



City of River Falls

2023-2024

Adopted Budget

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

ACKNOWLEDGEMENTS

Dan Toland, Mayor
Scot Simpson, City Administrator

CITY COUNCIL

At Large: Scott Morrissette, Diane Odeen, Jeff Bjork,
District 1: Sean Downing; District 2: Nick Carow District:
3: Alyssa Mueller; District 4: Todd Bjerstedt

PREPARED BY

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The Finance Department and City Staff

COMMENTS AND QUESTIONS

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2022 RIVER FALLS CITY COUNCIL



Mayor Dan Toland



Scott Morrissette



Diane Odeen



Jeff Bjork



Sean Downing



Nick Carow



Alyssa Mueller



Todd Bjerstedt

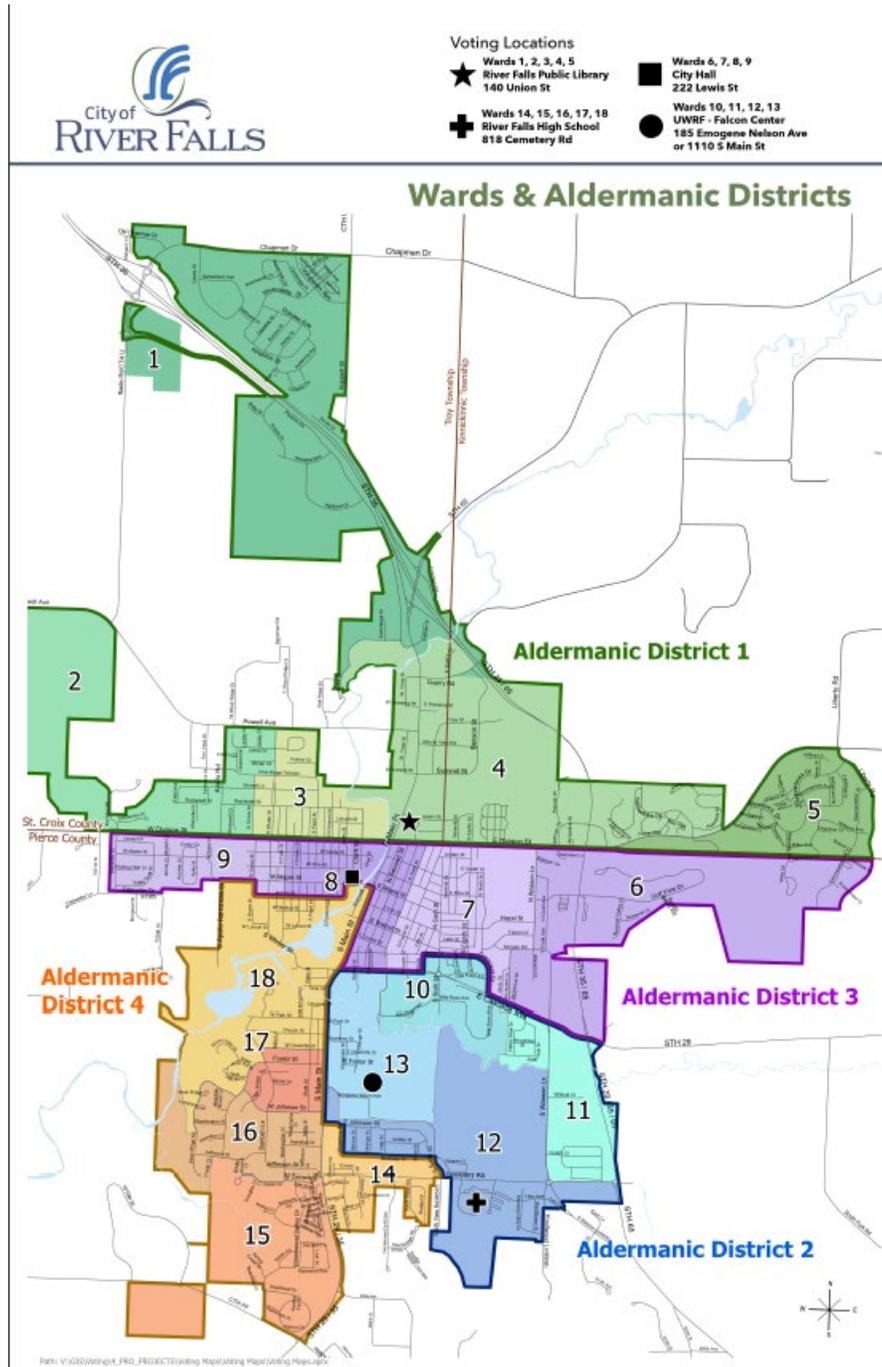
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At Large	Diane Odeen	612-309-6731	2023	dodeen@rfcity.org
At Large	Jeff Bjork	715-629-7655	2024	jbjork@rfcity.org
District 1	Sean Downing	715-307-2057	2023	sdowning@rfcity.org
District 2	Nick Carow	715-426-2006	2023	ncarow@rfcity.org
District 3	Alyssa Mueller	715-307-4462	2023	amueller@rfcity.org
District 4	Todd Bjerstedt	651-248-1099	2024	tbjerstedt@rfcity.org

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.

ALDERMANIC DISTRICT MAP





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of River Falls
Wisconsin**

For the Biennium Beginning

January 01, 2021

Christopher P. Morrill

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, 2021. 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.

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Date: November 9, 2022
To: Mayor Toland and City Council Members
From: Josh Solinger, Finance Director and Scot Simpson, City Administrator
Re: 2023-2024 Biennial Budget Transmittal

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 8, 2022. The adopted property tax levy for 2023 is \$7,511,253. Growth in the City portion of the property tax levy is 5.27 percent from 2022. Factoring in new growth the net increase is 2.59 percent. The Fiscal Plan called for the property tax levy to be \$7,877,034 in 2024, and the adopted budget sets the levy at \$7,633,058 in 2024.

The Fiscal Plan has a target between three and four percent for the net increase in the City-only portion of property taxes. The City's budgeted 2023 property taxes are a net increase of 2.59 percent compared to 2022.

The current Fiscal Plan contemplates a net increase in property taxes of four percent. The budgeted net levy increase being lower than contemplated in the Fiscal Plan is due in part to net new construction of over four percent.

The Council will review a draft of the budget in workshops on October 11 and October 18. The first reading for the 2023-2024 biennial budget is scheduled for the Council meeting on October 25, and the second reading and adoption of the biennial budget is scheduled for November 8.

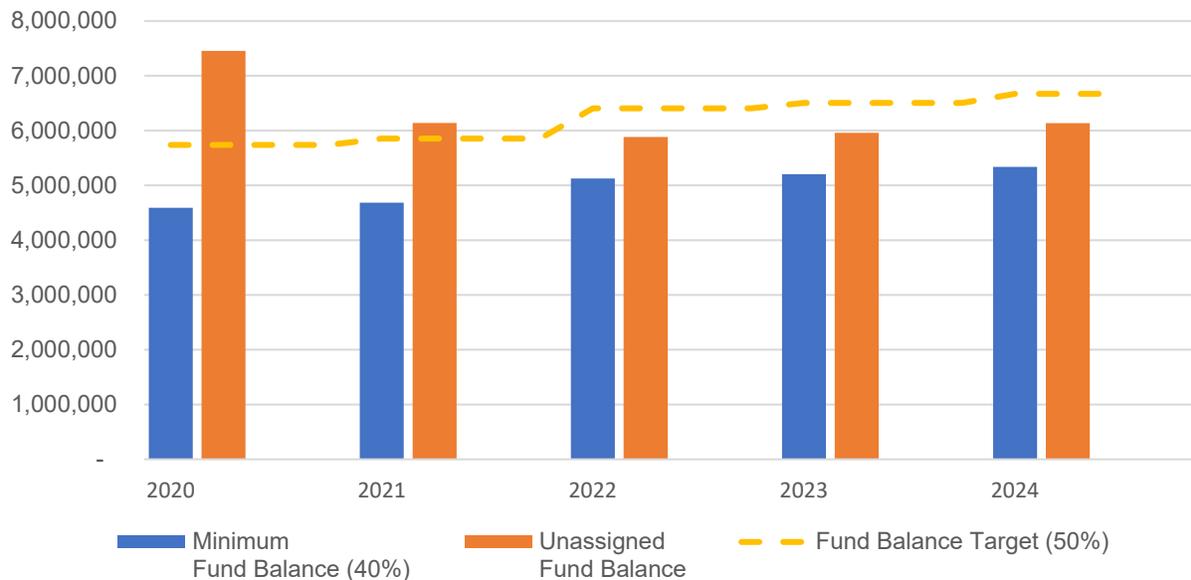
Financial Sustainability

A theme of prior budgets that continues to be a priority is financial sustainability. Thanks to the sound fiscal stewardship of the City Council, the City's financial position remains strong. This can be measured in a variety of ways, including the following three ways:

- Adequate General Fund unassigned reserves
- Maintaining an excellent credit rating
- Performing at or better than the Fiscal Plan forecast

City policy requires a minimum General Fund unassigned reserve of 40 percent of budgeted expenditures, with a goal of 50 percent. As of the end of 2021, the General Fund’s unassigned reserve was approximately 52 percent. Staff review unassigned reserves at the end of each year but keep policy parameters for reserves in mind during Fiscal Plan and budget development.

Unassigned Fund Balance
Compared to Minimum Requirement



The City’s credit ratings are analyzed and updated each time the City borrows money. In September 2022, the City’s General Obligation and Water Utility credit was analyzed and maintained at ratings of Aa2 and Aa3, respectively. These are both considered high grade ratings and only one tier below the highest possible ratings tier.

A third way the City’s financial position can be measured is by examining how closely the General Fund budget is tracking with the Fiscal Plan forecast. The current Fiscal Plan contemplates a General Fund budget totaling \$25,881,613 for 2023 and 2024. The General Fund budget totals \$25,821,571 for the 2023-2024 biennial budget. A budget that tracks closely to forecasts means the City is able to financially plan for anticipated needs in a growing community.

Accommodating Growth

Another theme for the 2023-2024 biennial budget is making sound financial plans for accommodating growth. The State of Wisconsin utilizes net new construction as a universal measure for the quantity of new, taxable growth in communities across the state. The City’s 2022 net new construction is 4.14 percent, which is the highest growth the community has experienced since at least 2013, based on available records.

Growth is expected to continue and be facilitated by some of the capital projects the City has planned, such as the north loop project, north zone water tower, and Mann Valley.

North Loop Project

The north loop project was incorporated into the 2022-2026 Capital Improvement Plan and provides for enhanced water and sewer services to the north side of the community. In addition to providing system redundancies in the event of a main break, the project will support adequate water pressure for future growth. Construction will cost approximately \$3.1M and is being financed with proceeds of the City's Series 2022C and Series 2022D bond issues. Repayment of these borrowings are included in the 2023-2024 biennial budget.

North Zone Water Tower

The north zone water tower was incorporated into the 2022-2026 Capital Improvement Plan and will support water capacities needed for future growth on the north side of the community. Financing of approximately \$3.6M was secured through proceeds of the Series 2022D bond issue for this project. Repayment of the borrowing is included in the 2023-2024 biennial budget.

Mann Valley

Design is currently underway for infrastructure improvements needed to serve the future Mann Valley Corporate Park. Cost estimates will be refined throughout the design process for the 325-acre site, which will include streets, utilities, and conservancy area. The future corporate park is a potential source of large increases to net new construction in the future. Future fiscal plans and biennial budgets will be informed in part by corporate park development.

Information Technology

Good cybersecurity is a critical element of the City's success as an organization. Finance, human resources, and utilities infrastructure are a few examples of the types of data that rely on a secure network and are vulnerable to outside intrusion. The City's 2023-2024 biennial budget includes four FTEs for the City's Information Technology (I.T.) Department.

The I.T. Fund includes \$180,000 for new servers, server upgrades, and secure data storage. The City's investments in I.T. will help with keeping the City's information secure and should help with minimizing price increases for the City's cybersecurity insurance. These investments will also improve internal customer service for the organization, as well as facilitate continued improvements in external facing applications and services.

2023-2024 Adopted Budget Compared to Adopted Fiscal Plan

The property tax levy for 2023-2024 is approximately \$228,200 less than the levy contemplated in the Fiscal Plan presented to Council in an October 2022 budget-in-brief workshop. The adopted 2024 property tax levy is \$243,976 less than the levy contemplated in the Fiscal Plan. The table below shows the levy allocation, by fund, and compares the adopted levy to the Fiscal Plan. Property tax levy is allocated to capital projects on a one-time basis in 2024 while the General Fund is allocated ARPA funding.

Fund Type	2023-2024 Levy	
	Fiscal Plan	Adopted
General Fund	\$10,961,481	\$10,238,448
Library Fund	1,700,000	1,734,000
Debt Service	2,051,587	2,086,363
Capital Projects	<u>659,500</u>	<u>1,085,500</u>
Total	\$15,372,568	\$15,144,311

The adopted 2023-2024 budget totals \$96,910,201, which is an increase of 17.39 percent from the adopted 2020-2021 budget of \$82,552,737. The increase includes the addition of four new special revenue funds: American Rescue Plan Act (ARPA) Fund, Streetlight Fund, TID 17, and TID 18. In addition, the capital projects portion of the biennial budget increases significantly from the 2021-2022 biennial budget to the 2023-2024 biennial budget. The capital projects increase includes the South Wasson Lane reconstruction, Powell Avenue Bridge re-deck, and other projects from the Council’s approved ARPA spending plan.

Fiscal Resources	2021-2022	2023-2024
	Adopted Budget	Adopted Budget
General Fund	\$ 23,186,940	\$ 25,821,571
Special Revenue Funds	10,312,902	12,808,587
Debt Service Funds	2,651,277	2,509,496
Capital Project Funds	1,629,531	5,892,118
Enterprise Funds	41,512,331	45,443,142
Internal Service Funds	<u>3,259,756</u>	<u>4,435,287</u>
TOTAL	\$ 82,552,737	\$ 96,910,201

Valuation

In 2022, River Falls had the largest increase in net new construction since at least 2013. Net new construction is the amount of new construction in a community, reduced by any demolition or destruction of buildings. Net new construction in Pierce County was 2.74 percent and 6.46 in the St. Croix County. The table below shows net new construction.

	2021 Equalized Value	2022 Net New Construction	Percent
Pierce County	820,998,800	22,509,700	2.74%
St. Croix County	494,912,200	31,986,600	6.46%
Total	\$ 1,315,911,000	\$ 54,496,300	4.14%

The City’s Municipal Assessment Report (MAR) is filed in August of each year and provides useful information about changes in the community’s assessed value from year to year. The Statement of Assessment is filed in November of each year and includes State-assessed manufacturing values needed to calculate the mill rates for tax bills. Below is information about residential and commercial values from the City’s MAR.

	2021 Assessed Value	2022 Assessed Value	Change
Residential	\$ 996,698,700	\$ 1,016,976,300	\$ 20,277,600
Commercial	\$ 264,221,400	\$ 279,136,200	\$ 14,914,800
Parcel Count	4,249	4,320	71

State Shared Revenues and Expenditure Restraint Program

The assumptions used when creating the budget are based on estimated aid provided by the Wisconsin Department of Revenue as of September 2022 and assume no increase in aid in the next two-year period.

State of Wisconsin Aid Payments: 2017-2022					
2017	2018	2019	2020	2021	2022
\$ 668,599,255	\$ 669,284,977	\$ 669,248,722	\$ 670,518,553	\$ 672,886,846	\$ 672,322,378

The Expenditure Restraint Program (ERP) provides unrestricted aid to qualifying municipalities that limit growth in spending. The spending growth allowance is calculated using a formula that takes into consideration net new construction and the consumer price index. It is anticipated that the City will be eligible for an ERP payment in both 2023 and 2024. The City is expected to receive \$76,756 in 2023 based on the State's aid estimate. The same amount is assumed for 2024.

The City expects to receive over \$150,000 in State funding over the two-year budget period for complying with the State's Expenditure Restraint Program (ERP).

Other Revenue Highlights

Transportation Aids

General Transportation Aid (GTA) is calculated based on a formula using factors such as road mileage, six-year average costs, and other financial factors reported annually in the Municipal Financial Report (Form C). The City received \$722,345 in 2020 and \$652,159 in 2021. Staff prepared the 2023-2024 biennial budget assuming no change from the previously budgeted amount of \$650,000. The final calculation for 2023 will be provided by the Department of Transportation in December of 2022.

Ambulance Fund

The City's ambulance service operations were transitioned to Allina Health (Allina) in late 2020. Included in the 2023-2024 budget are contractual service costs for Allina and revenues from the townships and the City of Prescott that the City passes through to Allina. In addition, Allina Health will rent the existing Ambulance building and rental income of \$39,168 is budgeted in 2023 and \$39,948 is budgeted in 2024, per the terms of a rental agreement. Staff also continue to receive past ambulance charge collections revenue and \$40,000 is budgeted for 2023 and \$30,000 is budgeted for 2024.

Electric Utility Fund

The Electric Utility's budget for 2023 and 2024 does not assume any rate increases, although staff anticipate the need to complete a rate study in 2023. The goal of a rate study in 2023 is to better understand the effects of utility usage post-pandemic, accelerating growth in the

community, and long lead times for inventory. The study will be used to determine whether a rate case will be filed with the Wisconsin Public Service Commission (PSC). In the meantime, staff budgeted revenue and purchased power assumptions based on 2021 actual results.

Water Utility Fund

Staff budgeted the Water Utility Fund without assuming any rate increases for 2023 or 2024. During the City's 2021 Financial Statement presentation to Council in July 2022, the Utility's strong financial position was highlighted both from the perspectives of rate of return and unrestricted cash. As of December 31, 2021, the Utility had a rate of return of 8.42 percent and over 30 months of unrestricted cash available. Typically, these metrics would not cause for a rate increase using the PSC's benchmarks. However, staff anticipate including the Water Utility in a comprehensive rate study in 2023 to understand the impact of upcoming capital projects.

Wastewater Utility Fund

Like both the electric and water utilities, staff are not currently budgeting rate increases in either 2023 or 2024. As of December 31, 2021, the Wastewater Utility had approximately seven months of unrestricted cash available. Staff anticipate including the Wastewater Utility in a rate study in 2023 because of upcoming projects such as the biosolids facility and Mann Valley development.

The north interceptor sewer project was completed in 2022. New gravity flow sewer lines eliminate the need for a sewer pumping station and its associated operating and maintenance costs.

Solid Waste Fund

The Solid Waste Fund includes revenues and expenses for contracted residential refuse and recycling collection provided by Advanced Disposal. The fund also includes costs of spring and fall cleanup, compost grinding, and the electronic recycling event.

Vehicle Registration Fee

The City's Fiscal Plan includes a vehicle registration fee as a funding source for street maintenance activities budgeted in the General Fund. A \$10 vehicle registration fee has been included as part of the 2023-2024 biennial budget and a revenue estimate of \$95,000 per year was budgeted for the fee. This figure is consistent with what was estimated in the Fiscal Plan and will be adjusted by staff for future budgeting as actual revenues are received.

Streetlight Fee

The 2021-2022 budget workshop included discussion of a streetlight fee that would be included as part of the 2023-2024 biennial budget. Staff propose including the fee with a July 2023 implementation. Revenue is budgeted at \$105,000 in 2023 and \$210,000 in 2024 as shown in the current Fiscal Plan. The revenue will defray costs of unmetered streetlights located throughout the community that are currently financed with the property tax levy.

Compensation, Benefits and Staffing

Compensation and Benefits

The City's 2023-2024 biennial budget includes a two percent merit increase for employees and a 15 percent increase for health insurance costs. The City's share of health premium costs remains the same at 87.5 percent. Dental premiums did not increase for 2023 and are shared 50/50 with employees. A wage and compensation study will be completed in 2023 that will be used to inform future decisions about employee compensation.

