

# **ENTERPRISE FUNDS**

## Explanation of Enterprise Funds

### Water and Sewer Utilities

The village of Howard has maintained separate water and sanitary sewer utilities since the mid-1950's when the systems were installed. The systems have expanded over the years to its current level of three water towers, two inactive wells, over 75 miles of water mains and access to over 84 miles of sanitary sewer mains. The sewer utility waste flows to the Green Bay Metropolitan Sewage District (GBMSD) system for treatment.

During the earliest years of the utilities, they were operated and reported as a combined system to the Wisconsin Public Service Commission (PSC), the body which regulates water utilities within Wisconsin. In addition to the PSC, the village board is the oversight body of both utilities. The utilities currently operate separately with their own set of books and records. Laborers track their time by department for proper allocation of wages and benefits.

On the following page is a listing of the utilities rates for billing customers. All of the water utility rates are still set by application to the PSC. The latest water rate study prepared by the village and submitted to the PSC for approval was performed in late 2008 with approval coming from the PSC in May 2009. The overall water revenue requirements were decreased by 4% as a result of this study.

The sanitary sewer system rates are established by the village board. For the past several years, the GBMSD has been increasing the utility's cost to process sewage resulting in increased customer rates. The utility will hire a consultant to perform a rate study to establish new rates that will take affect in early 2014. The high strength or industrial customer surcharge rates are changed at the beginning of each year to mirror the rates charged by the GBMSD.

For budget purposes, the 2013 amounts used represent estimated actual results for all of 2013. Estimated actual amounts are used rather than the budgeted amounts since the estimates are more accurate and both utilities review the need for rate changes based on actual results, not budget information. (The governmental funds report 2013 budget numbers in an attempt to be more consistent in reporting information related to tax levies and budget to budget variances.)

Beginning in January 2008, the utilities prepare a monthly billing for customers (in prior years, billings were quarterly). Both the water and sewer billings are based on the gallons of water used by a customer and a fee for service based on the size of meter. One combined billing is prepared for water and sewer charges (also storm water charges are included in the billing). Industrial customers sewer flow is metered and billed based on the flow and four high strength components of sewage.

The water utility is a member of the Central Brown County Water Authority (Authority or CBCWA). Since July 2007, the Authority has obtained drinking water from Lake Michigan by purchasing from the City of Manitowoc.

## Storm Water Utility

In 2004, the village created a Storm Water Utility to account for cost of operating the storm water functions performed by the Village. This utility established user fees that became effective January 1, 2005. The user fees are designed to recover the cost of maintaining the storm water utility. The costs related to this utility are operating (mainly labor and equipment maintenance costs) and capital costs (new and reconstructed storm water infrastructure).

User fees are established on an equivalent residential unit (ERU) basis. One ERU is equal to 3,301s.f. of impervious surface per parcel. ERU's will be calculated by utilizing the total of impervious surface for each parcel divided by the 3,301, then rounded to the nearest one-tenth of one percent. All businesses, non-profit organizations, residential and multi-family dwelling units will be charged a user fee. The quarterly user fee was increased to \$13.00 per ERU in 2008 which was up \$2 from all prior years.

The village converted to a monthly billing in 2008 for water and sewer bills. User fees for most customers of the storm sewer utility are now based on a monthly rate of \$4.33 per ERU. Customers with storm water only billings can choose to utilize a quarterly billing.

## Golf Course

The village purchased the Village Green Golf Course and Restaurant, a nine hole public golf course, on January 1, 1997. The course was purchased from a company which had operated the course for over twenty years. The first sixteen years of operations have been quite successful.

In 1997, the village entered into a contract with a local PGA professional for operating the golf pro shop and collecting greens fees for the village. The pro operated the restaurant located within the club house and hired all the supporting staff for the restaurant and pro shop. The contract with the pro expired at the end of 2001 and was not renewed. In 2002, the village assumed operating activities of the restaurant and golf course. All the employees of the golf course are now village employees.

Beginning in April 2011, the restaurant operations of the club house were rented to a local company called Coaches Corner. Coaches has a lease on the restaurant that ends on December 31, 2014.

## Water Utility Rates

Volume charges are charged based on a per thousand gallon of use.

	2015-2016	2012-2014	2011	2009-2010
Up to 10,000 gallons	\$6.85	\$6.05	\$5.10	\$5.10
Next 90,000 gallons	\$6.65	\$5.75	\$4.35	\$4.35
Over 100,000 gallons	\$6.40	\$5.50	\$3.25	\$3.25

Service charge based on meter size:

	Monthly Rates				
	2015-2016	2014	2013	2012	2011
Meter Size: 5/8"	\$16.90	\$15.40	\$15.40	\$15.40	\$11.71
3/4"	\$16.90	\$15.40	\$15.40	\$15.40	\$11.71
1"	\$25.00	\$22.00	\$22.00	\$22.00	\$15.61
1.25"	\$33.00	\$29.00	\$29.00	\$29.00	\$21.76
1.5"	\$40.00	\$35.00	\$35.00	\$35.00	\$29.01
2"	\$59.00	\$52.00	\$52.00	\$52.00	\$42.01
3"	\$91.00	\$80.00	\$80.00	\$80.00	\$69.01
4"	\$132.00	\$116.00	\$116.00	\$116.00	\$108.01
6"	\$222.00	\$195.00	\$195.00	\$195.00	\$195.02
8"	\$325.00	\$286.00	\$286.00	\$286.00	\$286.03

### Sewer Utility Rates

Sewer rates are established on volume charges for every 1,000 gallons of water used and on a fixed monthly rate or service charge. Industrial customers have additional charges for four components of sewage. The volume charges, monthly service charge and industrial surcharge rates are all listed in the chart below.

	Est. 2016	2015	2014	2013	
Vol chrg (per 1,000 gal)	\$4.40	\$4.40	\$4.40	\$3.95	
Service charge	\$2.75	\$2.75	\$2.75	\$2.75	
<i>Industrial surcharges:</i>					
BOD > 266 mg/l	\$0.44700	\$0.39331	\$0.41275	\$0.31486	per pound
TSS > 266 mg/l	\$0.43400	\$0.34822	\$0.37322	\$0.33942	" "
Phosphorus > 10 mg/l	\$0.62600	\$0.56768	\$0.66558	\$0.61715	" "
TKN > 46 mg/l	\$0.65700	\$0.65358	\$0.83747	\$0.78893	" "

Note: The rates for the four industrial surcharges represent the anticipated change effective January 1, 2016 and are matching the GBMSD's rates found in their budget document.

### Storm Water Utility Rates

	2016/2015	2008 thru 2014	2005/2006/2007	
ERU quarterly rate	\$15.48	\$13.00	\$11.00	
ERU monthly rate	\$5.16	\$4.33	N/A	
	2016		2015	
Golf Course Rates 2015, 2014 and 2013	9 holes	18 holes	9 holes	18 holes
Daily rates	\$16.50	\$25.00	\$16.00	\$25.00
League rates	\$14.50	N/A	\$14.00	N/A
Junior and senior rates	\$14.50	\$21.00	\$14.00	\$21.00
Membership fees-single		\$625	annual fee	\$600
Membership fees-married couple		\$875	annual fee	\$875
Membership fees - senior (over 60)		\$480	annual fee	\$475
Membership fees-married senior (over 60)		\$680	annual fee	\$675
Membership fees - junior (16 and under)		\$200	annual fee	\$200

**VILLAGE OF HOWARD, WISCONSIN**

**Combining Budget for Enterprise Funds**

For Year Beginning January 1, 2016

	Water Utility	Sanitary Sewer Utility	Storm Water Utility	Golf Course	Total Combined
Operating Revenue	\$ 5,398,900	\$ 3,075,100	\$ 970,600	\$ 634,200	\$ 10,078,800
Operating Expenses					
Operation and maintenance	3,671,700	2,161,400	647,783	503,000	6,983,883
Administrative and general	374,700	348,985	-	8,500	732,185
Depreciation and amortization	551,000	305,000	230,000	52,000	1,138,000
Taxes	-	15,000	-	-	15,000
Total Operating Expenses	4,597,400	2,830,385	877,783	563,500	8,869,067
Operating Income	801,501	244,716	92,817	70,700	1,209,733
Nonoperating Revenues (Expenses)					
Interest revenue	25,000	19,000	17,000	300	61,300
Interest expense	(32,100)	-	-	-	(32,100)
Operating transfers out	-	-	-	125,000	125,000
Contributed capital	447,000	400,000	1,800,000	-	2,647,000
Transfers out (formerly Taxes)	(390,000)	-	-	-	(390,000)
Total Nonoperating Revenues (Expenses)	49,900	419,000	1,817,000	125,300	2,411,200
Change in Net Assets	851,401	663,716	(1,724,183)	196,000	3,620,933
Net Assets - January 1	24,731,516	22,256,628	16,601,913	2,723,387	66,313,444
Net Assets - December 31	\$ 25,582,917	\$ 22,920,344	\$ 14,877,731	\$ 2,919,387	\$ 69,934,378

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

	2014 Actual	2015 Estimated Actual	2016 Budget
Operating Revenue			
Charges for services	\$ 5,022,442	\$ 5,303,000	\$ 5,333,500
Other	96,522	64,700	65,400
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Total Operating Revenue	5,118,964	5,367,700	5,398,900
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Operating Expenses			
Operation and maintenance	3,667,835	3,867,925	3,671,700
Administrative and general	388,583	354,100	374,700
Depreciation	535,514	541,000	551,000
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Total Operating Expenses	4,591,932	4,763,025	4,597,400
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Operating Income	527,032	604,675	801,501
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Nonoperating Revenues (Expenses) & Transfers			
Interest revenue	24,959	25,000	25,000
Interest and amortization expense	(47,790)	(37,100)	(32,100)
Capital contributions	442,101	(8,200)	447,000
Transfers out (formerly Taxes)	(357,022)	(380,000)	(390,000)
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Total Nonoperating Revenues (Expenses) Transfers and Capital contributions	62,248	(400,300)	49,900
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Change in Net Assets	589,280	204,375	851,401
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Net Assets - January 1	23,937,861	24,527,141	24,731,516
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Net Assets - December 31	\$ 24,527,141	\$ 24,731,516	\$ 25,582,917
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## WATER UTILITY

### REVENUE - CHARGES FOR SERVICE

#### Historical Summary:

2011	2012	2013	2014	2015	2016
Actual	Actual	Actual	Actual	Estimated Actual	Budget
\$4,418,797	\$4,946,003	\$4,959,716	\$5,022,442	\$5,303,000	\$5,333,500
Percentage Change	11.93%	0.28%	1.26%	5.59%	0.58%

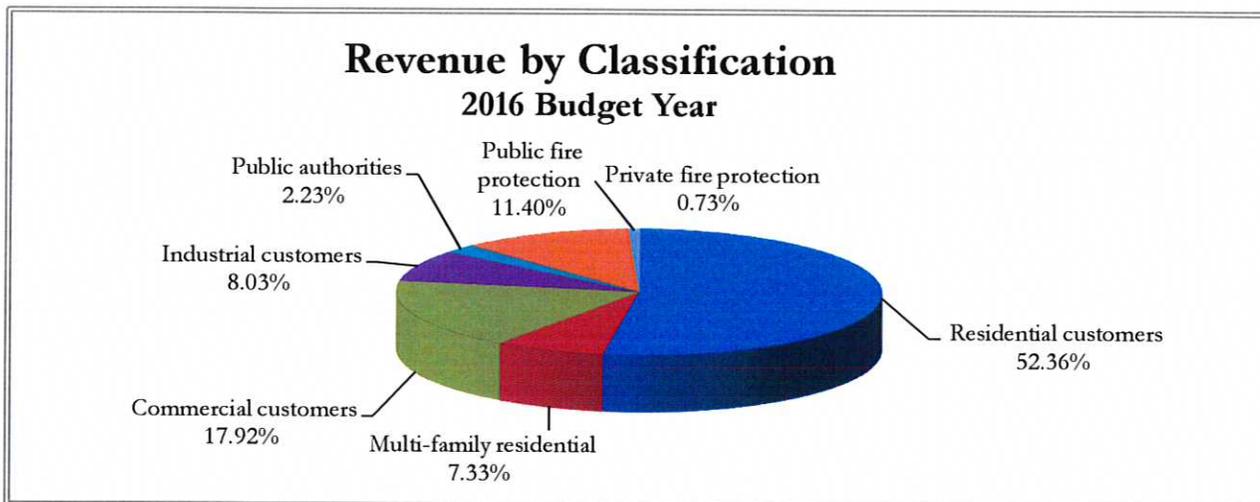
#### Explanations and Assumptions:

The village had the PSC review water rates in 2012 and 2014 with new rates being 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.

Line item detail:	2014 Actual	2015 Est. Actual	2016 Budget	Percent of budget
Residential customers	\$ 2,527,771	\$ 2,765,000	\$ 2,792,700	52.36%
Multi-family residential	331,289	387,000	390,900	7.33%
Commercial customers	803,793	946,000	955,500	17.92%
Industrial customers	368,998	424,000	428,300	8.03%
Public authorities	102,394	119,000	119,000	2.23%
Public fire protection	787,793	602,000	608,100	11.40%
Private fire protection	59,629	39,000	39,000	0.73%
Other metered sales	40,775	21,000	22,000	0.41%
<b>Total Charges for Service</b>	<b>\$ 5,022,442</b>	<b>\$ 5,303,000</b>	<b>\$ 5,333,500</b>	<b>100.00%</b>

#### 2016 Budget Analysis:

The budget reflects an 1% crease in all revenue categories, except other metered sales. A 1% growth factor was used based on estimates of a 1% growth in the number of customers in 2016 for new construction.



## WATER UTILITY

### REVENUE - OTHER

#### Historical Summary:

2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Estimated Actual	2016 Budget
\$71,167	\$55,336	\$62,185	\$96,522	\$64,700	\$65,400
Percentage Change	-22.24%	12.38%	74.43%	-32.97%	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:	2014 Actual	2015 Est. Actual	2016 Budget	Percent of budget
Forfeited discounts	\$ 33,321	\$ 32,700	\$ 33,000	50.46%
Miscellaneous	63,201	32,000	32,400	49.54%
<b>Total Other Revenue</b>	<b>\$ 96,522</b>	<b>\$ 64,700</b>	<b>\$ 65,400</b>	<b>100.00%</b>

#### 2016 Budget Analysis:

Forfeited discounts are expected to increase by an estimated 1.0% in 2015 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**

2015 Tower #4, reservoir #2 were both dry inspected. Installed new meters with new  
Continued working with staff and outside consultants on leak detection and repairs. Began

2014 installing new meter technology that allows for instant reading of meters and accumulation  
of meter data in real time.

