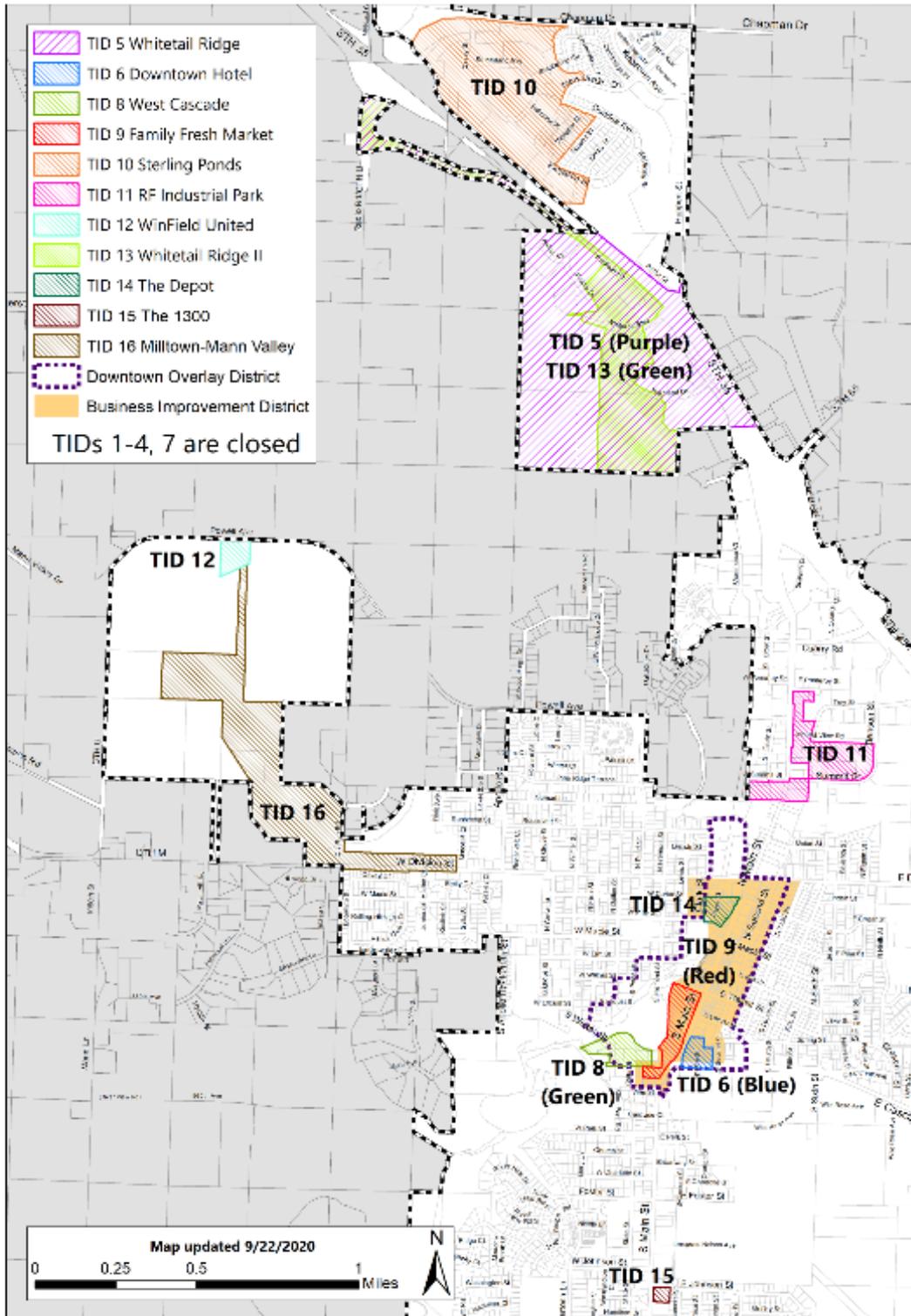
Program Description: Tax increment district #15 was created in 2020 and is located near the DeSanctis Park area. The TID encompasses 94.7 acres which is zoned for a variety of uses. The principal use for a portion of the TID is a multi-family living complex.

Product and Services: Tax increment financing is available to properties within the tax increment district for expansion, infrastructure improvements or developer incentives. Other costs may include debt service, and expenditures for annual audit and other district costs.

Budget Highlight: The 2021-2022 budget includes \$800,000 of bond proceeds related to improvements of the park area.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Tax Increment	-	-	-	-	\$26,685
Bond Proceeds	-	-	-	-	800,000
<b>Total Revenues</b>	-	-	-	-	<b>\$826,685</b>
Operating Expenses	-	-	-	-	10,000
Capital Expenditures	-	-	-	-	800,000
Interest	-	-	-	-	16,685
<b>Total Expenditures</b>	-	-	-	-	<b>\$826,685</b>

Performance Measures	2019	2020	2021 Budgeted	2022 Budgeted
Tax Increment Base Value (January 1, 2020)	-	\$23,161	\$23,161	\$23,161
Current District Equalized Value	-	-	-	53,616
Incremental Value	-	-	-	-



## DEBT SERVICE FUNDS

Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs. Included within this group of funds are the State Trust Fund loans, general obligation bonds, general obligation notes, and loans from local banks. Debt service funds use the modified accrual basis of accounting. The City issued general obligation debt in 2020 in the amount of \$5,740,000 for the purchase of a new fire truck, the remodeling of the new police station, and the restructuring of previous debt.

At December 31, 2019, the City had \$20.5 million of general obligation bonds and promissory notes outstanding; with \$3.6 million payable within one year. Total general obligation debt of \$1.3 million, or 6.3%, will be paid from business-type activity revenues. Under current Wisconsin Statutes, the City's general obligation indebtedness may not exceed five percent (5%) of the equalized value of taxable property in the City. As of December 31, 2019, the City's total amount applicable to debt is 37.8% of the total limit of \$54,217,895. The net debt per capita equaled \$1,285 at year-end based on a year-end population of 15,951.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
General Property Tax	\$797,471	\$983,680	\$1,781,151	\$1,781,151	\$2,216,941
Investment Income	5,718	2,800	8,518	-	-
Rent	48,539	63,300	111,839	103,595	107,337
Transfer from Other Funds	400,893	176,826	577,719	555,723	326,999
Fund Balance Applied	-	-	-	17,374	-
<b>Total Revenues</b>	<b>\$1,252,621</b>	<b>\$1,226,606</b>	<b>\$2,479,227</b>	<b>\$2,457,843</b>	<b>\$2,651,277</b>
Principal	892,488	912,860	1,805,348	1,803,607	1,813,395
Interest	346,647	293,117	639,764	637,689	749,485
Paying Agent/Miscellaneous	1,340	1,200	2,540	1,300	1,452
Transfer to Other Funds	7,531	7,716	15,247	15,247	86,945
<b>Total Expenditures</b>	<b>\$1,248,006</b>	<b>\$1,214,893</b>	<b>\$2,462,899</b>	<b>\$2,457,843</b>	<b>\$2,651,277</b>

