



2017 Budget



NOTE ON 2017 BUDGET COVER PAGE IMAGE:

For 2016, the City Council, staff, and I initiated and completed a number of significant projects in Monroe. Among these significant projects were:

- *The Tjerne Place connector between Chain Lake and Woods Creek Roads,*
- *The multi-purpose trail along Woods Creek Road,*
- *The Monroe Board & Blade renovation, and completing*
- *A number of smaller significant capital projects.*

Council, staff, and I have remained supportive of, and contributed in different ways to, a number of events in Monroe. The preceding cover page image of this 2017 Preliminary Budget represents just a sampling of the projects and activities from 2016. I look forward to our community's continued work into 2017.

~ Mayor Geoffrey Thomas



From left to right: Councilmember Ed Davis, Councilmember Jeff Rasmussen, Councilmember Jim Kamp, Mayor Geoffrey Thomas, Councilmember Kevin Hanford, Councilmember Patsy Cudaback, Councilmember Kirk Scarboro, and Councilmember Jason Gamble.

**THE ADVENTURE
STARTS HERE!**



October 1, 2016

Honorable City Councilmembers and Residents of Monroe:

I am pleased to present you with a balanced 2017 Preliminary Budget. This preliminary budget was developed in September 2016. As a result, refinements to the preliminary budget may be necessary to reflect actual revenues, expenditures, and adjustments in priorities that may occur between September and December 2016. City staff and I look forward to working with you to finalize the 2017 Budget.

I thank you in advance for your review and consideration of this preliminary budget. I thank City staff for their hard work to develop a balanced 2017 Preliminary Budget within the resources we have.

Monroe is an active, vibrant community. Residents, business owners, non-profits, government agencies, City staff, and elected and appointed officials volunteer time and resources to enhance our community. Because of these efforts, and other opportunities unique to Monroe, our community continues to be a place to build homes, raise families, work, have a business, recreate, and visit.

We have much to be thankful for; we have much to celebrate:

Monroe is a place where people want to live and raise families. Building on a trend from 2014 and 2015 the City saw continued growth in residential development. As of the end of September, 2016, for instance:

- The City Council approved four (4) final plat application totaling 185 lots.
- The City Council approved two (2) preliminary plat applications totaling 74 lots.
- Six (6) preliminary plat applications, totaling 364 single family lots, were currently under staff review and will be scheduled for a Hearing Examiner public hearing in the future.
- Building permits were issued for 85 new single family dwellings and four (4) multifamily dwelling units. The 85 single family dwellings exceeds the combined total of single family permits issued in all of 2014 and 2015.
- A 112 unit multi-family development proposal was submitted and is under review.

In many of these homes people will raise their families; the average household in Monroe (2.94 persons) is larger than in Snohomish County (2.62) and the State of Washington (2.52), suggesting that more people choose to raise their children here than in other areas of Snohomish County or the State.

As the City population grows the Monroe School District has responded. The City issued permits for the Monroe School District Park Place Middle School modernization project. Construction work on

this project commenced in 2016 and will be phased over the next two years (2017/2018).

Monroe is a place to start and grow your business. 2016 saw continued business investment in our City, including:

- Tractor Supply opened a new 22,000 square foot store near the intersection of US 2 and Roosevelt Road.
- Carl's Jr. new fast food restaurant permits were issued and is under construction.
- Canyon Creek Cabinet Company completed its 25,000 square foot expansion.
- Permits were issued for a new 24,800 square foot building in the Fryelands Industrial area.

In addition to these developments, 2016 brought continued focus on rebuilding the downtown corridor. A new public art project was authorized by the City and will be located at the corner of Lewis and Main Street. The City hired a consultant to work on a strategic plan to evaluate how a downtown organization might achieve long term sustainability to promote downtown.

The City Council also extended, for an additional year, a downtown fee waiver program to encourage and incentivize private investment in the downtown area. New businesses have opened and existing businesses have made, or are in the progress of making, improvements.

Monroe is a destination for tourism and events-The Adventure Starts Here!

In 2016, our City worked with stakeholders to support events bringing over 600,000 people and approximately \$26 million in economic revenues to our community. These events included: Music in the Park, the Fair Days Parade, the Evergreen State Fair, three wakeboard events including the return of the Supra Boats Pro Wakeboard Tour, a new farmers' market location at Lake Tye Park, Movies Under the Moon, Tri-Monroe USA Triathlon, Lake Tye Triathlon, USA National Ultimate Frisbee Tournament, theater at the Wagner Arts Center, and Speed Week at the Evergreen Speedway.

The City received grant funding from Snohomish County to purchased tourism-branded street-pole banners, event fencing and barricades to better support existing and new events in Monroe.

In 2017, tourism and events will continue to grow in our parks, the Evergreen State Fairgrounds, and at the newly upgraded Monroe Board and Blade Skate Park, funded in part through a state grant. The Parks and Recreation Department is poised to host and support community events and programs for 2017, including returning events and maintaining and improving our 200 plus acres of parks, trails, and streetscapes.

Capital parks improvements in 2016 included: construction of the Monroe Board and Blade Skate Park upgrade – matched with a \$120,000 State grant award, new safety netting and fencing for ball fields installation of new infield surfacing for the six ball fields at Sky River Park and Lake Tye Park and replacement of the safety surfacing for playground facilities throughout the parks system.

New capital parks improvements for 2017 include: master planning for the Cadman Pit site adjacent to Sky River Park, realignment of the entry to Fairfield County Park in partnership with Snohomish County, design synthetic turf field upgrade at Lake Tye Park, replacement of the playground at Lake Tye Park, and a new portable performance stage area for use at Lake Tye Park and other sites

around Monroe to meet growing event venue facility demands.

Our Comprehensive Plan builds on Monroe serving as a destination for tourism and events by calling for better connections between our downtown and the Skykomish River, and by connecting our City to the regional trail network westward to the Centennial Trail (in Snohomish) and southward to the Snoqualmie Valley Trail (in Duvall). Two of the challenges our community faces, however, are to expand lodging opportunities, and to develop synthetic turf athletic fields; both to keep Monroe competitive at drawing tourism and events, and to serve Monroe's residents.

Monroe is a job creator. Monroe's population during the day increases by 16.9% as people come to work in the over 7,000 jobs in Monroe. This number is expected to increase as employers continue to grow their workforces and the City continues to market retail property it owns for new businesses.

Into 2017, our City will continue to promote the benefits of owning and working for businesses in Monroe. Among these benefits, the City is located at a transportation hub consisting of State Route 203, State Route 522, and US 2. Further, people commuting to Monroe typically experience a "reverse" commute to traffic headed from Monroe to work centers in Everett, Seattle, and the Eastside.

Monroe is being proactive with law enforcement and public safety. Monroe's police services take a proactive role in community policing. In 2016, the Police Department has been working on a Five Year Strategic Plan that will be used as a framework in making decisions as to the best strategies to provide efficient and effective public safety services. The Strategic Plan Committee has been gathering information from business owners, community organizations, and the general public that will help us shape the future of law enforcement in Monroe.

This year, the Police Department has participated monthly with the Homeless Response Group to address the homeless population living in Monroe. The Police Department has also teamed up with our Chaplains, Take the Next Step, and other social services groups to go out and meet with homeless individuals, providing information and help. We expect to expand this program in 2017 with a part-time social worker, patterning other local programs in the area.

Recognizing the need to connect with our Community, as well as getting information out, the Police Department has increased its presence on social media sites. You can find us on Twitter @Monroepd, Facebook, and Nextdoor. We will continue in 2017 to expand the use of these media outlets.

Under new legislation, the Department has introduced the use of body cameras in a pilot program. With a successful trial, the department has purchased five body cameras which will be in use by the start of 2017.

Monroe runs its own Municipal Court. Now in operation for a year and a half, Monroe Municipal Court continues to be busy. In the first three quarters of 2016, the Honorable Judge Mara Rozzano, and her staff, processed 382 criminal cases and 2248 infractions. In February 2016 Municipal Court successfully implemented video court for in-custody hearings. Since February 2016 the Court has seen 230 inmates via video court, thus relieving the Police Department of the burden of transporting inmates for court appearances.

The goal of the Court is to contribute to the quality of life in our community by advancing the causes of justice fairly and impartially. To that end, Judge Rozzano continues to offer credit towards the

payment of non-mandatory legal financial obligations with community service hours and/or obtaining a GED certificate. In addition she is investigating the possibility of a community court for minor offenses. Although we have not yet had a person present a completed GED certificate we are seeing the positive effects of our sentencing conditions. There have been a number of defendants successfully comply with drug and alcohol treatment, domestic violence programs, or other counseling who are now employed productive members of our community. A testimony to Judge Rozzano's interaction with the defendants is their excitement to tell her they are succeeding. One former defendant stopped the Judge at the Fair Days parade to introduce her to his recently returned children. Another waved her down in traffic to tell her that she was 62 days clean and sober. Her goal is to get people out of the system, more committed to their community, and make Monroe an even better place to live and do business.

Monroe is where stakeholders work together to get things done. Relationships with other organizations, including the Monroe School District, Everett Community College, Monroe Chamber of Commerce, and Evergreen State Fairgrounds, continue to flourish. Monroe continues to share equipment and facilities with the Monroe School District and promoting the Everett Community College by fostering relationships with local businesses. Together, we achieve more for Monroe than if we work alone.

Monroe plans for the future. In 2016 a significant focus was placed on streamlining our permitting processes with a focus on reduced processing times. Looking into 2017, this focus will continue with code revisions that will further streamline processes including a zoning code update to make our development standards clear.

Monroe is a city that balances its budgets. While optimistic about our future revenues, we balance our budget on reasonable estimates of revenues and expenditures. Early in 2016, I opened a conversation with the City Council about positions, facilities, and services that could be added to meet increasing and changing city needs and about funding alternatives. Although Council did not take formal action at the time, there was consensus about funding for a few of the positions and for additional capital projects by using banked capacity.

For 2017, I directed staff to develop a status quo preliminary budget. As with prior years, direction was to ensure that the status quo could be maintained with reasonable estimates of revenues for the next five years so that budget decisions in 2017 would not result in deficit spending after 2017. After developing this status quo budget, bank capacity from property tax in the amount of \$485,000 was applied to fund three FTE's (an accountant, a parks supervisor position, and a planning tech/code enforcement position) and to provide additional funding for capital projects. When applying the proposed amount of banked capacity, the total amount of the property tax paid by the average home in 2017 will be lower than in 2016 due to other levies that are sun-setting at the end of 2016 and due to the increase in new construction assessed values. Further, additional banked capacity remains available should needs arise in the future.