2013 Continued working with staff and outside consultants on leak detection and repairs.

**Quantitative Performance Measures:**

Year	Number of gallons				Percentage Sold
	Well water	Purchased water	Total Water	Sold & Used	
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	547,692,000	80.9%
2012	753,000	722,647,000	723,400,000	596,303,000	82.4%
2013	14,085,000	678,760,000	692,845,000	528,510,000	76.3%
2014	618,000	663,241,000	663,859,000	545,674,000	82.2%
2015 estimates	750,000	650,000,000	650,750,000	510,000,000	78.4%

PROGRAM EXPENDITURES	2014 Actual	2015 Est. Actual	2016 Budget	Percent of budget
Operation labor	\$ 4,059	\$ 2,500	\$ 2,500	0.07%
Pumping operating labor	-	-	-	0.00%
Water purchased	2,861,652	2,989,000	2,900,000	78.98%
Source of supply miscellaneous	532	125	100	0.00%
Source of supply - maintenance	15,650	1,500	1,500	0.04%

**PROGRAM EXPENDITURES (Continued)**

Fuel for pumping	\$ 19,290	\$ 22,800	\$ 24,000	0.65%
Pumping supplies	528	500	500	0.01%
Maintenance pumping plant	2,539	300	700	0.02%
Water treatment labor	18,000	18,000	19,000	0.52%
Chemicals	6,350	7,200	7,200	0.20%
Water treatment supplies	1,256	1,700	1,800	0.05%
Water treatment plant maintenance	15,302	10,500	11,000	0.30%
Transmission labor	9,345	7,100	7,300	0.20%
Transmission supplies	65,864	47,000	47,000	1.28%
Rent	33,000	33,000	33,000	0.90%
Maintenance structures (painting)	-	-	-	0.00%
Maintenance - distribution	21,007	40,000	45,000	1.23%
Maintenance - watermains	143,054	135,000	140,000	3.81%
Maintenance - fire mains	21,447	17,600	19,000	0.52%
Maintenance - services	252,696	366,000	250,000	6.81%
Maintenance - meters	29,567	20,000	21,000	0.57%
Maintenance - hydrants	37,296	50,000	40,000	1.09%
Maintenance - misc plant	27,910	17,000	18,000	0.49%
Meter reading labor	28,785	29,500	30,000	0.82%
Accounting dept. labor	50,756	49,700	51,100	1.39%
Customer account supplies	1,950	1,900	2,000	0.05%
<b>Total Operations &amp; Maint.</b>	<b>\$ 3,667,835</b>	<b>\$ 3,867,925</b>	<b>\$ 3,671,700</b>	<b>100.00%</b>

2014 Positions Authorized (FTE)	2015 Positions Authorized (FTE)	2016 Positions Authorized (FTE)
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Working Foreman	0.80	0.80	0.80
Laborer	2.40	2.40	2.40
Mechanic	0.30	0.30	0.30
Dir. Administrative Services	0.25	0.25	0.25
Accountant I	0.15	0.15	0.15
Utility billing clerk	0.40	0.40	0.40
<b>Total FTEs</b>	<b>4.30</b>	<b>4.30</b>	<b>4.30</b>

2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Estimated Actual	2016 Budget
\$2,711,604	\$3,220,855	\$3,481,866	\$3,667,835	\$3,867,925	\$3,671,700
Percentage Change	18.78%	8.10%	5.34%	5.46%	-5.07%

## 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

- 2015 Contracted for dry inspections services for tower #4 and reservoir. Hired contractors to perform two rounds of leak detection services.
- 2014 Continued implementation of a water valve exercising program.
- 2013 Entered into an agreement for purchasing new meter reading technologies at a greatly discounted price by joining with other municipalities.

	2014 Actual	2015 Est. Actual	2016 Budget	Percent of budget
Administration labor	\$ 148,012	\$ 135,000	\$ 138,700	37.02%
Office supplies	41,276	37,000	39,000	10.41%
Outside services employed	24,310	15,500	20,000	5.34%
Property insurance	27,000	22,800	25,000	6.67%
Injuries and damages	8,190	-	-	0.00%
Pensions and other benefits	127,285	138,000	145,000	38.70%
Other expenses	1,378	800	1,000	0.27%
Regulatory commission exp	11,132	5,000	6,000	1.60%
<b>Total Administration/General</b>	<b>\$ 388,583</b>	<b>\$ 354,100</b>	<b>\$ 374,700</b>	<b>100.00%</b>

	2014 Positions Authorized (FTE)	2015 Positions Authorized (FTE)	2016 Positions Authorized (FTE)
Administrator	0.15	0.15	0.15
Administrators assistant/PIO	0.15	0.15	0.15
Public Works Director	0.25	0.25	0.25
Administrative assistants	0.45	0.45	0.45
Engineer Tech & GIS operator	0.45	0.45	0.45
<b>Total FTEs</b>	<b>1.45</b>	<b>1.45</b>	<b>1.45</b>

	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Est. Actual	2016 Budget
	\$314,930	\$342,856	\$380,813	\$388,583	\$354,100	\$374,700
Percentage Change		8.87%	11.07%	2.04%	-8.87%	5.82%

**Village of Howard**  
**Schedule of Estimated Cash Flows by Year - Water Utility**

	2015 Estimate	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Cash Balance, Jan. 1	\$1,783,410	\$2,305,844	\$2,434,065	\$2,386,620	\$2,428,459	\$2,634,394
<b>Revenue:</b>						
Charges for Services	5,303,000	5,333,500	5,413,500	5,494,700	5,577,100	5,660,700
Change in Accounts Receivable - convert to cash	(140,000)	100,000	(150,000)	100,000	(160,000)	110,000
Change in Accrued Liabilities	(30,000)	(30,000)	(10,000)	(10,000)	(10,000)	(10,000)
Other revenue-forfeited discounts	64,700	65,400	65,400	65,400	65,400	65,400
Special Assessments and capital contributions	171,800	200,000	200,000	300,000	400,000	300,000
Interest income	24,959	25,000	26,000	26,000	27,000	27,000
Intergov't - Grants & Sales Taxes	-	-	-	-	-	-
Operating expenses	(3,867,925)	(3,671,700)	(3,800,200)	(3,933,200)	(4,070,800)	(4,213,300)
Administrative expenses	(354,100)	(374,700)	(384,100)	(393,735)	(403,612)	(413,735)
Capital Improvements & Equipment	(650,000)	(535,000)	(458,000)	(645,000)	(250,000)	(500,000)
New subdivisions	-	(\$447,000)	(400,000)	(400,000)	(400,000)	(400,000)
Interest expense	(37,100)	(22,280)	(20,045)	(17,325)	(14,153)	(10,508)
Principal payments on debt	(125,000)	(125,000)	(130,000)	(135,000)	(135,000)	(145,000)
Transfers out (In-lieu of tax pymt)	(380,000)	(390,000)	(400,000)	(410,000)	(420,000)	(430,000)
Cash Balance, Dec. 31	\$2,305,844	\$2,434,065	\$2,386,620	\$2,428,459	\$2,634,394	\$2,674,951

### **2016 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 2014 budget amount.

### **2016 Budget Analysis - Administration and General**

Adjusted budget amounts based on historical trends and averages. Pension and other benefits will increase in 2015 primarily as a result of increased health insurance costs.

### **2016 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 2016 expense based on current rates of depreciation and estimates of additions and deletions to fixed asset.

### **2016 Budget Analysis - Transfers Out (formerly Taxes):**

The GASB changed the method of recording expenses 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 Water 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

	2014 Actual	2015 Estimated Actual	2016 Budget
Operating Revenue			
Charges for services	\$2,980,712	\$3,012,000	\$3,057,100
Other	21,872	18,000	18,000
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Total Operating Revenue	3,002,584	3,030,000	3,075,100
Operating Expenses			
Operation and maintenance	2,177,214	2,113,600	2,161,400
Administrative and general	381,551	327,500	348,985
Depreciation	311,174	300,000	305,000
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Total Operating Expenses	2,869,939	2,741,099	2,815,385
Operating Income (Loss)	<hr/>	<hr/>	<hr/>
	132,645	288,901	259,716
Nonoperating Revenues (Expenses)			
Interest revenue	18,521	21,000	19,000
Interest expense	(3,463)	(2,800)	-
Taxes	(7,736)	(11,300)	(15,000)
Capital contributions	469,522	-	400,000
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Total Nonoperating Revenues (Expenses)	476,844	6,900	404,000
Change in Net Assets	<hr/>	<hr/>	<hr/>
	609,489	295,801	663,716
Net Assets - January 1	<hr/>	<hr/>	<hr/>
	21,351,338	21,960,827	22,256,628
Net Assets - December 31	<hr/>	<hr/>	<hr/>
	\$21,960,827	\$22,256,628	\$22,920,344

## SEWER UTILITY

### REVENUE - CHARGES FOR SERVICE

#### Historical Summary:

2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Estimated Actual	2016 Budget
\$2,091,759	\$2,412,192	\$2,808,765	\$2,980,712	\$3,012,000	\$3,057,100
Percentage Change	15.32%	16.44%	6.12%	1.05%	1.50%

#### Explanations and Assumptions:

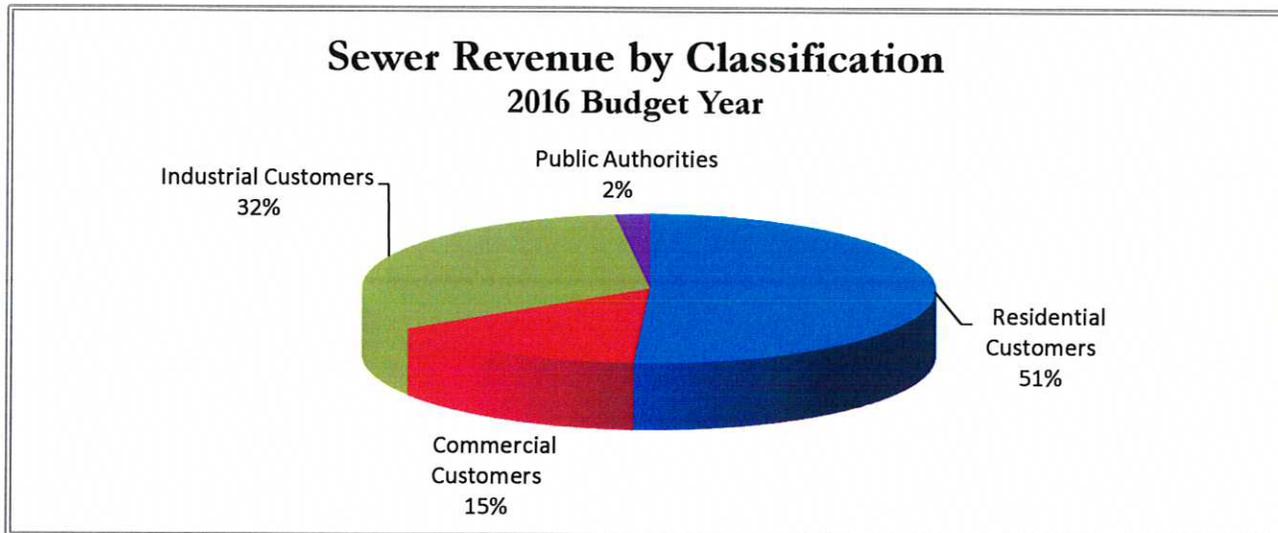
The sewer rates are established by the village board. The flow rate was adjusted in 2011, 2012 and 2013. The 2016 budget amounts are based on the combination of historical trends and estimated new housing starts and new businesses. A rate increase may be necessary for 2016 but has not been factored into the budget.

Line item detail:	2014 Actual	2015 Est. Actual	2016 Budget	2016 Budget
Residential Customers	\$1,482,750	\$1,532,000	\$1,555,000	50.87%
Commercial Customers	459,883	450,000	456,700	14.94%
Industrial Customers	982,873	970,000	984,500	32.20%
Public Authorities	55,206	60,000	60,900	1.99%
<b>Total Charges for Service</b>	<b>\$2,980,712</b>	<b>\$3,012,000</b>	<b>\$3,057,100</b>	<b>100.00%</b>

#### 2016 Budget Analysis:

Sewer rates were increased in the summer of 2013. This rate change appears to be adequate for the needs of the utility going into 2016. There is a chance the rates will need to be adjusted at mid-year in 2016. For estimating revenues, added 1.5% increase for each category.

The Industrial customer revenues have seen fluctuations from year to year due to changes in the largest customer's pretreatment facility. Industrial revenue is estimated to increase 1.5% in 2016.



## SEWER UTILITY

### REVENUE - OTHER

#### Historical Summary:

2011	2012	2013	2014	2015	2016
Actual	Actual	Actual	Actual	Estimated Actual	Budget
\$14,922	\$14,257	\$14,466	\$21,872	\$18,000	\$18,000
Percentage Change	-4.46%	1.47%	51.20%	-17.70%	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:	2014 Actual	2015 Est. Actual	2016 Budget	2016 Budget
Forfeited discounts	\$21,476	\$17,000	\$17,000	94.44%
Miscellaneous	396	1,000	1,000	5.56%
<b>Total Other Revenue</b>	<b>\$21,872</b>	<b>\$18,000</b>	<b>\$18,000</b>	<b>100.00%</b>

#### 2016 Budget Analysis:

The budget is reflecting no changes in the two items for 2016.

## 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

2015 - 2013 Continued monitoring flow results by updating spreadsheet with flow data. Continued with sewer cleaning and inspection program.

PROGRAM EXPENDITURES	2014 Actual	2015 Est. Actual	2016 Budget	2016 Budget
Operation labor	\$20,877	\$20,000	\$20,700	0.96%
Fuel for pumping	5,196	5,600	6,200	0.29%
Phosphorus chemicals	-	-	-	0.00%
Transportation expense	17,831	10,000	15,000	0.69%
Green Bay Met Charges-treatment	1,969,233	1,910,000	1,948,200	90.14%
Maintenance - Collection	94,689	100,000	102,000	4.72%
Maintenance - Pumping	17,496	15,000	15,000	0.69%
Maintenance - General Plant	1,475	500	1,000	0.05%
Billing labor and supplies	50,417	52,500	53,300	2.47%
<b>Total Operating Expenses</b>	<b>\$2,177,214</b>	<b>\$2,113,600</b>	<b>\$2,161,400</b>	<b>100.00%</b>

	2014 Positions Authorized (FTE)	2015 Positions Authorized (FTE)	2016 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

2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Estimated Actual	2016 Budget
\$1,371,427	\$1,952,789	\$1,805,323	\$2,177,214	\$2,113,600	\$2,161,400
Percentage Change	42.39%	-7.55%	20.60%	-2.92%	2.26%

## 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

2012-2014 1. Updated sewer replacement schedule and continued to replace sewer lines as needed.

PROGRAM EXPENDITURES	2014 Actual	2015 Est. Actual	2016 Budget	2016 Budget
Administration labor	\$ 95,035	\$ 100,000	\$ 101,500	29.08%
Meter reading labor	40,418	29,500	30,000	8.60%
Meter supplies (ROR)	29,076	35,000	40,000	11.46%
Office supplies	31,824	25,000	28,000	8.02%
Outside services employed	24,794	15,000	20,000	5.73%
Property insurance	32,126	29,000	30,485	8.74%
Pensions & benefits	61,584	60,000	65,000	18.63%
Uncollectible accounts	83	500	500	0.14%
Miscellaneous	33,611	500	500	0.14%
Rents	33,000	33,000	33,000	9.46%
<b>Total Administration</b>	<b>\$ 381,551</b>	<b>\$ 327,500</b>	<b>\$ 348,985</b>	<b>100.00%</b>

2014 Positions Authorized (FTE)	2015 Positions Authorized (FTE)	2016 Positions Authorized (FTE)
------------------------------------	------------------------------------	------------------------------------

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

2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Estimated Actual	2016 Budget
\$312,047	\$296,816	\$315,610	\$381,551	\$327,500	\$348,985
Percentage Change	-4.88%	6.33%	20.89%	-14.17%	6.56%

**Village of Howard**  
**Schedule of Estimated Cash Flows by Year - Sewer Utility**

	2015 Estimate	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Cash Balance, Jan. 1	\$497,960	\$1,091,227	\$1,188,943	\$1,781,342	\$2,575,741	\$3,351,942
Revenue:						
Charges for Services	\$3,012,000	\$3,057,100	3,133,500	3,211,800	3,292,100	3,374,400
Change in Accounts Receivable - conver to cash	(40,000)	(140,000)	100,000	(150,000)	100,000	(160,000)
Change in Accrued Liabilities	(30,000)	(30,000)	(5,000)	(5,000)	(5,000)	(5,000)
Other revenue-forfeited discounts	\$18,000	\$18,000	18,000	18,000	18,000	18,000
Special Assessments and capital contributions	245,000	380,000	750,000	850,000	1,000,000	850,000
Interest income	21,000	19,000	19,000	19,000	19,000	19,000
Intergov't - Grants & Sales Taxes	-	-	-	-	-	-
Operating expenses	(\$2,113,600)	(\$2,161,400)	(2,215,400)	(2,270,800)	(2,327,600)	(2,385,800)
Administrative expenses	(327,500)	(348,985)	(357,700)	(366,600)	(375,800)	(385,200)
Capital Improvements & Equipment	(100,000)	(185,000)	(380,000)	(92,000)	(522,500)	(100,000)
New subdivisions	-	(\$496,000)	(450,000)	(400,000)	(400,000)	(400,000)
Interest expense	(2,800)	-	-	-	-	-
Principal payments on debt	(77,533)	-	-	-	-	-
Transfers out (payment in-lieu of tax)	(11,300)	(15,000)	(20,000)	(20,000)	(22,000)	(25,000)
Cash Balance, Dec. 31	\$1,091,227	\$1,188,943	\$1,781,342	\$2,575,741	\$3,351,942	\$4,152,341

### **2016 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 2016 budget reflects a 2% increase from the 2015 amount based on GBMSD estimates.

