CITY OF RIDGEFIELD, WASHINGTON
CITY COUNCIL MEETING MINUTES
OCTOBER 2, 2025

Special Meeting - 4:00 PM

I. SPECIAL MEETING - 4:00 P.M.

Present:
Mayor Matt Cole
Mayor Pro Tem Judy Chipman
Council Member Lee Wells
Council Member Clyde Burkle
Council Member Katie Favela
Council Member Rian Davis
Council Member Meghan Hamilton

1. Study Session: 2026 Budget - Personnel, Initiatives and Capital Projects - Kirk Johnson, Finance Director

The City Council discussed personnel requests, initiatives, and capital projects in preparation for the 2026 budget."

2. Executive Session pursuant to RCW 42.30.110(1)(g): To evaluate the qualifications of an applicant for public employment or to review the performance of a public employee

5:22PM - The City Council entered into executive session pursuant to RWC 42.30.110(1)(g). The session will last until 5:45PM and action to be taken after the session.

Attendees: Mayor, City Council, Deputy City Manager Lee Knottnerus.

5:43PM - Deputy City Manager announced that City Council will continue the executive session until 5:55PM.

5:55PM - The Deputy City Manager announced that the City Council would extend the executive session until 6:05 PM. City Manager Steve Stuart entered the session.

6:05PM -The Mayor announced that City Council will continue the executive session until 6:15PM.

6:15PM - The Mayor reconvened the meeting.

3. Discussion and potential action may occur in open session following the executive session

Note: Pursuant to his employment agreement, Ridgefield City Manager Steve Stuart is entitled to a salary increase and merit-based bonus on an annual basis. City Council established goals and specific criteria for Steve Stuart to complete during the April 15, 2024 to April 14, 2025 evaluation period to determine the amount of the merit-based bonus. The goals are above and beyond regular job duties and have specific measurable outcomes.

MOTION: MOVED TO INCREASE CITY MANAGER STEVE STUART'S SALARY BY 7.5%, ALONG WITH A MERIT BONUS OF $20,000.

RESULT:	**(UNANIMOUS)**
MOVER:	Mayor Pro Tem Chipman
SECONDER:	Council Member Davis
AYES:	Mayor Cole, Council Member Wells, Mayor Pro Tem Chipman, Council Member Burkle, Council Member Favela, Council Member Davis, Council Member Hamilton

II. ADJOURN

6:16PM

Julie Ferriss

Julie Ferriss, City Clerk

Matt Cole, Mayor

2026 Proposed Budget Personnel, Initiatives and Capital Projects

October 2, 2025
4:00 PM – 6:00 PM

2026 Proposed Budget
Agenda

- Budget Calendar
- Limited Changes to Revenue Forecast
- Available Fund Balance
- 2026 Personnel, Initiatives and Capital Project Requests
- Next Steps