Staffing

The City is adding one additional full-time equivalent (FTE) employee for public works and funding for City-wide contractual support as part of the 2023-2024 biennial budget. The City's FTE table is available on page 27. Funding for a public works maintenance employee will accommodate additional service requirements as the community grows.

Position Description	2023 Cost	2024 Cost	Funding Source(s)
Public Works Maintenance (1 FTE)	\$98,718	\$104,452	General Fund
Funding for City-wide contractual support	\$0	\$125,000	General Fund

Capital Improvement Program

The City has two capital improvements funds, both intended to finance capital-qualifying costs for the City's non-TIF governmental funds. The Capital Improvement Plan is a comprehensive list of sources and uses for capital projects across the City's various governmental and proprietary funds. Common categories of projects include buildings, vehicles, infrastructure, land acquisitions, and large utility equipment procurement.

The following table provides a selection of capital projects originally planned as part of the 2022-2026 Capital Improvement Plan that are being budgeted in the 2023-2024 biennial budget. Staff will be conducting a comprehensive review of the Capital Improvement Plan in 2023.

Project	2023 Cost	2024 Cost	Funding Source(s)
Mann Valley development	\$3,308,000	\$12,360,000	TIF Utilities
Powell Avenue bridge	\$900,000	-	ARPA State of WI
Biosolids facility	\$375,000	\$8,000,000	Borrowing ARPA
South Wasson Lane	\$300,000	\$3,500,000	State of WI
Street sweeper	-	\$225,000	Borrowing
Patrol vehicle replacements	\$188,500	-	ARPA
Bucket machine	-	\$175,000	Electric Utility Cash
Tractor backhoe replacement	\$110,000	-	Borrowing

Allocations, Transfers, and Uses of Fund Balance

Cost Allocations

Cost allocations for human resources, administration, building maintenance and technology services are included in the 2023-2024 budget. Allocations are based on factors such as the number of employees, fund expenses, estimated information technology support requirements, and building square footage.

Uses of Fund Balance

The 2023-2024 biennial budget includes the use of existing cash on-hand when appropriate. No planned uses of fund balance are budgeted for the General Fund.

Special revenue funds, enterprise funds, and internal service funds may include budgeted uses of fund balance to the extent each fund’s unrestricted fund balance can support them. The City’s fund balance policy provides internal benchmarks for estimating reasonable uses of fund balance.

The table below shows budgeted uses of fund balance for the 2023-2024 biennial budget.

Uses of Fund Balances			
Fund	2023	2024	Projected Fund Balance 1/1/2025
Parking Improvements	\$25,100	\$25,100	-
Library	\$25,000	\$50,000	\$117,564
Library Trust	\$16,750	\$37,400	\$101,273
Ambulance	\$3,808	\$37,051	\$656,620
Information Technology	\$154,551	\$45,456	\$130,710
Facilities Maintenance	\$22,883	\$23,796	-

Fund balance in the Parking Improvements Fund is being utilized to finance ongoing capital projects for parking lot improvements. The Library is utilizing fund balance in both the operating fund and the Library Trust fund for operating expenses, an HVAC upgrade, and air conditioning controller. Fund balance is being utilized in the Ambulance Fund to finance two new furnaces.

The I.T. Fund will be used to procure new servers and server operating system upgrades in 2023, so fund balance is required. The Facilities Maintenance Fund has miscellaneous operating expenses that fund balance is being utilized to finance. Staff will monitor revenues and expenses in these funds over the course of the biennial budget cycle.

Stabilization Planning

The City has historically utilized “sinking funds” to finance the costs of certain capital-qualifying items. Sinking funds are money set aside annually for a dedicated future expense. The City anticipates utilizing a sinking fund in 2029 to finance the cost of self-contained breathing apparatus (SCBA) equipment for the Fire Department. Because the future cost of the item being financed with a sinking fund is unknown, staff may make annual adjustments to the sinking reserve contribution.

Fiscal Plan

The City’s Fiscal Plan was last presented to Council in October 2021. The Fiscal Plan is primarily a tool for projecting General Fund sources and uses over a five-year period, but also includes planning for the Library. High-level assumptions are used in the projections, such as the City’s net new construction, changes in State shared revenue, and inflationary pressures on compensation, benefits, and operating costs.

The current Fiscal Plan assumes one percent growth in net new construction no growth in State shared revenues. No revenue increases are assumed for other revenue categories such as charges for services or licenses and permit fees. The Fiscal Plan assumes a four percent increase

for employee compensation, a six percent increase for benefits, and a one percent increase for the non-street maintenance portion of operating costs. No increases in street maintenance costs are utilized in the Fiscal Plan. Staff will conduct an update to the Fiscal Plan in 2023.

A comparison of the Fiscal Plan to the 2023-2024 biennial budget is below:

Fiscal Plan to Adopted Budget: 2023-2024			
<u>Fund</u>	Fiscal Plan	Biennial Budget	Difference
General Fund	\$25,881,613	\$25,821,571	\$(60,042)
Library Fund	\$2,472,616	\$2,549,028	\$76,412

Conclusion

The adopted 2023-2024 biennial budget allows the City to meet the needs of today while planning for the needs of the next several years. This budget allows for the City to maintain fiscal sustainability, accommodate growth, and provide for critical services. Fiscal sustainability is measured as adequate General Fund unrestricted fund balance, maintaining excellent credit ratings, and performing in-line with the Fiscal Plan. The City currently measures well in all three metrics. Staff anticipate using updated utility rate studies, an updated Fiscal Plan, and an updated Capital Improvement Plan to continue on the path of fiscal sustainability in 2023 and beyond.

The Capital Improvement Plan is a tool for identifying sources for capital-qualifying expenses. The 2023-2024 biennial budget currently includes several large projects that will likely span multiple years. Because of the City Council’s sound fiscal stewardship, the City is able to utilize the CIP as a tool for accommodating rapid growth in the community.

Accommodating growth requires not only an external focus, but also an internal one. The 2023-2024 biennial budget includes significant investments in information technology for both the staffing level and equipment needed for good cybersecurity. In addition, the biennial budget adds support for public works staffing needed to maintain growing infrastructure and also accommodates temporary administrative and analytical support in the forms of an ICMA fellow and contractual services.

This budget ordinance approving the 2023 property tax levy and 2023-2024 biennial budget will be presented to Council for first reading on October 25 and for second reading and approval on November 8. Staff are pleased to provide the City Council with a biennial budget that is financially sustainable, accommodates ongoing community growth, and provides resources needed for staffing levels that provide high levels of service.

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 (Alderpersons) 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 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. River Falls has been a Bird City community since 2010.



[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 since 1998.

[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.

[Meagle Award from ELGL](#) - The Meagle Award recognizes the local governments that have developed, cultivated, and nurtured the best workplaces that encourage employee creativity, loyalty, and success.



Community Vision & Goals

Strategic Plan:

The City's mission is to coordinate and deliver essential services and ensure a sustainable future. Using the 2018-2022 Strategic Plan as a compass, the City Council continues to focus upon operational excellence as the primary value proposition for all decision making. Secondary and tertiary propositions remain customer intimacy and product/ service leadership. The City Council and staff use the values created in the strategic plan to guide decision making. These include:

- Put people first
- Pursue excellence
- Act with integrity
- Embrace change
- Serve our community
- Consider future generations

By doing so, the long-term goals of the City's vision statement, become tangible.

Vision Statement: A distinct, vibrant, and safe community with an abundance of nature and easy access to metropolitan amenities. A place where families, students, and businesses flourish.

Planning to move into a period of pandemic recovery, the City Council adopted new strategic initiatives for 2021-2023 on August 10, 2021. These initiatives are based upon desired outcomes identified as priorities by the council in the strategic planning process: Connected Community, Economic Vitality, Financial Sustainability, Quality Municipal Services. The strategic plan is scheduled for renewal in the spring of 2023, which will cover the time period of 2023-2027 with newly established initiatives from this review being implemented in quarters 3 and 4.

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 2023-2024. 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.

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 2022, the City Council will approve a biennial budget for the City of River Falls. The budget will cover a two-year fiscal period, 2023 through 2024. 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 adopted biennial budget is presented to the City Council in October. In fall 2023, 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.

2023-2024 Budget Calendar	
<u>Calendar Year 2022</u>	
April - May	Salary/Benefits Projections Completed - Human Resources/Finance
June 9- June 30	Finalize Operations Budgets - Department Managers with Assistance from Finance
July 11 - 22	Review Operations Budgets - Finance
July 25 - August 31	Prepare Draft Budget - Management Analyst Fellows
September 1	Draft Budget to City Administrator
October 10	Budget in Brief Presentation by Administrator
October 11	Public Hearing Notice in Paper for publishing on October 25
October 18	Budget Workshop with Council
October 25	First Reading of 2022 Budget Ordinance
November 8	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 2024 Levy approval:	
<u>Calendar Year 2023</u>	
October 9	Publish Public Hearing Notice, Proposed Budget Summary
October 10	Publish Public Hearing Notice, Proposed Budget Summary
November 7	First Reading of 2024 Budget Ordinance
November 14	Public Hearing on Proposed Budget, Second Reading of

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.

Policies are linked below:

[Debt Management Policy](#)

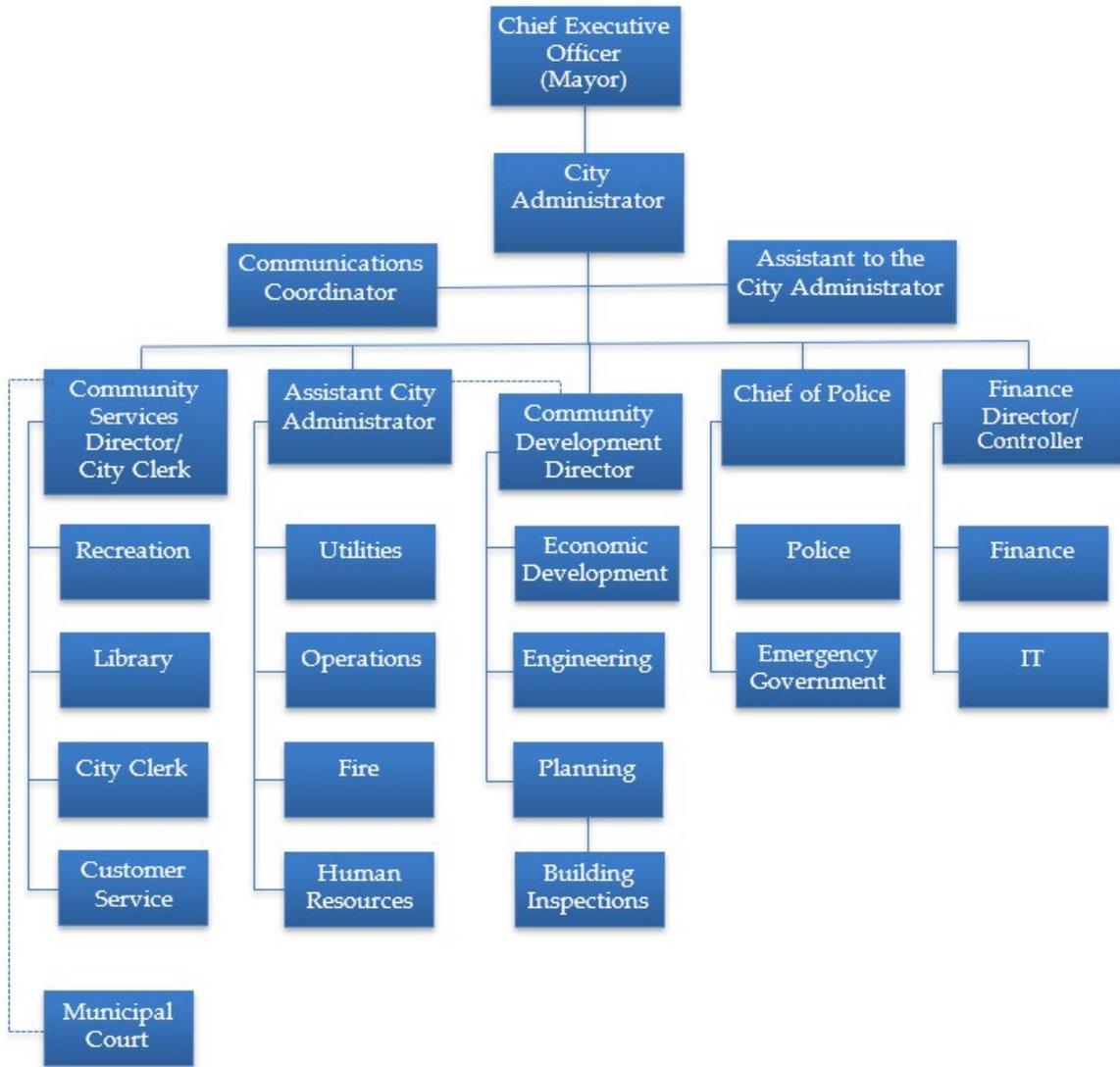
[Fund Balance Policy](#)

[Tax Increment Financing Policy](#)

[Purchasing Policy](#)

2023-2024 ADOPTED BUDGET

2023-2024 Organizational Chart



Staffing

Key cost saving initiatives and strategies were put in place in 2020 because of the COVID-19 pandemic included a hiring freeze. In 2021-2022 following the hiring freeze, the city began recruiting for vacant positions in addition to adding 5.5 new FTE. The additional FTE included:

- Human Resources Specialist
- IT Specialist
- Public Works Maintenance
- Planner
- Planning and Engineering Technician

For 2023-2024 budget, it is anticipated that we will continue to have departures due to retirements and other employee movement. Additional budgeted positions have not been identified.

FULL-TIME EQUIVALENT BREAKDOWN BY FUNDING SOURCE				
Full Time Equivalents (FTEs) by Division	2021	2022	2023 Budgeted	2024 Budgeted
Administration	3.40	3.40	4.40	4.40
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	2.20	2.20
Human Resources/Safety	3.20	3.00	4.00	4.00
Finance	2.47	2.47	3.47	3.47
Technology Fund	2.00	2.00	4.00	4.00
<i>Subtotal (Admin/Finance)</i>	<i>14.67</i>	<i>14.47</i>	<i>20.47</i>	<i>20.47</i>
Community Development	6.00	6.00	6.00	6.00
Economic Development	0.50	0.50	0.50	0.50
Recreation	1.50	1.50	1.50	1.50
Swimming Pool	0.32	0.32	0.32	0.32
<i>Subtotal (ComDev)</i>	<i>8.32</i>	<i>8.32</i>	<i>8.32</i>	<i>8.32</i>
City Hall/Building	3.20	3.20	3.20	3.20
Engineering	1.50	1.50	1.50	1.50
Garage	3.30	3.30	3.30	3.30
Parks	4.30	4.30	4.30	4.30
Streets	3.60	3.60	4.60	4.60
Stormwater Utility	2.00	2.00	2.00	2.00
<i>Subtotal (ENG/PW)</i>	<i>17.90</i>	<i>17.90</i>	<i>18.90</i>	<i>18.90</i>
Library Fund	8.80	8.80	8.80	8.80
<i>Subtotal (Library Services)</i>	<i>8.80</i>	<i>8.80</i>	<i>8.80</i>	<i>8.80</i>
Electric Fund	17.14	17.14	17.14	17.14
Water Fund	7.81	7.41	7.41	7.41
Sewer Fund	9.68	9.28	9.28	9.28
<i>Subtotal (RFMU)</i>	<i>34.63</i>	<i>33.83</i>	<i>33.83</i>	<i>33.83</i>
Ambulance Fund	0.10	0.10	0.00	0.00
Fire	1.00	1.00	1.00	1.00
Police – Civilian	3.00	3.00	3.00	3.00
Police – Sworn	25.00	25.00	25.00	25.00
<i>Subtotal (Public Safety)</i>	<i>29.10</i>	<i>29.10</i>	<i>29.00</i>	<i>29.00</i>
Total FTEs	113.42	112.42	119.32	119.32

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.

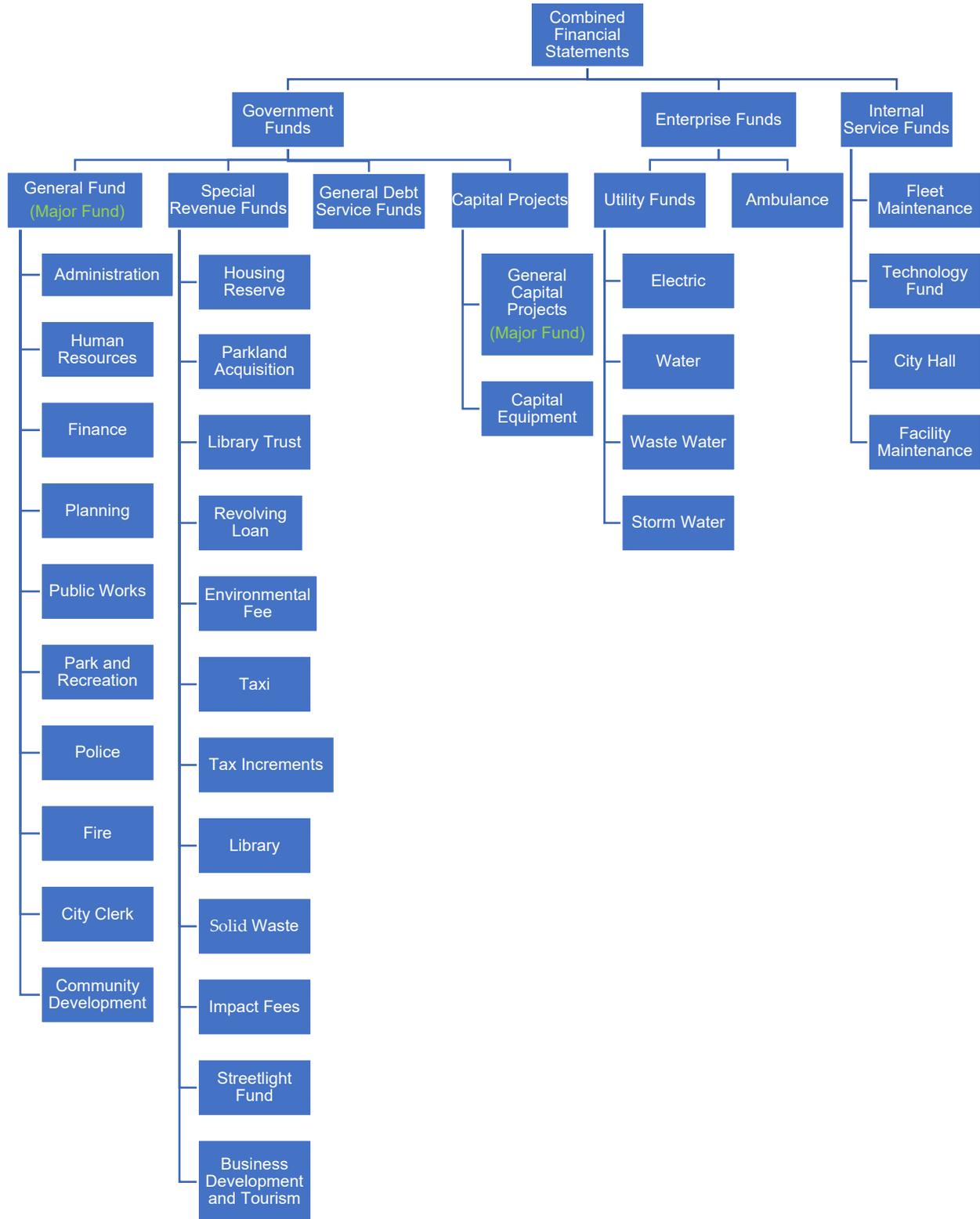
Debt Service Funds account for the payment of interest and principal on long-term revenue and general obligation debt not funded directly by another fund. These funds are reported and budgeted for using the modified accrual basis of accounting and budgeting.