**DEBT SERVICE FUNDS**

**ALL GENERAL OBLIGATION DEBT  
INCLUDING ALTERNATIVE FUNDING SOURCES**

Debt Service Source	Date of Issue	Final Maturity	Interest Rates	Original Indebtedness	Anticipated Principal Balance 12-31-2020	Principal/Interest Due in 2021	Principal/Interest Due in 2022
2020A GO Bonds – Fire Truck, Police Station	6/2020	6/2040	1.38-1.75%	\$ 5,740,000	\$ 5,740,000	\$ 245,560	\$426,800
2019 Promissory Note – Sterling Ponds	11/2019	11/2029	2.09-2.54%	\$ 1,100,000	\$ 972,400	\$ 187,796	\$ 184,004
2018 PW Equip/Library/Trail	12/2018	12/2023	3.33%	\$516,000	\$309,600	\$ 111,791	\$ 108,355
2018A Park Bonds	7/2018	12/2033	3.00 -3.20%	\$ 3,460,000	\$ 3,090,000	\$ 286,023	\$ 290,023
State Trust Fund – Snow Blower	11/2017	3/2021	2.50%	\$ 112,500	\$29,303	\$ 30,035	\$ -
2016B Refunding Bonds	4/2016	3/2029	2.00 -3.00%	\$4,060,000	\$ 3,355,000	\$ 418,100	\$ 413,050
Fire Truck Purchase	10/2015	10/2025	2.94%	\$ 575,000	\$ 287,500	\$ 65,640	\$ 63,926
State Trust Fund – Housing Authority	10/2015	3/2025	3.25%	\$ 269,800	\$161,615	\$ 35,543	\$ 35,543
BCPL Loan – Sterling Ponds	7/2015	3/2034	3.75%	\$1,600,000	\$ 1,267,153	\$ 118,004	\$ 118,004
2014 GO Bonds - TID 10, Radio Road, TID 5	8/2014	6/2034	3.00 -4.00%	\$ 5,425,000	\$ 4,040,000	\$ 540,738	\$ 534,738
2012 GO Bonds Sewer	9/2012	5/2023	1.00-2.50%	\$ 3,765,000	\$ 980,000	\$ 331,450	\$ 335,050
2012 GO Refunding Bonds 2012A	3/2012	3/2028	0.45-3.40%	\$4,560,000	\$ 1,445,000	\$ 461,643	\$ 164,720
<b>Total General Obligation Debt</b>				<b>\$ 31,183,300</b>	<b>\$21,677,571</b>	<b>\$ 2,832,323</b>	<b>\$ 2,674,213</b>
<b>Debt Service Costs Funded with Alternative Revenue Sources</b>						<b>\$ 979,508</b>	<b>\$ 977,525</b>

# CAPITAL PROJECTS FUNDS

The City has capital improvement funds for projects and for vehicle replacements. The major projects provided in the following table have been funded in the budget based on a adopted 2021 Capital Improvement Plan. Typically, a multiyear capital improvement plan is reviewed and approved by City Council. However, as a direct result economic uncertainty surrounding the COVID-19 pandemic, a one-year capital improvement plan was prepared and incorporated in to the bi-annual budget.

The 2021 adopted capital plan was based on the 2019-2023 Capital Improvement Plan approved by the City Council in 2018, as well as the revised 2020 Capital Improvement Plan and input from each department and the Executive Team. An additional four-year plan will be reviewed and approved in 2021. The fiscal plan was used as a base for the for 2022 capital spending ensure that proper spending was reflected in the 2022 budget. These budgeted amounts will serve as parameters to work from when the Council determines the capital project priorities in 2022 and beyond. The Council will be asked to review and approve projects that exceed \$50,000 even if they are included in the biennial budget.

- **General Capital Projects** records the expenditure of the majority of the City's scheduled capital projects as listed in the CIP. Funding is from a variety of sources including taxes, grants, bonds, donations, tax increment financing, and fund balances.
- **Capital Equipment** fund accounts for those purchases listed in the CIP that are equipment related and are considered a major purchase. Funding is provided by taxes, the issuance of debt and grants.

## CAPITAL PROJECTS

## GENERAL CAPITAL PROJECTS FUND

Program Description: The General Capital Projects fund contains the projects from the capital improvement program that are not related to an alternative funding source, such as Ambulance, Storm water, Electric, Water, Sewer or equipment. These projects are generally major road, bridge, or building improvements and may extend beyond one budget year. Most projects involve engineering and design services. The City Council is approving the 2021 CIP as part budget approval process. The 2022 budget includes placeholders based on the fiscal plan. Amounts will serve as placeholder in anticipation for 2021 CIP council workshop.

Product and Services: Allocate costs for specific projects per the approved capital project program, account for various revenues sources including grants, tax revenues, transfers from other funds, and bond issues.

Budget Highlights: The 2021-2022 budget includes the following notable projects. More information can be found in the Capital Improvement Plan.

- DeSanctis Park – Phase 2- Funded by Borrowing -\$800,000 (2021)
- Police Building construction – Funded by Borrowing - \$450,000 (2021)

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Property Tax Revenues	\$219,740	\$249,073	\$468,813	468,813	\$352,107
Special Assessments	4,279	-	4,279	178,000	-
Federal/State Grants	630,399	-	630,399	2,616,000	695,000
Capital Contributions	-	-	-	375,000	-
Other Revenues	186,066	91,871	277,938	102,570	146,087
Interest Income	70,883	14,000	84,883	40,000	-
Bond Proceeds	1,750,000	4,544,915	6,294,915	3,815,000	-
Fund Balance Applied	-	-	-	200,000	-
Transfer from Other Funds	151,000	57,450	208,450	554,770	30,000
<b>Total Revenues</b>	<b>\$3,012,367</b>	<b>\$4,957,309</b>	<b>\$7,969,677</b>	<b>\$8,350,153</b>	<b>\$1,223,194</b>
Capital Expenditures	5,501,176	3,626,543	8,633,96	7,809,075	1,049,000
Debt Service	67,848	1,657,604	1,725,452	71,087	71,087
Other Expenses	57,664	12,000	69,664	216,000	-
Transfer to Other Funds	226,668	27,323	253,991	253,991	103,107
<b>Total Expenditures</b>	<b>\$5,853,356</b>	<b>\$5,323,470</b>	<b>\$10,683,069</b>	<b>\$8,350,153</b>	<b>\$1,223,194</b>

Below is a summary for all projects:

## Capital Projects 2021– Effect on Operating Budget

### City of River Falls, Wisconsin Capital Improvement Plan 2021

#### PROJECTS BY FUNDING SOURCE

Source	Project #	1-Year Total
<b>Donations</b>		
Sterling Hill Disc Golf Course	18-PK-003	75,000
<b>Donations Total</b>		<b>75,000</b>
<b>Electric - Utility Funds</b>		
Replace Meters	12-MU-003	33,000
Electric Services	12-MU-004	59,000
New Subdivisions - Street Lights	12-MU-005	108,000
Underground Cable Replacement	12-MU-006	135,000
Transformers	12-MU-007	125,000
Distribution System Improvements	12-MU-017	185,000
Fault Indicators	16-MU-006	10,000
AMI	16-MU-023	228,000
FERC Hydro Relicensing and Dam Removal	18-MU-017	175,000
<b>Electric - Utility Funds Total</b>		<b>1,058,000</b>
<b>G.O. Bonds</b>		
Police Building Construction	16-PSB-001	450,000
DeSanctis Park-Phase 2	18-CD-001	800,000
<b>G.O. Bonds Total</b>		<b>1,250,000</b>
<b>Grant Revenues</b>		
Golf View Channel	20-SW-003	60,000
<b>Grant Revenues Total</b>		<b>60,000</b>
<b>IT Fund</b>		
Fiber Network Connectors to all City Facilities	16-IT-001	85,000
Desktop Computer Replacement Project	16-IT-003	10,000
APC Smart UPS Replacement	20-IT-005	7,500
Network Switch for Fire Department	20-IT-007	5,000
Security Camera Replacement	20-IT-010	1,000
<b>IT Fund Total</b>		<b>108,500</b>
<b>Library Trust Fund</b>		
Library roof ventilation and shingle replacement	20-LIB-002	5,000
<b>Library Trust Fund Total</b>		<b>5,000</b>
<b>Park Impact Fees</b>		
Kinni Walking Trail Extension	20-PK-002	5,000
<b>Park Impact Fees Total</b>		<b>5,000</b>