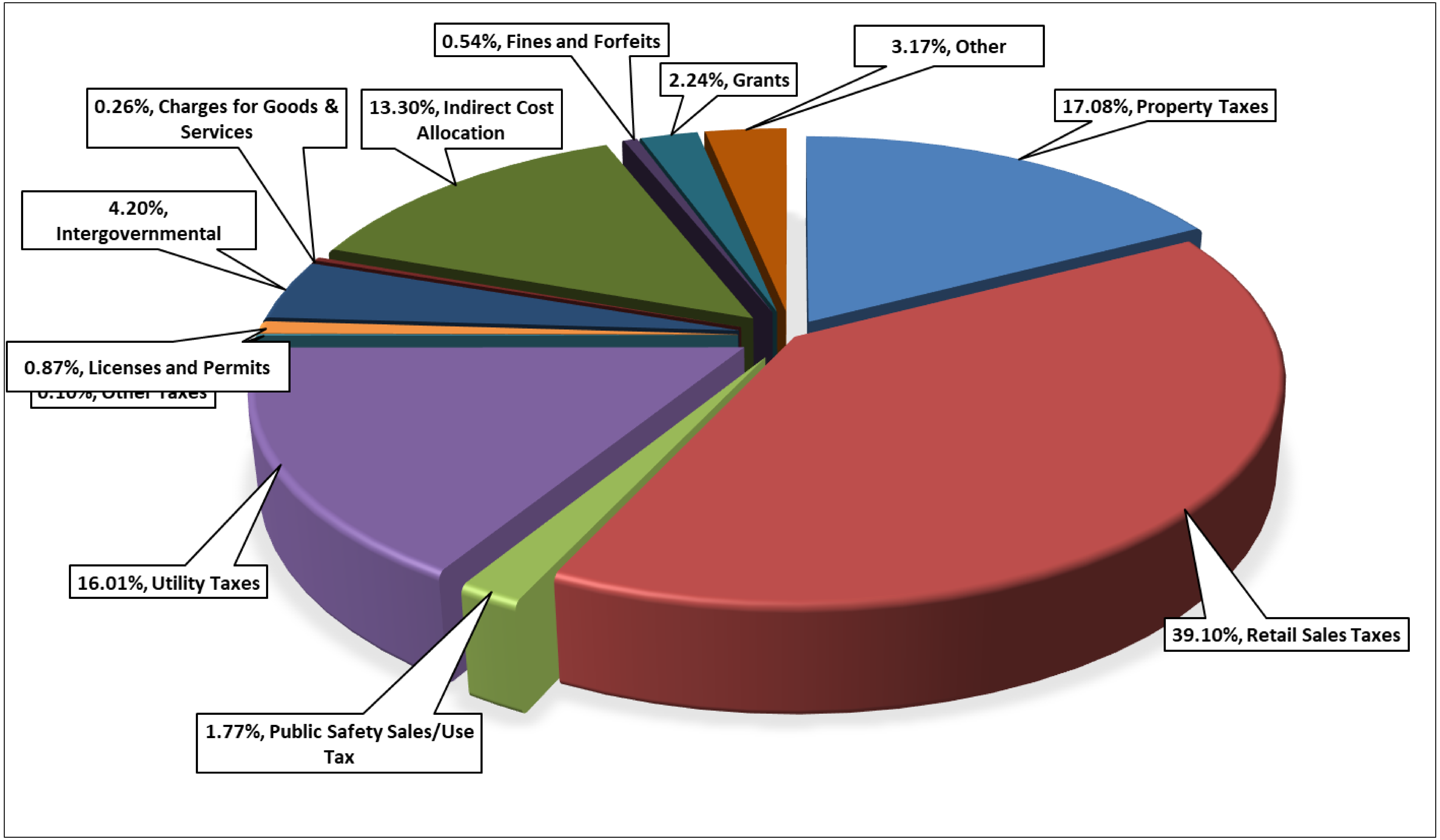
2026 Budget Calendar

2026 Budget Calendar

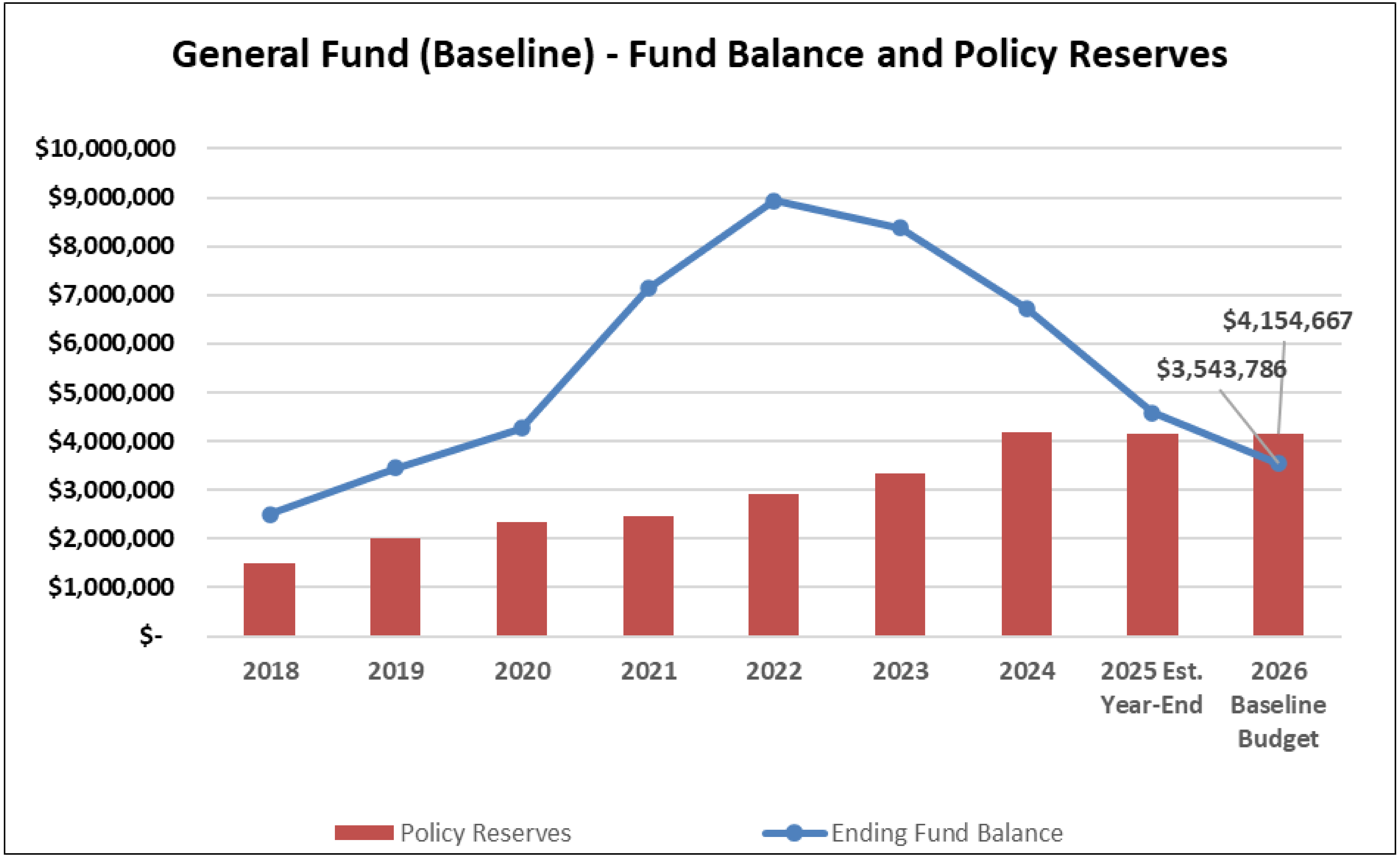
		July				Aug				Sept					Oct				Nov				Dec				
Week of	May/June	7	14	21	28	4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	17	24	1	8	15	22	29
City Council Goals/Retreat	5/5/2025																										
Management Initiatives/Goals Retreat	TBD																										
Review Financial Sustainability Model (6 Year)																											
Review Budget and Financial Policies				24th																							
Review Economic Conditions/Budget to Actual						7th																					
Determine Baseline Assumptions																											
Develop Proposed Budget																											
Levels of Service																											
Baseline/Beginning Budget																											
New Programs or Initiatives																											
Update Indirect Cost Plan																											
Update Equipment Replacement Fund																											
Preliminary Budget																	23rd										
Operating								21st																			
Capital												18th															
Update Financial Forecast																											
Adopt Final Budget																											
Conduct Hearing on Revenue Sources																			6th								
Draft Final Budget																											
Adopt Property Tax Levy																			6th		20th						
Update Utility Rate Model																			6th		20th						
Final Budget and Conduct Hearings																					20th		4th				
Individual Department Budget Meetings																											
Executive Management Meetings (10am)						4th				2nd				30th													
Budget Advisory Committee Meetings							12th				9th				7th												
City Council Work Sessions								21st				18th				16th											

July 24 council meeting - Budget and Financial Policies - If needed
August 7 council meeting - Presentation economic forecast and budget to actual 2nd quarter 2025
August 21 work session - Present baseline operating budget
September 18 work session - Present personnel, initiatives and capital budget requests
October 16 work session - Review final revenue projections and changes to the 2026 proposed budget if needed
October 23 council meeting - Final revenue projections and 2026 proposed budget updates

2026 Proposed Budget
General & Street Fund Revenue Structure



2026 Proposed Budget
General Fund – Fund Balance and Policy Reserves



2026 General Fund Revenue Forecast Comparison to 2025 Amended Budget

Description	2025 Amended Budget	2026 Proposed Budget	Percentage Change
001 General Fund			
Revenue			
Property Tax	2,500,000	2,650,000	6.00%
Retail Sales & Other Tax	5,758,000	6,082,500	5.64%
Public Safety Sales/Use Tax	250,000	275,000	10.00%
Utility Taxes	2,110,000	2,310,000	9.48%
License & Permits	102,240	115,240	12.72%
Fines & Forfeits	73,000	83,200	13.97%
Charge for Goods & Services	1,635,880	2,105,149	28.69%
Intergovernmental/Grant	640,945	695,450	8.50%
Other Revenue/Donations	558,000	481,620	-13.69%
Transfers In	-	190,000	100.00%
General Fund Revenue	***13,628,065***	***14,988,159***	***9.98%***

2026 Street and Building/Permitting Fund Revenue Forecast Comparison to 2025 Amended Budget

Description	2025 Amended Budget	2026 Proposed Budget	Percentage Change
101 Street Fund			
Revenue			
Utility Tax/Franchise Fee	158,500	175,000	10.41%
Permits	20,000	20,000	0.00%
Grants	56,000	-	-100.00%
Intergovernmental	307,165	303,100	-1.32%
Other Revenue	25,525	11,000	-56.90%
Transfers In	1,009,000	1,099,740	8.99%
Street Fund Revenue	***1,576,190***	***1,608,840***	***2.07%***
402 Building/Permitting			
Revenue			
Permits	1,302,000	1,803,000	38.48%
Planning and Development	1,195,000	1,737,500	45.40%
Other Revenue	15,000	15,000	0.00%
Building/Permitting Revenue	***2,512,000***	***3,555,500***	***41.54%***

2026 Utility Fund Revenue
Forecast Comparison to 2025 Amended Budget

Description	2025 Amended Budget	2026 Proposed Budget	Percentage Change
406 Water Utility Fund			
Revenue			
Charges for Goods and Services	3,827,000	3,750,700	-1.99%
Grants	30,000	30,000	100.00%
Other Revenue	76,000	76,000	0.00%
Transfers In	-	51,000	100.00%
Water Utility Fund Revenue	***3,933,000***	***3,907,700***	***-0.64%***
408 Stormwater Utility Fund			
Revenue			
Charges for Goods and Services	2,265,000	2,026,625	-10.52%
Grants	-	120,000	-100.00%
Other Revenue	11,500	11,500	0.00%
Transfers In	-	-	0.00%
Stormwater Utility Fund Revenue	***2,276,500***	***2,158,125***	***-5.20%***