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.

2023-2024 Fund Relationships and Major Fund

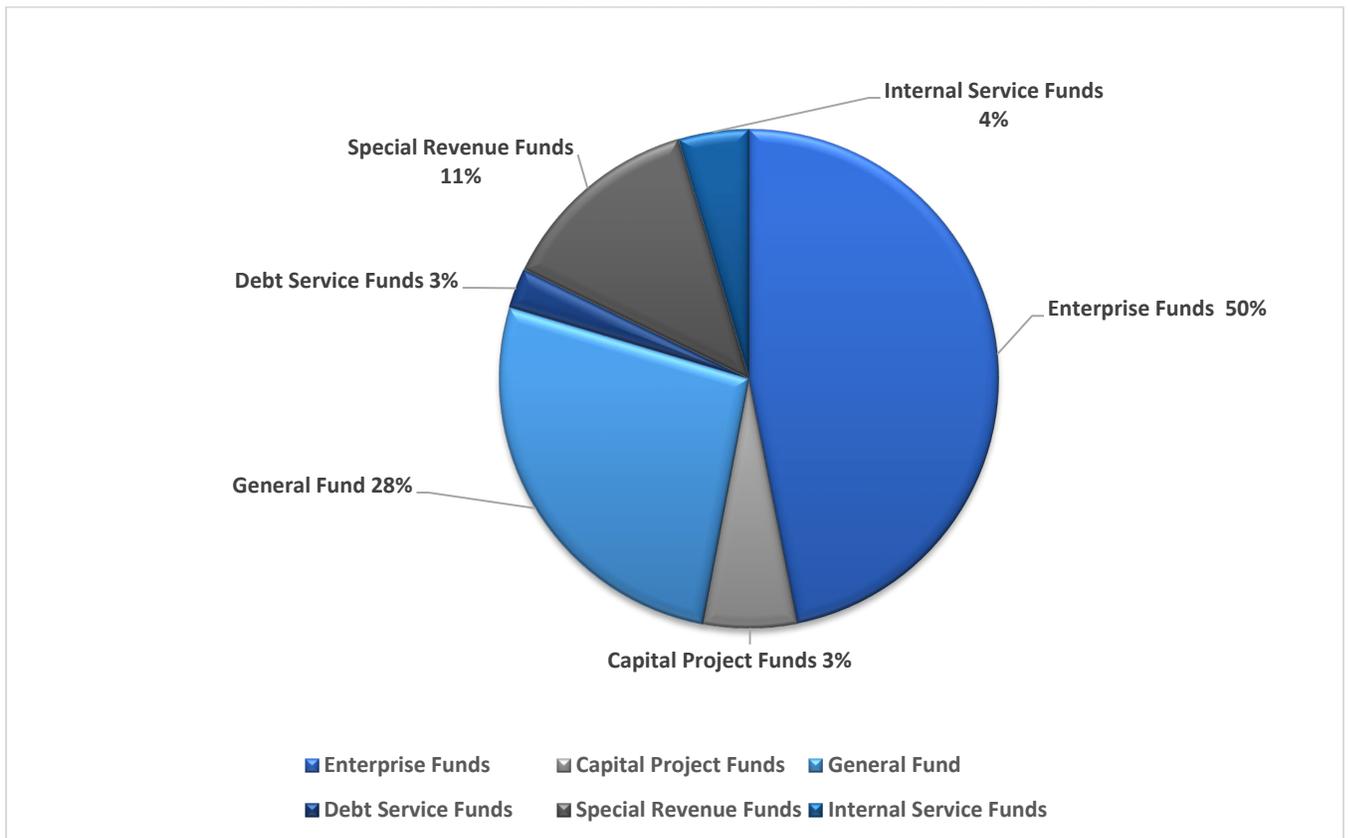


ALL FUNDS BUDGET

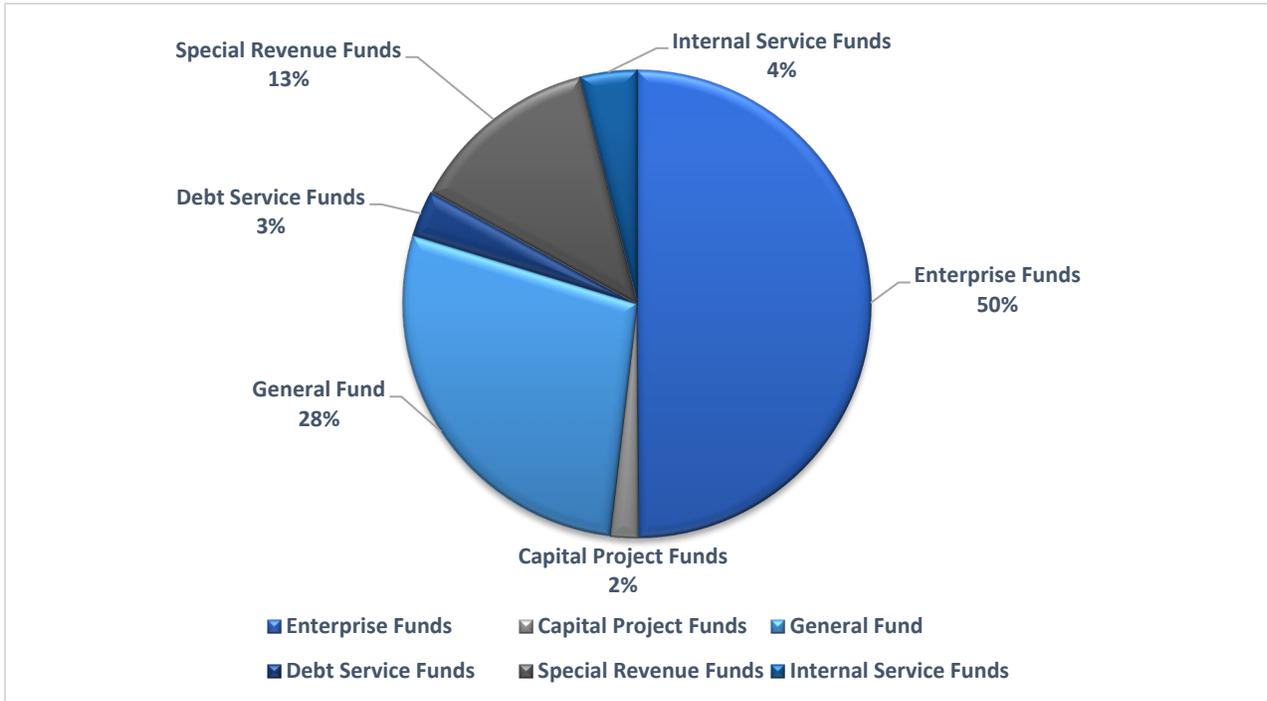
The approved All Funds budget for 2023-2024 budget is \$96,910,201. For a detailed list of departments within the General fund and individual fund totals, please see Appendix A in the back of this document.

Fiscal Resources	2021-2022 Revised	2023-2024 Budgeted
General Fund	\$23,186,940	\$25,821,571
Special Revenue Funds	10,966,902	12,808,587
Debt Service Funds	2,651,277	2,509,496
Capital Project Funds	1,629,531	5,892,118
Enterprise Funds	41,512,331	45,443,142
Internal Service Funds	3,259,756	4,435,287
TOTAL	\$83,206,737	\$96,910,201

2023-2024 BUDGET ALL FUNDS BREAKDOWN



2021-2022 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 2023-2024 budget total \$25,821,571. Notable changes from the approved 2021-2022 budget include the following:

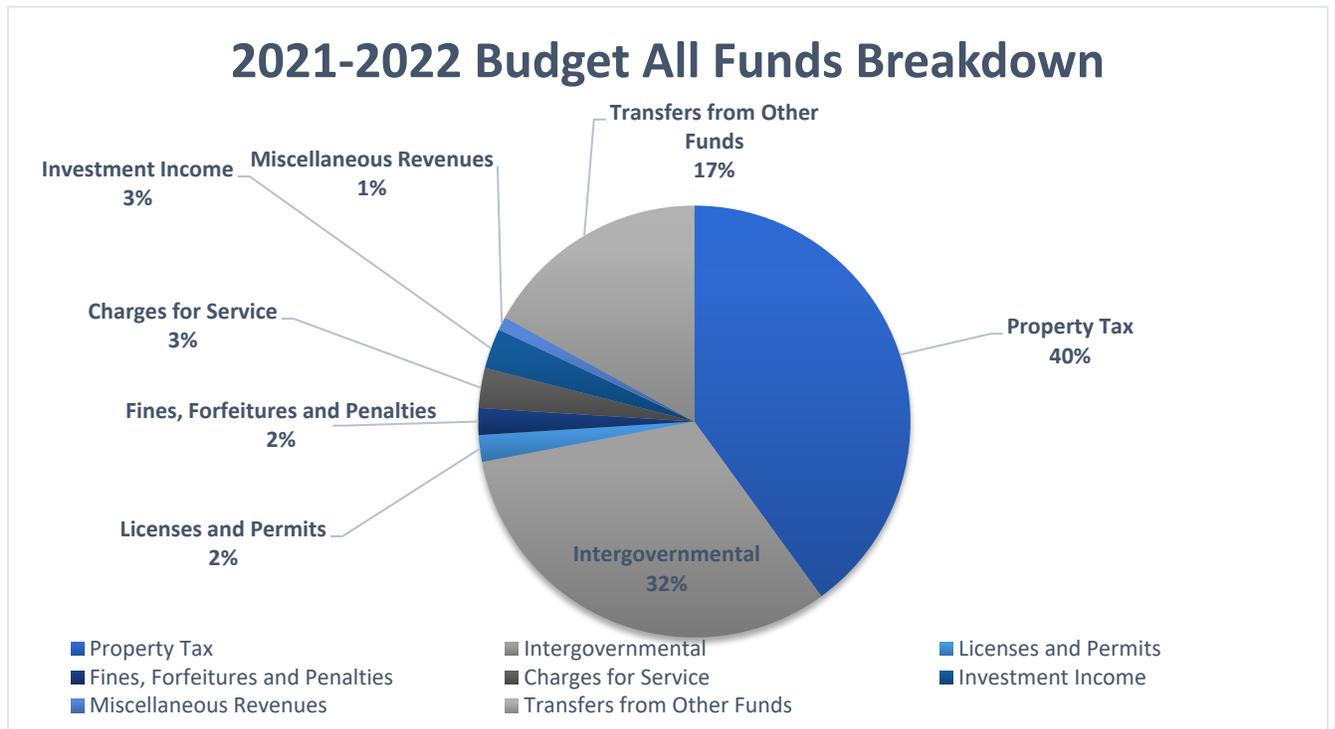
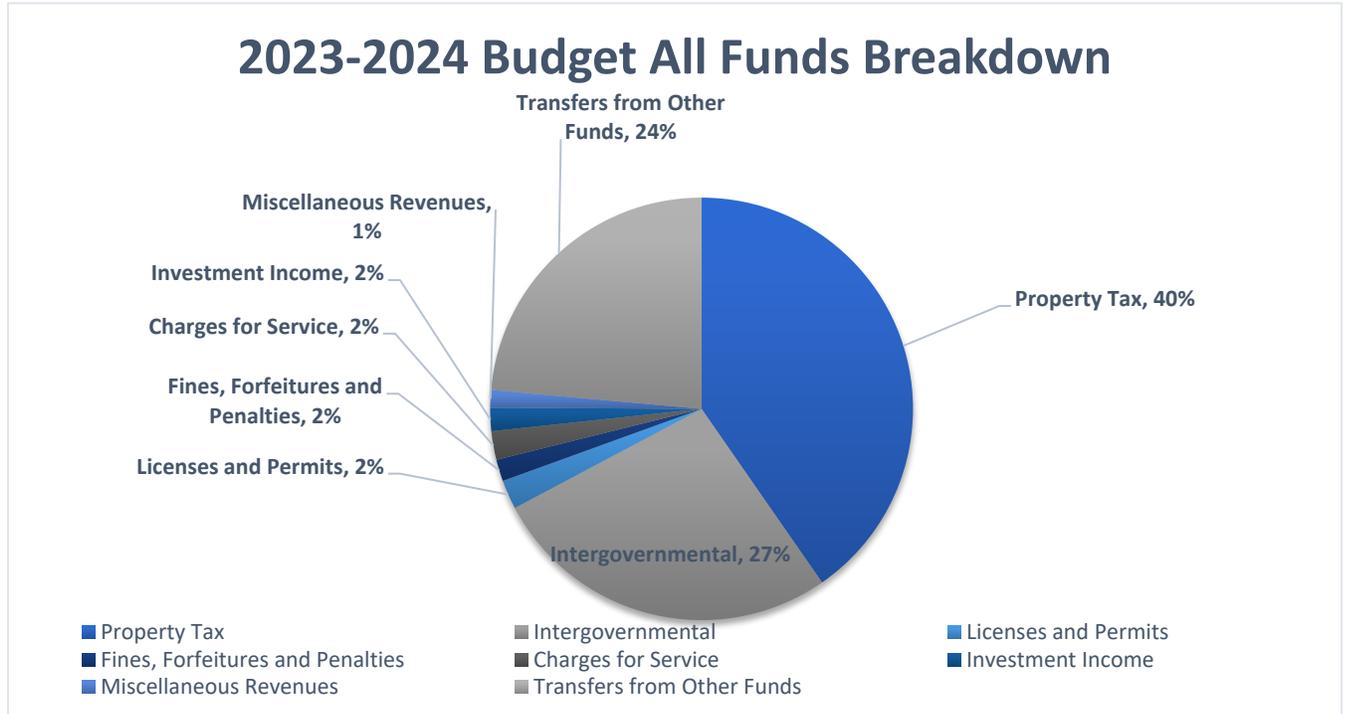
- Implementation of a vehicle registration fee, which is an additional revenue source.
- Implementation of a street light utility fee, which shifts expenses out of the General Fund.

Revenues related to a department (program revenues) are included in that departmental budget. Revenue estimates are based on 2021 actuals or estimates provided by the State of Wisconsin.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Property Tax	\$4,758,618	\$4,834,132	9,592,750	9,601,015	\$10,238,448
Payments in Lieu of Tax	59,059	67,800	126,859	135,600	135,600
Other Taxes	21,644	22,500	44,144	45,000	45,000
Intergovernmental	3,729,141	3,683,839	7,412,980	7,360,752	6,940,000
Licenses and Permits	297,981	257,200	555,181	473,900	576,500
Fines, Forfeitures and Penalties	161,419	214,000	375,419	393,000	428,000
Charges for Services*	325,479	265,075	590,554	520,150	565,150
Franchise Revenues	113,990	130,150	244,140	260,300	260,300
Special Assessments	120	-	120	-	-
Investment Income	65,221	175,752	240,973	324,905	200,000
Fund Balance	-	-	-	-	-
Miscellaneous Revenues	100,580	72,088	172,668	153,941	347,400
Transfers from Other Funds	1,863,109	1,988,537	3,851,646	3,918,377	6,085,173
Total	\$11,496,361	\$11,711,073	\$23,207,434	\$23,186,940	\$25,821,571

*Includes Intergovernmental sales

Below is a graph showing the allocation of each General Fund revenue source for the 2023-2024 budget compared to the allocation of each General Fund revenue source for the 2021-2022 budget.



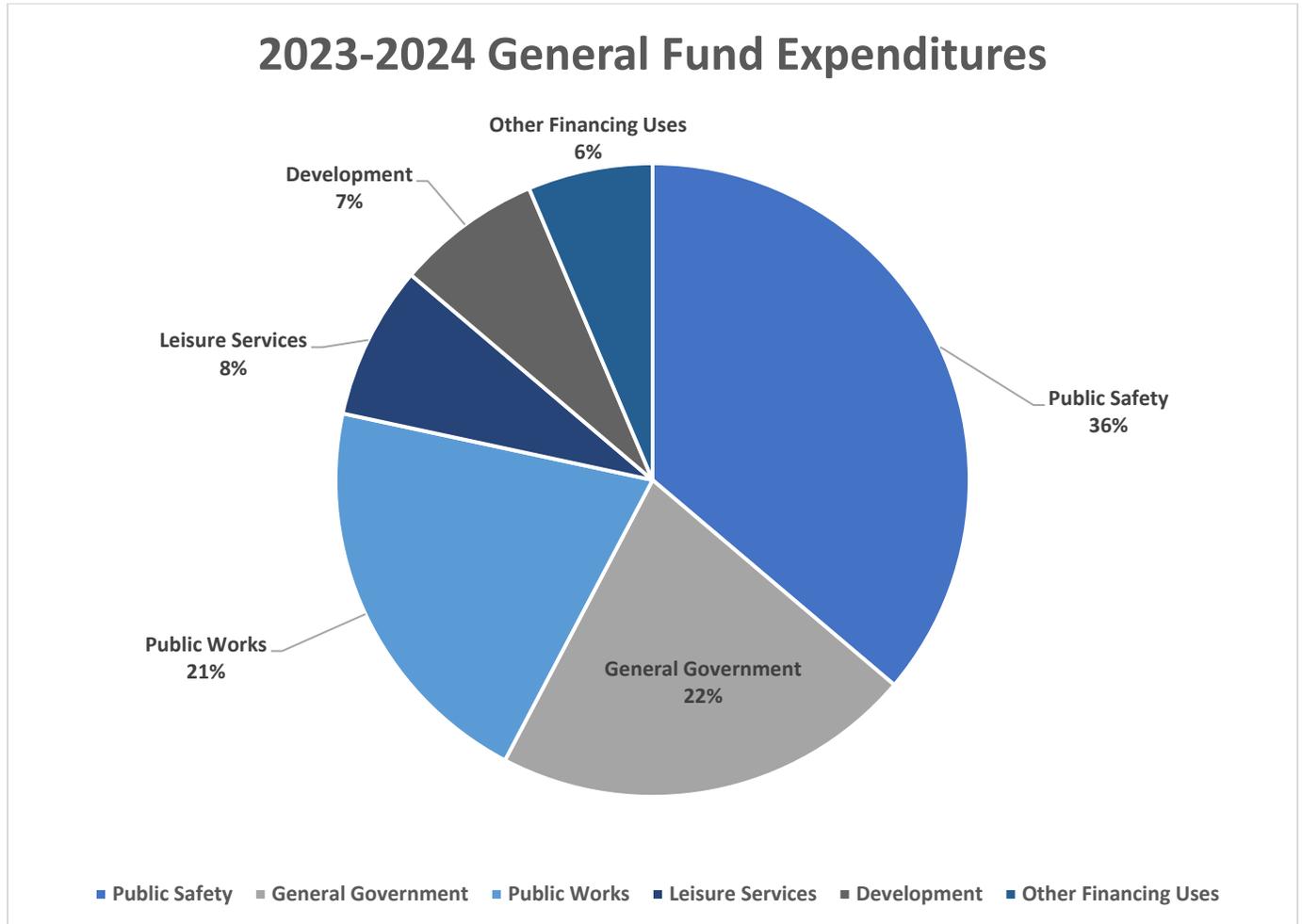
GENERAL

FUND EXPENDITURES

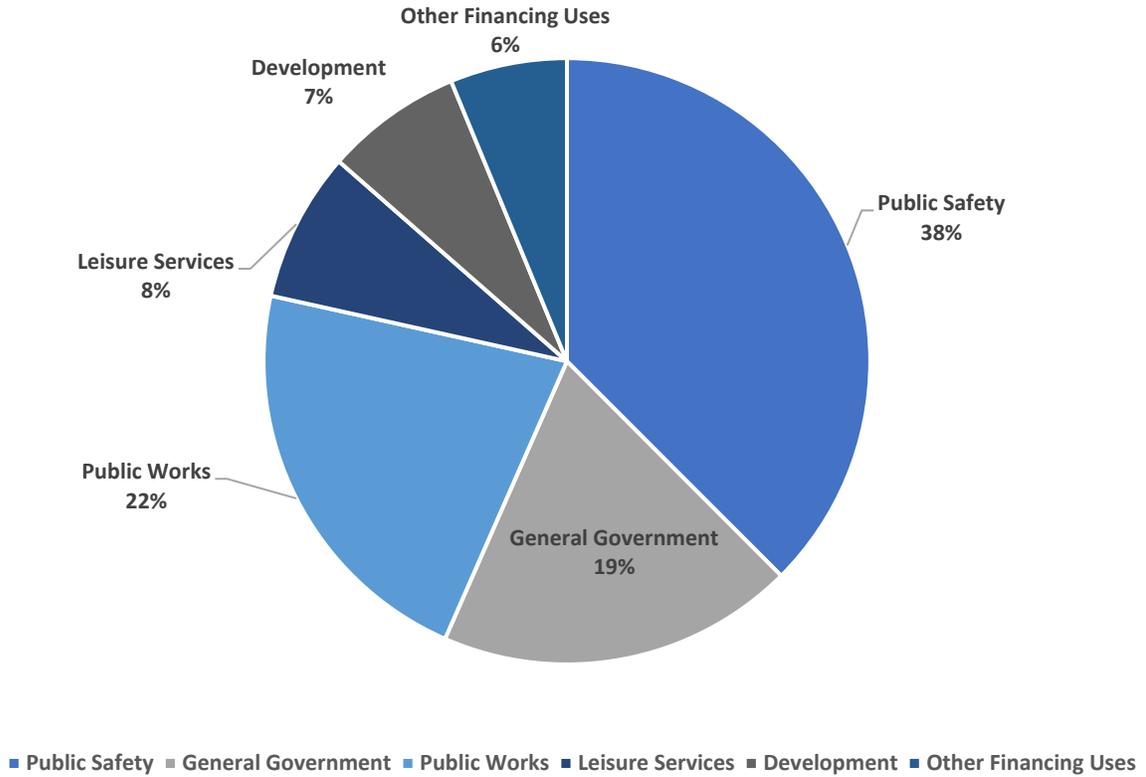
The General Fund accounts for all financial resources except those required to be accounted for in another fund, and accounts for many of the City's tax-based activities. The General Fund is broken down into the following expenditure functions:

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

Below is a summary of the 2023-2024 and 2021-2022 General Fund Budget operating expenditures by function:



2021-2022 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** includes the positions of Human Resources Director, Talent Programs Manager, Human Resources Specialist and oversees the contract relationship for Safety Coordinator/Risk Management. Other department functions include employment policy development, recruitment, compensation, benefit management, employee relations, training and development, compliance reporting and personnel management.
- **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.

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: The 2023-2024 budget is relatively consistent with prior years, with the exception that the budget for contingency was moved to the administrator budget.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Personnel Services	\$43,497	\$43,359	\$86,856	\$86,718	\$87,500
Operating Expenses	170,695	158,184	328,879	318,918	336,462
Contingency Fund	-	100,000	100,000	250,000	-
Total	\$214,191	\$301,543	\$515,734	\$655,636	\$423,962

	2021	Comparison to Benchmark Jurisdictions
Percentage of respondents who:		
<i>Council</i>		
Rated the overall image of River Falls as excellent/good	80%	Similar
Rated the overall direction of River Falls as excellent/good	65%	Similar
Rated the services provided by the City as excellent/good	81%	Similar
Rated the value of services for the taxes paid to River Falls as excellent/good	59%	Similar

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 2023-2024 budget is relatively consistent with prior years.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Personnel Services	\$12,174	\$12,174	\$24,348	\$24,348	\$24,000
Operating Expenses	591	1,600	2,191	2,700	3,200
Contingency Fund	-	400	400	800	800
Total	\$12,765	\$14,174	\$26,939	\$27,848	\$28,000

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.

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: A second ICMA fellow position is included in the 2023 budget with a July 1st start date and fully funded in the 2024 budget.

	2021	2022	2021-2022	2021-2022	2023-2024
Fiscal Resources	Actual	Projected	Projected	Revised	Budgeted
Personnel Services	\$488,944	\$435,507	\$924,451	\$859,444	\$1,140,069
Operating Expenses	67,286	26,530	93,816	53,050	53,158
Contingency Fund	-	-	-	-	251,608
Total	\$556,230	\$462,037	\$1,018,267	\$912,494	\$1,444,835

	2021	2022	2023	2024
Personnel			Budget	Budget
Full Time Equivalent Positions	3.40	3.40	4.40	4.40

Performance Measures	2021	2022	2023	2024
		Projected	Budgeted	Budgeted
Citizen Satisfaction Score- Overall Community Quality	88% Positive	-	88% Positive	-
Citizen Satisfaction Score- Would Recommend Living in River Falls to someone who asks	92% Positive	-	92% 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 2023-2024 uses the five-year average of approximately \$60,000 per year as the basis for the estimated expenses.

	2021	2022	2021-2022	2021-2022	2023-2024
Fiscal Resources	Actual	Projected	Projected	Revised	Budgeted
Operating Expenses	\$57,533	\$54,300	\$111,833	\$108,600	\$120,000

GENERAL FUND

COMMUNITY SERVICES/CITY CLERK

Reports to: 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 supervision responsibilities of customer service and billing team.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Personnel Services	\$151,320	\$130,142	\$281,462	\$253,692	\$253,424
Operating Expenses	11,311	12,226	23,537	26,452	37,714
Total	\$162,630	\$142,368	\$304,998	\$280,144	\$291,138

Program Revenues	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Liquor & Malt Beverage License	\$28,926	\$18,000	\$46,926	\$36,000	\$40,000
Operator/Bartender License	7,644	7,000	14,644	14,000	15,000
Clerk Fees	7,501	9,000	16,501	18,000	18,000
Weights and Measures Charges	4,550	4,475	9,025	8,950	8,950
Special Assessments	120	-	120	-	-
Other License and Fees	3,213	2,500	5,713	5,000	5,900
Total	\$51,955	\$40,975	\$92,930	\$81,950	\$87,850

Personnel	2021	2022	2023 Budget	2024 Budget
Full Time Equivalent Positions	1.40	1.40	1.40	1.40

Performance Measures	2021	2022 Estimated	2023 Budgeted	2024 Budgeted
Licenses Issued	280	300	250	250
Training Hours (City Clerk/Deputy Clerk)	160	160	160	160

GENERAL FUND

ELECTIONS

Reports to: City Clerk/Community Services Director

Program Description: The Elections budget includes the wages 80 for election officials, including eight election chiefs, staff overtime, and costs related to annual elections. The budget includes operational and service costs for election equipment, which includes six DS200 tabulation machines, twelve ADA compliant Express Vote ballot machines, and 21 Badger Books, electronic poll books. The City is comprised of four districts and 18 wards. This budget is managed by the City Clerk/Community Services Director.

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 2023 and four elections, including the Presidential election in 2024.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Personnel Services	\$11,337	\$31,000	\$42,337	\$47,000	\$332,612
Operating Expenses	11,659	23,760	35,419	38,320	65,924
Total	\$22,995	\$54,760	\$77,755	\$85,320	\$398,536

Performance Measures	2021	2022 Budgeted	2023 Budgeted	2024 Budgeted
Number of elections in the year	2	5	2	4
Election training hours - Inspectors	140	500	150	500
Election Training Hours	18	50	20	50

GENERAL FUND

COMMUNICATIONS

Reports to: City Administrator

Program Description: The Communications Coordinator is responsible for 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 2023-2024 budget includes funding for the City Newsletter, ads on Facebook, and partial funding for an intern.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Personnel Services	\$84,982	\$115,808	\$200,790	\$226,283	\$168,572
Operating Expenses	15,836	45,144	60,980	90,353	57,286
Total	\$100,818	\$160,952	\$261,770	\$316,636	\$225,858

Personnel	2021	2022	2023 Budget	2024 Budget
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, Talent Programs Manager, Human Resources Specialist, and oversees the contract relationship for Safety Coordinator/Risk Management. 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, workers compensation, employee assistance, ERP software support, leadership development, benefit administration, employment policy development, people management, personnel records management, recruitment programs, and diversity, equity, and inclusion programs. The Safety Coordinator manages the overall City’s safety and risk management program.

Budget Highlights: The 2023-2024 Budget includes funding for a contracted full-time Safety Coordinator and additional funding for trainings, professional development, and planning efforts.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Personnel Services	\$284,452	\$281,594	\$566,046	\$568,849	\$787,738
Operating Expenses	95,196	126,260	221,456	246,020	342,406
Total	\$379,648	\$407,854	\$787,502	\$814,869	\$1,130,144

Personnel	2021	2022	2023 Budget	2024 Budget
Full Time Equivalent Positions	3.20	3.00	4.00	4.00

Performance Measures	2023 Actual	2023 Projected	2023 Budgeted	2024 Budgeted
Turnover rate of employees (% of authorized FTE) *	16.7	16.7	16.7	16.7
Workers Compensation experienced modified rate	1.09	.99	.99	.99

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 Financial Analyst 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 2023-2024 budget includes funding for the annual audit and compilations of the TID financial statements. In late 2022, 1 Full Time Senior Accountant was added to the staff.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Personnel Services	\$226,550	\$212,333	\$438,883	\$501,453	\$716,403
Operating Expenses	84,012	80,635	164,647	161,270	159,594
Total	\$310,562	\$292,968	\$603,530	\$662,723	\$875,997

Personnel	2021	2022	2023 Budget	2024 Budget
Full Time Equivalent Positions	2.47	2.47	3.47	3.47

Performance Measures	2020 Actual	2021-2022 Budgeted	2023-2024 Budgeted
Moody's G.O. Bond Rating*	Aa2	Aa2	Aa2
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 traffic and City ordinances. The salary of the elected municipal judge is included in this budget. The court may assess fines and court costs, which a portion is allocated to the State of Wisconsin, and Pierce and St. Croix Counties.

Product and Services: The municipal court adjudicates all municipal ordinance violations by means of initial appearances, pretrials and trials. The court collects fines/forfeitures, maintains the official records, and final disposition.

Budget Highlights: The 2023-2024 budget includes annual elective and required training expenses of the municipal judge, clerk of court and deputy clerk of court.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Personnel Services	\$115,652	\$123,395	\$239,047	\$241,159	\$268,087
Operating Expenses	9,719	16,146	25,865	30,661	40,047
Total	\$125,371	\$139,541	\$264,912	\$271,820	\$308,134

Program Revenues	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Fines & Forfeitures	\$61,546	\$70,000	\$131,546	\$120,000	\$140,000
Court Costs	25,319	30,000	55,319	60,000	60,000
Total	\$86,865	\$100,000	\$186,865	\$180,000	\$200,000

Personnel	2021	2022	2023 Budget	2024 Budget
Full Time Equivalent Positions	1.20	1.20	2.20	2.20

Performance Measures	2021 Actual	2022 Estimated	2023 Budgeted	2024 Budgeted
Total cases processed	822	1,000	1,000	1,000
Fine Revenue Retained by City	\$53,612	\$70,000	\$70,000	\$70,000
Court Cost Revenue	\$24,340	\$30,000	\$30,000	\$30,000

Public Safety

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

- **Police Department** 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.
- **Animal Control** is a contracted service. The main function of this service is to board animals that are running at large in the City until the owner claims them.

GENERAL FUND

POLICE

Reports to: Police Chief

Program Description: The Police Department includes 25 sworn officers and three civilian staff. In addition to the administrative functions, the department has a patrol division and an investigative services division. The Police Department also serves the surrounding area through mutual aid with dispatch services provided by Pierce County.

Product and Services: The Police Department provides police coverage throughout River Falls and is responsible for criminal investigations, crime prevention, and school liaison activities.

Budget Highlights: The 2023-2024 budget includes cost of living and inflationary adjustments.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Personnel Services	\$3,022,965	\$3,205,829	\$6,228,794	\$6,262,482	\$6,796,515
Operating Expenses	402,975	427,622	830,597	856,103	813,123
Total	\$3,425,939	\$3,633,451	\$7,059,390	\$7,118,585	\$7,609,638

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
School District Grants	\$132,275	\$125,000	\$257,275	\$250,000	\$250,000
Parking Violations	67,052	105,000	172,052	195,000	210,000
Police Department Fees	6,302	10,000	6,302	20,000	20,000
Police Towing Charges	6,075	8,000	14,075	16,000	16,000
Miscellaneous Revenue	4,872	-	4,872	-	4,000
Total	\$216,577	\$248,000	\$464,577	\$481,000	\$500,000

Personnel	2021	2022	2023 Budget	2024 Budget
Full Time Equivalent Positions - Civilian	3.00	3.00	3.00	3.00
Full Time Equivalent Positions - Sworn	25.00	25.00	25.00	25.00

Performance Measures	2021 Actual	2022 Estimated	2023 Budgeted	2024 Budgeted
Clearance Rate – Non-violent Crimes	42%	42%	42%	42%
Clearance Rate - Violent Crimes*	20%	18%	18%	18%

*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.

Product and Services: Responds to fire and accident events, provides coordinated fire service training programs, pursues public fire and burn safety education, and provides fire investigation.

Budget Highlights: The 2023-2024 budget includes cost of living and inflationary adjustments.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Personnel Services	\$382,337	\$390,549	\$772,886	\$774,439	\$865,991
Operating Expenses	164,201	248,073	412,274	502,732	603,040
Debt Service	87,743	117,130	204,873	204,878	234,521
Sinking Fund	-	35,000	35,000	65,000	-
Total	\$634,281	\$790,752	\$1,425,033	\$1,547,049	\$1,703,552

Program Revenues	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Fire Insurance State	\$1,150	\$1,500	\$2,650	\$3,000	\$3,000
Misc. Revenue	2,903	-	2,903	-	5,000
Fire Department Fees	15,984	15,000	30,984	30,000	30,000
Donations	24,448	-	24,448	-	2,000
Fire Inspection Fees	1,150	1,500	2,650	3,000	3,000
Total	\$45,635	\$18,000	\$63,635	\$36,000	\$43,000

Personnel	2021	2022	2023 Budget	2024 Budget
Full Time Equivalent Positions	1.00	1.00	1.00	1.00

*Personnel excludes volunteer Fire Fighters

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

GENERAL FUND

EMERGENCY GOVERNMENT

Reports to: Police Chief

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	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Operating Expenses	\$3,330	\$13,011	\$16,341	\$25,920	\$26,070

Performance Measures	2021 Actual	2022 Estimated	2023 Budgeted	2024 Budgeted
Weather sirens maintained	8	8	8	8
Number of weather siren tests	7	7	7	7
Percentage of sirens responsive during scheduled tests	96%	89%	89%	89%

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	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Operating Expenses	\$1,902	\$3,775	\$5,677	\$6,515	\$7,550

Program Revenues	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Dog Park Permits	\$5,039	\$4,000	\$9,039	\$8,000	\$8,200
Total	\$5,039	\$4,000	\$9,039	\$8,000	\$8,200

Public Works

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

- **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

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 Public Works 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.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Personnel Services	\$270,290	\$300,619	\$570,909	\$589,098	\$637,027
Operating Expenses	80,143	94,756	174,899	191,174	219,518
Total	\$350,433	\$395,375	\$745,808	\$780,272	\$856,545

Program Revenues	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Interdepartmental Sales	\$14,263	\$25,000	\$39,263	\$50,000	\$50,000

Personnel	2021	2022	2023 Budget	2024 Budget
Full Time Equivalent Positions	3.30	3.30	3.30	3.30

Performance Measures	2021	2022 Estimated	2023 Budgeted	2024 Budgeted
Average age of City Fleet in years (including motor pool)	7.94	8.94	8.34	7.86
Percent of equipment maintenance performed on schedule	96%	95%	85%	85%

*Based on 2021 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.

	2021	2022	2021-2022	2021-2022	2023-2024
Fiscal Resources	Actual	Projected	Projected	Revised	Budgeted
Personnel Services	\$42,281	\$30,000	\$72,281	\$60,000	\$68,730
Operating Expenses	176,276	166,160	342,436	345,520	385,732
Debt Service	30,035	-	30,035	30,036	-
Total	\$248,592	\$196,160	\$444,752	\$435,556	\$454,462

Performance Measures	2021 Actual	2022 Estimated	2023 Budgeted	2024 Budgeted
Tons of Salt Used per Mile	3.52	3	2.75	2.5
Gallons of Salt Brine Used per Lane	281	300	325	350
Avg Response Time	25	25	25	25
Gallons of Beet heat Used per Lane	17.4	15	20	20
Tons of Treated Salt Used Per Lane	0.35	1	1	1

Harshness of winter dramatically affects the total amount of materials used; 2022-2024 represent department estimates. Performance Measures now reflect "per Lane," instead of "per Mile," which had been used in previous Budget documents.

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: The budget for 2023-2024 includes 1 additional FTE.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Personnel Services	\$282,023	\$293,742	\$575,765	\$578,706	\$1,071,491
Operating Expenses	196,158	200,583	396,741	401,572	426,564
Street Maintenance	426,684	776,500	1,203,184	1,425,549	1,390,000
Debt Service	164,767	160,775	325,542	325,495	248,876
Total	\$1,069,632	\$1,431,600	\$2,501,232	\$2,731,322	\$3,136,931

Program Revenues	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Revenues	\$15,771	\$7,000	\$22,771	\$14,000	\$14,000
Grant Revenue	-	240,000	240,000	400,000	-
Total	\$15,771	\$247,000	\$262,771	\$414,000	\$14,000

Personnel	2021	2022	2023 Budget	2024 Budget
Full Time Equivalent Positions	3.60	3.60	4.60	4.60

Performance Measures	2021	2022 Projected	2023 Projected	2024 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: Reductions to the 2023-2024 budget are due to the implementation of a Streetlight Fund effective July 1, 2023.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Operating Expenses	\$255,279	\$285,523	\$540,802	\$571,046	\$268,500

Performance Measures	2021 Actual	2022 Estimated	2023 Budgeted	2024 Budgeted
Traffic Signals Maintained	9	9	9	9
Street Signs Maintained	3,856	3,856	3,856	3,856
Signs Formally Inspected	822	822	822	822

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: Community Services Director/City Clerk

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, pool reservations and shelters. The Recreation Department is staffed by the Recreation Manager, a Recreation Assistant, and approximately 25 seasonal program workers. These positions are in the temporary part-time expenses.