2017 Preliminary Budget

When the 2017 Budget Instructions were sent to City departments, it was anticipated that gains in sales tax revenues in 2017 would be offset by losses in previously approved interfund transfers and one-time revenues. With these in mind, the 2017 Preliminary Budget Instructions to City departments was to deliver a "status quo" budget request for their departments to the Finance Director by

the end of August 2016.

Over the month of September 2016, the City Administrator, Finance Director, department heads, and I worked to bring the preliminary budget into balance. The following is a summary of the results of the work that is the 2017 Preliminary Budget.

- **General Fund**

For the General Fund, the overarching goals of the 2017 Preliminary Budget were to:

1. Balance on-going costs with reasonable estimates of on-going revenues and without increasing property taxes;
2. Use one-time transfers and revenues to only cover one-time expenditures;
3. Refund the Contingency Fund to meet the Reserve Policy; and
4. Reasonably project a five-year General Fund forecast without a structural deficit; that is, with projected revenues above expenditures.

- **2017 Preliminary Budget, General Fund**

1. Revenues. While reasonable forecasts are made for increased revenues from retail sales tax, those increases in revenue are off-set by reductions in specific State revenues, reductions in transfers from other City funds, and increases in costs from new requirements. These fiscal realities are included in the 2017 Preliminary Budget.
2. Expenditures. The 2017 Preliminary Budget has increased expenditures by 12 percent as compared to the approved 2016 Budget.
3. Ending Fund Balance. The General Fund's 2017 undesignated ending fund balance is just over \$140,000.
4. Contingency Fund. Per adopted policy, the Contingency Fund should be funded to an amount equal to 8% of a given year's General Fund operating expenses unless that funding would adversely affect City operations. The 2016 year-end estimate ending fund balance is \$271,390. For 2017, 8% of the General Fund operating expenses is \$1,060,176. Council is considering changing its contract with Republic Services such that a balance, projected to be \$1,110,743 at the end of 2016, is no longer necessary in the City's solid waste utility. The solid waste utility fund balance is a "one-time" funding source and is not recommended to be used to balance ongoing/annual operational expenses.

The Preliminary Budget would transfer \$788,000 of the solid waste utility fund balance to fully fund the Contingency Fund. (Note: The remaining \$322,743 is transferred to the General Fund where it contributes to the 2017 ending fund balance and other one-time projects.) By transferring these funds to the Contingency Fund, the City is better positioned for "one-time" emergencies, unexpected opportunities, and projects that are entering design stages of development including the intersection of Blueberry and North Kelsey, extending 191st, Street, and developing synthetic turf fields.

- **2017 Preliminary Budget, General Fund Personnel**

As in 2016, all positions that become vacant in 2017 will be evaluated for need and availability of on-going revenue to support the position before deciding to fill the vacancy.

Economic Development

The Mayor and City Council are committed to promoting economic development and understand that a growing business community is essential when it comes to sustaining a healthy and prosperous City. Business development generates tax revenue to finance services and enables the City to maintain low tax rates. Supporting businesses and encouraging new development also provides local residents with both shopping and employment opportunities close to home.

In 2016, building permit and land use permit forms and handouts were revised for clarity and ease of use. A permit stakeholder committee was convened earlier in the year, and the City has begun implementing changes to codes and other procedures to eliminate unnecessary delay and processes.

The 2017 preliminary budget continues to make economic development, and delivering on our promise of being “open for business,” a high priority. City staff will continue with eliminating unclear and outdated code requirements.

The 2017 budget includes \$25,000 to fund the Downtown Monroe Association (DMA). The funds will be subject to an agreement between the City and DMA to promote downtown business and property development through a comprehensive process that includes organization, promotion, economic restructuring and design. The funds are intended to supplement other sources of funding that the DMA will acquire or raise on its own to support its operations.

The 2017 preliminary budget also includes the continuation of the Downtown Events Program and replacement of outdoor furniture for the downtown. Through these initiatives, the City will engage with organizations and businesses to promote downtown.

North Kelsey Debt

The City continues making progress on marketing and selling City-owned properties. Property sales are not budgeted in the 2017 Preliminary Budget due to uncertainty in timing. They will be recognized as they occur. In 2015, the City refinanced the \$4.1 million in North Kelsey debt. In doing so, there is \$1.3 million in principal due in September 2018 and \$2,840,000 due in September 2020. The City is poised to pay off the debt as land sales occur with proceeds from those sales. Additionally, there remains approximately \$1.25 million in the North Kelsey Development Fund that could be applied toward the principal in 2018.

The Street Fund

In 2014, Monroe voters approved two-tenths of one percent (0.2%) sales tax increases for the next ten years to go toward road preservation. Funds collected throughout 2015 were used to leverage grant funds from the State of Washington to repair even more roads than would be possible using the sales tax alone. In 2017 we will continue to rehabilitate and preserve Monroe’s transportation infrastructure.

Also, in 2016 there was significant focus on safe walk route corridors with the addition of a multi-purpose use trail on 179th Avenue, from Main Street north to 157th Place, finishing segments of a multi-purpose use trail along Main Street from 171st west to Tester Rd and the addition of a new multi-purpose use trail along Woods Creek Road from Tjerne Place to the Farm at Woods Creek.

The Utility Funds

As part of the Utility System Plan Update completed in conjunction with the 2015 Comprehensive Plan Update, the utility rates and rate structure were analyzed. As a result, water and stormwater

utility rates will rise in 2017.

Capital Improvement Projects

Capital improvement projects are funded by grants, impact fees, real estate excise tax revenues, proceeds from revenue bonds and the Transportation Benefit District (TBD). These funds are typically not allowed to be used for operations. Capital projects budgeted for 2017 are as follows:

Project	Type
Wastewater Treatment Plant Energy Conservation Improvements	Sewer
179th Rail-at-Grade Pedestrian Crossing	Streets
Fryelands Rail-at-Grade Pedestrian Crossing	Streets
Powell Street Utilities	Sewer
Pavement Preservation	Streets
Trombley Reservoir Watermain Upgrade	Water
Tester Road Water Upgrade	Water
Blueberry/Kelsey Intersection Improvements	Streets
Chain Lake Road Multi-purpose path extension	Streets
US 2 Non-motorized Improvements	Streets
Fairgrounds Watermain Upgrade	Water
Dickinson Street Water and Storm Improvements	Water/Storm

The 2017 Preliminary Budget and its projections are based on information available in early September 2016. As done every year, our staff will update Council on recommended changes and projections as actual revenues and expenditures are realized and as adjustments in Council priorities occur from September through December 2016.

City staff and I look forward to working with our residents and Councilmembers to respond to questions and revise the 2017 Preliminary Budget. Thank you in advance for your input, review, and consideration.