2026 Capital Project Fund Revenue Forecast Comparison to 2025 Amended Budget

Description	2025 Amended Budget	2026 Proposed Budget	Percentage Change
105 Real Estate Excise Tax (REET) Fund			
Revenue			
Real Estate Excise Taxes	1,900,000	1,600,000	-15.79%
Other Revenue	140,000	940,000	571.43%
REET Fund Revenue	***2,040,000***	***2,540,000***	***24.51%***
114 Park Impact Fee (PIF) Fund			
Revenue			
Planning & Development	215,000	480,000	123.26%
Other Revenue	250	500	100.00%
PIF Fund Revenue	***215,250***	***480,500***	***123.23%***
115 Traffic Impact Fee (TIF) Fund			
Revenue			
Planning & Development	465,000	750,000	61.29%
Other Revenue	250	1,000	300.00%
TIF Fund Revenue	***465,250***	***751,000***	***61.42%***
416 Water System Development Charge (WSDC) Fund			
Revenue			
Contributed Capital	1,550,000	1,650,000	6.45%
Other Revenue	200,000	200,000	0.00%
WSDC Revenue	***1,750,000***	***1,850,000***	***5.71%***

2026 Special Revenue Fund Revenue Forecast Comparison to 2025 Amended Budget

Description	2025 Amended Budget	2026 Proposed Budget	Percentage Change
111 Drug Fund			
Revenue			
Fines and Forfeits	500	500	0.00%
Other Revenue	1,010	1,010	0.00%
Drug Fund Revenue	***1,510***	***1,510***	***0.00%***
130 Tax increment Area			
Revenue			
Property Tax	30,000	250,000	733.33%
Other Revenue	-	-	0.00%
Tax Increment Area Fund Revenue	***30,000***	***250,000***	***100.00%***
140 Affordable Housing			
Revenue			
Retail Sales Tax	25,000	24,000	-4.00%
Other Revenue	-	-	0.00%
Affordable Housing Fund Revenue	***25,000***	***24,000***	***100.00%***
150 Transportation Benefit District (TBD)			
Revenue			
Public Transportation Tax	1,165,000	1,225,000	5.15%
Other Revenue	3,000	3,000	0.00%
TBD Fund Revenue	***1,168,000***	***1,228,000***	***5.14%***
200 Debt Service			
Revenue			
Transfers In	2,949,765	3,755,450	27.31%
Other Revenue	-	-	0.00%
Debt Service Revenue	***2,949,765***	***3,755,450***	***27.31%***

2026 Proposed Budget
2026 Estimated Operating & Debt Service Reserves

	2026 Est Reserves	2025 Reserves	% Change
General Fund	4,154,667	4,165,939	-0.27%
Community Development	579,766	552,158	5.00%
Water Fund	1,909,763	1,818,822	5.00%
Storm Fund	1,008,545	975,492	3.39%
REET	2,810,070	2,350,435	19.56%
Total	10,462,812	9,862,846	6.08%

General Government Debt Service Reserves

- $141,113 in General Fund (Sweeper and Vac Truck)
- $2,810,070 in REET (RORC bonds, Ops Center bonds, Pioneer Widening Bonds, and PWB loan for Royle Rd)
- Ridgefield Rec & Community Center issuance estimated debt service for 2026 - $489,000, 2027-2028 $695,500, 2029-2046 $1.2 million

2025 Proposed Budget
2025 – 2030 General Government Debt Service

General Government Debt Service								
Description	Maturity	2024	2025	2026	2027	2028	2029	2030
2017 RORC Bonds	12/1/2038	$ 526,800	$ 525,000	$ 528,800	$ 525,000	$ 526,800	$ 528,000	$ 526,600
2018 RORC Bonds	12/1/2047	$ 535,225	$ 533,325	$ 534,700	$ 534,125	$ 533,925	$ 530,975	$ 532,875
PW Ops Bonds	12/1/2035	$ 351,527	$ 351,070	$ 351,500	$ 351,700	$ 350,765	$ 350,685	$ 352,400
2024 LTGO Bonds	12/31/2049	$ 623,000	$ 1,399,250	$ 1,399,250	$ 1,399,250	$ 1,399,250	$ 1,399,250	$ 1,469,250
2025 LTGO - Community Ctr	12/31/2046	$ -	$ -	$ 489,000	$ 695,500	$ 695,500	$ 1,190,500	$ 1,190,500
PWB Loan - Royle Rd **	12/1/2030	$ -	$ -	$ -	$ 153,000	$ 153,000	$ 153,000	$ 153,000
Boyse Parkland	4/1/2024	$ 250,000	$ -	$ -	$ -	$ -	$ -	$ -
Vac Truck Loan	2/28/2028	$ 75,228	$ 75,230	$ 75,250	$ 75,230	$ 75,230	$ -	$ -
Sweeper Loan	3/17/2029	$ 65,884	$ 65,890	$ 65,950	$ 65,890	$ 65,890	$ 65,890	$ -
	Total Debt Service	**$ 2,427,664**	**$ 2,949,765**	**$ 3,444,450**	**$ 3,799,695**	**$ 3,800,360**	**$ 4,218,300**	**$ 4,224,625**

* Estimated payment on a 20 year bond issuance for the Ridgefield Recreation and Community Center. 3 years interest only

** Estimated payment and term. Current term 5 years upon completion of project. Can extend to 20 years if city can demonstrate 30% of construction cost is committed.

Fund		2024	2025	2026	2027	2028	2029	2030
Real Estate Excise Tax		$ 2,036,552	$ 2,808,645	$ 3,003,250	$ 2,628,075	$ 2,013,740	$ 2,361,925	$ 2,159,125
Park Impact Fee Fund		$ 250,000	$ -	$ -	$ 695,500	$ 695,500	$ 500,000	$ 375,000
Tax Increment Revenue		$ -	$ -	$ 300,000	$ 335,000	$ 950,000	$ 1,040,000	$ 1,140,000
General Fund		$ 141,112	$ 141,120	$ 141,200	$ 141,120	$ 141,120	$ 316,375	$ 550,500
	Total Debt Service	**$ 2,427,664**	**$ 2,949,765**	**$ 3,444,450**	**$ 3,799,695**	**$ 3,800,360**	**$ 4,218,300**	**$ 4,224,625**