## Capital Projects 2021 – Effect on Operating Budgets (Con't)

Source	Project #	1-Year Total
<b>Sewer - Utility Funds</b>		
Abandon South Main Lift	18-MU-008	135,000
Bio-P Mixer Replacement	20-MU-006	40,000
New Generator at WWTP	20-MU-010	25,000
Waste Pump Replacement	20-MU-014	20,000
WWTP Blower Bldg. roof replacement	20-WWTP-001	28,000
<b>Sewer - Utility Funds Total</b>		<b>248,000</b>
<b>State of Wisconsin</b>		
South Wasson Lane Reconstruct-Cascade to Cemetery	10-PW-008	160,000
<b>State of Wisconsin Total</b>		<b>160,000</b>
<b>Stormwater Utility</b>		
Golf View Channel	20-SW-003	100,000
<b>Stormwater Utility Total</b>		<b>100,000</b>
<b>Tax Increment District</b>		
Sidewalk Infill - 1300 South Main to Wells Park	20-ENG-004	25,000
<b>Tax Increment District Total</b>		<b>25,000</b>
<b>Tax Levy</b>		
South Wasson Lane Reconstruct-Cascade to Cemetery	10-PW-008	50,000
Powell Avenue Bridge Deck Replacement	20-ENG-003	60,000
Portable Radio Replacement	20-PD-003	18,000
Patrol Vehicle Laptop Replacement	20-PD-004	37,000
Card access-Hoffman for maintain & octagon bdgs	20-PK-011	6,000
<b>Tax Levy Total</b>		<b>171,000</b>
<b>Water - Utility Funds</b>		
Fire Hydrant Replacement	12-MU-023	30,000
Water Meter Replacement	12-MU-024	70,000
Golfview Tower Mixing System	20-MU-001	20,000
Mound Reservoir Roof Coating	20-MU-002	50,000
Water Service Replacement	20-MU-003	25,000
Water Advanced Metering Infrastructure (AMI)	20-MU-005	103,000
<b>Water - Utility Funds Total</b>		<b>298,000</b>
<b>GRAND TOTAL</b>		<b>3,563,500</b>

## CAPITAL PROJECTS

## CAPITAL EQUIPMENT FUND

Program Description: The Capital Equipment fund includes the equipment related projects from the capital improvement program, including police vehicles, public works equipment, fire equipment and motor pool vehicles. Funding for this equipment is usually general property taxes or long-term financing.

Product and Services: Sources and uses fund for purchase of major equipment to serve the City's needs. The fund amount may vary significantly from year-to-year but follows a 20-year replacement plan.

Budget Highlights: The 2021-2022 budget includes the following replacement vehicles and equipment. More information can be found in the Capital Improvement Plan.

- Fire Safety House Trailer – Funded by Donations - \$135,000 (2021)
- 2003 1 ½ Ton 4x4 – Funded by Electric Fund - \$80,000 (2021)
- Patrol Vehicle Replacement – Funded by Tax Levy - \$44,500 (2021)

No additional operating costs are anticipated with the purchase of the replacement equipment.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Property Tax Revenues	\$364,736	\$265,103	\$629,839	\$629,839	\$255,937
Other Revenues	14,183	2,000	16,183	400	135,400
Bond Proceeds	268,000	716,231	984,231	925,000	-
Transfer from Other Funds	627,000	-	627,000	-	15,000
<b>Total Revenues</b>	<b>\$1,273,919</b>	<b>\$983,334</b>	<b>\$2,257,253</b>	<b>\$1,555,239</b>	<b>\$406,337</b>
Capital Expenditures	462,117	787,348	621,604	1,225,000	390,000
Reserves	-	-	-	300,000	-
Transfer to Other Funds	14,936	15,303	30,239	30,239	16,337
<b>Total Expenditures</b>	<b>\$477,053</b>	<b>\$802,651</b>	<b>\$651,843</b>	<b>\$1,555,239</b>	<b>\$406,337</b>

# ENTERPRISE FUNDS

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The City's Enterprise Funds are used to account for the operations of the Electric, Water and Sewer Utilities, Storm Water and the River Falls Ambulance. These funds use the full accrual basis of accounting.

- **Storm Water Utility** accounts for revenues from the storm water fee and associated expenses, including depreciation.
- **Ambulance Fund** historically this fund accounted for emergency medical services to the City of River Falls and the surrounding ambulance service area. As of 2020, the services have been outsourced to Allina Health and fund will account for the contract components.
- **Electric Fund** provides electrical services to the City of River Falls and other jurisdictions within the River Falls Municipal Utilities (RFMU) service area. This fund accounts for expenses associated with electrical service including capital improvements. Powerful Choices is a program to support energy efficiency and environmental stewardship, which is included in the Electric fund.
- **Water Fund** provides water services to the City of River Falls and other jurisdictions within the River Falls Municipal Utilities service area. This fund accounts for expenses associated with water service including capital improvements.
- **Sewer Fund** provides sewer services to the City of River Falls and other jurisdictions within the River Falls Municipal Utilities service area. This fund accounts for expenses associated with sewer service including capital improvements.

Program Description: The storm water utility fee was implemented in 1998, and this fund is used to account for storm water revenues and associated expenses. As the requirements for storm water management increase, it is anticipated that more resources will be necessary to comply with federal and state regulations.

Product and Services: Administration of storm water management plans, public involvement in storm water education and participation, maintenance of storm water systems, including inventory and expansion.

Budget Highlights: A rate review is scheduled for 2022. Also, reconstruction of the Golf View Channel is scheduled for 2021.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Storm Water Revenue	\$577,755	\$577,045	\$1,107,881	\$1,116,000	\$1,163,800
Investment and Miscellaneous Income	13,603	8,050	92,149	19,100	12,500
Capital Contributions	130,243	51,000	-	-	60,000
Fund Balance Applied	-	-	-	842	107,083
<b>Total Revenues</b>	<b>\$721,601</b>	<b>\$636,095</b>	<b>\$1,200,030</b>	<b>\$1,135,942</b>	<b>\$1,343,383</b>
Personnel Services	198,604	215,338	344,903	377,084	437,675
Operating Expenses	189,367	153,157	401,136	300,892	824,830
Depreciation	173,467	174,900	343,807	345,250	349,800
Transfer to Other Funds	54,366	56,090	107,516	110,456	80,478
Debt Service	1,366	100	1,731	-	200
Reserves	-	-	-	2,260	-
<b>Total Expenditures</b>	<b>\$617,170</b>	<b>\$599,585</b>	<b>\$1,199,093</b>	<b>\$1,135,942</b>	<b>\$1,692,983</b>
<b>Change in Net Position</b>	<b>104,431</b>	<b>36,510</b>	<b>937</b>	<b>1,418</b>	<b>-107,083</b>
<b>Beginning Net Position</b>	<b>\$6,866,007</b>	<b>\$6,970,438</b>	<b>\$6,866,007</b>	<b>\$6,866,007</b>	<b>\$6,866,944</b>
<b>Ending Net Position</b>	<b>\$6,970,438</b>	<b>\$7,006,948</b>	<b>\$6,866,944</b>	<b>\$6,867,425</b>	<b>\$6,759,861</b>

Personnel	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Full Time Equivalent Positions	9.85	9.85	9.68	9.28

Performance Measures	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected	2022 Projected
Storm water Ponds Adopted*	57%	57%	54%	55%	57%	59%
City Owned/Maintained Ponds	113	113	114	116	116	117
Storm Water Structures Inspected	21%	22%	15%	17%	22%	22%

Historical Storm Water Utility Fee Rates				
Category*	2019	2020	2021	2022
Residential	\$3.30	\$3.30	\$3.30	\$3.30

\*Other categories include Commercial, Industrial, Public, Office, Service, and Churches

Program Description: The City’s ambulance service will be outsourced to a third party in November 2020. The City is contracting with Allina Health which will be providing this service on a going forward. The City will also facilitate the services for neighboring townships and the City of Prescott. Included in the 2021-2022 budget are the contract costs as well as the passthrough revenues and costs from the townships and the City of Prescott.

Product and Services: Provides paramedic level life support to area residents, coordinate training and service with area first responder groups, provide standby and support services to the River Falls and Prescott Fire Departments, and provides standby services for community events.