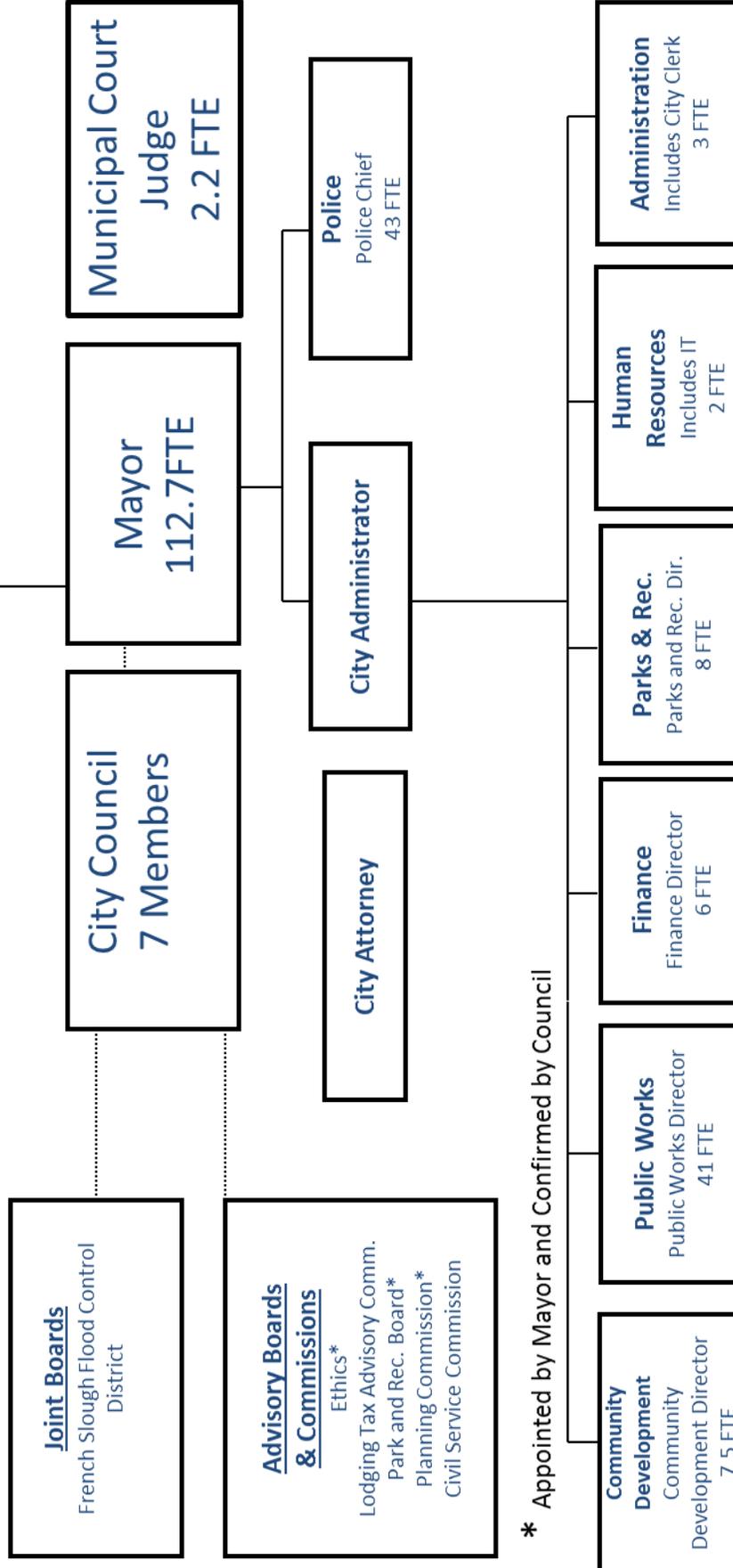
Respectfully,



Geoffrey Thomas, Mayor

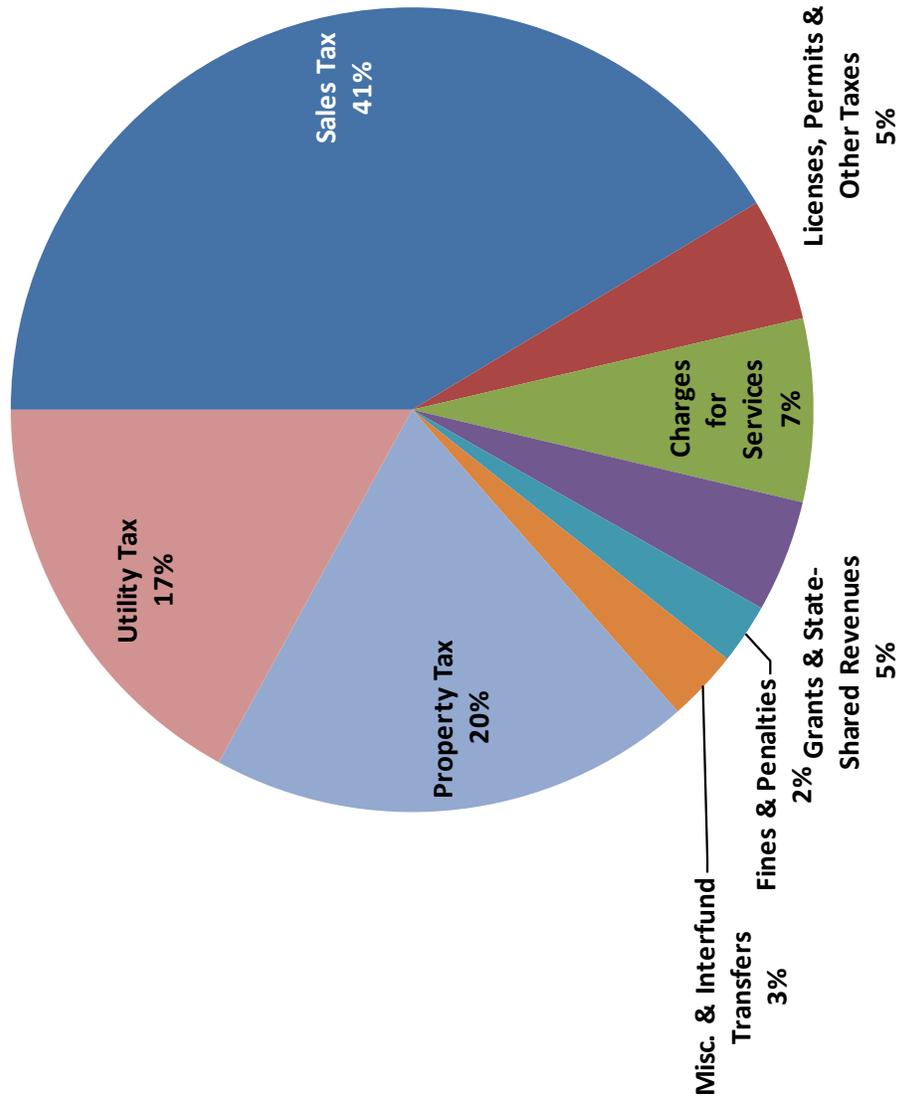


Citizens of Monroe

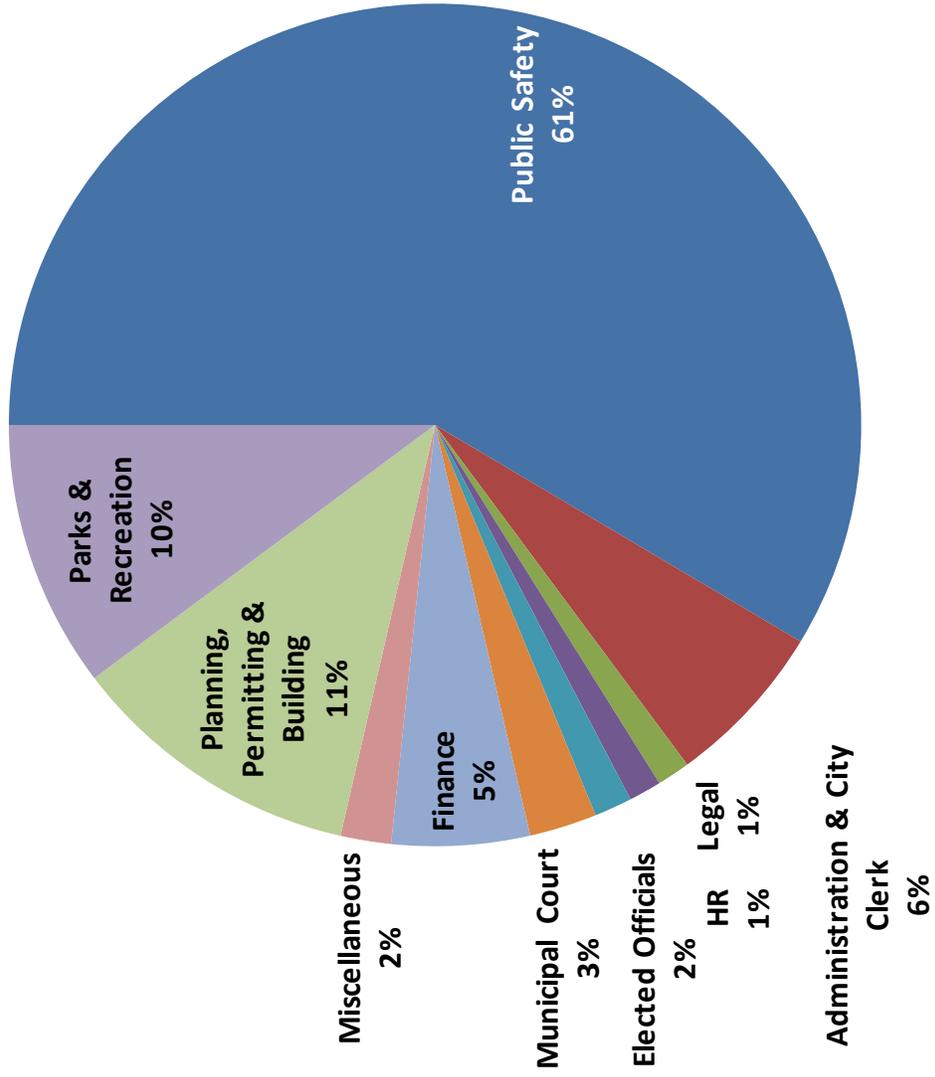


* Appointed by Mayor and Confirmed by Council

General Fund Revenues - 2017 Budget



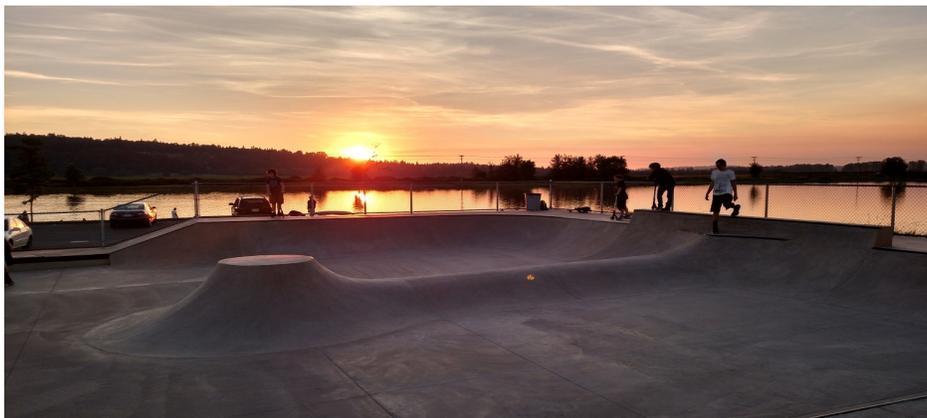
General Fund Expenditures - 2017 Budget



2017 Budget Summary						
Fund	Beginning Fund	Revenues	Total Resources	Expenditures	Restricted Ending Fund	Unassigned Ending Fund
General Fund	\$ 3,016,155	\$ 13,190,049	\$ 16,206,204	\$ 13,619,309	\$ 2,582,108	\$ 4,787
Contingency Fund	271,390	751,786	1,023,176	-	1,023,176	(0)
Donation Fund	4,628	4,450	9,078	6,700	-	2,378
Streets Fund	285,151	646,820	931,971	773,834	-	158,137
Tourism Lodging Tax Fund	79,229	75,345	154,574	110,517	-	44,057
Narcotic/Drug Buy Fund	27,847	10,000	37,847	30,000	-	7,847
Real Estate Excise Tax Fund	1,020,436	804,434	1,824,870	883,193	-	941,677
North Kelsey Debt Fund	4,401	223,365	227,766	224,021	-	3,745
General Capital Improvements Projects	6,447,611	2,407	6,450,018	3,000,000	-	3,450,018
Parks Capital Improvements Projects	776,137	443,544	1,219,681	694,163	25,589	499,928
Streets Capital Improvements Projects	1,399,406	4,706,130	6,105,536	4,694,539	-	1,410,997
North Kelsey Development Fund	1,387,187	7,857	1,395,044	148,251	-	1,246,793
Water Fund	2,645,904	4,300,758	6,946,662	6,094,704	456,967	394,991
Water CIP Fund	2,857,027	2,128,109	4,985,136	1,745,001	23,582	3,216,553
Sewer Fund	2,392,390	7,454,931	9,847,321	8,422,380	410,723	1,014,218
Sewer CIP Fund	6,362,336	4,024,581	10,386,917	3,485,439	150,406	6,751,072
Stomwater Fund	447,772	1,707,131	2,154,903	1,626,004	170,239	358,660
Stomwater CIP Fund	1,032,081	6,726	1,038,807	531,605	4,567	502,635
Solid Waste Fund	1,110,743	-	1,110,743	1,110,743	-	0
Revenue Bond Debt Reserve Fund	1,934,444	10,815	1,945,259	50,000	1,891,026	4,233
Information Technology Services Fund	298,088	471,686	769,773	532,476	75,000	162,298
Fleet & Equipment Management Fund	3,543,048	1,813,549	5,356,597	1,917,656	3,351,734	87,207
Facilities Management Fund	183,190	1,213,465	1,396,655	1,257,026	126,000	13,629
Total	\$37,526,600	\$ 43,997,938	\$ 81,524,538	\$ 50,957,560	\$ 10,291,117	\$ 20,275,860