2026 Proposed Budget
2026 Fund Balance Impact

Fund Impact - Initiatives and Capital Projects											
Fund	**Total Fund Balance Including Reserves**	**2026 Available Fund Balance**	**2025 Carry Forward Projects**	**Carry Forward Fund Impact**	**2026 Available Fund Balance**	**2026 Ongoing Available Fund Balance**	**2026 Ongoing Requests**	**2026 One-Time Projects**	**New Initiative Fund Impact**	**12/2026 Total Fund Balance Including Reserves**	**12/2026 Available Fund Balance**
Operating Funds											
General Fund	$ 5,104,118	$ 949,451	$ 216,600	$ (216,600)	$ 732,851	$ 660,209	$ 264,182	$ 1,079,550	$ (1,343,732)	$ 3,543,786	$ (610,881)
Street Fund	$ 146,020	$ 146,020	$ -	$ -	$ 146,020	$ 146,020	$ -	$ 73,000	$ (73,000)	$ 73,020	$ 73,020
Building & Permitting	$ 172,598	$ -	$ -	$ -	$ -	$ -	$ 40,300	$ 1,250	$ (41,550)	$ 131,048	$ -
Water Operating Fund	$ 4,322,297	$ 2,412,534	$ -	$ -	$ 2,412,534	$ 243,890	$ 96,884	$ 528,600	$ (625,484)	$ 3,696,813	$ 1,787,050
Storm Water Operating Fund	$ 873,464	$ -	$ -	$ -	$ -	$ -	$ 60,464	$ 26,100	$ (86,564)	$ 786,900	$ -
Capital Project Funds											
Real Estate Excise Tax (REET)	$ 1,731,389	$ 1,731,389	$ -	$ -	$ 1,731,389	$ -	$ -	$ 800,000	$ (800,000)	$ 931,389	$ 931,389
Park Impact Fee (PIF)	$ 1,044,744	$ 1,044,744	$ 31,500	$ (31,500)	$ 1,013,244	$ -	$ -	$ 279,809	$ (279,809)	$ 733,435	$ 733,435
Transportation Impact Fee (TIF)	$ 2,392,368	$ 2,392,368	$ -	$ -	$ 2,392,368	$ -	$ -	$ -	$ -	$ 2,392,368	$ 2,392,368
Water System Development Charges (WSDC)	$ 9,447,823	$ 9,447,823	$ 993,000	$ (993,000)	$ 8,454,823	$ -	$ -		$ -	$ 8,454,823	$ 8,454,823
Special Revenue Funds											
Drug Fund	$ 11,004	$ 11,004	$ -	$ -	$ 11,004	$ -	$ -	$ -	$ -	$ 11,004	$ 11,004
Affordable Housing	$ 163,240	$ 163,240	$ -	$ -	$ 163,240	$ -	$ -	$ -	$ -	$ 163,240	$ 163,240
Transportation Benefit District	$ 2,539,842	$ 2,479,842	$ 47,530	$ (47,530)	$ 2,432,312	$ -	$ 620,000	$ 492,000	$ (1,112,000)	$ 1,380,312	$ 1,320,312
Capital Funds											
Equipment Replacement Funds	$ 696,307	$ 696,307	$ -	$ -	$ 696,307	$ -	$ -	$ 264,000	$ (264,000)		$ 432,307
Total Fund Impact		$ 50,119,936	$ 1,288,630	$ (1,288,630)	$ 20,186,092		$ 1,081,830	$ 3,544,309	$ (4,626,139)		$ 15,615,047
Expense related to Grant/Debt Funding - New			$ 3,658,970	$ -	$ -		$ 219,750	$ 37,209,736	$ -		
Total Funding Sources		$ 50,119,936	$ 4,947,600	$ (1,288,630)			$ 1,301,580	$ 40,754,045	$ (4,626,139)		

City Council Goals

Goal #1: Plan and Manage the Growth of the City

The City should prepare for, plan and manage the expected growth and its impacts – so that Ridgefield is recognized for its livability, natural environment and innovative local economy.

Goal #2: Revitalize Downtown as a Destination Location

Create a vibrant downtown destination location that provides quality merchandise, service, and activities within an ambience that is unique to Ridgefield and not readily available elsewhere including a walkable downtown, small town character and regularly scheduled social events.

Goal #3: Create and Maintain Economic Stability for the City

Provide for a "complete community" where people can live, work, shop and play. Build a robust economy that provides a wealth of living wage employment opportunities for residents.

Goal #4: Assure the City's Infrastructure is able to Meet Growing Community Needs

Plan for, manage and maintain the City's infrastructure (access, streets, water/sewer, etc.), schools, transportation and City services to meet the population and business growth.

Goal #5: Retain Culture and History of Ridgefield

Build upon the City's friendly inviting small town atmosphere, existence and appearance of historic elements of the community, walkable main streets and animated storefronts by preserving and enhancing them in a way that recovers, uncovers and celebrates its history.

Goal #6: Maximize the City's Natural Resources and Attractions

Integrate the area's natural resources such as the Wildlife Refuge, archeological resources, waterfront area, the Lewis & Clark and Native American connections and the building environments. Maintain a healthy environment with abundant opportunities for outdoor recreation and public access to the waterfront; and promote Ridgefield as a place to visit for outdoor recreation and appreciation of the area's natural assets.

Goal #7: Actively Engage and Communicate with the Ridgefield Community

Create a community where the City works collaboratively with and listens to residents, organizations, and businesses to develop meaningful solutions to complex issues, realize sustainable visions for the City's future and increase the capacity of the community to do something better by ensuring an open and accountable government, providing timely information on issues that impact the community and offering continuous public engagement opportunities.

2026 Carry Forward Requests

Department	Project	One-Time or Ongoing	Funding Source	Total 2025 Appropriation	Total 2026 Requested Appropriation	Funded from Ongoing Revenues	2025 One-Time Carry Forward	Grant/Loan Funding/ Developer Contributions/New Revenue	New 2026 One-Time Initiative Request	Estimated Completion Date	Description	Council Goals Met
2025 Completed Projects												
Public Works	21 Capital Projects	One-Time	Various	$39.8 million expense	-	-	-	-	-	4th quarter 2025	City staff completed 21 capital projects in 2025 for a total expense of $39.8 million. The projects included design phase and/or construction of infrastructure improvements.	1, 3, 4
2025 Carry Forward Projects												
Public Works	Royle Rd S 19th to Hillhurst Final Design	One-Time	PWB Loan	555,000	625,000	-	555,000	625,000	70,000	4th quarter 2026	Reappropriate 2025 funding to complete design and construction bid documents for Royle Rd 19th to Hillhurst Improvements.	1, 3, 4
Public Works	I-5 S Connector Project	One-Time	RTC Grant, General Fund	311,000	311,000	-	311,000	270,000	-	4th quarter 2026	Reappropriate 2025 funding to complete an analysis and select a preferred alternative for the I-5 to Ridgefield connection. Funding federal STBG (RTC) $270k grant and General Fund $41k	1, 3, 4
Public Works	S 35th Ave Ext project	One-Time	Developer Funding	450,000	442,000		442,000	442,000	-	4th quarter 2026	Reappropriate 2025 funding to conduct Environmental study and begin preliminary design on S 35th Ave alternatives. Funded with developer funding on hand.	1, 3, 4
Public Works	Carty Road Multi-Purpose Trail Ph 1 (Hillhurst Crosswalk)	One-Time	RTC Grant, General Fund	115,600	115,600	-	115,600	100,000	-	4th quarter 2026	enhanced crosswalk at the corner of Carty Rd and Hillhurst. Total project estimate $277,500 with $240k from grant funding and $37,500 in local match.	1, 3, 4
Public Works	Welcome to Ridgefield Signage	One-Time	General Fund	50,000	50,000	-	50,000	-	-	4th quarter 2026	and installation of welcome signs at three locations S. Hillhurst, Pioneer west of I-5, and north Royle Rd. Work with service organizations for design and funding assistance. $50k is city's	1, 4, 5, 6, 7
Public Works	Gee Creek Trail North Segment	One-Time	FLAP Grant, PIF	220,000	210,000	-	210,000	178,500	-	4th quarter 2026	Reappropriate 2025 funding for final design of the Gee Creek Trail Heron to Main.	1, 3, 4

