

GENERAL TAX LEVY AND BILLING EXPLANATIONS

This page of explanation has been included into the budget because the tax levy process and preparation of tax billings can be confusing. The tax bill each taxpayer receives in December is comprised of tax levies imposed by five different taxing jurisdictions. Each jurisdiction will complete their respective budgets and determine the amount of tax levy needed to fully fund operations.

After the tax levy is determined by each jurisdiction, the amount must be sent by notice to the Village Clerk. The Village must receive each jurisdictions' levy before tax bills can be processed. In most years, the Howard-Suamico School District and Northeast Wisconsin Technical College are the first to submit their levy amount in early November. The Village usually completes the budget process in mid to late November. Brown County submits its levy amount along with the state's levy in late November.

There are three other components of the tax bill that must be received by the Village before the bills can be printed and mailed. These items are (1) lottery credits, (2) school tax credit and (3) estimated major state aids used to reduce taxes. All of this information is typically received late in November.

Once all the related information is obtained, the tax billing information is transferred to the Brown County Treasurer for inputting and processing the tax bills. The tax bills are usually mailed by the Brown County Treasurer in early to mid December.

Tax bills are due and payable in two installments for real property; January 31st and July 31st of the year following the December billing. Personal property taxes are due and payable by January 31st. The Village contracts with Brown County for collection of the first half real property tax payments. The county settles in full for all real property taxes and assumes collection responsibilities after the July 31st installment.

The following two pages reflect tax billing data and the five taxing jurisdictions percentage allocation of the tax bill. Please note that the tax rate dates reflect the year in which the December tax billing is prepared. Revenues are recognized on the modified accrual basis which means they are recorded in the following year. In other words, tax bills issued in December 2012 will be recorded as revenue in the year 2013.

Note:

The state statutes require villages to report data on the previous year's actual results, the current year budget or estimated actual and the next year's budget. For this budget document, the current year data is presented by using the budget figures for the General Fund, Debt Service Fund and Capital Projects Funds; all other funds use estimated actual amounts for the current year data. The preceding page contains the information required by state statutes.

Village of Howard, Wisconsin
Combining Budget Summary for All Fund Types
Annual Budget Year Beginning January 1, 2013

	Governmental Fund Types				Proprietary Funds	Combined Totals
	General	Special Revenue	Debt Service	Capital Projects	Enterprise	
Revenues						
Taxes	\$ 3,646,950	\$ 1,000,000	\$ -	\$ 1,514,897	\$ -	\$ 6,161,847
Special assessments	-	-	-	257,400	-	257,400
Intergovernmental	1,359,200	63,000	-	502,200	-	1,924,400
Licenses and permits	426,700	-	-	383,680	-	810,380
Fines and forfeits	209,000	-	-	-	-	209,000
Charges for services	165,700	-	-	-	8,680,800	8,846,500
Miscellaneous	480,400	99,736	-	18,000	53,200	651,336
Total Revenue	6,287,950	1,162,736	-	2,676,177	8,734,000	18,860,863
Expenditures or Expenses						
General government	852,550	203,500	-	533,800	-	1,589,850
Public safety	2,622,600	-	-	-	-	2,622,600
Public works	2,774,500	-	-	-	-	2,774,500
Community development	418,300	-	-	-	-	418,300
Debt service						
Principal retirement	-	-	1,649,983	-	-	1,649,983
Interest and fiscal charges	-	-	46,507	3,000	70,300	119,807
Capital outlay	-	-	-	6,151,250	-	6,151,250
Operating Expenses	-	-	-	-	7,578,188	7,578,188
Total Expenditures or Expenses	6,667,950	203,500	1,696,490	6,688,050	7,648,488	22,904,478
Excess of Revenues Over (Under)						
Expenditures or Expenses	(380,000)	959,236	(1,696,490)	(4,011,873)	1,085,512	(4,043,616)
Other Financing Sources (Uses)						
Proceeds of debt issue	-	-	-	2,500,000	-	2,500,000
Bond issuance costs	-	-	-	-	-	-
Operating transfers in	380,000	-	1,024,095	638,900	-	2,042,995
Operating transfers out	(732,817)	(1,519,195)	-	-	(410,000)	(2,662,012)
Contributed Capital	-	-	-	-	505,000	505,000
Total Other Financing Sources						
(Uses)	(352,817)	(1,519,195)	1,024,095	3,138,900	95,000	2,385,983
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses						
	(732,817)	(559,959)	(672,395)	(872,973)	1,180,512	(1,657,633)
Fund Balances - January 1 (Est.)	2,875,914	569,531	3,378	3,069,846	59,538,113	66,056,782
Fund Balances - December 31	\$ 2,143,097	\$ 9,572	\$ (669,017)	\$ 2,196,873	\$ 60,718,625	\$ 64,399,150

Note: Included in tax revenues above is \$1,163,000 of tax incremental revenues from TID's not included on page 35. The term "Fund Balance" is used above to describe both fund balances of governmental funds and net assets of enterprise funds.

VILLAGE OF HOWARD
Budget Summary for the General Fund
Last Five Years

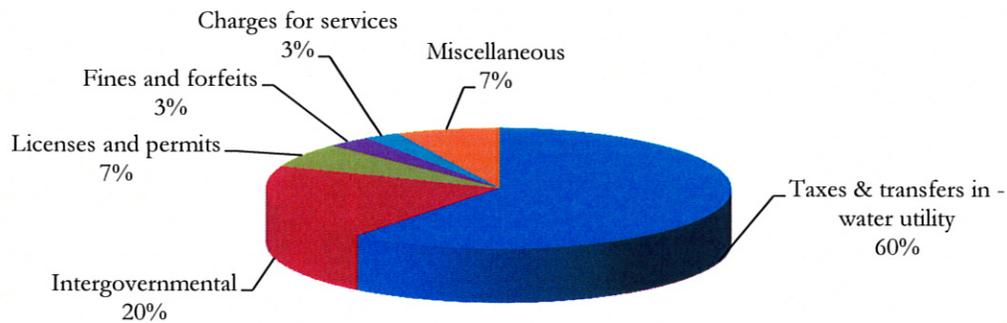
	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
Revenues					
Taxes	\$ 3,054,116	\$ 3,419,942	\$ 3,442,785	\$ 3,467,650	\$ 3,646,950
Intergovernmental	1,909,662	1,761,915	1,691,840	1,426,600	1,359,200
Licenses and permits	269,682	337,860	384,467	404,600	426,700
Fines and forfeits	169,110	189,839	205,795	183,000	209,000
Charges for services	144,242	424,445	169,900	172,200	165,700
Miscellaneous	477,830	457,133	480,732	448,300	480,400
Totals Revenues	<u>6,024,642</u>	<u>6,591,134</u>	<u>6,375,519</u>	<u>6,102,350</u>	<u>6,287,950</u>
Expenditures					
General government	919,598	911,903	834,261	896,350	852,550
Public safety	2,285,910	2,466,191	2,515,080	2,620,000	2,622,600
Public works	2,466,612	2,825,024	2,563,787	2,666,800	2,774,500
Community development	577,097	462,896	488,744	428,200	418,300
Total Expenditures	<u>6,249,217</u>	<u>6,666,014</u>	<u>6,401,872</u>	<u>6,611,350</u>	<u>6,667,950</u>
Excess of Revenues Over (Under) Expenditures	(224,575)	(74,880)	(26,353)	(509,000)	(380,000)
Other Financing Sources (Uses)					
Transfers in (formerly Utility Taxes)	280,341	296,848	317,360	355,000	380,000
Transfers in from Golf Course	-	-	-	14,000	-
Transfers out	-	(140,000)	-	-	(732,817)
Total Other Financing Sources (Uses)	<u>280,341</u>	<u>156,848</u>	<u>317,360</u>	<u>369,000</u>	<u>(352,817)</u>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	55,766	81,968	291,007	(140,000)	(732,817)
Fund Balance - January 1	<u>2,587,173</u>	<u>2,642,939</u>	<u>2,724,907</u>	<u>3,015,914</u>	<u>2,875,914</u>
Fund Balance - December 31	<u>\$ 2,642,939</u>	<u>\$ 2,724,907</u>	<u>\$ 3,015,914</u>	<u>\$ 2,875,914</u>	<u>\$ 2,143,097</u>

Note: Transfers in (formerly Utility Taxes) represent payment in-lieu of taxes made by the Water Utility to the General Fund. Because of GASB pronouncements, these revenues are required to be reported as Transfers rather than tax revenue. On the following three pages, the payment is being reported as taxes or transfers in.

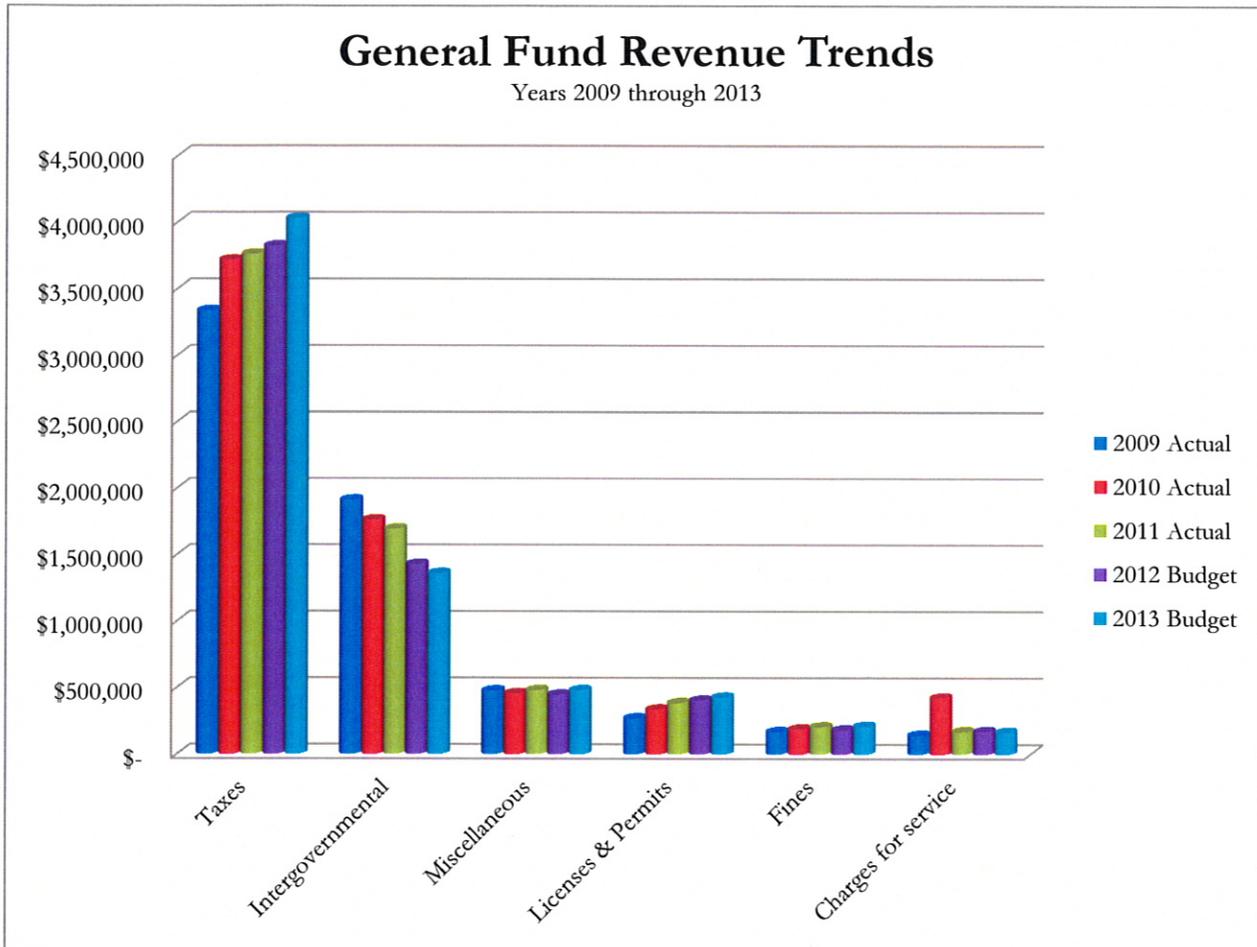
VILLAGE OF HOWARD
General Fund
Budgeted Revenues Summary
Years Ending December 31

Description	2011 Actual	2012 Budget	2013 Budget	Percent Change from 2012	2013 Percent of Total
Taxes & transfers in - water utility	\$ 3,760,145	\$ 3,822,650	\$ 4,026,950	5.34%	60.39%
Intergovernmental	1,691,840	1,426,600	1,359,200	-4.72%	20.38%
Licenses and permits	384,467	404,600	426,700	5.46%	6.40%
Fines and forfeits	205,795	183,000	209,000	14.21%	3.13%
Charges for services	169,900	172,200	165,700	-3.77%	2.49%
Miscellaneous	480,732	448,300	480,400	7.16%	7.20%
Totals	\$ 6,692,879	\$ 6,457,350	\$ 6,667,950	3.26%	100.00%

Budget Revenue By Source
Budget Year 2013



The following graph depicts the major revenue trends over the past four years and the current budget for the General Fund:



Intergovernmental revenue has been the single, biggest, nontax revenue source for the Village over the past decade. State transportation aid fluctuates year to year while state shared revenue aid has decreased or remained the same. See more details on page 48-49 regarding intergovernmental revenues.

Tax revenues have generally been increasing over time. Property taxes make up the majority of tax revenues and are determined by revenue shortfalls anticipated as part of the budget process. The Village expects overall property tax levy to continue to increase between 2%-4% each year to assist in paying for increased costs of providing services.

Miscellaneous revenue would be the third largest revenue source comprising about 10% of the total revenue making it a major revenue source. There are two large items within this category; interest income and rent income (from cell tower sites and for building space leased).

The other general fund revenue items are not considered major sources of revenue. Revenue sources are explained in more detail on each of the following pages.

TAXES

Historical Summary:

2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$3,334,457	\$3,716,790	\$3,760,145	\$3,822,650	\$4,026,950
% Increase/Decrease	11.47%	1.17%	1.66%	5.34%

Explanations and Assumptions of 2013 Tax Revenues Budget:

Property taxes are used to fund expenditures which exceed the amount of revenues available through sources such as fees, permits, fines, investment interest and shared revenues. Municipal utility taxes are payment in-lieu of taxes paid by the water utility. Room tax rates are 8% for hotel stays; the Village may keep only 4% of tax collected pursuant to an agreement with the Green Bay Area Room Tax Commission.

Line Item Detail:	2011 Actual	2012 Budget	2013 Budget
General Property Taxes	\$ 3,427,482	\$ 3,455,950	\$ 3,634,850
Managed Forest Crop Lands	65	10	10
Other Taxes	788	-	-
Municipal Utility Taxes (Transfers in)	317,360	355,000	380,000
Room Tax Revenue	10,567	10,500	10,500
Interest on delinquent taxes & other	3,883	1,190	1,590
Total Taxes	\$ 3,760,145	\$ 3,822,650	\$ 4,026,950

2013 Budget Analysis:

Municipal utility taxes are expected to increase by \$25,000 based on preliminary estimated calculations. The GASB changed the way the utility tax is recorded; the tax will be recorded as a Fund Transfer instead of revenue. The utility taxes are included in the schedule above for budget purposes, due to the fact that the utility taxes are used to decrease the need for property taxes. Property taxes are expected to increase by \$178,900 in the General Fund.

The increase in property taxes is a net result of all other changes from the 2012 budget versus the 2013 budget. Several expenditure accounts are increasing in the new budget year while most accounts remain the same. The following pages will explain in more detail the changes in the revenue and expenditure accounts for the upcoming year.

INTERGOVERNMENTAL

Historical Summary:

2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$1,909,662	\$1,761,915	\$1,691,840	\$1,426,600	\$1,359,200
% Increase/Decrease	-7.74%	-3.98%	-15.68%	-4.72%

Explanations and Assumptions of 2013 Intergovernmental Revenues Budget:

State aids make up the majority of this category of revenue. On September 15 of each year, the state submits estimated Shared Revenues for the following year to each municipality. On October 1, the State submits estimated Transportation and Connecting Highway Aids to each municipality. Such estimates are included as budget revenues unless otherwise revised by the state before preparation of the budget. Various grants are requested near the end of each year and included in the budget if approved or apparent that approval is imminent.

State Shared Revenues is a payment made by the state to municipalities in order to offset the tax burden of localities. In the 1990's, the state had a formula to calculate the amount paid to each municipality. For the past 12 years, the state has used the budget process to determine funding for the shared revenue program and payments made to municipalities.

Transportation aid is calculated by the state by multiplying 18.48% times the average annual street cost expended over the past six years. Recycling grants program began in the mid-1990s and was offered by the state in conjunction with mandated curbside recycling services by municipalities.

Line Item Detail:	2011 Actual	2012 Budget	2013 Budget
State Shared Revenues	\$ 736,407	\$ 557,800	\$ 557,000
Other State Shared Taxes-computers	7,217	7,000	6,200
State Transportation Aids	820,165	738,100	664,300
State Connecting Highway Aids	21,697	21,700	21,800
Fire Insurance Shared Tax	44,778	42,000	48,700
Recycling Grants	44,271	44,200	44,200
State Municipal Service Aids	8,659	7,500	8,700
State Payment in Lieu of Tax	8,646	8,300	8,300
Other grants	-	-	-
Total Intergovernmental	\$ 1,691,840	\$ 1,426,600	\$ 1,359,200

2013 Budget Analysis:

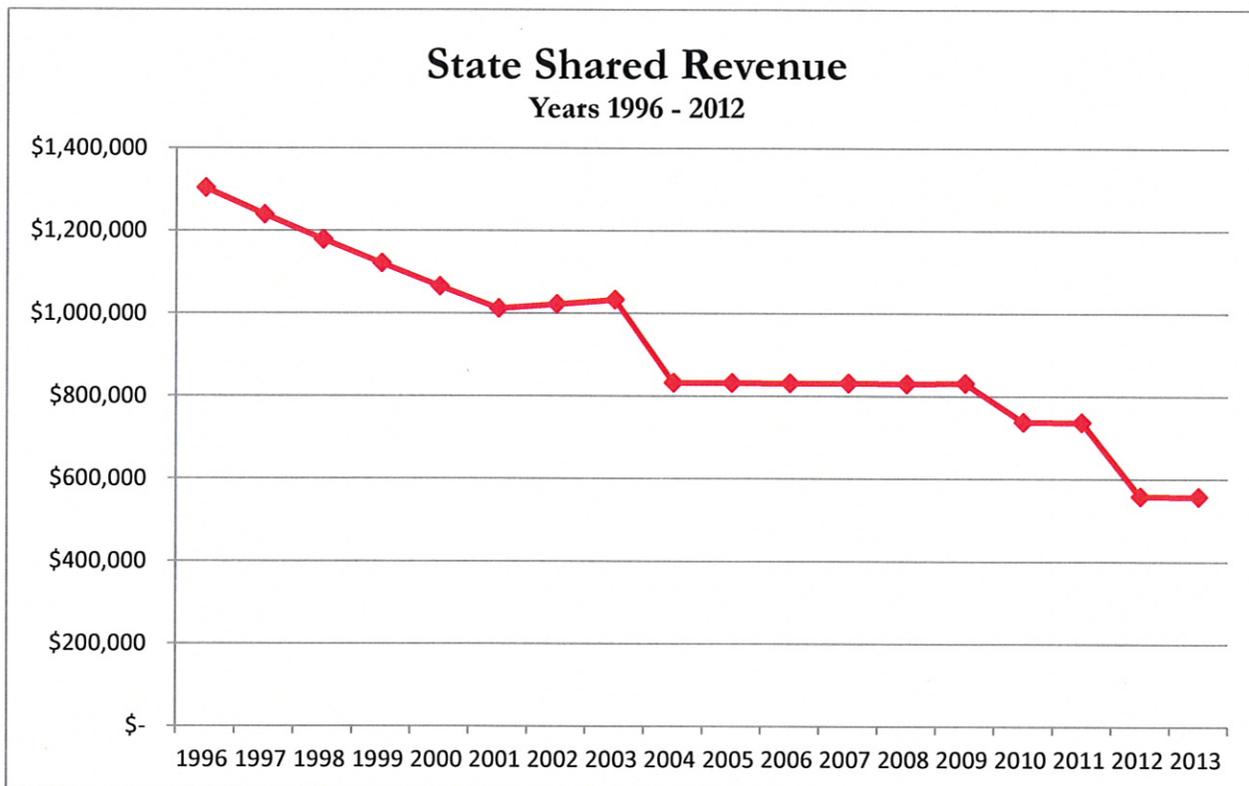
Based on the state's estimates, shared revenue is expected to decrease by \$800, state transportation aids will decrease by \$73,800 and state municipal service aid will increase by \$800. Increased fire insurance shared tax by \$6,700 based on historical trends.

Intergovernmental Revenue Charts and Graphs

The State of Wisconsin has a biennial budget and establishes funding for various forms of aids to municipalities within the framework of their budget. In recent state budgets, funding for most aids has been frozen or reduced. Under previous state funding formulas, the Village would be losing 5% of state shared revenue each year, but the state has not used this method since 2000.

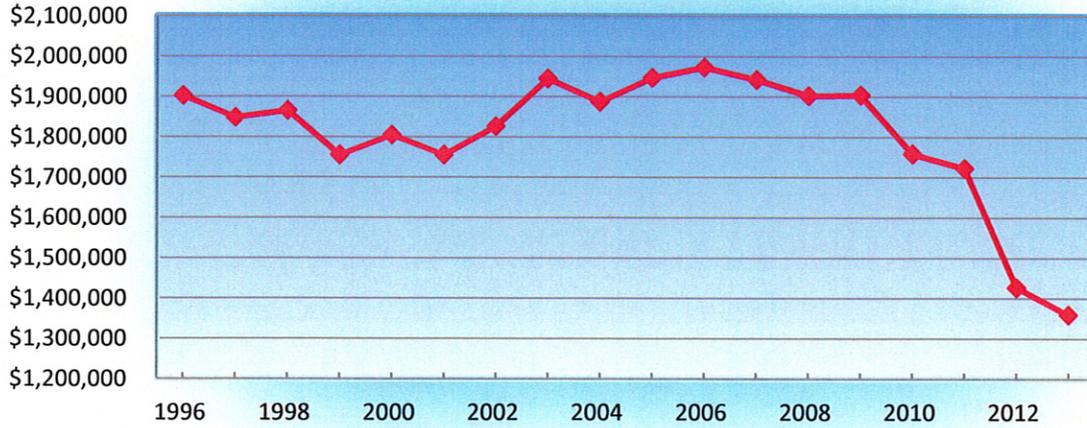
Future budgets remain unclear as to the funding levels of the State Shared Revenues and other state aids. The state has made large budgetary cuts to the fiscal 2012 year but uncertainty remains about the overall state of the economy and the impact on future state budgets.

The graph below shows the trend in state shared revenues since 1996 and the estimate for 2012.



The graph on the top of the following page is used to show the trends in the total of all Intergovernmental Revenues. The graph shows the fluctuations of the total Intergovernmental Revenues from year to year. For 2012 an estimate is made based on a combination of state estimates received and previous years' funding levels.

Total Intergovernmental Revenue Years 1996 through 2012



The chart below depicts the same information found in the graph above except in columnar format, meaning each component of the total intergovernmental revenue is listed in the columns below.

Year	State Shared Revenue	State Exp. Restraint	State Trans. Aid	State Conn. Hwy	State Recycling	Other	Total Intergov't
1996	\$1,303,017	\$61,890	\$372,726	\$22,646	\$99,880	\$42,111	\$1,902,270
1997	1,238,329	41,186	428,635	22,549	72,377	44,971	1,848,047
1998	1,178,212	11,000	480,718	25,135	63,484	107,153	1,865,702
1999	1,120,787	-	499,340	24,858	58,791	50,952	1,754,728
2000	1,065,006	-	574,241	24,644	74,925	65,482	1,804,298
2001	1,011,700	-	574,241	24,219	57,270	87,392	1,754,822
2002	1,022,000	-	660,000	26,000	55,000	62,700	1,825,700
2003	1,032,300	-	759,400	23,500	57,300	71,887	1,944,387
2004	831,700	-	873,400	23,300	57,400	100,778	1,886,578
2005	832,103	-	964,458	22,846	57,256	70,144	1,946,807
2006	831,273	-	971,771	22,822	68,157	79,021	1,973,044
2007	831,039	-	945,291	22,845	68,254	74,885	1,942,314
2008	830,000	-	898,000	22,900	82,553	69,000	1,902,453
2009	831,000	-	908,000	22,800	72,000	69,800	1,903,600
2010	737,600	-	863,300	21,600	65,100	70,600	1,758,200
2011	736,900	-	820,100	21,700	68,000	75,500	1,722,200
2012	557,800	-	738,100	21,700	44,200	64,800	1,426,600
2013	557,000	-	664,300	21,800	44,200	71,900	1,359,200

LICENSES AND PERMITS

Historical Summary:

2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$269,682	\$337,860	\$384,467	\$404,600	\$426,700
% Increase/Decrease	25.28%	13.79%	5.24%	5.46%

Explanations and Assumptions of 2013 Licenses and Permit Budget:

Licenses and permits represent charges made by the Village for a variety of building permits, other permits, licenses for liquor and cigarette sales, dog and bicycle registrations and other licenses. Cable TV franchise fees represents 5% of the total charges made by cable companies to their customers.

Line Item Detail:	2011 Actual	2012 Budget	2013 Budget
Building Permits & Inspection Fees	\$ 128,689	\$ 150,000	\$ 150,000
Zoning Permits	1,000	2,000	2,000
Liquor & Malt Beverage License	34,335	33,000	33,000
Operators Licenses	9,157	15,000	10,000
Cigarette Licenses	1,150	1,400	1,100
Cable TV franchise fee	190,022	184,000	210,000
Weights and Measures	6,002	6,000	6,000
Dog Licenses	7,432	8,000	8,000
Massage Licenses	-	-	-
Bicycle Licenses	45	200	100
Other Permits and Fees	6,635	5,000	6,500
Total Licenses and Permits	\$ 384,467	\$ 404,600	\$ 426,700

2013 Budget Analysis:

Increased cable TV franchise fee by \$26,000 based on actual latest quarterly receipts in 2012. Decreased operators licenses by \$5,000 and increased other permits by \$1,500 based on historical trends.

FINES AND FORFEITS

Historical Summary:

2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$169,110	\$189,839	\$205,795	\$183,000	\$209,000
% Increase/Decrease	12.26%	8.41%	-11.08%	14.21%

Explanations and Assumptions of 2013 Fines and Forfeits Budget:

Violations of municipal code such as traffic violations, nuisance codes and other violations are revenue sources in this area of the budget. The fees charged for each violation are set by the Village Board and included in the Municipal Code.