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: The 2023-2024 budget has been adjusted back to pre-COVID levels. Splash pad has increased the pool expenses, which remains a huge attraction to Glen Park.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Personnel Services	\$115,159	\$111,390	\$226,549	\$219,805	\$300,742
Operating Expenses	24,259	45,045	69,304	89,415	111,866
Total	\$139,418	\$156,435	\$295,853	\$309,220	\$412,608

Program Revenues	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Recreation Programs	\$85,475	\$70,000	\$155,475	\$135,000	\$150,000
Total	\$85,475	\$70,000	\$155,475	\$135,000	\$150,000

Personnel	2021	2022	2023 Budget	2024 Budget
Full Time Equivalent Positions	1.50	1.50	1.50	1.50

Performance Measures	2021	2022 Estimated	2023 Budgeted	2024 Budgeted
Percentage of recreational programs meeting minimum enrollment	85%	97%	98%	98%
Number of youth participants	1,921	2,419	2,500	2,500

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. Continue with the current program of pool maintenance.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Personnel Services	\$58,690	\$82,415	\$141,105	\$163,878	\$198,150
Operating Expenses	37,266	41,775	79,041	82,950	119,502
Total	\$95,956	\$124,190	\$220,146	\$246,828	\$317,652

Program Revenues	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Swimming Pool Fees	\$26,845	\$45,000	\$71,845	\$90,000	\$50,000

Personnel	2021	2022	2023 Budget	2024 Budget
Full Time Equivalent Positions	0.32	0.32	0.32	0.32

Performance Measures	2021	2022 Estimated	2023 Budgeted	2024 Budgeted
Cost Recovery (%)	40%	73%	45%	40%
Pass users as % of daily attendance	40%	40%	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 2023-2024 budgets include \$15,000 in annual funding for the Greenwood Cemetery.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Personnel Services	\$397,321	\$407,109	\$804,430	\$796,212	\$761,035
Operating Expenses	263,231	233,945	497,176	\$472,707	506,994
Cemetery Maintenance	16,958	15,000	31,958	30,000	30,000
Debt Service	13,601	13,340	26,941	26,945	25,868
Total	\$691,111	\$669,394	\$1,360,505	\$1,325,864	\$1,323,897

Program Revenues	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Grant Revenue	\$433	-	\$433	-	-
Park Fees	62,326	63,000	125,326	121,000	126,000
Donations	8,500	-	8,500	-	2,000
Total	\$71,259	\$63,000	\$134,259	\$121,000	\$128,000

Personnel	2021	2022	2023 Budget	2024 Budget
Full Time Equivalent Positions	4.30	4.30	4.30	4.30

Performance Measures	2021	2022 Estimated	2023 Budgeted	2024 Budgeted
Acres of developed park land	201	202	202	202
Acres of Conservation Land	441	470	470	470
Acres of open space per 1,000 residents*	38.2	43.9	43.9	43.9
Miles of 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, Community Development, Economic Development and Engineering 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.
- **Engineering** 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.

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	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Operating Expenses	\$177,698	\$73,855	\$251,553	\$255,710	\$278,160
Total	\$177,698	\$73,855	\$251,553	\$255,710	\$278,160

Program Revenues	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Revised	2023-2024 Budgeted
Forestry Fees	\$49,301	-	\$49,301	-	\$50,000
Donations	1,500	-	1,500	-	-
Total	\$50,801	-	\$50,801	-	\$50,000

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, code enforcement and housing functions. The department is staffed with the Community Development Director, City Planner, two Planners, Building Inspector, Community Development Assistant, and a Planning Technician (.5 FTE).

Product and Services: Long- and short-range planning including the comprehensive plan, land division regulations and zoning administration, building, and housing inspection services, code enforcement, liaison to Plan Commission, Historic Preservation Commission, Business Improvement District and Downtown Design Committee.

Budget Highlights: The budget for 2023-2024 does not include significant changes.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Personnel Services	\$536,134	\$649,660	\$1,185,794	\$1,275,562	\$1,419,106
Operating Expenses	225,853	116,002	341,855	229,144	270,238
Total	\$761,987	\$765,662	\$1,527,649	\$1,504,706	\$1,689,344

Program Revenues	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Housing Inspection License	\$410	\$500	\$910	\$1,000	\$1,000
Housing Citations	200	500	700	1,000	1,000
Building Permits	219,394	200,000	419,394	360,000	450,000
Plumbing Inspection	1,175	2,500	3,675	4,500	5,000
Inspectors Red Seal	2,508	1,700	4,208	3,400	3,400
Sign Permits	1,312	2,000	3,312	4,000	4,000
Zoning Administration Fee	25,300	17,000	42,300	34,000	40,000
Fence Permit Fee	2,860	1,500	4,360	3,000	3,000
Miscellaneous Revenue	-	-	-	-	-
Plat Review Fee	25,200	10,000	35,200	20,000	30,000
Total	\$278,359	\$235,700	\$514,059	\$430,900	\$537,400

Personnel	2021	2022	2023 Budget	2024 Budget
Full Time Equivalent Positions	6.00	6.00	6.00	6.00

GENERAL FUND

COMMUNITY DEVELOPMENT/INSPECTIONS

Building Permits Issued	Number of Permits	Number of Units	Value of Project	Fees Collected
Single Family new	76	102	\$19,200,920	\$133,538
Residential add/alt	121	121	1,734,022	24,480
Multifamily new	4	32	2,797,384	15,819
Commercial new	1	1	1,700,000	7,409
Commercial add/alt	21	21	7,595,320	28,431
Moving/Razing	7	7	-	712
Accessory structures	18	18	75,493	\$1,209
TOTAL	248	302	\$33,103,139	\$211,598

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 for 2023-2024 includes funding for marketing all corporate parks.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Personnel Services	\$57,651	\$58,967	\$116,618	\$115,460	\$131,674
Operating Expenses	16,659	31,750	48,409	73,350	94,050
Total	\$74,310	\$90,717	\$165,027	\$188,810	\$225,724

Personnel	2021	2022	2023 Budget	2024 Budget
Full Time Equivalent Positions	0.50	0.50	0.50	0.50

GENERAL FUND

ENGINEERING

Reports to: Community Development Director

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 2023-2024 budget includes cost of living and inflationary adjustments.

	2021	2022	2021-2022	2021-2022	2023-2024
Fiscal Resources	Actual	Projected	Projected	Revised	Budgeted
Personnel Services	\$201,504	\$206,215	\$407,719	\$404,110	\$420,648
Operating Expenses	89,960	76,640	166,600	153,630	198,965
Total	\$291,464	\$282,855	\$574,319	\$557,740	\$619,613

	2021	2022	2021-2022	2021-2022	2023-2024
Program Revenues	Actual	Projected	Projected	Revised	Budgeted
Right of Way Inspections	\$5,245	\$3,000	\$8,245	\$6,000	\$7,000

	2021	2022	2023	2024
Personnel			Budget	Budget
Full Time Equivalent Positions	1.50	1.50	1.50	1.50

	2021	2022	2023	2024
Performance Measures		Estimated	Budgeted	Budgeted
Number of ROW permits issued	30	25	26	26

OTHER FINANCING USES

The General Fund makes annual operating transfers to other funds for various reasons. The following transfers are included in these 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.

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.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
TSF to Taxi Fund	\$17,175	\$19,568	\$36,743	\$36,743	\$39,136
TSF to City Hall	136,240	135,409	271,649	271,649	355,935
TSF to Motor Pool	18,027	18,566	36,593	36,593	36,000
TSF to Technology Fund	346,533	392,889	739,422	739,422	847,595
TSF to Facility Maintenance	130,066	126,399	256,465	256,465	366,055
TSF to TID #9	73,155	31,680	104,835	104,835	-
Total	\$721,196	\$724,511	\$1,445,707	\$1,445,707	\$1,644,721

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 2023-2024 budget.

- **Taxi** accounts for revenues and expenditures related to the grant funded operation of the shared-ride taxi service.
- **Parking Fund** recorded previously revenues and expenditures related to the street and parking lot meters in the City. Since the removal of the meters in 2014, this fund will be dedicated to lot improvements and phased out.
- **ARPA Fund (American Rescue Plan Act)** accounts for federal funding designated to be spent on the projects already approved by the City Council on June 14, 2022.
- **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. 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.

- **Streetlight Fund** accounts for the City's electric costs for unmetered streetlights that light streets and sidewalks throughout the community.
- **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 # 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.
- **Tax Increment # 17** was created in 2021 to include the former Shopko property.
- **Tax Increment # 18** was created in 2021 to include 700 S. Main Street.

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 20,000 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: 2023-2024 budget includes vehicle replacement in both years. A rate review is planned for 2023.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Grant Revenues	\$219,337	\$236,764	\$456,101	\$446,866	\$473,528
Transfer from General Fund (local share)	17,175	19,568	36,743	36,743	39,136
Other Revenues	21	2,000	2,021	4,000	4,000
Fund Balance Applied	-	-	-	-	4,298
Total Revenues	\$236,533	\$258,332	\$494,865	\$487,609	\$520,962
Operating Expenses	\$214,624	\$211,628	\$426,252	\$432,256	\$438,962
Capital Assets	675	38,000	38,675	38,000	76,000
Transfer to Other Funds	8,649	8,704	17,353	17,353	6,000
Total Expenditures	\$223,948	\$258,332	\$482,280	\$487,609	\$520,962

Performance Measures	2021 Actual	2022 Estimated	2023 Budgeted	2024 Budgeted
Cost Per Passenger Trip	\$11.27	\$14.17	\$8.50	\$8.50

SPECIAL REVENUE

PARKING FUND

Program Description: The City owns several parking lots in the downtown district in order to provide adequate parking for shoppers. In 2014, downtown parking meters were removed, the funds remaining have been used for maintenance of the City's public parking lots, with the intent to spenddown the funds.

Product and Services: Maintenance of metered lots using fund reserves.

Budget Highlights: The 2023-2024 budget includes funding for a couple of capital improvement projects.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Interest Income	\$10	\$100	\$110	\$200	\$200
Fund Balance Applied	-	20,200	20,200	25,400	50,200
Total Revenues	\$10	\$20,300	\$20,310	\$25,600	\$50,400
Operating Expenses	\$1,426	\$5,300	\$6,726	\$10,600	\$8,400
Transfer to Other Funds	-	15,000	15,000	15,000	42,000
Total Expenses	\$1,426	\$20,300	\$21,726	\$25,600	\$50,400

SPECIAL REVENUE

ARPA

Program Description: The City was provided approximately \$1.67 million in American Rescue Plan Act (ARPA) funding. Funding can be applied for government services, certain construction projects, and more. The City Council reviewed its options for utilizing the ARPA funding and a spending plan was approved June 14, 2022.

Product and Services: Projects will be funded and completed based on the approved June 14, 2022, City Council plan.

Budget Highlights: Uses of ARPA funding include police vehicle replacements, playground equipment, downtown furnishings and wayfinding signage, and emerald ash borer mitigation.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Federal Grants	-	-	-	-	\$1,528,100
Investment Income	257	-	257	-	-
Total Revenues	\$257	-	\$257	-	\$1,528,100
Transfer to Other Funds	-	-	-	-	\$1,528,100
Total Expenses	-	-	-	-	\$1,528,100

Project List:

- Vehicle replacements
- Placemaking projects
- Neighborhood parks playground
- Emergency sirens
- Public works facility
- Collins park trail
- Emerald ash borer
- N. Main sidewalk infill (new)
- City Hall LED lamp conversions
- City Hall RTU 1 and 2 controller
- City Hall roof maintenance
- South Wasson Lane
- Powell Ave bridge

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	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Environmental Fee Revenue	\$96,238	\$92,000	\$188,238	\$184,000	\$188,000
Other Revenues	-8,300	11,000	2,700	22,000	20,000
Total Revenues	\$87,938	\$103,000	\$190,938	\$206,000	\$208,000
Operating Expenses	\$35,189	\$36,940	\$72,129	\$73,880	\$73,880
Reserves	-	63,550	63,550	127,108	129,894
Transfer to Other Funds	2,502	2,510	5,012	5,012	4,226
Total Expenditures	\$37,691	\$103,000	\$140,691	\$206,000	\$208,000

Historical Environmental Fee Rates				
Category	2019	2020	2021	2022
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	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Solid Waste Collection Fee	\$950,874	\$929,416	\$1,880,290	\$1,880,236	\$1,969,119
Other Revenues	90	500	590	1,000	1,000
Fund Balance	-	-	-	10,600	-
Total Revenues	\$950,964	\$929,916	\$1,880,880	\$1,891,836	\$1,970,119
Operating Expenses	\$929,116	\$901,579	\$1,830,695	\$1,835,294	\$1,859,782
Transfers to Other Funds	28,205	28,337	56,542	56,542	110,337
Total Expenditures	\$957,321	\$929,916	\$1,887,237	\$1,891,836	\$1,970,119

Historical Solid Waste Fee Rates						
Category	2019	2020	2021	2022	2023	2024
Residential Refuse/Recycling Collection	\$14.20	\$14.40	\$17.00	\$17.50	\$19.00	\$19.00
CORE Fee	\$1.25	\$1.25	\$1.25	\$1.25	\$1.25	\$1.25

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 physical and digital books, magazines, newspapers, video, and audio materials to area patrons, provides meeting space for community organizations, provides programming for all ages, provides technical and research services, coordinates with area libraries to provide shared digital services, interlibrary loans, maintains online catalogs and book renewal services.

Budget Highlights: Fund has been budgeted to include decreased county grants in 2023 due to the COVID-19 pandemic. These grants run on a two-year lag and the effects of the reduced circulation in 2021 will not be seen until 2023. Fund balance will be used to offset reduction in revenue.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Property Tax	\$855,000	\$850,000	\$1,705,000	\$1,705,000	\$1,734,000
County Grants	366,243	255,767	622,010	590,295	708,000
Fund Balance Applied	-	59,087	59,087	59,087	75,000
Other Revenues	11,755	25,514	37,269	50,614	32,028
Transfer from Other Funds	-	-	-	5,000	-
Total Revenues	\$1,232,998	\$1,190,368	\$2,423,366	\$2,409,996	\$2,549,028
Personnel Services	\$644,339	\$647,785	\$1,292,124	\$1,280,841	\$1,528,581
Operating Expenses	333,538	366,845	700,383	744,230	623,726
Capital Expenditures	-	-	-	5,000	-
Transfer to Other Funds	173,488	175,738	349,226	349,226	396,721
Reserves	-	-	-	30,699	-
Total Expenditures	\$1,151,366	\$1,190,368	\$2,341,734	\$2,409,996	\$2,549,028

Personnel	2021	2022	2023 Budget	2024 Budget
Full Time Equivalent Positions	8.80	8.80	8.80	8.80

SPECIAL REVENUE

LIBRARY FUND

Performance Measures	2021	2022 Projected	2023 Budgeted	2024 Budgeted
Circulation (physical and electronic)	220,550	300,000	310,000	320,000
Circulation (physical items) per FTE	16,632	30,612	31,632	32,653
Interlibrary Loaned	34,058	35,000	40,000	45,000
Interlibrary Received	34,818	40,000	45,000	50,000
Transactions by self-check stations (% of total)	69%	80%	83%	85%
Number of volunteer hours	41	300	400	500

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 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.

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: The 2023-2024 budget includes projected collection on the issued loans.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Loan Principal Repayment	\$58,832	\$28,963	\$87,795	\$57,310	\$57,926
Interest Income	7,827	1,410	9,237	3,437	2,820
Total Revenues	\$66,659	\$30,373	\$97,032	\$60,747	\$60,746
Reserves	-	\$28,588	\$28,588	\$57,188	\$60,547
Transfer to Other Funds	1,774	1,785	3,559	3,559	199
Total Expenditures	\$1,774	\$30,373	\$32,147	\$60,747	\$60,746

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.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Room Tax Revenues	\$154,486	\$110,000	\$264,486	\$263,000	\$230,000
Interest Income	391	3,000	3,391	5,000	1,000
Special Assessments	2,500	2,500	5,000	5,000	5,000
Fund Balance Applied	-	4,866	4,866	15,697	-
Transfer from Other Funds	13,000	13,000	26,000	26,000	26,000
Total Revenues	\$170,376	\$133,366	\$303,742	\$314,697	\$262,000
Operating Expenses	\$124,735	\$82,000	\$206,735	\$212,000	\$171,000
Transfer to Other Funds	51,331	51,366	102,697	102,697	19,745
Reserves	-	-	-	-	71,255
Total Expenditures	\$176,066	\$133,366	\$309,432	\$314,697	\$262,000

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	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Donations to Library	\$139,234	\$6,300	\$145,534	\$12,600	\$12,600
Other Revenues	239	300	539	600	600
Fund Balance	-	-	-	-	54,150
Total Revenues	\$139,473	\$6,600	\$146,073	\$13,200	\$67,350
Operating Expenses	-	\$5,000	\$5,000	\$10,000	\$67,350
Reserves	-	274	274	557	-
Transfer to Other Funds	1,317	1,326	2,643	2,643	-
Total Expenditures	\$1,317	\$6,600	\$7,917	\$13,200	\$67,350

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 budget for 2023-2024 does not include significant changes.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Loan Repayment	\$30,486	\$12,000	\$42,486	\$42,400	\$84,400
Interest Income	3,605	10,000	13,605	17,500	5,000
Fund Balance	-	-	-	296,600	-
Total Revenues	\$34,091	\$22,000	\$56,091	\$356,500	\$89,400
Operating Expenses	\$29,400	-	\$29,400	-	-
Fund Reserves	-	21,876	21,876	41,253	52,446
Loan Disbursements	300,000	-	300,000	315,000	-
Transfer to Other Funds	123	124	247	247	36,954
Total Expenditures	\$329,523	\$22,000	\$351,523	\$356,500	\$89,400

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. The historical park impact fee rates have remained the same since 2002.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Park Impact Fee	\$56,293	\$56,900	\$113,193	\$113,800	\$113,800
Other Revenues	680	600	1,280	1,200	1,200
Total Revenues	\$56,973	\$57,500	\$114,473	\$115,000	\$115,000
Reserves	-	\$27,181	\$27,181	\$74,396	\$105,950
Transfer to Other Funds	5,285	30,319	35,604	40,604	9,050
Total Expenditures	\$5,285	\$57,500	\$62,785	\$115,000	\$115,000

Historical Park Impact Fee Rates				
Category	2019	2020	2021	2022
Single Family	\$577.28	\$577.28	\$577.28	\$577.28
Multi Family	\$463.96	\$463.96	\$463.96	\$463.96
Non-Residential	\$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. The historical library impact fee rates have remained the same since 2003.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Library Impact Fee	\$39,176	\$21,120	\$60,296	\$42,240	\$42,240
Rent	24,915	23,940	48,855	47,880	-
Total Revenues	\$64,091	\$45,060	\$109,151	\$90,120	\$42,240
Operating Supplies	\$2,988	\$13,652	\$16,640	\$27,304	\$2,304
Fund Reserves	-	31,312	31,312	62,625	39,936
Transfer to Other Funds	95	96	191	191	-
Total Expenditures	\$3,083	\$45,060	\$48,143	\$90,120	\$42,240

Historical Library Impact Fee Rates				
Category	2019	2020	2021	2022
Single Family	\$352	\$352	\$352.09	\$352.09
Multi Family	\$352	\$352	\$352.09	\$352.09
Non-Residential	-	-	-	-

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. The historical fire impact fee rates have remained the same since 2002.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Fire Impact Fee Revenue	\$32,523	\$21,600	\$54,123	\$43,200	\$64,000
Other Revenues	-	100	100	200	200
Fund Balance Applied	-	11,677	11,677	50,613	-
Total Revenues	\$32,523	\$33,377	\$65,900	\$94,013	\$64,200
Building and Structures	\$4,050	-	\$4,050	-	-
Debt Service	33,083	32,400	65,483	65,500	62,702
Transfers to Other Funds	27,536	977	28,513	28,513	-
Reserve	-	-	-	-	1,498
Total Expenditures	\$64,668	\$33,377	\$98,045	\$94,013	\$64,200

Historical Fire Impact Fee Rates				
Category	2019	2020	2021	2022
Single Family	\$345.71	\$345.71	\$345.71	\$345.71
Multi Family	\$277.85	\$277.85	\$277.85	\$277.85
Non-Residential	\$0.03	\$0.03	\$0.03	\$0.03