2026 Carry Forward Requests

Department	Project	One-Time or Ongoing	Funding Source	Total 2025 Appropriation	Total 2026 Requested Appropriation	Funded from Ongoing Revenues	2025 One-Time Carry Forward	Grant/Loan Funding/ Developer Contributions/New Revenue	New 2026 One-Time Initiative Request	Estimated Completion Date	Description	Council Goals Met
2025 Carry Forward Projects												
Public Works	Hydrogeologist Study - New Water Rights	One-Time	WSDC	100,000	100,000	-	100,000	-	-	Ongoing until identified	Reappropriate 2025 funding for consultant contract to locate additional water rights.	1, 3, 4, 6
Public Works	Acquisition of Kennedy Water Rights	One-Time	WSDC	1,000,000	100,000	-	100,000	-	-	4th quarter 2026	Reappropriate 2025 funding for consultant contract to finalize Kennedy water rights.	1, 3, 4, 6
Public Works	Royle Rd S Water Main	One-Time	WSDC	600,000	581,000	-	581,000	-	-	4th quarter 2026	Complete final design and construction for new water line on S Royle Rd.	1, 3, 4, 6
Public Works	Hall & Elm Improvements	One-Time	CDBG Grant, WSDC, TBD	615,000	492,000	-	492,000	232,470	-	4th quarter 2026	Reappropriate 2025 funding for final design and construction of road, storm, and water improvements. $232,470 grant, $212,000 WSDC, $47,530 TBD	1, 3, 4, 6
Public Works	Downtown Stormwater Improvements	One-Time	PWB Loan	2,000,000	1,881,000	-	1,881,000	1,881,000	-	4th quarter 2027	Stormwater improvements on Riverview Drive, Lake River outfall and Old Pioneer Way. Funding from a PWB loan. Construction estimated to be complete in 2027.	1, 3, 4, 6
CDD	2025 Comp Plan Update	One-Time	General Fund	200,000	110,000	-	110,000	-	-	2nd quarter 2026	Reappropriate funding from original approved contract of $500,000 in 2024. project carrying over to 2026 due to changes at County level.	1, 3, 7
2025 Carry Forward Projects				***$ 6,216,600***	***$ 5,017,600***	***$ -***	***$ 4,947,600***	***$ 3,728,970***	***$ 70,000***			

2026 Personnel Requests

CITY OF RIDGEFIELD

PROCESS PRIOR TO MAKING REQUEST FOR ADDITIONAL STAFFING

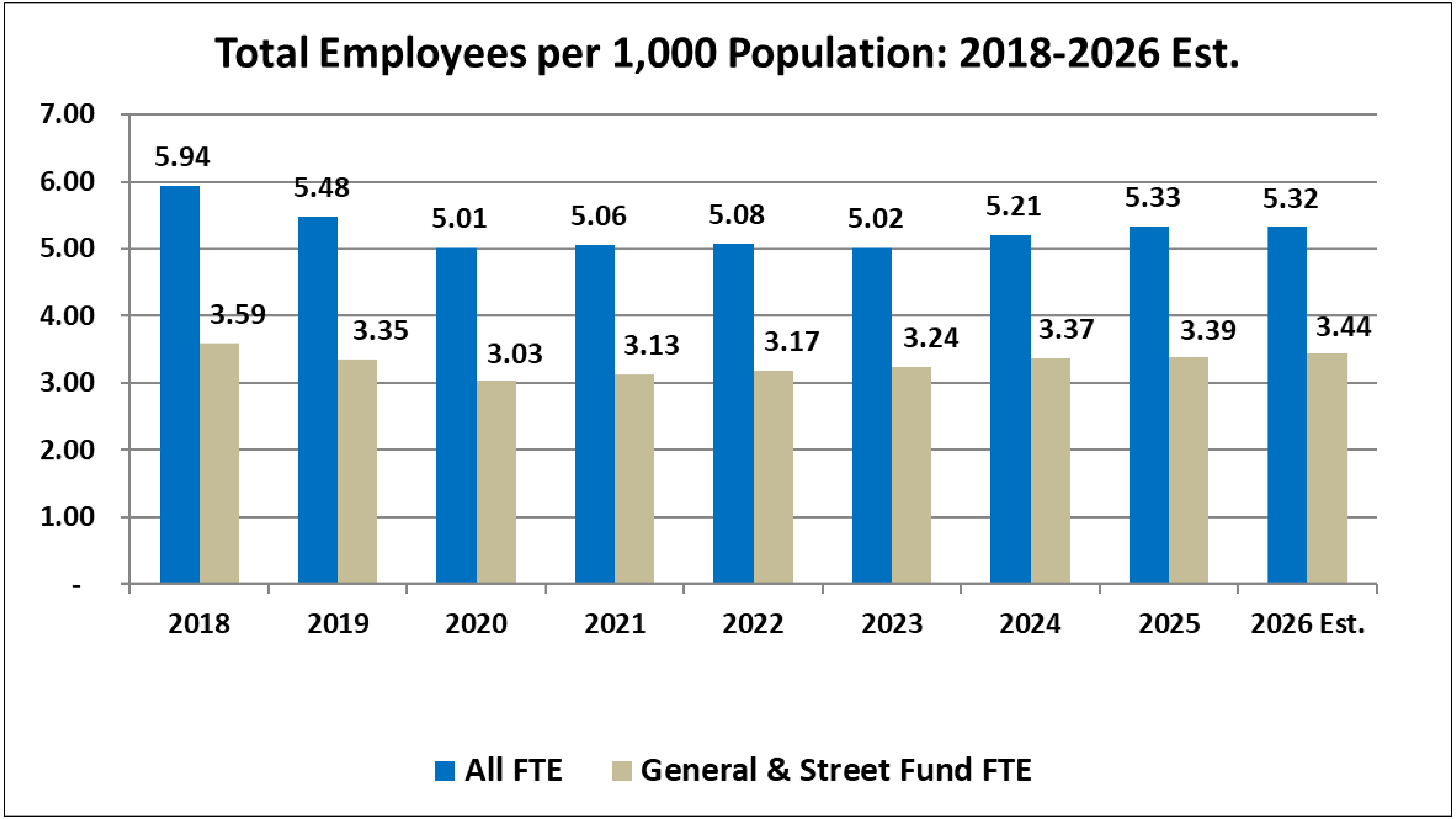
Staff conducts the following analysis prior to requesting that a new FTE be included in the budget:

1. Determine whether it is necessary that the work be performed and whether the work is consistent with Council goals.
2. Maximize efficiencies in how work is performed and services are provided through use of the lean process, technology upgrades, re-assigning duties, work-flows or other modifications.
3. Assure that work is being performed at appropriate level.
4. Review the ability to maintain a high level of customer service; earn and maintain trust of Ridgefield citizens and stakeholders with/without a new position.
5. Assure that there are resources and time for professional management that encourages a supportive work culture of innovation, collaboration and open communication.
6. Review options for providing the service and/or completing the work, e.g., hire a consultant, use of technology, add an FTE for a short or long term.
7. Determine the cost of adding a new position including the budget impact and ongoing need for work/service provided by a full time employee.

Staff takes into account the following external influences, that cannot be controlled by City actions:

1. Population growth and increased demand for City services.
2. Changing demand for City services: community engagement, reliance on technology (internet services, mobile phones)
3. Securing sustainable revenue sources to maintain City services/unfunded mandates.
4. Increased workload: community demands and population growth will result in increased workload, staffing levels will not likely keep pace with the service demand.
5. Advances in technology.