Line Item Detail:	2011 Actual	2012 Budget	2013 Budget
Fines and court penalties	\$194,825	\$174,000	\$200,000
Parking violations	10,970	9,000	9,000
Total Fines and Forfeits	\$205,795	\$183,000	\$209,000

2013 Budget Analysis:

Increased fines and court penalties by \$26,000 based on recent increases in historical trends.

CHARGES FOR SERVICE

Historical Summary:

2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$144,242	\$424,445	\$169,900	\$172,200	\$165,700
% Increase/Decrease	194.26%	-59.97%	1.35%	-3.77%

Explanations and Assumptions of 2013 Charges for Service Budget:

Park and recreation programs are a major portion of this revenue category. Administrative and other charges are comprised of fees for requests of balances on special assessments, copies, pop machine sales and other miscellaneous sales. Sanitation charges represent the sale of garbage cans used with the automated collection system. Tree plantings represent sales and planting of trees to existing home owners within the Village's right-of-way.

Line Item Detail:	2011 Actual	2012 Budget	2013 Budget
Administrative charges	\$14,666	\$9,000	\$14,000
Fire protection/false alarms	52,375	52,000	52,000
Sanitation - Garbage & recycling cans	3,829	4,500	4,500
Recreation programs	53,637	61,900	53,900
Summer recreation ticket program	12,929	13,500	10,000
Park rentals	23,561	24,000	24,000
Weed control	3,401	4,000	4,000
Tree plantings	2,082	1,000	1,000
Dog pickup fees	342	300	300
Other public charges	3,078	2,000	2,000
Total Charges for Service	\$169,900	\$172,200	\$165,700

2013 Budget Analysis:

Increased administrative charges by \$5,000 based on historical trends. Decreased recreation programs by \$8,000 and summer ticket program by \$3,500 based on recent historical trends.

MISCELLANEOUS REVENUES

Historical Summary:

2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$477,830	\$457,133	\$480,732	\$448,300	\$480,400
% Increase/Decrease	-4.33%	5.16%	-6.75%	7.16%

Explanations and Assumptions of 2013 Miscellaneous Revenues Budget:

Interest on investments is a major sources of revenue in this category of the budget. Rents charged to the water and sewer utilities and rent charged for cell towers compromise the largest revenue item in this category. All the other categories are not significant revenue items.

Line Item Detail:	2011 Actual	2012 Budget	2013 Budget
Interest on investments	\$60,052	\$60,000	\$60,000
Rent income	321,773	325,000	357,100
Sales of recycle material	83,226	36,200	36,200
Property and equipment sales	1,425	1,000	1,000
Insurance recoveries - police	-	500	500
Insurance recoveries - other	13,255	500	500
Donations - fire department	-	-	-
Donations and naming rights	-	25,000	25,000
Other income	1,001	100	100
Total Miscellaneous Revenues	\$480,732	\$448,300	\$480,400

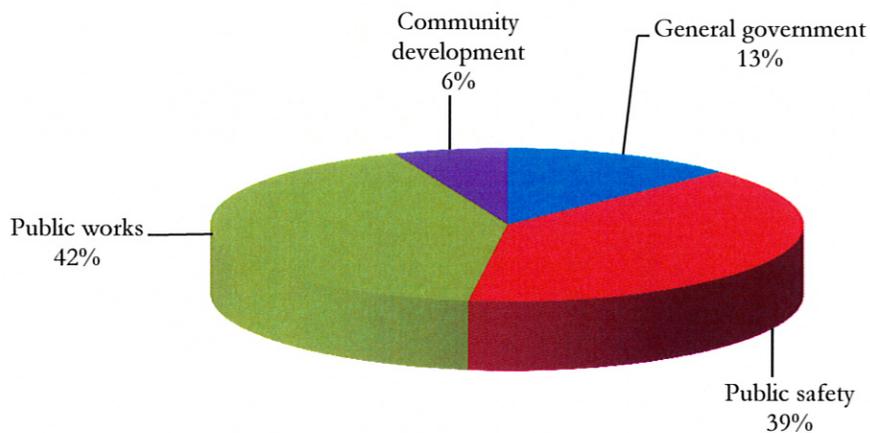
2013 Budget Analysis:

Rent income is expected to increase by \$32,100 based on existing contracts and by moving rents from property owned in the western part of the village into the General Fund from the Debt Service Fund.

VILLAGE OF HOWARD
General Fund
Expenditure Budget Summary by Function

Description	2011 Actual	2012 Budget	2013 Budget	Percentage Change from 2012	2013 Percent of Total
General government	\$ 834,261	\$ 896,350	\$ 852,550	-4.89%	12.79%
Public safety	2,515,080	2,620,000	2,622,600	0.10%	39.33%
Public works	2,563,787	2,666,800	2,774,500	4.04%	41.61%
Community development	488,744	428,200	418,300	-2.31%	6.27%
Totals	\$ 6,401,872	\$ 6,611,350	\$ 6,667,950	0.86%	100.00%

Budget Expenditures By Function
Budget Year 2013



**GENERAL FUND
EXPENDITURE BUDGET DETAIL BY FUNCTION**

General Government

Description	2011 Actual	2012 Budget	2013 Budget	Percentage Change from 2012	2013 Percent of Total
Village board	\$ 71,373	\$ 68,900	\$ 67,000	-2.76%	7.86%
Municipal court	163,294	156,100	159,200	1.99%	18.67%
Administrator	148,146	153,700	159,100	3.51%	18.66%
Elections	15,323	29,800	17,400	-41.61%	2.04%
Administrative services	204,772	252,800	236,800	-6.33%	27.78%
Assessment of property	44,362	45,000	45,000	0.00%	5.28%
Buildings and plant	87,419	66,800	64,800	-2.99%	7.60%
Board of appeals	366	450	450	0.00%	0.05%
Property & liability insurance	93,894	112,800	92,800	-17.73%	10.88%
Contingencies & uncollectible	5,312	10,000	10,000	0.00%	1.17%
Health and human services	-	-	-	0.00%	0.00%
Total General Government	\$ 834,261	\$ 896,350	\$ 852,550	-4.89%	100.00%

Public Safety

Description	2011 Actual	2012 Budget	2013 Budget	Percentage Change from 2012	2013 Percent of Total
Police	\$ 1,436,792	\$ 1,503,900	\$ 1,520,400	1.10%	57.97%
Fire department	885,140	911,600	893,500	-1.99%	34.07%
Rescue services	172,877	178,900	183,100	2.35%	6.98%
Health and human services	20,271	25,600	25,600	-	0.98%
Total Public Safety	\$ 2,515,080	\$ 2,620,000	\$ 2,622,600	0.10%	100.00%

**GENERAL FUND
EXPENDITURE BUDGET DETAIL BY FUNCTION (Continued)**

Public Works

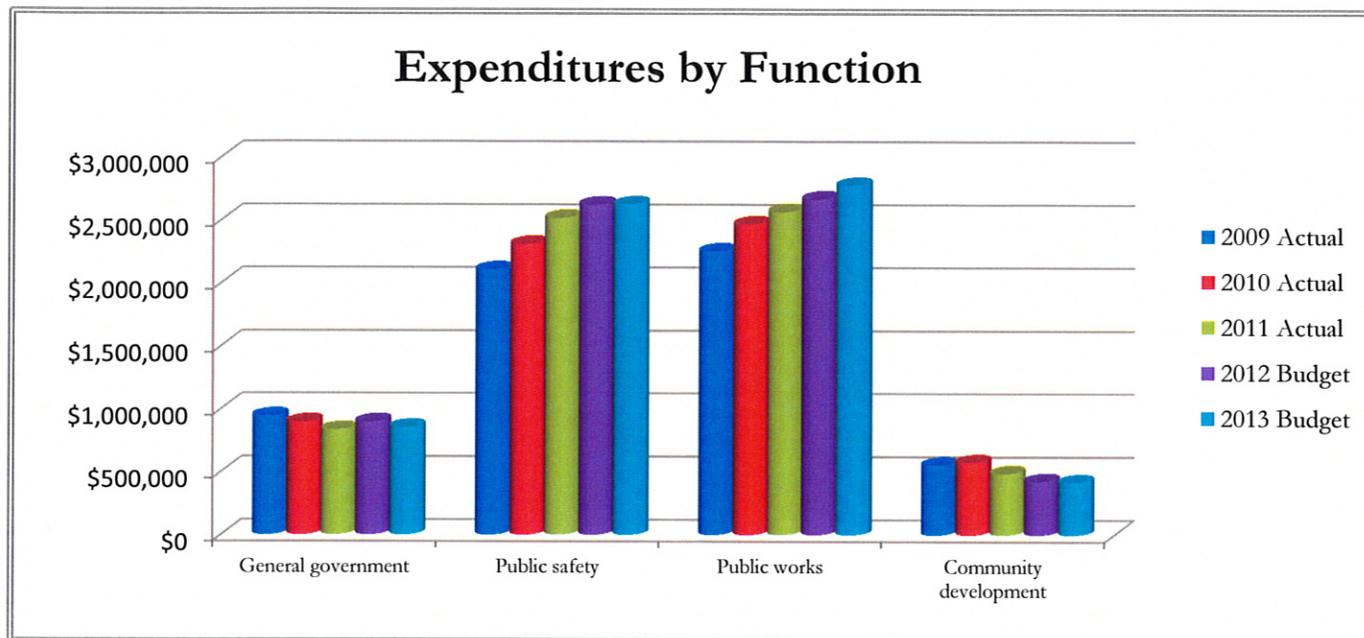
Description	2011 Actual	2012 Budget	2013 Budget	Percentage Change from 2012	2013 Percent of Total
Administration	\$82,384	\$74,600	\$72,200	-3.22%	2.60%
Streets	767,239	754,000	775,000	2.79%	27.93%
Mechanic	114,182	134,400	141,900	5.58%	5.11%
Snow and ice removal	149,991	192,400	185,500	-3.59%	6.69%
Street lighting	296,547	315,000	375,000	19.05%	13.52%
Building operations	73,395	78,600	78,600	0.00%	2.83%
Sanitation	492,625	509,100	527,600	3.63%	19.02%
Recycling	306,362	277,500	280,900	1.23%	10.12%
Park maintenance	281,062	331,200	337,800	1.99%	12.18%
Total Public Works	\$2,563,787	\$2,666,800	\$2,774,500	4.04%	100.00%

Community Development

Description	2011 Actual	2012 Budget	2013 Budget	Percentage Change from 2012	2013 Percent Of Total
Community development	\$ 134,065	\$ 105,100	\$ 109,700	4.38%	26.23%
Leisure services	155,907	174,700	151,000	-13.57%	36.10%
Code administration	198,772	148,400	157,600	6.20%	37.68%
Total Community Development	\$ 488,744	\$ 428,200	\$ 418,300	-2.31%	100.00%

GENERAL FUND - Expenditure Trends by Function

The following graph depicts the expenditure trends from 2009 through the 2013 budget.



The trends listed above show steadily increased spending in general government, public safety and public works.

Over the past five years, the general government has seen increases in expenditures because of cost of living, health care and increases in various contracted services (i.e. police and solid waste).

Public safety has incurred additions to service levels over the past five years. County Rescue (contractor that provides rescue services to the Village) added one full-time paramedic to their operations within Howard and the Village added paid on-call fire fighters in the past five years.

Public works noted a large increase in 2009 due to increases in a new five year contract for refuse and recycling and reclassification of forestry costs from culture and recreation. Apart from this one large increase, public works has maintained service levels during the past five years with increased costs due to cost of living increases.

Community development was newly created in 2009 due to a reorganization. The financial information reported in the budget was restated for this new classification. (The previous functional category was culture and recreation.) Costs have fluctuated within community development in recent years due to changes in service levels.

GENERAL GOVERNMENT

VILLAGE BOARD

MISSION To create and maintain a high quality of life for residents and commercial entities by enacting legislation and establishing policies that direct actions of staff members.

GOALS Enact legislation to protect the health, safety and general welfare of the community.
 Strengthen the economy and protect the environment.
 Supply employees with equipment needed to provide services to the community.
 Work with overlying taxing authorities, school districts and neighboring municipalities.

ACCOMPLISHMENTS

- 2012 April elections resulted in no changes to the board member composition. The board approved the update of the comprehensive plan. Members attended several League of Wisconsin Municipality events.
- 2011 The board successfully hired a new administrator after completing the hiring process. April elections resulted in no change to the board. Maintained the tax rate for 2011 the same as in 2010.
- 2010 April elections resulted in one board member change for Wards 11-12. Maintained the tax rate for 2010 the same as in 2009.

PROGRAM EXPENDITURES

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Conferences	\$ 7,040	\$ 2,000	\$ 2,000	2.99%
Dues	-	-	-	0.00%
Supplies	2,543	3,500	2,500	3.73%
Supplies - "Go Green" Committee	106	1,000	500	0.75%
Employee Benefits	4,384	4,400	4,400	6.57%
Salaries	57,300	58,000	57,600	85.97%
Totals	\$ 71,373	\$ 68,900	\$ 67,000	100.00%

PERSONNEL

2011 Positions Authorized	2012 Positions Authorized	2013 Positions Authorized
------------------------------	------------------------------	------------------------------

Village President	1	1	1
Village Trustees	8	8	8

Note: Each Board Member serves on a part-time basis. Trustees are elected by wards; president is elected at large.

Each Trustee serves a two year term and the President a three year term. One-half of trustees are elected each April.

2013 BUDGET HIGHLIGHTS

Reduced Go Green Committee budget by \$500 and Supplies by \$1,000 as cost cutting measures for the 2013 budget.

Department Total Expenditures by Year:

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$66,909	\$66,379	\$70,569	\$71,373	\$68,900	\$67,000
Percentage Change	-0.79%	6.31%	1.14%	-3.46%	-2.76%

GENERAL GOVERNMENT

MUNICIPAL COURT AND VILLAGE ATTORNEY

MISSIONS

Municipal Court's mission is to provide judgment in cases involving violation of Village ordinances.

Village Attorney's mission is to provide legal advice to Village Board, Administrator and other Village officials as well as acting as prosecutor of violations of Village ordinances.

GOALS

Municipal Court

Hear all cases coming before court in a timely and professional manner.

Maintain records of ordinance violations, verdicts rendered and collection of fines.

Village Attorney

Continue excellent working relationship with Village staff and board.

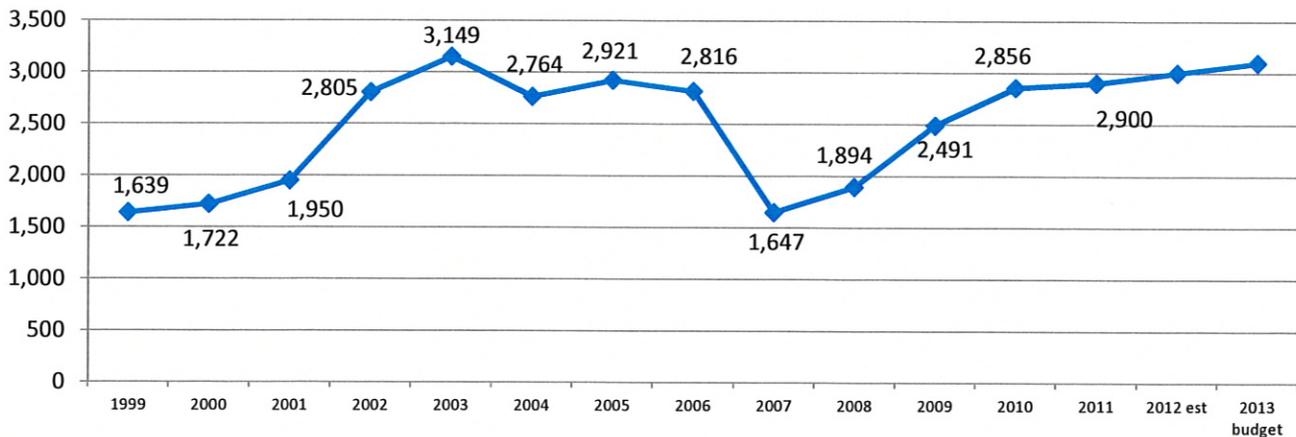
ACCOMPLISHMENTS

2011-2013 Court is in session the first four Tuesday evenings of each month. The court met an estimated 48 times each year.

PROGRAM MEASURES

	2011 Results	2012 Estimate	2013 Budget
Total Number of Citations Written (estimates) <i>(Approximately 1/3 of citations appear in court)</i>	2,900	3,000	3,100
Total Revenues from Fines & Forfeitures	\$205,795	\$183,000	\$209,000
Total Department Expenditures	\$163,294	\$156,100	\$159,200
Total Court Related Expenditures (excl. some attorney fees)	\$128,294	\$108,600	\$111,700
Total Population	17,399	17,728	18,166
Citations Per 1,000 of population	167	169	171
Cases Per 1,000 of population	56	56	57
Average Revenue Per Citation Issued	\$71	\$61	\$67

Number of Citations Issued by Year



PROGRAM EXPENDITURES

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Attorneys Contracted	\$ 46,134	\$ 37,500	\$ 37,500	23.56%
Attorney-court related work	21,947	20,000	20,000	12.56%
Contracted services	10,400	13,000	13,000	8.17%
Telephone	563	400	400	0.25%
Workshops & Conferences	1,314	1,600	1,600	1.01%
Dues	765	700	700	0.44%
Supplies	2,919	1,800	1,800	1.13%
Employee Benefits	22,009	24,400	26,100	16.39%
Salaries and wages	57,243	56,700	58,100	36.49%
Totals	\$ 163,294	\$ 156,100	\$ 159,200	100.00%

PERSONNEL

2011 Positions Authorized	2012 Positions Authorized	2013 Positions Authorized
------------------------------	------------------------------	------------------------------

Village Attorney (contracted with local attorney - not an employee)

Judge (Part-time Elected) 1 1 1

Court Clerk (FTE equivalent) 1 1 1

Note: Village attorney is contracted and not an employee. Judge is elected at large and court clerk is appointed.

2013 BUDGET HIGHLIGHTS

Increased salaries and benefits by \$3,100 based on the existing union contract which terminates on 12/31/13.

Department Total Expenditures by Year:

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$162,229	\$152,780	\$162,980	\$163,294	\$156,100	\$159,200
Percentage Change	-5.82%	6.68%	0.19%	-4.41%	1.99%

GENERAL GOVERNMENT

ADMINISTRATOR

MISSIONS To ensure policies and strategic goals approved by the Village Board are enacted in an efficient, effective and transparent manner.

GOALS Present a balanced budget which meets all statutory guidelines and adheres to Village Board policies. Enhance transparency efforts of village operations. Execute strategic plan. Coordinate with state agencies on successful completion of US Hwy 41 reconstruction.

ACCOMPLISHMENTS

- 2012 Completed the negotiations with Vandervest Harley-Davidson on a TIF incentive package for the new development. Created TIF #7 near the quarry property and county highway shop to allow for future redevelopment. Completed development agreement with Fusion Integrated Design to allow for land purchases and loan.
- 2011 New Administrator, Paul Evert began work on 9/6/11. Completed 2012 operating budget on November 28 with no increase in the tax mill rate.
- 2010 Received the ICMA CPM Certificate of Achievement for performance measurement initiative. Began transitioning to a new administrator after previous administrator resigned.

PROGRAM MEASURES

	2009	2010	2011	
				Population 16,000-19,500 2010 Ranking
G.O. Bond rating	AA	AA	AA	
Tax rate	\$3.31	\$3.31	\$3.31	
Tax levy per capita	\$265.92	\$252.00	\$257.00	1st
Net basic spending per capita	\$257.31	\$267.20	\$367.94	1st
Net police spending per capita	\$78.71	\$80.51	\$82.58	1st
Debt per capita	\$194.67	\$202.22	\$248.28	1st
Percent of tax dollars	18.1%	17.6%	17.7%	

PROGRAM EXPENDITURES

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Contracted Services	\$ 5,730	\$ 5,000	\$ 5,000	3.14%
Telephone	2,625	2,400	2,400	1.51%
Repairs, maintenance & fuel	1,477	2,000	1,500	0.94%
Workshops	1,406	3,200	2,000	1.26%
Dues & subscriptions	334	1,000	1,000	0.63%
Supplies & other expenditures	3,194	5,000	5,000	3.14%
Benefits	41,729	34,800	37,000	23.26%
Salaries	91,651	100,300	105,200	66.12%
Totals	\$ 148,146	\$ 153,700	\$ 159,100	100.00%

PERSONNEL

2011 Positions Authorized (FTE)	2012 Positions Authorized (FTE)	2013 Positions Authorized (FTE)
------------------------------------	------------------------------------	------------------------------------

Administrator/Clerk	0.70	0.70	0.70
Administrative Assistant	0.70	0.70	0.70
Fellow	0.25	-	-

2013 Administrator Budget Analysis:

Increased salaries and benefits a total of \$7,100 based on existing salary and benefits schedules. Decreased repairs and maintenance by \$500 and workshops by \$1,200 based on recent historical trends and as cost cutting measures.

Department Total Expenditures by Year:

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$164,546	\$200,472	\$216,364	\$148,146	\$153,700	\$159,100
Percentage Change	21.83%	7.93%	-31.53%	3.75%	3.51%

GENERAL GOVERNMENT

ELECTIONS

MISSION To administer elections (federal, state and local), tally and report results directly to appropriate agencies in a timely and efficient manner.

GOALS Accurately count all votes made in accordance with federal and state laws. Register all eligible Howard voters upon their request utilizing statewide voter registration system. Work with county clerk to properly post notices of scheduled elections and equipment testing.

ACCOMPLISHMENTS

- 2012 Held one spring election, two recall elections and two fall elections; reported results by 8:50pm. Continued training of chief inspectors and held two training sessions for all election officials.
- 2011 Held 2 spring elections and one summer recall election; reported results by 8:40pm. Continued training of chief inspectors. Obtained additional training of staff through a Brown County training session.
- 2010 Held 2 spring elections and 2 fall elections; reported results by 8:50pm. Continued training of chief inspectors. Held training sessions for election workers prior to spring general election.

PROGRAM MEASURES

Quantitative Performance Measures	2010 Results	2011 Results	2012 Estimates
Total Elections	4	3	5
Total Votes for all Elections	10,215	8,527	26,900
Total Number of Absentee Ballots Processed	1,427	1,418	3,406
Total Number of Voters Registering	980	403	3,200
Total Registered Voters	11,781	12,184	10,000
Total Expenditures for Elections	\$ 21,723	\$ 15,323	\$ 29,800
Average Number of Voters per Election	2,554	2,842	5,380
Percentage of Average Voter Turnout per Election	21.68%	23.33%	53.80%
Cost per Election	\$ 5,431	\$ 5,108	\$ 5,960

PROGRAM EXPENDITURES

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Contracted Services	\$ 2,788	\$ 3,000	\$ 2,800	16.09%
Supplies & wages	12,535	26,800	3,000	17.24%
Employee benefits	-	-	3,000	17.24%
Wages	-	-	8,600	49.43%
Totals	\$ 15,323	\$ 29,800	\$ 17,400	100.00%

PERSONNEL There are approximately 70 appointed election workers but not all work each election.
 Note: Poll workers' wages were exempt from tax and included with supplies prior to 2013.

2013 BUDGET HIGHLIGHTS

There are two elections scheduled in 2013 compared with four scheduled in 2012. Costs are expected to decrease in 2013 as a result of less elections scheduled. Budgeted amounts mirror the costs associated with the election cycle of two elections one year and four elections the next. Reallocated wages and benefits from the supplies and wages account in 2013.

Department Total Expenditures by Year:

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$29,653	\$9,472	\$21,723	\$15,323	\$29,800	\$17,400
Percentage Change	-68.06%	129.34%	-29.46%	94.48%	-41.61%

GENERAL GOVERNMENT

ADMINISTRATIVE SERVICES

MISSION To provide accurate financial records, treasurer and clerk functions for the Village. Fiscal integrity of Village records should be maintained by adequate controls and timely reporting. Maintaining accurate assessment roll information and management of central comptuer processing systems are also part of the functions of this department.

GOALS Continue to prepare CAFR and budget documents to meet GFOA Certificate of Achievement, Distinguished Budget Awards programs and PAFR requirements. Collect property taxes in the most efficient manner utility the county treasurer and in-house collections. Maximize investment opportunities without sacrificing safety. Issue all licenses for qualified, aproved applicants.

ACCOMPLISHMENTS

- 2012 Received the GFOA's award for excellence in financial reporting and the distinguished budget award. Submitted monthly and quarterly financial reports to the Village Board for review and budgetary controls. Posted CAFR and budget on website.
- 2011 Received the GFOA's award for excellence in financial reporting and the distinguished budget award. Submitted monthly and quarterly financial reports to the Village Board for review and budgetary controls. Posted CAFR and budget on website.
- 2010 Received the GFOA's award for excellence in financial reporting, popular annual financial reporting and the distinguished budget award. Submitted monthly and quarterly financial reports to the Village Board for review and budgetary controls. Posted CAFR, popular report and budget on website.

PROGRAM MEASURES

Performance Measures	2006	2007	2008	2009	2010	2011	2012 thru Aug
Total Net Property Taxes Levied	\$21,601,908	\$22,707,702	\$22,684,361	\$24,928,799	\$25,736,124	\$26,141,328	\$26,141,328
Total Taxes Collected During the Year	\$21,599,250	\$22,692,084	\$22,680,708	\$24,924,296	\$25,731,926	\$26,106,078	\$26,113,672
Personal Property Taxes, included in levy	\$798,210	\$718,314	\$718,314	\$740,261	\$765,363	\$709,691	\$602,084
Percentage Collected	99.99%	99.93%	99.98%	99.98%	99.98%	99.87%	99.89%
Number of Personal Property Accounts	604	663	587	593	566	541	399
Number of Personal Property Uncollected	16	25	39	43	39	51	45
Amount of the Uncollected Accounts	\$2,658	\$15,618	\$3,653	\$4,503	\$4,198	\$35,250	\$27,656
Percent of Uncollected Total Net Property Tax Levies	0.01%	0.07%	0.02%	0.02%	0.02%	0.13%	0.11%
Percent of Uncollected Personal Property Accounts	2.65%	3.77%	6.64%	7.25%	6.89%	9.43%	11.28%
Licenses Issued:							
Liquor	55	52	54	61	52	54	54
Operators	249	191	233	176	220	222	204
Dog & cat	1,037	1,042	1,070	1,120	1,086	947	947
Weights and measures	26	30	31	33	33	33	34
Peddlers permits	19	15	5	23	8	7	27
Number of checks issued	3,015	2,996	3,235	3,235	2,982	4,040	1,902

Number of customers assisted at front counter:					
Water bill receipting	Information for prior years is not available. Began customer count on June 1, 2009. Items reported in 2012 are for the months of January through August.	4,990	7,555	7,555	2,899
Penalties received		839	1,467	1,467	502
Recreation programs sign-up		745	951	951	587
Building permit issues		526	899	899	352
Park rentals		161	252	252	115
All others		1,535	3,370	3,370	933
Total		8,796	14,494	14,494	5,388
Average number per day	59	58	58	43	

PROGRAM EXPENDITURES

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Professional Services - audit	\$ 8,250	\$ 11,500	\$ 11,500	4.86%
Contracted Services	2,733	15,000	12,000	5.07%
Telephone	3,425	3,400	3,400	1.44%
Workshops and Conferences	967	1,500	1,500	0.63%
Public notices, due & subscriptions	9,149	15,000	12,000	5.07%
Supplies and other expenses	32,845	36,700	35,000	14.78%
Employee Benefits	38,974	49,500	43,600	18.41%
Wages and salaries	108,429	120,200	117,800	49.75%
Totals	\$ 204,772	\$ 252,800	\$ 236,800	100.00%

PERSONNEL

	2011 Positions Authorized (FTE)	2012 Positions Authorized (FTE)	2013 Positions Authorized (FTE)
Dir. of Administrative Services/Treasurer	0.45	0.45	0.45
Accountant I	0.45	0.45	0.45
Clerk Typists (2)	1.50	1.50	1.20
Co-op Student (part-time position)	0	0	0

2013 Administrative Service Budget Analysis:

Decreased employee benefits, wages and salaries by \$8,300 due to changes in allocation of wages to other funds. Decreased public notices by \$3,000 based on estimated actual results in 2012. Decreased contracted services by \$3,000 and supplies by \$1,700 as a cost cutting measures.