2017 General Fund Expenditures by Type & Department										Comparison by Department					
Summary for General Fund Departments	Salaries	Personnel Taxes & Benefits	Supplies	Services	Intergovt & Taxes	Projects & Capital	Ending Reserve	2017 Budget		2016 Budget		2015 Actual			
								\$	%	\$	%	\$	%		
Administration	\$ 228,562	\$ 91,920	\$ 8,000	\$ 226,296	\$ 58,905	\$ -	\$ -	\$ 613,683	3.8%	\$ 461,611	3.2%	\$ 438,863	3.1%		
Legal	-	-	-	170,000	-	-	-	170,000	1.0%	180,000	1.2%	163,980	1.2%		
Municipal Court	171,581	76,985	1,900	101,957	-	-	-	352,422	2.2%	326,348	2.2%	296,338	2.1%		
Human Resources	102,302	40,017	100	25,443	-	-	-	167,862	1.0%	147,600	1.0%	136,816	1.0%		
Mayor & City Council	110,400	9,099	-	54,850	20,000	-	-	194,349	1.2%	193,849	1.3%	119,609	0.8%		
Finance	425,814	183,152	4,000	95,717	-	-	-	708,683	4.4%	521,503	3.6%	481,129	3.4%		
City Clerk/Public Records	83,128	39,863	1,000	155,950	-	-	-	279,941	1.7%	398,114	2.7%	375,380	2.6%		
Planning, Permitting & Building	749,414	323,712	7,400	433,828	-	-	-	1,514,354	9.3%	1,159,872	8.0%	1,199,678	8.4%		
Emergency Management	3,640	1,314	7,686	11,569	-	750	-	24,959	0.2%	24,847	0.2%	94,535	0.7%		
Police	4,293,523	1,634,148	72,825	1,073,387	22,857	28,145	321,427	7,445,312	45.9%	6,970,333	47.8%	6,697,060	47.1%		
Jail, Court & Dispatch	-	-	-	818,976	-	-	-	818,976	5.1%	870,716	6.0%	634,165	4.5%		
Parks	619,645	297,948	37,200	402,111	-	33,000	-	1,389,904	8.6%	1,188,972	8.2%	1,023,227	7.2%		
Non-Departmental	-	-	-	-	-	259,292	2,265,468	2,524,760	15.6%	2,137,174	14.7%	2,557,487	18.0%		
Total Dollars	\$ 6,788,009	\$ 2,698,157	\$ 140,111	\$ 3,570,083	\$ 101,762	\$ 321,187	\$ 2,586,895	\$ 16,206,204	100.0%	\$ 14,580,939	100.0%	\$ 14,218,267	100.0%		
Comparison by Type															
Sub-Totals, with percentages, less Reserves							Reserves as % of Total								
2016 Budget Amount	\$ 6,788,009	\$ 2,698,157	\$ 140,111	\$ 3,570,083	\$ 101,762	\$ 321,187	\$ 2,586,895	\$ 13,619,309							
2016 Percent	49.8%	19.8%	1.0%	26.2%	0.7%	2.4%	19.0%								
2015 Budget Amount	\$ 6,144,141	\$ 2,435,852	\$ 159,436	\$ 3,425,780	\$ 64,933	\$ 155,456	\$ 2,350,297	\$ 12,385,598							
2015 Percent	49.6%	19.7%	1.3%	27.7%	0.5%	1.3%	19.0%								
2014 Actual Amount	\$ 5,786,738	\$ 2,251,723	\$ 141,891	\$ 3,014,933	\$ 56,819	\$ 287,912	\$ 2,962,920	\$ 11,540,016							
2014 Percent	50.1%	19.5%	1.2%	26.1%	0.5%	2.5%	25.7%								

	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
General Fund				
Beginning Fund Balance	\$ 2,933,802	\$ 2,943,177	\$ 2,943,177	\$ 3,016,155
Revenues				
Taxes	8,963,607	9,236,562	9,367,977	10,419,570
Licenses & Permits	481,275	468,769	674,170	479,200
Intergovernmental	554,772	580,115	607,710	592,738
Charges for Services	938,630	1,098,881	1,272,547	967,665
Fines & Forfeitures	244,306	266,340	303,346	319,350
Interest, Rentals & Other	91,073	42,051	57,871	50,783
Transfers In	295,470	100,000	100,000	360,743
Total Revenues	\$ 11,569,134	\$ 11,792,718	\$ 12,383,621	\$ 13,190,049
Total Resources	\$ 14,502,936	\$ 14,735,895	\$ 15,326,798	\$ 16,206,204
Expenditures				
Salaries	\$ 5,786,738	\$ 6,144,141	\$ 6,171,664	\$ 6,788,009
Payroll Taxes & Benefits	2,251,723	2,435,852	2,389,511	2,698,157
Supplies	141,891	159,436	160,597	140,111
Services/Charges	3,014,933	3,425,780	3,328,076	3,570,083
Intergovernmental/Taxes	56,819	64,933	100,794	101,762
Total Operating Expenditures	\$ 11,252,105	\$ 12,230,142	\$ 12,150,642	\$ 13,298,122
Capital & Project Expenditures	287,912	155,456	160,001	321,187
Total Expenditures	\$ 11,540,016	\$ 12,385,598	\$ 12,310,643	\$ 13,619,309
Undesignated Fund Balance	653,149	129,144	667,345	4,787
Restricted for Emergencies	1,904,338	2,008,030	2,065,609	2,260,681
Restricted for Public Safety	405,433	213,123	283,200	321,427
Total Ending Fund Balance	\$ 2,962,920	\$ 2,350,297	\$ 3,016,155	\$ 2,586,895



Contingency Fund	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Beginning Fund Balance	\$ 414,658	\$ 327,604	\$ 327,604	\$ 271,390
Revenues				
Interest	2,945	3,000	1,786	1,786
Transfer In from General Fund	176,000	-	-	-
Transfer In from Solid Waste Fund	-	-	-	750,000
Total Revenues	\$ 178,945	\$ 3,000	\$ 1,786	\$ 751,786
Total Resources	\$ 593,604	\$ 330,604	\$ 329,390	\$ 1,023,176
Expenditures				
Council Chambers Furniture	\$ -	\$ 10,000	\$ 10,000	\$ -
Downtown Arts Grant	-	15,000	15,000	-
Downtown Main Street Program	-	25,000	25,000	-
Traffic Study Blueberry/Kelsey	-	8,000	8,000	-
Street CIP Fund-Main St Bollards	86,000	-	-	-
Transfer Out to General Fund	180,000	-	-	-
Total Expenditures	\$ 266,000	\$ 58,000	\$ 58,000	\$ -
Undesignated Ending Fund Balance	546	(8,000)	(0)	(0)
Restricted per Reserve Policy	327,058	280,604	271,390	1,023,176
Total Ending Fund Balance	\$ 327,604	\$ 272,604	\$ 271,390	\$ 1,023,176

*Note: Restricted Fund Balance goal = 8% of
General Fund Operating Expense \$ 1,063,850*



Human Resources	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Wellness Program & Misc Revenues	\$ 43	\$ -	\$ -	\$ -

Expenditures

Salaries	\$ 87,175	\$ 95,101	\$ 95,165	\$ 102,302
Payroll Taxes & Benefits	33,267	36,514	36,173	40,017
Supplies	89	100	-	100
Services/Charges	16,286	15,885	16,842	25,443
Total HR Expenditures	\$ 136,816	\$ 147,600	\$ 148,180	\$ 167,862

Staffing in FTE's	1.00	0.95	0.95	0.80
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Mayor & City Council	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Expenditures				
Salaries	\$ 94,400	\$ 110,400	\$ 110,400	\$ 110,400
Payroll Taxes & Benefits	7,734	9,099	8,953	9,099
Services/Charges	1,726	54,350	54,718	54,850
Intergovernmental	15,749	20,000	20,000	20,000
Total Council Expenditures	\$ 119,609	\$ 193,849	\$ 194,071	\$ 194,349





Finance Department	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Passport Services	\$ 17,364	\$ 18,550	\$ 23,000	\$ 24,500
Charges for Services	<u>249,202</u>	<u>290,978</u>	<u>290,978</u>	<u>256,304</u>
Total Revenues	<u>\$ 266,566</u>	<u>\$ 309,528</u>	<u>\$ 313,978</u>	<u>\$ 280,804</u>
Expenditures				
Salaries	276,481	283,937	283,668	425,814
Payroll Taxes & Benefits	121,515	128,404	131,997	183,152
Supplies	2,994	3,950	4,150	4,000
Services/Charges	<u>80,140</u>	<u>105,212</u>	<u>98,027</u>	<u>95,717</u>
Total Finance Expenditures	<u>\$ 481,129</u>	<u>\$ 521,503</u>	<u>\$ 517,842</u>	<u>\$ 708,683</u>

Staffing in FTE's	4.35	4.35	4.35	5.35
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City Clerk/Public Records	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Expenditures				
Salaries	\$ 103,530	\$ 132,602	\$ 136,686	\$ 83,128
Payroll Taxes & Benefits	49,889	68,612	66,556	39,863
Supplies	313	1,000	250	1,000
Services/Charges	<u>221,648</u>	<u>195,900</u>	<u>173,560</u>	<u>155,950</u>
Total City Clerk Expenditures	<u>\$ 375,380</u>	<u>\$ 398,114</u>	<u>\$ 377,052</u>	<u>\$ 279,941</u>

Staffing in FTE's	1.00	2.00	2.00	1.00
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Planning, Permitting & Building	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Revenues				
Building Permits	\$ 311,092	\$ 300,000	\$ 500,000	\$ 300,000
Charges for Services	<u>248,768</u>	<u>283,850</u>	<u>459,765</u>	<u>268,900</u>
Total Revenues	<u>\$ 559,860</u>	<u>\$ 583,850</u>	<u>\$ 959,765</u>	<u>\$ 568,900</u>
Expenditures				
Salaries	534,128	599,800	589,571	749,414
Payroll Taxes & Benefits	241,153	263,409	247,535	323,712
Supplies	6,124	7,750	7,750	7,400
Services/Charges	418,273	288,913	245,461	268,828
Zoning Code Update	-	-	-	140,000
Downtown Main Street Program	-	-	-	<u>25,000</u>
Operating Expenditures	\$ 1,199,678	\$ 1,159,872	\$ 1,090,317	\$1,514,354
Project Expenditures	-	-	-	-
Total Expenditures	<u>\$ 1,199,678</u>	<u>\$ 1,159,872</u>	<u>\$ 1,090,317</u>	<u>\$1,514,354</u>