Budget Highlight: Allina Health will rent the existing Ambulance building and rental income of \$38,400 per year is included in the budget. The fund is expected to have an unrestricted fund balance of \$340,000 as of January 1, 2023. Also budgeted is a drop of 25 FTEs due to the outsourcing of service.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Ambulance Charges	\$1,290,478	\$1,066,885	\$2,357,363	\$2,850,000	\$90,000
Contract Revenue	234,749	339,839	574,588	534,354	480,952
Investment Income	6,958	500	7,458	2,000	2,000
Rent	-	-	-	-	76,800
Donations/Miscellaneous	4,759	100	4,859	10,000	-
Fund Balance Applied	-	-	-	473,094	-
<b>Total Revenues</b>	<b>\$1,536,944</b>	<b>\$1,407,324</b>	<b>\$2,944,268</b>	<b>\$3,869,448</b>	<b>\$649,752</b>
Personnel Services	1,028,406	1,165,270	2,193,676	2,658,024	21,840
Operating Expenses	341,025	248,794	589,819	657,081	558,540
Depreciation	130,246	117,947	248,193	277,450	36,200
Transfers to Other Funds	164,021	127,837	291,858	252,893	26,971
Capital Outlay	-	-	-	24,000	-
Reserves	-	-	-	-	6,201
<b>Total Expenditures</b>	<b>\$1,663,698</b>	<b>\$1,659,848</b>	<b>\$3,323,546</b>	<b>\$3,869,448</b>	<b>\$649,752</b>
<b>Change in Net Position</b>	<b>-126,754</b>	<b>-252,524</b>	<b>-379,278</b>	<b>-473,094</b>	<b>6,201</b>
<b>Beginning Net Position</b>	<b>\$1,696,655</b>	<b>\$1,569,901</b>	<b>\$1,696,655</b>	<b>\$1,696,655</b>	<b>\$1,317,377</b>
<b>Ending Net Position</b>	<b>\$1,569,901</b>	<b>\$1,317,377</b>	<b>\$1,317,377</b>	<b>\$1,223,561</b>	<b>\$1,323,578</b>

Personnel	2019	2020 Budgeted	2021 Budgeted	2022 Budgeted
Full Time Equivalent Positions	25.15	25.15	0.10	0.10

*\*Personnel does not include Volunteer pay-per-call members*

Program Description: Since 1900, River Falls Municipal Utilities (RFMU) has been responsible for delivering high-quality electric services to the community at a competitive price. As the requirements for electric services increase, RFMU attempts to meet those needs by maintaining a progressive and dependable transmission and distribution system. To be a steward of the local environment, RFMU offers customers the opportunity to purchase blocks of renewable energy that reduce the community’s carbon footprint. In addition, River Falls was one of two Wisconsin communities that was chosen by WPPI Energy to add a community solar garden.

Product and Services: Administration of electric service plans, public involvement in energy-saving education and participation, maintenance of electrical systems, including inventory and expansion.

Budget Highlight: The impact of the pandemic on the electric utility fund has been material, as key customers such as the University of Wisconsin – River Falls and the River Falls School District, have been forced to close for parts of the year. While it is staff’s hope that this will not occur in 2021, as a conservative measure, the 2021 budget assumes a period of shut down for these key customers similar to what was experienced in 2020. The 2021 and 2022 budgets also include the Public Service Commission recommended rate increase that was effective as of October 2020.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Electric Revenue	\$13,083,059	\$12,667,204	\$25,750,263	\$28,373,583	\$27,249,000
Other Operating Revenues	415,461	336,505	751,966	779,832	701,332
Investment Income	127,662	40,000	167,662	80,000	80,000
Capital Contributions	247,246	350,000	597,246	100,000	100,000
<b>Total Revenues</b>	<b>\$13,873,428</b>	<b>\$13,393,709</b>	<b>\$27,267,137</b>	<b>\$29,333,415</b>	<b>\$28,130,332</b>
Purchased Power	9,354,794	9,120,387	18,475,181	19,874,230	17,801,200
Personnel Services	1,253,992	1,003,436	2,257,428	2,812,638	2,947,730
Operating Expenses	1,058,149	1,114,540	2,172,689	2,161,750	2,338,353
Depreciation	1,054,918	1,084,080	2,138,998	1,918,000	2,165,000
Transfer to Other Funds	976,343	999,016	1,975,359	1,971,233	2,016,905
Debt Service	82,742	72,250	154,992	164,720	105,218
Reserves	-	-	-	430,844	755,926
<b>Total Expenditures</b>	<b>\$13,780,938</b>	<b>\$13,393,709</b>	<b>\$27,174,647</b>	<b>\$29,333,415</b>	<b>\$28,130,332</b>
<b>Change in Net Position</b>	92,490	-	92,490	430,844	755,926
<b>Beginning Net Position</b>	\$21,106,745	\$21,199,235	\$21,106,745	\$21,106,745	\$21,199,235
<b>Ending Net Position</b>	\$21,199,235	\$21,199,235	\$21,199,235	\$21,537,589	\$21,955,161

Personnel	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Full Time Equivalent Positions	17.69	17.69	17.14	17.14

Performance Measures	2017	2018	2019	2020 Projected	2021 Projected	2022 Projected
Operating Ratio (Expenses/Revenues)	93%	93%	94%	95%	91%	90%
Net Take-Down (Income/Gross Revenue)	7%	7%	6%	5%	9%	10%
Debt Ratio (Liabilities/ Assets)	11%	15%	15%	15%	15%	14%
Percentage of reliable service hours	99%					
*Average Monthly Electric Bill using 750 kWh	\$87	\$87	\$87	\$91	\$95	\$95
Total Number of Customers	6,565	6,542	6,593	6,643	6,693	6,743

\*Residential customers only

Program Description: Beginning in 1894, RFMU has been responsible for providing its customers with clean, high-quality water that meets or exceeds all state and federal standards. As the requirements for water service delivery increase, RFMU attempts to meet these needs by maintaining an up-to-date and accessible transmission and distribution system.

Product and Services: Administration of water processing and distribution plans, public involvement in water conservation education, maintenance of distribution systems, including inventory and expansion.

Budget Highlight: The 2021-2022 is consistent with prior years.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Water Revenue	\$1,605,472	\$1,676,701	\$3,282,173	\$3,216,652	\$3,223,200
Other Operating Revenues	155,806	159,619	315,425	294,422	329,164
Investment Income	57,010	27,280	84,290	43,080	45,000
Capital Contributions & Impact Fees	836,546	522,000	1,358,546	687,052	850,000
<b>Total Revenues</b>	<b>\$2,654,834</b>	<b>\$2,385,600</b>	<b>\$5,040,434</b>	<b>\$4,241,206</b>	<b>\$4,447,364</b>
Personnel Services	568,273	565,760	1,134,033	1,057,881	1,311,561
Operating Expenses	389,879	385,545	775,424	794,906	898,802
Depreciation	451,515	437,437	888,952	883,260	840,250
Transfer to Other Funds	447,317	450,223	447,317	995,815	932,419
Debt Service	58,529	55,339	113,868	115,023	101,844
Reserves	-	-	-	394,321	362,488
<b>Total Expenditures</b>	<b>\$1,915,513</b>	<b>\$1,894,304</b>	<b>\$3,359,594</b>	<b>\$4,241,206</b>	<b>\$4,447,364</b>
<b>Change in Net Position</b>	<b>\$739,321</b>	<b>\$491,296</b>	<b>\$1,680,840</b>	<b>\$394,321</b>	<b>\$362,488</b>
<b>Beginning Net Position</b>	<b>\$15,276,165</b>	<b>\$16,015,486</b>	<b>\$15,276,165</b>	<b>\$15,276,165</b>	<b>\$16,957,005</b>
<b>Ending Net Position</b>	<b>\$16,015,486</b>	<b>\$16,506,782</b>	<b>\$16,957,005</b>	<b>\$15,670,486</b>	<b>\$17,319,493</b>

Personnel	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Full Time Equivalent Positions	6.09	6.09	7.81	7.41

Performance Measures	2017	2018	2019	2020 Projected	2021 Projected	2022 Projected
Operating Ratio (Expenses/Revenues)	75%	73%	80%	76%	87%	85%
Net Take-Down (Income/Gross Revenue)	19%	23%	13%	19%	11%	12%
Debt Ratio (Liabilities/Assets)	11%	10%	10%	9%	9%	8%
Percentage of water pumped and sold	90%	89%	92%	90%	90%	90%
Days of Compliance with Clean Water Act	100%	100%	100%	100%	100%	100%
Average Monthly Water Bill	\$15	\$15	\$15	\$15	\$15	\$15
Moody's Revenue Bond Rating	A1					
Total Water Sales (000's gallons)	361	378	357	363	365	365

Program Description: In 1930, RFMU installed its first sewerage system and began offering wastewater services to the community. Though times have changed, improvements to the system have attempted to keep pace with the growing demands of the community.