Department Total Expenditures by Year:

	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
	\$235,773	\$221,521	\$232,111	\$204,772	\$252,800	\$236,800
Percentage Change		-6.04%	4.78%	-11.78%	23.45%	-6.33%

GENERAL GOVERNMENT

ADMINISTRATION - ASSESSMENT OF PROPERTY

MISSION Locate, assess and classify all property (personal and real) within the Village and work with individual owners during disputes over assessments in order to maintain a completely accurate assessment roll.

GOALS To annually review and update assessment roll for new improvements constructed and prepare a revaluation once every third year in order to maintain the ratio of assessed to equalized valuation within a range of 90-105%. Prepare assessment notices for all properties with valuation changes. Defend assessments at the Board of Review. Prepare all state mandated reports related to the assessment process. Respond to all property owner requests for review of assessments.

ACCOMPLISHMENTS

- 2012 Board of Review met first on May 16, 2012 then adjourned to July 23, 2012. Held mandatory open book session on May 7, 2012.
- 2011 Adjourned Board of Review on May 18, 2011. Held mandatory open book session on May 6, 2011. State manufacturing department informed village of omitted taxes to be collected from a business in Howard.
- 2010 Adjourned Board of Review on May 19, 2010. Held mandatory open book session on May 5, 2010.

PROGRAM MEASURES

	2010 Results	2011 Results	2012 Estimates
Total Assessable Parcels	6,664	6,657	6,631
Total Number of Parcels with new improvements	49	42	30
Total Parcels Revalued	503	520	443
Total Personal Property Accounts	541	601	548
Total Properties Valued by Assessor	1,044	1,121	991
Assessed to Equalized Percentage	100.77%	105.49%	107.72%

"Assessed value" and "Equalized value" are terms which are both explained in the glossary. The "Assessed to Equalized Percentage" in the table above is referring to the percentage derived when one takes the total assessed value of all property in the Village and divide that amount by the total equalized value in the Village.

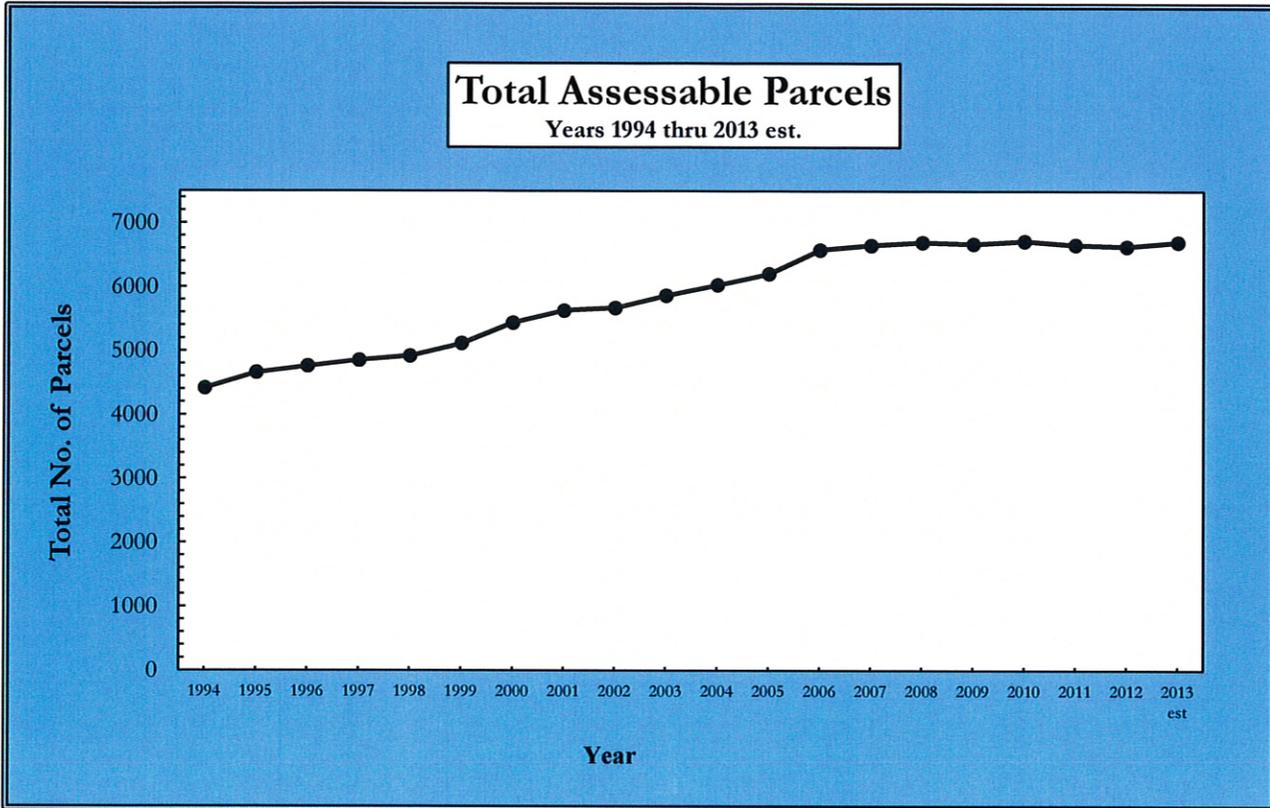
PROGRAM EXPENDITURES

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Professional Services	\$ 44,362	\$ 45,000	\$ 45,000	100.00%
Totals	\$ 44,362	\$ 45,000	\$ 45,000	100.00%

PERSONNEL Contract with qualified professional for assessment services.

2013 BUDGET HIGHLIGHTS

No changes anticipated in the 2013 budget as the assessor is under an existing contract; the only unknown cost in 2013 are fees charged from the state.



Department Total Expenditures by Year:

2008	2009	2010	2011	2012	2013
Actual	Actual	Actual	Actual	Budget	Budget
\$40,400	\$50,265	\$44,417	\$44,362	\$45,000	\$45,000
Percentage Change	24.42%	-11.63%	-0.12%	1.44%	0.00%

GENERAL GOVERNMENT

ADMINISTRATION - BUILDINGS AND PLANT

MISSION To maintain the Village Hall and Public Safety Facilities in clean and functional condition by the most cost efficient means.

GOALS Maintain contracts for cleaning services and for HVAC services. Annually paint, wax and perform other repairs of the facilities utilizing public works staff. Periodically contract for carpet cleanings.

ACCOMPLISHMENTS

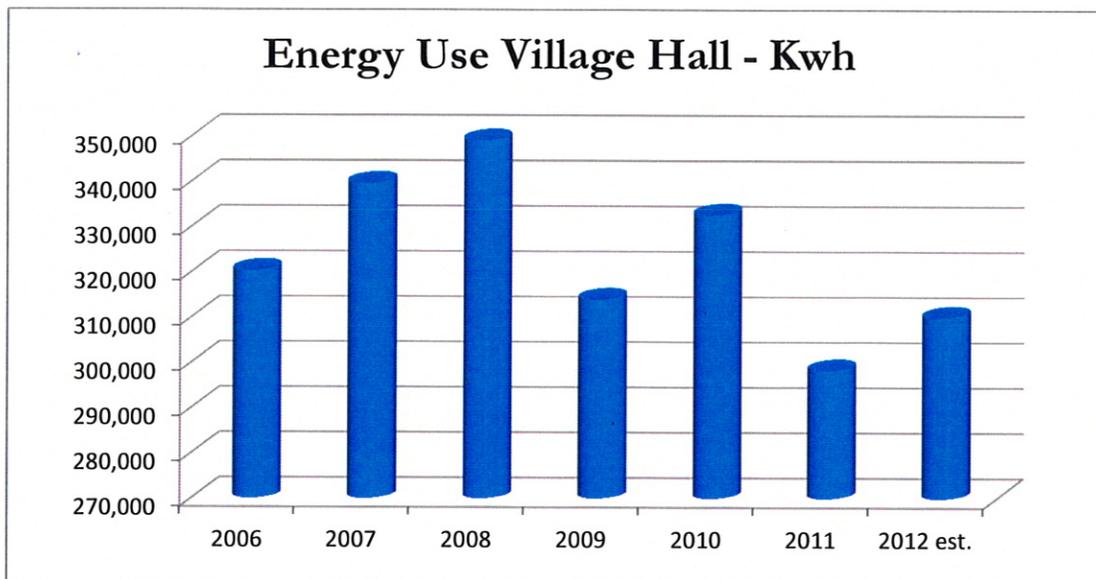
2010-2012 See data on energy use at bottom of this page and on following page.

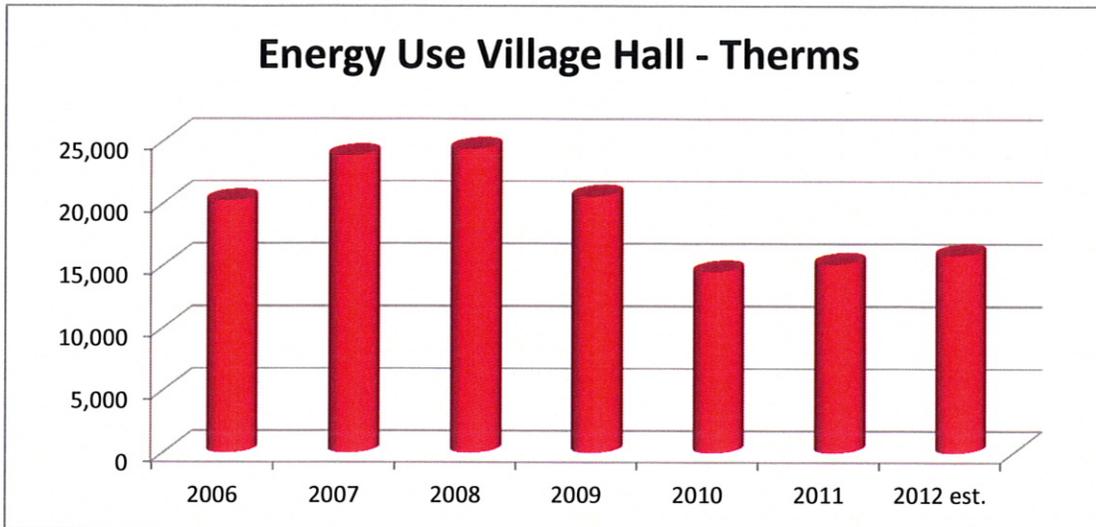
2009 Evaluated HVAC system to determine future budget implications for updating the system. Painted six administrative offices.

PROGRAM MEASURES

Years	Killowat Hours	Therms
2006	320,240	20,150
2007	339,520	23,791
2008	348,960	24,319
2009	313,920	20,522
2010	332,560	14,470
2011	298,320	15,100
2012 est.	310,000	15,800

(See graph below and on following page for the chart above.)





PROGRAM EXPENDITURES

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Contracted Services	\$ 23,634	\$ 16,800	\$ 16,800	25.93%
Utilities	20,155	23,000	21,000	32.41%
Repairs and Maintenance	38,944	20,000	20,000	30.86%
Supplies	4,686	7,000	7,000	10.80%
Totals	\$ 87,419	\$ 66,800	\$ 64,800	100.00%

Personnel:

The Village contracts for janitorial services and HVAC maintenance.

2013 BUDGET HIGHLIGHTS

Decreased utilities by \$2,000 based on historical trends.

Department Total Expenditures by Year:

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$56,813	\$57,017	\$51,707	\$87,419	\$66,800	\$64,800
Percentage Change	0.36%	-9.31%	69.07%	-23.59%	-2.99%

GENERAL GOVERNMENT

ADMINISTRATION - BOARD OF APPEALS

MISSION To hear all cases brought before the Board and render equitable decisions for petitioning property owners and the Village as a whole.

GOALS Meet as often as necessary in order to timely hear all cases and make decisions based on facts. Prepare proper notices of hearings and allow for adequate due process of such hearings. Post hearings as required by law and hold hearings as scheduled.

ACCOMPLISHMENTS

Performance Measures	2010 Results	2011 Results	2012 Results thru 7/31/12
Number of Applications for Appeals/Variations	3	5	2
Number of Approvals	2	3	2
Number of Denials	1	2	0
Number of Withdrawals	0	0	0

PROGRAM EXPENDITURES

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Employee Benefits	\$ 26	\$ 50	\$ 50	11.11%
Wages	340	400	400	88.89%
Totals	\$ 366	\$ 450	\$ 450	100.00%

PERSONNEL 5 part-time members, 2 alternates, each budget year

2013 BUDGET HIGHLIGHTS

Maintained the budget at the 2012 levels.

Department Total Expenditures by Year:

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$194	\$172	\$172	\$366	\$450	\$450
Percentage Change	-11.34%	0.00%	112.79%	22.95%	0.00%

GENERAL GOVERNMENT

ADMINISTRATION - PROPERTY AND LIABILITY INSURANCE

MISSION To provide the Village with property, general liability, police professional, automotive, workers compensation, public officials and other types of insurance in order to protect the assets of the Village.

GOALS Improve or maintain loss results from previous year.
 Minimize risk of loss using the most cost/beneficial means of educating and training.
 Internally review loss information on a quarterly basis.

ACCOMPLISHMENTS

	Workers Compensation		Liability Losses		Property Claims
	Number	Dollar Amount	Number	Dollar Amount	Number - Dollar
2002	29	\$7,720	10	\$39,214	Not available
2003	21	\$6,873	21	\$77,311	Not available
2004	9	\$16,826	10	\$22,739	Not available
2005	16	\$21,625	11	\$16,173	3 - \$6,260
2006	13	\$13,160	6	\$8,940	3 - \$8,747
2007	10	\$57,303	2	\$892	7 - \$12,450
2008	10	\$2,493	9	\$8,423	6 - \$7,097
2009	10	\$36,617	6	\$16,796	5 - \$8,000
2010	14	\$40,048	6	\$66,104	0
2011	16	\$71,646	13	\$12,889	3 - \$287,700
2012 estimate	10	\$35,221	9	\$39,573	0

PROGRAM EXPENDITURES

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Insurance Deductible	\$ 1,471	\$ 2,000	\$ 2,000	2.16%
Property Insurance	24,426	30,000	30,000	32.33%
General Liability & Umbrella	10,000	10,000	10,000	10.78%
Crime insurance	227	800	800	0.86%
Worker's Compensation	36,792	54,000	34,000	36.64%
Vehicles	20,638	15,500	15,500	16.70%
Bonds for Public Officials	340	500	500	0.54%
Totals	\$ 93,894	\$ 112,800	\$ 92,800	100.00%

2013 BUDGET HIGHLIGHTS

Reduced the worker's compensation budget by \$20,000 based on dividends received in 2012 and anticipating the dividend payment will continue into 2013.

Department Total Expenditures by Year:

	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
	\$145,798	\$132,949	\$93,218	\$93,894	\$112,800	\$92,800
Percentage Change		-8.81%	-29.88%	0.73%	20.14%	-17.73%

GENERAL GOVERNMENT

ADMINISTRATION - CONTINGENCIES & UNCOLLECTIBLE ACCOUNTS

MISSION To provide for funding for unforeseen events that occur in the upcoming budget year and their potential financial impact to the village.

GOALS To minimize the use of these funds by increasing collection efforts.

ACCOMPLISHMENTS

Each year, actual expenditures have remained lower than the budgeted amount.

PROGRAM EXPENDITURES

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Judgments and Losses	\$ -	\$ -	\$ -	0.00%
Contingencies	-	-	-	0.00%
Uncollectible Taxes	5,238	10,000	10,000	100.00%
Uncollectible Accounts	74	-	-	0.00%
Totals	\$ 5,312	\$ 10,000	\$ 10,000	100.00%

2013 BUDGET HIGHLIGHTS

No changes were made to the 2013 budget.

Department Total Expenditures by Year:

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$15,630	\$3,653	\$18,642	\$5,312	\$10,000	\$10,000
Percentage Change	-76.63%	410.32%	-71.51%	88.25%	0.00%

PUBLIC SAFETY

HEALTH AND HUMAN SERVICES

MISSION Maintain public safety by safeguarding the public from animals not kept in accordance with state and local laws and provide for costs related to Howard's share of the Brown County nutrition program for the elderly.

GOALS Have humane officer continue to be available and work with Village staff in order to minimize animal control problems.
 Timely response to all complaints regarding animal control.
 At least annually, report to the Board activity within the department.
 Continue efforts toward full compliance with licensing of dogs.

ACCOMPLISHMENTS

Performance Measures	2010 Results	2011 Results	2012 Estimates
Number of Responses to Animal Control Calls:			
Administrative/daytime hours	683	521	575
Evening or Night Calls	17	24	25
Animal Control Costs	\$20,271	\$22,600	\$22,600
Dog Licenses and Pickup Fee Revenue	\$8,733	\$7,774	\$8,300
Net Cost of Department	\$11,538	\$14,826	\$14,300

PROGRAM EXPENDITURES

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Telephone	\$ 2	\$ 400	\$ 400	1.56%
Supplies	8,310	8,000	8,000	31.25%
Employee Benefits	1,552	2,200	2,200	8.59%
Wages	10,407	12,000	12,000	46.88%
Nutrition Program	-	3,000	3,000	11.72%
Totals	\$ 20,271	\$ 25,600	\$ 25,600	100.00%

PERSONNEL 1 part-time animal control officer, for all budget years presented

2013 BUDGET HIGHLIGHTS

No changes have been made to the 2013 budget.

Department Total Expenditures by Year:

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$17,506	\$24,918	\$23,411	\$20,271	\$25,600	\$25,600
Percentage Change	42.34%	-6.05%	-13.41%	26.29%	0.00%

PUBLIC SAFETY

POLICE

MISSION To protect the health, safety and general welfare of the community.

GOALS

- Enforce all state, county and Village laws relevant to criminal codes, traffic control and parking enforcement on a 24 hour basis.
- Develop proactive neighborhood policing and traffic patrols.
- Serve warrants, petitions and legal documents as needed.
- Work with court officials in prosecuting cases.
- Utilize the S.A.R.A. model and GIS mapping of problem areas.
- Target accident areas and promote responsible alcohol sales and consumption by meeting with Tavern League members.
- Continue preventative maintenance programs on police vehicles.

ACCOMPLISHMENTS

Year	Citations Issued	Warnings Issued	Defects	Totals
2012 *	3,000	1,100	100	4,200
2011 *	2,900	1,100	100	4,100
2010	2,856	1,551	98	4,505
2009	2,491	1,438	119	4,048
2008	1,894	817	159	2,870
2007	1,647	534	83	2,264
2006	2,816	716	123	3,655
2005	2,921	714	110	3,745
2004	2,764	902	159	3,825
2003	3,149	1,037	222	4,408
2002	2,805	1,041	295	4,141
2001	1,950	1,501	493	3,944
2000	1,722	1,068	373	3,163

* - estimates used as the county changed reporting systems and cannot generate this information from the new system.

PROGRAM EXPENDITURES

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Contracted Services	\$ 1,317,036	\$ 1,379,800	\$ 1,397,400	91.91%
Telephone	3,794	3,900	3,900	0.26%
Utilities	6,215	7,500	7,500	0.49%
Repairs, Maintenance and Fuel	69,460	69,000	69,000	4.54%
Supplies	4,135	6,000	6,000	0.39%
Employee Benefits	3,780	2,700	2,700	0.18%
Wages (Crossing Guards)	32,372	35,000	33,900	2.23%
Totals	\$ 1,436,792	\$ 1,503,900	\$ 1,520,400	100.00%

Police Department - Continued

Contracted Personnel: Contracted with Brown County for 360 hours of police protection each week (five, 8-hour shifts per day) plus two, 40 hour community police officers. See following page for number of crossing guards hired each year.

PERSONNEL

Part-time crossing guards

2011	2012	2013
10	10	10

2013 BUDGET HIGHLIGHTS

Police services contract with Brown County Sheriff will increase by 2.0% based on an existing contract. Decreased crossing guard wages by \$1,100 based on actual estimated results.

Department Total Expenditures by Year:

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$1,266,674	\$1,356,493	\$1,386,891	\$1,436,792	\$1,503,900	\$1,520,400
Percentage Change	7.09%	2.24%	3.60%	4.67%	1.10%

PUBLIC SAFETY

FIRE DEPARTMENT

MISSION To protect the health, safety and general welfare of the community.

GOALS

- Provide sufficient training to fire department staff of 45.
- Respond to all emergency requests received by the department in a timely manner.
- Provide inspections services to all village businesses twice a year.
- Maintain fully functioning fire equipment and apparatus.
- Maintain an ISO rating of 3.

ACCOMPLISHMENTS

Budgeted Performance Measures	2005	2006	2007	2008	2009	2010	2011	2012 <i>estimate</i>
Total Inspections	2,057	2,047	2,120	2,120	2,200	2,372	2,452	2,500
Total Emergency Calls	16	37	35	63	78	99	104	130
Total Population	15,475	15,755	15,830	15,965	16,110	17,399	17,728	18,166
Total Number of Occupancies Inspected	1,000	1,024	1,060	1,060	1,100	1,186	1,150	1,170
Per capita pending	\$16.15	\$22.77	\$23.01	\$22.90	\$22.83	\$28.06	\$27.53	\$28.33
Total Cost of Emergency Calls	\$249,916	\$358,739	\$364,246	\$365,583	\$367,841	\$488,140	\$488,140	\$514,600
Total Emergency Calls Per 1000 Population	1.0	2.3	2.2	3.9	4.8	5.7	5.9	7.2
Total Cost Per Emergency Call	\$15,620	\$9,696	\$10,407	\$5,803	\$4,716	\$4,931	\$4,694	\$3,958

Response Time Results		
Years	Total Calls	Response Time
1998	130	5:50 minutes
1999	120	5:38 minutes
2000	165	6:58 minutes
2001	117	5:42 minutes
2002	128	5:14 minutes
2003	163	5:46 minutes
2004	135	6:08 minutes
2005	165	6:10 minutes
2006	172	6:01 minutes
2007	199	6:05 minutes
2008	213	7:02 minutes
2009	261	7:42 minutes
2010	258	8:10 minutes
2011	274	8:01 minutes
2012	226 thru 8/31/12	7:24 minutes

Please note that Total Calls in the table above includes false alarms; Total Emergency Calls in the Budget Performance Measures table above includes calls that required fire department emergency services such as a fire call or a vehicular accident.

PROGRAM EXPENDITURES

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Telephone	\$ 4,860	\$ 4,000	\$ 4,000	0.45%
Utilities	19,511	22,000	22,000	2.46%
Public Fire Protection	397,000	397,000	310,000	34.70%
Repairs, Maintenance and Fuel	40,057	24,000	30,000	3.36%
Workshops and Conferences	5,739	8,000	12,000	1.34%
Supplies	40,557	40,000	40,000	4.48%
Employee Benefits	58,625	54,400	74,500	8.34%
Salary and Wages	318,791	362,200	401,000	44.88%
Totals	\$ 885,140	\$ 911,600	\$ 893,500	0.00%

PERSONNEL

	2011	2012	2013
Fire chief	1	1	1
Assistant fire chief	1	1	1
Administrative assistant	1	0	0
Assistants, inspectors & part-time	42	42	42

(All positions are part-time except fire chief position is full-time.)

2013 Fire Dept. Budget Analysis:

Increased wages and benefits by \$58,900 to allow for funding paid on call fire fighters in 2013. Added \$6,000 to repairs, maintenance and fuel and \$4,000 to workshops and conferences based estimated actual results for 2012.

Department Total Expenditures by Year:

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$761,246	\$762,583	\$887,428	\$885,140	\$911,600	\$893,500
Percentage Change	0.18%	16.37%	-0.26%	2.99%	-1.99%

PUBLIC SAFETY

RESCUE SERVICES

MISSION To provide rescue and emergency medical services to all Village residents and workers through utilization of 911 services.

GOALS

- Maintain full-time paramedic services.
- Offer training services to fire department personnel and to the residents of Howard.
- Enhance public safety by using Infrared capabilities of the helicopter.
- Expand and promote the AED (automatic external defibrillator) in the community.
- Develop and implement training programs and exercises for fire personnel.
- Attend the fire department open house and assist in public training and awareness.
- Train police on use of helicopter infrared system.

ACCOMPLISHMENTS

PERFORMANCE MEASUREMENT		
	Total Calls, No. transported	Response Time
2012 thru 8/31/12	669, 445	4.90 minutes
2011	833, 675	4.60 minutes
2010	724, n/a	4.60 minutes
2009	602, n/a	4.60 minutes
2008	595, n/a	4.30 minutes
2007	664, n/a	4.40 minutes
2006	493, n/a	4.52 minutes
2005	629, n/a	4.60 minutes
2004	606, n/a	4.51 minutes

n/a = not available

PROGRAM EXPENDITURES

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Contracted Services	\$ 167,126	\$ 171,400	\$ 175,600	95.81%
Utilities	5,751	7,500	7,500	4.19%
Totals	\$ 172,877	\$ 178,900	\$ 183,100	100.00%

PERSONNEL

Contract with County Rescue

2013 Rescue Budget Analysis:

Increased contracted services by \$4,200 in accordance with the existing contract. (Note that Rental income also increased by \$4,200 for rent being charged to County Rescue for space in our public safety building.)

Department Total Expenditures by Year:

	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
	\$162,577	\$164,578	\$168,461	\$172,877	\$178,900	\$183,100
Percentage Change		1.23%	2.36%	2.62%	3.48%	2.35%

PUBLIC WORKS

ADMINISTRATION

MISSION To provide for the public well-being by oversight and administration of all public works operations.