Staffing in FTE's	8.00	7.96	7.96	8.96
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Emergency Management	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Grant Revenue	<u>\$ 10,751</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Expenditures				
Salaries	\$ 12,437	\$ 3,384	\$ 3,386	\$ 3,640
Payroll Taxes & Benefits	4,305	1,194	1,186	1,314
Supplies	24,732	6,563	6,563	7,686
Services/Charges	51,774	13,206	13,147	11,569
Equipment Expenditures	<u>1,288</u>	<u>500</u>	<u>500</u>	<u>750</u>
Total Expenditures	<u>\$ 94,535</u>	<u>\$ 24,847</u>	<u>\$ 24,782</u>	<u>\$ 24,959</u>

Staffing in FTE's	0.10	0.03	0.03	0.03
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Police Department	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Revenues				
County Criminal Justice Sales Tax	\$ 281,013	\$ 283,604	\$ 284,744	\$ 285,883
Local Sales Tax Levy for Public Safe-	361,050	368,675	386,854	406,197
Gambling Tax Revenue	39,851	39,226	37,752	37,751
Licenses & Permits	10,711	10,269	12,000	12,000
Intergovernmental	308,406	319,055	342,068	348,478
Charges for Services	64,181	57,764	55,439	54,300
Fines & Forfeitures	5,224	2,100	3,246	50
Interest & Other	2,814	3,887	2,757	2,791
Total Police Revenues	<u>\$1,073,250</u>	<u>\$ 1,084,580</u>	<u>\$ 1,124,860</u>	<u>\$ 1,147,450</u>
	-	-	-	-
Expenditures				
Salaries	3,891,587	4,074,491	4,109,322	4,293,523
Payroll Taxes & Benefits	1,443,573	1,541,199	1,522,392	1,634,148
Supplies	67,416	69,073	69,073	72,825
Services/Charges	865,473	1,050,398	1,059,634	1,073,387
Intergovernmental	21,623	22,049	22,236	22,857
Capital Machinery & Equipment	1,955	-	4,545	28,145
Total Police Expenditures	<u>\$6,291,627</u>	<u>\$ 6,757,210</u>	<u>\$ 6,787,202</u>	<u>\$ 7,124,885</u>

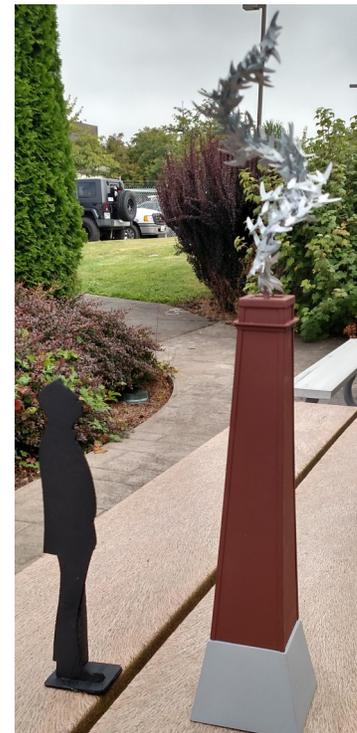
Staffing in FTE's	42.0	43.0	43.0	43.0

Jail, District Court & Dispatch	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Expenditures				
Prosecuting Attorney	\$ 99,600	\$ 122,000	\$ 122,000	\$ 132,000
Sno County Jail Fees	209,513	400,000	400,000	310,000
800 MHz Annual Maintenance	56,210	62,262	62,262	65,000
Dispatch Fees	268,843	286,454	286,454	311,976
Total Expenditures	<u>\$ 634,165</u>	<u>\$ 870,716</u>	<u>\$ 870,716</u>	<u>\$ 818,976</u>



Parks & Recreation Department	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Revenues				
Intergovernmental	\$ 3,667	\$ 36,060	\$ 42,060	\$ 17,260
Charges for Services	42,144	43,600	38,833	40,000
Interest & Other	24,193	6,200	6,200	6,200
Interfund Transfers	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>-</u>
Total Parks Revenues	<u>\$ 170,004</u>	<u>\$ 185,860</u>	<u>\$ 187,093</u>	<u>\$ 63,460</u>
Expenditures				
Salaries	\$ 504,245	\$ 531,440	\$ 529,792	\$ 619,645
Payroll Taxes & Benefits	241,331	265,169	253,050	297,948
Supplies	30,198	62,000	62,000	37,200
Services/Charges	246,959	329,763	326,013	402,111
Intergovernmental/Taxes	494	600	-	-
Downtown Furniture Replacement	-	-	-	30,000
Downtown Arts/Events	-	-	-	3,000
Total Parks Expenditures	<u>\$ 1,023,227</u>	<u>\$1,188,972</u>	<u>\$ 1,170,855</u>	<u>\$ 1,389,904</u>

Staffing in FTE's	7.24	6.90	6.90	7.70
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General Fund Non Departmental	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Revenues				
Property Taxes	\$ 2,036,444	\$2,031,543	\$ 2,047,724	\$ 2,565,566
Sales Tax (excluding PD local levy)	4,064,056	4,349,396	4,350,000	4,755,000
Admissions Tax	134,601	135,000	127,000	130,000
Utility Taxes	2,043,025	2,025,618	2,130,403	2,236,673
Leasehold Taxes	3,568	3,500	3,500	2,500
Licenses & Permits	159,472	158,500	162,170	167,200
Intergovernmental	231,948	225,000	223,582	227,000
Charges for Services	4,944	4,200	4,593	3,900
Miscellaneous/Other Revenue	64,023	31,964	48,914	41,792
Interfund Transfers In	195,470	-	-	360,743
Total Revenues	<u>\$ 8,937,551</u>	<u>\$8,964,721</u>	<u>\$ 9,097,886</u>	<u>\$10,490,374</u>
Expenditures				
Transfer to Sick Leave Reserve Fund	\$ 108,669	\$ 79,411	\$ 79,411	\$ 86,400
Transfer to Street CIP for Transp. Im-	-	-	-	172,892
Transfer to Contingency Fund	176,000	-	-	-
Transfer to Fleet Fund from PD Reserve	-	75,545	75,545	-
Total Expenditures	<u>\$ 284,669</u>	<u>\$ 154,956</u>	<u>\$ 154,956</u>	<u>\$ 259,292</u>



Streets Fund	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Beginning Fund Balance	\$ 281,168	\$ 287,546	\$ 287,546	\$ 285,151
Revenues				
Charges for Services	86,943	54,275	59,000	57,000
Solid Waste Franchise Fees	176,755	175,000	177,412	175,000
Motor Vehicle Fuel Tax	372,131	377,691	414,154	413,317
Interest & Miscellaneous	10,974	-	1,503	1,503
Total Revenues	\$ 646,803	\$ 606,966	\$ 652,069	\$ 646,820
Total Resources	<u>\$ 927,971</u>	<u>\$ 894,512</u>	<u>\$ 939,615</u>	<u>\$ 931,971</u>
Expenditures				
Salaries	162,628	194,040	186,857	208,532
Payroll Taxes & Benefits	79,458	99,527	93,107	108,008
Supplies	5,126	13,089	10,000	10,766
Services/Charges	392,735	384,310	362,914	397,518
Downtown Sidewalk Pressure Wash- ing	-	-	-	17,500
Downtown Lighting	-	-	-	30,000
Transfer Out - Paths & Trails	1,500	1,586	1,586	1,510
Total Operating Expenditures	\$ 641,448	\$ 692,552	\$ 654,464	\$ 773,834
	-	-	-	-
Ending Fund Balance	<u>\$ 286,524</u>	<u>\$ 201,960</u>	<u>\$ 285,151</u>	<u>\$ 158,137</u>

Staffing in FTE's	2.33	2.77	2.77	2.69
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Donation Fund	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Beginning Fund Balance	\$ 6,570	\$ 5,325	\$ 5,325	\$ 4,628
Revenues				
Contributions From Private	3,621	6,600	4,465	4,450
Total Donation Resources	<u>\$ 10,191</u>	<u>\$ 11,925</u>	<u>\$ 9,790</u>	<u>\$ 9,078</u>
Expenditures				
Police K-9 Program	-	-	-	200
Community Egg Hunt	1,726	3,000	1,562	2,500
Movies Under The Moon	1,596	1,600	1,600	2,000
Flower Baskets	1,543	2,000	2,000	2,000
Total Donation Expenditures	<u>\$ 4,865</u>	<u>\$ 6,600</u>	<u>\$ 5,162</u>	<u>\$ 6,700</u>
Ending Fund Balance	<u>\$ 5,325</u>	<u>\$ 5,325</u>	<u>\$ 4,628</u>	<u>\$ 2,378</u>

Tourism Lodging Tax Fund	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Beginning Fund Balance	\$ 54,347	\$ 65,792	\$ 65,792	\$ 79,229
Revenues				
Lodging Taxes	70,274	66,826	84,000	75,000
Interest & Other	363	-	345	345
Total Revenues	<u>\$ 70,637</u>	<u>\$ 66,826</u>	<u>\$ 84,345</u>	<u>\$ 75,345</u>
Total Resources	<u>\$ 124,984</u>	<u>\$ 132,618</u>	<u>\$ 150,137</u>	<u>\$ 154,574</u>
Expenditures				
Services/Charges	385	908	908	517
Tourism Grants	58,807	80,000	70,000	110,000
Total Expenditures	<u>\$ 59,192</u>	<u>\$ 80,908</u>	<u>\$ 70,908</u>	<u>\$ 110,517</u>
Ending Fund Balance	<u>\$ 65,792</u>	<u>\$ 51,710</u>	<u>\$ 79,229</u>	<u>\$ 44,057</u>



Narcotic/Drug Buy Fund	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Beginning Fund Balance	\$ 40,568	\$ 28,561	\$ 28,561	\$ 27,847
Revenues				
Fines & Forfeitures	10,112	10,000	4,119	10,000
Interest & Other	<u>200</u>	-	<u>-</u>	<u>-</u>
Total Revenues	\$ 10,312	\$ 10,000	\$ 4,119	\$ 10,000
Total Resources	<u>\$ 50,880</u>	<u>\$ 38,561</u>	<u>\$ 32,680</u>	<u>\$ 37,847</u>
Operating Expenditures	\$ 22,323	\$ 30,000	\$ 4,833	\$ 30,000
Ending Fund Balance	<u>\$ 28,557</u>	<u>\$ 8,561</u>	<u>\$ 27,847</u>	<u>\$ 7,847</u>
	-	-		
	-	-		
	-	-		