SPECIAL REVENUE

STREETLIGHT FUND

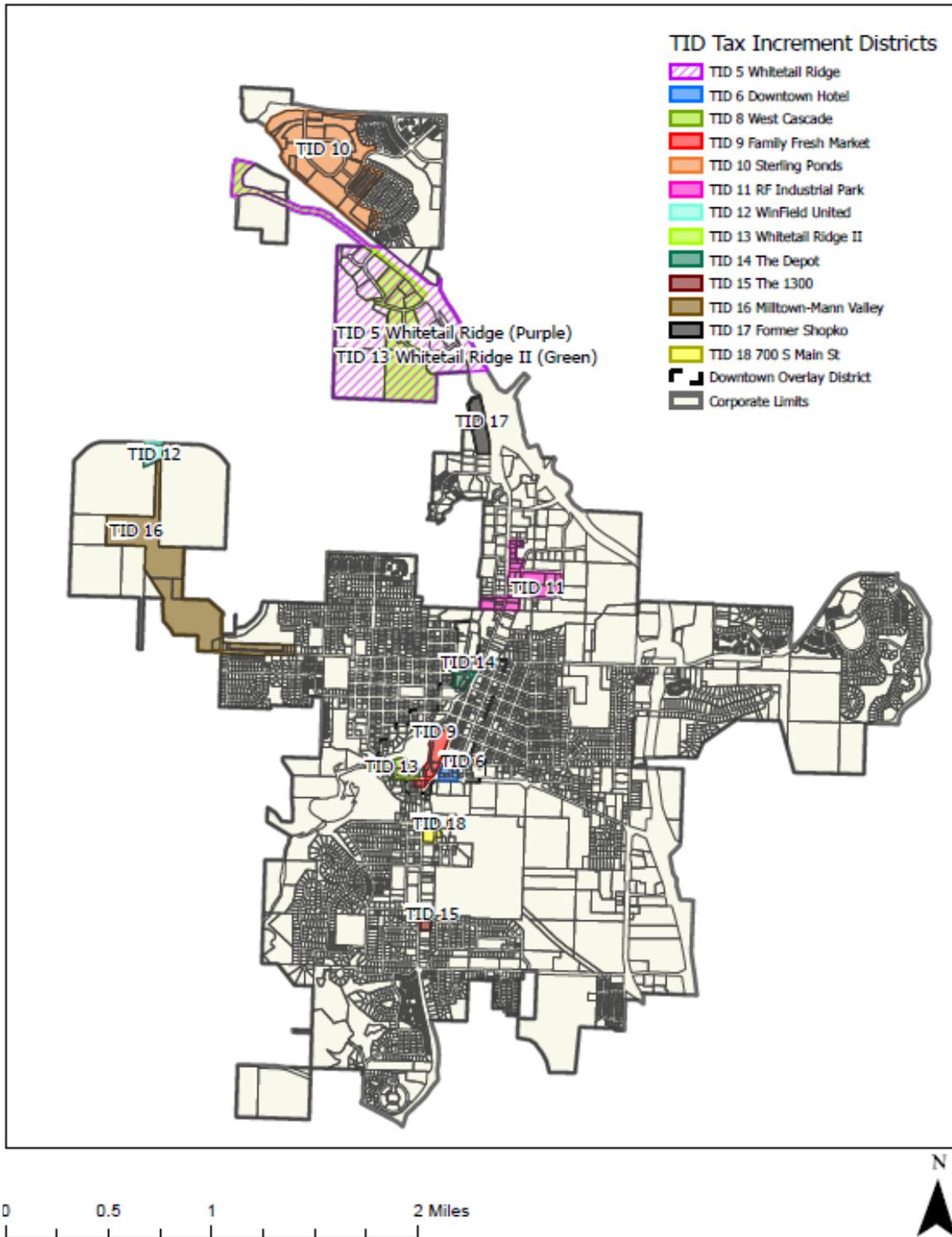
Program Description: The Streetlight Fund finances a street lighting system that provides adequate traffic safety and a general sense of security for pedestrians and residents, commercial business activities, and an extension of outdoor social and recreational activities. The Fund recovers these costs through a street lighting fee assessed to improved properties that benefit from the system.

Product and Services: Electric costs for well-lit streets, sidewalks, and outdoor areas.

Budget Highlights: The implementation of the Streetlight Fund is included in the 2023-2024 budget. This fee will be implemented July 1, 2023; midyear implementation give staff time to implement an optimal fee structure.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Streetlight Revenue	-	-	-	-	\$315,000
Total Revenues	-	-	-	-	\$315,000
Operating Expenses	-	-	-	-	\$315,000
Total	-	-	-	-	\$315,000

Tax Increment District (TIDs)



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: The budget for 2023-2024 does not include significant changes.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Tax Increment	\$497,477	\$485,436	\$982,913	\$970,872	\$994,954
Other Revenue	52,698	15,000	67,698	30,000	32,000
Fund Balance Applied	-	-	-	-	10,146
Total Revenues	\$550,175	\$500,436	\$1,050,611	\$1,000,872	\$1,037,100
Operating Expenses	\$11,886	\$17,500	\$29,386	\$35,000	\$30,000
Debt Service	254,198	256,600	510,798	510,600	-
Transfer to Other Funds	228,936	226,336	455,272	455,272	1,007,100
Total Expenditures	\$495,020	\$500,436	\$995,456	\$1,000,872	\$1,037,100

Performance Measures	2021 Actual	2022 Projected	2023 Budgeted	2024 Budgeted
Tax Increment Base Value (1/1/1994)	\$467,400	\$467,400	\$467,400	\$467,400
Current District Equalized Value	\$27,114,100	\$30,819,400	\$31,435,788	\$31,435,788
Incremental Value	\$26,646,700	\$30,352,000	\$30,968,388	\$30,968,388

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: The 2023-2024 budget includes \$322,900 in principal and interest for debt payments issued.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Tax Increment	\$197,665	\$186,000	\$383,665	\$372,000	\$395,330
Other Revenue	528	-	528	-	-
Total Revenues	\$198,193	\$186,000	\$384,193	\$372,000	\$395,330
Operating Expenses	\$650	\$1,000	\$1,650	\$2,000	\$2,000
Debt Service	163,603	164,970	328,573	328,323	322,924
Reserves	-	13,636	13,636	28,930	19,126
Transfer to Other Funds	6,353	6,394	12,747	12,747	51,280
Total Expenditures	\$170,606	\$186,000	\$356,606	\$372,000	\$395,330

Performance Measures	2021 Actual	2022 Projected	2023 Budgeted	2024 Budgeted
Tax Increment Base Value (1/1/2005)	\$974,600	\$974,600	\$974,600	\$974,600
Current District Equalized Value	\$10,261,600	\$2,878,200	\$2,935,764	\$2,935,764
Incremental Value	\$9,287,000	\$1,903,600	\$1,961,164	\$1,961,164

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.

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 budget for 2023-2024 does not include significant changes.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Tax Increment	\$78,364	\$70,000	\$148,364	\$140,000	\$194,769
Other Revenue	(84)	-	(84)	-	-
Fund Balance Applied	-	-	-	200,000	-
Total Revenues	\$78,280	\$70,000	\$148,280	\$340,000	\$194,769
Operating Expenses	\$650	\$750	\$1,400	\$1,500	\$2,000
Capital Expenditures	-	65,000	65,000	330,000	34,237
Reserves	-	1,826	1,826	3,667	129,060
Transfer to Other Funds	2,409	2,424	4,833	4,833	29,472
Total Expenditures	\$3,059	\$70,000	\$73,059	\$340,000	\$194,769

Performance Measures	2021 Actual	2022 Projected	2023 Budgeted	2024 Budgeted
Tax Increment Base Value (1/1/2010)	\$1,326,500	\$1,326,500	\$1,326,500	\$1,326,500
Current District Equalized Value	\$4,954,000	\$5,572,500	\$5,683,950	\$5,683,950
Incremental Value	\$3,627,500	\$4,246,000	\$4,357,450	\$4,357,450

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: The 2023-2024 budget includes \$56,000 for the final developer incentive payment and \$32,600 for the final principal and interest debt payments issued.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Tax Increment	\$81,093	\$62,000	\$143,093	\$124,000	\$162,186
Other Revenue	13,707	14,000	27,707	28,000	-
Transfer from General Fund	73,155	31,680	104,835	104,835	-
Fund Balance Applied	-	175	175	315	13,824
Total Revenues	\$167,955	\$107,855	\$275,810	\$257,150	\$176,010
Operating Expenses	\$650	\$750	\$1,400	\$1,500	\$2,000
Capital Expenditures	70,000	70,000	140,000	140,000	56,000
Debt Service	73,186	31,717	104,903	104,909	32,564
Reserves	-	-	-	-	59,382
Transfer to Other Funds	5,353	5,388	10,741	10,741	26,064
Total Expenditures	\$149,189	\$107,855	\$257,044	\$257,150	\$176,010

Performance Measures	2021 Actual	2022 Projected	2023 Budgeted	2024 Budgeted
Tax Increment Base Value (1/1/2010)	\$4,712,300	\$4,712,300	\$4,712,300	\$4,712,300
Current District Equalized Value	\$9,048,800	\$7,595,000	\$7,746,900	\$7,746,900
Incremental Value	\$4,336,500	\$2,882,700	\$3,034,600	\$3,034,600

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: The 2023-2024 budget includes \$706,900 in principal and interest for debt payments issued.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Tax Increment	\$448,464	\$416,000	\$864,464	\$832,000	\$896,928
Other Revenue	85,616	120,000	205,616	204,000	-
Fund Balance Applied	-	-	-	-	20,196
Total Revenues	\$534,080	\$536,000	\$1,070,080	\$1,036,000	\$917,124
Operating Expenses	\$4,651	\$4,000	\$8,651	\$8,000	\$8,000
Capital Expenditures	66,633	64,000	130,633	128,000	-
Debt Service	364,492	355,446	719,938	719,922	706,904
Reserves	-	83,243	83,243	121,644	-
Transfer to Other Funds	29,123	29,311	58,434	58,434	202,220
Total Expenditures	\$464,899	\$536,000	\$1,000,899	\$1,036,000	\$917,124

Performance Measures	2021 Actual	2022 Projected	2023 Budgeted	2024 Budgeted
Tax Increment Base Value (1/1/2014)	\$133,300	\$133,300	\$133,300	\$133,300
Current District Equalized Value	\$38,998,600	\$32,458,700	\$33,107,874	\$33,107,874
Incremental Value	\$38,865,300	\$32,325,400	\$32,974,574	\$32,974,574

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 budget for 2023-2024 does not include significant changes.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Tax Increment	\$18,380	\$6,228	\$24,608	\$24,521	\$36,760
Other Revenue	891	-	891	-	-
Fund Balance Applied	-	-	-	17,900	-
Total Revenues	\$19,271	\$6,228	\$25,499	\$42,421	\$36,760
Operating Expenses	\$26,515	\$750	\$27,265	\$31,500	\$2,000
Capital Expenditures	245	-	245	-	-
Reserves	-	-	-	-	23,874
Transfer to Other Funds	5,443	5,478	10,921	10,921	10,886
Total Expenditures	\$32,203	\$6,228	\$38,431	\$42,421	\$36,760

Performance Measures	2021 Actual	2022 Projected	2023 Budgeted	2024 Budgeted
Tax Increment Base Value (1/1/2016)	\$7,860,500	\$7,860,500	\$7,860,500	\$7,860,500
Current District Equalized Value	\$8,238,400	\$8,601,100	\$8,773,122	\$8,773,122
Incremental Value	\$377,900	\$740,600	\$912,622	\$912,622

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 approximately \$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: The budget for 2023-2024 does not include significant changes.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Tax Increment	\$44,111	\$40,000	\$84,111	\$80,000	\$88,222
Other Revenue	(96)	-	(96)	-	-
Total Revenues	\$44,015	\$40,000	\$84,015	\$80,000	\$88,222
Operating Expenses	\$812	\$892	\$1,704	\$1,784	\$2,418
Reserves	-	38,914	38,914	77,829	45,683
Transfer to Other Funds	193	194	387	387	40,121
Total Expenditures	\$1,005	\$40,000	\$41,005	\$80,000	\$88,222

Performance Measures	2021 Actual	2022 Projected	2023 Budgeted	2024 Budgeted
Tax Increment Base Value (1/1/2016)	-	-	-	-
Current District Equalized Value	\$2,189,100	\$1,596,100	\$1,628,022	\$1,628,022
Incremental Value	\$2,189,100	\$1,596,100	\$1,628,022	\$1,628,022

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 some projects related to Sterling Ponds Corporate Park.

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 2023-2024 budget includes \$166,200 in principal and interest for debt payments issued for North Loop.

	2021	2022	2023	2024
Performance Measures	Actual	Projected	Budgeted	Budgeted
Tax Increment Base Value (1/1/2018)	\$6,703,500	\$6,703,500	\$6,703,500	\$6,703,500
Other Revenue				
Current District Equalized Value ¹¹¹	\$10,585,400	\$13,442,000	\$13,710,840	\$13,710,840
Incremental Value	\$3,881,900	\$6,738,500	\$7,007,340	\$7,007,340
Operating Expenses	\$650	\$10,000	\$10,650	\$20,000
Debt Service	-	49,141	72,559	49,141
Reserves	-	72,559	72,559	194,261
Transfer to Other Funds	203	205	408	406
Total Expenditures	\$853	\$131,905	\$132,758	\$263,810

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.

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 budget for 2023-2024 does not include significant changes.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Tax Increment	\$32,749	\$136,323	\$169,072	\$272,646	\$65,498
Other Revenue	47	-	47	-	-
Total Revenues	\$32,796	\$136,323	\$169,119	\$272,646	\$65,498
Operating Expenses	\$650	\$10,000	\$10,650	\$20,000	\$2,000
Debt Service	20,430	97,029	117,459	192,459	-
Reserves	-	28,378	28,378	58,361	46,325
Transfer to Other Funds	910	916	1,826	1,826	17,173
Total Expenditures	\$21,990	\$136,323	\$158,313	\$272,646	\$65,498

Performance Measures	2021 Actual	2022 Projected	2023 Budgeted	2024 Budgeted
Tax Increment Base Value (1/1/2018)	\$73,100	\$73,100	\$73,100	\$73,100
Current District Equalized Value	\$4,898,200	\$23,262,700	\$23,727,954	\$23,727,954
Incremental Value	\$4,825,100	\$23,189,600	\$23,654,854	\$23,654,854

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 2023-2024 budget includes \$175,000 for project costs related to Wells Park Improvements and Infrastructure Improvements as outlined in the project plan.

Performance Measures	2021 Actual	2022 Projected	2023 Budgeted	2024 Budgeted
Tax Increment Base Value (1/1/2020)	\$245,200	\$245,200	\$245,200	\$245,200
Current District Equalized Value	\$189,000	\$6,696,600	\$6,830,532	\$6,830,532
Incremental Value	-\$56,200	\$6,451,400	\$6,585,332	\$6,585,332

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Tax Increment	-	-	-	-	\$200,000
Other Revenue	960	-	960	-	-
Bond Proceeds	-	380,000	380,000	410,000	-
Fund Balance Applied	-	-	-	-	168,000
Total Revenues	\$960	\$380,000	\$380,960	\$410,000	\$368,000
Operating Expenses	\$703	\$201,650	\$202,353	\$203,300	\$2,000
Capital Expenditures	14,610	175,000	189,610	200,000	365,000
Reserves	-	3,350	3,350	6,700	-
Transfer to Other Funds	-	-	-	-	1,000
Total Expenditures	\$15,313	\$380,000	\$395,313	\$410,000	\$368,000

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 budget for 2023-2024 does not anticipate significant changes.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Tax Increment	-	\$21,685	\$21,685	\$26,685	\$463,218
Other Revenue	1,283	-	-	-	-
Bond Proceeds	-	-	-	800,000	-
Total Revenues	\$1,283	\$21,685	\$21,685	\$826,685	\$463,218
Operating Expenses	\$1,554	\$5,000	\$6,554	\$10,000	\$433,896
Capital Expenditures	-	-	-	800,000	-
Debt Service	-	16,685	16,685	16,685	-
Reserves	-	-	-	-	28,322
Transfer to Other Funds	-	-	-	-	1,000
Total Expenditures	\$1,554	\$21,685	\$23,239	\$826,685	\$463,218

Performance Measures	2021 Actual	2022 Projected	2023 Budgeted	2024 Budgeted
Tax Increment Base Value (1/1/2020)	\$3,600	\$3,600	\$3,600	\$3,600
Current District Equalized Value	\$2,800	\$10,888,000	\$11,105,760	\$11,105,760
Incremental Value	-\$800	\$10,884,400	\$11,102,160	\$11,102,160

SPECIAL REVENUE

TAX INCREMENT DISTRICT #17

Program Description: Tax increment district #17 was created in 2021 and comprising approximately 11.78 acres bounded by Paulson Road to the east, Commerce Street to the south, and open space to the north and west is located near the DeSanctis Park area. The principal use for a portion of the TID is to pay the costs needed to assist Project Mustang. Project Mustang is envisioned as a dynamic redevelopment of a big box dark store, which has been vacant for several years. This innovative project will include space for a distillery with strong brand recognition, a multi-use event center, and restaurant with large scale regional impact.

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 2023-2024 budget includes \$190,800 in principal and interest for debt payments issued for Tattersall incentive.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Tax Increment	-	-	-	-	\$304,496
Fund Balance Applied	-	-	-	-	178,555
Total Revenues	-	-	-	-	\$483,051
Operating Expenses	\$13,029	-	\$13,029	-	\$416,270
Debt Service	-	-	-	-	65,781
Transfer to Other Funds	-	-	-	-	1,000
Total Expenditures	\$13,029	-	\$13,029	-	\$483,051

Performance Measures	2021 Actual	2022 Projected	2023 Budgeted	2024 Budgeted
Tax Increment Base Value (1/1/2021)	\$2,499,000	\$2,499,000	\$2,499,000	\$2,499,000
Current District Equalized Value	-	\$8,144,600	\$8,307,492	\$8,307,492
Incremental Value	-	\$5,645,600	\$5,808,492	\$5,808,492

SPECIAL REVENUE

TAX INCREMENT DISTRICT #18

Program Description: Tax increment district #18 was created in 2021 and comprising of approximately 3.24 acres bounded by housing developments to the north, Main St. to the west, Broadway to the south, and housing developments to the east. The District was created to pay the costs of development incentives for the 700 South Main Project and additional infrastructure and other tax increment eligible costs within a half-mile of the District.

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 2023-2024 budget includes \$280,800 for PayGo development incentive.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Tax Increment	-	-	-	-	\$305,700
Fund Balance Applied	-	-	-	-	1,500
Total Revenues	-	-	-	-	\$307,200
Operating Expenses	\$17,146	-	\$17,146	-	\$282,800
Capital Expenditures	504,571	-	504,571	-	-
Reserves	-	-	-	-	23,400
Transfer to Other Funds	-	-	-	-	1,000
Total Expenditures	\$521,717	-	\$521,717	-	\$307,200

Performance Measures	2021 Actual	2022 Projected	2023 Budgeted	2024 Budgeted
Tax Increment Base Value (1/1/2021)	\$538,400	\$538,400	\$538,400	\$538,400
Current District Equalized Value	-	\$580,400	\$592,008	\$592,008
Incremental Value	-	\$42,000	\$53,608	\$53,608

DEBT SERVICE FUNDS

Debt Service funds are used to account for the payment of long-term debt not found in the General Fund, tax increment districts, or utilities. The City’s sources of debt financing include State Trust Fund loans, local bank borrowings, General Obligations (G.O.) bonds and notes, and revenue bonds and notes. The City issued new General Obligation debt in 2022 in the amount of \$6,654,000 for the north loop utility project, north interceptor utility project, development incentive in Tax Increment District 17, and a land acquisition in Mann Valley.