GOALS Continue to provide cost effective public works services to the residents of Howard. To monitor, evaluate and review the services and personnel provided by the department. Provide information to the public through email, web postings, mailings, newsletters, door hangers, phone or other available resources.

ACCOMPLISHMENTS

- 2012 Developed a new capital equipment replacement plan.
- 2011 Began implementation of cross connection program. Completed a traffic sign replacement program for all signs within the village.
- 2010 Upgraded office space to centralize office storage and reproduction facilities.

PROGRAM EXPENDITURES

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Contracted Services	\$ 3,186	\$ 4,500	\$ 4,500	6.23%
Workshops and conferences	260	1,000	1,000	1.39%
Dues & subscriptions	2,601	800	800	1.11%
Supplies	3,568	7,000	7,000	9.70%
Employee Benefits	15,932	15,600	10,700	14.82%
Salaries and wages	56,837	45,700	48,200	66.76%
Totals	\$ 82,384	\$ 74,600	\$ 72,200	100.00%

PERSONNEL

	2011 Positions Authorized (FTE)	2012 Positions Authorized (FTE)	2013 Positions Authorized (FTE)
Public Works Director	.4	.4	.4
Clerk typists	0.8	0.4	0.4

2013 BUDGET HIGHLIGHTS

Decreased combined salaries and benefits by \$2,400 based on more accurate allocation of costs between departments and using existing contracts and salary schedules.

Department Total Expenditures by Year:

	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
	\$94,501	\$88,468	\$98,860	\$82,384	\$74,600	\$72,200
Percentage Change		-6.38%	11.75%	-16.67%	-9.45%	-3.22%

PUBLIC WORKS

STREETS AND STREET LIGHTS

MISSION To maintain all Village streets and provide a level of service for a free flow of traffic. Work with utility provider to establish an adequate supply of fully functioning street lights.

GOALS Provide a safe and functional transportation system.
 Maintain, evaluate (through use of PASER and other systems) and upgrade (as needed) streets, signs and street lighting systems.
 Continue to budget for a crack-sealing program.

ACCOMPLISHMENTS

- 2012 Riverdale Drive was completed. Continued routine street maintenance projects throughout the year. Began to take ownership of street lighting to save energy and cost.
- 2011 Continued working with the state to reconstruct Velp Ave and Riverdale Drive.
- 2010 Continued working with the state to reconstruct Velp Ave in 2011 and Glendale Ave.

Quantitative Performance Measures	2009	2010	2011	2012
No. Street Lights in the Village	1147	1143	1175	1194
No. Traffic Signals	13	13	11	10
No. of Roundabouts	11	11	13	14

PROGRAM EXPENDITURES

Street Department:

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Contracted Services	\$ 3,727	\$ 6,000	\$ 6,000	0.77%
Telephone	2,212	3,700	3,700	0.48%
Repairs, Maintenance and Fuel	131,905	122,000	140,000	18.06%
Workshops and Conferences	405	1,800	1,800	0.23%
Dues and subscriptions	505	500	500	0.06%
Supplies	80,422	66,000	66,000	8.52%
Employee Benefits	175,409	164,000	167,000	21.55%
Salaries and wages	372,654	390,000	390,000	50.32%
Totals	\$ 767,239	\$ 754,000	\$ 775,000	100.00%

Street Lighting (no line item):

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$288,013	\$283,150	\$298,898	\$296,547	\$315,000	\$375,000
Percentage Change	-1.69%	5.56%	-0.79%	6.22%	19.05%

PERSONNEL

	2011 Positions Authorized (FTE)	2012 Positions Authorized (FTE)	2013 Positions Authorized (FTE)
Working Foreman	0.65	0.65	0.65
Park Superintendant/Forester	1.00	1.00	1.00
Laborer	3.90	3.90	3.90
GIS operator	0.35	0.35	0.35
Total Full-time positions	5.90	5.90	5.90
Part-time Laborers (4 positions)	0.90	0.90	0.90
Forester intern (3 part-time)	.50	.50	.50
Park maintenance (2 part-time)	.75	.75	.75

2013 BUDGET HIGHLIGHTS

Street Operations:

Increased employee benefits and wages by \$3,000 based on existing union contract and historical trends. Also increased repairs, maintenance and fuel by \$18,000 based on historical trends and estimate cost increases in 2012.

Street Lights:

Increased by \$60,000, the estimated additional cost of adding street lights on Velp & a new road County RK and anticipated cost increases from WPS.

Street Dept. Summary (excludes lighting)

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$648,352	\$683,365	\$702,775	\$767,239	\$754,000	\$775,000
Percentage Change	5.40%	2.84%	9.17%	-1.73%	2.79%

PUBLIC WORKS

MECHANIC

MISSION To provide mechanical services to all Village departments, auto fleet and equipment in order to keep items in operating order.

GOALS Minimize the down time on vehicles by fixing problems and preventative maintenance.
 Perform as much work "in-house" as possible.
 Continue to fabricate tools that will enhance the productivity of the public works department when opportunities are provided.

ACCOMPLISHMENTS

- 2012 Purchased tire changing equipment to avoid lost staff time and outside vendor cost.
- 2011 Developed maintenance schedule equipment at the Village Green Golf Course. Continued with routine maintenance program.
- 2010 Began performing maintenance functions for the Village Green Golf Course. Continued with routine maintenance program.

PROGRAM EXPENDITURES

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Repairs and maintenance	\$ 1,205	\$ 1,000	\$ 1,000	0.70%
Workshops and conferences	687	300	300	0.21%
Supplies	6,942	5,000	7,000	4.93%
Employee Benefits	32,749	40,500	43,600	30.73%
Wages	72,599	87,600	90,000	63.42%
Totals	\$ 114,182	\$ 134,400	\$ 141,900	100.00%

PERSONNEL

2011 Positions Authorized (FTE)	2012 Positions Authorized (FTE)	2013 Positions Authorized (FTE)
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Mechanic 1	1.6	1.6	1.6
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2013 BUDGET HIGHLIGHTS

Increased employee benefits and wages by \$5,500 based on existing union contract. Increased supplies by \$2,000 based on recent historical trends.

Department Total Expenditures by Year:

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$123,180	\$117,954	\$118,815	\$114,182	\$134,400	\$141,900
Percentage Change	-4.24%	0.73%	-3.90%	17.71%	5.58%

PUBLIC WORKS

SNOW AND ICE REMOVAL

MISSION To keep the streets safe for use by clearing snow and ice by the most cost efficient means.

GOALS Clear snowfall from streets within 12 hours of snow completion.
 Maintain the roads for safe winter driving conditions through timely use of personnel and equipment.
 Continue to maintain snow removal equipment.
 Prioritize collector streets for plowing and rotate priority of residential street plowing duties.

ACCOMPLISHMENTS

2012 Installing new equipment for preventative measures for snow removal on streets.

EVALUATION OF RESULTS				
	2009	2010	2011	2012 estimates
Number of Street Miles	106	106	106	106
Tons of salt purchased	1,600	750	750	750
Number of Days Snow Control/Removal	56	40	40	15
Average Cost Per Mile of Street Per Event	\$33.86	\$29.96	\$35.38	\$121.01
Average Cost Per Snow Fall	\$3,589.13	\$3,176.23	\$3,749.78	\$12,826.67

PROGRAM EXPENDITURES

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Repairs, Maintenance and Fuel	\$ 47,836	\$ 38,000	\$ 38,000	20.49%
Supplies	47,562	60,000	50,000	26.95%
Employee Benefits	16,883	29,100	30,500	16.44%
Wages	37,710	65,300	67,000	36.12%
Totals	\$ 149,991	\$ 192,400	\$ 185,500	100.00%

PERSONNEL

2011 Positions Authorized (FTE)	2012 Positions Authorized (FTE)	2013 Positions Authorized (FTE)
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Laborer	1.25	1.25	1.25
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2013 BUDGET HIGHLIGHTS

Increased wages and benefits by \$3,100 based on existing union contract. Decreased supplies by \$10,000 based on historical trends.

Department Total Expenditures by Year:

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$100,608	\$200,991	\$127,049	\$149,991	\$192,400	\$185,500
Percentage Change	99.78%	-36.79%	18.06%	28.27%	-3.59%

PUBLIC WORKS

BUILDING OPERATIONS

MISSION To maintain, repair and keep Village owned public works facilities in proper working order.

GOALS

- Continue to update facilities with preventative maintenance and daily upkeep.
- Utilize the service contract to maintain the buildings with cleaning, painting and general maintenance as directed by staff.
- Perform daily cleaning and general building maintenance.
- Evaluate the performance of the contracted services and communicate any additional needs or those functions not being performed.

ACCOMPLISHMENTS

- 2012 Installed security fencing and made roughing improvements.
- 2011 Continued daily maintenance through contracted services.
- 2010 Added LED lighting to the building which assisted in lowering utility costs.

PROGRAM EXPENDITURES

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Contracted Services	\$14,523	\$14,600	\$14,600	18.57%
Telephone	5,958	5,500	5,500	7.00%
Utilities	28,852	35,000	35,000	44.53%
Repairs and Maintenance	14,485	16,000	16,000	20.36%
Supplies	9,577	7,500	7,500	9.54%
Totals	\$73,395	\$78,600	\$78,600	100.00%

PERSONNEL The Village contracts for janitorial services.

2013 BUDGET HIGHLIGHTS

No changes made to the 2013 budget.

Department Total Expenditures by Year:

	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
	\$87,170	\$69,541	\$66,173	\$73,395	\$78,600	\$78,600
Percentage Change		-20.22%	-4.84%	10.91%	7.09%	0.00%

PUBLIC WORKS

SANITATION

MISSION To provide sanitation collection services to the residential properties within the Village and collect all Village facility waste.

- GOALS**
- Pickup 100% of residential refuse weekly for all residents.
 - Continue to monitor services of garbage collection contract.
 - Pick up all curbside refuse the day scheduled for collection.
 - Continue to provide weekly curbside pickup of refuse unable to fit into containers as special pickups.
 - Continue education of public regarding hours of pickup and requirements of containers.
 - Track any customer complaints or requests for discussions with contractor.
 - Receive daily reports from contractor on garbage pickup.

ACCOMPLISHMENTS

2010 Upgraded garbage truck used for special collections.
Continue to divert recycling materials from landfills as evidence by the chart below.

Year	Tipping Fees/ton	Tons to Landfill	Tons of Recycling	Total Waste	Percentage of Recycling	Annual Recycling Lbs. Per Person
1994	Not available	3,423	874	4,297	20.33%	158
1995		2,805	1,159	3,964	29.25%	203
1996		2,910	1,247	4,157	29.99%	208
1997		3,139	1,385	4,523	30.61%	223
1998		3,147	1,420	4,567	31.09%	227
1999		3,577	1,387	4,963	27.95%	216
2000	\$ 17.80	3,618	1,472	5,089	28.93%	217
2001	\$ 17.00	3,778	1,652	5,430	30.42%	239
2002	\$ 18.60	3,964	1,221	5,185	23.55%	170
2003	\$ 21.66	4,255	1,080	5,335	20.24%	144
2004	\$ 19.50	4,073	1,112	5,185	21.45%	146
2005	\$ 19.00	3,981	1,164	5,145	22.62%	150
2006	\$ 17.50	4,054	1,301	5,355	24.30%	165
2007	\$ 17.50	4,077	1,299	5,376	24.16%	164
2008	\$ 23.10	4,370	1,195	5,565	21.47%	150
2009	\$ 30.00	4,075	1,440	5,515	26.11%	179
2010	\$ 37.10	4,234	1,520	5,754	26.42%	184
2011 est.	\$ 37.10	4,025	1,350	5,375	25.12%	164
Totals		46,724	16,473	63,195	26.07%	

The table above does not report any data for yard waste. Yard waste (brush, grass, leaves, etc.) is considered to be recycled material but the tonnage has not been weighed by the Village. Yard waste is recycled into mulch and estimated to exceed 6,000 tons per year. The chart above does not include recycling tonnage from commercial or manufacturing facilities as these companies are self-directed.

The state mandated curbside recycling in 1994; the Village began in October 1994. The state mandates a certain amount of pounds per person in recycling collections to allow a municipality to become eligible for recycling grants which the Village has met every year of the program.

PROGRAM EXPENDITURES

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Contracted services-curbside pickup	\$ 276,105	\$ 287,000	\$ 300,700	56.99%
Repairs, maintenance & fuel	9,542	9,300	9,300	1.76%
Tonnage of waste-tipping fees	165,998	165,000	165,000	31.27%
Supplies	5,298	10,000	10,000	1.90%
Employee Benefits	10,902	11,700	13,000	2.46%
Wages	24,780	26,100	29,600	5.61%
Totals	\$ 492,625	\$ 509,100	\$ 527,600	100.00%

PERSONNEL

2011 Positions Authorized (FTE)	2012 Positions Authorized (FTE)	2013 Positions Authorized (FTE)
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Garbage Laborer	0.5	0.5	0.5
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2013 Sanitation Budget Analysis:

Increased contracted services by \$13,700 based on existing contract for garbage pickup (there is a variable component of the contract based on gas prices). Increased wages and benefits by \$4,800 based on existing union contract.

Department Total Expenditures by Year:

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$328,187	\$435,961	\$493,478	\$492,625	\$509,100	\$527,600
Percentage Change	32.84%	13.19%	-0.17%	3.34%	3.63%

PUBLIC WORKS

RECYCLING

MISSION To meet all state mandates on curbside and drop-off recycling by providing services at the most efficient and effective costs.

GOALS

- Continue to provide biweekly curbside pickup of recycling materials.
- Provide public with information about recycling services available.
- Provide curbside pickup of yard waste during seasonal periods and provide compost site and wood chip site at public works facility.
- Continue to provide yard waste drop-off site.

ACCOMPLISHMENTS

- Continued to qualify for recycling grants based on tonnage per person collected.
- See preceding page for quantitative measures on the recycling program.
- Qualified for and received a REI grant program on efficiencies when applicable.
- In August 2009, began single stream recycling and switched all residents to a single 90 gallon container.

PROGRAM EXPENDITURES

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Contracted Services	\$ 262,129	\$ 275,000	\$ 278,400	99.11%
Supplies & other services	1,367	2,500	2,500	0.89%
Employee Benefits	12,481	-	-	0.00%
Wages	30,385	-	-	0.00%
Totals	\$ 306,362	\$ 277,500	\$ 280,900	100.00%

PERSONNEL

2011 Positions Authorized (FTE)	2012 Positions Authorized (FTE)	2013 Positions Authorized (FTE)
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Laborer	0.6	0	0
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2013 BUDGET HIGHLIGHTS

Increased contracted services by \$3,400 based on existing contract for recycling services.

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$294,800	\$256,513	\$567,786	\$306,362	\$277,500	\$280,900
Percentage Change	-12.99%	121.35%	-46.04%	-9.42%	1.23%

PUBLIC WORKS

PARK MAINTENANCE

MISSION To maintain Village owned park facilities to allow for all residents use.

GOALS Implement and evaluate Park Maintenance programs.
 Provide parks, facilities, and open space for year-round recreation opportunities at a level consistent with community needs.
 Operate the department in an efficient and economical manner.

ACCOMPLISHMENTS

- 2012 Superintendent training obtained at Great Lakes Academy Leadership Advancement. Expanded trails to Duck Creek at Howard Dog Park. Installed boardwalk at Disc Golf Course. Installed water source for Community Gardens at Lehner Park. Installed concrete and gazebo at Wayne Williams Park. Repaired fencing at two ball fields in AKZO.
- 2011 Installed an additional parking lot, gates and boardwalk at AKZO Nobel sports complex. Replaced playground surface at Barney Williams Park. Purchased and installed 12 new signs and replaced one existing sign. Installed redesigned hole #15 on disc golf course. Refurbished war memorial plaques at Memorial Park.
- 2010 Worked with youths sports association to install batting cages at AKZO Nobel sports complex. Added overflow parking to sports complex. Created a dog park in Gordon Nauman Conservancy.

Parks & Forestry Performance Measures					
Years	Number of Athletic Fields	Number of Playgrounds	Number of Trees Planted	Tree Population	Forestry hours by laborers
2012 est.	25	9	275	8,950	1,300
2011	25	9	554	8,698	1,296
2010	25	9	267	8,144	1,843
2009	25	9	375	7,919	1,000
2008	25	9	400	7,583	2,000
2007	25	7	375	7,224	2,100
2006	25	7	285	6,888	not available
2005	23	7	420	6,641	" "
2004	23	7	400	6,259	" "
2003	23	7	800	5,898	" "
2002	18	7	600	5,136	" "

PROGRAM EXPENDITURES

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Contracted Services	\$ 8,819	\$ 10,000	\$ 10,000	2.96%
Utilities	17,725	20,000	20,000	5.92%
Repairs, maintenance and fuel	66,642	57,000	57,000	16.87%
Supplies and other expenses	47,527	40,000	40,000	11.84%
Employee benefits	38,667	56,200	60,000	17.76%
Salaries and wages	101,682	148,000	150,800	44.64%
Totals	\$ 281,062	\$ 331,200	\$ 337,800	100.00%

PERSONNEL

	2011 Positions Authorized (FTE)	2012 Positions Authorized (FTE)	2013 Positions Authorized (FTE)
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Park Laborer	2	2	2
Total positions	2	2	2

Park Maintenance <i>(8 part-time)</i>	1.75	1.75	1.75
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2013 BUDGET HIGHLIGHTS

Increased wages and benefits by \$6,600 based on existing union contract. No other changes made to the 2013 budget line items.

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$400,346	\$330,670	\$351,190	\$281,062	\$331,200	\$337,800
Percentage Change	-17.40%	6.21%	-19.97%	17.84%	1.99%

COMMUNITY DEVELOPMENT

PLANNING AND DEVELOPMENT

MISSION Guide the Village's land use patterns in a way that promotes a range of housing choices, transportation alternatives, environmental opportunities, and economic development policies in order to create a unique identity for the Village in Wisconsin.

GOALS

- Encourage the use of programs for promotion of industrial and commercial development.
- Encourage commercial development in smaller neighborhood centers and the larger Village Center rather than strips along main thoroughfares.
- Identify areas for industrial and commercial activities.
- Identify growth areas for residential uses to utilize existing utilities and public services.
- Promote an adequate supply and mix of housing types for individuals of all income levels.
- Broaden the tax base and strengthen the Village's economy and employment base through the expansion of the current balance of commercial and industrial activity.
- Develop a variety of quality housing opportunities that promote efficient use of public services and transportation corridors.
- Review and update comprehensive plan. Redevelop the Highway 41/29 corridor.
- Market and coordinate the sale of industrial and business park properties.
- Coordinate development of Village Center and surrounding area.

ACCOMPLISHMENTS

- 2012 The following facilities completed their construction: Amerex, Vandervest Harley-Davidson, Menard's, Toonen's apartment complex along Hwy 29 and Community First Credit Union. Completed the update of the Comprehensive Plan.
- 2011 Continued work on completing the Comprehensive Plan update. Menards site plan was approved with estimated value of over \$8 million. Anduzzi's site approval with an estimated value of over \$1 million.
- 2010 Coordinated selection process for Comprehensive Plan update. Attended Hwy 41/29 WISDOT development meetings. Attended ICSC conference in Las Vegas and Green Bay. Began development of 202 unit apartment complex, 84 unit complex, a 24 unit complex, an elderly housing project with 49 units, a new sports bar and a dermatology clinic.

Activity and Accomplishments For Community Development	2006	2007	2008	2009	2010	2011	2012 thru Aug
No. lots created by land division	28	10	8	8	28	13	2
No. Rezoning Issues	8	7	9	4	8	4	5
No. Conditional Use Permit Applications	6	15	15	24	22	4	4
No. Comprehensive Plan Amendments	-	-	-	-	-	-	2
No. Road vacations	1	-	2	-	-	-	1
No. Area Development Plans Reviewed	2	-	2	2	3	2	1
Other issues	3	4	5	-	-	-	-
Administrative Appeals	3	-	-	-	1	1	2
Planned Developments	11	11	18	6	7	8	3
Ordinance Amendments	13	5	11	6	9	7	5
Site Plan Reviews	-	3	16	9	11	23	14

PROGRAM EXPENDITURES

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Contracted Services	\$ 38,229	\$ 10,000	\$ 10,000	9.51%
Telephone	1,297	1,500	1,500	1.43%
Workshops and conferences	488	1,800	1,800	1.71%
Dues & subscriptions	256	500	500	0.48%
Supplies	1,296	1,000	1,000	0.95%
Employee Benefits	13,845	16,500	12,200	15.70%
Salaries	78,654	73,800	82,700	70.22%
Totals	\$ 134,065	\$ 105,100	\$ 109,700	0.00%

PERSONNEL

	2011 Positions Authorized	2012 Positions Authorized	2013 Positions Authorized
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Director of Community Development (full-time)	0.9	0.9	0.9
Plan Commission (part-time)	7	7	7

Note: Plan Commission members are not compensated and are not included on employee summary on page 12.

2013 Community Development Budget Analysis:

Increased salaries and benefits by \$4,600 based on existing salary schedule.

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$90,759	\$95,363	\$95,296	\$134,065	\$105,100	\$109,700
Percentage Change	5.07%	-0.07%	40.68%	-21.61%	4.38%

COMMUNITY DEVELOPMENT

LEISURE SERVICES

MISSION To provide and maintain a variety of recreation programs and services that are equally available to all citizens of Howard in order to meet the diverse leisure needs of the community.

GOALS To provide and administer recreation programs, activities and community education at a level consistent with community needs.

Develop programs which are self-supporting in terms of direct costs.

Promote activities for all ages.

Perform employee evaluations on all part-time and seasonal staff.

ACCOMPLISHMENTS

2012 Began offering trips with other municipalities rec department. Added programming for seniors. Added youth gymnastics courses and junior golf.

2011 Began offering Tae Kwon Do 2 additional nights increasing participation by 28. Began offering an additional adult fitness course. Participated in the first Green Bay Healthy Kids event.

2010 Combined Movie In the Park and Community Event yielding more participants. Increased by 34 the number of participants in youth special events. Introduced online registration of programs. Increased adult fitness participation by 39 participants.

Quantitative Performance Measures	2005	2006	2007	2008	2009	2010	2011	2012
Program Participation:								
Men's Basketball League (a)	120	144	144	120	72	96	104	109
Ballroom Dance (a)	-	-	120	61	58	58	35	20
Camps (y) (discontinued '11)	32	79	90	-	96	-	-	-
Dance/poms for youth (y)	35	50	75	84	43	38	57	63
Fitness - adult	201	194	150	127	86	125	140	173
Hershey track (y) (discontinued)	50	50	50	50	21	17	-	-
Kickball League - coed (a)	105	105	180	168	156	72	68	64
Playground programs (y)	110	108	114	76	82	61	61	68
Miscellaneous programs (y)	19	11	20	17	56	11	17	-
Rhythm & Me - preschool (y)	81	52	70	73	75	70	47	30
Senior services	-	-	191	550	843	871	967	993
Slow pitch Coed Softball (a)	375	360	435	384	408	416	319	292
Special Events - Family(approx.)	2,600	2,800	2,900	2,900	1,300	1,600	925	600
Special Events - Youth	317	448	350	319	250	284	232	200
Tae Kwon Do (a)	100	99	80	102	99	62	90	158
T-Ball (y)	-	111	102	76	75	74	50	36
Tennis (y)	-	29	18	9	38	18	18	15
Trips (a)	286	287	290	297	359	101	57	41
Totals	4,431	4,927	5,379	5,413	4,117	3,974	3,187	2,862
Total less Family special	1,831	2,127	2,479	2,513	2,817	2,374	2,262	2,262

Percentage Program								
Adult (See (a) above)	64.8%	55.9%	56.4%	50.1%	43.9%	39.2%	35.9%	37.9%
Youth (See (y) above)	35.2%	44.1%	35.9%	28.0%	26.1%	24.1%	21.3%	18.2%
Senior	0.0%	0.0%	7.7%	21.9%	29.9%	36.7%	42.7%	43.9%

PROGRAM EXPENDITURES

	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Subcontract	\$3,467	\$3,000	\$9,500	1.72%
Telephone	1,400	2,500	2,500	1.43%
Workshops & conferences	300	1,200	1,200	0.69%
Dues	887	800	800	0.46%
Supplies	43,875	65,600	28,500	37.55%
Employee Benefits	27,638	17,000	24,900	9.73%
Salaries and wages	78,340	84,600	83,600	48.43%
Totals	\$155,907	\$174,700	\$151,000	100.00%

PERSONNEL

	2011 Positions Authorized (FTE)	2012 Positions Authorized (FTE)	2013 Positions Authorized (FTE)
Recreation Supervisor	1	1	1
Recreation Assistant (part-time)	0.5	0	0.375
Seasonal Positions <i>(50 in '10 & '11, 49 in '12 part-time)</i>	1.0	1.0	1.0

2013 Leisure Services Budget Analysis:

Increased salaries and benefits by \$6,900 allowing for cost of living increases and a part-time assistant. Decreased supplies by \$37,100 based on recent historical trends and estimates of supplies needed for programming in 2013. Increased contracted services by \$6,500 which is a reclassification from supplies as this cost was included in supplies in previous years.

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$169,966	\$290,977	\$176,477	\$155,907	\$174,700	\$151,000
Percent Change	71.20%	-39.35%	-11.66%	12.05%	-13.57%

COMMUNITY DEVELOPMENT

CODE ADMINISTRATION

MISSION To provide for public protection, safety, health and well-being by performing all inspection and enforcement functions necessary to insure compliance with Village and state building, zoning and related codes.

GOALS

- Provide on-site inspection of all residential buildings constructed in the Village.
- Issue all Village building permits.
- Utilize existing computer programs to maintain and upgrade the database for building permits and noncompliance notices.
- Work to integrate GIS system with existing permit database.
- Collect impact fees at the time of permit issuance.

ACCOMPLISHMENTS

- 2012 Issued 595 permits thru August 31 with an estimated total value of \$12.8 million.
- 2011 Issued 836 permits with an estimated total value of \$34.3 million.
- 2010 Issued 1125 permits with an estimated total value of \$25.9 million.
- 2009 Issued 871 permits issued with total valuation of almost \$12.8 million.
- 2008 Issued 930 permits with an estimated total valuation of over \$18.3 million.