Product and Services: Administration of sewerage management plans, public participation, maintenance of sewerage system, including inventory and expansion.

Budget Highlight: The 2021-2022 includes \$851,700 in funding for biosolid disposal and a reduction in operating expense of \$169,077.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Sewer Revenues	\$3,169,010	\$3,152,326	\$6,321,336	\$6,290,310	\$6,321,200
Other Operating Revenues	47,757	23,640	71,397	80,000	74,200
Investment Income	110,678	39,769	150,447	74,400	75,000
Capital Contributions & Impact Fees	511,945	397,674	909,619	247,896	471,100
<b>Total Revenues</b>	<b>\$3,839,390</b>	<b>\$3,613,409</b>	<b>\$7,452,799</b>	<b>\$6,692,606</b>	<b>\$6,941,500</b>
Personnel Services	775,055	744,424	1,519,479	1,773,000	1,850,901
Operating Expenses	571,752	547,907	1,119,659	1,889,147	1,720,070
Biosolids	467,992	438,120	906,112	691,100	851,700
Depreciation	740,827	740,147	1,480,974	1,080,000	1,412,000
Transfer to Other Funds	189,307	212,922	402,229	402,619	432,245
Debt Service	175,714	180,628	356,342	296,937	396,342
Reserves	-	-	-	559,803	278,242
<b>Total Expenditures</b>	<b>\$2,920,647</b>	<b>\$2,864,148</b>	<b>\$5,784,795</b>	<b>\$6,692,606</b>	<b>\$6,941,500</b>
<b>Change in Net Position</b>	918,743	749,261	1,668,004	559,803	278,242
<b>Beginning Net Position</b>	\$20,547,734	\$21,466,477	\$20,547,734	\$20,547,734	\$22,215,738
<b>Ending Net Position</b>	\$21,466,477	\$22,215,738	\$22,215,738	\$21,107,537	\$22,493,980

Personnel	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Full Time Equivalent Positions	9.85	9.85	9.68	9.28

Performance Measures	2017	2018	2019	2020 Projected	2021 Projected	2022 Projected
Operating Ratio (Expenses/Revenues)	67%	71%	79%	78%	92%	90%
Net Take-Down (Income/Gross Revenue)	30%	27%	17%	20%	7%	9%
Debt Ratio (Liabilities/Assets)	31%	28%	25%	23%	21%	19%
Moody's Revenue Bond Rating**	Aa3					
Influent Gallons Per Day (millions of gallons per day)	1.27					

# INTERNAL SERVICE FUNDS

Internal Service Funds centralize certain services and allocate the costs of those services within the organization. The goal of these types of funds is to measure the full cost of providing goods or services and fully recover those costs from the benefitting users. These funds are recorded on the full accrual basis of accounting.

- **City Hall** accounts for expenses related to operating the City Hall building. Departments that are housed in City Hall are paying a prorated share of the total costs.
- **Motor Pool** accounts for fund details the costs related to the lease and maintenance of the City's motor pool fleet.
- **Technology** accounts for the costs of computer training, copier lease and maintenance, software support, equipment repair and supplies, phone lines/usage, computer lines and Internet charges.
- **Facilities Maintenance** accounts for labor and staff expenses related to maintaining the City's buildings. Cost allocations are based on a prorated square footage of the City's facilities.

Program Description: This is a fund created in 2010 to account for the operating costs for the City Hall building. Revenue included cost reimbursements (rent) from the alternative revenue departments such as Technology, Storm Water and utility funds, and transfers from other funds for rent equivalent operating costs from the General fund. The River Falls Chamber of Commerce has leased a portion of the building, with estimated rent revenues of \$41,000 included in the budget. City Hall operating and debt service costs are reflected in the square footage cost to resident departments.

Product and Services: Accounts for the funding and operating costs of the City Hall building. Salaries and benefits for maintenance positions were moved from this fund to the Facilities Maintenance internal service fund in 2018.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Rent	\$257,161	\$247,090	\$504,251	\$489,264	\$528,455
Interest Income	203	-	203	-	-
Transfer from Other Funds	272,367	141,075	413,442	413,442	271,649
<b>Total Revenues</b>	<b>\$529,731</b>	<b>\$388,165</b>	<b>\$917,896</b>	<b>\$902,706</b>	<b>\$800,104</b>
Operating Expenses	102,016	93,195	195,211	263,558	266,886
Reserves	-	-	-	202,357	76,437
Transfer to Other Funds	218,017	218,774	436,791	436,791	456,781
<b>Total Expenses</b>	<b>\$320,033</b>	<b>\$311,969</b>	<b>\$632,002</b>	<b>\$902,706</b>	<b>\$800,104</b>

Performance Measures	2019-20 Projected	2021-2022 Budgeted
Rental rate per square foot (per month)	\$1.80-1.90	\$1.80-1.90

**INTERNAL SERVICE**

**MOTOR POOL**

Program Description: This fund details the costs related to purchased maintenance of the City’s motor pool fleet. Annual costs are allocated to benefitting departments.

Product and Services: Lease purchase and fuel for fleet vehicles. The lease with Enterprise includes four pool cars and one inspection vehicle on a five-year capital lease. Costs are allocated to departments based on usage from prior years.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Transfer from Other Funds	\$22,595	\$23,266	\$45,861	\$45,861	\$43,544
Operating Expenses	29,871	8,500	38,371	20,570	21,040
Depreciation	3,314	3,314	6,628	24,042	7,230
Reserves					12,919
Transfer to Other Funds	614	635	1,249	1,249	2,355
<b>Total Expenses</b>	<b>\$33,799</b>	<b>\$12,449</b>	<b>\$46,248</b>	<b>\$45,861</b>	<b>\$43,544</b>

**Program Description:** The Technology budget includes contractual services for maintenance of the City's information systems, including computers, copiers and printers, telephones, and software.

**Product and Services:** Coordinate with software and hardware vendors for support and maintenance on City systems, order and maintain supplies for copiers, printers, and other computer equipment, order and maintain City supplies of envelopes, letterhead, and copy paper. Cost of services is allocated to departments based on number of employees and associated equipment.

**Budget Highlight:** Included in the 2021-2020 budget is \$163,500 in funding to add fiberoptic cable to all City facilities.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Transfer from Other Funds	\$647,955	\$592,580	\$1,240,535	\$84,700	\$84,700
Charges for Service	37,936	30,000	67,936	1,240,535	1,560,774
<b>Total Revenues</b>	<b>\$685,891</b>	<b>\$622,580</b>	<b>\$1,308,471</b>	<b>\$1,325,235</b>	<b>\$1,645,474</b>
Personnel Services	181,056	181,296	362,352	338,330	379,100
Operating Expenses	388,676	321,973	710,649	721,143	944,160
Depreciation Expense	54,238	55,000	109,238	118,300	106,000
Capital Assets	-	-	-	-	158,606
Reserves	-	-	-	103,187	-
Transfer to Other Funds	21,676	22,599	44,275	44,275	57,608
<b>Total Expenses</b>	<b>\$645,646</b>	<b>\$580,868</b>	<b>\$1,226,514</b>	<b>\$1,325,235</b>	<b>\$1,645,474</b>

Personnel	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Full Time Equivalent Positions	2.00	2.00	2.00	2.00

**INTERNAL SERVICE**

**FACILITIES MAINTENANCE**

Program Description: Costs include wages and benefits, training, communications and uniforms for Facility Maintenance Superintendent, Facility Maintenance Lead and Facility Maintenance Worker, and a portion of an Operations Director.