As of December 31, 2021, the City had \$19.49 million of General Obligation debt outstanding. 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, 2021, the City’s total G.O. indebtedness was 29.62 percent of the total legal limit of \$65,795,550.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
General Property Tax	\$1,149,287	\$1,067,654	\$2,216,941	\$2,216,941	\$2,086,363
Investment Income	320	-	320	-	-
Rent	63,502	53,837	117,339	107,337	122,874
Transfer from Other Funds	177,687	149,312	326,999	326,999	300,259
Total Revenues	\$1,390,796	\$1,270,803	\$2,661,599	\$2,651,277	\$2,509,496
Principal	\$937,870	\$875,519	\$1,813,389	\$1,813,395	\$1,830,330
Interest	398,504	350,995	749,499	749,485	675,014
Paying Agent/Misc.	1,785	676	2,461	1,452	4,152
Transfer to Other Funds	43,332	43,613	86,945	86,945	-
Total Expenditures	\$1,381,491	\$1,270,803	\$2,652,294	\$2,651,277	\$2,509,496

DEBT SERVICE FUNDS

ALL GENERAL OBLIGATION DEBT

Debt Service Source	Date of Issue	Final Maturity	Original Indebtedness	Anticipated Principal Balance 12-31-2022	Principal/Interest Due in 2023	Principal/Interest Due in 2024
2022C	10/2022	10/2042	\$ 5,155,000	-	\$ 450,885	\$ 384,338
2022B	10/2022	10/2027	\$ 749,000	-	\$ 30,472	\$ 31,982
2022A	10/2022	10/2032	\$ 750,000	-	\$ 95,514	\$ 95,267
2020A	06/2020	06/2040	\$ 5,740,000	\$ 5,405,000	\$ 430,500	\$ 428,700
2019B	11/2019	11/2029	\$ 518,000	\$ 207,200	\$ 107,437	\$ 105,248
2019A	12/2018	12/2023	\$ 620,000	\$ 434,000	\$ 72,774	\$ 71,204
2018 Note	7/2018	12/2033	\$ 516,000	\$ 103,200	\$ 105,777	-
2018A	11/2017	03/2021	\$ 3,460,000	\$ 2,690,000	\$ 288,798	\$ 287,423
2016B	04/2016	03/2029	\$ 4,060,000	\$ 2,680,000	\$ 417,850	\$ 417,200
2015 FNB	10/2015	10/2025	\$ 575,000	\$ 172,500	\$ 62,212	\$ 60,508
2015B STFL	10/2015	03/2025	\$ 269,800	\$ 100,050	\$ 35,543	\$ 35,543
2015A STFL	07/2015	03/2034	\$ 1,600,000	\$ 1,123,537	\$ 118,004	\$ 118,004
2014A	08/2014	06/2034	\$ 5,425,000	\$ 3,230,000	\$ 333,338	\$ 329,338
2012B	07/2012	05/2023	\$ 3,765,000	\$ 340,000	\$ 343,400	-
2012A	03/2012	03/2028	\$ 4,560,000	\$ 885,000	\$ 160,974	\$ 161,950
Total General Obligation Debt			\$ 37,762,800	\$ 17,370,487	\$ 3,053,478	\$ 2,526,705

CAPITAL PROJECTS FUNDS

The 2023 adopted capital plan was based on the 2022-2026 Capital Improvement Plan approved by the City Council in 2021 and with input from each department and the Executive Team. An Additional four-year plan will be reviewed and approved in 2023. The fiscal plan was used as a base for the 2023 capital spending to ensure proper spending. These budgeted amounts will serve as parameters to work from when the Council determines the capital project priorities in 2023 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 2023 CIP as part budget approval process.

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 2023-2024 budget includes various projects. Information on the projects can be found in the Capital Improvement Plan.

- Mann Valley Corporate Park
- North Loop Utility Extension
- North Water Tower
- Biosolids Facility
- Powell Avenue Bridge
- I.T. Server Upgrades

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Property Tax Revenues	\$117,388	\$234,719	\$352,107	\$352,107	\$905,000
Special Assessments	4,279	-	4,279	-	80,500
Federal/State Grants	-	695,000	695,000	695,000	3,595,000
Capital Contributions	72,222	35,543	107,765	146,087	198,968
Interest Income	1,775	-	1,775	-	-
Transfer from Other Funds	-	25,000	25,000	30,000	378,650
Total Revenues	\$195,663	\$990,262	\$1,185,925	\$1,223,194	\$5,158,118
Capital Expenditures	\$148,974	\$903,000	\$1,051,974	\$1,049,000	\$5,020,650
Debt Service	35,543	35,543	71,086	71,087	71,088
Other Expenses	554,976	-	554,976	-	18,500
Transfer to Other Funds	51,388	51,719	103,107	103,107	-
Reserves	-	-	-	-	47,880
Total Expenditures	\$790,882	\$990,262	\$1,781,144	\$1,223,194	\$5,158,118

Capital Projects 2023 – Effect on Operating Budgets

City of River Falls, Wisconsin
Capital Improvement Plan
2023

PROJECTS BY FUNDING SOURCE

Source	Project #	1-Year Total
ARPA		
Wayfinding Signage Program	16-CD-003	49,400
Downtown Streetscape & Furnishing	16-CD-006	5,000
Replacement of Playground Equipment	16-PK-004	106,700
City Hall - replace RTU 2 controllers	20-CH-003	10,000
City Hall LED lamp conversion	20-CH-005	25,000
City Hall Roof Maintenance	21-CH-002	17,000
N. Main Sidewalk Infill	22-PW-001	75,000
ARPA Total		288,100
Chamber		
Downtown Streetscape & Furnishing	16-CD-006	2,500
Chamber Total		2,500
Chamber/BID		
Downtown Streetscape & Furnishing	16-CD-006	2,500
Chamber/BID Total		2,500
Donations		
Whitetail Ridge Bathhouse/shelter/water	18-PK-004	75,000
Donations Total		75,000
Electric - Utility Funds		
Replace Meters	12-MU-003	34,500
Electric Services	12-MU-004	62,000
New Subdivisions - Street Lights	12-MU-005	112,000
Underground Cable Replacement	12-MU-006	145,000
Transformers	12-MU-007	130,000
Distribution System Improvements	12-MU-017	195,000
Mann Valley Corporate Park	14-CD-003	1,157,994
Hydroelectric Facility Roof Repair	14-MU-007	10,000
Fault Indicators	16-MU-006	10,000
Sterling Ponds Corporate Park Loop	18-MU-002	90,000
FERC Hydro Relicensing and Dam Removal	18-MU-017	147,500
North Substation Battery Replacement	20-MU-011	40,000
Overhead to Underground Wire Conversion	20-MU-013	100,000
Electric - Utility Funds Total		2,233,994
IT Fund		
Development/Inspections Software	16-CD-016	100,000
Desktop Computer Replacement Project	16-IT-003	40,000
IT Infrastructure Upgrade	20-IT-009	180,000

Capital Projects 2023 – Effect on Operating Budgets (Cont.)

Source	Project #	1-Year Total
Video Conference Equipment Upgrade	20-IT-011	7,500
Network Switch Replacements	21-IT-001	41,000
IT Fund Total		368,500
Library Bldg Fund		
Library upgrade lower level HVAC components	20-LIB-004	18,350
Library Bldg Fund Total		18,350
Park Impact Fees		
Wayfinding Signage Program	16-CD-003	9,050
Park Impact Fees Total		9,050
Sewer - Revenue Bonds		
Mann Valley Corporate Park	14-CD-003	397,026
Bio-Solids Facility	20-MU-007	375,000
Sewer - Revenue Bonds Total		772,026
Sewer - Utility Funds		
Bio-P Mixer Replacement	20-MU-006	40,000
9th Street Sewer	20-MU-008	25,000
Sewer - Utility Funds Total		65,000
State of Wisconsin		
South Wasson Lane Reconstruct-Cascade to Cemetery	10-PW-008	200,000
Powell Avenue Bridge Deck Replacement	20-ENG-003	695,000
State of Wisconsin Total		895,000
Stormwater Utility		
Mann Valley Corporate Park	14-CD-003	463,198
Stormwater Utility Total		463,198
Tax Increment District		
Mann Valley Corporate Park	14-CD-003	860,224
Wayfinding Signage Program	16-CD-003	13,600
Whitetail Ridge Bathhouse/shelter/water	18-PK-004	75,000
Wells Park Improvements	20-PK-007	25,000
DeSanctis Park Trail Reconstruction	20-PK-008	150,000
1% for Art Projects	21-CH-004	1,500
Tax Increment District Total		1,125,324
Tax Levy		
South Wasson Lane Reconstruct-Cascade to Cemetery	10-PW-008	100,000
Powell Avenue Bridge Deck Replacement	20-ENG-003	205,000
Historic Interpretive Signs	20-PK-001	5,000
1% for Art Projects	21-CH-004	1,500
Patrol Vehicle Radios	21-PD-002	18,500
Tax Levy Total		330,000
Water - Revenue Bonds		

Capital Projects 2023 – Effect on Operating Budgets (Cont.)

Source	Project #	1-Year Total
Mann Valley Corporate Park	14-CD-003	430,112
Water - Revenue Bonds Total		430,112
Water - Utility Funds		
Fire Hydrant Replacement	12-MU-023	30,000
Water Meter Replacement	12-MU-024	70,000
Water Service Replacement	20-MU-003	25,000
Water Advanced Metering Infrastructure (AMI)	20-MU-005	103,000
1% for Art Projects	21-CH-004	25,000
Water - Utility Funds Total		253,000
Water Impact Fees		
North Zone Water Tower	12-MU-026	450,000
Water Impact Fees Total		450,000
GRAND TOTAL		7,781,654

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 2023-2024 budget includes the replacement of vehicles and equipment. More information can be found in the Capital Improvement Plan.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Property Tax Revenues	\$107,442	\$148,495	\$255,937	\$255,937	\$180,500
Other Revenues	100,748	200	100,948	135,400	-
Bond Proceeds	-	-	356,885	-	365,000
Transfer from Other Funds	-	15,000	15,000	15,000	188,500
Total Revenues	\$208,190	\$163,695	\$371,885	\$406,337	\$734,000
Capital Expenditures	\$185,853	\$155,500	\$341,353	\$390,000	\$734,000
Transfer to Other Funds	8,142	8,195	16,337	16,337	-
Total Expenditures	\$193,995	\$163,695	\$357,690	\$406,337	\$734,000

Capital Equipment Projects 2023 – Effect on Operating Budgets

City of River Falls, Wisconsin
Vehicle Replacement Plan
2023

PROJECTS BY FUNDING SOURCE

Source	Project #	1-Year Total
ARPA		
Patrol Vehicle Replacement	PD2500	188,500
ARPA Total		188,500
Electric - Utility Funds		
Replacement Flatbed Trailer	UT20723	15,000
Hydraulic Single Reel Trailer	UTT SINGLE22	30,000
Electric - Utility Funds Total		45,000
G.O. Notes		
Tractor Backhoe Replacement	ST6012	110,000
2013 Kubota M8560	ST6113	75,000
G.O. Notes Total		185,000
Motor Pool Internal Service		
2018 Ford Fusion	MP60313	7,500
2018 Ford Fusion	MP60513	7,500
2018 Ford Fusion	MP60613	7,500
2018 Dodge Grand Caravan	MP60813	7,500
Motor Pool Internal Service Total		30,000
Other Sources		
Replacement Taxi Van	14-TAXI-001	30,000
Other Sources Total		30,000
Shared Ride Taxi		
Replacement Taxi Van	14-TAXI-001	8,000
Shared Ride Taxi Total		8,000
Storm Sewer - Utility		
Ventrac Compact Tractor	PK0124	25,000
2013 Kubota M8560	ST6113	75,000
Storm Sewer - Utility Total		100,000
Tax Levy		
2002 Ford Ranger	Eng21902	19,000
Ventrac Compact Tractor	PK0124	25,000
2005 3/4 Ton 4x4 Pickup	ST0705	45,000
Tax Levy Total		89,000
Source	Project #	1-Year Total
GRAND TOTAL		675,500

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.

ENTERPRISE

STORM WATER UTILITY

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: The 2023-2024 budget is consistent with prior years.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Storm Water Revenue	\$582,301	\$577,800	\$1,160,101	\$1,149,800	\$1,155,600
Investment & Misc. Income	3,702	11,500	15,202	26,500	23,000
Capital Contributions	-	-	-	60,000	-
Fund Balance Applied	-	9,148	9,148	107,083	35,091
Total Revenues	\$586,003	\$598,448	\$1,184,451	\$1,343,383	\$1,213,691
Personnel Services	\$186,813	\$223,917	\$410,730	\$437,675	\$489,766
Operating Expenses	406,388	158,346	564,734	475,230	184,122
Depreciation	178,392	174,900	353,292	349,800	342,600
Transfer to Other Funds	39,293	41,185	80,478	80,478	146,705
Debt Service	2,117	100	2,217	200	-
Reserves	-	-	-	-	50,498
Total Expenditures	\$813,003	\$598,448	\$1,411,451	\$1,343,383	\$1,213,691

Personnel	2021	2022	2023 Budget	2024 Budget
Full Time Equivalent Positions	2.00	2.00	2.00	2.00

Performance Measures	2021 Actual	2022 Projected	2023 Budgeted	2024 Budgeted
Storm water Ponds Adopted	57%	59%	54%	55%
City Owned/Maintained Ponds	116	117	114	116
Storm Water Structures Inspected	22%	22%	15%	17%

Historical Storm Water Utility Fee Rates				
Category	2019	2020	2021	2022
Residential	\$3.14	\$3.14	\$3.14	\$3.14

ENTERPRISE

Program Description: The City’s ambulance service was outsourced to Allina Health EMS (AHEMS) in November 2020. The City administers a contract for these services, which extends to neighboring townships and the City of Prescott. Included in the 2023-2024 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 response and ambulance transportation through a contracted non-governmental organization.

Budget Highlight: Allina Health rents the existing Ambulance building and rental income totaling \$79,116 is included in the budget for 2023 and 2024.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Prior Year Charges	\$39,658	\$40,000	\$79,658	\$90,000	\$70,000
Town Revenue	242,724	240,476	483,200	480,952	523,246
Investment Income	839	1,000	1,839	2,000	2,000
Rent	54,940	38,400	93,340	76,800	79,116
Donations/Miscellaneous	11,461	-	11,461	-	-
Fund Balance Applied	-	-	-	-	40,859
Total Revenues	\$349,623	\$319,876	\$669,499	\$649,752	\$715,221
Personnel Services	\$14,447	\$11,181	\$25,628	\$21,840	-
Operating Expenses	279,975	274,390	554,365	558,540	589,038
Depreciation	264,355	18,100	282,455	36,200	44,800
Transfers to Other Funds	13,587	13,384	26,971	26,971	81,383
Reserves	-	2,821	2,821	6,201	-
Total Expenditures	\$572,363	\$319,876	\$892,239	\$649,752	\$715,221

	2021	2022	2023 Budget	2024 Budget
Personnel				
Full Time Equivalent Positions	0.10	0.10	0.00	0.00

ENTERPRISE

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 2023-2024 budget includes cost of living and inflationary adjustments.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Electric Revenue	\$14,842,586	\$14,034,800	\$28,877,386	\$27,249,000	\$29,772,000
Other Operating Revenues	359,257	350,996	710,253	701,332	768,483
Investment Income	14,458	40,000	54,458	80,000	28,000
Capital Contributions	129,128	50,000	179,128	100,000	100,000
Total Revenues	\$15,345,428	\$14,475,796	\$29,821,224	\$28,130,332	\$30,668,483
Purchased Power	1,801	2,156	3,957	4,084	-
Personnel Services	11,491,041	10,539,353	22,030,394	20,521,640	23,191,025
Operating Expenses	2,224,863	2,388,605	4,613,468	4,738,559	4,989,568
Transfer to Other Funds	956,877	1,021,721	1,978,598	2,016,905	2,417,872
Debt Service	56,809	520,761	577,570	849,144	70,018
Total Expenditures	\$14,731,391	\$14,472,596	\$29,203,987	\$28,130,332	\$30,668,483

Personnel	2021	2022	2023 Budget	2024 Budget
Full Time Equivalent Positions	17.14	17.14	17.14	17.14

Performance Measures	2021	2022 Projected	2023 Projected	2024 Projected
Operating Ratio (Expenses/Revenues)	96%	96%	96%	96%
Percentage of reliable service hours	99%	99%	99%	99%
*Average Monthly Electric Bill (750 kWh)	\$87	\$91	\$96	\$101
Total Number of Customers	6,280	6,594	6,924	7,270

*Residential customers only

ENTERPRISE

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 2023-2024 budget includes cost of living and inflationary adjustments.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Water Revenue	\$1,801,602	\$1,611,600	\$3,413,202	\$3,223,200	\$3,368,000
Other Operating Revenues	177,812	165,884	343,696	329,164	382,000
Investment Income	7,158	20,000	27,158	45,000	20,000
Capital Contributions & Impact Fees	351,845	470,000	821,845	850,000	925,100
Fund Balance Applied	-	-	-	-	835,549
Total Revenues	\$2,338,417	\$2,267,484	\$4,605,901	\$4,447,364	\$5,530,649
Personnel Services	\$407,781	\$537,773	\$945,554	\$1,028,405	\$1,347,124
Operating Expenses	995,055	989,973	1,985,028	2,050,208	2,414,338
Depreciation	500	500	1,000	1,000	2,000
Transfer to Other Funds	434,986	469,009	903,995	932,419	1,293,095
Debt Service	39,556	268,229	307,785	435,332	474,092
Total Expenditures	\$1,877,878	\$2,265,484	\$4,143,362	\$4,447,364	\$5,530,649

Personnel	2021	2022	2023 Budget	2024 Budget
Full Time Equivalent Positions	7.81	7.41	7.41	7.41

ENTERPRISE

Performance Measures	2021	2022 Projected	2023 Projected	2024 Projected
Operating Ratio (Expenses/Revenues)	70%	63%	59%	57%
Net Take-Down (Income/Gross Revenue)	25%	29%	33%	35%
Debt Ratio (Liabilities/Assets)	7%	7%	6%	5%
Percentage of water pumped and sold	90%	89%	92%	90%
Days of Compliance with Clean Water Act	100%	100%	100%	100%
Average Monthly Water Bill	\$15	\$15	\$15	\$15
Moody's Revenue Bond Rating	A1	Aa3	Aa3	Aa3
Total Water Sales (000's gallons)	361	378	357	363

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 2023-2024 budget includes cost of living and inflationary adjustments.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Sewer Revenues	\$3,345,237	\$3,194,000	\$6,539,237	\$6,321,200	\$6,566,600
Other Operating Revenues	40,129	37,100	77,229	74,200	300,498
Investment Income	6,502	25,000	31,502	75,000	18,000
Capital Contributions & Impact Fees	261,336	260,100	521,436	471,100	430,000
Fund Balance	-	-	-	-	234,498
Total Revenues	\$3,653,204	\$3,516,200	\$7,169,404	\$6,941,500	\$7,315,098
Personnel Services	\$745,319	\$928,058	\$1,673,377	\$1,850,901	\$1,959,814
Operating Expenses	569,299	852,057	1,421,356	1,720,070	1,442,311
Biosolids	367,088	431,700	798,788	851,700	989,088
Depreciation	850,036	706,000	1,556,036	1,412,000	1,602,000
Transfer to Other Funds	212,092	220,153	432,245	432,245	741,947
Debt Service	147,250	240,019	387,269	396,342	579,938
Reserves	-	138,213	138,213	278,242	-
Total Expenditures	\$2,891,085	\$3,516,200	\$6,407,285	\$6,941,500	\$7,315,098

Personnel	2021	2022	2023 Budget	2024 Budget
Full Time Equivalent Positions	9.68	9.28	9.28	9.28

Performance Measures	2021	2022 Projected	2023 Projected	2024 Projected
Operating Ratio (Expenses/Revenues)	75%	90%	87%	87%
Net Take-Down (Income/Gross Revenue)	23%	9%	12%	12%
Debt Ratio (Liabilities/Assets)	20%	18%	15%	13%
Moody's Revenue Bond Rating	Aa2	Aa2		
Influent Gallons Per Day (millions)	1.24	1.37	1.41	1.45

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.