Performance Measures	2005	2006	2007	2008	2009	2010	2011	2012 estimate
Total Expenditures	\$236,968	\$255,338	\$270,683	\$288,562	\$190,757	\$191,123	\$198,772	\$148,400
Number of full-time employees	3.0	3.0	3.0	2.5	2.0	2.0	2.0	1.5
Code enforcement exp. per capita	\$ 15.58	\$ 16.50	\$ 17.18	\$ 18.23	\$ 11.95	\$ 11.97	\$ 12.34	\$ 8.53
Revenue - building permits	\$107,729	\$ 96,706	\$111,707	\$107,230	\$101,592	\$128,689	\$150,000	\$150,000
Revenue - zoning & other permits	\$ 7,988	\$ 6,975	\$ 8,345	\$ 8,345	\$ 10,525	\$ 7,635	\$ 7,000	\$ 8,500
New Dwelling Units-Single Family	56	65	153	43	48	69	42	
Two Family	14	10	6	-	-	-	-	
Multi-Family	107	20	23	18	-	40	160	
No. of building permits issued:								
Residential	787	748	1,133	585	658	981	709	
Commercial	139	176	186	184	43	33	49	
Other	115	151	166	161	170	111	78	
Average cost of building permit	\$ 103.49	\$ 89.96	\$ 75.22	\$ 115.30	\$ 116.64	\$ 114.39	\$ 179.43	#DIV/0!
Plan Commission zoning issues	8	8	8	8	72	56		

PROGRAM EXPENDITURES

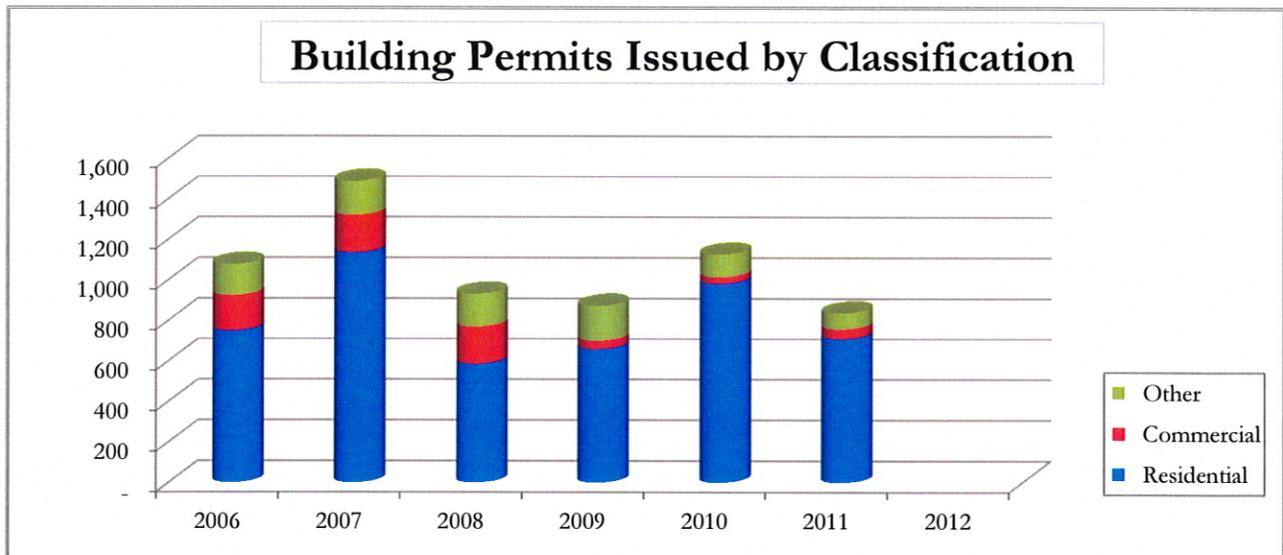
	2011 Actual	2012 Budget	2013 Budget	2013 Percentage
Contracted Services	\$ -	\$ -	\$ -	0.00%
Telephone	1,809	2,500	2,500	1.59%
Repairs and fuel for vehicles	809	2,000	2,000	1.27%
Workshops & conferences	456	1,800	1,800	1.14%
Dues & subscriptions	-	100	100	0.06%
Supplies	890	4,500	4,500	2.86%
Employee Benefits	48,494	41,400	44,800	28.43%
Salaries	146,314	96,100	101,900	64.66%
Totals	\$ 198,772	\$ 148,400	\$ 157,600	100.00%

PERSONNEL

	2011 Positions Authorized (FTE)	2012 Positions Authorized (FTE)	2013 Positions Authorized (FTE)
Director Code Administration	1	0.5	0.5
Building Inspector / Code Enforcement Officer	1	1	1

2013 Code Administration Budget Analysis:

Increased salaries and benefits by \$9,200 based on existing salary schedule.



2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
\$288,562	\$190,757	\$191,123	\$198,772	\$148,400	\$157,600
Percent Change	-33.89%	0.19%	4.00%	-25.34%	6.20%

**SPECIAL REVENUE
FUND**

SPECIAL REVENUE FUNDS
Combined Budget for All Special Revenue Funds
Annual Budget/Actual For Years Beginning January 1

	2011 Actual	2012 Estimated Actual	2013 Budget
Revenues			
Taxes	\$1,044,887	\$963,571	\$1,000,000
Shared Taxes State	43,657	48,567	63,000
Special assessments	2,087	1,979	-
Miscellaneous:			
Investment income	7,768	5,500	1,000
Sales of property	1,000	-	-
Other revenue	106,705	101,150	98,736
Total Revenue	<u>1,206,104</u>	<u>1,120,767</u>	<u>1,162,736</u>
Expenditures			
General government-administration	23,698	23,499	23,500
General government-loans made	255,000	195,000	180,000
Capital outlay	-	4,794	-
Total Expenditures	<u>278,698</u>	<u>223,293</u>	<u>203,500</u>
Excess of Revenues Over (Under) Expenditures	927,406	897,474	959,236
Other Financing Uses			
Operating transfers out	(827,770)	(1,046,505)	(1,519,195)
Excess of Revenues and Other Sources Over (Under) Exp. & Other Uses	99,636	(149,031)	(559,959)
Fund Balance - Jan. 1	<u>618,926</u>	<u>718,562</u>	<u>569,531</u>
Fund Balance - Dec. 31	<u>\$718,562</u>	<u>\$569,531</u>	<u>\$9,572</u>

SPECIAL REVENUE FUNDS
Budget Summary for Revolving Loan Fund

The Revolving Loan Fund accounts for community development block grants obtained from federal funds that are passed through the state and the subsequent disbursement and collection of funds loaned to individual businesses from grant proceeds. The Village is allowed to retain \$750,000 of the original grant funds subsequently collected as loan proceeds. The Village is also allowed to make loans from the funds collected and keep all interest and principal payments received from these loans.

The cash and investments held in the Revolving Loan Fund can only be used for future loans that meet the criteria of the program. No fund transfers can be made to the General Fund or other funds within the Village.

	2011 Actual	2012 Estimated Actual	2013 Budget
Revenue			
Miscellaneous - Loan Repayments	\$106,705	\$101,150	\$98,736
Miscellaneous - Investment income	2,399	2,000	500
Total Revenue	109,104	103,150	99,236
Expenditures			
General and administrative expenses	20,432	23,000	23,000
Loans Advanced	255,000	195,000	180,000
Total Expenditures	275,432	218,000	203,000
Excess Revenue Over Expenditures	(166,328)	(114,850)	(103,764)
Fund Balance - January 1	394,514	228,186	113,336
Fund Balance - December 31	\$228,186	\$113,336	\$9,572

The Village currently has six outstanding notes receivable. Loan repayments represent principal and interest payments received from the loans outstanding.

Loans advanced represents new loans to qualified businesses that are being allocated for budget purposes. Each year, the budget includes all available funds on hand as potential loans advanced.

SPECIAL REVENUE FUNDS (Continued)

The following is a listing of the current outstanding loans the Village is now collecting:

	Expected Payoff Date	Est. Balance 12/31/2012	Monthly Payment
Mau & Associates (Engineering)	10/16/16	\$ 55,006	\$ 1,298
Zepnick Solutions	04/16/18	163,141	2,835
HiTech Solutions, LLC	08/01/19	91,003	1,255
Jess Senn LLC (filed bankruptcy in 2012)		-	-
Integrity Engineering	03/01/16	23,146	613
Goffard Properties LLC	06/01/26	202,177	1,519
VanderVest Harley-Davidson		195,000	708
		<hr/>	
Totals		\$ 729,473	\$ 8,228

Upon receipt of monthly payments, the Village places funds into an interest bearing account. The Village Board must approve all qualified loan applicants. Applicants must meet certain criteria in order to qualify for this loan program. Criteria include (but is not limited to) the following:

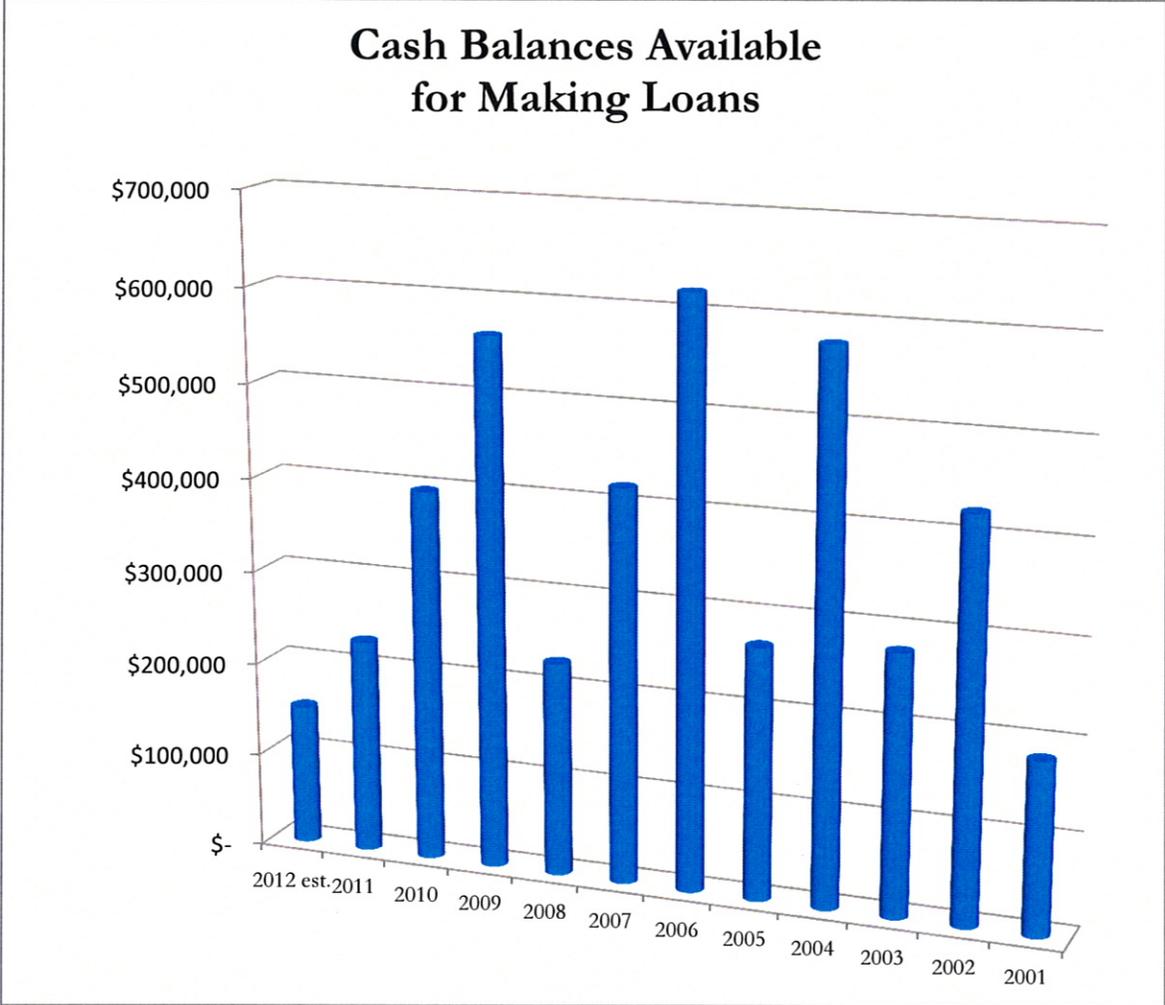
1. For each \$20,000 of loan, business will create and hire one new job with at least 50% of the applicants being low to moderate income.
2. After maximizing other financing sources, no other options are available to the business.
3. Provide the Village with projected financial data and continue to submit regular financial reports.

This program offers attractive interest rates to qualified businesses. Loans have been made at attractive interest rates ranging from 2% to 4%.

Personnel Allocated to this department:

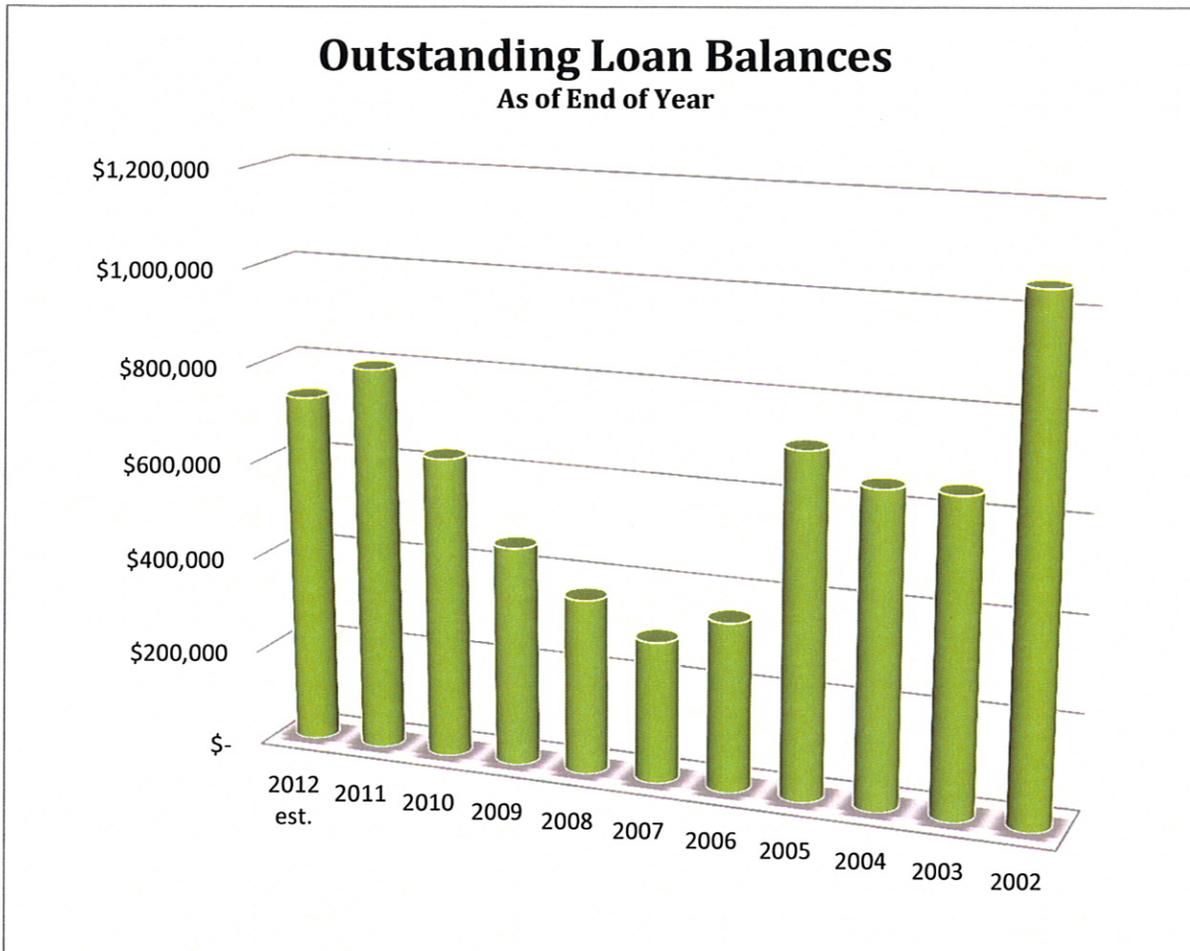
	2009	2010	2011
Community Development Director	0.10	0.10	0.10

Revolving Loan Fund (continued)



Note: With each budget prepared, an assumption is made that all available cash will be loaned to qualifying businesses. The 2012 estimated ending cash balance reflects this assumption.

Revolving Loan Fund (continued)



Note: Since 1990, the Village has made approximately 23 loans under this program and had only two loans become uncollectible; one loan was in 2005 with an outstanding balance of \$317,400 and the other was written off in 2012 for approximately \$188,000.

SPECIAL REVENUE FUNDS
Tax Incremental District No. 2 - Business Park
Annual Budget/Actual for Years Beginning January 1

	2011 Actual	2012 Estimated Actual	2013 Budget
Revenues			
Taxes	\$1,044,887	\$963,571	\$1,000,000
Shared Taxes State	43,657	48,567	63,000
Special assessments	2,087	1,979	-
Miscellaneous:			
Investment income	5,369	3,500	500
Sales of property	1,000	-	-
Other revenue	-	-	-
Total Revenue	<u>1,097,000</u>	<u>1,017,617</u>	<u>1,063,500</u>
Expenditures			
General administration	3,266	499	500
Capital outlay	-	4,794	-
Total Expenditures	<u>3,266</u>	<u>5,293</u>	<u>500</u>
Excess of Revenues Over (Under) Expenditures	<u>1,093,734</u>	<u>1,012,324</u>	<u>1,063,000</u>
Other Financing Uses			
Transfers out-Debt Service	(827,770)	(1,046,505)	(1,024,095)
Transfers to TIF #4	-	-	(495,100)
Total Other Financing Uses	<u>(827,770)</u>	<u>(1,046,505)</u>	<u>(1,519,195)</u>
Excess of Revenues & Other Sources over Expenditures & Other Uses	<u>265,964</u>	<u>(34,181)</u>	<u>(456,195)</u>
Fund Balance - January 1	<u>224,412</u>	<u>490,376</u>	<u>456,195</u>
Fund Balance - December 31	<u>\$490,376</u>	<u>\$456,195</u>	<u>\$0</u>

The following page summarizes the historical costs incurred on the TIF, the interest costs on the debt, the accumulation of these two costs, the TIF revenue and accumulation of revenue. Once the accumulated revenue equals the accumulated costs, then generally a TIF life is completed. The TIF was amended in 2009 to allow for the TIF to remain open to transfer funds into TIF 4 to assist with costs associated with TIF 4; TIF 2 will operate through 2015, then close.

TIF #2 Schedule of Accumulated Costs and Revenue

Year	Actual Costs	Scheduled Interest Payments	Tax Allocated TIF #4	Total Costs To Be Recovered	Actual/Projected Revenue	Accumulated Revenue	Amount Remaining to be Collected
1992	\$ 87,179	\$ -		\$ 87,179	\$ 42,851	\$ 42,851	\$ 44,328
1993	2,928,573	187,021		3,202,773	96,520	139,371	3,063,402
1994	51,624	172,635		3,427,032	71,262	210,633	3,216,399
1995	622,995	172,635		4,222,662	954,658	1,165,291	3,057,371
1996	2,329,859	172,635		6,725,156	1,210,931	2,376,222	4,348,934
1997	792,355	251,556		7,769,067	1,192,932	3,569,154	4,199,913
1998	4,865,046	254,815		12,888,928	1,600,832	5,169,986	7,718,942
1999	3,049,270	676,680		16,614,878	1,541,685	6,711,671	9,903,207
2000	9,488	511,941		17,136,307	1,887,252	8,598,923	8,537,384
2001	68,150	488,166		17,692,623	1,450,521	10,049,444	7,643,179
2002	5,461,576	414,894		23,569,093	1,562,847	11,612,291	11,956,802
2003	824	502,424		24,072,341	1,714,089	13,326,380	10,745,961
2004	-	434,587		24,506,928	1,664,652	14,991,032	9,515,896
2005	-	336,264		24,843,192	1,538,015	16,529,047	8,314,145
2006	-	303,143		25,146,335	1,574,896	18,103,943	7,042,392
2007	140,500	274,046		25,560,881	3,457,415	21,561,358	3,999,523
2008	138,692	212,963		25,912,536	1,533,142	23,094,500	2,818,036
2009	13,156	187,180	\$ 1,300,000	27,412,872	1,542,464	24,636,964	2,775,908
2010	139,839	111,260	600,000	28,263,971	1,506,622	26,143,586	2,120,385
2011	3,266	87,770	-	28,355,007	1,097,000	27,240,586	1,114,421

**DEBT SERVICE
FUND**

Debt Service Fund Summary

The Village has only one remaining general obligation (G.O.) debt issue outstanding (item #3 below) paid by general tax levy and one G.O. debt issued in 2011 to refinance revenue debt that is paid for by and reported in the water and sewer utilities. G.O. debt is guaranteed by tax levy and is explained in more detail below. The G.O. debt paid by taxes was issued as part of TIF 2 and annual debt service is financed through tax incremental revenues collected.

1. TIF 2 Debt Refunding Issue Dated 2004

This \$4,655,000 issue was made to advance refund the 1998 TIF 2 issue in order to save interest costs. The original issue was made for infrastructure improvements within the TIF. Scheduled debt payments for this issue are through 2013, the final year of payments .

2. State Trust Fund Loan - Issued June 2010

This debt was issued to purchase approximately 78 acres of property on the northwestern border of Howard, adjacent to the Town of Pittsfield. Terms of the loan are 4.25% interest, 10 year note with annual payments of \$96,800 beginning in March 2011 with the final payment scheduled for March 2020. This debt will be called early in 2013 by utilizing fund balance from the General Fund.

All debt is consolidated into one debt service fund for budget and accounting purposes. Such consolidations make for more readily available management information. Reporting of each separate debt issue with the related revenue items is available upon request.

The Village of Howard obtained bond rating services from Standard & Poor's in 2004. The Village obtained a rating of AA on all outstanding general obligation debt and has maintained this rating since. The Village obtained a formal bond rating review in 2011 for general obligation debt and continued to receive the AA rating.

All enterprise fund portion of general obligation debt or revenue bond debt is not included in this section of the budget.

Village of Howard
Summary of Combined Debt Service Funds
(Excluding Revenue Bonding & Other Proprietary Funds' Debt)

	2009 Actual	2010 Actual	2011 Actual	2012 Est. Actual	2013 Budget
Revenues & Other Sources:					
Property Taxes	\$ 300,000	\$ -	\$ 80,000	\$ 87,000	\$ -
Special Assessments	-	-	-	-	-
Miscellaneous - Rents	32,059	51	9,750	9,750	-
TIF 2 Transfers In	2,262,180	731,260	827,770	1,046,505	1,024,095
Transfer in from Gen'l Fnd	-	-	-	-	669,017
Total Revenues	2,594,239	731,311	917,520	1,143,255	1,693,112
Expenditures & Other Uses:					
Principal Retirement	2,420,000	620,000	811,896	1,056,477	1,649,983
Payments to escrow agent	-	-	-	-	-
Refunding debt issuance costs	-	-	-	-	-
Interest and other costs	199,600	111,260	112,671	86,825	46,507
Total Expenditures	2,619,600	731,260	924,567	1,143,302	1,696,490
Excess Revenue & Other Sources Over (Under) Expenditures & Other Uses	(25,361)	51	(7,047)	(47)	(3,378)
Fund Balance - January 1	35,782	10,421	10,472	3,425	3,378
Fund Balance - December 31	\$10,421	\$10,472	\$3,425	\$3,378	\$0

The purpose of this schedule is to summarize the various debt issues and related revenue. The debt covenants related to each debt specify separate funds be maintained for each issue. This page is used to summarize all debt service funds activity for the upcoming year.

Fund balance in 2013 should decrease slightly from the previous year.

The proprietary funds' debt service are not included on this summary page. The proprietary funds refinanced outstanding revenue debt in 2011 as general obligation debt. This new general obligation debt is also not reported above but within the proprietary funds. General obligation debt of the proprietary funds are reported in determining debt limits.

**VILLAGE OF HOWARD
DEBT OBLIGATIONS**

The Village of Howard has experienced substantial growth over the past twenty years. During the past ten years, growth in total equalized value has almost doubled moving from just over \$753 million to over \$1.4 billion. Since 1992, the Village has issued only one non-TIF debt issue (2010 State Trust Loan for land purchase).

During the development of the 1993 budget, the Village Board adopted a policy to limit borrowing to newly constructed infrastructure. No borrowing will be made to finance current operations and expenditures and no new borrowing will occur for any capital project unless a revenue source to pay the future debt service is identified, such as in the case of TIF debt.

This debt policy created additional sources of funds because of decreasing annual debt service and no plans for future borrowings. This new source of funds allowed the Village to fund capital projects with current resources and allows for more flexibility in financing operations.

The State of Wisconsin mandates a legal debt margin of 5% of the total equalized valuation of each municipality. (Note that the date for equalized valuations is always effective January 1. The 2010 equalized valuation will not be determined by the state until late 2010.) The following is a comparison of the legal debt margin for the Village for the past two years:

	2011	2012	
Equalized Valuation of All Property, Jan. 1	\$1,341,434,800	\$1,353,369,900	
Multiply by Legal Debt Margin	5.00%	5.00%	
Legal Debt Margin	\$67,071,740	\$67,668,495	
 <u>Existing Debt Compared to Legal Debt Limit:</u>			
G.O. Bonds and Notes paid by taxes, Dec. 31	\$4,401,460	\$3,154,983	
G.O. Bonds Paid by proprietary funds, Dec. 31	-		
Less: Amount Available in Debt Service Fund	3,425	3,378	(A)
Net Outstanding General Obligation Debt	\$4,401,460	\$3,154,983	
Legal Margin for New Debt	\$62,670,280	\$64,513,512	

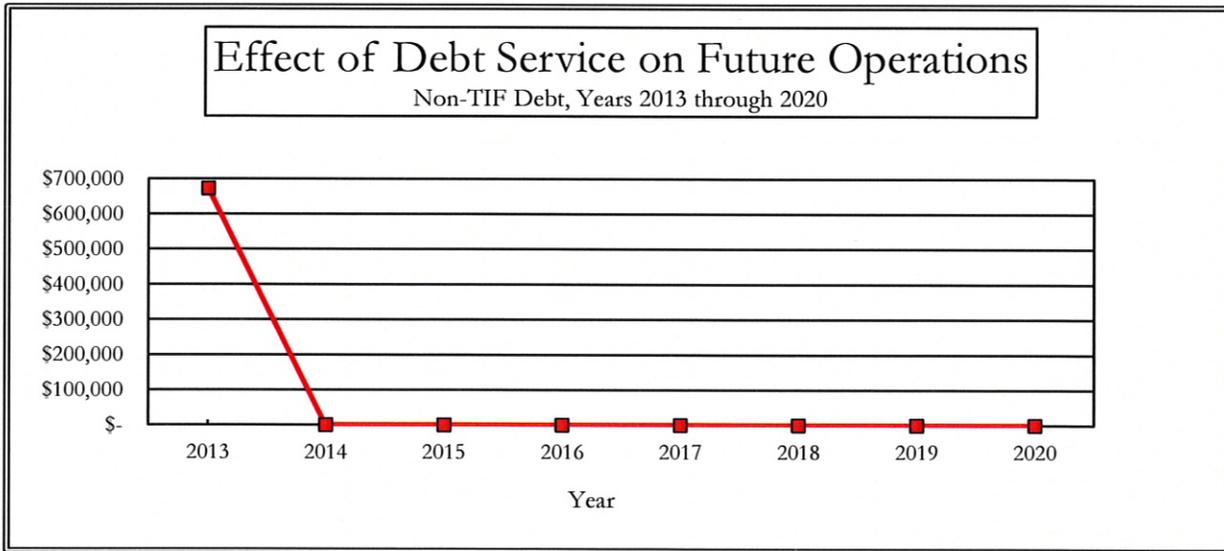
(A) *Estimated amounts used for balances in General Obligation Bonds and Notes and the Debt Service Fund Balance at December 31, 2011.*

VILLAGE OF HOWARD
DEBT SERVICE FUNDS (Excluding Proprietary Funds)

EFFECTS OF EXISTING DEBT ON CURRENT OPERATIONS

Debt Issue	Principal Payment	Interest Payment	Total Payment
2013			
State Trust Loan Issued 2010	\$ 644,983	\$ 27,412	\$ 672,395
TIF 2 Refinancing Debt Issued 2004	1,005,000	19,095	1,024,095
Total 2013 Expenditures	\$ 1,649,983	\$ 46,507	\$ 1,696,490

The graph below reflects no future payments on debt as all tax related general obligation debt will be paid off in 2013.