Real Estate Excise Tax Fund	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Beginning Fund Balance	\$ 74,342	\$ 577,702	\$ 577,702	\$ 1,020,436
Revenues				
Real Estate Excise Taxes	775,207	500,000	803,300	800,000
Interest & Other	<u>2,153</u>	<u>1,500</u>	<u>4,434</u>	<u>4,434</u>
Total Revenues	\$ 777,360	\$ 501,500	\$ 807,734	\$ 804,434
Total Resources	<u>\$ 851,702</u>	<u>\$1,079,202</u>	<u>\$1,385,436</u>	<u>\$ 1,824,870</u>
Expenditures				
Transfer Out - Streets CIP Fund	174,000	200,000	200,000	500,000
Transfer Out - Parks CIP Fund	-	65,000	65,000	250,000
Transfer Out - Debt Service Fund	-	-	-	133,193
Transfer Out - Parks Operations	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>-</u>
Operating Expenditures	\$ 274,000	\$ 365,000	\$ 365,000	\$ 883,193
Ending Fund Balance	<u>\$ 577,702</u>	<u>\$ 714,202</u>	<u>\$1,020,436</u>	<u>\$ 941,677</u>

Governmental Debt Service Fund	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Beginning Fund Balance	\$ 25,366	\$ 1,571	\$ 1,571	\$ 4,401
Revenues				
Interest & Other	32	-	172	172
Transfer In - Real Estate Excise Tax Fund	-	-	-	133,193
Transfer In - N Kelsey Development Fund	<u>4,087,292</u>	<u>95,000</u>	<u>95,000</u>	<u>90,000</u>
Total Revenues	\$ 4,087,324	\$ 95,000	\$ 95,172	\$ 223,365
Total Resources	<u>\$ 4,112,690</u>	<u>\$ 96,571</u>	<u>\$ 96,743</u>	<u>\$ 227,766</u>
Expenditures				
Debt Service - Principal	4,070,425	-	-	68,000
Debt Service - Interest	<u>40,694</u>	<u>93,190</u>	<u>92,342</u>	<u>156,021</u>
Total Expenditures	\$ 4,111,119	\$ 93,190	\$ 92,342	\$ 224,021
Ending Fund Balance	<u>\$ 1,571</u>	<u>\$ 3,381</u>	<u>\$ 4,401</u>	<u>\$ 3,745</u>
	-	-		
	-	-		

General Capital Improvements Projects	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Beginning Fund Balance	\$ 438,437	\$ 441,415	\$ 441,415	\$ 6,447,611
Revenues				
Interest & Other	2,977	-	2,407	2,407
Bond Proceeds	<u>-</u>	<u>6,100,789</u>	<u>6,100,789</u>	<u>-</u>
Total Revenues	\$ 2,977	\$6,100,789	\$6,103,196	\$ 2,407
Total Resources	<u>\$ 441,415</u>	<u>\$6,542,204</u>	<u>\$6,544,611</u>	<u>\$ 6,450,018</u>
Expenditures				
Bond Issuance Costs	\$ -	\$ 60,000	\$ 97,000	\$ -
Municipal Campus	-	-	-	3,000,000
City Campus - Shop Design	<u>-</u>	<u>100,000</u>	<u>-</u>	<u>-</u>
Total Expenditures	\$ -	\$ 160,000	\$ 97,000	\$ 3,000,000
Ending Fund Balance	<u>\$ 441,415</u>	<u>\$6,382,204</u>	<u>\$6,447,611</u>	<u>\$ 3,450,018</u>

Parks Capital Improvements Projects Fund	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Beginning Fund Balance	\$ 1,067,202	\$ 1,096,949	\$ 1,096,949	\$ 776,137
Revenues				
Park Impact Fees	321,240	175,000	220,000	185,925
Contributions from Private Sources				
Transfers In	1,500	66,586	66,586	251,510
Interest & Other	8,323	-	6,109	6,109
Total Revenues	<u>\$ 331,063</u>	<u>\$ 241,586</u>	<u>\$ 292,695</u>	<u>\$ 443,544</u>
Total Resources	<u>\$ 1,398,265</u>	<u>\$ 1,338,535</u>	<u>\$ 1,389,644</u>	<u>\$ 1,219,681</u>
Expenditures				
Salaries	71,722	84,538	85,495	106,955
Payroll Taxes & Benefits	33,191	39,337	38,273	47,128
Charges/Services	18,087	24,739	24,739	19,080
Lake Tye All-weather Fields Design	-	-	-	60,000
Lake Tye Play Facilities	-	-	-	300,000
Lake Tye Building Upgrade Design	-	20,000	10,000	10,000
Lk Tye Park Master Plan	-	230,000	-	90,000
Mobile Performance Stage	-	-	150,000	-
Skatepark Improvements	4,200	270,000	270,000	-
Ballfield Improvements per City Council	100,000	-	-	-
Fairfield Park Entry Re-alignment	-	15,000	-	15,000
Cadman Pit Master Plan	-	40,000	20,000	40,000
Paths & Trails CIP	1,044	-	-	6,000
Athletic Courts Resurfacing	36,590	-	-	-
Ballfield Dugout Covers	17,069	-	-	-
Playground Safety Surfacing	7,076	-	-	-
Ball Field Safety Surfacing	9,253	-	-	-
Ball Field Safety Netting & Fencing	3,084	15,000	15,000	-
Total Capital Expenditures	<u>\$ 301,316</u>	<u>\$ 738,614</u>	<u>\$ 613,507</u>	<u>\$ 694,163</u>
Ending Fund Balance	1,086,542	571,428	746,058	499,928
Restricted for Paths & Trails	10,407	28,493	30,079	25,589
Ending Fund Balance	<u>\$ 1,096,949</u>	<u>\$ 599,921</u>	<u>\$ 776,137</u>	<u>\$ 525,517</u>
Staffing in FTE's	0.88	0.95	0.95	1.15

Streets Capital Improvements Projects Fund	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Beginning Fund Balance	\$ 92,711	\$1,142,596	\$1,142,596	\$1,399,406
Revenues				
Grant Revenues	1,403,427	4,763,030	1,960,841	2,778,333
GMA Fees	267,410	238,000	500,000	400,000
Transportation Benefit District Payments	-	700,000	700,000	850,000
Contributions from Private Sources	750,000	-	250,000	-
Interest & Other	2,838	-	4,905	4,905
Transfers In	<u>1,580,066</u>	<u>200,000</u>	<u>200,000</u>	<u>672,892</u>
Total Revenues	\$ 4,003,741	\$5,901,030	\$3,615,746	\$4,706,130
Total Resources	<u>\$ 4,096,453</u>	<u>\$7,043,626</u>	<u>\$4,758,342</u>	<u>\$6,105,536</u>
	-	-		
Expenditures				
Salaries	120,834	174,043	141,995	183,490
Payroll Taxes & Benefits	58,131	87,561	68,807	93,252
Supplies	-	-	-	-
Services/Charges	40,297	76,941	76,841	63,977
Capital Construction Projects	<u>3,221,679</u>	<u>6,280,000</u>	<u>3,071,293</u>	<u>4,353,820</u>
Total Capital Expenditures	\$ 3,440,942	\$6,618,545	\$3,358,936	\$4,694,539
Ending Fund Balance	<u>\$ 655,511</u>	<u>\$ 425,081</u>	<u>\$1,399,406</u>	<u>\$1,410,997</u>

Staffing in FTE's	1.69	2.34	2.34	2.34
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North Kelsey Development Fund	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Beginning Fund Balance	\$ 1,295,628	\$ 1,500,339	\$ 1,500,339	\$ 1,387,187
Revenues				
Sale of Land	259,965	-	-	
Refunding Bond Proceeds	3,738,000	-	-	
Interest & Other	10,369	5,000	7,857	7,857
Total Revenues	\$ 4,008,335	\$ 5,000	\$ 7,857	\$ 7,857
Total Resources	<u>\$ 5,303,963</u>	<u>\$ 1,505,339</u>	<u>\$ 1,508,196</u>	<u>\$ 1,395,044</u>
	-			
Expenditures				
Charges/Services	64,123	26,009	26,009	58,251
Transfer Out - Debt Service Fund	3,685,292	95,000	95,000	90,000
Debt Issuance Costs	49,385	-	-	
Capital Construction Projects	4,824	720,000	-	
Total Capital Expenditures	\$ 3,803,623	\$ 841,009	\$ 121,009	\$ 148,251
Ending Fund Balance	<u>\$ 1,500,339</u>	<u>\$ 664,330</u>	<u>\$ 1,387,187</u>	<u>\$ 1,246,793</u>

For Sale: Commercially Zoned Land in the North Kelsey Area
North Kelsey Area • Monroe Washington



Water Fund	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Beginning Fund Balance	\$ 1,459,676	\$2,656,232	\$ 2,656,232	\$ 2,645,904
Revenues				
Charges For Services	4,919,322	4,413,575	4,441,629	4,172,750
Interest & Other	23,748	33,359	149,827	116,468
Transfers In from Debt Reserve	5,770	13,848	13,848	11,540
Total Revenues	\$ 4,948,840	\$4,460,782	\$ 4,605,304	\$ 4,300,758
Total Resources	<u>\$ 6,408,517</u>	<u>\$7,117,014</u>	<u>\$ 7,261,536</u>	<u>\$ 6,946,662</u>
Expenses				
Salaries	478,296	555,945	547,621	575,080
Payroll Taxes & Benefits	232,998	283,289	260,686	295,230
Supplies	1,205,109	1,623,018	1,619,451	1,374,627
Services/Charges	706,772	829,268	927,249	941,123
Intergovernmental/Taxes	232,412	602,000	592,000	622,000
Debt Service	623,823	659,787	659,802	777,043
Transfers Out	280,000	8,823	8,823	1,509,600
Total Water Expenses	<u>\$ 3,759,410</u>	<u>\$4,562,130</u>	<u>\$ 4,615,632</u>	<u>\$ 6,094,704</u>
Ending Fund Balance	2,306,437	2,162,705	2,253,725	394,991
Restricted For Emergencies	342,670	392,179	392,179	456,967
Ending Fund Balance	<u>\$ 2,649,107</u>	<u>\$2,554,884</u>	<u>\$ 2,645,904</u>	<u>\$ 851,958</u>
Staffing in FTE's	6.72	7.22	7.22	7.40