### **2016 Budget Analysis - Administration and General**

Pensions and benefits and administrative salaries make up the largest item within this category. For 2016, the largest increase will be 15% on health insurance contributions.

### **2016 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 represents estimates of the 2016 expense based on current rates of depreciation and estimates of additions and deletions to fixed assets.

### **2016 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

	2014 Actual	2015 Estimated Actual	2016 Budget
Operating Revenue			
Charges for services	\$ 769,248	\$ 908,900	\$ 964,500
Other - forfeited discounts	5,628	6,000	6,100
	<hr/>	<hr/>	<hr/>
Total Operating Revenue	774,876	914,900	970,600
Operating Expenses			
Operation, maintenance and general	673,258	635,220	647,783
Depreciation	215,835	220,000	230,000
	<hr/>	<hr/>	<hr/>
Total Operating Expenses	889,093	855,220	877,783
Operating Income	<hr/> (114,217)	<hr/> 59,680	<hr/> 92,817
Nonoperating Revenues (Expenses)			
Interest revenue (expense)	14,742	17,000	17,000
Other revenue	49,417	250,000	250,000
Capital contributions (special assessments) & grants	1,806,206	-	1,800,000
	<hr/>	<hr/>	<hr/>
Total Nonoperating Revenues (Expenses)	1,870,365	267,000	2,067,000
Change in Net Assets	1,756,148	326,680	2,159,817
Net Assets - January 1	<hr/> 14,519,085	<hr/> 16,275,233	<hr/> 16,601,913
Net Assets - December 31	<hr/> \$ 16,275,233	<hr/> \$ 16,601,913	<hr/> \$ 18,761,731

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:

2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Estimated Actual	2016 Budget
\$701,851	\$742,932	\$753,628	\$769,248	\$908,900	\$964,500
Percentage Change	5.85%	1.44%	2.07%	18.15%	6.12%

#### Explanations and Assumptions:

The storm water utility rates were adjusted and effective on January 1, 2008 with new rates proposed for November 2014. 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 proposed rate increase for November 2014 is \$0.83 per month, per ERU.

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.

<b>Line item detail:</b>	2014 Actual	2015 Est. Actual	2016 Budget	2016 Budget
ERU's Revenue	\$ 768,698	\$ 907,900	\$ 963,000	99.84%
Plan review fees	550	1,000	1,500	0.16%
<b>Total Charges for Service</b>	<b>\$ 769,248</b>	<b>\$ 908,900</b>	<b>\$ 964,500</b>	<b>100.00%</b>

#### 2016 Budget Analysis:

Estimated revenue from ERU's in 2015 is based on the current actual number of ERU's plus an estimated increase of 60 more ERU's in 2016. Plan review fees historically have been fairly constant from year to year, contingent upon plans submitted for review; in 2014, no fees have been collected.

## 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

2015 Continued 4X10's for fall leaf collection. Purchased a new chipper.  
 2014 Utilized new leaf pick up unit to allow for 30 more hours of pick up service each week.  
 2013 Continued with street sweeping operations and leaf pick up services.

	2014 Actual	2015 Est. Actual	2016 Budget	2016 Budget
Insurance	\$ 7,000	\$ 7,100	\$ 7,000	1.12%
Workers compensation	9,387	11,620	12,183	1.83%
Contracted services	135,618	66,000	70,000	10.39%
Repairs, maintenance & fuel	77,572	77,500	80,000	12.20%
Other supplies & expenses	88,257	150,000	150,000	23.61%
Employee benefits	90,045	83,000	85,000	13.07%
Salaries and wages	265,379	240,000	243,600	37.78%
Rent & other charges	-	-	-	0.00%
<b>Total Administration</b>	<b>\$ 673,258</b>	<b>\$ 635,220</b>	<b>\$ 647,783</b>	<b>100.00%</b>

**STORM WATER UTILITY - Operating Expenses (Continued):**

	2014 Positions Authorized (FTE)	2015 Positions Authorized (FTE)	2016 Positions Authorized (FTE)
Administrator	0.05	0.05	0.05
Administrative assistant/PIO	0.05	0.05	0.05
Administrative assistants-VH	0.10	0.10	0.10
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
Administrative assistants - PW	0.30	0.30	0.30
Engineer	0.10	0.10	0.10
Working Foreman	0.25	0.25	0.25
Laborer	1.75	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	4.15	4.15	4.15

**2015 Budget Analysis:**

Cost of living increases represent the increases in the 2015 budget amounts reported above.

2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Estimated Actual	2016 Budget
\$326,088	\$493,090	\$555,059	\$673,258	\$635,220	\$647,783
Percentage Change	51.21%	12.57%	21.29%	-5.65%	1.98%

**Village of Howard**  
**Schedule of Cash Flow Analysis by Year - Storm Water**

	2015 Estimate	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Cash Balance, Jan. 1 (estimate)	(\$350,438)	\$779,242	\$559,160	\$334,960	\$264,561	\$559,661
<b>Revenue</b>						
Charges for Services (Storm Fees)	907,900	963,000	965,500	968,000	970,500	973,000
Plan review fees	1,000	1,500	1,200	1,200	1,200	1,200
Other revenue-forfeited discounts	6,000	6,100	6,100	4,000	4,000	4,000
Special Assessments and lot sales	950,000	950,000	750,000	750,000	1,000,000	750,000
Interest income	17,000	17,000	17,000	17,000	17,000	17,000
Intergov't - Grants & Sales Taxes	-	900,000	-	-	-	-
Operating expenses	(635,220)	(647,783)	(664,000)	(680,600)	(697,600)	(715,000)
Capital Improvements & Equipment	(117,000)	(322,000)	(300,000)	(130,000)	-	-
New subdivisions	-	(\$2,087,900)	(\$1,000,000)	(\$1,000,000)	(\$1,000,000)	(\$1,000,000)
<b>Cash Balance, Dec. 31 (estimate)</b>	<b>\$779,242</b>	<b>\$559,160</b>	<b>\$334,960</b>	<b>\$264,561</b>	<b>\$559,661</b>	<b>\$589,861</b>

Note: This schedule is used to determine annual cash flows for the storm water utility and establish a rate for quarterly ERU charges. The ERU quarterly rates schedule for current year and next budget year is below with estimated future rates:

**Equivalent Residential Unit (ERU) fee:**

	2015	2016	2017	2018	2019	2020
Quarterly fee, per ERU	\$13.00	\$15.48	\$15.48	\$15.48	\$15.48	\$15.48
Monthly fee, per ERU	\$4.33	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16

#### 4-Year Capital Budgeting for Water, Sanitary Sewer and Storm Water Utilities

For Year Beginning January 1

Since budgeting for the utilities is on a full-accrual basis, costs of replacing old equipment and infrastructure, as well as new purchases, are not reflected in the preceding pages. In order to provide this information to the public, this schedule has been prepared. The items listed below represent the utilities' share of the estimated project cost. Projects paid by a developer are not included on this schedule.

Project Name	Year	Water	San. Sewer	Storm Water
Rehab projects	2016	\$ 50,000	\$ 50,000	\$ 75,000
Paint Water Tower #4	2016	175,000	-	-
Pinewood pond	2016	-	-	160,000
Toolcat	2016	-	-	35,000
3/4 ton pickup	2016	-	-	27,000
Anti-ice tank farm and pumps	2016	-	-	25,000
Meter replacements	2016	250,000	-	-
Cornell owned property ditching	2016	-	-	65,000
Right of way - Shawano/Greenfield	2016	-	100,000	-
Utility van	2016	-	35,000	-
Wash towers #2 & #3	2016	60,000	-	-
<i>Totals for 2015</i>		<u>535,000</u>	<u>185,000</u>	<u>387,000</u>
Rehab projects	2017	50,000	50,000	50,000
Meter replacements	2017	250,000	-	-
Roadside mower	2017	-	-	225,000
Toolcat 423	2017	-	-	25,000
Utility van	2017	35,000	-	-
Pickup	2017	-	35,000	-
Jet Machine	2017	-	170,000	-
Elmwood Court	2017	123,000	125,000	-
<i>Totals for 2016</i>		<u>458,000</u>	<u>380,000</u>	<u>300,000</u>
Rehab projects	2018	50,000	50,000	50,000
15 yard Dump Truck	2018	200,000	-	-
Meter replacements	2018	250,000	-	-
Vincent Road reconstruction	2018	145,000	42,000	80,000
<i>Totals for 2017</i>		<u>645,000</u>	<u>92,000</u>	<u>130,000</u>
Shawano Ave. (Catherine - Greenfield)	2019	-	522,500	-
Meter replacements	2019	250,000	-	-
		<u>250,000</u>	<u>522,500</u>	<u>-</u>
Total Four Year Amount		<u>\$ 1,888,000</u>	<u>\$ 1,179,500</u>	<u>\$ 817,000</u>
Average Per Year		<u>\$472,000</u>	<u>\$294,875</u>	<u>\$204,250</u>

## Water and Sewer Debt Service Summary

There are currently three water and sewer revenue bonds outstanding. There are also two outstanding debt issues related to the sewer utility financed through the GBMSD. All these issues are explained below.

The storm water utility has not issued any debt for financing project costs.

### **1. Sewer System Bayview Interceptor Capacity Purchase Dated April 1996**

This \$1,172,254 debt was financed by GBMSD for the village to purchase capacity in the Bayview Interceptor that traveled through the village to the Town of Pittsfield. Annual installment payments of \$80,323 includes interest of 3.598%, through April 2015. This debt was paid off in 2015 so there will be no payments in future years on this debt.

### **2. Water Utility General Obligation Debt - Refunding Issue Dated August 2011**

This \$1,695,000 debt was issued in 2011 to refund the Revenue Debt issues Series 2001 and Series 2002 listed above. This debt was issued as general obligation debt of the village but will be repaid by the water utility. Annual principal payments on this debt range from \$125,000 to \$205,000 through May 1, 2022. Interest rates range from 0.9% to 2.9%.

The combined water and sewer utility has obtained bond rating services for revenue debt from Moody's dating back to the early 1990's. The latest Moody's bond rating for the revenue debt was in 2002 and rated an A2. Standard & Poors has issued bond ratings for the general obligation debt of the village with a AA rating.

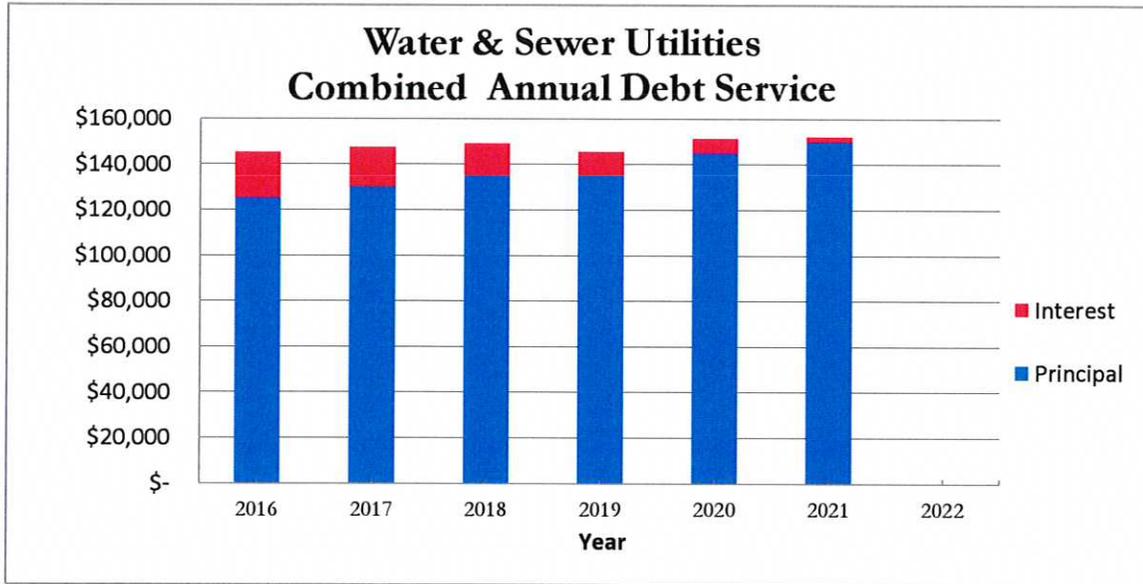
The village's established debt policy for proprietary fund debt is no new debt issuance for operating costs and replacement of existing infrastructure. Debt can be issued for new infrastructure if a revenue source is found for repayment of debt. In the case of the water and sewer utilities, the revenue source would be revenue from operations, generally through rate increases.

There is no legal debt limit for the revenue bond debt. General obligation debt can be issued for the enterprise funds, but the village has chosen to use revenue bond debt instead.

All of the outstanding debt of the utilities were issued for new infrastructure. The utilities have experienced tremendous growth as new homes and commercial sites are added annually. Revenues from the new customers have been utilized in paying off debt issuances.

The following schedule is a list of debt payments expected in the 2016 budget year:

Debt Issue	Principal Payments	Interest Payments	Total Payments
General Obligation Debt - Water	\$125,000	\$20,045	\$145,045
Bayview Interceptor GBMSD Debt April 1996	-	-	-
<b>Totals for 2016</b>	<b>\$125,000</b>	<b>\$20,045</b>	<b>\$145,045</b>



**Water and Sewer Debt Service Continued**

Effects of existing debt on future operations:

	Principal	Interest	Total	Debt Allocated To	
				Water	Sewer
2016	\$ 125,000	\$ 20,045	\$ 145,045	\$ 145,045	\$ -
2017	130,000	17,325	147,325	147,325	-
2018	135,000	14,152	149,152	149,152	-
2019	135,000	10,508	145,508	145,508	-
2020	145,000	6,450	151,450	151,450	-
2021	150,000	2,175	152,175	152,175	-
2022	-	-	-	-	-
	<b>\$ 820,000</b>	<b>\$ 70,655</b>	<b>\$ 890,655</b>	<b>\$ 890,655</b>	<b>\$ -</b>

The schedule above reflects actual cash payments to be made in each of the years listed. Cash payments of interest expense do not agree with GAAP basis of interest expense reported in this budget. Since budgeting for the utilities are on a GAAP basis (full accrual), the interest for 2015 reflected above does not agree with the total interest reported in the water and sewer budgets.