Product and Services: Service all City buildings, including repairs and preventative maintenance, contract with service providers and plan for future capital projects for buildings. Costs are allocated to other funds and departments based on square footage of buildings.

Fiscal Resources	2019 Actual	2020 Projected	2019-2020 Projected	2019-2020 Budgeted	2021-2022 Budgeted
Transfer from Other Funds	\$363,057	\$372,254	\$735,311	\$735,311	\$749,266
Miscellaneous	1,629	-	1,629	-	-
Fund Balance Applied	-	-	-	5,231	21,368
<b>Total Revenues</b>	<b>\$364,686</b>	<b>\$372,254</b>	<b>\$736,940</b>	<b>\$740,542</b>	<b>\$770,634</b>
Personnel Services	298,597	295,220	593,817	579,441	605,739
Operating Expenses	19,110	18,090	37,200	46,482	35,060
Transfer to Other Funds	55,649	58,970	114,619	114,619	121,890
Reserves	-	-	-	-	7,945
<b>Total Expenses</b>	<b>\$373,356</b>	<b>\$372,280</b>	<b>\$745,636</b>	<b>\$740,542</b>	<b>\$770,634</b>

Personnel	2019	2020 Estimated	2021 Budgeted	2022 Budgeted
Full Time Equivalent Positions	3.20	3.20	3.20	3.20

## APPENDIX A: ALL FUNDS BREAKDOWN

Fiscal Resources	2019-2020	2021-2022
	Budget	Budget
Council	\$496,541	\$655,636
Mayor	\$28,348	\$27,848
Municipal Court	\$269,017	\$271,820
Administrator	\$973,904	\$912,494
City Clerk	\$268,603	\$280,144
Communications	\$313,385	\$316,636
Elections	\$85,580	\$85,320
Human Resources/Safety	\$864,252	\$814,869
Finance	\$766,942	\$662,723
City Attorney	\$108,600	\$108,600
Police	\$1,551,892	\$1,822,436
Police Reserves	\$28,400	\$28,500
Police Patrol	\$4,021,574	\$4,534,362
Police Investigations	\$1,137,960	\$733,287
Fire	\$717,897	\$535,427
Fire Inspection	\$42,374	\$42,874
Fire Suppression	\$871,400	\$941,748
Fire Prevention	\$17,000	\$27,000
Emergency Government	\$25,280	\$25,920
Garage	\$725,928	\$780,272
Streets	\$2,287,117	\$2,857,322
Bridges/Dams	\$37,000	\$43,000
Engineering	\$549,634	\$514,740
Snow Removal	\$439,665	\$435,556
Street Lighting/Traffic	\$448,546	\$571,046
Animal Control	\$6,515	\$6,515
Recreation	\$279,329	\$309,220

Swimming Pool	\$198,836	\$246,828
Parks	\$1,008,852	\$1,277,864
Forestry	\$137,110	\$147,710
Community Development	\$762,838	\$1,075,562
Inspections	\$408,636	\$429,144
Economic Development	\$301,848	\$188,810
Cemetery	\$30,000	\$30,000
Transfers out	\$1,591,028	\$1,445,707
<b>Subtotal General Fund</b>	<b>\$21,801,831</b>	<b>\$23,186,940</b>
Taxi	\$493,641	\$478,609
Public Parking Lots	\$83,350	\$25,600
Environmental Utility Fee	\$204,000	\$206,000
Refuse and Solid Waste	\$1,558,620	\$1,834,836
Library	\$2,579,712	\$2,409,996
Revolving Loan	\$30,000	\$60,747
Park Impact Fee	\$327,424	\$115,000
Library Impact Fee	\$87,304	\$90,120
Fire Impact Fee	\$55,519	\$94,013
Library Trust	\$13,200	\$13,200
Housing Reserve	\$60,136	\$41,500
Business Development & Tourism	\$298,304	\$271,697
TID #5	\$1,102,758	\$1,000,872
TID #6	\$370,685	\$372,000
TID #8	\$138,490	\$140,000
TID #9	\$292,558	\$257,150
TID #10	\$1,377,352	\$1,036,000
TID #11	\$22,261	\$12,421
TID #12	\$45,794	\$80,000
TID # 13	-	\$263,810
TID # 14	-	\$272,646
TID # 15	-	\$410,000
TID # 16	-	\$826,685
<b>Subtotal Special Revenue</b>	<b>\$9,146,298</b>	<b>\$10,312,902</b>

Library Debt Service	\$25,643	\$27,607
2009 G.O. Notes, City Hall	\$847,200	\$861,721
2012 Sterling Ponds (G.O. Portion)	\$306,107	\$162,669
2012 Public Safety Building	\$223,096	\$529,453
2014 G.O. (Radio Road)	\$228,850	\$228,000
2014 Mann Valley Land	\$231,831	\$244,266
2018 G.O. Glen Park Bonds	\$595,116	\$597,561
<b>Subtotal Debt Service Funds</b>	<b>\$3,052,959</b>	<b>\$2,651,277</b>
General Capital Improvements	\$8,350,153	\$1,223,194
Capital Equipment	\$1,555,239	406337
<b>Subtotal Capital Project</b>	<b>\$9,905,392</b>	<b>\$1,629,531</b>
Stormwater Utility Fund	\$1,135,942	\$1,343,383
Ambulance Fund	\$3,869,448	\$649,752
Electric Fund	\$29,333,415	\$28,130,332
Water Fund	\$4,241,206	\$4,447,364
Sewer Fund	\$6,692,606	\$6,941,500
<b>Subtotal Enterprise</b>	<b>\$45,272,617</b>	<b>\$41,512,331</b>
City Hall Fund	\$752,390	\$800,104
Motor Pool Fund	\$45,861	\$43,544
Technology Fund	\$1,232,868	\$1,645,474
Maintenance Fund	\$740,542	\$770,634
<b>Subtotal Internal Service</b>	<b>\$2,771,661</b>	<b>\$3,259,756</b>
<b>TOTAL ALL FUNDS</b>	<b>\$91,355,642</b>	<b>\$82,552,737</b>

# APPENDIX B: INFORMATIVE STATISTICS

<b>City Size:</b>	4,652 Acres 7.27 Square Miles
<b>Form of Government:</b>	Council-Administrator
<b>Fiscal Year:</b>	January 1 through December 31
<b>City Bond Rating:</b>	General Obligation Debt – Aa2 (2020) Water System Revenue Debt – Aa3 (updated October 2018) Sewer System Revenue Debt – Aa3 (2016) Electric System Revenue Debt – A1 (2018)
<b>Population Statistics*:</b>	2020 Estimated Population – 15,835** 2010 Census Population – 15,000
<b>Election Statistics:</b>	<i>2020 Spring Election and Presidential Preference</i> Registered Voters – 8,270 Voter Turnout – 2,670 Percentage of Turnout – 41%  <i>2020 Partisan Primary</i> Registered Voters – 8,378 Voter Turnout – 2,670 Percentage of Turnout – 32%

## Numbers of City Employees (2020)

Regular (Full-time & Part-Time) City Employees:	144
Paid Per Call Volunteers (Firefighters, Police, and Ambulance EMTs):	35
Temporary (Seasonal, Intern, Elected) Employees:	49

\*Gathered from U.S. Census Bureau and Wisconsin Department of Administration

\*\* Gathered from 2020A POS.