Key Assumptions
Current Staffing Levels: Per 1,000 Population



2026 Personnel Requests

Personnel Schedule (Full-Time Equivalents)					
Job Title	*2023 FTE Allocation*	*2024 FTE Allocation*	*2025 FTE Allocation*	*2026 FTE Allocation*	*2026 FTE Percentage*
Executive	1.00	1.00	1.00	1.00	1.10%
Total Finance	6.30	6.30	6.05	6.05	6.67%
Total Human Resources	2.40	2.40	2.40	2.40	2.64%
Total Administration	5.60	5.60	5.60	5.60	6.17%
Total Legal	-	-	-	1.00	1.10%
Total General Government/Facilities	1.40	1.55	1.70	2.20	2.42%
Total Public Safety	19.00	21.00	21.00	23.00	25.34%
Total Cemetery	0.30	0.35	0.70	0.50	0.55%
Total Long Range Planning & Code Enforcement	1.50	1.50	1.50	1.30	1.43%
Total Parks	5.65	6.65	8.25	7.85	8.65%
Total Streets	6.10	6.90	6.95	7.70	8.48%
Total Building and Permitting	15.70	15.70	15.65	15.55	17.13%
Total Water Utility	7.00	7.00	9.45	9.90	10.91%
Total Stormwater Utility	4.30	6.30	6.50	6.70	7.38%
Total Full Time Equivalents	76.25	82.25	86.75	90.75	100.00%
Full-Time Staff					
Full-Time Employees	75.00	81.00	85.00	89.00	98.07%
Part-Time Staff					
Part-Time Employees	1.25	1.25	1.75	1.75	1.93%

2026 Personnel Requests

Department	Project	One-Time or Ongoing	Funding Source	Total 2025 Appropriation	Total 2026 Requested Appropriation	Funded from Ongoing Revenues	2025 One-Time Carry Forward	Grant/Loan Funding/ Developer Contributions/New Revenue	New 2026 One-Time Initiative Request	Estimated Completion Date	Description	Council Goals Met
Personnel Requests												
Public Safety	Police Officer FTE	Ongoing	Grant, General Fund		284,000	157,000	-	117,750	127,000	1st - 2nd quarter 2026	Hire a lateral police officer. Position contingent on grant award and/or adoption of new revenue source. City commits to fund position for 3 years. One-time costs from General Fund.	1, 3, 4, 7
Public Safety	Police Officer FTE	Ongoing	Grant, General Fund		256,000	136,000	-	102,000	120,000	1st - 2nd quarter 2026	Hire an entry level police officer. Position contingent on grant award and/or adoption of new revenue source. City commits to fund position for 3 years. One-time costs from General Fund.	1, 3, 4, 7
Executive	City Attorney	Ongoing	General Fund, CDD Fund, Water Fund, Storm Fund		267,000	262,000	-	-	5,000	1st quarter 2026	Hire the City Attorney as a full time FTE instead of contracted attorney. Reduce legal contract budget $123k per year. 71% Gen Gov, 25% Building, 2% Water, 2% Storm.	1, 3, 4, 7
	Contracted Legal Expense	Ongoing	General Fund, CDD Fund, Water Fund, Storm Fund		(123,000)	(123,000)	-	-	-	1st quarter 2026	Reduced contracted legal expense due to hiring city attorney as FTE position.	1, 3, 4, 7
Public Works	Civil Engineering Tech	Ongoing	General Fund, Water Fund, Storm Fund		171,000	121,000	-	-	50,000	2nd quarter 2026	Hire an engineering tech as a two-year sunset position to assist with plan review, construction support, etc. Reduce outside consultant cost to manage projects.	1, 3, 4, 7
Public Works	Operations Seasonal Worker - Streets	Ongoing	General Fund		35,000	35,000	-	-	-	2nd quarter 2026	Add an additional seasonal position for streets maintenance. Increases seasonal position in Streets to 2 and 1 for Parks.	1, 3, 4, 7
Public Works	Stormwater Seasonal Worker	Ongoing	Storm Fund		35,000	35,000	-	-	-	1st quarter 2026	Hire an additional seasonal position to maintain the increased storm infrastructure added in recent years. Increases the stormwater seasonal positions to 4.	1, 3, 4, 7
2026 Personnel Requests				***$ -***	***$ 925,000***	***$ 623,000***	***$ -***	***$ 219,750***	***$ 302,000***			

2026 Technology & Operating Requests

Department	Project	One-Time or Ongoing	Funding Source	Total 2025 Appropriation	Total 2026 Requested Appropriation	Funded from Ongoing Revenues	2025 One-Time Carry Forward	Grant/Loan Funding/ Developer Contributions/New Revenue	New 2026 One-Time Initiative Request	Estimated Completion Date	Description	Council Goals Met
Technology Initiatives												
Public Safety	Portable/Mobile Radio Replacement	One-Time	General Fund	-	233,000	-	-	-	233,000	1st quarter 2026	Replacement of current mobile and portable radios for officers. Radios will no longer be supported as of the end of September 2025 per CRESA. Reallocate portable radios to PW.	1, 4
Public Works	AMI Software Meter Reading Upgrade	One-Time	Water Operations		323,580	23,580	-	-	300,000	3rd quarter 2026	Upgrade to software to allow for remote meter reading from RACC offices. Creates efficiency for staff and ability to detect leaks earlier in the process.	1, 3, 4, 6
2026 Technology Initiatives				***$ -***	***$ 556,580***	***$ 23,580***	***$ -***	***$ -***	***$ 533,000***			
Operating Initiatives												
Council	Downtown Subarea Plan Update - R.I.S.E	One-Time	General Fund	-	50,000	-	-	-	50,000	4th quarter 2026	Professional service contract to update 2016 DT subarea plan as part of council initiative R.I.S.E - Downtown Revitalization Project.	1, 2, 3, 4, 5, 7
CDD	Climate Planning Work	One-Time	Commerce Planning Grant	-	100,000	-	-	100,000	100,000	4th quarter 2026	Professional service contract to work on comp plan required climate planning elements. Full project cost through 2029 includes $222,822.34 in grant funding.	1, 3, 4, 6, 7
Finance/ Executive	Community Survey	One-Time	General Fund	-	25,000	-	-	-	25,000	4th quarter 2026	Conduct a follow up community survey to the 2015 and 2020 community surveys.	1, 7
2026 Operating Initiatives				***$ -***	***$ 175,000***	***$ -***	***$ -***	***$ 100,000***	***$ 175,000***			

2026 Initiatives
City Facility, Vehicles and Equipment

Department	Project	One-Time or Ongoing	Funding Source	Total 2025 Appropriation	Total 2026 Requested Appropriation	Funded from Ongoing Revenues	2025 One-Time Carry Forward	Grant/Loan Funding/ Developer Contributions/New Revenue	New 2026 One-Time Initiative Request	Estimated Completion Date	Description	Council Goals Met
City Facility Initiatives												
Public Works	Park Laundry Cleanup Monitoring	One-Time	Ecology Grant	-	67,000	-	-	67,000	67,000	4th quarter 2030	Ongoing monitoring of the cleanup work at Park Laundry. 6-years of cleanup. First year covered by an Ecology grant final amounts covered by Gen Fund. Total est. $363,150.	1, 2, 3, 4, 6
2026 City Facility Initiative Requests					***$ 67,000***	***$ -***	***$ -***	***$ 67,000***	***$ 67,000***			
Vehicle and Equipment Initiatives												
Public Safety	Detective Vehicle	One-Time	General Fund, Surplus of Patrol Vehicles	-	45,000	-	-	20,000	45,000	1st quarter 2026	Purchase a non-descript detective vehicle. Working with multiple vendors for most cost effective option.	1, 4
Public Safety	Replace 2015 Patrol Vehicle	One-Time	ERF	-	93,000	-	-	-	93,000	1st quarter 2026	Replace 2015 patrol vehicle at the end of it's useful life.	1, 4
Public Works	Replace 2004 Ford F550 Man Lift Utility Vehicle	One-Time	ERF	-	170,000	-	-	135,000	170,000	1st quarter 2026	Replace man lift due to end of useful life and legal requirements. Fund with 7 year financing package.	1, 4
Public Works	Replace 2013 Ford F-150	One-Time	ERF	-	43,000	-	-	-	43,000	1st quarter 2026	Replace 2013 Ford F150 for operations at the end of its useful life.	1, 4
Public Works	Replace 2015 Ford F350	One-Time	ERF	-	93,000	-	-	-	93,000	1st quarter 2026	Replace 2015 Ford F350 for water department at the end of its useful life.	1, 4
Public Works	Op Center Backup Generator	One-Time	Gen Fund 40%, Water Fund 40%, Storm Fund 20%	-	100,000	-	-	20,000	100,000	3rd quarter 2026	Ops Center for resiliency. Ops is disaster recovery operations and houses water system telemetry. Use $20k remaining bond funds for funding.	1, 3, 4
Public Works	Salt & Salt Brine equipment for snow & ice removal	One-Time	General Fund	-	93,000	-	-	20,000	93,000	1st quarter 2026	Purchase of salt and salt brine equipment to make, store, and apply to city streets for snow and ice removal. Current sand and deicer options no longer available. Potential to sell salt brine to neighboring communities. Use $20k remaining bond funds.	1, 3, 4
Total Vehicle and Equipment Initiatives				***$ -***	***$ 637,000***	***$ -***	***$ -***	***$ 195,000***	***$ 637,000***			