**Village Green Golf Course**  
**Statement of Budgeted Revenue, Expenses and Changes in Net Position**  
For Year Beginning January 1

	2014 Actual	2015 Estimated	2016 Budget
Revenue			
Green fees	\$ 174,088	\$ 187,200	\$ 200,000
Golf cart rentals	59,181	73,000	76,000
Beverages	24,616	25,500	26,000
Other golf revenues	20,449	12,760	12,000
Rental income	228	396	200
Restaurant sales			
Bar sales	85,735	58,991	140,000
Food sales	121,374	74,587	180,000
Total Operating Revenues	<u>485,671</u>	<u>432,434</u>	<u>634,200</u>
Operating expenses:			
Golf operations:			
Salaries & benefits	93,440	95,000	79,000
Insurance	8,227	5,610	6,000
Supplies and other expenses	42,961	54,800	45,000
Cost of goods sold	11,870	12,900	13,000
Repairs and maintenance	28,831	25,000	30,000
Advertising	3,485	1,700	6,000
Telephone and utilities	25,245	27,550	28,500
Restaurant expenses			
COGS - bar	39,241	18,700	42,000
COGS - food	99,016	54,500	90,000
Advertising	6,218	3,200	6,000
Labor	118,621	68,000	117,500
All other expenses	47,667	80,800	40,000
Depreciation	47,259	47,000	52,000
Administrative expenses	9,338	8,200	8,500
Total operating expenses	<u>581,419</u>	<u>502,960</u>	<u>563,500</u>
Operating income	(95,748)	(70,526)	70,700
Other income (expenses) & operating transfers			
Interest and other income	227	275	300
Gain (loss) on sale of equipment	48,425	-	-
Transfers in	-	-	125,000
Total operating transfers over nonoperating revenue	<u>48,652</u>	<u>275</u>	<u>125,300</u>
Change in net assets	(47,096)	(70,251)	196,000
Net Assets - January 1	<u>2,840,734</u>	<u>2,793,638</u>	<u>2,723,387</u>
Net Assets - December 31	<u>\$ 2,793,638</u>	<u>\$ 2,723,387</u>	<u>\$ 2,919,387</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.

The State of Wisconsin reconstructed County Road J in 2011, located on the western border of the golf course, and continued reconstruction of State Highway 29, located on the south border of the golf course. The County Road J reconstruction lowered the number of rounds played dramatically in 2011.

MISSION		STRATEGIC OBJECTIVES	
To provide our residents with a friendly, attractive and active community by providing 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. Re-establish the restaurant facility as one of the best in the area. 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. Operate the restaurant on a daily basis during the golf season with emphasis on re-establishing the fabulous Friday Night Fish Fry.		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			
2015	1. Created two new menus for customer satisfaction. 2. Hired a new restaurant manager/chef to add a professional food experience for the customer.		
2014	1. Installed new weather shelter at hole #5. 2. Installed new "Gold tees" creating much shorter holes. 3. Removed 15 geese from the course through the USDA Wildlife Service. 4. Purchased four new golf carts.		
2013	1. Installed new roof and painted exterior of maintenance facility. 2. Initiated a pond maintenance program. 3. Repaired and re-stripped clubhouse parking lot. 4. Installed new split rail fencing at various locations on the course. 5. Replaced 5 golf carts and sold old carts. 6. Began a new radio advertising program.		

	2014 Positions Authorized (FTE)	2015 Positions Authorized (FTE)	2016 Positions Authorized (FTE)
Accountant I	0.05	0.05	0.05
Intern	0.00	0.00	0.10
Golf operations			
Manager - 1 full-time	0.00	1.00	1.00
Part-time - 20 in '14 & '15, 28 in '16	3.50	3.50	3.50

### Capital Outlays

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

	Year	Amount
Gas golf carts - replace 4	2016	\$ 22,000
Patio installation	2016	\$ 15,000
Utility cart	2016	\$ 26,000
Greens mower	2016	\$ 15,000
Course improvements	2016	\$ 25,000
Gas golf carts - replace 2	2017	\$ 10,200
Misc course improvements	2017	\$ 10,000
Gas golf carts - replace 2	2018	\$ 10,400
Tee mower	2018	\$ 27,000

### 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
2014 est.	13,000
2013	15,010
2012	18,390
2011	12,847
2010	18,110
2009	19,620
2008	19,856
2007	22,027
2006	23,555
2005	22,435
2004	22,343
2003	21,885
2002	22,928
2001	20,997
2000	26,511
1999	26,001

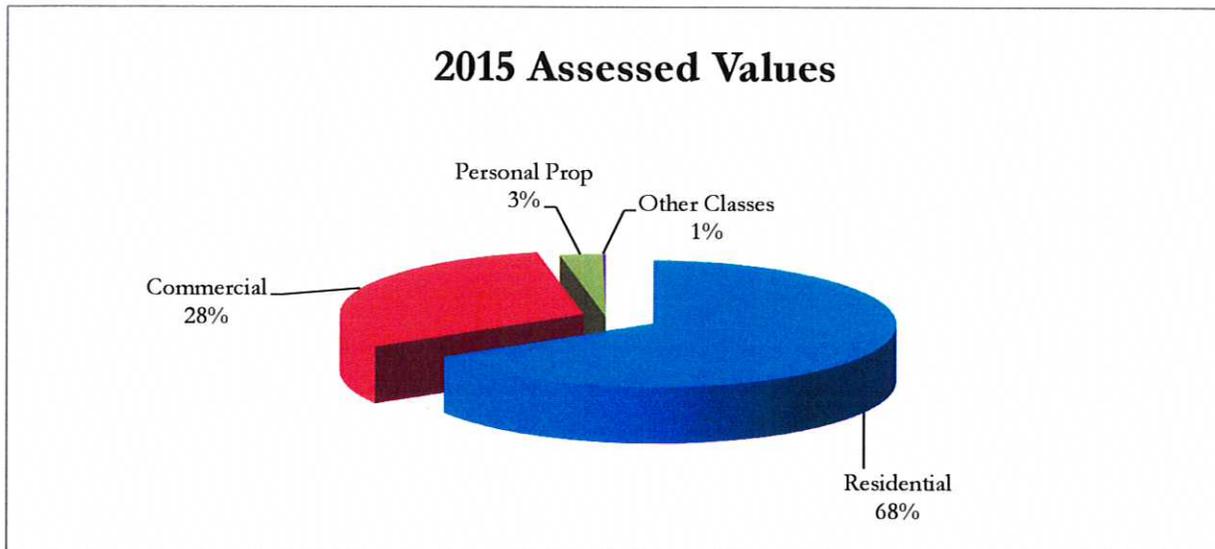
# **STATISTICAL SECTION**

**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			
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	\$ 440,367,200	\$ 43,023,800	\$ 3,747,700	\$1,463,169,200	\$1,353,369,900	108.11%
2013	\$ 986,798,200	\$ 453,350,600	\$ 50,655,800	\$ 3,633,100	\$1,494,437,700	\$1,410,056,600	105.98%
2014	\$ 998,607,300	\$ 454,413,700	\$ 49,344,400	\$ 3,675,300	\$1,506,040,700	\$1,446,798,600	104.09%
2015	\$1,017,422,300	\$ 470,753,300	\$ 43,519,100	\$ 3,627,500	\$1,535,322,200	\$1,519,608,200	101.03%

Note: The 2007 assessed valuation reflects 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			Total Construction Costs Estimates (Based on Building Permits Issued)		
Year	Population	Percentage Change	Year	Values	Percentage Change
1998	12,495	0.77%	1998	\$37,389,000	83.92%
1999	12,861	2.93%	1999	\$46,494,000	24.35%
2000	<b>13,546</b>	5.33%	2000	\$46,785,000	0.62%
2001	13,849	2.24%	2001	\$50,509,000	7.37%
2002	14,376	6.13%	2002	\$46,771,000	-7.99%
2003	14,947	3.97%	2003	\$44,847,000	-4.29%
2004	15,208	1.75%	2004	\$40,457,300	-10.85%
2005	15,475	1.76%	2005	\$30,630,000	-24.29%
2006	15,755	1.81%	2006	\$31,678,400	3.42%
2007	15,830	0.48%	2007	\$36,890,250	16.45%
2008	15,965	0.85%	2008	\$18,284,600	-50.44%
2009	16,110	0.91%	2009	\$12,855,200	-29.69%
2010	<b>17,399</b>	8.00%	2010	\$25,982,000	102.11%
2011	17,728	1.89%	2011	\$31,443,000	21.02%
2012	18,166	2.47%	2012	\$19,818,430	-36.97%
2013	18,348	1.00%	2013	\$25,305,130	27.68%
2014	18,703	1.93%	2014	\$30,568,500	20.80%
2015	18,901	3.01%	2015	\$36,251,000	18.59%

Source: State of Wisconsin, Dept. of Administration    Note: 2015 data through 10/31/15.  
2000 and 2010 data from US Census

Tax Increment Districts - Total Incremental Values								
Year	TID #2 Values	TID #3 Values	TID #4 Values	TID #5 Values	TID #6 Values	TID #7 Values	TID #8 Values	Total Increments
2006	\$73,732,200	(Created)						\$ 73,732,200
2007	\$76,767,400	\$ 6,908,400	(Created)					\$ 83,675,800
2008	\$81,194,900	\$ 8,370,600	\$ 1,777,300	(Created)	(Created)			\$ 91,342,800
2009	\$80,681,400	\$ 9,118,500	\$ 43,900	\$ 259,800	\$ 192,600			\$ 90,296,200
2010	\$55,720,300	\$10,397,500	\$ (5,587,100)	\$ (2,791,300)	\$ (23,100)			\$ 57,716,300
2011	\$49,423,800	\$ 9,507,900	\$ 312,400	\$ (4,270,900)	\$ (19,600)			\$ 54,953,600
2012	\$50,463,500	\$16,063,500	\$ 9,680,900	\$ (591,100)	\$ 3,476,800	(Created)		\$ 79,093,600
2013	\$48,568,600	\$16,166,800	\$18,194,000	\$ 1,014,500	\$ 3,642,700	\$ 356,900		\$ 87,943,500
2014	\$45,037,200	\$16,893,200	\$14,952,100	\$ 3,378,700	\$ 3,727,100	\$ 331,200		\$ 84,319,500
2015	(Closed)	\$19,565,100	\$19,140,700	\$ 1,960,500	\$ 3,768,900	\$ 707,300	(Created)	\$ 45,142,500

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.

## Largest Taxpayers and Area Employers

Top Ten Taxpayers - Current Year and Ten Years Ago				
Name	Assessed Valuations (January 1)			
	2015	Rank	Rank	2005
United Health Group (Insurance)	\$31,830,600	1	1	\$45,108,800
Menard Inc.	\$24,089,900	2	-	-
SPG Holdings LLC (Warehousing)	\$22,694,100	3	8	\$6,225,400
CCAPTS LLC - Apartment complex	\$17,802,500	4	-	-
Woodman's Food Market	\$15,724,900	5	2	\$10,128,300
Elana LLC - Apartments	\$13,467,100	6	3	\$13,722,200
Mills Land Co. (Fleet Farm- Retail)	\$9,611,900	7	7	\$6,298,100
Omnova Solutions (Manufacturing)	\$7,194,900	8	4	\$8,271,000
Comfort Suites (Hotel) & Rock Gardens	\$7,519,300	9	6	\$6,752,000
Show 1 LLC - Apartment Buildings	\$6,358,200	10	-	-
Watermolen (Apartments)	-	-	5	\$7,818,700
Sanimax AMX LLC (Manufacturing)	-	-	9	\$5,926,600
B&D Warehousing	-	-	10	\$5,565,000

*Manufacturing assessments are obtained from the State of Wisconsin and had not yet been received from the state at time of printing.*

*Note: The three taxpayers at the bottom of the list in 2005 still exist in Howard, their values are not in the top 10.*

Top Ten Employers within Brown County:		<i>Note: All of the employers are located within 15 minutes of Howard.</i>			
	2015	2005		2015	2005
1. Humana	3,167	2,745	6. Georgia-Pacific	2,200	3,800
2. Oneida Tribe of Indians	2,690	2,815	7. United Health Group	1,894	1,310
3. Schneider National Inc.	2,580	3,400	8. Aurora Health Care	1,739	-
4. Green Bay Public Schools	2,655	2,510	9. Wisconsin Public Service	1,497	-
5. Bellin Health	2,329	1,920	10. American Foods	1,575	-

*Source: <http://www.titletown.org/news-and-resources/business-resources>*

### Other Data:

Date of Incorporation      January 26, 1959  
*Prior to incorporating, the Village was a town, dating back to 1835.*  
 Form of Government      Board/Administrator  
 Area in square miles      22  
 Miles of streets      106  
 Number of parks      9

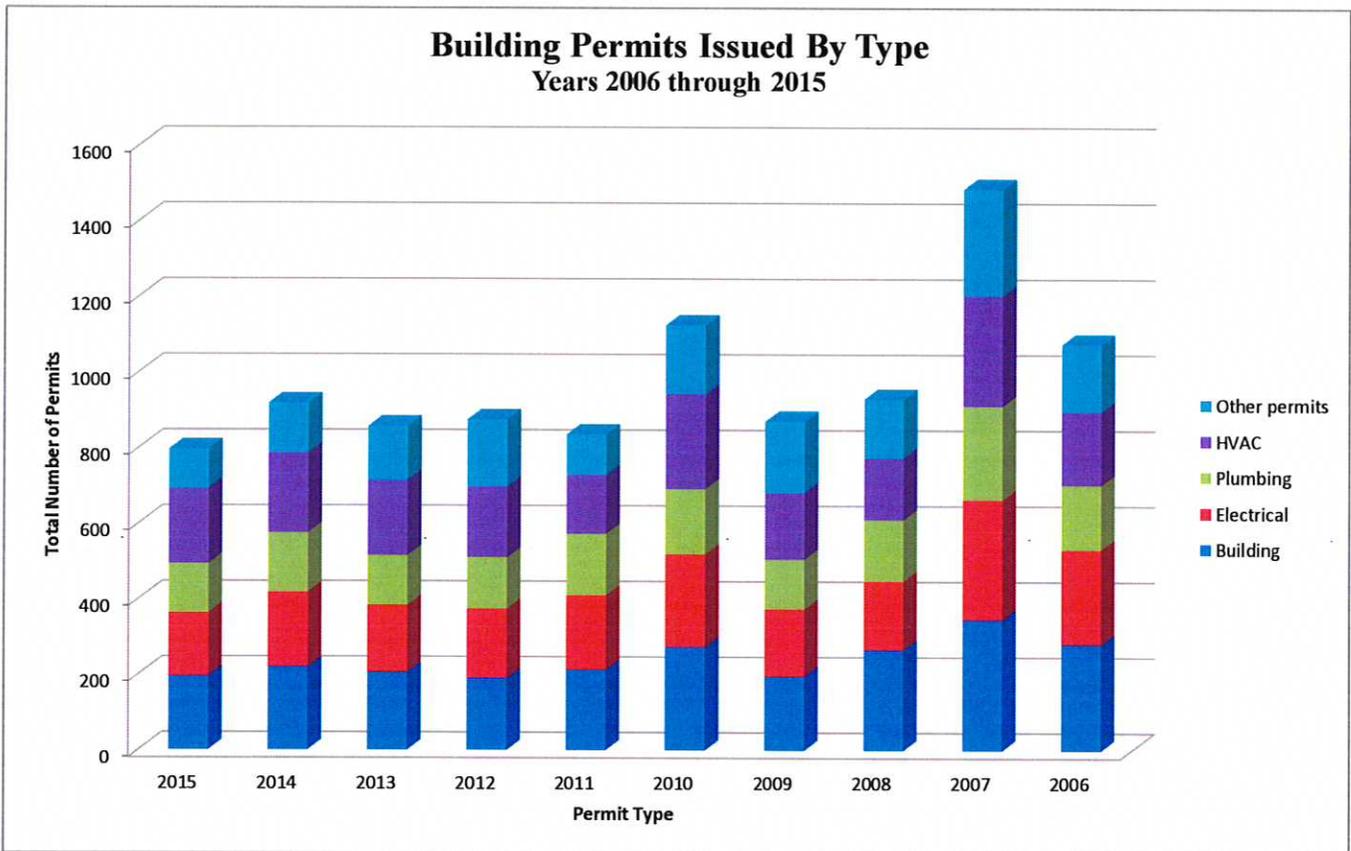
Park acreage      361  
 Golf course acres      67  
 Fire stations      2  
 Watermain      83 miles  
 Sanitary sewers      88 miles  
 Hospitals within 10 miles      3  
 Family clinics      2