**Streets and Bridges:**  
4 roundabouts  
9 traffic signals  
13 activated pedestrian warning flasher systems  
77.9 miles of streets and alleys  
10 vehicular bridges  
2 pedestrian bridges  
1 pedestrian tunnel

**Utility Statistics (2019)\*:**

*Electric Utility*

Total Residential Customers – 6,593  
Total Commercial & Industrial Customers – 739  
4 Operating City Substations  
Average Monthly Energy Usage (kWh) – 10,673,597  
Number of Pole Lines (urban and rural) – 52  
Number of Underground Lines (urban and rural) – 78  
Energy Purchased from Renewable Sources – 15.0%

*Water Utility*

Total Number of Customers/Meters – 4,488  
Total Water Pumped – 387,168,000 Gallons  
Gallons Sold – 356,672,000 Gallons  
Total Production – 1,060,734 gallons per day  
5 Operating City Wells  
65.5 Miles of Water Main  
699 Fire Hydrants  
3 Water Towers and Reservoirs  
Gallons of total storage capacity – 1,305,840

*Sewer Utility*

Average Daily Flow – 1.266 Million Gallons  
62.5 Miles of Sanitary Sewer Lines  
5 Lift Stations

*\*from 2019 Public Service Commission Utility Report*

**Community Development Statistics:**

**Housing Units (via 2014-2018 American Community Survey):**

5,414 Total Housing Units  
Percentage of housing owner occupied – 51%

**Property Values (2019):**

Equalized Value – \$1,084,357,900  
Equalized Value Reduced by Tax Increment Valuation –  
\$1,016,512,500  
Estimated Assessed Value – \$948,865,000

**Equalized Values:**

**2019 EQUALIZED VALUE BY CLASSIFICATION**

	<b>2019 Equalized Value<sup>1</sup></b>	<b>Percent of Total Equalized Value</b>
Residential	\$ 799,686,100	73.747%
Commercial	239,200,800	22.059%
Manufacturing	29,751,600	2.744%
Agricultural	13,800	0.001%
Undeveloped	13,400	0.001%
Ag Forest	89,100	0.008%
Personal Property	15,603,100	1.439%
<b>Total</b>	<b><u>\$ 1,084,357,900</u></b>	<b><u>100.000%</u></b>

**Principal Taxpayers (2020)\*:**

Taxpayer	Type of Business/Property	2019 Equalized Value <sup>1</sup>	Percent of City's Total Equalized Value
Winfield Solutions LLC	Agricultural Retailer	\$ 13,881,126	1.28%
IGO Legacy Hotel Group Marshfield LLC	Hotel	7,893,433	0.73%
Wisota LLC	Apartments	8,777,240	0.81%
TW Equities	Vending Machines	7,041,151	0.65%
River Falls RCAC LLC	Senior Care	5,604,212	0.52%
Erickson's Diversified Corp.	Grocery Store	5,277,473	0.49%
1777 Paulson Road LLC	Shopko site - closed retail	3,878,898	0.36%
Health One Corp.	Hospital	3,654,041	0.34%
Goldridge Group TH RF, LLC	Senior Care	3,187,097	0.29%
Aldi Inc.	Grocery Store	3,110,752	0.29%
<b>Total</b>		<b>\$ 62,305,423</b>	<b>5.75%</b>
City's Total 2019 Equalized Value <sup>2</sup>		\$1,084,357,900	

\*Data from 2020A Bond Official Statement

**Employment/Unemployment Statistics\*:**

Year	Annual Unemployment Rate			
	Pierce County	St. Croix County	State of Wisconsin	National
2014	4.4%	4.5%	5.4%	6.2%
2015	3.9%	3.8%	4.6%	5.3%
2016	3.8%	3.4%	3.3%	4.5%
2017	2.8%	2.8%	2.7%	3.9%
2018	2.6%	2.4%	2.6%	4.0%
2019	5.0%	4.1%	3.1%	3.8%
2020**	4.7%	4.2%	3.1%	4.4%

\*Data from the Wisconsin Department of Workforce Development, Local Area Unemployment Statistics.

\*\*Data as of March 2020.

## Largest Employers (2020)\*:

Firm	Type of Business/Product	Estimated No. of Employees
University of Wisconsin - River Falls	Post-secondary education	850
School District of River Falls	Elementary and secondary education	516
Rise Bakery Company	Bakers	377
River Falls Area Hospital	Hospital	250
The City	Municipal government and services	175
Minnesota Rubber & Plastics	Rubber and plastic component manufacturer	130
Family Fresh Market	Grocery store	130
School Food Services	Food service management	125
Turnkey Corrections	Financial advisory service	125
BioDiagnostics, Inc.	Genetic testing	120

Source: ReferenceUSA, written and telephone survey (May 2020), Wisconsin Manufacturers Register, and the Wisconsin Department of Workforce Development.

## Construction Permits: Residential and 1-2 Single Family Residential Units\*:

\*Source: City of River Falls Community Development Department

	2016	2017	2018	2019	2020 <sup>1</sup>
<u>New Single Family Homes</u>					
No. of building permits	51	59	50	76	25
Valuation	\$8,827,888	\$9,957,790	\$9,629,000	\$14,737,815	\$5,449,720
<u>New Multiple Family Buildings</u>					
No. of building permits	2	0	1	9	1
Valuation	\$1,595,000	\$0	\$795,000	\$14,400,000	\$6,185,831
<u>New Commercial/Industrial</u>					
No. of building permits	6	5	7	2	0
Valuation	\$31,488,311	\$3,535,704	\$11,924,551	\$570,000	\$0
<u>All Building Permits</u> (including additions and remodelings)					
No. of building permits	272	251	237	311	66
Valuation	\$47,595,221	\$21,185,600	\$30,371,459	\$59,770,504	\$12,154,170

## APPENDIX C: FUND BALANCES

Fund Number / Name	Estimated Fund Balance 12/31/2020	Estimated Fund Balance 12/31/2021	Estimated Fund Balance 12/31/2022
<b>100 - General Fund</b>	\$10,671,895	\$ 10,671,895	\$10,671,895
<b>220 - Parking Improvement Fund</b>	62,055	56,855	36,655
<b>230 - Taxi</b>	15,469	15,469	15,469
<b>231 - Solid Waste</b>	100,362	100,362	100,362
<b>251 - Library</b>	100,543	131,242	72,155
<b>252 - Park Impact Fees</b>	232,137	278,852	305,533
<b>253 - Library Impact Fees</b> (Funds used for purchase of property for future library construction)	(23,346)	7,967	39,279
<b>254 - Fire Impact Fees</b>	(6,413)	(45,349)	(57,026)
<b>255 - Library Trust</b>	7,573	7,856	8,130
<b>256 - Park Land Dedication</b>	1,625	2,125	2,625
<b>260 - Environmental Fee Utility</b>	3,168,278	3,231,836	3,295,386
<b>261 - Revolving Loan</b>	7,481	36,081	64,669
<b>262 - Housing Reserve</b>	764,031	775,872	785,748
<b>263 - Business/Tourism</b> (Funds used for advance for purchase of Mann Valley)	645,656	656,487	661,353
<b>271 - TID #5 (Whitetail Ridge Corp. Park)</b> (Tax increment revenues expected to cover deficit by termination date of 2021)	168,000	(899,894)	(886,258)
<b>272 - TID #6 (Spruce Street)</b> (Tax increment revenues expected to cover deficit by termination date of 2032)	(106,978)	(105,137)	(103,311)
<b>274 - TID #8 (University Falls)</b> (Tax increment revenues expected to cover deficit by termination date of 2037)	(106,978)	(105,137)	(103,311)