**VILLAGE OF HOWARD
DEBT SERVICE FUNDS (Continued)**

EFFECTS OF EXISTING DEBT ON FUTURE OPERATIONS

Year of Payment	Total of General Obligation Debt Paid Through Property Taxes			Less: TIF #2 Debt		Total Non-TIF Net Payment
	Principal Payment	Interest Payment	Total Payment	Principal Payment	Interest Payment	
2013	\$ 1,649,983	\$ 46,507	\$ 1,696,490	\$ 1,005,000	\$ 19,095	\$ 672,395
2014	-	-	-	-	-	0
2015	-	-	-	-	-	0
2016	-	-	-	-	-	0
2017	-	-	-	-	-	0
2018	-	-	-	-	-	0
2019	-	-	-	-	-	0
2020	-	-	-	-	-	0
Totals	\$ 1,649,983	\$ 46,507	\$ 1,696,490	\$ 1,005,000	\$ 19,095	\$ 672,395

Note: The TIF debt will not effect the general tax levy since this debt will be paid for by TIF tax increment and not general property taxes. The schedule above reports all future debt payments as provided in bond issuance documents for the two outstanding debt issues.

The 2013 budget reflects a payoff of the State Trust Fund Loan in 2013. This early call of the debt will be accomplished by transferring funds from the General Fund.

**CAPITAL PROJECTS
FUNDS**

CAPITAL PROJECTS SUMMARY

The Village has developed a five year capital improvement plan. This plan reflects the expected projects to be completed over the next five years. This plan is reviewed and updated by the administrator and executive directors each year as part of the budget process. This plan does not authorize or fund projects but is used as a device to assist the Board in adoption of the budget. This plan includes estimated project costs in today's dollars.

The following pages include a brief description of projects expected in 2013-2017, the expected total cost of the project and the impact on this current budget. The summary below reflects the tax levy impact by Capital Project Fund type and by department. Capital Improvements include construction and reconstruction of roads and sidewalks. Capital Outlay include equipment purchases for replacement or new equipment and buildings.

FUND	
Developer Projects	\$ -
Capital Improvements	667,897
Capital Outlay	283,000
Total Budget	\$ 950,897

DEPARTMENT	
General Administration	\$ 20,000
Park	-
Engineering	667,897
Police	30,000
Fire	125,000
Public Works	108,000
Total Budget	\$ 950,897

The Capital Projects Section of the budget does not include any proprietary fund capital items.

CAPITAL PROJECTS FUNDS
Combining Budget Summary for Capital Projects Funds
Annual Budget Year Beginning January 1, 2013

	TIF No. 3	TIF No. 4	TIF No. 5	TIF No. 6	TIF No. 7	Park Impact Fee
Revenue						
Taxes	\$ 315,000	\$ 178,000	\$ 16,000	\$ 55,000	\$ -	\$ -
Intgovt Taxes-Cnty Bridge Fd	-	-	-	-	-	-
Special assess. & developer	-	-	-	-	-	-
Intergovernmental	6,500	26,500	3,700	2,600	-	-
Impact fees	-	-	-	-	-	49,000
Miscellaneous:						
Loan repayments	-	-	-	-	-	-
Sales of property	-	-	-	-	-	-
Donations	-	-	-	-	-	5,000
Transfers in	-	-	-	-	-	-
Total Revenue	321,500	204,500	19,700	57,600	-	54,000
Expenditures						
General administration	3,000	3,000	500	500	5,000	1,000
Debt Service	1,500	-	-	-	3,000	-
Capital outlay	200,000	3,799,400	-	32,250	-	55,000
Total Expenditures	204,500	3,802,400	500	32,750	8,000	56,000
Excess of Revenues Over (Under) Expenditures	117,000	(3,597,900)	19,200	24,850	(8,000)	(2,000)
Other Financing Sources						
Operating trnfrs in (out)	-	495,100	-	-	-	-
Proceeds from bonds	-	2,500,000	-	-	-	-
Bond issuance costs	-	-	-	-	-	-
Total other financing	-	2,995,100	-	-	-	-
Excess of Revenues and Other Sources Over (Under) Exp. & Other Uses	117,000	(602,800)	19,200	24,850	(8,000)	(2,000)
Fund Balance - Jan. 1	(124,730)	1,456,884	(53,916)	(116,910)	(315,000)	343,292
Fund Balance - Dec. 31	\$ (7,730)	\$ 854,084	\$ (34,716)	\$ (92,060)	\$ (323,000)	\$ 341,292

Note 1: Taxes derived from any of the Village's TIF's are not included in the tax levy found on page 30.

Capital Improvement & Developer	Capital Outlay				Totals
	General Gov't	Public Safety		Public Works	
		Police	Fire		
\$ 667,897	\$ 20,000	\$ 30,000	\$ 125,000	\$ 108,000	\$ 1,514,897
425,000	-	-	-	-	425,000
257,400	-	-	-	-	257,400
52,200	25,000	-	-	-	77,200
26,680	-	-	-	-	75,680
6,000	-	-	-	-	6,000
-	-	7,000	-	-	7,000
-	-	-	-	-	5,000
-	50,000	-	-	-	-
1,435,177	95,000	37,000	125,000	108,000	2,368,177
225,800	-	-	-	-	238,800
-	-	-	-	-	4,500
1,179,000	20,000	43,000	90,000	68,000	5,486,650
1,404,800	20,000	43,000	90,000	68,000	5,729,950
30,377	75,000	(6,000)	35,000	40,000	(3,361,773)
93,800	-	-	-	50,000	638,900
-	-	-	-	-	2,500,000
-	-	-	-	-	-
93,800	-	-	-	50,000	3,138,900
124,177	75,000	(6,000)	35,000	90,000	(222,873)
527,416	80,000	49,500	635,000	192,000	2,673,536
\$ 651,593	\$ 155,000	\$ 43,500	\$ 670,000	\$ 282,000	\$ 2,450,663

CAPITAL PROJECTS FUNDS
Combined Budget Summary for All Capital Project Funds
Last Three Years Actual or Budget Amounts

	2011 Actual	2012 Budget	2013 Budget
Revenues			
Taxes	\$ 1,118,109	\$ 1,120,600	\$ 1,514,897
Special assessments	82,540	65,000	257,400
Intergovernmental	376,203	91,209	502,200
Licenses, permits and fees	235,781	295,500	383,680
Charges for service	331,352	-	-
Miscellaneous	228,714	11,000	18,000
Total Revenue	<u>2,372,699</u>	<u>1,583,309</u>	<u>2,676,177</u>
Expenditures			
General administration	551,236	364,200	533,800
Debt service	2,401	1,850	3,000
Capital outlay	2,086,840	1,672,830	6,151,250
Total Expenditures	<u>2,640,477</u>	<u>2,038,880</u>	<u>6,688,050</u>
Excess of Revenue Over (Under) Expenditures	<u>(267,778)</u>	<u>(455,571)</u>	<u>(4,011,873)</u>
Other Financing Sources (Uses)			
Operating transfers in (out), net	840,000	100,000	638,900
Proceeds from bond/notes	783,356	-	2,500,000
Bond issuance cost	-	-	-
Total Other Financing Sources (Uses)	<u>1,623,356</u>	<u>100,000</u>	<u>3,138,900</u>
Excess of Revenues and Other Financing Sources Over (Under) Expenditures	1,355,578	(355,571)	(872,973)
Fund Balance - January 1	<u>2,069,839</u>	<u>3,425,417</u>	<u>3,069,846</u>
Fund Balance - December 31	<u>\$ 3,425,417</u>	<u>\$ 3,069,846</u>	<u>\$ 2,196,873</u>

Note: This page summarizes the actual results for 2010, the budget for 2011 and 2012. Because budget amounts are used for 2011, the Fund Balances for 2011 and 2012 will not agree with the Fund Balances reported on the preceding page and the following pages, as estimated actual amounts are used on these pages.

Tax Incremental Financing District No. 3
(Village Center & Woodfield Development Projects)

The Village of Howard took action to create Tax Incremental Financing District No. 3 (TIF 3) on January 6, 2006. This TIF was created to assist in the development of a downtown or Village Center area. This TIF has a 20 year life.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Revenue				
Tax revenue	\$ 194,978	\$186,000	\$185,367	\$315,000
Shared taxes state	4,326	4,000	4,032	6,500
Charges for service	-	-	-	-
Other income-loan repayments	-	-	8,860	17,721
Total Revenue	199,304	190,000	198,259	339,221
Expenditures				
General administration	1,161	3,000	8,500	3,000
Capital Outlay				
Road and utility	-	-	-	-
Equipment and building	-	-	-	-
TIF incentive payment/Loans	-	-	175,000	200,000
Debt Service: Interest	1,541	1,500	2,300	1,500
Total Expenditures	2,702	4,500	185,800	204,500
Excess Expenditures over Revenue	196,602	185,500	12,459	134,721
Other Financial Resources				
Proceeds from bond issuance	-	-	-	-
Bond issuance costs	-	-	-	-
Total Other Financial Resources	-	-	-	-
Net Change in Fund Balance	196,602	185,500	12,459	134,721
Fund Balance, January 1	(333,791)	(137,189)	(137,189)	(124,730)
Fund Balance, December 31	(\$137,189)	\$48,311	(\$124,730)	\$9,991

TID #3 Schedule of Accumulated Costs and Revenue

Year	Estimated/ Actual Costs	Interest Payments	Total Costs To Be Recovered	Actual/ Projected Revenue	Accumulated Revenue	Amount Remaining to be Collected
2005	\$ 7,444	\$ -	\$ 7,444	\$ -	\$ -	7,444
2006	652,962	-	660,406	533,326	533,326	127,080
2007	647,404	22,010	1,329,820	187,369	720,695	609,125
2008	135,148	16,057	1,481,025	150,198	870,893	610,132
2009	8,817	9,450	1,499,292	152,237	1,023,130	476,162
2010	23,357	2,054	1,524,703	167,781	1,190,911	333,792
2011	1,161	1,541	1,527,405	199,303	1,390,214	137,191
2012	185,800	2,300	1,715,505	198,259	1,588,473	127,032
2013			1,715,505		1,588,473	
2014			1,715,505		1,588,473	
2015			1,715,505		1,588,473	
2016			1,715,505		1,588,473	
2017			1,715,505		1,588,473	
2018			1,715,505		1,588,473	
2019			1,715,505		1,588,473	
2020			1,715,505		1,588,473	
2021			1,715,505		1,588,473	
2022			1,715,505		1,588,473	
2023			1,715,505		1,588,473	
2024			1,715,505		1,588,473	
2025			1,715,505		1,588,473	
2026			1,715,505		1,588,473	
2027	-	-			1,588,473	
	<u>\$1,662,093</u>	<u>\$53,412</u>	<u>\$1,715,505</u>			

Tax Incremental Financing District No. 4
(An Area Adjacent to US Hwy 41/29 Intersection)

The Village of Howard took action to create Tax Incremental Financing District No. 4 (TIF #4) on June 11, 2007. This TIF was created to include an area of redevelopment near the US Highway 41/29 corridor. This TIF is a 27 year TIF with blighted/rehabilitation areas within the district.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Revenue				
Tax revenue	\$ -	\$ 6,000	\$ 6,090	\$ 178,000
Shared taxes state	13,027	31,000	31,281	26,500
Miscellaneous	13,300	-	13,000	-
Total Revenue	26,327	37,000	50,371	204,500
Expenditures				
General administration	8,284	3,000	4,200	3,000
Capital Outlay				
TIF incentive payments	-	-	-	142,400
Property acquisition	-	-	-	3,000,000
Infrastructure	(43,371)	-	-	654,000
Debt Service	-	-	-	-
Total Expenditures	(35,087)	3,000	4,200	3,799,400
Excess Expenditures over Revenue	61,414	34,000	46,171	(3,594,900)
Other Financial Resources				
Proceeds from bond issuance	-	-	-	2,500,000
Transfers from TIF #2	-	-	-	495,100
Bond issuance costs	-	-	-	-
Total Other Financial Resources	-	-	-	2,995,100
Net Change in Fund Balance	61,414	34,000	46,171	(599,800)
Fund Balance, January 1	1,349,299	1,410,713	1,410,713	1,456,884
Fund Balance, December 31	\$ 1,410,713	\$ 1,444,713	\$ 1,456,884	\$ 857,084

Note: TIF 2 was successfully amended in 2009 to allow for sharing of revenues with TIF 4 beginning in 2009; see item Transfers from TIF #2 above.

TID #4 Schedule of Accumulated Costs and Revenue

Year	Estimated/ Actual Costs	Interest Payments	Total Costs To Be Recovered	Actual/ Projected Revenue	Transfers In from TIF #2	Accumulated Revenue	Amount Remaining to be Collected
2007	\$21,799	\$ -	\$21,799	\$ -		\$ -	\$21,799
2008	6,920	-	28,719	-		0	28,719
2009	83,751	-	112,470	33,051	1,300,000	1,333,051	(1,220,581)
2010	490,313	-	602,783	19,032	600,000	1,352,083	(749,300)
2011	26,327	-	629,110	(43,371)	-	1,308,712	(679,602)
2012			629,110			1,308,712	
2013			629,110			1,308,712	
2014			629,110			1,308,712	
2015			629,110			1,308,712	
2016			629,110			1,308,712	
2017			629,110			1,308,712	
2018			629,110			1,308,712	
2019			629,110			1,308,712	
2020			629,110			1,308,712	
2021			629,110			1,308,712	
2022			629,110			1,308,712	
2023			629,110			1,308,712	
2024			629,110			1,308,712	
2025			629,110			1,308,712	
2026			629,110			1,308,712	
2027	-	-				1,308,712	
	<u>\$629,110</u>	<u>\$0</u>	<u>\$629,110</u>				

Tax Incremental Financing District No. 5
(An Area Along Velp Avenue near US Hwy 41)

The Village of Howard took action to create Tax Incremental Financing District No. 5 (TIF #5) on August 11, 2008. This TIF was created to include an area mainly on Velp Avenue near US Highway 41 and eastward to Military Avenue and is a 27 year TIF.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Revenue				
Tax revenue	\$ -	\$ -	\$ -	\$ 16,000
Shared taxes state	2,046	4,000	4,394	3,700
Charges for service	-	-	-	-
Total Revenue	2,046	4,000	4,394	19,700
Expenditures				
General administration	11,990	500	400	500
Capital Outlay				
TIF incentive payment	-	-	-	15,000
Equipment	-	-	-	-
Debt Service	447	300	500	300
Total Expenditures	12,437	800	900	15,800
Excess Expenditures over Revenue	(10,391)	3,200	3,494	3,900
Other Financial Resources				
Proceeds from bond issuance	-	-	-	-
Bond issuance costs	-	-	-	-
Total Other Financial Resources	-	-	-	-
Net Change in Fund Balance	(10,391)	3,200	3,494	3,900
Fund Balance, January 1	(43,525)	(53,916)	(53,916)	(50,422)
Fund Balance, December 31	\$ (53,916)	\$ (50,716)	\$ (50,422)	\$ (46,522)

TID #5 Schedule of Accumulated Costs and Revenue

Year	Estimated/ Actual Costs	Interest Payments	Total Costs To Be Recovered	Actual/ Projected Revenue	Accumulated Revenue	Amount Remaining to be Collected
2008	\$28,600	\$ -	\$28,600	\$ -	\$ -	\$28,600
2009	20,285	116	49,001	-	-	49,001
2010	1,721,973	272	1,771,246	6,123	6,123	1,765,123
2011	11,991	447	1,783,684	2,046	8,169	1,775,515
2012			1,783,684		8,169	
2013			1,783,684		8,169	
2014			1,783,684		8,169	
2015			1,783,684		8,169	
2016			1,783,684		8,169	
2017			1,783,684		8,169	
2018			1,783,684		8,169	
2019			1,783,684		8,169	
2020			1,783,684		8,169	
2021			1,783,684		8,169	
2022			1,783,684		8,169	
2023			1,783,684		8,169	
2024			1,783,684		8,169	
2025			1,783,684		8,169	
2026			1,783,684		8,169	
2027			1,783,684		8,169	
2028	-	-			8,169	
	<u>\$1,782,849</u>	<u>\$835</u>	<u>\$1,783,684</u>			

Tax Incremental Financing District No. 6
(An Area Along Lineville Road near US Hwy 41)

The Village of Howard took action to create Tax Incremental Financing District No. 6 (TIF #6) on August 11, 2008. This TIF was created to include an area in the Lineville Road and US Highway 41 intersection and is a 20 year TIF.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Revenue				
Tax revenue	\$ -	\$ -	\$ -	\$ 55,000
Shared taxes state	1,146	1,000	1,002	2,600
Special assessments	-	-	8,180	
Charges for service	-	-	-	-
Total Revenue	1,146	1,000	9,182	57,600
Expenditures				
General administration	19,054	200	150	1,000
Capital Outlay				
TIF incentive payment	-	-	-	30,250
Infrastructure costs	95,408	-	-	-
Debt Service	281	50	1,000	1,000
Total Expenditures	114,743	250	1,150	32,250
Excess Expenditures over Revenue	(113,597)	750	8,032	25,350
Other Financial Resources				
Proceeds from bond issuance	-	-	-	-
Bond issuance costs	-	-	-	-
Total Other Financial Resources	-	-	-	-
Net Change in Fund Balance	(113,597)	750	8,032	25,350
Fund Balance, January 1	(11,345)	(124,942)	(124,942)	(116,910)
Fund Balance, December 31	\$ (124,942)	\$ (124,192)	\$ (116,910)	\$ (91,560)

TID #6 Schedule of Accumulated Costs and Revenue

Year	Estimated/ Actual Costs	Interest Payments	Total Costs To Be Recovered	Actual/ Projected Revenue	Accumulated Revenue	Amount Remaining to be Collected
2008	\$ 14,415	\$ -	\$ 14,415	\$ -	\$ -	14,415
2009	1,147	40	15,602	-	-	15,602
2010	149	75	14,639	4,481	4,481	10,158
2011	114,462	281	129,382	1,146	5,627	123,755
2012			129,382		5,627	
2013			129,382		5,627	
2014			129,382		5,627	
2015			129,382		5,627	
2016			129,382		5,627	
2017			129,382		5,627	
2018			129,382		5,627	
2019			129,382		5,627	
2020			129,382		5,627	
2021			129,382		5,627	
2022			129,382		5,627	
2023			129,382		5,627	
2024			129,382		5,627	
2025			129,382		5,627	
2026			129,382		5,627	
2027			129,382		5,627	
2028			129,382		5,627	
2029					5,627	
	<u>\$ 130,173</u>	<u>\$ 396</u>	<u>\$ 130,569</u>			

Tax Incremental Financing District No. 7
(An Area Around Howard's Quarry)

The Village of Howard took action to create Tax Incremental Financing District No. 7 (TIF #7) on September 26, 2012. This TIF was created to include an area on both sides of Glendale Avenue near the old rock quarry and is a 27 year TIF.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Revenue				
Tax revenue	\$ -	\$ -	\$ -	\$ -
Shared taxes state	-	-	-	-
Special assessments	-	-	-	-
Charges for service	-	-	-	-
Total Revenue	-	-	-	-
Expenditures				
General administration	-	-	15,000	5,000
Capital Outlay				
TIF incentive payment	-	-	-	-
Property acquisition	-	-	300,000	-
Infrastructure costs	-	-	-	-
Debt Service	-	-	-	3,000
Total Expenditures	-	-	315,000	8,000
Excess Expenditures over Revenue	-	-	(315,000)	(8,000)
Other Financial Resources				
Proceeds from bond issuance	-	-	-	-
Bond issuance costs	-	-	-	-
Total Other Financial Resources	-	-	-	-
Net Change in Fund Balance	-	-	(315,000)	(8,000)
Fund Balance, January 1	-	-	-	(315,000)
Fund Balance, December 31	\$ -	\$ -	\$ (315,000)	\$ (323,000)

CAPITAL PROJECTS FUNDS
Capital Outlay Funds by Department
Schedule of Current and Future Years Expected Expenditures

Description/Year Acquired	2013	2014	2015	2016	2017	2018	2019
General Government:							
Fund Balance, 1/1	\$80,000	\$0	\$0	\$2,000	\$0	\$0	\$2,000
Tax Levy	20,000	20,000	20,000	20,000	22,000	22,000	22,000
Transfer from PW Capital	50,000	-	-	-	-	-	-
Grants	25,000	-	-	-	-	-	-
Total Financial Resources	175,000	20,000	20,000	22,000	22,000	22,000	24,000
Expenditures (detail):							
Computers & Software	25,000	15,000	15,000	10,000	10,000	15,000	7,500
HVAC-replace boilers	120,000	-	-	-	-	-	-
Electronic Imaging For Records	-	-	-	-	7,000	-	-
Lighting upgrades	25,000	-	-	-	-	-	10,000
Copier/scanner	-	-	-	12,000	-	-	-
Miscellaneous Outlay	5,000	5,000	3,000	-	5,000	5,000	5,000
Total Expenditures	175,000	20,000	18,000	22,000	22,000	20,000	22,500
Fund Balance 12/31	-	-	2,000	-	-	2,000	1,500
Total Financial Commitments	\$175,000	\$20,000	\$20,000	\$22,000	\$22,000	\$22,000	\$24,000

Description/Year Acquired	2013	2014	2015	2016	2017	2018	2019
Public Safety-- Police:							
Fund Balance 1/1	\$49,500	\$54,500	\$48,500	\$38,500	\$44,000	\$40,500	\$49,000
Tax Levy	30,000	30,000	30,000	32,000	34,000	36,000	38,000
Sale of Squads	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Total Financial Resources	86,500	91,500	85,500	77,500	85,000	83,500	94,000
Expenditures (details):							
Squad #1 (Patrol)	30,000	-	31,000	-	32,000	-	33,000
Squad #2 (Patrol)	-	30,500	-	31,500	-	32,500	-
Squad #3 (Jim D.)	-	-	-	-	-	-	-
Squad #4 (Greg)	-	-	-	-	-	-	-
Computers	-	7,500	-	-	7,500	-	-
Radar	-	3,000	-	-	3,000	-	-
Misc. equipment	2,000	2,000	16,000	2,000	2,000	2,000	2,000
Total Expenditures	32,000	43,000	47,000	33,500	44,500	34,500	35,000
Fund Balance 12/31	54,500	48,500	38,500	44,000	40,500	49,000	59,000
Total Financial Commitments	\$86,500	\$91,500	\$85,500	\$77,500	\$85,000	\$83,500	\$94,000

Description/Year Acquired	2013	2014	2015	2016	2017	2018	2019
Public Safety-- Fire:							
Fund Balance 1/1	\$635,000	\$650,500	\$685,500	\$111,500	\$164,500	(\$35,500)	\$82,500
Tax Levy	125,000	125,000	127,000	129,000	131,000	133,000	135,000
Grant	-	-	-	-	-	-	-
Total Financial Resources	760,000	\$775,500	812,500	240,500	295,500	97,500	217,500
Expenditures (details):							
Chief #200 200 new	-	-	-	-	-	-	-
Asst Chief #201 201 2005	-	36,000	-	-	41,000	-	-
Engine #211 211 2005	-	-	-	-	-	-	-
Engine #212 213 1991	-	-	600,000	-	-	-	-
Engine #221 212 2007	-	-	-	-	-	-	-
Ladder #211 217 2002	-	-	-	-	-	-	-
Support #211 215 2005	-	-	45,000	-	-	-	-
Tender #211 218 1989	-	-	-	-	275,000	-	-
Tender #221 219 1997	-	-	-	-	-	-	-
Radio upgrade	42,000	42,000	42,000	42,000	-	-	-
Siren	35,500	-	-	-	-	-	-
Roof membrane installation	-	-	-	20,000	-	-	-
Turnout gear & Misc.	32,000	12,000	14,000	14,000	15,000	15,000	15,000
Total Expenditures	109,500	90,000	701,000	76,000	331,000	15,000	15,000
Fund Balance 12/31	650,500	685,500	111,500	164,500	(35,500)	82,500	202,500
Total Financial Commitments	\$760,000	\$775,500	\$812,500	\$240,500	\$295,500	\$97,500	\$217,500

Public Works:

Fund Balance	\$192,000	\$153,000	\$143,000	\$96,000	\$88,000	\$141,000	\$29,000
Tax Levy	108,000	108,000	108,000	108,000	108,000	108,000	108,000
Grants	-	-	-	-	-	-	-
Total Financial Resources	300,000	261,000	251,000	204,000	196,000	249,000	137,000
Expenditures (detail):							
Hot patch	14,000	-	-	-	-	-	-
6' mower, cab & blower 2 new	33,000	33,000	-	-	-	-	-
1 Ton Pickup #604 1988	35,000	-	-	-	-	-	-
1.5 Ton pickup diesel flat 1991	-	70,000	-	-	-	-	-
1 Ton pickup	-	-	45,000	-	-	-	-
16' mower	-	-	95,000	-	-	-	-
11' mower	-	-	-	65,000	-	-	-
Copy machine	-	-	-	20,000	-	-	-
Field conditioner	-	-	-	16,000	-	-	-
Woodchipper	-	-	-	-	40,000	-	-
Used Grader	-	-	-	-	-	205,000	-
Miscellaneous items	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Transfer to General Govt Capital	50,000	-	-	-	-	-	-
Computers & software	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Total Expenditures	147,000	118,000	155,000	116,000	55,000	220,000	15,000
Fund Balance 12/31	153,000	143,000	96,000	88,000	141,000	29,000	122,000
Total Financial Commitments	\$300,000	\$261,000	\$251,000	\$204,000	\$196,000	\$249,000	\$137,000

Description	2013	2014	2015	2016	2017	2018	2019
Total Tax Levy - 2013 Capital Outlay	<u>283,000</u>						
Total Tax Levy - 2012 Capital Outlay	<u>\$287,000</u>						
Total Budget Expenditures - 2013					<u>271,000</u>		
Estimated Total Expenditures - 2012						<u>\$387,830</u>	

Note: The following schedule is a summary of Engineering Department Capital Outlay. This department does not use direct tax levies as is done in the other funds for equipment purchases. The schedule below is used for scheduling future costs. Typically, the revenue generated from developer projects helps pay for these costs in years when new subdivisions are developed. In years without developer projects, these costs are included into another capital project fund and taxes are indirectly used to pay these costs.