INTERNAL SERVICE

CITY HALL

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 \$21,000 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	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Rent	\$263,301	\$265,154	\$528,455	\$528,455	\$498,426
Interest Income	581	-	581	-	-
Transfer from Other Funds	136,240	135,409	271,649	271,649	407,935
Total Revenues	\$400,122	\$400,563	\$800,685	\$800,104	\$906,361
Operating Expenses	\$175,506	\$134,818	\$310,324	\$266,886	\$344,104
Reserves	-	37,816	37,816	76,437	59,282
Transfer to Other Funds	228,852	227,929	456,781	456,781	502,975
Total Expenses	\$404,358	\$400,563	\$804,921	\$800,104	\$906,361

Performance Measures	2021-2022 Projected	2023-2024 Budgeted
Rental rate per square foot (per month)	\$1.85-2.50	\$1.85-2.50

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	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Transfer from Other Funds	\$21,453	\$22,091	\$43,544	\$43,544	\$42,000
Total Revenues	\$21,453	\$22,091	\$43,544	\$43,544	\$42,000
Operating Expenses	\$24,949	\$10,845	\$35,794	\$21,040	\$24,626
Depreciation	3,615	3,615	7,230	7,230	7,230
Reserves	-	6,450	6,450	12,919	6,809
Transfer to Other Funds	1,174	1,181	2,355	2,355	3,335
Total Expenses	\$29,739	\$22,091	\$51,830	\$43,544	\$42,000

INTERNAL SERVICE

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 2023-2024 budget is \$180,000 in funding for replacement of infrastructure equipment.

Fiscal Resources	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
Transfer from Other Funds	\$695,310	\$788,322	\$1,483,632	\$1,483,632	\$2,297,001
Charges for Service	38,748	42,350	81,098	84,700	84,700
Fund Balance Applied	-	-	-	77,142	154,551
Total Revenues	\$734,058	\$830,672	\$1,564,730	\$1,645,474	\$2,536,252
Personnel Services	\$211,605	\$192,996	\$404,601	\$379,100	\$790,988
Operating Expenses	391,847	555,688	947,535	1,102,766	1,482,870
Depreciation Expense	49,124	53,000	102,124	106,000	106,000
Transfer to Other Funds	28,620	28,988	57,608	57,608	110,938
Total Expenses	\$681,196	\$830,672	\$1,511,868	\$1,645,474	\$2,536,252

Personnel	2021	2022	2023 Budget	2024 Budget
Full Time Equivalent Positions	2.00	2.00	4.00	4.00

INTERNAL SERVICE

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 the 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	2021 Actual	2022 Projected	2021-2022 Projected	2021-2022 Budget	2023-2024 Budgeted
TSFs from Other Funds	\$379,990	\$369,276	\$749,266	\$749,266	\$903,995
Miscellaneous	76	-	76	-	-
Fund Balance Applied	-	21,368	21,368	21,368	46,679
Total Revenues	\$380,066	\$390,644	\$770,710	\$770,634	\$950,674
Personnel Services	\$275,266	\$309,576	\$584,842	\$605,739	\$692,416
Operating Expenses	15,576	17,530	33,106	35,060	74,634
Transfer to Other Funds	58,352	63,538	121,890	121,890	183,624
Reserves	-	-	-	7,945	-
Total Expenses	\$349,194	\$390,644	\$739,838	\$770,634	\$950,674

Personnel	2021	2022	2023 Budget	2024 Budget
Full Time Equivalent Positions	3.20	3.20	3.20	3.20

APPENDIX A: ALL FUNDS BREAKDOWN

Fiscal Resources	2021-2022 Budget	2023-2024 Budget
Council	\$655,636	\$423,962
Mayor	\$27,848	\$28,000
Municipal Court	\$271,820	\$308,134
Administrator	\$912,494	\$1,444,835
City Clerk	\$280,144	\$291,138
Communications	\$316,636	\$225,858
Elections	\$85,320	\$398,536
Human Resources/Safety	\$814,869	\$1,130,144
Finance	\$662,723	\$875,997
City Attorney	\$108,600	\$120,000
Police	\$7,118,585	\$7,609,638
Fire	\$1,547,049	\$1,703,552
Emergency Government	\$25,920	\$26,070
Garage	\$780,272	\$856,545
Streets	\$2,731,322	\$3,136,931
Engineering	\$557,740	\$619,613
Snow Removal	\$435,556	\$454,462
Street Lighting/Traffic	\$571,046	\$268,500
Animal Control	\$6,515	\$7,550
Recreation	\$309,220	\$412,608
Swimming Pool	\$246,828	\$317,652
Parks/Cemetery	\$1,325,864	\$1,323,897
Forestry	\$255,710	\$278,160
Community Development	\$1,504,706	\$1,689,344
Economic Development	\$188,810	\$225,724
Transfers Out	\$1,445,707	\$1,644,721
Subtotal General Fund	\$23,186,940	\$25,821,571
Taxi	\$487,609	\$520,962
Parking Fund	\$25,600	\$50,400
Environmental Utility Fee	\$206,000	\$208,000
Refuse and Solid Waste	\$1,891,836	\$1,970,119
Library	\$2,409,996	\$2,549,028
Revolving Loan	\$60,747	\$60,746
Park Impact Fee	\$115,000	\$115,000
Library Impact Fee	\$90,120	\$42,240
Fire Impact Fee	\$94,013	\$64,200
Library Trust	\$13,200	\$67,350
Housing Reserve	\$356,500	\$89,400
Business Development & Tourism	\$314,697	\$262,000
Streetlight Fund	\$0	\$315,000

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ARPA	\$0	\$1,528,100
TID #5	\$1,000,872	\$1,037,100
TID #6	\$372,000	\$395,330
TID #8	\$340,000	\$194,769
TID #9	\$257,150	\$176,010
TID #10	\$1,036,000	\$917,124
TID #11	\$42,421	\$36,760
TID #12	\$80,000	\$88,222
TID # 13	\$263,810	\$433,760
TID # 14	\$272,646	\$65,498
TID # 15	\$410,000	\$368,000
TID # 16	\$826,685	\$463,218
TID # 17	\$0	\$483,051
TID # 18	\$0	\$307,200
Subtotal Special Revenue	\$10,966,902	\$12,808,587
Library Debt Service	\$27,607	\$11,158
2007 G.O. Notes, City Hall	\$0	\$0
2012 Sterling Ponds (G.O. Portion)	\$162,669	\$0
2009 G.O. Notes, City Hall	\$861,721	\$835,950
2012 Public Safety Building	\$529,453	\$567,000
2014 G.O. (Radio Road)	\$228,000	\$218,702
2014 Mann Valley Land	\$244,266	\$299,465
2018 G.O. Glen Park Bonds	\$597,561	\$577,221
Subtotal Debt Service Funds	\$2,651,277	\$2,509,496
General Capital Improvements	\$1,223,194	\$5,158,118
Capital Equipment	\$406,337	\$734,000
Subtotal Capital Project	\$1,629,531	\$5,892,118
Stormwater Utility Fund	\$1,343,383	\$1,213,691
Ambulance Fund	\$649,752	\$715,221
Electric Fund	\$28,130,332	\$30,668,483
Water Fund	\$4,447,364	\$5,530,649
Sewer Fund	\$6,941,500	\$7,315,098
Subtotal Enterprise	\$41,512,331	\$45,443,142
City Hall Fund	\$800,104	\$906,361
Motor Pool Fund	\$43,544	\$42,000
Technology Fund	\$1,645,474	\$2,536,252
Maintenance Fund	\$770,634	\$950,674
Subtotal Internal Service	\$3,259,756	\$4,435,287
TOTAL ALL FUNDS	\$83,206,737	\$96,910,201

APPENDIX B: INFORMATIVE STATISTICS

City Size:	4,652 Acres 7.27 Square Miles
Form of Government:	Council-Administrator
Fiscal Year:	January 1 through December 31
City Bond Rating 2022:	General Obligation Debt – Aa2 Water System Revenue Debt – Aa3 Sewer System Revenue Debt – Aa2
Population Statistics*:	2022 Estimated Population – 16,515** 2020 Census Population – 16,182
Election Statistics:	<p><i>2022 Spring Primary Election</i> Registered Voters – 8,113 Voter Turnout – 358 Percentage of Turnout – 9%</p> <p><i>2022 Spring Election</i> Registered Voters – 8,084 Voter Turnout – 1,178 Percentage of Turnout – 22%</p>

Numbers of City Employees (2021)

Regular (Full-time & Part-Time) City Employees:	133
Paid Per Call Volunteers (Firefighters, Police, and Ambulance EMTs):	54
Temporary (Seasonal, Intern, Elected) Employees:	39

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

** Gathered from 2022 Preliminary Population Estimates

Streets and Bridges:	4 roundabouts 9 traffic signals 17 activated pedestrian warning flasher systems 79.4 miles of streets and alleys 10 vehicular bridges 2 pedestrian bridges 1 pedestrian tunnel
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Utility Statistics (2021)*:

<i>Electric Utility</i>	
Total Residential Customers –	6,593

Total Commercial & Industrial Customers – 760
4 Operating City Substations
Average Monthly Energy Usage (kWh) – 10,859,643
Number of Pole Lines (urban and rural) – 51
Number of Underground Lines (urban and rural) – 82
Energy Purchased from Renewable Sources – 15.0%

Water Utility

Total Number of Customers/Meters – 6,158
Total Water Pumped – 467,606,000
Gallons Sold – 415,865,000
Total Production – 1,281,112 gallons per day
5 Operating City Wells
65.5 Miles of Water Main
721 Fire Hydrants
3 Water Towers and Reservoirs
Gallons of total storage capacity – 1,305,840

Sewer Utility

Average Daily Flow – 1.214 Million Gallons
62.5 Miles of Sanitary Sewer Lines
4 Lift Stations

**from 2021 Public Service Commission Utility Report*

Community Development Statistics:

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

6,192 Total Housing Units
Percentage of housing owner occupied – 51%

Property Values (2022):

CURRENT PROPERTY VALUATIONS

	Pierce County	St. Croix County	Total
2022 Equalized Value	\$926,993,800	\$567,621,600	\$1,494,615,400
2022 Equalized Value Reduced by Tax Increment Valuation	\$888,278,500	\$479,339,000	\$1,367,617,500
2021 Assessed Value ¹	\$828,705,246	\$492,934,600	\$1,321,639,846

Equalized Values:

2022 EQUALIZED VALUE BY CLASSIFICATION

	2022 Equalized Value²	Percent of Total Equalized Value
Residential	\$ 1,110,351,700	74.290%
Commercial	318,364,200	21.301%
Manufacturing	41,778,300	2.795%
Agricultural	8,600	0.001%
Undeveloped	25,700	0.002%
Ag Forest	81,000	0.005%
Personal Property	24,005,900	1.606%
Total	\$ 1,494,615,400	100.000%

Principal Taxpayers (2022)*:

Taxpayer	Type of Business/Property	2021 Equalized Value ¹	Percent of City's Total Equalized Value
Winfield Solutions	Ag Retailer	\$12,339,166	0.94%
The Depot at River Street LLC	Apartment	7,482,141	0.57%
Anchor Paper Company	Paper	6,642,545	0.50%
TW Equities	Office/ Warehouse	6,088,469	0.46%
River Falls RCAC LLC	Senior Care	5,954,044	0.45%
Erickson's Diversified Corp	Retail Mall/ Grocery Store	5,168,872	0.39%
WISOTA LLC	Apartment	4,816,892	0.37%
IGO Legacy Hotel Group	Hotel/ Restaurant	4,776,734	0.36%
WISOTA LLC	Apartment	4,457,257	0.34%
City Station LLC	Apartment	3,591,471	0.27%
Total		\$61,317,591	4.66%

City's Total 2021 Equalized Value² \$1,315,911,000

**Data from 2022C Bond Official Statement*

Employment/Unemployment Statistics*:

Year	Annual Unemployment Rate			
	Pierce County	St. Croix County	State of Wisconsin	National
2015	3.8%	3.7%	4.4%	5.3%
2016	3.9%	3.7%	3.9%	4.9%
2017	3.3%	3.1%	3.3%	4.4%
2018	3.2%	3.0%	3.0%	3.9%
2019	3.2%	3.2%	3.2%	3.7%
2020	7.0%	7.0%	6.3%	8.1%
2021	3.4%	3.4%	3.8%	5.3%

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

***Data as of March 2021.*

Largest Employers (2022)*:

Firm	Type of Business/Product	Estimated No. of Employees
University of Wisconsin - River Falls	Post-secondary education	850
River Falls Allina Health	Hospital	661
School District of River Falls	Elementary and secondary education	512
Rise Baking Company	Bakers	345
The City	Municipal government and services	147
Family Fresh Market	Grocery store	130
Turnkey Corrections	Financial advisory service	125
BioDiagnostics, Inc.	Genetic testing	120 ²
Trelleborg Group	Rubber and plastic component manufacturer	100 ³
Vibrant Health	Medical clinic	100

Source: Data Axle Reference Solutions, written and telephone survey, 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*

	2017	2018	2019	2020	2021
<u>New Single Family Homes</u>					
No. of building permits	59	50	76	25	76
Valuation	\$9,957,790	\$9,629,000	\$14,737,815	\$5,449,720	\$19,020,920
<u>New Multiple Family Buildings</u>					
No. of building permits	0	1	9	1	4
Valuation	\$0	\$795,000	\$14,400,000	\$6,185,831	\$2,797,384
<u>New Commercial/Industrial</u>					
No. of building permits	5	7	2	0	1
Valuation	\$3,535,704	\$11,924,551	\$570,000	\$0	\$1,700,000
<u>All Building Permits</u> <i>(including additions and remodeling)</i>					
No. of building permits	251	237	311	66	324
Valuation	\$21,185,600	\$30,371,459	\$59,770,504	\$12,154,170	\$33,526,555

APPENDIX C: FUND BALANCES

Fund Number / Name	Fund Balance 12/31/2021	Estimated Fund Balance 12/31/2022	Estimated Fund Balance 12/31/2023	Estimated Fund Balance 12/31/2024
100 - General Fund	\$12,734,436	\$12,734,436	\$12,734,436	\$12,734,436
210 - ARPA	-	-	-	-
215 - Streetlight Fund	-	-	-	-
220 - Parking Improvement Fund	64,068	43,868	18,768	-
230 - Taxi	10,199	10,199	10,199	5,901
231 - Solid Waste	39,628	39,628	39,628	39,628
251 - Library	251,651	192,564	167,564	117,564
252 - Park Impact Fees	437,449	444,740	492,690	549,690
253 - Library Impact Fees (Funds used for purchase of property for future library construction)	124,900	156,212	176,180	196,148
254 - Fire Impact Fees	(30,142)	(41,819)	(41,412)	(40,321)
255 - Library Trust	155,149	155,423	138,673	101,273
256 - Park Land Dedication	1,125	1,625	2,125	2,625
260 - Environmental Fee Utility	3,262,824	3,326,374	3,391,384	3,456,268
261 - Revolving Loan	(66,440)	(37,852)	(7,576)	22,695
262 - Housing Reserve	462,408	484,284	511,058	536,730
263 - Business/Tourism (Funds used for advance for purchase of Mann Valley)	(672,919)	(677,785)	(641,863)	(606,530)
271 - TID #5 (Whitetail Ridge Corp. Park) (Tax increment revenues expected to cover deficit by termination date of 2021)	(10,538)	(10,538)	(10,538)	(20,684)
272 - TID #6 (Spruce Street) (Tax increment revenues expected to cover deficit by termination date of 2032)	(879,420)	(865,784)	(856,933)	(846,658)
274 - TID #8 (University Falls) (Tax increment revenues expected to cover deficit by termination date of 2037)	(29,662)	(227,836)	(165,832)	(98,776)
275 - TID #9 (Downtown District) (Tax increment revenues expected to cover deficit by termination date of 2038)	(362,199)	(362,374)	(376,198)	(316,816)
276 - TID #10 (Sterling Ponds) (Tax increment revenues expected to cover deficit by termination date of 2034)	(3,284,958)	(3,201,715)	(3,221,635)	(3,221,911)

277 - TID #11 (Industrial Park)				
(Tax increment revenues expected to cover deficit by termination date of 2036)	(299,491)	(299,491)	(287,554)	(275,617)
278 - TID #12 (Mann Valley)				
(Tax increment revenues expected to cover deficit by termination date of 2036)	(546,648)	(507,734)	(486,128)	(462,051)
279 - TID #13 (Whitetail Ridge)				
(Tax increment revenues expected to cover deficit by termination date of 2038)	257,523	330,082	453,363	595,323
280 - TID #14 (Clark Street)				
(Tax increment revenues expected to cover deficit by termination date of 2045)	(247,928)	(219,550)	(196,865)	(173,225)
281 - TID #15 (S. Main Street)				
(Tax increment revenues expected to cover deficit by termination date of 2048)	(25,254)	(21,904)	(43,404)	(189,904)
282 - TID #16 (DeSanctis)				
(Tax increment revenues expected to cover deficit by termination date of 2040)	(12,966)	(12,966)	3,695	15,356
283 - TID #17 (Tattersall)				
(Tax increment revenues expected to cover deficit by termination date of 2049)	(13,029)	(13,029)	(102,430)	(191,584)
284 - TID #18 (700 S. Main)				
(Tax increment revenues expected to cover deficit by termination date of 2048)	(521,717)	(521,717)	(523,217)	(499,817)
310 - Debt Service – Library Bonds	(2,248)	(2,248)	(2,248)	(2,248)
320 - Debt Service- 2007 G.O. Notes	-	-	-	-
330 - Debt Service- 2012 Sterling Ponds	2,014	2,014	2,014	2,014
340 - Debt Service- 2009 G.O. Notes	14,232	14,232	14,232	14,232
350 - Debt Service - 2012 Public Safety	(116)	(116)	(116)	(116)
360 - Debt Service- Radio Road	(7)	(7)	(7)	(7)
370 - Debt Service- Mann Valley Land	(34,842)	(34,842)	(34,842)	(34,842)
(Agricultural land rental less than expected)				
380 - Debt Service – Glen Park	17,234	17,234	17,234	17,234
410 - General Capital Projects	(981,468)	(981,468)	(957,528)	(933,588)
420 - Capital Equipment	1,028,623	1,028,623	1,028,623	1,028,623
610 - Electric	21,609,178	22,082,580	22,078,527	22,056,129
620 - Water	17,315,120	17,549,627	17,193,321	16,714,078

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630 - Sewer	22,896,850	23,035,063	22,934,289	22,800,565
640 - Storm Water	6,955,585	6,946,437	6,996,935	6,961,844
650 - Ambulance	694,658	697,479	693,671	656,620
710 - Internal Service - City Hall	140,319	178,135	234,693	237,417
720 - Internal Service - Motor Pool	(16,284)	-	-	-
730 - Internal Service - I.T.	239,805	239,805	85,254	130,710
740 - Internal Service - Maintenance	65,986	44,618	21,735	-
Total All Funds	\$80,742,686	\$81,714,505	\$81,483,963	\$81,078,406

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 asses