<b>275 - TID #9 (Downtown District)</b> (Tax increment revenues expected to cover deficit by termination date of 2038)	(381,708)	(381,848)	(382,023)
<b>276 - TID #10 (Sterling Ponds)</b> (Tax increment revenues expected to cover deficit by termination date of 2034)	(169,919)	(3,213,417)	(3,198,417)
<b>277 - TID #11 (Industrial Park)</b> (Tax increment revenues expected to cover deficit by termination date of 2036)	(21,806)	(23,400)	(24,635)
<b>278 - TID #12 (Mann Valley)</b> (Tax increment revenues expected to cover deficit by termination date of 2036)	(670,476)	(651,125)	(634,821)
<b>279 - TID #13 (Whitetail Ridge)</b> (Tax increment revenues expected to cover deficit by termination date of 2039)	(14,352)	(136,054)	(208,613)
<b>280 - TID #14 (Clark Street)</b> (Tax increment revenues expected to cover deficit by termination date of 2039)	415,694	385,711	357,333
<b>281 - TID #15 (S. Main Street)</b> (Tax increment revenues expected to cover deficit by termination date of 2040)	-	(3,350)	(6,700)
<b>282 - TID #16 (DeSanctis)</b> (Tax increment revenues expected to cover deficit by termination date of 2040)	-	-	-
<b>310 - Debt Service - Library Bonds</b>	(1,103)	120,599	193,158

<b>320 - Debt Service- 2007 G.O. Notes</b>	-	29,983	58,361
<b>330 - Debt Service- 2012 Sterling Ponds</b>	1,583	1,583	1,583
<b>340 - Debt Service- 2009 G.O. Notes</b>	12,743	12,743	12,743
<b>350 - Debt Service - 2012 Public Safety</b>	535	535	535
<b>360 - Debt Service- Radio Road</b>	37	37	37
<b>370 - Debt Service- Mann Valley Land</b> (Agricultural land rental less than expected)	(51,896)	(51,896)	(51,896)
<b>380 - Debt Service - Glen Park</b>	17,374	17,374	17,374
<b>410 - General Capital Projects</b>	(751,653)	(751,653)	(751,653)
<b>420 - Capital Equipment</b>	983,309	983,309	983,309
<b>610 - Electric</b>	21,460,063	21,731,587	22,204,989
<b>620 - Water</b>	16,015,484	16,143,465	16,377,972
<b>630 - Sewer</b>	21,735,392	21,875,421	22,013,634
<b>640 - Storm Water</b>	6,969,607	6,871,672	6,862,524
<b>650 - Ambulance</b>	963,717	967,097	969,918
<b>710 - Internal Service- City Hall</b> (City Hall remodel)	90,494	129,115	166,931
<b>720 - Internal Service- Motor Pool</b>	(2,441)	4,028	10,478
<b>730 - Internal Service- Technology Support</b>	221,928	144,786	144,786
<b>740 - Internal Service- Maintenance</b>	19,714	27,659	6,291
<b>Total All Funds</b>	<b>\$ 82,543,711</b>	<b>\$79,036,422</b>	<b>\$80,003,584</b>

## APPENDIX D: GLOSSARY OF TERMS

**Assessed Value** – The estimated value placed upon real and personal property by the City Assessors for purposes of levying property taxes.

**Budget (Operating)** – A plan of financial operation embodying proposed expenditures for a given period, typically a fiscal year, and the means of financing them (revenue estimates). The term is also used to denote the officially approved expenditure ceiling under which the City and its departments operate.

**Business Improvement District (BID)** – A district created under State Statute by petition to the City from owners of commercial property. The purpose is to allow businesses within the district to develop, manage, and promote their district and provide a method to fund these activities through a self-imposed assessment.

**Capital Outlay** – Payment for purchase or construction of any item having a unit cost of \$5,000 and more, or a useful life of more than one year. Typical capital outlay items include vehicles, construction equipment, land, buildings, and infrastructure.

**Capital Project (Capital Improvement or Capital Expenditure)** – Major construction, acquisition, or renovation activities that add value to the City's physical assets or significantly increase their useful life.

**Contingency** – Funds set aside but not appropriated or approved for future use. These funds could be used for unanticipated expenditures, new programs, or to absorb unexpected revenue losses.

**Cost Allocations** - the assigning of a common cost to several cost objects.

**Debt Service** – Amount of cash flow payments of principal and interest to holders to of the City's debt instruments.

**Deficit** – Excess of an entity's liabilities over its assets (a negative fund balance). The term may also be used to describe when expenditures exceed program revenues.

**Department** – A major organizational unit in the City comprised of related work activities aimed at accomplishing a major service or regulatory program.

**Division** – The organization of functions within the City. The term may also be used to describe an organizational subdivision of a department.

**Employee Benefits** – Contributions made by the City to designated funds to meet commitments or obligations for employee fringe benefits, including Social Security, the Wisconsin Retirement System, and other medical, disability, and life insurance plans.

**Enterprise Fund** – A separate financial entity used for government operations financed and operated in a manner similar to a business enterprise for which preparation of an income statement is desirable.

**Equalized Value** – The estimated value placed upon real and personal property by the State Department of Revenue. Equalized values estimate the total value of all taxable property in a

municipality and are the basis upon which County and School District tax levies are distributed to each municipality.

**Expenditures (Expenses)** – For funds using the modified accrual basis of accounting, the cost of goods received, and services rendered are recognized when measurable and reflect near-term outflows of cash. For funds using full accrual accounting, the costs of operations, capital outlay, and debt service are accounted as soon as the underlying event or transaction occurs.

**Fiscal Year** – The 12-month period to which the annual operating budget applies. The fiscal year is the calendar year for all City funds.

**Full-time Equivalent (FTE) Positions** – Each FTE is equal to a standard work year or 2,080 hours. Part-time and seasonal positions are converted to the decimal equivalent position based on total hours per year.

**Fund** – An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities segregated for the purpose of carrying on specific activities or attaining certain objectives.

**Fund Balance** – The excess of an entity's assets over its liabilities. A negative fund balance is sometimes called a deficit.

**General Fund** – The fund supported by taxes, fees, and other revenues that may be used for any lawful purpose. The general fund accounts for all City operations that are not specifically accounted for in another fund.

**General Obligation Bonds** – Long-term debt obligations that are backed by the full faith and credit of the City.

**Government Finance Officers Association (GFOA)** – Organization that supports public finance officers in the United States and Canada. The association's mission is advance excellence in state and local government financial management.

**Grants** – Contributions, gifts of cash, or other assets from another governmental entity to be used or expended for a specific purpose, activity, or facility.

**Intergovernmental Revenue** – A contribution of assets (usually cash) by one governmental unit or another. Typically, these contributions are made to local governments from the State and Federal governments.

**Internal Service Revenue** – Funds used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, on a cost reimbursement basis.

**Mill Rate** – The property tax rate stated in terms of dollars and cents for every \$1,000 of assessed property value.

**Operating Transfer** – Routine and/or recurring transfers of assets between funds.

**Ordinance** – A formal legislative enactment by the City Common Council that implements or amends local law.

**Payment in lieu of taxes (PILOT)** – Charges to an enterprise fund that the City would receive in property taxes if the enterprise were a private sector operation. Some enterprise funds are assessed a payment in lieu of property tax based on the value of the real property assets of the fund.

**Professional Service** – Services rendered by full-time and part-time employees to support the functions of City departments. Costs include wage, health insurance, and other related benefits.

**Reserves** – Funds available due to revenues in excess of expenditures.

**Revenue** – Income derived from taxes, fees, and other charges. This term refers to all government income, regardless of source, used to fund services.

**Revenue Bonds** – A bond that is payable from a specific source of revenue and to which the full faith and credit of the City is not pledged.

**Special Assessment** – A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement of service deemed to primarily benefit those properties.

**Tax Incremental Financing District (TIF or TID)** – A geographical area designated for public and private development. Public improvements are funded by debt that is repaid by segregating the increased property taxes resulting from private development within the district.

**Tax Levy** – The total amount of property taxes imposed by a government.

**Tax Rate** – The amount of tax stated in terms of a unit of the tax base. The tax rate is expressed in terms of “mills”, with one mill equivalent to \$1 of tax for every \$1,000 of assessed value.