Description/Year Acquired	2013	2014	2015	2016	2017	2018	2019
Engineering:							
Computers	\$5,000	\$3,000	\$5,000	\$5,000	\$5,000	\$5,000	\$3,000
Software	15,000	-	-	-	-	-	-
DesignJet 36" Plotter	-	-	-	3,000	-	-	-
Auto level	-	-	-	-	1,500	-	-
Total Expenditures	\$20,000	\$3,000	\$5,000	\$8,000	\$6,500	\$5,000	\$3,000

Village of Howard
Schedule of Capital Improvement Projects by Year - Roads
With an Analysis of Fund Balance

	2012 Estimate	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Fund Balance, Jan. 1 (estimate)	\$ 589,107	\$ 527,416	\$ 651,593	\$ 110,170	\$ 246,087	\$ 221,004
Revenue:						
Tax Levy	641,600	667,897	667,897	667,897	667,897	667,897
Grant-County Bridge Aid *	-	425,000	-	-	-	-
Special Assessments	65,000	60,000	60,000	60,000	55,000	55,000
Other Grants	43,409	-	200,000	-	-	-
Impact Fees	130,000	26,680	26,680	40,020	40,020	40,020
Federal Grants	-	52,200	-	-	-	-
Repayment of Small Business Loans	4,000	6,000	8,000	8,000	4,000	-
Other revenue - property sales	-	-	-	-	60,000	-
Fund Transfers In - Golf Course	60,000	30,000	60,000	60,000	30,000	60,000
Fund Transfers In - General Fund	-	63,800	-	-	-	-
Expenditures:						
Street Resurfacing	(480,000)	(500,000)	(500,000)	(500,000)	(500,000)	(600,000)
Crack sealing	(48,000)	(50,000)	(50,000)	(20,000)	(20,000)	-
Capital Improvements:						
Engineering	(139,600)	(28,400)	(160,000)	(160,000)	(165,000)	(170,000)
Bridges *	-	(425,000)	-	-	-	-
Deerfield-Memorial Boat Ramp	-	(116,000)	-	-	-	-
Ariel photography	-	-	-	-	(15,000)	-
Velp Ave. - bury power lines	-	-	(350,000)	-	-	-
Velp Ave. - decorative lights	-	-	-	-	(150,000)	-
Velp Ave. - sidewalks	(54,100)	-	-	-	-	-
Street sign replacement	(12,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Sidewalks	(14,000)	(48,000)	(182,000)	-	-	-
CTH FF project	-	-	(302,000)	-	-	-
Small Business Loans	-	(20,000)	-	-	-	-
Christmas lights	-	(10,000)	(10,000)	(10,000)	(1,000)	(10,000)
Riverdale	(250,000)	-	-	-	-	-
Roundabouts - Taylor/Shawano	(8,000)	-	-	-	-	-
Roundabouts - New Shawano	-	-	-	-	(21,000)	(21,000)
Fund Balance, Dec. 31 (estimate)	\$ 527,416	\$ 651,593	\$ 110,170	\$ 246,087	\$ 221,004	\$ 232,921

Note: This schedule is used to assist the review of projects constructed in 2011 and review the timing of future projects over the next five years. This schedule is not a comprehensive plan but a tool to analyze approximate start dates for future projects based on available fund balance.

* The Bridge & Culvert Aid Levy is held by Brown County until funds are needed for bridge expenditures.

Note: Impact fees are charged \$667 for single-family and \$474 for multi-family units.

CAPITAL PROJECTS FUNDS - DEVELOPER PROJECTS

Developer Projects:

Project	Capital Projects	Enterprise Funds		
	Roadway	Water Utility	Sanitary Sewer Utility	Storm Water Utility
1. Valley Brook Ph II	\$308,000	\$140,000	\$190,000	\$220,000
2. Garot Condo Project - Shawano		26,000	150,000	
3. (left blank)				
Total Developer Costs by Fund	<u>\$308,000</u>	<u>\$166,000</u>	<u>\$340,000</u>	<u>\$220,000</u>

Calculation of Engineering Fees Charged on Projects:

Total Estimated Projects Cost	\$1,034,000
Less: Non-developer portion of project costs	<u>-</u>
Adjusted Estimated Projects Cost	1,034,000
Less: Contingency (10.0%)	<u>(94,000)</u>
Estimated Actual Contracted Construction Costs	940,000
Multiply: Engineering Fees Percentage	<u>21.0%</u>
Estimated Engineering Fees	<u><u>\$197,400</u></u> (Rounded)

Note: This page reports the money collected for the engineering department to cover in-house engineering and contracted engineering services. The engineering department budget (reported on the following page) uses part of these funds to offset their costs

The cost of developer projects and the related revenue is included in the Capital Improvement Fund.

ENGINEERING DEPARTMENT

Explanation and Assumptions of Engineering Fees:

Engineering department generates fees from developer projects to help offset a portion or all of the department's costs. Such fees are derived from charges made to developers as part of their project costs or to village reconstruction projects (see preceding page for estimate of such fees).

Historical Summary of Department

	2009 Actual	2010 Actual	2011 Actual	2012 Est. Actual	2013 Budget
Fees (nontax items)	\$ -	\$ -	\$ -	\$ 67,900	\$197,400
Engineering Expenses	(367,283)	(329,051)	(345,819)	(357,500)	(375,800)
Exp. allocated to projects	114,300	215,800	140,700	150,000	150,000
Net operations	(\$252,983)	(\$113,251)	(\$205,119)	(\$139,600)	(\$28,400)

Activities, services or functions:

1. Engineers are primarily responsible for designing, scheduling and overseeing the public construction projects.
2. Maintain and update official maps and plat book of the Village.
3. Maintain all maps of Village construction.

Budget Line Item Summary:	2011 Actual	2012 Estimated	2013 Budget	2013 Percentage
Contracted Services	\$3,754	\$1,000	\$4,000	1.06%
Insurance	7,304	7,400	7,500	2.00%
Telephone	3,867	4,000	4,500	1.20%
Repairs, Maintenance, Fuel	6,541	6,200	6,500	1.73%
Workshops and Conference	146	3,600	2,000	0.53%
Subscriptions	262	300	300	0.08%
Supplies	19,273	30,000	20,000	5.32%
Capital Outlay	800	0	20,000	5.32%
Employee Benefits	64,121	65,000	66,000	17.56%
Salaries and Wages	239,751	240,000	245,000	65.19%
Totals	\$345,819	\$357,500	\$375,800	100.00%

Engineering Department Continued

	2011 Positions FTE	2012 Positions FTE	2013 Positions FTE
Engineer	0.85	0.85	0.85
Staff Engineer	0.85	0.85	0.85
Engineer Tech	0.50	0.50	0.50
Part-time Techs <i>(3 part-time each year)</i>	1.00	1.00	1.00

2013 Budget Analysis:

There are two possible developer projects in 2013. The majority of engineering costs will be allocated to reconstruction, sidewalk, utilities and other similar Village projects or absorbed as part of the Capital Improvement Fund cost.

ENTERPRISE FUNDS

VILLAGE OF HOWARD, WISCONSIN
Combining Budget for Enterprise Funds
For Year Beginning January 1, 2012

	Water Utility	Sanitary Sewer Utility	Storm Water Utility	Golf Course	Total Combined
Operating Revenue	\$ 5,031,700	\$ 2,530,700	\$ 752,600	\$ 365,800	\$ 8,680,800
Operating Expenses					
Operation and maintenance	3,289,299	1,820,900	459,390	251,600	5,821,188
Administrative and general	377,300	296,600	-	9,000	682,900
Depreciation and amortization	512,000	285,000	220,000	49,000	1,066,000
Taxes	-	8,100	-	-	8,100
Total Operating Expenses	4,178,599	2,410,600	679,390	309,600	7,578,188
Operating Income	853,101	120,100	73,210	56,200	1,102,612
Nonoperating Revenues (Expenses)					
Interest revenue	21,000	23,500	8,000	700	53,200
Interest expense	(62,300)	(8,000)	-	-	(70,300)
Operating transfers out	-	-	-	(30,000)	(30,000)
Contributed capital	102,000	103,000	300,000	-	505,000
Transfers out (formerly Taxes)	(380,000)	-	-	-	(380,000)
Total Nonoperating Revenues (Expenses)	(319,300)	118,500	308,000	(29,300)	77,900
Change in Net Assets	533,801	238,600	(234,790)	26,900	1,180,512
Net Assets - January 1	22,799,262	19,870,375	13,984,641	2,883,835	59,538,113
Net Assets - December 31	\$ 23,333,063	\$ 20,108,975	\$ 13,749,851	\$ 2,910,735	\$ 60,718,625

VILLAGE OF HOWARD, WISCONSIN
Comparative Budget for Water Utility
For Year Beginning January 1

	2011 Actual	2012 Estimated Actual	2013 Budget
Operating Revenue			
Charges for services	\$ 4,418,797	\$ 4,956,300	\$ 4,965,900
Other	71,167	65,100	65,800
	<hr/>		
Total Operating Revenue	4,489,964	5,021,400	5,031,700
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Operating Expenses			
Operation and maintenance	3,423,086	3,115,600	3,289,299
Administrative and general	357,222	360,700	377,300
Depreciation	479,705	492,000	512,000
	<hr/>		
Total Operating Expenses	4,260,013	3,968,300	4,178,599
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Operating Income	229,951	1,053,100	853,101
	<hr/>		
Nonoperating Revenues (Expenses) & Transfers			
Interest revenue	22,305	20,700	21,000
Interest and amortization expense	(106,205)	(64,200)	(62,300)
Capital contributions	602,551	191,600	102,000
Transfers out (formerly Taxes)	(317,360)	(360,000)	(380,000)
	<hr/>		
Total Nonoperating Revenues (Expenses) and Transfers	201,291	(211,900)	(319,300)
	<hr/>		
Change in Net Assets	431,242	841,200	533,801
	<hr/>		
Net Assets - January 1	21,526,820	21,958,062	22,799,262
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Net Assets - December 31	\$ 21,958,062	\$ 22,799,262	\$ 23,333,063
	<hr/>		

WATER UTILITY

REVENUE - CHARGES FOR SERVICE

Historical Summary:

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Estimated Actual	2013 Budget
\$4,727,694	\$4,319,811	\$4,177,496	\$4,418,797	\$4,956,300	\$4,965,900
Percentage Change	-8.63%	-3.29%	5.78%	12.16%	0.19%

Explanations and Assumptions:

The Village had the PSC review water rates in 2012 and new rates were adopted. Water revenues are generated from charges based on the consumption of water used by residents, commercial and industrial customers.

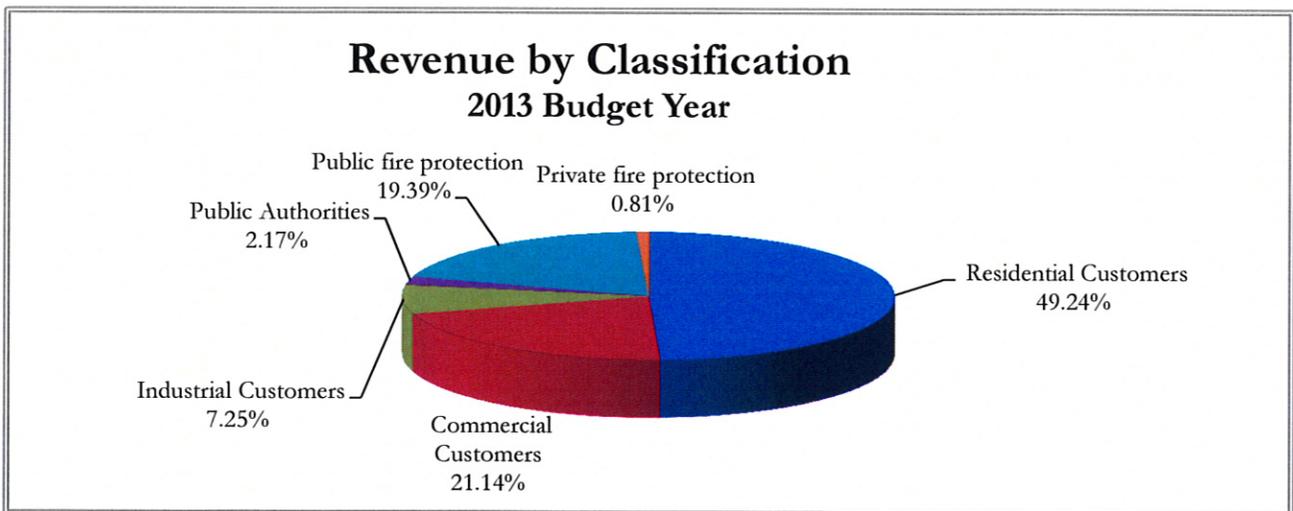
Public fire protection charges are made to customers and the Village government. Private fire protection is charged to commercial entities with private fire devices like sprinkler systems.

The water rates include a water rate adjustment clause that allows the Village to change water rates through the PSC annually for changes in water cost from the Water Authority without a full rate study being prepared.

Line item detail:	2011 Actual	2012 Est. Actual	2013 Budget	2013 Budget
Residential Customers	\$ 2,081,636	\$ 2,445,000	\$ 2,445,000	49.24%
Commercial Customers	892,586	1,050,000	1,050,000	21.14%
Industrial Customers	254,459	360,000	360,000	7.25%
Public Authorities	75,203	107,700	107,800	2.17%
Public fire protection	1,076,211	953,200	962,700	19.39%
Private fire protection	38,702	40,400	40,400	0.81%
Total Charges for Service	\$ 4,418,797	\$ 4,956,300	\$ 4,965,900	100.00%

2013 Budget Analysis:

The utility is projecting no change in the rates for 2013 and the same sales volumes in 2013.



WATER UTILITY

REVENUE - OTHER

Historical Summary:

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Estimated Actual	2013 Budget
\$84,085	\$39,139	\$65,303	\$71,167	\$65,100	\$65,800
Percentage Change	-53.45%	66.85%	81.83%	-8.53%	1.08%

Explanations and Assumptions:

Forfeited discounts are earned whenever a customer becomes delinquent in payment of billings. The rate for forfeited discounts is 1.0% per month of delinquency. There is also a 10% penalty applied to all outstanding accounts that exist on November 1 of each year. The miscellaneous revenues are made up of turn-on fees, rate of return on water meters and other items.

Line item detail:	2011 Actual	2012 Est. Actual	2013 Budget	2013 Budget
Forfeited discounts	\$ 33,740	\$ 34,000	\$ 34,400	52.28%
Miscellaneous	37,427	31,100	31,400	47.72%
Total Other Revenue	\$ 71,167	\$ 65,100	\$ 65,800	100.00%

2013 Budget Analysis:

Forfeited discounts are expected to increase by an estimated 1.0% in 2012 due to estimated increase in number of customers and the sluggish economy.

WATER UTILITY

EXPENSE - OPERATIONS AND MAINTENANCE

MISSION To provide the customers continued safe drinking water supply in the most effective and cost efficient manner.

GOALS

- Immediate responses to all water main break reportings.
- Read all water meters once each month for billing purposes and replace old meters.
- Continue to upgrade and replace old water mains.
- Have 24 hour coverage of water system through use of a pager.
- Flush all hydrants at least once per year.
- Perform leak detections to discover and eliminate cause of water loss.

ACCOMPLISHMENTS

2012 Continued working with staff and outside consultants on leak detection and repairs.

2011 Contracted with a firm to perform leak detection services and discovered one leak that was immediately repaired. Internally performed leak detections on all service connection to customers and repaired all leaks detected.

2010 Contracted for a water leak detection program based on sounds and detected two small leaks. Contracted with another firm to prepare pressure tests for determining if additional leaks can be discovered; at the time of printing, six leaks had been found in the first week of testing.

Quantitative Performance Measures:

Year	Number of gallons			Sold & Used	Percentage Sold
	Well water	Purchased water	Total Water		
2000	598,898,000	-	598,898,000	414,683,000	69.2%
2001	640,188,000	-	640,188,000	492,275,000	76.9%
2002	631,980,000	-	631,980,000	474,974,000	75.2%
2003	662,678,000	-	662,678,000	599,115,000	90.4%
2004	701,227,000	-	701,227,000	616,448,000	87.9%
2005	766,323,000	-	766,323,000	628,311,000	82.0%
2006	732,793,000	-	732,793,000	692,154,000	94.5%
2007	501,294,000	230,402,000	731,696,000	725,217,000	99.1%
2008	1,266,000	622,224,000	623,490,000	564,127,000	90.5%
2009	1,168,000	636,307,000	637,475,000	520,223,000	81.6%
2010	1,035,000	630,038,000	631,073,000	582,073,000	92.2%
2011	719,000	676,084,000	676,803,000	621,803,000	91.9%
2012 estimates	1,000,000	735,800,000	736,800,000	677,000,000	91.9%

PROGRAM EXPENDITURES

	2011 Actual	2012 Est. Actual	2013 Budget	2013 Budget
Operation labor	\$ 75	\$ 900	\$ 1,000	0.03%
Pumping operating labor	-	-	-	0.00%
Water purchased	2,978,995	2,727,000	2,860,000	86.95%
Source of supply miscellaneous	125	100	100	0.00%
Source of supply - maintenance	775	-	1,000	0.03%

PROGRAM EXPENDITURES (Continued)

Fuel for pumping	\$ 19,903	\$ 17,500	\$ 18,500	0.56%
Pumping supplies	716	-	100	0.00%
Maintenance pumping plant	1,228	700	700	0.02%
Water treatment labor	11,318	12,000	13,000	0.40%
Chemicals	13,492	7,000	13,500	0.41%
Water treatment supplies	4,570	4,300	4,000	0.12%
Water treatment plant maintenance	112	400	200	0.01%
Transmission labor	93,100	95,000	97,600	2.97%
Transmission supplies	10,691	16,000	12,500	0.38%
Rent	33,000	33,000	33,000	1.00%
Maintenance structures (painting)	1,232	-	-	0.00%
Maintenance - distribution	5,638	15,000	10,000	0.30%
Maintenance - watermains	48,261	19,000	42,000	1.28%
Maintenance - fire mains	22,654	18,700	20,000	0.61%
Maintenance - services	95,148	44,000	60,000	1.82%
Maintenance - meters	1,758	25,000	20,000	0.61%
Maintenance - hydrants	16,921	15,300	15,000	0.46%
Maintenance - misc plant	-	-	-	0.00%
Meter reading labor	17,748	20,500	21,000	0.64%
Accounting dept. labor	43,567	42,500	43,700	1.33%
Customer account supplies	2,059	1,700	2,400	0.07%
Total Operations & Maint.	\$ 3,423,086	\$ 3,115,600	\$ 3,289,299	100.00%

2011 Positions Authorized (FTE)	2012 Positions Authorized (FTE)	2013 Positions Authorized (FTE)
------------------------------------	------------------------------------	------------------------------------

Working Foreman	0.80	0.80	0.80
Laborer	1.65	1.65	1.65
Meter reader	0.75	0.75	0.75
Mechanic	0.30	0.30	0.30
Dir. Administrative Services	0.25	0.25	0.25
Accountant I	0.25	0.25	0.25
Clerk Typist	0.25	0.25	0.25

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Estimated Actual	2013 Budget
\$2,675,772	\$2,821,656	\$2,711,604	\$3,423,086	\$3,115,600	\$3,289,299
Percentage Change	5.45%	-3.90%	26.24%	-8.98%	5.58%

WATER UTILITY

ADMINISTRATION AND GENERAL

MISSION To provide customers an avenue of communication regarding water services and supervise labor in meeting operational goals.

GOALS Make appointments for final reading of meters and meter replacements.
Continue working closely with CBCWA on water supply issues.
Evaluate main breaks for the need to contract for repairs versus internal repairs.

ACCOMPLISHMENTS

2012

2011 Began implementation of a new water valve exercising program. Relocated water mains and laterals for US Hwy 41 and State Hwy 29 projects.

2010 Village staff continue to attend Water Authority meetings as board members. Village purchased a leak detection device to assist in discovering leaks.

	2011 Actual	2012 Est. Actual	2013 Budget	2013 Budget
Administration labor	\$ 104,616	\$ 104,200	\$ 107,000	28.36%
Office supplies	37,388	31,000	32,000	8.48%
Outside services employed	72,073	67,000	70,000	18.55%
Property insurance	17,250	20,500	20,500	5.43%
Injuries and damages	-	-	-	0.00%
Pensions and other benefits	125,895	136,500	143,300	37.98%
Other expenses	-	-	500	0.13%
Regulatory commission exp	-	1,500	4,000	1.06%
Total Administration/General	\$ 357,222	\$ 360,700	\$ 377,300	100.00%

	2011 Positions Authorized (FTE)	2012 Positions Authorized (FTE)	2013 Positions Authorized (FTE)
Administrator	0.10	0.10	0.10
Administrative assistant	0.10	0.10	0.10
Public Works Director	0.20	0.20	0.20
Clerk/typists	0.70	0.70	0.70
Engineer Tech & GIS operator	0.30	0.30	0.30

	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Est. Actual	2013 Budget
	\$284,470	\$314,930	\$342,856	\$357,222	\$360,700	\$377,300
Percentage Change		10.71%	8.87%	4.19%	0.97%	4.60%

2013 Budget Analysis - Operations and Maintenance:

In 2007, the Village began purchasing water from the Central Brown County Water Authority (Authority). Since then, payments to the Authority will be classified as water purchased for resale. The cost associated with purchasing water from the Authority is determined by the Authority in their budget process. At the time of printing this document, the Authority's budget was not yet completed but an estimate was obtained for the 2013 budget amount.

2013 Budget Analysis - Administration and General

There are no major changes anticipated in this budget category for 2013, just inflationary cost or cost of living type increases.

2013 Budget Analysis - Depreciation:

The calculation of plant depreciation is based on estimated life of each class of asset as determined by the PSC. The budget amount represent estimates of the 2013 expense based on current rates of depreciation and estimates of additions and deletions to fixed asset.

2013 Budget Analysis - Transfers Out (formerly Taxes):

The GASB changed the method of recording revenue and expenses are reported for in-lieu of tax payments. Since there is no direct service provided for this payment, the payment must be reported as a Transfer instead of an expense. The amount of the transfer continues to be calculated as in the past years with the payment being based on the utility plant existing at the beginning of the year and certain components of the tax rate.

Note: The Village is part of the Authority. This body was created in order to develop an alternative water source for the member communities other than well water. The aquifer that holds most communities water supply is being depleted and has high levels of contaminants that exceed EPA limits. The Village is a charter member of the Authority. Cost from the Authority are passed on to customers through a water rate adjustment clause.

VILLAGE OF HOWARD, WISCONSIN

Comparative Budget for Sewer Utility

For Year Beginning January 1

	2011 Actual	2012 Estimated Actual	2013 Budget
Operating Revenue			
Charges for services	\$2,091,759	\$2,268,200	\$2,514,700
Other	14,257	16,000	16,000
Total Operating Revenue	2,106,016	2,284,200	2,530,700
Operating Expenses			
Operation and maintenance	1,371,427	1,678,400	1,820,900
Administrative and general	296,816	281,500	296,600
Depreciation	278,325	280,000	285,000
Taxes	7,885	8,000	8,100
Total Operating Expenses	1,954,453	2,247,899	2,410,600
Operating Income	151,563	36,301	120,100
Nonoperating Revenues (Expenses)			
Interest revenue	23,906	23,500	23,500
Interest and amortization expense	(26,366)	(8,700)	(8,000)
Capital contributions	235,471	32,200	103,000
Total Nonoperating Revenues (Expenses)	233,011	47,000	118,500
Change in Net Assets	384,574	83,301	238,600
Net Assets - January 1	19,402,500	19,787,074	19,870,375
Net Assets - December 31	\$19,787,074	\$19,870,375	\$20,108,975

SEWER UTILITY

REVENUE - CHARGES FOR SERVICE

Historical Summary:

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Estimated Actual	2013 Budget
\$2,111,784	\$1,840,319	\$1,925,073	\$2,091,759	\$2,268,200	\$2,514,700
Percentage Change	-12.85%	4.61%	8.66%	8.44%	10.87%

Explanations and Assumptions:

The sewer rates are established by the Village Board. The flow rate was adjusted in 2011 and in 2012.

The 2012 budget amounts are based on the combination of historical trends and estimated new housing starts and new businesses. A rate increase may be necessary for 2012 but has not been factored into the budget.

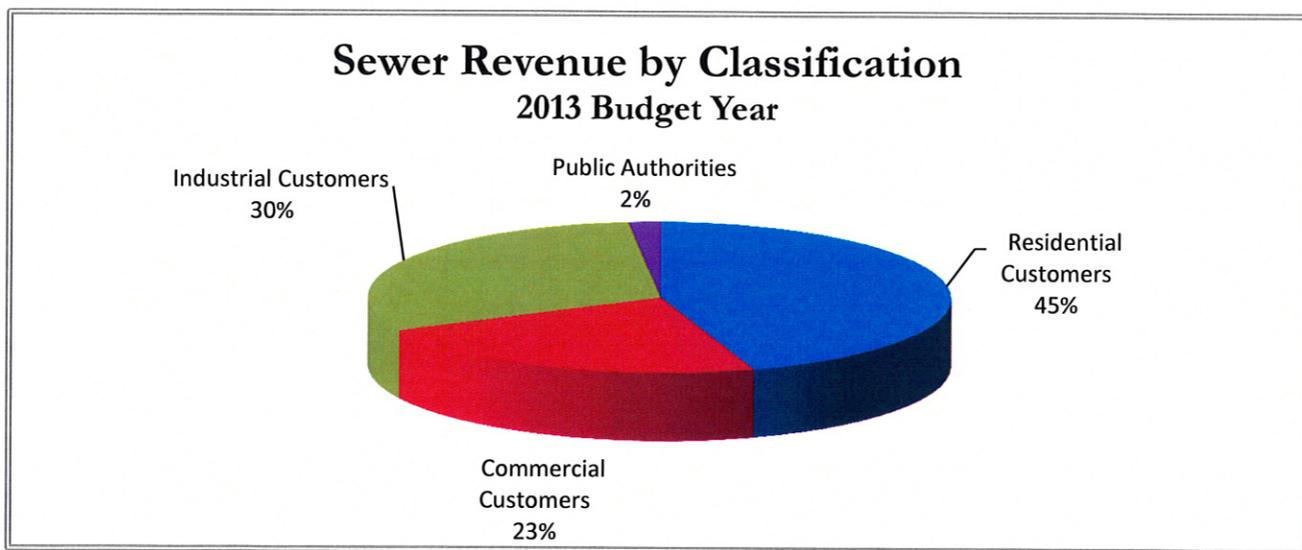
Line item detail:	2011 Actual	2012 Est. Actual	2013 Budget	2013 Budget
Residential Customers	\$966,361	\$1,024,300	\$1,126,800	44.81%
Commercial Customers	472,381	502,000	572,200	22.75%
Industrial Customers	612,932	700,400	770,500	30.64%
Public Authorities	40,085	41,500	45,200	1.80%
Total Charges for Service	\$2,091,759	\$2,268,200	\$2,514,700	100.00%

2013 Budget Analysis:

The sewer rates are expecting an increase of at least 9% to match the cost increase from the GBMSD.