### Building Permits Issued

For Years 2006 through 2014 and 10 Months of 2015

Permits Issued	2015 thru Oct 31	2014	2013	2012	2011	2010	2009	2008	2007	2006
Building	196	220	206	191	213	273	196	267	347	282
Electrical	168	199	178	184	197	247	179	182	318	251
Plumbing	129	156	131	135	163	172	131	162	247	170
HVAC	200	212	200	188	156	251	177	164	292	195
Other Permits	103	131	142	177	107	182	188	155	281	177
<b>Total</b>	<b>796</b>	<b>918</b>	<b>857</b>	<b>875</b>	<b>836</b>	<b>1125</b>	<b>871</b>	<b>930</b>	<b>1,485</b>	<b>1,075</b>

Construction value	\$36,251,000	\$30,799,000	\$25,305,100	\$19,818,400	\$34,324,200	\$25,982,000	\$12,855,200	\$18,284,600	\$36,890,200	\$31,678,400
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**Village of Howard  
Other Statistical Data**

**Distance to nearest Cities:**

**Data from 2010 Census:**

City	No. of Miles	Total Population	17,399	100.0%
		Total Housing Units	7,223	100.0%
Green Bay, WI	Borders on east	No. Units - occupied	6,941	96.1%
Milwaukee, WI	115	No. Units - owner occupied	4,602	63.7%
Madison, WI	132	No. Units - renter occupied	2,339	32.4%
Chicago, IL	215	Population in owner occupied	12,389	71.2%
Minneapolis, MN	285	Population in renter occupied	4,941	28.4%

Year	Population	County Per Capita Income	County Median Household Inc.	Unemployment Rate - County	School Enrollment
2000	13,546	\$21,784	\$46,447	3.1%	4,263
2001	13,849	N/A	\$48,551	3.5%	4,459
2002	14,376	N/A	\$48,446	4.1%	4,644
2003	14,947	N/A	\$48,884	5.0%	4,775
2004	15,208	N/A	\$49,894	3.9%	4,854
2005	15,475	\$25,353	<b>\$51,569</b>	4.2%	5,033
2006	15,755	\$24,510	\$49,978	4.0%	5,121
2007	15,830	\$25,857	\$52,139	4.3%	5,164
2008	15,965	\$27,701	\$52,869	5.4%	5,263
2009	16,110	\$26,782	<b>\$58,190</b>	7.1%	5,527
2010	17,399	\$28,661	\$50,743	6.6%	5,633
2011	17,728	\$25,908	\$52,406	6.2%	5,817
2012	18,166	\$27,787	\$53,119	6.1%	5,808
2013	18,348	\$28,015	\$59,331	5.2%	5,857
2014	18,703	N/A	N/A	4.6%	5,959
2015	18,703	N/A	N/A	4.2%	6,051

Howard-Suamico School District provided school enrollment figures.

Population estimates come from the State of Wisconsin, except for 2000 and 2010 comes from US Census.

Per Capita Income and Median County Household Inc. was obtain from U.S. Census website

<http://factfinder.census.gov/> The 2010 and 2011 amount have been inflation adjusted to 2005 dollars. The 2013 amount represents the village of Howard's data from U.S. Census website.

N/A = not available or unable to obtain data

Bolded items are from the 2010 US Census for the Village of Howard.

## Municipal Indicators

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
<b>Fire Protection</b>										
ISO Rating	5	5	3	3	3	3	3	3	3	3
Average response Time	6.01	6.05	7.02	7.42	8.10	8.10	7.24	7.35	7.2	6.04
No. of inspections	2,047	2,120	2,120	2,200	2,372	2,452	2,493	2,493	2,543	2,600
No. of public education programs	42	48	59	55	25	25	25	25	46	25
<b>Police Protection</b>										
Total Property Crimes	n/a	122	106	n/a	422	150	250	360	305	350
Total Violent Crimes	n/a	39	36	75	76	59	148	39	27	25
Response Time	n/a	n/a	7.6	11.3	3.5	n/a	n/a	n/a	n/a	n/a
Clearance Rates (property)	n/a	75%	78.30%	n/a	90.79%	n/a	n/a	n/a	n/a	n/a
Clearance Rates (violent)	n/a	94%	80.56%	90%	82.11%	n/a	n/a	n/a	n/a	n/a
<b>EMS</b>										
Response time	4.52	4.40	4.30	4.60	4.60	4.60	4.9	4.70	5.60	4.80
<b>Transportation</b>										
Number miles paved in year	3.27	4	2.46	1.74	0	1.81	1.94	2.71	2.63	4.91
Streets cleared of snow within 24 hrs	100.0%	100.0%	100.0%	95.0%	100.00%	83.00%	100.00%	98.50%	98.00%	98.50%
Streets cleared of snow within 12 hrs	100.0%	100.0%	100.0%	86.0%	75.00%	75.00%	100.00%	90.50%	95.00%	90.50%
Streets with PASER rating of 4 or lower	10.4	8.4	6.2	6.2	6.0	9.9	10.0	13.9	12.0	13.67
Streets reconstructed in year	0.00%	0.00%	0.50%	0.50%	0.00%	0.27%	0.17%	0.41%	1.46%	0.58%
Lane miles in need of crack sealing	2.4	5.7	2.6	5.5	7.8	17.8	16.7	49	50	40
Lane miles of crack sealing completed	4.1	0	4.4	0	0	0	12.9	38.6	16	41
<b>Quality of Life</b>										
Recycling diversion rate	24.16%	24.55%	21.50%	26.39%	26.42%	25.55%	25.38%	25.05%	26.45%	25.75%
Acres of park land maintained	200	200	200	200	200	200	200	200	200	200
<b>Economic Vitality</b>										
Unemployment rate	4.00%	4.30%	5.40%	7.10%	6.60%	6.20%	6.10%	5.20%	4.60%	4.20%
Per Capita Income	\$24,510	\$25,857	\$27,701	\$26,782	\$28,861	\$25,908	\$27,787	\$28,015	n/a	n/a
Equalized Property Value per capita	\$82,261	\$84,773	\$87,421	\$87,658	\$79,403	\$75,668	\$76,341	\$81,450	\$80,524	\$80,398
<b>City Management</b>										
Municipal bond rating	AA									
General Fund Balance Unreserved	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
GO Debt Divided by Assessed Value	0.775%	0.521%	0.421%	24.180%	25.198%	11.661%	0.113%	0.722%	0.673%	0.817%
Building plan/plat reviews completed	n/a	24	106	159	159	150	180	40	77	72
Building permits issued	1,075	1,485	930	871	1,125	836	875	857	918	850
Utility bills processed on time	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

n/a = not available

**DETAIL LINE ITEM**

**BUDGET FOR 2016**

# DETAIL LINE ITEM BUDGET

2012	2013	2014	2015	2016
Actual	Actual	Actual	Budget	Budget

**FUND 100 GENERAL FUND**

**REVENUE**

**TAXES**

R 100-41102-000	Omitted Taxes	\$	-	\$	-	\$	-	\$	-
R 100-41110-000	General Property Taxes		3,456,033		3,656,383		3,656,383		3,636,400
R 100-41150-000	Taxes - Mngd Forest Land		68		119		119		10
R 100-41210-000	Room Tax Revenue		10,229		11,506		11,506		10,500
R 100-41310-000	Water Utility Taxes		359,576		364,758		364,758		380,000
R 100-41800-000	Interest on Taxes		7,418		609		609		1,990
R 100-41900-000	Other Taxes		34,989		1,827		1,827		-
			3,833,324		4,033,375		4,033,375		4,028,900
									4,193,300

**INTERGOVERNMENTAL**

R 100-43410-000	State Shared Revenue		558,102		556,854		556,854		556,600
R 100-43420-000	Fire Ins Shared Tax		48,755		59,084		59,084		59,000
R 100-43430-000	Other State Shared Taxes		6,102		6,416		6,416		6,200
R 100-43523-000	Other Law Enforcement		-		-		-		-
R 100-43529-000	Other Public Safety Grants		-		-		-		-
R 100-43531-000	State Aid - Transportation		738,148		597,900		597,900		538,100
R 100-43533-000	State Highway Aids		21,781		21,862		21,862		21,900
R 100-43545-000	Recycling Grants		44,314		44,324		44,324		44,200
R 100-43610-000	State Aid - Muni Services		7,578		9,454		9,454		6,000
R 100-43620-000	State Aid in Lieu of Taxes		8,352		9,361		9,361		9,300
R 100-43650-000	Managed Forest Crop Land		68		119		119		-
R 100-43690-000	Other State Payments		-		-		-		-
R 100-43691-000	Park Grants		-		-		-		-
R 100-43790-000	Other Local Grants		-		-		-		-
			1,433,200		1,305,374		1,305,374		1,241,300
									1,347,500

**LICENSES & PERMITS**

R 100-44110-000	Liquor & Malt Bev Licenses		33,850		34,700		34,700		33,000
R 100-44111-000	Operators Licenses		10,843		9,442		9,442		10,000
R 100-44112-000	Cigarette Licenses		1,150		1,150		1,150		1,100
R 100-46751-000	Cable TV Fees		206,257		204,862		204,862		210,000
R 100-44114-000	Weights & Measures License		5,954		6,000		6,000		6,000
R 100-44200-000	Dog Licenses		7,252		7,484		7,484		8,000
R 100-44201-000	Bicycle & Other Licenses		30		30		30		100
R 100-44300-000	Bldg Permit & Inspection Fees		179,980		205,709		205,709		200,000
R 100-44400-000	Zoning Permits & Fees		1,350		1,200		1,200		2,000
R 100-44900-000	Other Permits & Fees		6,295		4,795		4,795		6,500
			452,961		475,372		475,372		476,700
									489,700

2012	2013	2014	2015	2016
Actual	Actual	Actual	Budget	Budget

**FINES & FORFEITS**

R 100-45110-000	Court Penalties & Costs	200,332	205,425	205,425	226,700	226,700
R 100-45130-000	Parking Violations	6,670	5,931	5,931	9,000	9,000
		<b>207,002</b>	<b>211,356</b>	<b>211,356</b>	<b>235,700</b>	<b>235,700</b>

**CHARGES FOR SERVICE**

R 100-46110-000	Administrative Charges	12,757	16,451	16,451	15,000	15,000
R 100-46220-000	Fire Protection & False Alarms	57,625	60,135	60,135	55,500	55,500
R 100-46311-000	Snow Removal	-	-	-	-	-
R 100-46420-000	Sanitation Charges	4,508	5,374	5,374	4,500	4,500
R 100-46440-000	Weed Control	922	2,613	2,613	4,000	4,000
R 100-46720-000	Park Rentals	12,695	15,024	15,024	24,000	24,000
R 100-46750-000	Other Culture & Recreation	41,727	32,826	32,826	46,900	46,900
R 100-46750-043	Other Culture & Recreation W PRA TICKET PROG	11,833	12,860	12,860	13,000	13,000
R 100-46840-000	Urban Development	2,557	330	330	1,000	1,000
R 100-45120-000	Dog Pickup Fees	94	423	423	8,400	400
R 100-46900-000	Other Public Charges	2,423	262	262	2,000	2,000
		<b>147,141</b>	<b>146,298</b>	<b>146,298</b>	<b>174,300</b>	<b>166,300</b>

**MISCELLANEOUS REVENUES**

R 100-46820-000	Other Conservation	28,140	965	965	25,000	25,000
R 100-48110-000	Interest on Investments	49,475	40,715	40,715	60,000	60,000
R 100-48130-000	Interest on Special Assessment	-	-	-	-	-
R 100-48200-000	Rent	339,984	374,952	374,952	380,000	381,600
R 100-48302-000	Sale of Fire Equipment	-	-	-	-	-
R 100-48303-000	Sale of Highway Equipment	-	-	-	-	-
R 100-48307-000	Sale of Recyclable Materials	49,804	28,615	28,615	30,000	3,000
R 100-48309-000	Other Property Sales	-	1,500	1,500	1,000	1,000
R 100-48420-000	Insurance recoveries Police	-	1,291	1,291	500	500
R 100-48440-000	Insurance recoveries Other	1,117	-	-	500	500
R 100-48500-000	Donations	-	-	-	-	-
R 100-48500-200	Donations		Pub Works	-	-	-
R 100-48500-300	Donations		Pub Safety	-	-	-
R 100-48500-400	Donations		Parks	-	-	-
R 100-46310-000	Culvert Sales	375	914	914	100	100
		<b>468,895</b>	<b>448,952</b>	<b>448,952</b>	<b>497,100</b>	<b>471,700</b>
R 100-49200-000	Transfers from Other Funds	-	-	-	-	-

FUND 100 GENERAL FUND

			2012	2013	2014	2015	2016
			Actual	Actual	Actual	Budget	Budget
<b>EXPENDITURES</b>							
<b>ACCT 51100 Legislative</b>							
100-51100-210	Board	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -
100-51100-290	Board	Workshops	385	-	-	-	-
100-51100-390	Board	Supplies	1,267	2,063	2,063	2,500	2,500
100-51100-390	Board	Supplies-Go Green	83	-	-	-	-
100-51100-998	Board	Emp Benefi	4,384	4,384	4,230	4,700	4,700
100-51100-999	Board	Salaries	57,300	57,300	55,765	61,000	61,000
			<u>63,419</u>	<u>63,747</u>	<u>62,058</u>	<u>68,200</u>	<u>68,200</u>
<b>ACCT 51110 Community Development</b>							
100-51110-210	Comm Dev	Contracted Services	3,519	8,960	3,096	10,000	10,000
100-51110-220	Comm Dev	Telephone	1,147	906	1,372	1,500	1,500
100-51110-290	Comm Dev	Workshops	-	-	-	1,400	1,400
100-51110-320	Comm Dev	Dues	590	340	530	500	500
100-51110-390	Comm Dev	Supplies	664	1,350	835	1,000	1,000
100-51110-998	Comm Dev	Emp Benefi	11,449	12,047	12,499	13,200	13,500
100-51110-999	Comm Dev	Salaries	80,232	82,601	83,669	93,100	95,700
			<u>97,601</u>	<u>106,204</u>	<u>102,001</u>	<u>120,700</u>	<u>123,600</u>
<b>ACCT 51200 Judicial &amp; Attorney</b>							
100-51200-190	Judicial	Prof serv	47,103	28,393	35,920	35,000	35,000
100-51200-195	Judicial	Legal Fees	29,983	25,567	33,006	25,000	25,000
100-51200-210	Judicial	Subcontrac	12,328	15,364	8,170	13,000	13,000
100-51200-220	Judicial	Telephone	275	300	339	400	400
100-51200-290	Judicial	Workshops	1,689	918	1,176	1,600	1,600
100-51200-320	Judicial	Dues	765	765	765	800	800
100-51200-390	Judicial	Supplies	3,050	1,916	1,967	1,800	1,800
100-51200-998	Judicial	Emp Benefi	23,411	20,985	25,439	25,000	25,400
100-51200-999	Judicial	Salaries	57,222	63,953	79,930	66,000	67,100
			<u>175,826</u>	<u>158,161</u>	<u>186,712</u>	<u>168,600</u>	<u>170,100</u>
<b>ACCT 51400 Administrator</b>							
100-51400-210	Administra	Subcontrac	16,699	3,081	41,785	30,000	26,500
100-51400-220	Administra	Telephone	2,460	1,673	2,174	1,800	1,800
100-51400-240	Administra	Repair Mtn	949	466	1,348	1,500	1,500
100-51400-241	Administra	Mtn Agreem	-	-	-	-	-
100-51400-290	Administra	Workshops	1,244	2,169	2,412	2,000	2,000
100-51400-320	Administra	Dues	3,939	5,305	2,895	1,000	1,000
100-51400-390	Administra	Supplies	4,040	7,231	5,605	5,000	5,000
100-51400-391	Administra	CASHOVSH	(34)	(34)	(34)	-	-
100-51400-997	Administra	Budget increase salaries	-	-	37,628	60,000	60,000
100-51400-998	Administra	Emp Benefi	32,955	35,451	34,739	39,400	41,000
100-51400-999	Administra	Salaries	104,592	109,556	104,258	111,000	114,600
			<u>166,844</u>	<u>164,898</u>	<u>232,810</u>	<u>251,700</u>	<u>253,400</u>
<b>ACCT 51440 Elections</b>							
100-51440-210	Elections	Subcontrac	4,591	849	-	2,000	4,000
100-51440-390	Elections	Supplies	42,047	5,515	28,191	7,000	46,000
			<u>46,638</u>	<u>6,364</u>	<u>28,191</u>	<u>9,000</u>	<u>50,000</u>