2026 Capital Projects
Street and Multi Modal

Department	Project	One-Time or Ongoing	Funding Source	Total 2025 Appropriation	Total 2026 Requested Appropriation	Funded from Ongoing Revenues	2025 One-Time Carry Forward	Grant/Loan Funding/ Developer Contributions/New Revenue	New 2026 One-Time Initiative Request	Estimated Completion Date	Description	Council Goals Met
Street and Multi Modal Capital Projects												
Council	Downtown District Street Light Enhancement Project - R.I.S.E	One-Time	General Fund	-	84,000	-	-	-	84,000	4th quarter 2026	Two year phased replacement of 16 downtown cobra head street lights with new main street style lights. Council initiative - R.I.S.E.	1, 2, 3, 4
Public Works	Gee Creek Loop Construction Project	One-Time	CDBG grant, PWB Loan, General Fund	-	1,321,000	-	-	717,500	1,321,000	4th quarter 2026	Construction of improvements to stormwater runoff at Gee Creek Meadows. Improvements include street repairs, water line and pedestrian crossing across Pioneer St to Mayors Meadow. CDBG $195k, PWB Loan $522,500, Water $111,500 TBD $492k.	1, 3, 4
Public Works	S 10th/11th Crossing Planning and 30% design	One-Time	RTC Grant	-	391,000	-	-	391,000	391,000	2nd quarter 2027	Planning, 30% preliminary design for 10th/11th overpass. Received $391,000 RTC grant for this phase. 30% design will allow city to submit for additional design and construction grants.	1, 3, 4
Public Works	Pioneer St Slope Stabilization	One-Time	Commerce Grant	-	1,500,000	-	-	1,500,000	1,500,000	3rd quarter 2027	Design and phase 1 of construction for the slope stabilization along Pioneer St between Reiman Rd and 32nd Ave. Funded through a capital grant from state legislature.	1, 3, 4
Public Works	Sidewalk Replacement Program	Ongoing	Transportation Benefit District	-	20,000	20,000	-	-	-	Ongoing	Ongoing program for sidewalk replacement program funded through TBD.	1, 3, 4
Public Works	Pavement Preservation Program	Ongoing	Transportation Benefit District	-	600,000	600,000	-	-	-	Ongoing	Ongoing program for pavement preservation program funded through TBD.	1, 3, 4
2026 Street and Multi Modal Capital Projects				*$ -*	*$ 3,916,000*	*$ 620,000*	*$ -*	*$ 2,608,500*	*$ 3,296,000*			

2026 Capital Projects
Parks and Trails

Department	Project	One-Time or Ongoing	Funding Source	Total 2025 Appropriation	Total 2026 Requested Appropriation	Funded from Ongoing Revenues	2025 One-Time Carry Forward	Grant/Loan Funding/ Developer Contributions/New Revenue	New 2026 One-Time Initiative Request	Estimated Completion Date	Description	Council Goals Met
Park and Trail Capital Projects												
Public Works	Ridgefield Community & Recreation Center	One-Time	Debt Issuance	-	15,000,000	-	-	15,000,000	15,000,000	3rd quarter 2027	Construction phase of the community & recreation center. 2 year construction project. Total project cost estimated $35 million.	1, 4, 5, 6, 7
Public Works	Ridgefield Community & Recreation Center	One-Time	Debt Service	-	800,000	-	-	-	800,000	4th quarter 2026	Initial debt service payment on Rec/Community Center bond issuance. Pay from REET Fund	1, 4, 5, 6, 7
Public Works	Boyse Park Frontage Improvements	One-Time	Grant, PIF	-	399,045	-	-	319,236	399,045	2nd - 3rd quarter 2026	Grant contingent project to construct multimodal frontage improvements along Boyse Park on N 32nd Ave. TIB grant application submitted for project.	1, 4, 5, 6, 7
Public Works	Hayden Park Lifecycle Improvements	One-Time	Grant, General Fund	-	450,000	-	-	225,000	450,000	4th quarter 2026	Replace playground at Hayden Park that is at the end of useful life. Grant contingent. Match from General Fund, not eligible for PIF. 50/50 split for grant and city match.	1, 4, 5, 6, 7
Public Works	Horns Corner Park Design	One-Time	Grant, PIF	-	400,000	-	-	200,000	400,000	4th quarter 2026	Complete design and bid package for a phased construction of a fully inclusive playground and park amenities. Eligible for PIF. Project is grant contingent. 50/50 split for grant and city match.	1, 4, 5, 6, 7
Public Works	Parks, Recreation & Open Space PROS Plan	One-Time	General Fund	-	135,000	-	-	-	135,000	4th quarter 2026	Complete an update to the current PROS plan to complete a strategic roadmap for the next 6 years for parks, recreation and trails.	1, 4, 5, 6, 7
Public Works	Noxious Weed Management Program - Gee Creek	Ongoing	General Fund	-	10,000	10,000	-	-	-	Annual	Creation of an annual noxious weed eradication program along the Gee Creek trail and at Abrams Park.	1, 4, 5, 6, 7
2026 Park and Trail Capital Projects				*$ -*	*$ 17,194,045*	*$ 10,000*	*$ -*	*$ 15,744,236*	*$ 17,184,045*			