Water Capital Improvements Projects Fund	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Beginning Fund Balance	\$ 5,388,005	\$5,873,194	\$ 5,873,194	\$ 2,857,027
Revenues				
Capital Fees	486,808	280,000	500,000	596,000
Interest & Other	38,326	60,000	32,609	32,109
Transfers In from Water Operations	<u>280,000</u>	<u>-</u>	<u>-</u>	<u>1,500,000</u>
Total Revenues	\$ 805,133	\$ 340,000	\$ 532,609	\$ 2,128,109
Total Resources	<u>\$ 6,193,139</u>	<u>\$6,213,194</u>	<u>\$ 6,405,803</u>	<u>\$ 4,985,136</u>
Expenses				
Salaries	124,552	177,928	184,844	187,672
Payroll Taxes & Benefits	59,933	89,508	77,779	95,341
Supplies	4,348	-	210	-
Charges/Services	19,006	42,406	42,467	56,988
Capital Construction Projects	<u>112,606</u>	<u>4,087,000</u>	<u>3,243,477</u>	<u>1,405,000</u>
Total CIP Expenses	\$ 320,444	\$4,396,842	\$ 3,548,777	\$ 1,745,001
Ending Fund Balance	5,683,488	1,762,138	2,808,866	3,192,607
Restricted For Emergencies	135,260	24,214	24,214	23,582
Restricted for Sky Meadows Projects	<u>53,946</u>	<u>30,000</u>	<u>23,946</u>	<u>23,946</u>
Ending Fund Balance	<u>\$ 5,872,694</u>	<u>\$1,816,352</u>	<u>\$ 2,857,027</u>	<u>\$ 3,240,135</u>
Staffing in FTE's	1.74	2.39	2.39	2.39





Sewer Fund	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Beginning Fund Balance	\$ 1,106,211	\$ 2,147,478	\$ 2,147,478	\$ 2,392,390
Revenues				
Charges For Services	7,645,349	7,342,275	7,406,500	7,402,000
Interest & Other	17,492	72,137	75,698	17,361
Transfers In from Debt Reserve	<u>17,785</u>	<u>42,684</u>	<u>42,684</u>	<u>35,570</u>
Total Revenues	\$ 7,680,626	\$ 7,457,096	\$ 7,524,882	\$ 7,454,931
Total Resources	<u>\$ 8,786,836</u>	<u>\$ 9,604,574</u>	<u>\$ 9,672,360</u>	<u>\$ 9,847,321</u>
Expenses				
Salaries	958,475	984,686	932,982	997,501
Payroll Taxes & Benefits	456,900	478,846	432,999	490,892
Supplies	231,913	231,518	253,063	291,127
Services/Charges	1,383,882	1,598,342	1,571,385	1,488,174
Intergovernmental/Taxes	147,677	150,000	151,866	155,000
Debt Service	1,963,301	1,923,263	1,923,337	1,984,085
Transfers Out	<u>1,500,000</u>	<u>2,014,338</u>	<u>2,014,338</u>	<u>3,015,600</u>
Total Sewer Expenses	<u>\$ 6,642,147</u>	<u>\$ 7,380,993</u>	<u>\$ 7,279,970</u>	<u>\$ 8,422,380</u>
	-	-		
Ending Fund Balance	1,782,634	1,817,374	1,986,183	1,014,218
Restricted For Emergencies	<u>362,056</u>	<u>406,207</u>	<u>406,207</u>	<u>410,723</u>
Ending Fund Balance	<u>\$ 2,144,690</u>	<u>\$ 2,223,581</u>	<u>\$ 2,392,390</u>	<u>\$ 1,424,941</u>

Staffing in FTE's	13.12	13.01	13.01	12.83
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Sewer Capital Improvements Projects Fund	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Beginning Fund Balance	\$ 4,532,722	\$ 4,498,779	\$ 4,498,779	\$ 6,362,336
Revenues				
Capital Fees	608,554	521,920	700,000	1,000,000
Interest & Other	30,309		24,581	24,581
Transfers In from Sewer Opera-	<u>1,500,000</u>	<u>2,000,000</u>	<u>2,000,000</u>	<u>3,000,000</u>
Total Revenues	\$ 2,138,864	\$ 2,521,920	\$ 2,724,581	\$ 4,024,581
Total Resources	<u>\$ 6,671,585</u>	<u>\$ 7,020,699</u>	<u>\$ 7,223,360</u>	<u>\$ 10,386,917</u>
Expenses				
Salaries	127,053	180,811	148,768	190,771
Payroll Taxes & Benefits	60,277	89,949	71,173	95,877
Supplies	4,348		-	-
Charges/Services	25,813	59,895	59,895	53,791
Capital Construction Projects	<u>1,955,531</u>	<u>3,545,000</u>	<u>581,188</u>	<u>3,145,000</u>
Total CIP Expenses	\$ 2,173,022	\$ 3,875,655	\$ 861,024	\$ 3,485,439
Ending Fund Balance	4,091,888	2,992,622	6,209,914	6,751,072
Restricted For Emergencies	<u>406,675</u>	<u>152,422</u>	<u>152,422</u>	<u>150,406</u>
Ending Fund Balance	<u>\$ 4,498,563</u>	<u>\$ 3,145,044</u>	<u>\$ 6,362,336</u>	<u>\$ 6,901,478</u>

Staffing in FTE's	1.74	2.39	2.39	2.39
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Stormwater Fund	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Beginning Fund Balance	\$ 64,489	\$ 270,572	\$ 270,572	\$ 447,772
Revenues				
Charges For Services	1,609,800	1,584,275	1,651,965	1,701,800
Grants	80,838	-	-	-
Interest & Other	2,732	-	2,741	2,441
Transfers In from Debt Reserve	1,445	3,468	3,468	2,890
Total Revenues	\$1,694,816	\$1,587,743	\$ 1,658,174	\$1,707,131
Total Resources	<u>\$1,759,304</u>	<u>\$1,858,315</u>	<u>\$ 1,928,746</u>	<u>\$2,154,903</u>
Expenses				
Salaries	391,026	442,770	435,990	492,472
Payroll Taxes & Benefits	191,888	226,333	214,469	256,045
Supplies	18,779	29,403	28,563	28,427
Services/Charges	514,713	575,901	577,397	531,712
Intergovernmental/Taxes	106,972	115,000	112,000	110,000
Debt Service	104,612	111,762	104,835	198,947
Transfers Out	165,000	7,720	7,720	8,400
Total Stormwater Expenses	<u>\$1,492,991</u>	<u>\$1,508,889</u>	<u>\$ 1,480,974</u>	<u>\$1,626,004</u>
Ending Fund Balance	118,448	182,697	281,043	358,660
Restricted For Emergencies	147,865	166,729	166,729	170,239
Ending Fund Balance	<u>\$ 266,313</u>	<u>\$ 349,426</u>	<u>\$ 447,772</u>	<u>\$ 528,898</u>
Staffing in FTE's	6.02	6.30	6.30	6.50

Stormwater Capital Improvements Projects Fund	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Beginning Fund Balance	\$1,505,819	\$1,287,962	\$ 1,287,962	\$1,032,081
Revenues				
Grants	887,694	-	-	-
Bond Proceeds	-	3,283,987	-	-
Interest & Other	8,111	-	6,726	6,726
Transfers In from Operations	165,000	-	-	-
Total Revenues	\$1,060,805	\$3,283,987	\$ 6,726	\$ 6,726
Total Resources	<u>\$2,566,624</u>	<u>\$4,571,949</u>	<u>\$ 1,294,688</u>	<u>\$1,038,807</u>
Expenses				
Salaries	120,834	174,043	141,995	183,330
Payroll Taxes & Benefits	58,126	87,561	68,805	93,198
Supplies	4,429	-	-	-
Charges/Services	16,675	51,807	51,807	45,077
Capital Construction Projects	1,078,814	-	-	210,000
Total CIP Expenses	<u>\$1,278,878</u>	<u>\$ 313,411</u>	<u>\$ 262,607</u>	<u>\$ 531,605</u>
Ending Fund Balance	1,282,129	4,253,971	1,027,514	502,635
Restricted For Emergencies	5,617	4,567	4,567	4,567
Ending Fund Balance	<u>\$1,287,746</u>	<u>\$4,258,538</u>	<u>\$ 1,032,081</u>	<u>\$ 507,202</u>

Staffing in FTE's	1.69	2.34	2.34	2.34
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Solid Waste Fund	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Beginning Fund Balance	\$ 1,086,428	\$1,153,754	\$ 1,153,754	\$ 1,110,743
Revenues				
Charges For Services	3,337,698	3,385,125	3,052,225	-
Interest & Other	<u>7,544</u>	<u>9,000</u>	<u>6,000</u>	<u>-</u>
Total Revenues	\$ 3,345,243	\$3,394,125	\$ 3,058,225	\$ -
Total Resources	<u>\$ 4,431,670</u>	<u>\$4,547,879</u>	<u>\$ 4,211,979</u>	<u>\$ 1,110,743</u>
Expenses				
Salaries	41,457	60,018	57,563	-
Payroll Taxes & Benefits	21,237	32,115	30,349	-
Supplies	31	50	-	-
Services/Charges	3,070,787	3,209,162	2,885,449	-
Intergovernmental/Taxes	140,470	142,188	127,875	-
Residual Equity Transfer Out		<u>-</u>	<u>-</u>	<u>1,110,743</u>
Total Solid Waste Expenses	<u>\$ 3,273,982</u>	<u>\$3,443,533</u>	<u>\$ 3,101,236</u>	<u>\$ 1,110,743</u>
Ending Fund Balance	<u>\$ 1,157,688</u>	<u>\$1,104,346</u>	<u>\$ 1,110,743</u>	<u>\$ 0</u>

Staffing in FTE's	0.68	0.93	0.93	-
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Revenue Bond Debt Reserve Fund	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Beginning Fund Balance	\$ 1,995,151	\$1,983,629	\$ 1,983,629	\$ 1,934,444
Revenues				
Interest & Other	<u>13,479</u>	<u>8,000</u>	<u>10,815</u>	<u>10,815</u>
Total Resources	<u>\$ 2,008,629</u>	<u>\$1,991,629</u>	<u>\$ 1,994,444</u>	<u>\$ 1,945,259</u>
Expenses				
Transfers Out	<u>25,000</u>	<u>60,000</u>	<u>60,000</u>	<u>50,000</u>
Total Expenses	\$ 25,000	\$ 60,000	\$ 60,000	\$ 50,000
Ending Fund Balance	24,160	7,358	10,173	4,233
Restricted Per Debt Covenant	<u>1,959,469</u>	<u>1,924,271</u>	<u>1,924,271</u>	<u>1,891,026</u>
Ending Fund Balance	<u>\$ 1,983,629</u>	<u>\$1,931,629</u>	<u>\$ 1,934,444</u>	<u>\$ 1,895,259</u>