			2012	2013	2014	2015	2016
			Actual	Actual	Actual	Budget	Budget
<b>ACCT 51500 Administrative Services</b>							
100-51500-190	Admin Svcs	Prof serv	6,475	12,400	12,302	12,000	12,500
100-51500-210	Admin Svcs	Contracted service	17,730	10,162	12,764	14,000	15,000
100-51500-220	Admin Svcs	Telephone	2,771	2,534	2,792	3,000	3,000
100-51500-290	Admin Svcs	Workshops	755	681	805	1,500	1,500
100-51500-320	Admin Svcs	Dues & publications	19,098	12,249	6,622	11,700	13,000
100-51500-390	Admin Svcs	Supplies	43,063	35,314	29,239	34,000	34,000
100-51500-998	Admin Svcs	Emp Benefi	39,379	41,219	38,615	42,500	44,200
100-51500-999	Admin Svcs	Salaries	116,903	112,729	112,425	124,000	124,700
			<u>246,174</u>	<u>227,288</u>	<u>215,564</u>	<u>242,700</u>	<u>247,900</u>
<b>ACCT 51530 Assessment of Property</b>							
100-51530-190	Assessment	Prof serv	54,875	39,512	51,193	49,500	151,000
<b>ACCT 51600 Genl Building &amp; Plant</b>							
100-51600-210	VH Bldg	Contracted service	18,306	15,210	20,403	16,800	-
100-51600-221	VH Bldg	Telephone	-	-	-	-	-
100-51600-221	VH Bldg	Utilities	22,416	20,995	21,978	23,000	23,000
100-51600-240	VH Bldg	Repair Mtn	18,679	22,387	35,465	24,000	24,000
100-51600-390	VH Bldg	Supplies	5,621	1,896	3,297	7,000	7,000
			<u>65,022</u>	<u>60,488</u>	<u>81,143</u>	<u>70,800</u>	<u>54,000</u>
<b>Uncollectible Taxes &amp; Contingencies</b>							
100-51910-000	Uncoll Tax		2,683	630	6,731	5,000	5,000
100-51920-000	Judgements		-	-	-	-	-
100-51940-000	Bad Debts		-	-	-	-	-
100-51950-000	Contingenc		-	-	-	-	-
			<u>2,683</u>	<u>630</u>	<u>6,731</u>	<u>5,000</u>	<u>5,000</u>
<b>ACCT 51930 Insurance &amp; Bonds</b>							
100-51930-099	Ins Bonds	INS DED	(250)	2,841	8,273	3,000	3,000
100-51930-100	Ins Bonds	Bonds	40	-	150	500	500
100-51930-101	Ins Bonds	Prop Ins	27,640	34,950	38,397	35,000	45,000
100-51930-102	Ins Bonds	Gen Liab	13,779	14,130	33,762	29,000	29,000
100-51930-104	Ins Bonds	Crime Ins	234	209	620	300	300
100-51930-106	Ins Bonds	WC Ins	24,250	45,104	89,874	78,000	80,000
100-51930-107	Ins Bonds	E&O Ins	-	-	-	-	-
100-51930-108	Ins Bonds	Vehicle In	18,828	16,000	20,417	21,000	21,000
			<u>84,521</u>	<u>113,234</u>	<u>191,493</u>	<u>166,800</u>	<u>178,800</u>
<b>ACCT 52100 Law Enforcement</b>							
100-52100-210	Police	Contracted service	1,379,800	1,406,362	1,519,712	1,559,700	1,595,400
100-52100-220	Police	Telephone	3,061	2,090	2,756	3,000	3,800
100-52100-221	Police	Utilities	6,409	6,115	7,011	7,000	7,000
100-52100-240	Police	Repair Mtn	67,233	51,946	65,725	72,000	68,000
100-52100-390	Police	Supplies	4,754	3,494	2,646	5,000	6,000
100-52100-998	Police	Emp Benefi	4,435	5,781	3,440	4,400	3,500
100-52100-999	Police	Salaries	30,153	27,293	25,301	33,900	26,500
			<u>1,495,845</u>	<u>1,503,081</u>	<u>1,626,591</u>	<u>1,685,000</u>	<u>1,710,200</u>

			2012	2013	2014	2015	2016
			Actual	Actual	Actual	Budget	Budget
<b>ACCT 52200 Fire Protection</b>							
100-52200-220	Fire	Telephone	3,637	3,807	4,877	5,000	5,000
100-52200-221	Fire	Utilities	19,501	17,108	20,037	20,000	20,000
100-52200-230	Fire	Public Fir	397,000	310,000	266,908	42,600	51,500
100-52200-240	Fire	Repair Mtn	42,029	43,045	55,648	44,000	44,000
100-52200-290	Fire	Workshops	10,082	6,857	10,252	10,000	10,000
100-52200-390	Fire	Supplies	36,245	37,012	41,083	38,000	38,000
100-52200-393	Fire	Grants	-	-	-	-	-
100-52200-998	Fire	Emp Benefi	66,129	67,636	81,066	94,200	102,300
100-52200-999	Fire	Salaries	327,018	345,619	409,166	471,300	532,000
			<b>901,641</b>	<b>831,084</b>	<b>889,037</b>	<b>725,100</b>	<b>802,800</b>
<b>ACCT 52300 Rescue</b>							
100-52300-210	Rescue	Contracted services	171,304	168,902	166,686	165,300	160,300
100-52300-220	Rescue	Telephone	-	-	-	-	-
100-52300-221	Rescue	Utilities	5,423	5,175	5,963	6,000	6,000
			<b>176,727</b>	<b>174,077</b>	<b>172,649</b>	<b>171,300</b>	<b>166,300</b>
<b>ACCT 52400 Code Enforcement</b>							
100-52400-210	Code Enfor	Contracted services	-	-	735	-	-
100-52400-220	Code Enfor	Telephone	1,435	1,489	1,783	2,500	2,500
100-52400-240	Code Enfor	Repair Mtn	2,166	1,712	3,066	2,000	2,000
100-52400-290	Code Enfor	Workshops	1,376	996	668	1,800	1,800
100-52400-320	Code Enfor	Dues	-	-	-	100	100
100-52400-390	Code Enfor	Supplies	542	194	2,910	4,500	4,500
100-52400-998	Code Enfor	Emp Benefi	40,506	27,972	24,687	26,000	26,400
100-52400-999	Code Enfor	Salaries	87,677	74,546	66,282	64,500	66,700
			<b>133,702</b>	<b>106,909</b>	<b>100,131</b>	<b>101,400</b>	<b>104,000</b>
<b>ACCT 53100 Administration Public Works</b>							
100-53100-210	PW Admin	Subcontrac	3,842	1,099	5,337	6,000	6,000
100-53100-290	PW Admin	Workshops	426	3,159	865	1,000	1,000
100-53100-320	PW Admin	Dues	4,619	689	798	800	800
100-53100-390	PW Admin	Supplies	6,064	5,802	11,641	7,600	7,600
100-53100-998	PW Admin	Emp Benefi	9,482	10,506	10,510	10,800	11,200
100-53100-999	PW Admin	Salaries	37,714	50,693	51,934	50,900	52,500
			<b>62,147</b>	<b>71,948</b>	<b>81,085</b>	<b>77,100</b>	<b>79,100</b>
<b>ACCT 53230 Mechanical Operations</b>							
100-53230-240	Mechanic	Repair Mtn	3,198	3,198	3,198	1,000	1,000
100-53230-290	Mechanic	Workshops	47	47	47	300	300
100-53230-390	Mechanic	Supplies	8,818	8,818	8,818	11,000	11,000
100-53230-998	Mechanic	Emp Benefi	35,528	35,528	35,528	39,800	41,400
100-53230-999	Mechanic	Salaries	75,589	75,589	75,589	91,900	95,000
			<b>123,180</b>	<b>123,180</b>	<b>123,180</b>	<b>144,000</b>	<b>148,700</b>

			2012	2013	2014	2015	2016
			Actual	Actual	Actual	Budget	Budget
<b>ACCT 53270 Building Operations</b>							
100-53270-210	PW Bldg	Subcontrac	16,242	14,846	15,083	14,600	-
100-53270-220	PW Bldg	Telephone	5,067	4,813	4,590	5,500	5,500
100-53270-221	PW Bldg	Utilities	24,274	24,507	29,150	30,000	30,000
100-53270-240	PW Bldg	Repair Mtn	17,185	15,334	17,701	16,000	16,000
100-53270-390	PW Bldg	Supplies	3,534	4,845	6,426	6,200	6,200
			<u>66,302</u>	<u>64,345</u>	<u>72,950</u>	<u>72,300</u>	<u>57,700</u>
<b>ACCT 53311 Street Operations</b>							
100-53311-210	Streets	Subcontrac	23,665	36,114	29,308	20,000	30,000
100-53311-220	Streets	Telephone	1,402	1,226	2,065	1,400	1,400
100-53311-240	Streets	Repair Mtn	115,462	149,474	125,098	150,000	135,000
100-53311-290	Streets	Workshops	2,256	4,396	3,567	1,800	1,800
100-53311-320	Streets	Dues	315	654	465	500	500
100-53311-390	Streets	Supplies	56,980	39,078	61,146	50,000	60,000
100-53311-998	Streets	Emp Benefi	163,319	166,465	154,346	155,000	172,000
100-53311-999	Streets	Salaries	381,758	427,002	417,420	430,000	461,000
			<u>745,157</u>	<u>824,409</u>	<u>793,415</u>	<u>808,700</u>	<u>861,700</u>
<b>ACCT 53312 Snow Removal</b>							
100-53312-240	Snow	Repair Mtn	28,581	44,864	39,177	48,000	48,000
100-53312-390	Snow	Supplies	42,626	80,178	72,774	60,000	75,000
100-53312-998	Snow	Emp Benefi	12,958	25,383	25,306	29,500	24,100
100-53312-999	Snow	Salaries	33,421	58,513	61,963	71,200	57,000
			<u>117,586</u>	<u>208,938</u>	<u>199,220</u>	<u>208,700</u>	<u>204,100</u>
<b>ACCT 53420 Street Lighting</b>							
100-53420-000	Str Lights		312,871	307,046	306,120	330,000	317,000
<b>ACCT 53620 Sanitation Operations</b>							
100-53620-210	Sanitation	Contracted services	283,882	297,880	244,368	243,200	270,600
100-53620-240	Sanitation	Repair Mtn	9,907	9,353	18,209	11,000	11,000
100-53620-291	Sanitation	Tonnage	167,616	171,992	174,794	175,000	195,000
100-53620-390	Sanitation	Supplies	8,624	8,465	13,493	9,000	12,000
100-53620-998	Sanitation	Emp Benefi	6,202	10,676	9,192	9,400	9,700
100-53620-999	Sanitation	Salaries	13,814	22,186	23,899	23,500	23,800
			<u>490,045</u>	<u>520,552</u>	<u>483,955</u>	<u>471,100</u>	<u>522,100</u>
<b>ACCT 53635 Recycling Operations</b>							
100-53635-210	Recycling	Contracted services	258,308	272,485	146,301	147,000	153,500
100-53635-390	Recycling	Supplies	546	5,776	7,629	2,500	2,500
100-53635-998	Recycling	Emp Benefi	9,337	-	-	-	-
100-53635-999	Recycling	Salaries	22,135	-	-	-	-
			<u>290,326</u>	<u>278,261</u>	<u>153,930</u>	<u>149,500</u>	<u>156,000</u>

			2012	2013	2014	2015	2016
			Actual	Actual	Actual	Budget	Budget
<b>ACCT 54100 Public Health Services</b>							
100-54100-220	Pub Health	Telephone	-	301	711	400	600
100-54100-390	Pub Health	Supplies	9,460	7,019	11,760	10,700	9,700
100-54100-998	Pub Health	Emp Benefi	1,420	1,423	1,541	2,800	2,900
100-54100-999	Pub Health	Salaries	11,151	10,194	10,621	19,500	14,000
			<u>22,031</u>	<u>18,937</u>	<u>24,633</u>	<u>33,400</u>	<u>27,200</u>
<b>ACCT 55200 Parks</b>							
100-55200-210	Parks	Subcontrac	13,132	17,049	24,831	10,000	10,000
100-55200-221	Parks	Utilities	17,030	16,833	20,768	20,000	20,000
100-55200-240	Parks	Repair Mtn	70,204	89,681	73,120	57,000	57,000
100-55200-242	Parks	Repair Mtn	-	-	-	-	-
100-55200-390	Parks	Supplies	39,294	44,583	45,290	45,000	50,000
100-55200-998	Parks	Emp Benefi	41,814	41,649	17,264	57,400	32,700
100-55200-999	Parks	Salaries	110,470	131,246	89,539	168,200	116,400
			<u>291,944</u>	<u>341,041</u>	<u>270,812</u>	<u>357,600</u>	<u>286,100</u>
<b>ACCT 55300 Leisure Services</b>							
100-55300-210	Recreation	Subcontrac	2,667	9,821	6,728	9,500	9,500
100-55300-220	Recreation	Telephone	826	900	1,018	2,500	2,500
100-55300-290	Recreation	Workshops	625	490	971	1,200	1,200
100-55300-320	Recreation	Dues	250	185	1,227	800	800
100-55300-390	Recreation	Supplies	32,553	27,887	37,456	29,800	29,800
100-55300-998	Recreation	Emp Benefi	21,331	22,919	11,709	26,700	26,700
100-55300-999	Recreation	Salaries	70,385	69,257	77,978	88,000	88,000
			<u>128,637</u>	<u>131,459</u>	<u>137,087</u>	<u>158,500</u>	<u>158,500</u>
<b>ACCT 56400 Board of Appeals</b>							
100-56400-998	Bd Appeals	Emp Benefi	28	-	9	50	50
100-56400-999	Bd Appeals	Salaries	360	-	120	450	450
			<u>388</u>	<u>-</u>	<u>129</u>	<u>500</u>	<u>500</u>
<b>ACCT 59230 FUND TRANSFER</b>							
100-59230-000	Transfers out		-	832,817	50,000	7,556	-

2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Budget
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**FUND 203 COMMUNITY DEVELOPMENT**