2026 Capital Projects
Utility Funds

Department	Project	One-Time or Ongoing	Funding Source	Total 2025 Appropriation	Total 2026 Requested Appropriation	Funded from Ongoing Revenues	2025 One-Time Carry Forward	Grant/Loan Funding/ Developer Contributions/New Revenue	New 2026 One-Time Initiative Request	Estimated Completion Date	Description	Council Goals Met
Water Capital Projects												
Public Works	Eastside Reservoir Construction	One-Time	Debt Issuance, WSDC		13,325,000	-	-	13,325,000	13,325,000	4th quarter 2027	Construction phase of the 2.5 million gallon eastside reservoir. 2 year project to bring online. Will meet water storage needs for 15 - 20 years. Total cost $26.65 million.	1, 3, 4
Public Works	Royle Rd Water Line and Intertie	One-Time	Debt Issuance		5,000,000	-	-	5,000,000	5,000,000	4th quarter 2027	Construction of a waterline from city limits to an intertie with CPU for additional water capacity. Second phase of previous partner project with CPU. Adds 1,000 GPM capacity.	1, 3, 4
Public Works	Junction Well Filtration Maintenance	Ongoing	Water Operations		25,000	25,000	-	-	-	Annual	Annual program to meet best practice in sludge removal from 56th Ave reservoir system. Improves water quality to move to an annual program.	1, 3, 4, 6
Public Works	Lead Service Line Inventory	One-Time	Water Operations, Repair and Replacement Reserve		65,000	-	-	-	65,000	3rd quarter 2027	Two year project to inspect the final 275 service lines to comply with DOH and EPA rules.	1, 3, 4, 6
Public Works	Abrams Well Field Study	One-Time	DOH Grant		30,000	-	-	30,000	30,000	3rd quarter 2026	Continuing project to evaluate the performance of the Abrams's Park Well Field.	1, 3, 4, 6
2026 Water Capital Projects					***$ 18,445,000***	***$ 25,000***	***$ -***	***$ 18,355,000***	***$ 18,420,000***			
Storm Water Capital Projects												
Public Works	Municipal Stormwater permit consultant services	One-Time	Ecology Grant		70,000	-	-	70,000	70,000	1st quarter 2027	Consultant led project to complete a stormwater pollution prevention plan, code revisions for development and tree canopy mapping requirements related to our MS 4 permit. Total expense $90k, 100% covered by grant.	1, 3, 4, 6
2026 Storm Water Capital Projects					***$ 70,000***	***$ -***	***$ -***	***$ 70,000***	***$ 70,000***			
Total 2026 Initiatives and Capital Project Requests					***$ 47,003,225***	***$ 1,301,580***	***$ 4,947,600***	***$ 41,088,456***	***$ 40,754,045***			

2026 Initiatives
Summary by Category

Summary of Personnel, Initiatives and Capital Projects for Consideration								
	2026 Appropriation		2026 Ongoing Requests	2025 Carry Forward		Grant/Debt Funding		2026 One-Time Requests
Carry Forward	*$ 5,017,600*		*$ -*	*$ 4,947,600*		*$ 3,728,970*		*$ 70,000*
Personnel Initiatives	*925,000*		*623,000*	*-*		*219,750*		*302,000*
Technology Initiatives	*556,580*		*23,580*	*-*		*-*		*533,000*
Operating Initiatives	*175,000*		*-*	*-*		*100,000*		*175,000*
City Facility Initiatives	*67,000*		*-*	*-*		*67,000*		*67,000*
Vehicle and Equipment	*637,000*		*-*	*-*		*195,000*		*637,000*
Street and Multi Modal	*3,916,000*		*620,000*	*-*		*2,608,500*		*3,296,000*
Parks and Trails Projects	*17,194,045*		*10,000*	*-*		*15,744,236*		*17,184,045*
Water Projects	*18,445,000*		*25,000*	*-*		*18,355,000*		*18,420,000*
Storm Water Projects	*70,000*		*-*	*-*		*70,000*		*70,000*
Requests	*$ 47,003,225*		*$ 1,301,580*	*$ 4,947,600*		*$ 41,088,456*		*$ 40,754,045*
	Total Ongoing		*$ 1,301,580*	*Total One-Time*				*$ 45,701,645*

2026 Proposed Budget
Submitted Initiatives – Fund Balance Impact

Fund	Total Fund Balance Including Reserves	2026 Available Fund Balance	2025 Carry Forward Projects	Carry Forward Fund Impact	2026 Available Fund Balance	2026 Ongoing Available Fund Balance	2026 Ongoing Requests	2026 One-Time Projects	New Initiative Fund Impact	12/2026 Total Fund Balance Including Reserves	12/2026 Available Fund Balance
Fund Impact - Initiatives and Capital Projects											
Operating Funds											
General Fund	$ 5,104,118	$ 949,451	$ 216,600	$ (216,600)	$ 732,851	$ 660,209	$ 264,182	$ 1,079,550	$ (1,343,732)	$ 3,543,786	$ (610,881)
Street Fund	$ 146,020	$ 146,020	$ -	$ -	$ 146,020	$ 146,020	$ -	$ 73,000	$ (73,000)	$ 73,020	$ 73,020
Building & Permitting	$ 172,598	$ -	$ -	$ -	$ -	$ -	$ 40,300	$ 1,250	$ (41,550)	$ 131,048	$ -
Water Operating Fund	$ 4,322,297	$ 2,412,534	$ -	$ -	$ 2,412,534	$ 243,890	$ 96,884	$ 528,600	$ (625,484)	$ 3,696,813	$ 1,787,050
Storm Water Operating Fund	$ 873,464	$ -	$ -	$ -	$ -	$ -	$ 60,464	$ 26,100	$ (86,564)	$ 786,900	$ -
Capital Project Funds											
Real Estate Excise Tax (REET)	$ 1,731,389	$ 1,731,389	$ -	$ -	$ 1,731,389	$ -	$ -	$ 800,000	$ (800,000)	$ 931,389	$ 931,389
Park Impact Fee (PIF)	$ 1,044,744	$ 1,044,744	$ 31,500	$ (31,500)	$ 1,013,244	$ -	$ -	$ 279,809	$ (279,809)	$ 733,435	$ 733,435
Transportation Impact Fee (TIF)	$ 2,392,368	$ 2,392,368	$ -	$ -	$ 2,392,368	$ -	$ -	$ -	$ -	$ 2,392,368	$ 2,392,368
Water System Development Charges (WSDC)	$ 9,447,823	$ 9,447,823	$ 993,000	$ (993,000)	$ 8,454,823	$ -	$ -		$ -	$ 8,454,823	$ 8,454,823
Special Revenue Funds											
Drug Fund	$ 11,004	$ 11,004	$ -	$ -	$ 11,004	$ -	$ -	$ -	$ -	$ 11,004	$ 11,004
Affordable Housing	$ 163,240	$ 163,240	$ -	$ -	$ 163,240	$ -	$ -	$ -	$ -	$ 163,240	$ 163,240
Transportation Benefit District	$ 2,539,842	$ 2,479,842	$ 47,530	$ (47,530)	$ 2,432,312	$ -	$ 620,000	$ 492,000	$ (1,112,000)	$ 1,380,312	$ 1,320,312
Capital Funds											
Equipment Replacement Funds	$ 696,307	$ 696,307	$ -	$ -	$ 696,307	$ -	$ -	$ 264,000	$ (264,000)		$ 432,307
Total Fund Impact		$ 50,119,936	$ 1,288,630	$ (1,288,630)	$ 20,186,092		$ 1,081,830	$ 3,544,309	$ (4,626,139)		$ 15,615,047
Expense related to Grant/Debt Funding - New			$ 3,658,970	$ -	$ -		$ 219,750	$ 37,209,736	$ -		
Total Funding Sources		$ 50,119,936	$ 4,947,600	$ (1,288,630)			$ 1,301,580	$ 40,754,045	$ (4,626,139)		

2026 Proposed Operating and Capital Budget Next Steps

- October
  - Budget Advisory Committee meeting 10/7 4:00 PM
  - Updated revenue forecast
  - Proposed budget and budget message
  - Council study session 10/16 4:00 PM
- November
  - Final draft of proposed budget available to public
  - Conduct public hearing on revenue sources 11/6 6:30 PM
  - Property tax levy and utility rates 1st reading 11/6 6:30 PM
  - Property tax levy and utility rates 2nd reading 11/20 6:30 PM
  - Conduct public hearing and 1st reading on budget 11/20 6:30 PM
- December
  - Conduct public hearing and 2nd reading on budget 12/4 6:30 PM
  - Adopt 2026 Operating and Capital Budget
  - Transmit 2026 adopted budget to MRSC and State Auditor


THANK YOU