Residential customers are expecting 40 new customers and commercial a 90 new customers in 2013 caused by growth, while public authority will only see the 9% rate increase.

The Industrial customer revenues have seen fluctuations from year to year due to changes in the largest customer's pretreatment facility. Industrial revenue is not expected to increase 9% in 2013.



SEWER UTILITY

REVENUE - OTHER

Historical Summary:

2008	2009	2010	2011	2012	2013
Actual	Actual	Actual	Actual	Estimated Actual	Budget
\$17,020	\$15,953	\$14,922	\$14,257	\$16,000	\$16,000
Percentage Change	-6.27%	-6.46%	-4.46%	12.23%	0.00%

Explanations and Assumptions:

Forfeited discounts are earned whenever a customer becomes delinquent in payment of sewer billings. The rate charged for past due accounts is 1.0% per month. There is also a 10% penalty applied to all outstanding accounts on November 1 of each year. Miscellaneous revenues are comprised of second meter sales and other items.

Line item detail:	2011 Actual	2012 Est. Actual	2013 Budget	2013 Budget
Forfeited discounts	\$14,238	\$15,000	\$15,000	93.75%
Miscellaneous	19	1,000	1,000	6.25%
Total Other Revenue	\$14,257	\$16,000	\$16,000	100.00%

2013 Budget Analysis:

The budget is reflecting no changes in the two items for 2012. The 2012 budget is based on estimated actual results from 2011.

SEWER UTILITY

EXPENSE - OPERATIONS AND MAINTENANCE

MISSION To provide the customers continued access and flow of sewage in the most cost efficient manner.

GOALS Provide immediate responses to sewer backup complaints.
 Extend sewer lines into new subdivisions.
 Replace old sewer mains in accordance with capital replacement schedule.
 Perform sewer cleaning and inspections in accordance with scheduled events.

ACCOMPLISHMENTS

2012 Continued monitoring flow results by updating spreadsheet with flow data and continued sewer cleaning and inspection program.

2011 Continued monitoring flow results by updating spreadsheet with flow data. Continued with sewer cleaning and inspection program.

2010 Performed a sewer rate study in 2010 to update the flow rate. Continued monitoring the sewage flow data.

PROGRAM EXPENDITURES	2011 Actual	2012 Est. Actual	2013 Budget	2013 Budget
Operation labor	\$19,957	\$20,000	\$20,700	1.14%
Fuel for pumping	2,988	4,400	4,900	0.27%
Phosphorus chemicals	-	-	-	0.00%
Transportation expense	24,113	17,600	20,000	1.10%
Green Bay Met Charges-treatment	1,185,184	1,500,000	1,635,000	89.79%
Maintenance - Collection	72,563	78,600	80,800	4.44%
Maintenance - Pumping	12,880	13,300	13,300	0.73%
Maintenance - General Plant	3,586	500	1,000	0.05%
Billing labor and supplies	50,156	44,000	45,200	2.48%
Total Operating Expenses	\$1,371,427	\$1,678,400	\$1,820,900	100.00%

	2011 Positions Authorized (FTE)	2012 Positions Authorized (FTE)	2013 Positions Authorized (FTE)
Working Foreman	0.15	0.15	0.15
Laborer	1.60	1.60	1.60
Dir. Administrative Services	0.25	0.25	0.25
Accountant I	0.25	0.25	0.25
Clerk Typist	0.25	0.25	0.25
Meter reader	0.25	0.25	0.25

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Estimated Actual	2013 Budget
\$1,617,367	\$1,013,555	\$1,200,534	\$1,371,427	\$1,678,400	\$1,820,900
Percentage Change	-37.33%	18.45%	14.23%	22.38%	8.49%

SEWER UTILITY

EXPENSE - ADMINISTRATION AND GENERAL

MISSION To provide the customers communication access to sewer personnel and administrate laborers.

GOALS Make available access to the public for any sewer related concerns.
Perform all administrative functions of the utility such as preparing service orders.

ACCOMPLISHMENTS

2011-2013 1. Updated sewer replacement schedule and continued to replace sewer lines as needed.

PROGRAM EXPENDITURES	2011 Actual	2012 Est. Actual	2013 Budget	2013 Budget
Administration labor	\$ 75,179	\$ 75,000	\$ 76,100	25.66%
Meter reading labor	22,286	20,500	21,000	7.08%
Meter supplies (ROR)	17,748	20,400	21,000	7.08%
Office supplies	28,128	21,000	21,000	7.08%
Outside services employed	21,144	20,000	30,000	10.11%
Property insurance	15,529	15,500	16,300	5.50%
Pensions & benefits	83,802	75,500	77,600	26.16%
Uncollectible accounts	-	500	500	0.17%
Miscellaneous	-	100	100	0.03%
Rents	33,000	33,000	33,000	11.13%
Total Administration	\$ 296,816	\$ 281,500	\$ 296,600	100.00%

2011 Positions Authorized (FTE)	2012 Positions Authorized (FTE)	2013 Positions Authorized (FTE)
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Administrator	0.10	0.10	0.10
Public Works Director	0.20	0.20	0.20
Clerk/typists	0.40	0.40	0.40
Engineer Tech & GIS operator	0.30	0.30	0.30
Foreman	0.15	0.15	0.15

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Estimated Actual	2013 Budget
\$343,177	\$320,703	\$312,047	\$296,816	\$281,500	\$296,600
Percentage Change	-6.55%	-2.70%	-4.88%	-5.16%	5.36%

2013 Budget Analysis - Operations and Maintenance:

Charges by the GBMSD make up the overwhelming majority of expenses in this category. The GBMSD charges vary from year to year based on strength and gallons of sewage flowing to the GBMSD. With changes to our largest customer's pretreatment facility, it is very difficult to predict the cost in future years. The 2013 budget reflects a 9% increase from the 2012 amount based on GBMSD estimates.

2013 Budget Analysis - Administration and General:

Pensions and benefits and administrative salaries make up the largest item within this category. For 2013, estimating increases in these two areas for cost of living and program increases.

2013 Budget Analysis - Depreciation:

The calculation of plant depreciation is based on estimated life of each class of asset as determined by the PSC for the water utility. The budget amount represent estimates of the 2013 expense based on current rates of depreciation and estimates of additions and deletions to fixed assets.

2013 Budget Analysis - Taxes:

This expense represents the annual fee charged by the water utility to the sewer utility for 1/2 the rate of return on meters owned by the water utility but used for sewer billings too.

VILLAGE OF HOWARD, WISCONSIN
Comparative Budget for Storm Water Utility
For Year Beginning January 1

	2011 Actual	2012 Estimated Actual	2013 Budget
Operating Revenue			
Charges for services	\$ 701,851	\$ 741,400	\$ 746,600
Other - forfeited discounts	6,097	6,000	6,000
Total Operating Revenue	<u>707,948</u>	<u>747,400</u>	<u>752,600</u>
Operating Expenses			
Operation, maintenance and general	426,802	444,782	459,390
Depreciation	197,532	200,000	220,000
Total Operating Expenses	<u>624,334</u>	<u>644,782</u>	<u>679,390</u>
Operating Income	<u>83,614</u>	<u>102,618</u>	<u>73,210</u>
Nonoperating Revenues (Expenses)			
Interest revenue	12,301	6,500	8,000
Capital contributions (special assessments) & grants	46,624	207,100	300,000
Total Nonoperating Revenues (Expenses)	<u>58,925</u>	<u>213,600</u>	<u>308,000</u>
Change in Net Assets	142,539	316,218	381,210
Net Assets - January 1	<u>13,525,884</u>	<u>13,668,423</u>	<u>13,984,641</u>
Net Assets - December 31	<u>\$ 13,668,423</u>	<u>\$ 13,984,641</u>	<u>\$ 14,365,851</u>

Note: 2005 was the first year of operations for the storm water utility.

Capital contributions represents cash payments from developers for installation of new storm sewer infrastructure, special assessments and impact fees collected. These receipts are disclosed as Nonoperating revenues while the expenditure of funds for the infrastructure is capitalized as an asset and depreciated.

STORM WATER UTILITY

REVENUE - CHARGES FOR SERVICE

Historical Summary:

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Estimated Actual	2013 Budget
\$679,197	\$681,789	\$693,763	\$701,851	\$741,400	\$746,600
Percentage Change	0.38%	1.76%	1.17%	5.63%	0.70%

Explanations and Assumptions:

The storm water utility rates were last adjusted by the Village Board during the 2008 budget process becoming effective January 1, 2008. The rates are based on 3,301 square footage of impervious surface equaling one Equivalent Residential Unit (ERU). Rate requirements are reviewed annually with each budget document and based on cash flow requirements for operating and capital needs.

The ERU Revenues are not classified by residential, commercial or industrial as done in the Water and Sewer Utilities. The ERU for each parcel determines the amount to be charged each customer and recorded as revenue.

Line item detail:	2011 Actual	2012 Est. Actual	2013 Budget	2013 Budget
ERU's Revenue	\$698,126	\$736,400	\$741,600	99.33%
Plan review fees	3,725	5,000	5,000	0.67%
Total Charges for Service	\$701,851	\$741,400	\$746,600	100.00%

2013 Budget Analysis:

Estimated revenue from ERU's in 2013 is based on the current actual number of ERU's plus an estimated increase of 100 more ERU's in 2013. Plan review fees are fairly constant from year to year, but contingent upon plans submitted for review.

STORM WATER UTILITY

OPERATING EXPENSES

MISSION To provide clean water from storm events that flow from the Village of Howard to the Bay of Green Bay in the most cost beneficial manner.

GOALS

- Develop a monitoring system to evaluate maintenance schedules.
- Provide a functional storm sewer system that responds to customer needs.
- Provide information to the public about the system's operations.
- Sweep all streets of the village twice each year and pickup leaves at curb.

ACCOMPLISHMENTS

2012

2011 Completed construction of a third leaf vacuum on a new truck.

2010 Installed new storm sewers along a portion of Glendale Ave (Evergreen to Spring Green) and on Velp Ave (between Melody and Military).

	2011 Actual	2012 Est. Actual	2013 Budget	2013 Budget
Insurance	\$ 3,479	\$ 4,868	\$ 9,400	1.09%
Workers compensation	5,056	4,814	5,000	1.08%
Contracted services	94,720	90,000	90,000	20.23%
Repairs, maintenance & fuel	65,146	42,800	42,800	9.62%
Other supplies & expenses	54,840	65,000	66,890	14.61%
Employee benefits	53,879	63,700	66,900	14.32%
Salaries and wages	149,682	173,600	178,400	39.03%
Rent & other charges	-	-	-	0.00%
Total Administration	\$ 426,802	\$ 444,782	\$ 459,390	100.00%

STORM WATER UTILITY - Operating Expenses (Continued):

	2011 Positions Authorized (FTE)	2012 Positions Authorized (FTE)	2013 Positions Authorized (FTE)
Administrator/Clerk	0.05	0.05	0.05
Administrative assistant	0.05	0.05	0.05
Clerk Typists - village hall	0.10	0.10	0.10
Co-op Student (part-time)	0.00	0.00	0.00
Director of Administrative Services	0.05	0.05	0.05
Accountant I	0.05	0.05	0.05
Account Clerk	0.10	0.10	0.10
Public Works Director	0.20	0.20	0.20
Clerk typists - public works	0.30	0.30	0.30
Engineer	0.10	0.10	0.10
Working Foreman	0.25	0.25	0.25
Laborer	1.25	1.75	1.75
Engineer Tech & GIS operator	0.70	0.70	0.70
Mechanics	0.20	0.20	0.20
Laborer - leaf collection	0.25	0.25	0.25
Totals	3.65	4.15	4.15

2013 Budget Analysis:

Cost of living and contract increases represent the increases in the 2013 budget amounts reported above.

2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Estimated Actual	2013 Budget
\$404,317	\$415,671	\$326,088	\$426,802	\$444,782	\$459,390
Percentage Change	2.81%	-21.55%	30.89%	4.21%	3.28%

Village of Howard
Statement of Budgeted Revenue and Expenses - Golf Course
For Year Beginning January 1

	2011 Actual	2012 Estimated	2013 Budget
Revenue			
Green fees	\$ 175,486	\$ 192,000	\$ 220,000
Golf cart rentals	60,551	75,000	76,000
Beverages	27,491	31,500	32,000
Other golf revenues	5,644	8,500	9,000
Rental income	20,000	26,800	28,800
Restaurant sales	46,909	-	-
Total Operating Revenues	<u>336,081</u>	<u>333,800</u>	<u>365,800</u>
Operating expenses:			
Restaurant operations:	54,568	-	-
Golf operations:			
Salaries & benefits	149,831	130,000	133,300
Insurance	10,293	9,168	10,300
Supplies and other expenses	63,316	35,000	40,000
Cost of goods sold	11,228	16,700	17,000
Repairs and maintenance	31,209	35,000	30,000
Advertising	1,411	2,100	4,000
Telephone and utilities	19,284	16,500	17,000
Depreciation	45,343	47,000	49,000
Administrative expenses	14,121	8,800	9,000
Total operating expenses	<u>400,604</u>	<u>300,268</u>	<u>309,600</u>
Total operating income	(64,523)	33,532	56,200
Nonoperating revenues (expenses) & capital items			
Interest and other income	990	8,600	700
Capital contributions-ROW	126,302	-	-
Transfers out	(100,000)	(60,000)	(30,000)
Total operating transfers over nonoperating revenue	<u>27,292</u>	<u>(51,400)</u>	<u>(29,300)</u>
Net income	(37,231)	(17,868)	26,900
Net Assets - January 1	<u>2,938,934</u>	<u>2,901,703</u>	<u>2,883,835</u>
Net Assets - December 31	<u>\$ 2,901,703</u>	<u>\$ 2,883,835</u>	<u>\$ 2,910,735</u>

Summary of Golf Course Budget

On December 31, 1996, the Village of Howard purchased a local nine hole golf course. The facility is being operated as a public golf course, providing golf carts, club rentals and miscellaneous merchandise sales. In addition to the golf operations, the club house houses a restaurant facility that is open during summer months and every Friday of the year. The restaurant has been providing a Friday "fish-fry" for more than 30 years. In 2011, the restaurant was rented to Coaches Corner, a popular local restaurant/bar operation.

The Village contracted with a local golf pro to operate the golf course and restaurant operations from 1997 through 2001. In 2002, the Village began operating the course and restaurant as a Village facility. All the employees of the facility are hired by the Village. The change in operations allowed the Village to begin collecting revenue from golf carts, club rentals, merchandise sales and the restaurant operation sales.

The past ten years the Village has funded capital outlay items from existing operations. Continued investment in equipment and building facilities will be made in future years from available resources. Each year \$60,000 is being transferred from the golf course to a capital project fund to help lower taxpayer cost.

The State of Wisconsin will be reconstructing County Road J, located on the western border of the golf course, and State Highway 29, located on the south border of the golf course, within the next 5-10 years. The states design for the two roads shows no loss of the golf course property to the state.

MISSION		STRATEGIC OBJECTIVES	
To provide the community the best 9 hole golf course in Wisconsin.		1. Provide daily maintenance services of the greens, tee boxes and fairways of the golf course. 2. Maintain golf carts in excellent working condition. 3. Work with Coaches Corner on facilities use during non-golf season. 4. Expand weekday league play.	
GOALS		PLAN OF ACTION	
1. Provide an excellent golf course experience for 6-9 months of the year. 2. Provide a professional "Pro Shop" atmosphere for golf participants. 3. Rent the restaurant facilities to a popular local restaurant/bar and collect the rents.		1. Mow all greens and fairways daily and distinguish a "rough" area on each hole. 2. Maintain tee boxes through daily mowing and by repairing divots. 3. Increase advertising efforts focusing on major improvements made to the facility.	
EVALUATION OF RESULTS			
2012	1. Repaired numerous leaks to irrigation system. 2. Continued program for pesticide and fertilization. 3. Installed drain tile in three locations on the course. 4. Installed asphalt cart paths at holes #4, #5 and #9. 5. Purchased 5 new golf carts and a new beverage cart and sold the old carts.		
2011	1. Repaired numerous leaks to irrigation system. 2. Began a new program for pesticide and fertilization. 3. Installed drain tile in three locations on the course. 4. Prepped cart paths at holes #4, #5 and #9 for new asphalt. 5. Purchased new greens mower and fareway mower. 6. Obtained large payment for WPS easement.		
2010	1. Continued to offer league play and gave assistance in filling vacancies. 2. All golf maintenance operations were moved to the Golf Manager's position of responsibilities. 3. Village mechanics took over maintenance of equipment which resulted in an investment of \$50,000 in equipment repairs and betterments.		

	2011 Positions Authorized (FTE)	2012 Positions Authorized (FTE)	2013 Positions Authorized (FTE)
Dir. Administrative Services	0.05	0.00	0.00
Accountant I	0.10	0.10	0.10
Clerk Typist	0.10	0.00	0.00
Restaurant - full-time	1.00	0.00	0.00
Part-time - 13	1.00	0.00	0.00
Golf operations - full-time	1.00	0.00	0.00
Part-time - 20 in '11, 8 in '12 & '13	1.50	1.50	1.50

Capital Outlays

The following items are expected to be capital purchases in years listed:

	Year	Amount
Gas golf carts - replace 5	2013	\$ 24,500
Misc course improvements	2013	\$ 10,000
Collar mower	2013	\$ 30,000
Gas golf carts - replace 5	2014	\$ 24,500
Misc course improvements	2014	\$ 10,000
Gas golf carts - replace 2	2015	\$ 10,200
Misc course improvements	2015	\$ 10,000
Gas golf carts - replace 2	2016	\$ 10,400

Discussion of Net Assets for Golf Course:

Net Assets for the Golf Course are derived by subtracting all liabilities and capital from the assets. Cash is only part of the assets owned by the golf course. Other assets owned include equipment (such as mowers and golf carts), the buildings and the land.

The Village has always maintained a strong balance in cash and net assets in order to fund future improvement projects and keep our assets in good condition.

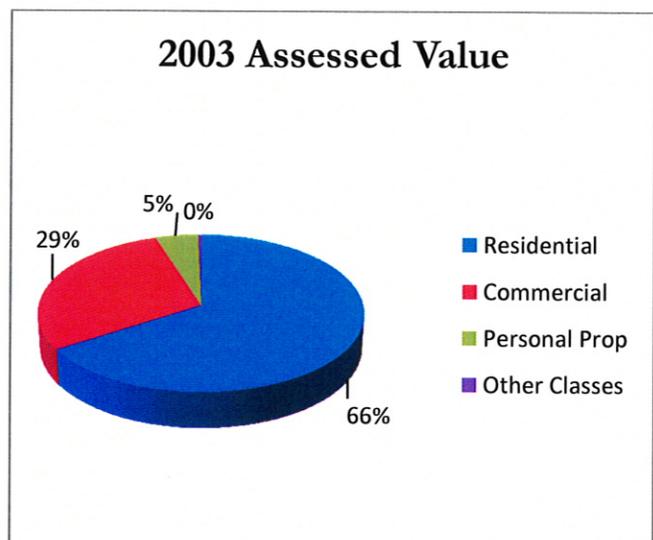
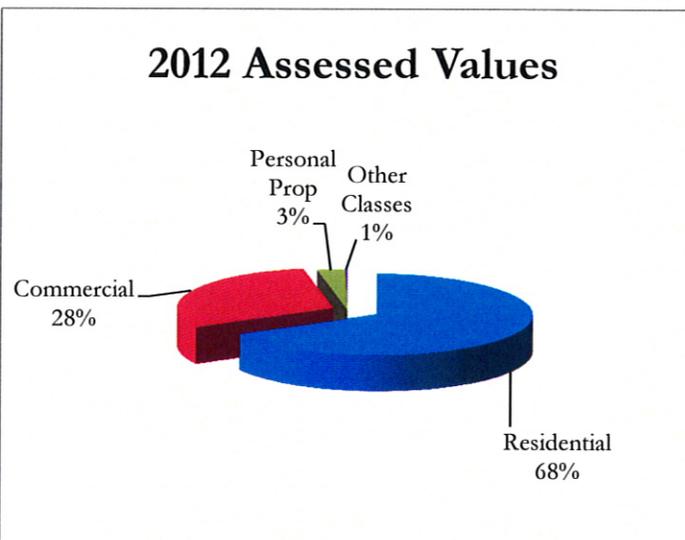
Quantitative Performance Measures:		Rounds of golf	# of outings
Years:	2012 est.	18,200	25
	2011	12,847	20
	2010	18,110	30
	2009	19,620	30
	2008	19,856	30
	2007	22,027	28
	2006	23,555	28
	2005	22,435	(not available)
	2004	22,343	" "
	2003	21,885	" "
	2002	22,928	" "
	2001	20,997	" "
	2000	26,511	" "
	1999	26,001	" "

**STATISTICAL
SECTION**

Village of Howard, Wisconsin
 Assessed and Equalized Valuations of Taxable Property
 Last Ten Fiscal Years

Year	Assessed Valuations				Total Assessed Valuation	Total Equalized Valuation	Ratio of Total Assessed to Equalized Values
	Residential	Commercial and Manufacturing	Personal Property	All Other Classes			
2003	\$ 619,333,100	\$ 274,055,800	\$ 43,537,700	\$ 3,787,300	\$ 940,713,900	\$ 1,009,916,900	93.15%
2004	\$ 737,372,600	\$ 303,657,100	\$ 41,847,200	\$ 3,725,700	\$ 1,086,602,600	\$ 1,079,209,100	100.69%
2005	\$ 773,102,700	\$ 316,303,700	\$ 44,175,400	\$ 3,306,600	\$ 1,136,888,400	\$ 1,181,043,700	96.26%
2006	\$ 811,585,400	\$ 324,019,500	\$ 41,931,860	\$ 3,594,900	\$ 1,181,131,660	\$ 1,296,020,200	91.14%
2007	\$ 910,049,800	\$ 383,073,900	\$ 42,921,300	\$ 3,918,600	\$ 1,339,963,600	\$ 1,341,952,900	99.85%
2008	\$ 930,259,500	\$ 384,622,100	\$ 43,980,000	\$ 3,814,100	\$ 1,362,675,700	\$ 1,395,675,400	97.64%
2009	\$ 944,927,100	\$ 389,817,000	\$ 44,554,800	\$ 3,926,000	\$ 1,383,224,900	\$ 1,412,174,200	97.95%
2010	\$ 953,575,800	\$ 393,753,600	\$ 40,846,900	\$ 3,947,300	\$ 1,392,123,600	\$ 1,381,526,100	100.77%
2011	\$ 966,964,900	\$ 406,284,300	\$ 38,008,600	\$ 3,775,600	\$ 1,415,033,400	\$ 1,341,434,800	105.49%
2012	\$ 976,030,500	\$ 435,904,700	\$ 42,173,500	\$ 3,747,700	\$ 1,457,856,400	\$ 1,353,369,900	107.72%

Note: The 2007 and 2004 assessed valuations reflect the changes made due to revaluations through market adjustments.
 Source: Equalized Valuations were derived from Wisconsin Department of Revenue.



Village of Howard Demographic Trends

Population Estimates		
Year	Population	Percentage Change
1997	12,399	
1998	12,495	0.77%
1999	12,861	2.93%
2000	13,546	5.33%
2001	13,849	2.24%
2002	14,376	6.13%
2003	14,947	3.97%
2004	15,208	1.75%
2005	15,475	1.76%
2006	15,755	1.81%
2007	15,830	0.48%
2008	15,965	0.85%
2009	16,110	0.91%
2010	17,399	8.00%
2011	17,728	1.89%
2012	18,166	2.47%

Total Construction Costs Estimates (Based on Building Permits Issued)		
Year	Values	Percentage Change
1997	\$20,329,500	
1998	\$37,389,000	83.92%
1999	\$46,494,000	24.35%
2000	\$46,785,000	0.62%
2001	\$50,509,000	7.37%
2002	\$46,771,000	-7.99%
2003	\$44,847,000	-4.29%
2004	\$40,457,300	-10.85%
2005	\$30,630,000	-24.29%
2006	\$31,678,400	3.42%
2007	\$36,890,250	16.45%
2008	\$18,284,600	-50.44%
2009	\$12,855,200	-29.69%
2010	\$25,982,000	102.11%
2011	\$31,443,000	21.02%
2012	\$16,111,500	

Source: State of Wisconsin, Dept. of Administration
2000 and 2010 data from US Census

Note: 2012 data through 9/30/12.

Tax Incremental Districts - Total Incremental Assessed Values						
Year	TID #2 Values	TID #3 Values	TID #4 Values	TID #5 Values	TID #6 Values	TID #7 Values
2003	\$66,677,600					
2004	\$66,426,300					
2005	\$68,925,700					
2006	\$73,732,200	(Created)				
2007	\$76,767,400	\$6,908,400	(Created)			
2008	\$81,194,900	\$8,370,600	\$1,777,300	(Created)	(Created)	
2009	\$80,681,400	\$9,118,500	\$43,900	\$259,800	\$192,600	
2010	\$55,720,300	\$10,397,500	(\$5,587,100)	(\$2,791,300)	(\$23,100)	
2011	\$49,423,800	\$9,507,900	\$312,400	(\$4,270,900)	(\$19,600)	
2012	\$50,463,500	\$16,063,500	\$9,680,900	(\$591,100)	\$3,476,800	(Created)

Source: State of Wisconsin Department of Revenue

TID 2 was created in 1992. Only the last 10 years data reported in the table above.

Note: The Wisconsin Department of Revenue changed its method of calculating TID values in 2010 which resulted in much lower tax incremental values for all of the Village's TIDs except for TID #3.