R 203-48110-000	Interest on Investments		\$ 1,929	\$ 814	\$ 1,291	\$ 900	\$ 500
R 203-48910-000	Repayment of Loans		-	-	-	132,992	123,900
R 203-48910-012	Repayment of Loans	Zepnick Loan	34,018	34,018	34,018	-	-
R 203-48910-013	Repayment of Loans	Rustic Rail Loan	-	-	-	-	-
R 203-48910-014	Repayment of Loans	J Senn	26,156	-	-	-	-
R 203-48910-017	Repayment of Loans	Tender Hearts	9,116	18,231	18,231	-	-
R 203-48910-024	Repayment of Loans	Mau Loan	15,575	15,575	15,576	-	-
R 203-48910-026	Repayment of Loans	HiTech Integrated	16,319	15,063	13,808	-	-
R 203-48910-028	Repayment of Loans	Integrity Engineering	5,521	7,362	7,362	-	-
R 203-48910-035	Repayment of Loans	Vandervest	-	-	16,303	-	-
			<b>108,634</b>	<b>91,063</b>	<b>106,589</b>	<b>133,892</b>	<b>124,400</b>
203-51400-190	Administration	Prof serv	2,951	1,724	485	-	-
203-51400-390	Administration	Supplies	312	-	360	21,000	23,000
203-51400-998	Administration	Emp Benefi	3,521	3,420	3,580	-	-
203-51400-999	Administration	Salaries	13,647	14,541	15,042	-	-
203-56700-390	Econ Dev	Supplies	-	-	-	-	-
203-56700-700	Econ Dev	LOANS	280,000	195,000	-	225,000	260,000
			<b>300,431</b>	<b>214,685</b>	<b>19,467</b>	<b>246,000</b>	<b>283,000</b>

**FUND 204 TAX INCREMENT DISTRICT #2-AMS**

R 204-41120-000	Tax Increment Levy		963,571	984,811	929,595	836,571	-
R 204-42000-000	Special Assessments		1,979	-	-	-	-
R 204-43430-000	Other State Shared Taxes		48,567	62,722	86,162	77,575	-
R 204-48110-000	Interest on Investments		1,516	997	2,746	1,644	-
R 204-48130-000	Interest on Special Assessment		1,098	-	-	-	-
R 204-48309-000	Other Property Sales		-	-	-	-	-
R 204-48910-018	Other Misc Sales		3,576	10,728	9,834	7,152	-
			<b>1,020,307</b>	<b>1,059,258</b>	<b>1,028,337</b>	<b>922,942</b>	<b>-</b>
204-51400-210	Administration	Contracted services	3,266	150	950	800	-
204-53150-998	Engineering	Emp Benefi	-	-	-	-	-
204-53150-999	Engineering	Salaries	-	-	-	-	-
204-56700-118	Econ Dev	Strm Mngt	-	-	17,759	-	-
204-59230-000	Transfers		827,770	1,344,095	1,000,000	934,924	-
			<b>831,036</b>	<b>1,344,245</b>	<b>1,018,709</b>	<b>935,724</b>	<b>-</b>

**FUND 301 DEBT SERVICE**

R 301-41110-000	General Property Taxes		87,000	-	-	-	-
R 301-48110-000	Interest on Investments		-	-	-	-	-
R 301-48200-000	Rent		9,750	-	-	-	-
R 301-49220-000	Transfers in		1,046,505	1,693,112	-	-	616,688
			<b>1,143,255</b>	<b>1,693,112</b>	<b>-</b>	<b>-</b>	<b>616,688</b>

2012	2013	2014	2015	2016
Actual	Actual	Actual	Budget	Budget

301-58100-201	Debt Svc Principal	01TID DEBT/State Tru	66,477	944,983	-	-	-
301-58100-202	Debt Svc Principal	02TID DEBT	990,000	1,005,000	-	-	-
301-58100-203	Debt Svc Principal	03TIDebt	-	-	-	-	-
301-58100-204	Debt Svc Principal	TIDebt	-	-	-	-	350,000
301-58200-201	Debt Svc Interest	01TID Debt/State Trust	30,320	27,412	-	-	-
301-58200-202	Debt Svc Interest	02TID DEBT	56,505	19,095	-	-	-
301-58200-203	Debt Svc Interest	03TIDebt	-	-	-	-	-
301-58200-204	Debt Svc Interest	TIDebt	-	-	-	-	385,093
			<b>1,143,302</b>	<b>1,996,490</b>	<b>-</b>	<b>-</b>	<b>735,093</b>

**FUND 401 TIF #3**

R 401-41120-000	Tax Increment Levy		185,367	313,484	309,430	313,793	350,000
R 401-43430-000	Other State Shared Taxes		4,032	6,424	8,334	6,559	5,000
R 401-46840-000	Urban Development		-	-	-	-	-
R 401-48110-000	Interest Income (Expense)		(529)	1,015	11,054	2,000	-
R 401-48910-000	Loan repayments		-	58,521	124,357	-	-
R 401-49110-000	Proceeds from debt issued		-	3,751,147	-	-	-
			<b>188,870</b>	<b>4,130,591</b>	<b>453,175</b>	<b>322,352</b>	<b>355,000</b>

401-51400-190	Administration	Prof serv	8,419	25,706	-	-	-
401-51400-290	Administration	Workshops	-	-	-	-	-
401-51400-390	Administration	Supplies	180	276	150	150	1,000
401-56700-700	Administration	Loans	175,000	-	-	-	-
401-56701-110	Woodfield	Land cost	-	-	-	-	-
401-56701-114	Woodfield	Street	-	239	-	-	-
401-56701-118	Woodfield	Strm Mngt	-	-	-	-	-
401-56701-126	Woodfield	Water cost	-	-	-	-	-
401-58200-000	Woodfield	Debt payments	-	-	-	-	-
401-56701-407	Econ Dev	Developer incentive	-	36,912	37,500	36,513	37,500
401-56702-110	Econ Dev	Land cost	-	1,624,427	-	-	-
401-56702-118	Econ Dev	Strm Mngt	-	-	-	-	-
401-56702-124	Econ Dev	SpecEquip	-	-	-	-	-
401-59900-000	Econ Dev	Bond costs	-	34,254	-	-	-
			<b>183,599</b>	<b>1,721,814</b>	<b>37,650</b>	<b>36,663</b>	<b>38,500</b>

**FUND 402 PARK IMPACT FEE**

R 402-43730-000	Park Grants		-	-	-	-	-
R 402-46840-000	Urban Development	Impact Fees	178,998	135,066	118,005	156,210	127,502
R 402-48110-000	Interest on Investments		1,985	1,239	1,410	1,300	-
R 402-48309-000	Other property sales		7,800	-	-	-	-
R 402-48500-000	Donations		25,000	11,500	750	-	-
R 402-49200-000	Transfers from Other Funds		44,112	-	-	-	-
			<b>257,895</b>	<b>147,805</b>	<b>120,165</b>	<b>157,510</b>	<b>127,502</b>

			2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Budget
402-53150-210	Engineering	Contracted services	-	1,790	4,100	-	-
402-55200-390	Parks	Suipplies	-	16,577	16,331	-	-
402-55200-820	Parks	Cap Outlay	113,988	257,926	42,466	-	206,500
402-55200-998	Parks	Emp Benefits	3,552	2,013	-	-	-
402-55200-999	Parks	Salaries	8,477	4,184	6,500	-	-
402-59200-000	Transfer	NO DESCR	-	-	-	-	-
			126,017	282,490	69,397	-	206,500

**FUND 404 CAPITAL IMPROVEMENT PROJECTS**

R 404-41110-000	General Property Taxes		643,422	696,028	740,000	1,453,200	1,393,200
R 404-42000-000	Special Assessments		63,854	105,073	48,388	50,000	45,000
R 405-43630-000	County Bridge Fund		-	-	-	83,100	444,000
R 404-43690-000	Other State Payments		43,409	88,969	106,946	28,000	46,772
R 404-46399-031	Transportation Impact Fees	Contributed Capital	97,428	73,518	64,245	44,760	58,980
R 404-46840-401	Urban Development	Dev fees & trees	16,310	192,349	12,262	-	496,000
R 404-46840-402	Urban Development	Other grants	-	-	-	-	-
R 404-46840-4??	Urban Development		81,069	-	-	-	-
R 404-48110-000	Interest on Investments		(38)	-	-	-	-
R 404-48130-000	Interest on Special Assessment		7,691	1,881	(1,080)	-	-
R 404-48309-000	Other Property Sales		-	-	-	-	-
R 404-48910-015	Repayment of Loans	Donna Hebel	2,000	1,833	2,000	2,000	
R 404-48309-016	Repayment of Loans	Kufel	2,000	2,000	2,000	2,000	
R 404-48920-000	Computer Loan Repayments		2,292	3,795	2,607	2,000	3,500
R 404-49200-000	Transfers in		60,000	193,800	50,000	-	-
			1,019,437	1,359,246	1,027,368	1,665,060	2,487,452

404-51400-210	Administration	Subcontrac	-	-	-	-	
404-51400-390	Administration	Other supplies	-	2,130	265	-	
404-51400-810	Administration	Cap Outlay	1,517	23,349	-	-	
404-53150-106	Engineering	WC Ins	7,399	8,970	15,572	16,618	17,000
404-53150-210	Engineering	Subcontrac	6,358	48,214	12,893	45,228	20,000
404-53150-220	Engineering	Telephone	3,991	2,490	3,804	3,248	4,000
404-53150-240	Engineering	Repair Mtn	4,528	7,781	4,731	5,426	6,500
404-53150-290	Engineering	Workshops	3,848	3,904	1,652	100	2,000
404-53150-320	Engineering	Dues	295	727	664	500	300
404-53150-390	Engineering	Supplies	30,692	14,636	32,272	15,000	20,000
404-53150-810	Engineering	Cap Outlay	-	-	-	-	18,000
404-53150-997	Engineering	CONTRA Payroll	(66,500)	(227,500)	(169,930)	(150,000)	0
404-53150-998	Engineering	Emp Benefi	67,020	68,613	62,875	71,500	75,000
404-53150-999	Engineering	Salaries	234,655	268,634	265,705	258,000	300,000

			2012	2013	2014	2015	2016
			Actual	Actual	Actual	Budget	Budget
404-56700-150	Econ Dev	Bridge	904	435	438	77,888	575,000
404-56700-210	Econ Dev	Contracted services	568,599	709,116	556,609	1,410,000	1,400,000
404-56700-390	Econ Dev	Supplies	11,149	14,948	(30)	20,000	20,000
404-56700-401	Econ Dev	Trees	16,387	33,353	12,262	-	-
404-56700-402	Econ Dev	Sidewalks	10,464	20,407	421,174	-	-
404-56700-404	Econ Dev	Roundabout	-	-	-	-	-
404-56700-406	Econ Dev		-	-	-	-	-
404-56700-407	Econ Dev	Sidewalks/Developer pay	-	-	-	-	-
404-56700-411	Econ Dev	Christmas decorations	-	9,795	554	-	-
404-56700-414	Econ Dev	Sidewalks 2008	15,321	-	-	-	-
404-56700-418	Econ Dev	Velp Ave	(21,744)	11,843	123	-	-
404-56700-420	Econ Dev	Glendale	-	1,890	-	-	-
404-56700-429	Econ Dev	Riverdale Dr	202,075	33,096	7,726	239,000	-
404-56700-440	Econ Dev	Hwy 29-FF/Sherwood	-	101,690	193,506	30,000	20,000
404-56700-442/499	Econ Dev	Others	-	-	13,046	-	-
			1,098,970	1,160,534	1,437,925	2,044,523	2,479,816

**FUND 406 Capital Projects - TIF #4**

R 406-41120-000	Tax Increment Levy		6,091	188,926	348,230	271,050	343,000
R 406-43430-000	Other State Shared Taxes		31,281	26,082	14,416	36,104	50,000
R 406-48110-000	Interest on investments		10,245	7,383	39,838	21,900	500
R 406-49220-000	Transfers in from TIF #2		-	320,000	1,000,000	934,924	-
R 406-49160-000	Proceeds from bonds		-	5,752,754	-	-	-
			37,372	215,008	1,402,484	1,263,978	393,500

406-56700-390	Econ Dev	Gen'l Admin	-	286	290	6,440	3,000
406-56700-390	Econ Dev	Cap Outlay	-	-	-	6,988,814	655,000
406-56700-110	Econ Dev	Land	-	-	2,031	-	-
406-56700-112	Econ Dev	Water	66,700	2,160	5,113	-	-
406-56700-114	Econ Dev	Street	-	83,817	1,201,332	-	-
406-56700-118	Econ Dev	Storm sewer	-	140	131,916	-	-
406-56700-190	Econ Dev	Professional services	-	57,254	-	-	-
406-56700-390	Econ Dev	Sanitary sewer	-	-	-	-	-
406-56700-407	Econ Dev	Payment to developer	-	139,866	163,857	-	-
406-59900-000	Econ Dev	Bond issuance costs	-	37,518	-	-	-
406-58100-000	Econ Dev	Debt payments	-	-	300,880	-	-
			66,700	321,041	1,805,419	6,995,254	658,000

**FUND 408 TIF #5**

R 408-41120-000	Tax Increment Levy		-	-	19,417	62,760	35,000
R 408-43430-000	Other State Shared Taxes		4,394	3,653	1,897	1,759	1,100
R 408-48110-000	Interest income (expense)		(395)	(764)	(248)	(158)	(300)
E 408-51400-210	Administration	Subcontract	1,334	614	950	950	500
E 408-51400-407	Administration	Payment to developer	-	-	16,303	16,303	-
E 408-51400-999	Administration	Salaries	-	-	1,014	-	-
E 408-53311-114	Administration	Streets	-	-	31,451	-	-

			2012	2013	2014	2015	2016
			Actual	Actual	Actual	Budget	Budget
<b>FUND 409 TIF #6</b>							
R 409-41120-000	Tax Increment Levy		-	67,851	69,721	69,231	67,000
R 409-43430-000	Other State Shared Taxes		1,002	2,580	2,953	2,292	3,600
R 409-42000-000	Special assessments		8,178	20,588	-	10,000	5,000
R 409-48110-000	Interest Income		(859)	(760)	109	-	(400)
R 409-48130-000	Interest on spec assessments		-	3,762	-		
			8,321	94,021	72,783	81,523	75,200
E 409-51400-210	Administration	Subcontract	150	150	6,644	950	500
E 409-51400-407	Administration	Payment to developer	-	-	15,127		
E 409-51400-999	Administration	Salaries	-	-	5,812		
E 409-56700-126	Econ Dev	Water system	-	-	-	-	23,200
E 409-56700-127	Econ Dev	Sanitary sewer system	-	-	-		
			150	150	27,583	950	23,700
<b>FUND 410 GENERAL GOVT CAPITAL PROJECTS</b>							
R 410-41110-000	General Property Taxes		20,000	20,000	20,000	20,000	23,700
R 410-43690-000	Other state payments		-	62,206	2,929		
R 410-48309-000	Other property sales		-	1,100	-		
E 410-51400-810	Administration	Cap Outlay	10,767	166,211	7,068	70,000	292,200
<b>FUND 411 TID #7</b>							
R 411-41120-000	Tax Incremental Levy		-	-	6,831	6,152	12,500
R 411-43690-000	Other State Shared Taxes		-	-	1,273	1,575	1,200
E 411-56700-110	Land costs		296,500	3,944	-	-	-
E 411-56700-190	Professional svc and other		22,858	7,006	1,569	1,676	2,000
E 411-58200-000	Interest expense		-	281	8,305	1,500	1,500
<b>FUND 421 POLICE CAPITAL PROJECTS</b>							
R 421-41110-000	General Property Taxes		34,000	25,000	25,000	37,000	37,000
R 421-48301-000	Sale of squads		15,347	2,000	-	32,061	-
E 421-52100-810	Police	Cap Outlay	64,680	34,107	58,760	59,128	54,000
<b>FUND 422 FIRE DEPT CAPITAL PROJECTS</b>							
R 422-41110-000	General Property Taxes		125,000	115,000	117,000	119,000	121,000
R 422-43212-000	Grants		-	-	-	-	-
R 422-48302-000	Sale of Fire Equipment		7,800	60,000	-	-	-
R 422-48440-000	Insurance recoveries		145,068	-	-	-	-
R 422-49120-000	Note proceeds (radios)		191,133	-	-	-	-
R 422-49200-000	Transfers in		112,320	-	-	#REF!	-
R 422-48500-030	Donations	FIRE DEPARTMENT	2,100	1,500	6,025	-	-
E 422-52200-810	Fire	Cap Outlay	556,382	93,015	613,356	59,742	189,000
E 422-52200-810	Fire	Debt payment	20,553	61,659	120,298	-	-
<b>FUND 430 PUBLIC WORKS CAPITAL PROJECTS</b>							
R 430-41110-000	General Property Taxes		108,000	108,000	108,000	108,000	175,000
R 430-48309-000	Other Property Sales		15,700	8,281	-	2,750	-
			123,700	116,281	108,000	110,750	175,000
430-53100-810	PW Admin	Cap Outlay	34,203	37,313	-	143,673	173,000
430-53270-810	PW Bldg	Cap Outlay	9,665	27,457	-	-	-
430-53311-810	Streets	Cap Outlay	2,102	17,797	243,747	143,673	173,000
430-53312-810	Snow	Cap Outlay	-	-	-	-	-
			45,970	82,567	243,747	287,346	346,000

# **GLOSSARY**

## Glossary

### A

**Accrual Basis.** A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**ACH.** Automated Clearing House. ACH is an electronic network for financial transactions in the United States that allows for large transfers of funds between banks for transactions such as direct deposit or paying bills.