Information & Technology Services Fund	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Beginning Fund Balance	\$ 75,748	\$ 216,230	\$ 216,230	\$ 298,088
Revenues				
Charges For Services	531,895	385,749	435,749	469,046
Interest & Other	3,869	-	2,640	2,640
Total Revenues	<u>\$ 535,764</u>	<u>\$ 385,749</u>	<u>\$ 438,389</u>	<u>\$ 471,686</u>
Total Resources	<u>\$ 611,512</u>	<u>\$ 601,979</u>	<u>\$ 654,619</u>	<u>\$ 769,773</u>
Expenses				
Salaries	81,171	89,345	85,027	91,404
Payroll Taxes & Benefits	38,344	41,244	40,862	45,107
Supplies	3,112	10,350	-	10,500
Services/Charges	272,656	388,382	230,642	385,465
Capital Equipment	-	-	-	-
Total Info Tech Expenses	<u>\$ 395,282</u>	<u>\$ 529,321</u>	<u>\$ 356,531</u>	<u>\$ 532,476</u>
Ending Fund Balance	156,230	12,658	238,088	162,298
Restricted per Replacement Schedule	60,000	60,000	60,000	75,000
Ending Fund Balance	<u>\$ 216,230</u>	<u>\$ 72,658</u>	<u>\$ 298,088</u>	<u>\$ 237,298</u>

Staffing in FTE's	1.05	1.05	1.05	1.20
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Facilities Management Fund	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Beginning Fund Balance	\$ 270,022	\$ 88,967	\$ 88,967	\$ 183,190
Revenues				
Charges For Services	1,005,338	1,249,843	1,249,843	1,207,837
Interest & Other	7,922	-	7,528	5,628
Total Revenues	<u>\$1,013,259</u>	<u>\$1,249,843</u>	<u>\$ 1,257,371</u>	<u>\$1,213,465</u>
Total Resources	<u>\$1,283,281</u>	<u>\$1,338,810</u>	<u>\$ 1,346,338</u>	<u>\$1,396,655</u>
Expenses				
Salaries	182,700	212,739	183,465	214,101
Payroll Taxes & Benefits	90,310	114,051	96,409	115,924
Supplies	139,498	124,500	125,000	120,500
Services/Charges	795,329	852,274	758,274	806,501
Total Facilities Expenses	<u>\$1,207,837</u>	<u>\$1,303,564</u>	<u>\$ 1,163,148</u>	<u>\$1,257,026</u>
Ending Fund Balance	20,444	246	57,190	13,629
Restricted per Replacement Schedule	55,000	35,000	126,000	126,000
Ending Fund Balance	<u>\$ 75,444</u>	<u>\$ 35,246</u>	<u>\$ 183,190</u>	<u>\$ 139,629</u>

Staffing in FTE's	2.93	3.05	3.05	2.93
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Fleet & Equipment Management Fund	Actuals 2015	Budget 2016	Yr End Est 2016	Budget 2017
Beginning Fund Balance	\$2,214,278	\$2,797,523	\$ 2,797,523	\$3,543,048
Revenues				
Charges For Services	1,478,268	1,648,152	1,648,452	1,795,228
Transfers In	-	75,545	75,545	-
Interest & Other	<u>46,382</u>	<u>5,500</u>	<u>25,321</u>	<u>18,321</u>
Total Revenues	\$1,524,649	\$1,729,197	\$ 1,749,318	\$1,813,549
Total Resources	<u>\$3,738,928</u>	<u>\$4,526,720</u>	<u>\$ 4,546,841</u>	<u>\$5,356,597</u>
Expenses				
Salaries	139,813	145,979	155,687	153,839
Payroll Taxes & Benefits	70,379	77,240	77,966	83,286
Supplies	109,583	179,500	130,000	120,000
Services/Charges	251,522	287,440	282,940	274,519
Capital Equipment	<u>371,295</u>	<u>372,200</u>	<u>357,200</u>	<u>1,286,012</u>
Total Fleet & Equip Expenses	\$ 942,592	\$1,062,359	\$ 1,003,793	\$1,917,656
Ending Fund Balance	185,683	66,297	144,984	87,207
Restricted per Replacement Schedule	<u>2,610,653</u>	<u>3,398,065</u>	<u>3,398,065</u>	<u>3,351,734</u>
Ending Fund Balance	<u>\$2,796,336</u>	<u>\$3,464,361</u>	<u>\$ 3,543,048</u>	<u>\$3,438,941</u>

Staffing in FTE's	2.07	2.10	2.10	2.10



**Authorized Full Time Equivalent
(FTE) Employees**

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
General Fund								
Administration	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00
Municipal Court	-	-	-	-	1.00	2.20	2.20	2.20
Human Resources	1.00	1.00	1.00	1.00	1.00	0.95	0.95	0.80
City Clerk/Public Records	1.20	1.40	1.40	1.40	2.00	2.00	2.00	1.00
Finance	4.00	3.91	3.91	3.59	3.59	4.35	4.35	5.35
Planning, Permitting & Building	7.50	6.05	5.80	6.10	7.30	8.00	7.96	8.96
Engineering	0.72	-	-	-	-	-	-	-
Economic Development	-	1.00	1.00	1.00	1.00	-	-	-
Emergency Management	0.88	-	-	-	0.10	0.10	0.03	0.03
Police	45.00	41.00	41.00	41.00	43.00	42.00	43.00	43.00
Parks & Recreation	10.52	7.54	6.54	6.79	7.09	7.24	7.24	7.70
Total General Fund	71.82	62.90	61.65	61.88	67.08	67.84	68.58	71.04
Street Fund	2.14	2.25	2.24	2.23	2.27	2.33	2.77	2.69
Parks CIP Fund	0.46	0.46	0.46	0.46	0.46	0.88	0.95	1.15
Street CIP Fund	1.60	2.60	2.75	2.60	1.50	1.69	2.34	2.34
Water Fund	8.83	8.25	7.67	7.55	7.57	6.72	7.22	7.40
Water CIP Fund	1.09	1.85	1.85	1.85	1.55	1.74	2.39	2.39
Sewer Fund	15.18	13.33	13.17	13.14	13.01	13.12	13.01	12.83
Sewer CIP Fund	1.65	1.65	1.65	1.65	1.55	1.74	2.39	2.39
Stormwater Fund	8.34	8.37	7.67	7.58	6.61	6.02	6.30	6.50
Stormwater CIP Fund	0.05	0.05	0.05	0.05	1.50	1.69	2.34	2.34
Solid Waste Fund	1.45	0.54	0.54	0.38	0.38	0.68	0.93	-
Information Technology Fund	3.00	2.00	2.00	2.00	1.00	1.05	1.20	1.20
Facilities Management Fund	1.71	1.75	2.00	2.75	2.75	2.93	3.05	2.93
Fleet & Equipment Fund	1.00	1.00	1.30	1.30	1.80	2.07	2.10	2.10
Total	118.32	107.00	105.00	105.42	109.03	110.50	115.57	117.30

2017 Salary Ranges

Department	Title	Salary Range - 2017
Administration	City Administrator	9015-13326
Administration	City Clerk	4783-7008
Administration	Executive Assistant	4680-6107
Administration	HR Director	7522-11533
Administration	IT Desktop Support	4559-5819
Finance	Customer Service	3753 - 4789
Finance	AP/AR	4194 - 5352
Finance	Utility Billing	4194 - 5352
Finance	Financial Analyst	4667 - 5768
Finance	Finance Director	7522-11533
Municipal Court	Court Administrator	6736-8904
Municipal Court	Court Clerk	3753 - 4789
Municipal Court	Court Security Officer	650 - 813
Municipal Court	Judge (Contract)*	4064 - 4400
Parks & Rec	Parks Maintenance	4193 - 5351
Parks & Rec	Parks & Rec Administrative Tech	4467 - 5568
Parks & Rec	Parks/Landscape Design	4613 - 5888
Parks & Rec	Parks Director	7522-11533
Community Development	Permit Technician	4467 - 5568
Community Development	Building Inspector/Plans Examiner	4559-5904
Community Development	Associate Planner	4956-6294
Community Development	Senior Planner	5697-7483
Community Development	Permit Supervisor	5076 - 6478
Community Development	Building Official	5904 -6980
Community Development	Community Development Director	7522-11533
Community Development	Planning Asst (Part-Time)	20/hour
Police Dept.	Customer Service Clerk	3026 - 3863
Police Dept.	Customer Service Specialist	3753 - 4789
Police Dept.	Data Specialist/Armorer	3753 - 4789
Police Dept.	Executive Assistant	4194 - 5352
Police Dept.	Investigative Support	4194 - 5352
Police Dept.	Code Enforcement	4194 - 5352
Police Dept.	Evidence Technician	4467 - 5568
Police Dept.	Police Officer	5607 - 6815
Police Dept.	Administrative Manager	6736-8904
Police Dept.	Sergeant	6895 - 8381
Police Dept.	Administrative Bureau Director	7522-11533
Police Dept.	Deputy Chief	7522-11533
Police Dept.	Police Chief	8718-12300

2017 Salary Ranges

Public Works Department	Utility System Specialist	4402 - 5617
Public Works Department	Cross Connection Control	4402 - 5617
Public Works Department	WWTP Operator	4193 - 5351
Public Works Department	PW Administrative Tech	4467 - 5568
Public Works Department	Engineering Admin Specialist	3753 - 4789
Public Works Department	Construction Document Supervisor	5076 - 6478
Public Works Department	Shop Specialist III	4402 - 5617
Public Works Department	Equipment Operator III	4402 - 5617
Public Works Department	Facilities Specialist III	4402 - 5617
Public Works Department	Water Quality Lead IV	4613 - 5888
Public Works Department	Lab Specialist III	4402 - 5617
Public Works Department	Construction Inspector IV	4613 - 5888
Public Works Department	Construction Inspector III	4402 - 5617
Public Works Department	Utilities/Streets Site Lead	4613 - 5888
Public Works Department	GIS/CAD Specialist	4935-6458
Public Works Department	Civil Designer	4935-6459
Public Works Department	O&M Supervisor	5076 - 6478
Public Works Department	WWTP Supervisor	5076 - 6478
Public Works Department	Senior Engineer	5663-7483
Public Works Department	PW Manager	6736-8904
Public Works Department	WWTP Manager	6736-8904
Public Works Department	Public Works Director	7522-11533
Public Works Department	Maintenance and Operations II	4193 - 5351
Public Works Department	Stormwater Compliance Coordinator	4467 - 5568
Public Works Department	Design & Construction Manager	6736-8904