**Activity.** Departmental efforts which contribute to the achievement of a specific set of program objectives; the smallest unit of the program budget.

**AICP.** American Institute of Certified Planner. The organization's certificate for individuals that have met the criteria of professional standards that include training and testing.

**Annualize.** Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

**Appropriating.** A legal authorization to incur obligations and to make expenditures for specific purposes.

**Assessed Valuation.** The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

**Asset.** Resources owned or held by a government which have monetary value.

**Attrition.** A method of achieving a reduction in personnel by not refilling the position vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

**Authorized Positions.** Employee positions, which are authorized in the adopted budget, to be filled during the year.

**Available (Undesignated) Fund Balance.** This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

### B

**Base Budget.** Cost of continuing the existing levels of service in the current budget year.

**Bond.** A long-term I. O. U. or promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects. The following two definitions are types of bonds.

## Glossary

- **General Obligation (G.O.) Bond.** This type of bond is backed by the full faith, credit and taxing power of the government.
- **Revenue Bond.** This type of bond is backed only by the revenues from a specific enterprise or project, such as a water or sewer special assessment project.

**Bond Refinancing (Refunding).** The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**Bond Market.** The term used to describe the method of obtaining financing by issuing bonds through either competitive or negotiated methods. The market rate for bonds is determined by prevailing rate of similar issues from other municipalities.

**Budget.** A plan of financial activity for a specified period of time (calendar year) indicating all planned revenues and expenses for the budget period.

**Budgetary Basis.** This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

**Budget Calendar.** The schedule of key dates which a government follows in the preparation and adoption of the budget.

**Budgetary Control.** The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

## C

**CAFR (Comprehensive Annual Financial Report).** This report contains the Village's annual financial statements, auditors report on the financial statement, various tables and graphs as supplemental data and a transmittal letter discussing the years activity.

**Capital Assets.** Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

**Capital Budget.** The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

**Capital Improvements.** Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

## Glossary

**Capital Improvements Program (CIP).** A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

**Capital Outlay or Capital Expenditures.** Fixed assets which have a value of \$10,000 or more and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

**Capital Project.** Major construction, acquisition, or renovation activities which add value to a government's physical assets or increase their useful life. Also called capital improvements.

**Capital Reserve.** An account used to segregate a portion of the government's equity to be used for future capital program expenditures. The amount of capital reserve is roughly equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.

**Cash Basis.** A basis of accounting in which transactions are recognized only when cash is increased or decreased.

**Central Brown County Water Authority (CBCWA or Authority).** A legal entity formed by area municipalities to purchase water from Manitowoc, Wisconsin and sell the water to the member municipalities. This entity is the source of water for Howard. (Also see **Water Authority** definition below.)

**Class One Notice.** An official notice placed into a daily or weekly publication used as the official newspaper of the Village. The Village's official paper is a local paper titled *The Press*.

**Collective Bargaining Agreement.** A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and other matters).

**Computerized Revaluation.** A process of establishing a new assessed value for each property within the Village which utilizes a computer program and the most recent home sales to prepare an assessed value based on one of two methods of acceptable appraisal practices.

**Constant or Real Dollars.** The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point in time in the past.

**Consumer Price Index (CPI).** A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

**Contingency.** A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

## Glossary

**Contractual Services.** Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

**Cost-of-living Adjustment (COLA).** An increase in salaries to offset the adverse effect of inflation on compensation.

**CORP - Comprehensive Outdoor Recreation Plan.** A five year plan detailing new and existing park purchases and improvements.

**CPA – Certified Public Accountant.** An individual obtains this professional title by obtaining a BS or BA accounting degree from a college or university (150 semester hours), obtaining certain experience requirements, obtaining a license from a state and passing a four part, 3 ½ day examination from the American Institute of Certified Public Accountants.

## D

**Debt Service.** The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**Deficit.** The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

**Department.** The basic organizational unit of government which is functionally unique in its delivery of services.

**Depreciation.** Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**Development-related Fees.** Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

**Disbursement.** The expenditure of money from an account.

**Distinguished Budget Presentation Awards Program.** A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**DOT.** Wisconsin Department of Transportation. A branch of the state government involved in transportation related issues within the state.

**DNR.** Wisconsin Department of Natural Resources. A branch of the state government involved in oversight of natural resources within the state.

## Glossary

### E

**Employee (or Fringe) Benefits.** Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

**Encumbrance.** The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

**Entitlements.** Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the money, usually the state or the federal government.

**Equalized Value.** Wisconsin Statutes, Section 70.57 requires the Department of Revenue to annually determine equalized value, which is an independent estimate of full value of a taxing jurisdiction so that property taxes are uniform throughout the various subdivision of taxing authorities in the State.

**Equivalent Residential Unit (ERU).** The impervious area of a property relative to the statistical average impervious area of a single family home within the Village of Howard. One ERU equals 3,301 square feet of impervious surface.

**Expenditure.** The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

**Expenditure Restraint Program.** The State of Wisconsin offers an entitlement program to cities and villages who voluntarily limit expenditure growth in their General Fund to an amount not to exceed a percentage factor which is calculated by the state. The percentage factor is based on equalized valuation growth and cost of living data.

**Expense.** Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

### F

**Fire Insurance Shared Tax.** Payment made by the State of Wisconsin to a municipality for the sharing the cost of fire protection. These funds are limited to use for specific items including purchase of fire equipment, training of fire fighters, fire inspections and other specific costs.

**Fiscal Policy.** A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year.** A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The Village's fiscal year runs from January 1 through December 31.

## Glossary

**Fixed Assets.** Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**Full Faith and Credit.** A pledge of a government's taxing power to repay debt obligations.

**FT – Full-time.** A full-time employee of the Village is an employee hired to work at least 40 hours per week on a permanent basis. Full-time employees are eligible to receive full benefits.

**Full-time Equivalent Position (FTE).** A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

**Function.** A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

**Fund.** A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.

**Fund Balance.** The excess of the assets of a fund over its liabilities.

## G

**GAAP (Generally Accepted Accounting Principles).** Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**GBMSD (Green Bay Metropolitan Sewage District).** The district responsible for collection of the sewage from the Village as well as other surrounding communities.

**GIS (Geographical Information System).** A system of maps and databases which allow for integration of information utilizing various parameters and graphical interfaces.

**GPS (Global positioning satellite).** A computerized satellite system that allows tracking of a device placed onto/in equipment, buildings, etc.

**Goal.** A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

**Grants.** A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

## Glossary

### I

**IBC/Donoghue Index MMBD.** A financial indicator based on various indicators which is used by financial institutions for payment of earnings on investments such as investment pools and certificates of deposits.

**Indirect Cost.** A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**Infrastructure.** The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

**Interfund Transfers.** The movement of money between funds of the same governmental entity.

**Intergovernmental Revenue.** Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

**Internal Service Charges.** The charges to user department for internal services provided by another Village department or function, such as an insurance fund from a central pool.

### J

**JD (Juris Doctorate).** A juris doctorate is a first professional graduate degree in law.

### L

**Levy.** To impose taxes for the support of government activities. The levy amount represents the total dollar amount of property taxes to be collected through real and personal property tax billings.

**Line-item Budget.** A budget prepared along departmental lines that focuses on individual accounts within each department, such as supplies.

**Long-term Debt.** Debt with a maturity of more than one year after the date of issuance.

### M

**Materials and Supplies.** Expendable materials and operating supplies necessary to conduct departmental operations.

**Mill or Mill Rate.** The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation.

## Glossary

**Modified Accrual (Basis of Accounting).** The method of recording revenues when susceptible to accrual (i.e. when they become both measurable and available) and recording expenditures when liability is incurred, except for principal and interest on long-term debt.

## N

**Net Budget.** The legally adopted budget less all interfund transfers and interdepartmental charges.

**NEW Water.** Formerly GBMSD (Green Bay Metropolitan Sewage District). The district responsible for collecting and treatment of sewage from the Village and other area municipalities.

**Nominal Dollars.** The presentation of dollar amounts not adjusted for inflation. Adjusting for inflation would be done to reflect the real purchasing power of money today.

**NWTC.** Northeast Wisconsin Technical College, a vocational training facility supported in part by tax levies from area jurisdictions, including Howard.

## O

**Object of Expenditure.** An expenditure classification, referring to the lowest and most detailed level of classification, such as utilities, office supplies, workshops, and salaries.

**Objective.** Something to be accomplished in specific, well-defined, and measurable terms and that it achievable within a specific time frame.

**Obligations.** Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**Operating Revenue.** Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**Operating Expenses.** The cost for personnel, materials and equipment required for a department to function.

**Output Indicator.** A unit of work accomplished, without reference to the resources required to do the work (e.g., number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work performed.

## Glossary

### P

**Part-time.** An employee who works less than 30 hours per week, or a seasonal employee that works for a specified period of time who could work up to 40 hours per week. Part-time employees are paid on a per-hour basis and receive no benefits.

**Pay-as-you-go Basis.** A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing. Also, a type of Tax Incremental District incentive payment made to developers within the district that rebates a portion of property taxes, on an annual basis, back to the developer.

**PE – Professional Engineer.** An individual obtains this certification by obtaining a BS or BA engineering degree from a college or university and obtaining a state license.

**Performance Budget.** A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

**Performance Indicators.** Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

**Performance Measure.** Data collected to determine how effective or efficient a program is in achieving its objectives.

**Personal Services.** Expenditures for salaries, wages, and fringe benefits of a government's employees.

**Prior-Year Encumbrances.** Obligations from previous fiscal years in the form of purchase orders, contracts of salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

**Program.** A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

**Program Budget.** A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

**Program Performance Budget.** A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance indicators.

**Program Revenue (Income).** Revenues earned by a program, including fees for services, license and permit fees, and fines.

**PSC - Public Service Commission.** The governing body of all regulated utilities within the State of Wisconsin. This body governs the rates charged by the water utility.

## Glossary

**Purpose.** A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

## R

**Recycling Grants.** Payment made by the State of Wisconsin to assist qualified municipalities in recycling expenditures made during a fiscal year. This grant is limited in use and requires reporting of related expenditures for final reimbursement payment.

**REI.** Acronym for recycling efficiency grants from the State of Wisconsin.

**Reserve.** An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

**Resolution.** A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**Resources.** Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

**Retained Earnings.** The historically accumulated earnings of an enterprise fund less any amounts transferred to other funds not deemed for operational purposes.

**Revaluation.** The process used by the assessor to place a new value on real property and improvements for determining the parcel's assessed value for property tax purposes. A revaluation would be performed on all taxable properties in the same year.

**Revenue.** Sources of income financing the operations of government.

## S

**Service Level.** Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

**Source of Revenue.** Revenues are classified according to their source or point of origin.

**State Aids** - Primarily composed of the following:

- **State Shared Revenue.** Payments made by the state based on the qualified municipality's population, sewer utility, aidable revenues, property valuations and other factors. Increases or decreases in annual payments made by the state are limited. Decreases can not exceed 5% of previous year's payment.

## Glossary

- **State Transportation Aids.** Payments made by the state to municipalities for assistance in street/road related expenditures. The state pays either a share of eligible related expenditures, or a per mile payment. All municipalities are eligible for this aid.
- **State Connecting Highway Aids.** Payments made by the state to municipalities with state roads designated connecting highways, to assist in the maintenance of such roads.
- **State Municipal Service Aids.** Payments made by the state to municipalities providing police, fire and solid waste services to state owned property located within the municipality.

**Supplemental Appropriation.** An additional appropriation made by the government body after the budget year has started.

**Supplemental Requests.** Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

## T

**Target Budget.** Desirable expenditure levels provided to departments in developing the coming year's recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

**Taxes.** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for benefit, such as special assessment.

**Tax Increment or Tax Incremental Revenues.** Property taxes collected for the TID specifically designated to repay costs of development within the boundaries of the TID.

**Tax Incremental Financing District (TID or TIF).** A geographic area within the Village designated as a district to allow for certain infrastructure and building improvement costs to be recovered through tax incremental levies. The district can only be formed by agreement with the affected overlying jurisdictions (school district, county and vocational college).

**Tax Levy.** The resultant product when the tax rate per \$1,000 is multiplied by the tax base.

**Tax Rate or Tax Mill Rate.** The mill rate is expressed as the tax rate per \$1,000 of assessed valuations. The rate is calculated by utilizing the Village's levy plus levy from all overlying jurisdictions, adding TID incremental taxes, and dividing the result by the total assessed valuation of the Village and multiplying by \$1,000.

**TID (TIF).** Tax incremental (financing) district. An area of land within the boundaries of the Village that has been designated as an area of development whereby future property taxes are used to repay the cost of the infrastructure and other improvements.

## Glossary

**Transfers In/Out.** Amounts transferred from one fund to another to assist in financing the services or purchases for the recipient fund.

## U

**Unencumbered Balance.** The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

**Unreserved Fund Balance.** The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**User Charges.** The payment of a fee for direct receipt of a public service by the party who benefits from the service.

## V

**Variable Cost.** A cost that increases/decreases with increases/decreases in the amount of service provided such as the payment of a salary.

**Village Center.** A future mixed use development to become the center of commercial, retail and housing activity within the Village. The area is located between Meadowbrook Park on the north, Riverview Drive to the south, Cardinal Lane to the east and Hillcrest Heights on the west. In 2014, the first phase of construction began on this project.

## W

**Water Authority.** The Central Brown County Water Authority (CBCWA or Authority) is an autonomous body with six member municipal units that was created to obtain drinking water from Lake Michigan for use by the member units.

**Working Cash.** Excess of readily available assets over current liabilities, or cash on hand equivalents which may be used to satisfy cash flow needs.

**Workload Indicator.** A unit of work to be done (e.g., number of permit applications received, the number of households receiving refuse collection services, or the number of burglaries to be investigated).

**Work Years.** The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year": is equal to one full-time, year-round employee. For most categories, this equals 2,080 hours year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of "work years" for the position.